



Runway to Resilient Growth

Innovating for a Sustainable Tomorrow

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From the Chairman's Desk

“
The fiscal year
2023-24 has been
a defining chapter
in our journey.
Our airports have
facilitated seamless
connectivity while
also exemplifying
sustainability
in action.



Dear Valued Stakeholders,

In his vision for a 'Viksit Bharat', Prime Minister Narendra Modi envisions India not only as the world's third-largest economy but also as a beacon of sustainability, innovation, and global connectivity. At GMR Airports, we are proud to contribute to this mission by developing world-class aviation infrastructure that embodies the spirit of progress and inclusivity. Our airports are more than gateways to the world—they are engines of national transformation, fostering trade, tourism, and economic opportunities while showcasing the best of India to the globe, aligned with the nation's priorities of sustainability and resilience.



From the Chairman's Desk



True essence of progress is reflected in the lives we touch and the value which we create for our society.

The fiscal year 2023-24 has been a defining chapter in our journey. Our airports have facilitated seamless connectivity while also exemplifying sustainability in action. From leading the charge towards decarbonisation to integrating renewable energy systems and moving forward towards water positivity, we have set benchmarks that resonate far beyond the aviation sector.

Having said that, we believe progress goes beyond scaling megawatts of green energy or measuring the tonnes of emissions saved. From an Indian context, the true essence of progress is reflected in the lives we touch and the value which we create for our society. Each and every effort we put into our work is aimed at creating a better, more sustainable future for all. Through the GMR Varalakshmi Foundation, we have empowered thousands by investing in education, skill development, and healthcare. More than 90% of the Foundation's beneficiaries come from vulnerable sections of society, underscoring our unwavering commitment to fostering inclusive growth. Our belief is simple – when communities thrive, so does the ecosystem around them.

Integrity, one of our core values, shapes our commitment to transparency and ethical governance. This commitment underpins our ESG framework, which drives accountability

at every level, ensuring that we meet the high expectations of our stakeholders. It is this spirit of integrity that fosters trust and strengthens our bonds with partners, communities, and employees alike.

I take this opportunity to acknowledge the dedication of our teams, who transform ambition into action every day. Their commitment has cemented GMR Airports as a leader in innovation, operational excellence, and sustainability.

As we chart our path forward, it is essential to remember that we are not merely building infrastructure; we are crafting experiences, driving innovation, and shaping a more resilient world. Our commitment to aligning with global frameworks such as the United Nations Sustainable Development Goals and India's ambitious Net Zero by 2070 vision underscores our dedication to addressing climate imperatives and fostering inclusive growth.

This journey is brimming with promise, yet it also presents challenges that require collaboration, innovation, and bold action. With the support of our stakeholders, we are resolute in our mission to lead by example. We are building a legacy where aviation serves as a force for good, powering economies and enriching lives.

Thank you for being an integral part of this extraordinary journey. Your dedication and hard work have been instrumental in achieving our goals, and I am grateful for your constant support. Together, we will continue to soar, shaping a future that is inclusive, sustainable, and brimming with opportunity. Let's keep pushing the boundaries and making a positive impact on the world. I am excited about what lies ahead and confident that, with our collective efforts, we will achieve even greater success.

Warm regards,

GM Rao
Chairman,
GMR Airports Limited



From the MD & CEO's Desk

“FY 2023-24 has been a year of breakthroughs as we advanced our mission to become a global leader in sustainable aviation.”



Dear Valued Stakeholders,

In the ever-evolving world of aviation, standing still is not an option. At GMR Airports, we see change not as a challenge but as a catalyst for innovation and transformation. FY 2023-24 has been a year of breakthroughs as we advanced our mission to become a global leader in sustainable aviation.



From the MD & CEO's Desk



1.4 Lakhs

Lives impacted through the Foundation

This year, we embedded ESG principles deeper into our operational framework, achieving remarkable milestones. Delhi Airport achieved the extraordinary feat of being the largest airport in the world and among the first airports in Asia to receive the coveted Airport Council International's (ACI) Airport Carbon Accreditation (ACA) Level 5 accreditation. We also commissioned the Eastern Cross Taxiway, an innovative elevated dual-lane taxiway reducing the aircraft travel distance from 9 km to 2 km, resulting in saving about 55,000 tCO₂ annually. Additionally, Delhi and Hyderabad airports transitioned entirely to clean electricity, contributing to a collective saving of over 150,000 tCO₂ across our three operational Indian airports. In line with our broader decarbonisation efforts, we are also transitioning to electric vehicles (EVs) and installing EV charging infrastructure for stakeholders, including taxi and airline operators.

Our longer-term sustainability initiatives include exploring Sustainable Aviation Fuels (SAF). Through collaboration with Groupe ADP and other partners, we have undertaken a joint study to assess SAF's potential, reflecting our commitment to pioneering solutions that will shape the future of sustainable aviation.

At GMR Airports, governance, ethics, and integrity are central to our identity. Backed by a dedicated internal assurance team, we proactively address risks while ensuring the highest ethical standards. Our governance framework integrates ESG priorities into decision-making and is reinforced by strong policies on anti-corruption, whistleblower protection, and compliance. This vigilant approach to risk management and accountability builds trust, strengthens stakeholder confidence, and fosters a culture of transparency and responsibility.

Our people are our greatest strength. We have prioritised creating an inclusive, safe, and growth-oriented workplace that empowers our employees. We aim to nurture a culture that not only drives performance but also makes our people genuinely happy and fulfilled. Initiatives such as wellness programmes, comprehensive safety management systems aligned with ISO 45001, and targeted skill development opportunities have helped us build a resilient workforce ready to tackle future challenges.

We take immense pride in our community engagement programmes, led by the GMR Varalakshmi Foundation. CSR has been at the core of the GMR Group ethos since

its inception, and we have been doing pathbreaking work for over 30 years in healthcare, education, sanitation, and livelihoods. This year alone, GMR Airports, through the Foundation, positively impacted 1.4 Lakhs lives, further demonstrating our commitment to inclusive progress.

Looking ahead, our focus remains on innovation, collaboration, and operational excellence. We will continue to invest in cutting-edge technologies, explore sustainable aviation fuels, and partner with global leaders to set new benchmarks in sustainability. Simultaneously, we aim to enhance stakeholder engagement and transparency by aligning our disclosures with globally recognised frameworks such as GRI and BRSR.

This journey is not ours alone—it is shared with you—our valued stakeholders. Thank you for your continued trust and partnership. Together, we will navigate the skies of tomorrow, ensuring a resilient and sustainable future for generations to come.

Yours sincerely,

Kiran Kumar Grandhi
Managing Director & CEO,
GMR Airports Limited



Cleared for Take-off: Our Sustainability Journey

Key Highlights of ESG Performance

DIAL is world's largest
airport to achieve
ACI ACA Level 5
Accreditation



22.84 MW

On-site solar installations across
Delhi, Hyderabad and Mopa airports

100%

Clean electricity sourcing at
Delhi and Hyderabad airports



First

Externally assured
Sustainability Report

1,50,000 tCO₂
Avoided through clean
electricity usage

100%

EV adoption achieved
for owned 4-wheeler
vehicles at Delhi Airport

1.4 Lakhs

Lives positively impacted
through initiatives led by
GMR Varalakshmi Foundation

90%

Beneficiaries of our
CSR initiatives are from
vulnerable sections of society



About the Report

Welcome to a journey where innovation meets responsibility, and resilience takes flight. At GMR Airports Limited, we don't just operate airports—**we shape gateways to a greener, more inclusive, and transparent future.**

Our FY 2023-24 Sustainability Report is your boarding pass to explore how we are reimagining aviation through the lens of Environmental, Social, and Governance (ESG) excellence. This is more than a Report; it is a story of ambition, action, and transformation.

Imagine airports powered by the sun and the wind, where every take-off reduces emissions, and every landing nurtures the earth. Picture terminals that aren't just bustling hubs of connectivity but vibrant spaces of innovation, safety, and inclusivity. Envision communities uplifted through education, empowerment, and shared growth. This is the future we are building — one that aligns with the United Nations Sustainable Development Goals (SDGs), the Paris Agreement, and India's visionary Net Zero 2070 commitment.

What Awaits You in this Report



Climate Action
Bold steps toward carbon-neutral skies and resilient infrastructure.



Social Impact
Empowering lives, from communities to employees, for a brighter tomorrow.



Governance & Transparency
Upholding integrity and trust at every altitude.

Fasten your seatbelts. The future is ready for **take-off!**

At GMR, sustainability isn't a destination — it's the runway for our growth, innovation, and purpose. We invite you to embark on this flight of resilient growth and discover how we are 'Innovating for a Sustainable Tomorrow'.

Reporting Period
FY 2023-24 that is 1st April 2023 to 31st March 2024

Framework Adopted
GRI Universal Standards, 2021*

Assurance Provided
ISAE 3000 Limited Assurance

Report Coverage
The Report includes all operations where:

- GMR Airports has majority shareholding with managerial control of asset
- Have been commissioned and entered operational phase

- Assets covered**
- Delhi International Airport Limited (DIAL)
 - GMR Hyderabad International Airport Limited (GHIAL)
 - GMR Goa International Airport Limited (GGIAL)

* GRI Content Index is placed on the GMR Airports' [website](#)



Navigating New Horizons: Strategy & Stakeholder Engagement

Strategy & Stakeholder Engagement

As one of the leading airport operators in the world, GMR Airports Limited is committed to embedding sustainability at the core of its operations.

In a rapidly evolving global context, where environmental challenges, social expectations, and governance standards are shaping the future of industries, GMR recognises the critical role it must play in advancing sustainability.

Through its Environmental, Social, and Governance (ESG) framework, GMR is driving long-term value creation for its stakeholders while ensuring the resilience and sustainability of its business.

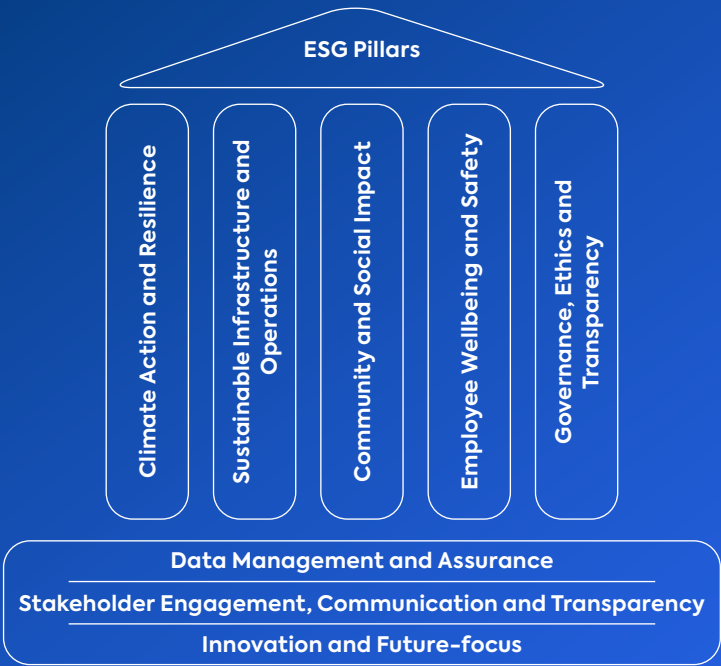
At GMR, sustainability is not just a compliance requirement but a strategic imperative. The Company's

sustainability vision is aligned with global frameworks such as the United Nations Sustainable Development Goals (SDGs), Paris Agreement, and India's Net Zero by 2070 target. Further, GMR's approach is comprehensive, addressing the environmental and social impacts of its airport operations, engaging deeply with stakeholders to understand and act on their concerns, and continuously improving governance structures to ensure transparency and accountability.

This section delves into GMR's holistic sustainability strategy, detailing how it integrates ESG into its business model, how it engages with its diverse range of stakeholders, and how it aligns its operations with global and national sustainability goals. It provides a closer look at the GMR Sustainability Framework, the insights gained through its stakeholder engagement process, and the alignment of its actions with critical global priorities such as climate action and sustainable development.

GMR Sustainability Framework: Integrating ESG into Core Operations

The GMR Sustainability Framework is designed to integrate Environmental, Social, and Governance (ESG) principles at every level of the organisation, aligning them with the Company's core operations and long-term strategic goals. This framework is underpinned by strong governance, innovation, and continuous improvement processes aimed at ensuring operational excellence and responsible business practices.



Strategy & Stakeholder Engagement

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Elevating Passenger Experience at GMR Airports

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2030 & Beyond

Strategy & Stakeholder Engagement

Pillar

Strategic Intent

Targeted Actions

Outcomes

Climate Action and Resilience

Position GMR Airports as a leader in decarbonisation and climate resilience within the aviation sector by setting ambitious carbon reduction targets, enhancing adaptation measures, and aligning with global climate frameworks.

Decarbonisation Roadmap

Set a clear trajectory to achieve net zero emissions by 2050, aiming for intermediate milestones like achieving Airport Carbon Accreditation.

Renewable Energy Integration

Expand renewable energy sources (e.g. solar PV) across airport sites, aiming for 100% renewable energy use.

Climate Adaptation Planning

Develop infrastructure and operational adaptations to safeguard against climate risks, incorporating climate resilience into the design of new terminals and expansions.

Reduced carbon footprint, increased investor confidence, enhanced operational resilience, and contribution to India’s national climate commitments.

Sustainable Infrastructure and Operations

Create sustainable airport facilities that not only minimise environmental impact but set a benchmark for green infrastructure and resource efficiency in the aviation industry.

Green Building Leadership

Commit to ensuring all new and existing airport facilities achieve or maintain IGBC or USGBC LEED green building certification.

Resource Efficiency

Target reduction in water use and zero waste to landfill by implementing closed-loop water systems, waste-to-energy initiatives, and energy-efficient systems.

Smart Technology Integration

Use of latest technology such as AI analytics, cloud-based control through sensors and other smart technologies to improve environmental performance across airport operations.

Enhanced resource efficiency, cost savings, reputation as a sustainability innovator, and alignment with airport industry best practices.

Community and Social Impact

Strengthen social and development ecosystem to address community needs especially for vulnerable sections, fostering local economic development, and embedding social responsibility into GMR’s core operations.

Strategic CSR Programmes

Through GMR Varalakshmi Foundation (GMRVF), align community projects with social needs, focusing on skill development, healthcare, and education in local areas.

Skills and Employment Pipeline

Expand partnerships with vocational training centres to address local employment, enhancing community ties and supporting sustainable economic development.

Community Partnerships and Engagement

Foster ongoing dialogue with local communities to address their needs, concerns, and interests, ensuring that GMR’s impact aligns with local aspirations.

Strengthened community relationships, skilled local workforce, improved social metrics, and alignment with India’s social development goals.

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Strategy & Stakeholder Engagement

Pillar

Employee Well-being and Safety

Strategic Intent

Cultivate a resilient, inclusive and safe workplace that prioritises physical, mental and emotional well-being while embedding a strong safety culture across airport operations.

Targeted Actions

Comprehensive Safety Management Systems

Strengthen safety protocols with full alignment with standards such as ISO 45001 across locations.

Wellness Programmes

Offer wellness programmes that address health and well-being. Offer preventive health checkups to employees.

Outcomes

Increased employee engagement and productivity, reduced incidents, improved safety metrics and enhanced reputation as a safe and supportive employer.

Governance, Ethics, and Transparency

Lead in governance transparency and ethics, ensuring accountability across ESG commitments to gain stakeholder trust and reinforce GMR Group’s reputation.

Governance Integration

Embed ESG risk management into board oversight and decision-making processes, with dedicated ESG governance frameworks and committees.

Policy Strengthening

Regularly update and enhance policies on anti-bribery, corruption, and related-party transactions to ensure best-in-class standards.

Enhanced Disclosures

Improve ESG reporting with transparent, consistent, and detailed data in line with frameworks such as GRI and BRSR.

Improved governance ratings, enhanced investor and stakeholder confidence, alignment with regulatory expectations, and risk mitigation.

Spearheading Sustainability through SDG Alignment



Initiatives

Airports inherently generate direct and indirect employment, fostering adjacent businesses and tourism. GMRVF's CSR initiatives focus on skill-building and livelihood programmes, particularly for women.

Impact

NCAER studies show RGIA has created 13,500 direct jobs, 119,600 indirect supply chain jobs, and 7,07,700 tourism-related jobs, with Airport City development projected to add 15,837 construction-phase jobs and 1,98,000 more by 2025. Delhi Airport is anticipated to generate over 4 Million jobs by FY 2025-26. Over 7,300 youth have received vocational training through CSR efforts.



GMRVF addresses nutrition through dedicated centres and millet processing units.

These centres support pregnant and lactating women, providing supplementary nutrition, health checkups, and awareness programmes to improve maternal and child health.



Occupational health and safety management systems (ISO 45001 certified) along with wellness programmes and preventive health initiatives.

Improved safety metrics and reduced workplace incidents through various initiatives and risk management.



Education programmes under GMRVF, after-school programmes and school infrastructure development across communities.

90% of GMRVF beneficiaries are from vulnerable groups and thousands have been empowered through education initiatives.



Initiatives

GMR Airports fosters gender equality through inclusive workplace practices and policy interventions for equal pay and maternal care. CSR programmes empower women with skill-building and livelihood opportunities, enhancing financial independence.

Impact

No significant pay gap between female and male employees. Through CSR initiatives, over 100 women entrepreneurs have been supported.



Rainwater harvesting systems are set up with zero wastewater discharge through STPs. Tech-enabled irrigation systems along with condensate recovery for cooling.

Rainwater harvesting capacity exceeding annual consumption at Delhi Airport with Hyderabad airport recycling 16.4% of its water needs.



Transition to 100% renewable electricity along with installation of solar power plants at Delhi (7.84 MW), Hyderabad (10 MW), and Goa (5 MW) airports.

150,000 tCO₂ emissions avoided in FY 2023-24 with energy intensity on revenue basis reduced by 8%.



Skill development initiatives under GMRVF accompanied by the creation of Airport City economic hubs leading to increase in local employment.

8,40,800 jobs supported by Hyderabad Airport. 4 Million employment opportunities projected at Delhi Airport by FY 2025-26.

Spearheading Sustainability through SDG Alignment



Initiatives

Development of multimodal transport hubs with an Eastern Cross Taxiway at Delhi along with implementation of smart technologies.



Inclusion-focused employment policies and skill training programmes with community programmes targeting vulnerable populations.



Green building certifications (LEED/IGBC) and climate-resilient infrastructure. Community engagement programmes are aligned with local needs.



Waste segregation at source with proper recycling and composting with material recovery and biogas units operational at Delhi and Hyderabad airports.

Impact

7 km reduction in taxiing distance saves 55,000 tCO₂ annually with TaxiBots saving 450 tCO₂ in FY 2023-24.

Beneficiaries predominantly are from unprivileged groups. Local employment has led to reduction in socio-economic disparities.

All terminals are certified by LEED/IGBC with Delhi T1 pre-certified LEED Platinum. 625 rainwater harvesting structures in place at Delhi Airport.

98% of waste diverted from landfills with 10 TPD material recovery and 2 TPD biogas units now operational at Delhi Airport. Hyderabad ISWM expansion to handle material recovery and composting with 10 TPD capacity for each by March 2025.



Initiatives

Achieve Net Zero Carbon Emissions by 2050. Electrification of ground vehicles and promotion of Sustainable Aviation Fuels (SAF).



Conservation of biodiversity through greenbelt development and use of native species for landscaping.



GMR Airports collaborates with stakeholders to drive sustainable development. Partnerships with government bodies, NGOs, and industry groups enhance initiatives in climate action, social impact, and sustainable operations.

Impact

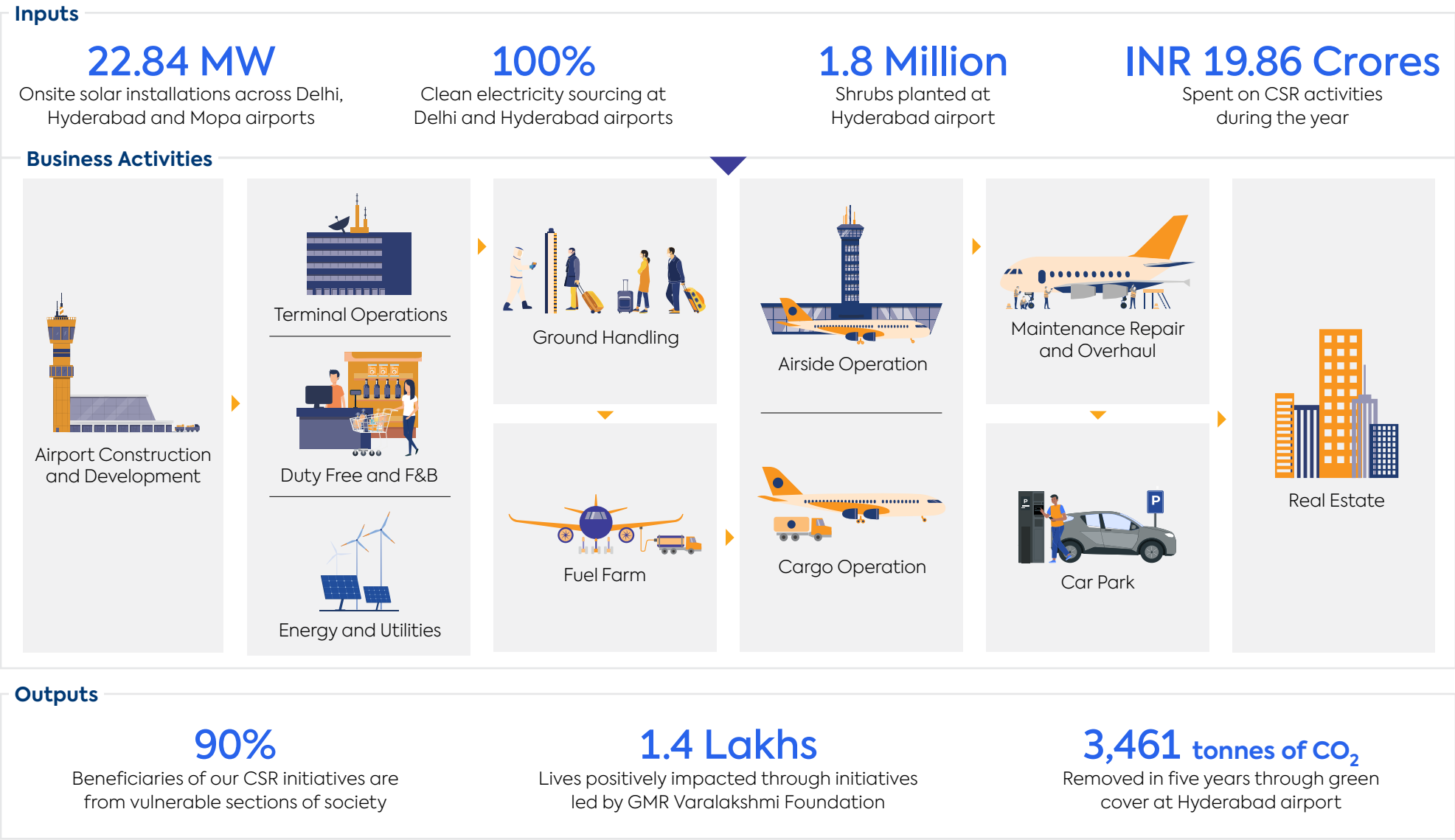
DIAL became the world's largest airport to be ACA Level 5 accredited with GHIAL receiving Level 4+ DIAL has switched 100% of four-wheelers to EVs.

Airports maintain green cover as natural carbon sinks with biodiversity integrated into design and operations.

GMRVF has partnered with multiple industry partners to place over 80% of 90,000 youth trained through skill development training.



Value Creation at GAL



Stakeholder Insights & Materiality Matrix: A Shared Responsibility

At GMR Airports Limited, sustainability is a shared responsibility that extends beyond the internal operations of the Company to include all relevant stakeholders. GMR recognises that understanding and addressing the concerns of stakeholders is essential for long-term success and resilience. By engaging with a diverse range of stakeholders—passengers, airlines, employees, investors, local communities, regulatory bodies, suppliers, law enforcement agencies, etc. — the Company fosters trust, builds enduring relationships, and ensures that its sustainability initiatives reflect the evolving expectations of those most impacted by its operations.

Materiality Assessment Process

The Materiality Assessment at GMR is a critical tool for identifying the Environmental, Social, and Governance (ESG) issues that are most important to both the Company and its stakeholders. Conducted in accordance with the Global Reporting Initiative (GRI) Universal Standards 2021, this process helps GMR to strategically align its operations with stakeholder priorities and global sustainability goals. The materiality assessment is a comprehensive, multi-step process designed to prioritise the ESG issues that have the greatest potential to impact GMR’s long-term sustainability, operational success, and reputation. This exercise was last conducted in 2022 and would be conducted again in the year 2025.



Stakeholder Insights & Materiality Matrix: A Shared Responsibility

1
Peer Identification and
Secondary Literature Review

The first step in the process involves benchmarking GMR's sustainability performance against industry peers and reviewing global ESG standards specific to the airport and infrastructure sectors. This step helps GMR understand the broader landscape of industry challenges and emerging trends. By analysing how similar companies are addressing issues such as carbon neutrality, renewable energy integration, noise management, waste management, employee engagement, social responsibility, etc. GMR can identify areas for improvement and innovation within its own sustainability framework. This review also includes a thorough analysis of sector-specific standards like the Airport Carbon Accreditation (ACA) program, which sets global benchmarks for carbon management in airports.

2
Stakeholder Identification, Prioritisation, and Engagement

A key aspect of the materiality assessment is identifying and prioritising stakeholders based on their influence and impact on the Company's operations. GMR's stakeholder groups are broad and diverse, including:

- **Passengers:** As the primary users of airport services, passengers provide valuable insights into the quality of services, environmental impacts, and overall safety measures. Their feedback plays a critical role in shaping customer experience initiatives, such as the implementation of green building designs and air quality control measures within terminal spaces.
- **Employees:** Employees contribute to internal sustainability efforts and provide insights into operational safety, workforce well-being, and ethical business conduct. GMR regularly engages its workforce through surveys, town halls, and employee feedback systems to gather inputs on issues like health and safety, career development, and other related initiatives.
- **Investors and Financial Stakeholders:** As investors increasingly demand ESG transparency and performance, their concerns around financial prudence, carbon emissions, and governance practices are key to shaping GMR's sustainability strategy.
- **Local Communities:** GMR's airports are located near communities that may be affected by noise, air quality, or land use changes. The Company engages with these communities through its Airport Teams and GMR Varalakshmi Foundation (GMRVF), addressing their concerns and ensuring that airport operations contribute positively to community welfare.
- **Regulatory Authorities:** Governmental and regulatory bodies set the standards for environmental compliance, safety regulations, and community relations. GMR collaborates with these bodies to ensure adherence to national and international regulations, particularly in the areas of environmental management and airport safety and security.
- **Airline Operators:** As key partners in the airport ecosystem, airline operators influence and are impacted by GMR operational policies, especially in areas such as carbon emissions, noise management and safety protocols. Regular consultations with airlines help align strategies to reduce emissions through fuel-efficient taxiing systems, optimise ground operations, and enhance safety measures, ensuring that both the airline operators' operational needs and environmental targets are met.

The process of prioritising stakeholders allows GMR to focus on the issues that are most critical to its long-term sustainability and business success.

Stakeholder Insights & Materiality Matrix: A Shared Responsibility

3

Engagement and Feedback Collection

Through structured engagement with stakeholders, GMR gathers valuable feedback on the ESG issues that matter most to each group. This engagement includes a combination of quantitative surveys, qualitative interviews, focus group discussions, and feedback forms. The Company collects data on various aspects such as climate action, energy management, community services, and workforce well-being, etc. These interactions provide GMR with a comprehensive understanding of how different stakeholders perceive its sustainability performance, and they help the Company to align its actions with stakeholder expectations. Feedback from about 70 stakeholders was sought as a part of this exercise.

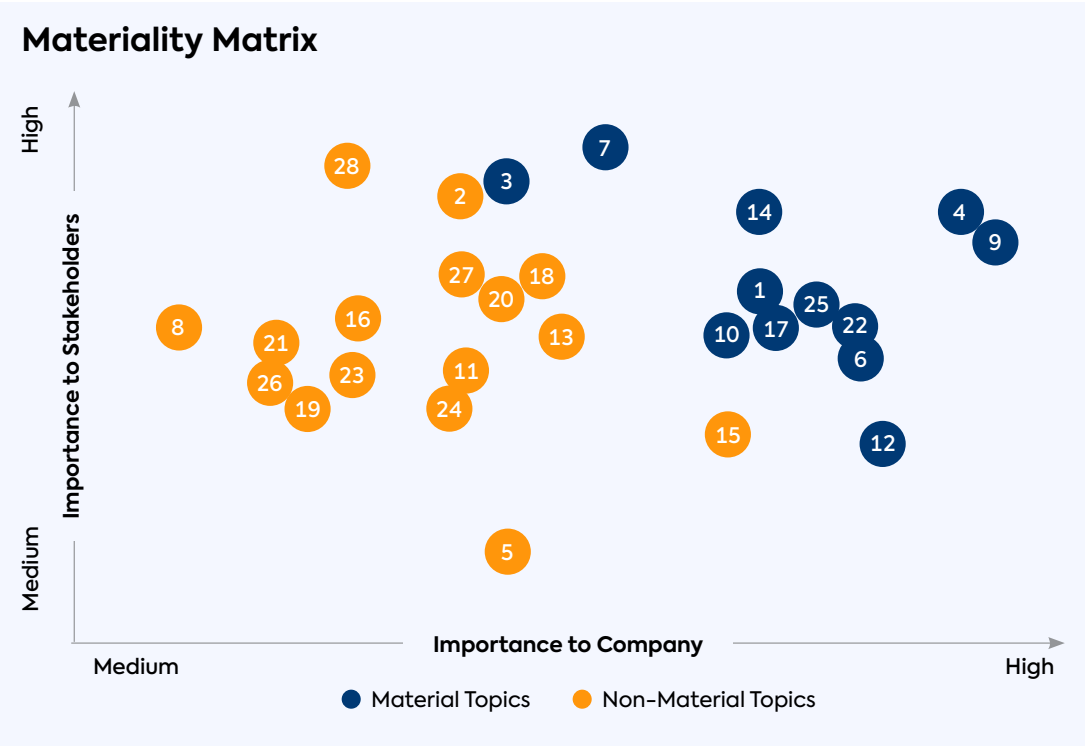
4

Hybrid Approach for Prioritisation

After gathering data from both internal and external stakeholders, GMR employs a hybrid approach that integrates both quantitative and qualitative data to prioritise the ESG issues identified. Simultaneously, qualitative insights gathered from stakeholder engagements are used to understand the broader implications of these issues for the Company's long-term sustainability. The resulting Materiality Matrix provides a clear visual representation of the issues that are most important to both stakeholders and the Company.



Stakeholder Insights & Materiality Matrix: A Shared Responsibility



This materiality assessment process ensures that GMR’s sustainability strategy remains dynamic and responsive to changing stakeholder needs and global trends. It also helps the Company identify risks and opportunities that may affect its future growth and resilience.

In addition to the 12 material issues identified, 12 additional focus areas were recognised based on the score and feedback from ESG rating agencies, including the S&P Corporate Sustainability Assessment, Sustainalytics, and MSCI ESG Ratings.

These focus areas were highlighted to address specific gaps, enhance overall ESG performance, and align with the evolving expectations of stakeholders. By integrating insights from these globally recognised rating frameworks, GMR Airports Ltd. aims to strengthen its sustainability strategy, improve transparency, and ensure alignment with international best practices. This proactive approach underscores the organisation’s commitment to continuous improvement in ESG performance and stakeholder engagement.

List of High-Priority Material Topics

Environment

- | | |
|-------------------------------------|----------------------------|
| 1. Waste Management | 5. Land Use & Biodiversity |
| 2. Water and Wastewater Stewardship | 6. Noise Management |
| 3. Energy Management | 7. Air Quality |
| 4. Climate Change Management | 8. Clean Transportation |

Social

- | | |
|---|-----------------------------------|
| 9. Workforce Health and Safety | 13. Protection of Human Rights |
| 10. Talent Attraction and Retention | 14. Security and Safety |
| 11. Employee Development and Engagement | 15. Diversity and Inclusion |
| 12. Community Relations and Services | 16. Employee Well-being |
| | 17. Emergency Response Management |
| | 18. Service Quality |

Governance

- | | |
|---|-------------------------------------|
| 19. Responsible Supply Chain (Service and Products) | 23. Risk Management |
| 20. Anti-Bribery and Anti-Corruption | 24. Technology and Innovation |
| 21. Economic Performance and Growth | 25. Data Privacy and Cyber Security |
| 22. Business Ethics | 26. Policy Advocacy |
| | 27. ESG Governance |
| | 28. Operational Excellence |

Stakeholder Insights & Materiality Matrix: A Shared Responsibility

High-Priority Material Issues

Based on the results of the materiality assessment, GMR has identified several high-priority ESG issues that are critical to its operations and its stakeholders. These issues form the foundation of GMR's sustainability strategy and reflect the emerging risks and opportunities:

- **Climate Change Management:** With climate change becoming one of the most pressing global challenges, GMR prioritises reducing its carbon footprint through energy efficiency measures, renewable energy adoption, and climate adaptation strategies. **The Company is committed to achieving Net Zero Carbon Emissions by 2050 for its airports**, including Delhi and Hyderabad, which are leading the way in carbon-neutral operations.
- **Energy Management:** GMR is dedicated to optimising energy use across its operations. The transition to renewable energy sources—such as the installation of solar plants at Delhi, Hyderabad and Goa along with energy-efficient infrastructure design are critical components of this effort. GMR's airports are at the forefront of energy transition efforts in the aviation sector, contributing to both national and global clean energy goals.

- **Workforce Health & Safety:** The safety and well-being of GMR's workforce are paramount. The Company implements stringent occupational health and safety standards across all its operations, in line with **ISO 45001** certification requirements. Regular safety training, incident tracking, and risk management frameworks ensure a safe working environment for employees, contractors, and airport personnel.
- **Business Ethics:** GMR upholds the highest standards of business ethics and corporate governance. Transparency, accountability, and integrity are central to GMR's operations. The Company actively promotes ethical behaviour through comprehensive policies on anti-corruption, whistleblower protection, and compliance.
- **Noise Management:** Given the proximity of airports to residential and commercial areas, noise management is a critical environmental issue. GMR employs innovative solutions, such as sound barrier, continuous descent, and other operational measures to mitigate the impact of aircraft noise on local communities.



Stakeholder Insights & Materiality Matrix: A Shared Responsibility

- Community Relations & Services:** GMR's commitment to social responsibility is demonstrated through its community engagement programmes. The GMR Varalakshmi Foundation (GMRVF) leads initiatives focused on education, healthcare, skill development, and livelihood enhancement, benefitting thousands of people living near GMR-operated airports. The Company's efforts in this area align with the United Nations Sustainable Development Goals (SDGs), particularly SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth).
- Security & Safety:** In an industry where security is paramount, GMR prioritises the safety of passengers, staff, and assets. The Company continuously upgrades its security systems, implements advanced screening technologies, and conducts regular safety drills to ensure preparedness for any emergencies. GMR also works together with the local and central authorities as airports are assets of national value.
- Waste Management:** GMR's commitment to environmental sustainability extends to waste management. The Company has implemented comprehensive

waste segregation, recycling, and disposal programmes at its airports, significantly reducing the amount of waste sent to landfills. GMR's airports also participate in circular economy initiatives, promoting sustainable resource use and minimising waste generation.

- Air Quality:** Air quality management is a priority for GMR, both within its airport terminals and in the surrounding areas. The Company uses air quality monitoring systems to track emissions from airport operations and has introduced measures such as electric ground vehicles and regular monitoring of air quality.
- Talent Attraction & Retention:** Attracting and retaining top talent is essential to GMR's long-term success. The Company invests in creating a positive and inclusive work environment, offering professional development opportunities, and fostering a culture of innovation and collaboration. GMR's talent management strategies are designed to build a skilled and motivated workforce that can drive the Company's future growth.
- Emergency Response Management:** GMR has a robust emergency response framework in place to address potential crises, such

as natural disasters or security threats. This framework includes coordination with local authorities, regular safety drills, and detailed contingency plans to ensure swift and effective responses to any emergency situations.

- Data Privacy & Cybersecurity:** In an increasingly digital world, safeguarding data privacy and ensuring cybersecurity are critical. GMR has implemented comprehensive data protection policies, in line with global standards and domestic requirements, and invests in advanced cybersecurity technologies to protect against data breaches and cyber threats.

These **high-priority material issues** reflect GMR's commitment to creating value for its stakeholders while addressing the most significant ESG challenges and opportunities. By actively engaging with stakeholders and regularly reviewing its materiality assessment, GMR ensures that its sustainability strategy remains relevant, impactful, and aligned with both global standards and local expectations.



Stakeholder Insights & Materiality Matrix: A Shared Responsibility

Aligning with National Priorities:
SDGs, Paris Agreement &
India’s Priorities

GMR Airports plays a pivotal role in the development and expansion of India’s airport infrastructure. By operating and managing some of the country’s busiest airports, GMR Airports has made significant contributions to various national priorities aligned with India’s economic, social, and strategic goals.



1

Promoting Economic Growth and Infrastructure Development

One of India’s key national priorities is fostering economic growth through infrastructure development. Airports are essential infrastructure for the economy, facilitating trade, tourism, and business. GMR Airports contributes to this goal in several ways:

- **Expanding Capacity and Connectivity:** GMR Airports operates major airports, including the **Indira Gandhi International Airport (Delhi)**, **Rajiv Gandhi International Airport (Hyderabad)**, and **Manohar International Airport (Goa)**. These airports serve as hubs for both domestic and international air traffic, supporting the movement of goods and people across the globe.
- **Creating Jobs and Stimulating Local Economies:** The operation and expansion of GMR airports directly and indirectly generate employment opportunities for millions. From construction workers to airport staff, security personnel, and aviation services, GMR’s operations stimulate local economies and support livelihoods in the surrounding regions. The growth

in passenger and cargo traffic also boosts sectors like retail, hospitality, and logistics. Independent studies have indicated that airports act as hubs for economic activity. A study by the National Council of Applied Economic Research (NCAER) which assessed the socio-economic impact of Hyderabad’s Rajiv Gandhi International Airport (RGIA) stated that RGIA has contributed to 8,40,800 jobs. This includes 13,500 direct jobs, 119,600 indirect jobs through the supply chain, and 7,07,700 jobs generated via tourism and investment. The study also forecasts that development activities in the Airport City will add INR 1,67,000 Crores to the national GDP and create 15,837 jobs during the construction phase. Airport City’s operations are expected to contribute INR 69,000 Crores to the GDP and generate 1,98,000 jobs up to 2025. Similar study for Delhi Airport indicated that Delhi Airport is expected to have a total economic impact of INR 2,40,356 Crores (~US\$29bn) and will create more than 4 Million employment opportunities by FY2026.

- **Encouraging Foreign Direct Investment (FDI):** Modernising airports and improving connectivity enhances India’s global image, attracting foreign businesses and investors. Airports managed by GMR provide world-class facilities, which encourage airlines, multinational companies, and international tourists to increase their presence in India.



Stakeholder Insights & Materiality Matrix: A Shared Responsibility

2 Enhancing Strategic Connectivity

Strategic connectivity of regions within India are essential for ensuring a safe, prosperous, and unified nation. GMR Airports contribute towards this through **Improved Air Connectivity**. Airports such as **Hyderabad** and **Delhi** act as strategic hubs, ensuring that remote regions have access to critical air connectivity. This is especially important in times of national emergencies, natural disasters, or geopolitical tensions, where rapid transportation is vital. This was evidenced during COVID through different initiatives. In collaboration with Dubai Airports, GMR Hyderabad International Airport established the ‘HYDXB-VAXCOR’ corridor, a dedicated air freight route designed to ensure the seamless, safe, and efficient shipment of COVID-19 vaccines between Hyderabad and Dubai. GMR Hyderabad Air Cargo upgraded its infrastructure to handle temperature-sensitive vaccine shipments, ensuring the integrity of vaccines during transit.

Delhi Airport also played a critical role in national efforts through strategic initiatives such as uninterrupted cargo services, ensuring the timely delivery of essential medical supplies, personal

protective equipment (PPE), and pharmaceuticals across India. The airport also facilitated numerous repatriation flights under the Vande Bharat Mission, assisting in the return of Indian citizens stranded

abroad. Apart from regular safety and health procedures, Delhi Airport implemented touchless initiatives, such as contactless check-in and boarding processes, to minimise physical contact and enhance passenger safety.



Stakeholder Insights & Materiality Matrix: A Shared Responsibility

3

Boosting Tourism and International Relations

Tourism is a significant contributor to India's GDP, and GMR Airports' infrastructure plays an essential role in supporting this industry, which aligns with India's tourism development priorities. By facilitating smoother international travel, GMR Airports:

- **Support Tourism Growth:** The airports managed by GMR handle millions of international passengers each year, connecting India with major global destinations. GMR Airports' world-class facilities, such as lounges, duty-free shops, and tourism-friendly services, make India an attractive destination for travellers, boosting inbound tourism and generating foreign exchange. As India's busiest airport, it offers flights to 70 international destinations, facilitated by multiple airlines. This makes Delhi airport world's tenth-busiest airport by passenger numbers and second busiest by seating capacity.
- **Multimodal Transport for Passengers:** GMR Airports enhances passenger convenience and promotes tourism by developing multimodal transport

hubs, such as connecting Delhi Airport with interstate hub. This hub integrates air travel with metro lines, a bus terminus, and rapid rail systems, ensuring seamless connectivity for travellers from neighbouring states. By simplifying transit and improving access, GMR Airports supports the tourism sector, making travel more efficient and attractive for visitors. (details shared in the section 'Greener Skies Ahead: Innovating for Climate Action')

[+ Read more](#)

- **Promote 'Dekho Apna Desh' and Regional Tourism:** GMR's efforts to develop airports in key tourist regions like Goa (Mopa) and the ongoing development in other tourist hotspots contribute to the government's 'Dekho Apna Desh' initiative, encouraging domestic tourism and regional economic growth. GMR Airports Limited actively supports India's UDAN (Ude Desh Ka Aam Nagrik) scheme, which aims to enhance regional connectivity and make air travel more accessible to the general public. GMR Hyderabad International Airport Ltd. (GHIAL)

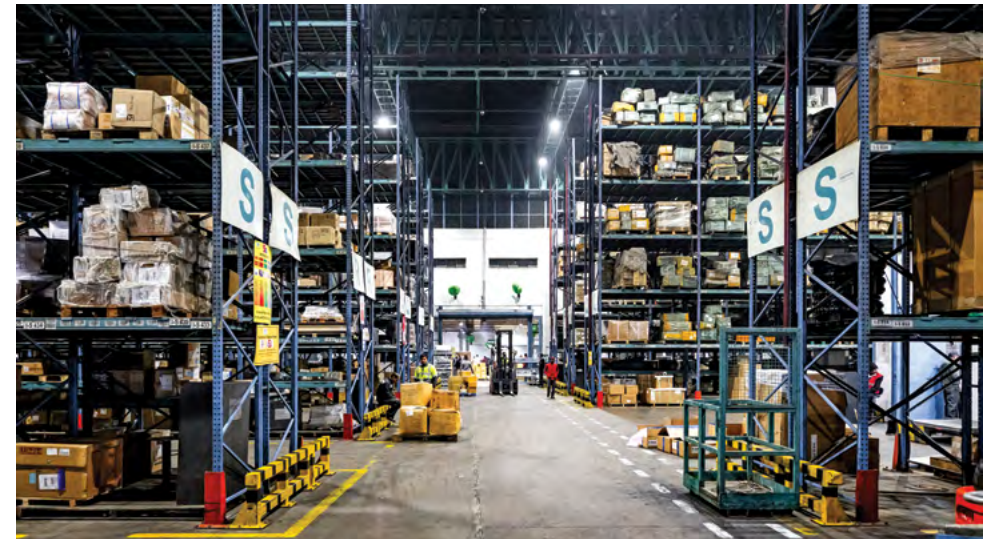
4

Enhancing Air Freight and Logistics Infrastructure

Another priority for India is improving the efficiency of its logistics and supply chain systems to enhance exports and domestic trade. GMR Airports have state-of-the-art cargo terminals at its airports, helping streamline the movement of goods, particularly perishable items and high-value products. Efficient air cargo operations play a critical role in supporting India's growing export sector and boosting the country's competitive edge in global trade.

signed a concession agreement to commission, operationalise, and maintain the civilian enclave at Bidar Airport under the UDAN scheme.

- **Enhance Bilateral Ties:** By improving airport infrastructure and making air travel more accessible, GMR indirectly facilitates better international relations through enhanced air connectivity. This strengthens India's diplomatic and economic relationships with countries around the world.



Stakeholder Insights & Materiality Matrix: A Shared Responsibility

Aligning Sustainability with Global and National Frameworks

GMR Airports' sustainability strategy is firmly aligned with global and national frameworks, including the United Nations Sustainable Development Goals (SDGs), the Paris Agreement, and India's Net Zero 2070 commitment. Apart from these, GMR also supports national programmes such as Skill India Mission, Atma Nirbhar Bharat Abhiyan, Aajeevika – National Rural Livelihoods Mission, Aspirational District Program, Poshan Abhiyan and many others through its CSR initiatives. These alignments ensure that GMR's sustainability efforts not only comply with regulatory requirements but also contribute to global climate and development goals.

[+ Read more](#)



SDG Alignment

GMR's operations are aligned with several SDGs and the alignment is evident across different section of the report. However, the following SDGs take priority for the Group:



GMR's water management initiatives, including the use of zero-discharge technologies and rainwater harvesting, ensure efficient use of water resources and the availability of clean water across its operations.

[+ Read more](#)



The solar power plants at GMR airports, along with the clean electricity from PPAs, support the transition to clean energy, reducing reliance on fossil fuels.

[+ Read more](#)



Through its ambitious Net Zero target and energy transition plans, GMR contributes significantly to global climate action efforts. The Company's investments in renewable energy, energy-efficient technologies, and emissions reduction initiatives directly address climate risks.

[+ Read more](#)

Paris Agreement Compliance

GMR's decarbonisation roadmap is fully aligned with the Paris Agreement's goal of limiting global warming to below 1.5°C. The Company is also exploring Sustainable Aviation Fuels (SAF) as a long-term solution to reduce emissions from aviation. By working with industry stakeholders, GMR aims to be a pioneer in the deployment of SAF in India, thus contributing to the country's overall emissions reduction targets.

India's 2070 Net Zero Target

As India commits to achieving net-zero emissions by 2070, GMR is playing a key role by accelerating the decarbonisation of its airport operations. **GMR's Climate Resilience Policy** outlines its commitment to reducing emissions and mitigating climate change impacts in alignment with national priorities. By integrating energy-efficient lighting, renewable energy, and sustainable building designs into its operations, GMR is well-positioned to support India's national climate goals.

Through its alignment with these global and national frameworks, GMR Airports is setting a benchmark for sustainability in the aviation sector, ensuring long-term resilience and leadership in climate action.



Greener Skies Ahead: Innovating for Climate Action

Innovating for Climate Action

As a global leader in airport infrastructure development and operations, GMR Airports Limited (GAL) recognises the critical importance of environmental sustainability in the aviation industry.

The Company's long-term vision aligns with global climate commitments, such as the Paris Agreement and India's Nationally Determined Contributions (NDCs), which target the reduction of greenhouse gas emissions and the transition to a low-carbon economy. This is evident from the **'Climate Resilience Policy'** of the GMR Group which commits to Net Zero and aligning growth with the Paris Agreement and India's Net Zero Target. GAL has embedded environmental sustainability into every aspect of its operations, ensuring that its airports serve as models of eco-friendly infrastructure for future generations.

At GAL, sustainability is not an afterthought but a fundamental pillar of the Company's business strategy. From the initial design phase of its airports to daily operations, GAL integrates environmentally responsible practices to minimise its carbon footprint, conserve resources, and enhance the overall resilience of its infrastructure.

The Company's commitment to environmental sustainability spans across energy management, renewable energy use, GHG emissions reduction, climate resilience, water stewardship, sustainable waste management and green building certification, ensuring that all airports are both operationally efficient and environmentally sustainable.



GMR's Environmental Sustainability Framework

GMR's commitment to sustainability is deeply rooted in its core values of creating enduring value, responsible growth, and community impact. The Group's belief that infrastructure should contribute to both economic growth and environmental stewardship drives its long-term investment in sustainability. By integrating these principles into every aspect of airport design, construction, operation and maintenance, GAL is creating infrastructure that not only meets the needs of today's travellers but also ensures a sustainable future for generations to come.

GAL's approach to environmental sustainability is built on a comprehensive Sustainability Management Framework that includes Environment, Health, and Safety (EHS) practices, pollution control mechanisms, and compliance with international environmental standards. By continuously improving its environmental performance, GAL demonstrates its dedication to not only meeting but exceeding regulatory requirements and industry best practices and becomes a global benchmark for industry peers.

Key Areas of Focus



Sustainable by Design

GAL integrates sustainability principles from the very beginning of its infrastructure projects. All GAL airports are certified green buildings by either the U.S. Green Building Council (USGBC) or the Indian Green Building Council (IGBC). This commitment to green building certification ensures that GAL's infrastructure is designed for long-term efficiency and minimal environmental impact, aligning with the Company's vision of responsible, resilient development.



Energy Management

GAL's focus on energy efficiency & conservation and the transition to renewable energy is central to its sustainability strategy. Through initiatives such as energy efficiency & conservation, onsite solar power generation, the electrification of ground operations, and supporting stakeholders and airports in adoption of Sustainable Aviation Fuels (SAF), GAL is actively working towards its goal of achieving Net Zero Carbon Emissions. This approach ensures that its airports are leaders in climate action within the global aviation industry.



GHG Emissions Reduction and Climate Action

GAL has implemented comprehensive strategies to reduce its carbon emissions across all airport operations. Through the adoption of renewable energy, electrification of airport vehicles, use of operational tolls and techniques and innovative technologies such as TaxiBots, GAL is actively minimising its carbon footprint. The Company's airports, including Delhi International Airport (DIAL) and Hyderabad International Airport (GHIAL), have achieved international recognition for their carbon reduction efforts, receiving certifications such as ACA Level 5 and ACA Level 4+ respectively. Manohar International Airport at Goa, operated by GGIAL, is also aiming towards ACA Level 3+ certification and carbon neutral airport operations by 2027.

GMR's Environmental Sustainability Framework



Zero
Environment related
fines or penalties
incurred by GAL in
FY 2023-24

Environmental policy of the respective airports is the foundation of its environmental sustainability strategy. The policy is supported by a certified **Environmental Management System (EMS)**, ensuring that environmental risks are systematically managed across GAL's operations. GAL's systems are certified to **ISO 14001** (Environmental Management System) and **ISO 50001** (Energy Management System) standards. Additionally, airports also follow **ISO 14064** for GHG inventorisation and verification. Key objectives of these systems are to:

- Ensure all pollution prevention measures are adopted with sustainable infrastructure.
- Assess and manage all possible potential environmental aspects and impacts that organisation shall encounter.
- Ensure stakeholders participation in the airport development programmes and environmental initiatives.
- Communicate various stages of airport development programmes to stakeholders and sustainability requirements.
- Provide training and education to employees on environment management requirements.

The ESG Committee of GAL's Board of Directors provides oversight for all environmental policies and initiatives.

The committee ensures that GAL's sustainability strategy aligns with global standards and national regulations.

Airports' Environment Management Standard (EMS) and Energy Management Standard (EnMS) is audited by third-party agencies such as Bureau Veritas, DNV and TUV to ensure compliance with ISO 14001 and ISO 50001 standards. These audits validate airports' environmental management practices and identify areas for improvement.

GAL adheres to all applicable environmental regulations across its operations. In FY 2023-24, there were no non-compliance incidents or violations of environmental regulations. No fines or penalties were incurred by GAL in FY 2023-24 for environmental non-compliance, highlighting its commitment to regulatory compliance. For monitoring of legal requirements, a dedicated internal platform, **Legatrix** is used for tracking all compliances. Further the Group has a dedicated internal team, **Management Assurance Group** which conducts regular internal audits to ensure that there are no gaps with respect to all requirements.



Integrating Sustainability from the Design Phase: GMR's Commitment to Long-term Value Creation

GMR Airports' commitment to integrating sustainability from the design phase ensures that its infrastructure is not only operationally efficient but also aligned with **global best practices** in environmental stewardship. By adhering to **green building certifications** such as **LEED** and **IGBC**, and by embedding sustainability in every aspect of airport design and operation, GAL demonstrates its long-term vision of responsible and resilient infrastructure development.

Sustainability as a Foundational Pillar in Airport Design

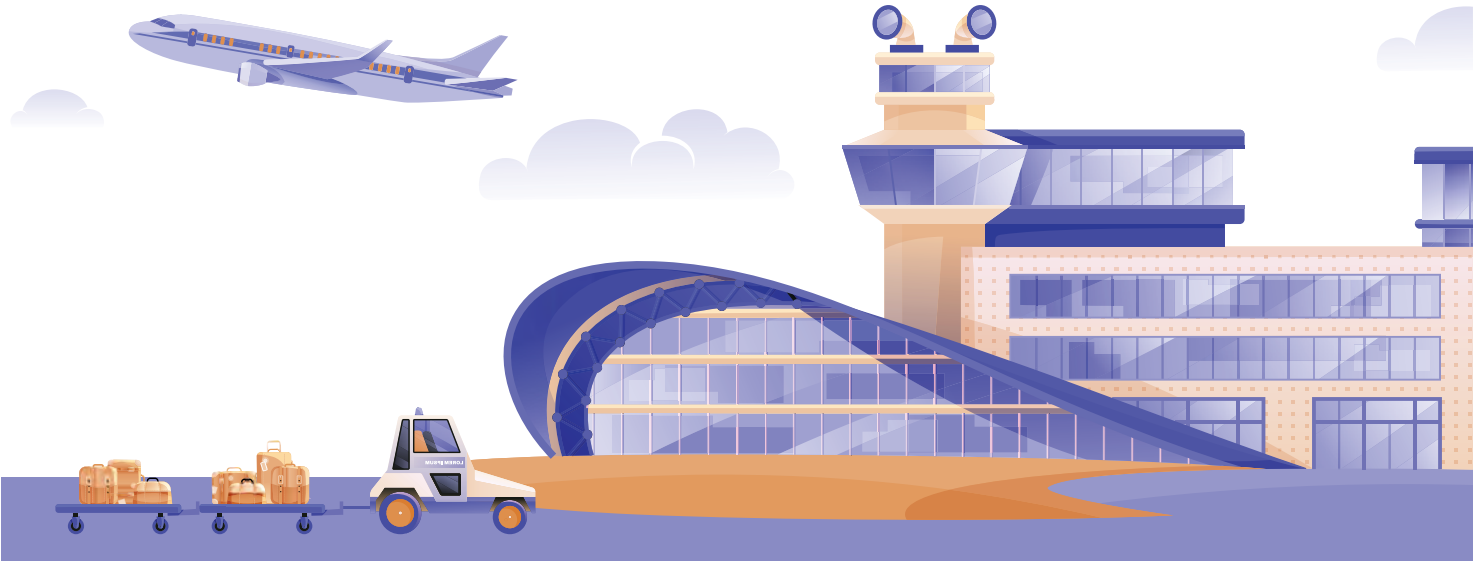
This approach not only adds value to its assets but also contributes to a more sustainable future for aviation and the communities it serves.

GMR Airports Limited (GAL) has embedded sustainability into the very foundation of its airport infrastructure projects. From the earliest design phase, GAL ensures that all its airports are developed in alignment with internationally recognised green building standards. This holistic approach is demonstrated by the

fact that GMR airports are certified as **Green Buildings** by either the **U.S. Green Building Council (USGBC)** under the **LEED** (Leadership in Energy and Environmental Design) certification, or the **Indian Green Building Council (IGBC)**.

Since the approach is integrated into the design itself, in some cases, it allows us to take pre-certification even prior to the construction of the terminal building.

GAL's design and construction processes prioritise sustainability, not only to reduce environmental impact during the construction phase but also to ensure that airports remain energy-efficient and environmentally responsible throughout their operational lifespan. Given that airports are long-term infrastructure investments, this forward-thinking approach creates enduring value, benefitting the environment, stakeholders, and future generations.



Integrating Sustainability from the Design Phase: GMR's Commitment to Long-term Value Creation

Key Certifications

LEED Certification



New Terminal 1 at DIAL has been **LEED Platinum** precertified, ensuring it meets the highest standards for green buildings, including energy optimisation, water conservation, and minimal carbon footprint.

Terminal 3 (T3) at DIAL was among the first large-scale airport terminals in India to achieve **LEED certification** for its sustainable design, which includes the use of natural lighting, energy-efficient materials, and renewable energy sources.



GHIAL's Passenger Terminal Building is certified for Leadership in Energy & Environmental Design (LEED) Gold Rating by the US Green Building Council (USGBC). While for the expansion project, the rating is being upgraded to Platinum.

IGBC Certification



Manohar International Airport, managed by **GMR Goa International Airport (GGIAL)** has been awarded the **IGBC Platinum Rating** under the **IGBC Green New Buildings Certification**, recognising its use of energy-efficient technologies, renewable energy integration, and resource conservation.



Sustainable Design Features

- **Natural Lighting and Ventilation:** GMR airports are designed to maximise the use of **natural daylight** through large windows and skylights, which reduces the need for artificial lighting during daytime operations. Ventilation systems are similarly optimised to reduce energy consumption in HVAC systems.
- **Energy-efficient Materials:** The selection of building materials, such as high-performance glazing and insulation, ensures that the terminals are energy efficient, reducing heating and cooling loads while maintaining passenger comfort.
- **Sustainable Material for Building Construction:** Fly ash and ready-mix concrete is used by GMR Airports as a construction material which helps in avoiding fly ash going to landfill, hence avoiding any environmental or social impacts.
- **Water Conservation:** All airports integrate **water-efficient fixtures & fittings** and **rainwater harvesting systems**, which reduce freshwater consumption and promote groundwater recharge, aligning with GMR's broader sustainability goals of becoming water positive.

Integrating Sustainability from the Design Phase: GMR's Commitment to Long-term Value Creation

Sustainability Adds Long-term Value to GMR's Infrastructure

GMR Airports operate on a **long-term concession basis**, spanning several decades. This operational model demands that the infrastructure be resilient, cost-effective, and environmentally sustainable over time. By embedding sustainability in the design and construction phases, GAL ensures that these assets provide long-term environmental and economic benefits.

Operational Efficiency and Cost Savings

- **Energy Efficiency:** The integration of renewable energy systems, such as solar power and advanced energy management systems, significantly reduces operational energy costs. GAL's airports have seen a tangible reduction in non-renewable energy usage and overall carbon footprint, which not only aligns with sustainability goals but also generates cost savings over the long run.
- **Lower Maintenance and Operating Costs:** The use of sustainable materials and energy-efficient systems ensures that GAL's airports require less maintenance, resulting in lower operational costs. For example, LED lighting across terminal and airfield operations reduces electricity consumption and has a longer lifespan compared to traditional lighting systems.

Climate Resilience

GMR's approach to sustainable design goes beyond energy efficiency—it also considers climate change resilience. By constructing terminals and runways that can withstand climate extremes, GAL ensures that its airports are prepared for the challenges posed by global climate change. This resilience is part of GAL's **Climate Resilience Policy**, which emphasises building infrastructure capable of withstanding changing climate conditions while minimising carbon emissions.

GMR believes that adopting **green building principles** not only aligns with its business objectives but also enhances stakeholder value. By ensuring that its airports are environmentally responsible, GMR is not only safeguarding its long-term operational efficiency but also reinforcing its commitment to be socially responsible.

Alignment with GMR Values

Social Responsibility is one of the core values of **GMR Group**. The Group is committed to '**Creating Tomorrow Today**', a vision that ensures business growth is aligned with environmental stewardship and societal impact. By embedding sustainability into airport design and operations, GMR demonstrates its responsibility toward mitigating climate change, reducing environmental impact, and contributing to **India's Net Zero goals**.

Creating Sustainable Value for Stakeholders

Sustainably designed infrastructure is a direct reflection of GMR's values, where **environmental sustainability** and **corporate responsibility** converge. GMR recognises that sustainable development goes beyond compliance; it's about creating long-lasting value for its stakeholders. This belief is evident in:

- **Passenger Experience:** Green buildings, which are energy-efficient and provide a healthy indoor environment, enhance the overall passenger experience. Airports that are well-lit with natural light and maintain comfortable temperatures using eco-friendly systems contribute to passenger satisfaction and well-being.
- **Recognition and Global Leadership:** The **green building certifications** achieved by GMR airports, along with international recognition from organisations like **ACI** and **USGBC**, showcase the Company's leadership in sustainable infrastructure development. This leadership enhances GAL's brand reputation globally and attracts business from eco-conscious travellers and partners.

Low-Carbon Path: Our Energy Transition

Airports Powered by Renewables: Solar, Hydro, and Beyond

GMR Airports Limited (GAL) places energy management at the core of its environmental sustainability strategy, recognising the aviation industry's significant opportunity to use renewable energy for its energy consumption. The Company's airports, including Indira Gandhi International Airport (IGIA), managed by Delhi International Airport (DIAL), Rajiv Gandhi International Airport, managed by GMR Hyderabad International Airport (GHIAL), and Manohar International Airport managed by GMR Goa International Airport (GGIAL), have made substantial progress in integrating renewable energy and improving energy efficiency, thus reducing operational emissions.

Key Pillars of Energy Management

Transition to Renewable Energy

GAL is pioneering the transition towards **100% renewable electricity** across its airports. DIAL and GHIAL are already sourcing their electricity needs from a mix of solar and hydropower. Additionally, DIAL has commissioned 7.84 MW solar unit, GHIAL has 10 MW solar unit. **GGIAL** commissioned an onsite 5 MW solar power plant from the first day of its operations, providing a substantial portion of the airport's energy requirements.

Energy Efficiency Initiatives

GAL has undertaken multiple energy efficiency projects across its airport portfolio, aimed at reducing electricity consumption and improving operational efficiency. These projects include:

- The installation of **LED lighting** systems at terminals and airfields, such as **Airfield Ground Lighting (AGL)**.
- Use of **Bridge Mounted Equipment (BME)**, which incorporates **Fixed Electric Ground Power Units (FEGPU)** and **Preconditioned Air (PCA) units**, allowing aircraft to

rely on electrical power instead of burning aviation fuel while parked at gates. This measure significantly reduces emissions.

- The newly constructed **Eastern Cross Taxiway (ECT)** at DIAL has cut aircraft taxiing time, reducing fuel consumption and CO2 emissions. This initiative alone is expected to save over **55,000 tonnes of CO₂ annually**.

Advanced Energy Management Systems

GAL leverages **Building Management Systems (BMS)** and **Energy Management Systems (EnMS)** to monitor and control energy usage across its airport facilities. These systems ensure efficient energy consumption and quick identification of inefficiencies.

These advanced energy monitoring systems track real-time usage, allowing for prompt adjustments and optimisations in energy management. Airports have developed Standard Operating Procedures (SOPs) to ensure the systems and equipment are operated as per OEM recommendations, regular health checkups, preventive maintenance are

carried out to avoid higher energy consumption. A robust real time energy monitoring system has been placed which is governed by Building Management System to measure every unit consumed at Delhi Airport to eliminate unaccounted energy usage.



Low-Carbon Path: Our Energy Transition

Energy Audits

Energy audits are an integral part of GAL's energy strategy to ensure continuous monitoring and improvement. GAL conducts internal energy audits annually across its airports, using data from real-time monitoring systems to track energy consumption and identify areas for improvement. Recognised agencies such as BSI and TERI are engaged to perform external energy audits.

These audits ensure compliance with international standards such as ISO 50001 for energy management, and they provide recommendations for optimising energy performance. DIAL and GHIAL are ISO 50001 certified. Manohar International Airport is also expected to receive the certification in due course post establishing a baseline, as it came entered commercial operations only in January 2023.

Energy Consumption at GAL

Parameter	FY 2023-24	FY 2022-23
From renewable sources (GJ)		
Total electricity consumption (GJ)	8,51,192	5,98,597
Total fuel consumption (GJ)	536	399
Energy consumption through other sources (GJ)	0	0
Total energy consumed from renewable sources (GJ)	8,51,728	5,98,996
From non-renewable sources (GJ)		
Total electricity consumption (GJ)	91,103	1,02,954
Total fuel consumption (GJ)	18,395	26,810
Energy consumption through other sources (GJ)	0	0
Total energy consumed from non-renewable sources (GJ)	1,09,498	1,29,764
Total energy consumed (GJ)	9,61,226	7,28,760
Energy intensity per rupee of turnover (Total energy consumed/Revenue from operations) (GJ/Crores INR)	109.8	109.2



Low-Carbon Path: Our Energy Transition

The Net Zero Runway: Tracking and Reducing GHG Emissions

Climate Resilience Policy: Building a Sustainable Future

At GMR Group, we recognise the urgency of addressing climate change and are committed to building resilience across our operations. Our Climate Resilience Policy outlines a structured approach to mitigate climate-related risks, safeguard our assets, and contribute to a low-carbon economy. The policy showcases GMR Airports' commitment to the Paris Agreement's goal to limit global warming to well below 1.5°C, and India's target to achieve Net Zero emissions by 2070. This policy is integral to our mission of creating sustainable infrastructure that can withstand environmental challenges and adapt to changing climatic conditions.

Commitment to Net Zero by 2050, including Scope 3 emissions

Climate Resilience Policy Adopted for Climate Aligned Growth

Objective: Enhance climate resilience in alignment with the Paris Agreement's goal to limit global warming to 1.5°C, ensuring sustainable operations and investments



Monitoring and Reporting

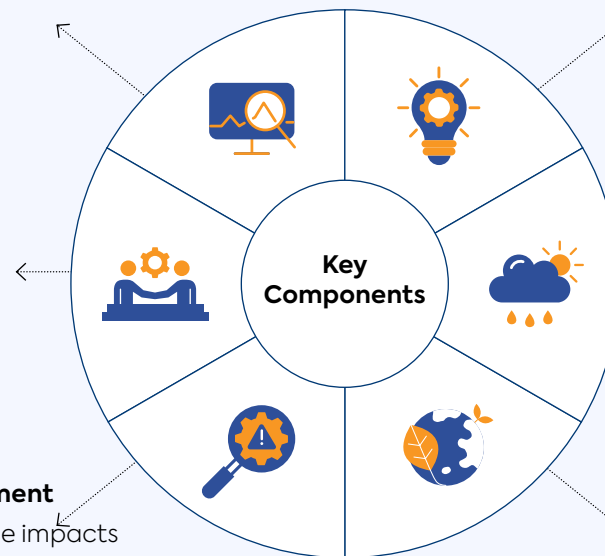
- Develop clear metrics to measure progress towards reducing carbon footprint

Stakeholder Collaboration

- Foster awareness and responsibilities among customers, suppliers, value chain partners and other stakeholders
- Encourage value chain partners to adopt green initiatives and practices

Comprehensive Risk Assessment

- Identify, assess and prioritise impacts of climate risks and opportunities through detailed scenario analysis and risk management procedures
- Have business continuity plans and climate action plans



Innovation for Adaptation

- Adopt innovative solutions to address climate challenges and enhance resilience

Alignment with Climate Goals

- Set and achieve Net Zero Carbon Emission targets
- Reduce GMR's carbon footprint
- Incorporate climate considerations into all business decisions and investments

Sustainability Integration

- Embed climate resilience into project design and operational practices
- Promote energy efficient, renewable energy, SAF, biofuels, resource-efficient technologies, etc.

Low-Carbon Path: Our Energy Transition

Key Pillars of the Climate Resilience Policy

1. Risk Assessment and Management:

Our policy mandates a proactive risk assessment framework that identifies and evaluates climate-related risks across all GMR assets. We continuously assess the vulnerability of our infrastructure to climate-induced events, including extreme weather patterns, rising temperatures, and sea-level rise. This approach allows us to prioritise investments in areas that require immediate action to enhance resilience. Climate Risk Assessment has been initiated across all airports and will be conducted in a phased manner considering desk review of the potential risks and opportunities emerging from the different climatic scenarios, on-ground validation of the impacts identified in the desk review and development of resilience strategies across the airports. This exercise is aimed to be a detailed and comprehensive assessment of climatic impact, and the results will drive our risk mitigation strategy moving ahead.
2. Adaptation and Mitigation Strategies:

GMR's climate resilience strategy focuses on both adaptation and mitigation. Adaptation strategies include designing climate-resilient infrastructure, optimising resource use, and implementing best practices for emergency preparedness. Our mitigation efforts involve reducing greenhouse gas (GHG) emissions through energy efficiency, renewable energy integration, and sustainable design across our projects.

3. Continuous Monitoring and Reporting:

GMR's Climate Resilience Policy includes robust monitoring and reporting mechanisms to track progress and hold ourselves accountable. We regularly disclose our climate resilience initiatives and performance in alignment with global reporting standards. This transparency strengthens our commitment to building resilient infrastructure and demonstrates our dedication to stakeholders and investors alike.



4. Stakeholder Engagement and Collaboration:

Recognising that climate resilience is a collective responsibility, we actively engage with stakeholders, including regulatory bodies, industry associations, local communities, airline operators and industry peers. By collaborating with these groups, we aim to develop innovative solutions and contribute to national and international climate goals. Our partnerships support knowledge sharing and amplify our capacity to respond effectively to climate challenges. Details of such actions are detailed across different sections of this Sustainability Report.
5. Sustainable Infrastructure Development:

We are committed to embedding sustainable principles into our infrastructure development. GMR's design and construction processes integrate climate-smart solutions that not only reduce our carbon footprint but also enhance resilience to climate change impacts. We employ green building standards and certifications, such as IGBC and LEED, to ensure our facilities meet the highest benchmarks of sustainability.

Low-Carbon Path: Our Energy Transition

A Commitment to Sustainable Growth

Through our Climate Resilience Policy, GMR Group affirms its dedication to sustainable growth and environmental stewardship. We are driven by a purpose to create infrastructure that not only meets current demands but also withstands future climate challenges. By continually enhancing our climate resilience capabilities, GMR is positioned to lead the way in building a sustainable future for generations to come.

In alignment with India's national target of achieving net-zero emissions by 2070, GAL is working towards achieving **Net Zero Carbon Emissions** across all scopes by 2050 (including scope 3 emissions) in line with ACI's Airport Carbon Accreditation Program. **Delhi International Airport (DIAL)** and **Hyderabad International Airport (GHIAL)** are already well on track to meet this target through comprehensive energy transition and emissions reduction plans. DIAL has already achieved net zero balance for Scope 1 and 2 emissions in line with ACI requirements.

Reducing GHG emissions is central to GAL's long-term sustainability strategy. GAL is actively addressing its **Scope 1, Scope 2, and Scope 3 emissions** through a series of targeted interventions, including the integration of renewable energy, electrification of airport operations, and carbon offset initiatives.

This year, we have also attempted to align our initiatives with the TCFD recommendations and a report is available on [website](#).

DIAL is World's Largest Airport to Achieve ACI Level 5 Accreditation*



ACI Airport Carbon Accreditation		No. of Airports Accredited	Year of Achievement for DIAL
Level 5	Net Zero balance on Scope 1 and 2	18 Global; 2 Indian	2024
Level 4+	Transition: Compensation for residual emissions with reliable offsets	49 Global; 2 Indian	2020
Level 4	Transformation: of airport operations and business partners to achieve absolute emissions reductions	32 Global; 0 Indian	-
Level 3+	Neutrality: Carbon neutrality for direct emissions by offsetting	28 Global; 0 Indian	2016
Level 3	Optimisation: Third party engagement in carbon footprint reduction	125 Global; 0 Indian	2013
Level 2	Reduction: Carbon management towards a reduced carbon footprint	228 Global; 26 Indian	2012
Level 1	Mapping: Footprint measurement	112 Global; 0 Indian	-

How We Got Here?



Energy Efficiency & Resource Conservation
1st Airport in the world to be ISO 50001 certified



Green Buildings
1st Airport globally to receive Platinum in LEED Arc and PEER



Renewable Energy
Operates on 100% clean electricity



Carbon Sink
Tree Plantation



Operational Efficiency
1st Airport in India to adopt Airport Collaborative Decision -making



Green Transportation
Largest EV fleet in India



Systems and Processes
ISO 14064 alignment for GHG accounting



Collaboration with Stakeholders

* As on 31st August 2024

Low-Carbon Path: Our Energy Transition

Key Components of the Net Zero Plan



Renewable Energy Transition

DIAL and GHIAL have already achieved **100% renewable energy** sourcing, primarily through captive solar, off-site hydro and grid procured. GGIAL has installed 5 MW captive solar unit which has been active since the first day of commercial operations. In the reporting year these efforts avoided about **150,000 tonnes of CO₂ emissions**.



Electrification of Ground Operations

GAL is committed to reducing Scope 1 emissions by transitioning ground support equipment and airport vehicles to electric alternatives. Delhi International Airport (DIAL) has already transitioned its entire owned four-wheeler fleet to electric vehicles (EVs), making it the largest EV fleet in India. In FY 2023-24, DIAL avoided 224 tCO₂ by use of EVs. Additionally, Hyderabad International Airport (GHIAL) is replacing conventional ground vehicles with electric and hybrid models. GAL is rapidly electrifying its ground operations and enhancing EV charging infrastructure to support broader EV adoption at its airports.



Carbon Offsetting Initiatives

GAL is also exploring **carbon offset programmes** which will help balance out any unavoidable emissions, especially those related to passenger and supply chain activities.

Efforts to reduce electricity and energy consumption are a part of the designing phase itself given which the airports are designed as 'Green Buildings' hence avoiding emissions from day 1 of operations and contributing towards the Net Zero journey. Given that GMR Airports treats such efforts as business as usual, they are not directly a part of the net zero emission plan.

GHG Emissions at GAL

Parameter	FY 2023-24	FY 2022-23	FY 2021-22
Scope 1 emissions (tCO ₂ e)	3,590	4,705	6,490.07
Scope 2 emissions (tCO ₂ e)	18,119	56,793	57,768.54
Scope 3 emissions (tCO ₂ e)#	89,48,343	92,45,914	75,47,640
Scope 1 & 2 emissions intensity per turnover (tCO ₂ e/INR Crore)	2.5*	9.2	13.96

*GHG emissions intensity has significantly decreased as compared to last year as Delhi airport operated on clean electricity throughout the year and Hyderabad airport switched to clean electricity from June 2023.

#Scope 3 emissions are calculated on calendar year basis in line with ACI guidance for Delhi and Hyderabad airports. Manohar International Airport managed by GGIAL is in the process of inventorising its Scope 3 emissions as it started operations in January 2023.



Low-Carbon Path: Our Energy Transition

Efforts to Reduce Scope 3 Emissions Across Airports

GMR Airports is actively implementing strategies to reduce Scope 3 greenhouse gas (GHG) emissions. Scope 3 emissions encompass indirect emissions from sources not owned or directly controlled by the airport but related to its operations, including aircraft movements, passenger and employee commuting, and tenant activities.

- **Operational Efficiency:** The implementation of the Airport Collaborative Decision Making (A-CDM) system has enhanced air traffic flow, reducing fuel consumption and emissions, thereby contributing to overall operational efficiency and lower Scope 3 emissions.
- **Sustainable Aviation Fuel (SAF):** While Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) related Sustainable Aviation Fuels (SAF) norms are expected to impact India only in 2027, GMR Airports have already made attempts to assess preparedness and response to SAF.

Given this, GMR along with Groupe ADP, Airbus, Axens and Safran have recently concluded a joint study on SAF and their potential in India on aspects such as mapping requirements of SAF, availability of feedstock, logistics systems and airport infrastructure planning requirements. The objective is to help stakeholders obtain a better understanding and for GAL to be better prepared.

- **TaxiBots:** The adoption of TaxiBots at Delhi Airport has significantly reduced fuel consumption and emissions during aircraft taxiing operations, contributing to lower Scope 3 emissions.
- **Ground Service Equipment (GSE) Tunnel:** RGIA has constructed India's first GSE tunnel, facilitating the seamless movement of ground service vehicles and equipment. This innovation minimises delays and reduces fuel consumption, leading to an annual reduction of approximately 7,000 tonnes of CO₂ emissions.

- **Sustainable Ground Transportation:** Airports promote the use of electric and hybrid vehicles for ground transportation services, aiming to reduce emissions from passenger and employee commuting. This initiative addresses Scope 3 emissions by encouraging cleaner transportation options to and from the airport.
- **Elevated Eastern Cross Taxiway (ECT):** Delhi Airport has introduced India's first elevated dual-lane Eastern Cross Taxiway, connecting

runway 29R to Terminal 1. This infrastructure reduces aircraft taxiing distances by approximately 7 km, leading to significant fuel savings and an estimated annual reduction of 55,000 tonnes of CO₂ emissions.

- **Stakeholder Engagement:** Engaging with airlines, ground handlers, and other stakeholders, the airport promotes the adoption of best practices in emissions reduction, indirectly influencing Scope 3 emissions.

GAL's Scope 3 Emissions#

	Emissions in tCO ₂ e
Category 5: Waste generated in operations	449
Category 6: Business travel	742
Category 7: Employee commuting and home office	1,759
Category 11: Use of sold products.	89,13,570
Category 13: Downstream leased assets	31,822
Total	89,48,343

Scope 3 emissions are calculated on calendar year basis in line with ACI guidance for Delhi and Hyderabad airports. Manohar International Airport managed by GGIAL is in the process of inventorising its Scope 3 emissions as it started operations in January 2023.

Low-Carbon Path: Our Energy Transition

Improving Low Carbon Passenger Connectivity to Airports

GMR Airports is committed to enhancing passenger convenience and promoting environmental sustainability by integrating multimodal transportation options at its facilities. Indira Gandhi International Airport (IGIA) in Delhi is connected to two metro lines: the Airport Express Line and the Orange Line (which is part of the broader Delhi Metro Airport Line). The Airport Express Line directly links the airport to key parts of the city, including New Delhi Railway Station, offering a fast and low-carbon alternative for passengers traveling to and from the airport. Further, GMR is developing India's first multi-modal transport hub near Aerocity. This hub will seamlessly connect air travel with an Interstate Bus Terminus (ISBT), the upcoming Phase 4 line of the Delhi Metro Rail Corporation (DMRC), a proposed Passenger Transport Centre (PTC), and the Rapid Rail Transit System (RRTS) station. Additionally, an Automated Passenger Mover (APM) station is planned near GMR Aerocity to further enhance connectivity.

Similarly, at Rajiv Gandhi International Airport (RGIA) in Hyderabad, GMR is facilitating the development of the Hyderabad Airport Metro Express.

This 31-kilometre metro link will connect the airport to the city's metro network, providing a rapid and efficient transit option for passengers. The project includes features such as multi-location check-in facilities at metro stations, allowing passengers to complete check-in procedures before reaching the airport, thereby streamlining the travel experience.

By providing these integrated transportation options, GMR Airports encourages the use of public transit over private vehicles, leading to a reduction in traffic congestion and associated carbon emissions. This approach aligns with global efforts to mitigate climate change by decreasing reliance on fossil fuels and lowering greenhouse gas emissions. The multimodal connectivity at GMR Airports not only enhances

the passenger experience but also contributes to a more sustainable and environmentally friendly transportation ecosystem.

Collectively, these initiatives demonstrate GMR Airports' commitment to addressing Scope 3 GHG emissions through innovative strategies and stakeholder collaboration, contributing to a more sustainable aviation industry.



Low-Carbon Path: Our Energy Transition



Case Study

Reducing Emissions through TaxiBot Implementation at Delhi Airport

In a significant stride towards climate change mitigation and operational efficiency, Delhi International Airport Limited (DIAL) has introduced an innovative 'green taxiing' solution through TaxiBots. This project, which aligns with DIAL's goal to achieve net zero carbon emissions, represents the first global commercial deployment of TaxiBots, a technology designed by Israel Aerospace Industries and manufactured by TLD of France.

TaxiBot technology addresses the need to reduce aircraft-related ground emissions by minimising the use of aircraft engines during taxiing. Instead of traditional taxiing, which requires engines to run from the terminal to the runway, TaxiBots, semi-robotic tug vehicles, carry aircraft to designated points on the taxiway, saving Aviation Turbine Fuel (ATF) and significantly reducing carbon emissions and noise. This innovative approach not only cuts down on direct fuel consumption (Scope 1 and 2 emissions) for the airport but also effectively reduces Scope 3 emissions by targeting emissions generated by airline operations on airport grounds.

Environmental and Operational Benefits

Fuel Savings

With each TaxiBot-assisted taxiing event, an estimated 230-260 litres of ATF is saved, significantly lowering the airport's carbon footprint. 850 missions completed in FY 2023-24 have yielded savings of 2,04,000 litres of ATF, equating to a reduction of 450 tonnes of CO₂ emissions. By reducing fuel consumption for aircraft taxiing, TaxiBots reduce Scope 3 emissions, which encompass emissions from airline activities—one of the largest contributors to an airport's indirect carbon footprint.

2,04,000 litres of ATF
Saved through our missions

Emission Reduction

TaxiBots improve air quality by reducing emissions during taxiing. Each mission saves approximately 530 kg of CO₂ and reduces local pollutants like hydrocarbons, carbon monoxide, and nitric oxide, contributing to a healthier environment for airport staff and nearby communities. This direct reduction in aircraft emissions during taxiing significantly lowers Scope 3 emissions, advancing DIAL's goal to mitigate indirect environmental impacts associated with airline operations.

530 kg of CO₂
Saved through each mission

Future Outlook

As a pioneer in sustainable airport operations, Delhi Airport's TaxiBot implementation serves as a model of innovation and stakeholder collaboration. The use of TaxiBots not only strengthens airport's environmental goals but also contributes to broader industry standards for green taxiing, inspiring other airports worldwide to integrate sustainable practices into their operations. By focusing on reducing Scope 3 emissions, DIAL demonstrates leadership in addressing the total lifecycle impact of airport activities, setting a high standard for sustainability in aviation.



Low-Carbon Path: Our Energy Transition

Case Study

Achieving Carbon Neutrality at Hyderabad Airport: Path to Net Zero Emissions

Rajiv Gandhi International Airport (RGIA) at Hyderabad, operated by GMR Hyderabad International Airport Limited (GHIAL), achieved Carbon Neutrality in 2016 at Level 3+ and advanced to Level 4+ in 2023. This progression aligns with UN Sustainable Development Goal 13 (Climate Action).

Objectives

GHIAL's primary objectives in GHG emission management include:

- 1. Achieving 'Net Zero Carbon Emission' by 2035 for Scope 1 and 2 emissions
- 2. Implementing a range of renewable energy solutions and energy-efficient technologies
- 3. Enhancing engagement with stakeholders to collectively achieve Net Zero for Scope 3 emissions by 2050

Approach and Implementation

GHIAL has adopted a multifaceted approach to reduce emissions such as a green cover around RGIA which serves as a natural carbon sink sequestering ~700 tCO₂e carbon annually. GHIAL aims to continue its transition to biofuels, further EV deployment with an additional 30 MWp solar power proposal.

Furthermore, GHIAL actively engages stakeholders through monthly Airport Facilitation Committee Meetings and the Airport Carbon Accreditation programme, fostering collaboration on GHG management and Scope 3 emissions for sustainable development.

Other key initiatives include:

- Renewable Energy and Solar Power: RGIA is now powered by 100% renewable energy with a 10 MWp onsite solar plant fulfilling 20% of its energy demand
- Electric Vehicles (EVs) and Biodiesel: Diesel vehicles are being replaced with EVs, alongside establishing a 5 MW EV charging station and a biodiesel filling station was commissioned
- Energy Efficiency: Advanced energy-saving technologies have been integrated, including LED lighting, Building Automation Systems (BAS), and pre-conditioned air units for aircraft
- Green Infrastructure: The Passenger Terminal Building is LEED-certified and designed to maximise energy savings, while extensive green cover around RGIA serves as a natural carbon sink

Greenhouse Gas (GHG) Emission Reduction Objectives and Targets

#	GHG Emission Mitigation Measures	Scope	GHG Material	2022	2025	2030	2035
1	Cut down of diesel use for the vehicles by replacement of biodiesel	1	Diesel	✓	✓	✓	✓
2	Biodiesel use for the fire extinguishers in place of diesel	1	Diesel	✓	✓	✓	✓
3	Electric Vehicles	1	Vehicles	✓	✓		
4	Green power purchase	2	Thermal electricity	✓	✓	✓	✓
5	Solar power generation and use	2	Non-renewable energy	✓	✓	✓	✓
6	Lower GWP refrigerants	1	Refrigerant		✓	✓	✓
7	Bio diesel use for DG sets	1	Diesel		✓	✓	✓

GHIAL's Approach to Emission Reduction and Mitigation

GHIAL has adopted a multifaceted approach to reduce emissions, covering renewable energy usage, green buildings, carbon sequestration, and efficient operations. Key initiatives include:



Challenges Faced

The transition has encountered challenges, including limited EV model availability for airport operations, technical issues in replacing high-GWP refrigerants, and balancing operational needs with emission reduction goals in fleet electrification and EV charging infrastructure development.

Outcomes and Impact

Through these initiatives, RGIA has achieved Level 4+ Transition accreditation, reduced Scope 1 and Scope 2 emissions via biodiesel, EVs, and green power, lowered carbon intensity while enhancing energy efficiency and air quality and established itself as a leader in sustainable airport operations.

Clearing the Skies: Ensuring Cleaner Air for Communities and Passengers

Air quality management is a high priority for GAL due to the proximity of airports to urban environments. GAL has implemented robust air quality control measures to mitigate the impact of its operations on ambient air quality. Airports emit NOx, SOx, and particulate matter (PM10, PM2.5) from aircraft, vehicles, and infrastructure.

Key Initiatives:

The Environment Policy for each airport outlines their commitment to preventing pollution. Our collaborative approach with stakeholders incorporates eco-friendly technologies, infrastructure, and practices that focus on:

- **Sustainable Aircraft Operations:** We optimise aircraft landing and take-off cycles to minimise emissions during ground support operations. Implementation of Airport Collaborative Decision-Making (A-CDM) in airport and runway operations helps minimise aircraft delays, reducing associated emissions and improving overall efficiency. Adoption of green taxiing solutions significantly cuts down aviation turbine fuel (ATF) consumption during taxiing, contributing to lower emissions and a more sustainable ground operation process.
- **Enhancing Local Transport:** Delhi Airport has embraced a multi-modal connectivity approach, providing convenient access to both Terminal 1 and Terminal 3 via metro and road transport. The metro connections significantly ease passenger
- movement, offering a sustainable alternative to road travel. To further enhance access, a six-lane road connects Terminal 3 to NH8, and a dedicated 1.5 km six-lane northern access road helps reduce vehicular congestion around the airport. These improvements alleviate traffic, reduce emissions, and streamline the overall passenger experience.
- **Green Infrastructure:** Airports feature low-emission equipment and green building standards, enhancing air quality and reducing our carbon footprint. For instance, the implementation of Bridge Mounted Equipment (BME), including Fixed Ground Power Units (FGPU) and pre-conditioned air services, allows aircraft to shut down their Auxiliary Power Units (APU), which run on aviation turbine fuel (ATF). By eliminating the need for APUs, BMEs significantly reduce air pollution and contribute to a cleaner airport environment.
- **Stakeholder and Community Awareness:** GAL actively promotes environmental awareness through campaigns and events, fostering a collective effort toward pollution control. Regular external assessments, conducted by

NABL/MoEFCC accredited laboratories, assess emissions levels from stationary and mobile sources at the airports, ensuring compliance with prescribed standards.

- **Zero Air Emission Transport:** To lower emissions further, we have introduced electric ground support vehicles and shuttle buses, contributing to zero air emission airport transport. While the effort is to move entirely towards EVs, for certain ICE vehicles still under operation, pollution under check is being conducted to vehicles on half-yearly basis to ensure the emission quality.
- **Advanced Monitoring and Pollution Controls:** Continuous Ambient

Air Quality Monitoring Systems (CAAQMS) operate across all airports to provide real-time pollutant data, including NO_x, SO_x, and PM levels. Diesel generator (DG) sets are equipped with scrubbers to limit emissions, and a semi-annual pollution check for all vehicles ensures consistent compliance.

- **Greenbelt Development:** Dedicated areas of greenery serve as natural air purifiers and reduce dust and particulate dispersion.
- **Dust Mitigation in Expansion Projects:** Rigorous dust control measures are in place, especially during airport expansion, to safeguard air quality.

Key Pollutants

Parameter	Unit	FY 2023-24	FY 2022-23
NOx	ppmv	92.29	90.30
SOx	(mg/Nm ³)	50.33	55.25
Particulate Matter (PM)	(mg/Nm ³)	44.45	40.17
Persistent Organic Pollutants (POP)	NA	NA	NA
Volatile Organic Compounds (VOC)	NA	NA	NA
Hazardous Air Pollutants (HAP)	NA	NA	NA
Others – please specify (CO)	(mg/Nm ³)	33.83	28.69

Water Resource Management: Ensuring Water Security in a Changing Climate

As a responsible corporate entity, GMR Airports Limited (GAL) recognises the critical importance of water conservation and sustainable water management. Airports, being large operational entities, require considerable water resources for diverse functions, from passenger services to maintenance. At GMR, we are committed to minimising water consumption, enhancing water recycling, and implementing advanced water conservation technologies.

GMR's operations are guided by local laws and guidelines, which mandate stringent water conservation measures, especially for large infrastructure projects like airports.



 Sewage Treatment Plant

Key Initiatives:

- **Rainwater Harvesting:** GAL has made significant strides in rainwater harvesting, ensuring that its airports contribute positively to groundwater replenishment. This system captures rainwater runoff from paved surfaces and rooftops, channelling it into recharge wells. GAL has installed rainwater harvesting systems at DIAL, GHIAL, and GGIAL to capture millions of litres of rainwater annually for groundwater recharge. Delhi Airport has a rainwater harvesting capacity of greater than its annual water consumption (through 625 rainwater harvesting structures) while Hyderabad Airport has rainwater harvesting capacity which is five times its annual consumption.
- **Wastewater Recycling:** One of the key features of GMR's water management strategy is its focus on wastewater recycling and zero discharge. All airports have achieved zero wastewater discharge, treating 100% of their wastewater for reuse in non-potable applications.
- **Sewage Treatment Plants (STP):** The STPs installed at our airports treat all sewage water and produce high-quality treated water. This treated water is then reused for purposes such as flushing, cooling, and landscape irrigation. DIAL, for example, recycles the entire volume of sewage generated, using treated water in 100% of horticulture, landscaping, flushing, and Heating Ventilation and Air Conditioning (HVAC) systems, thus drastically reducing freshwater demand. Currently Delhi Airport operates STP of 16.6 Million litres per day (MLD), Hyderabad Airport operates 4.55 MLD STP while Manohar International Airport (Goa) operates 625 KLD STP.
- **Reduction in Freshwater Demand:** By recycling wastewater, GAL's airports have significantly reduced their dependence on external freshwater sources. Across our airports, treated water augments needs of the airport's non-potable water needs, helping conserve local water reserves. In case of GHIAL, 16.4% of the total water consumption was met with the water recycled from STP, for FY 2023-24.

Water Resource Management: Ensuring Water Security in a Changing Climate

- **Water Conservation through Technological Innovation:** GAL is actively leveraging technology to drive water conservation. By employing AI-based analytics and automation of the airport's landscape irrigation system through cloud based central control software using boosters and sensors, the airports can predict water demand more accurately, manage distribution efficiently, and detect leaks early. Across GAL airports, we have replaced traditional fixtures with low-flow alternatives in restrooms, kitchens, and other high-use areas. Such initiatives have led to a reduction in water intensity by about 8%.

Annual **water audits** are conducted by third-party agencies such as CII (Confederation of Indian Industry) to assess water consumption patterns, identify inefficiencies, and recommend improvements. These audits help optimise water use across GAL's airports.

GMR Airports Limited is committed to being a leader in water conservation within the aviation sector. Through technological innovation, stringent water recycling practices, and active rainwater harvesting, we are working to reduce our water footprint and contribute to broader water sustainability goals. As we move forward, we will continue to adopt best practices and collaborate with stakeholders to ensure the efficient and responsible use of water resources.

Water Withdrawal at GAL

Parameter	FY 2023-24	FY 2022-23
Water withdrawn by source (in kilolitres)		
i) Surface water	5,41,755	2,48,635
ii) Groundwater	10,96,537	12,67,562
iii) Third-party water	19,28,814	11,29,573
iv) Seawater/desalinated water	0	0
v) Others	4,62,326	6,90,019
Parameter		
Total volume of water withdrawal (in kilolitres) (i+ii+iii+iv+v)		
Total volume of water consumption	40,29,432	33,35,790
Water intensity per rupee of turnover (Total water consumption/Revenue from operations) (Kilolitres/Crores)	460.2	499.8



Water Resource Management: Ensuring Water Security in a Changing Climate

Case Study

Case Study on Water Stewardship at Hyderabad Airport

Water stewardship is central to GMR Hyderabad International Airport Limited (GHIAL) as it strives to ensure sustainable water management amid expanding operations. Following a proposed increase in passenger handling capacity from 25 to 50 Million per annum (MPPA), Rajiv Gandhi International Airport (RGIA) received environmental clearance from the Ministry of Environment, Forest, and Climate Change (MoEFCC) with a daily water requirement set at 70 litres per passenger. GHIAL sources its freshwater from the Hyderabad Metro Water Supply & Sewerage Board (HMWS&SB) and has proactively reduced projected water demand by 33% through various initiatives, contributing to broader conservation efforts, cost optimisation, and overall resource sustainability.

Objective

The airport aims to minimise its water footprint through process optimisation, enhance treated wastewater reuse, and maximise operational efficiency of the Sewage Treatment Plants (STPs) to support a sustainable water cycle.

Approach and Implementation

RGIA has implemented numerous water-saving measures, including:

- **Efficient Fixtures and Controls:** Low-flow fixtures and automated water taps with aerators in passenger and operational areas.
- **Advanced Irrigation:** Automated, water-efficient landscaping and irrigation systems.
- **Robust STP Capacity:** A 4.55 MLD STP enables comprehensive treatment and reuse of wastewater for applications like flushing, cooling, and irrigation within the airport.
- **Rainwater Harvesting and Reservoirs:** Multiple rainwater recharge structures and reservoirs (R1, R2, R6, and R7) capture and store up to 10.35 Lakhs m³ of rainwater, contributing to groundwater recharge and water positivity.

Challenges Faced

1. **Resource Depletion:** Strains on natural water sources and reliance on municipal supply.
2. **Infrastructure Investment:** Significant setup and operational costs for STPs and water treatment facilities.

3. **Cost Management:** Managing recurring costs for water sourced from Hyderabad Metropolitan Water Supply and Sewerage Board and infrastructure upkeep.

Outcomes and Impact

GHIAL has achieved substantial water savings through:

- **Reduction in Consumption:** Efficient fixtures and real-time monitoring have **reduced consumption to 45–50 litres per passenger**.
- **Reuse Innovations:** Air Handling Unit (AHU) condensate is recovered for cooling tower make-up, optimising chiller plant efficiency.
- **Recycling Capacity:** Wastewater is treated in STPs and reused for flushing, cooling, and landscape irrigation, creating a closed-loop water system.
- **Replenishment Efforts:** Rainwater recharge systems and strategically placed reservoirs further enhance water availability. Reservoir R2 alone provides over 90 days of water for the entire airport.

These efforts have pivoted Hyderabad Airport's efforts towards water neutrality. Additionally, the

Passenger Terminal Building (PTB) has achieved LEED Gold Certification by the U.S. Green Building Council, reflecting Airport's commitment to sustainable infrastructure.

Stakeholder Involvement and Feedback

GHIAL actively engages employees, passengers, and other stakeholders in water conservation through events such as World Water Day and Earth Day. Awareness messages are displayed across the terminal to foster a culture of sustainability.

Future Roadmap and Scalability

A water audit by CII-Triveni Water Institute assessed Airport's hydrogeological profile and the effectiveness of its rainwater harvesting systems. This audit will guide further improvements in water use efficiency and sustainable water management at the airport.

Building on its current initiatives, RGIA plans to scale up water conservation measures, focusing on further optimisation of water use and increasing the capacity of rainwater harvesting.

Waste Management: Advancing Circular Economy Practices

Waste management is a critical aspect of GMR Airports' sustainability efforts, aligned with the Company's commitment to reducing environmental impact and enhancing operational efficiency. GMR Airports is committed to embedding the principles of **circularity** in its waste management practices, aiming to not only reduce waste generation but also promote resource recovery and recycling. The Company's waste management strategy goes beyond traditional waste disposal, focusing on creating a **closed-loop system** where materials are reused, recycled, or repurposed, thereby minimising environmental impact and conserving natural resources.



- **Circular Waste Management Strategy:** GMR Airports' waste management strategy is deeply rooted in the principles of circularity, seeking to maximise resource efficiency and minimise waste across the entire lifecycle of materials. The strategy focuses on:
 - **Circular Resource Use:** Ensuring that materials, once considered waste, are reintegrated into the system, either through recycling, upcycling, or repurposing.
 - **Waste-to-Resource Conversion:** Establishing processes that convert waste into valuable resources, such as energy, compost, or raw materials for new products.
- **Circular Economy in Action:** GMR Airports manages multiple waste streams in alignment with the **circular economy** model, ensuring that materials flow back into the value chain:
 - **Municipal Solid Waste (MSW):** GMR focuses on **segregating waste at the source** to ensure maximum recyclability. For example, plastics and paper

are recycled into new materials, thus reducing demand for virgin resources.

- **E-waste:** Electronic waste is carefully segregated, and components are sent to authorised recyclers who extract precious metals and other reusable materials, ensuring that obsolete electronics are not simply discarded but **reintegrated into the production cycle**.
- **Organic Waste:** Organic waste, such as food scraps from airport operations, is processed into compost, which is used for airport landscaping, closing the loop on waste-to-soil fertility and reducing landfill burden.
- **Innovative Circular Practices:** Circularity is integrated into GMR Airports' waste management practices through several innovative approaches:
 - **Integrated Waste Management Facilities:** Across airports, Integrated Solid Waste Management (ISWM) Facility has been developed for waste processing & treatment. As a part of ISWM, Delhi Airport has developed 10 tonnes per day (TPD) material recovery facility and 2 TPD biogas unit. Similarly, Hyderabad Airport is expanding its ISWM facility which is expected to be completed by Mar'25 and will have a capacity of 10 TPD for material recovery and composting each.
 - **Composting and Organic Resource Recovery:** Organic waste from airport restaurants and lounges is diverted to **composting facilities**, where it is transformed into nutrient-rich compost used for maintaining green areas. This practice not only reduces landfill waste but also returns valuable nutrients to the soil, embodying the concept of circularity.
 - **Circular Performance Metrics:** GMR Airports has made significant strides in promoting circularity across its operations, and key metrics showcase the tangible results:
 - **Waste Diversion Rate:** Circular initiatives have led to over 98% of waste at Delhi International Airport Limited (DIAL) being diverted from landfills, primarily through recycling and composting

Waste Management: Advancing Circular Economy Practices

efforts. Hyderabad International Airport (GHIAL) and Manohar International Airport operate with the zero waste to landfill approach and currently no organic waste is sent to landfill.

- **Material Recycling:** A substantial percentage of waste, including plastic and paper, is recycled back into useful materials
- **Energy Recovery:** The airports under the Integrated Solid Waste Management Facility have a provision of biogas generation and grass palletisation with the focus on exploring waste-to-energy options and closing the energy loop.
- **Circular Collaboration and Stakeholder Engagement:** The circular economy requires collaboration across the value chain, and GMR Airports actively engages with stakeholders to promote this approach:
 - **Supplier Partnerships:** GMR collaborates with suppliers to put waste to useful purposes. Waste material such as fly ash is used for construction and expansion of our airports which is a result of **designing out waste** and promoting circularity from the procurement stage.

- **Passenger Engagement:** Awareness at airports encourage passengers to participate in the circular economy by segregating their waste and reducing single-use plastics. Two bin system has also been implemented for ensuring source segregation of waste. DIAL has also implemented four bin systems in key locations to further promote segregation of waste into different streams

- **Vendor Involvement:** Waste management vendors are selected based on their ability to align with GMR's circular economy goals, ensuring that materials

are not merely disposed of but are given new life through recycling or recovery processes. Additionally, airports work with waste management companies which employ the highest environmental standards to handle different kind of waste streams. All waste management vendors are strictly those authorised by the regulated entities.



Waste Management: Advancing Circular Economy Practices

- **Future of Circular Waste Management at GMR Airports:** Looking ahead, GMR Airports is committed to further advancing its circular economy initiatives:
 - **Zero Waste to Landfill Goal:** GMR aims to achieve **zero waste to landfill** at all its airport operations. This ambitious goal will be met by scaling up recycling, composting, and waste-to-energy initiatives, ensuring that all materials are either reused, recycled, or recovered.
 - **Increased Recycling Capacity:** The Company is working towards increasing its recycling capacity by collaborating with waste management partners and establishing **on-site material recovery facilities (MRFs)** that will allow the airports to recover and process more recyclable materials.



Waste Management at GAL

Parameter	FY 2023-24	FY 2022-23
Total waste generated (in metric tonnes)		
Plastic waste (A)	464.2	251.85
E-waste (B)	5.1	14.78
Bio-medical waste (C)	2.4	2.30
Construction and demolition waste (D)	7,235	2,202
Battery waste (E)	0	0
Radioactive waste (F)	0	0
Other Hazardous waste. Please specific, if any (G)	26.2	13.49
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	5,840	4,906
Total (A+B+C+D+E+F+G+H)	13,573*	7,391
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations) (Metric tonnes/Crore)	1.55	1.10

* In FY 2023-24 the waste generated has increased as GGIAL became operational from January 2023 and 5,795 tonnes of construction and demolition waste was generated in GGIAL.

Parameter	FY 2023-24	FY 2022-23
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
i) Recycled	1,868	1,399
ii) Re-used	5,442	5,390
iii) Other recovery operations	436	580
Total	7,746	7,369
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
i) Incineration	2.25	2.05
ii) Landfilling	5,811	0
iii) Other disposal operations	4.56	0
Total	5,818	2.05

Conserving Nature's Flightpath: GMR Airports' Integrated Approach to Biodiversity

GMR Airports Limited (GAL) embeds biodiversity conservation into its broader environmental sustainability strategy, recognising the importance of protecting ecosystems while developing critical infrastructure like airports. The Company has structured policies, programmes, and initiatives aimed at minimising ecological disturbances, restoring habitats, and ensuring operations do not negatively impact sensitive biodiversity zones.

GAL places great emphasis on mitigating its environmental footprint, especially regarding the biodiversity around its airport operations. At **Delhi International Airport**, this commitment is reflected in large-scale tree plantation drives and extensive landscaping projects around the airport, using water-efficient irrigation systems and treated wastewater to maintain vegetation. The airport has created green spaces and introduced air-purifying plants within its terminals to further enhance biodiversity. Similar efforts are undertaken at **Hyderabad International Airport**, where green belts and eco-parks contribute to reducing environmental impact.

At Delhi Airport, the extensive use of green corridors, combined with tree plantations, helps in land reclamation. GAL's landscaping efforts, including along water bodies and other open

areas around the airports, play a significant role in reestablishing native flora and improving local biodiversity. At Manohar International Airport (Goa), efforts were made to translocate about 500 trees. Additionally, special focus is given to indigenous plantations across airports. As a precautionary principle, conservation plan is also drawn out in collaboration with State Forest Department, in cases where there could be any perceived threat to special species. Further, to avoid any conflict with biodiversity, the airport also obtained certificate from the Chief Wildlife Warden of the State mentioning that none of the airport area falls in any notified eco-sensitive zone and no activity would be taken up in the eco-sensitive zone. Further, during construction and expansion phases, excavated topsoil is conserved and stored separately at specific designated locations at the site and is used for landscaping and horticulture purposes within the airport premises. To minimise soil erosion during construction, GMR implements erosion control practices. Native vegetation is planted to promote rapid recovery of the ecosystem, helping stabilise the soil and reduce erosion. This approach also enhances biodiversity and contributes to the aesthetic appeal of airport premises.

GAL follows strict regulatory guidelines to avoid operations in protected or ecologically sensitive areas. Its Environmental Impact Assessments (EIA) ensure that no projects are undertaken within protected zones or areas of high biodiversity without comprehensive risk assessments. The Company's proactive approach ensures that sensitive ecosystems are shielded from operational disruptions.

GAL's environmental management systems across its airports, including Delhi, Hyderabad and Mopa are

aligned with international standards such as **ISO 14001**. These systems provide a structured approach to reducing environmental risks, ensuring continuous monitoring of biodiversity impacts, and implementing best practices for environmental conservation.

One of the most standout initiatives is plantation maintenance at the **Biodiversity Centre at Delhi Airport**. The centre embodies a comprehensive approach to sustainable biodiversity management within the airport



Conserving Nature's Flightpath: GMR Airports' Integrated Approach to Biodiversity

environment, harmonising aviation activities with ecological preservation and fostering community engagement for a greener future. It serves as a dedicated green space within the airport premises, significantly contributing to biodiversity conservation and creating habitats that support local flora and fauna.

Spanning over 4,00,000 sq ft, the centre features an impressive collection of greenery, including more than 1,26,000 indoor plants and 2,00,000 flowering and foliage plants. Among these, around 40,000 chrysanthemums and over 60,000 potted seasonal flowers are carefully cultivated each year, adding vibrant, natural beauty to the airport landscape.

Key Measures to Minimise Bird Strikes

At GAL, our commitment to aviation safety goes hand-in-hand with our responsibility to protect local biodiversity. Since 2006, we have consistently adhered to the highest standards set by civil aviation authorities, prioritising the safety of our operations while minimising impacts on wildlife.

A significant challenge we face is the risk of bird strikes during aircraft take-off and landing. To mitigate

this risk, we have implemented a comprehensive Wildlife Hazard Management (WHM) strategy.

This proactive approach includes:

- **Wildlife Hazard Management Team:** A dedicated team actively conducts surveys within a 10-kilometre radius of the airport to identify and eliminate bird attractants in coordination with local civic agencies.
- **Zon Guns and Bird Chasers:** Our team utilises zon guns, signal pistols, and laser torches to deter birds from runways. These tools are designed to create sound and visual disturbances that discourage bird activity, thereby enhancing safety.
- **Proactive Patrols:** Trained bird chasers patrol the airside to monitor and manage wildlife activity, ensuring that runways remain clear and safe for aircraft operations.
- **Bird Nesting:** Plantation of tree species in and around airport site is chosen very carefully so as to avoid bird nesting and improve pollution control and noise control measures. Additionally, water intensive and invasive species are avoided.

- **Community Engagement:** We recognise that effective wildlife management requires collaboration with local communities. Our recent awareness campaign in areas around Delhi Airport educated residents about the dangers of

wildlife strikes and emphasised the importance of proper waste management practices. By distributing eco-friendly grocery bags and water bottles, we aimed to foster environmental consciousness among community members.

To further enhance safety and protect biodiversity, we encourage residents and stakeholders to adopt the following practices:

1. **Proper Waste Disposal:** We advocate for responsible waste disposal near the airport to prevent attracting birds and rodents.
2. **Discouraging Bird Feeding:** We emphasise the importance of not feeding birds, which can lead to increased nesting near airport operations.
3. **Reporting Animal Carcasses:** Prompt reporting of any abandoned animal carcasses to civic authorities is crucial in preventing bird attractants.
4. **Avoiding Pigeon Rearing:** We discourage the practice of keeping pigeons in the vicinity, particularly in in-flight paths, to reduce bird strike risks.
5. **Notification of Potential Hazards:** We urge the community to report any abandoned buildings or trees that may harbour wildlife, further supporting our safety measures.

The combined efforts of DIAL and the local community are essential in safeguarding both aviation safety and biodiversity. We invite all stakeholders to join us in these initiatives, reinforcing

our shared responsibility to protect our environment while ensuring safe and efficient airport operations. Together, we can create a safer ecosystem for both aircraft and wildlife.

Conserving Nature's Flightpath: GMR Airports' Integrated Approach to Biodiversity

Biodiversity Impact Assessments

GAL ensures that all its major projects undergo biodiversity impact assessments as part of their EIA process. These assessments evaluate the potential impacts of land use, pollution, and operational activities on local ecosystems. The results guide the development of mitigation strategies, such as the creation of buffer zones and habitat conservation efforts.

GMR Airports Limited has developed a comprehensive and integrated approach to biodiversity conservation across its operations. From habitat restoration to reducing operational impacts near sensitive areas, GAL ensures that its infrastructure projects align with global best practices for biodiversity management. Key initiatives like the **green infrastructure projects** at Delhi Airport, **afforestation projects** at Hyderabad, and proactive **EIA-based risk assessments** demonstrate GAL's leadership in promoting biodiversity while maintaining operational excellence.

Through its ongoing efforts, GAL is setting benchmarks for responsible environmental stewardship in the aviation sector, aiming to balance growth with ecological sustainability. Given this, currently, there are no IUCN Red List endangered species identified as being impacted by GMR Airports' operations.



Conserving Nature's Flightpath: GMR Airports' Integrated Approach to Biodiversity

Case Study

Biodiversity Conservation at Rajiv Gandhi International Airport (RGIA): Preserving Ecosystems Amidst Growth

Positioned in a semi-arid zone with diverse flora and fauna, RGIA emphasises sustainable airport operations alongside biodiversity conservation. This case study details the efforts made from 2019 to 2023 to safeguard biodiversity at the airport, in alignment with India's biodiversity goals and global biodiversity standards.

Objective

- Conserve and enhance RGIA's biodiversity amidst ongoing infrastructure expansion.
- Promote sustainable practices that minimise ecological disruption and support resource conservation.
- Maintain a green and ecologically rich environment for travellers and the airport community.
- Align biodiversity efforts with UN SDG 15: Life on Land and the 2022 UN Biodiversity Agreement.

Approach and Implementation

GHIAL implemented a holistic approach for biodiversity conservation through the following initiatives:

- **Greenbelt Development:** Planted 62,305 trees, 19,466 palms, and over 1.8 Million shrubs across

142 hectares. Natural vegetation across 364 hectares was preserved.

- **Bio-Swales and Reservoirs:** Created bio-swales over 35 acres along an 8.5 km access road to capture stormwater, recharging groundwater and reducing dependency on municipal supplies.
- **Aquatic Ecosystems:** Developed four reservoirs that support various flora and fauna, including migratory birds, and serve as habitats for native aquatic species.
- **Eco-friendly Waste and Water Management:** Practices include LEED-certified green buildings, solid waste management, wastewater recycling, and strategic tree planting to minimise bird strikes near runways.

1.8 Million
Shrubs planted
across 142
hectares

35 acres
of bio-swales
created

Challenges Faced

- **Balancing Development and Conservation:** Expanding airport infrastructure while preserving natural ecosystems

required innovative planning and collaboration with environmental consultants.

- **Sustainable Water Management:** Ensuring a reliable water supply through bio-swales and reservoirs to support the greenbelt without overexploiting groundwater.
- **Community and Stakeholder Engagement:** Engaging a broad range of stakeholders, including the state's groundwater department, airport staff, airlines, and environmental groups, required extensive coordination.

Outcomes and Impact:

- **Carbon Sequestration:** Over 3,461 tonnes of CO₂ were removed in five years through green cover.
- **Enhanced Biodiversity:** The airport is home to 184 plant species, 191 bird species, 66 butterfly species, 21 species of mammals, and 17 snake species.
- **Groundwater Conservation:** Bio-swales and reservoirs helped recharge groundwater, keeping levels between 3.5 and 19 metres, reducing dependence on external sources by 40%.

- **Recognition and Awards:** RGIA received the Best Landscape Maintenance Award for eight consecutive years and Level 4+ accreditation in Airport Carbon Accreditation.

Future Roadmap and Scalability:

GHIAL aims to scale its biodiversity initiatives by:

- **Enhancing Green Cover:** Increasing tree plantations and native flora species across additional areas.
- **Advanced Water Management:** Expanding the use of bio-swales and reservoirs to further conserve water resources.
- **Monitoring and Reporting:** Continual biodiversity assessments through partnerships with SACON and other environmental groups.
- **Replicating Practices:** Sharing best practices across other airports in India and globally to promote biodiversity as part of sustainable airport development.

3,461 tonnes of CO₂
Removed in five years
through green cover

Reducing Noise Pollution: A Commitment towards Minimising Noise and Maximising Harmony

At GMR Airports, we recognise that noise pollution is a critical environmental and community concern, particularly in the vicinity of airport operations. As part of our commitment to sustainability and responsible airport management, we have implemented a comprehensive approach to minimise noise pollution and its impact on surrounding communities.

A robust framework is in place to minimise aircraft noise and emissions through collaborative efforts with airline operators and Air Traffic Service providers. Key initiatives include adopting industry-leading practices such as Single Engine Taxiing, utilisation of Fixed Electrical Ground Power (FEGP) to limit the reliance on Auxiliary Power Units (APU) and promoting Continuous Descent Approach (CDA) operations to reduce noise and fuel consumption.

Key Initiatives to Mitigate Noise Pollution

- **Adherence to Noise Abatement Procedures:** GMR Airports strictly follows noise abatement procedures in compliance with regulatory guidelines. This includes optimising flight paths, implementing Continuous Descent Approaches (CDAs), and restricting operations during sensitive hours to minimise disruption to nearby residents.
- **Noise Monitoring Systems:** We have established noise monitoring terminals around our airports to continuously track noise levels. These systems provide data, enabling us to assess and manage noise pollution effectively while ensuring compliance with permissible limits.
- **Engaging with Airlines:** We collaborate closely with airline partners to encourage the adoption of quieter aircraft technologies and promote operational best practices, such as noise-reducing take-off and landing procedures.
- **Community Engagement Programmes:** GMR Airports actively engages with local communities to address concerns related to noise pollution. Regular public consultations, grievance mechanisms, and transparent communication ensure that we remain accountable to the needs of our stakeholders.
- **Comprehensive Noise Zone Mapping:** Airport Noise Zone Mapping has been conducted to identify and manage noise-sensitive areas effectively. This mapping exercise has been reviewed and approved by the Directorate General of Civil Aviation (DGCA), reinforcing our commitment to regulatory compliance and proactive noise management.
- **Innovative Noise Control Measures:** We continuously explore and invest in innovative technologies to reduce noise emissions, including noise barriers and advanced ground support equipment that limits engine use during taxiing or parking.



Way Forward: Pioneering Sustainability in Indian Aviation

GAL's sustainability efforts reflect its leadership in sustainable airport management. By adopting comprehensive energy efficiency, GHG reduction, water conservation, and waste management strategies, GAL is setting new benchmarks for environmental responsibility in the aviation sector. Moving forward, GAL remains committed to achieving:

100%

Renewable energy
across all airports

Net Zero

By 2050

Water positive

Across airports

Zero waste to landfill

Across airports

GAL will continue to drive innovation and sustainable practices, positioning itself as a global leader in sustainable aviation.





Creating an Empowered Workforce:
A Culture of Engagement, Growth,
and Inclusion

A Culture of Engagement, Growth, and Inclusion

At GMR Airports, our people are the cornerstone of everything we achieve. This stems from GMR’s value of ‘Teamwork and Respect for Individual’ which aims towards ‘nurturing a relationship of trust, collaboration and mutual respect’.

Our commitment to creating a workplace where employees are engaged, valued, and supported is reflected in every aspect of our human resource strategy. From competitive employment practices to industry-leading health and wellness programmes, we ensure that our workforce thrives in an inclusive and dynamic environment.

Building a Workforce of the Future: Progressive Employment Practices

Our employment practices are designed to nurture talent, promote diversity, and provide employees with opportunities for growth and advancement. We aim to create a workplace where transparency, fairness, and development are at the forefront.

Transparent and Fair Hiring

GMR Airports implement recruitment policies that prioritise equal opportunities for all, focusing on both talent and local community hiring, with 41% of new hires in FY 2023-24, under GGIAL, coming from local regions. This approach helps strengthen the communities surrounding our operations.

Competitive and Transparent Pay

Our comprehensive remuneration system ensures fair compensation, regular reviews, and **long-term incentives** such as Provident Fund, superannuation and gratuity, etc.

New Hires

	FY 2023-24								
	Male			Female			Total		
	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years
Permanent Employees	421	438	41	172	53	1	593	491	42
Key Management Personnel	0	0	0	0	0	0	0	0	0
Senior Management Personnel	0	8	19	0	1	1	0	9	20
Mid-Management Personnel	2	147	12	1	12	0	3	159	12
Junior Management Personnel	419	283	10	171	40	0	590	323	10
Contractual / Temporary / Other Employees	12	1	1	3	5	0	15	6	1
Key Management Personnel	0	0	0	0	0	0	0	0	0
Senior Management Personnel	0	0	1	0	0	0	0	0	1
Mid-Management Personnel	0	0	0	0	0	0	0	0	0
Junior Management Personnel	12	1	0	3	5	0	15	6	0
Permanent Workers	122	13	0	31	5	0	153	18	0
Contractual / Temporary / Other Workers	3,483	923	29	189	102	0	3,672	1,025	29

Benefits Provided to Employees

Benefits*	FY 2023-24			FY 2022-23		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employee	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Y	100%	100%	Y
Gratuity	100%	100%	Y	100%	100%	Y
ESI	100%	100%	Y	100%	100%	Y
Others – please specify	NA					

*As applicable/eligible

A Culture of Engagement, Growth, and Inclusion

Career Development

We ensure **management by objectives and goals-based performance appraisals** where employees receive well-rounded feedback, aligning personal growth with organisational goals. The framework enables leaders to map goal-based priorities and access employee performance insights for periodic performance feedback sessions. The employee is encouraged to take 5 to 8 SMART goals in a year. These goals with corresponding KPIs and action plans are reviewed twice in a year, once as part of mid-year review and later as annual review. In FY 2023-24, 100% of the eligible employees received career development reviews, which helped tailor their development pathways.

ESG has been
integrated into
the performance
evaluation process.

At GMR, we view ESG as a core pillar of responsible business operations. To embed this commitment into our organisational culture, ESG has been integrated into the performance evaluation process. All Heads of Departments across GMR Airports have incorporated ESG goals into their key performance indicators. This approach ensures that ESG is not only a strategic objective across all departments but also fosters ownership, accountability and effective implementation, driving impactful outcomes in every direction of our operations.

Gender-based Workforce Break Up

S. No.	Particulars	Total	Male		Female	
			No.	%	No.	%
Employees						
1.	Permanent	5,035	4,322	85.84%	713	14.16%
2.	Other than Permanent	1,079	1,009	93.51%	70	6.49%
3.	Total employees	6,114	5,331	87.19%	783	12.81%
Workers						
4.	Permanent	2,238	2,101	93.88%	137	6.12%
5.	Other than Permanent	7,410	7,035	94.94%	375	5.06%
6.	Total workers	9,648	9,136	94.69%	512	5.31%



Attracting and Retaining the Best: Talent That Thrives

Placing the right talent with the right skills in the right role is fundamental to achieving GMR’s business objectives. At the heart of this approach is our commitment to empowering employees and aligning their career aspirations with the organisation’s goals. GMR has implemented a series of policies designed to foster employee development, ensuring that every individual has the opportunity to grow and succeed. Empowered and skilled employees form the cornerstone of our success, and we prioritise enriching their experience through robust welfare initiatives, skill enhancement programmes, career development opportunities via PMP (Performance Management Process) and IJP (Internal Job Postings), and an inclusive, diverse workplace culture.

Our talent management strategy focuses on four key pillars:

1

Assessing Strengths and Performance

Regular evaluations to understand employee capabilities and contributions.

2

Identifying Development Needs

Tailored strategies to address specific areas of improvement.

3

Unlocking Potential

Providing impactful training and development programmes to enhance skills and competencies.

4

Mapping Career Progression

Aligning career opportunities with employee potential and aspirations.



Attracting and Retaining the Best: Talent That Thrives

To support this, GMR conducts regular Talent Reviews and Performance Development Discussions to define clear, actionable development plans. These plans include opportunities for:



Job Rotation

Broadening skills through exposure to varied roles.



Job Enrichment

Adding value to existing roles by increasing scope and responsibility.



Job Enlargement

Expanding responsibilities to include additional tasks or functions.



Mission-Critical Project Assignments

Engaging employees in high-impact projects to hone leadership and technical expertise.



Proactive Career Planning Process

Motivating employees to take up cross department movements through internal job postings.



Promotion Policy

The management has also approved in principle giving tenured cum performance-based promotion to employees of junior management bands.

This holistic approach ensures that our workforce remains motivated, adaptable, and aligned with GMR's strategic goals, creating a thriving environment for both individual and organisational growth. Towards this, some of our initiatives include:

- **Flexibility That Fits:** Understanding the evolving needs of the workforce, GMR offers flexible leave policy, compensatory leaves and social volunteering leaves. These initiatives ensure employees maintain a healthy work-life balance. We are committed to creating an agile workforce that can adapt to both professional and personal challenges. To promote flexibility and understanding the uncertainties that our employees may face, in addition to the business-as-usual leaves (casual, sick and privilege leaves), extraordinary leaves and leave without pay options are also provided to our employees to allow them support in extraordinary conditions. Extraordinary leaves are provided in cases where the employee has exhausted all other leaves and is not able to physically come to office. This leave is provided up to an upper limit of 180 days. Additionally, leave without pay can be availed

in cases where no other leave options are available and leave of up to 90 days can be provided in such cases.

Further to promote flexibility and growth of employees, employees can also switch between different teams at the GMR Group and explore different roles. For this purpose, GROW (Gain Rewarding Opportunities for Work) – A Talent Acquisition Transformation initiative has been established, this focuses on employee referral and IJP processes through e-enablement. Employees can share their intent along with their profile with key competencies and achievements with the Talent Acquisition team to tap the Talent for various open positions across GMR Group for providing growth opportunities for the employees horizontally, vertically and diagonally. This are designed to facilitate group wide growth opportunities for potential internal talent. This will help in supporting talent value chain and develop internal talent ecosystem. By empowering employees to transition between teams and explore varied roles, GROW not only nurtures individual development but also strengthens our organisational agility and adaptability.

Attracting and Retaining the Best: Talent That Thrives

- **Holistic Benefits for Work-Life Balance:** GMR recognises the importance of supporting employees’ family responsibilities. We offer **26 weeks of paid maternal leave** and **3 days of paid paternal leave**. Additional family-oriented benefits include **lactation rooms, childcare facilities, and creche** for our employees and contractors across locations.

Return to Work and Retention Rates Post Maternity/Paternity Leaves

Gender	Permanent Employees		Permanent Workers	
	Return to Work Rate	Retention Rate	Return to Work Rate	Retention Rate
Male	100%	100%	100%	100%
Female	100%	100%	100%	100%
Total	100%	100%	100%	100%



Furthermore, the GMR Group actively fosters employee well-being and engagement by organising a variety of initiatives, including cultural events, sports tournaments, medical awareness camps, and spiritual sessions. These activities are designed to promote physical health, mental well-being, and a sense of community, ensuring that our employees remain vibrant, motivated, and thriving in all aspects of their lives.

One of the **Values of GMR Group includes Learning and Inner Excellence**. We cherish the lifelong commitment to deepen our self-awareness, explore, experiment and improve our potential. Accordingly, the GMR Group recognises the critical importance of mental well-being and fosters a culture of positivity and mindfulness through initiatives like weekly prayer meetings. These sessions, held every Monday to mark the start of the workweek, are led by the Group leadership and feature internal employees as guest speakers. They aim to provide a sense of peace and encourage a positive mindset, with large number of employees actively participating.

In addition, special spiritual sessions are organised, featuring renowned external guest speakers who share insights on incorporating spiritual techniques and practices into daily professional life. These sessions offer practical approaches to achieving balance and mindfulness, further enhancing the well-being and productivity of our employees.

- **Promoting Social Responsibility:** As a responsible corporate citizen, the Group is committed to fostering a culture of giving back to society among its employees. We encourage our workforce to champion social causes and actively contribute to the well-being of communities. Through the GMR Varalakshmi Foundation (GMRVF), employees have the opportunity to take on community projects and access funding for impactful social initiatives.

To further support employee engagement in social responsibility, we offer two days of leave annually for volunteering with community programmes or local NGOs. This initiative empowers employees to make meaningful contributions, aligning personal values with the Group’s commitment to driving positive social change.

Attracting and Retaining the Best: Talent That Thrives

- **Comprehensive Employee Health Benefits:** Our employee benefits program is designed to prioritise the health and well-being of our workforce. Key features include:
 - **Medical Insurance:** Comprehensive coverage for employees and their families including their parents and parent-in-laws.
 - **Annual Preventive Health Check-ups:** Offered to employees aged 45 and above, and their spouses aged 50 and above, to promote early detection and prevention of health issues.
 - **Fitness Facilities:** Gym and sports facilities are provided at select locations, encouraging employees to maintain a healthy and active lifestyle.
- To address unforeseen emergencies, we have established the **Employee Emergency Response Centre (EERC)**. This dedicated support system provides prompt assistance during crises. Employees can contact the EERC helpline for immediate help, which is delivered following a thorough assessment of the situation.
- **Retention-focused Workplace:** GMR has maintained an employee turnover rate of 11% for employees and 5% for workers, a testament to our retention strategies, which include competitive salaries, personal development opportunities, and a positive work environment. Our engagement programmes ensure that employees are continuously motivated and feel connected to the Company’s mission.

Employee and Worker Turnover Rates

	FY 2023-24			FY 2022-23			FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	10.13%	13.81%	10.64%	13.01%	17.57%	13.59%	18.00%	24.32%	18.77%
Permanent Workers	5.00%	12.77%	5.47%	7.84%	9.63%	7.94%	11.30%	6.81%	11.08%
Permanent Employees & Workers	8.42%	13.63%	9.01%	11.12%	16.06%	11.62%	15.37%	20.95%	15.90%

All this is in addition to conventional employee benefits such as Group Personnel Accident Policy, Group Health insurance Policy, Joint Group Personnel Accident Policy, Retirement provision, Life insurance, Disability and invalidity coverage. GAL ensures that these benefits are extended to all its employees.

Well-being-related Benefits Offered to Workforce

Category	% of employees covered by										
	Total	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		Number	%	Number	%	Number	%	Number	%	Number	%
Permanent employees											
Male	4,322	4,322	100	4,322	100	-	-	4,322	100	4,322	100
Female	713	713	100	713	100	713	100	-	-	713	100
Total	5,035	5,035	100	5,035	100	713	100	4,322	100	5,035	100
Other than Permanent employees											
Male	1,009	1,009	100	1,009	100	-	-	1,009	100	1,009	100
Female	70	70	100	70	100	70	100	-	-	70	100
Total	1,079	1,079	100	1,079	100	70	100	1,009	100	1,079	100
Permanent workers											
Male	2,101	2,101	100	2,101	100	-	-	2,101	100	2,101	100
Female	137	137	100	137	100	137	100	-	-	137	100
Total	2,238	2,238	100	2,238	100	137	100	2,101	100	2,238	100
Other than Permanent workers											
Male	7,035	7,035	100	7,035	100	-	-	7,035	100	7,035	100
Female	375	375	100	375	100	375	100	-	-	375	100
Total	7,410	7,410	100	7,410	100	375	100	7,035	100	7,410	100

Investing in Growth: Learning and Leadership Development

Continuous learning is at the heart of GMR's employee development strategy, ensuring our employees stay equipped with the skills needed to excel.

- **Comprehensive Training Programmes:** In FY 2023-24, GMR employees received an average of more than 1.5 man-days of training per employee, spanning leadership development, technical skills, and safety programmes. Targeted initiatives ensure underrepresented groups are provided with additional opportunities for growth. Employees are encouraged to participate in a wide array of learning programmes to advance their careers and contribute meaningfully to the Company. Total 375 programmes

conducted wherein 96,000 total training hours completed and approximately 4,300 participants attended the training programme, covering mandatory, functional, behavioural, managerial, functional and technical trainings. Training is a democratic process in GMR where organisation and employee both have equal stakes.

- **Building the Next Generation of Leaders:** GMR's leadership development programmes focus on preparing employees for future roles. High-potential employees are given opportunities to lead projects and take on challenging roles that fast-track their career growth.



375
Programmes conducted

96,000
Total training hours completed

Training needs are identified through a comprehensive and structured approach that ensures alignment with both organisational and individual development goals. This includes:

Business Strategy and Annual Operating Plan (AOP)

Identifying training needs at the business and departmental levels to support strategic objectives.

Performance Management Process

Tailoring training requirements to address individual development goals and performance enhancement.

Development Centres

Focusing on strategic-level training to build capabilities essential for long-term growth and leadership.

Professional Development Dialogue

Facilitating continuous improvement through regular discussions on career aspirations and skill enhancements.

Talent Reviews

Identifying talent gaps identified or specific future skill requirements to prepare for emerging challenges and opportunities.

Investing in Growth: Learning and Leadership Development

This multi-faceted process ensures that training initiatives are targeted, relevant, and impactful, driving growth at all levels of the organisation.

Further, we have structured our learning and development initiatives into four distinct categories, tailored to address different aspects of professional growth:

1

Daksh

Programmes focused on building essential work skills, laying a strong foundation for effective performance in day-to-day tasks.

3

Saksham

Designed to cultivate managerial capabilities, these programmes empower employees to take on supervisory roles with confidence and competence.

2

Nipun

Training modules aimed at strengthening functional and technical expertise, ensuring employees excel in their specific domains.

4

Netritva

Leadership development programmes that nurture future leaders, equipping them with the skills and vision to drive organisational success.

This comprehensive framework ensures that employees at all levels have access to targeted learning opportunities, fostering personal growth and organisational excellence.

Multi-Tier **Leadership Development** is implemented through various programmes, including Transition Programmes, which assist employees in transitioning to higher roles through internal job postings. Programmes like **LEAP** at DIAL and **CATAPULT** at GHIAL are designed to support

career progression and leadership development. CATAPULT, which stands for Career Track & Progression Ushering Leadership in Talent, is an in-house program developed by GHIAL's Learning and Development team. This program aligns with participants' career aspirations by creating a tailored Career Growth Map, providing a structured framework to achieve their career goals, and contributing to overall development and succession planning within the organisation.



Investing in Growth: Learning and Leadership Development

Another noteworthy initiative is **Eklavya**, which prepares high-performing talent for diverse roles by offering a cross-skilling program. Participants select their preferred departments for acquiring cross-functional knowledge, and mentors—who are subject matter experts—train them in departmental skillsets. Through this mentorship, participants are categorised into bronze, silver, or gold competency levels, enabling them to take on higher responsibilities and fostering a culture of high performance within the organisation. Additionally, GMR Airports builds its talent pipeline through its flagship cadre-based program, **Aarambh**, which focuses on Management Trainees and Graduate Engineer Trainees. Business-specific programmes are also rolled out in collaboration with the Aviation Academy at GHAL, ensuring alignment with departmental needs.

To enhance technical expertise in the airport sector, employees participate in the AAEE Certified Member (C.M.) Program offered by the American Association of Airport Executives, gaining knowledge in Airport

Operations, Maintenance, Finance, and Management. These technical programmes are based on the Technical Competency Dictionary, a comprehensive resource updated every two to three years to ensure relevance. This dictionary supports skill development and recruitment by encompassing all aspects of airport operations.

These initiatives, including the introduction of a Project Management learning course in Airports Sector Construction and various knowledge-sharing forums, aim to ensure that GMR’s workforce is equipped with the skills and knowledge needed to meet industry standards. Collectively, they foster leadership, technical excellence, and organisational growth while promoting a culture of continuous learning and development. In addition to skills, health and safety programmes also play an important role in our daily operations and focused trainings are provided to address such aspects.

 Read more

Health & Safety and Skill Upgradation Training Imparted

Category	FY 2023-24				
	Total	On Health and safety measures		On Skills upgradation	
		No. of employees trained	%	No. of employees trained	%
Employees					
Male	5,331	2,617	49.4%	4,381	82.6%
Female	783	164	21.3%	577	75.0%
Total	6,114	2,781	45.8%	4,958	81.7%
Workers					
Male	9,136	8,149	89.2%	8,174	89.5%
Female	512	354	69.1%	357	69.7%
Total	9,647	8,503	88.1%	8,531	88.4%



Championing Diversity and Inclusion: Everyone Has a Seat at the Table

We are dedicated to building a diverse and inclusive environment where everyone feels they belong. Diversity drives innovation, and inclusion ensures that every voice is heard.

Diverse Workforce for a Global Vision

Our workforce includes **88.3% male and 11.7% female permanent workforce** (including employees and workers), with representation from different nationalities. GMR Airports also employs three specially abled employees and workers. We continue to advance diversity through our recruitment and promotion strategies.



Age-based Workforce break up

Permanent Employees and Workers	Male			Female			Total		
	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years
Permanent Employees	1,072	2,730	520	361	319	33	1,433	3,049	553
Key Management Personnel	0	2	1	0	0	0	0	2	1
Senior Management Personnel	0	60	173	0	3	6	0	63	179
Mid-Management Personnel	3	598	186	1	81	13	4	679	199
Junior Management Personnel	1,069	2,070	160	360	235	14	1,429	2,305	174
Permanent Workers	584	1,403	114	110	27	0	694	1,430	114

Contractual Employees and Workers	Male			Female			Total		
	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years
Contractual / Temporary / Others Employees	423	506	80	30	38	2	453	544	82
Key Management Personal	0	0	0	0	0	0	0	0	0
Senior Management Personal	0	0	5	0	0	0	0	0	5
Mid-Management Personal	2	3	3	0	1	0	2	4	3
Junior Management Personal	421	503	72	30	37	2	451	540	74
Contractual / Temporary / Other Workers	5,010	1,967	58	210	163	2	5,220	2,130	60

Championing Diversity and Inclusion: Everyone Has a Seat at the Table

- **Equal Pay for Equal Work:** GMR is committed to **gender pay parity**. An internal gender pay parity study for FY 2023-24 revealed that female employees at our organisation receive competitive compensation, with no significant pay gaps compared to their male counterparts across all career levels. Further the study revealed that for Vice President level, AGM level and Manager levels the **median female pay was greater than median male pay** and for Associate Manager level, male median pay was higher to female median pay by only 1%. For other levels such as GM level, Junior Manager level and Senior Associate level, male median pay ratio was higher to female median pay by 9%. Although women currently represent 11.7% of the workforce, their participation is steadily growing, even in roles traditionally dominated by men. Their share of total wages stands at 12.8%, indicating a higher average pay for women. This highlights our commitment to ensuring gender pay parity and underscores our efforts to create an equitable and inclusive workplace.
- **Preventing Issues Before They Arise:** Mandatory training programmes on **diversity, equity, and inclusion** are a cornerstone of GMR's commitment to fostering a

workplace culture rooted in respect and fairness. These programmes ensure that employees understand the importance of creating an inclusive and equitable environment. Additionally, GMR's robust policies provide comprehensive guidelines for addressing workplace concerns, ensuring employees have clear reporting channels and access to necessary support. POSH training has been made mandatory for all new joiners and is implemented in three modes – offline training, online mandatory training and self-paced online training.

GMR recognises that sexual harassment is a violation of fundamental rights, including gender equality, the right to life and liberty, and the right to work with dignity, as guaranteed by the Constitution of India. To uphold these principles, the Company has established stringent procedures for preventing and addressing incidents of sexual harassment. The Committee Against Sexual Harassment, which is composed of at least 50% women members and led by a woman chairperson, handles all complaints with the utmost seriousness and confidentiality. Employees can file complaints by submitting a written and signed report to the Committee

via email at gmr.icc@gmrgroup.in or through a written submission addressed to the Committee Head. Detailed information about committee members is readily available on the internal employee portal.

In instances where a complainant feels that justice has not been adequately served by the Committee, they have the option to escalate the matter to the Group Chairman. All cases are thoroughly investigated, and a resolution is provided within a stipulated timeframe of three months from the time the complaint is received. These measures reinforce GMR's unwavering commitment to maintaining a safe, inclusive, and dignified workplace for all employees.

- **Addressing Discrimination with Integrity:** GMR upholds a zero-tolerance approach to discrimination and harassment, ensuring that all employees work in a safe and respectful environment. GMR Group provides equal opportunities to all employees and treats them with dignity. All decisions pertaining to eligibility, qualification and selection of applicants in all matters will be based on merit. No discrimination is made based on community, race or gender. Employees are required to not discriminate within employees or contractors and any grievances or complaints in this regard are handled appropriately. The Company's **Whistleblower Policy** allows employees and stakeholders to report any concerns without fear of reprisal.



Championing Diversity and Inclusion: Everyone Has a Seat at the Table

Case Study

Empowering Employees Equally

GGIAL's Disha Naik receives 'Women in Aviation Awards – Giving Wings to Dreams 2024'

GMR Goa International Airport Limited (GGIAL) proudly celebrates an outstanding achievement in the aviation sector. Disha Naik, a dedicated firefighter in the Aerodrome Rescue and Firefighting (ARFF) unit, has been honoured with the prestigious 'Giving Wings to Dreams Award 2024' in the Airports category. The award was presented by the Hon'ble Union Minister of Civil Aviation, Shri Kinjarapu Ram Mohan Naidu, at a ceremony in New Delhi. Ms. Naik becomes the second consecutive employee from GGIAL to receive this prestigious accolade. Last year, Ms. Angel Joy from GGIAL was similarly recognised. These awards highlight excellence across diverse domains of aviation, inspiring the next generation of achievers and fostering a dynamic ecosystem for innovation and growth.

Disha Naik is the first woman firefighter from Goa and Nation's first lady firefighter authorised to operate the Crash Fire Tender, specially designed for aircraft rescue and firefighting. Ms. Naik's inspiring journey is a testament to her resilience, determination, and exceptional efforts, embodying the principles of empowerment and opportunity championed at GGIAL.

Mr. R.V. Sheshan, CEO of GGIAL, remarked, "At GGIAL, we are dedicated to nurturing talent and empowering women employees through mentorship, training, and growth opportunities. This ensures our workforce remains ahead in the ever-evolving aviation industry. Disha's success exemplifies our core values and reaffirms our commitment to creating an inclusive and supportive workplace."

This recognition further strengthens GGIAL'S reputation as a progressive organisation dedicated to empowering its employees and driving meaningful change in the aviation sector.



Engaging and Inspiring: The Power of a Satisfied Workforce

Engagement is not just about satisfaction—it's about inspiring employees to give their best, every day. GMR takes pride in creating an environment where engagement thrives.

- **Listening to Our People:** The ECHO survey is conducted annually, and in 2024, it achieved a group-wide participation rate of 93%. The overall survey feedback score for the group stood at 85%. Based on the survey's outcomes, each business has developed detailed action plans involving business leaders and managers. Key findings from the survey include:

Top 3 Drivers of Engagement from the Organisation's Perspective:

- Workplace safety
- Satisfaction with responsibility
- Alignment of goals

Top 3 Development Areas

Although there are no significant development gaps, the following three areas have been identified for further improvement:

- Fair opportunities
- Equality
- Learn & Grow

The Roadmap for Improving Performance in These Areas is As Follows:

Fair Opportunities:

- A cross-functional team (CFT) at the business level will conduct focus group discussions (FGDs) with representative samples across assets to identify causes and potential solutions. An action plan will be created by the CFT, and after CEO approval, it will be rolled out.
- A policy roadshow will be conducted at all Airport Sector locations to raise awareness about policies and processes that offer growth opportunities to employees.

Equality:

- A CFT at the business level will organise FGDs with various sections of the workforce to understand the causes and potential solutions. All findings and the execution plan for addressing the issues will be shared with employees after CEO approval.
- Leaders and managers will engage in open communication, providing regular proactive feedback and emphasising transparency.

Recognition:

- A CFT at the business level will explore the causes and solutions for enhancing recognition. The findings and action plan will be shared with employees post-CEO approval.
- Timely recognition will be implemented, with rewarded employees given greater visibility.
- Families will be involved as part of the rewards and recognition program.
- Individual successes, such as career milestones, work anniversaries, and experience-sharing forums, will be celebrated through dedicated mailers and events.
- **Fostering Purpose and Alignment:** Employees at GMR report feeling a strong sense of purpose, as their work directly contributes to the Company's strategic goals. This alignment between personal values and organisational vision fosters motivation and commitment.
- **Labour Relations:** GMR values open communication with its workforce. Regular town halls and meetings with employee representatives ensure that concerns are heard and addressed. The Company has maintained a harmonious labour

environment with no significant industrial disputes. The key pro-active practices adopted by GMR Group to foster harmonious relationship with labour are as under:

- Monthly interaction with workers
- Regular training and development activities in collaboration with Government labour department
- Frequent help desks being organised to facilitate, addressal of issues pertaining to social security schemes such as: PF, ESI, Gratuity etc.
- Provision of Health and safety support to all workers
- Long Service Awards
- Rewards & Recognition Programme



Engaging and Inspiring: The Power of a Satisfied Workforce

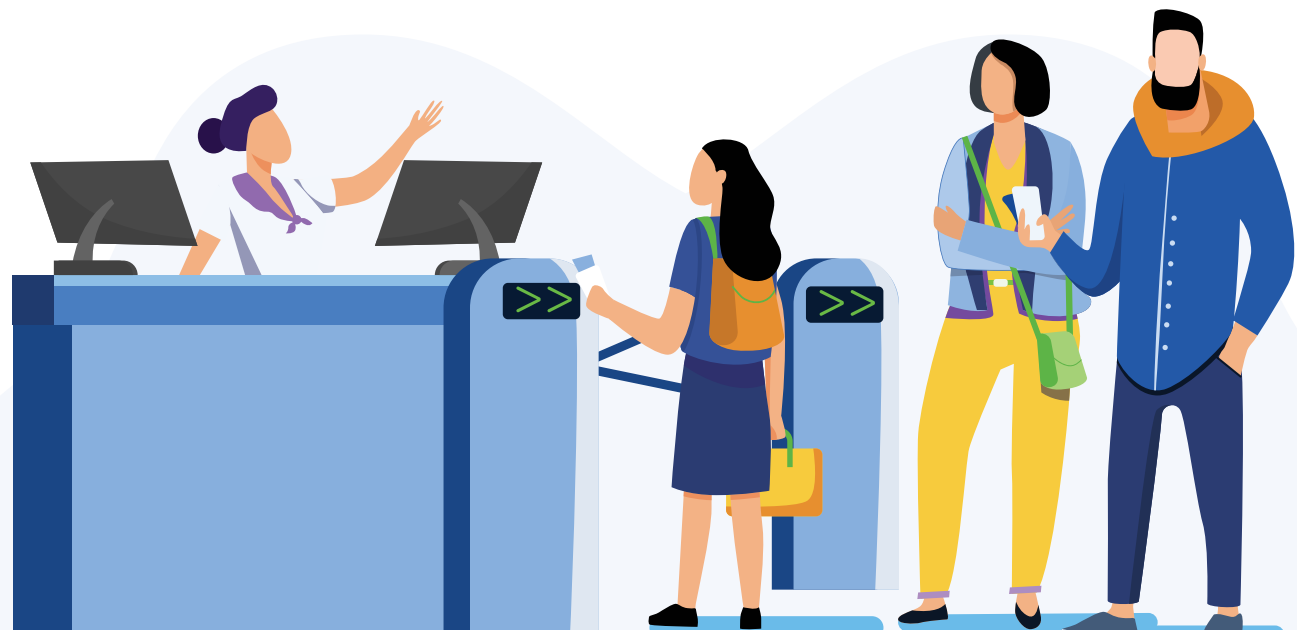
- Grievance Redressal:** Individual Employee grievances and complaints which are primarily a manifestation of their dissatisfaction on working conditions, managerial decisions, if not promptly attended to may affect morale and productivity. Hence, there is a formal on-line grievance process to address such matters. Employees can lodge their grievances through the internal portal. Post logging of the grievance, it is allotted to the concerned SPOC who is responsible for providing a resolution in two working days. In cases, where the resolution is not provided within two working days, automatic escalation happens, with the resolution turn-around time of one working day. In cases which still remain open post escalation, Operational Head of HR is required to provide resolution on priority. For non-HR related operations, employees can raise such grievances in written to the reporting authority, who is required to provide resolution within five working days. In cases where resolution requires more time, the complainant should be informed within five working days. For an unsatisfactory resolution,

the employee can write to Head of the Department with a copy to Business HR who would be providing the resolution in two working days. The grievance is reviewed and post consultation with the relevant stakeholders, feedback/resolution is provided to the employee. If the employee finds the resolution to be inadequate, he/she can submit the grievance to the CEO/GCXO, who is required to provide the employee a personal hearing within two working days on receipt of the grievance and document the discussion. Post examining the grievance, aggrieved employee is provided a solution

within 10 working days. Here, the CEO/GCXO may consult a neutral expert consultant or committee before taking a decision. The aggrieved employee who is not satisfied with the decision of the CEO/GCXO has an option to appeal to BCM - GCD/CCM/ BCM with the detailed reasons for the appeal. The BCM-GCD/ CCM/BCM will take a decision and communicate the same within 7 working days from the receipt of the appeal and the decision will be considered final and binding.

Promoting Human Rights

GMR is committed to upholding human rights in all its operations and ensuring that all labour practices comply with international standards. Human rights related aspects cover areas such as child labour, forced labour, human trafficking, and freedom of association. GMR actively monitors human rights risks across its operations and has conducted assessments to ensure compliance. These aspects have been integrated into the Code of Business Conduct and Ethics and a separate Human Rights Policy is also being drafted for specific focus on these initiatives.



Engaging and Inspiring: The Power of a Satisfied Workforce

Employees Receiving Training on Human Rights Aspects

Category	FY 2023-24			FY 2022-23		
	Total	Numbers	%	Total	Numbers	%
Employees						
Permanent	5,035	5,035	100%	6,809	6,809	100%
Other than Permanent	1,079	1,079	100%	7,012	7,012	100%
Total Employees	6,114	6,114	100%	13,821*	13,821	100%
Workers						
Permanent	2,238	2,238	100%	-	-	-
Other than Permanent	7,409	7,409	100%	-	-	-
Total Workers	9,647	9,647	100%	-	-	-

*Workers and employees for FY 2022-23 have been combined

Minimum Wage Coverage of Workforce

Category	FY 2023-24					FY 2022-23				
	Total	Equal to Minimum Wage		More than Minimum Wage		Total	Equal to Minimum Wage		More than Minimum Wage	
		No.	%	No.	%		No.	%	No.	%
Employees										
Permanent										
Male	4,322	0	0%	4,322	100%	6,108	0	0%	6,108	100%
Female	713	0	0%	713	100%	701	0	0%	701	100%
Other than Permanent										
Male	1,009	0	0%	1,009	100%	6,685	0	0%	6,685	100%
Female	70	0	0%	70	100%	327	0	0%	327	100%
Workers										
Permanent										
Male	2,101	0	0%	2,101	100%	0	0	0%	0	0%
Female	137	0	0%	137	100%	0	0	0%	0	0%
Other than Permanent										
Male	7,035	0	0%	7,035	100%	0	0	0%	0	0%
Female	375	0	0%	375	100%	0	0	0%	0	0%





Guardians of Safety:

A Comprehensive Safety Driven Approach

A Comprehensive Safety Driven Approach

At GMR Airports, safety is not just an operational imperative, it is a core pillar that underscores our commitment to creating sustainable, world-class airports.

As we continue to set new standards in aviation, safety permeates all aspects of our operations, from passenger handling to environmental sustainability and employee welfare. This section showcases how safety is deeply integrated into our sustainability strategy, enabling us to achieve a zero-incident, zero-harm environment.

Safety at GMR is not an isolated goal but a continuous journey that aligns with global best practices, regulatory frameworks, and emerging trends in aviation safety. With a vision to safeguard lives and ensure operational continuity, our safety strategy focuses on proactive risk management, leveraging innovative technologies, and fostering a culture of vigilance and responsibility.

Occupational Health and Safety (OHS) Management System

GMR Airports is committed to the highest standards of Occupational Health and Safety (OHS) to protect employees, contractors, passengers, and stakeholders across all operations. Our OHS management system is fully aligned with **ISO 45001**, the global standard for workplace safety, which sets the foundation for a systematic approach to managing health and safety risks. This framework ensures that we proactively mitigate risks, reduce hazards, and create a culture of continuous improvement in safety performance. This is ensured through a **Safety Management System (SMS)** that identifies, assesses, and mitigates safety risks at each stage of operations.

GMR's alignment with ISO 45001 ensures that our OHS system remains robust, dynamic, and focused on continual improvement. We undergo **annual surveillance audits** to maintain our certification. The system's compliance with ISO 45001 is regularly reviewed through:



Internal Audits

Regular internal safety audits are conducted by our OHS team to ensure compliance with OHS policies, legal obligations, and ISO 45001 requirements. Audits focus on identifying potential risks, non-compliance, and opportunities for improvement.



Management Reviews

Senior management evaluates the effectiveness of the OHS management system through comprehensive reviews, ensuring that objectives are being met and identifying areas for further enhancement.



External Audits and Certification

As part of our ISO 45001 certification, external audits are conducted by independent accredited auditors to validate our compliance and identify areas of improvement.

A Comprehensive Safety Driven Approach

Our commitment to ISO 45001 reflects GMR's dedication to upholding global best practices in OHS, fostering a culture of safety that aligns with both employee well-being and sustainable airport operations.

In addition to ISO 45001, Safety Management System (SMS) at the airports align and operate in complete accordance with ICAO Doc 9859 and Directorate General of Civil Aviation (DGCA) requirements.



OHS Policy

Our assets have OHS and Safety policies embedded in the broader organisational vision, outlines GMR's commitment to

1

Ensuring the health, safety and well-being of all individuals involved in or impacted by our operations.

2

Complying with all applicable legal requirements and global standards for occupational health and safety.

3

Continual improvement in OHS performance by integrating risk management into daily operations, leveraging innovation, and fostering a culture of responsibility.

4

Preventing work-related injuries and illnesses by implementing proactive risk management strategies, health monitoring, and safe working practices.

The Safety Policy acts as a unified single, integrated policy by incorporating the requirements of both DGCA CAR and ISO 45001 standards. Safety Policy is signed by the official designated as Accountable Executive of the respective airport to DGCA. This policy is communicated across all levels of the organisation and regularly reviewed to ensure alignment with the latest safety developments, regulatory changes, and stakeholder expectations.

A Comprehensive Safety Driven Approach

Leadership and Management Responsibility

GMR's OHS management system is driven by **top management**, reflecting our commitment to leadership in health and safety. Leadership's roles and responsibilities include:



Accountability

The CEO and senior leadership are directly accountable for the overall safety performance of the organisation. Additionally, ESG Committee at the Board Level oversees progress on safety related parameters on regular basis.



Delegation and Oversight

Senior management delegates specific safety responsibilities to functional heads, safety officers, and designated OHS managers across all airport operations.



Commitment to Resources

Leadership ensures that sufficient resources, including personnel, technology, and financial investments, are allocated to maintain and improve safety standards.



Strategic Oversight

OHS Committee, chaired by a senior executive, meets regularly to oversee safety performance, review incident reports, and develop improvement strategies.

Governance and OHS Governance Structure

GMR Airports operates under a **robust governance framework** to ensure that safety management is embedded at every level of the organisation. **Safety Management System** (SMS) delineates the safety governance structure.

Safety Committee includes representatives from senior management, operational staff, health and safety officers, and is chaired by a senior executive. It meets monthly to review safety performance, set safety objectives, and ensure compliance with regulatory and ISO 45001 standards. Airports have also established a **safety council** composed of station heads who meet regularly to discuss safety-related matters concerning all areas of the airport premises. This collaborative leadership ensures that safety remains a top priority across all levels.

Safety Committee regularly reviews the safety management and performance and provides strategic guidance to drive continual improvement. This high-level oversight ensures that safety remains a priority and that

the SMS is continuously refined to meet evolving safety standards and operational requirements.

Safety targets and achievements are reviewed annually and are aligned with the National Aviation Safety Plan (NASP) issued by the DGCA. This alignment ensures that safety objectives are in line with national safety priorities, supporting both regulatory compliance and continuous improvement in safety performance.

As part of its safety management efforts, airports conduct annual internal inspections across all functions, performed by qualified internal auditors to identify gaps and opportunities for improvement. These inspections are aimed at ensuring compliance with safety protocols and enhancing safety performance. The findings are reviewed by senior management of the respective airports during Management Review Meetings (MRM) to assess their effectiveness and to drive continual improvement in the safety management system. This structured approach helps maintain high safety standards and proactively address any risks or non-compliance issues.

A Comprehensive Safety Driven Approach

The safety governance framework ensures consultation and participation of workers through appropriate channels of communication and safety committee forums such as Airside Safety Committee, Terminal Safety Committee and Runway Safety Team Committee.

Participation of staff and contractors is ensured through various mechanisms such as:

- Safety Campaigns
 - Airside Safety Campaign (June) – Pre-Monsoon
 - Airside Safety Campaign (Dec) – Pre-LVP
 - Terminal Safety Campaign (Mar) – In line with National Safety Day
- Safety Training
- Voluntary Safety Reporting
- Reward & Recognition
- Emailers
 - Safety Newsletters (Quarterly)
 - Safety Alerts (As and when required)
 - Safety Quiz Competitions

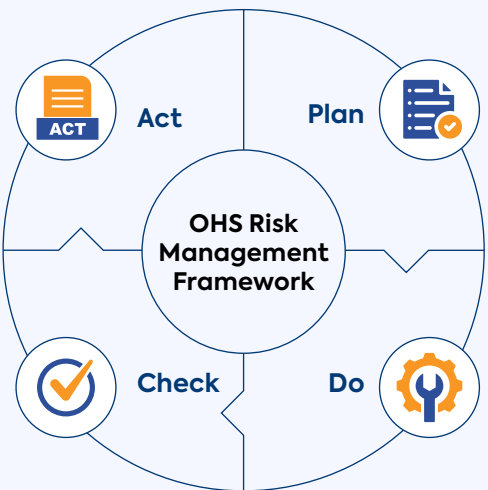


A Comprehensive Safety Driven Approach

OHS Risk Management Framework

The OHS management system follows a **Plan-Do-Check-Act (PDCA)** cycle, which is fundamental to continuous improvement and aligned to ISO 45001, to manage risks and enhance safety performance. **Standard Operating Procedures (SOP)** have been prepared across all airports and are aligned to regulatory guidelines and other voluntary standards such as ISO 45001. These SOPs not only delineate identification, prioritisation and addressal of hazards, risk and opportunities but also the processes to conduct

inspections and escalate safety issues with CEO being the highest authority. As a part of the SOPs, the hierarchy of controls is provided and ensured it is followed on ground including application of risk control measures, control plans commensurate to risk are deployed before execution of job. **No job is executed until risks are brought to acceptable range.** It is also ensured that communication and sharing of safety information and notices are shared with all relevant stakeholders related to workplace incidents.



Plan

- **Risk Assessment and Hazard Identification:** We conduct regular risk assessments to identify hazards related to various operational activities, including airside, landside, construction, and maintenance. The risk assessment process involves categorising risks based on their severity and likelihood, with high-risk areas prioritised for mitigation. Hazard Identification & Risk Assessment (HIRA) document is reviewed annually (also, in case of any other safety hazard identified or mitigation measures improvement in between) to keep it current and effective.
- **Safety Planning and Objectives:** Based on the risk assessments, specific safety objectives and performance targets are established annually. These targets are aligned with our overarching sustainability goals and focus on reducing workplace injuries, improving health monitoring, and enhancing employee engagement in safety practices.



Do

- **Hazard Reporting and Risk Control:** All airports have implemented strict procedures that ensure hazard identification, risk assessment, and management processes are followed according to the HIRA (Hazard Identification and Risk Assessment) and JSA (Job Safety Analysis) procedures.
 - GHIAL provides employees with a voluntary hazard reporting system that can be accessed through the portal, WhatsApp, or email. This system allows individuals to report any unsafe conditions, practices, behaviours, or objects that may pose a risk of injury.
 - At GGIAL, daily and periodic inspections, internal and external safety audits, and risk assessments are conducted to ensure the highest standards of safety. A near-miss reporting system and incident investigations are in place to identify hazards and prevent recurrence. Additionally, hazard reporting QR Code is displayed across different areas for ease of reporting.

A Comprehensive Safety Driven Approach

- Like other airports, in addition to inspections, audits and reporting DIAL puts emphasis on trainings on function specific safety hazards and addresses them through a variety of training programmes. Across airports, our safety teams work with other key stakeholders such as airline operators, cargo operators, and other contractors to provide them trainings and work together towards risk free and safe airport operations.
- **Implementation of Controls:** To mitigate risks, GMR applies the hierarchy of controls, which includes eliminating hazards, substituting with safer alternatives, and implementing engineering and administrative controls. Personal protective equipment (PPE) is provided where risks cannot be completely mitigated.
- **Safety Training Programmes:** We invest heavily in safety training for all employees and contractors. Upon joining the organisation, all employees receive safety induction training that familiarises them with the safety protocols. In FY 2023-24, over 9,000 hours of safety training were conducted across our airports, covering topics such as hazard identification, safe working practices, behavioural based safety, emergency response, and the

correct use of personal protective equipment (PPE). Specific training was also delivered on specialised areas like fire safety, electrical safety, and working at heights.

- **Safety Management System (SMS) Training:** SMS training is mandatory for all new employees at airports and is conducted as part of the induction process. This comprehensive full-day training includes pre- and post-assessments to gauge participant understanding, along with feedback collection to improve the training experience.
- **Airside Basic Safety Training:** This is a mandatory requirement for all staff working in the airside areas. The training covers essential airside safety protocols, including operational Do's and Don'ts, safety hazards, and mitigation measures to ensure safe operations in this critical zone.
- **Risk-Based Safety Training:** This specialised training is provided to staff based on their job roles as identified during safety risk assessments. It is tailored to individuals involved in project work and focuses on safety risks specific to their duties, ensuring that they are adequately equipped to manage job-related safety challenges.

- **Employee Health Programmes:** We recognise that occupational health goes beyond the prevention of workplace injuries. As part of our wellness program, **Delhi and Hyderabad Airports** provide regular health check-ups, vaccination

drives, and mental health support to all employees. During the pandemic, we implemented stringent health protocols, including rapid testing and social distancing measures to protect our workforce and passengers.



A Comprehensive
Safety Driven Approach

Cleared for Safety

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Partners in Safety

Technological Advancements

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A Comprehensive Safety Driven Approach



Check

- **Performance Monitoring and Reporting:** GMR tracks key performance indicators (KPIs) related to safety, such as injury rates, near misses, absenteeism due to work-related illness, and compliance with safety protocols. These KPIs are reviewed monthly at both operational and senior management levels to ensure timely corrective actions are taken.
- **Incident Reporting and Investigation:** A transparent and comprehensive incident reporting system allows employees to report any safety-related incidents or near misses. All incidents are investigated thoroughly using root cause analysis to prevent reoccurrence. The outcomes of investigations are shared across teams to promote learning and improvement.



ACT Act

- **Corrective and Preventive Actions (CAPA):** After incidents are reviewed, corrective actions are implemented to address immediate safety concerns. Preventive actions are developed to reduce the likelihood of similar incidents in the future. All CAPAs are monitored for effectiveness and are revisited during follow-up audits.
- **Continuous Improvement:** In line with ISO 45001, GMR continuously seeks to improve safety performance through regular audits, management reviews, feedback mechanisms, and employee suggestions. This is reflected in the reduction of injury rates, an increase in near-miss reporting, and enhanced safety culture across all airports.



Delhi Airport (DIAL) has established Safety Occurrence Management procedures to investigate incidents and implement corrective actions. Routine worksite inspections, spot checks, and Hazard Identification and Risk Assessment (HIRA) processes are conducted regularly. DIAL ensures employees receive adequate training and personal protective equipment

(PPE). The airport fosters a safety culture through awareness campaigns and training sessions. Regular safety committee meetings, performance reviews, and recognition programmes help maintain a safe workplace. Additionally, timely safety emergency drills are conducted to protect employees in emergencies.

A Comprehensive Safety Driven Approach

Hyderabad Airport (GHIAL) has partnered with DSS+ (DuPont Sustainable Solutions) to enhance workplace and behavioural safety through a two-phase initiative aimed at continual improvement. In the first phase, a comprehensive safety perception survey was conducted, which included an online feedback survey, leadership interviews, focused group discussions, document reviews, and site inspections. The second phase involved creating a governance structure with the formation of six sub-committees and three area implementation teams, all led by the Apex Safety Committee. These committees and teams operate according to their specific charters.

To strengthen work systems, GHIAL has identified and developed standards for five high-risk activities, providing targeted training for effective implementation. Additionally, a six-step process has been established to enhance the contractor safety management system, facilitating the identification of suitable contractors for contract work or services. A robust

Safety Management System (SMS) is in place, with safety induction training provided to all new employees. A voluntary hazard reporting system allows employees to report unsafe conditions or practices through various communication channels. Safety awareness campaigns engage GHIAL staff, service providers, and stakeholders.

Goa Airport (GGIAL) implements a comprehensive Safety Policy and Occupational Health & Safety Management System. Hazard identification, risk assessment, and management follow established HIRA and Job Safety Analysis (JSA) procedures. Periodic inspections, internal and external safety audits, and risk assessments are conducted to uphold high safety standards and enhance employee wellbeing. A voluntary hazard and near-miss reporting system is available via QR codes. All safety incidents are investigated, with findings shared organisation-wide to prevent recurrence.

Tracking and Resolving Incidents: Leveraging Technology for Safety

Our incident management framework is supported by a **digital safety management platform** that enables real-time reporting, tracking, and resolution of incidents.

- **Incident Reporting System:** An incident reporting mechanism ensures all near misses, unsafe acts, and potential hazards are logged and addressed immediately. This system not only captures data but also facilitates analysis and follow-up action.
- **Incident Resolution:** Once an incident is reported, in line with the safety systems workflow, responsibility is assigned to the relevant safety officers or department heads for investigation and resolution. This ensures accountability and timeliness in addressing safety concerns.
- **Corrective Action and Avoiding Similar Incidents in Future:** Respective airports track incident trends, monitor compliance with Corrective And Preventive Actions (CAPA), and identify and address high-risk areas. This allows for data-driven decision-making and prioritisation of safety initiatives.



A Comprehensive Safety Driven Approach

Cleared for Safety: Airport Operations and Ground Handling

Airport operations, particularly those related to ground handling and aircraft servicing, pose unique safety challenges. We are committed to ensuring that our ground handling services are conducted safely and efficiently, minimising risks to both employees and aircraft.

- **Aircraft and Ground Handling Safety:** Ground handling activities such as aircraft fuelling, baggage handling, and maintenance involve numerous safety risks. To mitigate these, we have implemented stringent operational safety procedures and protocols that comply with Directorate General

of Civil Aviation (DGCA), ICAO (International Civil Aviation Organisation) and International Air Transport Association (IATA) standards. Regular safety inspections are conducted on ground handling equipment, and ground staff receive specialised training in areas such as aircraft marshalling, fuelling safety, and hazardous materials handling.

- **Taxiway and Runway Safety:** Safety markers and lighting systems have been installed along all runways and taxiways, ensuring safe aircraft movement during both day and night operations.



Safe Journeys Begin Here: Ensuring Passenger & Public Safety and Addressing Emergencies

Passenger safety is critical to our operations, and we strive to provide a safe, secure, and comfortable environment for all travellers. From advanced security screening technologies to emergency response systems, GMR Airports takes a proactive approach to ensuring passenger safety.

Airports have a dedicated team, Aerodrome Rescue & Fire Fighting (ARFF), responsible for managing all types of emergencies at the airport. Airport Emergency Plans, prepared in accordance with identified airport emergencies, outline the roles and responsibilities of all responding agencies within airports, as well as external stakeholders such as the City Fire Brigade, SDRF, NDRF, CISF, and local authorities. This comprehensive plan ensures seamless coordination among internal teams and external agencies, providing a structured and efficient response to emergencies. The integration of these actions into the Emergency Response System (ERS) ensures that emergency preparedness and response efforts are aligned with regulatory standards, enhancing safety and operational resilience across the airport.

Out-of-bound areas such as the Security Hold Area (SHA), terminal access areas, and other restricted zones are clearly marked to ensure passenger safety and operational security. These areas include airside operations, technical zones, and security-sensitive locations that are designated with prominent signage, barriers, and controlled access points. Unauthorised entry is strictly prohibited, with airport staff and security personnel ensuring that passengers remain within designated areas. These measures are reinforced with regular monitoring and clear guidelines, contributing to a safe and orderly environment throughout the airport.

- **Security Screening and Threat Management:** Our airports utilise state-of-the-art security screening technologies, including biometric recognition systems and automated baggage screening. These systems help enhance passenger throughput while ensuring that potential security threats are identified quickly and efficiently. The deployment of Digi Yatra, a facial recognition-based biometric system, at Delhi and Hyderabad airports has improved the overall security and passenger experience.

Navigating New Horizons

Greener Skies Ahead

Creating an
Empowered Workforce

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Safe Journeys Begin Here: Ensuring Passenger & Public Safety and Addressing Emergencies

- **Fire Safety and Emergency Preparedness**

- **Emergency Response Drills:**

GMR conducts regular emergency simulations, covering scenarios such as aircraft accidents, terrorist threats, fires, and natural disasters. These drills are conducted in collaboration with local emergency services, airlines, and government agencies, ensuring that all stakeholders are ready to respond swiftly and effectively.

- **Emergency and Crisis Management Team:**

Dedicated Aerodrome Rescue & Fire Fighting (ARFF) team is responsible for crisis management and are available at all times to handle emergencies. These teams are trained to operate under pressure, ensuring quick and effective decision-making during critical incidents. GMR also has contingency plans that cover various emergency

scenarios to minimise operational disruptions and ensure passenger safety.

- Airports are fully equipped to provide comprehensive emergency support for passengers in case of incidents such as evacuations or health emergencies. Emergency Response Plan (ERP) includes well-defined procedures for terminal evacuation, with clearly marked routes and assembly points. Regular evacuation drills ensure that staff and emergency responders, including city fire brigades, SDRF, NDRF, and CISF, are always prepared to handle such situations efficiently. For medical emergencies, medical centers are strategically located within terminal buildings, and ambulances are stationed on both the airside and landside for immediate response and transfer to nearby hospitals when required. Trained health professionals ensure passengers receive prompt medical care in any emergency.

- **Passenger Safety Innovations:**

In addition to robust physical security measures, we are leveraging technology to improve passenger safety. Our Airport Operations Control Centres (AOCCs) have been upgraded with predictive analytics tools that help manage airport capacity, monitor crowd density, and predict passenger flow, ensuring safety and efficiency during peak hours.

- We also have initiatives such as automated defibrillators (AEDs) installed in key passenger areas, supported by trained personnel to respond swiftly to any medical emergencies.

- At Delhi Airport, XOVIS Passenger Tracking System ensures real-time monitoring of crowd density, improving congestion management and supporting social distancing.

- **Collaborating with Law Enforcement Agencies for a Unified Front:** GMR Airports works in close partnership with Customs, Central Industrial Security Force (CISF), and local law enforcement agencies to protect passengers from any security threats. This collaboration ensures a multi-layered safety net, providing early detection and swift intervention.



Partners in Safety: Empowering Contractors to Stay Secure

GMR Airports works closely with a range of contractors on construction, maintenance, and operational tasks. Ensuring the safety of these third-party workers is a priority, and we have put in place a contractor safety management framework.

- **Contractor Safety Policies:** All contractors working at GMR Delhi and Hyderabad airports are required to comply with our **Contractor Safety Management System**, which includes detailed safety guidelines,



risk assessments, and mandatory safety training. Regular safety audits and inspections are carried out to ensure that contractors are adhering to these policies. Airports have developed a detailed **Contractor Safety Management** system as part of its broader safety initiatives. These standards are focused on ensuring that contractors adhere to all safety regulations and practices across the airport. Additionally, risk control measures are deployed before job execution, ensuring that no job begins until all risks are mitigated to an acceptable level.

- **Engagement and Training:** Contractors are actively involved in safety programmes and are required to attend site-specific safety orientations before commencing work. During the year, many contractors, airline operators and other stakeholders participated in safety workshops, focusing on the unique risks of airport operations and the required safety measures.

Technological Advancements: Innovating for Safety

GMR Airports leverages cutting-edge technologies to ensure that safety standards are not only met but exceeded. Innovation plays a key role in identifying, managing, and mitigating risks across the entire airport ecosystem.

- **Digi Yatra and Contactless Technologies:** The implementation of the **Digi Yatra** facial recognition system has revolutionised passenger safety by minimising physical interactions, reducing queue times, and allowing for seamless movement through checkpoints. This not only improves the passenger experience but also reduces the potential for security and safety lapses.
- **Predictive Safety Analytics:** GMR has deployed advanced **predictive analytics** tools, integrated into the Airport Operations Control Centre (AOCC) and Airport Operations Centre (APOC), which provide real-time insights into potential safety risks. These AI-driven tools analyse thousands of data points to predict disruptions, optimise decision-making, and enhance coordination between airlines, airport staff, and regulatory bodies.

- **Cybersecurity for Safety:** The safety of digital infrastructure is just as important as physical safety. GMR's **Integrated Cyber Defence Centre (ICDC)** ensures that critical airport systems are protected from cyber threats. By continuously monitoring network activity and safeguarding against breaches, GMR maintains a secure and reliable operational environment.



Safety Metrics and Performance: A Testament to Our Commitment

In FY 2023-24, GMR achieved significant milestones in safety performance. Our rigorous systems, continuous training, and innovative solutions have helped us achieve noteworthy results:

Zero

Lost-time injuries and fatalities reported across all airports and operations in FY 2023-24

11,284

Employees were provided safety training

9,000+

Man-hours of safety training delivered across all employee categories

Safety Audit Metrics for FY 2023-24

98

Number of safety audits

604

Number of observations in safety audits

Safety Training to Staff for FY 2023-24

Category	Total Employees	Employees Trained on Safety related aspects	Percentage of Employees trained on Safety
Employees			
Male	5,301	2,617	49.4%
Female	769	164	21.3%
Total	6,070	2,781	45.8%
Workers			
Male	9,135	8,149	89.2%
Female	512	354	69.1%
Total	9,647	8,503	88.1%
Overall			
Male	14,436	10,766	74.6%
Female	1281	518	40.4%
Total	15,717	11,284	71.8%

Safety Incident Metrics

	Category	FY 2023-24	FY 2022-23	FY 2021-22
Fatalities	Employees	0	0	0
	Workers	0	0	1
Lost Time Injuries (Lost time of 8 hours or more due to injuries)	Employees	0	0	0
	Workers	0	0	1
Reportable Injuries (or Medical Treatment Injuries, where the lost time was less than 8 hours)	Employees	0	0	0
	Workers	1	0	0
First Aid Cases	Employees + Workers	49	-	-
Near Misses	Employees + Workers	225	-	-
Lost Time Injury Frequency Rate (per million-person hours worked)	Employees + Workers	0	0	0.04

*Employees and Workers also includes contractor staff

These metrics are not just numbers; they reflect our deep commitment to creating a safe and secure environment for all airport users.

Way Forward: Safety at the Heart of Sustainability

Safety is an integral part of GMR's commitment to sustainability. Through innovative technologies, comprehensive safety systems, and a culture of vigilance, GMR Airports ensures that safety is a continuous priority in our mission to create a

world-class, sustainable aviation environment. By fostering a safe, secure, and efficient operational environment, GMR contributes to long-term sustainability, ensuring the well-being of passengers, employees, and the environment.

The OHS management system at GMR Airports is a critical element of our sustainability framework. By integrating ISO 45001 standards, we ensure that safety is prioritised at every level of our operations. Our proactive approach to risk management, continuous monitoring, and leadership

accountability have resulted in a safer, healthier, and more resilient workforce. As we move forward, GMR Airports will continue to refine its OHS strategies, embracing innovation and collaboration to create a world-class, sustainable safety culture.





Creating Shared Value:

GMR's Path to Social Impact

GMR's Path to Social Impact

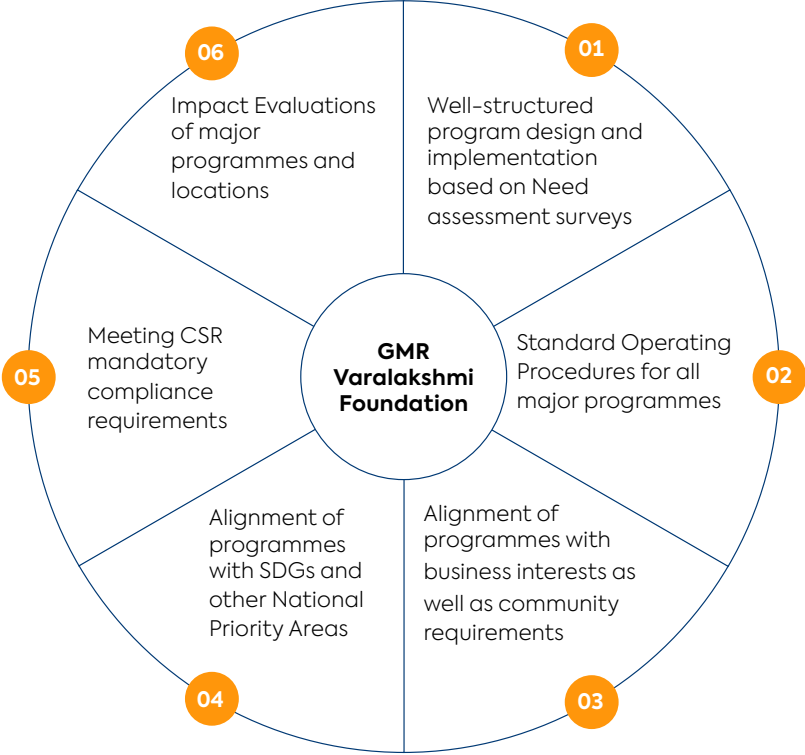
GMR Group's CSR efforts, executed through the **GMR Varalakshmi Foundation (GMRVF)**, focus on making a sustainable, long-term impact on underserved communities across India.

Since 1991, GMRVF has been deeply committed to improving the quality of life for the communities around its business operations. GMRVF operates with a mission to "make sustainable impact on the human development of under-served communities through initiatives in education, health, and livelihoods," emphasising empowerment over charity.

Driving Sustainable Change: CSR Strategy and Approach

Operating in **17 locations** and **12 states** across India, GMRVF's work is deeply integrated into the core business strategy of GMR Group, underpinned by the belief that the Company's growth and societal well-being are intrinsically linked. The CSR activities are designed to build **local capacity**, improve **health outcomes**, provide **skills training**, and ensure **access to quality education** in a way that fosters independence and long-term sustainability for the community. **GMR Group's Chairman, Mr. G.M. Rao, envisions CSR as a critical driver for creating shared value where the benefits are shared between the Company and society.**

Over the years, GMRVF has transformed itself into an institution of nation building and delivering effective and high impact interventions across the country focused on community development. Some of the key strengths include:



GMR's Path to Social Impact

GMRVF Key Strengths

01

Experience of directly implementing the programmes for over 30 years

02

Deeply engaged Board and Senior Management

03

Strong and committed team of professionals with diverse collective experience of over 1000 years

06

Flexibility and adoptability in terms of processes and programmes

05

Strong network of partners

04

GMR Group leverage and brand image

07

Standardisation of processes for implementation of programmes

08

CSR commitment of Group companies and support from them

09

Dedicated finance and HR team who are well-versed in funding and compliance requirements

10

Well-defined organisational structures and policies



GMR's Path to Social Impact

Alignment with Global and National Development Goals

GMRVF's CSR initiatives align closely with several **United Nations Sustainable Development Goals (SDGs)**, contributing directly to global development efforts. These initiatives also support India's national priorities, such as **Skill India, Swachh Bharat Abhiyan**, and **Ayushman Bharat**. This alignment ensures that GMRVF's CSR work addresses both **local needs** and **broader global challenges**.



Aligned GMRVF Program(s)

- Skill Training Programmes
- EMPOWER initiative for women empowerment

National Priority Areas Addressed

- Skill India Mission
- Atma Nirbhar Bharat Abhiyan
- Aspirational District Program
- Aajeevika – National Rural Livelihoods Mission



Aligned GMRVF Program(s)

- Bala Badis
- Nutrition Centres
- Millet Processing Unit
- Non-farm employment

National Priority Areas Addressed

- Poshan Abhiyan
- Aayushman Bharat
- Janani Shishu Suraksha Karyakaram
- Atmanirbhar Bharat Abhiyan



Aligned GMRVF Program(s)

- Health care infrastructure such as hospitals, medical clinics, medical camps, and nutrition centres
- Awareness campaigns on Health and Nutrition
- Immunisation programmes

National Priority Areas Addressed

- Poshan Abhiyan
- Ayushman Bharat
- Janani Shishu Suraksha Karyakaram
- Ayushman Bharat
- Janani Shishu Suraksha Karyakaram



Aligned GMRVF Program(s)

- Infrastructure support to Govt. schools
- E-education centres
- Support to Govt. Anganwadis
- Bala Badis
- GMR Institute of Technology
- SGCSR Degree College
- Skill training to underprivileged youth
- Skill Training to school and college dropout youth
- Special education for differently abled
- Early Intervention Centre

National Priority Areas Addressed

- NIPUN Bharat
- Sarva Siksha Abhiyan
- Rashtriya Madhyamika Siksha Abhiyan
- Digital India
- Beti bachao, Beti Padhao
- Integrated Child Development Scheme
- Poshan Abhiyan
- Rashtriya Uchatar Shiksha Abhiyan
- Skill India Mission
- Deen Dayal Disabled Rehabilitation Scheme



Aligned GMRVF Program(s)

- EMPOWER initiative for women

National Priority Areas Addressed

- Atma Nirbhar Bharat



Aligned GMRVF Program(s)

- RO Water Plants
- Community and Individual Toilets

National Priority Areas Addressed

- Jal Jeevan Mission
- Ayushman Bharat
- Swachh Bharat



Aligned GMRVF Program(s)

- Skill Training for youth
- Women Empowerment initiatives
- Skill training initiative

National Priority Areas Addressed

- Skill India Mission
- Atma Nirbhar Bharat
- Skill India Mission

GMR's Path to Social Impact

CSR Policy Framework and Governance: Ensuring Transparency and Accountability

GMRVF operates as a Section-8 company, which positions it as a non-profit organisation committed to public good. The Foundation's governance structure ensures **accountability, transparency, and robust execution** of CSR initiatives.

- **Governance:** A Board of Directors comprising experts from various fields provides oversight, ensuring alignment with both legal standards and best practices in social development.
- **Annual Operating Plans (AOPs):** Detailed AOPs, informed by community needs assessments, outline the planned CSR activities, timelines, and resources. These plans undergo thorough review and approval by the CSR Committee and the Board, ensuring alignment with broader business goals.
- **Standard Operating Procedures (SOPs):** SOPs ensure **uniformity and consistency** across all CSR activities, facilitating effective implementation.

- **Community and Stakeholder Engagement:** With the focus on maximising the delivery set up and addressing the most urgent needs of the society and communities, GMRVF conducts surveys across the communities and identifies key stakeholders, particularly vulnerable groups of the communities. These include groups such as socially and economically backward sections, landless, tribal communities, people with disabilities, and women-

headed households. As a result, a laser sharp focus is maintained on disadvantaged and vulnerable communities, with initiatives planned and implemented based on the identified needs of the communities.

- **Monitoring and Evaluation:** GMRVF employs a rigorous **Monitoring and Evaluation (M&E) framework**, using **Management Information Systems (MIS)** for tracking program progress. These systems provide real-time insights that allow for

course correction and ensure that the objectives of CSR initiatives are being met.

- **Auditing:** The Foundation undergoes **internal audits** regularly and is subject to **external audits** conducted by third-party agencies, ensuring transparency in financial management and program execution.



Impactful Initiatives: CSR Projects and Programmes

GMRVF's CSR activities span a wide range of focus areas, ensuring comprehensive development of the communities where GMR operates. The CSR programmes are categorised under **Education, Healthcare, and Livelihoods**, with targeted interventions in each area designed to address the specific needs of the communities.

Education Initiatives: Building Future-ready Communities

Education forms the backbone of GMRVF's CSR efforts. The Foundation is committed to ensuring that **underprivileged children** and youth have access to **quality education**, from primary levels through to higher education. The education initiatives are diverse, spanning government school support, scholarships, digital learning, and specialised programmes for gifted children.

Key Initiatives and Programmes

- **Supporting Government Infrastructure:** GMRVF works closely with over **100 government schools**, improving the quality of education for over **17,000 children** by providing teachers, infrastructure, and learning materials. The Foundation also

supports **technology-enabled learning centres** that introduce children to digital tools and methodologies. Additionally, over 3,000 children are supported through educational initiatives through over 100 Bala Badis / Anganwadis (which are Government supported centres providing care for mothers and young children in a rural areas).

- **Scholarship and Coaching Programmes:** The **Gifted Children Scheme** supports **283 underprivileged children** from primary school through their first job, ensuring that they have access to quality education and career opportunities. Additionally, students are coached for competitive exams like the **National Means-cum-**

Merit Scholarship (NMMS) and **Navodaya school entrance exams** and over **400 students** have been selected through such exams.

- **E-education Centres:** GMRVF has established **e-learning centres** that use digital content to enhance student learning. The centres, located in both urban and rural areas, provide students with the skills needed to excel in the digital age. In FY 2023-24, GMRVF inaugurated smart classroom at Airport Colony primary school and at Zilla Parishad Girls High School at Shamshabad (Hyderabad). Further, the Foundation also signed a **MoU with ST Microelectronics** for digital learning courses for the under-privileged children at Delhi.



Key FY 2023-24 Highlights

40 students got National Means-Cum-Merit scholarship or admission in prestigious institutions such as Navodaya or Ekalavya with coaching and facilitation support from GMRVF

6 Students supported by GMRVF were selected for IIIT Andhra Pradesh

10 Students supported by GMRVF in Rajam got selected for National means-cum-merit scholarship from central government

Impactful Initiatives: CSR Projects and Programmes

Healthcare Initiatives: Ensuring Health and Well-being for All

Healthcare is another core focus area of GMRVF, addressing the needs of both **urban** and **rural populations**. GMRVF's healthcare programmes are designed to make essential health services accessible, particularly to vulnerable and underserved communities.

Key Healthcare Programmes

- **200-Bed Hospital in Rajam:** The Foundation operates a **200-bed multi-specialty hospital** in Rajam, Andhra Pradesh, providing comprehensive healthcare services to local communities, including outpatient services, surgeries, and specialised care for vulnerable populations.
- **Medical Centres and Clinics:** GMRVF operates 4 free clinics in different locations catering to about 7,000 people every year. Additionally, two elderly Care and multi-activity centres have been established at Delhi which provide physiotherapy and other medical services for elderly. With a focus on people with special needs, the Early

Intervention Centre at Hyderabad offers multiple services to children with disabilities. GMRVF also conducts multiple health camps and awareness programmes in association with reputed hospitals and resource agencies.

- **Mobile Medical Units (MMUs):** GMRVF runs **4 mobile medical units** (MMUs) that reach remote and underserved communities, offering **health checkups, medical treatments, and medicines** to over **10,000 people per month**. These units bring critical health services directly to the doorsteps of rural communities.
- **Nutrition Centres:** GMRVF operates **nutrition centres** in different locations, supporting **pregnant and lactating women**. These centres focus on improving maternal and child health by providing supplementary nutrition, regular health checkups, and awareness programmes.
- **Sanitation:** The Foundation also manages 11 community toilets and supported construction of 2,000 individual sanitary lavatories.

Key FY 2023-24 Highlights

80,000
Treatments offered across 4 MMUs (Mobile Medical Units) and 4 Medical clinics

350
Flood-affected families aided through GMRVF MMUs



Impactful Initiatives: CSR Projects and Programmes

Case Study

GMRVF's Commitment to the Swachh Bharat Mission

Recognising that proper sanitation is crucial for enhancing quality of life and well-being, GMRVF is actively engaged in improving sanitation facilities in its target communities. GMRVF focuses on two key areas of sanitation:

Transforming Public Sanitation Infrastructure

- The Foundation has constructed and manages 11 public toilet complexes in rural Andhra Pradesh.
- In Hyderabad, GMRVF built 8 state-of-the-art pay-and-use toilets under a public-private partnership model, successfully managing them for five years before handing them over to the Greater Hyderabad Municipal Corporation (GHMC). Additionally, GMRVF operates a public toilet in Bangalore.

- Renovations and new constructions of toilet complexes have been completed in approximately 100 government schools within GMRVF project locations.

Fostering Awareness and Community Participation

- GMRVF believes that providing infrastructure alone is not enough to achieve meaningful sanitation outcomes. It is essential to educate users about the importance of utilising these facilities and to engage them as active stakeholders. The Foundation seizes every opportunity to raise awareness about issues like open defecation and inadequate sanitation facilities, fostering a deeper understanding of these challenges within the community.

Through these initiatives, GMRVF is making significant strides in supporting the Swachh Bharat Mission and enhancing the overall health and hygiene standards in its communities.



Impactful Initiatives: CSR Projects and Programmes

Livelihood and Skill Development Initiatives: Empowering the Workforce of Tomorrow

GMRVF's livelihood programmes focus on creating **sustainable employment opportunities** by providing vocational training and supporting **entrepreneurial ventures**. The aim is to equip individuals with the skills they need to succeed in today's dynamic economy, whether through formal employment or self-employment.

Key Livelihood Programmes

- **Vocational Training Centres:** GMRVF operates **15 vocational training centres** across India, offering courses in a wide range of trades such as electrical work, air-conditioning, hospitality, and customer service. These training centres cater to over **7,000 youth** annually, equipping them with both technical skills and soft skills like communication and professionalism. **Over 90,000** youth have been trained through this initiative.
- **Career Counselling:** The Pratibha Library-Cum-Career Counselling Centres, established in various locations, empower underprivileged youth by providing coaching for competitive examinations that open

doors to job opportunities. Thanks to these initiatives, approximately **800 young** individuals have successfully secured positions in both government and private sectors through Pratibha.

- **EMPOWER Initiative:** This program supports over **100 women entrepreneurs**, helping them produce and market a variety of goods. The Foundation has also initiated a Millet Processing Unit recently to provide employment to women while promoting healthy eating habits. By promoting **women-led businesses**, GMRVF is not only improving livelihoods but also fostering economic independence for women in underserved communities.
- **Project SMILE:** Launched SMILE (Supporting Marginalised Individuals with Livelihood & Empowerment) in response to the **COVID-19 pandemic**, Project SMILE provides livelihood support to families who lost their primary source of income. The project distributes **pushcarts** to help families start **small-scale businesses**, such as fruit vending or food stalls. The program has benefited **564 families** so far.



Impactful Initiatives: CSR Projects and Programmes

FY 2023-24 Highlights

Impact and Milestones

- **Skilling youth: 7,300 youth** received vocational training, with an **80% employment rate** through either wage employment or self-employment.
- **Conflict-Affected Youth Training:** The Delhi Vocational Training Centre trained 26 youth from Manipur in skills like Customer Service Associate and Front Office Associate.
- **Pratibha Centres Success:** 98 youth from three Pratibha centres secured jobs in government and private sectors, including Police Constables, Navy, and Army positions.
- **Project SMILE:** 35 new beneficiaries in Delhi received pushcarts under the SMILE initiative. **180 SMILE beneficiaries** received **loans worth INR 20.40 Lakhs** through **PM SVANidhi Yojana** after being issued vending certificates.
- **10th Anniversary of the Centre for Empowerment and Livelihoods, Delhi:** Celebrated with a 4-day job fair, panel discussions, and a grand inauguration.

Key Partnerships

- **Overseas Training Initiative:** MoU signed with Telangana Overseas Manpower Company (TOMCOM) to provide overseas training and placement opportunities. The first batch of hotel management trainees for jobs in Japan commenced at GMRVF's Skill Training Centre in Hyderabad.
- **Government Collaborations:** Partnerships with NABARD and KVIC have expanded skill training programmes across multiple centres.
- **Corporate Partnerships:** New collaborations with JK Fenner India Pvt. Ltd. and TVS Motors to offer various courses at skill centres.



Impactful Initiatives: CSR Projects and Programmes

Case Study

GMRVF's Contribution to the Skill India Mission

At GMRVF, vocational training has been a cornerstone initiative, recognising that India's demographic dividend can only be fully realised when youth are equipped with skills that enable them to participate meaningfully in the nation's growth. GMRVF's programmes focus on bridging the skill gap that both industries and the economy desperately need to fill, preparing a workforce that can contribute to national development.

A Legacy of Skilling: From 2003 to Today

GMRVF's skilling journey began in 2003 with the establishment of the **Nagavali Institute of Rural Entrepreneurship Development (NIRED) in Rajam, Vizianagaram district, Andhra Pradesh**. Since then, the foundation has expanded to 15 skill training centres across the country, training over 7,000 youth annually. These centres offer a wide range of market-relevant courses such as Electrical, Refrigeration & Air-Conditioning, Excavator Operation, Dry Wall & False Ceiling, Data Entry Operation, and Two-Wheeler Technician, among others.

Key Differentiators: What Sets GMRVF Apart

- 1. Industry-Aligned Training:** GMRVF's training programmes are uniquely designed in collaboration with industry giants like Voltas, Schneider, and Volvo. This ensures that the curriculum, equipment, trainers, and placements are directly aligned with industry needs, making GMRVF graduates highly sought-after.
- 2. Holistic Development:** GMRVF emphasises not only technical skills but also soft skills such as communication, spoken English, and yoga. This comprehensive approach ensures that graduates are well-rounded professionals ready to succeed in the workplace.
- 3. Operational Excellence:** Each training centre follows a well-defined **Standard Operating Procedure (SOP)**, supported by an online **Management Information System (MIS)** for seamless documentation and tracking of trainees. Regular alumni meets and an integrated feedback system further enhance the training experience.

Industry Partnership Skill Development Programme



Proven Impact

- Since inception, **GMRVF has trained over 90,000 individuals in vocational trades** that meet market demands.
- Approximately **80% of GMRVF-trained youth have either secured employment or ventured into self-employment**, contributing meaningfully to their communities and the economy.

- Two of GMRVF's vocational training centres have been awarded ISO 9001 certification, ensuring the highest standards in service quality.

Driving India's Growth with Skilled Talent

By providing industry-relevant vocational training and fostering holistic personal development, GMRVF is not only empowering youth but also contributing to India's broader Skill India Mission, ensuring the nation's workforce is future-ready.

Impactful Initiatives: CSR Projects and Programmes

Case Study

Project SMILE

Launched in 2020 by GMRVF in Delhi, Project SMILE (Supporting Marginalised Individuals through Livelihoods & Empowerment) is a unique initiative providing livelihood support to families impacted by the COVID-19 pandemic. By empowering economically vulnerable individuals who lost their income sources, the project has been instrumental in helping them rebuild their lives and achieve financial independence.

Key Activities: A Snapshot

- **Need Identification:** To assess the pandemic's impact on the communities GMRVF works with, two surveys were conducted at different stages. These surveys provided valuable insights into job loss and food insecurity, helping shape the project's focus.
- **Beneficiary Identification:** Beneficiaries, including economically disadvantaged individuals, families who lost their primary income source during the pandemic, and widows or families who lost their sole breadwinner, were identified through local NGO partners.

- **One-on-One Beneficiary Interaction:** Recognising the diverse livelihood challenges faced by individuals, the project team conducted in-depth one-on-one meetings with beneficiaries. These interactions helped understand each person's unique needs, which guided the design of customised support through the SMILE initiative.

Implementation Model: Helping Families Rebuild

Project SMILE prioritised supporting those most affected, including individuals who lost livelihoods and widows, by selecting low-investment, quick-turnaround livelihood activities that leveraged beneficiaries' existing skills and knowledge, enabling swift implementation to restore self-reliance.

Solution

Providing pushcarts became the primary form of support, enabling beneficiaries to start small businesses such as vending fruits, fast food, tea stalls, and more.

Phased Implementation

Phase 1 (2020-21)

- Initiated immediately post-COVID lockdown.
- 109 beneficiaries across Savda, Srinivaspuri, and Burari received support.

Phase 2 (2021-22)

- Launched the "Umeed Ke Pahiye" campaign to reach the most vulnerable families, especially those who lost their breadwinners during the second wave.
- Supported 367 beneficiaries across areas such as Bawana, Nangloi, Najafgarh, Palam, Mahipalpur, and Jahangirpuri.

Phase 3 (2022-23)

- Focused on sustaining the livelihoods of beneficiaries.
- Linked 120 beneficiaries with MCD for vending registration and PM Svanidhi Yojana for collateral-free loans.
- Provided additional tools like lights and weighing scales to improve their business operations.

Impact of Project SMILE

- Since its inception, Project SMILE has helped 564 families initiate income-generating activities, restoring their confidence and enabling them to sustain their livelihoods.
- 80% of beneficiaries continue to earn stable incomes from their small businesses, demonstrating the program's long-term impact.
- Over 120 beneficiaries have secured loans through the PM Svanidhi Yojana, receiving INR 10,000 each to diversify and scale their businesses.

Inspiring Stories of Success

A proud moment for **Project SMILE** came when **three beneficiaries** were interviewed by **Union Minister Smriti Irani** on All India Radio. One of the beneficiaries, **Rafia** from Bawana JJ Colony, shared her story: I received a loan under the scheme and expanded my business from selling vegetables to offering retail products during festivals. The hassle-free process has helped me earn more and diversify my business.

Engaging Communities for Inclusive Growth: Focus on Vulnerable Groups

GMRVF's community engagement approach involves working closely with **local communities** to identify their most pressing needs and ensure that CSR activities are aligned with these needs. The Foundation conducts detailed **community needs assessments** and **stakeholder mapping** at each project site, ensuring that interventions are well-targeted and effective.

One of the defining aspects of GMRVF's community engagement efforts is its focus on **vulnerable and marginalised sections of society**. These include **women-headed households, tribal communities, differently abled individuals, and economically backward families**. Programmes are designed with a special emphasis on improving the quality of life for these groups. For example:

- **Samarth Program:** This program, running in Delhi, focuses on mainstreaming **differently-abled individuals** by providing them with access to **inclusive**

education, vocational training, and livelihood opportunities. Over **500 individuals with disabilities** benefit annually from the program, which helps them integrate into society and secure sustainable employment.

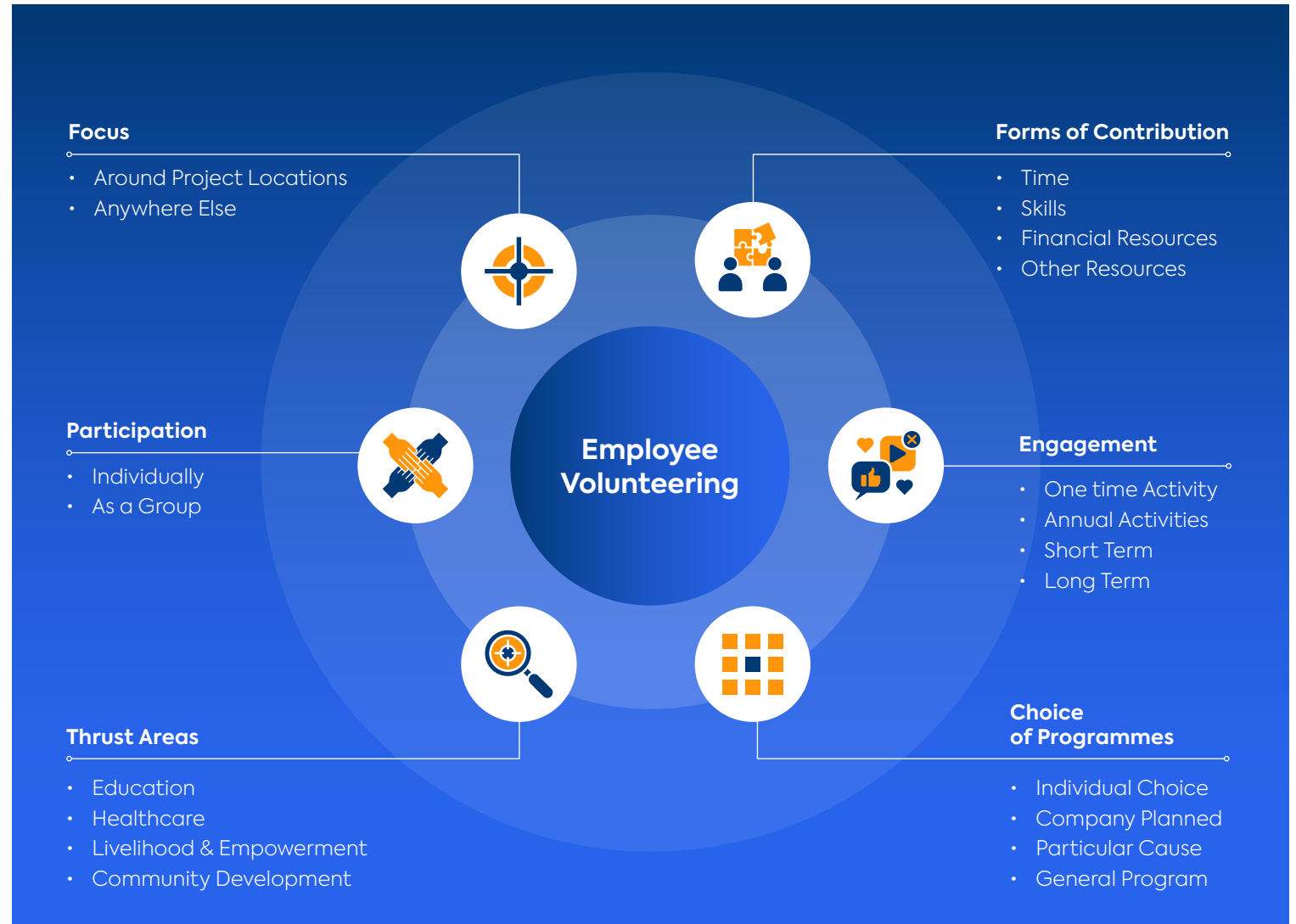
- **Nutrition and Healthcare Programmes:** Programmes like **nutrition centres** target vulnerable women, including pregnant and lactating women from economically disadvantaged backgrounds. These centres ensure that women receive **supplementary nutrition, antenatal care**, and guidance on maternal and child health.

The Foundation also works closely with **local governance bodies, community leaders, and non-governmental organisations (NGOs)** to engage the community in decision-making processes. This collaborative approach ensures that the community takes ownership of the initiatives, enhancing the sustainability and long-term impact of CSR programmes.



Volunteering for Social Change: Employee Involvement

At GMR Group, CSR is not just an external activity – it is a **core organisational value** that is embraced by employees at all levels. The Company encourages its employees to actively participate in CSR initiatives through its **Employee Volunteering Policy**, which allocates **16 hours of paid work time annually** for volunteering activities.



Volunteering for Social Change: Employee Involvement

Employee Engagement in CSR

Employee participation in CSR initiatives fosters a sense of **social responsibility** within the organisation and helps employees contribute directly to community development. In FY 2023-24, GMR's employees demonstrated exceptional commitment to social causes:

- **1,500 employees** participated in **211 volunteering activities**, contributing more than **5,000 person-hours** of service to the community.
- Employees were actively involved in various initiatives such as **Daan Utsav** (Joy of Giving Week), where they contributed towards donation drives, wish trees, and fundraisers to support underprivileged communities. Senior leadership played a key role in these activities, setting a strong example for employee engagement.

Key Initiatives

- **ISR-Hundi Initiative:** GMR launched the **Individual Social Responsibility (ISR) Hundi initiative**, providing every employee with a Hundi (collection box) to encourage **daily donations** for social causes. This initiative has helped raise awareness about **personal philanthropy** among GMR employees, encouraging them to contribute toward community development in meaningful ways.
- **Daan Utsav:** As part of **Daan Utsav**, employees across all GMR locations engaged in various **volunteering activities**, including **donation drives and community events**. These activities helped raise substantial funds and resources for local communities.
- **Social Volunteering:** Social Volunteering Projects is a special initiative of GMR Varalakshmi Foundation introduced in July 2012 to create opportunities for GMR colleagues and their family members to live the Group's value of 'Social Responsibility'. Since the inception of the scheme, GMR colleagues have been engaging themselves in well-structured

community development projects which are planned and executed by them for the benefit of the underprivileged. About 50 colleagues from GMR Airports along with their family members have implemented social development projects during the reporting year. Teams can propose socially beneficial projects of 4 months duration which have the potential to bring in long term and sustainable benefits to the community. Selected projects

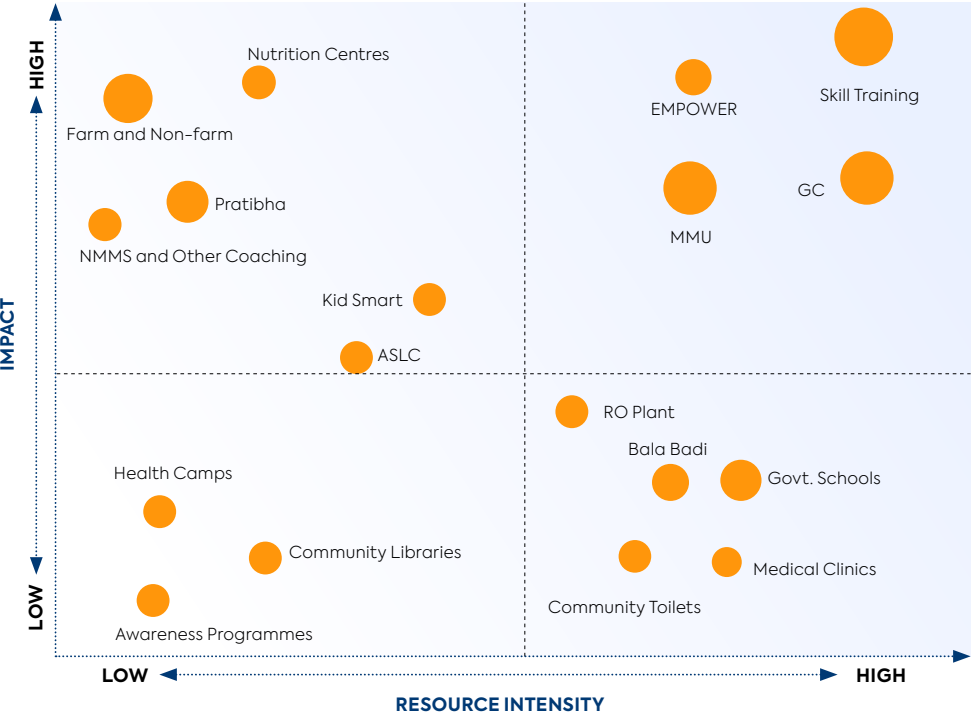
receive INR 30,000 for project implementation support. Each team is required to put in at least 75 person hours of time commitment. Some of these projects include supporting young girls to become entrepreneurs as beauticians, mentoring the GMRVF supported Gifted Children, setting up of free sanitary pad banks, implementing 5S in government schools etc.



Measuring Social Impact: Impact Assessment

GMRVF employs a rigorous process for measuring the social, economic, and environmental impact of its CSR initiatives. Both **internal** and **external impact assessments** are conducted regularly to ensure that programmes are meeting their intended goals and creating measurable benefits for the communities they serve. Previously external impact assessments were conducted by National Institute of Rural Development, Hyderabad for initiatives at Hyderabad and by Grant

Thornton for Delhi. Apart from these external studies, GMRVF regularly evaluates its programmes internally to understand the impact made by them on the human development of communities. These exercises help the Foundation in allocating resources wisely on less resource intensive and high impactful programmes. An investment and impact matrix worked out by Foundation in the recent past is presented below.



Measuring Social Impact: Impact Assessment

SROI Framework: Calculating the Value of CSR efforts

One of the key tools used by GMRVF for impact measurement is the **Social Return on Investment (SROI)** framework. SROI quantifies the social value created by CSR initiatives in monetary terms, comparing the amount invested with the value generated in terms of social and economic outcomes.

In a recent SROI study of the vocational training programmes, it was found that for every **INR 1 invested, a social value of INR 29.85** was generated. This was achieved through increased employment potential, improved incomes, and reduced family expenditures on dependents. By training youth and helping them secure employment, GMRVF not only contributes to individual economic well-being but also to societal upliftment through enhanced productivity and self-sufficiency.

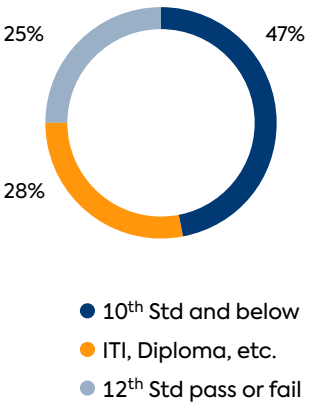
Focus on Vulnerable Sections

GMRVF places special emphasis on **vulnerable sections** of society, ensuring that they are at the centre of its impact assessment studies. A special focus is laid on vulnerable and marginalised sections of the community such as specially abled persons, people from economically backward sections, elders, and tribals. Programmes such as **vocational training, healthcare for women and children, and livelihood generation** for marginalised communities are evaluated for

their specific impact on the most vulnerable.

For instance, the Foundation's vocational training programmes give preference to candidates from disadvantaged backgrounds, including school dropouts, women from low-income families, and individuals with disabilities. The impact assessments have shown significant improvements in economic independence, social integration, and quality of life for these groups.

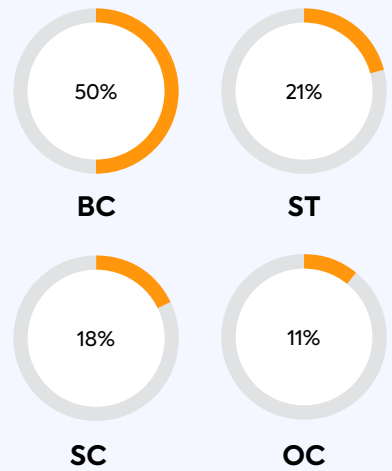
Education Background



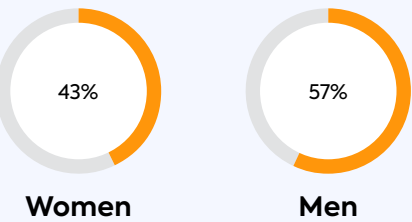
CSR Spend and Compliance

In FY 2023-24, GMR Group spent a total of **INR 1,985.79 Lakhs** on CSR initiatives across its business units. This CSR expenditure is in full compliance with the **Companies Act**, which mandates that companies spend 2% of their average net profit on CSR activities. GMRVF ensures that these funds are spent judiciously, with a focus on creating long-term, measurable social impact.

Social Vulnerability



Gender-wise Beneficiaries



Way Forward: GMR's Commitment to Transformative CSR

GMR Group's CSR initiatives, through GMR Varalakshmi Foundation, exemplify a comprehensive and **integrated approach** to social responsibility. By aligning its efforts with global and national goals, GMRVF has been able to create lasting change across its focus areas of **education, healthcare, and livelihoods**. Through robust governance, effective community engagement, employee involvement, and a focus on **measurable impact**, GMRVF sets a benchmark for CSR excellence in India. As the Foundation looks toward the future, it remains committed to expanding its reach and impact, ensuring that **inclusive growth** and **social empowerment** remain at the heart of its mission.

GMRVF is committed to **"Creating a positive impact on the lives of 10 Million people by 2030."** To achieve this, the Foundation has developed a strategic roadmap focusing on enhancing existing programmes and introducing new initiatives in key focus areas.

Key Thrust Areas & Strategic Focus

01 Education: Empowering the Future Generation

Ongoing Initiatives

Continue current educational programmes.

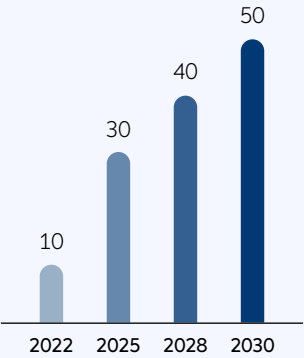
Future Focus

- **FLN (Foundational Literacy and Numeracy):** Strengthen literacy and numeracy skills among young children. Currently, we have piloted this programme in 5 government schools, however the aim is to provide foundational literacy and numeracy related skills to students across 50 schools by 2030.

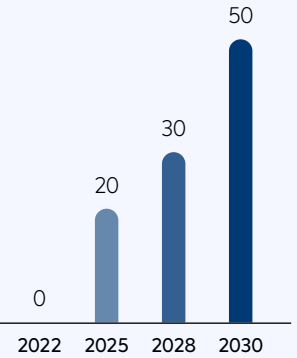
- **Vocational Skills:** In FY 2023-24, we have introduced vocational skilling programme to government school children, with the aim of reaching 50 schools by 2030.
- **New-Age Skills:** GMRVF aims to equip school children with skills in technology, innovation, and future-ready competencies across 20 schools by 2030.
- **E-Education** is a unique initiative of the Foundation which provides computer-based learning to children from underprivileged backgrounds to make them future ready. The aim is to set up 50 e-education centres across the country by 2030.

Centres / Schools Which Would be Positively Impacted Through GMRVF Initiatives

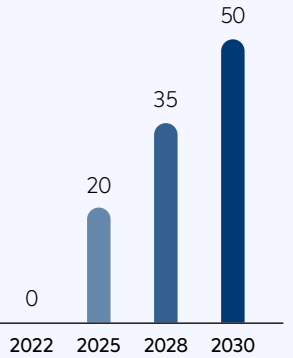
E-Education



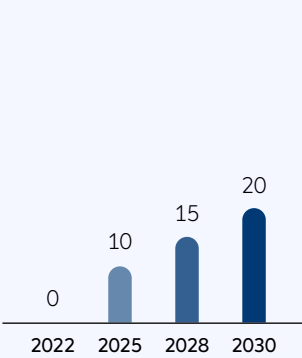
FLN Skill



Skilling in High School



New Age Skills



Way Forward: GMR's Commitment to Transformative CSR

02 Health, Hygiene, and Sanitation: Promoting Wellness

Ongoing Initiatives

Continue health-related interventions such as MMUs, hospitals and clinics.

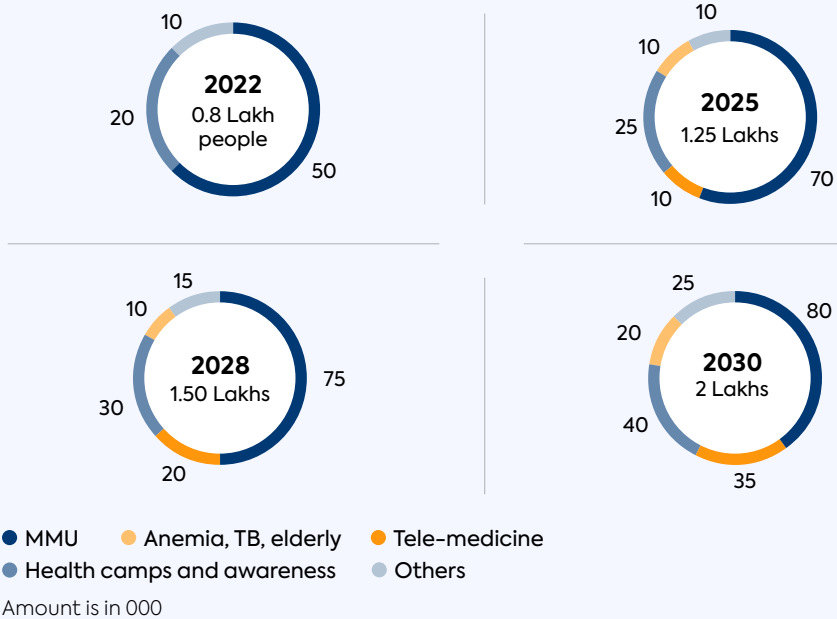
Future Focus

- **Tele-Medicine Pilot:** Launch tele-medicine programmes in select locations to reach rural and remote populations.

- **Preventive Healthcare:** Focus on raising awareness on **TB, anaemia prevention**, and other critical areas.

- **Elderly Health:** Special attention on the health and well-being of the elderly in communities.

Projected Impact Numbers from Healthcare-related Initiatives of GMRVF



Way Forward: GMR's Commitment to Transformative CSR

03 Empowerment and Livelihoods: Building Sustainable Communities

Ongoing Initiatives

Continue skill training and women empowerment initiatives; promote farm-based livelihoods in rural areas.

Future Focus

- **New-Age Skills:** Introduce courses in **Green Skills, ICT,** and emerging sectors.
- **Climate-Smart Agriculture:** Implement innovative agricultural practices to promote sustainability.
- **Social Enterprise:** Encourage entrepreneurship and the development of social enterprises to foster community-driven solutions.

Projected Impact Numbers from Livelihood-related Initiatives of GMRVF

Current Status Skill Training Programme till date 1 Lakh	2025	2028	2030
Existing Programme • Skill Training • Pratibha Outreach • On farm & Off-farm Livelihood • SMILE • Empower	New Programmes • Climate-smart agriculture • New skill courses on green skills; ICT • Social Enterprise • Promoting innovations and innovator	Existing Programme • Climate-smart agriculture • New skill courses on green skills; ICT • Social Enterprise • Promoting innovations and innovator • Next Level of Skill Certification	Existing Programme • Climate-smart agriculture • New skill courses on green skills; ICT • Social Enterprise • Promoting innovations and innovator • Next Level of Skill Certification
	Impacted Livelihoods: 1.75 Lakhs	Impacted Livelihoods: 2.75 Lakhs	Impacted Livelihoods: 4 Lakhs

Strategic Roadmap: Empowerment and Livelihoods

In the **Empowerment and Livelihoods** thrust area, GMRVF's strategy aims at equipping individuals with skills relevant to the future economy, ensuring sustainability in livelihoods, and fostering social innovation. The focus on new-age skills, climate-resilient practices, and entrepreneurial growth will drive impactful change in the communities served by GMRVF.





Elevating Passenger Experience at GMR Airports

Elevating Passenger Experience at GMR Airports

At our airports, enhancing the passenger experience is a top priority. We leverage a strategic blend of digital tools and platforms, including Online Reputation Management (ORM), Customer Relationship Management (CRM), social engagement, website optimisation, and on-ground initiatives to create a compelling and immersive brand experience.

This approach has enabled us to establish a direct and meaningful connection with passengers, crafting memorable moments that foster positive sentiment and elevate passenger satisfaction.

These efforts not only enhance the travel experience but also strengthen the brand image of our airports, positioning them as global icons committed to seamless travel and exceptional service. By effectively communicating our core mission of connecting people across the world, we underscore our dedication to delivering world-class experiences.

To further enhance customer experience, we have undertaken the following initiatives:



Self-Baggage Drop

All our airports are equipped with state-of-the-art self-baggage drop facilities, offering passengers the convenience of independently checking in their luggage. This innovation reduces wait times and streamlines the travel process, ensuring a smoother and hassle-free journey for every traveller.



City-Side Check-In

At both Delhi and Hyderabad airports, the City-Side Self Check-In service revolutionises the departure process. This advanced feature allows passengers to complete check-in procedures outside the terminal, offering unparalleled convenience. By streamlining check-ins before entering the terminal, this service enhances passenger satisfaction, ensures efficient crowd management, and creates a seamless experience for travellers and their companions.



Digi Yatra System

All our airports have adopted the cutting-edge Digi Yatra system. Powered by facial recognition technology, this biometric-enabled solution automates passenger verification and entry at various checkpoints, ensuring a seamless, secure, and highly efficient travel experience.

Elevating Passenger Experience at GMR Airports



Sunflower Initiative

The Sunflower Initiative, implemented at Delhi and Hyderabad airports, promotes inclusivity by supporting travellers with hidden disabilities. Passengers wearing a sunflower symbol can discreetly signal their need for assistance from airport staff. They can also access special assistance zones for expedited security checks and request additional support from airlines or airport personnel. This thoughtful initiative enhances the travel experience and underscores our commitment to creating inclusive and welcoming spaces for all travellers.

Transit Services

- **Delhi Airport** offers a premium transit experience at the Holiday Inn Express Hotel, located conveniently within the airport. Passengers can enjoy a relaxing layover with facilities such as refreshing meals, a spa, and a fitness and recreation centre, ensuring comfort during their journey.
- **Hyderabad Airport** features a world-class Transit Lounge, perfect for travellers with extended layovers. Amenities include all-day dining, spa services, fitness facilities, nap and shower packages, and a PRM room, delivering a holistic and luxurious transit experience.

Services for Passengers with Special Needs

- **At Delhi Airport**, robust infrastructure and thoughtful services ensure a seamless experience for passengers with reduced mobility and special needs. Highlights include:
 - Passengers with Reduced Mobility (PRM) friendly information desks and washrooms equipped with assistance call buttons.

- Lifts with Braille-coded keys and verbal safety instructions on travellers and escalators.
- Signage and buggy services to assist passengers to their boarding gates.
- **At Hyderabad Airport**, specialised services cater to passengers with restricted mobility, elderly

travellers, children, expectant mothers, and others requiring assistance. Complimentary buggy services are available across the terminal, manned by trained staff to ensure a hassle-free experience during departure and arrival for both domestic and international travellers.



Elevating Passenger Experience at GMR Airports

Case Study

Unique Passenger Engagement Initiatives

Spreading Festive Cheer: Passengers Become Secret Santas at Delhi Airport

As part of our Christmas Celebrations 2023, Delhi Airport introduced a heartwarming initiative inspired by the spirit of “Secret Santa.” From 21st December 2023 to 1st January 2024, the airport terminals were adorned with festive Christmas décor, including a special Christmas tree displaying heartfelt wishes from children supported by the GMR Varalakshmi Foundation (GMRVF). Each wish was accompanied by the child’s age and the cost of their desired gift, inviting passengers to contribute to making their dreams come true. This initiative aimed to blend festive cheer with meaningful giving, creating a unique opportunity for passengers to spread joy and make a difference.

The response was overwhelmingly positive, with numerous passengers enthusiastically stepping into the role of Secret Santa.

On 19th January 2024, representatives from the DIAL Marketing & Passenger Experience team visited Savda Ghevra, a resettlement colony supported by GMR Varalakshmi Foundation, to

distribute the gifts purchased by the generous passengers. The visit was filled with enriching experiences and heartfelt moments, including:

- A guided tour by Savda volunteers showcasing various initiatives such as skill development and livelihood programmes empowering women.
- Inspirational stories shared by elderly community members, providing insight into the transformative impact of VF’s work.
- Joyful performances by children, fun activities, cake cutting and motivational talk, which added to the celebratory atmosphere.

The highlight of the event was the distribution of gifts to the children, who were thrilled by the thoughtful surprises. The experience was not only rewarding for the children but also deeply fulfilling for the DIAL team, fostering a sense of purpose and community engagement.

This initiative exemplified the airport’s commitment to engaging passengers in meaningful ways, enhancing their travel experience while creating lasting social impact.



Elevating Passenger Experience at GMR Airports

Online Complaint Portal: Streamlining Passenger Feedback

To enhance passenger engagement and address concerns more effectively, Delhi Airport introduced an **Online Complaint** Form on its official website. Previously, passengers could only share their concerns through a basic contact form, which lacked critical features like attaching supporting documents or specifying the date and time of the incident. This limited the ease and efficiency of submitting complaints.

Recognising the need for improvement, we optimised the existing contact form rather than creating a separate portal, ensuring a seamless transition and user-friendly interface. Key upgrades included:

1

Rebranding 'Grievance' to 'Complaint' for clarity and ease of use.

2

Adding fields to capture the **Date and Time of Incident**, enabling more precise identification of issues.

3

Introducing an **Attachment Section**, allowing passengers to upload supporting documents for quicker resolution.

With these updates, passengers now only need to describe their concern while providing relevant details and attachments, significantly simplifying the process. This initiative reflects our

commitment to improving passenger experience by making feedback submission more convenient, intuitive, and efficient.

One Handbag Policy

The objective of the campaign is to promote awareness and adherence to Delhi Airport's One Handbag Policy, encouraging travellers to limit their carry-on items for a more seamless and efficient security experience.

By advocating for smarter packing habits, the campaign aims to improve passenger convenience, shorten security wait times, and cultivate a culture of organised and hassle-free travel.



Elevating Passenger Experience at GMR Airports

Female Hygiene Product Vending Machines: Empowering Comfort and Convenience

Delhi Airport has introduced cutting-edge female hygiene product vending machines to enhance the travel experience for women passengers. These vending machines offer a comprehensive range of essential hygiene products, including menstrual cups, tampons, sanitary pads, toilet seat covers, intimate wipes, and panty liners, catering to diverse needs with ease and accessibility.



This initiative ensures that women have instant access to essential products without the need to search for stores, prioritising their comfort and peace of mind throughout their journey. By addressing this critical need, Delhi Airport reaffirms its commitment to creating a supportive and passenger-friendly environment for all travellers.

5 Senses Model: Transforming Passenger Experiences at Hyderabad Airport

The **5 Senses Model** at Hyderabad Airport sets a new benchmark in passenger engagement, blending sensory innovation with operational excellence.

- **Holistic Sensory Engagement:** Through creative artwork, aromatherapy, and curated experiences, the airport transforms traditional spaces into vibrant, culturally enriched environments. Themes like dance, wildlife, and music adorn terminals, while therapeutic-grade organic fragrances elevate well-being, offering passengers a rejuvenating journey.
- **Personalised Music and Culinary Delights:** The auditory and culinary elements are meticulously tailored. Music, played according to the time of day, reduces stress,

while seasonal food festivals and curated F&B options turn meals into memorable experiences.

- **Tech-Driven Comfort and Assistance:** Cutting-edge innovations, including chatbots and real-time feedback surveys, streamline assistance and improve passenger satisfaction. Features like sensor-based parking displays and personalised customer service reflect the airport's commitment to efficiency.
- **Inclusivity for Diverse Needs:** Specialised services such as PRM assistance, free baby strollers, and mobility aids ensure that every traveller, from families to elderly passengers, enjoys a hassle-free experience.

Service Enhancements: Prioritising Passenger Comfort at Hyderabad Airport

- **Dedicated Channels:** Exclusive security lanes for senior citizens, crew, and business-class passengers ensure quicker processing and enhanced convenience.
- **Infant-friendly Infrastructure:** All 14 family washrooms are equipped with diaper-changing stations, baby safety seats, and shopping trolleys with bassinets, catering to traveling mothers with infants.

Smart Shopping Trolley: Revolutionising Airport Retail

The **Smart Shopping Trolley** at Hyderabad Airport redefines the passenger journey with:

- **Personalised Navigation:** Equipped with GPS and interactive maps, it offers tailored wayfinding, reducing stress and encouraging exploration of retail and dining options.
- **Dynamic Advertising:** Data-driven, targeted promotions enhance the shopping experience while providing advertisers with actionable insights.
- **Operational Efficiency:** Real-time data collection aids in resource optimisation, bottleneck identification, and seamless trolley management.

By blending convenience, personalisation, and efficiency, the smart trolley turns a simple tool into a transformative airport asset.

Excelling in Passenger Satisfaction

Skytrax Rankings

The **Skytrax World Airport Awards**, introduced in 1999, are recognised globally as the benchmark for excellence in the aviation sector. Based on a comprehensive passenger survey, the awards evaluate more than 500 airports with company-wide, ranking them on key factors such as immigration services, comfort, arrival experience, and check-in efficiency.

Delhi International Airport Limited (DIAL) has consistently prioritised enhancing passenger comfort, cleanliness, security, and overall travel experience, making journeys smoother and stress-free. These efforts were acknowledged at the **Skytrax World Airport Awards 2024**, where DIAL was once again named the **Best Airport in India** and **South Asia** during the

Passenger Terminal Expo in Frankfurt. This marked the **sixth consecutive year** of Delhi Airport receiving this prestigious accolade.

Globally, Delhi Airport improved its standing, climbing from **37th position in 2022 to 36th position in 2023**, and **maintaining this rank in 2024** in the World Airport Survey.

Similarly, **GMR Hyderabad International Airport Limited (GHIAL)** has demonstrated impressive progress, moving from **71st position in 2020 to 61st position in 2024** in the World's Top 100 Airport rankings.

Manohar International Airport, managed by **GMR Goa International Airport Limited (GGIAL)**, also entered the Skytrax airport rankings for the first time since the start of its operations in January 2023 at **92nd position in 2024**.



Navigating New Horizons

Greener Skies Ahead

Creating an
Empowered Workforce

Guardians of Safety

Creating Shared Value

Elevating Passenger
Experience at GMR Airports

Elevating Passenger
Experience at GMR Airports

**Excelling in
Passenger Satisfaction**

Leading with Integrity
and Accountability

Navigating Uncertainties

Towards a Resilient and
Responsible Supply Chain

2030 & Beyond

Excelling in Passenger Satisfaction



Airport Service Quality Ratings

The **Airport Service Quality (ASQ) program** by Airports Council International (ACI) World is the leading benchmarking platform for measuring passenger satisfaction across the airport experience. ASQ Surveys assess over **30 key performance indicators**, providing a comprehensive view of passengers' experiences and rating airports on a 5-point scale.

Both **Delhi** and **Hyderabad International Airports** have consistently excelled in the ASQ program, maintaining a perfect score of **5.00** for overall passenger satisfaction year after year.

For **2024**, DIAL and GHIAL focused on sustaining their impeccable ASQ scores, reflecting their commitment to delivering world-class passenger experiences.

By achieving and maintaining such accolades, DIAL and GHIAL reaffirm their positions as global leaders in passenger satisfaction and service excellence. Manohar International Airport, managed by GMR Goa International Airport Limited, maintained ASQ passenger satisfaction rating of 4.92 across Q1 FY 2024 to Q3 FY 2024 and ASQ passenger experience rating of 4.91 across the same period.

24/7 Customer Response Management (CRM) Command Centre

At our airports, customer satisfaction is a priority, and we've set a new benchmark with the establishment of a **24/7 CRM Command Centre** to manage the increasing volume of digital customer communications. This centralised hub efficiently handles passenger requests across various CRM channels, achieving an impressive **First Response Time**

of under 10 minutes, showcasing our dedication to prompt and effective communication.

Beyond responding to inquiries, the command centre leverages **data analytics and insights** to shape future campaigns, develop innovative products, and continuously improve the passenger experience at our airports.



Leading with Integrity and Accountability:

Corporate Governance at GMR Airports

Corporate Governance at GMR Airports

At GMR Airports, our corporate governance framework is designed to uphold the highest standards of integrity, transparency, and accountability, while integrating sustainability into the heart of our business operations.



Our framework for governance is aligned with the Group vision – **GMR Group will be an Institution in perpetuity that will build Entrepreneurial Organisations, making a difference to Society through creation of Value.** We recognise the foundational importance of strong governance in our endeavour to create an Institution in perpetuity.

Our approach to governance not only ensures legal and regulatory compliance but also aligns with our vision of **‘making a difference to Society through creation of value’**. Accordingly, our Environmental, Social, and Governance (ESG) goals integrated with the Company’s Code of Governance, position us to create long-term value for all stakeholders.

Building a Value Driven Culture

As part of our objective of creating ‘an institution in perpetuity’ we have attempted to create an organisation culture driven by the following values.

- **Humility:** We value intellectual modesty and dislike false pride and arrogance
- **Entrepreneurship:** We seek opportunities – they are everywhere
- **Teamwork & Respect For Individual:** Nurturing a relationship of trust, collaboration and mutual respect
- **Deliver the Promise:** Nurturing a relationship of trust, collaboration and mutual respect
- **Learning & Inner Excellence:** We cherish the lifelong commitment to deepen our self-awareness, explore, experiment and improve our potential
- **Social Responsibility:** Anticipating and meeting relevant and emerging needs of society
- **Financial Prudence – Frugality:** We spend wisely and judiciously

Additionally, our Human Resources department actively promotes a culture aligned with these values through targeted initiatives such as employee engagement activities, leadership training, and value-driven onboarding programmes. These efforts ensure that employees at all levels internalise and embody the organisation’s core values, fostering a cohesive and purpose-driven work environment.

Governance as a Shared Responsibility

At GMR Airports, good governance is the cornerstone of our operations, ensuring integrity, accountability, and long-term sustainability. Our governance framework operates effectively across three interdependent levels: Corporate Governance, Ethics & Integrity, and ESG Governance. Together, these pillars create a robust structure that drives responsible business practices and stakeholder trust.

Corporate Governance at GMR Airports



Corporate Governance: Leadership and Oversight

Corporate Governance at GMR Airports is focused on maintaining a strong and diverse Board that ensures effective oversight and strategic direction. Key elements include:

- **Board Structure and Composition:** A well-balanced Board comprising Executive, Non-Executive, and Independent Directors, with a commitment to diversity in gender, expertise, and global experience.
- **Board Committees:** Specialised committees such as the Audit Committee, Nomination & Remuneration Committee, Risk Management Committee, and ESG Committee oversee critical aspects of governance.
- **Performance and Remuneration:** Policies guide Board performance evaluations and ensure remuneration aligns with long-term company goals.
- **Policies and Compliance:** Robust policies address Related Party Transactions (RPTs), anti-money

laundering (AML), insider trading prevention, and ensure compliance with SEBI and Companies Act requirements.

By upholding these standards, GMR Airports ensures transparency, regulatory adherence, and stakeholder confidence in its operations.

Ethics & Integrity: Building a Culture of Responsibility

Ethics and Integrity are at the heart of GMR Airports' governance framework, ensuring adherence to the highest ethical standards. The Ethics & Integrity Department, supported by a specialised Forensics team, spearheads efforts to foster an ethical ecosystem. Key components include:

- **Policy Framework:** Comprehensive policies such as the Code of Business Conduct and Ethics (COBCE), Whistleblower Mechanism, Anti-Bribery and Anti-Corruption (ABAC) Policy, Conflict of Interest Policy, and Supplier Code of Conduct set the foundation for ethical practices.

Corporate Governance at GMR Airports

- **Education and Awareness:** Regular training programmes, engagement activities, and campaigns promote a culture of integrity among employees, suppliers, and partners.
- **Forensics and Investigations:** Leveraging advanced forensic tools, the team investigates breaches, protects intellectual property, and prevents data leaks.

Through these initiatives, GMR Airports embeds ethical behaviour in its operations and extends its influence to partners and stakeholders, ensuring responsible business conduct across the value chain.

ESG Governance: Driving Sustainable Growth

Environmental, Social, and Governance (ESG) considerations are integral to GMR Airports' operations. ESG Governance is led by the ESG Board Committee, which provides strategic guidance and ensures effective policy implementation. Key aspects include:

- **Policy Framework:** Policies such as the Business Responsibility Policy, CSR Policy, and Climate Resilience Policy guide sustainability efforts.
- **Collaborative Responsibility:** ESG governance is a shared responsibility across departments,

ensuring comprehensive integration into operations.

- **Strategic Initiatives:** Focused efforts on energy efficiency, climate resilience, community development, and responsible business practices align with global sustainability standards like the UN Sustainable Development Goals (SDGs).

Role of the Management Assurance Group (MAG)

To ensure high levels of governance, GAL has put in place policies and procedures for monitoring internal controls over its operations to ensure the orderly and efficient conduct of its businesses, including adherence to our Company's policies and procedures. These controls and processes have been embedded and integrated with SAP (or other ERP systems, as the case may be) and/or other allied IT applications, which have been implemented across all assets.

Management Assurance Group (MAG) has been entrusted with the responsibility to assess adequacy of design and operational effectiveness of these policies and procedures. MAG assesses opportunities for improvement in all business processes, policies, systems and controls, provides its recommendations, which add value, and strengthens organisation's

internal control environment. Deviations, if any, are addressed through systemic implementation of corrective and preventive action as appropriately taken by the respective functions. Emphasis is always placed on automation of controls within the process to minimise deviations and exceptions.

MAG is assisted by outsourced audit firms which support them in this endeavour. The internal audit scope covers inter alia, all businesses and corporate functions, as per the annual audit plan reviewed and approved by

the Audit Committee in the beginning of every financial year. In every quarterly Audit Committee Meeting, key audit issues along with action taken report on previous issues are being presented.

Group Head MAG provides an assurance to the Audit Committee confirming compliance to prescribed processes as enumerated in MAG Manual while carrying out audits, reporting audit observations, monitoring and implementation of the agreed upon action plan for closure.



Governance Policies: Ensuring Ethical Practices

At GMR, our governance framework is built on a foundation of integrity, transparency, and accountability. We believe that sound governance is essential for long-term sustainability and the trust of our stakeholders. To ensure the highest standards of corporate responsibility, we have established a robust set of governance policies that guide our decision-making, business practices, and interactions with stakeholders.

We have designed our governance policies to ensure that we operate responsibly and ethically. Each policy is designed to align with global best practices and regulatory requirements, reinforcing our commitment to sustainable and responsible growth. These policies also help us address key risks and opportunities in areas such as corporate social responsibility, climate resilience, and employee welfare, ensuring that we are well-positioned to meet the expectations of our stakeholders.

While our Company’s growth is driven by our Vision, the Governance framework puts into place the commitment to ethical business conduct and transparent operations, and the Values driven culture helps establish an environment for execution – fostering a culture of compliance and accountability across the organisation.

Through consistent oversight and regular reviews, we strive to uphold our values, fostering a corporate environment that prioritises ethical governance, sustainable development, and long-term value creation for all.

Board Diversity Policy

GMR Airports Limited recognises the significance of a diverse Board to ensure the sustainable success. The Board Diversity Policy reflects the Company’s commitment to leveraging diversity in thought, perspectives, regional and industry experience, and a range of skills, including financial, global business, leadership, ESG, and risk management.

This policy aims to build a balanced Board that fosters open discussions, encourages independent judgment, and strengthens decision-making. It is designed to drive business results, enhance corporate governance, and ensure long-term sustainable development. The Nomination and Remuneration Committee is responsible for reviewing the composition and performance of the Board to ensure it maintains an optimal mix of expertise, including gender diversity and an appropriate balance of executive and Non-Executive Directors.

The policy is reviewed periodically to assess its effectiveness in fostering a diverse and high-performing Board that aligns with GMR’s strategic goals.

Policy on Related Party Transactions (RPTs)

Given the nature of our Airport Business, we have to operate each one of our airport concessions in a special purpose vehicle (SPV), which enters into a concession agreement with an Authority, which is typically a Government Agency. Given the need to develop specialist skill sets in an efficient manner, and the need to provide some specialist services across the group, there are a relatively higher volumes of Related Party Transactions that the Group enters into with its’ subsidiaries and between subsidiaries. Many of these specialist

services are also provided to third parties. Some examples include the provision of Security services, shared accounting and HR services, Engineering and Maintenance services, Project Management Services, etc. In addition, as part of our business model and strategy, we are also operating some airport adjacency businesses, such as Cargo, Duty Free, Car Park, Retail, F&B, etc, for many of our airport concessions. In all these situations, our Company or our subsidiaries or joint ventures, have won the right to operate these adjacency operations through transparent arm’s length competitive



Governance Policies: Ensuring Ethical Practices

processes. To ensure transparency and fairness, GMR has implemented a stringent Related Party Transactions Policy that mandates all transactions undergo review and approval by the Audit Committee. The policy is designed to ensure that all RPTs are conducted at arm's length and in the best interest of the Company and its shareholders. Key provisions include:

1

Audit Committee Review

All RPTs must be reviewed and approved by the Audit Committee to ensure that they are fair, transparent, and compliant with regulatory standards. Additionally, the Audit Committee reviews, at least on a quarterly basis, the details of RPTs entered into by the Company pursuant to each of the omnibus approval given.

2

Board Involvement

If the Committee thinks a Related Party Transaction needs to go to the Board, or if it doesn't approve the transaction, it will advise for placing before the Board, for the Board to take a decision. The Board may also choose to review any Related Party Transaction, especially if the law requires it. In these cases, the Board will consider and approve the transaction, using the same criteria as the Committee, with any necessary adjustments. If a Director has an interest in a Related Party Transaction, he/she cannot attend the meeting (in person or online) during discussions about that transaction and must not vote on it.

3

Shareholder Approval

All Material Related Party Transactions and any subsequent material modification thereof shall require prior approval of the shareholders through resolution. No related party shall vote to approve such resolutions whether the entity is a related party to the particular transaction or not.

4

Materiality Threshold

Transactions that exceed specific thresholds are classified as material and require shareholder approval. The policy sets clear materiality thresholds to ensure that significant transactions are subject to the highest levels of scrutiny.

5

Disclosure Requirements

All material RPTs are disclosed in the Company's financial reports and to the relevant regulatory bodies to ensure full transparency.

Nomination & Remuneration Policy

The Nomination and Remuneration Policy of GMR Airports Limited is established in compliance with the Companies Act, 2013 and Securities and Exchange Board of India (SEBI) Regulations. It aims to guide the Nomination and Remuneration Committee as well as the Board on the appointment and remuneration of Directors, Key Managerial Personnel (KMP), and Senior Management. The main objectives include:

- Guiding the Nomination and Remuneration Committee and the Board on the appointment and removal of Directors, KMPs and Senior Management Personnel.
- Evaluating Board performance.
- Recommending appropriate remuneration packages.

Governance Policies: Ensuring Ethical Practices

Business Responsibility Policy

GMR Group's Business Responsibility Policy reflects its commitment to sustainable and responsible business practices, in line with the principles outlined in the National Voluntary Guidelines on Social, Environmental, and Economic Responsibilities of Business, as well as the SEBI Regulations. This policy acts as an umbrella policy encompassing various key principles, including ethical governance, sustainability in airport development and operations, employee well-being, stakeholder responsiveness, human rights, environmental conservation, public policy advocacy, inclusive growth, and customer responsibility.

The policy applies to all employees, directors, and value chain partners, ensuring a unified approach across the Group. It aims to promote transparency, ethical conduct, and accountability at all levels of the organisation. Key features include the Company's adherence to environmental best practices, focus on employee development, and fostering community engagement for inclusive growth.

This policy is implemented under the supervision of the Managing Director & CEO and the Company Secretary, ensuring that all actions align with GMR's commitment to ethical governance and sustainable development.

Climate Resilience Policy

GMR Group acknowledges the profound risks posed by climate change and is committed to addressing these challenges through effective mitigation and adaptation strategies. The Climate Resilience Policy outlines GMR's dedication to reducing its carbon footprint, achieving net-zero carbon emissions, and supporting global efforts like the Paris Agreement to limit global warming.

The policy applies to all GMR establishments and value chain partners. Key initiatives include promoting energy efficiency, developing green infrastructure, adopting renewable energy, and fostering sustainable procurement practices. GMR also actively encourages its stakeholders to engage in climate action and implements continuous risk assessments to address climate-related opportunities and vulnerabilities.

The Group's climate actions are integrated into its business strategy and are aligned with the United Nations Sustainable Development Goals particularly SDG 13 on Climate Action. Governance mechanisms ensure the effective monitoring and enforcement of this policy, reinforcing GMR's commitment to sustainable development and climate resilience.

Corporate Social Responsibility (CSR) Policy

GMR Airports Limited is committed to contributing to the economic and social development of the country by improving the quality of life in the communities it serves. The CSR policy is designed to address the Company's responsibility towards its stakeholders, including shareholders, employees, customers, local communities, and the environment.

The policy focuses on several key areas, including education, health and sanitation, empowerment and livelihoods, community development, environmental sustainability, heritage and culture, support for veterans, and rural and slum area development. The Company, due to lack of profits within the organisation, through its subsidiaries implements these initiatives either directly or through its implementing partner, the GMR Varalakshmi Foundation.

The policy ensures that surplus generated from CSR activities is not considered part of business profits but is reinvested into ongoing projects or transferred to a designated fund as per statutory requirements. The CSR Committee, along with the Board of Directors, oversees the development, implementation, and monitoring of CSR projects undertaken by the subsidiary companies, to ensure impactful, sustainable development across its areas of operation.



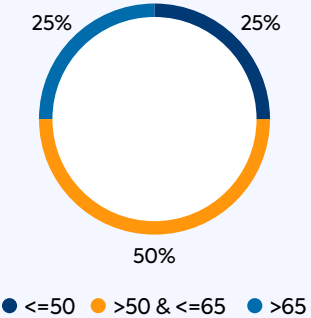
Board Structure and Governance Framework

The governance structure at GMR Airports is supported by a well-balanced Board of Directors composed of executive, Non-Executive, and independent directors with a diverse range of expertise. The Board has Mr. GM Rao as the Chairman who is a Non-Executive Director of the Board which comprises of 50% Independent Directors and 31.25% Non-Executive Non-Independent Directors. The Board has one women Director with 75% Indians and 25% non-Indians on the Board. This structure ensures that the Board has the depth and breadth of

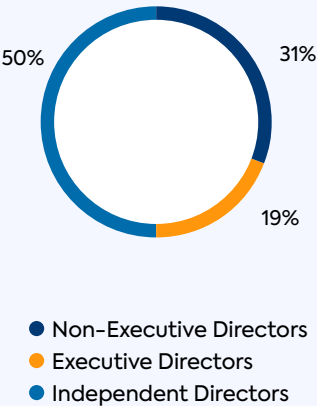
knowledge needed to make informed decisions. The Board plays a critical role in overseeing the integration of ESG principles into the Company's strategic direction.

To ensure focused and specialised oversight, the Board is supported by various committees that are responsible for overseeing key areas of governance. These committees operate with well-defined charters and provide the necessary checks and balances that form the foundation of our corporate governance framework.

Age Distribution of Board Members



Board Independence



Committees Driving Specialised Governance

GMR Airports' governance framework, supported by a comprehensive set of committees and policies, ensures that the Company operates with integrity, transparency, and a strong commitment to sustainability. By integrating ESG considerations into every facet of governance, GMR Airports is well-positioned to navigate future challenges, create value for stakeholders, and contribute positively to the communities it serves.

Risk Committee



Audit Committee



Nomination & Remuneration Committee



Stakeholders Relationship Committee



Management Committee



Debentures Allotment Committee



CSR Committee



ESG Committee



● Independent Member ● Non-Independent Member

These details are as on 31st October 2024; further details available at <https://investor.gmrinfra.com/committee>

Board Structure and Governance Framework

Audit Committee

The Audit Committee plays a vital role in safeguarding the integrity of the Company's financial reporting process. It is tasked with overseeing:

- **Financial Reporting:** Ensures that financial statements are accurate, transparent, and in full compliance with applicable accounting standards and regulations.
- **Internal Controls:** Reviews the effectiveness of the internal control systems and financial risk management framework to prevent financial fraud or misstatements.
- **Internal and External Auditors:** Oversee the functioning and reporting of both internal and external auditors, providing guidance and direction regarding their findings, and monitors audit performance to guarantee independence and objectivity.
- **Related Party Transactions (RPTs):** The committee is responsible for reviewing and approving all related party transactions. Given the complex structure of GMR Airports, the committee plays a key role in ensuring these transactions are conducted fairly and in the interest of the Company.

Risk Management Committee

The Risk Management Committee is responsible for identifying, assessing, and mitigating risks that could impact the Company's performance and sustainability. This includes:

- **Risk Identification:** Evaluates risks across all areas of operations, including ESG-related risks like climate change, regulatory compliance, and environmental sustainability.
- **Risk Mitigation:** Develops and monitors strategies to minimise risks and ensure business continuity. The committee formulates a risk management policy and establishes appropriate risk control systems to address both operational and strategic risks, including those stemming from the Company's complex subsidiary structure.



Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for:

- **Board Composition:** Identifies and evaluates individuals for Board and senior management positions, ensuring a diverse mix of skills, experiences, and backgrounds. It formulates policies for Board diversity.
- **Remuneration Structure:** Reviews and approves the compensation of the Company's top management and Board members, ensuring it aligns with the Company's performance and long-term goals.
- **Board Performance Evaluation:** The committee also reviews the annual performance assessments of the Board, its committees and individual Board members. The Board evaluation is conducted either by self-assessment or engaging independent agencies to conduct evaluations of the performance of the Board. This ensures that the Board functions effectively and that its members are continuously aligned with GMR's strategic objectives.
- **Succession Planning for Board and Senior Management:** The Committee as well as the Board ensure that proper plans are in place for orderly succession for appointment to the board of directors and senior management. Additionally, the Company is placing significant emphasis on succession planning for other key roles within the organisation and we are developing a talent pool to meet the high demand for resources in specific segments.

Board Structure and Governance Framework

Stakeholders Relationship Committee

The Stakeholders Relationship Committee ensures that the Company maintains effective communication with its investors and resolves any shareholder grievances. The committee oversees:

- **Share Allotment:** The Committee oversees aspects such as allotment of all types of securities to be issued, transfer, transposition and transmission of securities, and issuance of duplicate shares or other securities.
- **Grievance Redressal:** Manages shareholders' complaints related to dividend distribution, annual reports, and other shareholder services.
- **Investor Communication:** Ensures transparent and timely communication with Stock Exchanges, SEBI, shareholders, promoting trust and engagement between GMR Airports and its investors.



Corporate Social Responsibility (CSR) Committee

The CSR Committee oversees the Company's corporate social responsibility initiatives, ensuring alignment with the broader sustainability strategy. This committee is responsible for:

- **Developing CSR Strategy:** Formulating the Company's CSR policy and aligning it with community needs and regulatory requirements.
- **Implementation and Monitoring:** Oversees the implementation of CSR projects, ensuring that they have measurable social impacts. Projects are aligned with GMR's core values of social responsibility, with a particular focus on vulnerable groups and environmental sustainability.
- **Compliance:** Ensures that the Company meets all regulatory requirements related to CSR, including mandatory spending and reporting obligations. Due to lack of profits, the Company did not spend any amount on CSR activities during the year. However, the Company, through its subsidiaries / associate companies spent INR 19.86 Crores on CSR activities during the year.

Environment, Social, and Governance (ESG) Committee

The ESG Committee is at the core of the Company's sustainability governance. It plays a crucial role in ensuring that the Company's business strategies and operations are aligned with ESG principles. The committee's responsibilities include:

- **Sustainability Integration:** Oversees the integration of sustainability into the Company's core operations, ensuring that environmental and social considerations are incorporated into business decisions.
- **ESG Risks and Opportunities:** Identifies ESG-related risks and opportunities, including climate change, energy efficiency, and stakeholder engagement, and ensures that the Company is well-prepared to respond to these challenges.



Board Structure and Governance Framework

Management Committee

The Management Committee provides approval, within the authority delegated by the Board, relating to operational matters such as investments in new projects, financial matters, providing loans, borrowings, giving corporate guarantees, providing securities, capital expenditure, purchases and contracts – non-capital (including services), long term contracts, stores, HR related matters, establishment and administration, writing-off of assets etc.

Debentures Allotment Committee

The Debentures Allotment Committee oversees issuance and allotment of debentures, as and when necessitated on such terms and conditions as may be prescribed from time to time in this regard.

Board Performance Review

The annual performance evaluation of the Board, its committees, and Individual Directors was conducted in compliance with the provisions of the Companies Act and the corporate governance requirements outlined under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The evaluation of the Board and its Committees was based on several criteria, including composition and structure, the effectiveness of processes, information flow, and overall functioning.

The Nomination and Remuneration Committee, along with the Board, assessed the performance of Board, its committees and Individual Directors. The evaluation focused on key aspects such as their contributions to Board and Committee meetings, preparedness on discussion topics, and meaningful, constructive inputs during deliberations. Additionally, the Chairman’s performance was assessed on key aspects of his leadership role.

A separate meeting of the Independent Directors was held during the year to review the performance of the

Non-Independent Directors, the Chairman, and the Board as a whole. Suggestions and recommendations arising from the evaluation process were carefully considered by the Board to further enhance its effectiveness. A detailed account of the Board Evaluation process is provided in the Corporate Governance Report, which forms part of the Annual Report.



Board Structure and Governance Framework

Performance Evaluation Criteria for Independent Directors and the Board

The Nomination and Remuneration Committee oversees the annual self-evaluation process for the Board, its committees, and individual Directors. This process includes periodic reviews and discussions on the performance of all Directors, including Independent Directors, based on detailed performance parameters. The Committee regularly evaluates the relevance of these parameters and updates them as necessary.

The Committee has established a structured set of criteria and questionnaires for the evaluation of the Board, Committees, and Directors (including the Chairman and Independent Directors). These parameters include, but are not limited to:



Frequency and Attendance
Regularity of meetings and participation by Directors.



Minutes Documentation
Promptness in drafting and circulating meeting minutes.



Governance Oversight
Monitoring compliance with Corporate Governance regulations.



Governance Contributions
Directors' efforts in strengthening governance, regulatory, legal, financial, fiduciary, and ethical responsibilities.



Board and Committee Performance
Overall effectiveness and productivity of the Board and its Committees.



Agenda Management
Timeliness in circulating agendas for meetings



Company Familiarity
Directors' understanding of the Company's objectives, operations, and functions.



Strategic Involvement
Board's engagement in strategy formulation and monitoring.



Ethical Standards
Directors' adherence to high standards of integrity, confidentiality, and ethics.



Meeting Contributions
Directors' overall performance and contributions during meetings.



Information Flow
Quality, quantity, and timeliness of information provided to the Board.



Critical Discussions
Opportunities to deliberate on key matters before decision-making.



Chairperson's Leadership
Assessment of the Chairperson's leadership qualities and effectiveness.

This systematic and thorough evaluation process ensures continuous improvement in the Board's functioning and governance standards, fostering enhanced alignment with the Company's strategic objectives and regulatory requirements.

Board Structure and Governance Framework

Board Election Process

In alignment with the Board Diversity Policy and the need for specific skill sets on the Board, the Nomination and Remuneration Committee identifies and evaluates eminent individuals with independent standing in their respective fields or professions. These individuals are chosen for their ability to effectively contribute to the Company’s business and policy decisions.

The Committee assesses potential candidates based on their qualifications, positive attributes, areas of expertise, and the skill sets required for the Company’s Board. It also reviews their number of directorships and memberships in committees of other companies to ensure compliance with regulatory norms. After a thorough evaluation, the Committee makes its recommendations to the Board, which then considers these suggestions, makes appropriate decisions, and proposes the appointment of Independent Directors for shareholder approval.

Independent Directors are required to provide a declaration affirming their independence as specified under the Companies Act, 2013, and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. This declaration is submitted during

their first Board meeting as Directors, at the first Board meeting of each financial year, or whenever there is any change in circumstances that might affect their independence status. This rigorous process ensures compliance with applicable laws and regulations while upholding the Board’s integrity and effectiveness.

Anti-Money Laundering and Insider Trading: Upholding Integrity in Financial Practices

At GMR Airports, we recognise that maintaining transparency and ethical standards in financial practices is critical to our long-term sustainability and reputation. Our commitment to upholding the highest levels of integrity is embodied through robust policies designed to prevent money laundering and insider trading, thereby fostering a culture of accountability and responsibility across all levels of the organisation.

Anti-Money Laundering (AML)

Money laundering poses a significant threat to financial systems globally, with the potential to undermine ethical business practices and distort market operations. GMR Airports actively mitigates these risks by adhering to stringent national and international standards on anti-money laundering. In line with our Know Your

Customer (KYC) policy, we ensure strict verification processes to prevent illegal financial transactions through enhanced due diligence, focusing on

identifying and understanding the nature of our partners’ businesses. Our comprehensive anti-money laundering policy includes:

Risk-Based Approach

GMR employs a risk-based approach in implementing KYC measures, ensuring that higher-risk relationships receive increased scrutiny and due diligence.

Ongoing Monitoring

We continually monitor customer relationships and transactions, ensuring compliance with both regulatory and internal risk thresholds.

Record Keeping

Our AML framework includes detailed record-keeping obligations to maintain comprehensive documentation of transactions for regulatory review.



Board Structure and Governance Framework

Insider Trading Prevention

GMR Airports is fully committed to preventing insider trading to ensure a level playing field for all investors and stakeholders. Our **Code of Conduct for Prevention of Insider Trading** and **Code of Fair Disclosure** serve as a fundamental framework to regulate the access and dissemination of unpublished price-sensitive information (UPSI), ensuring that no individual misuses privileged information for personal gain.

Key highlights of our insider trading prevention framework include:

- **Restricted Access to and protection of Sensitive Information:** We ensure that access to UPSI is limited to a select group of employees who require it to perform their duties. Strict confidentiality measures are in place to safeguard this information.
- **Pre-clearance for Trading:** Designated employees and insiders are required to seek pre-clearance for trading in the Company's securities to avoid any potential conflicts of interest or the misuse of sensitive information.
- **Compliance Monitoring:** GMR Airports has established a rigorous monitoring system to track all transactions made by insiders. This

ensures that any trading activity aligns with the guidelines set out in our Code of Conduct.

- **Fair Disclosure Policy:** In line with the SEBI (Prohibition of Insider Trading) Regulations, 2015, we have adopted a Code of Fair Disclosure, ensuring that material and price-sensitive information is disclosed to the public in a timely and transparent manner.

By fostering a culture of financial integrity, GMR Airports aims to build trust among stakeholders and maintain our strong standing in the industry. Our stringent policies on anti-money laundering and insider trading reflect our dedication to ethical business conduct and contribute to a transparent and sustainable operational framework.

Inquiry in Case of Leak of UPSI

In the event of a suspected leak of unpublished price-sensitive information, GMR Airports has established a well-defined inquiry procedure, also aligned with the whistle blower mechanism of the Company. Our policy mandates immediate investigation into the leak, led by an independent team responsible for examining the

circumstances of the breach and identifying those responsible.

- **Investigation Process:** Any potential leak of UPSI is subject to a detailed investigation. The inquiry team is empowered to gather information, interview relevant parties, and review communications or documents that may be linked to the leak.
- **Corrective Actions:** Following the investigation, appropriate disciplinary actions are taken against individuals found responsible for the leak. These actions could range from warnings to termination, depending on the severity of the breach. Furthermore, GMR Airports takes necessary steps to mitigate the impact of such leaks on the market or stakeholders.

Continuous Improvement and Governance

GMR Airports continually updates its policies in line with regulatory changes and industry best practices. Through periodic reviews and audits of our AML and insider trading prevention frameworks, we ensure that our governance standards remain at the forefront of ethical business conduct.

By fostering a culture of financial integrity and safeguarding our operations from unethical practices, GMR Airports contributes to a sustainable and transparent business environment. Our strict measures on anti-money laundering and insider trading reflect our commitment to building long-term value and trust among our stakeholders.



Our Ethical Foundation: Building a Culture of Integrity

At GMR Airports, our commitment to ethics is foundational to our sustainable growth. Ethics and integrity underpin every facet of our operations, defining how we conduct business, interact with stakeholders, and navigate challenges. Our Ethics and Integrity (E&I) Department, backed by rigorous governance and supported by employees at every level, fosters a transparent and responsible culture, aligned with international standards and best practices.



Governance Framework: Structural Backbone of Ethics and Integrity

GMR Airports has structured a specialised Ethics and Integrity Department that operates through two key pillars:

Ethics & Integrity Vertical

- Drives education and awareness programmes, equipping employees to act responsibly and uphold the organisation’s values.
- Conducts thorough investigations into reported cases, ensuring adherence to ethical policies and standards.

Forensic Vertical

One of the very unique features of GMR’s ethical focus is the Forensic vertical which positions it as the industry leader. Equipped with state-of-the-art technology, this vertical investigates ethical breaches, enhances data protection, and prevents data leakage.

- To conduct thorough investigations, the team utilises cutting-edge forensic tools

and technologies. They work with advanced data analytics software, forensic accounting tools, and digital forensic systems, including those for analysing large volumes of data, identifying anomalies, and tracking financial transactions. These technologies enable the team to detect suspicious activities proactively and to investigate incidents with precision.

- The forensics team comprises skilled professionals from diverse backgrounds, including forensic accounting, cybersecurity, data analytics, and legal expertise. The team is led by seasoned forensic experts who bring extensive experience in fraud detection and compliance monitoring. Members of the team hold certifications such as Certified Fraud Risk Assessor, Certified Crime Prevention Specialist, Certified Ethical Hacking,

ensuring best practices and robust expertise.

- Staying ahead of emerging risks, the GMR Forensics team regularly updates its methodologies and tools to incorporate the latest technological advancements. The team actively explores developments in artificial intelligence, machine learning, and data visualisation to enhance fraud detection and investigation efficiency.
- Through a combination of advanced technology, skilled expertise, and a structured approach to investigations, the GMR Forensics team plays an essential role in safeguarding the organisation’s integrity and reinforcing its commitment to ethical practices.

Reporting to Group Head – Ethics & Integrity (E&I), the Department benefits from top-level oversight and a commitment to accountability. Regular independent audits and

external reviews identify and address any gaps, maintaining the integrity of our ethics management processes. E&I Department reports on the status of whistleblower mechanism to the

Audit Committee on a biannual basis. This report includes number of cases and various activities carried out to promote ethics and integrity across the organisation.

Our Ethical Foundation: Building a Culture of Integrity

Our Policy Pillars: Ensuring Robust Ethical Compliance

GMR Airports has developed a suite of ethics and compliance policies that align with global standards and industry best practices. These policies create a clear framework for responsible and ethical behaviour across all operations:

- **Code of Business Conduct and Ethics (COBCE):** As our foundational ethics policy, COBCE requires annual declarations from all employees, covering topics such as confidentiality, anti-bribery, anti-competitive practices, and data security.
- **Whistleblower Policy:** The Whistleblower Policy provides employees, stakeholders, and third parties with a safe and confidential mechanism to report unethical behaviour or suspected violations of the Company's policies. Whistleblowers are protected from retaliation, ensuring that GMR fosters a culture of accountability and transparency.

This policy applies to all Directors, employees, consultants, and third parties engaged in commercial dealings with the Company. It is designed to facilitate the reporting

of malpractice, fraud, or unethical behaviour by whistleblowers. Grievances related to performance management are addressed separately. Importantly, the policy guarantees confidentiality for whistleblowers and strictly prohibits any form of harassment or victimisation. Additionally, support will be provided if legal issues arise from a report made in good faith.

The Policy provides a protected avenue for employees, directors, and stakeholders to report concerns or unethical behaviour, with multilingual support available 24/7 across phone, email, web, and postal channels.

- **Conflict of Interest Policy:** Ensures objectivity and impartiality, requiring employees to disclose potential conflicts and maintain professional boundaries between personal and professional interests. This policy has been made to ensure that all Employees ensure that 'arm's length' distance is maintained between their duties towards the Group if there is conflict between their personal and financial interests.

- **Anti-Bribery and Anti-Corruption (ABAC) Policy:** Enforces a zero-tolerance stance on bribery and corruption, covering policies related to gifts, facilitation payments, and political contributions. ABAC Policy ensures that all business dealings are conducted with integrity, following applicable laws and regulations. The policy applies to employees, directors, and third-party partners, and includes provisions for regular training and strict enforcement measures.
- **Gifts and Hospitality Policy:** Sets guidelines on gift acceptance, restricting favours from external parties to ensure unbiased decision-making.
- **Supplier Code of Conduct and Business Ethics (SCCBE):** Engages vendors and suppliers in our ethics standards, mandating them to sign the SCCBE and adhere to GMR's ethics policies. Each policy is further detailed in our Ethics Manual, which is updated regularly to reflect changes in global ethics standards and best practices. Key aspects stressed upon through these policies include:
 - **Discrimination:** GMR Group strictly prohibits discrimination in any form, whether based on gender, marital status, age, physical ability, race, religion or spiritual practice, caste, culture, colour, or creed, ensuring a respectful and inclusive environment for all.



Our Ethical Foundation: Building a Culture of Integrity

- **Confidentiality of Information:** To uphold strict confidentiality standards, GMR Group enforces several measures:
 - Third-party entities (consultants, agents, contractors, and suppliers) engaged with GMR Group are required to obtain written permission before representing the Company.
 - Non-Disclosure Agreements (NDAs) are often mandated with third parties to safeguard proprietary information.
 - All third parties and their personnel must adhere to GMR Group's Code of Business Conduct and Ethics when interacting with or representing the Company, ensuring alignment with our confidentiality standards.
- **Anti-Trust and Anti-Competitive Practices:** Under GMR Group's Policy and Process Integrity guidelines, anti-competitive behaviour is strictly regulated. Employees are prohibited from engaging in discussions or forming agreements with competitors related to pricing, credit terms, bid submissions, customer allocations, production limits, distribution restrictions, or supplier/customer boycotts that could lead to monopolistic or anti-competitive market conditions.
- **Money Laundering and Insider Trading:** GMR Group's Anti-Bribery and Anti-Corruption Policy enforces full compliance with the Prevention of Money Laundering Act, 2002 (and its amendments). This policy underscores a zero-tolerance stance on corruption and bribery, with stringent adherence to all relevant laws to safeguard GMR Group's reputation and uphold its ethical standards across all operations.
- **Intellectual Property:** GMR Group places special emphasis on protecting Intellectual Property (IP) through extensive employee training and the implementation of Data Leakage Prevention (DLP) software across all computers. The Ethics and Integrity (E&I) team actively monitors any IP violations, taking disciplinary action in cases of severe breaches. A No Objection Certificate (NOC) process is enforced for departing employees, requiring clearance from the DLP team within E&I to ensure all IP protection measures are adhered to prior to the employee's release.



Reporting Mechanisms and Remediation: Empowering Whistleblowers

Concerns that can be reported through the whistleblowing mechanism includes a wide range of issues such as any unlawful act, whether criminal (e.g. theft) or giving rise to a civil action (e.g. slander or libel), breach of any policy or manual or code adopted by the Company, health and safety risks, including risks to employees as well as the public in general (e.g. faulty electrical equipment), fraud and corruption (e.g. attempts to solicit or receive any gift / reward as a bribe), any instance of failure to comply with legal or statutory obligations either for and on behalf of the Company or in any personal capacity in the course of discharging duties of the Company, any instance of any kind of financial malpractice, abuse of power (e.g. sullying / harassment), and leak or suspected leak of UPSI or any other unethical or improper conduct.

Additionally, proactive monitoring on ethics and integrity is done at different levels:

- **Policy Violations:** If a violation of any ethics and integrity policy is identified, it may be escalated by the management, CEO, or relevant Heads of Department (HODs) to the Ethics & Integrity Department for further review.

- **Proactive Monitoring:** Ethics & Integrity Department proactively gathers information on unethical conduct. Any cases flagged through this monitoring process are formally approved by the CEO(s) for a structured inquiry.
- **Escalation of Process Violations:** Any process violations that are flagged as critical by the Management Assurance Group (MAG) and require in-depth investigation are also referred to the Ethics & Integrity Department for a comprehensive inquiry.
- Recognising the importance of accessible reporting, GMR Airports operates a dedicated Ethics Helpline. Managed by an independent third party, the helpline enables employees and stakeholders to report incidents confidentially, with options for anonymity. Reports are reviewed and investigated by the Ethics and Integrity team, ensuring objectivity and transparency in all processes.
- **QR Code Access:** To enhance accessibility, a QR code provides direct access to the helpline, made visible through stickers, digital mailers, and our intranet platform, Navyata.

- **Secure Reporting Channels:** Employees or suppliers can report concerns via phone, email, postal services, and an online platform, with all channels monitored to ensure prompt responses and follow-up. Whistle Blowing can be done with the following Helpline Modes (in 6 languages):

Toll Free Number

18001020467

Email ID

gmr@ethicshelpline.in

Postal Address

P.O.BOX no.71, DLF Phase 1, Qutub Enclave, Gurgaon – 122002.

Web ID

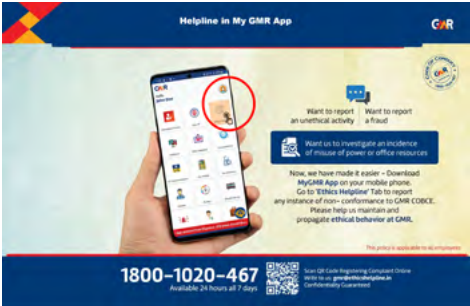
www.in.kpmg.com/ethicshelpline

Through proactive engagement and training, GMR Airports has cultivated an open culture where employees feel supported in reporting ethical concerns, reinforcing trust across all levels.

Cases reported through the Ethics Helpline are first reviewed and approved by an ombudsperson appointed by the Board Chairman, followed by the CEO of the relevant

department. Once approved, these cases proceed to the Ethics and Integrity team, based across various business locations, for investigation. Investigations are conducted in alignment with the procedures outlined in the Ethics Policy and the Ethics Manual, with senior management overseeing progress through monthly MIS (Management Information System) reports. The timeliness of case resolution is also carefully tracked to ensure prompt closure.

For cases requiring disciplinary action, the Ethics department provides recommendations, which are then reviewed and finalised by the CEO and HR, based on the severity of the infraction.



Promoting an Ethical Culture: Education, Engagement, and Awareness

Building a culture of ethics at GMR Airports means empowering every employee with the knowledge, resources, and confidence to make ethically sound decisions. Key initiatives include:

- **Ethics Barometer:** An annual quiz designed to prepare employees for real-world ethical scenarios, enhancing their decision-making skills in line with GMR's values.
- **Mandatory Ethics Training:** New employees complete comprehensive training on COBCE, whistleblower protections, and conflict of interest policies, with annual refreshers for all staff. 100% of our employees are communicated about the Code of Business Conduct and Ethics (COBCE) and provided mandatory training on ethics at the time of induction. Compliance with the COBCE is required for all employees, and its acceptance is mandatory for performance appraisals.
- **Ethics Awareness Programmes:** Regular sessions for employees, partners, and suppliers, covering ethics policies and promoting a speak-up culture.
- **Ethics Council:** A council comprising CEOs and senior leaders fosters open dialogue on ethics, gathering insights to continuously enhance GMR's ethical climate.

- **Digital and Visual Engagement:**
 - **Ethics Posters and Mailers:** Digital reminders on ethics are shared through computer wallpapers and intranet posts, keeping ethical principles front of mind.
 - **Recognition Programmes:** Recognising employees who exemplify ethical behaviour reinforces our commitment to integrity and rewards those who lead by example.

- Regular feedback from stakeholders reflects their appreciation for GMR Airports' ethics framework:
- **Employee Feedback:** Surveys indicate strong support for our open reporting channels, with employees valuing the confidentiality and responsiveness of the Ethics Helpline.
- **Partner Perspectives:** Training feedback from vendors and suppliers affirms the clarity of our ethics

expectations and their alignment with GMR's values. In FY 2023-24, **494 suppliers were provided training on GMR's Code of Business Conduct and Ethics (COBCE).**

- **Continuous Improvement:** Stakeholder input informs our ongoing efforts to strengthen policies, create user-friendly resources, and maintain the highest standards of ethics.



Promoting an Ethical Culture: Education, Engagement, and Awareness

Our ethics journey has gained recognition and marked significant achievements, reflecting GMR Airports' dedication to maintaining high standards:

- **Positive Trends in Ethical Culture Scores:** Our regular culture surveys have shown an increase in ethical awareness and engagement, demonstrating the impact of our ongoing initiatives.
- **Ethics Helpline Success:** The increasing use of the helpline indicates employee trust in our whistleblower mechanisms, highlighting the strength of our ethical culture.
- **External Ethics Review 2024:** In GMR Airports' commitment to fostering ethical excellence, an **Ethics centric External Review was voluntarily conducted for FY 2023-24** which provides an in-depth look at initiatives that align with the Group's core values and regulatory standards. By implementing a robust framework of policies and promoting an open culture of accountability, GMR has embedded ethical practices across all levels. The report details structured approaches to incident resolution, comprehensive training programmes, and the operational transparency provided through the Ethics Helpline. These efforts contribute to GMR Airports' sustainability goals by reinforcing trust, integrity, and responsibility across operations. For further details, the full report is available here.

494 suppliers were provided training on GMR's Code of Business Conduct and Ethics (COBCE)



Future Targets and Roadmap: Our Vision for Enhanced Ethical Standards

For GMR Airports, ethics and integrity are more than policies—they are the principles that guide us toward sustainable growth. By embedding ethical values deeply within our organisational culture, we build resilience, inspire trust, and contribute to the long-term success of our business. Our ongoing commitment to integrity remains a cornerstone of our sustainability vision, ensuring that GMR Airports is recognised as a responsible, transparent, and ethical leader in the aviation industry.

GMR Airports remains committed to advancing its ethics framework through strategic initiatives and ambitious targets outlined in our **Ethics and Integrity Strategy 2025:**

- **Expanding Ethics Engagement Across the Supply Chain:** Extending ethics training to suppliers and partners will create a

unified ethical standard across our entire ecosystem.

- **Developing a Centralised Digital Ethics Portal:** By 2025, we plan to launch an interactive ethics portal, providing employees with resources, policies, and tools for ethical decision-making.
- **Advanced Ethics Training Programmes:** Scenario-based trainings will equip employees to navigate complex ethical challenges, further embedding integrity in all operations.

These goals are designed to ensure that our ethics and integrity practices evolve in response to emerging global standards, enabling us to lead by example in ethical corporate governance.

Tax Transparency in Aviation Operations

Commitment to Tax Compliance

GMR Group prioritises tax compliance with integrity, treating it as a cornerstone of its societal mission. Our approach is underpinned by:

- | | | |
|--|--|--|
| 1
A proactive tax team ensuring adaptability to evolving laws. | 2
Technology-driven, process-oriented functions for accurate, timely compliance. | 3
Robust governance through third-party audits and monitoring. |
| 4
Transparent, full disclosures to tax authorities. | 5
Alignment with societal needs and respectful engagement with authorities. | |



Future Targets and Roadmap: Our Vision for Enhanced Ethical Standards

Centre for Taxation

The group has developed Centre of Excellence for Taxation (Tax COE) which harmonise tax policies across the group, reflecting tax as a material concept and ensuring transparency, consistency, and accountability.

Directive Principles

In line with global expectations for responsible business practices, our tax directive principles include:

Compliance

A structured COE model with validation systems, four-eye reviews, and make-checker mechanisms.

Governance

Digital dashboards and internal audits for monitoring.

Trust & Transparency

Fostering integrity and proactive communication with authorities.

Stakeholder Engagement

Building respectful relationships with authorities and consultants.

Training

On-the-job and external skill development for team growth.

Strategic Approach

Tax functions emphasise trust, transparency, and consistency through:

Process Augmentation

SOPs, checklists, and workflows for enhanced efficiency.

People Empowerment

Continuous training and career progression opportunities.

Technology Integration

Automation of compliance tasks and adaptation to tax changes.

Key Value Drivers



Standardisation



Leveraging Technology



Strategic Prioritisation



Defined Roles



Performance Management



Knowledge Management



Tax Administration Reforms



Value-Added Activities

Future Targets and Roadmap: Our Vision for Enhanced Ethical Standards

Tax Strategy & Transformation

GMR treats tax as a consequence of business operation. Decisions are guided by commercial substance, supported by robust internal frameworks and external consultation. Our tax transformation journey focuses on transparency, technology, and process-driven practices.

People

- Organisation structure for tax function with clearly defined roles & responsibilities
- Robust performance management framework linked to KRA/KPIs
- Strong L&D framework to ensure continuous learning/upskilling

Process + Data

- Standardised processes through clearly defined process flows with identified process owners and considering SLAs & Escalation matrices
- Structured and qualitative review process
- Proactive reconciliations
- Strong framework for documentation storage/retrieval and archival

Technology

- Technology enablement/automation of processes
- Internally developed tools for compliance

Litigation & Consultation Framework

With zero tolerance for non-compliance, the group minimises litigation through structured notice tracking and prompt submissions. Major transactions are supported by a consultation framework addressing tax issues proactively.

Learning & Development

Regular training, newsletters, compliance calendars, and guidance notes ensure the tax team remains informed and efficient.

Tax L&D Framework

	Develop L&D Framework 	Develop Training Curriculum 	Identify Training Partners 	Deliver and Evaluate Training	
Key Activities	• Assess training needs • Conduct surveys/ interviews with internal stakeholders to gather inputs on learning needs	• Develop Training Curriculum ('what, 'when' and 'for whom') • Define training data and other requirements to develop content • Recommend method of delivery, format and logistics	• Allocate responsibility to identified training lead within Tax COE • Identify external training partners for specified topics • Identify training materials that can be leveraged through E-learning /Web Based Learnings	• Identify instructors • Rollout training calendar • Release instructions for accessing WBTs • Track participation • Outline target completion dates & assessment criteria	• Conduct training feedback survey/ & analyse results to evaluate effectiveness • Update training materials based on evaluation/ feedback
Outcomes	Training Needs assessment/ validation	• Training curriculum • Learning journeys by role i.e. detailed role mapping to training	Instructor-Led Training & Web-Based Training material	• Deliver training • Track registration and training completions • Target completion dates & assessment criteria	Apply feedback to update training plan

Contribution to the Exchequer

- **Direct Contribution:** Entities across the group meet Income Tax obligation by paying necessary taxes (advance tax and/or self-assessment taxes) wherever required and filing the tax returns.
- **Indirect Contribution:** Contributions include GST, withholding taxes, and statutory contributions like PF and ESI.



Navigating Uncertainties:

GMR Airports' Risk Management Framework

GMR Airports' Risk Management Framework

Effective risk management is essential for the resilience and sustainability of GMR Airports. Enterprise Risk Management (ERM) framework enables GMR to systematically identify, evaluate, and address potential risks across its operations.

This structured approach is aligned with industry-recognised frameworks, supporting consistent oversight and proactive mitigation of risks that may impact business objectives and stakeholder value.

Leadership Involvement in Risk Management

The **Risk Management Committee (RMC)**, at the Board level, reviews the effectiveness of the risk management systems at least semi-annually and tracks key risks and the status of risk mitigation initiatives during these reviews. The RMC periodically reviews the risk management policy and framework with the objective of ensuring that it takes into account regulatory developments in the area of Enterprise Risk Management and fits into the specific requirements of the business of the Company. The framework includes processes for identifying internal and external risks—financial, operational, reputational, regulatory, sectoral, sustainability (including ESG), information security, and cyber risks—along with measures for risk response, internal controls, and business continuity plans. The RMC reviews, approves and provides feedback on top risks identified. Further, the Board is apprised on the risks evaluated on an annual basis, through the RMC.

The Audit Committee of the Board also reviews the risk framework and methodology as well as the key risks and mitigation strategies on an annual basis.

Risks for major subsidiaries are also tracked and reviewed by the Management and RMC of respective subsidiaries.

Given the nature of the business, upfront risk assessment is an important activity when the Company bids for airport concessions. The ERM team conducts risk assessment and shares the risk analysis, including sensitivities and scenarios, with the Business Development Team and the Management Committee of the Board.



GMR Airports' Risk Management Framework

This risk analysis is an important part of the decision-making process with respect to bids for airport concessions.

As such, the Management Committee of the Board evaluates risks associated with significant investment or project decisions before Board approval and incorporates the risk analysis in the bidding decisions.

The Enterprise Risk Management (ERM) team is a part of the Corporate Strategy and Planning Department (CSPD) and is headed by President – CSPD & ERM, who is responsible for setting risk management policies, standards, and frameworks for the entire Group. The department provides guidance and advice on risk management to sectors as needed and presents key enterprise-level risks to the Risk Management Committee (RMC) of GAL semi-annually. Additionally, it reviews corporate and functional-level risks obtained from sectors on a regular basis and performs other roles as assigned by the Group Chairman or as required by organisational needs.

At a business level, the Strategic Planning Group (SPG), at each asset/sector, plays a pivotal role in supporting the Enterprise Risk Management (ERM) team in fulfilling the Company's risk management responsibilities. It facilitates robust risk management practices tailored to the Asset's/Sector's needs in alignment with the Group Enterprise Risk Management (ERM) Framework Policy and Guidelines.

The SPG ensures a risk-aware culture by working closely with the risk owners, response owners, and other stakeholders to integrate risk management into business plans and reporting frameworks.

Additionally, the SPG facilitates business continuity plans, assesses the readiness of sectors to respond to disruptions, and escalates any challenges, concerns, or unforeseen developments.

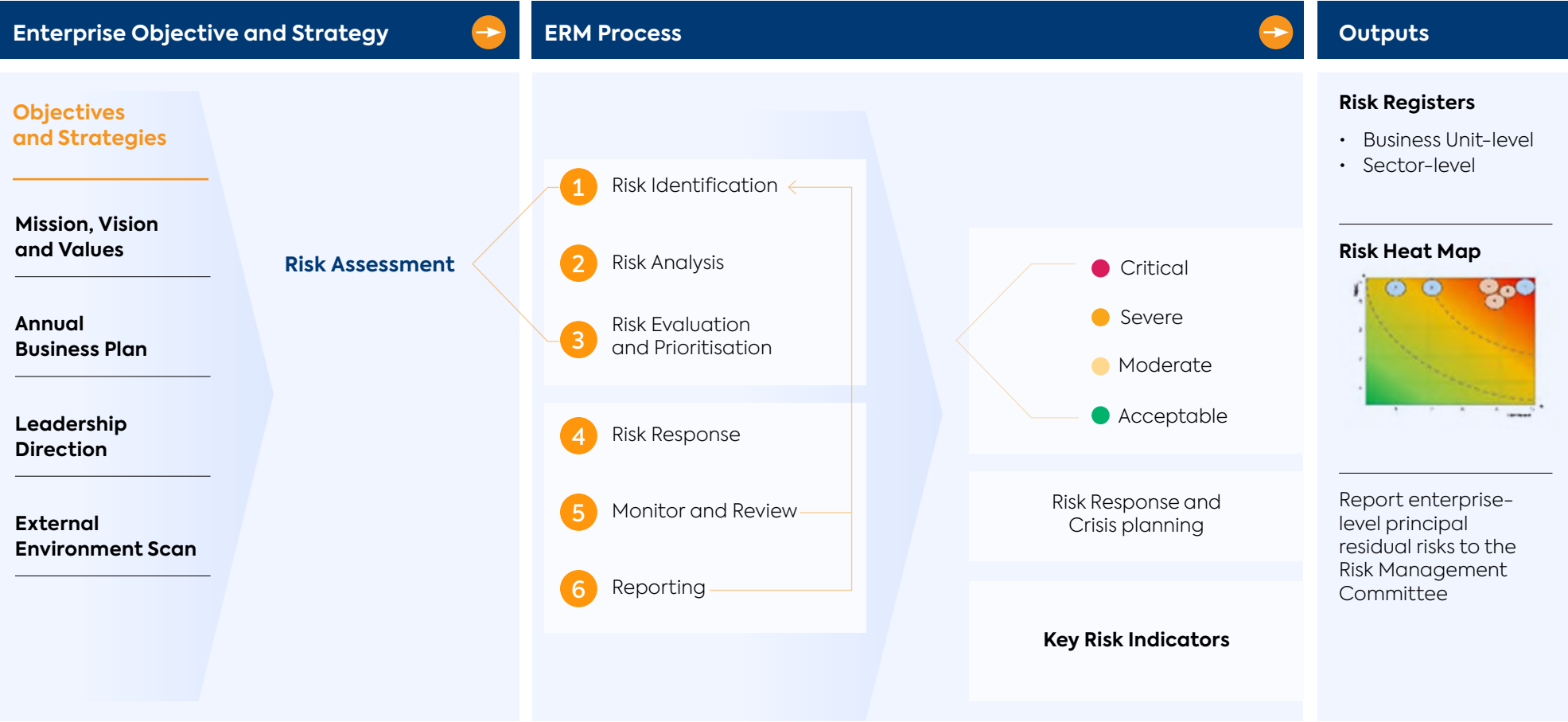


Governing Risk for Resilient Airport Operations

GMR's ERM policy provides a comprehensive framework for risk identification, analysis, and response, incorporating risk governance standards that apply across all assets. It outlines roles and responsibilities and sets criteria for evaluating and managing risks at functional and enterprise levels.

GMR's ERM framework is aligned with **ISO 31000:2018** and **COSO: ERM – Integrating Strategy and Performance (2017)** standards. These alignments ensure a systematic approach to risk management, meeting regulatory compliance and incorporating industry best practices into risk assessment and decision-making processes.

Overview of Enterprise Risk Management at GMR



Comprehensive Risk Identification and Review

Risks are categorised based on their nature—operational, financial, compliance, environmental, or strategic. Each risk's likelihood and potential impact are assessed as a Risk Score to determine priority levels. The ERM framework scores risks on a 25-point scale, considering the probability and impact.

• **Prioritisation of Identified Risks:**

Risks are prioritised based on their severity, as indicated by the Risk Score. The Asset level CEOs/Steering Committees and SPG teams support this prioritisation process, consolidating asset-level risks into an enterprise-level heat map.

- **Mitigating Actions:** For prioritised risks, tailored risk response strategies are implemented.

Top Risks Identified for GAL Include

- **Arbitration/Litigation Risks:** There are ongoing litigations that relate primarily to the interpretation of various clauses in Concession documents.
- **Regulatory Risks:** There are uncertainties in how the regulators interpret, amend and impose tariff regimes.

- **Reputation Risks:** A variety of factors affect Company's reputation. Incidents, mishaps, hardships suffered due to airport connectivity, extreme weather condition, etc. most of which may not be attributable to the Company get the attention/negative perception on social media.
- **Business Environment:** For the aviation sector, sources of risks may include supply side constraints, slow pace of air traffic resumption from China and consolidation amongst the Indian airlines.
- **Cybersecurity Risks:** Risks from hacking due to geopolitical rivalries, or cybercrime done for financial gains can be significant.
- **Geopolitical Risks:** Both Ukraine-Russia conflict and Palestine-Israel conflict have impact on business, trade and tourism that affect company's business.



Comprehensive Risk Identification and Review

Regular Review of Company's Risks

Risk assessments are conducted annually at asset and sector levels and reviewed semi-annually. The Group ERM team consolidates these findings into an enterprise-level report presented to the RMC.

MAG undertakes internal audits, assessing compliance with ERM policies and evaluating the adequacy of risk response measures. The Management Assurance Group (MAG) also updates the Audit Committee on key control issues, including their root cause, recommendation and management action plan.

Additionally, appropriate reviews are undertaken by the Ethics & Integrity (E&I) department which also houses the Forensics team to continuously address any fraud, bribery, corruption and other such aspects. The E&I department reports on key metrics to the Audit Committee on a regular basis.

[+ Read more](#)

GMR Airports puts a special focus on cybersecurity as a critical risk, given its increasing potential of impact on its business. Chief Information Security Officer (CISO) presents the key risks and mitigation plan to the RMC at least on an annual basis. Considering this, Integrated Cyber Defence Centre (ICDC) has been developed to continuously review and mitigate any associated risks.

[+ Read more](#)

Emerging Risks

GMR actively monitors for emerging risks across operational and strategic areas. Notable emerging risks include:

- **Technological Disruptions:** Rapid changes in technology could affect operational resilience, particularly in areas dependent on IT infrastructure.
- **Climate Change Impacts:** Increased frequency of extreme weather events may disrupt airport operations and necessitate long-term infrastructure resilience strategies.



Risk Culture

The ERM framework at GMR Airports provides a disciplined approach to managing both current and emerging risks. With strong governance, consistent risk review processes, and a proactive risk culture, GMR is well-positioned to mitigate risks effectively, enhance operational resilience, and support sustainable growth.

Risk Management at GAL covers entire lifecycle of risks. GAL businesses periodically revise and update their risk registers and present to the audit committee.

Bid Stage



Project Stage



Asset Stage

Country Profile/ Inherent Risks

- Country risk
- Factors influencing aviation industry
- Factors impacting major value drivers/assumptions, including Traffic/Capex/Opex
- Concession Terms
- Partnership Risk Assessment
- Regulatory review

Risk Register (Bid-Stage)

Stage-Gate/Project Risk Management

- Risks to key milestones (for management decisions)
- Project Risk Management
- Construction Risk Management
- Environment Risks

Risk Register (Project-Stage)

Operations Risk Management

- Regulatory Risks Analysis
- Scenario Analysis
- Model Stress Test
- Risk Management Workshops

Risk Register for Management Decisions

As a part of the risk culture at GMR Airports, risk management strategy is integrated across the project lifecycle, with stage specific risk evaluations from bidding to asset operationalisation stage. Risk registers are prepared

for each stage which feeds into the subsequent stage for risk consideration and mitigation.

To further promote integration of risk culture across the organisation, GMR provides training on ERM practices,

emphasising risk identification, analysis, and mitigation skills. Sector-specific training ensures relevance to each team's risk environment.

Safeguarding Against Externalities: Cybersecurity and Data Privacy

In today's aviation landscape, cybersecurity is paramount. The aviation sector's reliance on interconnected systems heightens its vulnerability to cyber threats, which can impact both safety and data integrity. At GMR Airports, cybersecurity is a critical component of our commitment to sustainable and secure airport operations. Through our Airport Cyber Security Framework (ACSF), we ensure that aviation infrastructure remains resilient against cyber threats, protecting the interests of passengers, stakeholders, and our operational integrity.

Framework Overview: Airport Cyber Security Framework (ACSF)

ACSF is a comprehensive model designed to fortify aviation infrastructure against evolving cyber threats while preserving operational continuity. Developed in alignment with international aviation security standards, the ACSF has six core pillars:



Safeguarding Against Externalities: Cybersecurity and Data Privacy

Risk Governance and Oversight

- Clearly defined roles and responsibilities for managing cyber risks
- Establishing ownership for risk management
- Robust processes for third-party risk management

Defensive Measures and Safeguards

- Setting domain-wise minimum baseline security standards
- Development of operating guidelines
- Foster collaboration to strengthen defensive capabilities

Threat Monitoring and Detection

- Proactive security monitoring through Security Operations Centres (SOC) for IT and OT
- Technology risk management measures like vulnerability assessments, penetration testing, etc.

Incident Response and Recovery

- Definition of incident management processes with clear roles and responsibilities
- Identification of KPIs for effective incident resolution

Continuity and Restoration

- Business continuity and resilience planning
- Crisis management and communication strategies for disruptions

Post-Incident Insights and Enhancements

- Continual improvement through post-incident analysis
- Implementation of enhancements to strengthen cybersecurity

This multi-layered defence strategy ensures our operations remain resilient and responsive to potential cybersecurity incidents, minimising disruptions and safeguarding passenger data and aviation systems.

24/7 Cyber Vigilance: Security Operations Centre (SOC)

Our state-of-the-art, 24/7 Security Operations Centre (SOC) serves as the nerve centre for detecting and responding to cyber threats. The SOC integrates advanced technologies, including AI and machine learning, to analyse network flows, user behaviours,

and external threat intelligence, enabling dynamic threat modelling. By combining this with continuous monitoring of network endpoints, applications, and internet-exposed assets, the SOC delivers proactive defence measures that ensure operational stability.



Safeguarding Against Externalities: Cybersecurity and Data Privacy

Cybersecurity Governance: Policies and Compliance

GMR's cybersecurity strategy is rooted in a robust governance structure that includes:

- **Information Security and Cybersecurity Policy:** Our central policy guides all information security practices within GMR, with regular reviews by top management and the Group Chief Information Security Officer.
- **Privacy Policy:** In line with India's Information Technology (Reasonable Security Practices and Procedures and Sensitive Personal Data or Information) Rules 2011, our policy ensures data privacy through principles of notice, consent, and collection limitation.
- **ISO 27001 Compliance:** Our cybersecurity framework adheres to ISO 27001:2022 standards, covering areas such as asset management, access control, and operational security. All three operating Indian assets are ISO 27001 certified. Since 2018, GMR has maintained compliance with these standards,

reinforcing our commitment to internationally recognised information security protocols.

The implementation of these frameworks is overseen by the Group Chief Information Security Officer (CISO) and the IT security team. The team also conducts vulnerability analysis maintaining a track of asset wise vulnerabilities along with the description, solution provided, asset criticality, severity of the incident, segregating them across servers, networks, devices, etc. This includes engaging with third party agencies to conduct vulnerability analysis and simulated hacker attacks. Additionally, we have a dedicated Business Continuity Process (BCP) team which conducts BCP tests at regular time intervals as per their process manual. Further as a part of the overall risk oversight, Risk Committee of the Board reviews the performance on the front. As per the cyber crisis management plan (under the IT security policy) which includes cyber incident response procedures, business continuity, contingency plans and incident response procedures are reviewed annually.

Incident Management and Response Readiness

GMR's approach to incident management emphasises preparedness and resilience through:

- **Cyber Crisis Management Plan:** Aligned with NCIIIPC guidelines, this plan outlines protocols for managing cybersecurity incidents, including roles, responsibilities, and mitigation strategies.
- **Business Continuity Planning Policy:** Focused on Recovery and Contingency planning, our

policy ensures rapid restoration of operations in case of disruptions.

- **Information Systems (IS) Audit Policy:** This policy covers scope, periodicity, and closure procedures, with independent audits verifying compliance and identifying areas for improvement.

In FY 2023-24, there were no incidents related to cybersecurity or data privacy were reported. Additionally, internal audits were conducted to ensure the highest standards of cybersecurity and data privacy are upheld.



Safeguarding Against Externalities: Cybersecurity and Data Privacy

Protecting Data Privacy: Ensuring Confidentiality and Integrity

Our organisation is fully dedicated to maintaining the privacy and security of our data. To protect sensitive information, we use advanced encryption methods to secure data both when stored and during transmission, preventing unauthorised access. We also employ secure sharing protocols that enable safe collaboration while preserving data integrity.

We have established strong identity and access management practices, including privileged identity management, to ensure that only authorised individuals can access pertinent information. This strategy not only reduces the likelihood of data breaches but also enables us to effectively monitor and manage access.

Employee Training: Empowering Our Team Against Cyber Threats

We recognise that employees are our first line of defence. GMR conducts monthly cybersecurity training sessions covering:

- **Password and Device Security:** Ensuring the secure use of work devices and multi-factor authentication.
- **Phishing Awareness:** Educating employees on identifying and reporting malicious emails.

- **Incident Reporting:** Providing clear protocols for reporting potential cyber incidents, enabling prompt response and mitigation.

These sessions are complemented by regular security awareness communications, ensuring our workforce stays informed and vigilant. In addition to the regular campaigns conducted for cybersecurity, 11 cybersecurity/IT security trainings were conducted with participation of 390 participants.

Future Roadmap: Innovating for Resilient Cybersecurity

GMR is dedicated to advancing its cybersecurity practices in harmony with emerging technologies like artificial intelligence (AI) and machine learning (ML) that we have already embraced. Our future roadmap focuses on maintaining alignment and enhancing our efforts with both national and international cybersecurity standards. We aim to expand our frameworks to surpass industry developments and strengthen governance to ensure that cybersecurity resilience is integrated into all aspects of our operations.





Towards a Resilient and Responsible Supply Chain

Towards a Resilient and Responsible Supply Chain

At GMR Airports Limited, sustainable procurement is not just a policy but a commitment integrated into every level of the supply chain. Guided by ISO 20400:2017 Sustainable Procurement standards, GMR’s approach embraces transparency, accountability, and sustainability across all procurement activities. Supported by an engaged top management and dedicated ISO 20400 Audit Committee*, GMR strives to shape a supply chain that aligns with corporate values, bolsters ethical partnerships, and fosters resilience for a sustainable future.

*GMR recently achieved this certification in June 2024

Five Core Pillars of Sustainable Procurement at GMR

1

Championing Environmental Responsibility in Sourcing



Enhancing Resource Efficiency

GMR places a strong emphasis on collaborating with suppliers who adopt resource-saving initiatives including energy-efficient production methods, sustainable sourcing of materials, and effective water conservation practices. This commitment integral to our supply chain strategy, as we actively encourage our partners to implement technologies and processes that reduce their environmental impact.



Committing to Waste Reduction and Circular Economy Principles

GMR is committed to zero-waste philosophy and collaborates with suppliers to implement circular economy practices such as recycling, reuse, and sustainable packaging. We expect our suppliers to actively reduce single-use plastics and unnecessary packaging while establishing recycling programmes to minimise landfill waste.



Reducing Carbon Footprint

Through emission-reducing practices such as optimising logistics routes, using low-carbon transportation, and adopting renewable energy, GMR and its partners strive to meet carbon reduction goals and contribute to global climate targets.

Additionally, suppliers are required to adhere to all environmental compliances including pollution, waste, water, and biodiversity.

Towards a Resilient and Responsible Supply Chain

2

Building Social Responsibility and Fair Labour Practices into the Value Chain

- **Ensuring Fair Labour Standards:** GMR enforces fair labour practices within its supply chain by requiring suppliers to adhere to labour laws on wages, working hours, and conditions, while upholding safe and respectful workplaces for all employees and contractors working directly with the supplier.
- **Encouraging Community Engagement and Local Development:** GMR promotes partnerships with suppliers that actively contribute to their communities, create local employment opportunities, and participate in social development initiatives. Suppliers are encouraged to invest in local projects and collaborate on community-focused sustainability programmes in line with the applicable guidelines and rules laid out by the Government and regulatory agencies.
- **Championing Diversity and Inclusion:** GMR's supply chain supports a culture of inclusivity, requiring suppliers to promote equal opportunities.

3

Upholding Ethical Business Conduct throughout the Supply Chain

- **Promoting Transparency and Integrity:** GMR requires transparency and accountability from all partners within its supply chain. Suppliers are expected to adhere to the highest ethical standards by providing accurate and truthful information regarding their practices and operations.
- **Zero Tolerance for Corruption:** In line with a stringent anti-bribery and anti-corruption policy, GMR's suppliers are prohibited from engaging in unethical behaviour, including bribery, kickbacks, or nepotism. Suppliers are encouraged to implement internal anti-corruption programmes to prevent unethical practices.
- **Mitigating Conflicts of Interest and Ensuring Fair Trade:** GMR requires suppliers to avoid conflicts of interest and adhere to fair trade practices. This includes prohibiting unfair competition, monopolistic practices, or actions that could compromise GMR's integrity and reputation within the industry. Additionally, suppliers can also reach out GMR officials either directly or through the Whistleblower mechanism laid out.

4

Engaging Stakeholders and Building Partnerships for Mutual Success

- **Prioritising Ethical Sourcing Partnerships:** GMR is committed to partnering with suppliers who share its values for ethical sourcing and responsible business practices. This collaborative approach fosters long-term relationships that support shared sustainability goals and ethical integrity.
- **Comprehensive Supplier Training and Development:** GMR empowers suppliers by providing training on ESG compliance, best practices, and the Company's sustainability requirements. Training sessions are tailored to meet the diverse needs of GMR's suppliers, ensuring alignment with the ISO 20400 Sustainable Procurement Standards, and include workshops on sustainable sourcing, human rights, and environmental management.

Towards a Resilient and Responsible Supply Chain

5

A Culture of Continuous Improvement and Policy Adaptation

- **Feedback-Driven Performance Management:** GMR uses structured feedback mechanisms, performance evaluations, and audits to identify improvement areas across the supply chain. Suppliers are encouraged to innovate and continually refine their practices to enhance sustainability outcomes.
- **Regular Policy Review and Realignment:** The sustainable procurement policy is periodically reviewed and updated to stay in line with global trends, regulatory changes, and GMR's evolving sustainability objectives. This continuous alignment allows GMR to adapt proactively to emerging challenges and maintain a forward-thinking approach in sustainable procurement.
- **Vendor Satisfaction Survey:** GMR interacts with its suppliers annually to gauge their overall satisfaction levels. By gathering feedback on various aspects such as our EHS practices, communication, green initiatives, governance, support for contract execution, and ethical practices, these surveys provide valuable insights for improving vendor relationships and enhancing the company's sustainability performance.



Setting High Standards: GMR Supplier Code of Conduct

GMR's Supplier Code of Conduct defines the values and principles that all suppliers must adhere to, covering comprehensive guidelines on human rights, environmental accountability, and ethical practices.

This Supplier Code of Conduct, formally known as 'Supplier Code of Conduct & Business Ethics', is one of the most critical components of the Sustainable Procurement Approach at GMR as all suppliers onboarded have to sign-off and provide a declaration committing to the Supplier Code of Conduct.

Human Rights and Labour Standards: Protecting Dignity and Ensuring Fair Treatment

- **Guaranteeing Safe and Respectful Working Conditions:** GMR mandates that suppliers provide a work environment that is safe, free from abuse, harassment, and discrimination. Suppliers must ensure compliance with wage laws, overtime regulations, and provide fair treatment at all organisational levels.

- **Prohibiting Forced and Child Labour:** Suppliers are strictly prohibited from engaging in forced, bonded, or child labour. Employment terms must be transparent, documented, and agreed upon voluntarily. GMR requires regular audits to confirm compliance with these standards.
- **Supporting Freedom of Association:** GMR requires its suppliers to allow freedom of association and collective bargaining across locations in line with the applicable laws.

Environmental Responsibility: Encouraging Eco-friendly Practices in the Value Chain

- **Energy and Emission Management:** Suppliers are expected to implement sustainable practices that minimise their environmental footprint. This includes reducing energy consumption, sourcing renewable energy, and adopting efficient operational processes.
- **Waste Management and Pollution Control:** GMR advocates for suppliers to implement effective waste management, minimise pollutants, and reduce waste

disposal in landfills through recycling, reusing, and responsible disposal practices.

- **Improvement Objectives:** GMR requires all suppliers to operate under a systematic process of planning, training, implementation, monitoring and evaluation for review of the impact caused on the environment including biodiversity. Further, suppliers are encouraged to use new progressive environmental technologies that lead to measurable improvements in terms of environmental impact.



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Guardians of Safety

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Rigorous Supplier Screening, Assessment, and Development Framework

Driving Local Procurement and Ensuring Data Security

Sustaining Progress and Future Outlook for GMR's Supply Chain

2030 & Beyond

Setting High Standards: GMR Supplier Code of Conduct

Ethical Standards: Building Integrity and Fair Competition

- **Commitment to Anti-Bribery and Anti-Corruption:** GMR maintains zero tolerance for bribery, requiring suppliers to prevent unethical practices within their operations and uphold fair and transparent trade.
- **Promoting Fair Competition:** GMR ensures a level playing field within its supply chain, requiring suppliers to adhere to ethical business practices that respect fair competition and discourage anti-competitive behaviour.
- **Governance Parameters:** In order to further strengthen the governance related aspects concerning supply chain, GMR requires its suppliers to maintain business continuity, prohibit insider trading, development management systems (including documentation, audits and implementation plans and corrective actions), ensure confidentiality of information, align with GMR branding guidelines, and reporting concerns through whistleblower mechanism.



Strengthening Sustainable Procurement with Strategic Governance

Sustainable Procurement Policy outlines our commitment to sourcing materials and services from suppliers who demonstrate environmental stewardship and social responsibility. This policy is further supported by the Supplier Code of Conduct and the underlying SOPs and manual which include criteria for evaluating suppliers based on their sustainability practices. From an implementation standpoint, the policy and code of conduct are implemented by the Central Procurement Team in conjunction with the respective business units and the Corporate ESG team.

The team also provides updates on actions taken with respect to enhancing sustainable supply chain approach to the **Board ESG Committee and the Group Level ESG Steering Committee**.

- **Governance and Accountability Through ISO 20400:** GMR's **ISO 20400 Audit Committee, led by the Group Chief Procurement Officer (GCPO)**, ensures

compliance with sustainable procurement standards and oversees the Supplier Code of Conduct. This governance framework provides a structured approach to maintaining supplier accountability, conducting regular audits, and adjusting procurement policies to meet GMR's ESG goals.

- **Supply Chain Risk Assessment:** Effective risk management is crucial to our sustainable supply chain governance. We identify potential risks associated with ESG factors and develop strategies to mitigate these risks. Key components include:
 - **Supply Chain Risk Assessment:** We conduct regular assessments to identify vulnerabilities within our supply chain, including climate change impacts, resource scarcity, and labour issues. This proactive approach enables us to develop contingency plans and enhance resilience.

- **Supplier Audits and Compliance Checks:** Regular audits of suppliers help ensure compliance with our sustainability standards. Non-compliance triggers corrective actions, and we work collaboratively with suppliers to address any deficiencies.
- **Crisis Management Protocols:** In the event of disruptions, we have established protocols to respond quickly and effectively. This includes maintaining open communication with stakeholders and implementing alternative sourcing strategies when necessary.

- **Supplier Exclusion and Non-Compliance Remediation:** GMR enforces a clear exclusion policy for suppliers failing to meet ESG requirements within designated timeframes. This proactive approach ensures a high standard of accountability, as only suppliers aligned with GMR's sustainability values are retained in the supply chain.

- **Supplier Capacity Building Programmes:** GMR's dedicated training programmes cover key sustainability areas, including ISO 20400 standards, ethical conduct, and the environmental management practices required under GMR's Supplier Code of Conduct. By providing targeted resources, GMR empowers suppliers to enhance their ESG performance and align closely with GMR's sustainability objectives.



Rigorous Supplier Screening, Assessment, and Development Framework

Holistic Supplier Screening on ESG Criteria

- GMR uses a multi-dimensional supplier screening process to evaluate critical ESG parameters, including ESG standards, and specific risks related to geography, sector, or commodity type. This comprehensive assessment ensures all significant suppliers are responsible partners in GMR's sustainability mission.
- Such screening is conducted during the onboarding of new vendors and are made aware of our sustainability-related policies and requirements through training and communication.

Robust Supplier Assessment and Improvement Process

- Assessments of existing vendors are conducted twice a year, in the months of April and October, for orders executed in the last six months. For this purpose, Vendor Performance Evaluation methodology has been developed by the Vendor Development Cell (VDC), a part of the Group Procurement team which works

with business teams to identify key suppliers whose performance is to be evaluated. Supplier selection for performance evaluation shall be based on the following criteria:

- Suppliers who have fulfilled their order commitment amounting to INR 25 Lakhs and above, prior to the end of the specified period.
- Long-term service providers (housekeeping, CMC, AMC, etc.) which have completed one full year term prior to the end of the specified period.
- The business team evaluates the shortlisted vendors based on criteria specified in the Group Procurement vendor evaluation format and SOP. Evaluation is conducted on the following aspects, which are further divided into various parameters:
 - Quality: Quality of supplied material/workmanship/tools and tackles/manpower.
 - Adherence with Contractual Obligations Towards Claims: Price competitiveness/reasonableness of claims/cost escalation/timely submission of claims.

- Delivery/Timelines: Adherence to timelines/timely availability of resources (manpower, equipment, and material).
- Management Systems & Statutory Compliances: Reporting/HSE compliances/statutory compliances.
- Environmental, Social, and Governance (ESG): Environmental contribution/employee management/governance.
- Ethical Behaviour: Work ethical behaviours/criminal conduct/transparency/complaints (internal/external).

- Currently these assessments are desk based, through documentation reviews, requiring suppliers to demonstrate compliance with ESG standards through policies, certifications, and records. However, going forward GMR intends carrying out on-site assessments using either internal teams or accredited third-party auditors. These audits evaluate the suppliers' environmental practices, safety measures, and labour conditions to ensure alignment with the Supplier Code of Conduct.



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2030 & Beyond

Rigorous Supplier Screening, Assessment, and Development Framework

Supportive Corrective Action Plans

For suppliers found to have performance gaps, GMR provides corrective action plans and closely monitors progress to foster continuous improvement.

- Based on the feedback received from the business team through supplier performance evaluation, the VDC team consolidates the evaluation scores and assign appropriate ratings based on predefined criteria categorising the suppliers as ‘Very Good’, ‘Good’, ‘Fair’, or ‘Poor’.

- When performance is rated as ‘Poor’, and no satisfactory reply/ action plan is received, a supplier can be put on ‘holiday’ for a period from one to three years depending upon the evaluation. Suppliers can be blacklisted/suspended permanently due to ethical issues, based on recommendation and approval of Chief Group Procurement Officer.

Supplier Capability Building Programmes

- In line with the corrective action plan, GMR works with its suppliers towards building their capability and train them on aspects such as supplier code of conduct and avenues to improve ESG performance.
- In addition to the suppliers, internal employees working with suppliers are provided trainings on procurement SOPs, procurement related policies, ISO 20400 standard and related aspects, supplier code of conduct, EHS and ESG, and other related guidelines such as the Business Code of Conduct & Ethics, Anti-Bribery & Anti-Corruption Policy and Gift Policy.

Measuring Success: KPIs for Sustainable Procurement

Supplier Code of Conduct

Number of suppliers complying with Supplier Code of Conduct	2,121
% of suppliers complying with Supplier Code of Conduct (including ESG parameters) on the basis of self-declaration	100%

Supplier Assessments

% of suppliers assessed on ESG Considerations/Supplier Code of Conduct	12%
% of purchases assessed on ESG Considerations/Supplier Code of Conduct	10%
% of new suppliers screened for ESG Considerations/Supplier Code of Conduct	100%

Local Procurement

Money spent on local supplier for procurement (in INR Crores)	2,963
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Supplier Development

Number of suppliers participating in GMR's capacity-building programmes	93
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Navigating New Horizons

Greener Skies Ahead

Creating an Empowered Workforce

Guardians of Safety

Creating Shared Value

Elevating Passenger Experience at GMR Airports

Leading with Integrity and Accountability

Navigating Uncertainties

Towards a Resilient and Responsible Supply Chain

Towards a Resilient and Responsible Supply Chain

Setting High Standards

Strengthening Sustainable Procurement with Strategic Governance

Rigorous Supplier Screening, Assessment, and Development Framework

Driving Local Procurement and Ensuring Data Security

Sustaining Progress and Future Outlook for GMR's Supply Chain

2030 & Beyond

Driving Local Procurement and Ensuring Data Security

- **Local Procurement for Community and Economic Development:** GMR emphasises local procurement as a cornerstone of its sustainable supply chain strategy, focusing on reducing transport-related emissions, supporting local economies, and creating jobs within the communities where it operates. By prioritising local suppliers, GMR not only supports regional economic growth but also strengthens community relationships and demonstrates a commitment to responsible sourcing on a local scale.
- **Data Protection and Privacy Compliance (DPDP Act):** GMR would also require all suppliers to adhere to the Data Protection and Privacy (DPDP) Act (once in force). This will ensure that sensitive data related to procurement processes and business relationships is handled securely. This compliance requirement applies to all stages of the procurement process, reinforcing GMR's commitment to data security and ethical business practices within its supply chain. Through regular audits and data handling training, GMR ensures suppliers are well-equipped to manage data responsibly and safeguard GMR's integrity.



Sustaining Progress and Future Outlook for GMR's Supply Chain

- **Future Goals and Commitments:** As GMR continues to expand its sustainable procurement initiatives, the Company remains focused on enhancing transparency, fostering innovation, and exploring new technologies to advance ESG compliance in its supply chain. Goals for the coming years include deeper integration of environmental conservation strategies, expanding partnerships with green-certified suppliers, and increasing the adoption of low-carbon and low-waste practices across important suppliers.
- **Continuous Innovation in Supplier Engagement:** To further elevate its supply chain sustainability, GMR plans to explore cutting-edge technologies monitoring of supplier performance. By leveraging these innovations, GMR aims to create a future-ready supply chain that upholds the highest standards of environmental and social responsibility while meeting the evolving needs of stakeholders and global regulations.
- **Commitment to Transparent Reporting:** Transparency is at the core of GMR's sustainable procurement approach. Moving forward, GMR will continue to strengthen reporting on its supply chain sustainability progress, sharing metrics on environmental impact, social contributions, and governance practices. These reports will highlight success stories, areas for improvement, and milestones achieved, fostering trust and accountability with stakeholders, investors, and the public.

GMR's sustainable procurement framework, driven by ISO 20400:2017 standards, is a testament to the Company's commitment to ethical sourcing, environmental responsibility, and social equity. By embedding these principles across its supply chain, GMR is not only securing its own operational resilience but also setting a high standard for the industry. Through strong governance, innovative supplier engagement, and transparent reporting, GMR's supply chain serves as a catalyst for positive change, contributing to a more sustainable future for all.



2030 & Beyond:

A Flight Plan for the Future

2030 & Beyond: A Flight Plan for the Future

At GMR Airports, our vision for the years ahead is driven by a commitment to excellence, innovation, and responsibility. Our path forward emphasises on resilience, operational efficiency, and impactful ESG integration.

Our Commitment to Progress

The next decade represents an unparalleled opportunity to redefine the aviation industry's role in addressing global challenges. Guided by our vision and values, GMR Airports will continue to innovate, collaborate, and lead, ensuring a resilient, sustainable, and prosperous future for all.

“
Together, we are building the runway to resilient growth.

Key Focus Areas for the Future

Employees and ESG Excellence

- Conducting human rights assessments to ensure fair and ethical practices across our operations.
- Training employees through dedicated ESG modules to foster awareness and integration of sustainability practices.

Pioneering Technological Innovation

- Pioneering passenger-centric innovations to create seamless journeys and foster a stress-free travel experience.
- Enhancing operational safety through cutting-edge technologies and stakeholder collaboration.

Elevating Stakeholder Engagement

- Deepening partnerships with airlines, regulatory authorities, and local communities.
- Implementing robust materiality assessments to align strategies with stakeholder priorities.
- Building a culture of trust and transparency in ESG disclosures.

Empowering Communities

- Expanding GMR Varalakshmi Foundation's impact through targeted skill development and healthcare programmes.
- Strengthening local economies by creating employment and fostering partnerships.
- Promoting inclusive growth, aligning with India's development goals.

Decarbonisation and Climate Resilience

- Achieving Net Zero Carbon Emissions by 2050, including Scope 3 emissions.
- Expanding renewable energy capacity and exploring Sustainable Aviation Fuels (SAF).
- Climate-proofing infrastructure to adapt to future environmental challenges.
- Expanding multi-modal connectivity through transport hubs at our airports

Governance and Ethical Leadership

- Upholding the highest standards of governance, ethics, and accountability.
- Embedding ESG risk management into board oversight and decision-making.
- Continuously improving disclosures to align with global standards.
- Collaborating with suppliers to adopt sustainable practices and conducting capacity-building programmes to empower vendors and align them with GMR's sustainability objectives.



Awards & Accolades



Environment

DIAL

- Delhi Airport has become the **1st airport in Asia** to successfully achieve ACI Level 5 accreditation under the Airport Council International's (ACI) Airport Carbon Accreditation (ACA) program
- Received ACI Asia-Pacific Green Airport Recognition 2024 - Silver Level for Biodiversity and Nature-Based Solutions
- CII-ITC Sustainability Awards 2024 for commendation in "Excellence in Environment Management"
- CII CAP 2.0 Awards 2024 under the category Climate Action Programme – Oriented
- Delhi Airport has been honoured with the prestigious CII National Award for Excellence in Energy Management 2024, recognised as an Excellent Energy Efficient Unit



GHIAL

- Achieved Level 1 Airport Customer Accreditation in June 2023 Winner of the Acrex Hall of Fame National Level Awards in commercial building category for energy efficiency and sustainability
- GMR Hyderabad International Airport wins CII National Energy Leader and Excellent Energy Efficient Unit 2023
- GMR Hyderabad International Airport earns prestigious Level 4+ Airport Carbon Accreditation
- Green Airports Recognition Gold Award from the Airports Council International (ACI) – Asia-Pacific Region in the year 2023 for Single-Use Plastic Elimination (Category >15-35 mppa)



GGIAL

Adjudged 2nd in the Best Environmental Practices Competition organised by Goa State Pollution Control Board (GSPCB) on the occasion of World Environment Day





Awards & Accolades



Social

DIAL

- Delhi International Airport has once again emerged as the Best Airport in the over 40 Million passengers per annum (MPPA) category in Asia-Pacific region by ACI in the Airport Service Quality Programme (ASQ) for 6th time in a row in 2023 rankings
- Delhi International Airport has been voted as Best Airport in India/South Asia for six consecutive years in Skytrax ranking.
- In terms of Skytrax world airports ranking, Delhi International Airport jumped from rank 50th in 2020 to 45th in 2021 and further to current rank of 36th.
- DIAL achieved 5S certification from National Productivity Council (NPC) under 'Utkrisht Category'.



GHIAL

- Ranked 61st at the 2024 Skytrax World Airport Award
- Winner of Best Airport Staff in India & South Asia 2024 Award from Skytrax
- Achieved 4-star rating in Skytrax audit in July 2023
- Winner of the 2023 Airport Service Quality (ASQ) Award for Best Airport of 15 to 25 Million Passengers Per Annum category in Asia-Pacific
- Wings India 2024 'Best Airport Award in the 10 to 25 Million Passengers Per Annum' category in 2024
- Hyderabad International Airport has been recognised by the esteemed CIRIUM as Second Most On-Time Airport of 2023 globally

GGIAL

- Awarded with 14th Vishwakarma Awards 2023 under the categories of Best Construction Project and Construction HSE Award by Construction Industry Development Council's under Planning Commission (NITI Aayog), Govt. of India.
- Health & Safety Excellence Award awarded by National Investment and Infrastructure Fund (NIIF) during NIIF Environment & Social Summit - 2024





Awards & Accolades



Governance/Overall Sustainability

DIAL

Delhi International Airport has been honoured with the prestigious titles of 'Best Airport of the Year' and 'Sustainability Champion' at the Wings India Awards 2024.

GHIAL

- Received Sustainable Airport Award by Airport Honour awards at International Airport Summit 2023.
- GMR Hyderabad International Airport Limited has won Third Position under the Category Infrastructure & Construction under 18th National Awards for Excellence in Cost Management announced by The Institute of Cost Accountants of India.

GGIAL

- Received International Airport Review's 'The Sustainable Airport Award 2023' under 'Strategy, Culture & Ethos' Category during International Airport Summit - 2023 at London, UK.
- Won the prestigious Best Sustainable Greenfield Airport award at ASSOCHAM 14th International Conference cum Awards for Civil Aviation 2023 for initiatives taken by GGIAL in implementing Sustainability as one of the core concepts.





Assurance Certificate



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Mumbai address: RNA Azure, Service Road, W.E. Highway Bandra East, Mumbai, Maharashtra 400 051
Bengaluru office: 8th Floor, Summit Tower A, Brigade Metropolis, Whitefield Main Road, Garudachar Palya, Mahadevapura, Bengaluru, Karnataka 560 048

Our ref: 26122024/GAL/ESG/MGCS

December 26, 2024

GMR Airports Limited
New Udaan Bhawan
Opp. Terminal 3, IGI Airport
New Delhi-110 037

For the kind attention of the management

Dear Sir/ Madam (s),

SUBJECT: INDEPENDENT LIMITED ASSURANCE ON THE SUSTAINABILITY REPORT OF GMR AIRPORTS LIMITED FOR FY 2023-24

MGC Global Risk Advisory LLP ('MGC Global' or 'our firm') was engaged by GMR Airports Limited ('GAL' or 'the Company') to provide Independent Limited Assurance on their sustainability disclosures for the fiscal year ended March 31, 2024. This assurance engagement involved reviewing GAL management's assertion that the sustainability disclosures included in their sustainability report for the reporting period from April 1, 2023, to March 31, 2024, are accurate and have been prepared in accordance with the Global Reporting Initiative ('GRI') Universal Standards, ensuring both completeness and reliability of the information presented. While GAL's management is responsible for the preparation and fair presentation of these disclosures; our responsibility is to express a conclusion on the accuracy and reliability of their assertion based on our independent review.

INTENDED USER

The assurance statement is made solely for GAL and its stakeholders' as per the governing contractual terms and conditions of the assurance engagement contract between GAL and our firm. To the fullest extent permitted by law, we do not assume any responsibility or accept any liability to any party other than GAL for the work performed in connection with this assurance report or for the conclusions expressed herein.

MANAGEMENT'S RESPONSIBILITY

The GAL is responsible for the accurate preparation disclosures in accordance with the reporting criteria, which include the principles and standards in line with the Global Reporting Initiative ('GRI') Universal Standards. Their responsibility encompasses the selection and application of appropriate methods to prepare the selected sustainability performance disclosures and the use of assumptions and estimates for individual qualitative and quantitative disclosures, which are reasonable under the circumstances. Furthermore, this responsibility includes designing, implementing and maintaining internal controls relevant for the preparation of the report in a way that is free of intended or unintended material misstatements.

AUDITOR'S RESPONSIBILITIES

Our responsibility is to express a limited assurance conclusion on the selected sustainability information in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised). This involves evaluating the appropriateness of the Company's use of its reporting criteria as the basis for preparing the selected Key Performance Indicators ('KPIs'), assessing the risks of material misstatement of the selected sustainability information, whether due to fraud or error, responding to these assessed risks as necessary, and evaluating the overall presentation of the selected sustainability information.

The procedures performed were guided by our professional judgment and included inquiries, observation of processes, inspection of relevant documents, analytical procedures, evaluation of the appropriateness of quantification methods and reporting policies, and agreement or reconciliation of data with underlying records.



LLP Identification Number: AAE - 4383

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REPORTING CRITERIA

We do not issue a separate conclusion for each disclosure. As the assurance procedures performed in a limited assurance engagement are less comprehensive than in an extensive assurance engagement, the level of assurance obtained is based on more general evaluations.

ASSURANCE STANDARD USED AND LEVEL OF ASSURANCE

A limited assurance engagement involves performing procedures to obtain sufficient and appropriate evidence to provide a basis for our conclusion. The procedures performed depend on our professional judgment, including the risk of material misstatement due to fraud or error. While we considered the effectiveness of management's internal controls relevant to the nature and extent of our procedures, our work was not designed to provide assurance on internal controls.

We conducted the assurance engagement in accordance with the ISAE 3000 (Revised). The engagement was performed in line with principles of:

- Materiality: Focusing on significant data and disclosures.
- Relevance: Ensuring alignment with GAL's sustainability context.
- Completeness: Verifying all material aspects are addressed.
- Reliability: Ensuring reported data is accurate and consistent.
- Neutrality: Reviewing for unbiased presentation of information.

SCOPE, BOUNDARY, AND LIMITATION

Scope

The scope of our limited assurance engagement includes selected sustainability disclosures for the reporting period from April 1, 2023, to March 31, 2024, as presented in GAL's Sustainability Report. Specifically, the scope includes:

1. Environmental Performance:
 - Greenhouse gas ('GHG') emissions and related indicators.
 - Energy management and related indicators.
 - Water and wastewater management and related indicators
 - Waste management and related indicators
 - Biodiversity management and related indicators
 - Noise management and related indicators
2. Social Performance:
 - Employee health, safety, and well-being and related indicators.
 - Diversity and inclusion metrics and related indicators.
 - Initiatives to foster an empowered workforce and related indicators.
 - Measures to ensure passenger satisfaction, safety and hazard management and related indicators.
 - Corporate social responsibility and related indicators.
3. Governance Practices:
 - Board and leadership disclosures and related indicators.
 - Ethical conduct and transparency initiatives and related indicators.
 - Risk management and related indicators
 - Sustainable procurement and related indicators

Boundary

The boundary of the assurance engagement covers GAL's core operations across the following entities:

1. Delhi International Airport Limited (DIAL),
2. GMR Hyderabad International Airport Limited (GHIAL), and
3. GMR Goa International Airport Limited (GGIAL).



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Assurance Certificate

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Limitations

The assurance scope excludes following:

- Data related to the Company's financial performance.
- Data and information outside the defined reporting period, which is for the financial year ended March 31, 2024.
- Data outside the operations mentioned in the assurance boundary above unless and otherwise specifically mentioned in this assurance report.
- The Company's statements that describe expression of opinion, claims, belief, aspiration, expectation, aim to future intention provided by the Company and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in reporting criteria above.
- Aspects of the Report other than those mentioned under the scope and boundary above.
- Performance of any management function or making any decision relating to the services provided by us in the terms of this report. The Company is responsible for making management decisions, including accepting responsibility for the results of our services.
- Review of legal compliances.

Our scope and associated responsibility exclude for the avoidance of doubt, any form of review of the commercial merits, technical feasibility, accuracy, compliance with applicable legislation for the project, and accordingly we express no opinion thereon. We have also not verified any of the judgments and commercial risks associated with the report, nor comment upon the possibility of any financial projections being achieved. We have relied on the data furnished by the Company and have not verified the efficacy and reliability of the Company's information technology systems, technology tools / platforms or data management systems.

Our review was limited to the information on the select indicators set out within the Report from April 01, 2023 to March 31, 2024 and our responsibility does not include any work in respect to sustainability information published elsewhere in GAL's annual report, website and other publications, sustainability information prior to April 01, 2023 and subsequent to March 31, 2024, and Management's forward-looking statements such as targets, plans and intentions.

VERIFICATION APPROACH AND METHODOLOGY

To form our conclusions, we undertook the following procedures in accordance with ISAE 3000 (Revised) and other applicable frameworks:

- Conducted discussions with GAL's sustainability and reporting teams to understand the principal operations, sustainability priorities, and reporting processes.
- Mapped key sustainability topics, disclosures, and controls relevant to the assurance scope.
- Performed process walk-throughs of systems used for data aggregation and reporting.
- Evaluated supporting documentation to verify the quality, completeness, and reliability of reported sustainability information.
- Engaged with key personnel, including process owners and management, to understand procedures, assumptions, and methodologies applied to the reported disclosures.
- Assessed the roles and responsibilities of data providers to identify potential gaps or areas of improvement.
- Conducted sample-based testing to verify the consistency and accuracy of data, including environmental, social performance and governance related indicators.
- Reconciled reported data with relevant source documentation, such as internal reports, records, and third-party certifications.
- Evaluated the coherence of reported sustainability data and narratives to ensure consistency across the report.
- Assessed the appropriateness of calculations, estimates, and assumptions made in the reporting process.
- Reviewed the completeness and fairness of disclosures in the report in all material respects.
- Discussed our findings with GAL management to address observations and ensure the robustness of reported sustainability performance.



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By applying these procedures, we aimed to provide a limited level of assurance that the sustainability disclosures are presented fairly, in all material respects, and in accordance with the relevant reporting criteria.

CONCLUSION

Based on the procedures performed and the evidence obtained, we have not identified any matters that would cause us to believe that the information presented in GMR Airport Limited's Sustainability Report for FY 2023-24 is not fairly stated or has not been calculated in all material respects in accordance with the reporting criteria specified above. Accordingly, we conclude that GMR Airport Limited's Sustainability Report for FY 2023-24, prepared in accordance with the GRI Universal Standards, satisfies the requirements for Limited Assurance. This conclusion has been reached based on the scope and procedures outlined in this report, supported by sufficient and appropriate evidence obtained during the engagement. Furthermore, the selected non-financial sustainability disclosures subjected to limited assurance procedures are, in our opinion, fairly presented in all material respects in accordance with the GRI Universal Standards.

INDEPENDENCE AND COMPETENCE

At MGC Global, we uphold the principles of integrity, objectivity, and professional competence, ensuring impartiality and ethical conduct throughout the assurance process. This engagement was carried out by an independent team with expertise and experience necessary to perform this assurance assignment. We adhere to the International Ethics Standards Board for Accountants (IESBA) Code of Ethics and maintain a strict separation from report preparation activities, ensuring independence and quality in our evaluation.

RESTRICTION ON USE

This report has been prepared for GMR Airports Limited and is intended solely for their use. It should not be relied upon by third parties without prior written consent from MGC Global.

Yours faithfully,

Surender Sharma

Surender Sharma
Associate Partner



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