

# SUSTAINABILITY REPORT 2018

Mumbai International Airport Ltd.



**COMING TOGETHER FOR A  
SUSTAINABLE TOMORROW**





# Message from the Executive Chairman



**Dr. G V Krishna Reddy**  
Executive Chairman

**It is our imaginative thinking and innovative approach that have turned CSMIA in to a truly global airport meeting international standards in terms of design, processes, service and facilities.**

It gives me great pleasure to present Mumbai International Airport Limited's (MIAL) fourth Sustainability Report for the reporting period FY 2016-17 and FY 2017-18. This report is structured in accordance with GRI Standards (Comprehensive option), including the GRI Sector Disclosure for Airport Operations. It highlights our progress and key steps taken towards making the business resilient and also addresses evolving sustainability risks.

In order to realise our vision of being one of the world's best airports, we have been making concerted efforts to overcome challenges that exist in the current global context. These include uncertainty in business dynamics and competition in the airport industry ranging from technological advancement to incidental risks. It is our imaginative thinking and innovative approaches that have turned Chhatrapati Shivaji Maharaj International Airport (CSMIA) into a truly global airport which meets international standards in terms of design, processes, service and facilities.

I am also delighted to announce that MIAL has been awarded the project of building and operating the Navi Mumbai International Airport (NMIA). We are confident of providing yet another landmark airport for the city of Mumbai. The invaluable experience that our team gained whilst developing the Mumbai airport will be very useful and will enable us deliver yet another world class facility.

We are committed towards following a stakeholder-focused approach for our sustainability objectives and achieving inclusive growth. Our strategic priorities extend beyond our financial performance and are the outcome of addressing and responding to interests of diverse stakeholder groups. We have undertaken various initiatives in the field of energy conservation, environmental management and Corporate Social Responsibility (CSR), which are testimony to our efforts towards good corporate citizenship. We are also aware of the importance of a meaningful participation from the business sector towards realisation of Sustainable Development Goals (SDGs). We address our social and environmental impacts in an effective manner so that our operations are aligned with the agenda set by SDGs.

We manage and operate one of the world's busiest airports with a total passenger count of 45.15 million and 48.50 million during FY 2017 and FY 2018 respectively. Our mission is to exceed customer expectations by providing high quality services and facilities. We aim to achieve this by enhancing our capacity and setting new benchmarks in terms of operational efficiency.



**Recipient of World's Best  
Airport Service Quality  
(ASQ) Award 2017**

We take great pride in sharing some of the key highlights of the year, which includes being named as world's Best Airport for the Airport Service Quality (ASQ) Award 2017 in our category. ASQ represents the highest possible accolade for airport operators and is a testimony of our commitment towards continuously improving the passenger experience. Our other recognitions include, being awarded with the 'Best airport in India/ Central Asia' by Skytrax World Airport Awards 2018 and being adjudged as the Best Domestic Airport at the "WINGS INDIA AWARDS 2018" for excellence in the aviation sector.

In the midst of a dynamic social and business environment, we strive to maintain reputation of a respectable and responsible airport operator. Our aim is to create long term value for all our stakeholders and grow in a manner which addresses risks and opportunities that arise during the course of our sustainability journey.

I invite all our stakeholders to go through this report and provide us with your valuable insights on ways to make MIAL an even more successful and a trusted brand for India in the years to come.



# Message from the Managing Director



G V Sanjay Reddy  
Managing Director

**Our most important contribution as an airport operator is the connectivity, accessibility and infrastructure which is essential for economy and society to flourish and thrive**

At Mumbai International Airport Limited, we believe that there is a strong link between air transport and nation's economic growth. Our most important contribution as an airport operator is the connectivity, accessibility and infrastructure that we provide, which is essential for economy and society to flourish and thrive. We not only support direct and indirect employment, but also play a key role in facilitating tourism development which is an increasingly important sector for the Indian economy.

SDGs set by the United Nations Development Programme (UNDP) are guiding principles for any country aiming to develop in a sustainable manner and contributing to global transformation. The organisations and businesses of the country have a key role to play in achievement of these goals, especially through their social and environmental performance.

In a world of changing expectations, a business cannot be sustainable unless it operates in a legitimate and responsible manner. The world is witnessing a spate of fundamental changes affecting the way we do business. Increasing costs, evolving technology, stringent regulations and unpredictable markets are impacting businesses across the world while creating new challenges in meeting stakeholder expectations. For an organisation to sustain and manage risks effectively, efficient processes, state-of-the-art technology and building organisation-wide sustainability culture have become critical success factors. It is because of our imaginative thinking and innovative approach that we have set benchmarks across the world with regards to sustainability practices, design, preserving art and excelling in passenger experience.

Our vision for the upcoming Navi Mumbai International Airport (NMIA) is to establish one more landmark airport that would exceed the benchmarks that we had set through MIAL whilst creating Terminal 2 at Mumbai airport. We are committed towards bringing the best global practices from the industry to design and engineering and build this most awaited airport project in India.

As a country, we have been consistently growing and in the recent past our GDP has grown at around 7%. These advancements are due to implementation of Government policies that have brought about certain milestone socio-economic developments. Investing in infrastructure, introducing more stringent regulations for environmental protection and emphasising on collaboration with



**Our efforts are spread across three pillars of sustainability : Economic, Environment and Social**

communities are few of the many areas that these policies have focused on. Preparing ourselves for a complex and changing regulatory environment and business dynamics has always been one of our prime challenges. Our aim is to grow in a sustainable manner and we wish to achieve this through a periodical review of our strategy in terms of Resource optimisation, process modification (zero defect) and digitisation (enhancing speed and efficiency).

Our efforts are spread uniformly across the three pillars of sustainability. Under economic dimension, our aim is to maximise the economic and social benefits accruing from our operations. Under environmental dimension, we aspire to prevent, reduce or offset any impact on the environment through energy efficiency, emission reduction, water conservation, and waste minimisation. Under the social dimension, our focus is to provide a safe and healthy environment and enhance customer experience through technology inclusion and effective stakeholder collaboration.

While we are proud of our progress, we are aware of the constraints along the journey. We have a long way to go and we are confident that adopting sustainability practices will enable us to address all challenges and harness opportunities.



# Message from the Chief Executive Officer



R K Jain  
Chief Executive Officer

Chhatrapati Shivaji Maharaj International Airport (CSMIA) is one of the most challenging and land constrained airports in the world when it comes to operations. Regardless of these challenges, we have maintained a biennial growth rate of more than 16% as compared to previous reporting cycles, thereby handling more than 93 million passengers collectively during FY 2016-17 and FY 2017-18. The passenger traffic dynamics has continued to remain strong and robust, which has empowered CSMIA as a premier international aviation hub in the country and put us in a unique position to facilitate accelerated sectorial growth.

In our endeavour to make CSMIA a world-class airport offering unparalleled services, we have taken proactive measures to conform to the highest standards of operational efficiency, safety and security. Our stakeholder universe is broad and unique. We are associated with a vast array of stakeholders including Ministry of Civil Aviation (MoCA), Airports Authority of India (AAI), Bureau of Civil Aviation Security (BCAS), Central Industrial Security Force (CISF) and other Central & State regulatory bodies, air passengers, employees, cargo and logistics service providers, ground handlers, commercial concessionaires, airlines, fuel companies etc. A multi-faceted approach has enabled us to collaborate with each stakeholder group and join the dots in implementing an all-inclusive and sustainable business model. From capturing passenger satisfaction to fostering meaningful relationships with our value chain partners, we have conceptualised a number of platforms to engage actively with key stakeholder groups.

We are working with some of the best minds in the industry and recognise the importance of attracting and retaining talent to meet our evolving business needs. We understand that our core strength lies in the workforce, which offers exceptional efficiency, safety and reliability. Consequently, we are constantly introducing new technologies and innovations into our daily operations to increase productivity and make frontline jobs more interesting.

Our business strategies are centred on offering passenger delight to every passenger that flies through our airport. This is ensured by forging collaborative relationships within the different verticals of our operations. Infact, we have consistently handled 900+ movements per day with just a single runway, which is arguably the highest for a single-runway airport in the world. This has been possible due to the dedicated efforts of the entire team.

**Handling 93 million passengers during the reporting period with biennial growth rate of more than 16% over the previous reporting cycle**



**Handled 900+ movements  
in a day which is highest for  
a single runway airport in  
the world.**

We believe that our continued success is the culmination of running a responsible business that is aimed at acknowledging and responding to diverse stakeholder groups, enhancing productivity while managing risks, attaining growth while respecting the environment, and curbing costs while delivering a positive socio-economic impact.

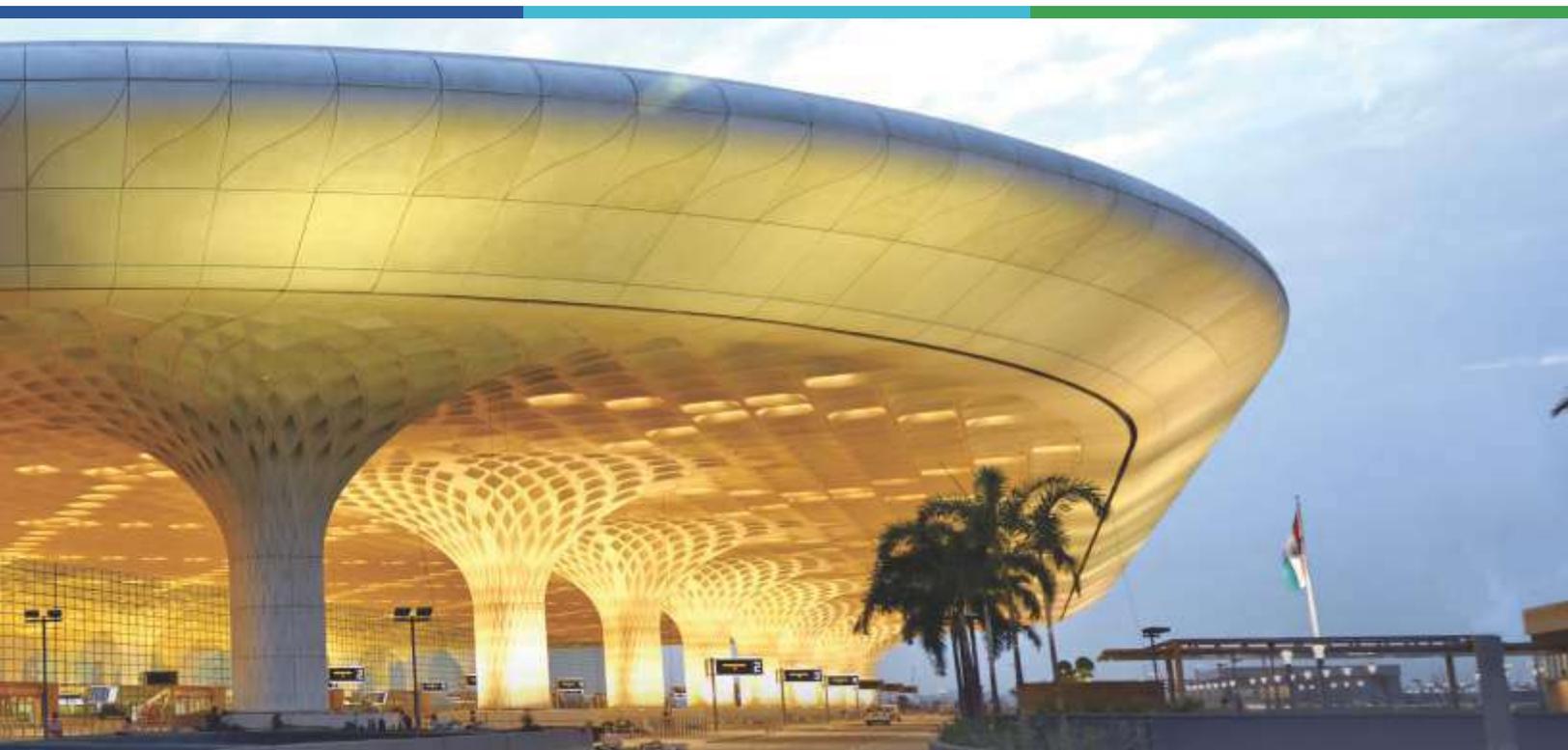
With MIAL winning the concession rights for the Navi Mumbai International Airport, we are enthused about the prospective opportunities that are gradually emerging. We are confident that our concerted efforts towards a sustainable tomorrow will take us to greater heights, setting newer benchmarks for our peers to follow.



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# Foreword

At MIAL, we believe that sustainability is a journey that offers a wide range of opportunities to create economic, social and environmental value. Through this report we have presented our sustained efforts to monitor, manage and improve our triple bottom line performance. We recognise the importance of the aviation industry responding to the growing environmental challenges and strive to reduce any adverse impact on the surrounding communities and ecosystem.

The environmental aspect has been vital right from the inception of the idea, all through the design and development of our airport. We have put significant efforts to minimise the environmental footprint while maximising productivity of CSMIA. A key enabler of our environmental efforts is the continuous integration of new technological innovations into our daily operations. Close collaboration with our business partners, peers and government authorities is a cornerstone of our strategy. This enables us to leverage on our stakeholders' expertise, leading to benefits such as higher quality decision making, improved risk management practices and enhanced capability for innovation.

We have adopted the global best practices in environment management, and have showcased consistency by complying with all regulatory requirements and environmental permits. We are one of the few airports to have set and achieved airport-wide Greenhouse Gas (GHG) emission reduction targets. Our relentless efforts have accredited us to multiple prestigious recognitions and accolades across the globe. Some of which are as follows:

- CSMIA became the proud recipient of **Level 3+ Carbon Neutrality** certification by Airports Council International (ACI), the global authority of international airports, in May 2017. CSMIA has achieved this **highest ACA level of Neutrality** in recognition of its GHG management initiatives with greater awareness and sensitisation of the stakeholders towards the airport industry's response to the challenge of climate change.
- MIAL was presented with the prestigious **Indian Green Building Council (IGBC) 'Platinum' Certification** in 2016. MIAL became the first Indian airport to hold the **platinum rating** within the Existing Building (O&M) Rating System for its environmentally sustainable profile.

- MIAL was awarded the prestigious **'Natural Capital Award - 2017'** in the Eco Corporate (Services) category under the 'YES BANK Natural Capital Awards' program.
- MIAL was conferred **top rank at the 30<sup>th</sup> Kaizen Conference & Competition**.
- CSMIA received the **INFHRA-FM Excellence Awards 2017-18** in February 2018 under the category of **'Ecological Sustainability'**, for the implementation of green initiative, **"Green Seal Certified Products & Waterless Urinal Programme"**.

Our approach goes beyond mere mitigation, and encompasses value creation through our CSR activities. We believe that fostering awareness is vital to internalising an environmentally conscious culture, and have undertaken various initiatives in alignment with this philosophy.

This Report, 4<sup>th</sup> since 2012, presents the salient aspects of our efforts and achievements about the economic, environmental and social aspects of its business activities as well as its organisational values and governance features.

We wish to acknowledge the cooperation and support received from all our stakeholders including Central, State and Local Regulatory Authorities, International Agencies, employees, passengers, airlines etc.



# Sustainability Highlights

**22%** 

Increase in domestic passengers\*

**13%** 

Increase in international passengers\*

**969** 

Aircraft movements in a day - highest for any single runway airport in the world

**10%** 

Increase in air traffic movement\*

**21%** 

Increase in cargo throughput\*

**5** 

ASQ score in 2017 as compared to 4.96 in 2015

\* Increase in reporting period 2016-18 as compared to the reporting period 2014-16

94,986 

Man-hours of training imparted to employees in the reporting period

>38 ₹ Million 

Spent on CSR initiatives during the reporting period

3,205 kWp 

Capacity of solar power plant installed, increasing the total renewable energy by 200%

16% 

Reduction in direct GHG emissions\*

93% 

Procurement from local suppliers

1,381 kWp 

Capacity of solar power plant under process



## Sustainability Targets and Performance

 Planned
  In-progress
  Completed
  Continuous

FIELD	PERFORMANCE AREA	ACTIVITY	TARGET	STATUS	
Economic Performance	Increasing capacity of the airport to 52 million passengers per year	Upgrading the runway capacity	48 aircraft movements per hour		
		Capital projects such as taxiway extensions, remote parking bay, cargo terminal improvement, passenger terminal improvements, parking improvement and apron expansion	Enhancement in the airside efficiency		
		Main rescue and firefighting building	Improvement in response time in case of airside emergency		
	Support projects for airport expansion	Common user fuel farm	Improvement in the Aviation Turbine Fuel supply services		
		Metrological farm	Installation of Advanced Weather Monitoring System		
	Service Quality	Communication	Communicating performance to stakeholders	Publication of sustainability report Environmental parameters reporting to regulatory authorities	
		Sourcing renewable energy	Installation of solar panels at terminals	Installation of solar panels at rooftop of buildings such as T2 MLCP, Utility Building, OWC facility, CISF Barracks etc.: 3.2 MWp capacity	
Installation of solar panels at different locations: 1.3 MWp capacity					
Safety		Lost man-days	Zero man days lost due to safety related incidences		
Security		Incident free airport	Zero incidences related to security Provision of facilities to ensure women who work late reach home safely		
Transfer process		Connecting time	Domestic / International: 60 min International / International: 45 min		
		Handling of complaints	100% complaints to be responded within 2 working days		
		Response to phone calls	5% calls to be answered within 20 seconds		
	Availability of flight Information	98% of time available			

FIELD	PERFORMANCE AREA	ACTIVITY	TARGET	STATUS
Service Quality	Transfer process	Automated services	98% of time available	
		Lifts, escalators etc	98% of time available	
		Repair connection time	95% of high priority complaints within 4 hours 95% of other complaints within 24 hours	
		Baggage trolleys	100% availability	
		Cleanliness	Achieve a satisfactory cleanliness rating for 95% of all inspections	
		Availability of wheel chairs	100% of time within 5 minutes	
	Terminal services	Assistance for the Disabled	100% of time within 5 minutes	
	Check in	Maximum queuing time	05 minutes for business class 20 minutes for economy class	
	Security check	Waiting time in queue	95% of passengers wait less than 10 minutes	
	CIQ	Checking time in queue	95% of passengers wait less than 10 minutes	
	Baggage delivery	Time for bag delivery from aircraft arrival	Domestic: first bag 10 min, from on blocks time Domestic: last bag 30 min, from on blocks time International: first bag 15 min, from on blocks time International: last bag 40 min, from on blocks time	
	Passenger arrival process (International)	Time taken from aircraft arrival to kerbside	95% of passengers take less than 45 min	
	Passenger boarding bridges	% passengers served by boarding bridges	International: 90% of annual passengers	
	Runway system	Delays to arriving/ departing aircraft	Average annual delay per aircraft: 4 minutes or better based on provision of International standard air traffic control procedures and equipment as per communication navigation system/air traffic movement (CNS/ATM) agreement.	
	Car parking	Average time taken to find parking space	95% of drivers take less than 5 minutes	
		Average time to depart airport from parking space	95% of drivers take less than 5 minutes	
Taxis	Maximum waiting time	95% of drivers wait less than 3 minutes		



FIELD	PERFORMANCE AREA	ACTIVITY	TARGET	STATUS
Service Quality	Gate lounges	Seating availability	Seats for 80% of gate lounge population	
	Cargo services	Average dwell time	For imports, maximum processing time of within 24 hours For exports, maximum processing time of within 24 hours	
Social Performance	Social development	Education & sanitation facilities to under privileged children	Education for underprivileged children Provision of E-learning in municipal schools	
		Helping differently Abled	Education and vocational training for hearing impaired students	
		Preventive health care	Leprosy Control Program, Vision testing, spectacle distribution, Hearing aid assistance	
		Protecting art and culture	Beautification and up-gradation of Shri Balasaheb Thackeray Sangrahalay, Nasik	
		Protecting flora and fauna	Afforestation project of 3 acres in Tetavali - Rabale, by Social Forestry Division - Maharashtra Forest Department	
Environmental Performance	Environment improvement initiatives	Waste Management	Segregation and recycling of non-hazardous waste and treatment of organic waste at OWC facility, Availability of e-waste bins at terminals	
		Noise monitoring System	Continuous aircraft noise monitoring system	
		Air quality Management	Operation of continuous ambient air quality monitoring system as per National Ambient Air Quality Standard 2009 (NAAQS) and DGCA CAR on Climate Change initiatives and Local Air Quality Monitoring.	
		GHG Emissions Management	Achievement of Airport Carbon Accreditation level 3+ (Carbon Neutrality) ISO 14064-1: 2006 Certification for GHG Emissions & Removals	
		Energy Conservation	Reduction of overall energy consumption by 2%	
		Water Conservation	Reduction of overall water consumption by 2%	

SW 541	22:25	Muscat
CX 696	22:25	Hong Kong
AI 945	22:30	Abu Dhabi
OD 216	23:15	Kuala Lumpur
QUA 049	23:20	Newark
AC 047	23:30	Toronto
MH 195	23:35	Kuala Lumpur
TG 318	23:35	Bangkok
SQ 423	23:40	Singapore



# About this Report

Our commitment to sustainability is ingrained in our core business strategy and operations as evidenced by our progress against our goals and commitments. For our fourth sustainability report covering the reporting period for FY 2016-17 and FY 2017-18, we have put concerted thoughts to come up with the theme – 'Coming Together for a Sustainable Tomorrow'.

## Report Theme: Coming together for a Sustainable Tomorrow

### Fostering relationships

Changing business dynamics will impact organisations in coming decades. Solutions to sustainability challenges such as ecosystem decline, resource scarcity, poverty and population growth could not be found in isolation. We are associated with a vast array of stakeholders. It enables us to successfully address the challenges and provide the basis for sustainable competitive advantage.

### Widened horizons of imagination

We seek to encourage participation of every stakeholder in order to address various complexities. Promoting collaboration has enabled us to capture unique insights from our various stakeholder groups thereby, widening our imagination and enhancing our innovation capability.

### Responsible operations

Being the country's second busiest airport, we understand the responsibility vested in us as an environmentally and socially conscious corporate. We manage our operations in a sustainable manner. This is evident through our various interventions such as achieving level 3+ of carbon neutrality, undertaking various emission reduction, energy conservation, noise abatement measures etc. We also take concerted efforts towards community development through various programmes.

### Road Ahead

We believe that keeping our stakeholders informed about organisation's performance is of paramount importance. We are in the process of communicating how our strategy, processes, governance and performance lead to creation of value in short, medium and long term. A more inclusive and integrated approach is being implemented across MIAL to promote collaboration among various functions. This will help us make informed business decisions by taking into consideration the future outlook.

'Coming together for a Sustainable Tomorrow' exhibits our approach to seize the opportunity of social inclusion with value creation for our stakeholders and creating a competitive yet sustainable business.



<b>Reporting period</b>	April 1, 2016 to March 31, 2018
<b>Reporting year &amp; cycle</b>	Fourth Biennial Sustainability Report
<b>Date of most recent report</b>	October 16, 2016
<b>Reporting scope and boundary</b>	The report delineates approach, performance and achievements on triple bottom lines of sustainability – Social, Environment and Economic. The report also covers significant activities pertaining to operations at CSMIA, Mumbai.
<b>Report criteria</b>	<ul style="list-style-type: none"> <li>• In accordance with Global Reporting Initiative (GRI) Standards: Comprehensive option</li> <li>• Airport Operators Sector Supplement (AOSS)</li> <li>• National Voluntary Guidelines on Social, Environmental and Economic responsibilities of Business (NVGs)</li> </ul>
<b>Report content</b>	The GRI principles for defining report content – stakeholder inclusiveness, sustainability context, materiality, completeness, and the principles for defining report quality - balance, comparability, accuracy, timeliness, clarity and reliability - have been applied while developing this report
<b>Assurance</b>	This Sustainability Report has been assured by an external agency - Bureau Veritas (India) Private Limited. The assurance is provided based on AA1000AS (2008) standard - Type 2 Moderate level.
<b>Contact point</b>	Name: Environment and Sustainability Department Email: ces.mial@gvk.com

## Data Management Approach

The data presented in the report is based on actual computations and estimations using relevant standards, guidelines, methodologies and assumptions. Disclosures on these have been made wherever used. Each section of the report includes a Disclosure on Management Approach (DMA) and elaborates our performance through systems & processes in reference to the various stakeholders & material aspects relevant to the section. We have reported GHG emissions data for airlines and ground handling services as a part of the report scope and boundary. As per our policy on internal controls, we have obtained an external assurance for data and content required as per GRI standards in the report. This sustainability report is reviewed by the sustainability core team and is approved by the Head of Department – Environment and Sustainability to ensure all the significant material aspects are addressed in the report.



# Organisational Profile

MIAL is a Joint Venture of Airports Authority of India (AAI) and GVK led Consortium.

MIAL was incorporated on March 2, 2006 as a Public Private Partnership (PPP) and is headquartered in Mumbai. Pursuant to the Operation, Management and Development Agreement dated April 4, 2006 ('OMDA') entered into between AAI and MIAL, MIAL has been granted the exclusive right and authority to undertake operations, maintenance, development, design, construction, upgradation, modernisation, finance and management of Chhatrapati Shivaji Maharaj International Airport, Mumbai (the "Airport" or "CSMIA") for a term of 30 years from May 3, 2006, with a right (subject to the terms of the OMDA) to extend the term for an additional period of 30 years.

## Our Vision

To be one of the world's best airports that consistently delights customers and to be the pride of Mumbai.

## Our Mission

Mission is to own, develop and operate airports that:

- Conform to highest standards of safety and security
- Provide easy to use, efficient and high quality facilities
- Exceed customer expectations
- Reflect the spirit of Mumbai and the culture and heritage of India
- Create value for stakeholders





## CSMIA's Identity

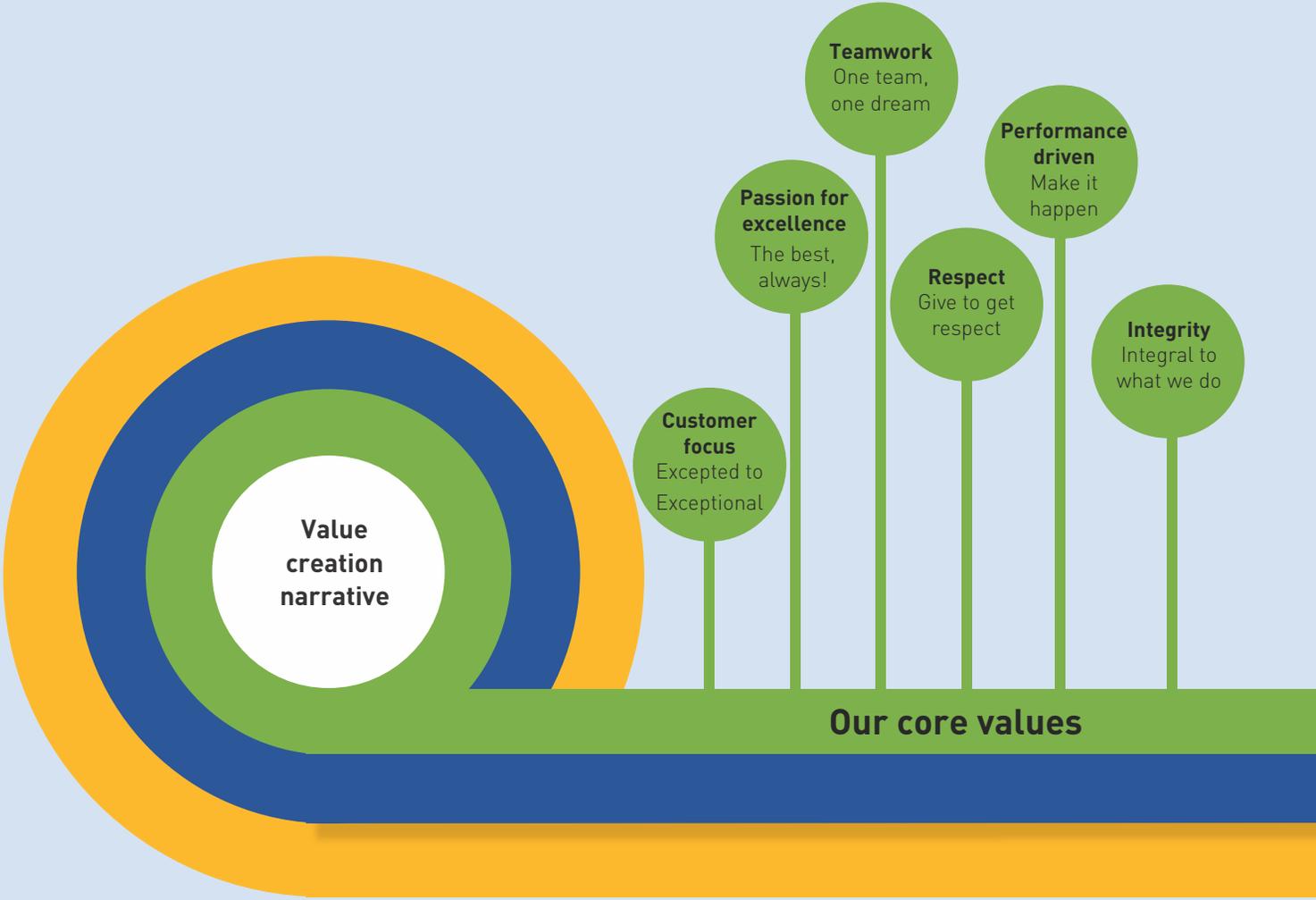
CSMIA's visual identity has been an integral part of its modernisation process. With the launch of CSMIA's new face, it became the first Indian airport to receive a unique visual identity. Derived from a peacock feather, the acronym 'CSMIA' has been woven seamlessly in the logo. The new identity symbolises the three essential attributes: Pride of India, People of India and Global Standards.

MIAL is committed to operate in a socially and environmentally responsible manner that provides stakeholders an operating and working environment that meets the increasing demands on safety and security.



Apron area - Terminal 2

**Our Value Creation Narrative**



**Exploring multi-disciplinary complexities**

We are progressively embedding a culture that combines high performance and ethical behavior, by building relationships through multiple stakeholder dialogue.

**More inclusive and integrated approach**

Collaboration plays a crucial role not only in creating value but also in fostering long term relationships , making value creation sustainable.

**Creating shared value**

Stakeholder inclusivity, responsiveness and meeting our stakeholders expectations enable us to achieve best possible short term and long term outcome

**Efficient management functions and systems**

Our enhanced efficiency is the result of our imaginative thinking and innovative approach which enables us to set benchmarks across the world.

**Our approach**

**Value created**

**Sustainability performance highlights**

- 22% Increase in domestic passengers
- 13% Increase in international passengers
  - 10% Increase in air traffic movement
  - 21% Increase in cargo throughput
- 16% Reduction in direct GHG emissions
- 94986 Man hours of training imparted to employees in the reporting period.

**Additional value created**

- More than INR 38 Million spent on CSR initiatives during the reporting period
- Total Environmental protection expenditure of INR 57.28 million
- Improved ASQ score from 4.96 in 2015 to 5 in 2017
  - A total of 510 saplings planted with 97.65% survival rate

# Stakeholder Engagement and Materiality Assessment

## Stakeholder Engagement and Materiality Assessment

Stakeholder engagement and materiality assessment is a channel through which we identify emerging risks, challenges and opportunities for the long term sustainability. This exercise is also a great way to cover organisational blind spots as it simultaneously incorporates external and internal perceptions.

Our approach aims at engendering synergy amongst all our stakeholders to accelerate the advancement necessitated by the rising demand in this sector. The stakeholder engagement process focuses on identification and prioritisation of material issues and the periodic review of actions taken for redressal of concerns.



## Stakeholder Engagement Framework

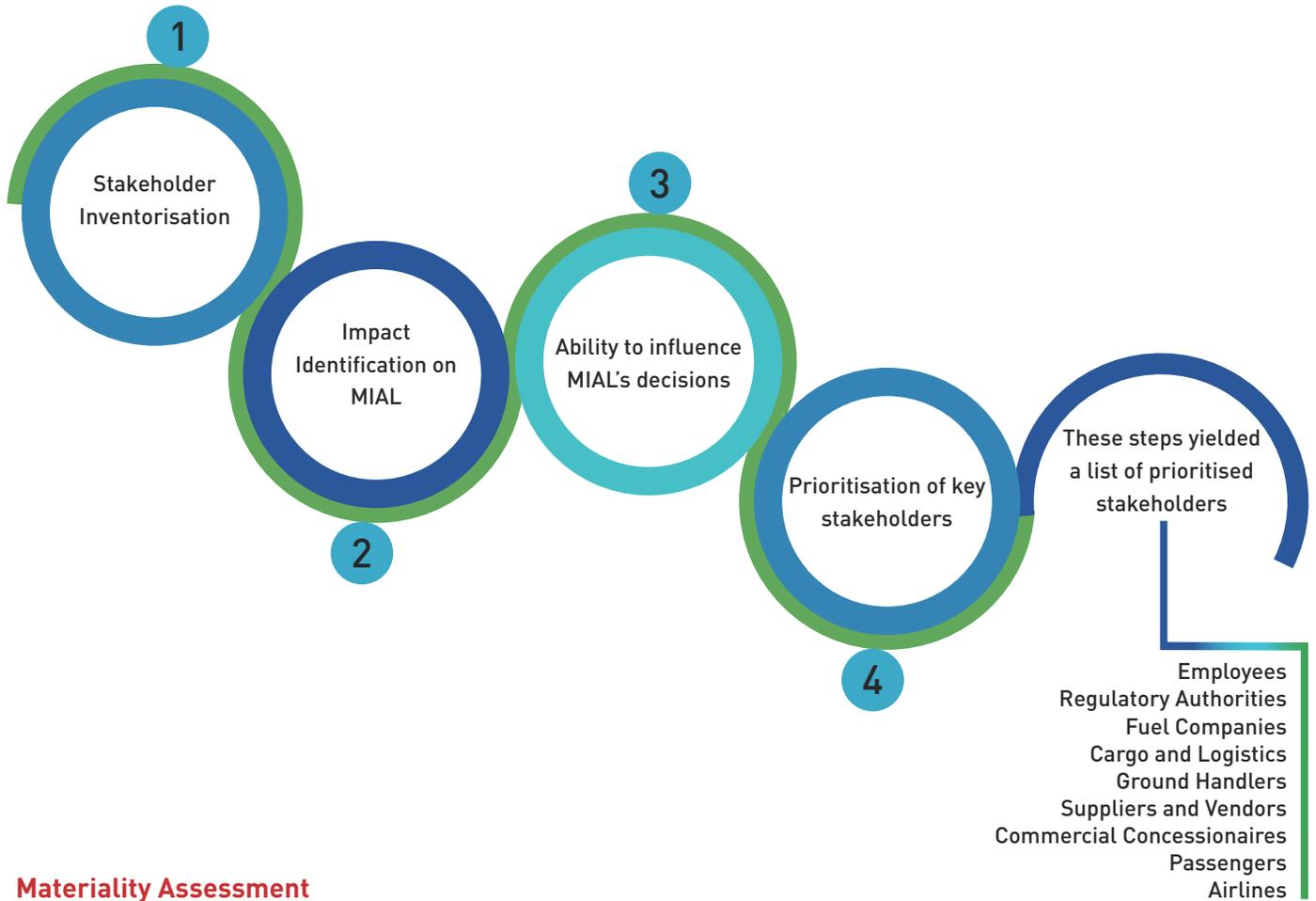
STAKEHOLDER GROUP	MODE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	KEY TOPICS	FEEDBACK ASSESSMENT
<b>Employees</b>	<ul style="list-style-type: none"> <li>Monthly review meetings</li> <li>Appraisals</li> <li>Outbound trainings</li> <li>Community functions</li> <li>Awareness programs</li> <li>Departmental meetings</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>Quarterly</li> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Obsolete technologies</li> <li>Quality &amp; safety</li> <li>Welfare activities of employees</li> <li>Attrition</li> <li>Lack of amenities</li> <li>No diversity of work</li> <li>Stagnant career</li> <li>Employee satisfaction</li> <li>Employee benefits</li> </ul>	<ul style="list-style-type: none"> <li>Reviews</li> <li>Online surveys</li> <li>Suggestions</li> <li>Forums</li> <li>Corporate Communication</li> <li>Feedback forms</li> <li>Suggestion boxes</li> </ul>
<b>Passengers</b>	<ul style="list-style-type: none"> <li>Information desks</li> <li>Telecom</li> <li>Customer care through the app</li> <li>Cultural events</li> <li>Surveys</li> </ul>	<ul style="list-style-type: none"> <li>Continuous</li> <li>Weekly</li> <li>Monthly</li> <li>Quarterly</li> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Passenger management</li> <li>Smooth check-in</li> <li>Safety &amp; security</li> <li>Customer service quality</li> <li>Food rates</li> <li>Expansion of the airport</li> <li>Hygiene</li> <li>Guidance in the airport</li> <li>Staff behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Website</li> <li>Feedback forms</li> <li>Surveys</li> <li>Drop Boxes</li> <li>Kiosks</li> </ul>

STAKEHOLDER GROUP	MODE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	KEY TOPICS	FEEDBACK ASSESSMENT
Cargo & Logistics	<ul style="list-style-type: none"> <li>Events</li> <li>Trade meetings</li> <li>Internal communication</li> <li>Coordination meetings</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> <li>Monthly</li> </ul>	<ul style="list-style-type: none"> <li>Better technology for handling cargo</li> <li>Safety</li> <li>Old infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Employee satisfaction survey</li> <li>Committee meetings</li> </ul>
Vendors, suppliers and contractors	<ul style="list-style-type: none"> <li>Emails</li> <li>Meetings</li> <li>Workshops</li> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> <li>Monthly</li> <li>Quarterly</li> <li>Need based</li> </ul>	<ul style="list-style-type: none"> <li>Security of vendors</li> <li>Quick approval mechanism</li> </ul>	<ul style="list-style-type: none"> <li>Safety meetings</li> <li>Satisfaction surveys</li> <li>Emails</li> </ul>
Ground Handlers	<ul style="list-style-type: none"> <li>Emails</li> <li>Meetings</li> <li>Annual evaluations</li> <li>Ramp safety meetings</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> <li>Monthly</li> <li>Quarterly</li> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Hygiene at ramp</li> <li>Health &amp; safety compliance</li> <li>Waste management</li> </ul>	<ul style="list-style-type: none"> <li>Feedback forms</li> <li>Emails</li> <li>Drop boxes</li> <li>Audits</li> </ul>
Commercial Concessionaires	<ul style="list-style-type: none"> <li>Meetings</li> <li>Events</li> <li>Audits</li> </ul>	<ul style="list-style-type: none"> <li>Weekly</li> <li>Monthly</li> <li>Need based</li> </ul>	<ul style="list-style-type: none"> <li>Rent revisions</li> <li>Transparency in sharing data</li> <li>Waste management</li> </ul>	<ul style="list-style-type: none"> <li>Floor visits</li> <li>Customers satisfaction surveys</li> </ul>
Airlines	<ul style="list-style-type: none"> <li>Monthly meetings</li> <li>Audits</li> <li>Emails</li> <li>Security training and Awareness workshops</li> <li>Ramp safety meetings</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>Safety at airside</li> <li>Emissions</li> </ul>	<ul style="list-style-type: none"> <li>Ramp safety meetings</li> </ul>
Fuel Companies	<ul style="list-style-type: none"> <li>Ramp safety meetings</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>Need based</li> </ul>	<ul style="list-style-type: none"> <li>Parking of re-fullers</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings</li> <li>Emails</li> </ul>
Airport Authority of India	<ul style="list-style-type: none"> <li>Security committee Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Need based</li> </ul>	<ul style="list-style-type: none"> <li>Space constraints</li> <li>Airside efficiency improvement</li> </ul>	<ul style="list-style-type: none"> <li>Emails</li> <li>Regulatory meetings</li> </ul>



## Prioritisation of Stakeholders

The key stakeholders were ranked based on the relevance and importance of their feedback. In order to prioritise the stakeholders such that they represent the diversity associated with our business within and outside the boundaries of our airport community, the following process was followed:



## Materiality Assessment

We conduct materiality assessment in order to identify material topics critical for our long term sustainability. Our material topics identification process is based on the Reporting Principle and Guidance for Defining Content as per GRI Standards Sustainability Reporting Framework. The assessment was carried out during the reporting period and the same has been used to define content of this report. Identification of sustainability priorities is part of our regular business operations and is taken care by respective departments.

### Identification of material topics

In order to identify topics relevant to our operations, an exhaustive list of material topics was consolidated by studying industry peers, guidance from GRI sectorial guidelines and learnings from our experience of developing previous sustainability reports. The assessment process involved collecting the inputs from all our stakeholders through capacity building workshops, focused discussion and response to questionnaires.

### Prioritisation of material topics

The material topics identified were then prioritised using a well-structured approach to prepare a Materiality Matrix. We sought inputs from our senior management and key stakeholders to rate the previously identified topics based on two scales - significance to business and significance to stakeholders. The rating of the focus areas was based on the impact of each focus area on important business parameters.

Further, the material topics were rated on a criticality scale that ranged from “Not applicable” to “Critically Important”. Outcome of the analysis, depicting material topics important to our stakeholders and business, is illustrated in the matrix below:

### Materiality Matrix



- |  |  |                                     |
|--|--|-------------------------------------|
| 1 Airport Safety and Security                  | 7 Local Employment                                   | 13 Solid Waste Management           |
| 2 Capacity Constraints                         | 8 Employee Engagement and Well-being                 | 14 Regulatory Compliance            |
| 3 Energy                                       | 9 Corporate Governance                               | 15 Water and Waste water Management |
| 4 Customer Delight                             | 10 Resource Optimisation                             | 16 GHG Emissions                    |
| 5 Stakeholder Engagement                       | 11 Sustainable Supply Chain and Materials Management | 17 Human Rights                     |
| 6 Sustained Growth and Business Sustainability | 12 Occupational health & Safety                      | 18 Air Quality and Noise Management |

The mapping for the top material topics is as tabulated below:

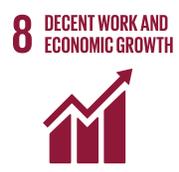
SR.NO.	MATERIAL TOPICS	GRI MATERIAL TOPICS	SECTIONS IN THE REPORT	STAKEHOLDERS IMPACTED
1.	Airport safety and security	<ul style="list-style-type: none"> <li>Customer health &amp; safety</li> <li>Occupational health &amp; safety</li> <li>Security practices</li> </ul>	Health and safety	<ul style="list-style-type: none"> <li>Internal</li> <li>External</li> </ul>
2.	Capacity constraints	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Indirect economic impacts</li> </ul>	Economic performance	<ul style="list-style-type: none"> <li>External</li> <li>Internal</li> </ul>
3.	Energy	<ul style="list-style-type: none"> <li>Energy</li> </ul>	Environmental performance	<ul style="list-style-type: none"> <li>Internal</li> </ul>
4.	Customer delight	<ul style="list-style-type: none"> <li>Management approach</li> </ul>	Customer delight	<ul style="list-style-type: none"> <li>External</li> </ul>
5.	Stakeholder engagement	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> </ul>	Stakeholder engagement	<ul style="list-style-type: none"> <li>Internal</li> <li>External</li> </ul>
6.	Sustained growth / business sustainability	<ul style="list-style-type: none"> <li>Economic performance</li> </ul>	Economic performance	<ul style="list-style-type: none"> <li>Internal</li> <li>External</li> </ul>



# Infrastructure and Operations

Our business structure and operational processes

Infrastructure Development .. 20  
 CSMIA by number..... 23



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



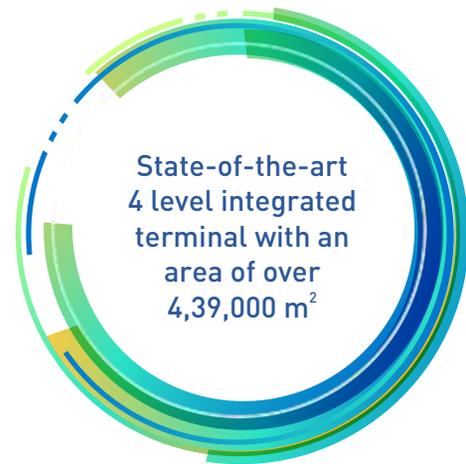
**11** SUSTAINABLE CITIES AND COMMUNITIES

# Infrastructure Development

## New and Upgraded CSMIA

In today's dynamic business environment, sustainability is a means for organisations to sustain business growth and success in long term. Since inception, sustainability has been kept at the helm of all our projects and initiatives. Unlike any other airport development projects, transformation of CSMIA, a brown-field project was one-of-its-kind infrastructure project in the world.

Terminal 2 at CSMIA, referred to as T2, inaugurated in January 2014, has completed 4 years of operations in 2018. The iconic terminal is perfect expression of our achievements, ambition and imagination. It is a state-of-the-art 4 level integrated terminal with an area of over 4,39,000 m<sup>2</sup> and includes new taxiways and apron areas for aircraft parking designed to cater to 40 million passengers and one million tons of cargo annually. The design of Terminal 2 draws inspiration from India's national bird – The Peacock and portrays the magnificent character of the White Peacock, representing flight, as well as rare beauty. The terminal is completely designed keeping in mind principles of Green Building design, and have successfully achieved LEED Gold rating for design, and IGBC Platinum rating for construction and operation in 2016, making it the first Indian Airport to receive this rating with the existing building (O&M) rating system.



## Navi Mumbai International Airport

We have got yet another opportunity to create a new iconic international airport in Navi Mumbai. On October 25, 2017, City and Industrial Development Corporation (CIDCO) issued the Letter of Award (LoA) to MIAL as the preferred bidder to build and operate much awaited Navi Mumbai International Airport (NMIA). The concession agreement for one of the world's largest Greenfield international airport projects was signed between CIDCO and Navi Mumbai International Airport Limited (NMIAL) on January 8, 2018. The airport would be built over the area of 1,160 hectares and will have two parallel runways when it is fully operational with a capacity of 60 million passengers per annum.

Mumbai's position as India's financial and commercial capital depends on global connectivity. It is one of the India's most populous urban areas with a population of more than 20 million. At present, more than 40% of India's exports pass through Mumbai's airport and seaport. Despite being an important economic hub, housing the head offices of major

Indian companies as well as multinational corporations, the Mumbai Metropolitan Region (MMR) is served by a single airport, CSMIA.

The Government of Maharashtra (GoM) has chosen Navi Mumbai, one of the seven municipalities in Mumbai, as a suitable location for developing the NMIA. It was a momentous occasion when MIAL won the bid to build and operate the NMIA and received the LOA. The proposed development of NMIA shall be in phases and its configuration will enable it to operate in an integrated manner thereby maximising its operational flexibility. The master plan ensures safeguarding of land for future long-term airport needs for the airside zone as well as landside zone of NMIA.

We are confident to display our technical and managerial prowess for developing and managing the NMIA for airport operations after having created the award winning CSMIA.



### Initiative taken towards enhancement of Airport operations

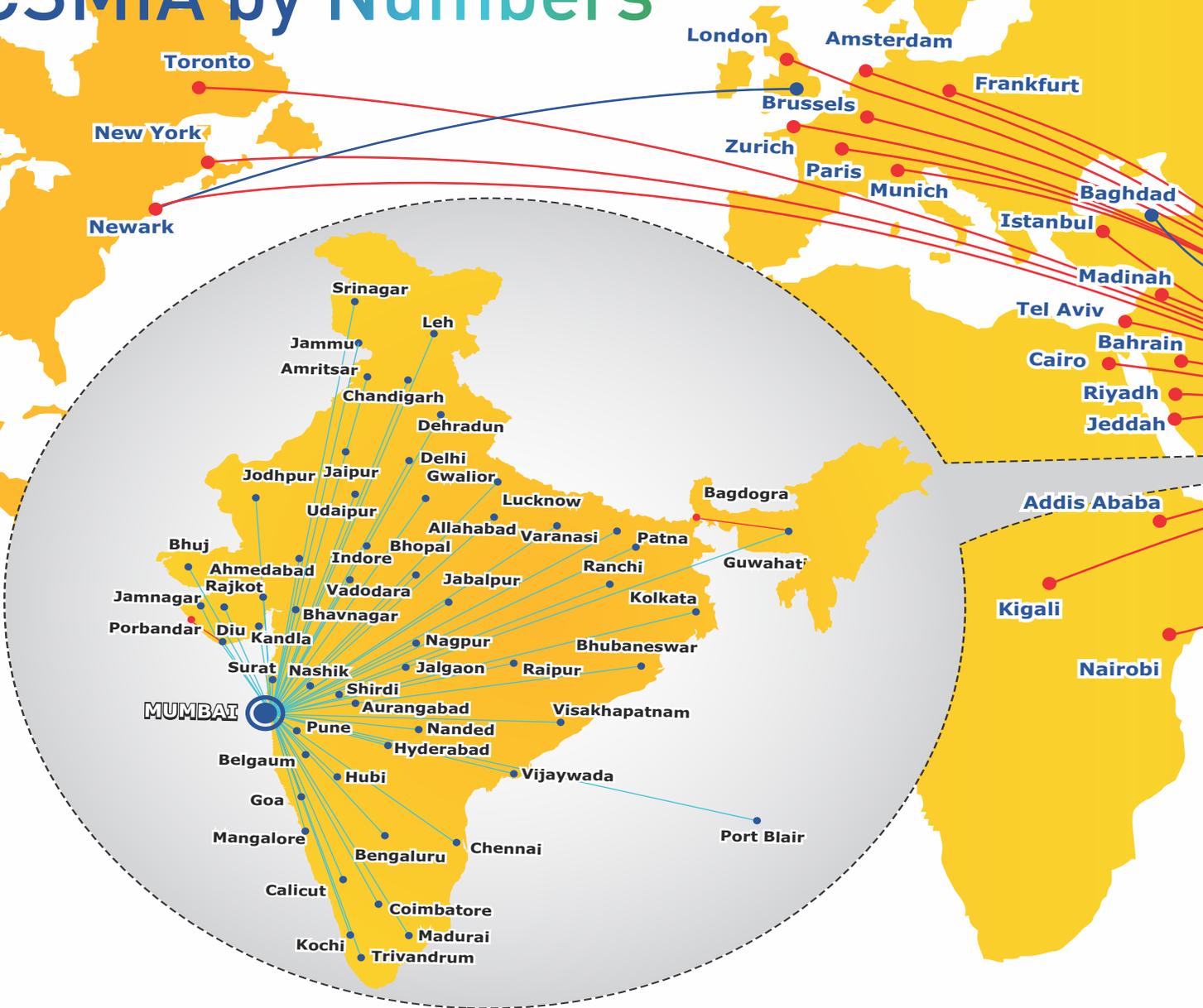
- **Modification of Taxiway S7 and Construction of Taxiway F:** This is an initiative undertaken for expediting the vacation of Runway 27 by General Aviation Aircraft towards old airport. This resulted in enhancing the runway efficiency thus, reducing flight delays.
- **Construction of Taxiway N1 R:** This facilitates expeditious line up and take off from the most commonly used runway 27. The initiative has contributed for improvement of runway efficiency subsequently reducing delays. The expeditious movements also resulted in reduction of GHG emissions and reduced losses due to fuel burning.
- **Flexible use of Taxiway K:** Taxiway K1 is normally used as Code 'C' taxilane (by narrow body aircraft). We formulated a procedure wherein taxilane K1 (on Apron 'C') shall be upgraded temporarily for taxiing by all types of aircraft (including wide body aircraft) whenever runway is changed to 14/32 for prolonged duration. This would improve the efficiency of operations on RWY 14/32 and reduce delays.
- **Runway Utilisation Improvement Group meetings:** We host these meetings every month with Airlines and ATC. During these meetings, runway efficiency achieved is critically examined and ways of improving the efficiency and safety of operations in future are deliberated.

### Other operational efficiency enhancement initiatives

- **Surface Awareness and Guidance at Airport (SAGA)**  
We developed an independent application to track surface movement of flights and ground equipment at the airport for operational efficiency. While flights are tracked from 40 Nm and mapped on grid map of the airport, the ground movement of vehicles and equipment fitted with transponders are also tracked. Surface Awareness and Guidance at Airport (SAGA) screens provided at JCC, Apron Control and Aerodrome Rescue And Fire Fighting (ARFF) ensures real time situational awareness to all these units. Additional benefits include automated capturing of flight operation timings, automated generation of varied reports etc.
- **Airport Collaborative Decision Making (A-CDM) and Air Traffic Flow Management (ATFM):** We collaborated with AAI in developing the A-CDM module, implemented it and provided base for the overall ATFM. The airlines and ground handlers positioned at JCC facilitate the efficient line up of departing flights to enhance runway efficiency vis-à-vis arriving flights, thereby improving On Time Performance (OTP) and reducing carbon footprint of the airport.
- **TOBT/TSAT boards on parking stands:** LED boards placed at each parking stands communicates the targeted Off chock times (TOBT) and Targeted Start-up Approval Time (TSAT) to flight crew as well as ground personnel, thereby improving operational efficiency, OTP and carbon footprint of the airport.



# CSMIA by Numbers



## NUMBER OF PASSENGERS (IN MILLION)

	FY 2015-16		FY 2016-17		FY 2017-18	
	Domestic	International	Domestic	International	Domestic	International
Arriving	14.95	5.48	16.30	5.92	17.38	6.63
Departing	15.10	5.91	16.42	6.32	17.47	6.83
Transit		0.23		0.20		0.19
<b>Total</b>	<b>30.05</b>	<b>11.62</b>	<b>32.71</b>	<b>12.44</b>	<b>34.85</b>	<b>13.65</b>

## NUMBER OF PASSENGERS (IN MILLION)

	FY 2016-17	FY 2017-18
Origin and destination	35.95	37.80
Transfer	9.21	10.70

## Cargo Tonnage (Tonne)

	FY 2016-17		FY 2017-18	
	Domestic	International	Domestic	International
Cargo by all-cargo flights	47,150	1,70,493	45,716	1,95,681
Cargo by passenger flights (belly cargo)	1,87,765	3,76,880	2,12,640	4,52,284

	FY 2015-16	FY 2016-17	FY 2017-18
<b>Total</b>	<b>7,05,250</b>	<b>7,82,288</b>	<b>9,06,321</b>

102-7, A0-1, A0-2, A0-3



**AIRCRAFT MOVEMENT (NUMBER)**

	FY 2015-16	FY 2016-17	FY 2017-18
Passenger	2,88,818	2,97,586	313,036
Cargo	7,816	7,879	7,653
General Aviation	11,132	11,088	11,044
Defence	862	920	779

**CONNECTING TIME**

30 mins	Domestic to Domestic
90 mins	Domestic to International
120 mins	International to Domestic
60 mins	International to International

**DOMESTIC CONNECTIVITY**

10	Domestic Airlines
1	Domestic Freighter Airline
55	Domestic destinations served

**INTERNATIONAL CONNECTIVITY**

50	International Airlines
15	International Freighter Airline
47	International destinations served

**RUNWAY LENGTH**

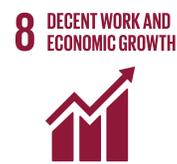
Primary	Runway 09	3,188 metres
	Runway 27	3,448 metres
Secondary	Runway 14	2,871 metres
	Runway 32	2,871 metres



# Financial Capital

Our approach towards optimising economic outcomes

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Economic performance..... 34



# Corporate Governance

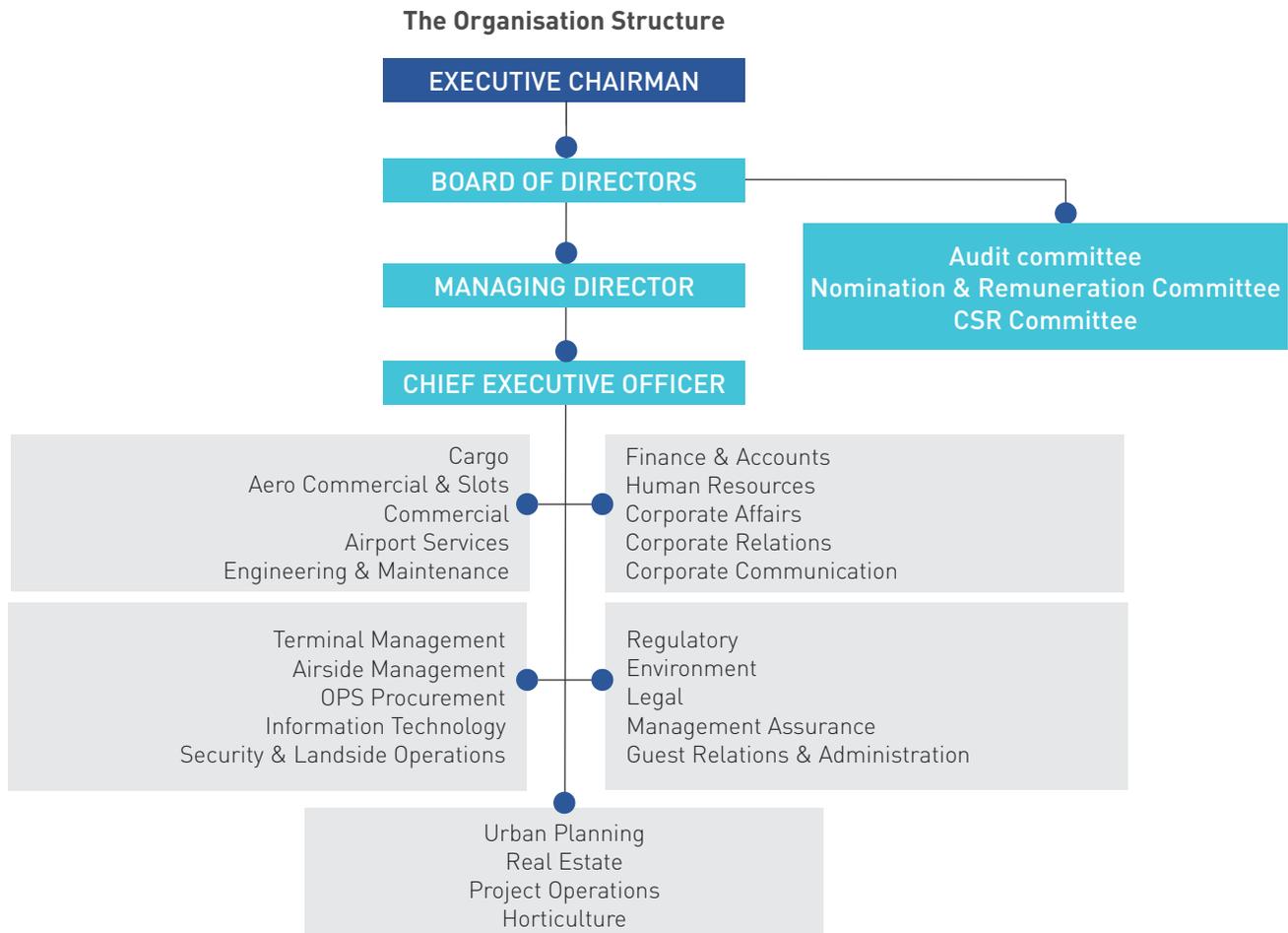
A culture of transparency, accountability and integrity is deeply embedded in the corporate governance structure at MIAL. Adhering to the 2016-18 sustainability theme, 'Coming Together for a Sustainable Tomorrow', our corporate governance structure is designed to ensure efficient management functions and systems. As CSMIA is Mumbai's gateway to the world, we strive to implement global best practices to ensure effective discharge of our corporate responsibility and this ideology cascades down the entire organisation. It is worth mentioning that our organisation name changed from "Mumbai International Airport Private Limited" to "Mumbai International Airport Limited" with effect from May 29, 2018.



## Organisational Structure

Our organisation's structure is meticulously designed to be of an appropriate size, composition, skillset and commitment to enable effective discharge of duties. We believe that close collaboration with and exploration of multi-disciplinary complexities is essential for the smooth functioning of our organisation.

Our Governance is structured in a way that administrative as well as operational requirements are fulfilled. The CEO reports to the MD and the MD reports to the Board of Directors. The Board is also assisted by various Board Committees, namely - Audit Committee, Nomination & Remuneration Committee and Corporate Social Responsibility Committee (CSR Committee). MIAL's Airport Operations Group (AOG) is headed by the Head of Operations, which reports directly to the CEO along with heads of other corporate functions. Apart from the Board Committees, there are 14 committees that work closely together to offer a delightful customer experience.



## Board of Directors

In accordance with the Memorandum of Association and Articles of Association, the governance and management of MIAL is supervised by its Board of Directors. The Board of Directors is constituted by Twelve members and is chaired by the Executive Chairman. The Board includes the Managing Director (MD) and three independent Directors as on March 31, 2018. One woman director was part of the Board till March 16, 2018, and we are in process of appointing a woman director on Board. The Board is appointed by shareholders as per the Articles of Association. AAI and GVK Consortium are entitled to nominate Director to fill any vacancy caused by retirement or rotation, of a director nominated by them, respectively. The Board holds its meetings as and when required, with a minimum of one meeting every quarter, to review and approve inter alia, business plans, budgets, capital expenditures, progress on implementation of the master plan and other matters requiring approval of the Board or its attention. Board resolutions are passed as per the provisions of the Companies Act and Articles of Association of the Company. For 'Reserved Matters' (as provided in the Articles of Association), an affirmative vote of the AAI nominated Directors and GVK consortium nominated directors is taken. The tenure of non-executive directors is subject to retirement by rotation and executive directors is as per term fixed by the shareholders at the General Meeting of the Company

Name of the Director	Designation
Dr. GVK Reddy	Executive Chairman
Mr. G V Sanjay Reddy	Managing Director
Mrs. G Indira Krishna Reddy*	Director
Mr. Krishna R Bhupal	Director
Mr. Issac George	Director
Mr. S Suresh	Director
Mr. Sudhir Raheja	Director
Mr. Arun Kumar	Director
Mr. Terence Rory Mackey	Director
Mr. Charles Shilowa	Director
Mr. MBN Rao	Independent Director
Dr. Anumolu Meher Prasad	Independent Director
Mr. Pradip Roy	Independent Director

AUDIT COMMITTEE	NOMINATION & REMUNERATION COMMITTEE	CSR COMMITTEE
Mr. MBN Rao Chairman	Mr. Pradip Roy Chairman	Dr. Anumolu Meher Prasad – Chairman
Mr. Pradip Roy	Dr. Anumolu Meher Prasad	Mr. G V Sanjay Reddy
Dr. Anumolu Meher Prasad	Mr. Krishna R Bhupal	Mr. Krishna R Bhupal
Mr. Issac George	Mr. Charles Shilowa	Mr. Issac George
Mr. Krishna R Bhupal		

\* Mrs. G Indira Krishna Reddy resigned from the Board with effect from March 16, 2018.

## Code of Conduct

We have formulated a Code of Conduct (CoC), which acts as a moral compass to guide all our employees on the values, principles and norms of behaviour expected at MIAL. Ethics and integrity form a cornerstone of the Code. Adherence to the Code is non-negotiable and encompasses the following areas: general standards of conduct, personal obligations, non-discrimination, conflict of interest, prevention of insider trading, use and protection of business assets and information, corporate citizenship and prevention of sexual harassment. The General Standards of Conduct are:

- Personal Obligations: All employees are required to follow the law and adhere to high ethical standards in their personal and professional dealings.
- Discrimination: Every Employee is entitled to fair, courteous and respectful treatment by his or her supervisors, subordinates and peers.
- Conflict of Interest: Business transactions must be conducted with the best interest of MIAL in mind.
- Insider Trading: No employee will, by virtue of being in possession of information which is of importance in deciding whether to buy or sell Company stock or securities shall indulge in trading of such stock or securities other than the prescribed procedure.
- Use and protection of business assets and information: Employees must refrain from disclosing inside information to anyone, including friends and family.



Additionally, the following elucidate our commitment to the highest standards of responsible business across our supply chain:

## Human Rights

We place great emphasis on the protection of human rights as we believe that every individual deserves to lead a dignified life. During the reporting period, no complaints with regard to discrimination were received.



## Anti-Sexual Harassment Policy

At MIAL, we believe in providing an equitable and safe work environment with a special emphasis on ensuring the dignity of all employees, particularly women. Thus, we have implemented a policy on the prevention, prohibition and redressal of sexual harassment at the workplace. This policy applies to all our permanent, temporary and contractual employees, including those of service providers. We have set up a five-member Internal Complaints Committee, which includes three women.



## Grievance Handling Mechanism

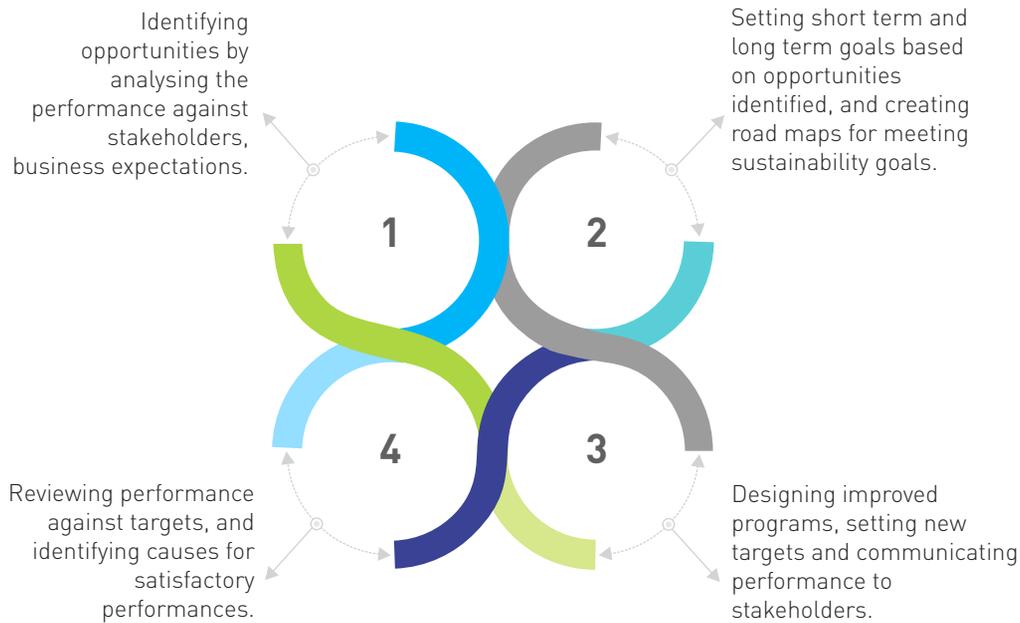
We have a dedicated Employee Relations (ER) team that handles grievances of contract labour on the floor. The ER team proactively addresses the grievances arising out of non-compliance of contract agreement with vendors.

For employees and investors, no complaints were received in writing during the reporting period.

## Sustainability Structure

In order to further our sustainability agenda in an inclusive and integrated manner, our formal set of guidelines – the Sustainability Management Framework – lays down a strong foundation for our current and future roadmap to achieve our sustainability objectives in a holistic manner. We have instituted a CSR Committee chaired by an Independent Director for the implementation and monitoring of our sustainability agenda and CSR policy. The committee also

helps the initiatives to be undertaken by the Company and the expenditure for CSR activities. It also directs our sustainability practices towards the achievement of our triple bottom line objectives. An overview of the Committee's function has been listed below. We regularly engage with our stakeholders to understand their perception on the economic, environmental and social aspects related to our business.



## Remuneration

The remuneration of Executive Directors reflects the Company's commitment to ensuring that the Company's overall performance, director's contribution for the same and trends in the industry are taken into consideration while deciding their remuneration. The remuneration of the Board members is decided as per the recommendations made by the Nomination and Remuneration Committee. MIAL's remuneration policy drives its meritocratic culture, and significantly contributes to its growth and development.

For employees, every year, general and specific recommendations with respect to compensation revision are provided by the stakeholders namely the employees and the departmental heads. All the views are collated and presented to the Management by Human Resources Department. The Management takes these views into consideration based on factors like business performance, relevant compensation trends, internal benchmarking, parity and role criticality inter alia.

The ratio of remuneration of the highest paid employee to the median remuneration for the FY 2016-17 was 116:1 & FY 2017-18 was 115:1. Additionally, the ratio of the annual increase (percentage) in total compensation of the highest paid employee to the median annual increase (percentage) in total compensation of all employees (excluding the highest paid employee) was 1.11:1 in FY 2016-17 and 1:1.14 in FY 2017-18. We also maintain gender parity in remuneration and the ratio of total remuneration of women to men is 1:1. The remuneration and performance assessment of the Board members is carried out as per policy for appointment and remuneration of directors. This includes criteria for qualification, positive attributes, independence of Directors and other matters including sustainability. The policy also provides details of performance assessment and remuneration of Directors based on various criteria including parameters related to environmental and social aspects. Complete details of nomination, remuneration, and performance assessment of Board members and senior executives are provided in our annual report.

## Conflict of Interest

Good governance begins with the integrity and ethics of the Board of Directors. Our Code of Conduct (CoC) expects that the Directors ensure ethical conduct, make wise decisions, neutralise conflicts amongst stakeholders, and act in a socially responsible way and in the best interest of the organisation. All Directors are required to disclose their interest annually, specifically on any matter placed before the Board. The interested Director(s) do not participate in the discussion and voting on such matters.

## Risk Management and Business Continuity

Our well-structured risk management policy and philosophy helps us achieve our business objectives by stipulating the minimum standards for the identification, assessment and management our business risks in an efficient and cost effective manner. It also ensures the effective monitoring and accurate reporting of internal & external risks to the key stakeholders.

## Enterprise Risk Management Framework

The Enterprise Risk Management (ERM) framework integrates the proper application of policies, procedures and checks to identify potential risks and reduce their impact on MIAL. This is achieved by implementing a structured process for identifying, assessing and mitigating risks in commensurate with our risk appetite. Key risks and concerns along with the mitigating controls are presented to the Audit Committee and Board of Directors on an annual basis.



### RISK MANAGEMENT

We have identified and documented all the risks in the form of a Risk Register. The Risk Register incorporates the root causes, impact and mitigation strategies. The purpose of the Risk Register is to identify and record risks and related information in a structured manner. Reports drawn from the register are used to communicate the current status of all known risks and are vital for assessing management control, reporting and reviewing the risks faced by MIAL.

### RISK ASSESSMENT

- Risk assessment involves quantification of the impact of risks to determine potential severity and probability of occurrence. Each identified risk is assessed on two factors which determine the risk exposure:
  - Impact if the event occurs; and
  - Likelihood of event occurrence.
- It is necessary that risks are assessed after taking into account the existing controls, so as to ascertain the current level of risk. Based on the above assessments, each of the risks can be plotted on a Risk Assessment table and can be categorised as – Low, Medium and High.

### RISK MONITORING & REVIEW

The intent of monitoring and reviewing risks is to analyse and track events, changes in the business processes, operating and regulatory environment and future trends which affect identified risks. As part of this, the impact of such events on treatment plans is assessed along with review of risks which have materialised, review of new emerging risks, detecting changes and assessing impact of changes to risk appetite, risk portfolio and risk treatment plans. This ensures that risk treatment mechanisms are effective in design and operation. Further interdependence and cumulative impact of risks are discussed with all concerned to decide what is expected from whom, and to provide protection against non-measurable and unknown risks.

## Internal Risk Control Framework

Our internal control system includes the identification, monitoring and reporting of risk in business processes with respect to the operation size, compliance with the applicable laws and regulations, financial reporting etc. commensurate with the complexities of our operations. Some of the key features include:

- Appropriate documentation of policies, guidelines and approval procedures such as Standard Operating Procedures (SOPs) are in place for controlling important functions of the Company.
- Monitoring of all laws regulations and statutory compliances are being conducted regularly. In case of any deviations or observations, the suggested corrective actions are reviewed by the Management and Audit Committee of the Board before implementation.
- The Audit committee reviews the accounting and financial reporting process of the Company, the audit of the Company's financial statements, the appointment of the auditors of the Company and adequacy of internal controls, review and monitor the auditor's independence and performance and effectiveness of audit process.
- The Audit Committee also overlooks the entire risk management process and risk profile of the organisation on a periodic basis and reviews the organisation's risk appetite to provide its inputs to the Management.

Additionally, we have established systems and procedures to identify and comply with statutory as well as non-statutory regulations by leveraging a web-based compliance manager system. Its database periodically identifies and maps the legal, contractual and other requirements. We strictly adhere towards our organisation's robust and stringent framework. During the reporting period, there have been no incidents of any non-compliance.

## Business Continuity Planning

As an airport operator, we face an unprecedented number of exposures on a day to day basis. The frequency and severity of weather-related events seem to be increasing with disasters and disruptions occurring without a warning. Disaster recovery and business continuity planning form an integral part of our risk management strategy. We ensure recovery of our business operations by integrating the Business Continuity Management System (BCMS) in our overall management. Structured documentation, standard procedures and standardised operational conduct are in place to ensure continuity of our operations.

Generally Mumbai receives heavy spells of rainfall during the monsoon season. This puts progression of our operations at risk and also poses a threat to safety of our passengers and employees. Our disaster and emergency preparedness plan enables us to deal with such emergencies. Our dedicated landside team monitors various aspects of our landside operations prior and during the monsoon to avoid any mishaps and facilitate smooth operations of the airport. Our airport emergency services has designed Airport Emergency Response Plan (AERP) in accordance with Directorate General of Civil Aviation (DGCA), International Civil Aviation Organisation (ICAO), National Environmental Protection Act, USA (NEPA) and National Building Code (NBC) norms to combat any types of exigencies in the airport.

## Vigil Mechanism

MIAL's Vigil Mechanism Policy provides all employees and Directors the power to voice critical concerns and complaint in a confidential manner, without the fear of any retribution. The complaints may be regarding operations, performance, value and the reputation of the Company inter alia and are addressed in a timely manner. A protected communication can be made in writing by email to the Chairperson of the Audit Committee at the following email id: [mial.vigilmechanism@gvk.com](mailto:mial.vigilmechanism@gvk.com). There were no concerns voiced in the reporting year, through this channel.

## Public Policy and Advocacy

Though MIAL does not make political contributions, it actively collaborates with policy makers, industry associations and the regulators on sustainability issues through our representations in industry associations such as:

- Airports Council International (ACI)
- Directorate General of Central Aviation (DGCA)
- Airports Authority of India (AAI)
- Ministry of Environment, Forest and Climate Change (MoEFCC)
- Confederation of Indian Industries (CII)

We are also associated with the following subscriptions:

- Association of Private Airport
- Airports Council International
- International Air Transport Association (IATA)
- Routes Online – UBM Group
- CAPA Centre for Aviation
- PDC Aviation: SCORE
- SITA – Airport Operational Database (AODB)
- Bombay Natural History Society (BNHS)
- British Safety Council
- National Safety Organisation

## Awards and Recognitions

### YES BANK Natural Capital Awards (Eco corporate award)

MIAL was awarded the 3<sup>rd</sup> YES BANK Natural Capital Awards under the Eco Corporate (Services) Category on September 1, 2017 by Dr. Harsh Vardhan (Union minister for MoEFCC). MIAL bagged this award post third party scrutinising of its achievements in implementation of various environmental and social initiatives.



### Gold - Green Airports recognition

CSMIA bagged the prestigious Gold - Green Airports recognition from ACI in the over 35 mppa category, recognising the outstanding achievements in environmental projects in 2018 for various green and sustainable practices at the Airport.



### The Best Domestic Airport award for CSMIA

CSMIA adjudged as the Best Domestic Airport at the 'Wings India Awards 2018' for Excellence in the Aviation sector held in Hyderabad on March 9, 2018.

### CSMIA awarded at the Skytrax World Airport Awards 2018

CSMIA was voted the best in the category by the air travellers in the largest, annual global airport customer satisfaction survey conducted by Skytrax, an international air transport rating organisation. It bagged the top award for the 'Best Airport in India and Central Asia' by Skytrax at the World Airport Awards held at Passenger Terminal EXPO in Stockholm, Sweden on March 21, 2018.



### GVK CSMIA adjudged the 'World's Best Airport' - Airport Service Quality

CSMIA was adjudged the 'World's Best Airport' for customer experience in the over 40 million passengers per year category by ACI on March 6, 2018. A survey was carried out by ACI - the trade association of 1953 member airports across 176 countries and CSMIA was selected by many passengers in the above mentioned category. The award reflected MIAL's excellence in service parameters like efficiency, safety and reliability. It also testifies MIAL's unflinching commitment towards offering a world-class environment to our customers and acknowledges the company's endeavours towards offering a world-class environment to all travellers transiting through the airport.



## Other Awards

- 'The Emerson Cup 2017' in the IGBCs Green Existing Building Category for exemplary innovation and energy efficient designs in the Heating, Ventilation, Air-conditioning and Refrigeration (HVACR).
- 'Highly Commended Airport for Marketing' award in Asia Pacific region in 'Over 20 million' passenger category at Routes Asia Marketing Awards 2017.
- 'Best Executed Landmark Project of the Year (Airport)' at the Construction Times Award 2016.
- 'The Procurement Excellence Award', in the Airport Industry, at Procurement Excellence Awards, 2017.
- 2<sup>nd</sup> Runner-Up award in 'Breakthrough Level Kaizen' category at Kaizen Conference & Competition by CII TPM Club in 2018
- "Best Metro Airport award" and the "Airport offering best facilities for sick, elderly & physically challenged" for 2017-18 by Air Passenger Association of India (APAI).
- MIAL received three awards at Honeywell Smart Building Awards 2017.
- CSMIA received the INFHRA-FM Excellence Awards 2017-18 under the category of 'Ecological sustainability'.
- MIAL was awarded the 'Cargo Airport of The Year – India' at STAT Times International Awards
- MIAL bagged "Excellence Award" at 7<sup>th</sup> Global Economic Summit, in the "Best Logistics Service Provider" category.
- CSMIA won CAPA's award for excellence in Air Traffic Management productivity in Indian aviation.
- MIAL bagged the CII Renovative Kaizen award- winners' trophy in 2017.



Award gallery at Terminal 1

# Economic Performance

Building and modernising the infrastructure has been policy priority in Indian civil aviation industry. The airports infrastructure play a vital role in fostering connectivity and access to international market. Improvement in domestic as well as international connectivity builds synergy that acts as an important catalyst in economic growth, social development and development of tourism. Indian aviation sector is on a pathway of rapid growth which is evident by number of passengers travelling through Indian Airports. According to Boeing Current Market Outlook<sup>1</sup>, the Indian Aviation market is expected to become third largest commercial aviation market by 2020. Chhatrapati Shivaji Maharaj International Airport, one of the largest airports in the country, forms vital component of Indian Aviation industry. This is very well demonstrated by the Economic Value Generated, Distributed, and Retained by MIAL during FY 2016-17, and FY 2017-18. Detailed financial statements indicating the economic values is part of our annual report. Our annual report is prepared covering MIAL and Navi Mumbai Airport Developers Private Limited (NMADL). The annual report contains consolidated financial statements covering subsidiary NMADL and also contains stand alone financial statements of MIAL.

We focus on continuous improvement of our business management process. We have implemented Business Continuity Management System (BCMS) (ISO 22301) across MIAL. This helps us in identifying organisation's risk of exposure to internal and external threats and also provides basis for evaluation of business controls in place for a sustained growth.

SR.NO.	ECONOMIC PERFORMANCE	FY 2015-16 INR million	FY 2016-17 INR million	FY 2017-18 INR million
a.	<b>Economic value generated</b>	28,068.50	31,502.73	35,452.24
b.	Revenues	28,068.50	31,502.73	35,452.24
c.	<b>Economic Value Distributed</b>	29,157.50	32,904.73	34,923.16
d.	Operating costs	9,865.80	11,042.70	11,932.90
e.	Employee wages and benefits	1,450.60	1,797.19	1,838.29
f.	Payments to providers of capital	7,176.80	8,158.30	7,837.30
g.	Payments to Government	10,660.60	11,877.03	13,306.17
h.	Community investments	3.70	29.50	8.51
i.	<b>Economic Value Retained</b>	(1,089.00)	(1,402.00)	529.07

Values in the above table are regrouped and restated wherever necessary.

<sup>1</sup> <http://www.boeing.com/resources/boeingdotcom/commercial/market/current-market-outlook-2017/assets/downloads/2017-cmo-6-19.pdf>

## Financial implications and other risks and opportunities due to climate change

Climate Change poses significant risks to airport operations. Severity increases for airports in close proximity of sea-shore. Extreme weather events as a result of Climate Change may cause an impact on our operations. We at MIAL, recognise risks due to climate change. With a joint effort involving various stakeholders, we have identified potential risks due to Climate Change, its impacts on our operations, and have outlined steps we need to take in order to mitigate the risk or to at least reduce its impact to the minimum possible level. We regularly review these risks and make changes in our approach wherever required. We are in process of estimating financial implications on account of Climate Change risks through a comprehensive assessment. We look forward to complete the exercise in three to five years' of time. Appropriate financial provisions are made to ensure that action plans are adequately executed. Following table represents risks due to Climate Change, its impacts and our action plan:



RISK DUE TO CLIMATE CHANGE	IMPACT	ACTION PLAN
<p>Precipitation change</p> 	<ul style="list-style-type: none"> <li>• Disruption to operations e.g. airfield flooding, ground subsidence</li> <li>• Reduction in airport throughput</li> <li>• Inadequate drainage system capacity</li> <li>• Inundation of underground infrastructure (e.g. electrical)</li> <li>• Inundation of ground transport access (passengers and staff)</li> <li>• Loss of local utilities provision (e.g. power).</li> </ul>	<ul style="list-style-type: none"> <li>• Regular desilting of the channels of Mithi river in the airport premises</li> <li>• Proper storm water collection &amp; disposal system at airside &amp; landside</li> <li>• Alternate arrangement of power source in terms of DG set</li> <li>• Emergency preparedness plan implementation</li> </ul>
<p>Temperature change</p> 	<ul style="list-style-type: none"> <li>• Damage to airport surface (runway, taxiway)</li> <li>• Changes in cooling requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Regular inspection &amp; descaling of the runways &amp; taxiways</li> </ul>
<p>Sea-level rise</p> 	<ul style="list-style-type: none"> <li>• Loss of airport capacity</li> <li>• Loss of airport infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency preparedness plan implementation</li> </ul>
<p>Wind changes</p> 	<ul style="list-style-type: none"> <li>• Convective weather: Disruption to operations</li> <li>• Local wind patterns: Potential disruption to operations and changes to distribution of noise impact</li> </ul>	<ul style="list-style-type: none"> <li>• Flexibility in operation of both runways</li> <li>• Both the runways to be maintained for emergency operations</li> </ul>
<p>Extreme events (storm surges, lightning)</p>		
	<ul style="list-style-type: none"> <li>• Disruption to operations, route extensions</li> <li>• Disruption to ground transport access</li> <li>• Disruption to supply of utilities</li> </ul>	<ul style="list-style-type: none"> <li>• Operations can be diverted to nearest airports</li> </ul>

## Supply Chain Management

Airport operations involve strong degree of association with supply chain partners. Our supply chain partners execute wide range of duties as part of day to day operations at the airport including maintenance and airport expansion projects. These include manpower supply agencies, O&M contractors for maintenance and retrofitting work and other supply contractors who help us running uninterrupted airport operations. With growth in our operations, we extend our

sustainability vision to our supply chain partners as well. We aim at operating low carbon, ethical and sustainable sourcing practices across the supply chain in collaboration with our business partners. We have continued to screen all of our new suppliers for their social and environmental performance. The criteria used for screening include – labor practices, wages, environmental systems etc.



## Direct and Indirect Economic Impact

Including Stakeholders as our partners is key to the business growth in our journey. We have been successful in generating direct economic value through our services as well as have contributed significantly to the indirect economic impact creation. We emphasised on procurement of services locally i.e. within the state thus creating increasing opportunities for local employment. This has helped us improve on logistics in terms of swift response time, efficient turnaround, cost-effective transportation and large benefits to the local economy. About 90% of the requirements were met by the local

suppliers and procured from within the state for the reporting period.

In the reporting year, several O&M activities such as rapid taxi exit ways, upgradation of runway capacity, implementation of boarding bridges etc. has seen significant infrastructure investments. It has helped to generate the local employment. While these activities were aimed to improve operational efficiency of the airport, additional expansion of O&M activities and retrofitting activities in near future shall be providing business and employment for local population.





# Natural Capital

Our impact on environment through our operations.

Environmental Excellence..... 40

7 AFFORDABLE AND CLEAN ENERGY



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



# Environmental Excellence

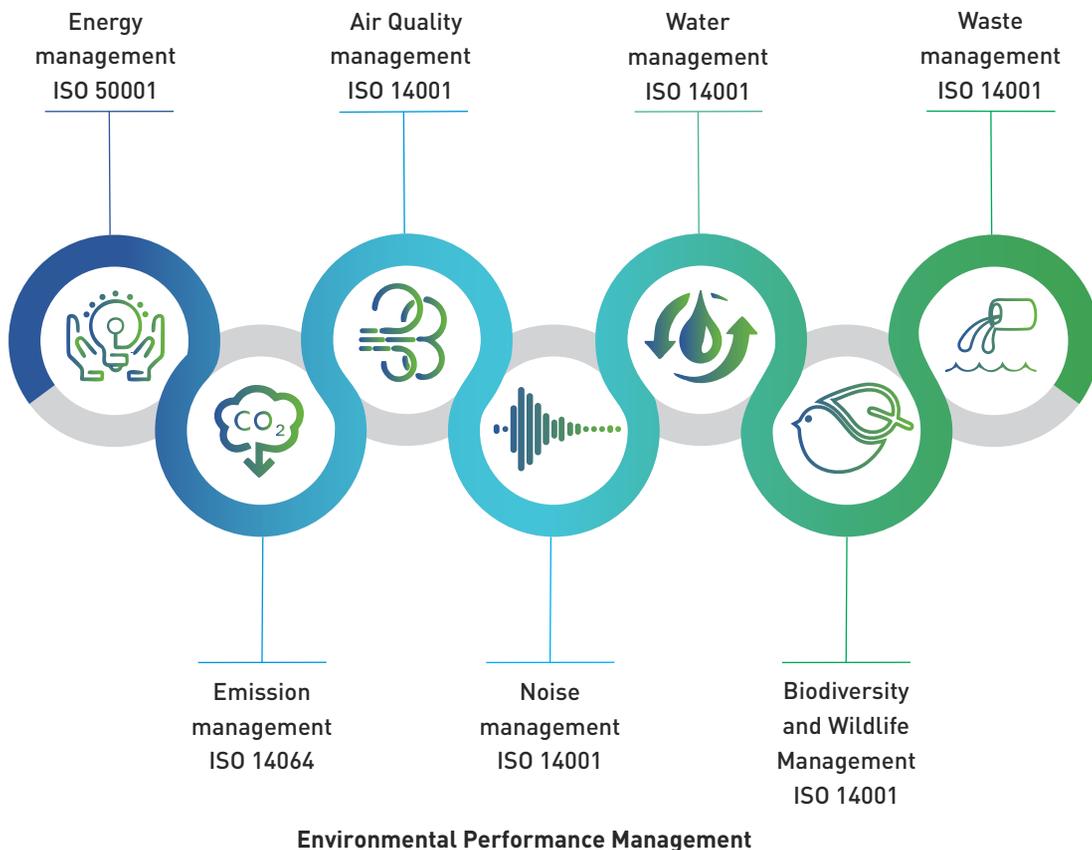
Being India's second busiest airport, we endeavour to be a model of excellence by adhering to highest standards of environmental performance. We conduct our business in a manner that is responsive to the environmental and economic needs of the communities in which we operate. We understand the intrinsic linkage between strong economic performance and environmental sustainability. We are determined to tackle risks posed due to climate change by improving our operations and collaborating with relevant stakeholders.

We take several initiatives throughout the year and continuously strive to improve our environmental performance. Compliance with all necessary conditions of various environmental approvals is monitored through legal and compliance registers & a compliance management system at CSMIA. We have implemented an Environmental Management System (ISO 14001:2015) which ensures that all

the environment related issues, risks and compliances are being addressed in a proper manner. In order to ensure the conditions and results are within the prescribed standards given in the approvals, environmental monitoring is being conducted regularly.

Our environmental performance and our approach towards it is guided by our Environment Policy. The policy is signed off by the Managing Director and is applicable to all our operations. It affirms our commitment to manage and develop the airport and conduct its operations in a responsible & sustainable manner. It also outlines the governance mechanisms to create an awareness and respect for the environment and communities in which it operates.

In an effort to ensure environment sustainability and create value, we monitor our performance on 7 environmental management areas presented as follows:

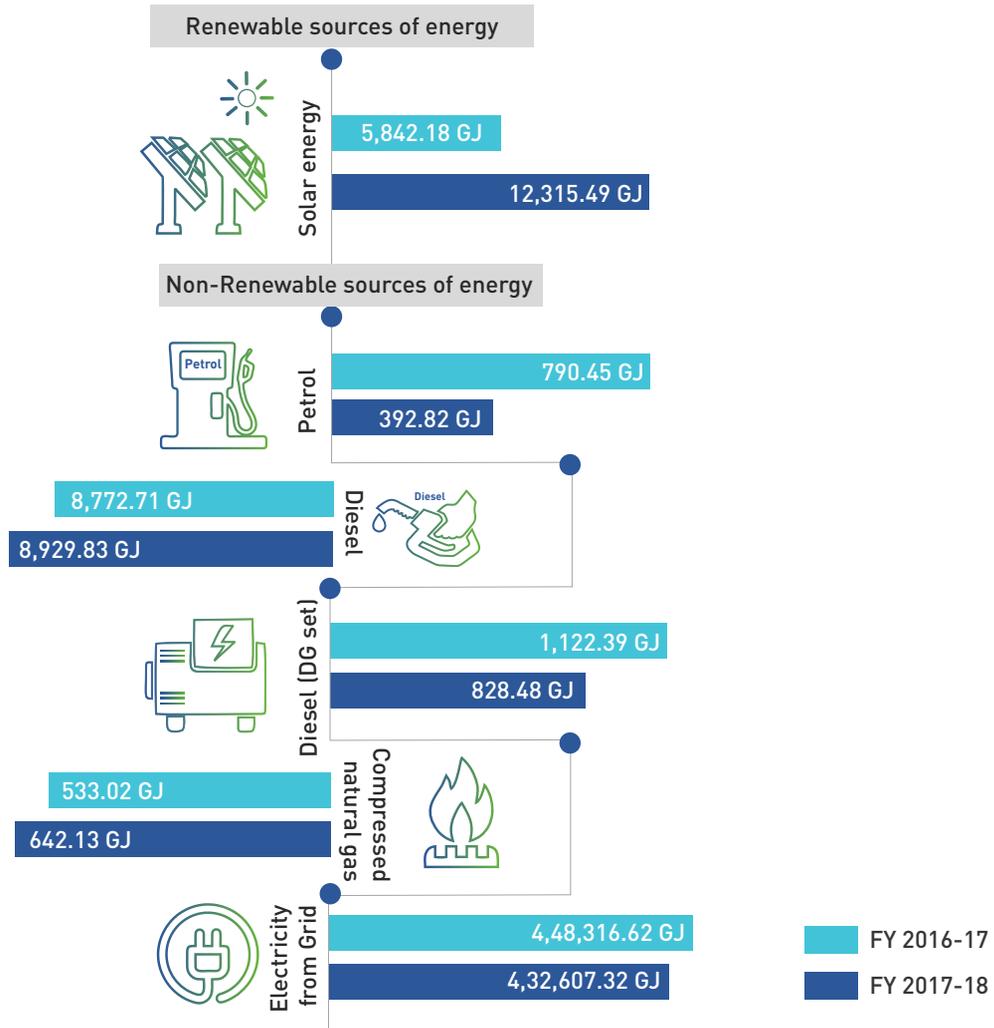


## Energy Management

In the face of continuous growth in aviation industry, we seize the opportunity to conserve energy and efficiently embed the use of non-conventional and renewable sources of energy in our routine operations. We have implemented Energy Management System (ISO 50001) that requires us to develop a policy for efficient use of energy, fix targets to meet the policy, measure results and review the effectiveness of mechanisms in place.

Our energy needs are met by a mix of renewable and non-renewable sources of energy.

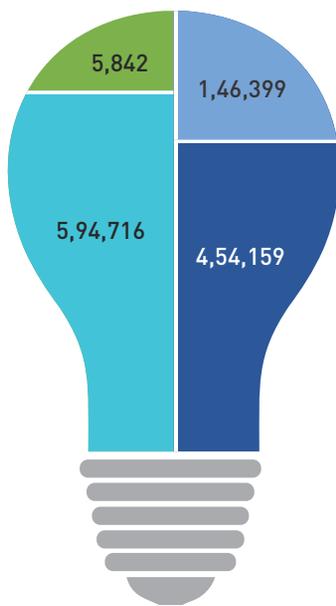
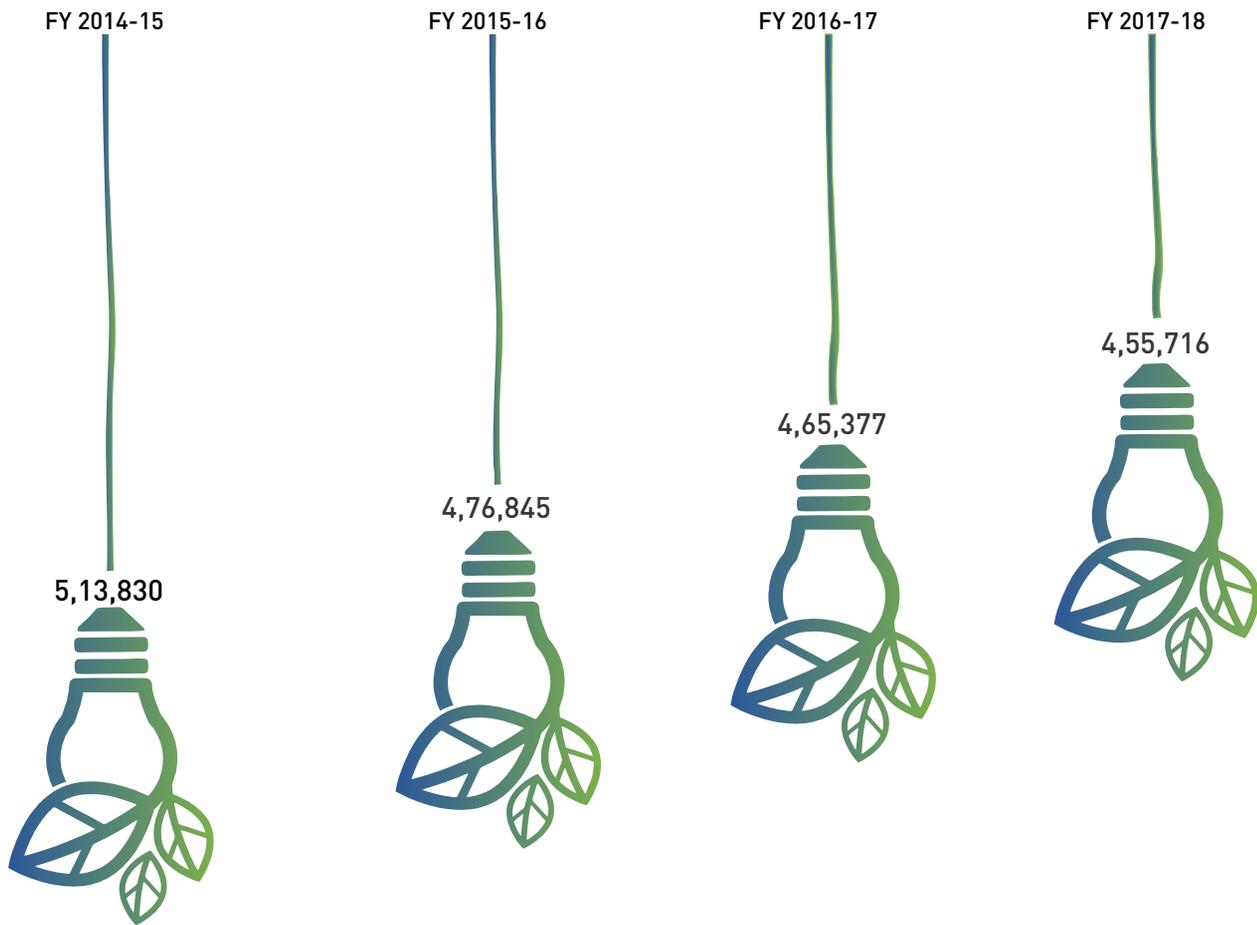
### Energy consumption within the organisation



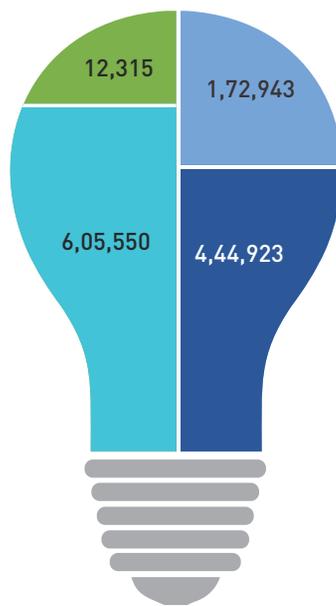
During the reporting period, our energy consumption within the organisation was 0.47 Million GJ in FY 2016-17 and 0.46 Million GJ in FY 2017-18. We have been able to achieve 1.97 % share of renewable energy in the total energy mix cumulatively for FY 2016-17 and FY 2017-18. MIAL helps the concessioners and other stakeholders such as government authorities operating out of the CSMIA for access to electricity. Accordingly, the electricity purchased by MIAL includes electricity consumption of MIAL as well as other stakeholders. For purpose of reporting, we are considering

the electricity consumed only by MIAL. The energy consumption as presented above is measured with the help of metering available at various points such as energy meters for electricity consumption, flow meters for diesel consumption etc. We have used industry standard conversion factors and factors as prescribed by Intergovernmental Panel on Climate change (IPCC) as applicable, for arriving at total energy consumption in single unit.

**Total Energy Consumption with the Organisation (GJ)**



FY 2016-17



FY 2017-18

- Electricity purchased in GJ
- Electricity generated in GJ
- Electricity provided to concessioners and other stakeholders in GJ
- Electricity consumed by MIAL in GJ

### Energy Consumption outside the organisation

The total energy consumed outside the organisation for staff daily travel (commuting) only was 65.17 GJ collectively for FY 2016-17 and FY 2017-18.

### Energy intensity

We have been able to reduce Energy Intensity of our operations from 10,306.37 GJ/million Pax during FY 2016-17 to 9,396.90 GJ/million Pax during FY 2017-18. This is estimated based on the total energy consumption within the organisation.

### Energy conservation

We understand our responsibility and continuously strive to identify opportunities for improving energy efficiency and maximising the utilisation of clean energy. In order to optimise our energy consumption, we pursue a wide range of energy saving initiatives which primarily focus on three aspects namely: Equipment efficiency, Infrastructure efficiency and Process efficiency.



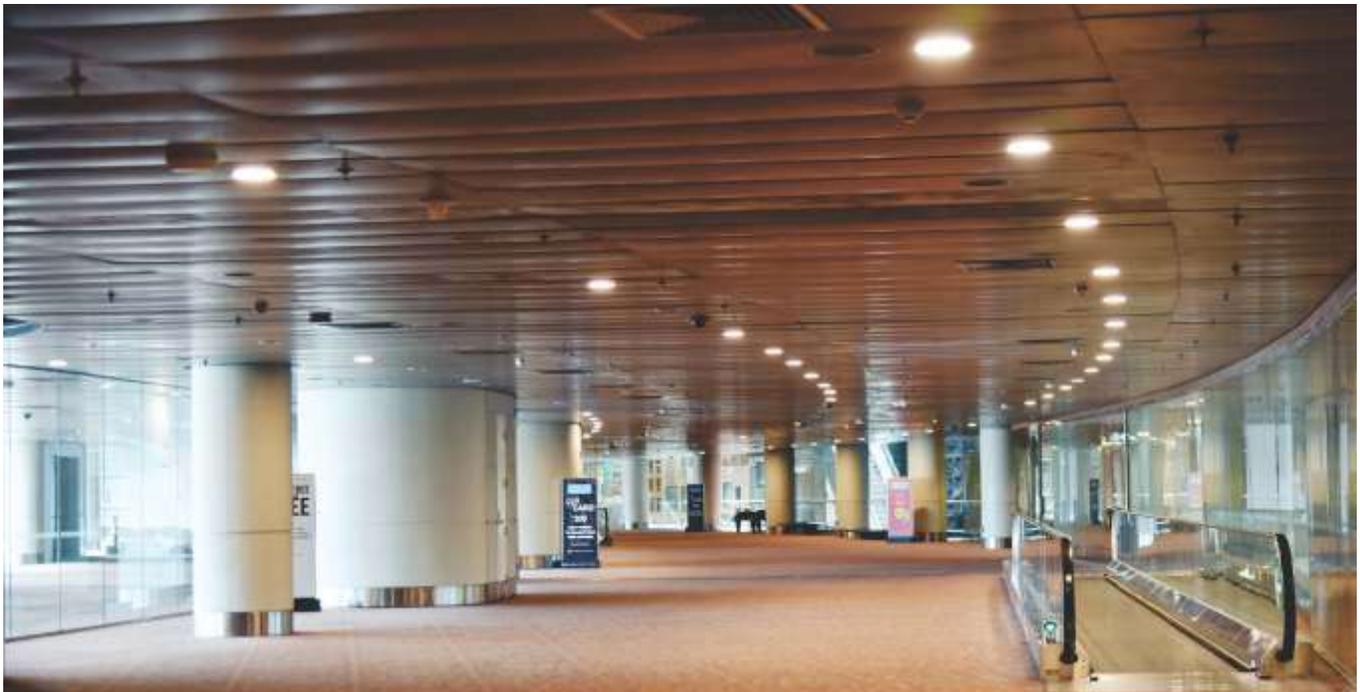
MIAL was awarded the 3<sup>rd</sup> YES BANK Natural Capital Awards under the Eco Corporate (Services) Category by Dr. Harsh Vardhan (Union Minister for MoEFCC)

## Energy saving initiatives

The reduction in total energy consumption in FY 2016-17 was 6,169.21 GJ and in FY 2017-18 was 8,761.21 GJ. The baseline for respective initiatives is defined as per date of implementation of those initiatives. Accordingly the energy savings are calculated assuming baseline scenario prior to implementation of respective initiative.

SR.NO.	ENERGY EFFICIENCY INITIATIVES (FY 2016-17)	ENERGY SAVED (kWh)
1	Replacing conventional lights with LEDs	14,10,970
2	Laying of chilled water line from T1C to T1A AHU	3,02,700

SR.NO.	ENERGY EFFICIENCY INITIATIVES (FY 2017-18)	ENERGY SAVED (kWh)
1	Replacing conventional lights with LEDs	11,38,457
2	Retrofitting of Pump at T1 - Replaced existing pump 75 kW to 55 kW & 75kW to 22 kW	1,15,555
3	Configuration of VFD and chilled water Actuator	8,391
4	Laying of chilled water line from T1C to T1A AHU	7,75,251
5	Replacement of 5 cooling tower Aluminium fan blades with FRP blades	3,15,360
6	Provision of 24' HVLS fans instead of 2' Air Circulators at Cargo.	30,862
7	Replacement of 30kW Sewage Submersible pump set by 4.8kW Sewage submersible pump set at collection tank of 0.5 MLD STP of Cargo.	49,795



Replacement and retrofitting of conventional lights with highly efficient LED lights has been a major contributor among the energy saving initiatives executed in the reporting period

**CASE STUDY: Renewable energy - Installation of solar power system**

At CSMIA, there is a shortage of land. Hence, opportunities had to be explored to install solar panels at available spaces in order to meet emission reduction targets.

We have installed a solar power system of 3.20 MW capacity on rooftop. As a result of our initiatives we have increased the solar power generation capacity from 1.06 MW to 3.20 MW – an almost three fold increase.

We are further planning to complete installation of another 1.38 MW solar power generation capacity at multiple locations by December 2018.

In addition to this, a technical feasibility study of putting up solar panels on Terminal 2 roof top is under study. If the project is found to be technically viable, an additional 4 MW capacity power generation could be installed. A few other locations have also been identified which have a potential of 1.13 MW



**Emissions Management**

We are well aware of the global concern on climate change and carbon-intensive growth and therefore drive consciously towards curbing negative impacts and supporting climate action. Within our sustainability framework, emission reduction forms the central element allowing us to minimise our carbon footprint.

As a part of the sustainable development agenda, the UN Sustainable Development Goal no. 13 (SDG) articulates about taking urgent action to combat climate change and its impacts. At MIAL, we have taken a goal to reduce 25% of our carbon emissions per passenger from the direct fuel consumption and

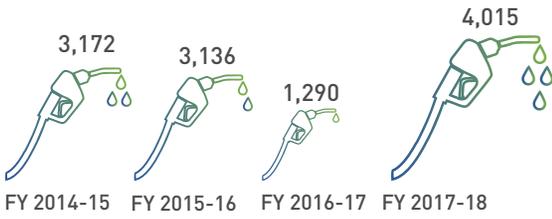
indirect energy purchase for operations by the year 2020 against base year 2014. We will deliver this commitment by reducing emissions in our operations and creating a low carbon businesses. The base year for comparing GHG emissions is considered in alignment with requirements of ACA. The new terminal building (Terminal-2) of CSMIA was commissioned during February 2014 along with other facilities such as STP, elevated road, MLCP etc. Accordingly the base year has been chosen as 2014-15 and targets are considered in comparison with the base year. The use of conventional fuels, electricity and refrigerants leads to Greenhouse gas emissions and are a major source in our operations.

**Direct (Scope 1) and Indirect (Scope 2) GHG emissions**

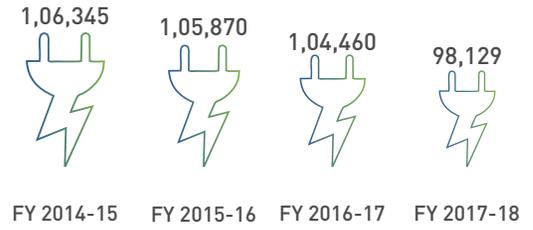
	FY 2016-17	FY 2017-18
Direct GHG emission (Scope 1) (tCO <sub>2</sub> e)	1,289.68	4,015.09
Indirect GHG emission (Scope 2) (tCO <sub>2</sub> e)	1,04,459.77	98,129.46

- Gases Included in calculation of GHG emission: CO<sub>2</sub> and refrigerants R-134a
- Source of emission factors and global warming potential of respective gases have been referred from industry standards and IPCC as applicable.
- Standard used for consolidation of GHG emissions: WRI GHG protocol

### Direct GHG emission (Scope 1) (tCO<sub>2</sub>e)



### Indirect GHG emission (Scope 2) (tCO<sub>2</sub>e)



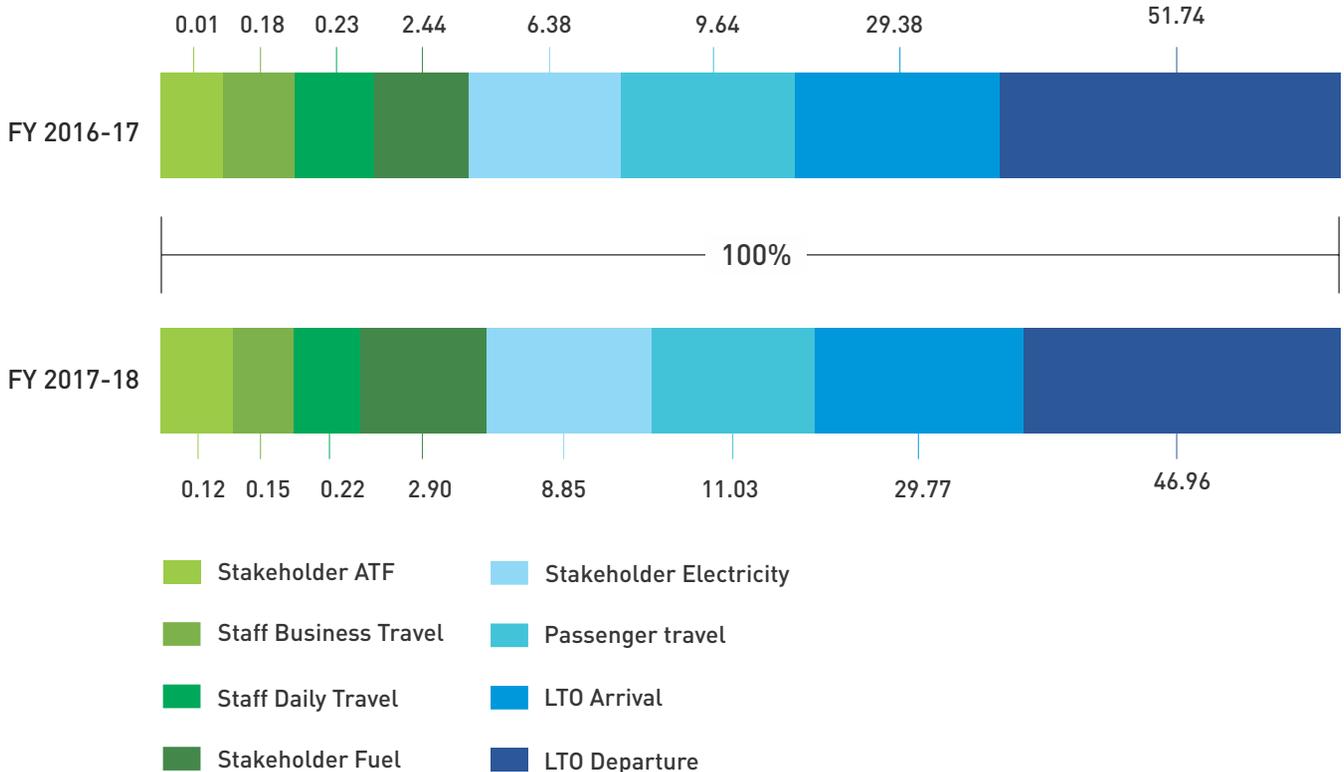
Significant dip in scope-1 emissions during FY 2016-17 is primarily due to refrigerant gases refilling cycle

### Other indirect GHG emission (Scope 3) (tCO<sub>2</sub>e)



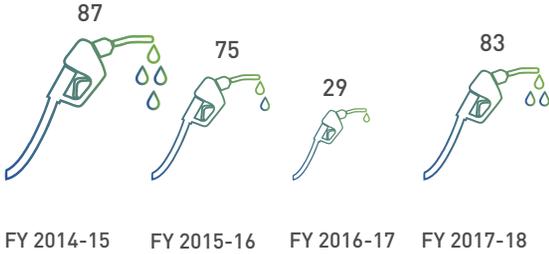
### Other Indirect GHG emissions (Scope 3)

#### Other Indirect GHG emissions (Scope 3) - Sources contribution (%)

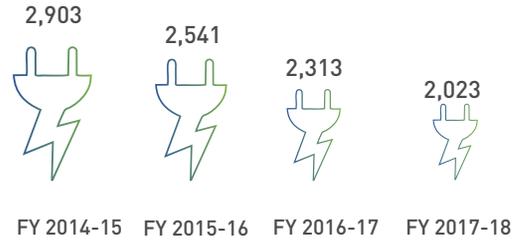


### GHG emission intensity (tCO<sub>2</sub>e/millionPax)

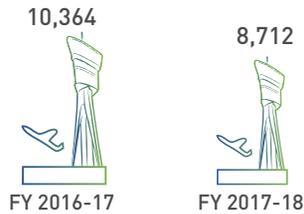
#### Direct GHG emission (Scope 1) Intensity



#### Indirect GHG emission (Scope 2) intensity



#### Other indirect GHG emission (Scope 3) intensity

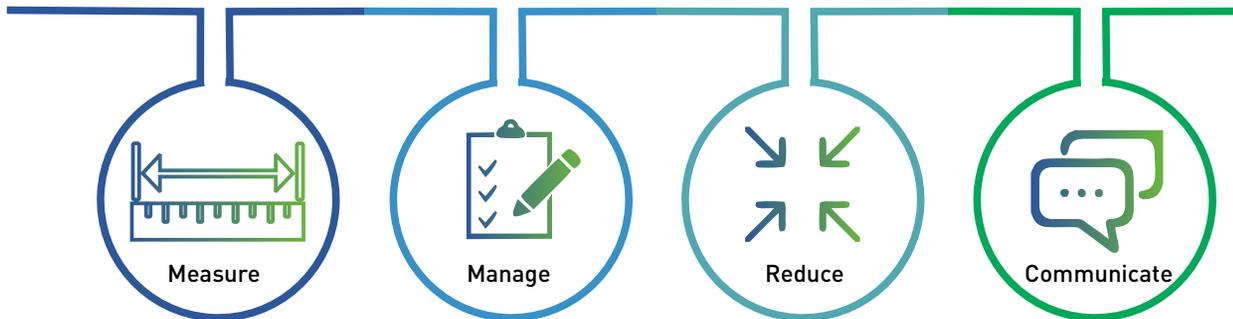


**Total GHG emission intensity:**  
 FY 2016-17: 12.71 kg CO<sub>2</sub>e/Pax  
 FY 2017-18: 10.82 kg CO<sub>2</sub>e/Pax

- Organisation - specific metric chosen to calculate the ratio: Total number of passengers
- Types of GHG emissions included in the intensity ratio: Direct (Scope 1), Indirect (Scope 2), Other Indirect (Scope 3)

### Interventions for control and reduction of GHG emissions

Our climate change strategy provides a holistic framework for managing the carbon footprint. Our strategy consists of four progressive objectives being taken up in phases.



At MIAL, we have incorporated the Carbon Management Plan and Carbon Roadmap into our business strategy to mitigate risks related to climate change and harness the opportunities. The Carbon Roadmap helps us identify threats and opportunities impending due to climate change.

In order to meet our target of 25% reduction of GHG emissions per passenger by 2020 against base year FY 2014-15, we are putting concerted efforts to reduce our Scope 1 & Scope 2 emissions and further control our Scope 3 emissions. Our Scope 3 emissions accounted for 81.57% and 80.53% of our total emissions for FY 2016-17 and FY 2017-18 respectively.

## GHG emission reduction strategies

We undertake various measures to reduce GHG emissions. As a result of our initiatives, we have been able to reduce our Scope-1, and Scope-2 emissions by about 3,257 tCO<sub>2</sub>e during FY 2016-17 as compared to FY 2015-16. Emissions were further reduced by 3,605 tCO<sub>2</sub>e during FY 2017-18 as compared to FY 2016-17. Considering our energy efficiency initiatives taken up during the reporting period, we have observed reduction of 1,405 tCO<sub>2</sub>e during FY 2016-17, and reduction of 1,996 tCO<sub>2</sub>e during FY 2017-18 in the Scope-2 emissions. Details of initiatives taken up and corresponding amount of electricity saved is provided in the Energy section of this report.

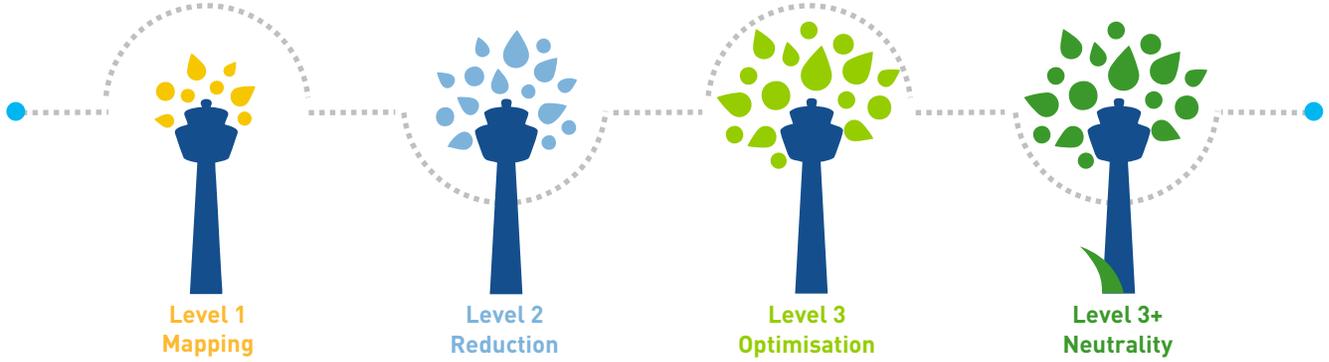
GHG EMISSION REDUCTION STRATEGIES	DETAILS	STATUS
Improve Energy Management System	This will aid us to identify the key energy consumption points and principal areas to reduce energy consumption.	We have implemented an Energy Management System (ISO 50001).
Use of low carbon intensive fuel	We are focusing on shifting towards CNG powered vehicles.	We have added 10 CNG powered vehicles in our fleet. Also, only electric motor vehicles are allowed in the baggage operations area and inside Terminals.
Use of Bridge Mounted Equipment (BME) providing Pre Conditioned Air (PCA) & Fixed Electric Ground Power (FEGP)	BMEs are installed at all aerobridges at Terminal 2. We also encourage all airlines to effectively use BMEs as much as possible.	At present, we have BMEs available at all aerobridges at Terminal 1 and Terminal 2.
Rapid exit taxi ways	These taxi ways help in faster movement of aircrafts from runways to aerobridges/parking vice-verse and save on fuel consumption.	Rapid exit taxiways help in increasing efficiency and thereby reduce GHG emissions.
Airport Collaborative Decision Making (A-CDM)	A-CDM is a common information sharing platform introduced to process timely and accurate information for quick and precise decision making. It takes into consideration the Expected Time of Arrival (ETA) of arriving aircraft, Target off Block Times (TOBT) of departures, runway in use and the handling capacity of the runway to determine the arrival and departure sequence.	A-CDM aims at improving operational efficiency, reducing taxiing time, improving the predictability of events & effectively utilise available slots.
Green Building	Terminal T2 has been meticulously designed to have the state of the art infrastructure with a low environmental footprint.	The New Integrated Terminal 2 has been awarded the prestigious "Platinum" rating by IGBC in 2016, becoming the first Indian airport to hold this rating within the Existing Building (O&M) Rating System.
Stakeholder Trainings	Trainings on lighting systems, solar power plant, ISO 50001:2011, environment management system and HVAC.	In order to reduce our Scope 3 emissions, we conduct several stakeholder trainings and sensitisation sessions.

## Airport Carbon Accreditation (ACA)



As part of our efforts to reduce risks posed due to climate change, we try and do our bit in mitigating the climate change by moving towards low carbon operations. We participated in Airport Carbon Accreditation programme – a voluntary initiative launched by the European region of Airports Council International (ACI Europe) which was supported by the United Nations Framework Convention on

In the framework of its participation – MIAL has significantly developed its climate protection goals to keep up with our own targets. We consistently evaluated emission reduction opportunities and ensured our operations are as energy efficient as possible. In line with our set target for emission reduction, we have successfully

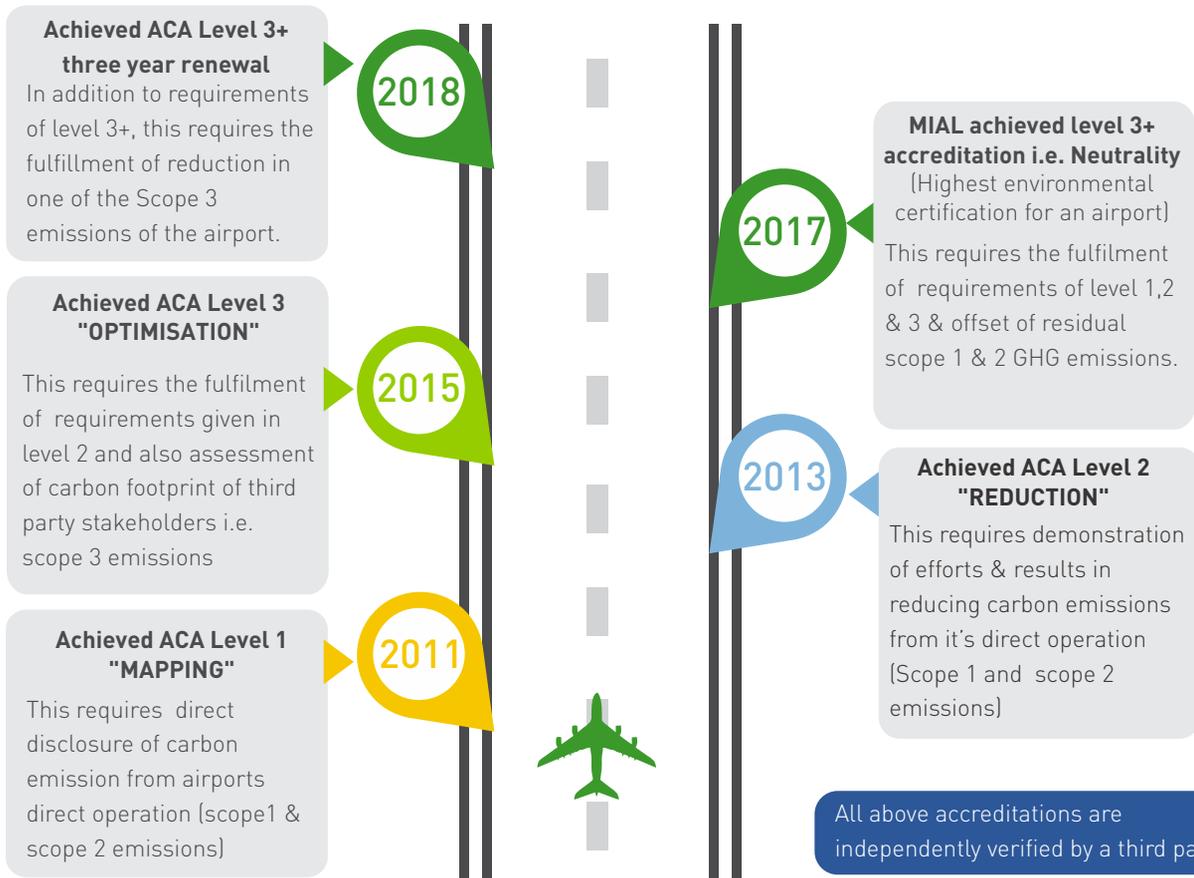


Climate Change (UNFCCC) by signing a partnership agreement between UNFCCC and ACI at the COP-21 climate change conference at Paris in December 2015.

managed to reduce our Scope 1 & Scope 2 emissions by 30% per passenger against the base year 2014-15. During 2017, we upgraded our airport to the level of 'Neutrality' – Level 3+, highest level of accreditation and became the 5<sup>th</sup> carbon neutral airport in the Asia-Pacific region.

The Program accredits the airport in different level (1, 2, 3 & 3+), provided they meet the eligibility criteria at each level.

### Journey towards Carbon Neutrality



## Air Quality Management

We are cognizant of our air emissions and regularly monitor the quality of ambient air at multiple locations, both within the airport premises and in the adjacent localities. We also have a Continuous Ambient Air Quality Monitoring station facility installed at airside near R/W 09 end which provides us round the clock monitoring of ambient air quality parameters at CSMIA. We ensure that air quality parameters of the ambient air conform to the National Ambient Air Quality Standards (NAAQS) 2009.



## Air Quality Monitoring

PARAMETERS	UNIT	LIMITS	FY 2016-17	FY 2017-18
Particulate Matter (PM10)	$\mu\text{g}/\text{m}^3$	100	67.60	97.34
Particulate Matter (PM2.5)	$\mu\text{g}/\text{m}^3$	60	51.20	29.90
Oxides of Sulphur (SOx)	$\mu\text{g}/\text{m}^3$	80	69.00	40.92
Oxides of Nitrogen (NOx)	$\mu\text{g}/\text{m}^3$	80	39.70	30.01
Carbon Monoxide (CO)	$\text{mg}/\text{m}^3$	4	1.08	1.07
Lead	$\mu\text{g}/\text{m}^3$	1	Not detectable	Not detectable

- Applicable standard: NAAQS, 2009
- Report compliance with ambient air quality standards: Six monthly MoEFCC submission, Annual AAI & DGCA submission.
- Continuous Ambient Air Quality Monitoring is done at the Airside through monitoring station

## Noise Management

Aircraft noise is a major environmental challenge, thus making noise management a critical aspect of environment management in the aviation industry. At MIAL, we not only aim but strain to keep the impact on residents and employees caused by aircraft noise as low as possible. We give strong precedence to the Noise Pollution Impact resulting from business operations and ensure that the ambient noise levels are in compliance with applicable regulatory requirements.

In line with the requirements of DGCA, we have installed a comprehensive noise monitoring system, called NOISE DESK at CSMIA. As part of it, two permanent noise monitoring terminals have been installed outside the airport premises along the landing and take-off funnel of the main runway and one mobile noise monitoring terminal is installed at airside. The noise levels are measured continuously and are correlated with the aircraft movements. The system enables us to plan and implement the necessary noise abatement procedures and programs to ensure proper noise management at CSMIA.



## Noise Monitoring Terminal

At MIAL, we have “Noise Desk” – a web based noise monitoring system to monitor and manage the sound levels generated through its operations. Apart from noise monitoring, the system also includes connectivity to other information sources such as flight tracks and weather. The system enables us to implement the necessary noise abatement procedures and programs. Additionally, it also helps us to adhere and comply with a range of regulatory requirements.

## Water and Waste Water Management

### Water Management

We systematically measure and monitor the quantity of water consumed and identify operations where water conservation techniques can be implemented. We adopt sustainable water management techniques to limit our water footprint and ensure that no water bodies are affected due to our operations. Our water requirement is sufficed by the Municipal water supply and the total amount of fresh water consumed in FY 2016-17 was 0.92 Million KL and in FY 2017-18 was 1.40 Million KL. Further we have recycled and used water of about 0.62 Million KL during FY 2016-17, and 0.64 Million KL during FY 2017-18.

We put concerted efforts to conserve water by creating a high degree of awareness at every level of our operations and implementing various water abatement measures.



## CASE STUDY: Green Seal Initiative - Waterless Urinals Programme

We believe that sustainability of our operations relies on our ability to obtain appropriate quality and quantity of water, use it cautiously and manage it conscientiously. Being India's one of the busiest airports, our water footprint is always on a rise. With an aim to reduce our water consumption, we initiated Waterless Urinal Program at CSMIA. The Program is first of its kind to be implemented at any Indian airport. Through the use of Green Seal Certified Products at Terminal 2, we hope to redefine cleaning and disinfection processes at multiple places. At present, around 200 restrooms, 500 urinals at T2 are being treated by these sustainable products and solutions. This program has helped us save up to 1 lakh litres of water per day.



## Waste Water Management

At MIAL, we aim for reduction in fresh water consumption and zero water discharge. The waste water generated from our premises is treated at state of the art Sewage Treatment Plants (STPs). These plants are based on Sequential Batch Reactor (SBR) technology followed by Ultra Filtration (UF) and Reverse Osmosis (RO). Three STPs, located at different locations at CSMIA, have a collective capacity of 15 MLD. They have been installed to treat the sewage generated from the terminal buildings, airside, landside and Cargo facilities.

The treated sewage is used for toilet flushing and as cooling tower make up water for Heating Ventilation and Air Conditioning (HVAC) in terminal buildings. The RO reject water is discharged in municipal sewers. The treated water is diligently monitored for its quality to ensure that parameters are well within the permissible limits.



	2016-17 (Million KL)	2017-18 (Million KL)
Waste water generated (sewage)	0.88	0.87
Waste water discharged (sewage)	0.18	0.17

- 20% of the total waste water generated, was discharged during the reporting period.

Treated Wastewater (sewage) Parameters

PARAMETERS	UNIT	FY 2016-17		FY 2017-18	
		Min	Max	Min	Max
pH		6.7	6.9	7.1	7.2
TSS	mg/l	37.5	46.0	27.8	31.8
BOD	mg/l	11.7	13.5	11.3	14.5
COD	mg/l	-	-	39.8	49.9

**Storm water management**

We lay a special emphasis on storm water management through continuous monitoring and ensure that there is no contamination of storm water. In order to trap the fuel and oil spillage at the apron, we have installed three oil water separators at different locations at airside.

Storm water parameters

PARAMETERS	UNIT	FY 2017-18
pH		7.2
TSS	mg/l	16.0
BOD	mg/l	16.0
COD	mg/l	40.0

**Biodiversity and Wildlife management**

Our operations lie in a geography with low biodiversity and in non-Eco sensitive zone. In our projects and operations, our primary aim is to avoid impacts on biodiversity and ecosystems. Where avoidance is not possible we aim to minimise our impact. Managing risks posed by wildlife strikes is significantly important. Our wildlife hazard management system enables us to address the wildlife hazards without causing any harm to them.

**Initiatives taken:**

- We have carried out monthly joint inspection outside airport along with MCGM officials upto 10 kms of radius to monitor bird activities.
- New technology “Super Pro Amp” devices are installed near runways to disperse birds, and is operational for 24 hours.
- Mapping of bird activities inside the airport premises and approach path of runways.
- More than 100 trucks of garbage have been removed from Jari Mari area near one of the runways in coordination with Municipal Corporation of Greater Mumbai (MCGM).
- New technique, spraying of a liquid – “Bird X”, has been introduced to control bird activity near runways.



### Actions for preventing bird strikes:

- Bird scares deployed with sufficient stock of firecrackers for continuous busting of crackers to repel birds alongside of runways.
- Cleaning of drains and reducing the amount of water lying on the airport grounds
- Maintaining the grass at a length upto 30 cms which deters birds
- Pesticide spraying behind grass cutting machine to restrict insect
- Use of Laser Torches for bird scaring in dark hours
- Control of garbage, waste, and rubbish at the Airport
- Rodent control at operational areas
- The fitting of anti-perching spikes on all airside structures, such as signages, aerobridges, lights etc.
- Educating meat/chicken shop owner, fish vendor and slaughterhouse owners for proper disposing of waste in coordination with MCGM officials
- Pruning of trees from adjacent areas and approach path of runways in coordination with MCGM tree authority.



Super Pro Amp device for bird scaring

PARAMETERS	FY 2016-17	FY 2017-18
Confirmed bird strikes	20	25
Strike rate per 10,000 aircraft movements	0.63	0.75

### Afforestation

We have partnered with 'HARIYALI, a NGO for afforestation over three acre of land. Hariyali has been assigned the afforestation project of 33 acres in Tetavali - Rabale, by Social Forestry Division - Maharashtra Forest Department. As a part of this, we provided 400 indigenous tree saplings from our own nursery. Additionally, our Horticulture Department provides expertise knowledge to the NGO in maintenance of trees on a regular basis. We also planted 510 saplings in FY 2017-18 as a part of a CSR activity, of which 498 survived. We are also planning to increase area under plantation through this programme in coming years.



**97.65%  
Survival rate**

## Waste Management

We believe in promoting environmental best practices to minimise impacts due to our operations on the environment. We strictly adhere to applicable regulatory requirements and implement best waste management practices, as it forms an integral component of our environmental management system. We aim to reduce the amount of waste we generate and to reuse or recycle materials, wherever possible.

The total waste generation during the reporting period was 9951.75 MT, of which 158.59 MT was hazardous waste and 9,793.16 MT was non-hazardous waste. Of the total non-hazardous waste generated, 3,343.16 MT was recycled.



Waste segregation at OWC facility

### Hazardous waste

TYPE OF WASTE	STATE	UNIT	FY 2016-17	FY 2017-18	DISPOSAL TYPE
Oil contaminated waste	Solid	MT	3.30	2.11	Incineration
Used / Spent Oil	Liquid	MT	8.60	2.76	Recycling
Hazardous cargo	Solid	MT	12.44	1.37	Incineration
Discarded containers, barrels and liners	Solid	MT	2.65	0.00	Incineration
Runway rubber and paint waste	Solid	MT	46.54	78.83	Landfill, after treatment

### Non-Hazardous waste

TYPE OF WASTE	STATE	UNIT	FY 2016-17	FY 2017-18	DISPOSAL TYPE
Waste plastic	Solid	MT	165	211	Recycling
Waste paper	Solid	MT	688	760	Recycling
Waste glass bottles	Solid	MT	132	143	Recycling
Waste plastic bottles	Solid	MT	156	169	Recycling
Waste wood	Solid	MT	134	132	Recycling
Broken tin	Solid	MT	14.5	51	Recycling
Other scrap	Solid	MT	158	146	Recycling
Wet garbage	Solid	MT	3,014	3,436	OWC & Landfilling
Waste cotton	Solid	MT	135	106	Recycling
STP sludge	Solid	MT	22	21	Recycling

### CASE STUDY: Organic Waste Converter (OWC) Facility

Minimising waste has always been one of our top priorities. In order to treat food waste generated at the Airport, we have implemented Organic Waste Converter (OWC) project – Bio mechanical composting system with a capacity of 1MT/day. Compost generated from the system is being used internally for gardens & horticulture purposes. This project has resulted in a list of benefits which includes, generation of organic compost, avoidance of carbon emissions (~238 TCO<sub>2</sub>e), treatment of ~353 tons of food waste, reduction in methane formation, compost distribution to the community, avoidance of landfills, social value generation by creating employment and awareness creation amongst stakeholders. In addition the OWC facility boasts a solar capacity of 5 kWp for providing green power for its operation.

For this project, MIAL received “Gold” plaque award at the “ACI Asia-Pacific Green Airport recognition 2018” ceremony held in Narita, Japan during April 2018, thus serving as a testimony to MIAL's commitment for being one of the best and most sustainable airport



### Spill Management

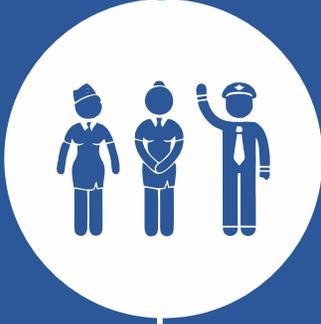
Spillages have been identified as a potential risk in our operations and it is our endeavor to ensure zero spills at CSMIA. Identification of these risks forms a major part of our Environment, Health and Safety (EHS) risk assessment system. In adherence to the system, we undertake several measures to avoid spills and it has resulted in no incidences of significant spills across our operations in the reporting period.



### Environmental Protection expenditures

With respect to the environmental compliance, we ensure that our operations are fully compliant with all applicable environmental laws and regulations. The total amount spent on environmental protection measures in FY 2016-17 and FY 2017-18 was INR 26.66 million and INR 30.62 million respectively which includes, environmental management expenses and expenditure on treatment, purchase & use of emission certificates, waste disposal, and equipment maintenance and operation. In addition to online monitoring we have hired an MoEFCC authorised external laboratory to carry out periodic environmental sampling and testing of ambient air quality, ambient noise levels, wastewater quality, storm water, DG set emissions, etc.

During the reporting year, no monetary fines or forms of non-monetary sanctions were levied upon us for any non-compliance with environmental laws and regulations.



# Human Capital

The development of our people and organisation's culture coupled with the collective knowledge, skills and experience enables us to develop innovative solutions for better customer experience

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3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



10 REDUCED INEQUALITIES



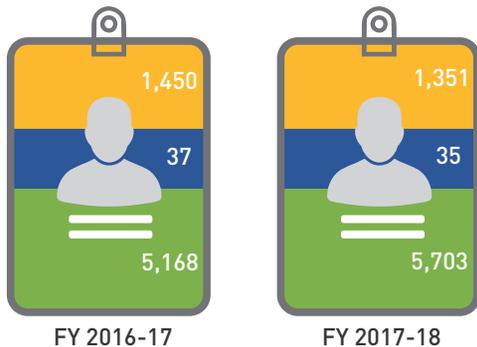
# Employee Wellbeing

At MIAL, we believe that human capital is one of the most important dimensions of our enterprise and is imperative to running our operations. Our continued success depends greatly on the skills, knowledge, experience and commitment of our employees. Hence, we lay great emphasis on ensuring employee satisfaction and their overall well-being.

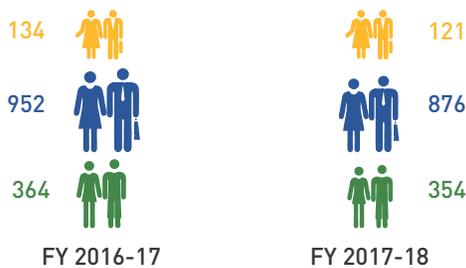
We consider talent attraction and retention as the most reliable predictor of an organisation's excellence. Our efforts are directed towards hiring and retaining the best talent in the industry by providing them with an environment that supports their personal and professional prosperity.

## Workforce Dashboard

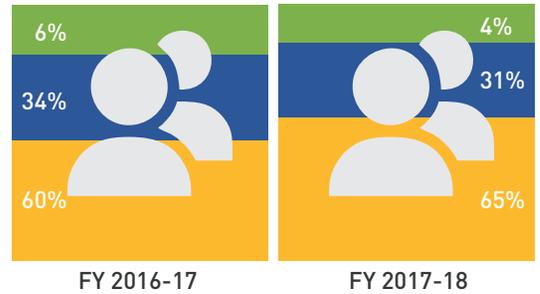
Our total workforce comprises of permanent employees, consultants and contract labours. Following infographic represent our workforce dashboard:



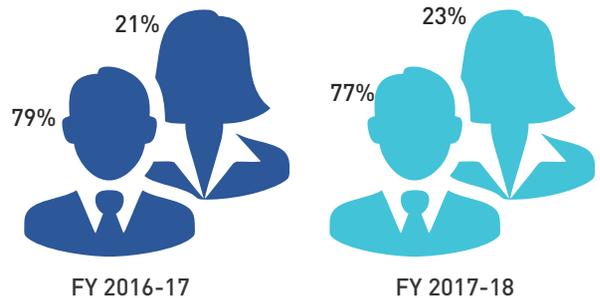
## Total workforce (Age-wise)



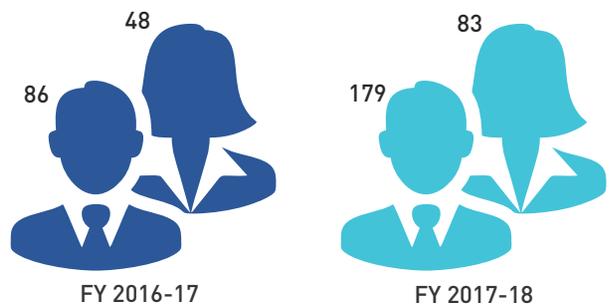
## Employee category



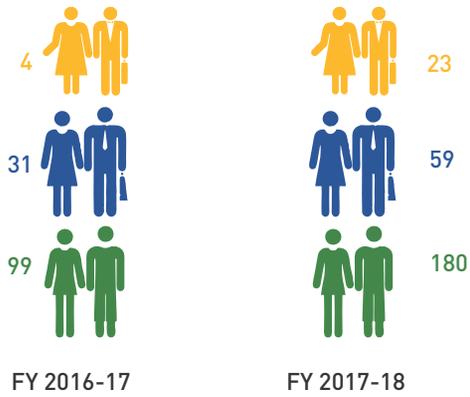
## Workforce (Genderwise)



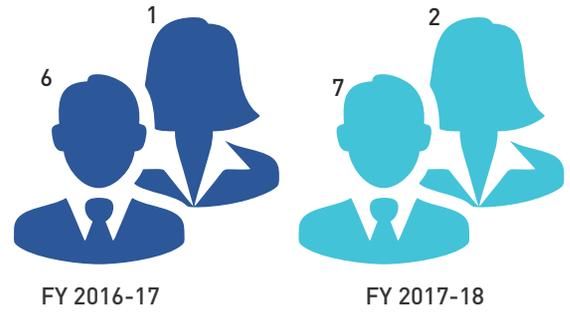
## New Employees hired (Permanent)



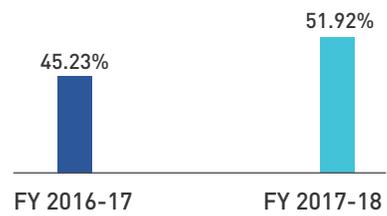
### New Employees hired (Permanent)



### New Employees hired (Consultant)



### Senior management hired from local community\*



\* Definition of Local: State of Maharashtra

### Employee turnover

	Male	Female	Below 30	Between 30-50	Above 50
FY 2016-17	137	53	91	75	24
FY 2017-18	274	87	123	182	56

### New joiners turnover

	Male	Female	Below 30	Between 30-50	Above 50
FY 2016-17	20	14	27	7	0
FY 2017-18	66	35	63	29	9

The total employee turnover for the year FY 2016-17 was 13.10% while that for FY 2017-18 was 34.05%, The increase in employee turnover is majorly the outcome of workforce reallocation from MIAL to NMIAL.

## Employee Engagement and Development

Engaging our employees is one of our key priorities, it enables us deliver superior performance and gain competitive advantage. We engage and develop our human capital by creating a culture that encourages open and honest communication, supports career development and brings out the best in our people. We offer a range of benefits to our fulltime employees, which includes gratuity, insurance, maternity leave, leave encashment, pension and provident funds as per our company norms.

We are committed towards providing feedback to all our employees on their performance. Every eligible employee undergoes a performance review and sets target for the coming year. We also conduct talent assessment for senior management to evaluate their ability to perform and make a perpetual impact in their leadership role. In cases, where no formal process for performance management exists, we follow local protocols to connect employee skills and competencies to business performance. The defined benefit plans include, contribution to provident fund, employees' state insurance and gratuity. The amount of defined benefits at the end of FY 2016-17 and at the end of FY 2017-18 was about INR 149 million and INR 150 million respectively. MIAL's obligations to pay pensions under the plan are met directly by the organisation's general resources.

## Inhouse Newsletter

GVKConnect' & GVK World are monthly and quarterly e-newsletter published by us which are available to all employees. They are common across the entire GVK Group and are used as a platform for sharing experiences, information, achievements and other information with all our employees. The newsletters also keep employees updated of the situations around them and provide the management with an accessible avenue to express their appreciation for the efforts of employees.



### GVK CSMIA conducts free eye-screening camp for employee

We conducted an eye-screening camp for all our employees. Over 300 employees underwent eye check-ups as part of the four-day camp that began on May 24, 2016.

### Employee Engagement through MERA

At MIAL, employee engagement is considered to be of great importance. For a meaningful employee engagement, we have formed MIAL Employee Recreation Association (MERA). As part of the MERA, we have constituted two specialised engagement committees – JOSH and UMANG. JOSH focuses on sports related activities while UMANG focuses on cultural events. These committees have helped to enhance the employee experience while working with us. During the reporting period, these committees facilitated several successful sports and cultural events. Some examples include – football, carom, table tennis, Diwali celebrations, Navratri celebrations, International Women's Day celebration etc.



All our permanent employees are entitled to parental leave as per organisation's policy.

**Total number of employees who took parental leave**



YEAR	MALE	FEMALE	TOTAL
FY 2016-17	49	14	63
FY 2017-18	33	20	53

**Total number of employees who returned to work after parental leave ended**



YEAR	MALE	FEMALE	TOTAL
FY 2016-17	49	14	63
FY 2017-18	33	20	53

**Total number of employees who returned to work after parental leave ended and who were still employed twelve months after their return to work**



YEAR	MALE	FEMALE	TOTAL
FY 2016-17	46	13	59
FY 2017-18	28	19	47

We strictly comply by all statutory and regulatory norms in payment of wages and benefits at all entry levels. Entry level wages of our employees are above minimum wages fixed by the State Government. Also there is no discrimination between men and women with regard to working conditions and remuneration at MIAL.

Fair treatment and safeguarding the interests of our contract workforce is our key priority. Our contract agreements clearly specify statutory requirements for contractors and they undergo stringent selection criteria and screening including human rights. We also maintain suitable checks and balances to ensure that wage payments, statutory contributions, provision of safety equipment and other such obligations are met by the contractor.

**Entry level wages to employees (Genderwise)**

YEAR	MINIMUM WAGES TO SKILLED EMPLOYEES (INR/year)		RATIO AGAINST LOCAL MINIMUM WAGE	
	Male	Female	Male	Female
FY 2016-17	1,80,000	1,80,000	1.22	1.22
FY 2017-18	2,40,000	2,40,000	1.45	1.45

**MIAL's Remuneration policy**

We have formulated a remuneration policy for our Executive Directors, Key Managerial Personnel (KMP) and other employees keeping in view the following objectives:

- Ensuring that the level and composition of remuneration is commensurate to attract, retain and motivate talent, to run the Company successfully.
- Ensuring that relationship of remuneration to performance is clear and meets the performance benchmarks.
- Ensuring that remuneration involves a balance between fixed and incentive pay reflecting short and long term performance objectives appropriate to the working of the company and its goals.

At MIAL, we do not have a recognised trade union for permanent employees on direct roll, however, for contractual workers, collective bargaining takes place mostly for wage enhancement and improvement of benefits. This is ratified through a conciliation process by the designated and authorised officer in the Labour Department of Government of India.

## Business ethics and human rights

We believe that business ethics play a key role in building an organisation's reputation and attracting new talent, making it more appealing to stakeholders. Our code of conduct has been approved by our Board of Directors and embodies our policy to act in a fair manner and respect the dignity of every individual.

We ensure compliance of ethical standards by all our vendors and contractors through appropriate clauses in relation to labour practices as a part of all our investments and contract documents.

## Diversity and Inclusion

In today's competitive business environment, bringing in a diverse perspective towards arising challenges is key to an organisation's success. Being a part of the workforce, women employees can bring significant positive changes to the business and therefore, gender equality is one of our prime focus areas.

We are an equal opportunity employer with remuneration ratio of 1:1 for males and females. Our conscious efforts are made towards providing our employees with bias-free work environment. We do not discriminate on the basis of race, nationality, religion, age, ethnic background and disability. Thus, recruitment, placement, promotion, transfer, compensation, training and other benefits are based on the merit, competency of the individual and the business needs of the Company.

## Training and development

Managing talent is a crucial management function and is imperative to modern business. It enhances the efficiency of an organisation as a whole, enabling it to compete in a dynamic environment and grow in sustainable manner. Our training programs are focused towards augmenting the capability and capacity of our employees by creating an environment of continuous learning that provides them opportunities to develop and discover their potential.

All new recruits undergo orientation training sessions prior to their deployment. This session also includes undergoing a training on our code of conduct and anti-corruption policies. During the reporting period, there were no incidents related to corruption. We also conduct transition assistance sessions to facilitate continued employability.

### Categories of Training Programs

Different training programs are organised on the basis of training need identification conducted through Performance Appraisals, Focused Group Discussions and HOD / Supervisor Discussions.



**Average hours of training by gender**

YEAR	MALE	FEMALE
FY 2016-17	30.28	27.09
FY 2017-18	40.63	31.39

**Total hours of training per employee by employee category**



YEAR	SENIOR MANAGEMENT	MIDDLE MANAGEMENT	JUNIOR MANAGEMENT
FY 2016-17	17.12	27.57	31.94
FY 2017-18	8.54	19.85	49.18

Employees are provided with on the job as well as external trainings. During the reporting period, 94,986 man-hours of training has been imparted to our employees.

We have always placed a premium on providing professional opportunities to our people and pursue their passion and goals. We have a formal Education Support Policy, through which we encourage our employees to further their professional development through enrolment in courses and degree programs relevant to their profession. We also send high Potential employees for ACI online AODP in order to advance their skills.

**'ACCELERATE' workshop for Mid Management**

We conducted a 1 ½ day engagement workshop- ACCELERATE for the middle management employees. The training program was aimed at achieving peak performance as an individual and as a team. Some of the key learning objectives were taking and living ownership, triggering willingness to explore better ways of working, working better in a team set up, aligning them to organisational beliefs and values. The employees will also be given cross functional projects to take the learning's further. Till date three batches covering 106 employees have been trained through this workshop.



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**'Cross Functional Focused Group Projects'**

The Management Trainees working in different verticals were assigned Cross Functional Focused Group Projects. The assignment were aimed towards engaging young minds with different functional expertise, to work towards a common goal. Each team was assigned six focus areas: improve baggage delivery, streamline taxi operations, identify key experience points of passengers and improve passenger flow; improve On Time Performance (OTP), improve passenger flow at immigration and increase CUSS usage. All the teams presented their findings to the leadership team. The presentations were assessed by a jury and the presentation on 'Improving the Baggage Delivery' was adjudged the Best Presentation based on content and quality.

**Basic English Speaking Course – Aerodrome Rescue & Fire Fighting (ARFF) Team**

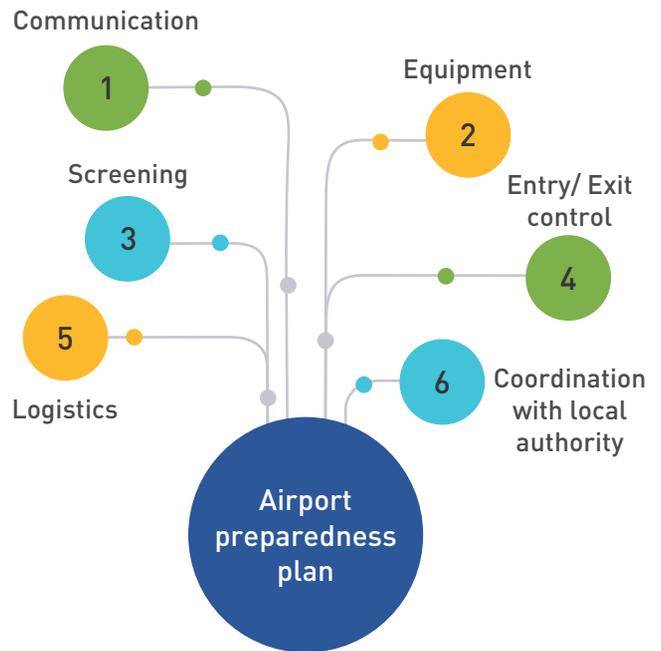
A 3-month training course was conducted for improving English Communication skills. This program received an overwhelming response from our ARFF employees. The course was tailor made, keeping in mind the functional usage of English of these staff. During the 3 months course, each participant had to undergo 55 hours of training. At the end of the course, an examination was held to determine their English proficiency. In the reporting period we have trained around 76 ARFF employees.

We acknowledge the importance of providing leadership training to all our employees in order to ensure shared leadership. We believe that when employees are given a say in decision making, they tend to stay highly motivated and engaged. This enables an organisation to retain high potentials and high performers. As part of our Learning and Development (L&D) initiatives, we regularly plan a series of insightful talks on leadership by eminent persons - leadership talk series. We organise annual leadership team offsite - INSIGHT. This gives inspiration, uplifts the energy and harmonises the team to face the year ahead. We have also created a knowledge sharing platform, under the name of "Brainwave", a forum where employees present on predetermined topics to the top management.

# Health and Safety

We believe that our workforce is a key asset contributing to our vision of being one of the world's best airport. We acknowledge the fact that a safe and healthy work environment is a basic requirement for ensuring employee well-being and that best practices in occupational health & safety enhance the organisation's overall performance. Therefore, developing a safe operating culture amongst our employees, contractors, visitors and other third parties has always been one of our top priorities. Our company wide safety policy ensures that there is complete awareness with regards to safety across all our operations. Considering the high occupational health risk to the staff working at the airside, Personal Protective Equipment (PPEs) are provided to reduce risk of occupational disease. We further ensure that adequate control measures are in place for preventing occupational diseases. All Our employees undergo periodic training on Occupational Health and Safety (OH&S) and the performance is reviewed during business meetings and management review meetings. During the reporting period, there were no occupational disease cases and fatalities to any of our employees. However, one injury and three lost days were recorded that resulted in an injury rate of 0.33 and a lost day rate of 1.

Our Airport preparedness plan is in lines with the plan suggested by Airports Council International (ACI) and covers the following aspects.



Absenteeism Rate (per employee)



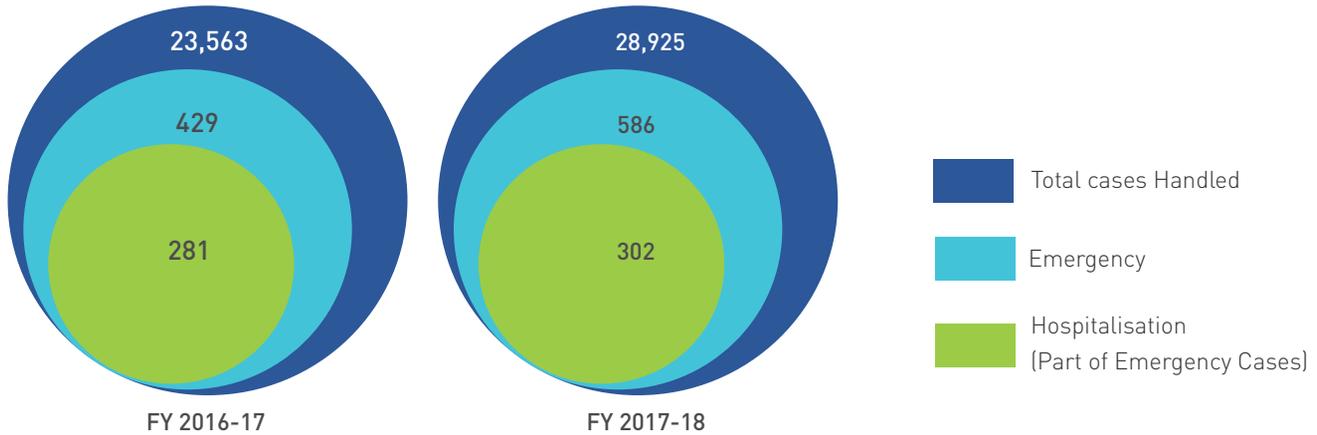
## Epidemic monitoring and control measures

With MIAL being Mumbai's gateway to the world, it embraces passengers from all over the world. This also involves the risk of being prone to spread of communicable diseases. As an airport operator, our main aim is to protect the health and welfare of travelers, staff and the public, and to reduce the opportunities for dissemination of these diseases. Airport medical services support Government health officials in screening of inbound international passengers and implementing appropriate measures at CSMIA to prevent entry of infectious diseases in the city.

We are the only airport in India with full-fledged Automated External Defibrillators (AED) as a part of Public Access Defibrillation (PAD) program. We have installed 110 AED's throughout the terminals at CSMIA. We also conducted 17 in-house Cardio Pulmonary Resuscitation (CPR) and AED trainings in the reporting period, training a total of 354 participants. During the reporting period, we have successfully handled about 23563 (FY 16-17) & 28925 (FY 17-18) medical cases of employees, passengers and other stakeholders.



Medical cases handled (Number)



**Sword of Honor Award**

We are always committed towards protecting the health & safety of our employees and passengers. This was demonstrated by Five Star rating provided by the prestigious British Safety Council (BSC), which is the highest grading awarded by BSC in its OH&S Management System Audits. With this, we are the second airport in India to receive this Five Star rating and prestigious "Sword of Honor Award".



**Trainer Programme on "Legal Provisions on Health & Safety in India"**

"Train the Trainer" Training programme on "Legal Provisions on Health & Safety in India" was conducted along with Central Labour Institute (CLI). The main objective of this programme was to make our safety professionals understand the Constitutional provisions & National policies on Occupational Safety and Health (OSH). In addition, this programme also covered topics on Provisions on OSH as per Factories Act, Building & Other Construction Workers Act and The Petroleum Act. The training was also extended to our concerned stakeholders who are involved in airport activities. This programme was attended by 52 participants from MIAL & stakeholders and received a positive response. We conducted a series of such programmes throughout the year to increase awareness on Health & Safety regulations and guidelines for our employees & stakeholders.



## Stress Management & Healthy Living Sessions for Stakeholders

For overall development of our employees and other stakeholders we have started an initiative wherein they are given training sessions on various topics such as Stress Management and Healthy Living & Lifestyle. These sessions are conducted by Brahmakumari Sisters. Its main objective is to impart spiritual education and teach meditation techniques which will help our staff employees improve their quality of thinking and thereby allowing them to lead a stress-free healthy life.

## Health Awareness

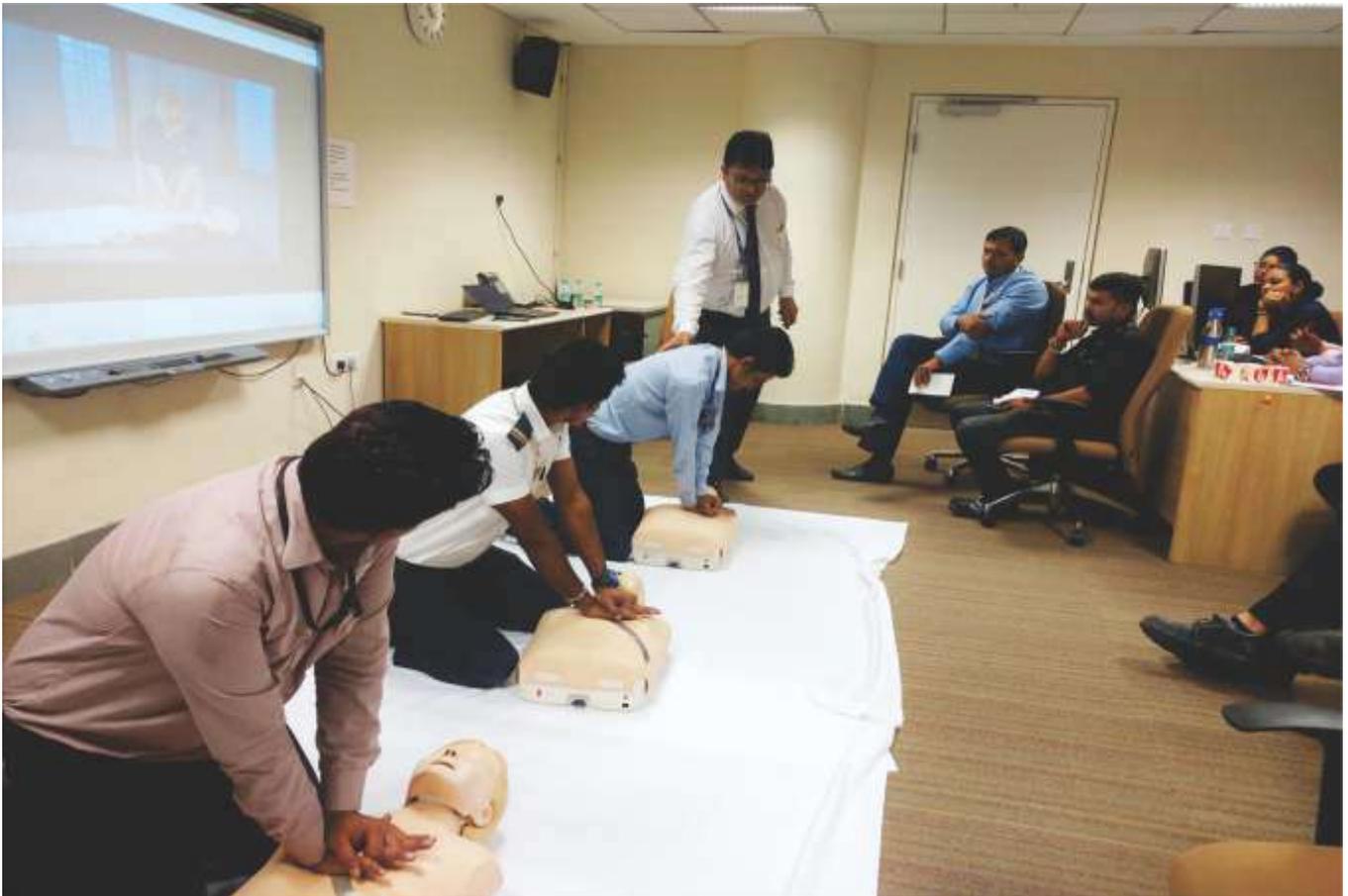
MIAL conducted several health awareness talks by bringing on board professional and reputed speakers to create awareness towards healthy living. Informative mails for healthy living, healthy foods etc. are also sent to all MIAL staff on regular basis.

## Behavioural Based Safety Management program

We have conducted a Behavioural Based Safety Management program for Safety Nodal Officers and stakeholders. The program was conducted by the Central Labour Institute, Mumbai. Behaviour-Based Safety is the application of behavioural psychology to promote safe behaviour in the workplace using employee involvement. This training educated the employees to properly implement a Behaviour-Based Safety Program that would minimise workplace injuries and illnesses.

## AED & CPR Training

Our Medical Services Dept. conducted a ½ day AED & CPR Training sessions. The participants were trained on latest guidelines and usage methodology of Cardio Pulmonary Resuscitation (CPR) & Automated External Defibrillator (AED). This programme was useful for responding to sudden Medical Emergencies like Cardiac Arrest, by timely and speedy usage of the AED installed at CSMIA while delivering Cardio Pulmonary Resuscitation (CPR). This training is being conducted for the benefit of the employees regularly on a monthly basis.

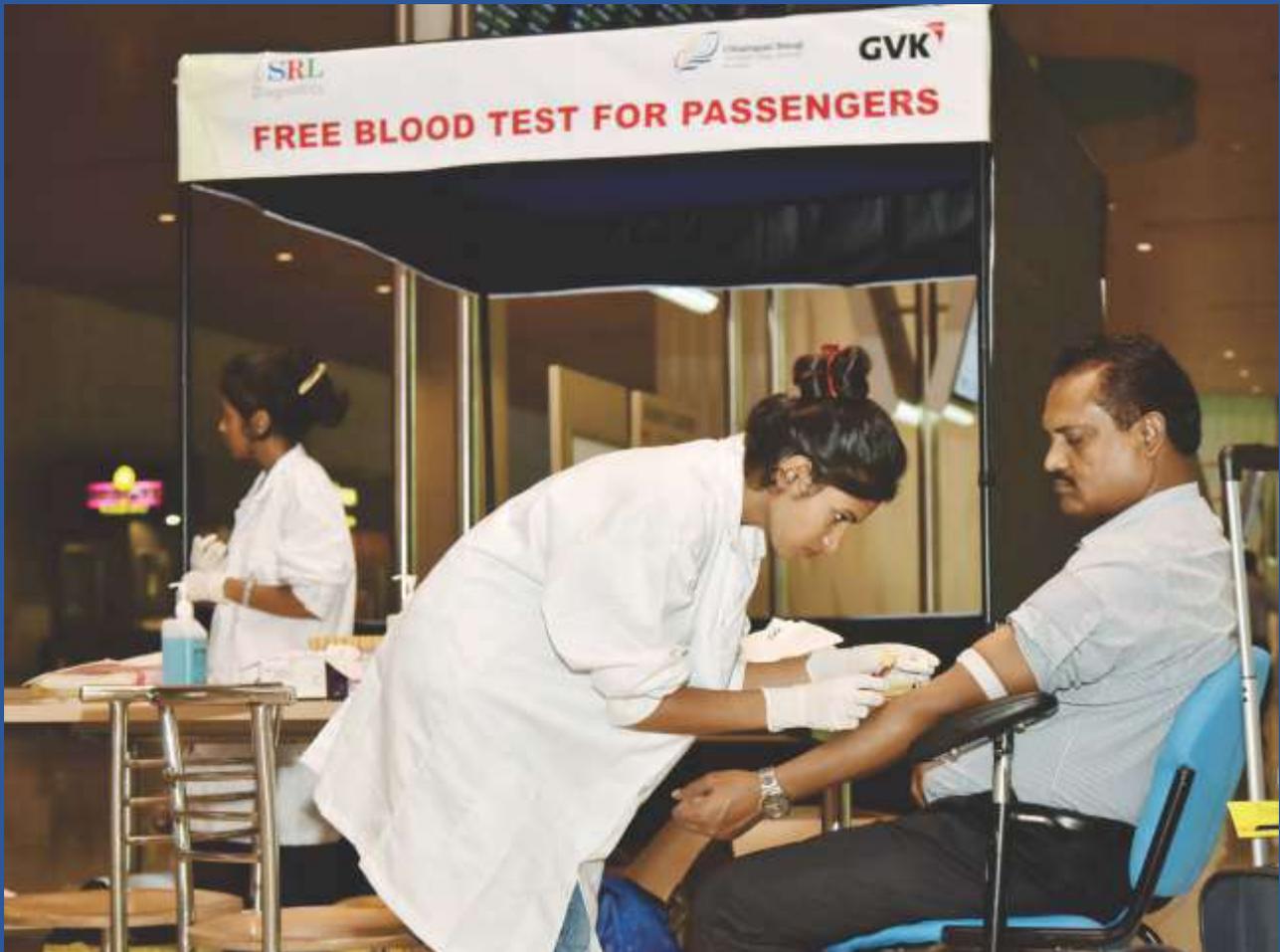


### Case Study: Health Awareness Initiatives.

During the reporting period, we conducted various health awareness initiatives. These initiatives primarily included health awareness talks, health camps, trainings and counselling sessions.

We organised various health camps during the reporting period. These include, Eye screening camp, world heart day camp, world diabetes camp, dental health screening, Hearing screening camp, and health checkup camps for CISF, cargo staff and other stakeholders. These health camps were attended by about 1,971 stakeholders during FY 2016-17 and about 1,962 stakeholders during FY 2017-18.

Several health awareness sessions and trainings were also conducted. These included - first aid training for all ARFF staff, AED and CPR training for customer facing department of MIAL etc. These trainings were attended by about 217 and 612 stakeholders during FY 2016-17 and FY 2017-18 respectively.



## Safety Management System

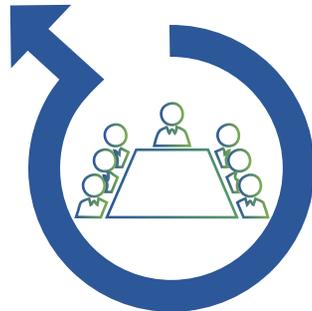
We have implemented Occupational Health and Safety Management Systems (OHSAS 18001:2007), a framework to identify, control and decrease the risks associated with health and safety within the workplace. This demonstrates our sound occupational health and safety performance and adherence to safety norms as per DGCA. Risk identification and mitigation in all our operations including commercial concessionaries is done through Hazard identification and Risk Management systems and comprehensive health and safety plan. Also Employees are subjected to regular health check-ups and no incidences of occupational diseases have been found.

In order to ensure compliance with both internal and external safety requirements, we have placed highly trained safety officers in charge of our safety system. We have developed and installed the 'Safety Occurrence Management' software that has helped us capture and monitor occurrences happening at the airside. The investigation reports help us improve safety of aircraft operations by timely detection of operational hazards and system deficiencies. We also have an online intranet portal "MIALiteWorld" for reporting safety incidents occurred within the airport premises.

### Safety review board

#### Governance Level

Reviews policies, resource, use and performance, based on the safety policy of MIAL



### Safety review group

#### Management Level

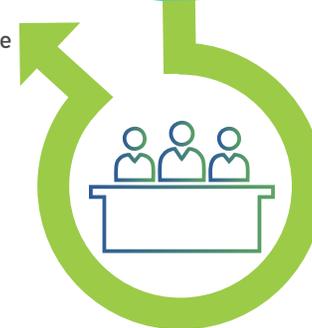
Controls and mitigates safety risks and other hazards during operations



### Departmental safety committee

#### Execution Level

Identifies and addresses safety and occupational health related concerns



## Departmental Safety Meeting

We believe that foundation to all successful airside operations is ground and ramp safety. All our workers including contractual workers get representation as a part of departmental safety committee meetings that are conducted regularly in order to review the safety performance at the premises.

Following points were discussed during the meeting:

- Walking and crossing active taxiways
- Wildlife controlling at airside area
- Safety measures while attaching deck loaders and catering high lift to aircraft
- Hit and run cases
- Use of earplugs / earmuffs and PPEs at airside
- Training / certification of pushback operators
- ADP / AVP automation
- Littering of FOD at apron area
- Parking congestion at airside
- Deployment of wing guard / walker

YEAR	NO. OF DEPARTMENTAL SAFETY MEETINGS	NO. OF MIAL PARTICIPANTS	NO. OF OUTSOURCED AGENCY REPRESENTATION
FY 2016-17	23	152	105
FY 2017-18	19	118	88

## Airside Safety

We believe that airside safety is of great importance to Airport Operators who want to prevent or reduce all foreseeable risks of accidents. At MIAL, Airside operations is responsible for ensuring the safety and security of aviation operations. Our worksite safety group is responsible for carrying out operations in the airside, this group is in charge of providing safety briefings to the on-site workers and contractors to avoid any accidents. It also facilitates Apron control with respect to handing over and taking charge of operational areas with maintenance of proper records. We also carry out regular safety audits and inspections of worksites in order to ensure the compliance of safety norms, conditions and guidelines by airside workers. Prime agenda of airside safety is to maintain a secure and efficient environment for aircraft, vehicles, personnel and travelers.



## Airport Emergency Committee (AEC)

Airport Emergency Committee (AEC) aims at ensuring readiness of the airport to provide efficient and effective response to emergencies which include aircraft, medical emergencies, natural calamities or a combinations of these.



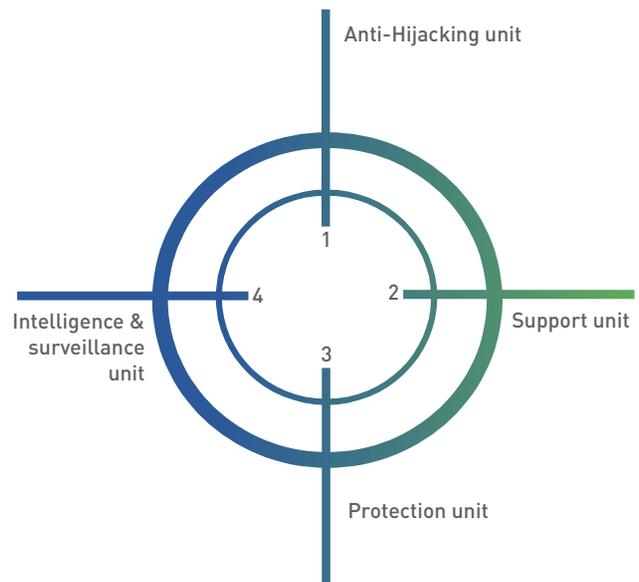
## Security Practices

Being a responsible operator, we put concerted efforts to eliminate all acts of unlawful interference with civil aviation. Through a combination of measures and resources, we work towards ensuring the safety of passengers, crew, ground personnel and the general public. The security at CSMIA is independently maintained by Central Industrial Security Force (CISF), a paramilitary force under the Ministry of Home Affairs responsible for implementing security practices across the airport.

Security at CSMIA is carried out in two ways:

- Anti Hijacking Measures
- Anti Sabotage Measures

Anti-Hijack measures are carried out by CISF while Anti Sabotage measures are partially carried out by MIAL and airlines. These four units are responsible for maintaining a secured environment across the airport.



## Perimeter Intrusion Detection System CCTV

Safety of passengers and aircraft is one of our prime concerns. As a safety measure, we have always been vigilant to avoid any threats and menace at the airside. Perimeter Intrusion Detection System (PIDS) with comprehensive CCTV surveillance system have been installed to get real time view of any intrusion so as to have an on time response and action thereof. The objective of PIDS CCTV is to comply with regulatory requirement which states that "each perimeter detection zone should have a dedicated CCTV camera associated with it" In case of intrusion in any particular zone, there will be a pop up related to that specific zone which appears on the screen at a dedicated CISF control room.

## Training workshop for CISF staff

We, in co-ordination with the Security Dept conducted a Disability Awareness and Sign Language "Train the Trainer" workshop for CISF. The objective of the training was to educate the CISF staff about the varying needs of the specially-abled passengers, understand developmental disorders, learn about the assistive devices and handle such passengers with utmost care and ensure their comfort without compromising on security. The training was well received by the staff and more such sessions are being planned as well.

We also have a Bureau of Civil Aviation Security (BCAS) approved AVSEC training institute which is responsible for imparting security related trainings to MIAL staff and stakeholders. These include, Standardised Training Package on aviation security, Computer Based Trainings on Security Screening, training on Explosive Handling and Detection.

We regularly conduct mock drills to check security preparedness and response time of our emergency units. Evacuation mock drills are also conducted on regular intervals to gauge the effectiveness of an emergency/evacuation response plan. A mock counter terrorist and anti-hijack exercise are also conducted by CISF regularly. The aim of this exercise is to create awareness regarding roles and responsibilities of stakeholders in a real-life situation.





# Social and Relationship Capital

Our citizenship and strong stakeholder relationships, including the communities in which we operate

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# Customer Delight

Aviation industry scenario is changing rapidly in India. With various initiatives taken up by the government, the air-travel connectivity has improved across the country. Number of passengers opting for air travel are increasing rapidly every year. We accommodate a wider range of stakeholders into our definition of a customer. Our customers include, in addition to our passengers, the family, friends, colleague who drop off and pick up passengers, intermediary groups such as staff of airlines, tenants, government agencies etc.

We are keeping ourselves at pace with rapidly changing customer expectations through innovative, useful, and usable customer centric solutions. We look at various facilities across the CSMIA through customer-centric lens and work in collaboration with our business partners to design and implement creative solutions.

Our customer satisfaction guidelines (ISO 10002) lay emphasis on developing an open, effective, and easy-to-use complaints handling process. It also includes recognition of needs and expectations of complaints and mechanism for review of the process. Results of review are taken into consideration and accordingly action plan is prepared for further improvement.

Our overall structure to cater customer requirements is through Quality & Customer Care Department. This is further divided into three departments to ensure quality services to passengers.

In order to keep up-to-date with rapidly changing customer preferences, we carry out an internal Objective Quality Survey (OQS). The OQS helps us understand customer preferences better and in timely manner so that we can develop required solutions to meet customer expectations.

We are also vigilant towards any loss of our customer data. During the reporting period, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data.

## Customer service & quality

### Customer Service Operations and Testing

It provides training to passenger service executives to ensure that the customers receive best service quality and great experience.



### Feedback Management and ASQ

It analyses feedbacks received through various surveys taken and ensures that complaints are resolved.

### Airport Contact Center

It helps passengers to resolve their queries and provide required information via telephonic helpline. It provides Airport staff to report any faults in facilities and services.



Some of the facilities available for customers at CSMIA includes the following:

### Jaya He Safari



'Jaya He Safari' is a unique opportunity for departing passengers through Terminal 2 to avail a specially curated museum tour that strives to transform one's interaction with the museum to another level. The tour takes passengers on a time travelling experience along the museum exhibits in the departures section. It dives into bringing out the various aspects of the museum such as the construction processes, the thought processes of the artists, the stories and history of the various art forms displayed and so on; giving the traveller a memory of the airport that is unlike any other airport experience around the world. The Jaya He Safari is hosted by specially trained tour guides called 'Jaya He Captains'. To add to the delight factor for the passengers availing the Safari; post completion of the same they receive a moment of memory from their time spent at the Jaya He GVK New Museum.

A dedicated team of Passenger Service Executives (PSE's) for assisting passengers at the airport. These PSEs are provided training customer services, soft skills, body language, security & emergency services, AED, and CPR, terminal familiarisation, complete information of all retail and Food and Beverage outlets, services and facilities at CSMIA.



- Silent terminal which uses Flight Information Display System (FIDS) instead of vocal announcements.
- Discontinued the secondary check process for hand baggage tag and Boarding Pass at Security Check for faster clearance.
- All domestic airlines on Self Baggage Tag Printing and Self Baggage Drop facility for passengers.
- Deployment of Lady drivers for buggy services and additional 6 golf carts
- Commenced dedicated Business class security check queue for Domestic Passengers
- Addition of 1500 new trolleys & Creation of Trolley banks near escalator and elevators.
- Commenced Valet Service at GA Terminal Airside by Volvo Cars (battery Operated cars)
- Dedicated queue for Senior Citizens and Wheelchair passengers
- Commissioning of Dynamic Digital counter signage
- Automated Wheelchair service for passengers





### Customer Health and Safety

The health and safety of our customers is among our topmost priorities. During the reporting period, no incident of non-compliance was reported with respect to applicable regulatory and other requirements concerning health and safety aspects of our operations involving our customers.

Following few initiatives were focused on ensuring health and safety of our customers:

- We conducted Liver Health Checkup of passengers on World Hepatitis Day
- AED and CPR training was conducted for customer facing department. Total of 425 participants were trained during these trainings.



### We have developed multiple solutions to enhance customer experience. Few of these solutions are as follows:

- Multi level car parking facilities are commissioned at T1 & T2 to accommodate around 6500 cars at any given point.
- To reduce congestion at T1, a new Auto pickup /drop facility is being constructed.
- T1 Car pickup exit road is being widened to reduce congestion & ensure smooth exit of vehicles.
- To eliminate waiting time for OLA and UBER passengers at T2 Arrivals, an elevator each on East & West side of Arrivals /P6 has been dedicated for passengers to reach pickup at level P7.
- MLCP P7 East & West is being connected by a platform for easy movement of passengers with trolleys.
- OLA & UBER Pickup bays are under construction to avoid congestion in pickup area.
- At T2 MLCP Exit, a rapid exit way lane was made to facilitate passengers using pre-payment parking counters.
- For better guidance to passengers, directional & Informative Signage have been changed at T1 & T2.



# Community Development

At MIAL, we believe that it is our responsibility to uplift and foster strong relationships with the society we operate in, therefore we are committed to conducting our operations in a socially responsible manner. Over the years, our CSR mission has garnered greater importance and is currently driven by the highest governing body of the Company – the Board of Directors – in accordance with the Companies Act, 2013. In order to achieve the company’s CSR objectives and channelise our resources effectively, we have also created a comprehensive CSR Management Framework. This framework lays down processes for assessment and prioritisation of CSR goals and objectives based on social, organisational and regulatory needs. A formal CSR policy was finalised on May 23, 2014. The CSR policy lays down guidelines for the Company to make CSR a key business process for sustainable development. It also aims at supplementing the Government’s efforts towards enhancing the welfare measures of the society. MIAL’s efforts towards uplifting the community also focus on women and senior citizens across all its projects.

As per Schedule VII of the Companies Act, 2013, our focus lies in five key thematic areas.



Education



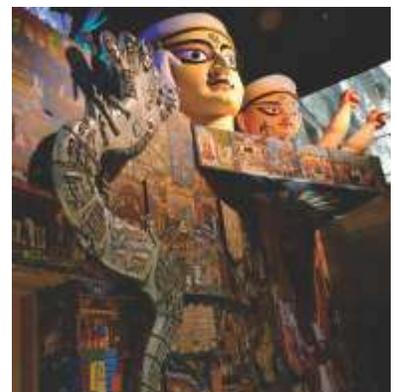
Environment



Gender Equality and Empowering Women



Healthcare



Art & Culture

Promoting education for under-privileged children, supporting the socially backward helping differently-abled people and local community.



#### Providing Quality Education for underprivileged children of MCGM School

We have collaborated with ASEEMA Charitable trust to provide quality and holistic education to underprivileged children of MGCM Kherwadi Municipal School, Bandra (E), Mumbai. This initiative helped in overall development of students through academics and co-curricular activities such as art, sports, music, cultural celebrations etc. Under this, we have introduced a value inculcation programme 'How to live' that builds important life skills like giving, compassion, stillness and honesty etc. In the reporting year, around 41 students were directly benefited from this Activity Based Learning programme.

As a result of the programme, we have observed an increase in student enrollment. This helps them to get access to education.



#### G Klass – Innovative Digital Classroom Program

To transform the learning environment, we partnered with GurujiWorld Technologies Pvt. Ltd. in developing G Klass – an Innovative Digital Classroom Program. This digital classroom aimed at creating a fun learning and digital interface environment for students and trained the teachers on the use of interactive tools.

The initiative involved designing syllabus of Standard-I to Standard-X in a digital module. This helped two municipal schools - one under MCGM and the other under NMMC to enhance the learning environment. It helped in increasing the capacity of students in grasping and retaining concepts of various subjects. It also proved instrumental in decreasing the absenteeism of students and improved teacher skills to impart quality education. We have covered more than 1,000 students under this project during the reporting period.

#### English literacy and tailoring skills programme

We partnered with DEEDS to enable hearing impaired students for skill development. As part of this programme, basic communication skills and professional tailoring skills training was provided to about 70 students from Mumbai during the reporting period.

Soft skill development in terms of English learning helped students to take up higher education and make them eligible for employment opportunities. Professional tailoring skills supported students to take up skilled employment opportunities.



## Providing preventive health care



### Leprosy Case detection, Treatment and prevention of Disability

In collaboration with ALERT India we adopted Mahad block, in Raigad district to counter leprosy cases. During the reporting period, 319 people were checked for leprosy and diagnostics tests were performed on 73 suspected cases. Additionally, 10 untreated new leprosy cases including 2 infectious leprosy cases were detected and brought under treatment at local PHCs. Under this programme, 90 ASHA workers were trained to identify Leprosy cases and spread awareness. 152 leprosy cases (including 4 newly registered) with old disabilities received needful services for disability care that arrested further deterioration. On witnessing previous results, we have committed to adopt additional block in the next financial year for the project.



### Free Vision Testing & Spectacle distribution camp for Taxi Drivers

We organised free vision screening and spectacle distribution camp for Airport Taxi Drivers during the month of June 2017. The initiative was taken in association with Essilor. As part of the initiative, taxi drivers were sensitised on the importance of vision correction a crucial aspect of health, especially in their profession which relies on good eyesight. The camp emphasised the importance of good eyesight and its importance for safe driving. The camp was very well-received by taxi drivers, Within the initial 2 hours of the first day, more than 200 taxi drivers undertook the Vision Screening process. In total around 840 drivers participated in the activity while 685 drivers were equipped with the corrective spectacles. About 32 drivers, who were diagnosed with the cataract & other eye ailments, were also referred to the Bhakti Vedanta Hospital for free Cataract Surgery & affordable interventions.

### Hearing Aids for Senior Citizens

As part of our healthcare initiatives, we supported program for conducting hearing camps for screening senior citizens for hearing loss. The program was carried out in association with Yuvak Pratishthan trust. As part of the program, individuals identified with hearing loss were provided corrective hearing aid at a nominal cost. The corrective hearing aid was provided free of cost to individuals with income below poverty line.



## Ensuring environmental sustainability, ecological balance, protection of flora and fauna and the conservation of natural resources.



**Afforestation project at Tetavali, Rabale**

It is our constant endeavor to work towards ensuring a sustainable future by conserving natural resources and protecting our flora and fauna. To achieve this, we undertook an afforestation project over three acres of degraded forest land in the region of Tetavali, Rabale MIDC, Navi Mumbai. This project emphasised on creating awareness amongst employees through volunteering for tree plantation. In the reporting year, 510 saplings were planted of which more than 97% have survived due to our collaborative efforts. Additionally, knowledge and awareness on associated environmental impacts like GHG emissions, increase in Flora and Fauna, prevention of soil erosion, water conservation were spread to the society.



**World Environment Day Celebration**

At MIAL, we believe that participation of all stakeholders in achieving the goals of sustainability is vital. The World Environment Day celebration 2017 & 2018 focused on creating awareness towards environmental conservation through learning and interaction with all stakeholders. During this session, information about alternatives to plastic, recycling of plastic and use of organic compost through sapling distribution, was shared through puppet shows, innovative skits and several workshops. Around 5000 saplings and organic compost bags and cotton bags were distributed during the previous reporting period as part of our environment conservation efforts.

### International Flower Show

As part of initiatives focused toward Environment, we hosted 4th International Flower Show during the month of January 2017. The show was hosted in association with the Mumbai Rose Society. The Flower Show included more than 40 varieties of flowers, 30 varieties of medicinal plants, 25 varieties of ornamental plants, 30 varieties of bonsai along with other flora & plant varieties sourced from different corners of the country and the world. The Show also exhibited rare carnivorous plants like fly traps.

The show attracted attention of more than 20,000 environment enthusiasts. This helped to spread a positive message towards environment conservation.



## Protecting art and culture

### Beautification and up-gradation of Shri Balasaheb Thackeray Sangrahalay

We believe that India's rich art and culture are valuable and play an important role in the development of our nation. India's heritage manifests itself in various economic and social areas and they unify a country as diverse as ours. Since preservation of art and culture is ingrained in the organisation's CSR policy, MIAL contributed towards the beautification and up-gradation of Shri Balasaheb Thackeray Sangrahalay, Nasik in the reporting period.



## Promoting gender equality and empowering women

### Project SHAKTI: Women Empowerment through self-defense training

Promoting gender equality and empowering women has been an agenda for the company. Therefore, we have organised sessions to provide self-defense training to women from the underprivileged background of the slum areas of Kalina, Mumbai. This helped in imparting self-confidence among women and their families. During the reporting period, 25 beneficiaries were provided with self-defense training under project SHAKTI.



MIAL was awarded 'Best Overall Excellence in CSR' and 'Best Sustainability Report' Awards at the National CSR Leadership Congress & Awards, organised by the World CSR Congress at Bengaluru. These awards highlight our comprehensive and consistent efforts towards achieving a path of holistic and sustainable development as an organisation.



# SDG Mapping



# Assurance Statement



## INDEPENDENT ASSURANCE STATEMENT

### Introduction and objectives of work

**Bureau Veritas (India) Pvt. Ltd.** has been engaged by **Mumbai International Airport Ltd.** (MIAL) to conduct an independent assurance of its Sustainability Report 2016-18. The Report has been prepared in accordance with Global Reporting Initiative (GRI) Standards: Comprehensive option. This Assurance Statement applies to the related information included within the scope of work described below.

This information and its presentation in the Sustainability Report are the sole responsibility of the management of MIAL. Bureau Veritas was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on its content.

### Scope of work

The assurance process was conducted in line with the requirements of the AccountAbility 1000 Assurance Standard 2008 (AA1000AS) Type 2, Moderate Level assurance. The scope of work included:

Data and information included in the Sustainability Report 2016-18 for the **reporting period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017 and 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018;**

Appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported;

- Evaluation of the Report against the main principles of the AA1000 Assurance Standard (2008)<sup>1</sup>
  - Inclusivity
  - Materiality
  - Responsiveness
  - Impact<sup>2</sup>

Evaluation of the Report against the principles of Accuracy, Accessibility, Balance, Clarity, Comparability, Reliability, Timelines and Stakeholder Inclusiveness, as defined in the GRI Sustainability Reporting Standards 2016;

The level of assurance has been applied as **'Moderate'** for all sections of the report.

### Methodology

As part of its independent assurance, Bureau Veritas undertook the following activities:

1. Interviews with relevant personnel of MIAL on 19/07/18 & 20/07/18, 03/08/18 and 27/08/2018. Bureau Veritas interviewed personnel of MIAL including
  - Environment, & Sustainability team
  - Senior Management from Environment & Sustainability
  - Department/Section Heads of Corporate Governance, Finance, Human Resources, Procurement, Slot & Data Management, Engineering & Maintenance, Security and Airside Safety and Occupational Health & Safety
  - Company Secretary
2. Review of documentary evidence produced by MIAL;
3. Audit of performance data on a sampling basis and data trail to its source;

<sup>1</sup>Published by Accountability: The Institute of Social and Ethical Accountability <http://www.accountability.org.uk>

<sup>2</sup>The principle of "Impact" is indirectly implied. Though it has come as a result of a revision in the Assurance Principles Standard (APS) to its 2018 version; the AA 1000 AS version continues to remain the same (2008) but refers to the APS previous version of 2008

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4. Site visits to the facilities at Chhatrapati Shivaji Maharaj International Airport, Mumbai;
  5. Review of MIAL's data and information systems for collection, aggregation, analysis and review;
  6. Review of stakeholder engagement activities by a review of the records maintained in respect of the stakeholder engagement workshop facilitated by MIAL;
  7. Evaluation of information against Global Reporting Initiative Standards and as per the reporting principles of GRI 101:Foundation 2016 viz., Stakeholder inclusiveness, Sustainability Context, Materiality & Completeness (for content) and Accuracy, Balance, Clarity, Comparability, Reliability and Timeliness (for quality);

Our work was conducted against Bureau Veritas' standard procedures and guidelines for external Assurance of Sustainability Reports, based on current best practice in independent assurance.

The work was planned and carried out to provide "**Moderate**" rather than absolute level of assurance and we believe it provides a reasonable basis for our conclusions.

### **Our findings**

On the basis of our methodology and the activities described above,

Nothing has come to our attention to indicate that the reviewed statements within the scope of our verification are inaccurate or that the information included therein is not fairly stated;

It is our opinion that MIAL has established appropriate systems for the collection, aggregation and analysis of quantitative data on most of the sustainability indicators

The Report provides a fair representation of MIAL's activities over the reporting period;

The information is presented in a clear, understandable and accessible manner, and allows readers to form a balanced opinion over MIAL's performance and status during the reporting period;

The Report properly reflects the organisation's alignment to and implementation of the AA1000 Assurance Standard (2008) principles of Inclusivity, Materiality, Responsiveness and Impact in its operations. Further detail is provided below;

MIAL has processes in place for consulting and engaging with its key stakeholders in a structured and systematic manner

### **Alignment with the principles of AA1000AS (2008)**

#### ***Inclusivity***

MIAL has a process in place for engaging with a range of key stakeholders including passengers, employees, airlines, the Airports Authority of India, vendors, concessionaires, ground handlers, cargo logistics companies, fuel supplying companies as well as other Government and local and municipal bodies. MIAL has undertaken formal stakeholder engagement with the support of external consultants.

#### ***Materiality***

The Report addresses the range of environmental, social and economic issues of concern that MIAL has identified as being of highest material importance. The identification of material topics has been carried out using a materiality matrix that ranks various aspects in terms of their relative significance to MIAL's stakeholders and to MIAL's business itself. MIAL was able to identify a total of six material topics as being relevant to its business operations.

### **Responsiveness**

MIAL is responding to those topics it has identified as material and demonstrates this in its policies, objectives, indicators and performance targets. The organisation and its stakeholders can use the reported information as a reasonable basis for their opinions and decision-making.

### **Impact**

There is no finding from our assessment that MIAL had not monitored, measured or has not been accountable for its actions related to its material topics and their effect on the broader ecosystem.

### **Specified Sustainability Performance Data**

Performance data within the report continues to be gathered through a variety of data systems and processes. Our assessment indicated that these systems and processes for gathering the data could be considered as reliable.

### **Evaluation against Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016**

Bureau Veritas undertook an evaluation of MIAL's Sustainability Report against the GRI Sustainability Reporting Standards. This included cross checking the GRI index table against all the reference documents to provide an opinion on the self-declared GRI reporting option.

Based on our work, it is our opinion that MIAL's Sustainability Report has been prepared in accordance with the GRI Reporting Standards 2016 including appropriate consideration of the Reporting Principles and necessary disclosures to meet the requirements of GRI Standards' Reporting Option "**In accordance- Comprehensive**".

### **Limitations and Exclusions**

Excluded from the scope of our work is any assurance of information relating to

- Activities outside the defined assurance period;
- Positional statements (expressions of opinion, belief, aim or future intention by MIAL and statements of future commitment);
- Competitive claims in the report claiming "first airport in India", "first time in India", "first of its kind", etc.
- Our assurance does not extend to the activities and operations of MIAL outside of the scope and geographical boundaries as well as the operations undertaken by any subsidiaries or joint ventures of the Company.
- Our assurance of the economic and financial performance data is based only on the audited annual report<sup>3</sup> of MIAL for the Financial Years 2016-17 & 2017-18 and our conclusions rely solely upon that audited report

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

### **Statement of independence, impartiality and competence**

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with an almost 180 years' history in providing independent assurance services, and an annual turnover of Euros 4.6 billion. Bureau Veritas operates 8 lines of business, serving 400,000 clients worldwide.

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<sup>3</sup>This report was made available by MIAL to Bureau Veritas for the purpose of the engagement

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Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities. We are particularly vigilant in the prevention of conflicts of interest.

No member of the assurance team has a business relationship with MIAL, its Directors or Managers beyond that required of this assignment. We have conducted this verification independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 6 years combined experience in this field and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

**Bureau Veritas (India) Pvt. Ltd.**

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**Sanjay Patankar**  
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Mumbai, India

20-Sep-2018



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**Rupam Baruah**  
Technical Reviewer  
General Manager, East Region



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102-45	Entities included in the consolidated financial statements	34	Economic Performance
102-46	Defining report content and topic Boundaries	10	About this Report
102-47	List of material topics	18	Stakeholder Engagement & Materiality Assessment
102-48	Restatements of information	-	None
102-49	Changes in reporting	-	No changes from the previous reporting period
102-50	Reporting period	10	About this Report
102-51	Date of most recent report	10	About this Report
102-52	Reporting cycle	10	About this Report

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NO.	CHAPTER
102-53	Contact point for questions regarding the report	10	About this Report
102-54	Claims of reporting in accordance with the GRI Standards	10	About this Report
102-55	GRI content index	85 - 92	GRI Content Index
102-56	External assurance	10, 81 - 84	Assurance Statement
<b>MANAGEMENT APPROACH</b>			
103-1	Explanation of the material topic and its Boundary	18	Stakeholder Engagement & Materiality Assessment
103-2	The management approach and its components	20, 34, 40, 41, 45, 50, 51, 53, 55, 58, 64, 72, 75	Infrastructure Development, Economic Performance, Environmental Excellence, Employee Wellbeing, Health and Safety, Customer Delight, Community Development
103-3	Evaluation of the management approach	20, 34, 40, 41, 45, 50, 51, 53, 55, 58, 64, 72, 75	Infrastructure Development, Economic Performance, Environmental Excellence, Employee Wellbeing, Health and Safety, Customer Delight, Community Development
<b>ECONOMIC PERFORMANCE</b>			
201-1	Direct economic value generated and distributed	34	Economic Performance
201-2	Financial implications and other risks and opportunities due to climate change	35	Economic Performance
201-3	Defined benefit plan obligations and other retirement plans	60	Employee Wellbeing
201-4	Financial assistance received from government	-	No financial assistance was obtained from the government during the financial year.
<b>MARKET PRESENCE</b>			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	61	Employee Wellbeing
202-2	Proportion of senior management hired from the local community	59	Employee Wellbeing
<b>INDIRECT ECONOMIC IMPACTS</b>			
203-1	Infrastructure investments and services supported	38	Economic Performance
203-2	Significant indirect economic impacts	38	Economic Performance
<b>PROCUREMENT PRACTICES</b>			
204-1	Proportion of spending on local suppliers	38	Economic Performance
<b>ANTI-CORRUPTION</b>			
205-1	Operations assessed for risks related to corruption	28	Corporate Governance
205-2	Communication and training about anti-corruption policies and procedures	62	Employee Wellbeing
205-3	Confirmed incidents of corruption and actions taken	62	Employee Wellbeing

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NO.	CHAPTER
<b>ANTI-COMPETITIVE BEHAVIOR</b>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-	This is not applicable. Hence not reported.
<b>MATERIALS</b>			
301-1	Materials used by weight or volume	-	This is not applicable. Hence not reported.
301-2	Recycled input materials used	-	This is not applicable. Hence not reported.
301-3	Reclaimed products and their packaging materials	-	This is not applicable. Hence not reported.
<b>ENERGY</b>			
302-1	Energy consumption within the organisation	41	Environmental Excellence
302-2	Energy consumption outside of the organisation	43	Environmental Excellence
302-3	Energy intensity	43	Environmental Excellence
302-4	Reduction of energy consumption	44	Environmental Excellence
302-5	Reductions in energy requirements of products and services	-	Not applicable due to nature of operations
<b>WATER</b>			
303-1	Water withdrawal by source	51	Environmental Excellence
303-2	Water sources significantly affected by withdrawal of water	-	None
303-3	Water recycled and reused	51	Environmental Excellence
<b>EMISSIONS</b>			
305-1	Direct (Scope 1) GHG emissions	45, 46	Environmental Excellence
305-2	Energy indirect (Scope 2) GHG emissions	45, 46	Environmental Excellence
305-3	Other indirect (Scope 3) GHG emissions	46	Environmental Excellence
305-4	GHG emissions intensity	47	Environmental Excellence
305-5	Reduction of GHG emissions	48	Environmental Excellence
305-6	Emissions of ozone-depleting substances (ODS)	-	This is not applicable. Hence not reported.
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	50	Environmental Excellence

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NO.	CHAPTER
<b>EFFLUENTS AND WASTE</b>			
306-1	Water discharge by quality and destination	52	Environmental Excellence
306-2	Waste by type and disposal method	55	Environmental Excellence
306-3	Significant spills	56	Environmental Excellence
306-4	Transport of hazardous waste	-	This is not applicable. Hence not reported.
306-5	Water bodies affected by water discharges and/or runoff	-	This is not applicable. Hence not reported.
<b>ENVIRONMENTAL COMPLIANCE</b>			
307-1	Non-compliance with environmental laws and regulations	56	Environmental Excellence
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
308-1	New suppliers that were screened using environmental criteria	37	Economic Performance
<b>EMPLOYMENT</b>			
401-1	New employee hires and employee turnover	58, 59	Employee Wellbeing
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	60	Employee Wellbeing
401-3	Parental leave	61	Employee Wellbeing
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
403-1	Workers representation in formal joint management-worker health and safety committees	68	Health and Safety
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	64	Health and Safety
403-3	Workers with high incidence or high risk of diseases related to their occupation	64	Health and Safety
403-4	Health and safety topics covered in formal agreements with trade unions	-	There is no formal agreement as there is no registered trade union. Hence not applicable.
<b>TRAINING AND EDUCATION</b>			
404-1	Average hours of training per year per employee	63	Employee Wellbeing
404-2	Programs for upgrading employee skills and transition assistance programs	62	Employee Wellbeing
404-3	Percentage of employees receiving regular performance and career development reviews	60	Employee Wellbeing

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NO.	CHAPTER
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>			
405-1	Diversity of governance bodies and employees	27	Corporate Governance
405-2	Ratio of basic salary and remuneration of women to men	29	Corporate Governance
<b>NON-DISCRIMINATION</b>			
406-1	Incidents of discrimination and corrective actions taken	28	Corporate Governance
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	61	Employee Wellbeing
<b>SECURITY PRACTICES</b>			
410-1	Security personnel trained in human rights policies or procedures	69	Health and Safety
<b>RIGHTS OF INDIGENOUS PEOPLE</b>			
411-1	Incidents of violations involving rights of indigenous people	-	This is not applicable Hence not reported.
<b>LOCAL COMMUNITIES</b>			
413-1	Operations with local community engagement, impact assessments and development programs	75-79	Community Development
413-2	Operations with significant actual and potential negative impacts on local communities	75-79	Community Development
<b>SUPPLIER SOCIAL ASSESSMENT</b>			
414-1	New suppliers that were screened using social criteria	37	Economic Performance
<b>PUBLIC POLICY</b>			
415-1	Political contributions	31	Corporate Governance
<b>CUSTOMER HEALTH AND SAFETY</b>			
416-1	Assessment of the health and safety impacts of product and service categories	73, 74	Customer Delight
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	74	Customer Delight

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NO.	CHAPTER
<b>MARKETING AND LABELING</b>			
417-1	Requirements for product and service information and labeling	-	This is not applicable. Hence not reported.
417-2	Incidents of non-compliance concerning product and service information and labeling	-	This is not applicable. Hence not reported.
417-3	Incidents of non-compliance concerning marketing communications	-	This is not applicable. Hence not reported.
<b>CUSTOMER PRIVACY</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	72	Customer Delight
<b>SOCIOECONOMIC COMPLIANCE</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	31	Corporate Governance
<b>AIRPORT OPERATOR</b>			
A0 1	Total number of passengers	23	CSMIA by Numbers
A0 2	Total annual number of aircraft movements	24	CSMIA by Numbers
A0 3	Total amount of cargo tonnage	23	CSMIA by Numbers
A0 4	Quality of storm water by applicable regulatory standards	53	Environmental Excellence
A0 5	Ambient air quality levels according to pollutant concentrations in microgram per cubic meter (g/m <sup>3</sup> ) or parts per million (ppm) by regulatory regime	50	Environmental Excellence
A0 6	Aircraft and pavement de-icing / anti-icing fluid used and treated by m and / or metric tonnes	-	This is not applicable. Hence not reported.
A0 7	Number and percentage change of people residing in areas affected by noise	51	Environmental Excellence
A0 8	Number of persons physically or economically displaced, either voluntarily or involuntarily, by the airport operator, or on its behalf by a governmental or other entity, and compensation provided	51	Environmental Excellence
A0 9	Total annual number of wildlife strikes per 10,000 aircraft movements	54	Environmental Excellence

**Omission**

1 The total capitalisation is confidential part of MIAL owing to internal policies. Accordingly the total capitalisation is not being reported.

2 Critical concerns are treated confidential at MIAL owing to the sensitivity of information and security concerns. Accordingly the disclosure is not being reported.

# NVG Mapping

PRINCIPLE	DESCRIPTION OF THE PRINCIPLE	CHAPTER, PAGE NO.
Principle 1	Businesses should conduct and govern themselves with Ethics, Transparency and Accountability.	Corporate Governance, Page 26
Principle 2	Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle.	Customer Delight, Page 72
Principle 3	Businesses should promote the wellbeing of all employees.	Employee Wellbeing, Page 58
Principle 4	Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalised.	Stakeholder Engagement & Materiality Assessment, Page 15
Principle 5	Businesses should respect and promote human rights.	Corporate Governance, Page 26 Employee Wellbeing, Page 58
Principle 6	Business should respect, protect, and make efforts to restore the environment.	Environmental Excellence, Page 40
Principle 7	Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner.	Corporate Governance, Page 26
Principle 8	Businesses should support inclusive growth and equitable development	Community Development, Page 75
Principle 9	Businesses should engage with and provide value to their customers and consumers in a responsible manner.	Customer Delight, Page 72

# Abbreviations

AA1000AS	Accountability Assurance Standard (2008)	CNG	Compressed Natural Gas
AAI	Airports Authority of India	CNS	Communication Navigation System
ACA	Airport Carbon Accreditation	CoC	Code of Conduct
A-CDM	Airport Collaborative Decision Making	COP	Conference of the Parties
ACI	Airports Council International	CPR	Cardiopulmonary Resuscitation
ADP	Airside Driving Permit	CSMIA	Chhatrapati Shivaji Maharaj International Airport
AEC	Airport Emergency Committee	CSR	Corporate Social Responsibility
AED	Automated External Defibrillators	CUSS	Common Use Self Check-in Service
AERP	Airport Emergency Response Plan	DG	Diesel Generator
AHU	Air Handling Unit	DGCA	Directorate General of Civil Aviation
AODB	Airport Operational Database	DMA	Disclosures on Management Approach
AODP	Airport Operations Diploma Programme	DGR	Dangerous Goods Regulations
AOG	Airport Operations Group	EHS	Environment Health and Safety
ARFF	Aerodrome Rescue And Fire Fighting	EMS	Environmental Management System
ASQ	Airport Service Quality	ERM	Enterprise Risk Management
ATC	Air Traffic Controllers	ETA	Expected Time of Arrival
ATF	Aviation Turbine Fuel	F&B	Food and Beverage
ATFM	Air Traffic Flow Management	FIDS	Flight Information Display System
ATM	Air Traffic Movement	FOD	Foreign Object Damage
AVP	Airside Vehicle Permit	FY	Financial Year
AVSEC	Aviation Security Training	GA	General Aviation
BCAS	Bureau of Civil Aviation Security	GDP	Gross Domestic Product
BCMS	Business Continuity Management System	GHG	Greenhouse Gas
BNHS	Bombay Natural History Society	GRI	Global Reporting Initiative
BOD	Board of Directors	GJ	Gigajoule
BSC	British Safety Council	GoM	Government of Maharashtra
CAPA	Corrective and Preventive Action	HIRA	Hazard Identification Risk Assessment
CEO	Chief Executive Officer	HOD	Head of Department
CIDCO	City and Industrial Development Corporation	HR	Human Resource
CII	Confederation of Indian Industries	HRD	Human Resource Development
CIQ	Checking Time in Queue	HVAC	Heating Ventilation and Air-conditioning
CISF	Central Industrial Security Force	IATA	International Air Transport Association
		ICAO	International Civil Aviation Organisation

IGBC	Indian Green Building Council	ODS	Ozone Depleting Substances
ILO	International Labor Organisation	OH&S	Occupational Health and Safety
IPCC	Inter Governmental Panel on Climate Change	OMDA	Operation, Management and Development Agreement
IT	Information Technology	OHSAS	Occupational Health and Safety Management System
JCC	Joint Control Centre	OTP	On Time Performance
KMP	Key Managerial Personnel	OWC	Organic Waste Converter
kWp	Kilowatts peak	PAX	Passengers
L&D	Learning and Development	PIDS	Perimeter Intruder Detection System
LED	Light Emitting Diode	PM	Particulate Matter
LEED	Leadership in Energy and Environmental Design	PPE	Personal Protective Equipment
LoA	Letter of Award	PPP	Public Private Partnership
LPG	Liquified Petroleum Gas	PSE	Passenger Service Executives
LTO	Landing Take Off	RO	Reverse Osmosis
MCGM	Municipal Corporation of Greater Mumbai	SAGA	Surface Awareness and Guidance at Airport
MD	Managing Director	SBR	Sequential Batch Reactor
MIAL	Mumbai International Airport Limited	SDG	Sustainable Development Goals
MMR	Mumbai Metropolitan Region	SITA	Societe Internationale De Telecommunication Aeronautiques
MLD	Million Litres Per Day	SOx	Oxides of Sulphur
MoCA	Ministry of Civil Aviation	SOP	Standard Operating Procedures
MoEFCC	Ministry of environment, Forest and Climate Change	STP	Sewage Treatment Plant
MoU	Memorandum of Understanding	T2	Terminal 2
MLCP	Multi-level Car Parking	tCO <sub>2e</sub>	Tonnes of Carbondioxide equivalent
MPPA	Millions of Passengers Per Annum	TOBT	Target Off Block Times
MT	Metric Tonne	TSAT	Target Start-up Approval Time
NAAQS	National Ambient Air Quality Standard	TTOT	Target Take-off Time
NBC	National Building Code	UF	Ultra Filtration
NEPA	National Environmental Protection Act, USA	UNDP	United Nations Development Programme
NMIA	Navi Mumbai International Airport	WBCSD	World Business Council on Sustainable Development
NMIAL	Navi Mumbai International Airport Limited	WRI	World Resources Institute
NOx	Oxides of Nitrogen	YoY	Year on Year
NVG	National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business		

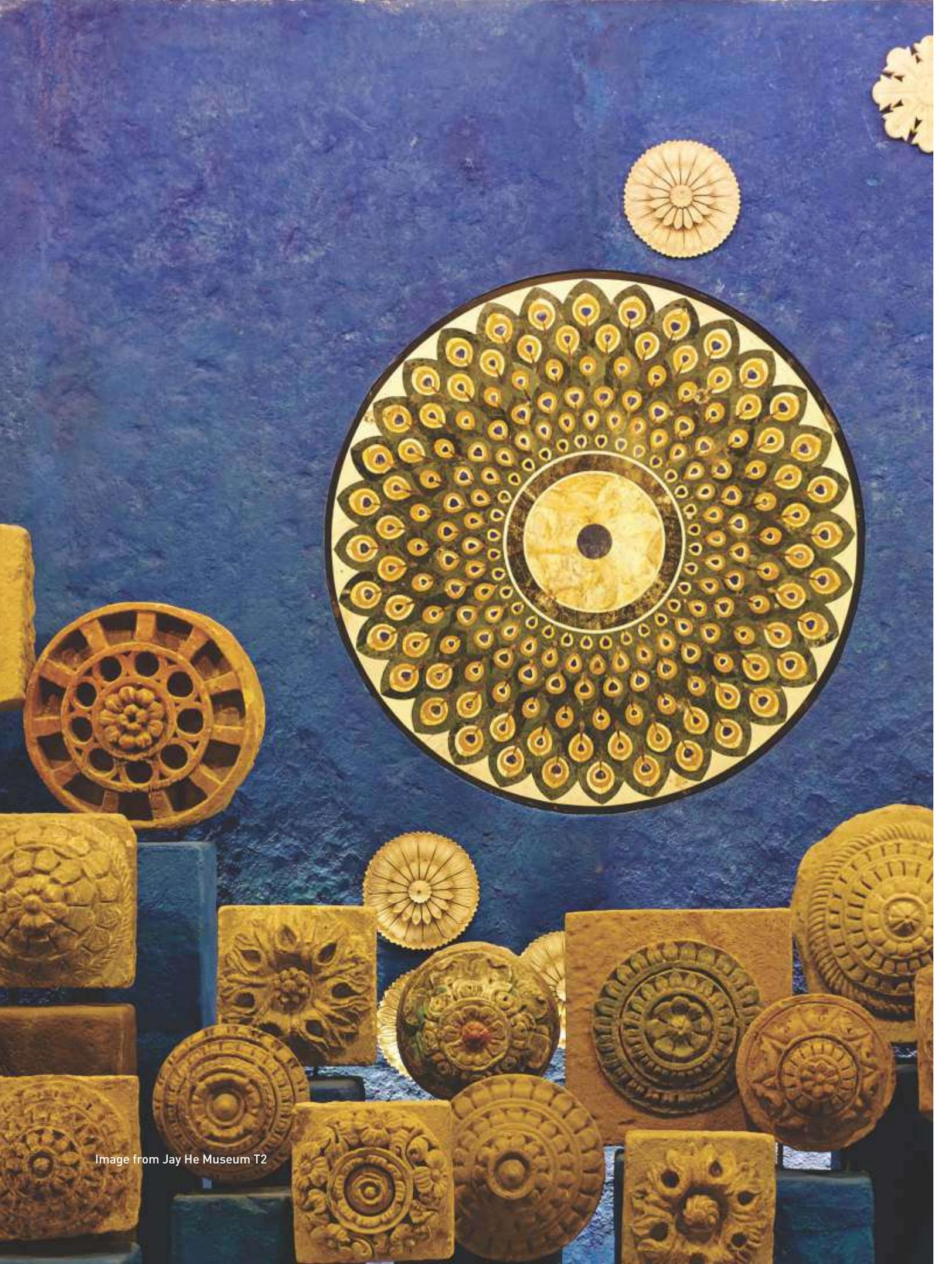


Image from Jay He Museum T2





For more information on our sustainability practices and the report, contact:  
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