About the Report

The Sustainability Report 2012 is the first sustainability report published by Mumbai International Airport Private Limited, prepared in accordance with the Global Reporting Initiative G3.1 guidelines, using Airport Operator Sector Supplement and meeting level A requirement. The reporting period is financial year 2011-12 and the report will be published biennially.

Sustainability Core Team

At MIAL, a cross functional Sustainability Core Team (SCT) has been constituted to support various sustainability initiatives. CSIA’s first sustainability report, coordinated by the Corporate Environment & Sustainability Department is an outcome of the efforts of the SCT.

SCT members:
Mr. Loveleen Garg (Convener), Mr. Akhilesh Jain, Mr. Prashant Sawant, Mr. Gaurav Sharma, Mr. Sunil Parate, Mr. Ravindra Radaye, Mr. Hemant Gaikwad, Mr. Sanjeev Gupta, Mr. Shailendra Joshi, Ms. Smita Tapre, Ms. Tanvi Singh, Mr. Vinayak Sohani, Ms. Noopur Singh, Mr. Samir Pednekar, Mr. Ashish Kokane.
Dr. GVK. Reddy, Founder Chairman and Managing Director of GVK, receiving the Padma Bhushan from the President of India, Shrimati Pratibha Patil on 24 March 2011.
Board Of Directors

From (L to R) Mr. Terence Rory Mackey, Mr. Krishna Ram Bhupal, Mr. Haroon Jeena, Mr. G.V. Sanjay Reddy, Dr. G.V.K. Reddy, Mr. Alok Sinha, Mr. V. Somasundaram, Mr. Rama Murty Yadavalli, Mr. A. Issac George, Dr. A. Ramakrishna (Mrs. G. Indira Krishna Reddy, Mr. David Cleasby, Mr. Sudhir Raheja and Ms. Monhla Hlahla are not in the photograph).
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MESSAGE FROM THE MANAGING DIRECTOR

Dear stakeholders,

I am happy to announce the release of the first Sustainability Report of Mumbai International Airport Private Limited (MIAL) prepared as per GRI 3.1 protocol. This is the first report of its kind in the aviation sector in India, and it gives us immense pleasure to communicate our sustainability initiatives to our stakeholders through this report.

As we began the journey of modernizing a brown field airport, we promised our stakeholders that Chhatrapati Shivaji International Airport (CSIA) would be one of the best airports in the world and be the pride of Mumbai. Our vision of CSIA captures the essence of sustainability as a comprehensive approach of doing business to realize our vision. As we progress we will strengthen our Sustainability Management Framework under the guidance of our Sustainability Oversight Committee.

We are building CSIA into an iconic landmark, which will not only become the pride of Mumbai City but also act as a gateway to the financial capital of India. We understand that to be the best in the world we have to go beyond ordinary approaches and adopt unconventional and alternative thinking to achieve balanced business growth. Along with the modernization of CSIA, we hope to cater to all the needs of our stakeholders while staying focused on our business performance. We will constantly improve our strategies and business conduct to address overall needs of our stakeholders.

- G. V. Sanjay Reddy
MESSAGE FROM THE CEO

Dear stakeholders,

Modernization of Chhatrapati Shivaji International Airport (CSIA) into a World Class Airport and running one of the busiest airports in India has been filled with exciting as well as challenging moments for us. While developing a brown field airport has its own unique challenges, we excelled on many fronts in creating the best airport in existing facilities, as is evident from our ACI award for the 3rd best airport worldwide in 25-40 MPPA category in 2011. We have also made several infrastructural rearrangements to improve our services. This report is a testimony of our learning and how we applied this learning to our business to secure a future for the airport and all its stakeholders.

As part of modernization, we have numerous plans in store for the coming years. The construction of our new state-of-the-art integrated “Green” Terminal is the most ambitious project embarked by us to date, and when completed, will increase our passenger handling capacity to 40 million. Our top priority is to make our business sustainability both in the short and long term.

As a responsible corporate citizen, our focus will be on completion of the expansion project and the enhancement of our aeronautical and non-aeronautical facilities to help us address growing demand and making business more sustainable.

- R.K. Jain
FOREWORD

Dear stakeholders,

The financial year 2011-12 has been a notable one for us. We have made several progresses in our social and environmental performance. A Board level Committee (Sustainability Oversight Committee) to oversee and guide sustainability initiatives across the organization was constituted last year. Not only have we been able to kick-start several environmental initiatives but we have also, for the first time, published our Greenhouse Gas Policy and Greenhouse Gas Inventory Report. We have accounted for all our Greenhouse Gas emissions, built water treatment facilities, reduced energy and water consumption, and created specialized tools for analysing impacts on the environment. These initiatives will help us better integrate our business with environmental needs, and will allow us to increase the positive footprints for a healthier environment.

We have successfully implemented our Carbon Management System and we became the first Indian airport and the second in Asia to be accredited with the ISO 14064-1:2006 certification for Carbon Emission Accounting. Our efforts have been recognised by the ACI and we received the level-1 Airport Carbon Accreditation. We were the first Indian airport to disclose our GHG emissions under the CDP-2011. On the social front, we have several programmes that seek to address the concerns and needs of communities.

Our efforts to implement the Sustainability Management Framework and our first sustainability report (GRI Application Level A) will go a long way towards CSIA’s preparedness to address triple bottom line of the business.

- Dr.Narendra Hosabettu, Sr. Vice President
  Corporate Environment & Sustainability
An airport is an important participant in the economy of any major metropolis. It is not just an aviation hub, but an enabler for economic progress of the city. From being the entry point of business travellers and tourists to providing employment to local population, the airport serves a variety of needs of the city as well as the country as a whole. Growth of an airport therefore, is an indicator of the city’s economic progress - more visitors mean more business for the country and the local economy.
The economic impacts of our business have direct as well as indirect impacts. Direct impacts are a result of direct employment at the airport and through direct association with the airport. Indirect impacts are through the generation of employment due to purchase of goods and services by our organization and by users of the airport, and through indirect association with the airport. Further, our membership in the Confederation of Indian Industry allows us to extend our presence in the market and broadens our impact on the overall development of the economy of India.

Direct economic impacts
In FY2011-12, the airport generated approximately 40,000 jobs either through direct and indirect employment, or through indirect association with the airport through the various organizations operating out of the airport. In the same year, we spent approximately ₹983 million on our employees in the form of salary and benefits. We work with a large number of contractors and provide opportunities to large as well as small firms to participate in our business. In 2011-12, we worked with 448 contractors, and the total value of contracts signed, for the supply of goods and services, stood at ₹1.8 billion. These contractors and vendors accounted for 6,341 people indirectly employed by us.

Indirect economic impacts
Employee spending on the purchase of goods and services results in the generation of employment in the surrounding regions of the airport. Moreover, our capital projects add to the generation of jobs and employment in the region. Other significant indirect economic impacts include generation of employment in the tourism, hospitality and transportation sector. As the airport is expanded, the indirect economic impacts will also grow due to the increase in users of the airport.
Distribution of economic value

- Operating Cost
- Employee wages & benefits
- Payment to providers of Capital
- Payments to Government
- Economic value retained

Distribution of contracts by value

- Above ₹50 million: 29 contracts
- ₹10-50 million: 261 contracts
- ₹5-10 million: 155 contracts
- ₹2-5 million: 206 contracts
- Below ₹2 million: 599 contracts

Total Number of Contractors

- 2010-11: 424
- 2011-12: 448
Mumbai is often termed as the gateway to India due to the fact that most of the foreign arrivals of the country happen through this city. CSIA is a key hub for Mumbai’s arrivals and departures. In 2011-12, CSIA served 30.7 million passengers and transported 657 thousand tonnes of cargo.

Mumbai is a hotspot for tourism. The uniqueness of the city and its many attractions has drawn tourists from all over the world. According to the Ministry of Tourism, 6.3 million foreign tourists arrived in India in 2011, an 8.9% increase over 2010. 4.8 million foreign tourists visited the State of Maharashtra during the same period of which 79% visited Mumbai City. Most of the foreign visitors to Mumbai arrived by air and CSIA being the only commercial airport in Mumbai city has been the sole provider of flight connectivity to such tourists.
The airport requires continuous investment in infrastructure in order to support the growing number of passengers as well as increasing cargo traffic. We are investing in a number of projects to ensure that the airport's infrastructure is ahead of requirements at all times.

**Construction of Terminal 1C**

In order to cope with the increasing number of passengers, MIAL invested in a new domestic terminal which was unveiled on April 2010. A total of ₹2.5 billion was spent on the construction of the terminal which generated employment of about 3.5 million man hours at the airport.

**Upgrade of primary Runway**

In 2011, the airport upgraded its primary runway to Code F to accommodate larger aircrafts such as the Airbus A380. A workforce comprising 120 engineers and officials, and 800 field workers were deployed on a daily basis. More than 200 types of equipment and machines were utilized for the task bringing the total investment to about ₹1.2 billion.

**Common User Terminal**

The biggest investment by MIAL is the ongoing construction of a new terminal at Sahar. When completed, this new Common User Terminal will cover a land area of 210,000 square metres and will replace the existing International Terminal. The terminal itself will have an area of 439,000 square metres spread over 4 levels and will include new taxiways and areas for aircraft parking. The objective is to increase the handling capacity of CSIA to 40 million passengers per year. The entire project is estimated to cost ₹98 billion and employ over 12,000 workers.

**Elevated Sahar Access Road**

To improve road access of the new Common User Terminal, a new elevated road is being constructed to connect the Western Express Highway to the upcoming terminal. This two kilometer long, six lane elevated roadway will have four entry points and two exit points, and will reduce travelling time by 80%.
The number of passengers at CSIA has been growing at an annual compounded growth of 10%. This provides us with tremendous growth opportunities for both our aeronautical and non-aeronautical services.

The new Common User Terminal when completed, will have a retail space of 21,000 square meters to cater to up to 40 million passengers annually. The new terminal will also house 52 boarding bridges, 25 fixed linked bridges, 136 immigration counters, and 188 check-in counters to boost the passenger processing rate of the airport. Further, our new GVK SkyCity to be built across the suburbs of Santacruz, Sahar, Andheri, Kalina and Kurla, will enhance the non-aeronautical revenue of the airport.

We have also built up a strong presence in the market to augment the growth potential of the airport. Our effort was noted in the recent 10th Routes Asia Airport Marketing Award ceremony held in Chengdu, where we were awarded the coveted Routes Airport Marketing Award for the Middle East and India. We have also been chosen to host the 2013 Routes Asia which will not only give us the opportunity to showcase CSIA to a diverse group of industry professionals across the globe but also provide tremendous tourism-related economic benefits to the city of Mumbai. Additionally it will enable us to share relevant expertise and build relationships with industry partners including airlines.
Every day, millions of passengers walk through the doors of CSIA, trusting us with their health, safety and precious belongings. We consider it our responsibility to ensure that our patrons have a pleasant travel experience. In this direction, we are making continuous efforts towards improving all aspects of customer experience - be it at the entry of the airport, inside the terminal or while boarding an aircraft. We actively solicit feedback from our customers so that we can address their concerns and improve our services, therefore ensuring that we form a memorable, even if small part of their lives.
Our risk management system is designed to identify safety hazards and to evaluate the severity of the consequences and the likelihood of occurrence. Hazards are identified through reactive, proactive and predictive sources, and underlying methods of safety information collection. We have also created provisions such as safety observation report card, email or telephone, through which all users of the airport can report perceived hazards to us.

Our Safety Risk Management Principles

**Avoidance** – if the safety risk exceeds the benefit of operating activity.

**Reduction** – Frequency of an operation is reduced, or action is taken to reduce the magnitude of the consequences of risks.

**Segregation** – Action is taken to isolate the effects of the consequences of the hazard or build in redundancy to protect against them.

**Disaster & Emergency Preparedness**

One of the primary challenges faced by Mumbai is the heavy and disruptive torrential rainfall. At CSIA we are equipped with a thorough action plan to handle such exigencies. Our landside and airside emergency teams in collaboration with external agencies like the Civil Defense Unit, the Mumbai Fire Service, Mumbai Police, Pawan Hans, and Indian Navy ensure that the airport continues to operate smoothly even during emergencies.

**Airside Work Safety**

Our Airside Work Safety vigilant group provides safety briefings and permission for airside work. It also conducts regular safety audits and inspections to identify vulnerable areas and corrective measures.

**Airport Security Arrangement**

Security at CSIA is handled jointly by MIAL and the Central Industrial Security Force (CISF). CISF is a para-military force with a mandate to provide security to critical infrastructures and installations in the country. At CSIA, CISF carries the responsibility of security screenings and quick response to airport security situations.

**Wildlife Management**

Managing wildlife is important for an airport. At CSIA, we ensure this by our 6 steps strategy - scare, deter, barricade, control, site management and public awareness. This strategy has resulted in a low bird hit rate of just 0.48 hits per 10,000 aircraft movements for FY2011-12.
OUR SAFETY & SECURITY POLICY

- Afford safety issues at CSI Airport the highest priority;
- Ensure that all levels of management and all employees are accountable and responsible for the delivery of MIAL’s safety performance;
- Ensure the development, implementation, maintenance and continual improvement of safety strategies, processes and procedures aimed at delivering highest level of safety performance in all our operations;
- Eliminate or mitigate the safety risk of consequences of hazards resulting from our operations or activities to a point which is as low as reasonably predictable through proactive and predictive hazard identification and risk management;
- Establish and operate safety occurrence reporting and investigation system whereby people are encouraged to report all safety occurrences without fear of any reprisal unless the act contravenes any of the applicable laws or the act that are committed as a result of gross negligence, or misconduct, or deliberate, willful acts;
- Recognize and reward outstanding safety performance and penalized unacceptable safety behaviors;
- Ensure that all executives and staffs are adequately informed and trained in safety related matters and task are allocated commensurate to their skills;
- Ensure that performance of all outsourced processes are meeting the defined safety performance standards;
- Carry out safety audits regularly to check adherence to laid down safety standards;
- Review the effectiveness of safety management system on a regular basis and take all necessary steps to achieve continuous performance.
ENSURING CUSTOMER SATISFACTION

Feedback from our customers is valuable to us as it helps us improve our services. At the same time, interacting with customers helps us better understand their requirements and expectations from the airport. We strive to not only serve our customers efficiently but also to make their transit experience pleasant. Through our robust customer engagement process, we seek to engage with our customers even before they reach the airport as well as when they have left the airport.

CSIA has emerged as one of the top performing airports in the world. In 2010, CSIA was ranked second worldwide in the category of 15-25 million Passengers per Annum Category, in airport service quality (ASQ) survey conducted by Airport Council International. The survey covered services such as facilities, airport environment, security and ease of use.

Key features of CSIA

238 Check-in counters | Wide variety of Food & Beverages
New improved airline lounges | In-line baggage screening system
Best-in-class duty free shopping | Multi-level car parking | Wide retail options
Free WiFi services | 1st airport in India to be ISO 14064-1:2006 certified
New Spas & Wellness facilities | ISO 14001:2004 Certified
OHSAS 18001:2007 certified | ISO 27001:2005 certified

ASQ Score

<table>
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<th>2007</th>
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<th>2009</th>
<th>2010</th>
<th>2011</th>
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<td>3.53</td>
<td>3.54</td>
<td>3.96</td>
<td>4.39</td>
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AWARDS AND ACCOLADES

- Routes Airport Marketing Award 2012 under the category of Middle East & India
- First Indian airport to be certified ISO 10002:2004 for Passenger Complaint Handling conforming to international standards
- First Indian airport and second in Asia to be accredited with the prestigious ISO 14064-1:2006 certification for Carbon Emissions Accounting
- Third best airport worldwide in the 25-40 MPPA category for the year 2011 by ACI
- MIAL received a “Special Commendation” for the Golden Peacock Award for Occupational Health & Safety for the year 2011
- Second best airport worldwide in the 15-25 mppa category for the year 2010 by Airports Council International (ACI)
- Best Managed Airport’ award from CNBC AWAAZ in 2009
- Winner of the prestigious “Autodesk Hong Kong Building information Modeling (BIM) Award 2009” for the proposed Air Traffic Control Tower designed by HOK
- “Best Brown Field Airport in Public–Private Partnership” by the Air Passengers Association of India (APAI) and Consumers Association of India survey in 2009
- First international airport to win ‘Airport of the Year’ Award by Frost & Sullivan Aeronautical Excellence in 2008.
- Best Airport in India award by Air Passengers Association of India in 2007 and 2008 respectively
The Common User Terminal is acknowledged to be one of the most iconic developments in recent times, one which aims to take over the mantle of the new Gateway of India. When finished, the Common User Terminal will be a structure that will be the pride of Mumbai and impress every traveler and visitor to this vibrant city.

Salient features of the Common User Terminal:
- Total area of 439,203 sq. mts
- 40 million passengers capacity
- Over 21,000 sq. mts of retail space
- Over 5000 sq. mts of landscape areas
- 188 check-in counters
- 60 departure immigration counters
- 76 arrival immigration counters
- 104 Security check positions
- 10 baggage carousels
- 25 fixed link bridges
- 52 passenger boarding bridges
- 41 Travelators
- 47 Escalators
- 73 Elevators
- 101 Toilets
- A 6 lane elevated express way leading to the terminal
- Multi-level car park for 5000 cars
ENVIRONMENTAL STEWARDSHIP

CSIA being one of the busiest airports in India acts as a hub to over two hundred thousand flights every year. It is our constant endeavor to minimize negative impacts on the environment arising out of this scale of operations. Located at a major economic, commercial and financial hub, MIAL experiences growing demand for air travel. To minimize negative environmental impacts of the airport, we at MIAL have developed a comprehensive strategy to accommodate the growing demand while reducing the overall negative impacts on the environment. We aim to reduce negative impacts by reducing our energy consumption, GHG emissions and natural resources usage and minimizing our environmental footprint.
OUR ENVIRONMENTAL STRATEGY

We follow a phased approach for managing environmental aspects of our operations. Our climate strategy involves the measurement of emissions and energy consumption, management using comprehensive management framework, and reduction through short term and long term roadmaps.

**ENVIORNMENTAL MANAGEMENT**

- Water
- Material
- Noise
- Waste
- Energy
- Carbon
- Air Quality
- Environmental Conservation

**MANAGEMENT APPROACH**

- GHG, Energy, Water, Waste, Air and Noise
- Measure → Manage → Reduce → Communicate
MANAGING
CARBON

We have taken serious efforts to reduce the negative impacts on the environment which include -
1. Carbon Disclosure Project
2. Implementation of a Carbon Accounting Management Systems
3. Installation of a Greenhouse Gas Accounting tool

We strongly believe that it is our duty to contribute to the global effort on fighting climate change. We accord the highest priority to ensuring that our actions are in accordance with international standards. Our GHG accounting system is as per GHG Protocol framework and ISO 14064. While there are no regulatory requirements for specific emission reduction targets for MIAL, we have looked at top performing international airports as references to set our long term reduction targets. Our aim is to become a global leader, not only as an airport operator but also as environmental steward.

Direct Emissions in tCO₂e

- Diesel 677.06
- DG Sets 89.08
- CNG 4.34
- Petrol 179.74

Emissions per pax (tCO₂e/million)

- 2010-11: 33
- 2011-12: 31
Indirect Emissions in tCO$_2$e

2009-10: 57,276
2010-11: 54,300
2011-12: 57,092

Indirect Emissions per pax (tCO$_2$e/million)

- 2010-11: 1,257
- 2011-12: 1,061

Other Emissions in tCO$_2$e

- 2009-10: 2,271
- 2010-11: 1,986
- 2011-12: 1,778
MANAGING ENERGY

Managing energy use is one of the activities that are intrinsic parts of climate protection. We recognize energy security as a key sustainability issue given the rise in fuel prices and the foreseeable shortage of supply of energy in the future. We have taken measures to become more efficient and less dependent on conventional sources of energy.

Direct energy consumption in Gigajoules

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<tr>
<td>CNG</td>
<td>0.87</td>
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<td>Petrol</td>
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<td>Diesel</td>
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Direct energy consumption in million kWh

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<tr>
<td></td>
<td>84.7</td>
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Specific energy consumption in Gigajoules per million pax

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<tr>
<td></td>
<td>427</td>
<td>426</td>
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MANAGING OUR FOOTPRINT

Managing Noise and Air quality
Our monitoring of noise and air quality is done through MoEF accredited laboratories at multiple locations both within, and at the airport perimeter. We ensure that our noise levels are in compliance with the Noise Pollution (Regulation and Control) Rules, 2000, Government of India, while our air quality is in compliance with the National Ambient Air Quality Standards (NAAQS).

Managing Waste
The waste management program of MIAL consists of four stages – Identification, Storage, Disposal and Audit. Our waste segregation process allows for identification of different types of waste including hazardous, non-hazardous waste, recyclable, non-recyclable, organic electronic, and others, to allow for proper disposal of such waste.

Managing Water
At the terminals and work spaces, all taps have been fitted with aerators to reduce water flow. All toilets are equipped with auto-flush facility that not only optimize water flow but also minimizes the need for physical contact. Water discharged from the airport is constantly monitored by MoEF accredited laboratories for quality. We have also commissioned a 4MLD sewage treatment plant to allow us to recycle water.
Key to delighting millions of customers every year is the hard work and perseverance of hundreds of our team members. Many of them work behind the scene to serve our customers. We at MIAL believe that our employees are our most valuable assets. We aim to build an atmosphere of camaraderie and team work at the workplace. At the same time, we have put in place programs that help them develop professionally. In addition, we try to provide support services to employees to help them give their best at the workplace and build a balance and fruitful career with us.

At MIAL, we also take our social responsibility to society seriously by extending our support to the society we are part of. We seek to actively engage with the communities around the airport. Our aim is to positively contribute to their well being as well as derive their support on our mission to build a world class airport for the City of Mumbai.
Our competitiveness as an airport can be attributed to a workforce that not only is in alignment with our vision but is committed to quality, dedication and professionalism. Our employees have the necessary expertise and experiences to carry out their designated roles at the airport. Concurrently, as an employer, we endeavor to create an atmosphere that is conducive to growth, that which provides multiple opportunities for employees to meet their needs. Our ultimate goal is to be regarded as the best employer in terms of equal opportunities, growth, a vibrant culture, and remuneration.

Our efforts in human resource management have been recognized at a global stage. In May 2012, MIAL was highlighted as a best practice at the 6th Asia-Pacific Human Resources Best Practices Seminar held in China. This recognition has gone to strengthening our dedication towards making MIAL one of the most satisfying and rewarding places to work.

### Employees by gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
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<tbody>
<tr>
<td>2010-11</td>
<td>1,241</td>
<td>992</td>
</tr>
<tr>
<td>2011-12</td>
<td>1,417</td>
<td>1,159</td>
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### Workforce

- **Direct Employees**: 6,341
- **Indirect Employees**: 1,417

*employees of vendors and contractors*
The numbers above are exclusive of 9 expats working at MIAL.
A silent contributor to our efforts at becoming a world class airport is the Social Ecosystem that supports us. We recognize we share the City of Mumbai with a large number of citizens. Our aim is to assist development of the communities we operate in as well as seek their active involvement in our growth.

Engaging the community requires an understanding of their concerns and taking necessary actions to address those concerns. At MIAL, we have adopted a two pronged approach for engaging our community – communicate and develop.

**Communicate**

We strongly believe that development of communities is essential for the overall development of Mumbai in particular and the country as a whole. To further that end, we have taken steps to understand community needs and expectations, and to address them in a responsible manner.

In order to build better relationships with our stakeholders, we have proactively engaged ourselves in a number of activities and events. From the period of 2009 to 2012, we conducted 11 medical camps for community members, eye camps for 250 people including taxi drivers and local residents, and we also engaged banks in providing loans to taxi drivers. We have on
Develop

The community development activities conducted by us are part of our commitment to serve the community and to mutually benefit from each other’s existence. We have contributed to community development through numerous projects such as women empowerment, civil defense courses, construction of drainage systems, support for learning and development of surrounding public infrastructure.

several occasions provided ambulance services for the local community and even air transport facilities for the injured and the deceased, free of cost.

Apart from the activities mentioned, we regularly conduct sports and cultural events. In the period of 2009 to 2012, we conducted three football tournaments, two cricket tournaments, and several cultural activities. We also provided open grounds for hosting village fairs that were held for the villages of Sahar, Chakala and Damji Nagar.

Develop

The community development activities conducted by us are part of our commitment to serve the community and to mutually benefit from each other’s existence. We have contributed to community development through numerous projects such as women empowerment, civil defense courses, construction of drainage systems, support for learning and development of surrounding public infrastructure.