



Diversity, Equity and Inclusion Policy

Adani Airport Holdings Limited (AAHL)



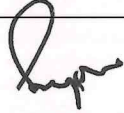

*The AAHL Diversity, Equity and Inclusion (DEI) policy is in alignment with the Group's DEL policy

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Document Approval

Activity	Name	Signature
Proposed By	Anurag Dwivedi HR Head – AAHL Corporate	
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Approved by	Arun Bansal CEO – Airports	

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1. Our Aim

Our DEI policy aims to create an environment of equal opportunity to all candidates, and employees where they can achieve their full potential, feel valued and appreciated for who they are. We promote an inclusive work culture of creating a supportive professional environment that promotes trust, empathy, and mutual respect

We are committed to delivering value through equality and to nurture and promote human diversity across its operations. We consider diversity to be an important driver of innovation, productivity, and growth.

2. The Policy

The Diversity, Equity and Inclusion (DEI) policy provides a strategic framework for monitoring and improving the organizational capabilities to improve representation and promote a more inclusive culture.

The organization takes allegations of **discrimination, harassment and bullying** seriously and ensure they are appropriately investigated. To take action these the organization will appoint appropriate members to form the '**DEI Committee/Gender Neutral Committee**'.

To create value and benefits from the culture of DEI, it is required to comply with following principles in all DEI related initiatives and policies within the business:

- a. **Ensure and embrace diversity in workforce** - by aspiring to have a workforce which is reflective of the local communities/business in which we operate, including diversity by reason of gender, age, nationality, ethnicity, education, religious or political beliefs, gender identity or expression, language differences, family or marital status, physical, mental and development abilities, race, sexual orientation, social or economic class, education, work and behavioral styles, political affiliation, military service, caste, and other characteristics that make our workforce employees unique.
- b. **Improve talent management** - By ensuring recruitment, selection, development and promotion processes are solely based on merit, devoid of any kind of biases and discrimination while reflecting the value organization places on inclusion, diversity and fair, equitable access to opportunities for all; by targeting balanced representation at various levels.
- c. **Value and respect diverse approaches** - By leveraging diverse thinking, talents, expertise and working styles of our employees, contractors and others with whom we work and providing inclusive work environments in which they can flourish and reach their maximum potential.
- d. **Respect stakeholder diversity** - By developing relationships with diverse shareholders, governments, communities, customers, clients, partners and suppliers which is reflective of our commitment to DEI objectives to external world.

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- e. **Advocate pay equity** - by determining fair remuneration for all diverse groups undertaking work of equal value considering capability and experience of employees reflecting local market conditions and practices and individual performance across our workforce, without any kind of discrimination and prejudice.
- f. **Fair performance management process** - By ensuring that the performance management process is objective, fact based and free from bias.
- g. **Advocate DEI** - By engaging/allowing employees to participate in various activities which are directed towards promotion of culture of DEI in the organization. Address unconscious bias through training and awareness programs. Promote gender equality and inclusivity.
- h. **Accessibility Standards** - By complying with the accessibility standards in all our physical infrastructure, documents, policies, and IT systems that can help all our stakeholders including people with diverse abilities.

The organization shall work consistently to ensure that the workplaces are not only welcoming for all genders, ethnicities, backgrounds, age, caste, religion, marital status, color, state/ location, sexual orientation, language, and disabilities but that people are also treated with equality and respect.

Adani Group is continuously striving to be an equitable workplace promoting pay parity, skill balancing, inclusive culture and of diverse demography.

3. Discrimination, Harassment and Bullying

We believe that each one of us has the right to work in an environment that is free from the effects of any kind of discrimination, harassment, or improper behavior. The organization will not tolerate harassment, bullying or conduct that could lead or contribute to harassment of employees by managers, supervisors, co-workers, or non-employees at workplace.

Adani Airports explicitly prohibit any form of discrimination, harassment, or bullying. It is the responsibility of each employee to respect the rights of their co-workers. We take allegations of discrimination, harassment and bullying seriously, and ensure they are appropriately investigated. All reported incidents will be investigated with an effort to keep the source of the report confidential, with the disclosure of information as appropriate to facilitate the investigation or the resolution of the matter.

Adani Airports encourages employees to report in good faith any possible violation of this Policy. We will not tolerate threats or acts of retaliation of any kind against any individuals because their report conducts reasonably believed to violate this Policy or in good faith provide information in connection with a report or investigation of any such conduct.

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3.a. Reporting Mechanism / Inappropriate Conduct:

- a. If any employee believes that they or another individual has been treated unfairly or has been discriminated against on account of any of the parameters mentioned in this policy or its intent, the employee is urged to bring this to the notice of DEI Committee.
- b. Any employee found to have exhibited any inappropriate conduct or behavior against others will be liable to disciplinary action.
4. All reported incidents will be investigated while keeping the source of the report confidential, with the disclosure of information as appropriate to facilitate the investigation or resolution of the matter.
5. Employees are responsible for submitting grievances in a respectful and constructive manner.
6. Adani Group encourages employees to report in good faith any possible violation of this Policy.
7. The organization will not tolerate threats or acts of retaliation of any kind against any individuals because their report conduct reasonably believed to violate this policy or in good faith provide information in connection with a report or investigation of any such conduct.

3.b. Reporting

- Submit quarterly reports to the Head of HR and CEO/CAO.
- Include details of awareness sessions, complaints received, and actions taken.

4. Role of DEI Committee:

For driving this policy, we have made DEI Committee at all locations at Airports. The committee is empowered & trained to implement the following.

- Promote gender equality and inclusivity.
- Address unconscious bias through training and awareness programs.
- Monitor gender-related issues within the organization.
- Propose initiatives to create a gender-neutral work environment.
- Responsible for reviewing, investigating, and resolving grievances.
- Committee members shall maintain strict confidentiality.
- Information related to complaints shall be shared only on a need-to-know basis.

4.a Communication

- The committee shall communicate regularly with employees through:
- Posters, emails, and intranet announcements.
- Helpline numbers for reporting incidents.

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- Fortnightly messages to the women's group.
- **Helpline: 8866855477**
- **Email: safeplace.airports@adani.com**

5. Role and responsibility of HR Head and Asset Leadership

- a. To engage with the committee regularly to take on ground feedback.
- b. Provide necessary support to the team, to ensure engagement with the staff, and facilitate communication across the asset.
- c. Ensure in all Townhalls, the Asset leadership talks specifically on Gender neutrality and Gender Bias.
- d. Play a pivotal role in equipping the team.
- e. Ensure Governance is managed on a timely basis.
- f. HR Department facilitates the redressal process and ensures compliance with this SOP.

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ANNEXURE A

[REPORTING / LODGING A COMPLAINT]

To make more effective and controlled mechanism, we have created below channels of communication:

Option 1: Helpline

Those who wish to report a complaint on DEI related issues stated in the policy can reach out on Tel Phone which is internally tagged to HO of Adani Airports.

Helpline Number: <8866855477>

Option 2: DEI Complaint Box

By making use of 'DEI Complaint Box' installed at various strategic locations of assets enable anyone to raise their issues faced till management level with details of incident, date & time of incident, complaints against whom which names, if possible and department.

Option 3: Email

By sending an email to safespace.airports@adani.com

Standard Operating Procedure (SOP) for DEI Complaint Box Management

A) Procedure

i. Submission of Grievances

- Grievances can be submitted anonymously or with identification.
- Employees should use the designated **DEI Complaint Box** located [Terminal, Admin Office Building, Project Office, ARFF, ILHBS Offices].
- Grievances should be written clearly, providing detailed information about the issue.

ii. Collection of Grievances

- The **DEI Complaint Box** will be checked by a designated HR representative every [Bimonthly at interval of 15 days in a month].
- All grievances will be logged into a secure & confidential MIS submission from each asset.

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iii. Investigation

- The Grievance Committee will investigate grievance within [15 days' timeframe of working days].
- The investigation may include interviews, document reviews, and other relevant actions.

iv. Resolution

- Based on the investigation, the Grievance Committee will propose a resolution.
- The resolution will be communicated to the parties concerned within [5 working days] of the investigation's conclusion.

v. Follow-Up

- The HR Department will follow up to ensure the resolution is implemented and effective.
- Feedback will be sought from the employee who raised the grievance (if identified).

B) Confidentiality

- All grievances and related information will be treated with strict confidentiality.
- Information will only be shared with individuals directly involved in the resolution process.

C) Documentation

- All records of grievances, investigations, and resolutions will be maintained securely by the HR Department for [3 years].

D) Review and Improvement

- This SOP will be reviewed annually to ensure its effectiveness and updated as necessary.

Annexure A
DEI Champions for Airports BU

Site	Member 1	Member 2	Member 3	Member 4	Member 5	Member 6
MIAL	Abhishek Kumar Singh	Shrivardhan Deshpande	Komal Desai	Priyanka Rajan		
	Deputy Manager	Asso.Vice President	Asso.General Manager	Dy General Manager		
	+91 7909074540	+91 9769923291	+91 9833301582	+91 7710009910		
AIAL	Atul Singh Chauhan	Reshma Sohoni	Satpal Singh	Lokesh Sharma		
	Senior Manager	Associate Manager	Manager	Associate Manager		
	+91 9167083205	+91 9920199215	+91 9873701500	+91 6358847607		
LIAL	Mishi Sahai	Pooja Rastogi	Reetish Rawat	Zubin cowasji	Shilpi Saxena	
	Deputy Manager	Deputy Manager	Senior Manager	Assistant Manager	Associate Manager	
	+91 8188068891	+91 8376068029	+91 9560660989	+91 9838655858	+91 9455121599	
TIAL	Parvathy Sivaji	Anand Krishna	Swapna Ramesh	Shaneesh k		
	Assistant Manager	Supervisor	Supervisor	Deputy Manager		
	+91 9447317777	+91 8137882882	+91 6282938041	+91 9447402512		
GIAL	Bandana Singha	Deepankar Borah	Twinkle Hazarika	Nilkumar Singha		
	Assistant Manager	Manager	Assistant Manager	Deputy Manager		
	+91 7696566525	+91 9727753669	+91 7002123862	+91 8373908799		
JIAL	Sanjeev Bhardwaj	Nikhil Purohit	Janmajay	Anita Kataria	Kirti Sharma	Janhavi Poul
	Sr. Manager	Asso. Manager	Asso. General Manager	Assistant Manager	Assistant Manager	Asso. General Manager
	+91 9930666447	+91 9725873395	+91 9879551650	+91 9773360979	+91 9799110031	+91 7032902112
MGIAL	Pravin Patil	Ganesh K M	Shilpa.K N			
	Assistant Manager	Assistant Manager	Assistant Manager			
	+91 9130803064	+91 9316735765	+91 9663015302			
NMIAL	Pushpa Pandey	Vidhi Gandhi				
	Asso. General Manager	Dy General Manager				
	+91 7507189700	+91 9819169105				
AAHL	Ms. Archana Muthappa	Ms. Anchal Dixit	Ms. Megha Talwar	Ms. Tripti Agrawal	Divyanshi Saxena	
	Head Corporate Communication	Manager	Asso. General Manager	Deputy Manager	Assistant Manager	
	+91 9980744050	+91 9998499415	+91 9212117324	+91 9825306552	+91 9415798200	
AGACSL	Saurabh Suradkar	Trupti Mehra	Archit Kamat			
	Deputy Manager	Assistant Manager	Assistant Manager			
	+91 8655920456	+91 9819599711	+91 8082143001			

