

# Malaysia Airports Holdings Berhad ("MAHB")

ESG framework development

25 November 2024

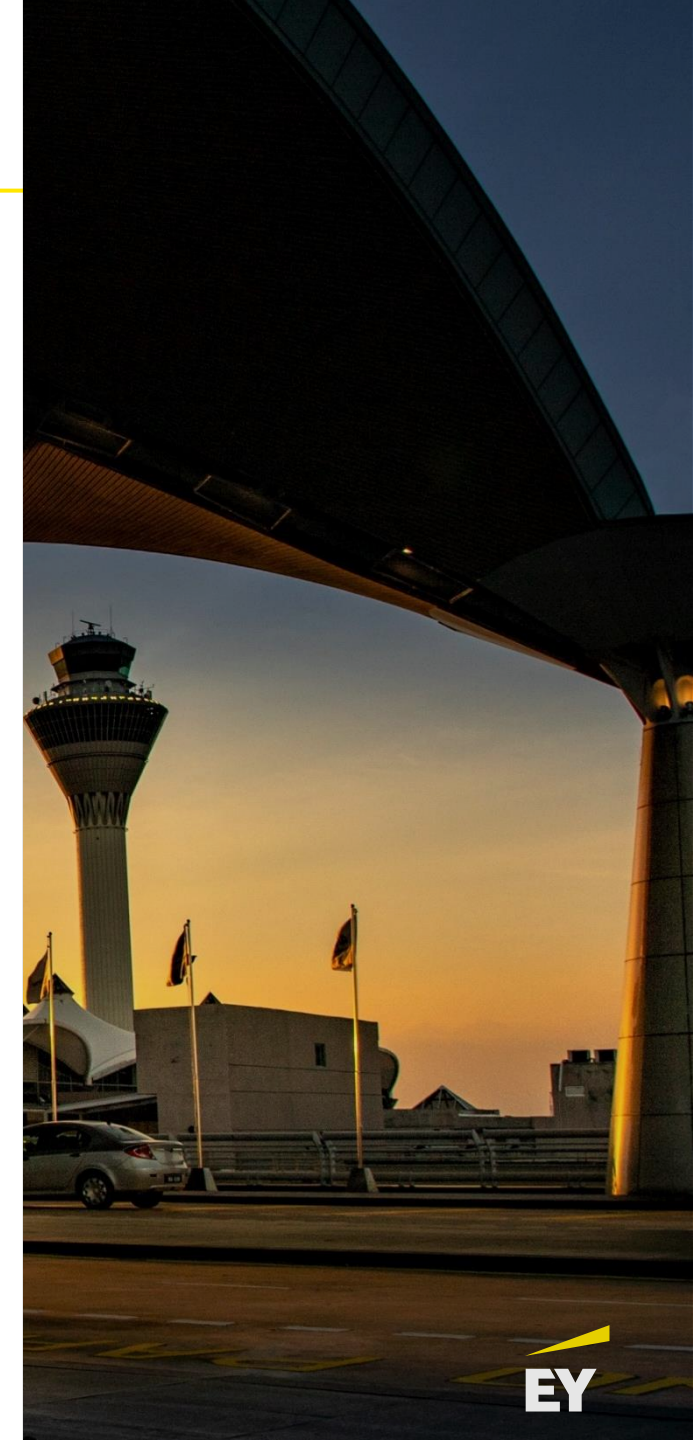
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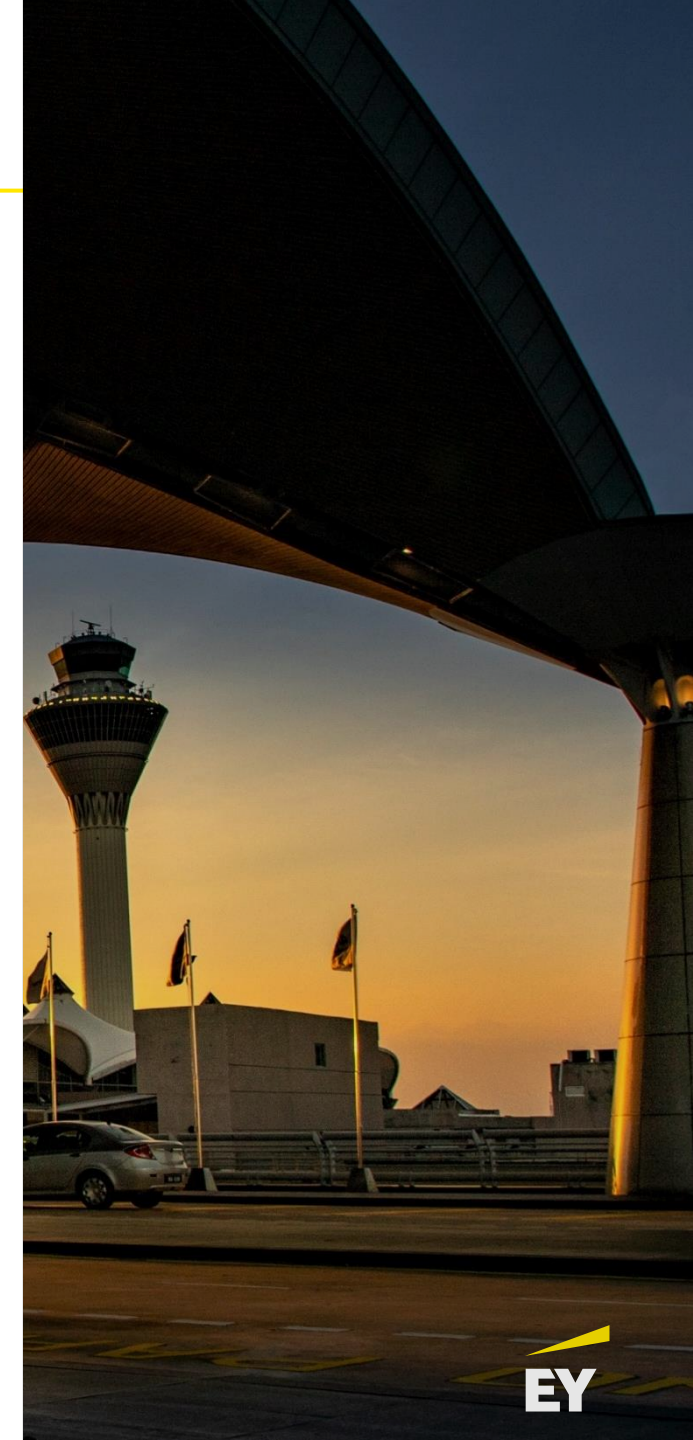
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# Executive Summary

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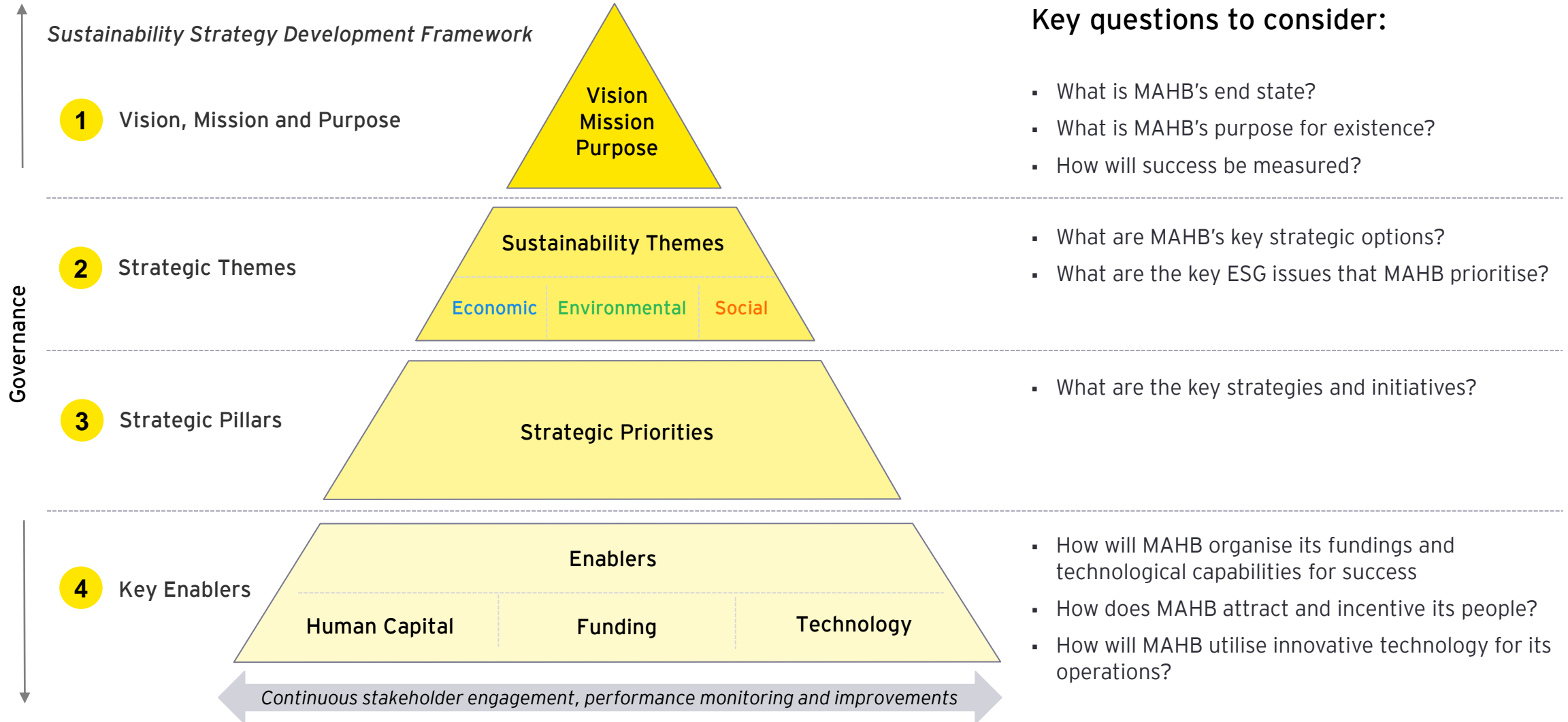
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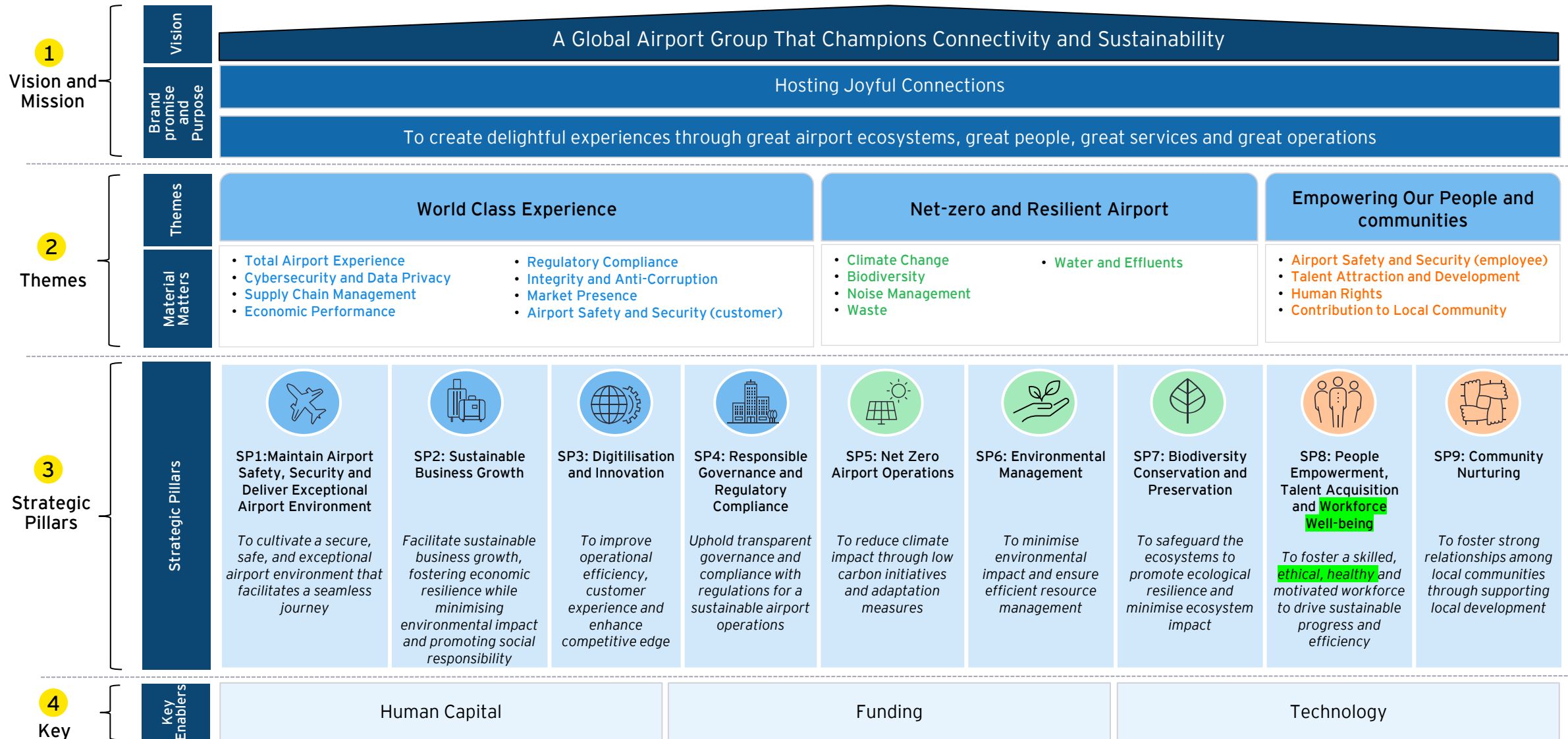
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# MAHB's Sustainability Framework is guided by 4 key elements



# 9 strategic pillars to drive MAHB's sustainability efforts, supported by 3 key enablers

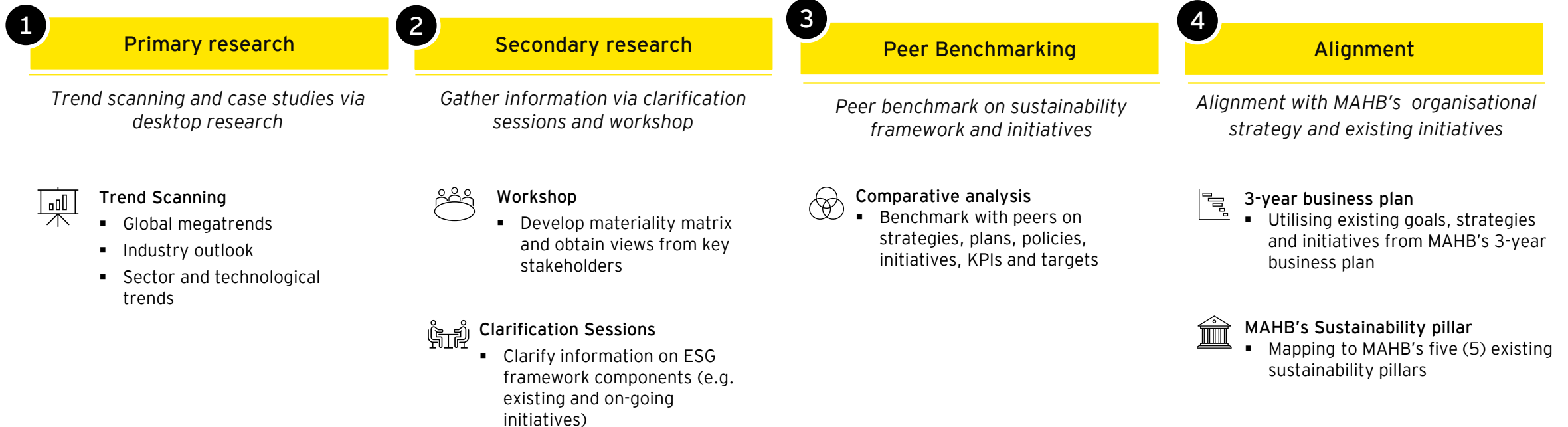




# Approach and Methodology

# Approach and Methodology

The approach for the development of Malaysia Airports Holdings Berhad (“MAHB”)’s ESG Framework adopts 4 key methodologies, which includes primary and secondary research, peer benchmarking and alignment with MAHB’s organisational strategy and existing initiatives



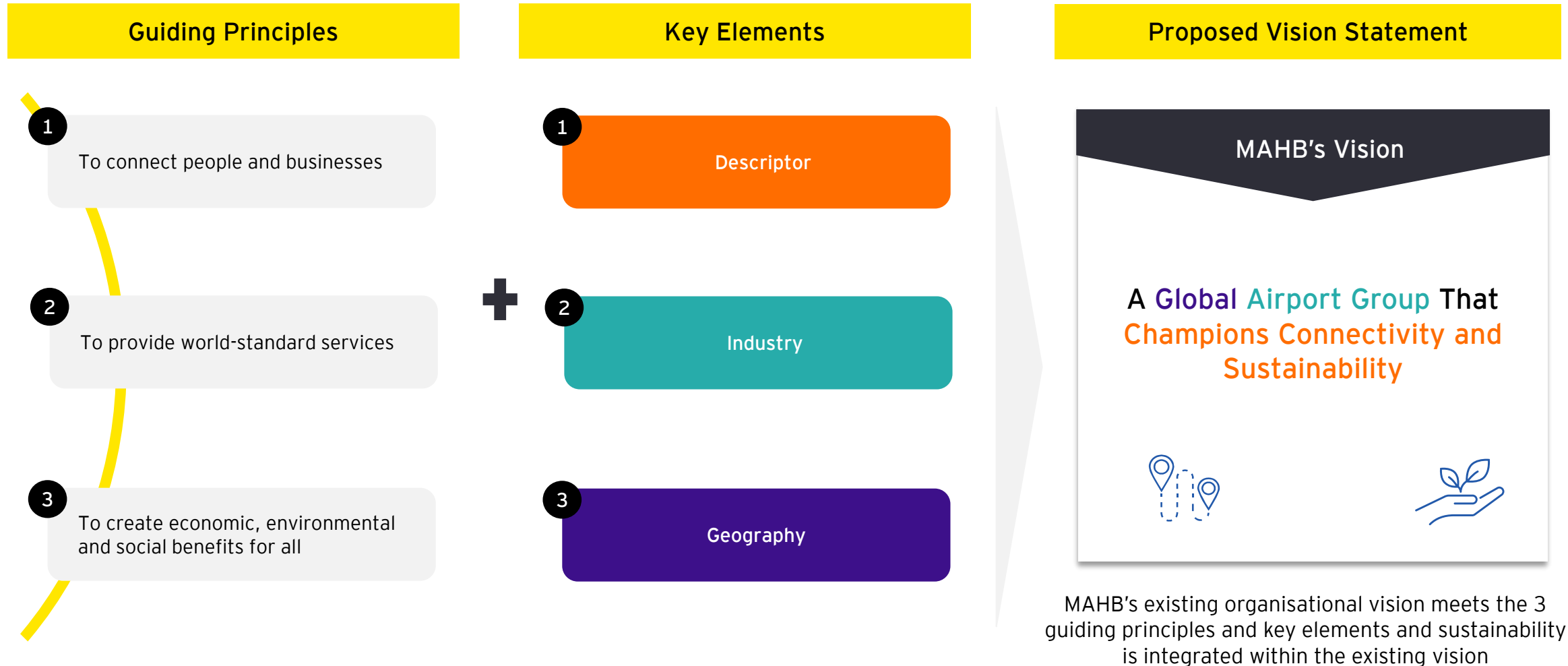


# Vision & Mission

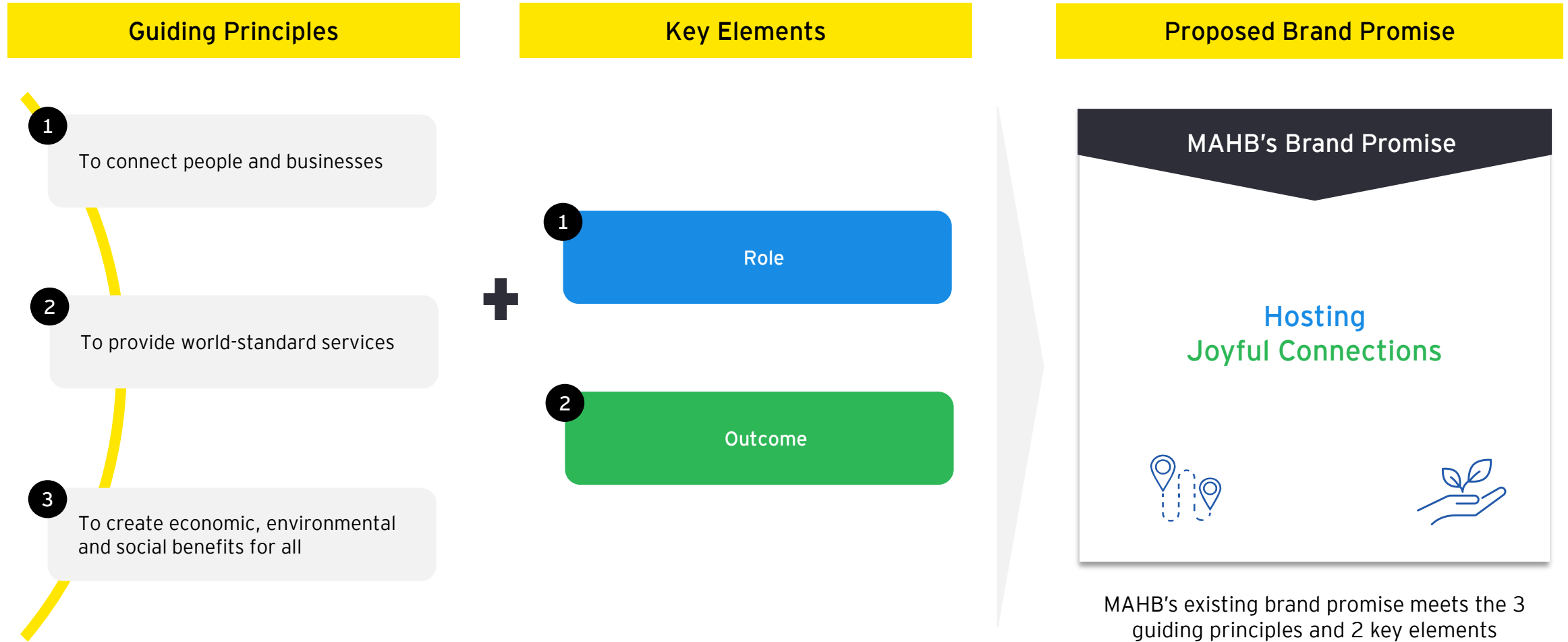
# 1 MAHB's Sustainability Framework: Vision, Mission, and Purpose



# 1 The proposed vision statement is based on 3 guiding principles and 3 key elements



# 1 The proposed mission is based on the same 3 guiding principles and 2 key elements



Note:

- MAHB defined brand promise as mission statement.
- A single unified brand purpose under the single vision and mission is key to strengthen brand reputation, align team efforts and avoid confusion. It is recommended that MAHB's brand purpose should remain the same as the organisational brand purpose

# Strategic Themes

Enrich

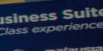
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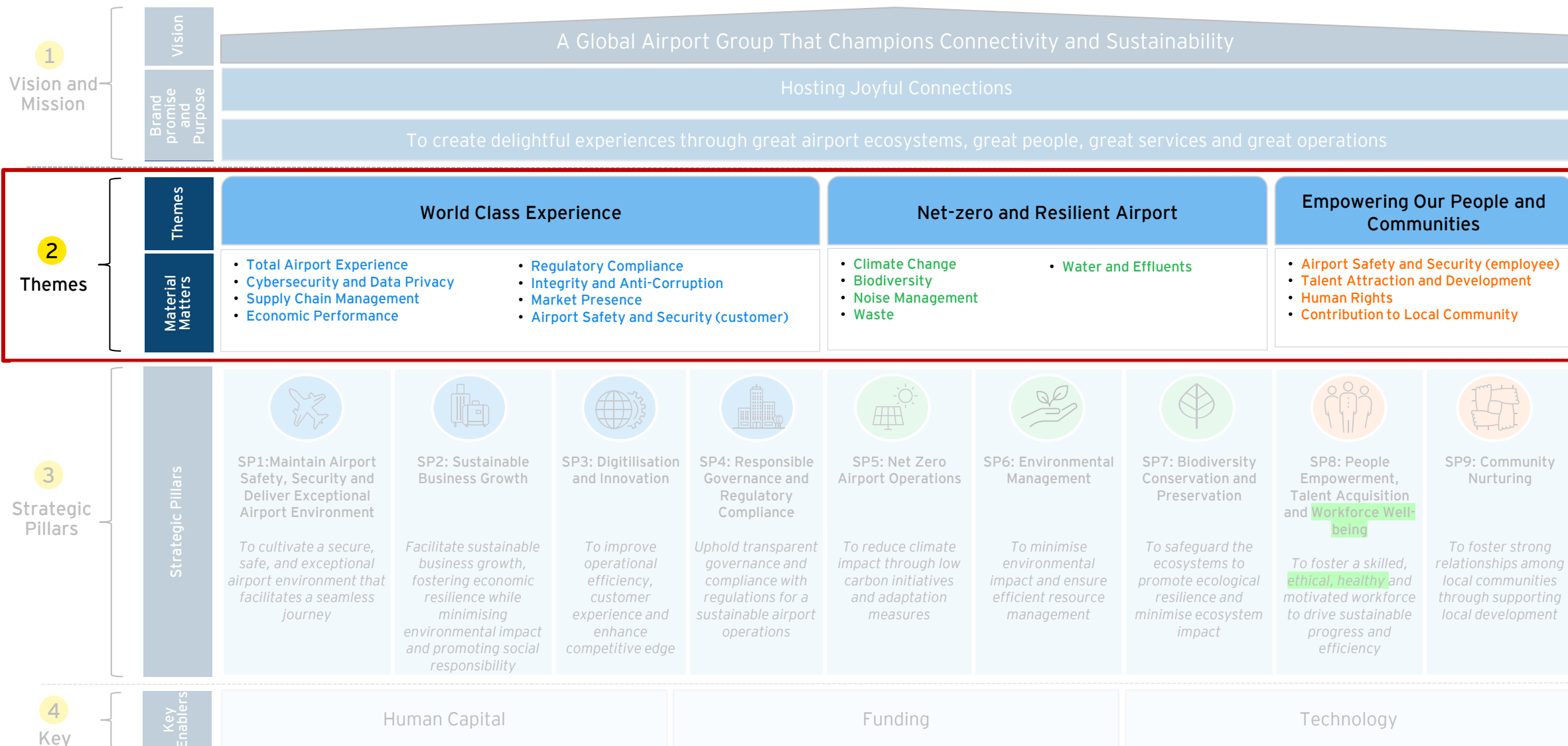
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## 2 MAHB's Sustainability Framework: Strategic Themes



## 2 MAHB's sustainability themes are guided by relevant sustainability reporting frameworks and standards

### Sustainability Themes by Sustainability Reporting Frameworks and Standards



Economic	Economic	Business Model and Innovation
Environment	Environment	Leadership and Governance
Social	Social	Environment
		Social
		Human

### MAHB's Sustainability Themes and Material Matters



Legend:  Adopted by MAHB

Source: Bursa Sustainability Reporting Guide 3<sup>rd</sup> Edition, GRI Reporting Standards 2021, SASB Standards

## 2 MAHB's sustainability themes also considered MAHB's business strategy components and sustainability pillars





# Strategic Pillars

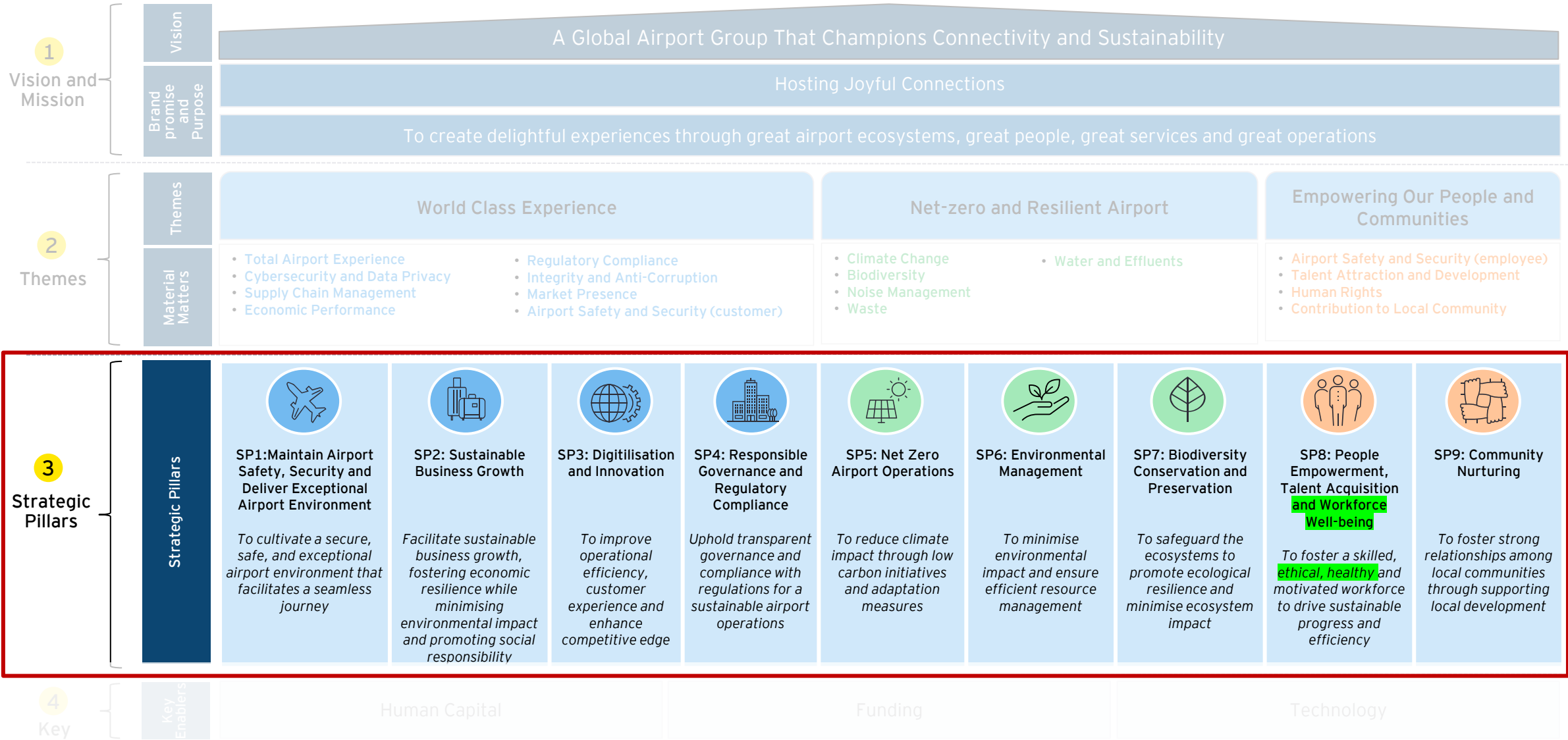
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# 3 MAHB's Sustainability Framework: Strategic Pillars









### 3 9 strategic pillars (SP) to guide MAHB's sustainability strategic priorities

								
<p><b>SP1:</b> Maintain Airport Safety, Security and Deliver Exceptional Airport Environment</p>	<p><b>SP2:</b> Sustainable Business Growth</p>	<p><b>SP3:</b> Digitilisation and Innovation</p>	<p><b>SP4:</b> Responsible Governance and Regulatory Compliance</p>	<p><b>SP5:</b> Net Zero Airport Operations</p>	<p><b>SP6:</b> Environmental Management</p>	<p><b>SP7:</b> Biodiversity Conservation and Preservation</p>	<p><b>SP 8:</b> People Empowerment, Talent Acquisition and Workforce Well-being</p>	<p><b>SP 9:</b> Community Nurturing</p>
<p><b>Strategic Priority 1:</b> Elevate airport experience</p> <p><b>Strategic Priority 2:</b> Expand connectivity and accessibility</p> <p><b>Strategic Priority 3:</b> Prioritise airport safety and security</p> <p><b>Strategic Priority 4:</b> Strengthen cybersecurity and data management</p> <p><b>Strategic Priority 5:</b> Manage assets and infrastructure</p>	<p><b>Strategic Priority 1:</b> ESG integration within organisational and business strategy</p> <p><b>Strategic Priority 2:</b> Business continuity and resilience</p>	<p><b>Strategic Priority 1:</b> Digitalise commercial and customer services</p> <p><b>Strategic Priority 2:</b> Digitalise airport operations</p>	<p><b>Strategic Priority 1:</b> Uphold ethics and business integrity</p> <p><b>Strategic Priority 2:</b> Compliance to law and regulations</p> <p><b>Strategic Priority 3:</b> Promote sustainable supply chain</p>	<p><b>Strategic Priority 1:</b> Adoption of renewable energy and energy efficiency at airport</p> <p><b>Strategic Priority 2:</b> Transition to low-carbon fuel for buildings and vehicles at airport</p> <p><b>Strategic Priority 3:</b> Electrify ground fleets at the airport</p> <p><b>Strategic Priority 4:</b> Airport as an energy hub</p> <p><b>Strategic Priority 5:</b> Use of sustainable aviation fuel for aircraft</p> <p><b>Strategic Priority 6:</b> Offset carbon footprint</p>	<p><b>Strategic Priority 1:</b> Reduce waste, promote recycling and resource recovery</p> <p><b>Strategic Priority 2:</b> Minimise water consumption</p> <p><b>Strategic Priority 3:</b> Reduce noise and air pollution</p> <p><b>Strategic Priority 4:</b> Use of sustainable product and material</p>	<p><b>Strategic Priority 1:</b> Protect, conserve and enhance biodiversity</p> <p><b>Strategic Priority 2:</b> Promote biodiversity awareness and community involvement</p>	<p><b>Strategic Priority 1:</b> Upskilling and reskilling talents and capabilities</p> <p><b>Strategic Priority 2:</b> Strengthen leadership development</p> <p><b>Strategic Priority 3:</b> Promote diversity, integrity, inclusivity and equal opportunities in workforce</p> <p><b>Strategic Priority 4:</b> Attract and develop new and young talent</p> <p><b>Strategic Priority 5:</b> Promote workforce well-being, health and safety</p>	<p><b>Strategic Priority 1:</b> Community enrichment</p> <p><b>Strategic Priority 2:</b> Foster community growth through education</p>

# SP1: Maintain Airport Safety, Security and Deliver Exceptional Airport Environment


Legend: ❖ Existing Initiative / KPI



<b>Goal</b>	To cultivate a secure, safe, and exceptional airport environment that facilitates a seamless journey	<b>KPI</b>	<ul style="list-style-type: none"> <li>❖ Customer satisfaction score (eg: <i>Airport Service Quality Survey Score</i>)</li> <li>❖ Passenger movement, aircraft movement and cargo movement</li> <li>❖ Number of safety related incidents (eg: <i>fatalities, recordable injuries case</i>)</li> <li>• Number of cybersecurity and data breaches incidents</li> <li>• Value of vulnerable asset including those exposed to climate change</li> </ul>	<b>Alignment</b>	<p><u>Material Matters</u></p> <ul style="list-style-type: none"> <li>• Total Airport Experience</li> <li>• Cybersecurity &amp; Data Privacy</li> <li>• Airport Safety &amp; Security</li> </ul>	<p><u>MAHB's strategy</u></p> <ul style="list-style-type: none"> <li>• Reimagining Passenger Experience</li> <li>• Enhancing Airline &amp; Hub Connectivity</li> <li>• Rejuvenating Commercial &amp; Retail</li> <li>• PEN Terminal Expansion Project</li> <li>• Strengthening International Business</li> </ul>	<p><u>UN SDGs</u></p> 
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Strategic Priorities	Initiatives			
<b>1 Elevate airport experience</b> 	<b>1. Redesign and refurbishment</b> ❖ Redesign and refurbish departure and arrival halls including baggage reclaims	<b>2. Ambience improvement</b> ❖ Improve entertainment, art and culture experience	<b>3. Improve basic infrastructure and services</b> ❖ Improve services such as trolley capacity, wayfinding, surau condition	<b>4. Introduce new airport concepts and services</b> ❖ Explore new or expansion of services considering evolving customer preferences (e.G. CARE ambassador/ entertainment facilities, premium shopping)
<b>2 Expand connectivity and accessibility</b> 	<b>1. Expand airport networks</b> ❖ Expand airport networks considering number and type of airlines (local and international), flight routes, seat capacity etc.		<b>2. Expand cargo network, capacity and capability</b> ❖ Expand and modernise infrastructure and facilities for existing and new growth cargo (e.G. E-commerce) ❖ Adopt technologies to improve cargo handling process (e.G. IOT, AI, robots, big data) ❖ Strengthen partnerships with logistics providers	
<b>3 Prioritise airport safety and security</b> 	<b>1. Improve flight safety</b> ❖ Strengthen cooperative flight safety system ❖ Improve safety of aircraft ground movements ❖ Provide global navigation services		<b>2. Strengthen aviation security</b> ❖ Maintain and enhance preventive aviation security system ❖ Maintain and enhance emergency management	
<b>4 Strengthen cybersecurity and data management</b> 	<b>1. Improve cybersecurity management</b> ❖ Maintain and enhance cybersecurity management system		<b>2. Strengthen cybersecurity training</b> ❖ Conduct regular and mandatory cyber threat trainings for all employees on the protocols of cybersecurity	
<b>5 Manage assets and infrastructure</b> 	<b>1. Maintain and enhance airport assets and infrastructure</b> ❖ Regular maintenance and enhancement of existing assets and infrastructure ❖ Adopt advanced technologies / tools to predict failures, monitor and improve asset performance ❖ Regular review and implement contingency plans for critical assets in case of failures, including the use of backup systems or outsourcing • Regular assessment of existing/new assets and infrastructure including vulnerability to climate change (physical and transition risks)			

# SP2: Sustainable Business Growth

Legend: ❖ Existing Initiative / KPI



Goal	Facilitate sustainable business growth, fostering economic resilience while minimising environmental impact and promoting social responsibility	KPI	❖ Economic Value Generated (eg: Revenue, Profit/loss, etc.)	Alignment	<p><b>Material Matters</b></p> <ul style="list-style-type: none"> <li>• Economic Performance</li> <li>• Market Presence</li> </ul>	<p><b>MAHB's strategy</b></p> <ul style="list-style-type: none"> <li>• Reimagining Passenger Experience</li> <li>• Enhancing Airline &amp; Hub Connectivity</li> <li>• Rejuvenating Commercial &amp; Retail</li> <li>• PEN Terminal Expansion Project</li> <li>• Strengthening International Business</li> </ul>	<p><b>UN SDGs</b></p> 
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Strategic Priorities	Initiatives	
<p><b>1 ESG integration within organisational and business strategy</b></p> 	<p><b>1. Incorporate ESG governance as part of corporate governance</b></p> <ul style="list-style-type: none"> <li>❖ Incorporate sustainability governance as part corporate governance including roles and responsibilities</li> </ul>	<p><b>2. Integrate ESG material matters within strategy</b></p> <ul style="list-style-type: none"> <li>❖ Incorporate ESG considerations into mahn's strategic planning</li> </ul>
<p><b>2 Business continuity and resilience</b></p> 	<p><b>1. Integrate ESG risk as part of enterprise risk management (ERM)</b></p> <ul style="list-style-type: none"> <li>• Adopt a systematic approach to identify, assess and manage esg-related risks as part of mahn's enterprise risk management framework</li> </ul>	<p><b>2. Enhance business resilience</b></p> <ul style="list-style-type: none"> <li>❖ Continuously review and enhance business continuity plans that outlines procedures to be taken to manage potential disruption and ensure the continuity of critical business operations, building resilience to both enterprise and sustainability-related risks such as climate change</li> </ul>

# SP3: Digitilisation and Innovation

Legend: ❖ Existing Initiative / KPI

<p><b>Goal</b></p> <p>To improve operational efficiency, customer experience and enhance competitive edge</p>	<p><b>KPI</b></p> <p>❖ Customer satisfaction score (Airport Service Quality Survey Score)</p>	<p><b>Alignment</b></p> <p><u>Material Matters</u></p> <ul style="list-style-type: none"> <li>• Total Airport Experience</li> <li>• Supply Chain Management</li> <li>• Airport Safety and Security</li> </ul> <p><u>MAHB's strategy</u></p> <ul style="list-style-type: none"> <li>• Reimagining Passenger Experience</li> <li>• Enhancing Airline &amp; Hub Connectivity</li> <li>• Rejuvenating Commercial &amp; Retail</li> <li>• Accelerating Off-Terminal Opportunities</li> </ul>	<p><b>UN SDGs</b></p> 
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Strategic Priorities	Initiatives
<p><b>1</b> Digitalise commercial and customer services</p> 	<p><b>1. Application of innovative technologies</b></p> <ul style="list-style-type: none"> <li>❖ Automate operational process (e.G., Autonomous vehicle, smart vehicle assistance, ticketing and boarding processes)</li> <li>• Use of AI, ML, IoT or other technologies to improve airport experience such as biometrics and digital identity management, walk-through, contactless immigration, paperless or tag-less tracking of baggage etc.</li> </ul>
<p><b>2</b> Digitalise airport operations</p> 	<p><b>1. Application of innovative technologies</b></p> <ul style="list-style-type: none"> <li>❖ Automate operational process (e.G., Baggage handling, etc.)</li> <li>• Use of AI, ML and/or IOT technology to improve internal operations in airport centre (e.G. IoT-augmented airfield services system allows data collection from multiple sources to track ground handling activities)</li> </ul>



Abbreviation: AI - Artificial intelligence, ML - Machine learning, IoT - Internet of things



# SP4: Responsible Governance and Regulatory Compliance

Legend: ❖ Existing Initiative / KPI




<b>Goal</b>	Uphold transparent governance and compliance with regulations for a sustainable airport operations	<b>KPI</b>	<ul style="list-style-type: none"> <li>❖ Number of confirmed corruption incidents</li> <li>• Number of non-compliance with laws and regulations</li> </ul>	<b>Alignment</b>	<p><u>Material Matters</u></p> <ul style="list-style-type: none"> <li>• Regulatory Compliance</li> <li>• Integrity and Anti-Corruption</li> <li>• Supply Chain Management</li> </ul>	<p><u>MAHB's strategy</u></p> <ul style="list-style-type: none"> <li>• Not relevant</li> </ul>	<p><u>UN SDGs</u></p> 
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Strategic Priorities	Initiatives			
<b>1 Uphold ethics and business integrity</b> 	<b>1. Promote culture of integrity</b> <ul style="list-style-type: none"> <li>❖ Regularly reviewing and updating governance-related policies and code of conduct to align with changing regulations</li> <li>• Ensure transparent and accountable decision-making processes and feedback mechanism</li> <li>❖ Conduct trainings on ethical behaviors including anti-corruption and anti-bribery for all employee levels</li> <li>❖ Conduct regular risks assessment in relation ethical behaviors including bribery and corruption</li> </ul>			
<b>2 Compliance to law and regulations</b> 	<b>1. Regular updates and training</b> <ul style="list-style-type: none"> <li>❖ Regularly review and revise compliance policiesto ensure alignment with any changes in law or regulation</li> <li>❖ Ensure frequent updates on new laws and regulations with tailored training to staff enabling full understanding and compliance</li> </ul>	<b>2. Periodic risk assessment and audit</b> <ul style="list-style-type: none"> <li>❖ Carry out compliance risk assessments and audits periodically to identify potential areas of non-compliance and devise mitigation plans</li> </ul>	<b>3. Robust reporting mechanisms and documentation management</b> <ul style="list-style-type: none"> <li>❖ Ensure effective whistleblower system to allow employees to report suspected breaches safely</li> <li>❖ Maintain a strong documentation system to provide evidence of compliance</li> </ul>	
<b>3 Promote sustainable supply chain</b> 	<b>1. Supplier sustainability assessments</b> <ul style="list-style-type: none"> <li>• Select and partner with suppliers who are committed to sustainability, prioritising those that use environmentally-friendly technologies and practices</li> </ul>	<b>2. Green procurement</b> <ul style="list-style-type: none"> <li>• Purchase goods and services that cause minimal environmental impact</li> </ul>	<b>3. Local sourcing</b> <ul style="list-style-type: none"> <li>❖ Source goods locally to support local businesses and reduce the carbon footprint associated with transportation wherever possible</li> </ul>	<b>4. Technology implementation</b> <ul style="list-style-type: none"> <li>❖ Utilise advanced supply chain technologies to optimise processes, reduce waste and increase overall efficiency</li> </ul>

# SP5: Net Zero Airport Operations (1/2)

Legend: ❖ Existing Initiative / KPI




<b>Goal</b>	To reduce climate impact through low carbon initiatives and adaptation measures	<b>KPI</b>	<ul style="list-style-type: none"> <li>❖ Scope 1,2 and 3 carbon emissions reduction</li> <li>❖ Renewable energy capacity</li> <li>• Percentage of low-carbon fuels consumed</li> </ul>	<b>Alignment</b>	<p><b>Material Matters</b></p> <ul style="list-style-type: none"> <li>• Climate Change</li> </ul>	<p><b>MAHB's strategy</b></p> <ul style="list-style-type: none"> <li>• Commitment to ESG</li> </ul>	<p><b>UN SDGs</b></p> 
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Strategic Priorities	Initiatives		
<b>1</b> Adoption of renewable energy and energy efficiency at airport 	<b>1. Increase use of renewable energy source</b> <ul style="list-style-type: none"> <li>❖ Scale the use of solar energy by expanding solar photovoltaic (PV) farm for onsite generation</li> </ul>	<b>2. Improve energy efficiency (EE)</b> <ul style="list-style-type: none"> <li>❖ Improve building efficiency through projects such as LED lighting replacement, energy efficient HCAV systems and sensors installation</li> <li>❖ Implement energy management systems</li> </ul>	<b>3. Promote behavioral change</b> <ul style="list-style-type: none"> <li>• Provide awareness and education among employees, tenants and customers through signage</li> </ul>
<b>2</b> Transition to low-carbon fuel for buildings and vehicles at airport 	<b>1. Increase uptake of biofuel blend for non-electrified airport transport and airside vehicles</b> <ul style="list-style-type: none"> <li>• Collaborate with fuel suppliers to allow steady supply of biofuel blend for non-electrified airport transport and airside vehicles</li> <li>• Invest in infrastructure that can support biofuel use, such as appropriate fueling stations</li> </ul>	<b>2. Use of low carbon fuel for building operations</b> <ul style="list-style-type: none"> <li>• Switch to low carbon fuels (e.G. Biodiesel) for operational activities such as building genset</li> </ul>	
<b>3</b> Electrify ground fleets at the airport 	<b>1. Convert existing vehicles to electric vehicle, including ground service equipment (GSE)</b> <ul style="list-style-type: none"> <li>❖ Electrify existing and new vehicles including GSE</li> </ul> <p><i>*Where electrification is not feasible, low carbon fuel can be adopted as transition fuel</i></p>		

# SP5: Net Zero Airport Operations (2/2)


Legend: ❖ Existing Initiative / KPI





<b>Goal</b>	To reduce climate impact through low carbon initiatives and adaptation measures	<b>KPI</b>	<ul style="list-style-type: none"> <li>❖ Scope 1,2 and 3 carbon emissions reduction</li> <li>❖ Renewable energy capacity</li> <li>• Percentage of low-carbon fuels consumed</li> </ul>	<b>Alignment</b>	<p><b>Material Matters</b></p> <ul style="list-style-type: none"> <li>• Climate Change</li> </ul>	<p><b>MAHB's strategy</b></p> <ul style="list-style-type: none"> <li>• Commitment to ESG</li> </ul>	<p><b>UN SDGs</b></p> 
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Strategic Priorities	Initiatives	
<p><b>4</b> Airport as an energy hub</p> 	<p><b>1. Develop energy infrastructure</b></p> <ul style="list-style-type: none"> <li>• Build key infrastructure to support aircrafts' and airport's energy transition. This includes infrastructure for:               <ul style="list-style-type: none"> <li>○ Hydrogen</li> <li>○ Sustainable aviation fuel</li> <li>❖ Electric vehicle charging stations</li> </ul> </li> </ul>	<p><b>2. GSE pooling</b></p> <ul style="list-style-type: none"> <li>❖ Establish a centralized management system to oversee the allocation, scheduling, and maintenance of pooled GSE</li> </ul>
<p><b>5</b> Use of sustainable aviation fuel (SAF) for aircraft</p> 	<p><b>1. Support adoption of SAF</b></p> <ul style="list-style-type: none"> <li>• Provide fueling infrastructure for SAF to enable airlines to receive, store and uptake pre-blended SAF at the airport</li> <li>• Consider implement incentive scheme to encourage airlines to increase their uptake of SAF. This scheme could involve offering financial incentives, such as discounted landing fees or grants, to airlines that use SAF in their operations</li> </ul>	<p><b>2. SAF production capacity</b></p> <ul style="list-style-type: none"> <li>• Explore potential partnerships with SAF producers to accelerate the roll out and commercialisation of SAF (e.G. Invest in R&amp;D initiatives aimed at scaling up SAF production capacity)</li> </ul>
<p><b>6</b> Offset carbon footprint</p> 	<p><b>1. Purchase carbon credits</b></p> <ul style="list-style-type: none"> <li>• Purchase verified carbon credits such as nature-based or technology-based carbon offsetting project to offset residual emissions</li> </ul>	<p><b>2. Carbon sequestration programmes</b></p> <ul style="list-style-type: none"> <li>• Identify potential partnership to organise and carry out carbon sequestration programmes such as reforestation or tree planting programme</li> </ul>

# SP6: Environmental Management


Legend: ❖ Existing Initiative / KPI



<b>Goal</b>	To minimise environmental impact and ensure efficient resource management	<b>KPI</b>	<ul style="list-style-type: none"> <li>• Weight / percentage of waste diverted from landfill</li> <li>• Weight / percentage of waste recycled</li> <li>• Weight / percentage of waste recovered</li> <li>• Reduction of water consumption</li> <li>• Number complaints related to noise and air quality from the community</li> </ul>	<b>Alignment</b>	<p><b>Material Matters</b></p> <ul style="list-style-type: none"> <li>• Waste</li> <li>• Water and effluents</li> <li>• Noise management</li> </ul>	<p><b>MAHB's strategy</b></p> <ul style="list-style-type: none"> <li>• Commitment to ESG</li> </ul>	<p><b>UN SDGs</b></p> 
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Strategic Priorities	Initiatives		
<b>1 Reduce waste, promote recycling and resource recovery</b> 	<b>1. Minimise waste generation</b> <ul style="list-style-type: none"> <li>❖ Digitalisation to reduce manual paper-work (e.g. digital boarding passes)</li> <li>• Phase out single-used plastic</li> <li>❖ Sustainable food practices</li> <li>❖ Education and awareness through signage or campaigns</li> <li>• Reusable dining options</li> </ul>	<b>2. Maximise recycling and recovery</b> <ul style="list-style-type: none"> <li>❖ Provide recycling bins</li> <li>• Use of eco-friendly packaging</li> <li>❖ Recovery of materials used to other beneficial uses (e.g.: Repurpose the use of plastic waste into plastic bitumen product at KLIA service road and taxiway)</li> </ul>	<b>3. Manage food waste responsibly</b> <ul style="list-style-type: none"> <li>• Collaborate with F&amp;B tenants and airlines to educate the importance of waste minimisation, promote food waste recycling program, composting or for recovery at treatment facilities</li> </ul>
<b>2 Minimise water consumption</b> 	<b>1. Use of water efficient fittings</b> <ul style="list-style-type: none"> <li>❖ Install water efficient fittings such as faucet and dual-flush toilets to reduce water consumption</li> </ul>	<b>1. Minimise potable water use</b> <ul style="list-style-type: none"> <li>❖ Use of alternative and recycled water sources such as rainwater (e.g.: Install rainwater harvesting system for toilet flushing and landscape watering usage)</li> </ul>	
<b>3 Reduce noise and air pollution</b> 	<b>1. Minimise and control noise impact</b> <ul style="list-style-type: none"> <li>❖ Continue to undertake regular monitoring and reporting of ground-based noise sources from the airport, based on Department of Environment (DOE) requirements</li> <li>• Upgrade infrastructure to support quieter, cleaner and more fuel-efficient aircraft</li> <li>• Explore collaboration with airlines to increase number of quieter aircraft</li> </ul>	<b>2. Minimise impact on local air quality</b> <ul style="list-style-type: none"> <li>❖ Continue to undertake regular monitoring and reporting of air quality based on DOE's requirements</li> <li>• Continue to undertake and enhance air quality monitoring system</li> <li>• Use of sustainable transport modes to minimise air emissions</li> <li>• Upgrade infrastructure to support quieter, cleaner and more fuel-efficient aircraft</li> </ul>	
<b>4 Use of sustainable product and material</b> 	<b>1. Encourage the use of environmental-friendly products and materials</b> <ul style="list-style-type: none"> <li>• Purchase and use products that are certified or rated as sustainable (e.g.: eco-friendly paint, energy-efficient appliances)</li> </ul>	<b>2. Use of of sustainable materials and resources</b> <ul style="list-style-type: none"> <li>• Use of sustainable materials in all buildings or infrastructure maintenance and retrofit projects (e.g. non-CFC based refrigerants and non-ozone depleting insulation materials, recyclable steel)</li> </ul>	

# SP7: Biodiversity Conservation and Preservation

Legend: ❖ Existing Initiative / KPI

<b>Goal</b>	To safeguard the ecosystems to promote ecological resilience and minimise ecosystem impact	<b>KPI</b>	<ul style="list-style-type: none"> <li>Customer resources and land values at the airport protected or restored (including IUCN Red List species and national conservation list species)</li> <li>Impacts of activities, products and services on biodiversity</li> </ul>	<b>Alignment</b>	<b>Material Matters</b> <ul style="list-style-type: none"> <li>Biodiversity</li> </ul>	<b>MAHB's strategy</b> <ul style="list-style-type: none"> <li>Commitment to ESG</li> </ul>	<b>UN SDGs</b> 
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Strategic Priorities	Initiatives	
<b>1 Protect, conserve and enhance biodiversity</b>  	<b>1. Enhance conservation measures</b> ❖ Wildlife protection and management <ul style="list-style-type: none"> <li>Maintain and enhance the management of protected areas</li> <li>Conserve ecologically important habitats outside the existing protected areas</li> <li>Enhance conservation of natural streams</li> <li>Maintain habitat connectivity for wildlife</li> <li>Protect endangered species</li> <li>Improve management of invasive species</li> <li>Collaborate with local government, business sectors, ngos or research institutions to conduct biodiversity research studies and conservation efforts within airport boundaries</li> </ul>	<b>2. Embedded biodiversity considerations in planning and development process</b> <ul style="list-style-type: none"> <li>Facilitate integration and coordination of biodiversity conservation as part of airport expansion programme</li> </ul>
<b>2 Promote biodiversity awareness and community involvement</b>  	<b>1. Develop biodiversity awareness and outreach programs</b> <ul style="list-style-type: none"> <li>Develop signage or interactive exhibits that educate visitors on biodiversity and conservation issues</li> <li>Engage local communities and collaborate with schools, business sectors or ngos to organise biodiversity awareness events or conservation efforts within the airport boundaries</li> </ul>	



# SP8: People Empowerment, Talent Acquisition and Workforce Well-being


Legend: ❖ Existing Initiative / KPI



<b>Goal</b>	To foster a skilled and motivated workforce to drive sustainable progress and efficiency	<b>KPI</b>	<ul style="list-style-type: none"> <li>❖ Average training hours per employee</li> <li>• Percentage of women in top leadership</li> <li>• Number of workplace injuries, health-related illness and fatality incidents</li> <li>❖ Total employee turnover rate</li> </ul>	<b>Alignment</b>	<b>Material Matters</b> <ul style="list-style-type: none"> <li>• Contribution to local community</li> <li>• Human rights</li> <li>• Talent attraction and development</li> <li>• <b>Integrity and Anti-Corruption</b></li> </ul>	<b>MAHB's strategy</b> <ul style="list-style-type: none"> <li>• Focusing on Execution</li> </ul>	<b>UN SDGs</b>
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Strategic Priorities	Initiatives		
<b>1</b> Upskilling and reskilling talents and capabilities 	<b>1. Develop capability building and training programmes</b> <ul style="list-style-type: none"> <li>❖ Enhance existing capability building and training programmes considering core competencies and functional expertise considering sustainability (e.g., Climate change and green technology)</li> </ul>	<b>2. Career development plans</b> <ul style="list-style-type: none"> <li>• Provide personal career development programs to allow employees to pursue advancement and professional growth considering sustainability-related functions</li> </ul>	
<b>2</b> Strengthen leadership development 	<b>1. Leadership development training</b> <ul style="list-style-type: none"> <li>❖ Expand airport networks considering number and type of airlines (local and international), flight routes, seat capacity etc.</li> </ul>		
<b>3</b> Promote diversity, inclusivity, integrity and equal opportunities in workforce 	<b>1. Foster workforce diversity and inclusivity</b> <ul style="list-style-type: none"> <li>• Encourage diverse leadership</li> <li>❖ Fair recruitment process</li> <li>❖ Offer unconscious bias training</li> <li>❖ Encourage open dialogue and communication</li> </ul>	<b>2. Empower women in top leadership</b> <ul style="list-style-type: none"> <li>• Increase participation of female executives in decision-making bodies, develop potential female managers and executives</li> </ul>	<b>3. Promote culture of integrity</b> <ul style="list-style-type: none"> <li>❖ Conduct trainings on ethical behaviors including anti-corruption and anti-bribery for all employee levels</li> <li>❖ Conduct regular risks assessment in relation ethical behaviors including bribery and corruption</li> </ul>
<b>4</b> Attract and develop new and young talent 	<b>1. Engage local young talent from education institutions</b> <ul style="list-style-type: none"> <li>• Establish partnerships with educational institutions for potential talent</li> </ul>	<b>2. Career advancement opportunities</b> <ul style="list-style-type: none"> <li>• Provide career development pathways and learning opportunities</li> </ul>	<b>3. Competitive compensation</b> <ul style="list-style-type: none"> <li>• Provide competitive packages and benefits</li> </ul>
<b>5</b> Promote workforce well-being, health and safety 	<b>1. Provide conducive and safe working environment</b> <ul style="list-style-type: none"> <li>❖ Regular health and safety trainings</li> <li>❖ Regularly inspect and maintain assets, equipment and infrastructure</li> <li>❖ Emergency preparedness</li> <li>❖ Optimise work environment to reduce the risk of injuries</li> </ul>	<b>2. Promote health and well-being</b> <ul style="list-style-type: none"> <li>• Provide health benefits (e.g., health screening, etc.)</li> <li>• Provide mental health support</li> </ul>	

# SP9: Community Nurturing

Legend: ❖ Existing Initiative / KPI

<b>Goal</b>	To foster strong relationships among local communities through supporting local development	<b>KPI</b>	<ul style="list-style-type: none"> <li>Amount of investment in community programmes</li> <li>Number of beneficiaries from each programmes</li> </ul>	<b>Alignment</b>	<p><b>Material Matters</b></p> <ul style="list-style-type: none"> <li>Contribution to local community</li> </ul>	<p><b>MAHB's strategy</b></p> <ul style="list-style-type: none"> <li>Focusing on Execution</li> </ul>	<p><b>UN SDGs</b></p> 
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Strategic Priorities	Initiatives
<p><b>1</b> Community enrichment</p> 	<p><b>1. Community programmes</b></p> <ul style="list-style-type: none"> <li>❖ Conduct corporate social responsibility programmes with the local and vulnerable communities through volunteering activities and donations (eg: health screening, sponsorship program, mentorship programmes)</li> </ul>
<p><b>2</b> Foster community growth through education</p> 	<p><b>1. Foster community growth through education</b></p> <ul style="list-style-type: none"> <li>❖ Offer scholarships, grants, and financial aid programs to support students, enabling them to pursue higher education and vocational training opportunities</li> </ul>

# Key Enablers

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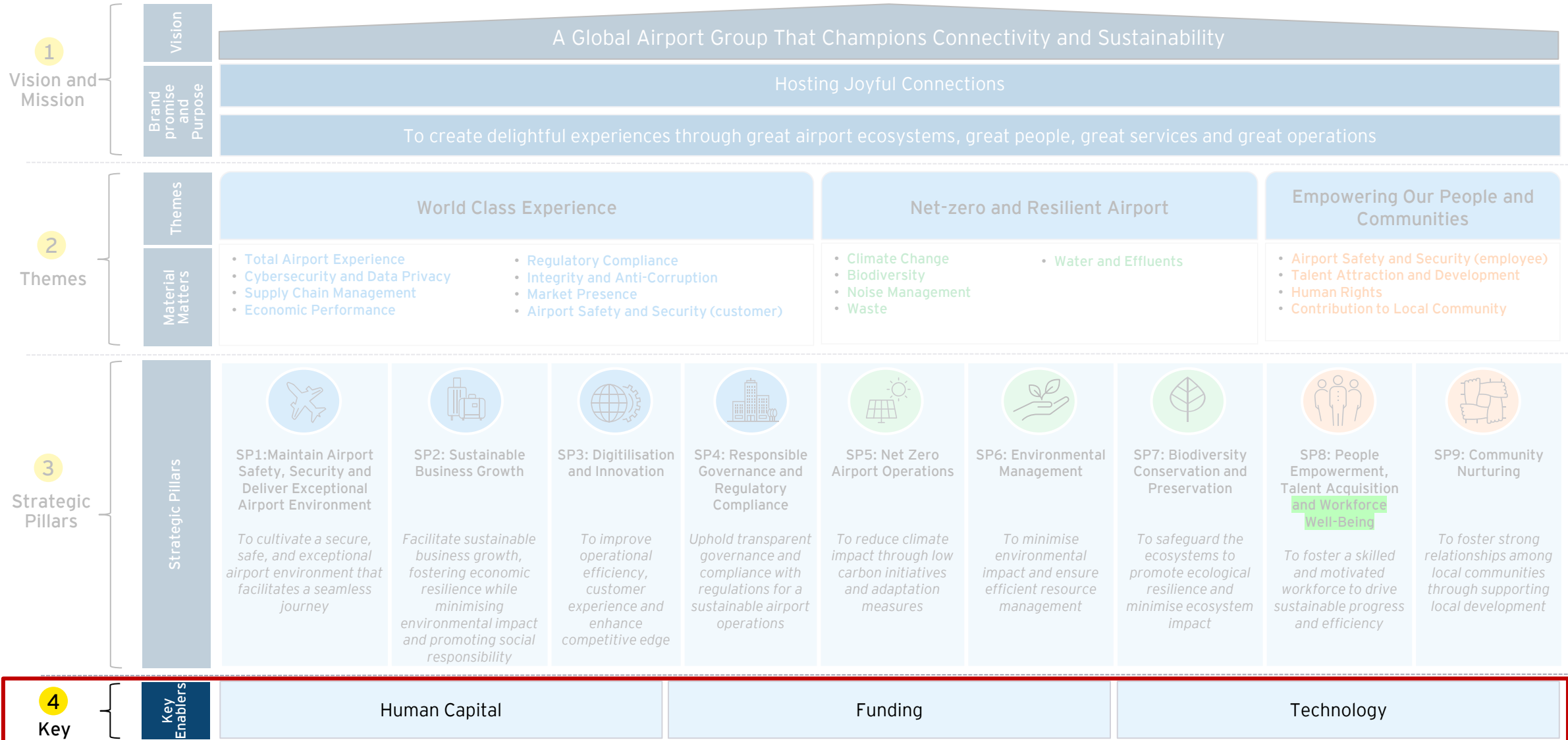
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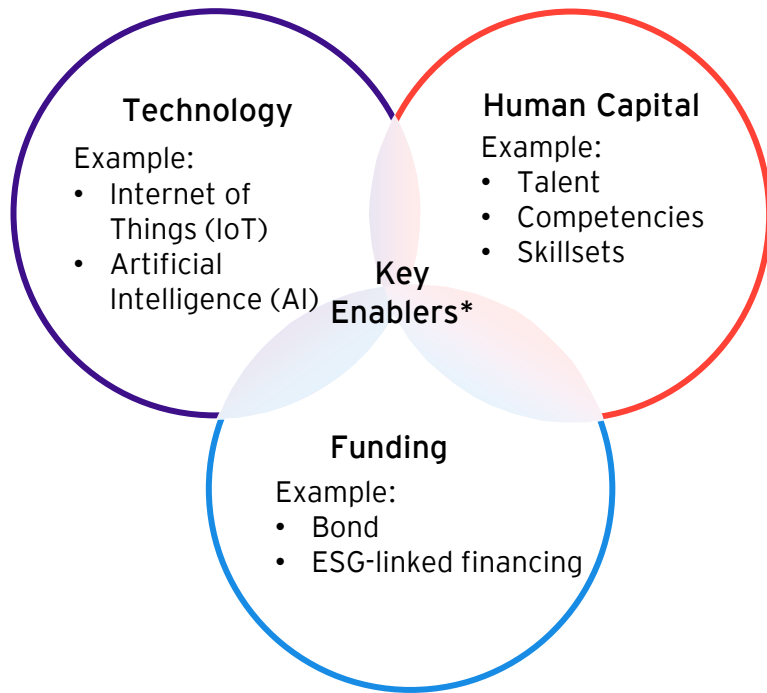
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# 4 MAHB's Sustainability Framework: Key Enablers

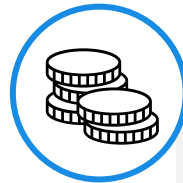


## 4 3 key enablers are crucial in assisting MAHB to successfully implement its initiatives and achieve its sustainability goals



### Human Capital

Refers to individuals with talents, competencies, and skillsets necessary to drive and implement MAHB's sustainability initiatives effectively



### Funding

Refers to financial resources necessary to implement MAHB's sustainability initiatives including relevant tools and technologies



### Technology

Refers to technology that provides the necessary tools and resources that enhance productivity, streamline processes, and open new opportunities for innovation and growth

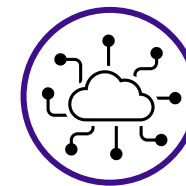
## 4 Understanding the scaling barriers is essential to enable the growth and progress of MAHB's sustainability efforts



Human capital



Funding



Technology

Scaling barrier

1. **Lack of educational programs and training opportunities** that focus on on sustainability-related skills especially for emerging topics (e.g. climate change, SAF, energy infrastructure)
2. **Limited ESG expertise** and sustainability leadership
3. **Resistance to embrace** new ways of working and thinking

Actions required

Develop educational, awareness and training programmes

Build ESG expertise and sustainability leadership

Promote agile and adaptive culture

1. **Lack of quality data and transparency** to inform decision
2. **Perceived trade-off** between financial returns and ESG considerations

Improve data collection and monitoring process including audit process

Seek alternate funding opportunities  
(e.g. *sustainability sukuk* or *ESG-linked financing*)

Develop financial model for sustainability initiatives

1. **High upfront cost** to deploy latest technology (e.g. SAF infrastructure)
2. **Limited access** to technology and relevant infrastructure as they are still in nascent stage (e.g. hydrogen infrastructure)
3. **Data security and privacy** concerns

Invest in new technology and enhance existing technological solutions including relevant infrastructure

Invest research and development

Improve information security management

# Implementation Roadmap

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# 3-years implementation roadmap to support MAHB's sustainability efforts




Legend:  Ongoing with EY  On-going development

	Initiate and Catalyse 2024	Accelerate Action 2025	Establish Leadership 2026 and beyond
 <b>Governance and People</b>	1.1 Refine governance structure and existing roles and responsibilities in managing sustainability-related matters <i>(conducted by MAHB in 1<sup>st</sup> BSC meeting 2024)</i> 1.2 Identify ESG talent requirements, capabilities and capacity	1.3 Execute and continuously refine governance structure, roles and responsibilities 1.4 Execute training and developmental needs	1.5 Linking sustainability-related KPIs to remuneration and incentives
 <b>Strategy</b>	2.1 Develop ESG framework aligning to organisational strategy  2.2 Refine sustainability strategy 2.3 Develop sustainability strategic roadmap	2.4 Execute sustainability strategy	2.5 Strengthen partnerships to collaborate on sustainability initiatives and drive transformational changes
 <b>Risk Management</b>	3.1 Review existing risk processes considering sustainability 3.2 Identify sustainability-related risks and opportunities including climate change	3.3 Integrate sustainability within Enterprise Risk Management processes and continuous refinement	
 <b>Processes and Control</b>	4.1 Review existing policies, procedures and controls  4.2 Define to-be process for sustainability performance monitoring and reporting	4.3 Formalise processes, procedures and protocols and continuous refinement	4.4 Adopt technologies to digitalise or automate processes where applicable
 <b>Change and Communication</b>	5.1 Identify key stakeholders  5.2 Develop stakeholder engagement plan	5.3 Engage employees to increase awareness and support on sustainability initiatives 5.4 Engage public on sustainability initiatives	5.5 Continuous engagement with key stakeholders
 <b>IT and Infrastructure</b>	6.1 Assess current IT systems and infrastructure capabilities  6.2 Identify the opportunities and needs for digitalisation	6.3 Scale up IT systems or infrastructure to improve sustainability performance monitoring and reporting 6.4 Execute system integration and data access	6.5 Continuous enhancement on technology, solutions, systems and infrastructure

# Implementation roadmap: Governance and People

Legend:  Ongoing with EY  On-going development

## Focus Area 1: Governance




-  **Objectives** → To strengthen governance practices to ensure effective oversight, management and monitoring of sustainability initiatives
-  **Project Owner** → Human Resources, Sustainability (support role)
-  **Key Outputs** →
  1. Enhance Governance Structure
  2. Revised Terms of Reference (TOR)

	Initiate and Catalyse 2024	Accelerate Action 2025	Establish Leadership 2026 and beyond
<b>Initiatives</b>	1.1 Refine governance structure and existing roles and responsibilities in managing sustainability-related matters <i>(conducted by MAHB in 1<sup>st</sup> BSC meeting 2024)</i>	1.3 Execute and continuously refine governance structure, roles and responsibilities	1.5 Linking sustainability-related KPIs to remuneration and incentives
<b>Activities</b>	<b>Initiative 1.1:</b> <ol style="list-style-type: none"> <li>a. Review sustainability governance structure and integrate within existing governance structure</li> <li>b. Review sustainability-related roles and responsibilities</li> <li>c. Revise existing ToR to include specific sustainability-related responsibilities (e.g. climate change)</li> </ol>	<b>Initiative 1.3:</b> <ol style="list-style-type: none"> <li>a. Communicate and implement revised ToR</li> </ol>	<b>Initiative 1.5:</b> <ol style="list-style-type: none"> <li>a. Review existing business division scorecards and KPIs against airport market practices</li> <li>b. Incorporate sustainability initiatives into MAHB's performance scorecard</li> <li>c. Outline next steps and recommendation to incorporate KPI into HR processes (i.e., performance assessment)</li> </ol>
<b>Estimated Duration</b>	1 month	1 month	2 months

# Implementation roadmap: Governance and People

Legend:  Ongoing with EY  On-going development

## Focus Area 1: Capabilities




-  **Objectives** → To grow employees' skills and competencies in various sustainability areas to meet evolving regulatory and stakeholder demands and improve operational efficiency
-  **Project Owner** → Human Resources, Sustainability (support role)
-  **Key Outputs** → 1. Sustainability-related training programmes

	Initiate and catalyse 2024	Accelerate Action 2025	Establish Leadership 2026 and beyond
Initiatives	1.2 Identify ESG talent requirements, capabilities and capacity	1.4 Execute training and developmental needs and continuous refine training needs	
Activities	<b>Initiative 1.2:</b> a. Conduct assessment and mapping of the current workforce to identify individuals with relevant sustainability-related skill sets and expertise b. Roll out training programmes to address immediate skill gaps (e.g., climate change)	<b>Initiative 1.4:</b> a. Develop tailored training programmes targeting specific sustainability skillsets across different employee levels b. Roll out training programmes	
Estimated Duration	3 months	3-8 months <i>*depending on training content and delivery methods</i>	

# Implementation roadmap: Strategy

Legend:  Ongoing with EY  On-going development

## Focus Area 2: Strategy

-  **Objectives** → To set a clear direction and outline the path towards achieving MAHB's sustainability goals, commitments and business growth
-  **Project Owner** → Corporate Planning, Sustainability (support role)
-  **Key Outputs** →
  1. ESG Framework
  2. Sustainability strategy and roadmap




	Initiate and catalyse 2024	Accelerate Action 2025	Establish Leadership 2026 and beyond
<b>Initiatives</b>	2.1 Develop ESG framework aligning to organisational strategy  2.2 Refine sustainability strategy 2.3 Develop sustainability strategic roadmap	2.4 Execute sustainability strategy	2.5 Strengthen partnerships to collaborate on sustainability initiatives and drive transformational changes
<b>Activities</b>	<b>Initiative 2.1:</b> a. Stakeholder engagement b. Materiality assessment c. KPIs and target setting  <b>Initiative 2.2:</b> a. Develop and enhance strategy and management approach for each material matter, aligning to organisational strategy  <b>Initiative 2.3:</b> a. Develop a strategic roadmap consist of initiatives and action plans for each material matter, aligning to organisational strategy	<b>Initiative 2.4:</b> a. Identify resources required to execute sustainability strategy (human capital and financial) b. Develop processes, procedures, and tools required to support the execution, reporting and monitoring of the strategy implementation	<b>Initiative 2.5:</b> a. Identify potential partners with shared sustainability goals and commitments to drive sustainability efforts
<b>Estimated Duration</b>	1-5 months	4-6 months	Continuous efforts

# Implementation roadmap: Risk Management



Legend: Ongoing with EY On-going development

## Focus Area 3: Risk Identification, Assessment, Mitigation and Monitoring




- 
**Objectives** → To identify and reduce potential sustainability-related threats and maximise opportunities for business growth and resilience
- 
**Project Owner** → Risk Management & Compliance, Sustainability (support role)
- 
**Key Outputs** →
  1. Identified and prioritised sustainability-related risks and opportunities
  2. Refined ERM framework considering sustainability



	Initiate and catalyse 2024	Accelerate Action 2025	Establish Leadership 2026 and beyond
<b>Initiatives</b>	3.1 Review existing risk processes considering sustainability 3.2 Identify sustainability-related risks and opportunities including climate change	3.3 Integrate sustainability within Enterprise Risk Management processes and continuous refinement	
<b>Activities</b>	<b>Initiative 3.1:</b> a. Review existing risk processes to identify gaps and areas for improvement  <b>Initiative 3.2:</b> a. Identify sustainability-related risks and opportunities including climate change b. Asses potential impact of identified sustainability -related risks and opportunities (e.g. financial, operational, reputation etc.) c. Conduct scenario analysis to identify impacts of climate change (physical and transition)	<b>Initiative 3.3:</b> a. Review and enhance risk processes to integrate sustainability-related risks and opportunities within ERM processes. This includes risk parameters if required b. Develop guidelines and protocols to support risk functions in integrating sustainability within ERM c. Develop key risk indicators for sustainability-related risks where relevant	
<b>Estimated Duration</b>	1- 5 months	3- 9 months	

# Implementation roadmap: Processes and Control

Legend:  Ongoing with EY  On-going development

## Focus Area 4: Execution, Reporting and Monitoring

-  **Objectives** → To improve operational efficiency and transparency
-  **Project Owner** → Sustainability + Relevant departments support (e.g., Human Resources, IT Architecture & Strategy, IT Operation Support)
-  **Key Outputs** → 1. Refined processes and control for execution, reporting and monitoring of sustainability initiatives and performance




	Initiate and catalyse 2024	Accelerate Action 2025	Establish Leadership 2026 and beyond
Initiatives	4.1 Review existing policies, procedures and controls  4.2 Define to-be process for sustainability performance monitoring and reporting	4.3 Formalise processes, procedures and protocols and continuous refinement	4.4 Adopt technologies to digitalise or automate processes where applicable
Activities	<b>Initiative 4.1:</b> a. Review and enhance existing procedures and controls   <b>Initiative 4.2:</b> a. Develop new processes and controls for newly identified material matters / strategy / initiatives (e.g. climate change, supply chain) b. Syndicate with key stakeholders to improve processes and controls	<b>Initiative 4.3:</b> a. Develop framework and mechanism for continuous monitoring, evaluation, and improvement of processes and controls b. Formalise processes, procedures and protocols upon management approval c. Conduct regular reviews and updates of policies, procedures, and controls d. Conduct regular audits to ensure compliance and transparency	<b>Initiative 4.4:</b> a. Identify new tools or technologies such as AI and IoT to improve internal processes b. Establish partnership with vendors to support digitalisation processes
Estimated Duration	2-6 months	Continuous efforts	Continuous efforts

# Implementation roadmap: Change Management



Legend: Ongoing with EY On-going development

## Focus Area 5: Internal and External Stakeholders

- 
**Objectives** → To ensure effective stakeholder engagement and collaboration
- 
**Project Owner** → Corporate Communications, Regulatory Economics & Investor Relations (support role), Sustainability (support role)
- 
**Key Outputs** →
  1. Stakeholder matrix
  2. Stakeholder engagement and management plan

	Initiate and catalyse 2024	Accelerate Action 2025	Establish Leadership 2026 and beyond
Initiatives	5.1 Identify key stakeholders 5.2 Develop stakeholder engagement plan	5.3 Engage employees to increase awareness and support on sustainability initiatives 5.4 Engage public on sustainability initiatives	5.5 Continuous engagement with key stakeholders
Activities	<b>Initiative 5.1:</b> a. Identify stakeholders and engagement objectives  <b>Initiative 5.2:</b> a. Conduct stakeholder analysis and prioritise stakeholders	<b>Initiatives 5.3 and 5.4:</b> a. Determine the level of engagement required b. Develop engagement approach and strategy including engagement platforms and frequency of engagements c. Develop engagement activities and communication materials d. Develop and enhance feedback mechanisms to gather inputs and feedbacks from stakeholders to inform and improve MAHB's sustainability initiatives	<b>Initiative 5.5:</b> a. Continuous engagement considering feedbacks from stakeholders
Estimated Duration	1 month	6 months	Continuous efforts

# Implementation roadmap: IT and Infrastructure



Legend: Ongoing with EY On-going development

## Focus Area 6: Internal Operations, Commercial and Customer Services



### Objectives

To improve operational efficiency and customer experience



### Project Owner

IT Architecture & Strategy, IT Delivery, IT Operation Support, Sustainability (support role)



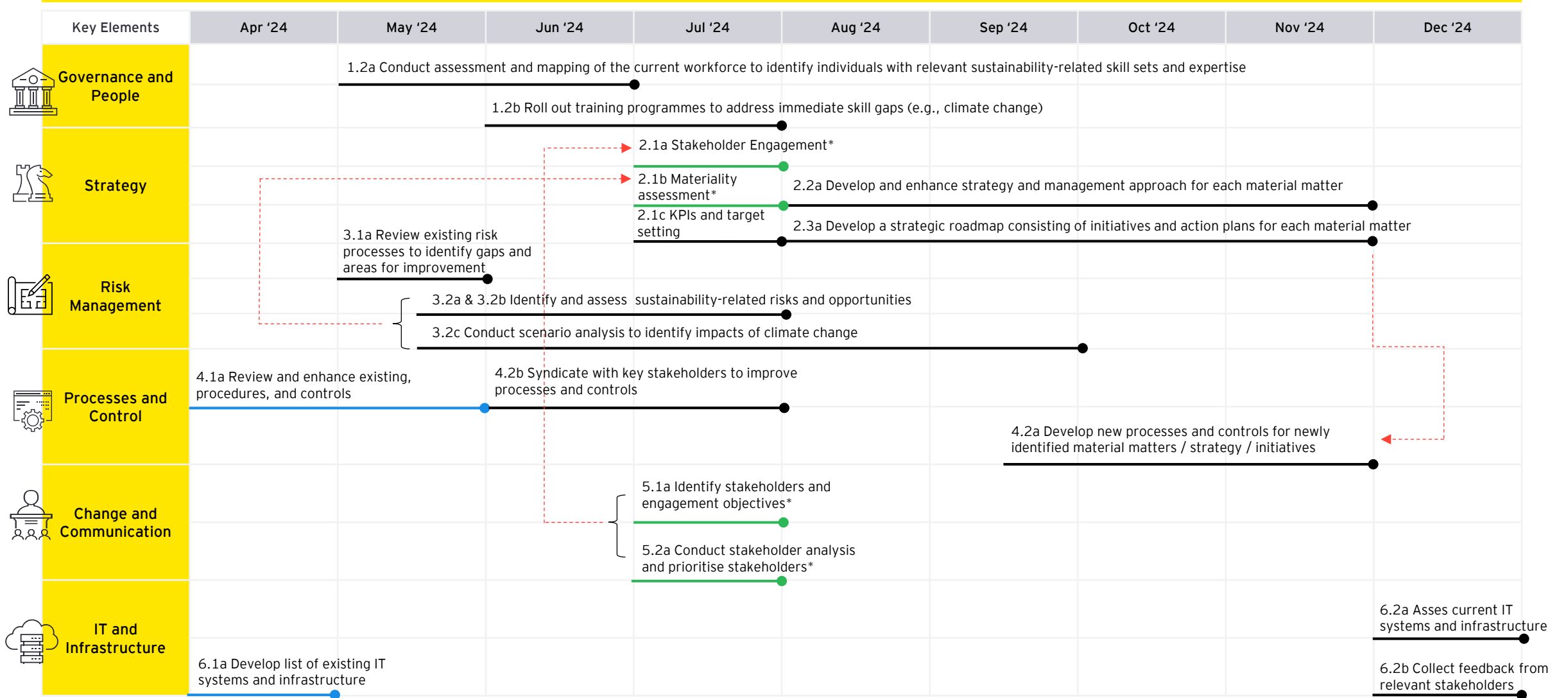
### Key Outputs

1. Innovative technologies, solutions, systems and infrastructures

	Initiate and catalyse 2024	Accelerate Action 2025	Establish Leadership 2026 and beyond
Initiatives	6.1 Assess current IT systems and infrastructure capabilities 6.2 Identify opportunities and needs for digitalisation	6.3 Scale up IT systems or infrastructure to improve sustainability performance monitoring and reporting	6.4 Continuous enhancement on technology, solutions, systems and infrastructure
Activities	<p><b>Initiative 6.1:</b></p> <p>a. Develop list of existing IT systems and infrastructure including their relevant functions </p> <p><b>Initiative 6.2:</b></p> <p>a. Asses current IT systems and infrastructure in terms of effectiveness, capacity and efficiency</p> <p>b. Collect feedback from relevant stakeholders and identify opportunities and needs for digitalisation (e.g. manual processes)</p>	<p><b>Initiative 6.3:</b></p> <p>a. Identify list of potential vendors or collaborating entities that could catalyse the advancement or augmentation of IT systems, infrastructure, and technological capabilities</p> <p>b. Carry out upgrades or expansion to existing IT elements like servers, databases, and networking, to boost performance and reliability</p>	<p><b>Initiative 6.4:</b></p> <p>a. Continuously conduct market research and aware of the latest technology, solutions, systems and infrastructure</p>
Estimated Duration	1- 2 months	3-12 months	Continuous efforts

# Integrated Timeline for key activities for FY2024

Legend: —● Planned —● On-going Development —● Annual initiative\* - - -> Connecting dependency



Note: \*Conducted by EY in 2023. Best practice is to conduct annual review of stakeholder engagement and materiality assessment



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# Appendix



# Appendix 8.1: Peers examples

# Peers Examples of Vision and Mission

Legend: Elements of Vision:

Descriptor










Industry

Geography

Elements for Mission:

Role

Outcome

Peer	 香港   AIRPORT AUTHORITY HONG KONG 機場管理局 Hong Kong	 Incheon Airport 인천국제공항공사 Incheon	 Heathrow
Vision	To <b>strengthen</b> Hong Kong International Airport (HKIA) as the <b>leading international aviation hub</b> and a <b>key engine for the economic growth</b> of <b>Hong Kong</b> . 	We <b>connect</b> Lives, cultures and the future. 	To give passengers the <b>best airport experience</b> in the <b>world</b> . 
Mission/Purpose	To <b>excel in the operation and development of HKIA in collaboration with our partners</b> . 	<b>Implement efficient airport construction, management and operation.</b> <b>Develop as an international airport-specialized company.</b> <b>Contribute to air transport and national economic development.</b> 	<b>Making every journey better.</b> 

# Peers' Examples of sustainability theme and pillars

Theme	MAHB ESG Framework (Proposed Strategic Themes and Pillars)	Hong Kong International Airport	Heathrow Airport	Sydney Airport	Incheon Airport
Economics	<b>World Class Experience</b> <ul style="list-style-type: none"> <li>○ Maintain Airport Safety, Security and Deliver Exceptional Airport Environment</li> <li>○ Sustainable Business Growth</li> <li>○ Digitilisation and Innovation</li> <li>○ Responsible Governance and Regulatory Compliance</li> </ul>	<b>World-Class Gateway</b> <ul style="list-style-type: none"> <li>○ Delivering a Smart and Vibrant Airport Experience</li> <li>○ Digitalising Airport Operations</li> <li>○ Maintaining a Safe, Secure and Resilient Airport</li> </ul> <b>Airport City</b> <ul style="list-style-type: none"> <li>○ Three-Runway System</li> <li>○ Airport Facilities Enhancement</li> <li>○ SKYCITY and other Airport City Projects</li> <li>○ Enhancing HKIA's Contribution in the Greater Bay Area and Beyond</li> <li>○ Developing HKIA into a High-value Air Cargo Hub</li> </ul>	<b>A Great Place To Live And Work</b> <ul style="list-style-type: none"> <li>○ Thriving sustainable supply chain</li> </ul>	<b>Planning for the Future</b> <ul style="list-style-type: none"> <li>○ Resilience and customer experience</li> </ul>	<b>Establishment of a transparent and fair governance structure</b> <ul style="list-style-type: none"> <li>○ Conducting transparent and ethical management</li> <li>○ Establishing pan-airport governance</li> <li>○ Leading and spreading fair trade culture</li> <li>○ Encouraging public engagement and improving access to resources</li> </ul>
Environment	<b>Net-zero and Resilient Airport</b> <ul style="list-style-type: none"> <li>○ Net Zero Airport Operations</li> <li>○ Environmental Management</li> <li>○ Biodiversity Conservation and Preservation</li> </ul>	<b>Greenest Airport</b> <ul style="list-style-type: none"> <li>○ Approach to Environmental Sustainability</li> <li>○ Operating a Low-carbon and Climate-resilient Airport</li> <li>○ Designing and Building a Green Airport</li> <li>○ Managing our Waste</li> <li>○ Enhancing Biodiversity</li> <li>○ Managing Noise</li> </ul>	<b>Net Zero Aviation</b> <ul style="list-style-type: none"> <li>○ Net Zero in the air</li> <li>○ Net Zero on the ground</li> </ul> <b>A Great Place To Live And Work</b> <ul style="list-style-type: none"> <li>○ Clean air at and around airport</li> <li>○ Quieter nights, quieter flights</li> <li>○ Zero waste airport</li> </ul>	<b>Responsible Business</b> <ul style="list-style-type: none"> <li>○ Safety and environment</li> </ul>	<b>Creation of a low carbon, eco-friendly airport</b> <ul style="list-style-type: none"> <li>○ Conversion of airport operating energy to environmentally friendly energy</li> <li>○ Taking the lead in developing the green mobility ecosystem</li> <li>○ Reduction of carbon emissions and fine dust from aircraft</li> <li>○ Conversion of airport infrastructure and environments into more environmentally friendly ones</li> </ul>
Social	<b>Empowering Our People and communities</b> <ul style="list-style-type: none"> <li>○ People Empowerment and Talent Acquisition</li> <li>○ Community Nurturing</li> </ul>	<b>Community</b> <ul style="list-style-type: none"> <li>○ Caring for the Community</li> <li>○ Nurturing Aviation Professionals</li> </ul> <b>Our People</b> <ul style="list-style-type: none"> <li>○ Building and Developing our Workforce</li> <li>○ Strengthening Corporate Culture</li> <li>○ Enhancing Staff Engagement and Communication</li> </ul>	<b>A Great Place To Live And Work</b> <ul style="list-style-type: none"> <li>○ Nature positive airport</li> <li>○ Better quality of life in Heathrow's neighbouring communities</li> <li>○ Inclusive employer of choice for local diverse talent</li> </ul>	<b>Supporting our People and Communities</b> <ul style="list-style-type: none"> <li>○ People and community</li> </ul>	<b>Reinforcement of human-centered socially responsible management</b> <ul style="list-style-type: none"> <li>○ Revitalization of the job ecosystem in the airport industry</li> <li>○ Development of a flawlessly safe and clean airport</li> <li>○ Promoting regional cooperation and mutual prosperity</li> <li>○ Organizational innovation for proactive corporate culture</li> </ul>

# Peers' Examples of sustainability theme and material matters



<b>Economic</b>	<u>World Class Gateway</u> <ul style="list-style-type: none"> <li>Economic performance</li> <li>Procurement practices</li> <li>Anti-corruption</li> </ul>	<u>A Great Place to Live and Work</u> <ul style="list-style-type: none"> <li>Economic performance</li> <li>Procurement practices</li> <li>Anti-corruption</li> </ul>	<u>Governance</u> <ul style="list-style-type: none"> <li>Economic performance</li> <li>Indirect economic impact</li> <li>Procurement practices</li> <li>Anti-corruption</li> </ul>	<u>Planning for the Future</u> <ul style="list-style-type: none"> <li>Economic performance</li> <li>Procurement practices</li> <li>Anti-corruption</li> </ul>
<b>Environment</b>	<u>Greenest Airport</u> <ul style="list-style-type: none"> <li>Energy management</li> <li>Water</li> <li>Waste management</li> <li>Emissions management</li> <li>Materials</li> <li>Biodiversity</li> <li>Supplier environmental assessment</li> </ul>	<u>Net Zero Aviation</u> <ul style="list-style-type: none"> <li>Energy management</li> <li>Emissions management</li> </ul> <u>A Great Place to Live and Work</u> <ul style="list-style-type: none"> <li>Water</li> <li>Waste management</li> <li>Supplier environmental assessment</li> <li>Biodiversity</li> </ul>	<u>Environment</u> <ul style="list-style-type: none"> <li>Energy management</li> <li>Water</li> <li>Waste management</li> <li>Emissions management</li> <li>Materials</li> <li>Biodiversity</li> </ul>	<u>Responsible Business</u> <ul style="list-style-type: none"> <li>Energy management</li> <li>Water</li> <li>Waste management</li> <li>Emissions management</li> <li>Biodiversity</li> <li>Supplier environmental assessment</li> </ul>
<b>Social</b>	<u>Community</u> <ul style="list-style-type: none"> <li>Local communities</li> </ul> <u>Our People</u> <ul style="list-style-type: none"> <li>Employment</li> <li>Occupational health and safety</li> <li>Training and education</li> <li>Diversity and equal opportunity</li> <li>Supplier social assessment</li> <li>Customer health and safety</li> <li>Customer privacy</li> </ul>	<u>A Great Place to Live and Work</u> <ul style="list-style-type: none"> <li>Employment</li> <li>Occupational health and safety</li> <li>Training and education</li> <li>Diversity and equal opportunity</li> <li>Local communities</li> <li>Supplier social assessment</li> <li>Customer health and safety</li> <li>Customer privacy</li> </ul>	<u>Social</u> <ul style="list-style-type: none"> <li>Employment</li> <li>Occupational health and safety</li> <li>Training and education</li> <li>Diversity and equal opportunity</li> <li>Local communities</li> <li>Supplier social assessment</li> <li>Customer health and safety</li> <li>Customer privacy</li> </ul>	<u>Supporting Our People</u> <ul style="list-style-type: none"> <li>Employment</li> <li>Occupational health and safety</li> <li>Training and education</li> <li>Diversity and equal opportunity</li> <li>Local communities</li> <li>Supplier social assessment</li> <li>Customer health and safety</li> <li>Customer privacy</li> </ul>

# Peers ESG Framework: Hong Kong International Airport & Sydney Airport (1/3)

**Airport City**

**Airport City**  
 HKIA is pivotal in propelling Hong Kong's economic growth. To create even greater value for the city and future generations, we are transforming HKIA from a city airport into an Airport City. This section describes how we are achieving this through the development of many aspects of the airport – core passenger and cargo services, multimodal regional connectivity, retail, hospitality and entertainment.

**World-class Gateway**

**World-class Gateway**  
 While HKIA has been repeatedly recognised for its service excellence and operational efficiency, we are stepping up our efforts to meet the evolving expectations and needs of our passengers as the airport's recovery gains momentum. This section describes how we are ensuring HKIA continues to provide a safe and enjoyable experience for travellers, supported by efficient operations, to remain competitive as an international aviation hub.

**Greenest Airport**

**Greenest Airport**  
 AAHK is committed to developing the Airport City in a sustainable manner and becoming the World's Greenest Airport by continually reducing HKIA's environmental footprint. This section describes how we are delivering on that commitment while addressing some of the most pressing environmental challenges in Hong Kong and globally.

**Community**

**Community**  
 HKIA serves the people of Hong Kong and contributes to the social development of the city and our region. This section describes how we support the social development of Hong Kong, in particular the communities surrounding the airport, through collaboration, job creation, skill development, enhanced working conditions and more.

**Our People**

**Our People**  
 Our ambitious plans for HKIA require the support of a skilled and diverse workforce, underpinned by a corporate culture where everyone is respected and valued. This section describes how AAHK is working to attract, develop and retain quality staff who share the same vision and values to sustain HKIA as the pride of Hong Kong.

Source: HKIA SR 2022/2023

2022-24 sustainability strategy

Strategic pillars

Responsible business	Planning for the future	Supporting our people and communities
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Focus areas

Safety and environment	Resilience and customer experience	People and community
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Strategic outcomes

Everyone at Sydney Airport goes home safe every day	Our resilience is strengthened and our growth is sustainable	Our workforce is diverse, engaged and supported to develop and grow
Our environmental footprint is reduced and our assets are more efficient	We deliver exceptional customer service	We support our community and use our spend to do good

Aligned to SYD's values

<p><b>Always do the right thing</b>                  Integrity and honesty are at the heart of everything we say and do</p>	<p><b>Have each other's back</b>                  Working at SYD is a team effort. We care. We keep each other safe and well</p>	<p><b>Do what you say</b>                  We challenge respectfully then collaborate to get to 'yes'. We commit and deliver</p>	<p><b>Think like our customers</b>                  We walk in their shoes and always strive to improve</p>
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To learn more about SYD's values, visit our [website](#).

UN SDG contributions

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Source: Sydney Airport SR2022

# Peers ESG Framework: Heathrow Airport (2/3)

## ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS

The United Nations' Sustainable Development Goals (SDGs) were launched in 2015. They are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. There is strong alignment between the SDGs and Heathrow 2.0, and we have summarised which goals apply to each of the two pillars.

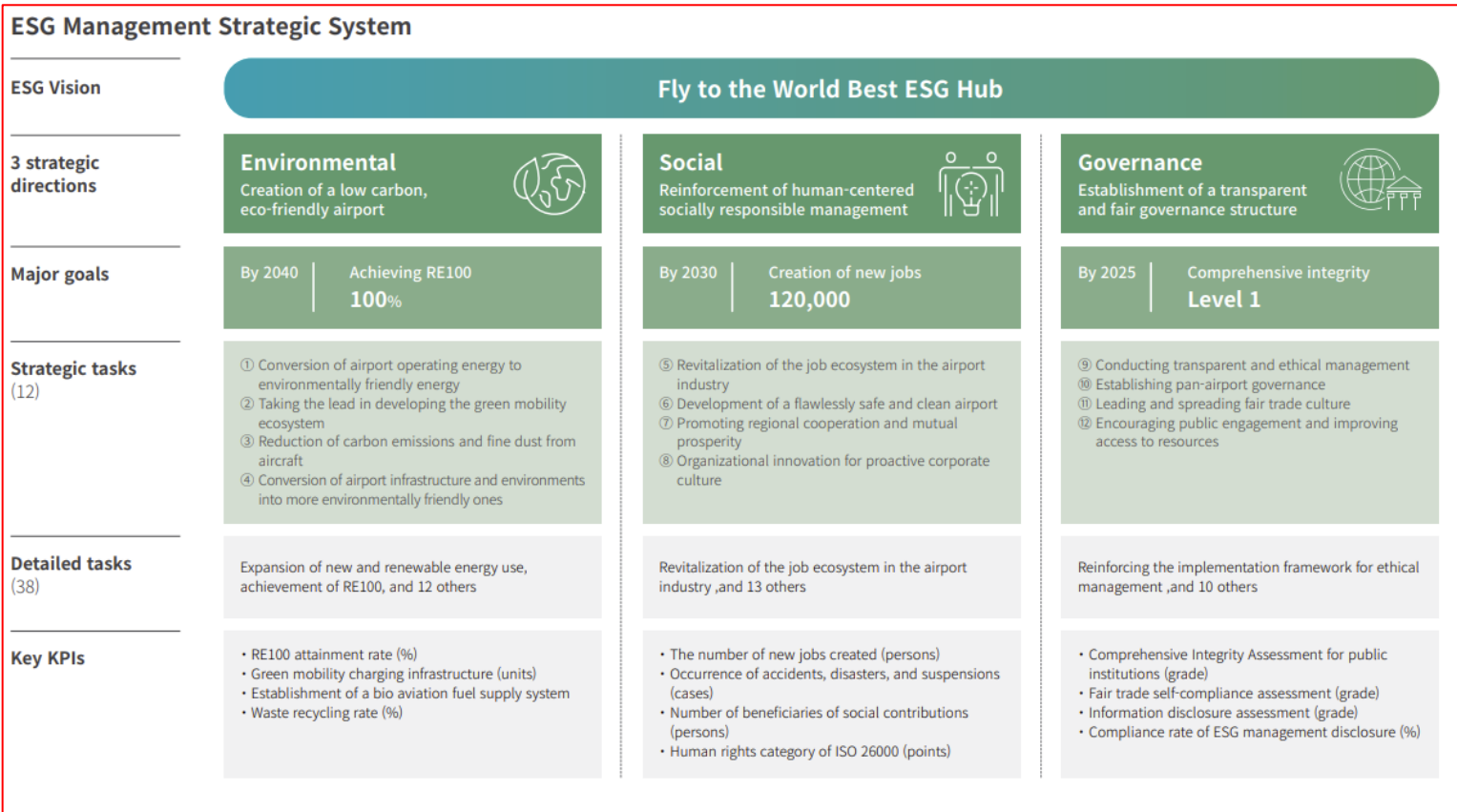


Source: Heathrow Airport SR2022

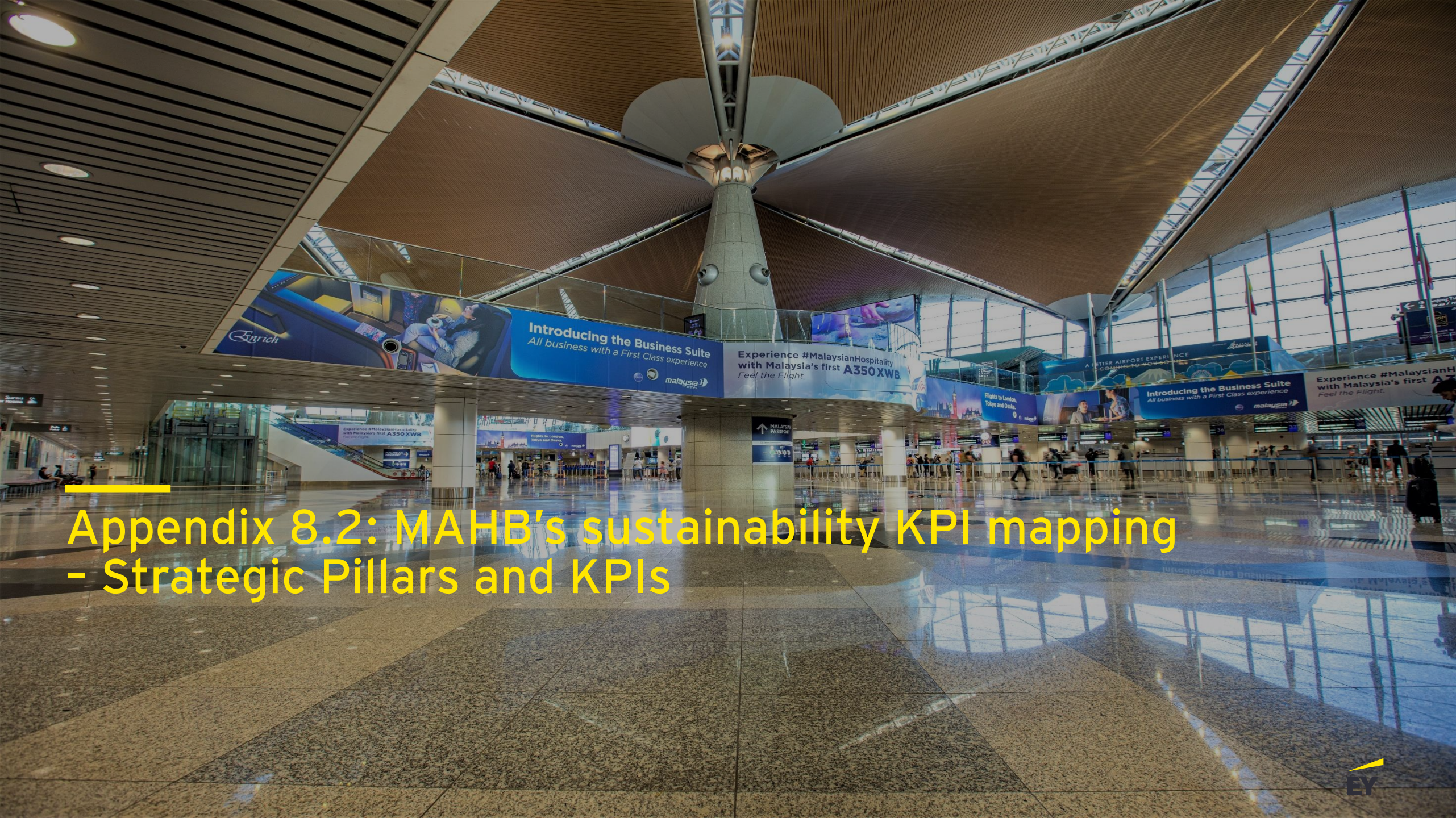
# Peers ESG Framework: Incheon Airport (3/3)

## ESG Management System

Incheon Airport declared the 2022 ESG Charter and built an ESG management system under the ESG management vision of 'Fly to the World's Best ESG Hub,' setting the groundwork for systematic monitoring of non-financial performance. We have designated key tasks, implementation frameworks, and performance indicators for each area—environmental (E), social (S), and governance (G)—based on the three strategic directions of 'creation of a low-carbon, eco-friendly airport,' 'reinforcement of human-centered socially responsible management,' and 'establishment of a transparent and fair governance structure.' We aim to become the world's best ESG hub that continuously creates environmental and social values while communicating with stakeholders.



Source: Incheon Airport Sustainability Report 2023



# Appendix 8.2: MAHB's sustainability KPI mapping - Strategic Pillars and KPIs

# Mapping of MAHB's ESG Framework with FY2023 Material Matters, Sustainable Strategy Pillars and Group 3-year Business Plan

Theme	MAHB's ESG Framework (Proposed Strategic Pillars)	MAHB's FY2023 Material Matters	MAHB's Sustainability Strategy Pillars	MAHB Group 3-year Business Plan
Economics	<p><b>World Class Experience</b></p> <ul style="list-style-type: none"> <li>○ Maintain Airport Safety, Security and Deliver Exceptional Airport Environment</li> <li>○ Sustainable Business Growth</li> <li>○ Digitilisation and Innovation</li> <li>○ Responsible Governance and Regulatory Compliance</li> </ul>	<ul style="list-style-type: none"> <li>○ Total Airport Experience</li> <li>○ Cybersecurity and Data Privacy</li> <li>○ Supply Chain Management</li> <li>○ Economic Performance</li> <li>○ Regulatory Compliance</li> <li>○ Integrity and Anti Corruption</li> <li>○ Market Presence</li> </ul>	<ul style="list-style-type: none"> <li>○ Practicing sensible economics</li> <li>○ Memorable airport experience</li> </ul>	<ul style="list-style-type: none"> <li>○ Reimagining passenger experience</li> <li>○ Rejuvenating commercial and retail</li> <li>○ Accelerating off-terminal opportunities</li> <li>○ PEN terminal expansion project</li> <li>○ Strengthening international business</li> </ul>
Environment	<p><b>Net-zero and Resilient Airport</b></p> <ul style="list-style-type: none"> <li>○ Net Zero Airport Operations</li> <li>○ Environmental Management</li> <li>○ Biodiversity Conservation and Preservation</li> </ul>	<ul style="list-style-type: none"> <li>○ Climate change</li> <li>○ Biodiversity</li> <li>○ Noise management</li> <li>○ Waste</li> <li>○ Water and effluents</li> </ul>	<ul style="list-style-type: none"> <li>○ Environmental consciousness</li> </ul>	<ul style="list-style-type: none"> <li>○ Commitment to ESG</li> </ul>
Social	<p><b>Empowering Our People and communities</b></p> <ul style="list-style-type: none"> <li>○ People Empowerment and Talent Acquisition</li> <li>○ Community Nurturing</li> </ul>	<ul style="list-style-type: none"> <li>○ Airport safety and security</li> <li>○ Talent attraction and development</li> <li>○ Human rights</li> <li>○ Contribution to local community</li> </ul>	<ul style="list-style-type: none"> <li>○ Community-Friendly Organisation</li> <li>○ Creating an inspiring workplace</li> </ul>	<ul style="list-style-type: none"> <li>○ Enhancing airline and hub connectivity</li> <li>○ Focusing on execution</li> </ul>

# Mapping of Strategic Pillars with MAHB's existing KPIs

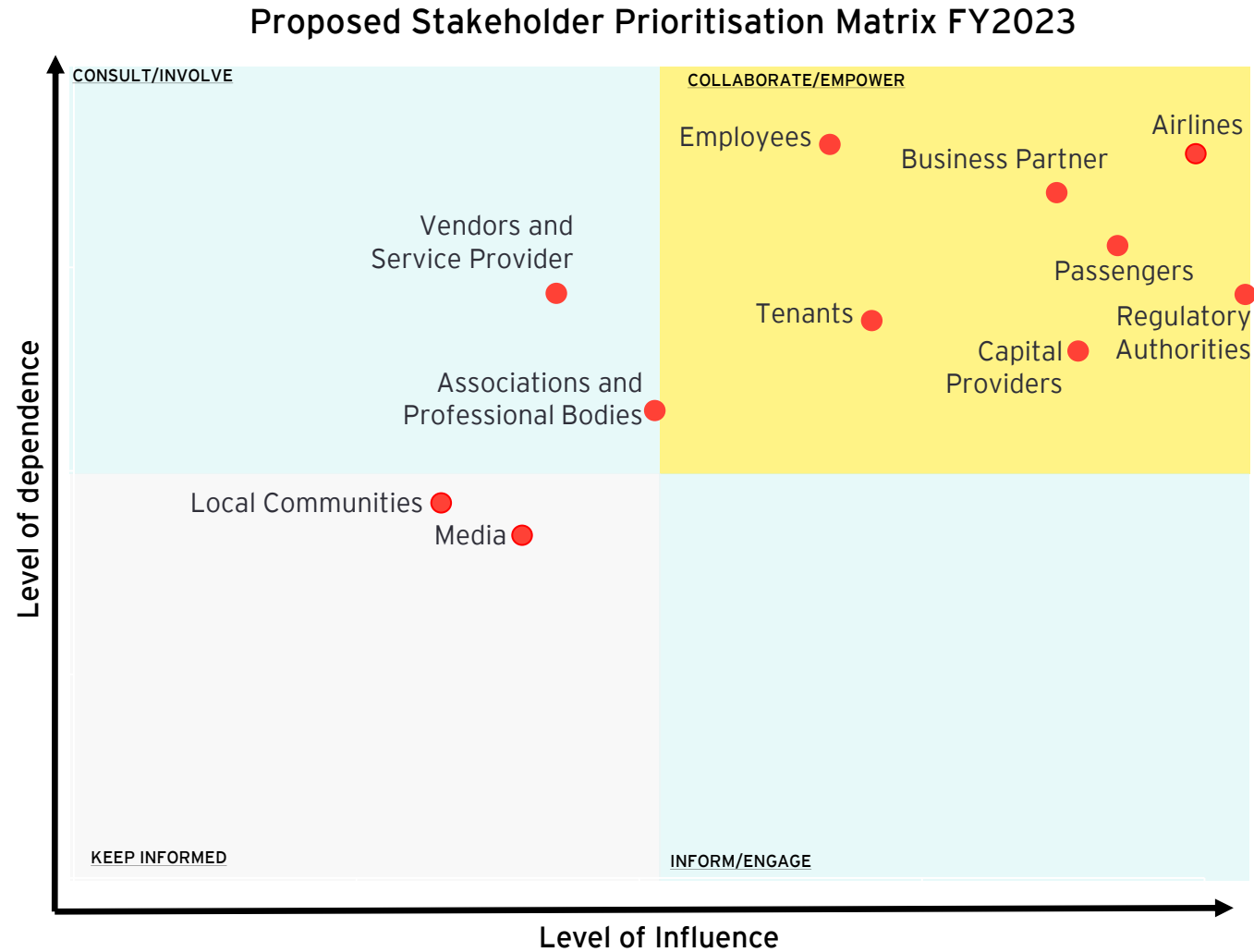
Legend: ❖ MAHB existing KPI

Strategic Pillars	Key Performance Initiative (KPI)	MAHBs Existing Target
<b>SP1: Maintain Airport Safety, Security and Deliver Exceptional Airport Environment</b>	<ul style="list-style-type: none"> <li>❖ Customer satisfaction score (eg: Airport Service Quality Survey Score)</li> <li>❖ Passenger traffic (%), aircraft movement, Cargo movement</li> <li>❖ Number of safety related incidents (eg: fatalities, recordable injuries case)                             <ul style="list-style-type: none"> <li>• Number of cybersecurity and data breaches incidents</li> <li>• Value of vulnerable asset including those exposed to climate change</li> </ul> </li> </ul>	No existing target observed
<b>SP2: Sustainable Business Growth</b>	<ul style="list-style-type: none"> <li>❖ Group Earnings (eg: Revenue, Profit/loss, etc.)</li> </ul>	No existing target observed
<b>SP3: Digitilisation and Innovation</b>	<ul style="list-style-type: none"> <li>❖ Customer satisfaction score (Airport Service Quality Survey Score)</li> </ul>	No existing target observed
<b>SP4: Responsible Governance and Regulatory Compliance</b>	<ul style="list-style-type: none"> <li>❖ Number of confirmed corruption incidents                             <ul style="list-style-type: none"> <li>• Number of non-compliance with laws and regulations</li> </ul> </li> </ul>	No existing target observed
<b>SP5: Net Zero Airport Operations</b>	<ul style="list-style-type: none"> <li>❖ Scope 1,2 and 3 carbon emissions reduction</li> <li>❖ Renewable energy capacity                             <ul style="list-style-type: none"> <li>• Percentage of low-carbon fuels consumed (IFRS S2)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Net zero for Scope 1 &amp; 2 by 2040</li> <li>• Net zero for selected Scope 3 by 2050</li> <li>• Scope 3 50% emissions reductions from GSE (tbc in 2024)</li> <li>• Additional 30MW capacity of solar power for KLIA</li> <li>• Adoption of EV charging station (e.g., &gt;40 EV charging stations for GSE vehicles at KLIA)</li> </ul>
<b>SP6: Environmental Management</b>	<ul style="list-style-type: none"> <li>• Weight / Percentage of waste diverted from landfill</li> <li>• Weight / Percentage of waste recycled</li> <li>• Weight / Percentage of waste recovered</li> <li>• Reduction of water consumption</li> <li>• Number complaints related to noise and air quality from the community</li> </ul>	No existing target observed
<b>SP7: Biodiversity Conservation and Preservation</b>	<ul style="list-style-type: none"> <li>• Customer resources and land values at the airport protected or restored (including IUCN Red List species and national conservation list species)</li> <li>• Impacts of activities, products and services on biodiversity</li> </ul>	No existing target observed
<b>SP 8: People Empowerment and Talent Acquisition</b>	<ul style="list-style-type: none"> <li>❖ Average training hours per employee</li> <li>❖ Total employee turnover rate                             <ul style="list-style-type: none"> <li>• Percentage of women in top leadership</li> <li>• Number of workplace injuries, health-related illness and fatality incidents</li> </ul> </li> </ul>	No existing target observed
<b>SP 9: Community Nurturing</b>	<ul style="list-style-type: none"> <li>• Amount of investment in community programmes</li> <li>• Number of beneficiaries from each programmes</li> </ul>	No existing target observed

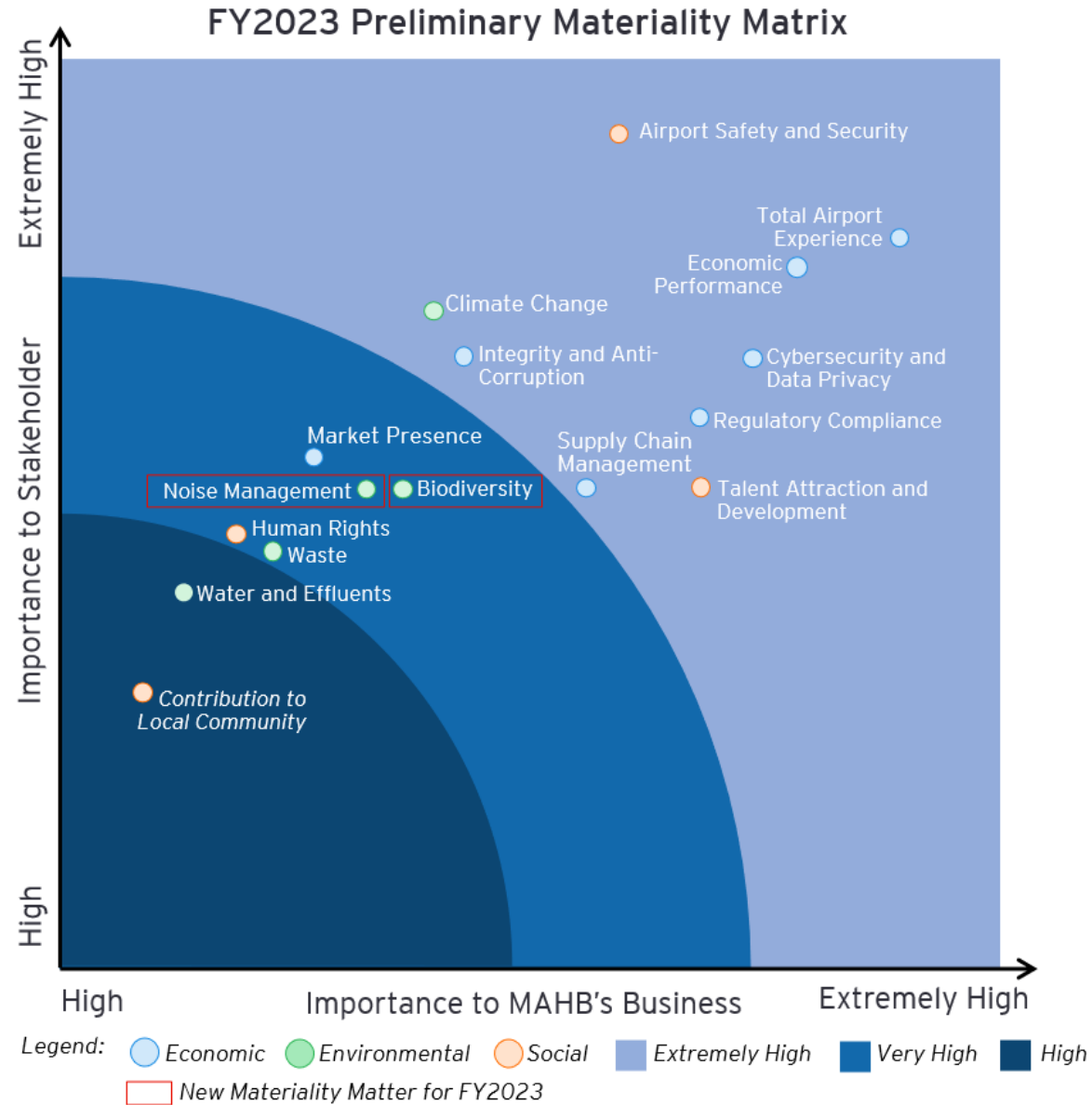


## Appendix 8.3: Key Outcomes from MAHB's Materiality Workshop

# FY2023 Stakeholder Matrix



# FY2023 Materiality Matrix













# Outcome for Vision and Mission workshop

Vision: Descriptor	Vision: Industry	Vision: Geography	Mission/Purpose: Role	Mission/Purpose: Outcome
<ul style="list-style-type: none"> <li>• Leader/industry leader</li> <li>• Global</li> <li>• <b>Seamless</b></li> <li>• <b>Green airport</b></li> <li>• Sustainable <b>experience</b></li> <li>• Customer <b>experience</b></li> <li>• Airport industry</li> <li>• World</li> <li>• Competitive</li> <li>• Champion</li> <li>• <b>Sustainability</b></li> <li>• <b>Economic hub</b></li> <li>• Safe</li> <li>• Best in class</li> <li>• Modern</li> <li>• Vibrant</li> <li>• Modern</li> <li>• Adaptive</li> <li>• Engaging</li> <li>• Powerful</li> <li>• Friendly airport</li> <li>• Over the world</li> <li>• Connection</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Airport</b></li> <li>• <b>Hub</b></li> <li>• <b>Aviation</b></li> <li>• Service</li> <li>• Travel</li> <li>• Journey</li> <li>• Choice of transit</li> <li>• Transportation</li> <li>• Connecting/connection</li> <li>• <b>Safe</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>International</b></li> <li>• International hub</li> <li>• <b>Global/world</b></li> <li>• Asia pacific</li> <li>• Asean</li> <li>• <b>Regional</b></li> <li>• Asia</li> <li>• Regional</li> <li>• Southeast asia</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sustainable airport</b></li> <li>• <b>Hosting joyful connection</b></li> <li>• <b>Connecting</b></li> <li>• <b>Caring host</b></li> <li>• Service facilitate connection</li> <li>• Preferred hub</li> <li>• Best in class service</li> <li>• Connecting lives/people</li> <li>• Seamless journey</li> <li>• Friendly service</li> <li>• Regional hub</li> <li>• Airport of choice</li> <li>• Global connectivity</li> <li>• Efficient, safe, consistent</li> <li>• Caring</li> <li>• Provide top notch service</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Airport experience</b></li> <li>• Customer experience</li> <li>• Seamless journey</li> <li>• Joyful remembrance</li> <li>• <b>World class</b></li> <li>• <b>Best airport experience</b></li> <li>• Create value</li> <li>• Enrich experience</li> <li>• Connecting lives</li> <li>• Profitable</li> <li>• Choice of key airlines</li> <li>• Exciting and comfortable journey</li> <li>• Passenger satisfaction</li> <li>• Customer enjoyable</li> <li>• Great airport experience</li> <li>• Sustainable business champion</li> <li>• Preferred hub</li> <li>• Positive sentiment</li> <li>• Market dominance</li> </ul>



# Appendix 8.4: List of digital ESG Tools

# List of digital ESG tools available in the market

Service provider	Solutions	Compliance				Other features		Partnership
		GHG Protocol	TCFD	Other	Customizable to framework	Integrate into existing systems	Interactive dashboard	
 <a href="#">Wolters Kluwer</a>	Automate the collection, consolidation and management of data in order to monitor and track key metrics around corporate social responsibility (CSR)	✓		(No framework compliance or referred is disclosed)	✓	✓		Not disclosed
 <a href="#">Brightest</a>	Modern software for strategic planning, data collection, stakeholder collaboration, sustainability, and ESG compliance, measurement, and reporting	✓	✓	CDP, UN SDG, B Corps, IFRS (ISSB),	✓	✓	✓	  
 an IBM Company <a href="#">IBM Envizi ESG Suite</a>	Simplifies the capture, consolidation, management, analysis, and reporting of ESG data. Streamlines reporting and ensures compliance with sustainability standards and regulations	✓	✓	CSRD, SASB, GRI, UN SDGs	✓	✓	✓	  
 <a href="#">SAP Sustainability Control Tower</a>	Scalable solution for recording, reporting, and acting on sustainability goals using data-driven insights		✓	GRI, ISSB (IFRS S2), CSRD (ESRS, EU Taxonomy), SEC	✓	✓	✓	Not disclosed

## Key Insights:

1. Involving service providers can reduce the hustle of updating and keep track of the update of the framework.
2. The pricing for the services is subject to variability based on your specific needs, desired customization, and project complexity.

Note: The list is non-exhaustive

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