SCALING NEW HEIGHTS OF EXCELLENCE

2025/6

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

AIRPORTS COMPANY
SOUTH AFRICA


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01 GENERAL

Business and operations

At a glance

Airports Company South Africa (ACSA) is a state-owned company mandated to own, manage, operate and develop South Africa's principal airports. Established and incorporated under the Airports Company Act 44 of 1993, ACSA is located in Kempton Park, Johannesburg and operates nine airports across South Africa, including the major international gateways of OR Tambo International, Cape Town International, and King Shaka International. The company plays a strategic role in enabling trade, tourism, and regional economic transformation.

The company is majority-owned by the South African government, with minority shareholding held by the Public Investment Corporation, employee trusts, and empowerment investors.

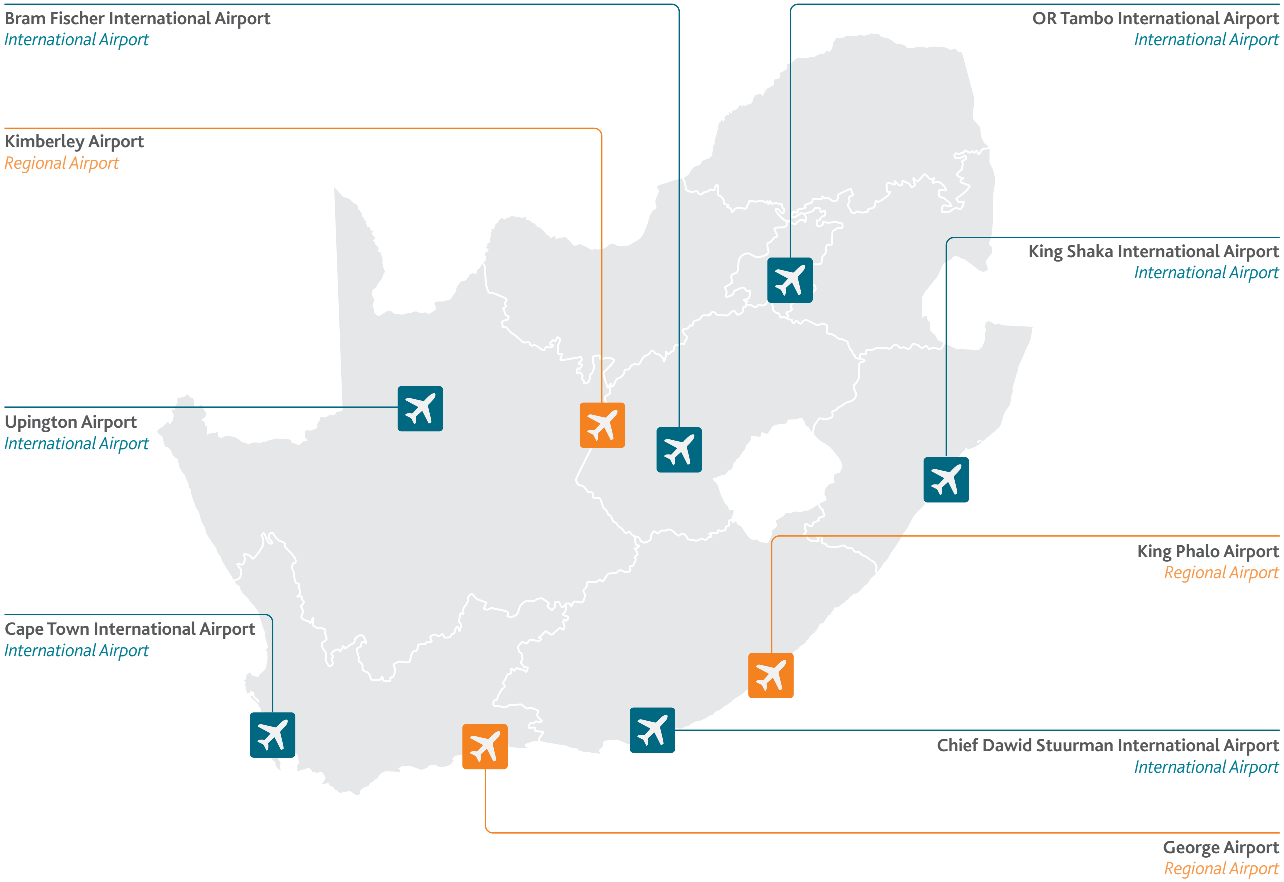
ACSA provides a full spectrum of airport services encompassing aeronautical services such as landing and passenger fees, non-aeronautical services including retail, parking, property and advertising, and non-core services including technical consulting, training, and international investments. The company also provides technical advisory and consulting services to airports within South Africa and internationally and holds equity investments in select international airport operations.

ACSA's core value proposition is connecting people to people, places, dreams, and opportunities. Strategic initiatives focus on enabling integrated logistics, economic development, and sustainability, including the development of airport cities and aerotropolis hubs.

	2024/25	2025/26
Number of airports operated	9	9
Total employees	3 731	4 461
B-BBEE accreditation level	Level 2	Level 2
Job opportunities created	23 959	28 280
Corporate social investment	R12.6 million	R 14.7million
Airport service quality (ASQ) index score	3.91	3.86
Airports Council International (ACI) carbon accreditation level 1	9/9 airports	9/9 airports
ACI carbon accreditation level 2	4/9 airports	4/9 airports
ACI Carbon Accreditation Level 3	1/9 airports	1/9 airports
Airports with solar photovoltaic (PV)	6/9	6/9
Grid electricity reduction vs FY2019/20 baseline	15%	17%
Total water consumption	1 910 750 kL	2 058 352
Employees trained in ethics organisational culture	97%	97.5%
Board independence	82%	64%
Ethics maturity assessment score	61% developing	61% developing

Geographical information

ACSA operates a national network of nine airports across South Africa.



Markets, products and services

ACSA's revenue model integrates aeronautical and non-aeronautical income streams across its nine-airport network. Aeronautical services generate revenue through landing fees, passenger service charges, and aircraft parking. Non-aeronautical services generate revenue through retail concessions, car parking, property leasing, advertising, and food and beverage operations. Non-core services include technical consulting and advisory services and income from equity investments in select international airport operations.

The company's strategic focus areas are safe and secure operations, customer-centricity, commercial sustainability, and environmental and social stewardship.

Industry involvement

ACSA is an active participant in the international aviation industry through its membership of and engagement with ACI, the International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA) and the South African Civil Aviation Authority (SACAA). These relationships inform ACSA's approach to safety, security, environmental management, and sustainability reporting, and provide access to global best practice frameworks including the ACI Environmental, Social and Governance (ESG) Reporting Framework.

ACSA participates in international forums on noise reduction, carbon management, and public health preparedness and engages with government bodies including the Department of Transport, the Department of Science and Innovation and National Treasury.

Board of Directors

At the reporting period, ACSA's Board comprised 11 members with expertise spanning financial management, technology and innovation, business administration, compliance, governance, stakeholder management and communication, aviation management, strategic leadership, logistics and transport, risk management, forensic investigation and public administration.

Board independence was 64%, with seven independent non-executive directors, two non-executive director and two executive directors. Board appointments are governed by national legislation and ACSA's memorandum of incorporation, with formal approval by the Minister of Transport. Directors' tenure and demographic information are publicly disclosed in accordance with King V™ requirements.

Full Board member profiles are available at www.airports.co.za.

Executive management

ACSA's executive management team is responsible for the day-to-day implementation of the company's strategic objectives. The Executive Committee meets monthly and is accountable to the Board through the Social and Ethics Committee and Audit and Risk Committee.

Full executive management profiles are available at www.airports.co.za.

Management

ACSA's management structure below executive level encompasses functional and operational heads responsible for the delivery of ESG commitments across the airport network. Airport regional general managers and airport managers are responsible for the implementation of ESG procedures, environmental management, health and safety, and community engagement at site level. Functional managers in finance, human resources, procurement, information technology and corporate services support ESG integration across the group.

Strategy, business model and innovation

Context

ACSA operates at the intersection of national infrastructure, economic development, and environmental stewardship. As South Africa's principal airport operator, the company's strategic decisions have consequences extending well beyond its own operational boundary, affecting passengers, employees, communities, suppliers, airlines, investors and the broader South African economy.

The 2025/26 ESG report is produced against a backdrop of three significant developments that shape its content and emphasis. First, ACSA has completed a formal double materiality assessment for the first time, the results of which are reflected throughout this report and have informed the depth and prioritisation of disclosures across all pillars. Secondly, the company has made meaningful progress on its decarbonisation and renewable energy commitments. Third, governance and procurement challenges have reinforced the importance of embedding ethical conduct, transparency and accountability at every level of the organisation.

This report is structured using the Veriport ESG Framework, which organises disclosures by pillar, theme and topic. Where the double materiality assessment has identified topics as very high or high priority, the relevant sections of this report reflect that status through greater depth of disclosure and more detailed performance data.

Double materiality assessment

During the 2025/26 reporting period, ACSA undertook its inaugural double materiality assessment to identify and prioritise the sustainability matters most relevant to its business, operating context and key stakeholders. The assessment considered both ACSA's impacts on people and the environment, as well as sustainability-related risks and opportunities that may influence business performance and long-term value creation.

Recognising ACSA's role as South Africa's primary airport operator and a critical national infrastructure provider, the assessment was informed by the company's operating activities, value chain and stakeholder perspectives. It also drew on recognised sustainability frameworks, including the ACI Sustainability Reporting Framework and a benchmarking assessment against global industry peers. These inputs informed the identification of the potential environmental, social and governance issues most significant to ACSA and associated impacts, risks and opportunities.

Stakeholder engagement was integral to the assessment, with input from both internal and external stakeholders helping to validate and prioritise the identified sustainability issues. A structured assessment of each identified topic was undertaken to evaluate its significance from both an impact and financial perspective, supporting the prioritisation of ACSA's most material sustainability matters.

The assessment was also reviewed in collaboration with ACI as part of an ACI beta testing review process, ensuring alignment with the ACI ESG Reporting Framework and sector-specific disclosure expectations.

The outcomes of the assessment have informed the content of this ESG report and will continue to guide ACSA's sustainability strategy, sustainability performance management and monitoring and reporting. Recognising that materiality evolves over time, the assessment will be reviewed periodically to ensure it remains aligned with changes in ACSA's operating context, stakeholder expectations, emerging sustainability issues and best practice guidance.

Limitations and future development

ACSA acknowledges that double materiality is a developing methodology. The accuracy and completeness of the assessment will improve over successive reporting cycles as data quality, stakeholder input, and framework guidance mature. The assessment will be revisited and refined periodically to reflect changes in ACSA's operating context, stakeholder expectations and the evolution of the topics themselves.

Material impacts, risks and opportunities

The double materiality assessment identified eight primary materiality categories and a set of supporting topics. The categories are summarised below with their materiality status and the primary rationale for their prioritisation.

Very high materiality categories

These five categories scored highest across both impact and financial materiality dimensions and have received the deepest treatment in this report.

- Customer health and safety
- Health, safety and wellbeing
- Ethical and responsible business practices
- Climate change mitigation
- Energy use

These three categories scored highly on both dimensions, warranting substantial disclosure.

- Climate adaptation
- Water
- Procurement and supplier management

Strategy and business model

ACSA's ESG reporting strategy covers the period 2023/24 to 2028/29 and articulates the company's sustainability principles, strategic focus areas, targets and implementation approach. The strategy is aligned with national development goals and integrates environmental, social, and governance considerations into ACSA's long-term growth and infrastructure investment plans.

The strategy is designed to achieve the following objectives: drive transparency and accountability in ESG performance; satisfy the evolving expectations of investors and stakeholders for comprehensive ESG disclosure; identify and proactively manage ESG risks and opportunities; drive continuous improvement in ESG performance; contribute meaningfully to the United Nations Sustainable Development Goals (SDGs); and reinforce ACSA's reputation as a responsible and sustainable state-owned entity.

Governance and oversight

ACSA's ESG governance structure is a multi-layered system ensuring that ESG considerations are integrated into the organisation's operations and decision-making processes.

Material ESG risks and progress on the ESG roadmap are escalated to the Board for review and oversight. ESG risks are integrated into the company's enterprise risk management system, with day-to-day tracking by operational and functional teams. Oversight functions maintain a degree of independence from ESG implementation teams and are supported by internal audit and assurance mechanisms. For further information regarding governance and oversight, please consult the leadership and ethics section later in this report.

Decision-making and integration

ESG considerations are progressively being integrated into ACSA's strategic and operational decision-making processes. The ESG roadmap, provides the governance mechanism through which ESG performance is tracked and accountability is maintained.

The double materiality assessment outcomes are intended to inform capital allocation decisions, infrastructure investment priorities, risk management processes, and stakeholder engagement strategies. This report represents the first cycle in which materiality findings have been formally integrated into the structure and emphasis of ESG disclosures.

Innovation and continuous improvement

ACSA's approach to innovation in the ESG context encompasses the adoption of renewable energy technologies, the exploration of hydrogen and sustainable aviation jet fuel infrastructure, the development of green building standards for new construction and the progressive digitalisation of airport operations and passenger services.

The company is developing a centralised ESG data management system, exploring the introduction of intensity-based environmental metrics, and considering the introduction of external assurance over ESG disclosures. These developments are intended to improve the quality, comparability, and credibility of future ESG reporting cycles.

Policies and practices

ACSA maintains a range of policies that support ethical conduct, compliance, and sustainability across the organisation. Governance-related policies include the code of ethics, the ethics management policy, and the ethics strategy implementation plan. Environmental and social policies address health and safety, environmental management, and corporate social investment, aligned with national legislation and international practices. Risk and compliance policies underpin ACSA's approach to identifying and managing ESG-related risks.

Policy development and review processes are ongoing, ensuring alignment with emerging regulatory requirements and evolving stakeholder expectations. A formal environmental procurement policy is under development.

[1] *ACSA 2019/20 integrated annual report page 65*

Performance

Context

This section provides an overview of ACSA's ESG performance for the 2025/26 reporting period. Detailed performance data and narrative disclosure are provided within the themed sections of this report under the ESG pillars. Performance is assessed against the ESG goals and targets set out in the ESG reporting strategy 2023/24 to 2028/29.

Materiality

Performance management and reporting sits within the transparency and data management supporting topic in ACSA's 2025 double materiality assessment. Effective performance management is the mechanism through which ACSA tracks progress against its ESG commitments and demonstrates accountability to stakeholders. The quality, completeness, and comparability of performance data are identified as priority improvement areas, and addressing these gaps is central to ACSA's ESG data development programme.

Performance management

ACSA's ESG performance management framework is built around the ESG Roadmap and Implementation Plan, which sets out annual targets, key performance indicators and baseline measures across ESG pillars. Progress against these targets is tracked and reported relevant governance structures.

Performance overview

ACSA made measurable progress across all three ESG pillars during the reporting period.

Environmental performance was characterised by strong progress based on the following:

SOLAR PV

Six local airports are now equipped with solar PV as the first phase of the solar PV journey and the second phase currently at design stage is energy storage to power airport operations at night from renewable energy.

WATER CONSUMPTION

Actual Water consumption of 2.058 GL resulted in 3.05% increase against the FY19/20 baseline target of 1.997 GL[1] with 7.72 % year on year increase.

ELECTRICITY CONSUMPTION

Actual electricity consumption of 186.909 GWh resulted in 17.2% grid electricity reduction against the 2019/20 baseline target of 225.752 GWh with 3.03% year on year reduction against 2024/25 actual performance of 192.753 GWh.

ACI CARBON

ACI carbon accreditation advanced, with three airports attaining level 2 and one attaining level 3.

SOCIAL PERFORMANCE

Demonstrated meaningful progress in employment creation, with **28 280** job opportunities created against a target of **25 335**.

OCCUPATIONAL HEALTH AND SAFETY (OHS) TRAINING

Coverage remained below target and disability representation declined slightly.

DIVERSITY AND EQUITY TARGETS

Largely met with strong performance on black and female representation in management.

COMMUNITY INVESTMENT

Grew from **R12.6 million** to **R14.7 million**. The ASQ index score of **3.86** exceeded its target of **3.81**.

Governance performance showed continued commitment to ethical conduct, with 99% of employees trained in ethics management policy against a target of 85%. The ethics maturity assessment conducted in 2024 resulted in a score of 61% for the three-year cycle. A whistleblower case resolution rate of 95% has been recorded for the period, a meaningful improvement from last year. External assurance over ESG data is not yet in place.

Outlook

ACSA's ESG priorities for the ESG roadmap are:

In the environmental pillar:

progressing scope 3 emissions boundary definition; extending solar PV monitoring coverage to all installations; advancing site-specific climate risk assessment work; and progressing ISO 45001 certification.

In the social pillar:

improving OHS training coverage toward the 80% target; extending ACI public health and safety readiness accreditation to remaining airports; and strengthening disability representation toward the 2.5% target.

In the governance pillar:

implementing the external ESG rating programme for top ten suppliers; progressing the centralised ESG data management system; and working toward the introduction of external assurance over selected ESG metrics.

Strategic metrics

ACSA's strategic metrics reflect performance against the company's most significant cross-cutting industry-level indicators. Full data and context for all metrics are provided within the relevant pillar, theme and topic sections of this report.

METRIC	2024/25	TARGET	2025/26
ASQ index score	3.91	3.81	3.86
ACI carbon accreditation Level 1 – airports	4 of 9	All 9	4 of 9
ACI carbon accreditation Level 2 – airports	4 of 9	-	4 of 9
ACI carbon accreditation Level 3 – airports	1 of 9	-	1 of 9
Airports with ISO 14001:2015 certification	9 of 9	All 9	9 of 9
Airports with ISO 45001 certification	In progress	All 9	In progress
Broad-based black economic empowerment (BBBEE) accreditation level	Level 2	Level 1	Level 2
Job opportunities created	23 959	25 335	28 280
Grid electricity reduction vs 2019/20 baseline	15%	15%	17%

Sustainability Reporting

Context

This ESG report covers ACSA's performance for the period 1 April 2025 to 31 March 2026. It is published as a standalone ESG report and should be read in conjunction with ACSA's integrated annual report and governance and remuneration report for the same period.

Reporting principles and disclosures

This report has been prepared with reference to the Global Reporting Initiative standards, which provide the primary framework for ACSA's sustainability disclosure. The framework was selected for its multi-stakeholder consultative approach, its inherent flexibility, and its recognition by ACI as among the recommended ESG reporting standards for airport operators.

The report is also informed by the ACI ESG Reporting Framework, the UN sustainable development goals, and the King V™ Report on Corporate Governance. ACSA's double materiality assessment draws additionally on the Sustainability Accounting Standards Board framework and the European Financial Reporting Advisory Group guidance on double materiality.

Structure of statements

The report is organised into four pillars: General, environmental, social and governance. Each themed section includes a materiality statement, narrative disclosure, and performance data. The double materiality assessment outcomes are reflected in the depth and emphasis of disclosures. Very high priority categories receive the most detailed treatment. High priority categories receive substantial treatment. Supporting topics are disclosed at proportionate depth.

Connectivity of information

This ESG report forms part of ACSA's broader suite of public reporting, which includes the integrated annual report and the governance and remuneration report. Together these documents provide a complete picture of ACSA's performance, governance, and strategic direction. Readers are encouraged to consider this ESG report alongside the integrated annual report and the governance report for a complete understanding of the relationship between ACSA's financial and non-financial performance.

Reporting quality

ACSA is committed to improving the quality, completeness, and comparability of its ESG disclosures over successive reporting cycles. Data is collected from airport-level environmental and operational management systems and consolidated at group level. Where data is estimated or partially complete, this is noted within the relevant section. The renewable energy consumption figure in this report is based on data available from 33% of solar farms; efforts are underway to extend monitoring coverage. ESG data is currently not subject to assurance.

Reporting boundaries and periods

The reporting boundary encompasses ACSA's nine airports and its corporate head office, covering operations under ACSA's direct operational control. Scopes 1 and 2 greenhouse gases (GHG) emissions are reported within this boundary. Scope 3 emissions are under development. Water and energy data are reported within the boundary, with site-level disaggregation under development.

Activities conducted by airline operators, tenants, and concessionaires within airport boundaries are outside the reporting boundary for environmental data, although their ESG performance is a consideration within ACSA's value chain and procurement management approach.

The reporting period is 1 April 2025 to 31 March 2026, consistent with ACSA's financial year. Prior year comparatives are provided where data is available and comparable.

Restatements

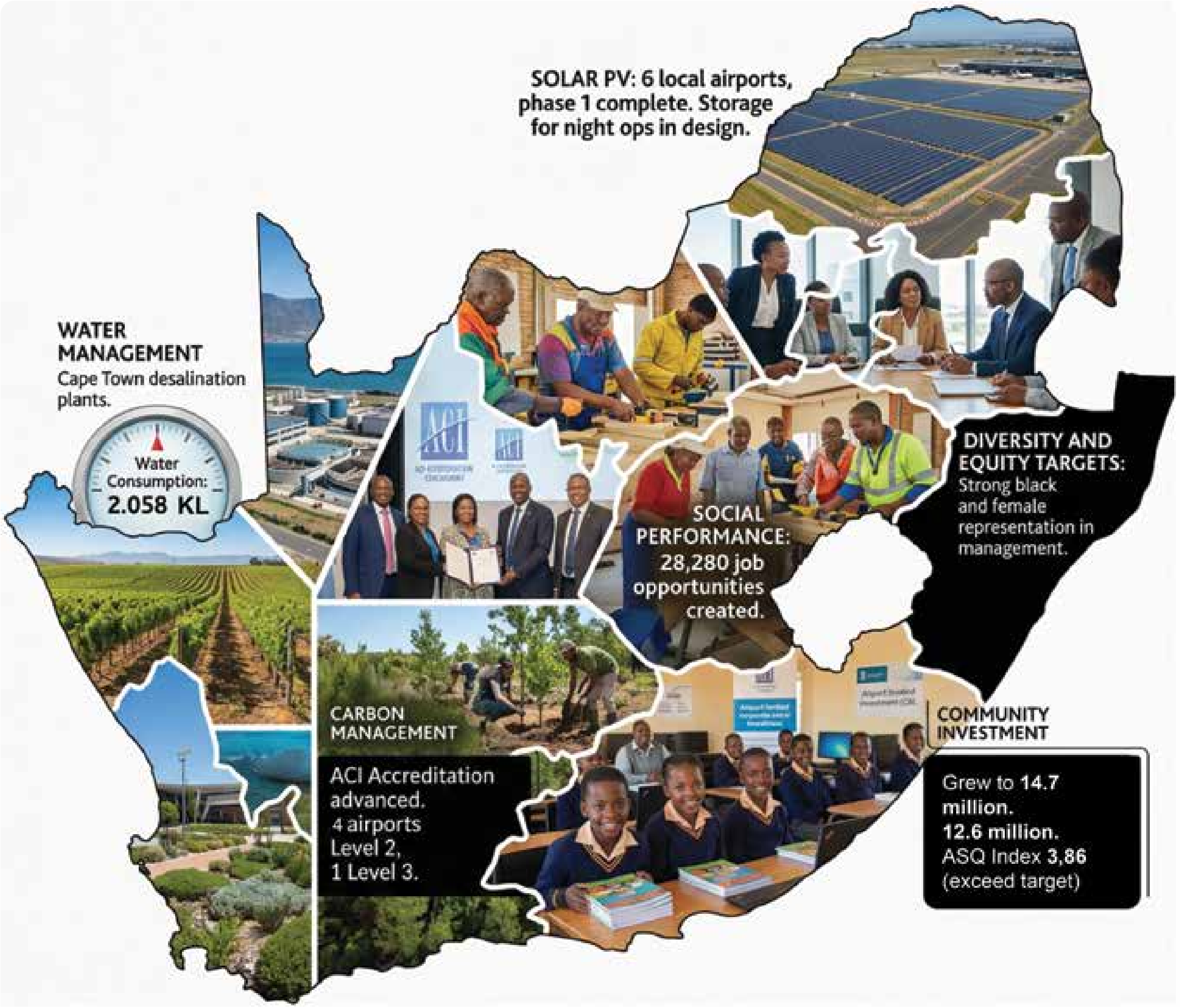
No material restatements of prior year data have been made in this report. Where prior year figures are referenced for comparison, these are drawn from the 2024/25 ESG report.

Assurance

No external assurance of ESG data has been obtained for this reporting period. Internal data validation processes are applied through the ESG governance structure. The introduction of external assurance over selected ESG metrics is under consideration for future reporting cycles.

Standards and frameworks

FRAMEWORK	APPLICATION
Global Reporting Initiative (GRI) Standards	Primary reporting framework alignment
ACI ESG Reporting Framework	Sector-specific guidance; alignment in progress
Veriport ESG Framework	Report structure and topic organisation
King V™ Report on Corporate Governance	Governance practices and board oversight
UN sustainable development goals	Strategic alignment
ISO 14001:2015	Environmental management system
ISO 45001	Occupational health and safety management
GHG Protocol	GHG emissions accounting methodology
IFRS S2 (TCFD aligned)	Climate-related disclosure; alignment under consideration



02 ENVIRONMENTAL

Environmental context

Regional and sector context

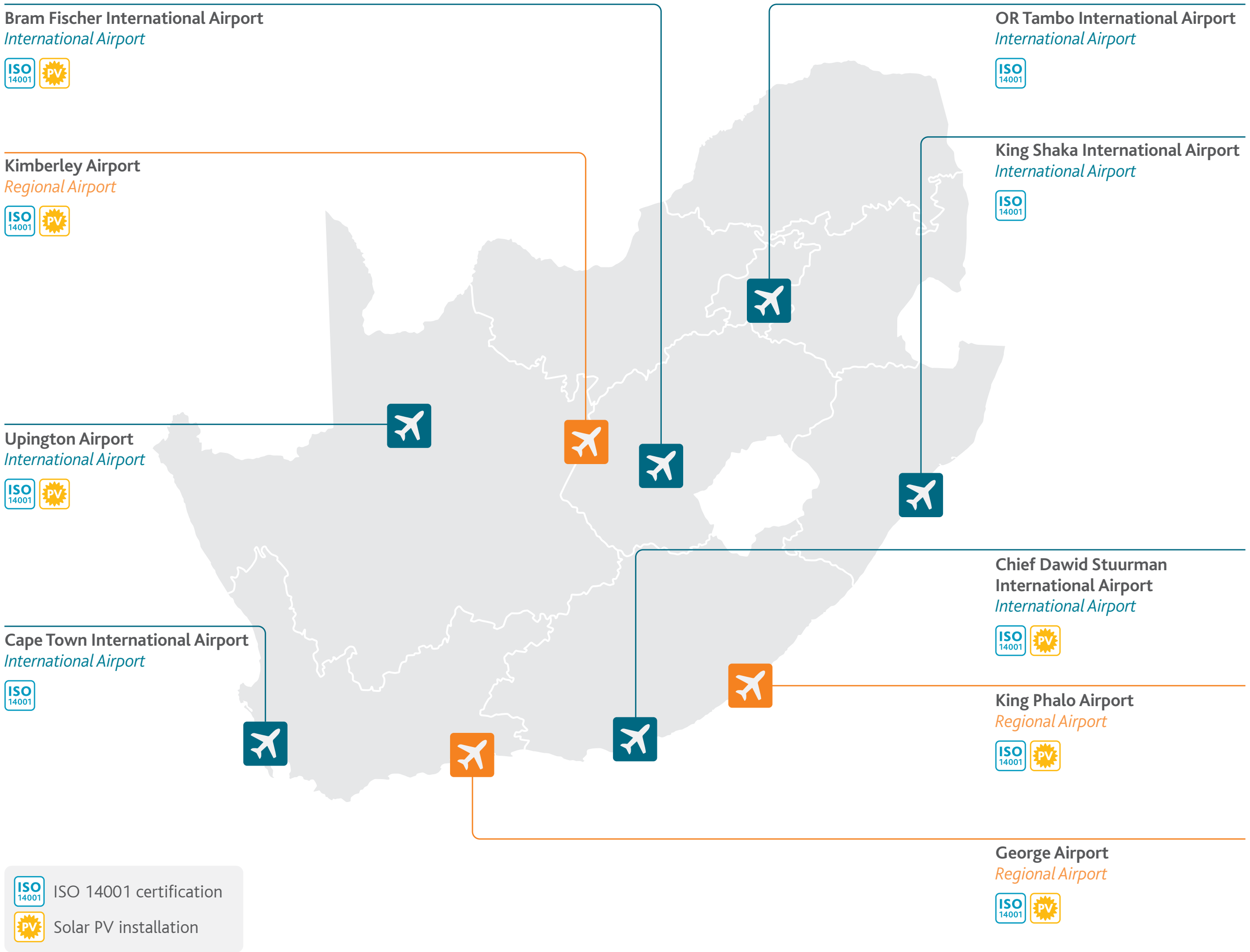
Airport operations have a substantial environmental footprint. Energy consumption, greenhouse gas emissions, water use, waste generation, noise, and air quality impacts are inherent to the operation of airport infrastructure at scale. Globally, the aviation sector is under increasing pressure to demonstrate credible progress on decarbonisation, resource efficiency and environmental stewardship, and airports are expected to play an active role in enabling this transition.

South Africa's environmental context adds further complexity. The national electricity grid remains predominantly fossil-fuel dependent, making grid electricity consumption a direct driver of greenhouse gas emissions. Water scarcity is a structural challenge across much of the country, with several of ACSA's airport locations subject to periodic drought and ageing municipal water infrastructure. Climate variability is intensifying, with physical risks including extreme rainfall, flooding and heat events posing growing threats to infrastructure and operational continuity.

ACSA operates within this context as the owner and operator of nine airports serving millions of passengers annually. Managing the environmental consequences of these operations responsibly is a central commitment of ACSA's ESG strategy.

The company's environmental management approach is certified to ISO 14001:2015 across all nine airports. The organisations environmental practices are also aligned with relevant aviation industry requirements and guidelines including those issued by ICAO, ACI and SACAA. Environmental performance is managed through environmental management departments at each airport, supported by group-level oversight to promote consistent implementation across airports.

METRIC	VALUE
Airports with ISO 14001 certification	9
Airports with solar PV installation	6



Climate change

Context

Climate change represents one of the most significant long-term risks facing ACSA's operations and the broader aviation sector. The physical consequences of a changing climate threaten operational continuity across the airport network. The transitional consequences affect ACSA's financial performance and strategic positioning over the medium and long term.

Materiality

Climate change is a priority sustainability matter for ACSA due to its potential implications for the resilience of airport infrastructure, continuity of operations, regulatory compliance and long-term financial performance.

Greenhouse gas emissions contribute to long-term climate effects, while the physical impacts of climate change may affect airport infrastructure, operational reliability and the communities and passengers served by ACSA. These impacts reinforce the importance of strengthening climate adaptation and resilience across the airport network.

ACSA operates in a sector facing increasing regulatory, investor and market expectations around climate performance. This includes growing pressure to manage emissions, understand potential carbon pricing implications, and respond to climate-related risks that may influence future operating costs, infrastructure planning and access to capital.

ACSA will continue to strengthen its climate response through a more structured approach to identifying, assessing and managing climate-related risks and opportunities. Key areas of focus include completing a formal climate risk and vulnerability assessment and enhancing scope 3 emissions disclosure. These actions will support more informed decision-making, improve the basis for future target-setting and help embed climate considerations into ACSA's strategy, operations and reporting over time.

Climate change management

ACSA recognises the significant carbon footprint associated with its operations and the role it plays as a critical infrastructure operator in South Africa's broader climate transition. The company's climate strategy addresses two interdependent objectives: Reducing the carbon intensity of its own operations, and positioning ACSA as a responsible participant in the transition of the aviation sector toward lower-carbon operations.

While ACSA does not directly control all emissions sources within its operational boundary – particularly those associated with aircraft operators and ground transport – it exercises influence through infrastructure investment, energy procurement, operational planning, and stakeholder engagement. The company's climate management approach is embedded within its ISO 14001:2015 certified environmental management system and governed through the ESG governance structure, with material climate risks escalated to the Board through the Social and Ethics Committee and Audit and Risk Committee.

ACSA's climate management programme is structured around three priorities: creating an energy-efficient culture by reducing consumption and introducing a sustainable energy mix; pursuing net zero scopes 1 and 2 emissions across all nine airports by 2030 and contributing to the broader aviation sector's transition toward lower-carbon operations.

ACSA continued to advance its ACI Carbon Accreditation programme during the reporting period. Three airports - OR Tambo International, Cape Town International, and Chief Dawid Stuurman International - attained Level 2 accreditation, and King Shaka International achieved Level 3. Airports are planned to be moved into different accreditation levels in year 2026/27, including attaining Level 1's for all local airports, whilst following ACI guidelines.

METRIC	TARGET	2025/26	2024/25
ACI carbon accreditation level 1 – number of airports	All 9	4 of 9	4 of 9
ACI carbon accreditation level 2 – number of airports	-	4 of 9	4 of 9
ACI carbon accreditation level 3 – number of airports	-	1 of 9	1 of 9
Net zero scopes 1 and 2 by 2030	Committed	On track	On track
Hybrid-electric vehicles delivered	Introduction	2	2
Green building council SA rating – western precinct	4-star	4-star achieved	4-star achieved

Transition plans

A hydrogen strategy has been developed and approved by the ACSA Board. A pre-feasibility study was conducted in collaboration with the Department of Science, Technology and Innovation to explore the adoption of green hydrogen technology to power ground support equipments.

Two hybrid-electric vehicles were delivered during the reporting period, representing the first step in the electrification of ACSA's vehicle fleet. The western precinct development at OR Tambo International Airport has been certified with a 4-star rating by the Green Building Council of South Africa. New infrastructure development is assessed against green building standards.

Physical and transitional risks

Physical risks include acute events such as extreme rainfall, flooding, heat events, and high winds that may disrupt airport operations, and chronic risks, including water stress at locations dependent on drought-affected municipal supply and the gradual degradation of infrastructure exposed to changing climate conditions.

Transitional risks include tightening regulatory requirements on carbon disclosure and emissions performance, growing airline and investor expectations around decarbonisation, and the potential for carbon pricing mechanisms to increase operating costs over the medium- to long term.

The financial implications of physical climate risks have not yet been formally quantified across the airport network. The development of climate-related risk assessments remains a priority area for future reporting cycles.

Climate resilience and adaptation

ACSA's climate resilience measures are currently embedded within its broader environmental and operational management systems. Adaptation measures implemented to date include the rollout of water-efficient technologies, the reduction of grid electricity dependency through onsite renewable generation, investment in backup power infrastructure at all airports and the development of green building standards for new construction. Work is ongoing to develop site-specific climate risk assessments and adaptation plans.

OUR CLIMATE CHANGE APPROACH

We are taking a structured approach to addressing climate change, focused on understanding risks and opportunities, reducing emissions and building climate resilience.

UNDERSTAND

We assess climate-related risks and opportunities across our operations and value chain.

ACT

We implement emission reduction initiatives, improve resource efficiency and transition to lower-carbon solutions.

BUILD RESILIENCE

We strengthen the resilience of our operations, infrastructure and communities to climate impacts.

MONITOR AND REPORT

We track performance, disclose progress and continuously improve our climate response.

OUR GOAL

To decarbonise our operations, support a just transition and contribute to a more climate-resilient future.

Greenhouse gas emissions

Context

GHG emissions are a significant environmental and financial concern for ACSA. While ACSA does not directly control all emissions within its broader value chain – particularly those arising from aircraft operations – it plays an active role in reducing its own operational emissions through energy efficiency, renewable energy deployment and stakeholder engagement.

Materiality

While scope 3 emissions data is reported for relevant activities through the ACI airport carbon accreditation programme, the assessment identifies the continued expansion and completeness of scope 3 value chain emissions reporting as an area requiring strategic attention. The disclosure of scopes 1 and 2 and selected scope 3 emissions provides a credible foundation from which reporting is expected to develop further over time.

Approach and methodology

ACSA's GHG emissions accounting is conducted in accordance with two primary methodologies. The first is tied to the requirements of the National Environmental Management: Air Quality Act, under which ACSA is required to quantify emissions from standby generators. The second is the ACI carbon accreditation programme methodology, which defines the operational boundary and calculation approach for accreditation purposes.

GHG emissions are calculated in accordance with the GHG Protocol. Scope 1 covers direct emissions from vehicles, firefighting simulator use and standby generators. Scope 2 covers emissions from electricity purchased from Eskom, calculated using Eskom emissions factors applied to electricity consumption in kilowatt hours.

Measurement and management

ACSA's environmental management systems, certified to ISO 14001:2015, provide the governance framework within which GHG emissions are tracked and managed. A group environmental management forum takes place quarterly for support, site-level monitoring and escalation. The company is reviewing its GHG accounting methodology to improve future reporting across all three scopes and to align with recognised sector disclosure expectations.

Carbon footprint overview

The following emissions data relates to the prior operational year, in line with ACI carbon accreditation programme reporting conventions.

SCOPE	2025/26 (tCO_2e)	2024/25 (tCO_2e)
SCOPE 1 GHG EMISSIONS	4310.5	1 782
SCOPE 2 GHG EMISSIONS	122 395.4	106 631
TOTAL SCOPE 1 AND 2 GHG EMISSIONS	126 705.9	108 413
SCOPE 3 GHG	259 053.1	N/A
EMISSIONS FROM STANDBY GENERATORS (INCLUDED IN SCOPE 1)	311	314

GREENHOUSE GAS EMISSIONS

SCOPE 1

Scope 1 emissions arise from vehicles operated by ACSA, firefighting simulator use and standby generators across the ACI-accredited airports (i.e. OR Tambo International, Cape Town International, Chief Dawid Stuurman International and King Shaka International) airports. Total scope 1 emissions for the reporting year were 4310,5 tCO_2e. Standby generator emissions of 311 tCO_2e are included in this figure and are separately disclosed in accordance with the National Environmental Management: Air Quality Act.

SCOPE 2

Scope 2 emissions arise from electricity purchased from Eskom. Emissions factors are sourced from Eskom and applied to electricity consumption data. Total scope 2 emissions for the reporting year were 122 395.4 tCO_2e. The reduction in grid electricity consumption achieved during the period contributed to a reduction in scope 2 emissions relative to prior periods.

SCOPE 3

ACSA acknowledges that scope 3 emissions – particularly those associated with aircraft operations, ground transport, business travel and the supply chain – are likely to represent the most significant portion of the full value chain emissions profile. King Shaka International Airport achieved level 3 (optimisation), stage for ACI accreditation. The scope 3 emissions for the airport is 259 053.1 tCO_2e. The boundary for scope 3 will expand based on the number of airports moving into level 3. Scope 3 boundary, identify relevant categories, and develop appropriate calculation methodologies. Expanded scope 3 disclosure is targeted for future reporting cycles.

[2] *ACSA 2019/20 annual integrated report page 65*

GHG emissions intensity

ACSA continued to advance its use of GHG emissions intensity metrics during the reporting year. Scopes 1 and 2 emissions intensity were calculated based on carbon emissions per passenger (PAX), with a 4.28% reduction achieved compared to the previous year. The per pax intensity is only for King Shaka International Airport. The other airports utilise an absolute value for reduction, which does not factor in passenger numbers. ACSA intends to further develop and expand the use of emissions intensity metrics as additional airports progress towards ACI airport carbon accreditation level 3, supporting enhanced performance benchmarking and carbon management across the airport network.

GHG emissions reduction

ACSA achieved a 17% reduction in grid electricity consumption against the 2019/20 baseline, exceeding its annual target. This represented a reduction of 38.3 GWh and is the primary driver of scope 2 emissions reduction, attributable to the rollout of solar PV installations across six airports and energy efficiency measures including heating, ventilation and air-conditioning optimisation, light-emitting diode lighting upgrades and motion sensor controls.

METRIC	TARGET	ACTUAL
Grid electricity reduction vs 2019/20 baseline	15%	17%
Reduction in electricity use (GWh)	32.99	38.3
Solar PV operational – number of airports	6 of 9	6 of 9

Limitations, assumptions and estimations

GHG emissions data is reported for operations within ACSA's direct operational control boundary. Renewable energy consumption is based on data available from 33% of solar farms. Efforts are underway to extend monitoring coverage. Scope 3 emissions are not yet quantified. Emissions factors for scope 2 are sourced from Eskom and are applied consistently across all airports.

Energy

Context

Energy consumption and management is a key environmental and financial issue for ACSA given its high and continuous energy demands and the environmental impact of its energy sources. ACSA's nine airports operate around the clock, with significant energy requirements spanning terminal operations, airside systems, security infrastructure, cooling and heating and commercial facilities.

Energy management

ACSA's approach to energy management is structured around three priorities: reducing total energy consumption from the grid, increasing the share of on-site renewable generation, and improving energy security across the airport network. These priorities are supported by an energy and demand management strategy. Energy management is integrated within ACSA's ISO 14001:2015 certified environmental management system.

Total energy consumptions

Electricity constitutes the dominant share of total energy consumption, reflecting the energy-intensive nature of airport terminal and airside operations. Petrol and diesel consumption arises primarily from vehicles and backup power generation.

Total grid electricity consumption for the reporting period was 186 909 287 kWh, representing a 3.76% reduction from the prior year. Total onsite renewable energy consumption was 1 298 773.7 kWh, based on data available from 33% of solar farms. Data gathering is underway to achieve full coverage across all operational solar installations.

METRIC	2025/26	2024/25
Total energy consumption (MJ)	1 345 746 882	693 909 504
Total energy consumption (GJ)	1 345 747	693 910
Total electricity consumption - utility + onsite (kWh)	373 818 578	192 752 640
Grid electricity, location-based (kWh)	186 909 287	192 752 640
Renewable energy, % of total electricity consumption		
Total petrol (MJ)		2 751 901
Total diesel (MJ)		12 905 580

Energy intensity

Energy intensity metrics are under development. ACSA intends to introduce passenger-normalised energy intensity indicators in future reporting cycles.

Energy reductions

ACSA's target was a 15% reduction in grid electricity consumption against the 2019/20 baseline by 2025/26. This target was exceeded, with grid electricity consumption reduced by 17% against the 2019/20 baseline during the reporting period, equating to a reduction of 38.84 GWh. Energy efficiency measures implemented across the airport network include heating, ventilation and air-conditioning system optimisation, conversion of old lighting technologies such as halogens, metal halide, compact fluorescent to light-emitting diode lighting, double glazing and motion sensor controls.

Self-generated renewable energy

Six of ACSA's nine airports are now equipped with operational solar PV infrastructure: George, Kimberley, Upington, King Phalo, Chief Dawid Stuurman and Bram Fischer. This exceeded the original target of three airports with energy generation plants. Total onsite renewable energy consumption from available monitoring data was 1 298 773.7 kWh.

Purpose-built airports, designed with a multistakeholder approach, serve as powerful catalysts for economic growth. A deep understanding of airport operations, development, environmental impact, and associated accounting practices is essential to driving sustainable solutions in areas like energy, water, connectivity and waste management. Identifying the right technology solutions requires a solid grasp of the core challenges and since 2014, ACSA has carefully assessed the energy landscape and practices. ACSA's commitment to advancing sustainability and ensuring the long-term viability of its operations in a rapidly changing world for achieving net zero by 2050, is centred around the following technologies:

METRIC	2025/26	2024/25
Airports with solar PV	6 of 9	6 of 9
Onsite renewable energy consumption (kWh)	2 036 104	1 298 773

ENERGY EFFICIENCY INITIATIVES

Using new technologies and practices to fix problems that waste energy, such as upgrading indoor and outdoor lighting to light-emitting diodes, adding motion sensors on lower-traffic areas, optimisation of heating, ventilation and air-conditioning systems, upgrading water and energy metering as well as using heat pumps.

ALTERNATIVE ENERGY SOURCES

Using renewable energy solutions such as solar PV, gas-to-power trigeneration plants that will be implemented at three international airports (the programme has passed final investment decision stage), geothermal energy and waste-to-energy technologies to promote energy offset and lower dependence on the grid. These will also serve as a stepping stone in ensuring connectivity to charging stations for electric vehicles and aircraft ground support in the future, supported with renewable power or jet fuel sources. Gas-to-power and solar PV technologies are planned to supply 90% of the energy demand of ACSA airports. This will help the company protect its operations from rising energy prices while also meeting its long-term sustainability goals and South Africa's just energy strategy.

ENERGY STORAGE

Energy storage will ensure continuity of airport operations from the renewable sources. The programme is already at design stage and the plan is to start with local airports basing the feasibility of excess energy from existing solar PV plants.

GREEN BUILDING STANDARDS

Using energy-efficient technology to make the design and operation of new and existing buildings as good as they can be. This involves choosing construction materials that are good for the environment, making building envelopes better and bettering buildings' environmental performance.

LOW CARBON TRANSPORTATION

Switching to low-emission vehicles including electric or hybrid cars and compressed natural gas vehicles for airport transportation and ground support equipment.

GREEN HYDROGEN AND SUSTAINABLE AVIATION FUEL

Looking into using green hydrogen and sustainable aviation fuel to jet fuel aircrafts and ground support equipments respectively in lowering carbon emissions for airports and working towards decarbonising the aviation industry. ACSA is committed to looking into hydrogen infrastructure as a sustainable energy alternative jet fuel source for ground support equipment.

Energy security

Grid dependency remains a material operational and financial risk for ACSA. Although the frequency of loadshedding in South Africa has declined, the national grid remains structurally vulnerable. For an airport operator, energy disruptions have direct consequences for safety-critical systems, passenger services, security infrastructure and revenue-generating operations.

ACSA mitigates this risk through onsite backup generator systems at all airports and through the progressive deployment of an energy mix from technologies such as solar PV, gas to power and geothermal to reduce grid dependency. ACSA is also advancing plans for gas-to-power trigeneration technology at OR Tambo International Airport, Cape Town International Airport and King Shaka International Airport that is targeting practical completion by FY31 for the whole programme.

Alternative energy sources

Two hybrid-electric vehicles were delivered during the reporting period, representing the first step in electrification of ACSA's vehicle fleet. This pre-feasibility study estimated the financial costs, carbon mitigation potential, water and energy usages for powering OR Tambo International Airport buses, forklifts, baggage tractors and light vehicles with renewable electricity and green hydrogen instead of conventional fossil fuels. Current airport ground support equipment in South Africa predominantly operates on diesel, resulting in high jet fuel-derived carbon emissions and contributing significantly to local air pollutant emissions such as nitrous oxides and particulate matter.

The use of hydrogen fuel cell electrical vehicles would result in OR Tambo International Airport total buses, forklifts, baggage tractors and light vehicles fleet having emissions of 577 t CO_2-eq and a reduction of 1579 t CO_2-eq per annum. The use of battery electrical vehicles would result in OR Tambo International Airport total annual buses, forklifts, baggage tractors and light vehicles fleet emissions of 218 t CO_2-eq and a reduction of 1918 t CO_2-eq per annum. Therefore, the GHG reductions that can be achieved when switching from diesel/petrol internal combustion engine to hydrogen fuel cell electric vehicle is 67% - 80%, while a switch to battery electrical vehicles can reduce GHG emissions between 77% to 96%, depending on the vehicle type.

Water

Context

Water is a crucial operational resource for ACSA. Airports require continuous and reliable access to water for terminal hygiene, fire suppression, emergency preparedness, catering, and cooling systems. South Africa's water scarcity context means that water supply reliability and stewardship are material operational and environmental concerns across the airport network.

Water management

ACSA is committed to reducing water consumption and minimising its impact on local water resources. Water use is measured and monitored across the network through regular water audits and consumption monitoring as part of the ISO 14001:2015-certified environmental management system. The company is working toward strengthening its water resilience planning and improving site-level disclosure.

Water consumption and intensity

Total water consumption across ACSA's nine airports for the reporting period was 2 058 352kL, representing a 7.7% year-on-year increase against 2024/25. Against the FY2019/20 baseline target of 1 997 448 kL, the ACSA group water demand consumption represents a 3.05% increase, which reflects growth in passenger throughput and operational activity since the base year.

METRIC	UNIT	2025/26	2024/25
Total water consumption	kL	2 058 352	1 910 750
Year-on-year change	%	7.7	-2.%
Change vs 2019/20 baseline	%	3.05	-4.3

Water intensity metrics are under development and will be introduced in a future reporting cycle. Water consumption is tracked annually at each airport and disclosed in aggregate. ACSA is working toward site-level disaggregation to enable more targeted conservation planning.

Water withdrawal

ACSA sources water primarily from municipal supply infrastructure across its nine airports. Site-specific withdrawal data is not yet published and internal systems are being updated to capture this information. The new corporate offices under construction at OR Tambo International Airport incorporate rainwater harvesting as part of the green building design, representing an initial application of onsite water sourcing.

Water discharge

ACSA is reviewing its internal systems to enable future disclosure of the quantity, destination, and treatment of discharged water. Planned improvements include tracking of discharges to municipal systems or receiving water bodies.

Discharge of substances of concern

The company acknowledges the importance of monitoring substances of concern in effluent discharges. Internal processes are being reviewed to support the identification and tracking of pollutants in operational discharges, in compliance with applicable regulations. No significant pollution incidents involving water were reported during the reporting period.

Contextual information

Several of ACSA's airports are located in regions characterised by high water stress, seasonal drought, and dependence on ageing municipal infrastructure. Cape Town International Airport operates in a region with well-documented water scarcity challenges. Airports in the Northern Cape – Kimberley and Upington – are in arid regions where water supply reliability is a structural concern. ACSA is assessing the water stress profile of each airport as part of its broader water risk assessment programme.

OUR WATER MANAGEMENT APPROACH

We are committed to responsible water stewardship through efficient use, ongoing reduction initiatives and collaboration to protect this vital resource for future generations.

ASSESS

We monitor and assess water use across all airports to understand our impacts and identify priorities.

REDUCE

We implement water efficiency measures and infrastructure improvements to reduce consumption.

REUSE

We explore and increase the use of alternative water sources and reuse opportunities.

PROTECT

We safeguard local water resources through responsible management and pollution prevention.

MONITOR AND REPORT

We track performance, report transparently and drive continuous improvement.

OUR GOAL

To use water wisely, reduce our environmental impact and contribute to water security in the communities we serve.

Waste

Context

Waste management is a key environmental impact area for ACSA given the large and diverse volumes of waste generated by airport operations, tenants and passengers. Airport waste includes general waste, hazardous materials, construction debris and single-use plastics.

Waste management

ACSA is implementing waste management programmes at its airports to reduce waste volumes and improve diversion rates. The airport community (including stakeholders, passengers, airline, ground handlers etc) are educated on waste programmes and various waste streams during virtual and physical environmental awarenesses and campaigns in line with the national and international environmental calendar. Waste management governance is embedded within ACSA's ISO 14001:2015 environmental management system. Hazardous waste is managed through contracted service providers subject to strict handling requirements.

Local airports are reliant on municipal services for waste handling, which can affect the consistency of waste management processes across the network.

Waste generated

Total waste generation across ACSA's nine airports for the reporting period was 6 212 tons, representing an approximate 21% decrease compared to prior years. The reduction in waste generation indicates progress in the waste management initiatives as well as airports acquiring external services for to assist in waste management implementation per site and redirection of waste to landfill.

METRIC	UNIT	2025/26	2024/25
Total waste generated	Tons	6 212,15	7 823
Year-on-year change	%	20.6% decrease	4%
Recyclables diverted from landfil	Tons	2 395	-
Waste diversion rate	% of total waste	39%	32%

Waste diverted from disposal

Non-hazardous waste diverted from disposal totalled 2 395 tons through recycling and diversion initiatives across the network.

No hazardous waste was diverted from disposal during the reporting period.

METRIC	UNIT	2025/26	2024/25
Waste diverted from disposal – non-hazardous (recyclables)	Tons	2 395,38	2 505

Waste directed to disposal: hazardous

Hazardous waste directed to disposal is managed through contracted service providers in accordance with the National Environmental Management: Waste Act. Quantitative data is being developed for disclosure in future reporting cycles.

OUR WASTE MANAGEMENT APPROACH

We are committed to minimising waste across our operations through prevention, responsible management and recycling, while working with partners to create a cleaner and more sustainable future.

PREVENT

We focus on preventing waste at the source through smart planning, efficient procurement and responsible operations.

REDUCE

We reduce the amount of waste we generate by improving efficiency and encouraging resource-conscious behaviours.

RECYCLE

We promote recycling and recovery by separating waste streams and working with accredited recycling partners.

RESPONSIBLY MANAGE

We ensure safe and compliant handling, transport and disposal of residual waste through trusted service providers.

MONITOR AND IMPROVE

We track performance, set targets and drive continuous improvement to increase diversion from landfill.

OUR GOAL

To minimise waste to landfill, maximise resource recovery and contribute to a circular and low-impact economy.

Pollution

Context

Pollution management is an essential component of ACSA's broader environmental responsibility. Airport operations generate air emissions from aircraft, ground vehicles, and equipment, water discharge from operational activities and noise pollution affecting surrounding communities.

Pollution management

Pollution prevention and control are integrated into operational planning across the airport network. This includes the promotion of cleaner production methods, improved jet fuel handling procedures and upgrades to waste management processes. Compliance with environmental legislation is monitored through internal audits and engagement with regulatory authorities.

METRIC	2025/26	2024/25
Significant pollution incidents	-	-
Pollution-related regulatory fines	-	-

Methodologies and assessments

ACSA is developing site-specific assessments and monitoring methodologies to understand pollution impacts and compliance with air and soil quality standards.

Emissions to air, water and soil

ACSA has undertaken initiatives to reduce air emissions through the electrification of ground support equipment and energy efficiency programmes. Emissions from standby generators are tracked and monitored in accordance with the National Environmental Management: Air Quality Act, measuring carbon dioxide, ammonium and nitrous oxide. An ...is made to the Department of Forestry, Fisheries and the Environment for compliance.

Pollutant emissions from aircraft operations are largely outside ACSA's direct control. Airport operations involve the use of jet fuels, oils, and chemicals that may enter drainage systems if not properly managed. Management plans are in place at key sites. No significant water pollution incidents were reported during the reporting period.

Substances of concern

ACSA has taken steps to control the use of substances that may lead to pollution, including hazardous materials used in maintenance and operations. Internal processes are being reviewed to support the identification, tracking and management of substances of concern in operational discharges.

Noise pollution

Airport operations generate significant noise from aircraft, ground vehicles, maintenance activities, and support equipment. ACSA tracks and monitors noise complaints and has adopted noise abatement procedures across the network, including changes to flight frequency patterns over populated areas and engagement with airlines on quieter aircraft.

METRIC	UNIT	2025/26	2024/25
Significant pollution incidents	-	2 395.38	-
Pollution-related regulatory fines	-	2 395.38	-

Methodologies and assessments

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METRIC	UNIT	2025/26	2024/25
Noise complaints received	Count	-	-

No significant noise-related regulatory incidents were reported during the reporting period.

Compliance and non-compliance

No significant instances of non-compliance with environmental pollution legislation were reported during the reporting period.

Biodiversity and Ecological Impacts

Context

ACSA operates several airports located near ecologically sensitive areas and acknowledges the importance of biodiversity protection as part of its environmental stewardship responsibilities.

Impact identification and assessment

ACSA conducts environmental impact assessments for all major development projects, incorporating biodiversity considerations as part of compliance with the National Environmental Management Act. Airports with significant land disturbance potential are subject to monitoring and mitigation plans, including restrictions on construction activity during breeding seasons and management of alien invasive species.

No significant environmental incidents were recorded in the period.

METRIC	2025/26	2024/25
Significant environmental incidents	-	-

Biodiversity management

Biodiversity considerations are embedded in ACSA's ISO 14001:2015-certified environmental management system. ACSA has established dedicated wildlife officer teams at its airports, using trained dogs, specialised pyrotechnics and habitat management techniques to control bird and wildlife hazards.

Ecosystem impacts

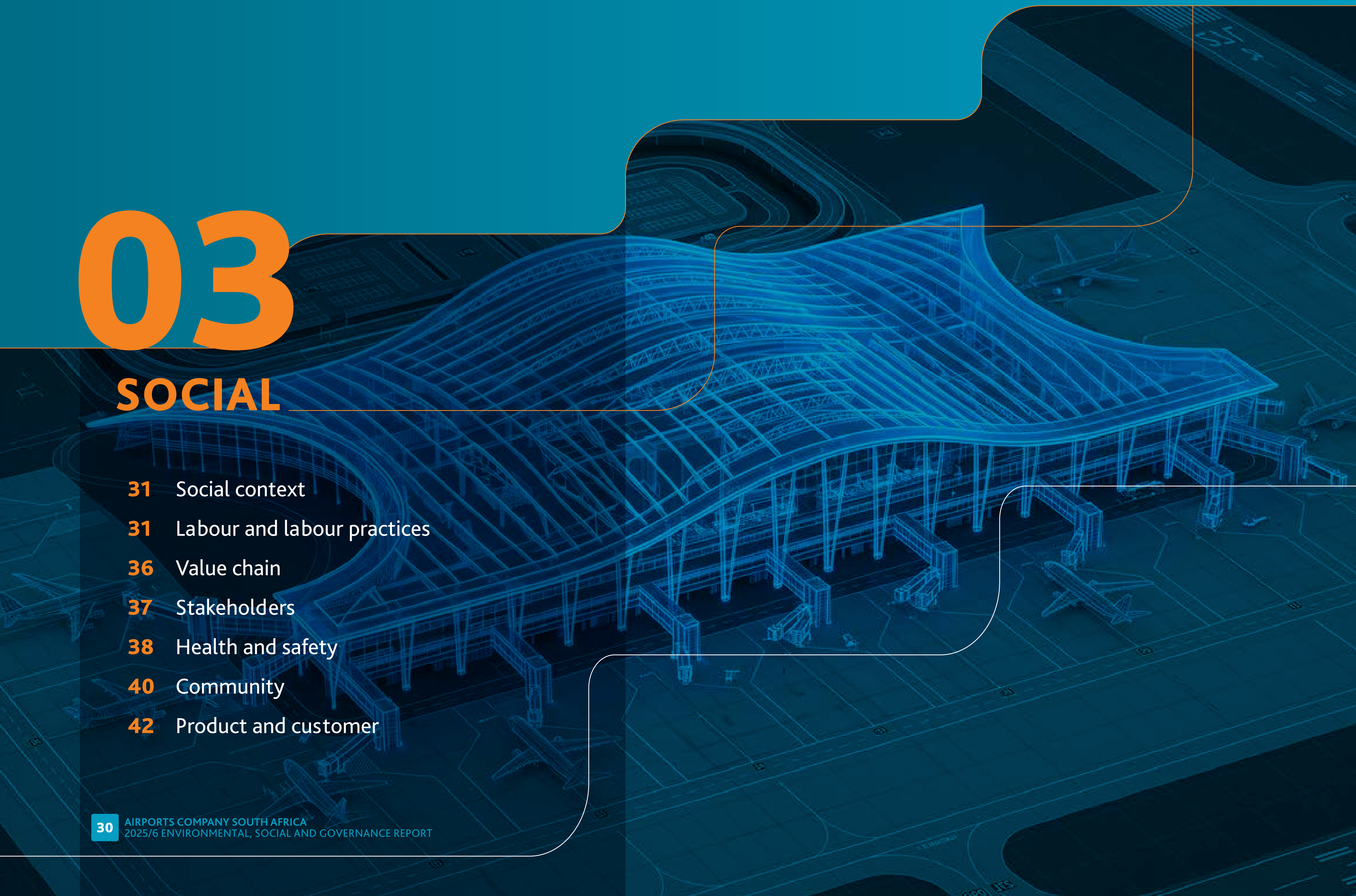
ACSA manages the transition zone between operational surfaces and surrounding habitat through vegetation control programmes and alien invasive species management. Restrictions on construction activity during breeding seasons are applied at airports where bird breeding activity is identified near operational areas.

Ecosystem restoration and rehabilitation

ACSA conducts environmental impact assessments for all major development projects. Where impacts are identified, mitigation and rehabilitation measures are implemented and monitored through the project lifecycle. The company is exploring nature-based resilience approaches including landscape restoration initiatives.

Ecosystem resilience

ACSA acknowledges the long-term business risks associated with biodiversity loss and ecosystem degradation. Biodiversity performance indicators, including area of ecosystems managed or restored and habitat quality assessments, are under development for inclusion in future reporting cycles. Strategic partnerships with BirdLife South Africa and World Wildlife Fund support the integration of conservation expertise into operational and infrastructure planning.



03

SOCIAL

Social Context

Regional and sector context

South Africa's social and economic context shapes ACSA's social strategy in fundamental ways. High unemployment, inequality and historical exclusion mean that state-owned entities such as ACSA carry a responsibility that extends beyond operational performance to active participation in national transformation and inclusive development. The aviation sector is a significant enabler of economic activity, trade and tourism, and ACSA's nine airports serve as nodes of employment, enterprise development and community investment across the country.

National legislative and policy frameworks governing employment equity, broad-based black economic empowerment, skills development, occupational health and safety and labour relations provide the foundation within which ACSA operates. The company's social performance is assessed against these national obligations and the evolving expectations of international ESG frameworks.

ACSA's social impact extends across a broad stakeholder base including employees, contracted workers, passengers, local communities, suppliers, and government partners. Social performance during the reporting period demonstrated meaningful progress in employment creation, diversity and equity, community investment and passenger satisfaction. Key challenges remained in occupational health and safety training coverage, the representation of persons with disabilities and the full integration of public transport at major airports.

Labour and labour practices

Context

ACSA's workforce of 4 461 directly employed staff operates across nine airports and a corporate head office, spanning aviation operations, security, engineering, finance, commercial and administration. The company's approach to labour and labour practices is shaped by national transformation imperatives, sector-specific skills development obligations and the need to maintain a skilled and motivated workforce.

Labour management

ACSA continues to prioritise employment creation in the communities in which it operates, alongside the development and engagement of its workforce. This includes workplace exposure for youth, continuous upskilling, graduate development and employee retention. The company partners with government to support national employment programmes and aligns its initiatives with sectoral transformation goals. ACSA has exceeded its employment creation targets during the reporting period, supported by increased operational expenditure.

Employee data and demographics

ACSA tracks employee representation across demographic groups in alignment with national economically active population targets and BBBEE obligations.

METRIC	UNIT	2025/26	2024/25
Total employees	No	4 461	3731
Female employees	%	48.8	47.4
Employees covered by collective bargaining	%	82.8	84
Permanent employees – female	No	1 887	1 482
Permanent employees – female	%	48.7	39.7
Permanent employees – male	No	1 986	1 581
Permanent employees – male	%	51.3	42.3
Permanent employees – total	No	3 873	3 063
Temporary employees – female	No	292	328
Temporary employees – female	%	49.7	8.7
Temporary employees – male	No	296	340
Temporary employees – male	%	50.3	9.1
Temporary employees – total	No	588	668
Total employees – female	No	2 179	1 810
Total employees – female	%	48.8	48.5
Total employees – male	No	2282	1921
Total employees – male	%	51.2	51.4

Non-employee workers

ACSA's workforce boundary includes a significant number of workers employed by contracted and outsourced service providers operating within its airport environments, including security personnel, cleaning staff, catering workers and ground handling teams. During the reporting period, ACSA insourced a significant portion of previously contracted security staff, altering the profile of its workforce boundary. The company is managing this transition through formal labour engagement processes and is developing clearer protocols for oversight of working conditions across the remaining contracted workforce.

Employee turnover and benefits

Tracking of employee turnover rates (and reasons) is improving and will form part of future reporting, in line with global reporting expectations.

ACSA has comprehensive remuneration policies and is required by government to report on pay equity. The annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees was 29:1.

METRIC	UNIT	2025/26	2024/25
Employee hires – female	No	568	523
Employee hires – male	No	549	603
Employee hires – total	No	1 117	1 126
Employee hires (% rate) – female	%	1.468	
Employee hires (% rate) – male	%	1.419	
Employee hires (% rate) – total	%	2.886	
Employee turnover – female	No	161	174
Employee turnover – male	No	146	189
Employee turnover – total	No	307	363
Employee turnover (% rate) – female	%	41.6	
Employee turnover (% rate) – male	%	37.7	
Employee turnover (% rate) – total	%	79.3	
Employees taking parental leave – female	No	66	19
Employees taking parental leave – male	No	82	66
Employees taking parental leave – total	No	148	85

Remuneration, pay equity and local representation

ACSA aligns its employment equity targets with national economically active population benchmarks. Black representation across key levels reached 98% against a target of 80.7%. Female representation in management reached 48% against a target of 45%.

METRIC	UNIT	2025/26
Female to male annual remuneration	Ratio	0.93
Female to male basic salary	Ratio	0.91
Highest-paid individual's annual total compensation to median employee compensation	Ratio	29:1
Highest-paid individual's % annual total compensation increase to that of median employee	Ratio	28:1
Entry-level wage to minimum wage (average)	Ratio	2:1

Collective bargaining and freedom of association

Most (82.8%) of ACSA's employees are covered by collective bargaining agreements. ACSA has established local and national labour forums through which wages are actively negotiated and employment conditions are reviewed. The right to freedom of association and collective bargaining is respected across ACSA's operations in accordance with applicable labour legislation.

Child labour and forced labour

ACSA prohibits child labour and forced labour across its operations and value chain. These prohibitions are embedded in the company's policy framework and code of ethics and are communicated to contractors and service providers through procurement and contract management processes.

Diversity

ACSA promotes diversity and inclusion through employment equity, skills development, and transformation programmes. Employment equity targets were largely met during the reporting period. Representation of persons with disabilities declined slightly from 1.6% to 1.4% against the 3% target. Targeted recruitment and designated posts are under consideration to address this gap. Youth in senior management remained below the 2.5% target, with a marginal improvement of 0.04% during the period.

METRIC	UNIT	TARGET	2025/26	2024/25
Female representation in management	%	45	48	47.4
Employees with disabilities	%	3	1.4	1.6
Youth representation in senior management	%	2.5	2.3	Below target
Black representation	%	80.7	98	87.3
Average age of employees	Years		39	

Employees with disabilities

METRIC	UNIT	2025/26	2024/25
Employees with disabilities – female	No	30	30
Employees with disabilities – male	No	32	27
Employees with disabilities – total	No	62	57
Employees with disabilities (% of relevant total)	%	1.4	1.52

Board diversity

METRIC	UNIT	2025/26	2024/25
Board members – female	No	6	5
Board members – male	No	5	6
Board members – total	No	11	11

Managerial positions

METRIC	UNIT	2025/26	2024/25
Managerial positions – total	No	1 516	1 398
Managerial positions – female	No	734	684
Managerial positions – female (%)	%	48.4	48.92
Managerial positions – male	No	782	714
Managerial positions – male (%)	%	51.60	51.07

BBBEE scorecard

Overall, 50% of diversity and equity targets were met. The decline in representation of employees with disabilities highlights the need for continued prioritisation within this employment category.

METRIC	UNIT	2025/26	2024/25
BBBEE level	1–8 scale	2	2
BBBEE score	score	95.02	96.34
Black employees with disabilities	%	1.4	1.59
Black representation on the Board	%	100	99.99
Black women on the Board	%	36	45.45
Executive management – black	%	100	100
Executive management – black women	%	50	50

Training and development

In line with ACSA's dedication to achieving organisational excellence and strategic coherence, in implementing skills development, talent management, young talent development strategy and initiatives in a structured approach to address current and future workforce capability requirements while supporting organisational strategic objectives. It also demonstrates the ongoing commitment to developing talent, strengthening organisational capability and building a skilled workforce that supports sustainable business performance.

In line with Transport Education and Training Authority requirements and the 2025/26 workplace skills plan, ACSA implemented 8 132 training interventions of the 1 183 planned (99%).

Of the employees trained, 90% are black, 56% are female, and 20 are persons living with disabilities, reflecting progress against ACSA's transformation objectives.

Youth development remains central to ACSA's transformation agenda, addressing skills shortages, strengthening the talent pipeline and supporting long term sustainability through the structured WINGS framework aligned to national priorities. In the current financial year, ACSA has advanced this commitment by providing by March 2026, 232 youth, including four with disabilities, with learnership and internship opportunities to build capability and support workforce development, through programmes that include the graduate traineeship (engineers in training), internships, apprenticeships, learnerships and in-service training - 6.6% above plan.

All participants remain active across the various programmes, with no individuals absorbed into permanent roles during the current reporting period. All participants were black South Africans and over half were female.

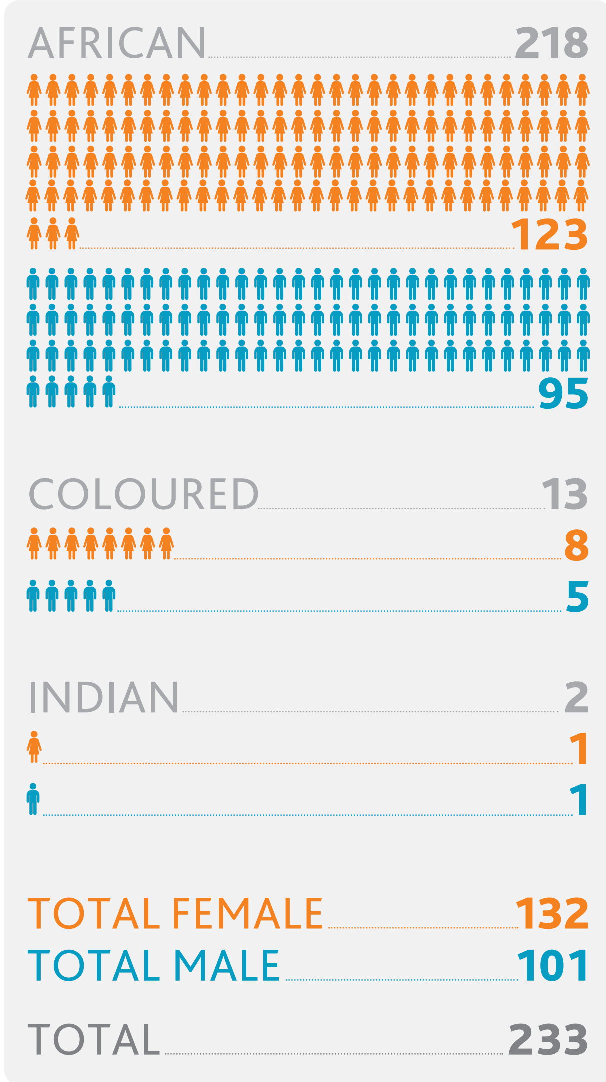
Selected headline metrics

METRIC	UNIT	TARGET	2025/26	2024/25
Total employee training hours, all employees	Hours	Baseline	9 576	Not measured
Impact of training on employee value	R million	Baseline	43.40	Not measured
Frontline staff trained in South African sign language	No	-	-	119
Job opportunities created	No	25 335	28 280	23 959

Learnerships, apprenticeships and internships

METRIC	UNIT	TARGET	2025/26	2024/25
Enrolments	No	-	232	122
Currently active	No	-	232	46
Absorbed into permanent roles	No	-	-	30

Demographics



Human rights and labour policies

ACSA upholds human rights in line with the South African Constitution and applicable international standards. The company's policy framework includes commitments relating to non-discrimination, freedom of association, collective bargaining and the prohibition of child and forced labour. The Social and Ethics Committee oversees the application of human rights principles within employment and operational practices.

METRIC	UNIT	2025/26	2024/25
Internal grievances submitted/reported	No	33	10
Internal grievances resolved	No	23	10
Internal grievances unresolved	No	10	-
Internal whistleblowing resolution rate	%	95%	69.7%
Monetary losses from labour, discrimination and human rights legal proceedings	R	-	-
Incidents of discrimination	No	-	3

Employee engagement and wellbeing

ACSA assesses employee engagement through the employee satisfaction survey alongside the human deal framework, which focuses on flexibility, wellbeing, personal growth, and shared purpose. The human deal framework replaced the earlier engagement levers model in 2022 in response to changing work patterns following the Covid-19 pandemic. Employee wellbeing is supported through the ACSA Cares programme, which includes employee assistance services, wellness days, health screenings, housing subsidies and bursaries. Occupational health surveillance is maintained for employees in high-risk roles.

METRIC	UNIT	2025/26	2024/25
Employee net promoter score (-100 to +100)	Score	29	-

Value chain

Context

ACSA's social and environmental impact extends across a broad aviation value chain involving suppliers, service providers, government entities, airlines, commercial partners and local communities. The company's procurement activities represent a significant channel through which its transformation commitments and governance expectations are transmitted into the broader economy.

Value chain management

The value chain approach takes into account the social impact of our upstream and downstream relationships, including how we engage with suppliers, partners and communities to support inclusive development and transformation. ACSA's value chain approach places emphasis on employment equity, job creation, transformation, inclusive procurement and supplier development. The company is progressively extending oversight into subcontractor and third-party service layers and is exploring how employment equity and diversity performance can be strengthened across supplier and contractor engagements.

Sectors, activities and relationships

ACSA's procurement activities span a wide range of sectors including construction, retail, security, cleaning, catering, technical maintenance, information technology, advertising, car rental, property and ground handling. These relationships are governed by formal procurement processes, service level agreements and strategic partnerships. ACSA prioritises working with suppliers and service providers that align with its goals for transformation, employment equity and economic empowerment.

During the reporting period, the supply chain management team initiated a series of small, medium and micro enterprise (SMME) workshops across multiple airports, in collaboration with host municipalities. These workshops are aimed at providing information on upcoming opportunities at ACSA, including airport expansion projects, while also fostering and strengthening relationships with local businesses and relevant regulatory networks. The rollout of these workshops will continue across all nine airports in the next reporting period.

Supply chain

ACSA's supply chain governance is underpinned by a formal supply chain management policy and framework. Procurement processes are subject to internal controls and procurement committee oversight. Digital procurement platforms are used to streamline processes and reduce fraud risk, and the supplier database is integrated with B-BBEE criteria. Once appointed, suppliers are subject to ongoing performance monitoring against service level agreements and applicable legislation. A risk-based approach is applied, with enhanced scrutiny for contracts presenting higher social, environmental or financial exposure.

During the reporting period, supply chain management made significant progress in strengthening governance, capacity and controls following the appointment of a chief procurement officer and additional supply chain management leadership capacity, the implementation of an enhanced Oracle-based supplier rating system to improve supplier performance management and reporting, and the establishment of bid specification, evaluation, and adjudication committees for high-value procurements. These interventions have strengthened procurement oversight, improved compliance with governance requirements and enhanced the transparency and integrity of procurement processes.

Supplier development

ACSA supports supplier development through the enterprise and supplier development programme, which offers training, mentoring, and business advisory support to qualifying suppliers, with a focus on small and emerging businesses from previously disadvantaged groups. The company actively pursues transformation via preferential procurement across seven key sectors: advertising, car rental, retail, construction, information and communications technology, property and ground handling.

Supplier screening and rating

The introduction of the new Oracle-based supplier rating system offers key benefits including enhanced supplier performance management through a fully integrated platform that links contracts, blanket purchase agreements and supplier performance evaluations. The system provides real-time data updates, improves reporting accuracy and efficiency, and enables more effective monitoring of supplier performance. These enhancements strengthen supplier relationship management, support informed decision-making and contribute to improved procurement governance and operational efficiency.

METRIC	2025/26	2024/25
External rating of top 10 suppliers	Not yet implemented	Not yet implemented
BBBEE accreditation level	Level 2	Level 2

Current supplier screening covers BBBEE credentials, financial standing and technical capability. Supplier social screening currently focuses primarily on BBBEE credentials, employment equity performance, and alignment with ACSA's transformation objectives. ACSA is developing the systems and processes required to extend screening to ESG criteria across a broader supplier base in future reporting cycles.

Value chain workers

ACSA's value chain includes a significant number of workers employed by contracted and outsourced service providers operating within its airport environments. The company is developing clearer protocols for oversight of working conditions and alignment with core labour standards across the contracted workforce.

Engagement and grievance mechanisms

ACSA maintains regular engagement with employees, suppliers, customers, and community stakeholders. To enhance grievance management, ACSA is procuring a customer relationship management system to centralise and streamline the logging, tracking and resolution of complaints. In the interim, multiple platforms are being used to ensure all grievances are captured, traced and addressed in a timely manner.

Stakeholders

Context

ACSA identifies and engages with a broad range of stakeholders including passengers, employees, suppliers, government entities, local communities and business partners. Stakeholder engagement is integrated into operations and guided by ACSA's strategic priorities, regulatory obligations and social licence to operate.

Stakeholder management

ACSA's approach to stakeholder engagement is guided by its Stakeholder Relations Strategy. The company proactively engages with diverse stakeholders to gather feedback, understand expectations and respond to concerns.

Stakeholder identification and categories

Key stakeholder groups:

- Capital and funding providers
- Government departments and regulators
- Business partners, shareholders and tourism bodies
- Professional associations
- Communities and non-governmental organisations
- Environmental lobby groups
- Media
- Academia
- Employees and bargaining unions
- Suppliers
- Airlines and passengers
- Retail customers, retailers and distributors

Purpose and nature of engagement

Stakeholder engagement informs ACSA's materiality assessment, shapes the design of social and community programmes, supports regulatory compliance and maintains the social licence to operate. Engagement takes place through surveys, forums, meetings and ongoing communication channels. Material matters identified through stakeholder engagement are mapped to ACSA's strategic priorities and reviewed periodically.

Engagement approach and stakeholder interests

ACSA engages stakeholders through channels tailored to their interests and influence. For customers, the airport service quality survey provides regular feedback on satisfaction. For communities, engagement is supported by partnerships and investments in socio-economic development initiatives. Employee engagement is maintained through communication forums, performance reviews and workplace surveys. Airlines and aviation partners are engaged through industry-wide consultations and the partnership strategy model. Government and regulatory bodies are engaged through formal reporting and compliance mechanisms.

Health and Safety

Context

ACSA operates in an inherently high-risk environment. Airside operations, ground handling, jet fuel management, maintenance activities, and security functions expose employees, contractors, and passengers to a range of physical, chemical and ergonomic hazards. Managing these risks effectively is both a legal obligation and a fundamental operational requirement.

Health and safety management

ACSA's health and safety management approach is governed by formal policies and procedures aligned with the Occupational Health and Safety Act and associated regulations. Each airport maintains an occupational health and safety (OHS) committee with representation from both employer and employee groups, meeting regularly to review incidents, assess risks, and monitor mitigation measures. Contractors and service providers operating on ACSA sites are required to comply with ACSA's safety standards, with audits conducted to monitor adherence.

The company remains committed to aligning its occupational health and safety management approach with the principles of ISO 45001 across all nine airports. OHS practitioners were trained across all sites in November 2024 to support the continued implementation of ISO 45001-aligned practices. The OHS department continues to embed the core principles of the standard to promote systematic and standardised ways of working across the airport network. Formal certification will be considered following the planned review and update of the ISO 45001 standard by the international organisation for standardisation (ISO), currently expected in 2027.

ACSA's health and safety approach incorporates mandatory OHS screening and performance inspections of contractors, ensuring that safety obligations extend beyond directly employed staff to the broader workforce operating within airport boundaries.

Risk identification, prevention and mitigation

ACSA applies a systematic approach to identifying and managing occupational health and safety risks. Risk assessments are conducted at site level and reviewed regularly. OHS procedures and business processes were reviewed and updated to reflect current operational risks and regulatory requirements.

Key risk categories include airside vehicle and equipment hazards, exposure to jet fuel and chemical substances, manual handling risks, working at height and noise exposure in operational areas. All incidents are reported and monitored at all levels of the business to identify trends and improvement actions. Serious incidents trigger formal investigations, with findings used to update procedures and inform training.

Processes and policies for hazard reporting

ACSA maintains formal mechanisms for the reporting of workplace hazards and near-misses. OHS committees at each airport provide a structured forum for employees to raise safety concerns and review incident data. Corrective action tracking ensures that identified hazards are addressed and closed within defined timeframes.

Worker participation

Each airport's OHS committee includes representation from both employer and employee groups and meets regularly to review incidents, assess risks, and monitor mitigation measures. Employee participation in safety governance is a core element of ACSA's OHS management approach.

Occupational health services

ACSA supports the physical and mental wellbeing of its employees through a range of occupational health services. Health screenings and referrals are available across all airports. Occupational health surveillance is in place for employees in high-risk roles, assessing exposure to workplace hazards such as noise, hazardous substances, and other occupational health risks. Employees have access to employee assistance programmes providing psychosocial support, counselling, and referral services. Wellness days and other health promotion activities are conducted across the network.

OHS training and access

OHS general induction training coverage remained below target during the reporting period. This general OHS induction training gap has been identified as a priority for the current financial year and a new online OHS Induction has been implemented as a training module in the last quarter of the current year to improve tracking, reporting and to ensure standardisation. The rollout of this induction training is a focus for the financial year 2026/27 financial year to ensure the target is achieved. A total of 339 employees received OHS statutory training in line with respective legislative appointments.

OHS training is mandatory for employees in high-risk roles and is refreshed periodically in line with regulatory requirements. All new employees are required to complete safety induction training and contractors must undergo relevant safety instruction based on their operational environment.

METRIC	TARGET	2025/26	2024/25
Employees trained on OHS (statutory training)	-	631	339
Employees trained on OHS induction	80%	152	Below 80% target
Airports with ISO 45001 certification	In progress	In progress	In progress
Airports with ACI public health and safety readiness accreditation	6 of 9	6 of 9	4 of 9

Work-related incidents

ACSA's safety performance during the reporting period showed improvement in some indicators and deterioration in others. Disabling injuries increased slightly from 16 to 18, reflecting ongoing safety culture improvements. Airside aircraft-related incidents increased from 15 to 18, prompting procedural reviews and corrective action. Targeted engagement with ground handlers undertaken, as the bulk of the incidents occurred on the airport aprons. The total number of airside incidents remained within the defined risk tolerance. Significant spillages remained at zero.

There were 28 non-work-related fatalities and one work related fatality involving a stakeholder employee during the period, a decrease from 33 in the prior year. All non-work-related fatalities were attributable to pre-existing illnesses and do not relate to occupational hazards at the airport The one work-related fatality involved a stakeholder employee.

METRIC	2025/26	2024/25
Disabling injuries	18	16
Non-work-related fatalities	28	33
Work-related fatalities	1	-
Airside aircraft-related incidents	17	15
Significant spillages	-	-

Work-related hazards and actions

Following the increase in airside aircraft-related incidents, key safety protocols have been reviewed and corrective actions initiated. These incidents pointed to procedural weaknesses, which are being addressed through operational adjustments and targeted training updates.

Public health and safety

ACSA enrolled on the ACI Public Health and Safety Readiness Accreditation Programme in 2024/25 financial year. The programme ensures airports are prepared to manage emerging public health outbreaks and minimise the transmission of biological agents. Four airports – OR Tambo International, Cape Town International, King Shaka International and Chief Dawid Stuurman International – were accredited under the programme in the initial enrolment and further two airports, George Airport and King Phalo Airport were further accredited on this programme in the current year. ACSA intends to extend accreditation to remaining airports, targeting the remaining three airports in the 2026/27 financial year.

Social protection and safety

The company is reviewing gaps in social protection coverage across workforce categories, with the aim of identifying where access to benefits such as medical care, family leave and retirement schemes may need to be improved.

Community

Context

ACSA is committed to advancing socio-economic development in communities surrounding its airports. The company's community investment strategy supports education, youth empowerment, and access to essential services. Community needs are identified through ongoing stakeholder engagement and feedback mechanisms.

Management

ACSA applies a stakeholder-centric approach to managing the impacts of its operations on surrounding communities. Environmental and social impact assessments are conducted where applicable, particularly in the context of airport expansions or major infrastructure projects. Where impacts are identified, mitigation strategies are implemented and monitored through the project lifecycle.

People's rights

ACSA upholds the rights of local communities to be consulted and informed on developments that may affect them. In cases of land acquisition or relocation, ACSA commits to fair, transparent and inclusive processes that minimise disruption and respect human rights.

Policies

Community engagement and socio-economic development activities are guided by ACSA's corporate social investment policy and stakeholder relations strategy, aligned with national transformation objectives and BBBEE compliance requirements.

Engagement

Community needs are identified through ongoing stakeholder engagement. Projects are selected based on their alignment with ACSA's values, potential for meaningful impact, and contribution to national development goals. Strategic partnerships with local organisations help extend the reach of community efforts.

Channels for raising concerns

ACSA's grievance mechanisms are available to all stakeholders, including community members, and are supported by systems that log, track and resolve complaints. Regular engagements are held with relevant stakeholders to review and resolve logged concerns.

Impact management

ACSA monitors the outcomes of community and socio-economic development projects and reports on their impact through sustainability disclosures. The company supports local businesses and SMMEs through its enterprise and supplier development programme and preferential procurement practices.

2026 data update: Community engagement and impact, 2026

METRIC	VALUE
Operations with community engagement, impact assessment or development programmes	100.0%
Land acquired for airport development (km2)	-
Grievances raised on community displacement	-

Cultural heritage

ACSA acknowledges the importance of cultural heritage and land-use considerations in infrastructure planning. Environmental impact assessments for major development projects include heritage assessments where relevant. No significant cultural heritage incidents were reported during the reporting period.

Socio-economic development

ACSA's socio-economic development strategy aims to drive inclusive economic growth by enhancing SMME participation, advancing transformation, and improving livelihoods in communities surrounding ACSA operations. The strategy focuses on education, skills development, and environmental sustainability under the community development, food security and SMME support pillars. Key outcomes include enterprise development, job creation, skills development and sustainable community upliftment, underpinned by strong stakeholder partnerships and measurable, ESG-aligned impact.

During the reporting period, R14.7 million (2024/25: R12.6 million) was invested in community development initiatives across the country. These included programmes in early childhood development, science, technology, engineering and maths learner and teacher support, aircraft rescue and firefighting learnership training programme and tertiary bursaries.

The programmes contribute to sustained development outcomes aligned with key SDGs, including Quality Education (SDG 4), Decent Work and Economic Growth (SDG 8) and Reduced Inequalities (SDG 10).

Key community investment highlights during the reporting period include:

- Support for 40 early childhood development practitioners in attaining NQF Level 4 qualifications, enhancing early learning quality near OR Tambo airport.
- A total of 40 participants from 20 early childhood development centres in George and Upington were supported through training, mentoring, and skills transfer in business management, financial management, and early childhood development health and safety standards and provision of learning equipment.
- Support learners and teachers with mathematics, science, and accounting tutorials and additional study materials for grades 10 – 12 at Walmer and Lumko high schools, grades 9 – 12 at Thembisa West High School.
- 11 youth awarded bursaries in the fields of engineering technology, environmental science and accounting
- 20 female youths from local airport communities in Cape Town, George and Kimberley enrolled for the aircraft rescue and firefighting learnership training programme

METRIC	2025/26	2024/25
Corporate social investment	R14.7 million	R12.6 million
Socio-economic development projects implemented	8	11
Early childhood development practitioners supported	40	40
Science, technology, engineering and maths education beneficiaries	772	5 000+
Youth receiving vocational training	20	55
Community bursaries supported	11	-

ACSA also advanced the integration of public transport infrastructure at major airports. Gautrain and municipal bus passenger volumes at OR Tambo International increased, and e-hailing use grew across the airport network. A process to appoint e-hailing operators across all airports is currently in progress. Standardised metered taxi services are in place at OR Tambo International, with implementation underway at King Shaka International and Cape Town International.

Product and customer

Context

ACSA regularly engages with its customers to improve the overall travel experience and meet changing passenger needs. ACSA's customer strategy encompasses passenger safety, accessibility, service quality and the development of technology-led improvements to the travel experience.

Management

ACSA's customer management approach is governed by formal aviation safety and security policies, the customer service framework, and the accessibility commitments embedded in ACSA's transformation policy. Passenger safety and security operations are coordinated with the South African Civil Aviation Authority, South African Police Service and the Border Management Authority. The company endorses the principles of universal design for all new infrastructure development.

Passenger safety and security

ACSA is responsible for providing a safe and secure environment for millions of passengers, visitors, and operational staff across its nine airports. Security operations are aligned with the recommendations of ICAO, SACAA, IATA and ACI. Key security initiatives implemented or progressed during the reporting period include the development of a National Command Centre to monitor aviation security across the network, deployment of a Tactical Crime Prevention and Intervention Unit, replacement of x-ray machines at boarding gates with Smart Security solutions, implementation of behaviour detection screening at all airports and development of automated border control systems including facial recognition and self-service kiosks.

During the reporting period, a security incident occurred at OR Tambo International Airport in which a passenger boarded an international flight carrying two training hand grenades in checked luggage, undetected during hold baggage screening. The incident resulted in a R2 million fine from the South African Civil Aviation Authority. ACSA has since terminated its contract with the relevant screening service provider and is progressing the replacement of screening equipment. This incident has reinforced the priority of security infrastructure modernisation across the network.

Aerodrome emergency exercises are conducted every two years in accordance with ICAO requirements. ACSA has conducted full-scale scale exercises in 2025/26.

Number of aerodrome emergency exercises conducted	7
Frequency of aerodrome emergency exercises	Every two years

Emergency preparedness and response

ACSA maintains airport emergency management plans at each of its nine airports, covering aviation incidents, fire, medical emergencies, security threats and public health outbreaks. Onsite backup power systems are maintained at all airports to ensure continuity of critical safety systems. Emergency response protocols are reviewed following any activation or significant incident.

Public health and safety

Six airports are accredited under the ACI public health and safety readiness accreditation programme. ACSA intends to continue extending accreditation to remaining airports, targeting two airports per financial year.

Passenger wellbeing

The airport service quality index score for the reporting period was 3.86, exceeding the preceding year score of 3.74 and the target of 3.81. Bram Fischer International and George Airport received recognition in the 2024 ACI ASQ Experience Awards , with George Airport receiving a special award for the Easiest Airport Journey in Africa.

Accessibility and inclusive infrastructure

ACSA is committed to improving physical access, communication and service experience for passengers with disabilities, reduced mobility, elderly travellers and other passengers with specific needs. ACSA has

partnered with the South African National Deaf Association (SANDA) to provide South African Sign Language (SASL) training to frontline airport staff. In 2024/25, 119 employees across various airport clusters successfully completed Basic Sign Language training, enhancing their ability to communicate with and assist Deaf and hard-of-hearing passengers. Plans are currently underway to roll out advanced sign language training to further strengthen inclusive customer service capabilities across ACSA's operations. This aligns with ICAO Annex 9 standards and the Transport Summit on Universal Accessibility's Action Plan.

Airport facilities comply with minimum accessibility standards including travelators, gradient ramps, dedicated passenger lifts, and wheelchair access to retail, restaurant, and viewing areas. ACSA has launched a R21 billion infrastructure refurbishment programme incorporating accessible design standards, phased through to 2027.

Product and service information

ACSA is committed to providing clear, accurate and timely information about airport services, facilities, and operational processes. Technology-led improvements under development include a unified digital platform, biometric border control systems, a passenger-facing app, upgraded queue management systems and a new public address system.

Product and service compliance

ACSA ensures that its services comply with applicable aviation regulations and quality standards. Passenger feedback and incident monitoring inform the assessment of compliance, covering adherence to safety protocols, cleanliness and emergency response readiness.

Product quality

The ASQ Index score of 3.86 exceeded the target of 3.81, reflecting strong overall passenger satisfaction. Ongoing improvements to terminal infrastructure, digital services and frontline staff capabilities are designed to maintain and improve service quality over time.

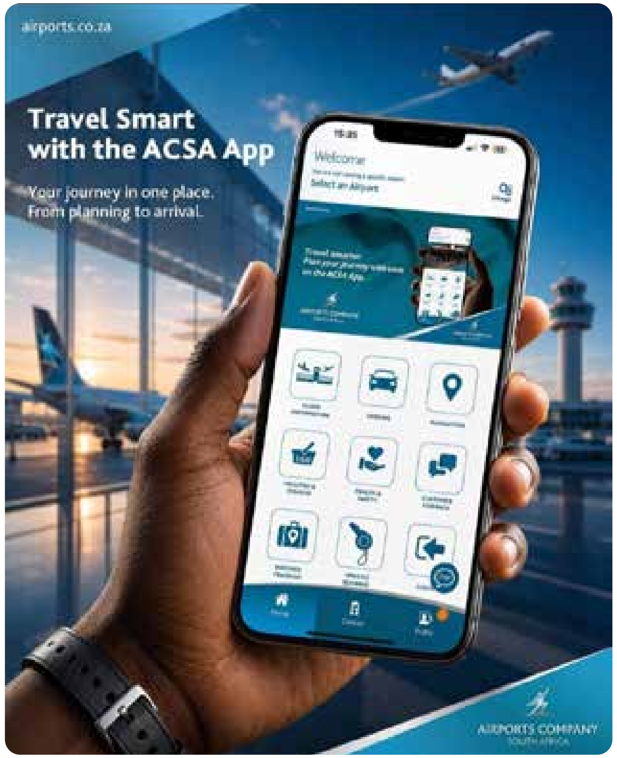
Marketing communications

Marketing and communications initiatives at ACSA prioritise transparency and responsible messaging. Campaigns are designed to inform and educate passengers about available services, safety protocols and accessibility improvements. All communications reflect actual service delivery.

Product innovation

ACSA is advancing technology-led improvements to the passenger experience, including biometric border control systems developed in collaboration with the Department of Home Affairs and the Border Management Authority, a passenger-facing app, upgraded queue management systems and an updated public address system.

METRIC	TARGET	2025/26	2024/25
ASQ index score	3.81	3.86	3.91
Regulatory fines – aviation safety and security	-	R2 million	
Airports with ACI public health readiness accreditation	Baseline	6 of 9	Not measured



04

GOVERNANCE

Governance context

Regional and sector context

South Africa's governance environment presents both opportunities and challenges for state-owned entities. The constitutional framework, supported by progressive legislation including the Public Finance Management Act, the Companies Act, and the King V™ Report on Corporate Governance, provides a strong normative foundation for ethical and accountable governance. At the same time, state-owned entities operate under heightened public and regulatory scrutiny, with expectations of transparency, accountability and ethical conduct that extend beyond those applied to privately owned companies.

ACSA operates as a state-owned company mandated to serve both commercial and developmental objectives. Its governance framework must balance the demands of financial sustainability, regulatory compliance, shareholder accountability and the broader public interest.

ACSA operates within a multi-agency regulatory environment involving the South African Civil Aviation Authority, the Department of Transport, the Border Management Authority, the South African Police Service and national treasury oversight mechanisms. Furthermore, the aviation sector adds further governance complexities by other international civil aviation agencies.

Governance performance during the reporting period reflected both meaningful progress and areas requiring continued improvement. Ethics management policy training coverage significantly exceeded its target, and ethics maturity continued to improve. Supply chain governance challenges were identified and are being addressed through formal corrective processes.

Corporate governance

Context

ACSA's corporate governance framework provides the structural foundation for ethical conduct, accountability, and strategic oversight across the organisation. The framework is aligned with the King V™ Report on Corporate Governance and applicable national legislation and is supported by a multi-layered oversight structure encompassing the Board, Board committees, executive management and operational functions.

Governance structure

ACSA adheres to high standards of corporate governance, ensuring transparency, accountability and ethical conduct across all business operations. Governance practices are informed by the King V™ Code, with alignment to emerging global and industry frameworks under ongoing consideration.

The governance structure is supported by internal audit and assurance mechanisms that maintain a degree of independence from ESG and operational implementation teams. Material ESG risks and progress on the ESG roadmap are escalated to the Board for review and oversight as part of its strategic governance responsibilities.

Board composition

As at the reporting period, ACSA's Board comprised 11 members: seven independent non-executive directors, two non-executive directors and two executive directors, being the chief executive officer and chief financial officer. This reflects a Board independence level of 64%.

METRIC	2025/26	2024/25
Number of Board members	11	11
Independent non-executive directors	7	9
Non-executive directors	2	-
Executive directors	2	2
Board independence level	64%	82%
African male	4	5
African female	6	5
Indian male	1	1

Board members hold expertise spanning law, finance, governance, regulation, aviation management and infrastructure, aligned with national legislation and King V. Directors' tenure and demographic information are publicly disclosed in accordance with King V™ transparency requirements. Full board member profiles are available at www.airports.co.za.

Board composition is reviewed periodically by the Human Resources, Remuneration and Nominations Committee to identify skills gaps and guide succession planning.

Board nomination and selection

Board appointments are governed by national legislation and ACSA's memorandum of incorporation. The nomination process is overseen by the Human Resources, Remuneration and Nominations Committee, ensuring alignment with the Board's skills needs, diversity objectives and succession planning priorities. Appointments are formally approved by the Minister of Transport following recommendation by the Board.

Relevant knowledge, skills and expertise

The Board comprises a diverse mix of expertise across financial management, technology and innovation, business administration, governance, compliance, stakeholder engagement, communications, aviation, logistics and transport, risk management, forensic investigation, public administration and strategic leadership. ESG-related competencies, including governance, risk management, stakeholder engagement and compliance, are embedded within ACSA's Board competency matrix and are regularly monitored. Board members also participate in ongoing ESG-focused training and knowledge-sharing initiatives to strengthen oversight and support evolving sustainability priorities.

Board performance

ACSA conducts annual Board skills assessments to support continuous improvement of Board effectiveness. This process identifies skills gaps, informs director development priorities and supports informed succession planning. Board performance is reviewed through the Human Resources, Remuneration and Nominations Committee in line with King V™ requirements.

Conflicts of interest

The Board has approved the Ethics management policy addressing the management of conflicts of interest. Directors are required to perform their duties in good faith, for proper purpose, and in the best interests of the company. ACSA maintains a register of prominent influential persons, updated annually and publicly disclosed. The ethics management policy is communicated to all employees and forms part of the annual ethics training and declaration programme.

Remuneration and compensation

ACSA's Board charter outlines remuneration governance. Non-executive directors are appointed for a three-year renewable term and their remuneration is approved by shareholders. The Human Resources, Remuneration and Nominations Committee oversees remuneration matters and ensures alignment with fair remuneration principles.

Executive compensation practices are currently not linked to ESG performance metrics. ACSA is considering how to incorporate ESG performance indicators into executive remuneration in future cycles to strengthen accountability for sustainability outcomes.

Critical concerns

ACSA tracks critical concerns primarily through its whistleblower mechanisms. The Forensic Investigation unit, housed within internal audit, manages case intake and resolution. During the reporting period, 95% of whistleblower cases were resolved. Cases related to financial misconduct, procurement irregularities, and ethical breaches. Escalation protocols ensure Board-level visibility through the Social and Ethics Committee.

A forensic investigation was conducted during the period in response to identified deficiencies within supply chain management. Corrective actions arising from this investigation are being implemented and monitored through the relevant governance structures.

METRIC	TARGET	2025/26	2024/25
Whistleblower cases resolved	100%	95%	69%

Impacts management

The Board and executive management monitor the social, environmental, and economic impacts of ACSA's operations through formal risk management processes and committee oversight. ESG-related impacts are increasingly integrated into reporting frameworks and operational decision-making. Areas prioritised for impact tracking include ethical culture, supply chain practices and airport safety.

Sustainability reporting

Efforts are underway to improve the consistency, accuracy, and completeness of ESG data reporting and validation processes. The Board and management regularly review the ESG roadmap, with oversight responsibilities being progressively formalised. Internal systems are being strengthened to enhance the transparency and governance of ESG information.

No external assurance of ESG data is currently in place. The introduction of limited assurance over selected ESG metrics is under consideration for future reporting cycles. An ESG data management system procurement project is underway with the information technology function to establish a centralised repository for ESG data.

Compliance

ACSA maintains an ethics and compliance framework aligned to King V™, national legislation and international best practices. Oversight is provided by the Audit and Risk Committee and the Social and Ethics Committee. Compliance policies include code of ethics, the ethics management strategy and the ethics implementation plan. The forensic investigation unit monitors adherence, investigates potential breaches and implements corrective actions. Compliance performance is monitored through quarterly reporting to the Executive Committee and Audit and Risk Committee.

Audits, accreditations and verification

An ESG maturity assessment was conducted during the reporting period, with a workshop held with the Executive Committee to review findings and identify priority improvement areas. The ethics maturity assessment conducted by the Ethics Institute in 2024 assessed ACSA's ethical culture maturity at 61%, classified as developing, up from 28% underdeveloped at the 2018 baseline. The assessment is conducted on a three-year cycle, with a target for ACSA to achieve full maturity by 2028/29. Internal audit provides assurance over governance processes, financial controls and compliance with applicable policies.

METRIC	2025/26	2024/25
Ethical culture maturity: total index	61%	61%

Leadership, ethics and corporate citizenship

Context

ACSA's approach to leadership, ethics, and corporate citizenship is grounded in the recognition that sustainable business performance and ethical conduct are inseparable. The Board sets the ethical tone for the organisation and is responsible for ensuring that governance, accountability and ethical conduct are embedded across all levels of operations.

Leadership

The Board leads by example in upholding ethical and responsible business practices. Ethical conduct is reinforced through signed ethics pledges by Board members, values-based training, and a Code of Ethics incorporated into employment contracts and service agreements. Oversight of ethical culture is delegated to the Social and Ethics Committee, which monitors organisational behaviour, ethics strategy implementation and adherence to ethical standards.

The ESG roadmap has been approved by the Board and is implemented with the support of external service providers. ESG governance remains a strategic priority and is reviewed periodically by the Board and executive management.

The ethics maturity programme continues to inform the design of training, oversight and culture-building interventions across the organisation.

OVERSIGHT STRUCTURE	ROLES AND RESPONSIBILITIES	FREQUENCY	ACCOUNTABLE TO
Board	Overall accountability, governance and oversight of ESG matters	Quarterly	ACSA shareholders
Social and Ethics Committee	Monitoring the group's activities pertaining to ESG	Quarterly	Board of Directors
Executive Committee	Measures the adequacy and implementation of ESG procedures	Monthly	Social and Ethics Committee and Board
Corporate Service: Governance	Responsible for implementation of ESG procedures	Planned interval	Executive Committee
Transformation, Human Resources and Sustainability Committee	Strategic direction on human resources, transformation and sustainability	Quarterly	Executive Committee

Policy commitment and implementation

ACSA maintains a governance policy framework covering ethical conduct, anti-corruption, conflicts of interest, whistleblowing, procurement governance and regulatory compliance. Key policies include the code of ethics, the ethics management strategy, and the ethics implementation plan. These policies are approved by the Board, monitored by the Social and Ethics Committee, and communicated to all employees through annual training and induction processes.

Policy development and review processes are ongoing to ensure alignment with emerging regulatory requirements and evolving stakeholder expectations. The implementation of the ESG reporting strategy has prompted the refinement of relevant ESG policies to support improved disclosure and performance tracking.

Governance roles and oversight

ACSA's ESG governance structure ensures that ESG considerations are integrated into the organisation's operations and decision-making processes.

Ethics management

ACSA has committed to a zero-tolerance approach to fraud and corruption. During the reporting period, 97.5% of employees received ethics, fraud and corruption awareness training, significantly exceeding the target of 80%. This training covers ACSA's code of ethics, the ethics management policy, ethics management manual, ethics strategy and management plan.

Board members have signed ethics pledges reinforcing their commitment to ethical conduct. The Social and Ethics Committee oversees implementation of the ethics strategy and monitors the integration of ethical conduct standards across the organisation. ACSA maintains an anonymous anti-corruption hotline accessible by free call on 0800 00 80 80, by email at acsa@thehotline.co.za and at www.thehotline.co.za.

METRIC	TARGET	2025/26	2024/25
Employees trained in ethics, fraud and corruption awareness	80%	97.5%	97%
Legal actions relating to anti-competitive behaviour	-	-	-

Anti-competitive behaviours

ACSA adheres to the principles of fair competition and maintains policies addressing anti-competitive behaviour. The code of ethics reinforces expected conduct in line with legal and ethical standards. Oversight is provided through regular ethics and compliance training and monitoring by the Social and Ethics Committee. No incidents of confirmed anti-competitive behaviour were reported during the reporting period.

Taxation

ACSA is required by government to report on financial matters including taxation. As a state-owned company, ACSA's financial reporting obligations include disclosure of tax compliance and financial assistance received. Further disclosure on taxation practices is under consideration for future reporting cycles.

Political contributions and lobbying

No political contributions were made during the reporting period. ACSA engages with government stakeholders in accordance with legal and governance frameworks. Financial assistance or subsidies received are disclosed in accordance with applicable laws.

Risk management

Context

Effective risk management is fundamental to ACSA's strategic direction, operational continuity, financial sustainability and ESG performance. As the operator of critical national infrastructure, ACSA faces a complex and evolving internal and external risk landscape encompassing aviation safety, security, environmental, social, governance, cybersecurity and climate-related risks.

Risk governance and oversight

The ESG roadmap is reviewed periodically by the Board and management. The Audit and Risk Committee oversees ACSA's risk management framework, financial reporting, audits, and compliance. The Social and Ethics Committee monitors ethical culture, ESG performance and stakeholder-related risks.

Risk management framework

ACSA's enterprise risk management framework identifies, assesses, and monitors risks across the organisation. Strategic risks are identified annually alongside controls and mitigation measures, with quarterly risk reviews supporting the ongoing relevance of risk management processes, and the organization's ability to achieve business continuity. ESG risks are integrated into the enterprise risk management system and escalated to the Board through the Social and Ethics Committee.

Risk appetite and tolerance

ACSA's risk appetite is defined in terms of the level of risk the organisation is willing to accept in pursuit of its strategic objectives. Risk tolerance thresholds are applied across key risk categories including strategic, safety, security, operational, financial, reputational, compliance and legal risks. The Board reviews and approves the risk appetite statement as part of its annual governance cycle.

Principal risks and opportunities

ACSA's principal risk categories include aviation safety and security, occupational health and safety, financial and commercial risk, infrastructure and assets, business continuity and operational resilience, compliance, legal and regulatory risk, reputational risk, ESG and climate risk, cybersecurity and information governance risk, and supply chain risk. ESG materiality findings are increasingly informing the identification and prioritisation of risks within the enterprise risk management framework.

Physical climate risks – including water supply disruption, energy security risks and extreme weather operational impacts – are monitored through the risk framework. Transitional risks include regulatory requirements on emissions reporting and reputational risks associated with inadequate climate action.

Integration of risk with ESG and materiality

ESG materiality is under review within the risk management framework, with the aim of improving alignment between stakeholder expectations, business priorities, and the organisation's risk and performance management processes. While the enterprise risk element addresses the uncertainties and opportunities aspects of risk management, the business continuity element entrenches the business sustainability through emergency preparedness and resilience building. These processes are expected to enhance the visibility of ESG-related impacts in enterprise decision-making.

Emerging risks and scenario analysis

Emerging risks under consideration include the accelerating pace of digitalisation and associated cybersecurity exposures, the physical and transitional consequences of climate change, the evolving regulatory landscape for ESG disclosure and reputational risks associated with governance and procurement performance.

Climate scenario analysis has not yet been applied to stress-test long-term business or infrastructure plans. This represents a development area for future reporting cycles.

Risk mitigation and controls

Risk mitigation measures are implemented across all principal risk categories. Aviation safety risks are mitigated through regulatory compliance, safety management systems, OHS governance and operational procedures. Financial risks are managed through financial planning, treasury controls and commercial oversight. Reputational and governance risks are addressed through the ethics and compliance framework and whistleblower mechanisms. Climate and environmental risks are mitigated through the environmental management system, renewable energy deployment and water efficiency measures.

METRIC	2025/26	2024/25
Significant governance incidents (as per ACSA appetite)	-	-

Risk monitoring and review

ACSA conducts continuous risk reviews to ensure that identified risks and mitigation measures remain current and relevant. Risk performance is reported quarterly to the Executive Committee and Audit and Risk Committee. The Board reviews the risk profile annually and monitors progress on mitigations quarterly as part of its strategic governance responsibilities.

Crisis management and business continuity

ACSA has demonstrated financial and operational resilience through its governance and financial management practices. The governance framework enables agile response to external challenges including civil unrest, jet fuel shortages, geopolitical events and public health emergencies. Business continuity planning is embedded in governance processes and supported by risk monitoring activities across the nine-airport network.

Airport safety and security operations are coordinated with the South African Civil Aviation Authority, South African Police Service, and the Border Management Authority. Operational security audits are conducted regularly to ensure compliance with national and international safety standards. ACSA recognises its role in preventing the trafficking of humans, wildlife and illegal substances, with relevant measures including inter-agency collaboration, security protocols and training aligned with aviation security standards.

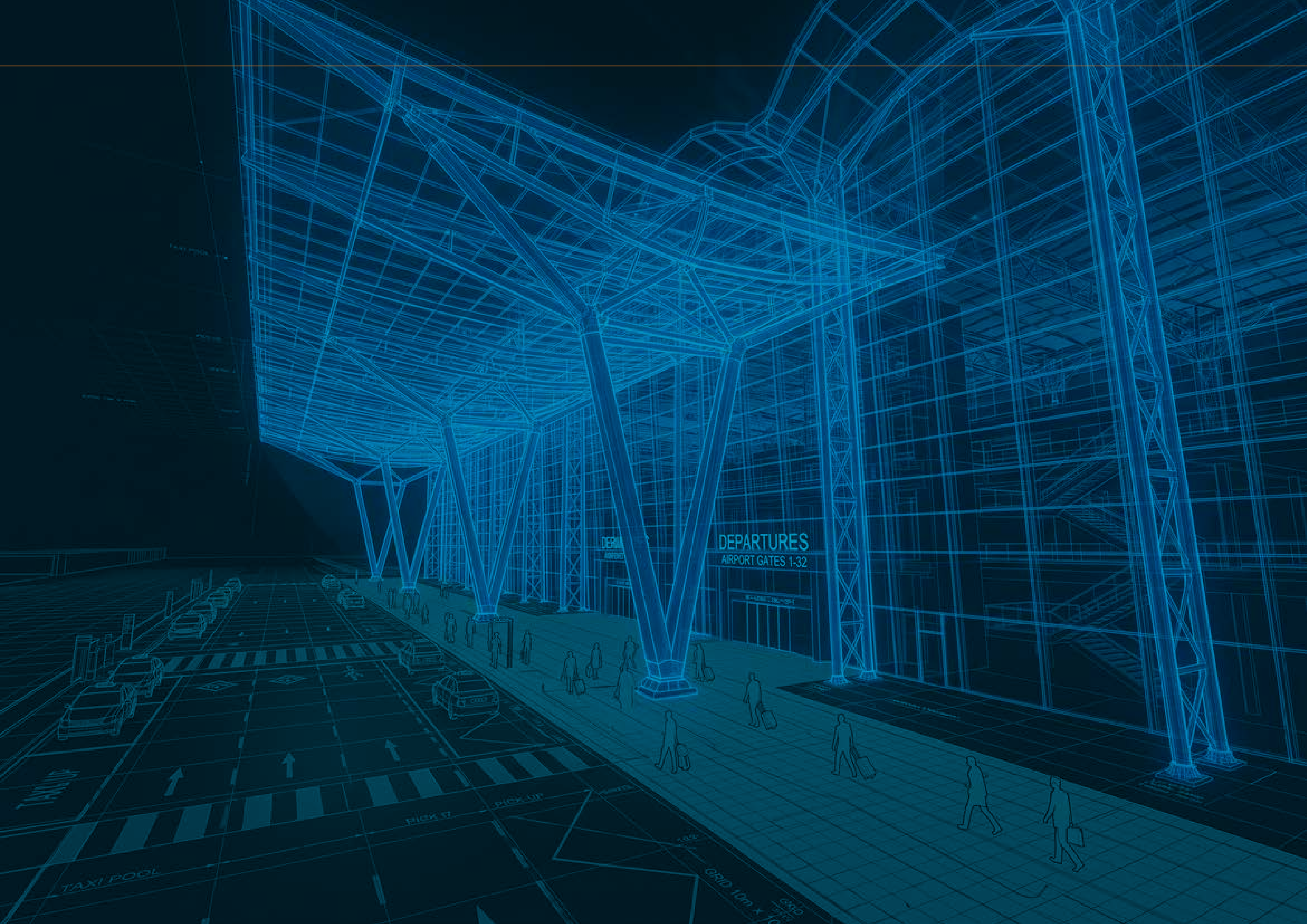
Data privacy and security

ACSA continues to strengthen cybersecurity and data protection protocols in alignment with relevant regulatory and risk management requirements. The company's cybersecurity strategy is led by a dedicated team and chief information security officer, with 24-hour threat monitoring, advanced digital security systems across airports and cloud environments, and regular internal and external security audits.

ACSA complies with the Protection of Personal Information Act, the General Data Protection Regulation, the Payment Card Industry Data Security Standards and the Minimum Information Security Standards. Cybersecurity insurance is maintained to manage evolving cyber risks.

Acronyms

ACSA	Airports Company South Africa SOC Ltd
ACI	Airports Council International
ASQ	Airport Service Quality
BBBEE	Broad-Based Black Economic Empowerment
CO_2-eq	Carbon dioxide equivalent
ESG	Environmental, Social and Governance
GHG	Greenhouse gas
GL	Gigalitre
GRI	Global Reporting Initiative
GWh	Gigawatt hour
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
IFRS	International Financial Reporting Standards
ISO	International Organisation for Standardisation
kL	Kilolitre
kWh	Kilowatt hour
MJ	Megajoule
NQF	National Qualifications Framework
OHS	Occupational Health and Safety
PAX	Passengers
PV	Photovoltaic
SACAA	South African Civil Aviation Authority
SANDA	South African National Deaf Association
SASL	South African Sign Language
SDG	Sustainable Development Goal
SMME	Small, Medium and Micro Enterprise
SOC	State-owned Company
TCFD	Task Force on Climate-related Financial Disclosures
tCO_2e	Tonnes of carbon dioxide equivalent
UN	United Nations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ISBN: RP247/2026
RP number: 978-0-621-52276-1

AIRPORTS COMPANY
SOUTH AFRICA