



ESG  
REPORT

2024/5

## SUSTAINING THE PULSE

The heartbeat of trade,  
tourism and economic activity

[www.airports.co.za](http://www.airports.co.za)

  
AIRPORTS COMPANY  
SOUTH AFRICA

# Contents

## 1

### Summary

Executive Summary	04
ESG Highlights	04
About ACSA	05
ESG Governance	06
ESG Strategy	07
Policies	09
ESG Goals and Targets	10

## 2

### Environmental

Environmental Context	18
Environmental Commitments	18
Achievements and Challenges	19
Climate Change	19
GHG Emissions	20
Energy	20
Water	22
Resource Use and Circularity	22
Waste	22
Pollution	23
Biodiversity and Ecological Impacts	23

## 3

### Social

Social performance Overview	26
Labour and Labour Practices	27
Value Chain	30
Stakeholders	31
Health and Safety	31
Community	32
Product and Customer	34

## 4

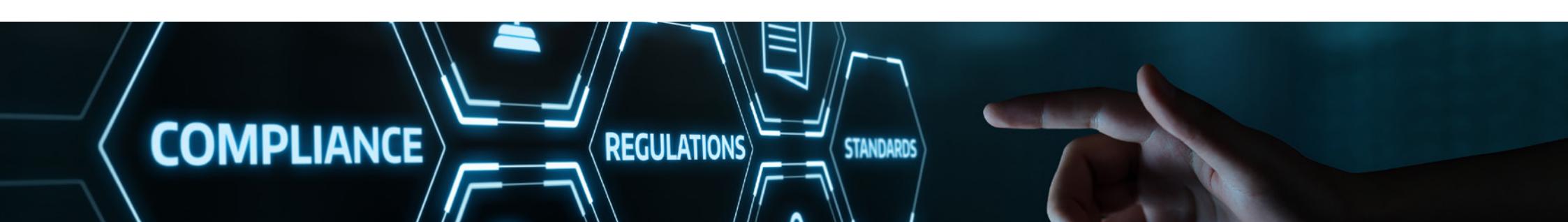
### Governance

Overview	36
Corporate Governance	36
Leadership, Ethics and Corporate Citizenship	38
Risk Management	39

## 5

### Outlook

41



COMPLIANCE

REGULATIONS

STANDARDS

# 1

# ESG Summary



Executive Summary	04
ESG Highlights	04
About ACSA	05
ESG Governance	06
ESG Strategy	07
Policies	09
ESG Goals and Targets	10

# Executive Summary

Airports across the globe are increasingly adopting ESG reporting to build an inclusive institutional framework that achieves good governance, compliance, and stewardship. The growing areas of interest for ESG include public health, protection of the environment, diversity, equality, and inclusion. In this post-pandemic environment, airports are expected to ensure that the planning, construction of airport facilities, and operations are economically sustainable and inclusive and are socially and environmentally responsible.

To set the baseline, the company must ensure that its ESG framework is embedded in global best practice, focusing on standards, regulations, and sustainability goals. Assessment of the top ESG reporting frameworks reveals that the Global Reporting Initiatives

("GRI") is among the recommended ESG reporting standards. The GRI reporting standard was applied in the ESG Report because it is one of the most widely used frameworks to disclose our impact on ESG pillars due to its multi-stakeholder consultative approach, according to ACI World.

This ESG report provides an update on Airports Company South Africa's (ACSA) progress regarding projects, programmes, and strategic initiatives against the ESG Roadmap Implementation Plan, as executed by business. The report covers the period from 1 April 2024 to 31 March 2025 and aims to provide comprehensive information on the organisation's progress toward supporting group strategic ESG objectives during the review period. The ESG Roadmap and reporting approach will continue to evolve in response to internal progress and emerging expectations.

We have demonstrated significant advancement toward the ambitions outlined in our ESG Reporting Strategy during the period under review. The Social pillar has shown the strongest performance, with Environmental initiatives demonstrating excellent results given the complexity of these projects. Governance has progressed at a slower pace, though this does not reflect a lack of commitment to delivering on established KPIs and targets. ESG systems and reporting structures are still being strengthened to support greater completeness and alignment.



# About ACSA

Airports Company South Africa (ACSA) is a state-owned company mandated to own, manage, operate and develop South Africa's principal airports. Established in 1993, we operate nine airports, including major international gateways such as OR Tambo, Cape Town, and King Shaka International. The organisation 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 from the Public Investment Corporation, employee trusts, and empowerment investors.

We provide a full spectrum of airport services, encompassing aeronautical services (e.g. landing and passenger fees), non-aeronautical services (e.g. retail, parking, property, advertising), and non-core services (e.g. technical consulting, training,

and international investments). Our core value proposition is: "Connecting people to people, places, dreams and opportunities." Strategic initiatives also focus on enabling integrated logistics, economic development, and sustainability, including the development of Airport Cities and Aerotropolis hubs.

The company operates a national network of nine airports: OR Tambo International (Johannesburg), Cape Town International, King Shaka International (Durban), Chief Dawid Stuurman International (Gqeberha), King Phalo Airport (East London), Bram Fischer International (Bloemfontein), George Airport, Kimberley Airport, and Upington International. We also provide technical advisory and consulting services to airports within South Africa and internationally and hold equity investments in select international airport operations.



## VISION

To be the most sought-after partner in the world for the provision of airport management solutions by 2030.



## MISSION

To acquire, develop and manage world-class airports and related businesses for the benefit of all our stakeholders and the socioeconomic development of South Africa.



## VALUES

We define our values by using the acronym PRIDE:

- Passion
- Results
- Integrity
- Diversity
- Excellence



# ESG Governance

Airports Company South Africa (ACSA) is committed to sustainable development and growth, balancing economic prosperity with social equity and environmental integrity. To achieve this, the company has implemented an Environmental, Social, and Governance (ESG) framework, guided by the King IV Report on Corporate Governance and aligned with international best practices. We periodically review our ESG governance structures to ensure alignment with evolving industry expectations and best practices.

The following section sets out ACSA's ESG governance structures, highlighting the key bodies and individuals responsible for overseeing ESG-related risks and opportunities.

## Governance Arrangements

Our ESG governance structure ensures that ESG considerations are integrated into all aspects of the organisation's operations and decision-making processes. The Board of Directors, along with various committees and key individuals, plays a crucial role in overseeing the implementation of the ESG policy and ensuring that we achieve our sustainability goals. Oversight functions maintain a degree of independence from ESG implementation teams and are supported by internal audit and assurance mechanisms to promote credibility and control integrity.

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. This governance structure reflects our commitment to sustainable development and growth, balancing economic prosperity with social equity and environmental integrity. It is supported by the integration of ESG risks into the company's enterprise risk management system and by day-to-day engagement from operational and functional teams who track ESG data, monitor performance, and escalate material risks and opportunities to the appropriate oversight forums.

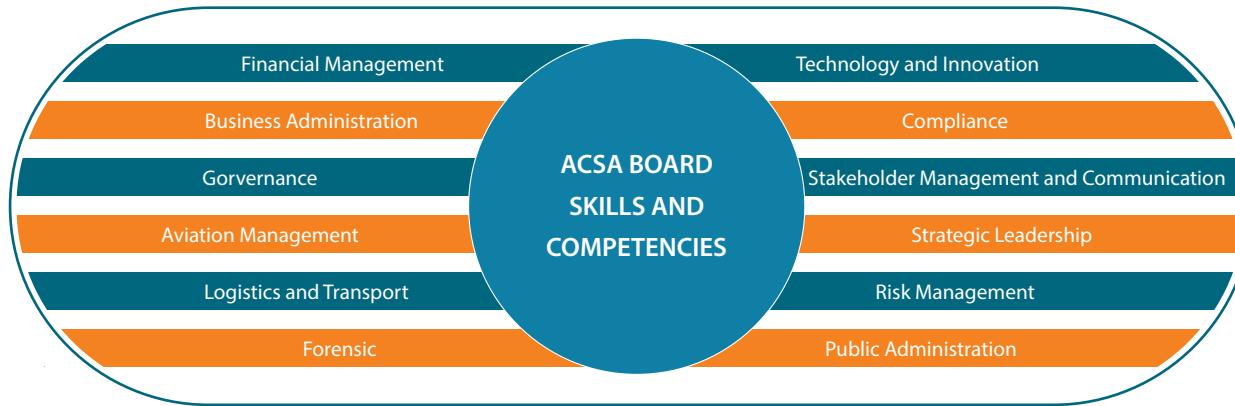
ACSA's ESG governance structure is a multi-layered system that ensures oversight and implementation of ESG initiatives. The key components of this structure include:

### Board Oversight of ESG Matters

Oversight Structure	Roles & Responsibilities	Frequency of Meetings	Accountable To
<b>Board</b>	Overall accountability, governance and oversight of ESG matters.	Quarterly	ACSA Shareholders
<b>Social &amp; Ethics Committee</b>	Monitoring the Group's activities pertaining to ESG.	Quarterly	Board of Directors
<b>Executive Committee</b>	Measures the adequacy and implementation of the procedures that are put in place.	Monthly	SEC and Board of Directors
<b>Corporate Service: Governance</b>	Responsible for the implementation of ESG procedures.	Planned Interval	Executive Committee
<b>Transformation, Human Resources and Sustainability Committee</b>	Supports ACSA through providing standardised, expert and aligned strategic direction and execution on human resources, transformation, and sustainability issues to ensure commitment and achievement of a balanced and integrated economic, social and environmental performance objectives.	Quarterly	EXCO

## ESG Governance: Board Skills and Competencies

The Board's skills and experience encompass a wide range of areas, including:



This diverse skill set enables the Board to effectively oversee the company's operations and ensure its long-term sustainability. Furthermore, the Board's expertise in areas such as public governance, development management, data engineering, information systems knowledge management, economics, commercial law, politics, and urban and regional planning provides a strong foundation for understanding and addressing ESG and sustainability issues. Board composition and competencies are periodically reviewed to identify skills gaps and ensure continued alignment with ACSA's ESG governance priorities.

Board skills planning is informed by evolving stakeholder expectations regarding ACSA's sustainability and ESG leadership responsibilities. Board skills relevant to ESG - such as risk management, governance, stakeholder engagement, and compliance - are tracked as part of ACSA's competency matrix. The inclusion of sustainability-related expertise is under ongoing consideration.

The Board's commitment to ESG and sustainability is evident in the company's various initiatives and policies, including the implementation of the ESG Reporting Strategy, the focus on environmental protection and social responsibility, and the adherence to high standards of corporate governance. Board members periodically engage in ESG training and knowledge-sharing initiatives to support effective governance in this area. The Board's diverse skills and experience, combined with its commitment to ESG and sustainability, contribute to the company's long-term success and its positive impact on the environment and society, and ACSA is considering ways to benchmark board ESG governance capabilities against emerging standards to support continuous improvement.

## ESG Strategy

Airports Company South Africa is committed to long-term sustainability and value creation through a strategy built on four strategic pillars: safe and secure operations, customer-centricity, commercial sustainability, and environmental and social stewardship. Our business model integrates aeronautical and non-aeronautical revenue streams, underpinned by operations across nine domestic airports and a growing advisory services footprint internationally.

The company's ESG Reporting Strategy (2023/24-2028/29) articulates its sustainability principles, strategic focus areas, targets, and implementation approach. It aligns with national development goals and integrates environmental, social, and governance considerations into our long-term growth and infrastructure investment plans. As ESG practices continue to evolve globally, the strategy is intended to remain responsive and may be refined over time to reflect shifts in both internal priorities and external guidance.

ACSA's ESG Reporting Strategy is designed to achieve the following strategic 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 (UN SDGs).
- Reinforce ACSA's reputation as a responsible and sustainable State-Owned Entity.

### Key Features

Our ESG Reporting Strategy provides a structured framework to guide the company's sustainability efforts. It aligns with global standards, incorporates materiality assessments, focuses on key ESG areas, and supports stakeholder engagement and transparent

reporting. The strategy is intended to support long-term business planning and respond to investor and public expectations for clear ESG performance.

## 1. Alignment with Global Standards and Frameworks

Our ESG reporting is strategically aligned with global standards and frameworks, including the Global Reporting Initiative (GRI) and the UN Sustainable Development Goals. The GRI framework is particularly relevant due to its multi-stakeholder consultative approach and inherent flexibility. This alignment ensures that the company's ESG reporting adheres to international best practices and meets the sophisticated expectations of investors and stakeholders.

## 2. Materiality Assessment

We apply the principle of double materiality, assessing matters that are significant to both stakeholders and the organisation's ability to create value. A structured materiality determination process is undertaken, including ongoing stakeholder engagement and internal validation.

Key stakeholder groups include government entities, employees, investors, regulatory bodies, customers, and surrounding communities. Engagement takes place through surveys, forums, meetings, and ongoing communication channels. Material matters are mapped to our strategic priorities and reviewed annually to ensure continued relevance.

To strengthen this approach, the company is considering the introduction of additional segmentation methods to differentiate and map stakeholder influence, interest, and relevance. This may support a more traceable alignment between identified material matters and stakeholder engagement inputs.

The materiality assessment process includes the following steps:

- **Identification of Potential issues**  
ACSA considers its strategic objectives, stakeholder input, sustainability developments, and sector-specific practices to determine relevant ESG topics.
- **Evaluation of impacts**  
Each issue is assessed in terms of its potential effect on the business, the environment, and society.
- **Prioritisation of Material Matters**  
Material topics are ranked based on their significance to ACSA and its stakeholders. This ensures that reporting focuses on the most relevant areas.
- **Ongoing Review**  
Materiality is reviewed regularly to reflect changes in the business context and emerging ESG trends, maintaining the relevance of disclosures over time.

Figure 1: ACSA's Materiality Assessment Process



## 3. Focus Areas and Material Matters

Our ESG Reporting Strategy concentrates on key areas across environmental, social, and governance pillars. To support continuous improvement, we are exploring how additional ESG themes and disclosures may be reflected in future iterations of this framework. This may include consideration of evolving expectations related to customer accessibility, environmental impact mitigation, and governance structures such as board remuneration alignment with performance.

### Environmental

Recognising the significant environmental footprint of airport operations, the company is committed to comprehensive reduction strategies.

- **Energy Efficiency**  
Implementation of advanced energy-efficient technologies and practices to minimise energy consumption and greenhouse gas emissions.
- **Renewable Energy Adoption**  
Strategic investments in renewable energy sources, such as solar power, to reduce fossil fuel dependence.
- **Water Conservation**  
Deployment of water-efficient technologies to minimise resource consumption.
- **Waste Management**  
Effective waste reduction, recycling, and composting initiatives, to minimise waste generation and environmental impact.
- **Carbon Emissions Reduction**  
Establishing and executing strategies to minimise carbon emissions across airport operations including ground operations, passenger and cargo transportation, and energy consumption.

## Social

ACSA recognises its responsibility and is dedicated to creating positive social impact through:

- **Employee Well-being**

Provision of a comprehensive programme supporting physical and mental health, including wellness initiatives and work-life balance support. Providing programmes and initiatives to support the physical and mental well-being of employees, including health and wellness programmes, employee assistance programmes, and work-life balance initiatives.

- **Community Development**

Targeted investments in education, skills development, and economic empowerment programs that benefit surrounding airport communities.

- **Safety and Security**

Robust implementation of safety and security measures protecting passengers, employees, and airport infrastructure.

## Governance

We are committed to maintaining the highest standards of corporate governance, ensuring transparency, accountability, and ethical conduct across all business operations. Key governance practices include:

- **Board Diversity and independence**

Ensuring a Board of Directors that demonstrates diversity and independence, combining varied skills and experiences to provide strategic oversight.

- **Robust Corporate Governance Framework**

Implementing a governance framework aligned with King IV recommendations and relevant regulatory standards.

**Financial Sustainability**

Ensuring long-term financial viability through financial management and financial reporting.

- **Anti-Corruption**

Developing and implementing sophisticated anti-corruption protocols to prevent, detect, and mitigate potential ethical breaches.



## 4. Stakeholder Engagement

We recognise stakeholder engagement as a critical component of our ESG Reporting Strategy. The company proactively engages with diverse stakeholders, including investors, employees, customers, local communities, and government agencies, together comprehensive feedback. This will be strengthened in future to ensure that ESG reporting addresses evolving concerns and expectations.

ACSA is exploring ways to deepen this engagement by incorporating more structured mechanisms to segment and prioritise stakeholder groups based on their relative influence, interest, and role in the ESG context. This may enhance the responsiveness and traceability of the strategy going forward.

The Stakeholder Relations Strategy supports ESG objectives through multiple engagement channels:

- **Industry-Wide Consultations**

Conducting strategic dialogues with aviation industry leaders "Captains of Industry", to discuss ESG reporting and gather insights on its ESG initiatives.

- **Partnership Strategy Model**

ACSA has an approved partnerships strategy and engagement framework for interacting with government agencies, airlines, commercial partners, and local communities.

- **ESG Coordination**

Establishing a centralised ESG hub to:

- Streamline network-wide ESG efforts.
- Conduct comprehensive research and assessment of ESG initiatives.

- Facilitate stakeholder collaboration.

- **Change Management Programme**

Implementing a change management programme to encourage stakeholder adoption of ESG principles.

- **Multi-Channel Engagement Platforms**

Utilising diverse communication channels to facilitate dialogue and collaboration including:

- Airline operator committees
- External stakeholder newsletters
- Digital engagement platforms

## 5. Reporting and Disclosure

We are committed to transparent and comprehensive ESG reporting, acknowledging the increasing investor and stakeholder demand for detailed ESG disclosures. The company aims to align its reporting practices with global best practices, with plans to publish an annual sustainability report providing in-depth insights into ESG performance.

ACSA is considering ways to strengthen its reporting approach by more explicitly linking ESG disclosures to decision-making processes and internal management systems. These efforts aim to support more informed planning and operational responsiveness across the organisation.

The annual sustainability report will encompass:

- **Targeted Performance Tracking**

Comprehensive reporting on progress toward ESG targets, including both quantitative and qualitative metrics.

- **Transparency Around Challenges Faced**

Candid discussions of implementation challenges and strategic mitigation approaches to overcome them.

- **Future Forward Strategy**

Detailed outline of future ESG initiatives and targets, demonstrating commitment to continuous improvement.

The strategy provides the structure and direction necessary to embed ESG within core operations, build trust, and drive future performance improvements.

# Policies

We maintain a range of policies that support ethical conduct, compliance, and sustainability across the organisation. Governance-related policies include a Code of Ethics, Conflict of Interest Policy, and Whistle-blowing Policy.

Environmental and social policies address key areas such as health and safety, environmental management, and corporate social investment. These are aligned with national legislation and international practices.

Risk and compliance policies underpin the company's approach to identifying and managing risks, including ESG-related risks. Policy development and review processes are ongoing, ensuring alignment with emerging regulatory requirements and evolving stakeholder expectations. The implementation of our ESG Reporting Strategy has prompted the refinement of relevant ESG policies to support improved disclosure and performance tracking.

# ESG Goals and Targets

This section outlines our ESG goals and targets as set out in the ESG Reporting Strategy. The company has defined objectives for the period 2023–2029, with a focus on continuous improvement and sustainable development.

These goals aim to:

- Guide and support ESG-related initiatives
- Enable consistent measurement and tracking of ESG performance
- Promote meaningful organisational change

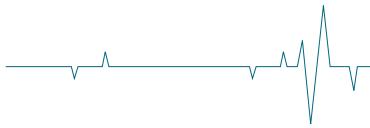
Some focus areas are well established, while others are under review or in early stages of implementation. The delivery of these goals is supported by our ESG Roadmap and Implementation Plan, which sets out annual targets, KPIs, and baseline measures. Progress against these goals is tracked and reported quarterly to relevant governance structures.

These KPIs and baselines are intended not only to guide performance tracking but are also being considered for integration into operational planning and risk oversight processes. We are also exploring how ESG indicators and progress tracking can be integrated into internal planning systems and digital performance dashboards to support ongoing monitoring and accountability.

The company is exploring how ESG goals and indicators can be progressively embedded into internal management processes, operational planning cycles, and oversight structures to support alignment with broader organisational systems. We are also considering the refinement or expansion of selected ESG indicators in future cycles to reflect emerging priorities, improved data availability, and stakeholder expectations.



# Environmental



ACSA's environmental goals and targets are strategically crafted to minimise environmental impact and promote sustainable practices within the aviation industry.

ESG Area	KPI	Baseline	Target FY2024/25
<b>ISO 14001 Environmental Certification [Goal 13]</b>	Number of airports & sites with ISO 14001	FY19/20	ISO 14001 for all airports
<b>ACI Carbon Accreditation Level [Goal 13]</b>	Number of airports with ACI Carbon Accreditation level		ACI Carbon Accreditation Level 1 for all airports
<b>Green Star Certification [Goal 13]</b>	Number of airports with star rating		Introduction of Green Star rating for all airports
<b>Environmental Footprint – Deforestation [Goal 12]</b>	Volume of paper used across ACSA sites		15% printed paper reduction vs. FY19/20
<b>Energy Grid Dependency [Goal 11]</b>	% of ACSA's dependency on grid for energy		15% reduction of ACSA Group in kWh consumption from the grid
<b>Water Grid Dependency [Goal 11]</b>	% of ACSA's dependency on grid for water		15% reduction of ACSA Group kL consumption from the grid
<b>Fossil Fuel Independent – Power and Water Generation Capacity [Goal 7]</b>	Number of airports with energy generation plants		3 out of 9 airports with energy generation plants
<b>Carbon Emission Reduction – Decarbonisation of Airport Operations [Goal 13]</b>	% of number of vehicles and machines on alternative energy		Introduction of electric vehicles and machines on airport operations



# Social



ACSA's social goals and targets focus on creating a positive impact on employees, local communities, and the broader society.

ESG Area	KPI	Baseline	Target FY2024/25
<b>ESG: Social Commitment: Safe Working Environment, Diversity and Inclusion</b>			
Health and Safety			
Compliance with OHS Act <b>[Goal 3]</b>	TRIFR(total recordable injury frequency rate), LTIFR(lost time injury frequency rate), severity rate	FY19/20	20% reduction of preceding year performance of work-related severe injuries and fatalities across all ACSA sites
Safe working environment (OHS) for employees and contractors <b>[Goal 3]</b>	% of employees trained on OHS		80% of ACSA employees to be trained in safety and health behaviour and policies
ISO 45001 Safety Certification <b>[Goal 3]</b>	Number of airports with ISO 45001 certification		ISO 45001 certification for all airports
Diversity and Inclusion			
Employment Equity (black representation) <b>[Goal 10]</b>	% of Employment Equity EAP targets achieved	FY19/20	80% of EE targets on black representation achieved
Youth in senior management <b>[Goal 10]</b>	% of youth representation in senior management level		1.5% youth representation in senior management level
Employees with disabilities <b>[Goal 10]</b>	% of employees with disabilities attracted and retained		2.5% attraction and retention of employees with disabilities
Leadership Gender Balance <b>[Goal 5]</b>	% of male vs. female representation in management level (EE & B-BBEE targets)		40% female representation in management level
Employment			
Job creation <b>[Goal 8]</b>	Number of job opportunities created	30 684	16 991 job opportunities created
Employee development and engagement <b>[Goal 8]</b>	Number of professionals trained, upskilled and placed for equal opportunities in line with ICAO Next Generation of Aviation Professionals Programme % of youth trained and absorbed in Learnerships, Apprenticeship & Internship programmes - skills development B-BBEE targets Turnover rate and engagement index		# of professionals trained, upskilled and placed % of youth beneficiaries absorbed in LAI programmes Introduction of the employee engagement index
Role of ACSA in Society			
Quality Airport Service <b>[Goal 11]</b>	Passenger Satisfaction Index (ACI ASQ Survey)	ASQ Index Score 3,97	ASQ Index Score 3,74
Integrated Transport Planning <b>[Goal 11]</b>	Number of Public Transport facilities		Introduction of Integration of Public Transport
Social Economic Development Programme <b>[Goals 1 to 8]</b>	Number of Socio-Economic projects in partnership with NGOs and communities		Partnership with communities on relevant socio-economic projects across all airports – 4 x Social Projects



# Governance

ACSA's governance goals and targets focus on maintaining high standards of corporate governance, transparency, and ethical conduct.

ESG Area	KPI	Baseline	Target FY2024/25
<b>Diversity in Leadership:</b> Independent membership on the ACSA Board of Directors <b>[Goals – All]</b>	Number of independent members on the board of directors	FY19/20	Continuous reporting on ACSA board members (gender and independence)
Commitment: Encourage ethical behaviour through training and compliance programmes			
<b>Corruption and Bribery:</b> Adherence to ACSA Code of Ethics and policies, identification and reporting of incidents <b>[Goal 16]</b>	% of employees trained, and number of whistleblower cases attended and resolved	FY19/20	75% of employees to be trained in anticorruption and bribery & attend to 100% of the whistleblower cases
Commitment: Promote a development mindset and educate employees across ACSA group			
<b>Sustainable Supply Chain – Favourable Environmental Footprint, use of Green and Renewable Energy:</b> Regular Supplier Engagement based on recognised ESG standards <b>[Goal 12]</b>	External Rating of Top 10 Suppliers: Use of green and renewable energy, local sourcing	FY19/20	Introduction of External Rating of top 10 suppliers: environmental footprint



# Progress Overview

This report outlines Airports Company South Africa's (ACSA) progress against its Environmental, Social, and Governance (ESG) objectives for the 2024/2025 fiscal year. The assessment shows positive momentum across all three ESG pillars, with several key achievements recorded.

## Environmental

62.5% of KPIs and targets achieved, with an additional 25% in progress.

Despite the complex nature and significant capital investment required, the Environmental pillar has made substantial progress:

- Ongoing efforts towards ISO 14001 certification
- Pursuit of ACI Carbon Accreditation
- Initiatives for reducing grid dependency
- Exploration of alternative energy solutions
- Green Star Rating building development

## Social

57% of Key Performance Indicators (KPIs) and targets

The Social pillar has shown the strongest performance, attributable to ACSA's historically solid B-BBEE (Broad-Based Black Economic Empowerment) initiatives. Key achievements include:

- Progress towards employment equity targets
- Initiatives for youth representation in management
- Skills development and professional training programmes
- Community engagement and socio-economic projects

## Governance

40% of KPIs and targets achieved.

While progress has been measured, the Governance pillar demonstrates ACSA's commitment to transparency and ethical practices:

- Continuous reporting on board composition
- Anti-corruption and whistleblower training
- Supplier sustainability assessments
- Conducted an ESG maturity assessment; workshop held with EXCO
- Annual ESG roadmap reviews

## Methodology and Reporting Approach

It is important to note that ESG strategy implementation is a long-term, phased commitment. This report provides a snapshot of progress, highlighting both achievements and areas requiring further attention. The methodology used to assess progress is subject to refinement over time, as internal tracking systems mature and external expectations evolve.

We are considering how to enhance consistency in KPI definitions, baseline year references, and tracking formats to improve comparability across periods. The company is exploring improvements to its performance monitoring tools and reporting systems to enable more regular and structured oversight of ESG progress.

The Environmental, Social and Governance tables below set out the progress made under each pillar for each KPI, and target contained in the Strategy. Please refer to the legend which indicates level of progress.

**Environmental**

**5 out 8 achieved**


 62,5 %  
 

TargetAchieved

Inprogress

Notachieved

KPI	Target: FY 2024/25	Target met
Number of airports & Sites with ISO 14001	ISO 14001 for all airports & sites	
Number of airports with ACI Carbon Accreditation Level	ACI Carbon Accreditation Level 1 for all airports	
Number of airports with Star Rating	Introduction of Green Star Rating for all Airports	
Volume of paper used across ACSA sites	15% Printed Paper Reduction vs. FY19/20	
Percentage of ACSA dependency on grid for energy	15% reduction of ACSA Group kWh consumption from the grid	
Percentage of ACSA dependency on grid for water	15% reduction of ACSA Group kL consumption from the grid	
Number of airports with energy generation plants	3 out of 9 airports with energy generation plants	
Percentage of number of vehicles and machines on alternative energy	Introduction of electric vehicles and machines on airport operations	

**Social**

**5 out 14 achieved**


 35,7 %  
 

TargetAchieved

Inprogress

Notachieved

KPI	Target: FY 2024/25	Target met
TRIFR(total recordable injury frequency rate), LTIFR(lost time injury frequency rate), severity rate	20% reduction of preceding year performance of work-related severe injuries and fatalities across all ACSA sites	
Percentage of Employees Trained on OHS	80% of ACSA employees to be trained in safety & health behaviour and policies	
Number of airports with ISO 45001 Certification	ISO 45001 Certification for all airports	
Percentage of Employment Equity EAP targets of black representation as per EE plan	80% of EE targets on black representation achieved	
Percentage of youth representation in senior management level	1.5% of youth representation in senior management level	
Percentage of Employees with disabilities attracted and retained	2.5% attraction and retention of employees with disabilities	
Percentage of male vs. female representation in management level - EE & B-BBEE targets	40% female representation in management level	
Number of job opportunities created	16,991 job opportunities created	
Number of professionals trained, up-skilled and placed for equal opportunities in line with ICAO Next Generation of Aviation Professionals Programme	# of professionals trained, up-skilled and placed	
Percentage of youth beneficiaries trained and absorbed in Learnerships, Apprenticeship & Internship programmes - skills development B-BBEE targets	% of youth beneficiaries trained and absorbed in LAI programmes	
Turnover rate and Employee Engagement Index	Introduction of the Employee Engagement Index	
Passenger Satisfaction Index (ACI ASQ Survey)	ASQ Index Score 3.74	
Number of Public Transport facilities	Introduction of Integration of Public Transport	
Number of Socio-Economic projects in partnership with NGOs and communities	Partnership with communities on relevant socio-economic projects across all airports - 4x Social Projects	



**Governance** **2 out 5 achieved**



Target Achieved

In progress

Not achieved

KPI	TARGET: FY 2024/25	Target met
Number of independent members on the board of directors	Continuous reporting on ACSA board members (gender and independence)	●
Percentage of employees trained, and number of whistleblower cases attended and resolved	75% of employees to be trained in anticorruption and bribery & attend to 100% of the whistleblower cases	●
External Rating of Top 10 Suppliers: Use of green and renewable energy, local sourcing	Introduction of External Rating of top 10 suppliers: environmental footprint	●
ESG Roadmap reviewed annually by the board and Management	ESG Roadmap reviewed annually by the board and Management	●
Supply Chain Sustainability Rating	Bronze Rating	●



# 2 Environmental



Environmental Context	18
Environmental Commitments	18
Achievements and Challenges	19
Climate Change	19
GHG Emissions	20
Energy	20
Water	22
Resource Use and Circularity	22
Waste	22
Pollution	23
Biodiversity and Ecological Impacts	23



# Environmental



## Environmental Context

### Regional and Sector Context

Airport operations and the expansion of global air travel have substantial environmental impacts, including noise, air and water pollution, and consumption of natural resources. We are minimising our environmental footprint through various initiatives, driven by increasing public concern over climate change and the environmental impact of airport operations and air travel.

Airports across the globe are increasingly adopting ESG reporting to build an inclusive institutional framework that achieves good governance, compliance, and stewardship. The growing areas of concern and operational impact in the aviation industry have placed a heightened focus on environmental disclosure and accountability.

### Environmental Commitments

ACSA has prioritised two primary environmental objectives:

#### Carbon Footprint Reduction

- Energy use and Efficiency**

The company is focused on improving energy efficiency across its operations, given the aviation industry's significant environmental impact. This may involve diversifying energy sources to reduce reliance on the grid, optimising energy consumption and ground operations at airport buildings. Energy consumption by source is being assessed to support clearer tracking of renewable and non-renewable usage patterns across operations.

- Carbon Emissions Reduction**

We are working on reducing our carbon footprint through various initiatives, such as investing in energy generation plants, improving aircraft fuel efficiency, promoting the use of electric vehicles and machines, and obtaining key carbon management certifications. A Hydrogen Strategy has been developed and approved by the ACSA Board.

### Environmental Impact Minimisation

- Environmental Certifications, Accreditations and Ratings**

ACSA is aiming to obtain key environmental certifications and accreditations as well as Green Star Ratings for all its airports.

- Water Conservation**

We have implemented water-efficient technologies and practices to reduce water consumption and minimise the impact on water resources. The company is working toward strengthening disclosure on water consumption volumes and sourcing, especially in water-stressed airport locations.

- Waste Management Programmes**

Waste management programmes are being implemented to reduce waste generation and increase recycling rates at our airports. This may include initiatives to promote waste reduction among passengers and tenants, as well as partnerships with waste management companies.

### Key Environmental KPIs and Targets (FY2024/25)

KPI	TARGET: FY 2024/25	Target met
Number of airports with ISO 14001	ISO 14001 for all airports	●
Number of airports with ACI Carbon Accreditation Level	ACI Carbon Accreditation Level 2 for 3 airports and Level 2 for 1 airport.	●
Number of airports with Star Rating	Introduction of Green Star Rating for all Airports	●
Percentage of ACSA dependency on grid for energy	15% reduction of ACSA Group kWh consumption from the grid	●
Percentage of ACSA dependency on grid for water	15% reduction of ACSA Group kL consumption from the grid	●
Number of airports with energy generation plants	3 out of 9 airports with energy generation plants	●
Percentage of number of vehicles and machines on alternative energy	Introduction of electric vehicles and machines on airport operations	●

● Target Achieved

● In progress

● Not achieved

## Achievements and Challenges

### Key Metrics and Achievements



### Standards, Certification and Compliance

ACSA maintains ISO 14001:2015 certification across all nine airports. Its operations are guided by local and international frameworks, including ICAO, ACI and SACAA environmental standards.

### Challenges and Areas for Further Focus

- Electric Vehicle Infrastructure**

The implementation of EVs depends on national energy infrastructure and collaboration with third-party stakeholders, including Eskom.

- Waste Management**

The increasing general waste generation highlights the need for improved on-site separation, recycling, and waste minimisation.

- Paper Reduction Monitoring**

Paper use is no longer monitored as a separate category due to digital transitions post-COVID. The paper reduction initiative forms part of a broader effort to enhance visibility of airport waste generation, treatment, and diversion outcomes.

- Disaggregation of Data**

ACSA is exploring ways to disaggregate environmental performance data, including energy sources, waste streams, and site-level variations, to improve transparency and comparability.

- Scope 3 Emissions**

Additional work is underway to better define and assess Scope 3 emissions and other indirect environmental impacts not yet fully reflected in current reporting.

### Climate Change

#### Climate Change Management

We recognise the significant carbon footprint associated with our operations. To address this, ACSA will increase investment in alternative energy sources to reduce reliance on grid electricity and introduce electric vehicles and machines across airport operations in South Africa.

As part of our broader climate change mitigation efforts, the company has committed to progressing from Level 1 to higher levels of ACI Carbon Accreditation. Three airports attained ACI Carbon Accreditation Level 2 (ORTIA, CTIA, CDSIA) and one airport achieved ACI Carbon Accreditation Level 3 (KSIA). These efforts demonstrate that airport-wide emissions management is firmly on the agenda and subject to continuous verification and improvement.

In line with its long-term strategy, ACSA has reaffirmed its commitment to achieving Net Zero carbon emissions by 2050. This target provides a framework for assessing all major environmental initiatives, including the deployment of renewable energy, electrification of vehicle fleets, and participation in international emissions management schemes.

### Metrics and Targets

- Level 2 accreditation achieved for 3 airports
- Level 3 accreditation achieved for 1 airport
- 2 hybrid electric vehicles delivered
- 4-star Green Building Council SA rating awarded to Western Precinct building

### Transition Plans

A Hydrogen Strategy has been developed and approved by the ACSA Board. A feasibility study, conducted through the Department of Science and Innovation and the CSIR, is currently underway to explore the adoption of hydrogen-powered forklifts.

We are periodically reviewing our measurement and tracking methodologies to align with recognised sector practices and disclosure expectations. The use of intensity-based metrics is being targeted to support performance benchmarking across operations.

## Physical and Transitional Risks

The company recognises that both acute and chronic physical climate risks – such as water stress at certain airport locations – may affect future operations. Adaptation efforts are reflected in the rollout of water-efficient technologies and the aim to strengthen reporting on water sourcing and consumption, particularly for water-stressed sites.

The implementation of electric vehicles is dependent on national energy infrastructure and collaboration with stakeholders such as Eskom.

## GHG Emissions

We are reviewing our greenhouse gas accounting to improve future reporting on Scope 1, 2, and 3 emissions in alignment with international standards. Additional work is underway to better define and assess Scope 3 emissions and other indirect environmental impacts not yet fully reflected in current reporting.

Initial efforts are focused on mapping operational boundaries, identifying emission sources across airport activities, and selecting calculation methodologies in accordance with the GHG Protocol. The company aims to strengthen future disclosures with quantitative emissions data and breakdowns by scope and category.

## Approach and Methodology

Measurement and tracking methodologies are being reviewed periodically to align with recognised sector practices and disclosure expectations.

## Measurement and Management

Our Environmental Management Systems are guided by the ISO 14001:2015 Environmental Management System Standard. The system incorporates best practices and compliance requirements set out by ICAO, ACI, and SACAA. ACSA maintained ISO 14001:2015 certification across all airports.

The methodology for the quantification of GHG emissions is tied to the requirements of the National Environmental Management: Air Quality Act, where ACSA is required to quantify the emissions from stand-by generators.

The second methodology is tied to the ACI Carbon Accreditation Programme:

- Scope 1: Direct emissions from vehicles, fire-fighting simulator use, and standby generators.
- Scope 2: Emissions from electricity purchased from Eskom. The emissions factors are taken from Eskom, and emissions are calculated based on emissions per kilowatt hour of power consumed.

## Carbon Footprint Overview

Across the nine airports the total emissions from stand-by generators is 314 tonnes of Carbon Dioxide Equivalents

The company has exceeded its targets for the roll-out of renewable energy across airports in South Africa and the targeted level of carbon accreditation.

Please note that with the ACI Carbon Accreditation Programme, the data is always presented for the operations of a year prior. In this regard the cumulative emissions across the airports are as follows:

- Scope 1 GHG emissions: 1782 tCO<sub>2</sub>e
- Scope 2 GHG emissions: 106631 tCO<sub>2</sub>e Further work is ongoing to better define and assess Scope 3 emissions and other indirect environmental impacts not yet fully captured in current reporting.

## Avoided Emissions

We may explore reporting avoided emissions from renewable energy installations and operational improvements that prevent emissions from occurring in the first place. Clarifying methodology and boundary assumptions will be important to ensure transparent reporting.

## GHG Reductions

 **15%** reduction in grid electricity consumption (target exceeded)

 **38,3GWh** reduction in electricity use

 **Solar PV operational at six airports**

## Energy

ACSA has made progress in rolling out initiatives aimed at reducing total energy consumption from the grid and unlocking further efficiencies across operations.

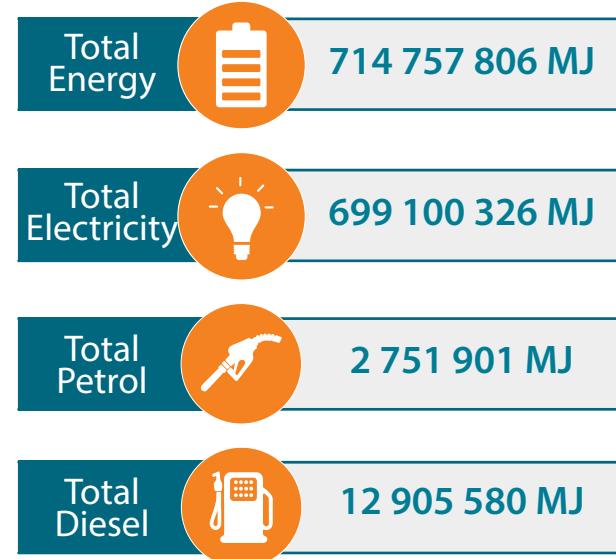
We are advancing our disclosure of energy use occurring outside of direct operations, such as upstream fuel and energy-related activities, business travel, and employee commuting. This will contribute to improved Scope 3 accounting and align with broader value chain impact reporting expectations.

## Energy Management

ACSA's approach to energy use includes initiatives to diversify supply, improve efficiency, and reduce reliance on carbon-intensive grid sources. These efforts support greater resilience and operational control over long-term energy needs.



## Total Energy Consumption



ACSA is currently assessing total fuel consumption from both renewable and non-renewable sources, along with electricity purchased from the grid. As part of its review, it aims to improve consistency in applying energy conversion factors and disaggregate data by energy type, site, and activity where feasible.

## Energy Intensity

We are exploring intensity-based metrics to support performance benchmarking. Future disclosures may include energy consumption normalised against passenger volume or airport building floor space. The inclusion of specific denominators will help contextualise efficiency gains and enable comparability across reporting cycles.

## Electricity Consumption

Energy consumption by source is being assessed to support tracking of renewable and non-renewable usage patterns across operations.

1 Based on data provided by airports.

2 Data provided from 33% of solar farms

Data gathering efforts are under way to improve visibility over site-level energy consumption patterns and benchmark across airport operations. These efforts will inform future energy mix targets.

### Electricity consumption<sup>1</sup>:

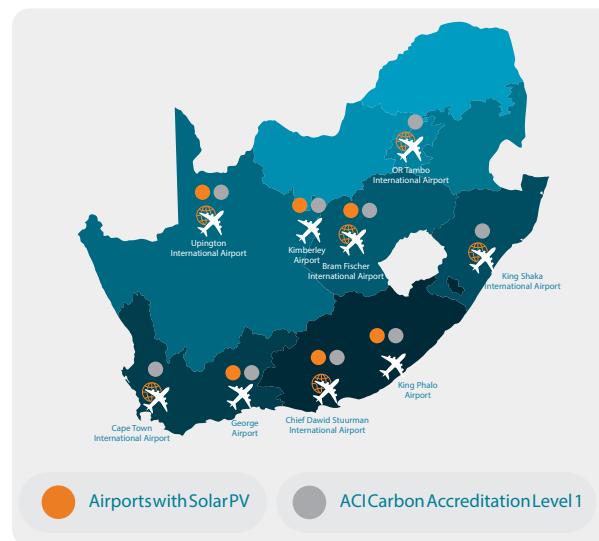
- Total (grid) electricity consumption: 194 194 535 kWh (3,76% reduction from previous year)
- Total (on-site) renewable energy consumption<sup>2</sup>: 129 877 3,7 kWh

## Energy Reductions

The 15% reduction in grid electricity consumption exceeded the annual target.

These reductions result from ongoing conservation initiatives such as the rollout of Solar PV installations and energy-efficient equipment upgrades. We will continue reviewing our baseline assumptions and estimation approach to ensure these reductions are transparently captured.

- 15% reduction in grid electricity consumption
- 38.3-Gigawatt hour reduction



## Renewable Energy

The company's aim for FY2024/25 included the roll-out of energy generation plants at three out of nine airports. This target was exceeded, with six airports equipped with Solar PV:

• George	• Kimberley	• Upington
• King Phalo	• Chief David Stuurman	• Bram Fischer

This forms part of a strategic drive to reduce reliance on grid energy and improve overall energy resilience. By increasing on-site generation capacity, the company aims to manage costs, reduce exposure to grid instability, and support decarbonisation targets across its airport network.

We are also exploring opportunities to report reductions in the energy requirements of services and operational functions at airports as renewable energy sources are adopted. This includes potential long-term energy savings from infrastructure upgrades and technology replacements.



## Energy Security

ACSA is seeking to reduce its dependence on the national grid by increasing its share of renewable energy.

While the frequency of load shedding in South Africa may have declined recently, the national grid remains vulnerable due to limited generation capacity, ageing infrastructure, and operational constraints. These risks highlight the importance of on-site energy generation and energy diversification initiatives to ensure uninterrupted airport operations and long-term energy reliability.

## Water

We are committed to reducing water consumption and minimising our impact on local water resources. Water-efficient technologies and practices have been implemented across operations, reflecting a proactive approach to addressing water scarcity in South Africa.

## Water Management

Water use is measured and monitored across our sites, with ongoing efforts to improve alignment with sector methodologies and regulatory expectations. The company is working to integrate intensity-based metrics into its management practices to support benchmarking and operational efficiency.

## Water Consumption and Intensity

We continue to track consumption across airports to identify areas for further efficiency gains. Intensity metrics will be introduced in the following reporting cycle.



## Water Withdrawal

We are enhancing our approach to disclosing water sources, particularly in water-stressed regions. While site-specific withdrawal data from municipal sources is not yet published, internal systems are being updated to capture this information. Opportunities to explore alternative sources, such as rainwater harvesting, are under consideration.

## Water Discharge

The company 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 bodies, and identification of reuse or treatment measures across airports.

We acknowledge the importance of monitoring substances of concern in effluent discharges. Internal processes are being reviewed to support the identification and tracking of pollutants, including oils, chemicals, and other operational discharges, in compliance with applicable regulations.

## Resource use and Circularity

We recognise the need to strengthen disclosure on material use, circularity, and sustainable procurement across our operations. The company aims to improve its reporting practices in this area over time.

## Resources Management

Our Environmental Management Systems are guided by the ISO 14001:2015 Environmental Management System Standard. The system incorporates practices and compliance requirements as set out by the International Civil Aviation Organization (ICAO), Airports Council International (ACI), and the South African Civil Aviation Authority (SACAA). All ACSA airports maintained ISO certification during the period under review.

We are exploring the implementation of material flow tracking across our infrastructure and operational activities. This may include disclosures on the use of recycled input materials, opportunities for reuse and reduction, and sourcing of environmentally preferable alternatives.

The company is reviewing its environmental reporting framework to enable enhanced tracking of material use and waste outputs, supported by intensity-based metrics. These updates will be aligned with greenhouse gas reporting and broader sustainability targets.

## Resource Inflows

Future disclosures are expected to include data on primary materials and packaging used in operations, distinguishing between renewable and non-renewable sources.

Disclosure of the proportion of recycled input materials used in infrastructure and maintenance is being considered as part of our enhanced environmental reporting practices.

We are reviewing data collection methods to support improved reporting on resource outflows, including waste and energy outputs. Disaggregation of this data by site and activity is planned.

The company is assessing ways to capture the financial impact of material and resource use, including procurement costs, savings from efficiency measures, and returns on investment in circular initiatives.

## Waste

## Waste Management

ACSA is implementing waste management programmes at its airports to reduce waste volumes and improve diversion rates. Programmes include passenger education, tenant engagement, and formal partnerships with waste service providers.



Future disclosures may address the application of waste hierarchy principles, supported by quantitative indicators by waste type and treatment method.

## Waste Generated

Waste generation is measured across ACSA sites, with a 4% increase recorded over the financial year.



Disaggregation of waste data by type (e.g. hazardous, non-hazardous) and source (e.g. passenger, operational) is being explored for future reports.



The increase in waste volumes is being reviewed to identify interventions that can reduce generation and increase diversion from landfill.

## Pollution

We acknowledge that pollution management is an essential component of our broader environmental responsibility. The organisation recognises the environmental and health risks associated with emissions and has committed to identifying and minimising pollution sources across airport operations.

## Pollution Management

Pollution prevention and control are integrated into operational planning at several ACSA airports. This includes the promotion of cleaner production methods, improved fuel handling procedures, and upgrades to waste management processes. The company is assessing opportunities for future implementation of more stringent pollution abatement practices in line with evolving regulatory expectations.

Financial planning for pollution mitigation is included in the capital expenditure of select infrastructure upgrades. We recognise that failing to manage pollution effectively could result in increased remediation costs, fines, and reputational risks.

Compliance with environmental legislation is monitored through internal audits and engagement with authorities. No significant fines for pollution-related non-compliance have been reported in the current reporting cycle.

## Methodologies and Assessments

We are developing site-specific assessments and monitoring methodologies to understand pollution impacts and compliance with air and soil quality standards. These include internal monitoring processes, as well as collaboration with regulators on environmental impact studies.

## Emissions to Air, Water and Soil

The company has undertaken initiatives to reduce air emissions through the electrification of ground support equipment and energy efficiency programmes. However, consolidated emissions data (air, water, and soil) is not yet reported publicly.

We have taken steps to control the use of substances that may lead to pollution, including hazardous materials used in maintenance and operations. Management plans are in place at key sites to reduce environmental risks.

## Emissions in Areas of Water Risk and Stress

Pollution mitigation strategies are being explored for sites located in water-stressed regions, though detailed emissions data by region is not yet disclosed. The focus remains on reducing potential sources of water contamination from operational activities.

## Biodiversity and Ecological Impacts

We operate several airports located near ecologically sensitive areas and acknowledge the importance of biodiversity protection as part of our environmental stewardship approach.

GRI defines biodiversity as the variability among living organisms from all sources, and our activities in areas of ecological significance position the company to adopt a progressive approach to habitat protection and species conservation.

## Biodiversity Management

Biodiversity considerations are embedded in our environmental management systems. This includes vegetation control strategies, wildlife hazard management, and efforts to preserve surrounding ecosystems.

Future reporting will aim to include a summary of governance structures, responsibilities, and policies relating to biodiversity, in line with GRI expectations.

While biodiversity tracking mechanisms are not yet disclosed, we have plans to integrate habitat monitoring and biodiversity indicators into future reporting cycles.

Indicators may include area (hectares) and condition (e.g. species composition, habitat quality) of ecosystems managed by or impacted by our operations.

## Impact Identification and Assessment

We conduct environmental impact assessments (EIAs) for all major developments, incorporating biodiversity considerations as part of regulatory compliance.

Airports with significant land disturbance potential are subject to monitoring and mitigation plans. These include restrictions on construction activity during breeding seasons and management of alien invasive species.

## Resilience and Transition Plans

The company is beginning to explore nature-based resilience strategies, including landscape restoration initiatives, to address both climate and ecological risks.

Scenario planning has not yet been extended to biodiversity-related risks, but we intend to assess how ecological degradation or policy shifts could influence long-term operational risks.

The financial implications of biodiversity loss and ecosystem degradation have not been quantified, though we acknowledge the long-term business risks associated with these impacts.



# 3 Social



Social performance Overview	26
Labour and Labour Practices	27
Value Chain	30
Stakeholders	31
Health and Safety	31
Community	32
Product and Customer	34

# Social

ACSA is committed to advancing social sustainability through inclusive workforce practices, community partnerships, and support for national transformation agendas. By promoting local employment, developing skills, and engaging with stakeholders, ACSA seeks to contribute positively to social development and economic empowerment within the regions it serves.

ACSA continues to review the alignment of our social performance areas with the concerns and expectations of stakeholders, including passengers, employees, and community partners.

The company identifies stakeholders potentially affected by our operations and engages them to understand their expectations regarding social performance. ACSA regularly engages with employees, passengers, and local communities through structured feedback mechanisms and participation in socio-economic initiatives. This dialogue helps shape the design of our social programmes and supports alignment with national development outcomes.

We are continually seeking to align our social performance priorities with national and regional development objectives, including sector-wide transformation and inclusion goals within the aviation and transport industries. This includes further consideration of public-private partnership roles, regulatory expectations, and contributions to the National Development Plan.

As part of our role in society, ACSA supports local businesses, invests in social projects, and contributes to education and accessibility initiatives across our airport network.

Overall, ACSA's social performance during the reporting period demonstrated meaningful progress in areas such as diversity and equity, job creation, and stakeholder engagement. Key challenges remained in occupational health and safety training, the integration of persons with disabilities, and alignment with public transport systems. These insights continue to inform the development of targeted interventions and adjustments to social programme design.

We are improving how we track the outcomes of our social programmes, including beneficiary progression, sustained employability, and organisational learning. Employment growth during the year was supported by increased operational activity, contributing to positive job creation outcomes. As we mature our approach, we are improving data granularity and oversight mechanisms to strengthen internal benchmarking and ensure transparency in social performance tracking.

## Social Performance Overview

ACSA made measurable progress in advancing its social objectives during the reporting period. The company prioritised health and safety, employment creation, workforce diversity, and community impact across its airport network. The following summary outlines key areas of progress, persistent challenges, and strategic adjustments.

## Health and Safety

- ACSA advanced its ISO 45001 certification process, training key Occupational Health and Safety (OHS) practitioners across all sites in preparation for full implementation.
- Four ACSA airports (OR Tambo International Airports, Cape Town International Airports, King Shaka International Airport and Chief David Stuurman), were accredited by ACI on Public Health and Safety Readiness Accreditation Program.
- Runway incursions and bird strikes showed slight improvements, while airside aircraft-related incidents increased, prompting procedural reviews and corrective action.
- Non-work-related fatalities increased from 22 to 33, all these were due to pre-existing illnesses.
- OHS training coverage: 339 ACSA employees received OHS statutory training to enable them to execute their legal responsibilities.



## Diversity and Equity

- Employment equity targets were largely met, with 97.6% black representation and 47.4% female representation in management.
- Youth representation in senior roles remained below target.
- Representation of persons with disabilities declined slightly to 1.6%, and the company is reviewing recruitment and organisational culture strategies to enhance inclusion outcomes.

## Employment Creation and Workforce Development



## Community Engagement

- Eleven socio-economic development projects were implemented, plus the Smile Weeks surgeries and sign language training for airport staff CSI initiatives.
- The Airport Service Quality (ASQ) Index exceeded targets, reflecting strong customer satisfaction.
- Progress was made in integrating public transport at major airports, although challenges persist in aligning regional infrastructure and coordinating with external transport systems.

## Summary of Selected Performance Trends

### Key improvements

- Job creation targets exceeded.
- ISO 45001 preparatory training completed.
- Eleven SED projects implemented, including education and skills programmes.
- ASQ Index performance exceeded expectations.
- Youth development programmes expanded.

### Key Challenges

- OHS training coverage declined significantly, remaining well below target.
- Increase in airside aircraft-related incidents.
- Disability representation below target.
- Regional public transport integration remains incomplete and dependent on stakeholder alignment.

These highlights provide a snapshot of ACSA's social performance. The detailed thematic sections that follow offer further context, trends, and forward-looking actions.



## Labour and Labour Practices

### Labour Management

We continue to prioritise employment creation in the communities in which we operate, as well as the development and engagement of our workforce. This includes workplace exposure for youth, continuous upskilling, graduate development, and employee retention. We partner with government to support national employment programmes and continue to align our initiatives with sectoral transformation goals. We are striving to achieve greater alignment with sector-specific social performance expectations, including those defined by industry regulators and standards bodies. ACSA has exceeded its employment creation targets during the reporting period, supported by increased operational expenditure. This reflects a sustained focus on inclusive economic growth through direct and indirect job creation.

Consideration is being given to establishing clearer oversight mechanisms for managing labour-related responsibilities across the group, including role-based accountability and the integration of social performance into management systems. We are reviewing options for additional reporting on labour strategy implementation and outcomes. Further efforts are underway to improve internal benchmarking of employment and diversity metrics, supporting more transparent and data-driven decision-making.

### Employee Data and Demographics

We are tracking employee representation across demographic groups, including black representation and gender balance at management level. Full-year employment equity metrics continue to show overall alignment with the national Economically Active Population (EAP) targets, with a few demographic gaps under review. ACSA will continue to expand its reporting boundary with a view to including deeper information on employee numbers, new hires, and turnover rates. We hope this will give us a clearer view of trends over time and help us stay aligned with national employment goals.



Total employees

3 731



Female employees

47,4%



Employees with disabilities

1,6%

ACSA is reviewing its approach to disclosing diversity among governance bodies and employees, considering age, gender, and other indicators of diversity where possible.

The company maintains a partnership with the Department of Tourism to deploy youth through the Tourism Monitors Programme. In FY2024/25, 135 youth were placed across our airport network, contributing to skills development and service delivery through the Expanded Public Works Programme. These youth serve as Passenger Services Ambassadors across our sites. This programme forms part of our broader efforts to support young people by providing real work experience and a better chance of finding long-term employment. We are working on ways to follow how these youth progress and whether they can move into more permanent roles with us.

We are exploring mechanisms to track social performance risks associated with third-party labour and service providers. This includes developing clearer protocols for oversight of working conditions and alignment with core labour standards.

83% of ACSA's employees are covered by collective bargaining agreements.

## Employment

ACSA's progress on the number of job opportunities created shows a mixed performance, with improvements in some areas and delays in others.

### Key Improvements:

#### Number of Job Opportunities Created:



ACSA has been able to exceed its performance of job opportunities created due to its operating expenditure over this period.

Job Opportunities Created		FY25
Target	18 705	
Achieved	23 959	
Performance	28,1% above target	

## Employee Turnover and Benefits

Our Learnership, Apprenticeship & Internship (LAI) programmes enrolled 122 youth in FY2024/25, of which 46 remained active and 30 were absorbed into permanent roles. All participants were black South Africans, and over half were female. We continue to review retention and attrition data to improve programme effectiveness and support long-term workforce integration. The programme has delivered positive results, though we continue to monitor challenges with learner completion and the transition into permanent roles. We are using these findings to improve how the programme is run and how participants are supported. This work supports our broader approach to helping young people enter the workforce and build lasting careers.

Future disclosures may include information on benefits provided to full-time versus temporary or part-time employees, including parental leave and re-entry rates.

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. Performance reviews, and oversight of pay equity and practices that promote fair and equitable pay across different roles and levels will be further developed in future reporting cycles.

The annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees (excluding the highest-paid individual) was R 353 397,00.

## Discrimination and Diversity

ACSA promotes diversity and inclusion through employment equity, skills development, and transformation programmes. 97,6% against the National Economic Active Population for black representation were achieved. Minor underrepresentation was observed in some demographic groups. Representation of persons with disabilities remained below the 2.5% target. This remains an area of concern,

and we're exploring ways to strengthen recruitment and support for people with disabilities across all levels of the organisation. Organisational culture reviews are underway to better understand employee experiences of inclusion across different working environments. We also track youth representation in senior roles and are considering ways to support internal development and career growth for employees under the age of 35.

### EE Targets: Black Representation

	FY25
Target	80,7%
Achieved	87,3%
Performance	6,6 % above target

### EE T & B-BBEE Targets: Female Representation in Management Level

	FY25
Target	42,8%
Achieved	47,4%
Performance	4,6% above target

### Attraction and Retention of Employees with Disabilities

	FY25
Target	2,5%
Achieved	1,6%
Performance	Slightly below target

## Youth Representation at Senior Management Level

ACSA has not achieved its 1,5% target of youth representation in senior management positions across all race groups. However, there is a slight improvement of 0,04% during the reporting period. For future appointments at senior management level ACSA should consider prioritising the internal development as well as appointment of individuals 35 years and younger.

Overall, ACSA's Diversity and Equity performance presents a positive picture with 75% of the targets met. The steady decrease in number of disabled employees highlights the need for continued prioritisation of appointments and integration within this employment category..

## Labour-Related Incidents

Airside aircraft-related incidents increased during FY2024/25 and remained a concern. Corrective actions were implemented to address procedural weaknesses. Non-work-related fatalities increased highlighting the ongoing need to strengthen our response to passenger health emergencies.

ACSA is exploring ways to improve incident reporting protocols and response procedures. Periodic reviews of lessons learned are being considered as part of efforts to build a stronger safety culture. These reviews are intended to support learning across the organisation and help prevent repeat incidents by identifying and addressing root causes.



## Training and Development

OHS training coverage remained well below target, with only 338 employees. This mandatory training continues to require focused attention, and steps are being considered to allocate additional resources and improve coordination across sites.

Graduate and youth development initiatives continued during the reporting period. The Young Talent Development Programme remained active, supporting 122 participants.

Learners and Interns	FY25
Enrolled	122
Currently active	46
Absorbed by ACSA	30

A Young Talent Development Strategy has been developed to guide ACSA's approach to youth employment and skills development over the longer term. Recruitment for the FY 2026 intake is underway.

The company is working to improve how it tracks training-related metrics, including participation rates, investment, and outcomes. Consideration is being given to aligning internal tracking with sector benchmarks and linking training efforts to internal mobility and career development. These actions are intended to better assess the impact of training on long-term skills development.

ACSA's development programmes are aligned with broader industry initiatives, including the ICAO Next Generation of Aviation Professionals Programme.

## Human Rights and Labour policies

ACSA has a comprehensive policy framework including policies relating to human rights. Future reporting may also incorporate our policy commitments and due diligence practices. We are reviewing how these policies are applied across operations and how progress can be more clearly reported.

## Employee Engagement and Representation

ACSA assesses employee engagement using the Employee Satisfaction Survey (ESAT) alongside the Huma Deal framework, which focuses on themes such as flexibility, well-being, personal growth, and shared purpose. These tools were applied during FY2024/25 to track engagement trends and support organisational learning.

The current approach follows a shift from the earlier Engagement Levers model (2016–2021), which focused on opportunity, reward, organisation, people, and work. The transition to the Huma Deal framework (2022–2025) was made in response to changing work patterns following the COVID-19 pandemic and the adoption of hybrid working arrangements. Updates to the engagement framework are under review.

ACSA is exploring options to strengthen employee input mechanisms, including more frequent pulse surveys and qualitative analysis methods. Additional disclosures may focus on how feedback is collected and the extent to which it informs decision-making.

## Social Protection and Safety

Our health and safety performance in FY2024/25 showed improvement in runway incursions and a reduction in bird strikes, while challenges remained in airside safety and the delivery of OHS training. Preparation for ISO 45001 certification progressed, with OHS practitioner training completed and full implementation planned for the following financial year. Significant spillages remained at zero, and other safety metrics were stable. We continue to assess areas that need improvement and are working to strengthen our systems and training processes to reduce safety risks over time.

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. Consideration is being given to how we track employee access to psychosocial support services.

## Transformation

Transformation efforts during FY2024/25 focused on employment equity, skills development, and enterprise development. A slight increase in female representation in management was achieved. ACSA did not meet its 2.5% target for the inclusion of persons with disabilities. Targeted recruitment and designated posts are being considered to address this. Additional disclosure per B-BBEE pillar is under consideration. We continue to track performance across B-BBEE priority elements and are reviewing opportunities to strengthen our reporting in future cycles.

ACSA aligns its employment equity targets with national Economically Active Population (EAP) benchmarks. A phased approach to implementation is in place as the company progresses on its ESG journey. Minor demographic underrepresentation is being addressed through targeted appointments and revised recruitment practices. ACSA has exceeded its EE target of 80% black representation across key levels, and youth representation in senior roles remains below the 15% target. We continue to monitor demographic trends and adjust recruitment efforts where needed.

## Value Chain

### Context

ACSA's social impact is shaped by the nature of the aviation sector and the communities it serves. Our operations span multiple airports across South Africa, each located in distinct socio-economic and cultural settings. As a state-owned enterprise, we recognise our responsibility to contribute to national transformation and inclusive development objectives through our operations and partnerships. As a state-owned entity, ACSA plays a key role in enabling connectivity, creating employment, and contributing to both local and national development goals. Our social strategy reflects the expectations of a wide range of stakeholders, including employees, passengers, suppliers, regulators, and community partners. Our 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.

## Value Chain Management

ACSA's social impact extends across a broad aviation value chain, involving suppliers, service providers, government entities, customers, and local communities. Engagement with these stakeholders takes place through upstream procurement and service delivery arrangements, as well as downstream operational and community-facing activities.

The company continues to refine how it understands and influences the social performance of these relationships. This includes extending oversight into subcontractor and third-party service layers, with a focus on regular reporting and compliance monitoring linked to supplier agreements.

ACSA's value chain approach places emphasis on employment equity, job creation, transformation, and inclusive practices. Efforts are underway to assess how these outcomes can be tracked and influenced through service partnerships - particularly where external providers interact directly with communities or passengers.

The company is exploring how oversight of employment equity and diversity performance can be strengthened across supplier and contractor engagements. These efforts aim to improve alignment with national transformation goals and support greater transparency across the value chain.

## Sectors, Activities and Relationships

ACSA's activities involve partnerships across a wide range of sectors, including but not limited to transport, construction, retail, security, cleaning, and technical maintenance. These relationships are governed by formal procurement processes, service level agreements, and strategic partnerships. We prioritise working with suppliers and service providers that align with our goals for transformation, employment equity, and economic empowerment.

We continue to explore ways of identifying and managing social risks and opportunities across the value chain. This includes those related to human rights, fair labour practices, and equitable outcomes in employment and service delivery.

## Procurement

Procurement at ACSA is governed by a formal framework designed to ensure transparency, fairness, and compliance with applicable legislation. Procurement processes are subject to internal controls and oversight to prevent fraud, ensure value for money, and support transformation.

The company prioritises procurement from black-owned businesses, SMMEs, and businesses owned by women, youth, and persons with disabilities. These priorities are reflected in the application of the B-BBEE scorecard in supplier evaluation and contract allocation.

Our procurement activities contribute to local economic development by enabling small and emerging enterprises to access markets and grow their capacity. As part of this process, ACSA encourages participation in supplier development and enterprise support programmes.

Where possible, ACSA supports local procurement to promote regional development and reduce reliance on distant supply chains. This is recognised as a component of the B-BBEE framework.

Procurement governance is reinforced through internal audit reviews and procurement committee oversight, supporting compliance and early detection of irregularities. ACSA makes use of digital procurement platforms to streamline processes and reduce fraud risk, and our supplier database is integrated with B-BBEE criteria to help identify qualifying vendors.

These procurement priorities form part of ACSA's wider socio-economic development approach, helping to ensure that the benefits of procurement extend to previously disadvantaged groups and support inclusive economic growth.

## Supplier Screening

Suppliers and service providers are screened as part of ACSA's procurement and contract management processes. Assessments cover technical capability, financial standing, B-BBEE credentials, and alignment with ACSA's transformation and social objectives.

Once appointed, suppliers are subject to ongoing performance monitoring, including evaluation against service level agreements, contractual terms, and compliance with applicable legislation and internal policies. A risk-based approach is applied, with enhanced scrutiny for contracts that present higher social exposure.

ACSA is working to strengthen its due diligence protocols to assess third-party compliance with core labour standards, including working conditions and fair employment practices. Particular attention is given to suppliers operating in local communities or those whose employment practices may have broader social impact.

Efforts are underway to improve systems for collecting and tracking supplier-related data, enabling more effective oversight and responsiveness. Practical feedback mechanisms are being explored to support accountability and continuous improvement.

## Supplier Development



ACSA supports supplier development by providing access to opportunities and encouraging enterprise growth through its procurement practices. We engage with small and emerging businesses to promote inclusion, improve competitiveness, and support long-term development.

Our Enterprise and Supplier Development (ESD) programme offers training, mentoring, and business advisory support. We also link qualifying suppliers to procurement opportunities and monitor their progress to assess impact over time. This contributes to transformation objectives and strengthens the resilience of our supply base.

## Engagement and Grievance Mechanisms

ACSA maintains regular engagement with employees, suppliers, customers, and community stakeholders. At the community level, interaction is facilitated through socio-economic development (SED) projects, local partnerships, and structured consultation processes. Internally, staff engagement is conducted via surveys, communication forums, and performance feedback channels.

To enhance grievance management, ACSA is in the process of procuring a Customer Relationship Management (CRM) system to centralise and streamline the logging, tracking, and resolution of complaints. In the interim, multiple platforms are being utilised to ensure all grievances are captured, traced, and addressed timely. Regular engagements and meetings are held with relevant stakeholders to review and resolve logged concerns, with a focus on accessibility, timeliness, and responsiveness; particularly for supplier and community-related matters.

ACSA continues to strengthen engagement through structured community partnerships and aims to improve transparency in stakeholder dialogue. Efforts are underway to systematically disclose engagement outcomes and leverage stakeholder input to refine programme design, ensuring social initiatives remain relevant and effective.

## Stakeholders

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.

ACSA engages stakeholders through a variety of methods tailored to their interests and influence. For customers, the Airport Service Quality (ASQ) survey provides regular feedback on satisfaction across the travel experience. For communities, engagement is supported by partnerships and investments in socio-economic development (SED) initiatives, including healthcare and accessibility programmes. Employee engagement is maintained through communication forums, performance reviews, and workplace surveys.

Structured outcomes of stakeholder engagement are under development, with an emphasis on clarity, inclusiveness, and responsiveness.

## Stakeholder Identification and Categories

ACSA's key stakeholder groups are identified based on their relevance to its operations, the level of impact they experience or exert, and regulatory or governance requirements. Stakeholders include:

- Community, NGOs, environmentalists
- Associations, partners, professional bodies
- Joint venture partners, competitors, tourism bodies
- Government, regulators and Board of Directors
- Shareholder, investors and lenders
- Passenger, airlines, customers, retailers and distributors
- Employees, unions and suppliers
- Media, academia, activists and special interest groups

This approach ensures that stakeholder identification and engagement processes remain relevant and inclusive.

## Health and Safety

### Health and Safety Management

ACSA prioritises the health and safety of its employees, passengers, and other stakeholders. The organisation has committed to implementing and obtaining ISO 45001 certification across all airports. As part of the preparation, all Occupational Health and Safety (OHS) practitioners were retrained in November 2024. Planning and budgeting for the full implementation of the certification process will be concluded in the new financial year.

Following an increase in airside aircraft-related incidents (15 recorded during the reporting period), key safety protocols have been reviewed and corrective actions initiated. These incidents pointed to procedural weaknesses, which are now being addressed through operational adjustments and training updates, while the number of incidents are higher, the total number of incidents in FY 24/25 are well within the tolerance for the metric.

ACSA's health and safety approach is guided by formal policies and procedures aligned with national legislation and overseen by senior management. Each site has an OHS committee with representation from both employer and employee groups, which meets regularly to review incidents, risks, and mitigation measures. Contractors and service providers operating on-site are also required to comply with ACSA's safety standards, with audits conducted to monitor adherence.

Corrective measures are being applied to close identified gaps, and insights from incident investigations are being used to revise safety procedures and inform training content across the organisation.

### Occupational Health and Wellbeing

There were 33 non-work-related fatalities recorded for the period. While these cases highlight challenges in managing passenger health emergencies, they do not directly relate to employee health or occupational hazards.

ACSA supports the physical and mental wellbeing of employees through a range of services, including access to Employee Assistance Programmes (EAP), wellness days, and psychosocial support. Health screenings and referrals are made available across all airports. Occupational health surveillance is in place for employees in high-risk roles.

### Public Health and Safety

ACSA enrolled on the ACI Public Health and Safety Readiness Accreditation Program in 2024-2025 financial year. The Program is intended to ensure the airports are prepared to deal with the emerging public health outbreaks. Four ACSA airports (OR Tambo International Airport, Cape Town International Airport, King Shaka International Airport and Chief David Stuurman), participated and were accredited by ACI on this Program. This marks a significant milestone in ensuring that the transmission and spread of biological agents such as bacteria and viruses through the airports is minimised as possible. ACSA intends to roll out this program to its other operated airports, targeting two airports each financial year until all nine airports are fully accredited.

### OHS Training and Access

The proportion of employees trained on Occupational Health and Safety (OHS) remained well below target during the reporting period.

This mandatory training remains a critical concern and indicates a need for improved coordination and additional training resources to meet organisational expectations.

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. Training materials are made available in multiple formats to support accessibility across the workforce.

Efforts are underway to address the current gap, with a focus on strengthening planning and delivery of OHS training across sites.

## Aviation Safety Incidents

ACSA continues to monitor and respond to operational safety incidents across its sites. While some indicators showed improvement - such as a reduction in bird strikes and a decline in runway incursions - the number of incidents involving aircraft damage increased, highlighting the need for stronger procedural controls. While the number of incidents is higher, the total number are within our risk tolerance and do not indicate a failure of the system.

ACSA's ongoing efforts to create and maintain a safe environment for employees is visible in the decline of work-related injuries. There has been a notable decline of disabling injuries from 23 in the preceding year to 16 in the reporting period.

All incidents are logged in a centralised system and categorised by severity. Serious incidents trigger investigations, with findings reviewed at senior level. Lessons learned are used to update procedures and inform both employee and contractor training. Incident data is reported quarterly to the relevant governance structures.

Performance trends suggest modest improvement in runway incursions and bird strikes, including a slight decline in cases resulting in aircraft damage. These changes reflect progress in managing operational risk, although continued vigilance and follow-through on corrective actions remain essential.

## Community

### Community Development and Engagement

Airports Company South Africa (ACSA) is committed to advancing socio-economic development (SED) in communities surrounding its airports. Our initiatives are designed to support education, promote youth empowerment, and improve access to essential services, with a strong emphasis on long-term impact and social equity.

Community needs are identified through ongoing stakeholder engagement, and feedback mechanisms are used to monitor progress and inform future planning. 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 and relevance of our efforts. During the reporting period, ACSA invested **R12.6 million** in development projects across the country (2024: R9.4 million), focusing on communities in which we operate. Key areas of investment included early childhood development, youth entrepreneurship, vocational training, waste management, and STEM education. Highlights include:

#### Education

- **Early Childhood Development (ECD):** 40 ECD practitioners were supported in attaining an NQF Level 4 qualification, enhancing early learning quality and promoting the formal inclusion of young women in the ECD workforce.
- **STEM Education:** 5,000 mathematics dictionaries were distributed to Grade 11 and 12 learners near OR Tambo, King Phalo, and Chief Dawid Stuurman (Gqeberha) International Airports. Advanced tutoring in mathematics, science, and accounting was also provided to learners at Walmer and Lumko High Schools in Gqeberha and East London.

#### Youth Empowerment

- 55 young people received vocational training in carpentry, landscaping, general repairs, and handyman services, equipping them with practical skills for employment and entrepreneurship.



#### SMME Development

- Youth- and women-owned enterprises were supported through business management training, mentorship, and financial assistance.
- In Orange Grove, Eastern Cape, young women participated in a waste recycling and environmental conservation programme, which included training in household waste sorting, recycling practices, and participation in a waste buy-back initiative.

#### Impact Management

ACSA applies a stakeholder-centric approach to managing the impacts of its operations on 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 monitoring continues throughout the project lifecycle.

Engagement with affected communities is maintained through regular consultations and reporting. This ensures transparency and enables concerns to be addressed in a timely manner. ACSA's grievance mechanisms are available to all stakeholders and are supported by systems that log, track, and resolve complaints.

We uphold 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.

Where projects and operations have the potential to cause noise impacts or require construction, ACSA follows noise guidance to assess, mitigate, and disclose community impacts. Noise management forms part of our broader environmental responsibility framework.



#### Corporate Social Investment (CSI)

CSI initiatives form part of ACSA's broader commitment to inclusive growth and transformation. These include funding for education, enterprise development support, and health and welfare programmes.

#### Healthcare

The Smile Week initiative, which provided surgeries for 119 children with facial abnormalities and burn injuries.

#### Accessibility

Sign language training for 119 frontline airport staff across clusters, contributing to improved communication and compliance with ICAO Annex 9 and the Transport Summit on Universal Accessibility's Action Plan.

ACSA also advanced the integration of public transport infrastructure at major airports. Gautrain and municipal bus passenger volumes at ORTIA increased, and e-hailing use grew across the airport network. Standardised metered taxi services are now in place at ORTIA, with implementation underway at KSIA and CTIA.

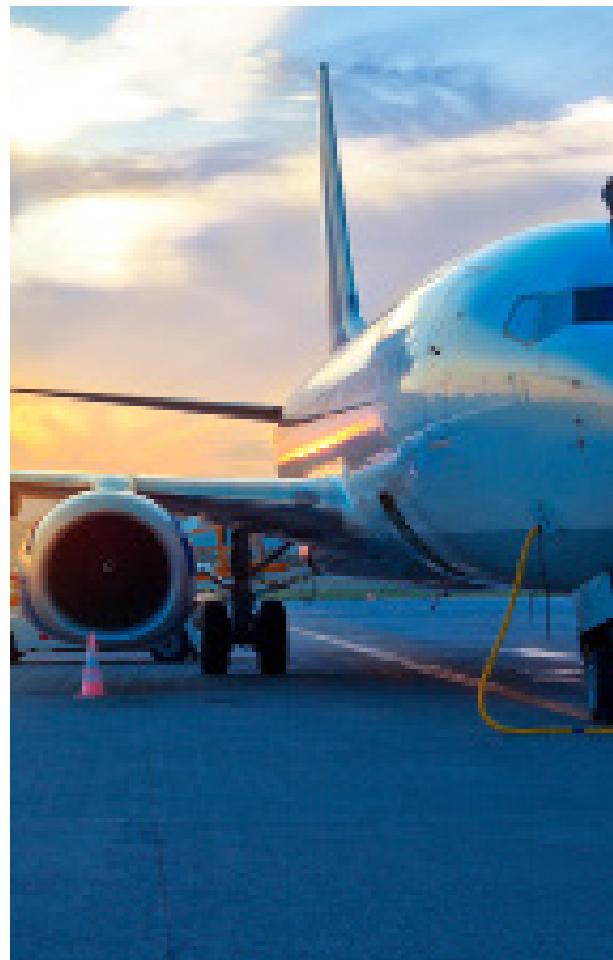
However, challenges remain in reinstating services such as the MyCiTi bus at CTIA and in achieving broader integration at regional airports. These efforts are dependent on stakeholder alignment and collaboration across the transport sector. ACSA continues to engage with partners to explore workable solutions that support improved access and connectivity.

Community initiatives also contribute to wider development and social cohesion goals, extending beyond compliance to support ACSA's broader role in society.

We monitor the outcomes of CSI projects and report on their impact in its sustainability disclosures. Collaboration with external partners helps leverage additional resources and expertise, increasing the reach and effectiveness of CSI efforts.

## Product and Customer Engagement

ACSA regularly engages with its customers to improve the overall travel experience and meet changing passenger needs. Engagement occurs through feedback mechanisms such as the Airport Service Quality (ASQ) survey, which tracks satisfaction across the customer journey.



### Airport Service Quality (ASQ) Index Score 3.74

ACSA has performed well in its ASQ score during the period under review, exceeding its target of 3.74 scoring 3.91. This highlights ACSA's continued focus on delivering quality service to its customers from airport arrival right through to exiting at airports.

Airport Service Quality (ASQ) Index Scores	
	FY25
<b>Target</b>	3.74
<b>Achieved</b>	3.91
<b>Performance</b>	Slightly above target

Ongoing efforts are in place to strengthen accessibility across airport services. ACSA has introduced training for frontline staff in South African Sign Language (SASL) to enhance communication with passengers with disabilities. This is part of ACSA's broader commitment to improving communication and physical access in line with universal accessibility objectives.

Our customer service efforts promote customer interaction and consistent service delivery that meets expectations.

### Product and Service Information

ACSA is committed to providing clear, accurate, and timely information about airport services, facilities, and operational processes. This includes guidance on safety procedures, terminal navigation, accessibility features, and available amenities.

Efforts to improve communication include updates to signage, enhancements to digital platforms, and staff training to support passengers with different needs. These improvements contribute to a more inclusive travel experience and align with ICAO Annex 9 and the Transport Summit on Universal Accessibility's Action Plan.

Accessibility performance tracking is also being strengthened to address three key dimensions: physical access, communication, and service experience. This forms part of ACSA's broader approach to improving accessibility across the customer journey.

All marketing and service-related information shared with passengers is reviewed to ensure it is accurate, accessible, and aligned with the actual conditions and services available at each site.

### Product and Service Compliance

ACSA ensures that its services comply with applicable aviation regulations and quality standards. This includes meeting passenger and operational safety requirements across all airport sites.

Passenger feedback and incident monitoring inform the assessment of compliance, covering areas such as adherence to safety protocols, cleanliness, and emergency response readiness. The Airport Service Quality (ASQ) Index, which exceeded its target during the reporting period, reflects ACSA's focus on maintaining service quality and operational performance.

Customer health and safety remains a priority. While non-work-related passenger fatalities remained constant during the year, procedures for emergency response are under review to improve responsiveness and overall passenger care.

### 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.

Special attention is given to communicating inclusively, with materials tailored to reach diverse audiences. This supports ACSA's commitment to equitable service delivery and contributes to a consistent and informed passenger experience.

Our practices promote ethical marketing and ensure that all communications reflect actual service delivery and values.

# 4 Governance



Overview	36
Corporate Governance	36
Leadership, Ethics and Corporate Citizenship	38
Risk Management	39

# Governance



## Overview

This section summarises ACSA's governance initiatives from FY2024/25. For full disclosures, please see our Governance Report 2024/25.

### Key Initiatives

- Annual board skills assessment to inform leadership development and succession planning
- Ongoing enhancement of governance processes in response to evolving global ESG expectations and frameworks
- Adoption of Good Corporate Governance practices guided by King IV™
- Implementation of corporate governance policies, a risk management framework, and ethical conduct standards
- Continued rollout of the ESG roadmap, reviewed annually by the board and supported by external service providers
- Integration of ESG risks into broader risk management processes
- Phased implementation of ESG-focused supply chain initiatives, including supplier ratings and localisation strategy

### Performance Highlights

- 97% of employees trained in anti-corruption and bribery
- Whistleblower cases: 69% resolved
- High level of board independence (82%)
- Regular board-level oversight of ESG strategy and progress
- Internal improvements to ESG data consistency and validation underway
- Forensic Investigation Unit housed within Internal Audit manages whistleblower cases
- ESG supply chain improvements include plans to appoint a Chief Procurement Officer and develop a Bronze Supplier Sustainability Rating
- No major governance challenges reported during the period

### Challenges and Priorities

- Executive compensation practices remain disconnected from ESG performance metrics
- No external assurance of ESG data disclosed
- Slower-than-expected progress in sustainable supply chain KPIs, requiring further internal system development
- Limited public disclosure on ESG materiality processes, climate-related risk, and third-party assurance

## Corporate Governance

### Governance Structure

ACSA adheres to high standards of Good Corporate Governance, ensuring transparency, accountability, and ethical conduct. This includes the implementation of corporate governance policies, a risk management framework, and ethical decision-making. Governance practices are informed by the King IV™ Code, with alignment to emerging global and industry frameworks under consideration.

### Board Composition

As at FY2024/25, ACSA's board comprised 11 members: 9 independent non-executive directors and 2 executive directors (the CEO and CFO). This reflects an independence level of 82%. The board's gender and racial composition was as follows:

- African male: 5
- African female: 5
- Indian male: 1
- Coloured female: 0
- White female: 0

Board members offer expertise in law, finance, governance, regulation, and infrastructure, aligned with national legislation and King IV. Directors' tenure and demographic information are disclosed publicly to support transparency.

ACSA consistently discloses board composition and diversity in line with King IV™.

# Our Board of Directors

ⓘ A brief curriculum vitae of each Board member is available online at [www.airports.co.za/about-us/executive-management/board-of-directors](http://www.airports.co.za/about-us/executive-management/board-of-directors)



**Ntombifuthi Zikalala Mvelase (61)**  
Interim Chairperson (incoming)

Retired as Lead Independent Director with effect from October 2024.  
Appointed from 1 September 2018

BProc  
LLB  
Attorney of the High Court of South Africa



**Dr Sandile Nogxina (67)**  
Chairperson of the Board (outgoing)

Appointed with effect from 9 November 2018. Retired 20 September 2024



**Dr Kgabo Badimo (66)**  
Independent Non-executive Director

Appointed with effect from 6 August 2020

BSc (Computer Science)  
Diploma (Business Administration)  
Diploma (French)  
MSc (Data Engineering)  
PhD (Information Systems Knowledge Management)



**Dudu Hlatshwayo (61)**  
Independent Non-executive Director

Appointed with effect from 6 August 2020

BSocSc (Hons)  
MBL



**Andile Khumalo (47)**  
Independent Non-executive Director

Appointed with effect from 3 March 2023

BCom (Accounting)  
Postgraduate Diploma (Accountancy)  
CA(SA)



**Nompumelelo (Mpumi) Mpfou (59)**  
Chief Executive Officer

Appointed with effect from 1 February 2020

BA (Hons) (Urban and Regional Planning)  
Postgraduate Degree in Town Planning



**Gcobani Mancotywa (57)**  
Independent Non-executive Director

Appointed with effect from 2 March 2023

BCom (Economics and Commercial Law)  
Postgraduate Diploma (Management)  
MCom (Management)



**Yershen Pillay (42)**  
Independent Non-executive Director

Appointed with effect from 1 September 2018

BSocSc (Politics and Economics)  
Postgraduate Diploma (Business Administration)  
MBA



**Sibongile Sambo (51)**  
Independent Non-executive Director

Appointed with effect from 2 March 2023

BAdmin  
BAdmin (Hons)  
Postgraduate Diploma (General Management)  
MBA



**Nonzukiso Siyotula (41)**  
Independent Non-executive Director

Appointed with effect from 2 March 2023

BAcc  
CA(SA)  
MBA



**Luzuko Mbotya (41)**  
Chief Financial Officer

Appointed with effect from 1 December 2023

CA(SA)  
MPhil (Development Finance)  
Postgraduate Diploma (Accountancy/CTA)



**Fefekazi Sefara (53)**  
Company Secretary

Appointed with effect from 1 July 2018

Bluris  
LLB  
Postgraduate Diploma (Interpretation and Drafting of Contracts)  
Admitted Attorney of the High Court of South Africa  
LLM

## 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 includes members with expertise in finance, law, governance, infrastructure, and regulatory matters. ACSA conducts annual board skills assessments to identify gaps and guide director development. This process supports informed succession planning and continuous improvement of board effectiveness.

## Conflicts of Interest

The board has approved an ethics management policy that addresses 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 also maintains a register of prominent influential persons, updated annually and publicly disclosed.

## Remuneration and Compensation

ACSA's board charter outlines the roles and functions of the board, including 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.

## Critical Concerns

ACSA tracks critical concerns primarily through its whistleblower mechanisms. The Forensic Investigation unit, housed within Internal Audit, manages the case intake and resolution process. 69% of whistleblower cases were resolved in FY2024/5. Cases relate to financial misconduct, procurement irregularities, and ethical breaches. Escalation protocols ensure board-level visibility through the Social and Ethics Committee.

## 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. While mechanisms for impact tracking are evolving, areas such as ethical culture, supply chain practices, and airport safety have been prioritised. Whistleblower feedback and ethics performance indicators also inform response and remediation activities.

## Sustainability Reporting

Efforts are underway to improve consistency and accuracy in ESG data reporting and validation processes. The board and management regularly review the ESG roadmap, with oversight responsibilities being formalised. While no external assurance of ESG data is currently in place, internal systems are being strengthened to enhance transparency and governance of ESG information.

## Compliance

ACSA maintains an ethics and compliance framework aligned to King IV™, national legislation, and international best practices. Oversight is provided by the Audit and Risk Committee and the Social and Ethics Committee. Compliance policies include anti-bribery, anti-corruption, and regulatory adherence protocols.

The Forensic Investigation and Compliance unit monitors adherence, investigates potential breaches, and implements corrective actions. Ethical culture assessments are periodically reviewed. Follow up ethics maturity assessments have been conducted by ethics institute in 2024 and the outcome indicated ACSA's ethical culture maturity at a significant 61% (developing). The most recent baseline assessment (2018) classified ACSA's ethical culture maturity at 28% (underdeveloped).

## Leadership, Ethics and Corporate Citizenship

### Leadership

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

The ESG roadmap has been signed off by the board and is being implemented with support from external service providers. ESG governance remains a strategic priority.

### Anti-Corruption and Anti-Bribery

ACSA has committed to strengthening ethical conduct through targeted anti-corruption initiatives. 97% of employees received anti-corruption and bribery training, against the target of 75%. Board members have signed an ethics pledge, and annual values-based training reinforces the Code of Ethics. Oversight is maintained by the Social and Ethics Committee, which monitors implementation of the ethics strategy and integration of ethical conduct across the organisation.

**ANTI-CORRUPTION**  
*"Zero tolerance against fraud and corruption"*



*"It is your responsibility, your right to say NO to fraud and corruption"*

Let's roll up our sleeves, act now and end the corruption that threatens the legacy that we will pass on to future generations.

USE OUR ANONYMOUS ANTI CORRUPTION HOTLINE AS FOLLOWS TO REPORT FRAUD AND CORRUPTION.

 Free Call: 0800 00 80 80  
Email: [acsat@thehotline.co.za](mailto:acsat@thehotline.co.za)  
Visit: [www.thehotline.co.za](http://www.thehotline.co.za)

**KNOW YOUR RIGHTS WHISTLEBLOWER PROTECTION**  
For more information visit Enterprise Security for the Employee Protection Programme.

**EVERY NO COUNTS**



## Anti-competitive Behaviours

ACSA adheres to the principles of fair competition and has approved policies that address anti-competitive behaviour. The Code of Ethics, applicable to all employees and directors, 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.

## Political Contributions and Lobbying

ACSA engages with government stakeholders in accordance with legal and governance frameworks. No political contributions were made during the reporting period. Financial assistance or subsidies received are disclosed in accordance with applicable laws, and oversight is maintained through internal controls and board-level governance.

## Risk management

## Risk Governance and Oversight

Board oversight of ESG is established. The ESG roadmap is reviewed annually by the board and management. Further work is underway to formalise board-level ESG oversight responsibilities and engagement.

## Integration of Risk with ESG and Materiality

ESG materiality is also under review, with the aim of improving alignment between stakeholder expectations, business priorities, and the organisation's risk and performance frameworks. These processes are expected to enhance the visibility of ESG-related impacts in enterprise decision-making.

## Crisis Management and Business Continuity

ACSA has demonstrated financial resilience through effective governance and financial management practices. Its governance framework enables agile response to external challenges such

as civil unrest, jet fuel shortages, and global geopolitical events. Business continuity planning is embedded in the organisation's governance processes and supported by risk monitoring activities.

## Airport Safety and Security

ACSA works with the South African Civil Aviation Authority, South African Police Service (SAPS), and the Border Management Authority to coordinate aviation and border security. Airport safety incidents and threats are monitored through real-time security systems, and operational security audits are conducted regularly to ensure compliance with national and international safety standards.

ACSA is also aligning airport security initiatives with its broader ESG roadmap to enhance traveller safety, community protection, and stakeholder trust.

ACSA recognises its role in preventing the trafficking of humans, wildlife, and illegal substances. Relevant measures include inter-agency collaboration, security protocols, and training aligned with aviation security standards. Oversight of these areas is integrated within broader enterprise security and ethical conduct frameworks.

No significant governance-related incidents or challenges were identified in the review period.

## Cybersecurity, Data Privacy and Risk

ACSA continues to strengthen cybersecurity and data protection protocols in alignment with relevant regulatory and risk management requirements. Information governance and IT security measures are overseen through internal structures, with growing attention to data privacy, operational resilience, and mitigation of cyber risks.

# 5 Outlook



Outlook

41

# Outlook

ACSA plays an important role in supporting South Africa's transition to a sustainable and inclusive economy. Our position at the intersection of environmental stewardship and socio-economic opportunity enables us to drive change in areas such as low-carbon aviation, resource efficiency and safety. We are committed to positioning ourselves as a leader in the sustainability space, setting an example for airport operators globally.

During the year, we made good progress in advancing our ESG priorities and we have expanded our reporting boundary to be more aligned with global sustainability frameworks.

Key achievements included the continued roll-out of energy efficiency initiatives across our airport network, which reduced electricity consumption in important facilities, and the expansion

of our wildlife hazard management programme to better protect operational safety and surrounding biodiversity.

We also faced challenges, particularly in consolidating environmental performance data across all sites to a level suitable for external reporting. Addressing these gaps remains a priority, and we will be introducing measures to improve the accuracy and scope of data management - we recognise that consistent information is critical to setting credible targets and tracking progress over time.

Looking ahead, we intend to expand the integration of ESG into strategic and operational decision-making, while preparing to report in line with the ACI ESG Framework. This will include the progressive adoption of its indicators across environmental, social, and governance themes.

Our immediate focus areas include finalising baseline measurements for key environmental metrics, developing site-specific action plans, and engaging more closely with stakeholders to ensure our priorities reflect shared concerns. We are looking forward to making meaningful progress on the development of our Scope 3 emissions measurement activities and related targets.

We look forward to strengthening our disclosure processes whilst improving transparency and accountability. ACSA is focused on building long-term resilience in our operations and the communities we serve.









-  **Physical address:** 1 Jones Road | Western Precinct Aviation Park | O.R. Tambo International Airport | Gauteng | 1632
-  **Postal address:** PO Box 75480 | Gardenview | 2047
-  **Tel:** +27 11 723 1400 | **Fax:** +27 11 453 9353
-  [www.airports.co.za](http://www.airports.co.za)
-  [AirportsCompanySA](#)
-  [@Airports\\_ZA](#)