HR Excellence in Strategy, Innovation, Leadership and Culture in Delivering Sustainable Airports
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At GMR Hyderabad International Airport Limited (GHIAL) sustainability practices are related to environment, employee, society and business. The Human Resources (HR) team plays a critical role in achieving this objective.

According to Elaine Cohen, a veteran HR executive and the author of CSR for HR, HR plays a critical role in its sustainability efforts. In her book, she maintains that “the true role of the HR professional is to help convert the sustainability impacts of an organization on employees into positive sustainability impacts of employees.”

The HR team at GHIAL is a critical success factor for helping the organization achieve its sustainability goals, we have taken multiple steps like e-enabling HR process and developing multiple forums which enables employees to participate, share their Ideas, contribute to society and thereby be a part of our journey in delivering a sustainable airport. The HR Strategy, leadership involvement and specific initiatives are detailed in this application.

Our Sustainability strategy flows from our Mission Statement and is executed with an eye towards benefits encompassing environment, society and employees. The HR team spearheads and engages in various initiatives towards sustainability as detailed in the following pages.
An Overview of GHIAL

GMR Group is an infrastructure company founded in 1978 and headquartered in Delhi, India. The Group has successfully implemented several iconic infrastructure projects in India through the Public Private Partnership (PPP) model. Although the company started with agri-based industries like Jute / Sugar / Breweries, it has slowly moved into the Infrastructure sector over the past decade with interests in the development and management of Airports, Energy Projects, Highways and Urban Infrastructure. Currently, the Group operates three international airports at New Delhi and Hyderabad in India and in Cebu, Philippines.

GMR Hyderabad International Airport Limited (GHIAL) is a joint venture company promoted by the GMR Group (63%) in partnership with Government of India (13%), Government of Telangana (13%) and Malaysia Airports Holdings Berhad (MAHB) (11%). GHIAL was incorporated to design, finance, build and operate Rajiv Gandhi International Airport (RGIA), a world class greenfield airport at Hyderabad on Public Private Partnership (PPP) model and began commercial operations in 2008.

Today, RGIA is rated as one of the best airports in India and has set benchmarks in airport infrastructure, operations and customer services. GHIAL is also developing an integrated ecosystem around the airport in the form of an Aerotropolis which would be spread over 1,000 acres and cater to activity centers like education, healthcare, leisure & entertainment, sports, hospitality and offices. This would lead to significant economic benefits in terms of investment and employment generation.
Mission Statement & GHIAL’s Culture

GHIAL is a high performance organization aiming to become a thriving aerotropolis of the world. Towards this journey inspired from GMR Group’s philosophy of ‘Creating tomorrow, today’, GHIAL has a culture derived from a set of deep rooted principles that underpin meritocracy, cultural diversity, employee engagement, leadership development and significant HR practices.

Our mission statement provides us the direction for our future growth plan. The process will be sustainable only if there is complete alignment of these focus areas amongst the leadership and all the employees. With this objective, we have developed online PDM (Policy Deployment Matrix) and through goal setting exercises ensure that environmental and other sustainability KPIs are part of the CEO PDM so that these KPIs are cascaded down and employees are made accountable. This also ensures that they get rewarded for their contribution during the annual Performance Management Process (PMP).

The PDM has strategic objectives, measurable goals, actions & action leaders. Strategy workshop is conducted annually to finalize the business plans. These plans are then translated to the CEO PDM, the actions from CEO’s PDM then flows into the departmental heads’ PDMs as goals and the process continues till it connects to the junior most employees in the organization. In Figure 2, the red line indicates how goals percolate through the organization and the green line show how results get consolidated upwards. The cascading process happens through the online PMP portal of GMR.

The mission statement of our airport is “To establish Hyderabad Airport as—
South & Central India’s Gateway of Choice, Preferred Logistics Hub, India’s largest Aerotropolis and Attain Sustainable Growth by—

- Delivering Quality Services & Customer Experience
- Effective Stakeholder Engagement
- Being a Preferred Organization to Work”

One of the important aspects of our mission statement is “Sustainable Growth”. This is achieved by having focused initiatives which are driven by HR to develop a sustainable organizational culture.

Organizational culture encompasses values and behaviors that contribute to the unique social and psychological environment of an organization. Ravasi and Schultz (2006) wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling.

HR plays a major role in ensuring that the culture in the organization promotes sustainability and for this we have created multiple avenues for employees that encourage innovation and ethical business practices. Having a common Values & Beliefs is the first step in this direction.
Values & Beliefs

The basic premises of any organizational culture are the Values & Beliefs and the ethical aspects the organization wants to promote. Like ‘Sa Re Ga Ma Pa Dha Ni’, the seven musical notes which help us create various ragas, there are 7 core values followed at GMR which guide employees. The articulation of the 7 Values of GMR is done to ensure that the organization’s DNA remains intact by living these values. They are responsible for our success in the past and give direction to our decisions and actions.

In order to ensure common understanding of GMR Values we provide clearly articulated demonstrable behaviors through value ambassadors. We also conduct TTT (train the trainer) for leaders who then train their teams on value demonstration.

Our inner excellence portal & app aims at raising consciousness levels to enable healthy, productive and positive orientation to life, which in turn helps build a positive culture in the organization.
Ethics

To promote an ethical culture, apart from a Code of Business Conduct & Ethics (CoBCE) and Whistle Blower policy, we also have the Ethics helpline. The helpline numbers are not just displayed on notice boards and in policy document but also on all desktops and laptops. We also conduct the Ethics Barometer test on a periodic basis to ascertain the employees’ level of knowledge on GMR CoBCE and other company policies. In addition there are programs on PASH (Program against Sexual Harassment), CEO Blog, etc.

Leadership & Talent Development: Over years, the role and expectations of airport business leaders have been continuously evolving with the challenges posed by a dynamic business environment including new technologies, greater customer focus, regulations, environmental sustainability and competition. Thus, there has been an increasing need for HR to put in place structured interventions to equip and enable its leaders to face these growing challenges in an effective & efficient manner. Training and development has a crucial role to play in this transformation, coaching and teaching today’s and tomorrow’s leaders, enabling them to develop their capabilities to lead the organization in a continuously dynamic environment.

As part of our Group’s Talent development policy, our organization has put in place structured interpolations to identify and develop leaders internally to cater to current & future business requirements. Employees are nominated for Multi-Tier Leadership Development Program (MTLDP) and those selected are put through comprehensive learning interventions based on our Competency framework. These programs are spread across a 6 month period. This addresses various learning needs like personal & managerial effectiveness, functional expertise, spiritual, social volunteering, coaching and working on milestone-based projects.

As part of our objective of ensuring continuous learning & developing aviation leaders for tomorrow, Aviation Academy (AA) was set up in 2009 with an objective of providing professional training and enhancing the knowledge and skills of GMR Airports personnel. The academy also has the objective to provide highly talented manpower for the Global Aviation Industry, especially in the Asia-Pacific Region.

GHIAL is one of the very few in the Indian industry to have an Aviation Academy and in the short time from inception, it has emerged as a global gateway for aviation learning in India. The academy offers courses for all the niche skills like ARFF (Airport Rescue & Fire Fighting), Safety, Airside operations, etc., thus ensuring that a talent pool is created for the current & future requirement of the airport sector.
GHIAL is committed to be a Green Airport. As a part of this commitment we have e-enabled most of our HR processes; this includes talent acquisition, Performance Management Process (PMP) etc. E-enabled process have ensured that there is significant reduction in the usage of paper e.g. the entire process of PMP is e-enabled and there is zero usage of paper in the entire process. Similarly we have converted the employee application form to e-form.

Our leadership team has taken up multiple initiatives at organization level to achieve our objective of delivering a sustainable airport. The details of these initiative’s and the benefits these initiatives are detailed below. HR has also developed multiple recognition forums like Star of the Month (SOM), Employee of the Quarter, Well done card etc. to recognize the efforts made by employees in these focus areas.

### Driving Environmental practices for Sustainability

**Water Conservation**

Water conservation is taken up through the 3R Policy (Reduce, Reuse & Recycle). All initiatives are driven by the objectives / KPIs like Monitoring at Source wise consumption and Total water consumption per pax. Different initiatives include, water flow control at washrooms across GHIAL through electronic sensors, bore well recharge, recharge of open wells, roof top rainwater harvesting, water balance study, enhancement of STP (Sewage Treatment Plant) efficiency, drip irrigation, planting less water consuming species in airport environs, etc.

Through all these initiatives the water consumption net per pax was reduced from 136 to 97 liters per pax, i.e., 29% in last 5 years.

**Energy Management**

As part of Energy Conservation at GHIAL, the team follows the process of Operational Excellence (23%), Resource Optimization (43%) and Technology upgradation (34%).

Various initiatives like Chiller descaling, Chiller & AHU running hours’ optimization, switching off for non-operational areas and implementation of LEDs were taken up in power conservation activities. These processes led to an average reduction of 9% net Power consumption in the last 5 years.

**Solar Energy**

GHIAL is committed towards generating renewable energy. As a part of this commitment, we have commissioned a 5 MW captive Solar Power Plant. This is also in alignment with the India Government’s Solar vision and the recently announced initiative by the Ministry of Civil Aviation to have solar-powered airports.

- Generating around 25000 units/day of pollution free energy meeting the airport’s peak power demand during day time
- Saving of over 7100 Metric Tonnes of carbon emission annually
Carbon Optimization

Reduction of carbon emission is a global concern. GHIAL has taken major steps to reduce the carbon emission at our premises. We have introduced vehicle pooling at the airport, this includes promoting public transport for commuting to and from the airport and usage of free shuttle and pool vehicles for employees to commute to terminal building.

Carbon Intensity is 1.02 in December’15 in kg of CO2 / pax and the cumulative is 2.15 against the target 2.50 for 2015-16.

Reducing Wastage

A. Food wastage: This is a major concern and we have taken multiple steps to reduce food wastage some of which achieved the objective.
   • Reduced number of items in a-la-carte at canteen from 13 to 9
   • Reduced the projection for making food
   • Signage displayed to create awareness at employee canteen
   • E-awareness campaigns among the employees

B. Waste Water Utilization: Waste water is treated and reused for Flushing, Cooling Tower make up & landscaping. Increased recycled water usage by 5.61% in December’15 (21543 kilo litres) over December’14 (20399 kl).

C. Reducing Paper Waste: HR has eliminated all paper from its talent acquisition process including pamphlets, brochures, forms, company information, reports, etc. All other major HR processes at the airport are e-enabled, be it performance management process or e-learning. This not only ensures that the process becomes faster but also reduces the consumption of paper.

Employees are also encouraged to refrain from printing unless necessary or print on both sides of sheet and reuse one sided prints.

Plantation

A. Plant a tree for your Birthday – Employees are encouraged to plant a tree on their birthday
B. Employees enthusiastically participate in the tree plantation drive conducted as a part of World Environment Day celebrations
Employees are recognized quarterly for their contribution to conservation initiatives through the Star of the Month (SoM) forum. A sample of SoM recognizing exemplary contribution is given below.

Figure 7 - Star of the Month recognition (Sample)

Giving back to Society – our CSR initiatives

Contributing to Society is an integral part of GMR Group’s business. It is a part of the group’s Vision as well as one of the Values - “Social Responsibility”. CSR activities are undertaken by a specialized CSR arm instituted by the Group, GMR Varalakshmi Foundation (GMRVF), in collaboration with GHIAL employees. All our Group employees are encouraged to share their time, skills and resources with the community by participating in various social development initiatives.

GMR Group’s Vision

GMR Group will be an Institution in perpetuity that will build Entrepreneurial Organizations, making a difference to Society through creation of Value.

The GHIAL Leadership sets an example by spearheading contribution to CSR initiatives and ensuring percolation of the communication to employees across the organization.

Social Volunteering Projects

One of the most important initiatives is the quarterly Social Volunteering projects wherein the management invites CSR projects from the employees. The ideas are evaluated by an expert panel based on sustainability and other parameters and the shortlisted teams are given a fund of Rs.25000 to execute their projects. Through these SVPs, employees have given back through acts like building toilets at government schools, training adolescent girls, sessions on Hygiene, creating livelihood opportunities, infrastructure support like Innovation centre at school, construction of Bus shelter, etc.

Other initiatives driven by us in various areas are as detailed below.

Education

Every year we conduct Notebook Donation drive for all the Govt. school children around RGIA under the initiative called AKSHARADAAN. This year about Rs. 2.73 lakh in cash and notebooks were contributed by employees. Other initiatives driven by us to support education through employee involvement are Career Counselling for 10th students, financial support for Gifted children, recording audio lessons for the blind, infrastructure support, etc.

Health, Hygiene & Sanitation: GHIAL Female employees provided sanitary napkins for adolescent girls at an orphanage in Shamshabad while educating them about proper hygiene practices. GHIAL CSR has initiated a Nutrition Centre at Airport Rehabilitation Colony for pregnant and lactating women which provide daily nutrition supplements, health awareness and regular health check-ups for them. Employees participate in awareness sessions for the same. We also partner with “Make-a-Wish Foundation” to fulfill the wishes of terminally ill children from nearby areas.
Empowerment and Livelihoods: We create opportunities for GHIAL employees to participate in product making activity along with a group of underprivileged women supported by GMRVF. These colleagues are paired with the women making jute products under the EMPOWER initiative of the Foundation. Many different innovative products were made using jute material including Nehru waist coat, summer hat, tissue holder & waste bin for cars, bangle box, wall hangers, flower vases, etc. The innovation and ideas of the GMR colleagues helped the community women to come out with unique and marketable designs.

A snap shot of involvement of employees in CSR initiatives during 2014-15 is as follows:

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<tr>
<th>GHIAL Employee Involvement in CSR</th>
<th>Total</th>
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<tbody>
<tr>
<td>No. of Programs</td>
<td>25</td>
</tr>
<tr>
<td>No. of Beneficiaries</td>
<td>2000</td>
</tr>
<tr>
<td>No. of Family members and Employee volunteers</td>
<td>643</td>
</tr>
<tr>
<td>Hours of involvement of employees and family members (person hours)</td>
<td>960</td>
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Involving employees in Sustainability initiatives

HR plays a key role in driving employee participation in key workplace conservation initiatives like recycling, energy efficiency, and reducing waste in all forms, to achieve this objective and to foster a culture of innovation and sustainability we have the following platforms:

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<th>Initiative</th>
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<tr>
<td>Idea Factory</td>
<td>This is a platform to capture innovative ideas of the employees. Ideas contributed by employees are reviewed and based upon their feasibility, implemented. Employees are rewarded for every idea that is accepted, this helps in encouraging a culture of innovation.</td>
</tr>
<tr>
<td>New joinee orientation</td>
<td>We have a detailed one day induction for all new joinees to help them have a faster orientation to the organization. This induction covers the Values &amp; Benefits of the organization, the culture etc.</td>
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<tr>
<td>Knowledge sharing</td>
<td>We have a completely enabled Knowledge portal which stores case studies, best practices &amp; reference documents and enables KM chats with Leaders. This portal ensures that knowledge is shared amongst employees for collaborative development of sustainable initiatives.</td>
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<tr>
<td>CIPs</td>
<td>With the Group having multiple airports &amp; businesses, this portal makes it possible for all employees to share their knowledge. Continuous Improvement Projects (CIP) provide employees with opportunities to take up projects in areas that would bring in organizational benefits. Projects taken up employees include cost savings, revenue generation, innovation, process improvements, etc.</td>
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These initiatives have played a major role in fostering a culture of innovation and sustainability. Some of the benefits are listed below:

- For FY’14, we received 177 ideas which resulted in a cost saving of Rs. 26 lakhs
- As part of our commitment towards society & saving natural resources, GHIAL consistently stretches the target for optimizing electricity consumption and reducing water usage year on year.

A positive wellness culture in the workplace contributes to the physical, mental, and emotional well-being of workers. GHIAL has taken many steps to create a healthier workforce by encouraging healthy habits and helping to prevent health problems. As a part of this, we conduct employee wellness program under the ‘Ayushi’ umbrella where we conduct regular employee health screening camps, blood donation camps, Health awareness sessions by reputed health care professionals, etc. The organization also encourages participation in Marathons and other corporate Sports events. We also have C.A.R.E – Counseling, Assistance & Relief for Employees where employees can approach a Counselor on the premises for any personal or professional problems in a confidential manner. This service ensures mental wellbeing of the Employees and has received a lot of positive testimonials.

Gender Diversity

Women bring unique insights and impact the work place in a positive manner and hence Gender diversity is another focus area for us. We organize PASH sessions; promote against Sexual Harassment & Whistle Blower policies to sensitize employees. These interventions have ensured we have minimal % of any such incidents in the airport. Women employee friendly initiatives like Crèche, Women’s day celebrations, etc. are implemented through specific action plan for women employees.

Employee participation in Sustainability campaigns

We also celebrate “World Environment Day (WED)” not only to create awareness amongst the employees but also to provide employees an opportunity to get involved in sustainability initiatives.

WED was observed by United Nations General Assembly for the first time in 1972, on the occasion of Stockholm conference on the Human Environment. Following are the various initiatives which we had driven to involve employees in this initiative:

1. Bi-cycling ride from the GMR Township
2. Tree Plantation
3. Poster painting competition for the children of the airport community on WED theme
4. Involvement of passengers with environmental promotional activities
5. Promotion of public transport and carpooling
6. Awareness campaigns on food waste control
7. Promotion of water, fuel and electricity conservation
GHIAL has won several awards and recognitions across multiple domains for its world class infrastructure and services which is a testimony to the competencies and the strive for excellence of the employees of the Hyderabad Airport.

As part of its green strategy, GHIAL has initiated various eco-friendly initiatives / measures at RGIA like:

- **Green Buildings:** GHIAL has established energy efficient green buildings such as passenger terminal building (PTB) and administrative buildings.

- **PTB has been certified for “Leadership in Energy & Environmental Design” (LEED) “silver rating” by the US Green Building Council (US GBC) in 2008. RGIA is the first airport in the world to get the rating for its eco-friendly design.**

- **It also won the Center for Asia Pacific Aviation’s (CAPA) “Best Airport Environmental Performance of the Year” in 2009.**

- **Recently GHIAL received the prestigious Golden Peacock for Environment Management Award for 2015. This award is in recognition for attaining significant achievements in the field of environment management at RGIA, Hyderabad.**

- **In recognition of our carbon emission reduction achieved in 2010 & 2011, GHIAL received ‘Level 2 - Reduction’ of ACA in 2012. With the scope of GHG extended to the stakeholders (Aircraft Landing and Take-off (LTO) cycle & Ground Handlers’ vehicles), ‘Level 3 - Optimization’ ACA was obtained in 2013.**

GHIAL has also received the ‘Sword of Honor’ from the British Safety Council in 2013 for achieving ‘excellence’ in the implementation of Health and Safety Management system. Hyderabad airport is also the first PPP airport to achieve following IMS certifications comprising Quality, Safety and Environment management systems at one go in February 2010:

- Environment Management Standard ISO – 14001:2004 and
- Occupational Health and Safety Management standard BS OHSAS 18001:2007

Snapshots of our Awards & Certifications are as follows:
Figure 11 - Awards for GHIAL contd.

Figure 12 - Certifications for GHIAL
Conclusion

For many, the nexus between sustainability and human resources is an intangible one. Involving employees can have ripple effects given the impact of their work and their multiple daily interactions with internal and external stakeholders. Their work and interactions have the potential to advance an organization’s sustainability goals.

If sustainability is good business, then for any organization, the sustainability team is the change maker while the HR team is the lever needed to propel the change. The GHIAL HR team intends to keep being this lever needed to propel GHIAL to the zenith of organizational sustainability.