



**A world to connect,
a future to protect**



CEO Message

At daa, we are proud of our purpose to 'enable businesses and connect lives across the world'. Our airports connect families and friends, support communities, enable business, and drive Ireland's economic growth. As we look to the future, we are conscious that we face important challenges: how do we continue to deliver vital connectivity and growth for Ireland while also ensuring that we lead the way in sustainable airport practices, reduce our impact on the environment, and strengthen our focus on our people and the communities that we serve.

These are challenges that we are committed to addressing head-on.

Our new **ESG strategy 2024-2030** sets out the roadmap and action plan for how we will achieve this over the next seven years, anchored in three key pillars:

Climate & Environment: We will reduce our carbon footprint, adopt cleaner technologies, and protect nature around us. By prioritising net zero operations, embracing renewable energy and introducing a circular approach to waste management, we aim to lead in sustainable airport practices.

Community and People: Our airports are vibrant hubs that connect people and serve communities. We will be an employer of choice, invest in our people's development and build a diverse and inclusive workplace. Just as importantly we will continue to invest in the communities

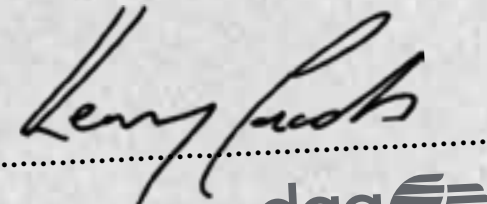

we serve. Our aim is to strengthen the social fabric around our airports and help to deliver shared prosperity.

Good Practices: Sustainable growth requires a foundation of transparency, accountability and ethics in decision making. We will continue to ensure the highest standards of governance across our group and incorporate ESG principles into everything that we do.

We see this focus on ESG as an opportunity to innovate, collaborate and to lead. By engaging openly with our communities and investing in them, and by embracing sustainability at our airports, our aim is to deliver a future that successfully balances growth with environmental and social responsibility.

The journey will be challenging, but we are committed to working with our people, our partners, our customers and our communities to deliver real lasting results. This strategy is about leading change, not just adapting to it.

I encourage you to join us on this journey and to hold us accountable as we deliver on our plans. Together we can deliver long-term value for everyone, and a world that we are proud to pass on to future generations.


daa 

Contents



Company Overview

daa is a global airport and travel retail group with businesses in 15 countries around the world.

Vision

To be airport industry leaders, delivering excellence in a sustainable future.

Purpose

To enable business and connect lives across the world.

-  daa International
-  ARI Retail Operation
-  Dublin Airport
-  Cork Airport

daa's principal activities include operating and managing Dublin and Cork airports, global airport retailing through our subsidiary Aer Rianta International (ARI), and international aviation consultancy through daa International (daal).

The company is state-owned and headquartered at Dublin Airport.



United Nations Sustainable Development Goals

In line with our ESG commitments, we actively support and seek to align with the UN Sustainable Development Goals (SDGs). These goals provide a comprehensive framework for addressing some of the most pressing challenges facing our world today, including poverty, inequality, climate change, environmental degradation, and peace and justice. By aligning our efforts to the SDGs, we aim to maximise our positive social and environmental impact. These goals guide our business practices, inform our sustainability initiatives, and strengthen our dedication to responsible growth, enhancing our operational resilience and contributing to a more equitable and sustainable world.



daa supports sustainable economic growth by enabling global business connectivity and creating quality employment opportunities across its operations, ensuring fair and safe working conditions for all.



Through ongoing investment in innovative and resilient airport infrastructure, daa drives sustainable growth across our group and enhances Ireland's position as a global hub for connectivity and trade.



daa is committed to fostering inclusivity by ensuring equitable access to opportunities, embracing diversity, and promoting social and economic equality in all its activities and communities.



daa works to create environmentally sustainable and socially inclusive airports that integrate with and enhance the well-being of surrounding communities.

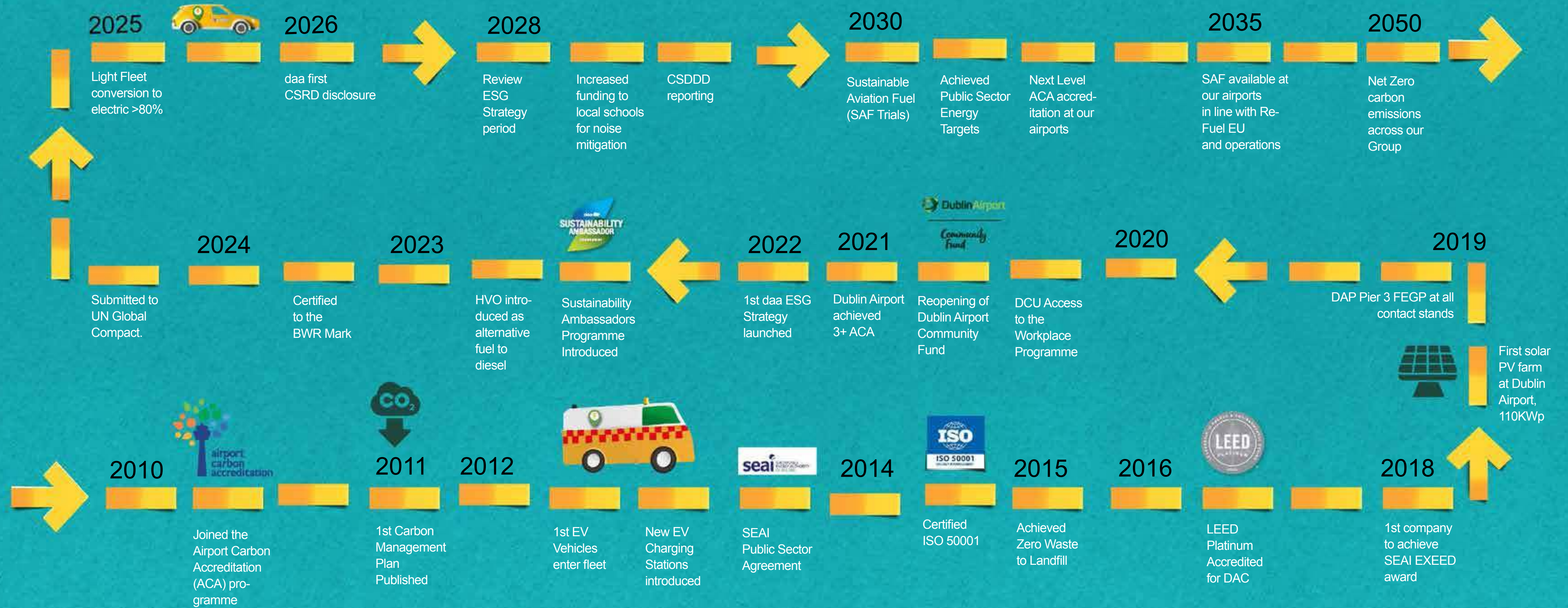


daa prioritises sustainable resource management by reducing waste, optimising operational efficiency, and promoting a circular economy across its value chain.



daa actively addresses climate change by reducing emissions, improving energy efficiency, and championing renewable energy adoption and alternative energy sources.

Our Sustainability Journey









Progress Against 2021 - 2023 ESG Strategy

daa's first ESG Strategy (2021-2023) set out our commitment to sustainability and ESG practices. It laid a solid foundation by addressing COVID-19 challenges and setting the stage for sustainable growth, with daa rebuilding and enhancing its operations whilst aligning with global sustainability goals and national targets. Our strategy was supported by clear and tangible commitments under four defined pillars- Environmental Sustainability, People, Community and Economy. We regularly reviewed and published performance against our ESG targets in our annual reports between 2021 – 2024.

Environmental Sustainability

1. Continue to reduce our absolute levels of carbon emissions, working towards a 30% reduction by 2030 (v 2016 – 2018 average baseline)
2. Convert 30% of daa's light commercial fleet to LEVs by 2021, rising to 45% by 2022 .
3. Achieve Airport Carbon Accreditation Level 4 at Dublin Airport.
4. Work towards achieving Airport Carbon Accreditation Level 3+ at Cork Airport.
5. Continue efforts to improve energy efficiencies across our businesses, working towards 50% efficiency improvement by 2030.
6. Recycle 45% of our waste at Dublin Airport.
7. Maintain zero waste to landfill.
8. Work towards reducing plastic and waste and increasing recycling in our retail operations.
9. Aim for no exceedances of water quality limits due to on-airport activity.
10. Implement enhanced noise monitoring systems at Dublin Airport and increase accessibility of noise data for local communities.
11. Introduce noise related airport charges.
12. Continue to target compliance with national air quality limit values and publish air quality monitoring results.
13. Create habitats for nature to thrive.
14. Create designated wildflower areas on our airport campuses.
15. Reduce the usage of chemical fertilisers.

Our Progress

-  Dublin Airport achieved a 22% reduction in carbon emissions and Cork Airport achieved a 33% reduction. Dublin Airport transitioned 67% of light fleet to light electric vehicles (LEV), with 30% of Cork's fleet converted
-  Dublin Airport is expected to achieve ACA level 4+ by 2025, and Cork Airport achieved ACA level 3+ in 2024.
-  Both Dublin and Cork Airports are now exceeding public sector energy targets (Dublin Airport achieved 53% and Cork Airport 74% energy efficiency during the strategy period). Cork Airport's was named as the Best Performing Commercial Semi State Body in Ireland, for Energy Savings, in 2022 and 2023, by the SEAI.
-  Our operations remained zero waste to landfill and achieved recycling rates of 43% and 32% respectively in Dublin and Cork Airports.
-  Dublin Airport introduced Webtrak, a public tool that allows people to identify and log noise related queries on flights at the airport. Noise charging for airlines was introduced using Quota Count (QC) methodology applicable to nighttime flights (23:30-06:59).
-  We signed up to the All-Ireland Pollinator Plan and installed butterfly habitats and bug hotels at Dublin and Cork Airports. Over 11km of hedgerows now support nature habitats at Dublin Airport. We used 100% organic fertiliser

Progress Against 2021 - 2023 ESG Strategy







People

1. Implement the organisational re-structuring changes required as a result of Covid-19, and create a culture where flexible, agile working is encouraged and supported
2. Publish a DEI Policy and develop action plans on two key areas: disability and gender equality. Target 100% training participation rate for leaders.
3. Invest in our people leaders through the delivery of development training programmes and embed our leadership standard.
4. Provide our employees with the opportunity to tell us how we can improve through staff surveys. Provide feedback on each survey conducted and action plans to address key issues.
5. Maintain and develop health and well-being initiatives.
6. Maintain occupational health and safety standards to ensure (1) safe working conditions for our people and (2) a safe travelling environment for our passengers.



Our Progress

-  daa published an Equality, Diversity & Inclusion Policy in 2021, and rolled out Dignity and Respect training as part of our induction process. We developed inclusive hiring training for all frontline hiring managers, in addition to a Reasonable Accommodations Policy. A Hybrid Working Policy, aligned with government Code of Practice on the Right to Request Remote Working, has been put in place. We publish the results of our Gender Pay Gap report annually.
-  In 2023, 48 high potential emerging leaders partook in an Adaptive Leadership Programme.
-  To support employee their wellbeing we offer an Employee Assistance Programme, and carry out a quarterly staff survey, in order to increase the quality, quantity and consistency of employee wellbeing initiatives.
-  We continuously seek to apply industry best practice when it comes to safety standards at our airports. We have achieved ISO45001 certification for Dublin and Cork Airport, and ISO37301 certification for the Group Safety Regulation and Compliance Teams.

Progress Against 2021 - 2023 ESG Strategy

Community

1. Invest €300,000 a year from Dublin Airport's Community Fund towards community initiatives.
2. Support up to ten students each year from Dublin Airport local communities, to attend Dublin City University via its Access Programme.
3. Support community initiatives in the local areas served by Cork Airport and maintain our long-standing commitment to the arts through the facilitation of exhibitions at the airport
4. Work closely with our international airport partners on supporting ESG initiatives in the relevant countries in which we operate.
5. Work with third level education partners to provide support and guidance in the delivery of educational courses.
6. Continue to assess our relationships with our communities and to engage with them on key airport issues.
7. Continue our daa Staff Charity Programme and invest €37,000 annually towards this programme.
8. Encourage staff volunteering in ESG related projects which benefit the local community
9. Provide insulation measures to qualifying residences surrounding Dublin Airport, to address aircraft noise impact.

Our Progress



During this strategy period, daa invested over €1.2m through our community funds to support social and sustainable community projects. These included the development of sensory rooms at Dublin Airport, the installation of a Geodome outdoor classroom at a local school, sponsorship of local sports teams, local art and photography exhibitions and many more projects. Our community engagement teams held over 100 meetings with individuals, community groups and schools to listen to their concerns and update on airport matters. We conducted surveys of local homes to assess the need for insulation measures.



We raised over €700,000 for our six charity partners during this period. We also delivered our World of Work sustainability module and Time to Grow Transition year programme.

Economy

1. Demonstrate the economic impact of our business by assessing the extent to which we drive connectivity, contribute to direct and indirect employment and support economic growth
2. Develop a Mobility Management Strategy and support the use of low emitting modes of transport for accessing our airports.
3. Support sustainable commuting, including discounted travel for colleagues, cycling schemes and the provision of facilities for cycling and walking.
4. Work towards the sustainable sourcing of range and materials used in the product lifecycles of our retail operations

Our Progress



In 2023, we carried out a study of the economic impact of daa's Irish Airports to understand how we affect connectivity, jobs and economic growth. The study showed that Dublin Airport supports over 115,000 jobs across Ireland and contributes a total of €9.6bn in gross value added (GVA) to the Irish economy. Cork Airport is a key economic enabler for the South of Ireland, contributing to the employment of over 12,000 people and over €1bn to the Irish economy in 2023.



Dublin Airport published a Mobility Management Plan in 2023. All staff were surveyed showing that following a decline in the use of public transport over the global Covid pandemic, bus usage has recovered to levels seen in 2021.



In 2022, ARI increased the amount of sustainable and locally sourced products into their product range, through the Little Changes, Big Difference sustainability campaign. By 2023, over 30% of all contracts issued by daa included sustainability criteria.



ESG Strategy 2024 - 2030 Plan on a Page

Vision

To be airport industry leaders, delivering excellence in a sustainable future.

Purpose

To enable business and connect lives, across the world.

Decarbonisation



Circularity and Waste



Healthy Local Environment



Climate and Environment

Sustainability is at the heart of our Corporate Strategy, and at daa we have been delivering on associated programmes to understand, reduce and manage our impact on people and planet for more than a decade.



Reduce Scope 1 and 2 carbon emissions by 51% at Dublin and Cork Airports



Exceed public sector energy efficiency target by 15% (65%) at DAP and CAP



Achieve 20% (or more) of electricity requirements generated from onsite renewable sources.



Less than 12 litres of water per pax utilised at our Group Owned Airports



60% operational waste recycling rate



90% construction waste recycling rate



30% reduction in general waste stream



Induct over 250 Sustainability Ambassadors across daa Group

Communities and Noise



Our People



Our Passengers



Community and People

At the heart of this pillar are the people that make our airports thrive- our employees, our communities, and our passengers. We recognise that our success is deeply intertwined with the well-being and development of these groups. We aim to create positive impact that extends beyond our airport boundaries, fostering a sense of shared prosperity and well-being.



€4m Community Fund



€2m School Grant Scheme



220+ homes fully insulated for noise



Insulation grant for up to 600 homes



€420k Scholarship Fund and double the number of student placements



2100 volunteering days



Disability / hidden disability training delivered to 2000+ staff



Gender Pay Gap to Zero and 50% female representation at senior management levels Group

For full list of community and people targets, see pages 12-15

Transparency



Procurement



Safety and Security



Good Practices

Good practice in governance is embedded in our management approach at daa. Promoting a culture of ethics, compliance and transparency is essential to building trust and reinforcing our company values.



100% compliance with CSRD and work towards closure activities



ESG / Sustainability evaluation criteria to be included in 100% of public tenders.



100% of staff trained in Just Culture



Achieve / retain Safety Related ISO standards: ISO45001:2018 x 2 (Dublin and Cork); ISO37301:2023 Compliance Management System for Safety at daa.

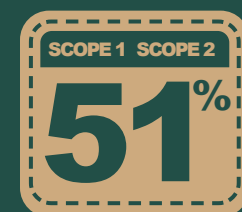
Climate and Environment

Sustainability is at the heart of our Corporate Strategy, and at daa we have been delivering on associated programmes to understand, reduce and manage our impact on people and planet for more than a decade. Our commitments in action demonstrate some of the steps we are taking now and for the future. Our ambition is driving us to really deliver in this important area.

Our Commitments in Action

Net Zero 2050

We will develop and implement a carbon reduction roadmap for daa Group that charts an accelerating course to Net Zero before 2050. We will review our Net Zero Target regularly and set a new target year earlier than 2050, once the roadmap is clear and evidenced.



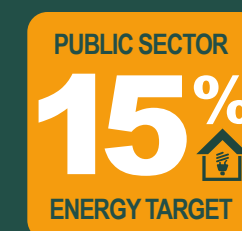
Climate Change

We will complete a climate risk assessment for our group, engaging with experts to identify the likely future climate scenarios in our regions. We will mitigate against climate change by reducing our dependency on fossil fuels and ensuring that climate risk and adaptation is considered in future building and infrastructure development and refurbishment. We will act now to ensure that our critical assets are protected against future climate events.



Public Sector Energy Targets

We will achieve all relevant Public Sector Energy Targets (energy efficiency, carbon reduction) by 2030, by building and retrofitting sustainable infrastructure and investing in alternative energy at our airports. We will ensure that all aircraft stands at Dublin and Cork Airports are enabled for Fixed Electric Ground Power (FEGP) through grid or renewable electricity sources.



Airport Carbon Accreditation

We will progress to the next level of ACA (Airport Carbon Accreditation) at all airports in daa ownership (Dublin, Cork and Red Sea International) within the strategy period.



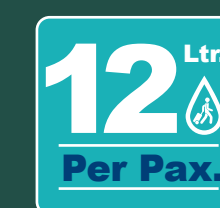
Circularity and Waste

We will measure, monitor and reduce the waste generated at our sites. We will work to maximise recycling to reduce and reuse our waste, introducing circular principles. We will eliminate single use items in our offices and back of house operations.



Healthy Local Environments

We will ensure that air quality at our owned airports is compliant with national air quality standards. We will work to improve surface water quality, and drainage, reduce onsite water usage. We will manage pollution incidents to minimise risk and investigate cutting edge technology to inform best practice. We will create, restore and enhance natural habitats, in line with the All-Ireland Pollinator Plan, and eradicate the use of herbicides in management activities where a viable alternative exists.



Sustainability Ambassadors

We will engage our people on climate and sustainability issues through the Sustainability Ambassadors programme, leveraging staff buy in to deliver on innovative projects.



Climate and Environment

Our Objectives in Numbers



Reduce Scope 1 and 2 carbon emissions by 51% at Dublin and Cork Airports



60% operational waste recycling rate



Exceed public sector energy efficiency target by 15% (65%) at DAP and CAP



90% construction waste recycling rate



20% (or more) of electricity requirements generated from onsite renewable sources.



30% reduction in general waste stream



Less than 12 litres of water per pax utilised at our Group Owned Airports



Induct over 250 Sustainability Ambassadors across daa Group



Spotlights on...



Solar Energy

13% of Dublin Airport's current annual electricity needs are now being provided by a 9MWp solar farm on the campus. The solar farm is a clean and renewable energy source that converts sunlight directly into electricity using PV cells and, emitting no direct greenhouse gases or pollutants.

It is expected to generate 9.02GWh per annum, equivalent to powering 1,500 homes for a year. This will cover the electricity needs of the airfield at Dublin Airport, electricity contributing and contribute to the energy needs of the airport terminals We are preparing for a second phase of the solar farm project of similar order of scale on the airport campus.

Cork Airport is planning to install solar power that will generate up to 25% of the airport's electricity requirements.



daa and The Red Sea

Red Sea International has committed to investing in renewables, showcasing their commitment to sustainability and innovative solutions. The airport aims to be completely carbon neutral and 100% powered by renewable energy. This energy will be generated through wind and solar farms and could power up to 650,000 MWh. As of September 2024, 30% of the power at RSI was generated from solar power. This will be increased once the airport terminal building comes into operation. This will place RSI as the region's first tourism destination running solely on renewable energy.

Community and People

Our Communities

Our airports not only connect Ireland with the world, they are deeply rooted in local communities and significantly influence development of the regions where we operate. We work hard to monitor and mitigate noise levels and wherever possible to minimise the impact of our operations on those living under our flight paths and near our airports. We will work collaboratively and transparently with competent authorities, airport stakeholders and communities in these efforts.

Our Commitments in Action

Community Engagement

We will build trust through understanding, listening, and sharing. We will enhance our digital presence, revitalize face-to-face interactions via drop-in clinics, and continue to engage with community-led groups at our Airports. We will support local events and drive initiatives that deliver community benefits through our community funds and we will facilitate significantly more employee volunteering.



Education

We will deliver targeted programmes and investment in education at all levels. Our school grant scheme will help local schools carry out much needed improvement works. We will inspire young people to develop their skills by increasing our number of internships and apprentice placements and through our scholarship programme to access higher level education.



Charity Programme

We will continue to support our staff in their charitable efforts through the daa Staff Charity Programme and we will match their fundraising efforts to raise vital funds for our nominated charity partners.



Economic Impact

We will demonstrate our economic impact by assessing how we drive connectivity, contribute to employment, and support local and national economic growth. We will continue to support and promote local area employment.

Noise Mitigation and Monitoring

We will go beyond what is required in planning conditions in our efforts to mitigate the impact of noise on the local Dublin Airport communities. This includes insulating additional local properties, offering a voluntary residential buy-out scheme to more homes and supporting the needs of schools to mitigate for noise. We will start our work early, and ahead of planning requirements where possible. We will install additional noise monitoring terminals in collaboration with our community partners, and provide accessible noise information on our website, ensuring clear and transparent communication about noise-related matters. We will continue to penalise noisier categories of aircraft, especially at night, and to incentivise the deployment of newer quieter aircraft. We will continue to engage frequently and openly with relevant authorities, stakeholders, and communities on this important issue.



Community and People

Our Objectives in Numbers



2100 volunteering days by daa employees in our local communities



A full insulation package will be provided to more than 220 homes - nearly doubling what is required of us under planning conditions



€4m community fund to support key local projects and events in our communities.



The voluntary buy-out scheme will be available to 41 houses until the extended date of August 2026 – over five times more homes than required by planning, with an additional year to participate.



€2m Grant Scheme for improvement works at local schools.



Funding provision of €1.5m will be made available to support improvement works / noise mitigation needs in identified local schools



€420,000 scholarship fund to support young people from local communities to access third level education.



Early initiation of acoustic works and grants related to North Runway Relevant Action - insulation measures for up to 600 eligible homes with a grant value of up to €20,000 per property.



Match funding of charity donations raised by our passengers and staff



Over 25 permanent and temporary noise monitors installed – with 20% more to come.



Double the number of placements annually for Transition Year Students (200), Internships (60) and Apprenticeships (15)

Our Communities

Spotlights on...

Cork Airport Development Council

The Cork Airport Development Council is made up of key stakeholders from the tourism and business sectors across the Cork region and the South of Ireland. The Council is an important voice for stakeholders in the region, and it allows strong local engagement in Cork Airport's operation. It recognises that the success of Cork Airport benefits the entire region and it looks to support the development of the airport as an essential driver for economic growth. The Council meets quarterly to discuss the airport's performance across areas such as operations, commercial, sustainability and business development.



Dublin Airport Community Fund

Our Airport Community Funds of €4m will support local projects that make a positive contribution to communities across six categories including Environment and Sustainability, Sports and Recreation, Education and Training, Health and Wellbeing, Social Inclusion and Community Development, and Culture and Heritage.

We understand the importance of projects that positively impact our neighbours, friends, and families. An example of a community project, since 2021, the Dublin Airport Community Fund has supported Young Ballymun, a programme dedicated to promoting secure relationships, fostering positive wellbeing, and providing learning opportunities for children. As the first-ever school-based 'Play Therapy' project in Ireland, seven dedicated therapists work across the eleven primary schools in the Ballymun area. They support children with psychological and emotional challenges, easing distress for both the children and their families.



Community and People

Our Passengers

Our passengers are a key focus in everything we do. At daa, we are committed to creating an exceptional travel experience, providing a wide range of services and choices to make each journey seamless. Ensuring the highest standards of service, safety, and security is our top priority. We are committed to meeting the needs of all passengers, including those with additional requirements, so that everyone can travel through our airports with convenience, safety, and dignity.

Our Commitments in Action

Passenger Experience

We strive to delight our passengers and to make travelling a seamless process. This includes adding more seating in terminals and at gates, expanding food and drink options, creating dedicated entertainment areas for families and children, providing faster Wi-Fi, delivering efficient security processes and ensuring our terminals and wash-rooms meet the highest standards of cleanliness. We will listen to our passengers- our Passenger Panels will allow us to engage directly with them, gathering their opinions and feedback on how we can enhance our services.



Accessibility

We seek to address the needs of all our passengers, including those with hidden disabilities, ensuring they can plan and travel through our airports in a way that is convenient, safe, and dignified. We will deliver training to all our front-line staff and deliver accessibility enabling technologies and services, creating new spaces, experiences, and freedoms for all.



Public Transport Connectivity

We will work closely with transport providers to encourage public transport connectivity to our airports. This includes safeguarding lands at Dublin Airport for future Metrolink & Dart connections, as well as incentivising increased bussing frequencies and connections to our airports.



Our Objectives in Numbers



Positive Passenger Experience Score



Delivery of disability / hidden disability training to 2000+ front line staff



Increased public transport modal share to 40%

Spotlight on...



Sunflower Lanyard Scheme at Dublin and Cork Airports



Dublin and Cork Airports recognise the sunflower lanyard initiative to support passengers with hidden disabilities. This discreet identification scheme, recognised worldwide, allows our passengers with additional needs to avail of additional support in a discreet and dignified way. As part of our commitment to being truly accessible airports for all passengers, our front-line staff will undergo disability and hidden disability training.

Community and People





Our People

People are at the heart of our success and culture. We are committed to a workplace where fairness, inclusion and respect are guaranteed, regardless of background or identity. Our mission is to cultivate a sense of pride and belonging – both in the work our people do, and in the company, they are a part of. We are dedicated to attracting, developing, and retaining the best people. We are deeply committed to empowering our people to reach their full potential and build meaningful, fulfilling careers. We strive to look out for our people and prioritise their overall well-being.

Our Commitments in Action

<p>Diversity and Inclusion</p> <p>We will promote diversity and guard against unconscious bias by ensuring gender-balanced interview panels, DEI training, and meeting diversity representation requirements in candidate shortlisting. We will act on recommendations from our employee DEI groups, overseen by our DEI steering group. We will raise awareness and honour the richness and diversity of our workforce.</p>	<p>Female Representation</p> <p>We will accelerate female talent through our Aviation Operations Female Development Talent programme and Women in Leadership Development Programme.</p> 	<p>Supporting Employees at Every Life Stage</p> <p>We will support our employees with the necessary tools, guidance, and resources, including an integrated wellbeing platform for 24/7 support.</p> 	<p>Training and Development</p> <p>We will deliver a sustainable training and development plan to support career progression and equip our people with skills for the evolving workplace, including a career planning and management potential programme focused on digital transformation</p> 
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Our Objectives in Numbers

 <p>Gender pay gap to Zero</p>	 <p>50% female representation at senior management levels</p>
 <p>10% workforce from diverse cultures and ethnicities represented at all levels within the organisation.</p>	 <p>Increased retention rate (+50%) of female staff post maternity leave, when attrition risk is high</p>

Spotlight on...

Diversity, Equity and Inclusion at daa

daa is committed to create a culture where our colleagues feel supported and engaged and where opportunities are provided for personal and professional growth. We will promote respect, equality, diversity, and inclusion and strive to creating an open culture where everyone feels valued.

By providing a workplace where employees trust that they, and their colleagues, will be treated equally regardless of race, gender, sexual orientation, or age, we support our people to have pride in the work they do and the company they work for.

We will do this by focusing on the six workstreams: Gender Pay Gap; Family First; LGBTQIA+; Age; Multicultural; and Disability.

Good Practices



Good practice in governance is embedded in our management approach at daa. Promoting a culture of ethics, compliance and transparency is essential to building trust and reinforcing our company values.

Our Commitments in Action

Safety and Security

Our Just Culture policy promotes the safety and security culture at daa through the foundations of Just Culture, encouraging the reporting of incidents, near misses, and accidents without fear of negative consequences. We will continue to promote Just Culture and train our staff in its principles. We will retain Safety Related ISO standards: **ISO45001:2018 x 2** (Dublin and Cork); **ISO37301:2023** Compliance Management System for Safety at daa and drive safety standards in our international businesses.



Procurement

We will enshrine ESG principles into our procurement practices and supply chain management, promoting responsible sourcing and ethical procurement to ensure sustainable growth. This includes comprehensive green procurement training for our staff, integrating ESG into tender evaluation criteria, and developing an ESG compliance schedule for suppliers.



Transparency

We will integrate ESG with our business ethics, code of conduct, and enterprise risk management to ensure sustainable growth, ethical governance, and long-term value for our stakeholders. We will ensure clear reporting, open communication, and meaningful stakeholder engagement to build trust and drive transparency on ESG matters. We will publicly report under the UN Global Compact, maintain the Elevate Pledge, and the Business Working Responsibly Mark. We will develop and implement a human rights policy for the daa Group. We will obtain an ESG technological solution to streamline, enhance and have transparent reporting for our group.



Our Objectives in Numbers



100% compliance with CSRD and work towards closure activities



ESG / Sustainability evaluation criteria to be included in 100% of public tenders



100% of staff trained in Just Culture



Achieve / retain Safety Related ISO standards: **ISO45001:2018 x 2** (Dublin and Cork); **ISO37301:2023** Compliance Management System for Safety at daa

Spotlight on...

Just Culture

daa's Just Culture is an intention to create a supportive atmosphere where open reporting of accidents, incidents, and near misses is encouraged, creating a fair environment that ensures continuous learning and improvement.

While deliberate harm or misconduct is not tolerated, everyone is empowered and supported to share insights that enhance safety and security.

These principles align with EASA and ICAO standards and strengthen our commitment to fostering a positive Safety and Security Culture, a cornerstone of success in safety-critical industries like ours. Our comprehensive Safety Management System (SMS) aims to proactively reduce and eliminate safety-related incidents, driving excellence across our operations.

Our Just Culture applies to all daa employees globally and those involved in contracted activities. Our Just Culture policy extends beyond safety to shape all aspects of our work, championing trust, accountability, and collaboration at every level.

Awards and Accreditations

We have received recognition for our ESG initiatives in the form of accreditation and awards over the years and aim to maintain this positive record throughout this strategy period. We are honoured by these awards and recognitions, which are a testament to the hard work and commitment of our teams, who drive daa forward.

In 2020, Dublin Airport became Ireland’s first airport to achieve Level 3+ under the Airport Carbon Accreditation, the only institutionally endorsed, global carbon management certification programme for airports. Cork Airport was accredited to Level 3+ in 2024. Our airports will continue to participate in this important initiative, renewing our actions and commitment each year and moving to higher levels of achievement at all of our airports.

 <p>daa has been certified to the Business Working Responsibly Mark, the gold standard for Corporate Social Responsibility and sustainability in Ireland</p>	 <p>daa has achieved the Investors in Diversity Bronze Award from the Irish Centre for Diversity at the 2024 Fingal Chamber Business</p>	 <p>daa was presented with the Smarter Travel Mark by National Transport Authority, which is awarded to organisations with a broad range of measures in place that support sustainable travel</p>	 <p>Winner of Sustainability Team of the Year (1000 + Employees) at the 2024 Green Awards</p>	 <p>daa also signed up to the Business In The Community Ireland Elevate Pledge, which aims to support businesses to build more inclusive workplaces</p>	 <p>Winner of 'ESG Company (Enterprise) Award' at the 2024 Business & Finance ESG Awards</p>	 <p>Dublin and Cork Airports accredited to level 3+ in Airport Carbon Accreditation (ACA) programme</p>	 <p>Winner of 'Sustainable Trade Company of the Year' at the 2024 Export Industry Awards</p>	 <p>Winner of 'Best Community Involvement' for Dublin Airport's Community Fund at the 2024 Fingal Chamber Business Awards</p>	 <p>Signed to the UN Global Compact in 2023</p>	 <p>Won the Aviation Sustainability and Environment Award at the Aviation Industry Awards 2024</p>
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Methodology and Strategy Management

This ESG strategy is built on peer analysis, sector-specific guidance, and adherence to recognised frameworks and standards. It has been benchmarked against industry leaders and incorporates insights from frameworks such as the Sustainability Accounting Standards Board (SASB), the UN Sustainable Development Goals (SDGs), and the ACI ESG Framework. This ensures the strategy aligns with best practices while addressing the aviation sector’s unique challenges.

Strategy Management



By grounding the strategy in these frameworks, daa ensures credibility, impact, and alignment with stakeholder and regulatory expectations. This approach also supports reporting under the Corporate Sustainability Reporting Directive (CSRD) for FY2025, ensuring transparent disclosures in the 2026 Annual Report.

Next Steps

We are committed to maintaining high standards of corporate governance and business conduct. Recognising that long-term sustainability depends on effective oversight, our ESG framework is grounded in robust governance standards. The Board of daa oversees the Group’s activities, supported by a committee structure that ensures continuous assessment and monitoring of risks and opportunities. A code of conduct outlines the ethical principles required of directors, officers, and employees, supported by policies such as the Anti-Bribery, Corruption & Fraud Policy, the Protected Disclosures Policy, and the Employee Handbook. Governance practices and adherence are detailed annually in our governance report. Promoting strong corporate governance fosters integrity, transparency, and long-term sustainability.

ESG Strategy underscores the importance of communication and accountability. Over the strategy’s lifespan, we will:

- Regularly review and ensure focus on delivering our commitments.**
- Publicly report progress in the Annual Report and during Interim Updates in 2026 and 2028.**
- Monitor strategy advancement, collaborating with senior management to address challenges**
- Launch an online platform outlining our ESG commitments and framework.**
- Explore innovative ways to enhance performance.**

We will review existing ESG initiatives and explore new opportunities, engaging stakeholders to gather feedback and shape future commitments, and will continue to share progress on these commitments, on our website (www.daa.ie/esg) and as part of annual reviews.



Thank You



ESG Strategy 2024 - 2030

2024 ©

