



EXTREME ENGINEERING BUILDING SUSTAINABLE TOMORROWS



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About the Report

Approach to Reporting

In our first Sustainability Report, Afcons Infrastructure Limited endeavours to present a detailed and structured perspective to its esteemed stakeholders regarding our value creation capabilities. This document tracks the key milestones, showcases the key strengths and differentiators of the Company, and explains the salient matters arising out of stakeholder dialogues, accompanied by their respective resolution methodologies. Additionally, the report sheds light on the potential risks and growth avenues before the Company, delineates our governance mechanism, and underscores our firm commitment to ensuring a well-rounded growth of the enterprise embedded in the principles of sustainable development.

Reporting Period, Scope, and Boundary

This report covers the period from April 1, 2022, to March 31, 2023 and provides a comprehensive overview of Afcons' key achievements, extensive range of services, and sustainability initiatives that have contributed to significant value creation. The report includes emissions and water usage data from project sites that account for 80% of the company's revenue. The remaining sites are either in their closing or beginning stages and hence are not included.

Forward-looking Statements

This report contains some statements related to our operational activities that are considered forward looking. These statements, excluding those of a historical nature, provide insights into our financial standing, strategic direction, and management's objectives for forthcoming operations. Recognisable by terms such as 'anticipates', 'believes', 'expects', 'estimates', and similar lexicons, these statements discuss prospective financial or operational outcomes. It is essential to understand that these forward-looking statements are based on assumptions that may not be entirely accurate or may not come to fruition. Thus, they should not be seen as assurances of future outcomes but rather as reflections of our current expectations built on reasonable assumptions. The actual results might significantly deviate from the projections due to unforeseen events, risks, and other variables. We do not plan to, nor are we obligated to, update or modify any forward-looking statements, irrespective of new data, upcoming events, or any other reasons.

For Feedback, contact:

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Company Secretary
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EXTREME ENGINEERING BUILDING SUSTAINABLE TOMORROWS

'Extreme Engineering Building Sustainable Tomorrows' underscores our commitment to engineering excellence with an equal emphasis on sustainability. In the face of global challenges such as climate change, resource depletion, and environmental degradation, Afcons acknowledges the necessity for an evolved engineering approach. Our theme emphasises the imperative of seamlessly integrating sustainability into the core of our engineering practices, ensuring that our projects not only address current needs but also proactively protect the future.



EVC'S FOREWORD



We envision a future landscape where, guided by our intrinsic strengths, we will further prioritise energy efficiency, construction waste reduction and sustainable material usage.

Dear Stakeholders,

We are embarking on a transformative journey towards sustainability at Afcons, guided by our theme 'Extreme Engineering Building Sustainable Tomorrows'. While sustainability has always been a core part of our ethos, we are committed to pursuing it with greater determination to ensure a better future for our employees, stakeholders, and the global community at large.

Afcons Infrastructure Limited (Afcons) is an integral part of the 158-year-old, diversified Shapoorji Pallonji Group. Since its inception more than 60 years ago, Afcons has consistently pursued operational excellence, executing several projects involving 'Extreme Engineering and Construction' such as the Chenab Railway Bridge, Underwater Metro Tunnel in Kolkata, and the Atal Tunnel, among others.

Our focus on knowledge management enables us to adopt

the best construction practices, reduce material usage and ensure domain expertise among our workforce, resulting in increased productivity and reduced costs. Afcons is the only infrastructure company to be recognised as the Most Innovative Knowledge Enterprise for seven years in a row.

Along with operational excellence, strong corporate governance mechanisms and industry-leading HR practices have also underpinned our continued success. Afcons has a balanced board comprising executive, non-executive, and independent directors, which has ensured that the company consistently makes sound decisions and maintains a course of sustainable growth.

At Afcons, we consistently endeavour to create a preferred workplace for professionals across the industry. Our HR practices have received accolades from prestigious institutions such as the Great Places Institute, BCG and the

World HRD Congress, which have recognised Afcons as one of the best places to work.

Afcons has presence in 30 countries globally, including 17 countries with ongoing projects, and has generated goodwill among the local communities and governments in most of these markets. By providing employment opportunities, implementing skill development programmes and various community-facing initiatives, we aid in the socio-economic development of local communities.

We envision a future landscape where, guided by our intrinsic strengths, we will further prioritise energy efficiency, construction waste reduction and sustainable material usage. We will utilise our international reach to bring best practices from around the world into our projects, partnering with stakeholders and investors who share our vision for a sustainable future.

We invite your continued support and partnership for a journey towards a sustainable and better tomorrow not only for our employees but also for the various communities with whom we bond through our projects in different geographies globally.

Krishnamurthy Subramanian
Executive Vice Chairman
Afcons Infrastructure Limited

MD'S MESSAGE



Afcons stands poised not only to meet but most likely surpass all benchmark ESG requirements. ESG stewardship is integral to our operations, where we go the extra mile to achieve peak productivity and cost efficiency while prioritizing environmental sustainability and community well-being.

Dear Stakeholders,

I am pleased to present Afcons Infrastructure Limited's inaugural sustainability report. Our journey towards sustainability is a continuous commitment, and I am enthusiastic to share our perspective on the road ahead.

The world has made significant strides towards net zero emissions since the Paris Agreement of 2015, as underscored in the Global Stocktake Report presented during the 28th Conference of Parties (COP) held in December 2023. However, the report also states that global temperature rise is unlikely to be limited to 2 degrees Celsius at the current level of efforts, necessitating massive action and substantial investments in this regard.

Going forward, the construction industry assumes great significance due to two main reasons. Firstly, it is a major contributor to global carbon emissions. Secondly, achieving global climate-related targets involves substantial investments in alternative,

sustainable infrastructure. Therefore, while great opportunities await construction companies worldwide, only firms that can adopt sustainable practices will be able to thrive in the future.

In the Indian context, infrastructure development is expected to propel the nation's economic growth in the coming decades. The government has set a vision to see India as a developed nation by 2047. To realise this grand vision, the government should significantly step up the already robust pace of infrastructure development. Given the backdrop of global environmental challenges, it is imperative that the Indian infrastructure industry embrace the idea of building responsibly and sustainably.

Afcons stands poised not only to meet but most likely surpass all benchmark ESG requirements. ESG stewardship is integral to our operations, where we go the extra mile to achieve peak productivity and cost efficiency while prioritising environmental sustainability and community well-being.

We place a strong emphasis on human resources practices, stakeholder management, and governance. Our workforce, representing diverse backgrounds and talents, forms the backbone of our success. Stakeholder relationships are built on transparency, trust, and mutual respect, laying the foundation for enduring partnerships.

Afcons places paramount importance on social causes. Our CSR initiatives in and around our project sites go beyond mere compliance. Whether it is running community kitchens during the Covid-19 pandemic/ natural calamities, providing relief to orphanages, distributing rations to the downtrodden sections in Africa, or helping the needy in Africa augment their incomes, we are committed to making a positive impact. Additionally, we have consistently supported a school near Mumbai catering to tribal children.

Our governance structure is rooted in values, ensuring that we conduct business with integrity and accountability. Our commitment extends beyond the bottom line; it is about creating sustainable value for our stakeholders and the communities we serve.

As we navigate the road ahead, our prowess in extreme engineering positions us uniquely to take on the challenges of sustainable development. This report not only showcases our initiatives but also underscores the values driving us towards a brighter, more sustainable future.

Thank you for being a part of this exciting journey.

Warm regards,
S Paramasivan
Managing Director
Afcons Infrastructure Limited

ABOUT AFCONS INFRASTRUCTURE LIMITED



Afcons Infrastructure Limited (referred to as 'Afcons', 'our Company', 'We', or 'the Company') is a leading Indian multinational infrastructure construction company, headquartered in Mumbai. The Company is a part of the Shapoorji Pallonji Group, one of India's leading and oldest engineering and construction conglomerates. We began our journey in 1959 and emerged as a leading player in the global construction and engineering industry.

We have a well-established presence across various international markets.

Our reputation for excellence is built upon a solid foundation of technical expertise, innovation, and a steadfast commitment to delivering world-class infrastructure solutions.

With 23 office locations, 16 JVs and 12 subsidiaries, Afcons has constructed some of the most iconic and complex projects, ranging from expressways, metros and railway bridges to dams, irrigation systems, ports and breakwaters around the world.

Afcons is also the first infrastructure company globally to win the Most Innovative Knowledge Enterprise (MIKE) Award at the Global, Asia and India levels between 2018-2022. We had previously won its predecessor, the Most Admired Knowledge Enterprise (MAKE) Award, in 2016 and 2017 in all three categories.



Key Differentiators

Afcons stands out in the industry through its unique blend of strengths. These strengths range from its commitment to employee satisfaction to a relentless pursuit of innovation. It is this combination of qualities that sets Afcons apart and makes us known for excellence, integrity, and visionary solutions.

HR Leadership	Successfully built a workforce satisfaction model
Transnational Fabric	Rich experience working in various countries and many international majors
Relationship-based Approach	Paradigm shift to 'Relationship Driven Approach' from 'Transaction based Approach'
Execution Culture	Track record of completing projects on or ahead of schedule
Transparent Dealings	Total transparency maintained with all stakeholders
Drive for Innovation	Cutting-edge technology augmented by industry leading knowledge management practices and knowledge repository

Capabilities and Strengths

Areas of Operations

Afcons specialises in providing Engineering Procurement and Construction (EPC) services across various infrastructure segments.

Afcons operates in several key business divisions, including Highways, Elevated and Underground Metros, Hydro and Underground projects, Marine and Industrial facilities and Oil & Gas.

Afcons' mission is to be a prominent transnational infrastructure company recognised for business innovations, focus on total satisfaction and enhanced value creation for all its stakeholders.



Marine and Industrial

- Ports & Harbours
- Jetties
- Dry Docks
- Wet Basins
- Breakwaters
- Outfall & Intake Structure
- LNG Tanks
- Material Handling Systems



Surface Transport

- Highways & Roads
- Interchanges
- Mining-related Infrastructure
- Railways



Urban Infrastructure

- Metro Rail (Underground and Elevated)
- Bridges
- Flyovers



Oil & Gas

- Offshore Oil & Gas Facilities
- Onshore Oil & Gas Facilities



Hydro and Underground

- Dams and Barrages
- Tunnels and Underground Works
- Water and Irrigation Systems

Competitive Advantage via Fleet of Strategic Equipment

At Afcons, we possess an equipment fleet that constitutes the backbone of our operations. We have equipment worth ₹ 3,200+ crores across diversified segments, providing us with the support required to execute our diverse range of projects. Our equipment provides us with a distinct advantage in successfully executing the most challenging and often one-of-a-kind projects.

We operate two workshops in Delhi and Nagpur, exclusively dedicated to the maintenance and upkeep of our equipment.



10

Marine barges with capacities ranging from 200-1200 tonnes



World's largest

Crossbar cable crane



16

Tunnel Boring Machines



24

Jumbo Drills

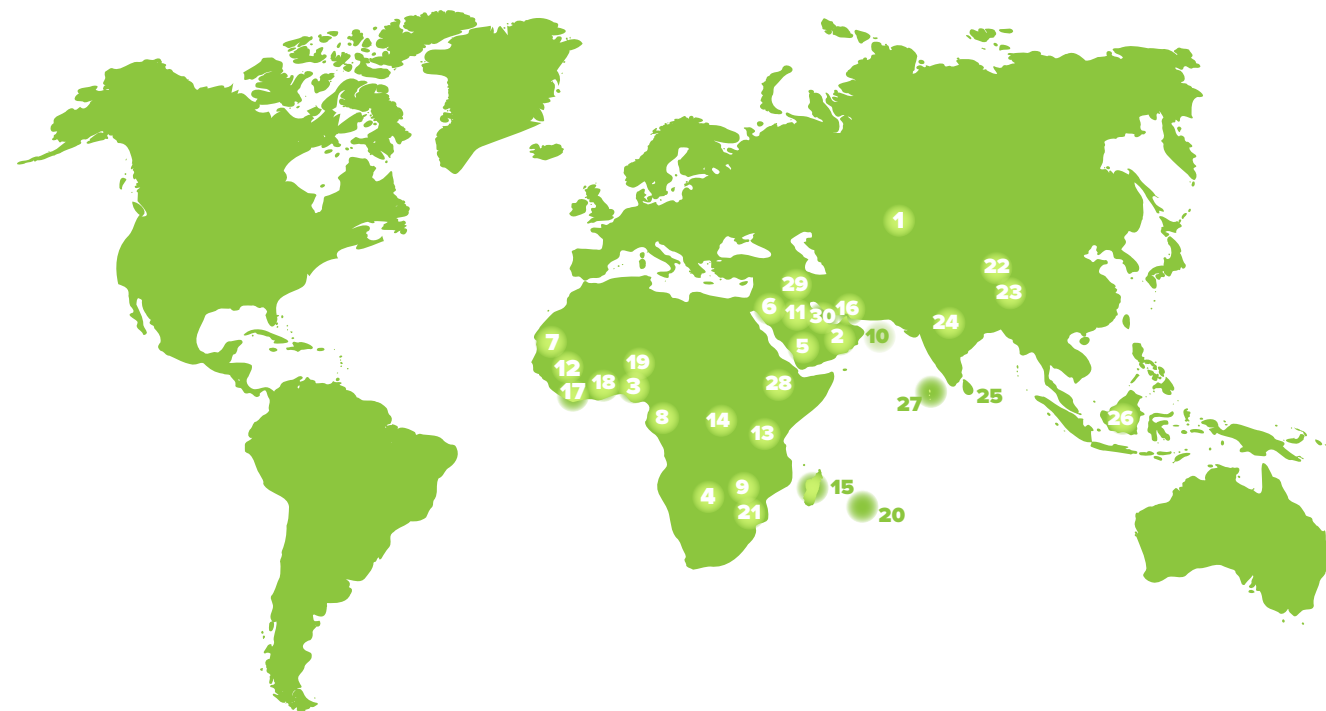


8

Large-capacity jack-ups with capacities ranging from 200-750 tonnes

Our Global Presence

Our progression from local origins to global recognition demonstrates our capacity to deliver exceptional projects. With a legacy spanning more than six decades, we have established a significant global footprint, executing unique projects worldwide.



1 Kazakhstan	2 UAE	3 Ghana	4 Zambia	5 Yemen
6 Jordan	7 Mauritania	8 Gabon	9 Zimbabwe	10 Oman
11 Kuwait	12 Guinea	13 Tanzania	14 Rwanda	15 Madagascar
16 Bahrain	17 Liberia	18 Ivory Coast	19 Benin	20 Mauritius
21 Mozambique	22 Bhutan	23 Bangladesh	24 India	25 Sri Lanka
26 Indonesia	27 Maldives	28 Ethiopia	29 Iraq	30 Qatar

Map Disclaimer: This map is a generalised illustration only for the ease of the reader to understand the locations, and it is not intended to be used for reference purposes. The representation of political boundaries and the names of geographical features/states do not necessarily reflect the actual position. The Company or any of its directors, officers or employees, cannot be held responsible for any misuse or misinterpretation of any information or design thereof. The Company does not warrant or represent any kind of connection to its accuracy or completeness.

AWARDS

1

Most Innovative Knowledge Enterprise (MIKE) Award six years in a row from 2018 to 2023, along with the 'Most Outstanding Mike Award' in 2023 (Successor to MAKE Award). Afcons has previously won MAKE award for two successive years (2017 and 2016).

2

National Highway Excellence Award, instituted by the Ministry of Road Transport and Highways (MoRTH), for Atal Tunnel, Rohtang, and, Mahatma Gandhi Setu.

3

EPC World Award for Kanpur Metro for outstanding contribution in urban infrastructure.

4

Maharashtra State Best Employer Brand Award in 2021 for excellent Covid-19 management.

5

CIDC Awards for Agra Lucknow Expressway Project, Bharat Mumbai Container Terminals, and, Kanpur Metro.

6

Among Construction World's Most Admired Companies for 10 consecutive years.

7

International Project of the Year Award for Kuwait Road Project at CW Global Awards.

8

Excellence in Rail & Metro Project Execution Award at Urban Infra Business Summit & Awards 2022.

9

Construction Contractor of the Year Award at the Construction Week India Awards 2022.

10

Dun & Bradstreet Award twice in a row (2017 and 2018) Expressway Project and for Nagpur Metro Project in 2019.


11

Winner of British Safety Council's International Safety Award for seven projects in a year.

12

Seven projects won International Safety Award from Royal Society for Prevention of Accidents (ROSPA).

Industry Recognition and Achievements

Award	Description
	Award for excellence in Learning & Development and institution building
World HRD Congress (2020)	Our Head-HR, Ms. Bhakti Prasad recognised among the 101 Fabulous HR Leaders (India)
ASSOCHAM (2020)	Award for outstanding leadership to our Head-HR, Ms. Bhakti Prasad
MAKE (Most Admired Knowledge Enterprise) (2016-2017)	For seven years in a row, Afcons won the pinnacle award in the field of knowledge management at Global, Asia and India levels
MIKE (Most Innovative Knowledge Enterprise) (2018-2022)	
KM Society of Singapore (2018)	Afcons was awarded the global Knowledge Ready Organisation (KRO) Award - The KRO framework identifies a Company's readiness to leverage knowledge in order to succeed in a volatile and uncertain environment

A GLIMPSE INTO OUR PROJECTS

At Afcons, we excel in creating enduring legacies in construction and engineering. Our commitment to excellence is evident through the successful completion of iconic projects like the Chenab Bridge, Atal Tunnel, and Ghana Rail Project. We have made transformative contributions to India's infrastructure

with projects, such as Kolkata Metro, Delhi Metro, and Samruddhi Mahamarg (Nagpur-Mumbai Expressway).

Additionally, our involvement extends to significant endeavours, including jetty development, runway enhancements, and taxiway facility construction in Mauritius, reshaping

infrastructure and fostering national progress.

Currently, we are actively engaged in advancing initiatives such as Mumbai-Pune Expressway, Bengaluru Metro Rail Project, and Mumbai Ahmedabad High-Speed Rail, contributing to a more connected and sustainable future.

Showcasing Our Dedication: Key Projects and Initiatives

World's Best Projects



Chenab Bridge
World's tallest single-arch railway bridge



Annaram Barrage
Part of the world's largest irrigation project



New Owendo Int. Port, Gabon
Fastest port project to be completed in West Africa



Atal Tunnel
World's longest motorable tunnel 3,000 m above sea level



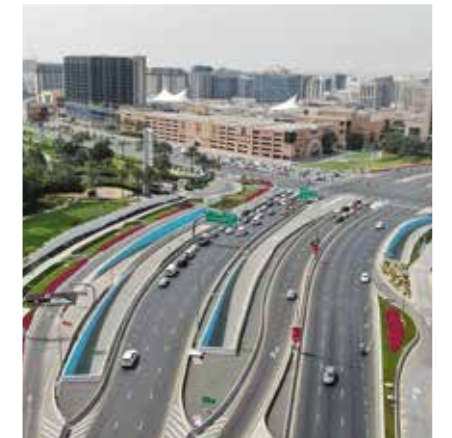
Sohar Jetty
One of the world's deepest ports in Oman



Dubai Racecourse
Infrastructure works; connectivity to the world's largest racecourse stadium



Ghana Rail
Ghana's largest railway project; World's deepest raker piles



India's Best Projects



Kolkata Metro

India's 1st underwater tunnel below the Hooghly river and India's deepest metro ventilation shaft



Delhi Metro

India's 1st underground metro station in New Delhi without a foreign JV



JNPT Mumbai

India's longest jetty and cargo terminal



Package 14, Igatpuri

India's widest and Maharashtra's longest road tunnel at Nagpur-Mumbai Expressway



Chennai Metro

One of India's largest underground metro stations



MG Setu

India's 1st bridge where concrete superstructure was replaced with steel structure



Kanpur Metro

Fastest completion of elevated metro in India



Jammu Udhampur

The fastest completed hill road project in NHAI's history

Key Ongoing Projects



C2 HSR*

India's longest undersea tunnel (7km) for Mumbai-Ahmedabad High Speed Rail Corridor

**This is a representative image*



Bengaluru Metro Rail Project

- Underground: Construction of 3.7 km tunnel and 3 UG stations
- Elevated: Construction of 9.9 km elevated viaduct and 6 elevated metro stations



Multiple Bridge at Katra Dharam Section, J&K

Construction of multiple bridges on Katra Dharam section of Udhampur Srinagar Baramulla rail link project, J&K



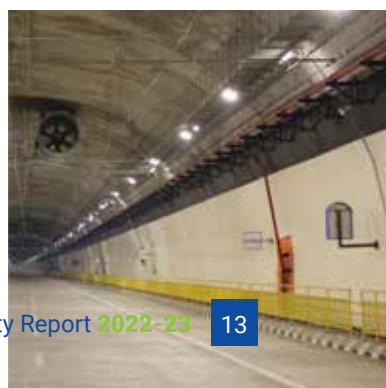
Greater Male Connectivity, Maldives

Biggest infrastructure project in Maldives



Liberia Projects (For Arcelor Mittal)

Multiple projects: Civil, structural mechanical and piping works for iron ore plant at Buchanan and Yekepe, Liberia





Mahatma Gandhi Setu, Bihar, India

This is India's longest steel bridge. For the first time in India, a superstructure of a balanced cantilever bridge has been replaced with a simply-supported superstructure. 66,360 MT of steel was used in the new superstructure



Digital Innovation

At Afcons, we embrace digital innovation to enhance our operational efficiency within the organisation. These practices enable us to improve efficiency, reduce costs and aid in proper utilisation of resources. In this pursuit, we have launched numerous initiatives in the areas of IT Infrastructure and Security, Human Resources, Business Reporting, and Equipment Monitoring Systems.

Equipment Remote Monitoring System-Drishtee



Implementation of Equipment Remote Monitoring System-Drishtee

We have integrated GPS and sensors into both light and heavy motor vehicles for real-time tracking and data collection. This integration allows us to monitor fuel consumption and aids in identification of equipment idling or under-performance, which help us track operational inefficiencies. This also enables us to reduce fuel consumption and decrease our emissions.

IT Infrastructure and Security



Enhancement of IT Infrastructure and Security

To enhance our IT infrastructure, we have partnered with service providers such as AWS and AZURE. Regular audits of our applications, like Office 365, and processes are carried out using AI tools to prevent cyberattacks. We have placed a strong emphasis on cybersecurity by implementing server and end-user device hardening measures. Regular vulnerability scans are performed on all OEM software to protect against potential threats. We also conduct regular reviews to prevent data leakage. Additionally, most of the networking devices are equipped with intrusion-prevention features.

Data Analytics and Dashboards



Optimising Operations with Data Analytics and Dashboards

At Afcons, we utilise data analytics for business reporting across various project sites and departments. We have adopted the latest software to capture critical data and generate tailored reports as required by business units. This approach allows us to make informed decisions and fosters efficiency throughout the organisation.

Digitalisation of Human Resource Processes



Digitalisation of Human Resource Processes

We have introduced a biometric mobile app for site employees to streamline attendance management. In addition, a mobile app for Employee Self Services provides convenience for the staff. Moreover, for the non-management staff, the ongoing transition to the SAP platform for attendance is aimed at being a significant step towards modernising HR operations.

Through this initiative, we will be able to reduce manual effort and provide a more efficient and satisfying experience for both employees and HR professionals.



Chenab Railway Bridge, J&K, India: At 359m above Chenab River, this single-arch marvel is 35m taller than the Eiffel Tower, and will link J&K with rest of India, driving socio-economic growth for 100+ years.

APPROACH TOWARDS SUSTAINABILITY

Material Impact Areas

Materiality assessment is a crucial process for identifying environmental, social, and governance risks and opportunities. At Afcons, we conducted extensive research and engaged with internal stakeholders to determine the material topics that significantly impact our business operations. This identification process involved peer reviews, recommendations from global reporting standards and rating agencies, one-on-one interactions with key internal stakeholders, and analysis of local and global industry trends. Based on our findings, we have compiled a comprehensive list of material topics categorised under environmental, social, and governance areas.

Materiality Assessment Process

Material topics are defined as focus areas derived from various stakeholder engagements and are crucial to our business strategy. During FY 2022-23, we conducted a materiality assessment exercise. With this, we strived to ensure a comprehensive understanding of the issues and topics most significant to our stakeholders and the business. The subsequent identification of the material topic universe was based on peer analysis and recommendations from sustainability standards and frameworks specific to the financial sector. Our Company's senior leadership identified the key business outcomes for this exercise by carefully evaluating the range of impacts the material topics could have on our Company. By engaging in this rigorous assessment, we aim to proactively address the most relevant issues and enhance our sustainability practices while remaining resilient in the face of adversity.

1 Identification of Sustainability Topics

During the initial phase of the materiality assessment, we comprehensively analysed our organisational context, including our Company's activities, business relationships, sustainability context, and stakeholders. This phase involved a thorough examination of our Company's operations and their potential present and future impacts. Our Company also actively used the inputs received from relevant stakeholders and experts through various forums to gain insights into the significance of these impacts.

2 Shortlisting

After a detailed review of the identified sustainability topics, our Company shortlisted 18 topics as potentially material. This shortlisting process duly factored our Company's sector and the macro-business environment, ensuring that the topics were relevant to our Company's operations. We also considered the sustainability topics identified by our peers and the interests and concerns raised by our stakeholders.

3 Prioritisation

In this phase, our Company identified and prioritised the material topics based on their impact on the economy, environment, and people, including the potential implications for human rights. Survey forms were shared with the Company's senior team to understand stakeholders' perspectives and ensure a broad range of inputs. The prioritised list was finalised with the seven most significant material topics.

Following are the Material Topics for Our Company:

Material Topic	Management Approach	Rationale	SDG Linkage	GRI Linkage
 Occupational Health & Safety	Implement a comprehensive Occupational Health & Safety (OH&S) management system, regular training, risk assessments, and safety audits. Prioritise a culture of safety first.	Protecting employees and contractors ensures business continuity, reduces liability, and fosters a positive company reputation.		GRI 403 (Occupational Health & Safety)
 Product Quality & Safety	Establish rigorous quality assurance and quality control processes. Regular product testing and stakeholder feedback loops.	Ensuring our construction is high-quality and safe to use builds trust with clients and eliminates potential legal liabilities.		GRI 416 (Customer Health & Safety)
 Regulatory Compliance	Continuous monitoring of local, regional, and international regulations. Regular compliance audits and integration into the Company's operational practices.	Guaranteeing compliance prevents legal sanctions, maintains the Company's reputation, and assures clients of responsible operations.		GRI 419 (Societal Compliance)
 Human Capital Development	Regular training, mentorship programmes, clear career progression paths, and performance reviews.	Investing in employees improves company performance, reduces attrition, and ensures the Company has the skills needed to succeed.	 	GRI 404 (Training and Education)
 Corporate Governance and Business Ethics	Establish a code of conduct, ethics training, whistleblower mechanisms, and regular board reviews.	Assuring ethical business practices prevent legal issues, build trust with stakeholders, and ensure long-term success.		GRI 205 (Anti-corruption)
 Energy and Emissions	Implement energy-efficient measures, transition to renewable energy sources, and monitor and report GHG emissions. Set clear reduction targets.	Addressing energy and emissions helps mitigate climate change impacts, can lead to cost savings, and meets increasing stakeholder demand for sustainability.	 	GRI 302 (Energy), GRI 305 (Emissions)
 Water and Wastewater Management	Efficient water usage measures, wastewater treatment, and reuse initiatives. Conduct water risk assessments in operations and supply chain.	Ensuring sustainable water use and management reduces business risk, especially in water-scarce regions, and contributes to environmental protection.		GRI 303 (Water and Effluents)

Tema to Mpakadan Railway Line: Ghana's largest railway project including the country's longest bridge across the lake volta



Nagpur Metro, Maharashtra, India: India's first four-level transportation corridor in the winter capital of Maharashtra is a blend of modernity with seamless connectivity.



Stakeholder Engagement: Building Sustainable Relationships

At Afcons, we recognise the importance of actively engaging with our stakeholders to ensure the success and effectiveness of our sustainability initiatives. Our stakeholders are critical in shaping our strategies, offering valuable insights, and holding us accountable to our commitments. The table below outlines the primary stakeholder groups we consistently engage with, their key concerns, and how we address and integrate their concerns into our strategic planning and operations. Our continuous dialogue with these stakeholders enables us to anticipate emerging sustainability trends, identify potential risks, and craft meaningful solutions that deliver long-term value for our business, society, and the environment. We remain committed to fostering transparent and productive relationships with all our stakeholders as we navigate the path towards a more sustainable future together.



Stakeholder Group	Importance	What Matters to Them	Stakeholder Engagement Mechanisms and Purpose
Customers	Customers drive the demand for projects and determine the Company's financial viability. Their satisfaction and trust are paramount for business continuity and reputation.	<ul style="list-style-type: none"> Product Quality & Safety Regulatory Compliance Corporate Governance and Business Ethics Timeliness in Delivery 	<ul style="list-style-type: none"> Communicating project status through progress reports Constantly seeking feedback and understanding concerns through meetings, surveys, and other feedback channels Publishing the Financial Reports of the Company annually The purpose of engagement is to ensure customer inputs are integrated into project planning and execution to ensure compliance with their requirements
Statutory and Regulatory Bodies	The Company must adhere to regulations and standards set by these entities to operate legally and avoid penalties.	<ul style="list-style-type: none"> Regulatory Compliance Corporate Governance and Business Ethics Energy and Emissions Water and Wastewater Management 	<ul style="list-style-type: none"> Complying with all regulatory requirements Participating in industry discussions to provide insights into the industry and collaborate with regulatory bodies for policy formulation Publishing the Financial Reports of the Company annually The purpose of engagement is to ensure smooth and risk-free operations and business environment

Stakeholder Group	Importance	What Matters to Them	Stakeholder Engagement Mechanisms and Purpose
Financial Institutions	Investors provide the necessary capital and resources for projects. Their confidence in the Company's sustainability and profitability is crucial for securing funds and support.	<ul style="list-style-type: none"> Corporate Governance and Business Ethics Energy and Emissions Regulatory Compliance Human Capital Development 	<ul style="list-style-type: none"> Communicating project status through progress reports Constantly seeking feedback and understanding concerns through meetings, surveys, and other feedback channels Providing regular updates on the financial health of the Company Publishing the Financial Reports of the Company annually The purpose of engagement is to ensure continued financing needed for operations
Employees	Employees are the backbone of the Company, ensuring projects are completed efficiently and are according to the standards. Their commitment and skills are vital for the Company's success and innovation.	<ul style="list-style-type: none"> Occupational Health & Safety Human Capital Development Corporate Governance and Business Ethics 	<ul style="list-style-type: none"> Ensuring skill development through comprehensive training systems Implementing industry leading HR practices to ensure 'Total Satisfaction' of employees Providing fair compensation at par with the market norms The purpose of engagement is to ensure a motivated workforce, which is crucial for organisational success, and to attract the best talent into the company
External Service Providers	These providers offer essential services and materials that can make or break the project's success. Maintaining good relationships ensures the best rates, quality, and timely deliveries.	<ul style="list-style-type: none"> Regulatory Compliance Product Quality & Safety Occupational Health & Safety 	<ul style="list-style-type: none"> Communicating requirements clearly Ensuring prompt and fair resolution of disputes The purpose of engagement is to ensure the highest quality standards in our deliverables
Communities	The acceptance and support of local communities can significantly impact a project's timeline and success. Their concerns must be addressed to avoid potential conflicts and ensure smooth operations.	<ul style="list-style-type: none"> Energy and Emissions Water and Wastewater Management Corporate Governance and Business Ethics 	<ul style="list-style-type: none"> Employing local workforce in the project to the extent possible Implementing skill development initiatives for the local workforce Undertaking CSR activities that enable the socio-economic development of local communities Publishing the Financial Reports of the Company annually The purpose of engagement is to ensure the effective implementation of the organisation's CSR policy

OUR STRONG GOVERNANCE CULTURE

Afcons is a value-driven organisation that believes in a coherent and self-regulatory approach to business to achieve the highest standards of corporate governance. The Company is committed to conducting business in a sustainable, transparent, and ethical manner, both economically, socially, and environmentally. We believe that corporate governance is essential for efficiency and growth. Therefore, we are committed to sound business practices based on conscience, openness, fairness, professionalism, and accountability. This helps us build trust with our stakeholders and pave the way for long-term success.

Organisational Structure

The vital foundation for executing the corporate strategy, reaching corporate objectives, and ensuring sustainable growth in economic value while adhering to environmental, social, and governance standards is a responsible, long-term approach to the management of Afcons. Afcons is a part of the Shapoorji Pallonji Group, the oldest construction group in India with a legacy of more than 158 years of operation. We are committed to upholding the principles of sound corporate governance and transparency and enhancing our corporate control system for increased efficiency.



150+
Years of Legacy



70+
Countries



35,000+
Employees

Established in 1865 in India, Shapoorji Pallonji Group is a global conglomerate with presence in Engineering & Construction, Infrastructure, Real Estate, Water, Energy and Financial Services.



Samruddhi Mahamarg Package-14, Maharashtra: Featuring India's widest and Maharashtra's longest road tunnels, completed in a record 2 years with top-notch quality and safety.

Board of Directors

During the financial year ending March 31, 2023, the Company's Board of Directors (Board) comprised nine Directors, out of which three were Executive Directors and the remaining six were Non-Executive Directors, including two Independent Directors. The Chairman of the Board is a Non-Executive Director. The composition of the Board conforms with the Companies Act, 2013 read with rules issued thereunder.

All the Directors possess the requisite qualifications and experience in Industry, Management, Finance, Research, Law and other allied fields, enabling them to contribute effectively in their capacities as Directors of the company



The Board is responsible for the strategic and operational management of the Company.



Directors

 <p>Shapoor Pallonji Mistry (Chairman)</p> <ul style="list-style-type: none"> 30+ years of experience Chairman of Shapoorji Pallonji Group 	 <p>Krishnamurthy Subramanian (Executive Vice Chairman)</p> <ul style="list-style-type: none"> 40+ years of experience 20+ years with Afcons Strong experience in infrastructure industry
 <p>S. Paramasivan (Managing Director)</p> <ul style="list-style-type: none"> 40+ years of experience 21+ years with Afcons Strong industry experience across functions 	 <p>Giridhar Rajagopalan (Deputy Managing Director)</p> <ul style="list-style-type: none"> 40+ years of experience 33+ years with Afcons Leadership experience with renowned companies

Other Board Directors

 <p>David Rasquinha (Independent Director)</p> <ul style="list-style-type: none"> ■ 35+ years of experience 	 <p>Pradip Kapdia (Independent Director)</p> <ul style="list-style-type: none"> ■ 40+ years of experience
<p>Pallon S Mistry (Non-Executive Director)</p> <ul style="list-style-type: none"> ■ 5+ years of experience 	<p>Umesh N. Khanna (Non-Executive Director)</p> <ul style="list-style-type: none"> ■ 30+ years of experience 
<p>Roshen Minocher Nentin (Non-Executive Director)</p> <ul style="list-style-type: none"> ■ 40+ years of experience 	

 <p>Satish Paretkar (Director, Hydro, Underground & Water)</p> <ul style="list-style-type: none"> ■ 40+ years of experience ■ 15+ years with Afcons 	 <p>V. Ashwini Kumar (Director, Oil & Gas)</p> <ul style="list-style-type: none"> ■ 40+ years of experience ■ 6+ years with Afcons
<p>R. Anantakumar (Director, Urban Infra & Surface Transport)</p> <ul style="list-style-type: none"> ■ 35+ years of experience ■ 30+ years with Afcons 	<p>Bhakti Prasad (Director, HR)</p> <ul style="list-style-type: none"> ■ 30+ years of experience ■ 20+ years with Afcons 
 <p>Ramesh Jha (Chief Financial officer)</p> <ul style="list-style-type: none"> ■ 25+ years of experience ■ 17+ years with Afcons 	

Key Management

<p>V. Manivannan (Director, Construction Plant & Equipment)</p> <ul style="list-style-type: none"> ■ 35+ years of experience ■ 20+ years with Afcons 	<p>Gokul Javalikar (Director, Marine & Industrial)</p> <ul style="list-style-type: none"> ■ 42+ years of experience ■ 42+ years with Afcons 
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33.33 Years
Average Experience of the Board

36.7 Years
Average Experience of Key Management

9
Total Board Members

66.67%
Non-Executive Directors

Board Performance Evaluation

In accordance with the provisions of the Companies Act 2013, an annual performance evaluation is conducted by the Board encompassing its own performance, the performance of Board Committees, and that of individual Company Directors. The evaluation of Independent Directors is overseen by the entire Board, whereas the evaluation of the Chairman and Non-Independent Directors is administered by the Independent Directors.

Board Remuneration

The Company has constituted a Nomination and Remuneration Committee (NRC) in accordance with the requirements of the Companies Act 2013, read with the rules made thereunder.

Directors' appointment and remuneration, including recommendations for remuneration of To retain the key managerial personnel and senior management personnel, and the criteria for determining qualifications, positive attributes and independence of a Director are as per the Nomination and Remuneration Policy formulated by NRC. The NRC Policy is disclosed on the Company's website at: <https://www.afcons.com/en/investors>.

The remuneration proposed for Executive Directors (EDs) by the NRC is recommended to the Board for approval. The remuneration shall be subject to prior/post-approval of the shareholders of the Company.

Board Committees

In order to make well-informed decisions and offer precise recommendations in the Company's best interest, Afcons has instituted several Board Committees to oversee activities within their defined Terms of Reference. This includes keeping abreast of regulatory law amendments and presenting their findings to the Board. Further information regarding these Committees and their specific Terms of Reference can be found within the Corporate Governance Report of the Board's Report disclosed on the Company's website at: <https://www.afcons.com/en/investors>.

The Board Committees monitor all strategic projects. Along with their monitoring and steering functions, they also play an advisory role. Upon the recommendation of the Board Committees on various CSR Strategy and Sustainability Programmes, the Board of Directors analyses and approves the proposal.



Note: The Committees are established as per relevant provisions of the Companies Act, 2013 (the Act) and relevant rules made thereunder.

Sustainability Governance

The mission of the Company is to be a prominent transnational infrastructure company recognised for business innovations, focussed on total satisfaction and enhanced value creation for all its stakeholders. It is deeply embedded within the Company's strategy, policies, systems, and day-to-day business operations.

The sustainability agenda is driven by the CSR Committee of the Board. The scope and membership of the Committee have been detailed in the Annexure to the Board's Report and disclosed on the Company's website at: <https://www.afcons.com/en/investors>. The approach is articulated in the CSR Policy.

Over time, the Company has established the essential tools, systems, and procedures to enhance performance. Additionally, the Company has conducted a materiality assessment to capture concerns regarding ESG (Environmental, Social, and Governance) matters and their significance to the Company. Materiality serves as one of the inputs to the Company's efforts towards sustainability, aiding in prioritising key focus areas.

The Company has Integrated Quality Management Systems and is ISO 9001, ISO 14001, and BS OHSAS 18001 certified. During this certification procedure, the concerned agencies also scrutinise policy components, protocols, action plans, and review processes, among others.

The responsibility for executing these sustainability initiatives rests with the heads of business units and various corporate functions with support from the

Company's leadership. The Company has also established various councils and committees with distinct roles and responsibilities to facilitate the operationalisation of sustainability across the organisation.

Risk Management and Due Diligence Processes

Ensuring that Afcons is managed responsibly with a focus on long-term objectives is fundamental to the Company's sustainable success. An overview of the major risks and impacts of the Company in non-financial matters is shown on page 18.

The Company has established a Risk Management Committee to encourage a proactive approach to identifying, assessing, and addressing business-related risks, thereby ensuring stable and sustainable business growth. The Company has also developed and put into practice a Risk Management Policy. Risk management is governed by the Company's policy approved by the Board of directors. Compliance with policies is reviewed on a continuous basis.



Atal Tunnel, Himachal Pradesh, India: Defying all challenges, the world's longest highway tunnel at 10,000 ft above sea level triumphs over adversity, showcasing Indian engineering resilience.

ENVIRONMENTAL STEWARDSHIP: PROTECTING OUR PLANET

At Afcons, sustainability isn't just a term—it is the foundation of our ethos. With projects spanning a few 100 crore rupees in value to more than ₹5000 Cr, the environmental implications of each construction stage are understood and addressed.

Throughout the construction stages—from the initial ground-breaking to the finishing touch—we implement eco-conscious strategies. This includes soil conservation, emissions and noise control, and responsible waste management. Water, a precious resource, receives paramount attention. We employ diverse sources, from surface water to treated wastewater, always with an eye on conservation. In fact, we have improved our wastewater recycling by 11% year-on-year, emphasising our commitment to efficient water management.

Our waste management approach is equally robust. Hazardous wastes find their way only to authorised recyclers, and our recent environmental campaign further amplified our waste segregation and circular economy practices.

At Afcons, we are constructing more than just structures; we are building a legacy of sustainability.

At Afcons, we are proud to place sustainability at the heart of our operations. Our projects span a diverse range, from short-term endeavours of two to three years to more complex undertakings that can take up to five years. On an average, each project has a progress period of around four years, and each stage has unique environmental considerations.

Environmental Compliance and Oversight

At all our projects, we proudly uphold stringent environmental standards. Our efforts are spearheaded by:

1

Strong Head Office team

2

More than 20 qualified
Environmental Engineers

3

More than 40 Environmental internal and Lead Auditors ensure the conservation of natural resources and protection of the environment

All our sites meticulously adhere to the consent requirements and conditions outlined for installation of various equipment including concrete batching plants, Hot mix plants, Crushers, among others.



Environmental Impact by Construction Stage

Initial Stages of Construction

During these early phases, the impact of our activities on the environment is minimal since most of the site preparations that can disturb the soil and temporarily impact local ecosystems are usually done by the client. In cases where we are required to carry out these activities, we have adopted strategies like sediment control and habitat preservation to ensure minimal disruptions.

Peak Stage of Construction

This phase is resource intensive. Dust, noise, and emissions become primary environmental considerations. In response, we have implemented dust suppression methods, equipment emission controls, and noise reduction tactics to limit our environmental footprint.

Nearing Completion Stage

As our projects approach completion, we focus on landscaping, clean-up, and waste management. We prioritise recycling construction materials, ensure responsible waste disposal, and are committed to restoring natural landscapes.

Energy and Emissions

In our ongoing commitment to sustainability and environmental stewardship, we present a comparative analysis of our key sustainability metrics for FY 2022-23 and FY 2021-22. This review highlights our efforts in managing electricity and fuel consumption, energy efficiency, and greenhouse gas (GHG) emissions.

While we have progressed in several areas such as reducing total energy consumption and improving energy efficiency, the slight increase in total electricity consumption and Scope 2 emissions indicates areas for further improvement. We remain committed to our sustainability goals and will continue to implement strategies to reduce our environmental footprint in the coming years.



Parameter	FY 2022-23	FY 2021-22
Total electricity consumption (A)	2,70,506.51 (GJ)	2,69,703.59 (GJ)
Total fuel consumption (B)	24,36,178.96 (GJ)	24,91,377.47 (GJ)
Total energy consumption (A+B+C)	27,06,685.47 (GJ)	27,61,081.06 (GJ)
Energy intensity per rupee of turnover (Total energy consumption/ turnover in lakhs)	2.11	2.45
GHG Emissions (TCO₂e)		
Scope 1	1,56,282.00	1,59,231.11
Emissions from stationary sources	31,606.97	32,378.52
Emissions from mobile sources	1,23,181.56	1,25,936.87
Emissions from fugitive gasses	1,493.47	1,021.00
Scope 2	60,863.96	60,683.31
Total Emissions (Scope 1 & Scope 2)	2,17,145.96	2,20,019.70

Water

Recognising the significance of water, especially since it is the most important component for our projects, we prioritise its conservation and sustainable management.

Water Sources

Surface Water

For our projects near lakes, rivers or reservoirs, we utilise surface water, always ensuring minimal disruption to the surrounding ecosystem.

Groundwater

We are cautious about extracting groundwater, always considering the long-term health of the local aquifers.

Seawater

For some of our coastal projects, seawater becomes a primary resource. However, its utilisation is always paired with efficient desalination processes.

Treated Wastewater

We are strong proponents of using treated wastewater, especially for non-potable requirements, to reduce the demand for freshwater sources.

Municipal & Private Tankers

In areas where local water sources are limited, we rely on trusted municipal and private tankers, ensuring that the water we use meets our stringent sustainability standards.

Conservation Measures

Driven by our top management, we have established robust water conservation measures across all our projects. Beyond just efficient utilisation, we have set up efficient water recycling systems within our projects. This not only allows us to reuse water but also significantly reduces our demand for fresh water.



Afcons' Water Projects in Africa: Transforming rural communities in Africa with sustainable water projects, empowering lives and fostering well-being.

Parameter	FY 2022-23	FY 2021-22
Total Water Consumption from all areas	13,47,475	10,83,066
Water Withdrawal		
Total Water Withdrawal from all areas	18,12,803	14,87,797
Fresh Water (≤1,000 mg/L Total Dissolved Solids)		
Surface water (River, lake, etc)	6,19,404	7,18,135
Ground water	5,53,285	3,62,761
Govt or client-supplied water	37,338	36,723
Tanker water	4,35,274	2,84,598
Other Water (>1,000 mg/L Total Dissolved Solids)		
Sea water	1,67,502	85,580
Water Discharge	4,65,328	4,04,731
Water Discharge by Destination		
Surface water	1,15,489	1,47,653
Sea water	84,041	65,026
Outside land	56,177	30,291
Used inside Afcons premises	2,09,621	1,61,762
Water Discharge by Treatment		
No treatment	1,24,247	76,528
Treatment level: sedimentation tank	1,72,185	1,95,484
Treatment level: septic & soak pit	59,659	66,539
Treatment level: modular treatment plant	1,09,237	66,181
Total wastewater discharged	2,55,707 (14.10% of water sourced)	2,42,970 (16.33% of water sourced)
Wastewater recycled	2,09,621 (46% of total wastewater generation)	1,61,762 (41% of total wastewater generation)

The infrastructure and construction activities inherently produce wastewater, with primary sources being:

- 1

Accommodations
- 2

Transit mixers cleaning, especially due to concrete residue
- 3

Tunnel boring operations
- 4

Casting yard, specifically from curing water

Significantly, the majority of wastewater is derived from tunnel boring operations and cleaning of transit mixers. This wastewater is treated using sedimentation tanks. Once treated, it is utilised for multiple purposes:

Dust Suppression

The treated water plays a vital role in dust suppression across our construction sites, ensuring that we maintain an environment-friendly operation.

Curing

To ensure the strength and longevity of our constructions, treated wastewater that complies with the requirements is used for curing masonry and concrete works.

Greenbelt Development Work

In an attempt to contribute to a greener tomorrow, the treated water is used for activities like tree plantation, landscaping, and related activities.

Wastewater Disposal

For sanitary wastewater, we ensure it is periodically discharged through authorised agencies after being processed in septic tanks and soak pits, or according to the facilities offered by local bodies like Municipal Corporations. We constantly strive to look for avenues to use discharged water in place of withdrawing fresh water. For instance, at our Bengaluru Metro Rail underground project, we source treated wastewater from the Municipal Wastewater Treatment Plant for tunnelling operations, in place of using fresh water.

Waste Management

Hazardous waste, an inevitable component of construction, is responsibly managed. We responsibly dispose of hazardous waste like used oils, waste oils, and empty containers (oil drums, paint containers, adhesives, among others) only through Pollution Control Board-authorised recyclers, adhering to the mandated manifest system.

Our biomedical wastes are managed through a partnership with a local hospital, ensuring they reach authorised recyclers. Batteries and e-waste are also disposed only through authorised recycling points. Construction and

demolition waste, inclusive of muck from metro rail underground projects, are discarded at client-designated locations. At project sites, the waste is segregated daily, with non-hazardous items being collected in bins for periodic disposal through authorised collection agencies.

Every year in the month of June, we embark on an ambitious Environment Campaign across all our sites. Spanning an entire month, this year too, the campaign saw enthusiastic participation from every worker to the site management. Key initiatives and achievements included:

Waste Segregation

Promoting responsible waste management by categorising waste at the source.

Asset Repair & Reutilisation

Extending the life of resources by repairing and reusing damaged assets, promoting circular economy principles.

Greenbelt Development

Amplifying our commitment to a greener environment by enhancing green spaces.

Community Awareness Programs

Bridging the gap with community members by enlightening them about the importance of environmental protection.

Supplier Environmental Assessment

All our hazardous waste recyclers undergo rigorous screening to ensure they have the necessary authorisations from statutory pollution authorities. This reflects our commitment to an environmentally responsible supply chain. Notably, we have also made strides in minimising environmental impacts by replacing hazardous

paints with non-hazardous alternatives, procuring high-performance fuel oils, and integrating fly ash in concreting works. Our choice of dominant suppliers adheres to strict sustainability disclosure reporting.

Our commitment towards the environment is unwavering. We pledge to continue these efforts, shaping a brighter and more sustainable future for all.

Safety: Ensuring Excellence and Trust

At Afcons, our commitment towards a sustainable future is interwoven with our mission to provide enhanced value to our customers, achieve early project completions, and constantly innovate in our methods and processes. As a leading name in the infrastructure business, we pride ourselves in upholding Occupational Health, Safety, and Environmental (OHSE) standards. This section sheds light on our key environmental practices, initiatives, and accomplishments.

Environmental Commitment

Value Creation and Timely Deliveries

Beyond delivering superior infrastructure solutions, we ensure our projects are completed with environmental stewardship in mind.

Resource Management

At Afcons, we emphasise the optimal utilisation of our resources, driving both productivity and sustainability.

Safety and Health

We provide safe and healthy working conditions to prevent work-related injuries and illnesses. Our proactive approach involves regular OHSE risk assessments to minimise risks and strive for a zero incident environment.

Compliance and Training

We adhere to all relevant OHSE-related laws, rules, and regulations and ensure our team is equipped with the necessary training to uphold these standards.

Pollution Prevention and Resource Conservation

Our approach focuses on pollution prevention, efficient waste management, and responsible use of natural resources across all operations.

Emergency Preparedness

We maintain an up-to-date Emergency Response Plan to address potential emergencies, both on and off-site.

Continual Improvement

Leveraging national and international best practices, we constantly innovate to achieve better OHSE performance and management outcomes.

Occupational Health and Safety Management System (OHSMS)

Particulars	FY 2022-23	FY 2021-22
For all Employees		
Covered by OHSMS	3,932	3,750
Covered by OHSMS, that has been internally audited and audited/ certified by an external party	3,932	3,750
For all workers who are not employees but whose work and/or workplace is controlled by the organisation		
Covered by OHSMS	4,030	4,209
Covered by OHSMS, that has been internally audited and audited/ certified by an external party	4,030	4,209

We are proud to have over 250 HSE professionals, including 70 managers and above. This proficient team consists of more than 60% HSE executives with engineering and advanced safety degrees, and more than 30 safety officers with non-engineering degrees paired with safety certifications. Among these are more than 20 dedicated environment professionals, ensuring the environmental aspects of our projects are never compromised. Our commitment to global best practices is underlined by our adherence to the OHSMS & EMS standards of ISO 45001:2018 and ISO 14001:2015.



Behaviour-Based Safety Policy

Our quest to be among the top 10 global construction companies in safety practices has led to the incorporation of a Behaviour Based Safety (BBS) program. This comprehensive program involves behaviour observations, feedback, spot corrections, training, awareness, and motivation. Our endeavour is to imbibe a safety-first mindset in our workforce, promoting an HSE culture beyond mere compliance.

Hazard Identification and Management

Through our meticulous Hazard Identification and Risk Assessment process, hazards like excavation, work at height, material handling, heavy lifting, and formwork erection and dismantling have been identified as high-consequence injury sources. Our approach to these hazards is proactive, involving the elimination of hazards, implementing engineering controls, setting up administrative procedures, and encouraging the use of Personal Protective Equipment (PPEs).

At Afcons Infrastructure Ltd, our commitment to the environment is as strong as our commitment to quality and excellence. Through proactive strategies, rigorous standards, and a dedicated team, we aim to create infrastructure that stands the test of time, both in durability and sustainability.



SOCIAL: OUR PEOPLE

At Afcons, we not only prioritise the environment but also take our social responsibility seriously. With a dynamic workforce of nearly 4,000 employees, our core strength is drawn from our diverse and inclusive culture, representing over 16 nationalities. This commitment to diversity allows us to harness a broad spectrum of perspectives, skills, and expertise, ensuring we remain agile, innovative, and client focused. Our dedication extends beyond project delivery, emphasising employee well-being, continuous learning, and development. Our Whole Wellness Model—encompassing physical, emotional, mental, and spiritual well-being—ensures our team thrives both personally and professionally.

With over 80% of our workforce below the age of 50, our energy and commitment to innovation have garnered us numerous industry recognition awards. We take pride in identifying as 'Afconians', a testament to our collaborative spirit and unified strength. Our sustainability journey revolves around equipping our workforce with the right skills, ensuring their well-being, fostering innovation, and fostering a culture of collaboration and appreciation. As we forge ahead, our focus remains on continuous improvement, guided by our core values—deep dive, excellence, ethics and integrity, collaboration, embrace challenge, and employee wellness. This section delves deeper into our journey and our continued commitment to excellence in every facet of social sustainability.



Deep Dive



Excellence



Ethics and Integrity



Collaboration



Embrace Challenge



Employee Wellness



Employee Diversity Bifurcation

Particulars	FY 2022-23	FY 2021-22
Overall Gender Bifurcation		
Permanent Employees		
Male	3,845	3,672
Female	87	78
Total	3,932	3,750
By Employment Position		
Board of Directors		
Male	3	4
Female	0	0
Total	3	4
Senior Management		
Male	85	91
Female	3	3
Total	88	94
Manager		
Male	1,485	1,496
Female	37	36
Total	1,522	1,532
Non-Manager		
Male	2,272	2,081
Female	47	39
Total	2,319	2,120
Overall Age Bifurcation		
Permanent Employees		
< 30	723	611
30 to 50	2,660	2,560
> 50	549	579
Total	3,932	3,750



3,000+

Employee strength



27+

Nationalities



100%

Performance review and career development



10+

Industry recognition awards

Our Diverse Workforce

At Afcons, we highly value our workforce, which we regard as one of our most valuable assets. Our workforce is a true reflection of the Company's focus on diversity, encompassing permanent and temporary staff from more than 16 diverse nationalities. Our employee base is also diverse in their skills, technical expertise, and various functional roles. We value diversity across dimensions, including geographical, workforce, cultural, and gender diversity.

This diversity within our team enables us to champion global inclusivity while efficiently addressing our industry's ever-evolving demands. As a result, we are well-prepared to offer solutions that meet our clients' specific requirements. Our dedication to diversity is an integral part of our identity and a driving force behind our continued success.

By Employment Position

Board of Directors		
< 30	0	0
30 to 50	0	0
> 50	3	4
Total	3	4
Senior Management		
< 30	0	0
30 to 50	8	9
> 50	80	85
Total	88	94
Manager		
< 30	11	13
30 to 50	1,092	1,073
> 50	419	446
Total	1,522	1,532
Non-Manager		
< 30	712	598
30 to 50	1,560	1,478
> 50	47	44
Total	2,319	2,120

To efficiently oversee our day-to-day operations, we have established robust capabilities at every level of our organisation. These capabilities are equipped to effectively meet the diverse needs of our internal teams and external stakeholders. Over 80% of our workforce falls under the age bracket of under 50.

Employee Welfare and Well-being

At Afcons we place a strong emphasis on the welfare and well-being of our employees. We believe that a healthy and secure workforce is vital for both individual success and the overall success of our Company. We offer a comprehensive range of benefits to support our employees in achieving a balanced and fulfilling life. We offer life insurance coverage, ensuring that our employees' loved ones are financially protected in the event of unforeseen circumstances. We also offer medical insurance to employees and their dependents.

Afcons' Whole Wellness Model is a holistic approach that encompasses physical, emotional, mental, and spiritual well-being. The primary aim of this model is to empower employees on their path to a stress-free, healthy, and happier life. Afcons has developed and implemented a range of policies and programs aligned with the principles of Whole Wellness:



Physical Wellness

We offer services like diet and nutrition guidance, exercise and yoga programs, and the promotion of hygiene and safety practices to ensure employees' physical health.



Emotional Wellness

We recognise the significance of emotional well-being and offer support in financial wellness, nurturing healthy relationships, fostering a positive corporate culture, promoting kindness and empathy, and enhancing self-esteem.



Mental Wellness

The organisation places a strong emphasis on mental well-being through comprehensive training and development initiatives that empower employees mentally and professionally.



Spiritual Wellness

We value spiritual well-being and encourage self-awareness, faith, and devotion as a means to help employees find a deeper sense of purpose and balance in their lives.

By addressing these four dimensions of wellness, Afcons demonstrates a commitment to nurturing a well-rounded and thriving workforce where employees can flourish not only in their careers but also in their personal lives. During FY 2022-23, we had an employee attrition rate of 16.61%.

We provide the following welfare benefits to support the well-being of our employees:



Life insurance



Parental leave



Healthcare



Retirement provision

We take pride in our commitment to fostering an inclusive culture and promoting employee well-being. These efforts are integral to our growth journey, and we recognise our workforce strength as one - 'Afconians'. As part of our ongoing commitment to enhancing employee engagement, offering comprehensive welfare benefits, and providing continuous learning and development opportunities, we are dedicated to empowering our workforce. Our aim is to make significant improvements in these ratios in the years to come.

Performance and Career Review

Performance and review are conducted to provide feedback and reward for their hard work, recognise their efforts and make their efforts count in the organisation. We ensure that 100% employees are provided performance and career development review. In addition to providing career development guidance, we actively seek to create opportunities for future growth within the organisation.

We have implemented several programs designed to reward and acknowledge our hardworking employees, emphasising their importance within our organisation. These initiatives encompass the Star Performance Reward and Project-based Incentive Programs. These programs are instrumental in recognising and appreciating the invaluable contributions our employees make to our business growth. Our philosophy is that the growth of employees and the growth of the business should go hand in hand, fostering a mutually beneficial relationship where both thrive together.

Promoting transparency and open communication is a fundamental aspect of our organisational ethos. To ensure this, we adhere to all disclosure requirements when communicating with both internal and external stakeholders. We have established robust mechanisms and policies that empower employees to voice their concerns or issues, with the assurance that we will diligently address them and provide the most suitable solutions. This commitment to transparency and responsive communication is vital in maintaining trust and fostering a collaborative and supportive work environment.



Total Satisfaction Model

The Total Satisfaction Model integrates organisational commitment with individual contributions for a harmonious workplace. The organisation sets ambitious targets, fosters a productive environment, and promotes interactive communication, training, and competitive compensation. Recognition programs celebrate excellence, while a commitment to becoming the ultimate brand is evident. Employees actively engage, accept challenging goals, balance personal aspirations with company objectives, take responsibility for results, collaborate, and uphold honesty and integrity. This holistic approach ensures both, employee contentment and organisational success.

Labour Relations Management

With a workforce strength exceeding 35,000 employees and workers across the globe, labour relations are of utmost importance to us and represent a cornerstone of our approach. We prioritise understanding the needs and addressing the concerns of our workforce.

We are steadfast in our commitment to adhering to all local laws and regulations as we fulfil our corporate responsibilities. In addition to meeting basic needs, we go above and beyond by offering a range of benefits and welfare programs.



At Afcons, we have implemented robust policies and procedures to address grievances and promote the welfare and well-being of our employees. This includes occupational health and safety systems, regular safety audits, and an effective grievance mechanism.

Training and Workshops



3.5

Man-days of training per employee



4

New initiatives under training and development



13+

Types of technical and non-technical trainings



1,11,089

Total hours of training in FY 2022-23

Core of our strategy to become a 'Knowledge Enterprise'

IMPROVATION™: Afcons way of doing Innovation

Focus on knowledge management has enabled Afcons in developing a culture of improvement. One such case study is as under:

Case Study : **Innovative Construction Methodology - Overcoming the Seri Nalla Fault Zone Breach (Atal Tunnel)**

1 Key Problem Statement

- Heavy ingress of river water and river bed material along a 413 m stretch of tunnel had halted tunneling work from south portal
- Without a solution to this breach, the alternative was to abandon the ongoing work and start tunneling afresh along a new alignment
- Rock condition in this zone was very weak and not recorded by any relevant code. Hence precedents couldn't be found while looking for solutions

2 Key Solution

- Afcons had completed tunneling from the north Portal so that the breach could be simultaneously tackled from both ends
- A combination of techniques involving 'P5 system of excavation', 'Central Pilot Drift Method', 'Slide Drift Method', and 'Double Layer' pipe roofing' was adopted, and pace of tunneling was slowed down, which enabled the issue to be resolved and work completed

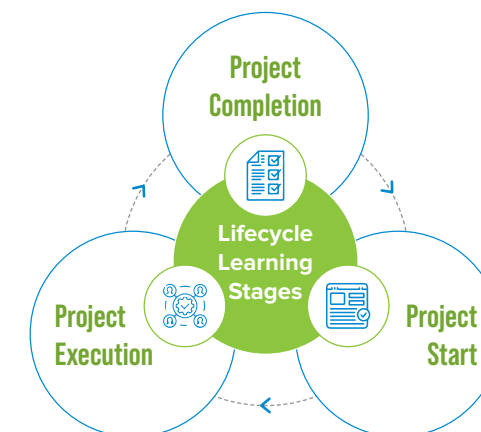
3 Conclusion

- At a rough estimate, this saved around 10 years of effort and ₹ 3,500 crores in expenditure

360 Learning and Development

We prioritise continuous learning and development at every stage of a project's lifecycle. The initial phase involves a pre-learning stage before commencing any project. This includes a Kick-off workshop, Activity-based classroom sessions, E-learning modules, and External training sessions conducted by industry experts. These initiatives are designed to equip our team members with the essential knowledge needed as the foundation for any project. Each project we take on is inherently challenging, and our objective extends beyond providing effective solutions. We also strive to incorporate innovation to yield more impactful and efficient results.

The subsequent learning phase occurs during the project execution stage, where we offer a range of trainings. These include sessions on lean construction, on-site activities and classroom workshops, real-world case studies, lessons learned from activities, expert podcasts, and instructional process videos. These initiatives are instrumental in boosting the confidence of our employees, imparting techniques to enhance efficiency while working with existing resources, and facilitating the application of industry-leading practices. Additionally, this phase aids in identifying any execution gaps and provides a platform to address and rectify them effectively.



Finally, after the completion of each project, we develop a knowledge database that draws from the lessons learned during the project and the project completion report. This database is valuable for understanding key outcomes, capturing essential learnings, and facilitating knowledge sharing with all team members. This collective knowledge sharing is crucial in ensuring everyone can benefit from these insights in future projects.

This continuous cycle of learning and improvement defines our identity. It sets us apart as industry leaders, always staying ahead of the curve and consistently innovating through the power of continuous learning.

Training and Development Review in Numbers: FY 2022-23

Employee Training

Particulars	Hours
By Employment Type	
Permanent Employees	
Male	96,993
Female	3,451
By Employment Type	
Board of Directors	
Male	11
Female	0
Senior Management	
Male	1,513
Female	337
Manager	
Male	30,599
Female	543
Non-Manager	
Male	64,871
Female	2,571

Number of People Trained and Training Programs Conducted

Training Type	Total Programmes	Employees Trained
Civil Training Programmes	11	266
Mechanical Training Programmes	17	244
Electrical, Electronics and Instrumentation programmes	6	100
Fabrication Programmes	6	36
Management Development Programmes	8	212
Oil & Gas Programmes	4	182
Soft Skills Programmes	18	464
Behavioural Competency Workshops	21	448
Finance and Accounting Programmes	4	83
General Management Programmes	23	780
Functional Development Programmes	3	74

Domain Training Initiatives

Afcons Talent Management Academy

Launched in 2023, this virtual academy serves as a platform for delivering technical training programmes aimed at nurturing skilled professionals and building domain experts.

E-newsletters

We release a bi-monthly publication to reach all Afconians, with the primary goal of offering valuable insights into new technologies, industry-best practices, innovations, and the latest advancements within the construction industry.

Wednesday Wisdom

We conduct knowledge-sharing sessions where Afconians who have attended external trainings and conferences generously share the knowledge and insights they have acquired.

External Technical Trainings

We identify the technical training programmes based on industry gaps and the specific needs of various departments within our organisation.

Master Class

These sessions are conducted live by domain experts to provide a deep understanding of practical industry practices.

Microlearning Modules

These are short-duration courses designed with the objective of enabling learners to quickly grasp practical modules and apply them effectively in their daily work.

Other Domain Training Channels



E-learning



Tech-tonic



Workshops at site



Marvel series



Classroom at site/HO



ApeL (Afcons learning for e-learning) – The Company's own e-learning platform system

Initiatives to Foster Inclusion and Transparency

We have deliberately cultivated an inclusive workplace culture where employees embrace the diversity of backgrounds and perspectives. They share a common goal and deeply respect each other's differences. This approach has led to a significant increase in learning, innovation, and overall contributions.

Recognising the unique context of our sites, local cultures, and the diversity of our workforce, we have implemented flexible policies that ensure our employees are comfortable and can lead lives characterised by 'Whole Wellness.' These site-specific policies are approved by the Project Manager, BU Head, Head-HR, and they are readily accessible for employees' reference on our intranet site.

Employee Engagement Practices

In our sustainability journey, employee engagement holds significant importance at Afcons. It's not just a priority but a strategic imperative crucial for our long-term success. Engaged employees drive our growth, ensure timely project delivery, and spur innovation. Their commitment has allowed us to meet business goals and make a positive impact. We are committed to ongoing investment in employee growth, fostering an environment where they feel valued, empowered, and inspired. Recognising the high impact of employee engagement, we have implemented a range of initiatives to keep our workforce highly engaged. Some of the key initiatives are as under:



Project site visits and open house by Top Management executives



Cultural and sports events



Strategy dissemination sessions for site and HO executives



Health camps



Milestone celebration at sites



Sponsoring employees for higher studies



MD's appreciation letters to family of star performers



Wall of unity



The oversight and execution of our training programmes rely significantly on the Central Development Council members (CDC), constituting top management in conjunction with the Chief Knowledge Officer and CHRO. Following are the key initiatives to focus on organisational development



Competency Mapping



Individual Development Plans (IDPs)



Leadership Training



Development Programmes



Identifying Next Generation Leaders



Sponsorship for Higher Education

SOCIAL: OUR CUSTOMERS

We at Afcons have always focused on exceeding client expectations, which has enabled us to build a diverse clientele who have entrusted us with their most critical projects. Our customer-centric approach helps us consistently raise the bar for quality, innovation, and service delivery.

Marine Work



Oil and Gas



Transportation (Highways, Metro, Flyovers and Bridges)



Hydro and Irrigation



Others



A Navratna Company



SOCIAL: ENGAGING WITH COMMUNITIES

The Company stands firmly committed to more than just the successful completion of projects. We are equally dedicated to the development and well-being of the local communities surrounding our project sites. Our approach emphasises inclusive growth, and we uphold our responsibilities to our employees, neighbouring communities, and the environment.

Our commitment to these principles is demonstrated through meaningful contributions to local communities worldwide. We go above and beyond regulatory requirements to provide value to these communities. This includes initiatives to enhance their skills, address basic needs, support children's education, improve infrastructure, and assist those affected by natural disasters. In essence, we actively contribute to creating strong, sustainable, and prosperous local communities wherever our projects take us.








Our Approach and Governance

Our Corporate Social Responsibility (CSR) initiatives are conducted in accordance with our CSR policy. The primary aim of this policy is to conduct our business operations in a manner that is both socially and environmentally sustainable. We prioritise transparency and ethical conduct in all our CSR activities.




Our approach is rooted in the principles of humanity and humility, always mindful of the needs and dignity of the individuals and communities we aim to support and serve. This policy, along with the CSR Committee, guides our actions and underscores our commitment to making a positive and meaningful impact on society and the environment as a responsible corporate entity.

Our commitment to community contribution focuses on several core areas, including:

	Healthcare	We actively support initiatives related to healthcare, aiming to improve access to quality medical services and promote the overall well-being of communities.
	Safe Drinking Water and Sanitation	We strive to enhance access to clean and safe drinking water and sanitation facilities, addressing essential needs for healthier living.
	Eradicating Hunger and Poverty	We work towards alleviating hunger, poverty, and malnutrition by contributing resources and assistance to those in need, ensuring basic necessities are met.
	Education	We are dedicated to promoting and supporting education, with an emphasis on providing educational opportunities and resources to underprivileged communities.
	Green Initiatives	Our commitment extends to contributing to initiatives that foster a vision of a 'green' India, focusing on environmental sustainability and conservation efforts.



Impact Created

Particulars	Impact
 Provided one 500KVA generator set along with an operator	Established a dedicated set-up at a gas plant in Mandi, Himachal Pradesh, with the primary purpose of aiding the production process in emergencies. This set-up is designed to ensure the smooth and efficient operation of the plant when unexpected situations or crises arise, thereby contributing to the safety and reliability of our operations.
 Civil work for installation of new Oxygen plant	We undertook civil work to facilitate the installation of a new Oxygen plant at Mandi Zonal Hospital, a crucial initiative aimed at supporting Covid-19 relief activities.
 Importing Oxygen concentrators	During the Covid-19 pandemic, we took swift action to address the shortage in the supply of Oxygen cylinders. To assist with this critical need, we airlifted 50 five-litre Oxygen concentrators from the United States.
 Donation of computers in Maldives	We demonstrated our commitment to education and community support by donating 25 computers to Hithadhoo School in the Maldives. This contribution was made by the Addu City project team in response to a request from the school facilitated through the High Commissioner of India to Maldives. This donation aimed to enhance the educational resources available to the school and benefit the students and staff in their pursuit of academic excellence.
 Donations to construct a school building	We displayed our dedication to education and community development by making a donation to the Yekepa United Methodist Church in Liberia. This contribution was directed towards the construction of a school for the local children, emphasising our commitment to providing access to quality education and improving the lives of the community members in Liberia.



Welfare



Food and nutrition



Kids and nutrition



Healthcare

Impact through Other CSR Activities

Indirect Economic Impact

Area

Results Achieved

Donations for Covid-19 support



We demonstrated our commitment to supporting communities during the Covid-19 pandemic. Our donation was directed towards extending support for the treatment of patients at the Covid-19 centre and for upgrading the Covid-19 ward with new beds and necessary arrangements.

Donations for Covid-19 vaccination



This contribution was dedicated to funding the Covid-19 vaccination for poor and needy individuals through the Ramakrishna Mission Shilpamandira.

Donation of groceries



This initiative aimed to provide essential sustenance to individuals and families facing hardship and economic challenges as a result of the Covid-19 pandemic.

Installation of liquid Oxygen tank



The Company made a significant contribution towards the supply and installation of a liquid Oxygen tank at Shri Guru Gobindsingji District Hospital in Nanded. This donation was a crucial step in ensuring that the hospital had the necessary infrastructure and resources, particularly in terms of Oxygen supply, to provide medical care during Covid-19 pandemic.

Provided oxygen concentrators and oxygen cylinder for district administration in Mandi, HP



Two Oxygen concentrators, along with Oxygen flow meters and thermometers were donated to the district administration in Mandi to support Covid-19 relief efforts.

Twenty fully filled commercial Covid-19 cylinders, each with a capacity of 7 cubic meters, were supplied to Naib Tehsildar, Balh, in the Mandi district of Himachal Pradesh.

Indirect Economic Impact

Area

Results Achieved

Donation of nutritious grocery items under the Prime Minister's TB Free Mission



Donated to the Indian Red Cross Society in support of the Prime Minister's TB Free Mission. This contribution is aimed at providing nutritious food items to assist 200 TB (Tuberculosis) patients in their recovery journey.

Daily meal programs at Signal School project of Samarth Bharat Vyaspeeth



Contributed to Samarth Bharat Vyaspeeth to fund daily meals for students at the Signal School. This institution offers free education to underprivileged street children in Thane, emphasising our commitment to supporting their well-being and access to education.

Donation of essentials and stationery for the needy



The employees at Afcons headquarters came together to make a charitable contribution by donating clothes, footwear, and stationery items to those in need. This was carried out in collaboration with the organisation Goonj, reflecting our commitment to giving back to the community and assisting those who are less fortunate.

Rice bag donation for locals



The Afcons-Arcelor Mittal Civil Works Project team in Yekepa, Liberia, celebrated the Christmas and New Year season by donating rice bags to the local community, spreading the spirit of joy and goodwill during the festivities. The project team also donated rice to the Mother Betty Jonah Orphanage in Yekepa, Liberia, as a part of their celebration of Christmas and New Year.

Distribution of essentials in Tanzania



During the holy month of Ramadan, Afconians in Africa came together to support their communities. They distributed essential rations and supplies to over 2,000 families in Pemba, Unguja, and the Tanzania mainland. This effort was carried out in collaboration with the TAQWA Orphans Trust Tanzania, underscoring our commitment to helping those in need during special occasions and making a positive impact on the lives of others.

Local Community Development and Support

Afcons' commitment to local communities extends both within India and internationally. We prioritise the hiring of local individuals, investing in their training, and empowering one family at a time. This approach not only benefits individual families but also contributes significantly to the socio-economic development of the broader society.

In addition to providing employment opportunities, we go the extra mile by supporting various community initiatives. This includes efforts to provide clean water, renovate public infrastructure facilities, and offer assistance related to healthcare and food support. These actions underline our dedication to making a positive and meaningful impact on the communities where we operate, promoting both individual and collective well-being.

Promoting Local Procurement



In FY 2022-2023, 38% of our procurement activities were conducted by project sites, while in FY 2021-2022, project sites handled 42% of the procurements. The Company places a strong emphasis on engaging with local suppliers and subcontractors whenever feasible. However, the percentage of spending allocated to local and the Head Office for procurement varies across different sites. This variation can be attributed to several factors:

Bulk Material Procurement

Typically, we order bulk materials such as steel, cement, and aggregates from the Head Office through long-term agreements. However, the handling and transportation of these materials are managed by the project sites in collaboration with local vendors. This strategy allows us to benefit from cost-effective local logistics while maintaining consistent quality through centralised procurement.

Subcontract Orders

The value of subcontract orders placed by individual project sites and the Head Office is contingent on the overall project value. Larger projects may require substantial subcontracting, while smaller ones might be managed primarily by the site. This allocation depends on project-specific requirements and resource availability.

Project Funding

The nature of the project often determines the composition of procurement spending. Projects funded by organisations like the Exim Bank may specify the required allocation for local and Indian components of procurement spending. The proximity of suppliers to ports and the efficiency of handling and transportation become critical factors in material sourcing decisions in such cases.

Fabrication Contracts

For projects involving fabrication contracts, the transportation of raw materials and finished fabricated parts plays a pivotal role in selecting vendors. Factors such as proximity to the project site or a nearby port are often crucial in the vendor selection process. This approach helps streamline logistics and minimise delays in project execution.



In summary, our procurement strategy is flexible and adapted to the specific needs of each project. We prioritise local engagement whenever possible to support the local economy and enhance project efficiency. However, the precise distribution of procurement spending between project sites and the Head Office is influenced by factors such as the type of materials, project funding, subcontracting needs, and logistical considerations.

Support to National Causes

As responsible citizens and a socially conscious organisation, we are actively engaged in relief efforts during natural disasters. We also wholeheartedly support and participate in the sustainable goals set by the Central Government. Moreover, we actively promote sustainable practices in the regions where we operate, understanding the significance of contributing to the sustainable development of our country.

Our commitment to these initiatives underscores our dedication to making a positive impact on society, the environment, and the broader community. We recognise that sustainable development is crucial for the well-being of our nation and future generations, and we take our role in achieving this goal seriously.



GRI Content Index

Statement of use	Afcons Infrastructure Limited has reported the information cited in this GRI content index for the period 1 April, 2022 to 31 March, 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	About Afcons Infrastructure Limited
	2-2 Entities included in the organization's sustainability reporting	About the Report
	2-3 Reporting period, frequency and contact point	About the Report
	2-4 Restatements of information	There are no restatements of information in this report.
	2-5 External assurance	The Company has not taken external assurance.
	2-6 Activities, value chain and other business relationships	Capabilities and Strengths
	2-7 Employees	Our Diverse Workforce
	2-8 Workers who are not employees	Our Diverse Workforce
	2-9 Governance structure and composition	Our Strong Governance Culture
	2-10 Nomination and selection of the highest governance body	Our Strong Governance Culture
	2-11 Chair of the highest governance body	Our Strong Governance Culture
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Strong Governance Culture
	2-13 Delegation of responsibility for managing impacts	Our Strong Governance Culture
	2-14 Role of the highest governance body in sustainability reporting	Our Strong Governance Culture
	2-15 Conflicts of interest	Our Strong Governance Culture
	2-16 Communication of critical concerns	Our Strong Governance Culture
	2-17 Collective knowledge of the highest governance body	Our Strong Governance Culture
	2-18 Evaluation of the performance of the highest governance body	Our Strong Governance Culture

GRI STANDARD	DISCLOSURE	LOCATION
	2-19 Remuneration policies	Our Strong Governance Culture
	2-20 Process to determine remuneration	Our Strong Governance Culture
	2-21 Annual total compensation ratio	Our Strong Governance Culture
	2-22 Statement on sustainable development strategy	EVC's Foreword MD's Message
	2-23 Policy commitments	Our Strong Governance Culture
	2-24 Embedding policy commitments	Our Strong Governance Culture
	2-25 Processes to remediate negative impacts	Our Strong Governance Culture
	2-26 Mechanisms for seeking advice and raising concerns	Our Strong Governance Culture
	2-27 Compliance with laws and regulations	Our Strong Governance Culture
	2-28 Membership associations	Our Strong Governance Culture
	2-29 Approach to stakeholder engagement	Stakeholder Engagement: Building Sustainable Relationships
	2-30 Collective bargaining agreements	Our Strong Governance Culture
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Impact Areas
	3-2 List of material topics	Material Impact Areas
	3-3 Management of material topics	Material Impact Areas
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Engaging with Communities
	203-2 Significant indirect economic impacts	Engaging with Communities
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy and Emissions
	302-2 Energy consumption outside of the organization	Energy and Emissions
	302-3 Energy intensity	Energy and Emissions
	302-4 Reduction of energy consumption	Energy and Emissions
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water
	303-2 Management of water discharge-related impacts	Water
	303-3 Water withdrawal	Water
	303-4 Water discharge	Water
	303-5 Water consumption	Water

GRI STANDARD	DISCLOSURE	LOCATION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy and Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	Energy and Emissions
	305-3 Other indirect (Scope 3) GHG emissions	Energy and Emissions
	305-4 GHG emissions intensity	Energy and Emissions
	305-5 Reduction of GHG emissions	Energy and Emissions
	305-6 Emissions of ozone-depleting substances (ODS)	Energy and Emissions
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Energy and Emissions
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management
	306-2 Management of significant waste-related impacts	Waste Management
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supplier Environmental Assessment
	308-2 Negative environmental impacts in the supply chain and actions taken	Supplier Environmental Assessment
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Diverse Workforce
	401-3 Parental leave	Our Diverse Workforce
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Quality and Safety: Ensuring Excellence and Trust
	403-2 Hazard identification, risk assessment, and incident investigation	Quality and Safety: Ensuring Excellence and Trust
	403-3 Occupational health services	Quality and Safety: Ensuring Excellence and Trust
	403-4 Worker participation, consultation, and communication on occupational health and safety	Quality and Safety: Ensuring Excellence and Trust
	403-5 Worker training on occupational health and safety	Quality and Safety: Ensuring Excellence and Trust
	403-6 Promotion of worker health	Quality and Safety: Ensuring Excellence and Trust
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Quality and Safety: Ensuring Excellence and Trust
	403-8 Workers covered by an occupational health and safety management system	Quality and Safety: Ensuring Excellence and Trust
	403-9 Work-related injuries	Quality and Safety: Ensuring Excellence and Trust
	403-10 Work-related ill health	Quality and Safety: Ensuring Excellence and Trust

GRI STANDARD	DISCLOSURE	LOCATION
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and Workshops
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and Workshops
	404-3 Percentage of employees receiving regular performance and career development reviews	Training and Workshops
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Engaging with Communities
	413-2 Operations with significant actual and potential negative impacts on local communities	Engaging with Communities
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Quality and Safety: Ensuring Excellence and Trust



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