

Responsible Infrastructure



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About the Report

Responsible Infrastructure 2020-21 is the 12th Annual Sustainability Report of Hindustan Construction Company Ltd. This report documents our economic, environmental, and social performance during the reporting period. This report also reiterates our commitment towards building a sustainable future.

Report Approach

This report has been prepared in accordance with the GRI Standards: Core Option. The report presents management disclosure and performance highlights on the key sustainability issues material to the company. The reporting period is the financial year ending on March 31, 2021. GRI Services reviewed that the GRI content index is presented and the references for all disclosures included align with the appropriate sections in the body of the report. This report includes the 13th consecutive annual 'Communications on Progress' (COP) on the United Nations Global Compact's CEO Water Mandate Initiative, covering the same reporting period. The report is also aligned to the responsibilities of businesses in India issued by the Ministry of Corporate Affairs, Government of India.

Report Content

Our Sustainability Report includes data of our operations for the reporting period April 01, 2020, to March 31, 2021. Data pertaining to the workforce, including safety, environment, supply chain and community initiatives, have been compiled using our centralized database at the corporate office, while it has been verified from individual project sites. The economic performance data disclosed in this report is aligned to the audited financials published in our Annual Report FY 2020-21.

Report Scope and Boundary

Our reporting boundary is inclusive of all HCC projects in progress during the reporting year. Any exceptions in the boundary with respect to specific performance disclosures are clearly mentioned within the report.

External Assurance

The report has undergone limited assurance by Thinkthrough Consulting Pvt Ltd. (TTC), an independent professional services firm. TTC has provided assurance as per type 2, moderate level of AccountAbility's AA 1000 Assurance Standard v3.

For any queries, comments, and feedback, please write to us at: contactus@hccindia.com.

Message from the Chairman & Managing Director

Dear Reader,



I am happy to present our annual Sustainability Report for the Fiscal Year (FY) 2020-21. This is our 12th Sustainability Report that showcases the focused approach that has enabled us to create shared value. The report tracks our performance across the triple bottom line, including environmental responsibility, stakeholder engagement, and business sustainability.

This report includes our 13th consecutive Communication on Progress (COP) on the U.N. Global Compact's CEO Water Mandate, to which HCC is a signatory. The report adheres to the GRI Standards and is independently assured by a third party agency.

The past year was unimaginable by any measure. The pandemic swamped the entire globe like a colossal tsunami leaving multifold changes in its wake. Besides extracting an appalling human toll, it changed the way we live, work, learn, and much more. Its immediate consequences saw the world facing a severe economic contraction and triggered unprecedented government actions.

During this challenging year, we have had to perform the greatest balancing act in the company's history — addressing the COVID19 pandemic while pushing for our long-term sustainability by initiatives aimed at deleveraging the balance sheet and pruning fixed costs. Right from the onset of the pandemic, HCC adopted stringent safety measures to ensure the safety and wellbeing of its people and all stakeholders. We ensured that around 14,000 of our employees, including workmen at our project sites received good care by implementing stringent Standard Operating Procedures and safety norms for COVID19. Besides providing food, shelter and medical assistance, the focus was on maintaining prescribed COVID19 preventive and containment protocols.

While we had a challenging situation at the project sites due to the lockdown, HCC remobilized the required workmen, strengthened the supply chain management with improved vendor management, and took various measures with clients to improve cash flow. I am proud that HCC has completed three projects and has achieved significant progress on several projects this year.

We have adopted sustainable construction practices that have reduced the dependency on fossil fuels by using more grid supply at various projects. This initiative has helped in reducing the D.G. HSD consumption and correspondingly reduced GHG emission by 468 ton CO₂ eq. Our continued emphasis on improving environmental, health, and safety management systems have helped us achieve 24.7 million safe manhours across our project sites.

Our in-house water stewardship programme has helped enhance the sustainability of our operations. This year, the water use efficiency across operations, accompanied by a community-based water conservation intervention, has helped conserve more than 1400 million water liters. HCC has maintained Water Positive status for the seventh consecutive year. Besides efficient water usage in our operations, we also ensure that communities in the vicinity have better access to water.

While we have provided a detailed discussion on several sustainability parameters in the pages ahead, we look forward to receiving any feedback or suggested areas of improvement from you on the same.

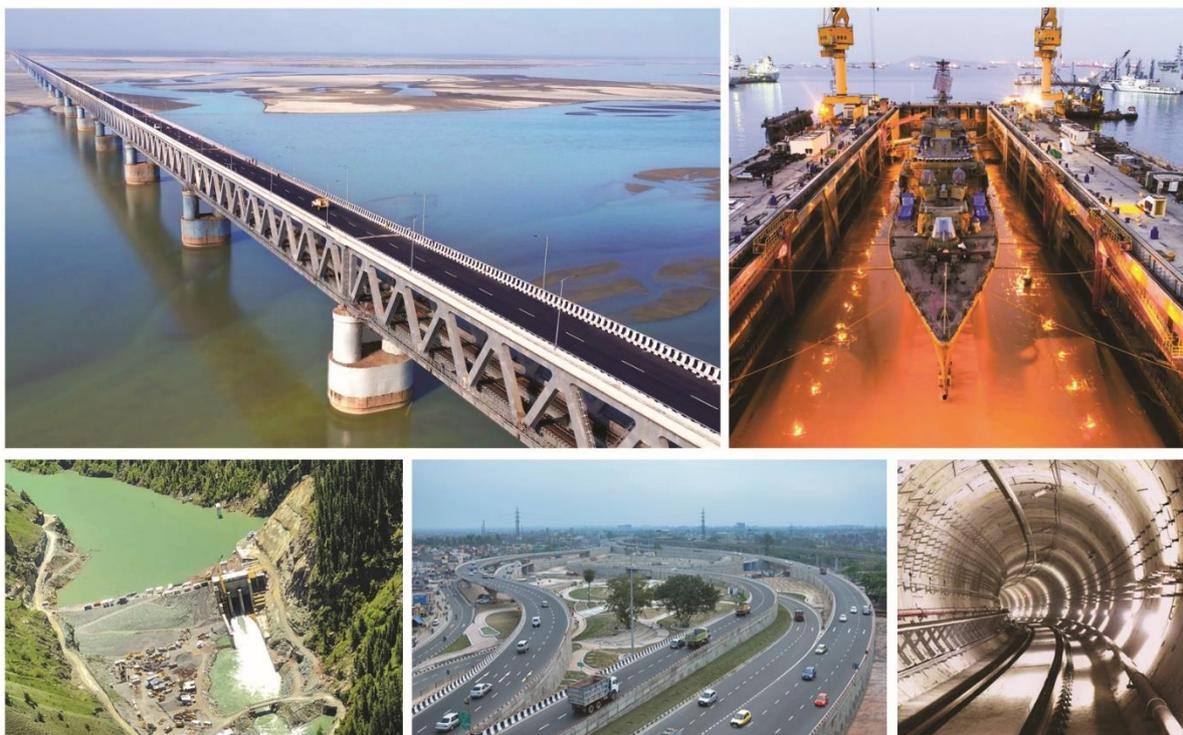
Ajit Gulabchand

Chairman and Managing Director

Organizational Overview

HCC is a pioneer in India's infrastructure industry, having executed landmark projects that have defined the country's progress since 1926. Maintaining our legacy of innovation in engineering and construction, we continue to add new milestones with every passing year, building world-class infrastructure and creating new opportunities for everyone.

With an engineering heritage of nearly 100 years, HCC has executed a majority of India's landmark infrastructure projects, having constructed 26% of India's Hydel Power generation and over 60% of India's Nuclear Power generation capacities, over 4,036 lane km of Expressways, and Highways, more than 365 km of complex Tunnelling and over 395 Bridges. Today, HCC Ltd. serves the infrastructure sectors of Transportation, Power, Buildings & Industrial, and Water.



Headquartered in Mumbai, Maharashtra, HCC's operations are spread pan India and neighbouring countries. The company is committed to building responsible infrastructure through best-in-class processes and safety practices. It is a turnkey solutions provider with expertise in Integrated large-scale Hydro Power and Irrigation Projects. Construction partner of choice since the birth of India's nuclear programme, HCC is one of the select few companies in the country with competencies to build the core reactor of a Nuclear Power Plant. India's largest TBM Tunnel constructor, proficient in underground construction technologies with capabilities to execute projects in any extreme conditions and terrain, from high altitudes and sub-zero temperatures of the remote Himalayas to congested urban environments.

HCC's commitment to 'Responsible Infrastructure' has been time enduring, with social obligation and environmental responsibility becoming integral principles in its business goals. Its initiatives encompass Disaster Relief, Water Sustainability, Education, Health, and Community Initiatives. HCC's sustainability reporting from 2010 to 2020 has been as per the GRI Reporting Framework. Disaster Relief forms a significant area of focus at HCC. The company is a founder member of the Disaster Resource Network of India. It has steered emergency response teams and rehabilitation to several locations struck by natural disasters.

To make water sustainability a corporate priority, HCC is one of the first Indian companies to endorse the United Nations' Global Compact (UNGC) 's CEO Water Mandate. HCC has demonstrated its water consciousness by implementing a series of rigorous and improved water management practices at its project sites.

Since 2010, all of HCC's sustainability reports are prepared as per the principles set by the 'Global Reporting Initiative (GRI)'.

The Board of Directors at HCC

Ajit Gulabchand	Chairman & Managing Director
Arjun Dhawan	Group CEO & Whole-time Director
Sharad M. Kulkarni	Independent Director (upto December 24, 2020)
Anil C. Singhvi	Independent Director
N. R. Acharyulu	Independent Director (Non-Executive Director till June 22, 2021, and Independent Director w.e.f. June 23, 2021)
Santosh Janakiram Iyar	Independent Director (w.e.f. June 17, 2020)
Mahendra Singh Mehta	Independent (w.e.f. June 17, 2020)
Mukul Sarkar	Nominee Director
Dr. Mita Dixit	Independent Director
Arun Karambelkar	Non -Executive & Non -Independent Director (w.e.f. June 23, 2021)

Further details of our corporate governance are available in the Annual Report FY 2020-21 on our website:

[HCC ANNUAL REPORT 2020-21](#)

(click to download)

Our Equity Shares are listed on the Bombay Stock Exchange (BSE) as well as the National Stock Exchange of India Limited (NSE).

Business Profile

Specialists in delivering technically complex high value projects across core sectors like Hydro Power, Nuclear Power, Transportation, Water Solutions and Buildings & Industrial.

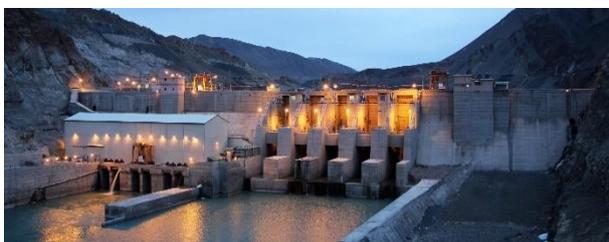
TRANSPORTATION



Roads | Highways | Expressways | Bridges | Elevated Corridors | Railways | MRTS (Metro Rails) | Ports | Marine Structures

4036 lane km of Expressways and Highways | 395 bridges

HYDRO POWER PROJECTS



Dams | Barrages | Tunnels | Powerhouses | Shafts | all types of underground works

26% of India's Hydel Power generation

NUCLEAR POWER PROJECTS:



Reactors | Auxiliary Buildings | Spent Fuel Buildings | Safety Pump Houses | Control Buildings

60% of India's Nuclear Power generation capacities | Built 17 out of 26 nuclear reactors in India.

WATER SOLUTIONS:



Integrated Water Supply Systems | Bulk Water Transmission | Dams | Barrages | Irrigation | Water Treatment and Sewage Treatment Plants | Aqueducts

7 irrigation dams | 105 water/ sewage treatment plants | 21 barrages | 11 aqueducts

BUILDINGS AND INDUSTRIAL:



Metals & Process Plants and Factories | Residential & Commercial Buildings | Institutional Buildings | Station Buildings

19 Industrial buildings | 14 Commercial buildings | 11 Institutional buildings | 18 Metro station buildings | 47 Power plant buildings

Vision

To be the Industry Leader and a market driven engineering construction company renowned for excellence, quality, performance, and reliability in all types of construction.

Mission

- To be the customer's preferred choice for providing construction services
- Constantly assess the needs, realities and values of the customer and set goals to satisfy their needs.
- Continually innovate, develop, and adopt state-of-the-art technologies, methodologies and materials to deliver customer satisfaction through better, faster and cheaper construction.
- Continually aspire to deliver higher standards of safety, occupational health, and environment protection at work
- Continually develop and maintain a robust supply chain that will help us deliver value to the customer on time and to expectations.
- Continually improve the competence of our people through education and by inculcating strict principles of conduct and responsibility, high standards of performance, and respect for individuals and their work.
- Organize work for effectiveness in delivering results and always look to commit today's resources to the future.
- To build a reputation of trust and reliability amongst our customers, other stakeholders, and society.

Awards and Recognitions

2021:

- CIDC Vishwakarma Award 2021 to Bogibeel Rail-cum-Road Bridge under Bridge category 'Best Construction Project'.
- 'ACCE(I) Sarvamangala Award 2020' to Kishanganga Hydro Power Project for 'Excellence in Construction'
- Safety Awards-2020 (Construction Sector) established by National Safety Council (Ministry of Labour & Employment, Government of India) to Tehri Pumped Storage Plant project.

Memberships

HCC is represented by our CMD Mr. Ajit Gulabchand at several national and global, governmental, departmental and industries forums. Some of these key memberships are:

1. Member, CII National Council
2. Member of UK India Business Council (UKIBC) Advisory Council
3. Member of Governor's Steering Board of the Infrastructure and Urban Development (IU) Community at the World Economic Forum (WEF)
4. Member of Disaster Resource Partnership Board, IU, WEF
5. Member of Steering Board, Future of Urban Development Services, IU, WEF
6. Member of Steering Board, Partnering Against Corruption Initiative, WEF
7. Member of Steering Board, Future of Construction, WEF
8. Member of the Private Sector Alliance for Disaster Resilient Societies (ARISE), United Nations International Strategy for Disaster Risk Reduction (UNISDR)
9. Member of Board of Trustees – New Cities Foundation
10. Signatory member United Nations' Global Compact's CEO Water Mandate
11. Signatory member of Caring for Climate, United Nation's action platform for business.
12. Signatory member of WEF's CEO Climate Leaders

Mr. Arjun Dhawan, Director & Group Chief Executive Officer of HCC is the member of:

1. CII infrastructure Council
2. World Economic Forum's Strategic Infrastructure Initiative
3. Young Presidents' Organization (YPO) Mumbai chapter

Our Approach to Sustainability

Management Approach

As a responsible construction and infrastructure major in India, HCC is aware of its business responsibility. Our business vision has been closely woven around the triple bottom line approach. Environmental responsibility and social commitment are taken into account in addition to our financial performance as we pursue sustainable growth. We have adopted construction practices that are sustainable, ensure prudent use of natural resources, minimize the impact on the environment, and preserve the eco-system. Sustainability is embedded in the core values of our work as we continue to innovate and apply next-gen practices to execute some of the largest projects in the country.

Stakeholder Engagement:

We have systematically identified, prioritized, and engaged with a diverse set of stakeholders considering the present and potential impacts of our business on them and vice versa. We revisited our list of key stakeholders and material topics and validated them for their relevance to our operations for the current reporting FY 2020-21.

Our assessment of sustainability issues is primarily shaped by the nature of our activities, degree of impact on business, and stakeholder expectations. For adopting the GRI Standards, below is the outcome that reveals our stakeholders and the modes of engagement.

Stakeholders	Modes of engagement
Customers / Clients:	<ul style="list-style-type: none"> One to one engagement with the client regularly to find new opportunities and resolve any issue during the operations. Formalized Customer Feedback obtained on various parameters such as Quality of Construction, HSE implementation, Adequacy and Competence of Human Resources, time schedule, etc. through a standard questionnaire on every quarter.
Suppliers / Subcontractors:	<ul style="list-style-type: none"> One on one engagement continuously to fulfil the requirements and resolve the issues. Pre-assessment and feedback system: Every vendor assessed based on various parameters, including the safety and environment, those vendors who got the higher scores to get selected.
Employees:	<ul style="list-style-type: none"> HCC interacted with employees through regular communications, E&C connect emails, employee intranet, departmental meetings, training programs, and structured performance management system.
Investors and Shareholders:	<ul style="list-style-type: none"> HCC continuously engages with the investors and shareholders through regular communications; quarterly analyst meets, AGM, EGM, annual report, publications, grievance committee, designed user-friendly website in July 2019. We show our non-financial performance through Annual Sustainability Report, CSR reporting, and Business Responsibility report.
JV Partners:	<ul style="list-style-type: none"> Partnership development is a critical management approach in the strategic business sector, minimizing business risk during the bid and project execution.
Local Communities:	<ul style="list-style-type: none"> We continuously engage with the local communities around the project site to identify their needs and expectations. We actively engage with local government bodies on a need basis. This approach helps us better management of our project site.

Material Topics

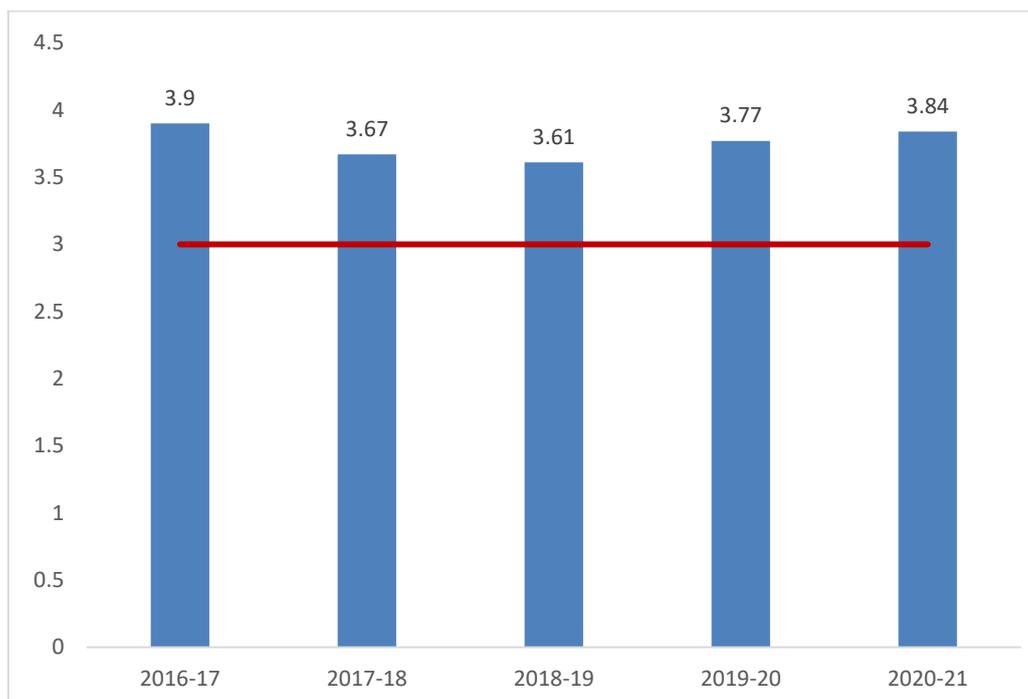
The material topics that have the impact on the business considering principles set by GRI standards are as follows:

Material Topic	Importance for HCC / Commitment of the HCC
Economic Performance	We always try to improve our economic performance by re-crafting our strategic position and calibrating business objectives.
Procurement Practices	As an EPC company, sustainable supply chain and material management give us a competitive advantage.
Materials	While doing the resource optimization, the emphasis is on procuring material locally, thus reducing the time and cost.
Energy	Increasing energy savings directly relate to reduced cost of power and fuel, and thus reduced operational cost.
Water	Water is a critical requirement for our business and hence must be conserved. We have focused our efforts on water management and making HCC water positive.
Emissions	We have been using GGBS Fly-Ash to the extent possible and promote sustainable growth by enhancing energy efficiency and developing low-carbon technologies for building infrastructure.
Effluents and Waste	Reducing the waste and judicious use of natural resources.
Employment	We have an efficient recruitment and selection process to find and attract the best talent.
Labour Management Relations	The safety, health, and wellbeing of all our workforce are given the highest priority by providing them the best facilities.
Occupational Health and Safety	We always try to provide a safe and healthy workplace and comply with all health and safety regulations.
Training and Education	We provide the best learning opportunities to the employees and workers for their individual and professional development.
Diversity and Equal Opportunity	We respect gender diversity and equal opportunity and in intrinsic to our philosophy and culture.
Equal Remuneration for Women and Men	HCC remains committed to gender diversity, and all our hiring and career progression activities, employee remuneration and benefits, initiatives, and engagements are non-discriminatory.
Non-discrimination	We follow a zero-tolerance approach to the issues of employee discrimination.
Child Labour	We follow a zero-tolerance approach to bonded labour and child labour.
Local Communities	We give a holistic approach to support communities around project sites. We have specific thrust areas such as environment, health, disaster relief, education, and rural development.
Compliance	We are committed to all labour, health, safety, environmental, the economic law of the land, which are applicable.

Formalized Customer Feedback System

The company obtains customer's feedback on various performance parameters through a standard questionnaire every quarter, which are analyzed to arrive at corrective measures. If the project is getting Customer Satisfaction Index (CSI) below 3 in any of the quarters, the Management Representative and the concerned Project Manager interact with the customer to have a better understanding of their expectations. The corrective actions to mitigate the causes of dissatisfaction are finalized and implemented.

Customer Satisfaction Index (average)



Business Development:

As an essential part of the business development process, we interact with clients of the upcoming projects during pre-qualification and at various stages of the bidding cycle to understand their expectations. It includes understanding project requirements, visiting the site to ascertain project execution feasibility, construction methodology, logistics, risks, and mitigation measures. If needed, a strategic partnership is formed with international contractors for new technology or sharing the expertise required to execute large and technically complex projects. A 'Partner Management' approach has been adopted to bid specific interactions with the joint venture partners. Over the last five years, HCC has aligned itself to the changing needs of Indian Infrastructure by focusing on the transport and energy sectors. Our order book as of March 31 2021 is INR 179.14 billion.

Risk Management

HCC has a well-documented and robust risk management framework under the provisions of the Companies Act, 2013. It is executed through the Risk Management Committee that has been delegated with authority by the Board to review and monitor the implementation of the Risk Management Policy. It deals with enterprise and project level risks, which are further subdivided into operational, financial, contractual, procurement, and human resources related risks.

Supply Chain

As a diversified infrastructure company, HCC's supply chain comprises of multiple suppliers/stakeholders that are spread across the country. Labour contractors, technology/equipment providers, joint venture partners, and raw material suppliers are an integral part of our supply chain, with cement, aggregates, steel being the essential raw materials for us. HCC believes in creating sustainable partnerships with all its Business Partners, who play a vital role in helping us deliver quality products and services safely, ethically, and responsibly. Every supplier and contractor evaluate and given separate weightage for OHSE compliance and preference is given to the ISO 14001 and ISO 45001 certified supplier or contractor.

HCC has taken steps to procure goods and services from local & small producers, including communities surrounding their workplace. More than 75% of primary raw materials are procured through Indian suppliers. Items like aggregates, sand, etc., are procured locally. Also, the general stores material required for workers and officers' camps is procured locally, which positively impacts the local market.

HCC always strives to partner with the best suppliers. The supplier portal on HCC's website enables suppliers to collaborate effectively with HCC by providing customized access for meaningful information exchange over the Internet.

Our Employees

Management Approach

Our people are critical to the growth and success of the Company, and we remain committed to the creation and retention of best-in-class workforce. Our organisation believes in adoption of HRM strategies and practices that enable the achievement of financial, social, and ecological goals. Therefore, our focus always remains on development of Human Capital which we believe can make all the difference for our organisation and help achieve our objectives. As a progressive organisation, we consider our people as key and critical to achieving sustainable growth. We deploy programs and initiatives with people development, learning, health, safety and wellbeing in mind. We firmly believe that to remain competitive, we need a best in class workforce which can be built by safeguarding human rights (by providing equal opportunity and adopting non-discrimination), continuous learning including on the job practical learning and adopting people policies aimed towards achieving these objectives.

During the FY 2021, no industry has been immune to the impact of COVID19, though few were more impacted than others. The construction industry has been one such industry that is people intensive, and traditionally, people are required to work in close proximity to each other at project sites. This created a major challenge in meeting strict COVID19 protocol requirements, including physical distancing and required several workarounds to keep our workforce safe, meet the lockdown and COVID19 restrictions of each state we operate in and yet continue with our operations. In addition, various COVID19 vaccination drives were held at all our locations to ensure safety and wellbeing of our workforce.

An organisation with project sites spread out across the country and in remote areas, people inclusiveness & motivation is achieved by focussing on quality of life of the employees particularly at the sites, nurturing talent, building people skills, providing career progression, deploying employee engagement initiatives, providing dignity at work, respect for diversity, timely communication to employees through various modes viz. Homeport – the employee intranet, Newsletters, E-News etc.

Attracting talent

With the growing demand for the specialised talent, our strong employer brand coupled with efficient and streamlined recruitment practises augment our ability to attract talent. We provide higher degree of autonomy & flexibility, versatile career path, and a culture of openness and professional development activities combined with advanced technology and IT infrastructure. A recruitment tool has been developed internally, aiming at creating an effective and robust database with reduction of paper consumption. Most of the recruitment processes are managed electronically.

Our project sites often located in remote & difficult geographical locations add a layer of complexity and difficulty in attracting talent. However, with a defined recruitment process & workforce planning driven by higher employment value proposition enable us to overcome the demographic challenges. We ensure that our employees deployed at these projects are provided with high quality facilities as well as a safe and secure living environment.

During the pandemic, the processes relating to key HR activities like recruitment, on-boarding, and learning & development underwent a change. Entire recruitment process was made on-line, on-boarding new hires underwent a change to become fully digital & virtual induction process was introduced.

Employee Wellbeing

We strive to create the skills, motivation, values, and trust to achieve the targets and at the same time ensures the long-term health and sustainability of both the organization's internal and external stakeholders, with policies that reflect equity, development and well-being and help support environmentally friendly practices.

The physical health, mental health and the social wellbeing of all our employees including workers are given the utmost priority. We conduct safety and health related trainings and awareness drives at all our project sites for our employees, contract workers and members of the surrounding communities. The safety performance across all project sites is monitored centrally at the corporate office on a continual basis and is reported to the senior management.

During the pandemic, periodic communication on safety protocols, hygiene practices, emergency numbers, list of hospitals, guidelines for quarantining and isolating, and much more were provided by HR. Also, assistance was provided by HR to employees at all project sites and their families across India needing medical help.

While we have kept and will continue to keep the safety and security of our workforce and their families as our first priority, we are constantly working on making our workforce more productive by continuously exploring and reviewing different HR practices.

Skills Development

With the rapid growth of construction sector, there has been great demand placed on diverse range of skilled as well as unskilled workforce. Learning and Development continues to be an important aspect of our human resources strategy. Skill development not only enhances the personal growth of our employees but is also key to realizing our vision of being an industry leader renowned for excellence, quality, performance, and reliability in engineering construction. A wide range of technical and managerial training programs, catering to specific needs of various business sectors, functions and individual employees, are conducted through both internal and external trainers.

Graduate and management trainees are provided with focussed trainings through a combination of classroom and on-the-job training as well as special assignments. These training programs, together with coaching and mentoring provided by seniors, help them transition smoothly into corporate life within HCC. We also focus on training the workers; including sub-contract and PRW staff, in order to upgrade their skills, creating a safe working environment and contributing to their continued employability. We are working on converting a part of training and skilling to online mode. Many of the online HR processes already implemented like online Performance Management System, Employee Portal etc. will ensure that HR activities & employee connect do not get affected due to work from home or remote working.

Performance Management System

The Performance Management System at HCC provides a platform to employees for a transparent discussion and feedback on performance and development on an annual basis. To foster an environment of meritocracy and teamwork the rewards are linked to individual, functional / business and organizational performance. An online appraisal system through Homeport – the employee intranet focusses equally on Performance as well as Personal attributes.

Zero tolerance to discrimination

As a responsible employer, we are committed to fair labour practices and are in compliance with all applicable laws. We follow a zero-tolerance approach on the issues of employee discrimination, bonded labour, child labour, corruption and unethical conduct. We strictly enforce age verification of employees and contract labourers at our project sites.

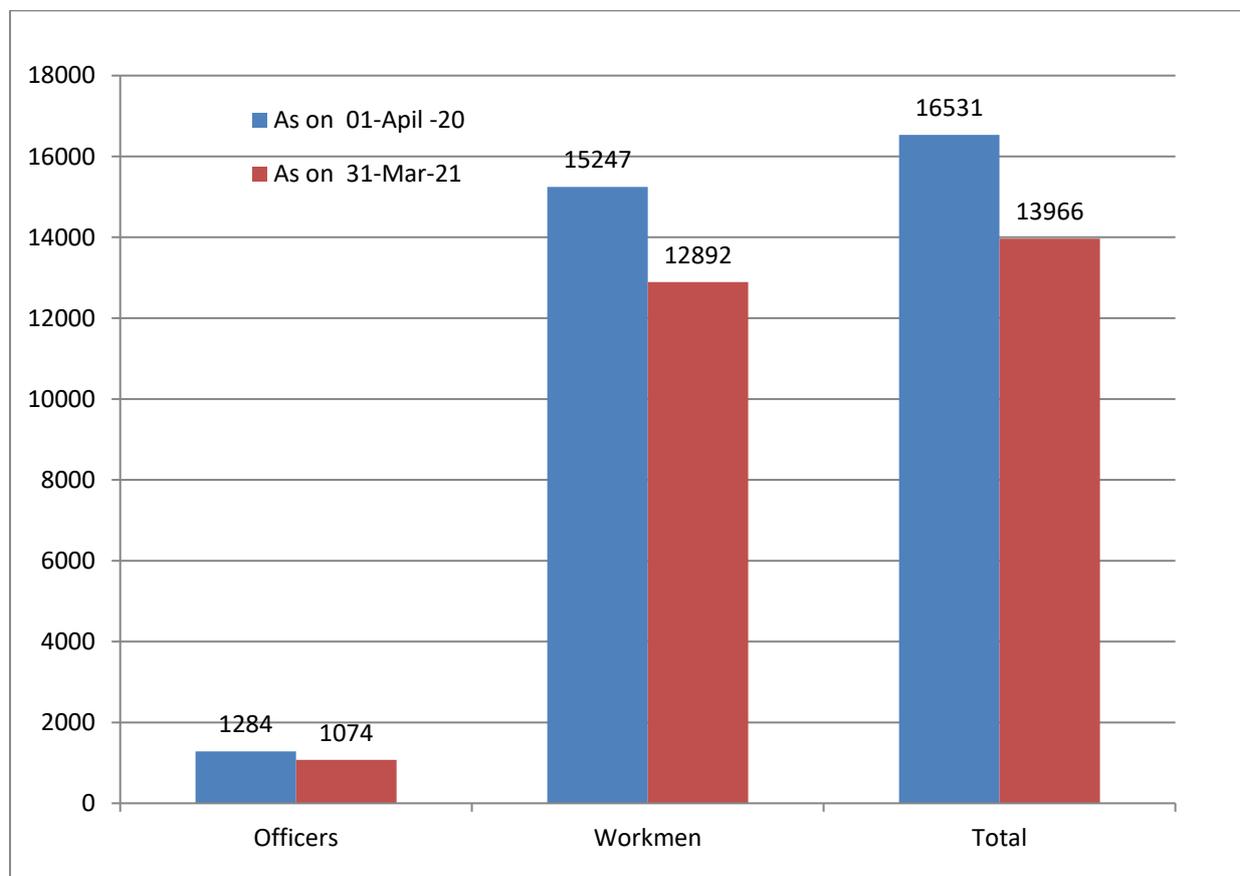
Contract workmen

Responsibility towards all our contract workmen is an important element of our responsible infrastructure philosophy. We remain committed to ensuring their health, safety, overall well-being, continual learning and development, equal opportunity and upholding all facets of human rights as per the law of the land.

Employment

Our human resources focus continued to be on improving efficiencies and reducing cost. While the trend of attrition continued, it remained within industry standard. At the same time, we continued to hire people with the right skill sets in order to ensure efficient, timely and high quality execution of our projects.

As of 31st March, 2021, our total workforce strength (HCC Engineering & Construction business) was 13966. This comprised of 1047 Senior, Middle and Junior Management Officers, 27 Trainees, Apprentices and Short-term Contracts, as well as 12892 Workmen (on project rolls, sub-contracted and piece rate workers).



A snapshot of our employment data, as of 31st March 2021 is presented below:

Social Performance – Key Performance Indicators¹	FY 2020-21
Total Workforce	
Workforce by Level of Employment	
Officers (Senior, Middle, Junior Management)	1047
Others (Short Term Contracts, Trainees etc.)	27
Workmen (Excluding FTC)	12892
Workforce by Type of Contract	
Permanent Employees	4295
Sub-contract	2895
Piece-rate Workers	5702
Fixed-term Contract	62
Workforce by Gender (excluding Workmen)	
Male	1042
Female	32

The details of employee turnover and new employee hires in FY 2020-21 are presented in the table below:

	Employee turnover in FY 20-21 (Rate)	Number of new hires in FY 20-21
Male	354 (31.01%)	150
Female	14 (37.33%)	2
< 30 years	114 (46.15%)	75
30-50 years	187 (28.12%)	64
>50 years	67 (25.09%)	13

Our workmen (both permanent and temporary) at offices and project sites have the right of collective bargaining. While the workers on our rolls are fully unionized, the terms and conditions of the workmen on the sub-contractor rolls and piece rate workers are bargained by their respective sub-contractors/PRWs.

¹All workforce figures are as of 31 March 2021 and pertain to all active project sites of the Company; HCC has pan-India presence and does not report regional breakdown; None of our project sites fall within areas defined as insecure.

Project Incentive Scheme

We have a well-defined Project Incentive Scheme to align the project site employees to the overall goals of the project, strengthen team spirit and sense of ownership and set higher project performance benchmarks. The Project Incentive Scheme is directly linked to the performance of the project during the financial year. On meeting the performance targets including the safety & quality parameters, employees are entitled to incentives.

Employee Benefits

Our Compensation Structure provides flexibility to determine the amount of Basic Salary in three options. Also, the flexibility has been provided to the officers to determine on certain components whether to avail on monthly or annual basis. Certain tax friendly options have also been provided to the officers.

Accommodation at project sites are provided to the officers at free of cost and the same is not included in their CTC.

Our full time employees enjoy the following benefits during their association with us:

- Medical Insurance Scheme
- Superannuation Scheme/ Pension Scheme
- Executive Health check-up facility (Senior and Middle Management)
- Annual Performance linked incentive for Head Office Officers (Senior and Middle Management)
- Additional allowance/ benefits for employees posted in difficult locations

All the above benefits are subject to company policies. The Provident Fund benefit is also extended to our contractual employees in addition to our full time staff.

Diversity and Equal Opportunity

Respect for gender diversity and equal opportunity is intrinsic to our philosophy and culture, including equal remuneration for men and women. In this regard, we go beyond legal requirements and follow global best practices, including the UN Global Compact Principles of Labour Standards and Human Rights. All our operations and contracts meet the appropriate human rights criteria as required by the applicable laws of the land. We have adopted a Policy on Prevention & Redressal of Sexual Harassment, in line with the statutory requirements. All 297 new hires have undergone awareness training on Human rights and Prevention of Sexual Harassment. We have well defined systems in place for addressing any grievances.

We remain committed to gender diversity and all our hiring and career progression activities, employee remuneration and benefits, initiatives and engagements are non-discriminatory. While the nature of our business and remote locations of our project sites does not allow for a suitable working environment for women employees, our corporate office employs around 60 women employees. The table below shows the ratio of basic salary and remuneration of women to men for each employee category:

Ratio of Basic Salary and Remuneration of Women to Men	
Senior management	1
Junior and middle management	1

All our women employees are entitled to maternity leave. The table below shows the data pertaining to the return and retention of women employees post maternity leave:

Return to Work after Parental Leave	
Number of Employees Entitled (all Women)	32
Number of Employees Aailed and Returned	-
Number of Retentions 12 Months After Return	-

Employee Training and Development

We strive to provide the best learning opportunities to our employees and workers. A gamut of technical & functional programs catering to specific needs of various functions & business sectors are carried out through the Training and Development Program. Training for workers (including sub-contract & PRW staff) is also covered at site to ensure skill upgradation for continued employability. These trainings are focussed on skill enhancement (have a higher practical component). These programs are conducted by Industry experts. Technical programs related to Equipment operation & maintenance are conducted by the relevant OEMs. Developmental programs are offered keeping in mind the unique requirements of employees in junior, middle & senior management. However, in FY 2020-21, owing to COVID-19 Pandemic linked to the restrictions imposed at different states, the Training Programs were limited to Basic Construction Safety and other safety related programs.

Key training sessions conducted during the reporting year include:

- Basic Construction Safety
- Behavior Based Safety
- Environment Protection
- Workplace Ergonomics

The table below shows average employee training man-hours received by employees in FY 2020-21:

Average Employee Training Man-hours by Level of Employment	
Officers	0.54
Trainees	3.18
Workers	0.79

Average Employee Training Man-hours by Gender (Trainees included)	
Officers (Male)	0.65
Officers (Female)	0.05

Health and Safety

Management Approach

At HCC, we are committed to an effective Integrated Management System (IMS) at all levels for a process-oriented approach. This approach, we believe, continually leads us to business process improvements, resulting in improved profitability, employee engagement, reduction in wastages, customer satisfaction, and improvement in our Quality and HSE parameters. Each project site has Occupational Health Centre, and all our workforce has access to it including contact workforce. HCC is certified in ISO 9001: 2015, ISO 45001:2018 and ISO 14001:2015 and follow these three standards.

Safety, as they say, is much more important than convenience, and it is perhaps the most effective insurance policy. At HCC, paramount importance is given to safety at every juncture, every step of the way. The company advocates efforts to achieve zero accidents at every project site. Several initiatives have been undertaken to improve the safety performance at HCC, including mandatory induction and training programmes, toolbox talks, use of personal protective equipment, etc., and the adoption of a zero-tolerance policy.

Proactive Safety Observation Program (PSOP)

The PSOP round consists of a cross-functional team walking through the project site every week for safety observations. Project Managers also attend PSOP rounds at least once a month to show their commitment to safety to other site team members. During PSOP rounds, team members identify unsafe acts, unsafe conditions, and unsafe practices existing at the site. Subsequently, the Project HSE head uploads the observations on the PSOP portal detailing actions required to address the issues found. The responsibility is given to section heads for taking corrective and preventive actions and their closeout.

The observations of severity rating 5 are mailed to the responsible person, and auto-generated reminder escalation mail for closeout of the observation is sent to management.

Daily Safety Reporting

At HCC, we have initiated an online portal on daily safety reporting. This portal provides project-wise consolidation of safety performance disclosures such as number of corrections of unsafe conditions, number of corrections of unsafe acts, near misses, first aid cases, toolbox talks, training, penalty enforced, etc. This consolidation concerning the target is forwarded to the senior management through automatically generated mail. This helps to make site personnel accountable and hence more involved to achieve the company's goal.

Hazard Identification and Risk Assessment

The overall purpose of the process of identification of hazards is to understand the occupational hazards that might arise during routine/ non-routine activities and ensure that the risks to people arising from these hazards are assessed, prioritized, and controlled to an acceptable level.

In the process, the risk assessment team for every department is formed by the project manager. The team then identifies the major activities and bifurcate the activities into sub-activities, also in routine or non-routine activities. By understanding the manpower, plan, and methodology of the activity the team identifies the hazards, furnish the HIRAC register and send it to the HSE team for review. Later after assessments, and evaluation of risk based on severity and probability (as per matrix) the risk level is determined in High, Medium, and Low. Subsequently, the control measures of the risks are identified. All these details are furnished in the HIRAC register and it is periodically reviewed.

Incident Investigation

The purpose of an incident investigation is to understand how the incident happened, the root cause and the corrective actions.

In this procedure, if an incident occurs, the HSE team will conduct a preliminary investigation of the incident along with the section in charges & witness on the site, immediately after receiving information about the incident to that effect. The area is cordoned off, no evidence is disturbed, all plant and equipment shall be left untouched till such time evidence are collected and the investigation is completed.

The investigation report is prepared, reviewed, and communicated for corrective action to avoid the reoccurrence of a similar incident.

Safety related Trainings

To enhance the competency, HCC conduct training sessions through the experts of the field on the subjects like basic construction safety, environmental protection at the site, workplace ergonomics, housekeeping, defensive driving. This yield enhanced skills and, thus, the productivity of the workmen.

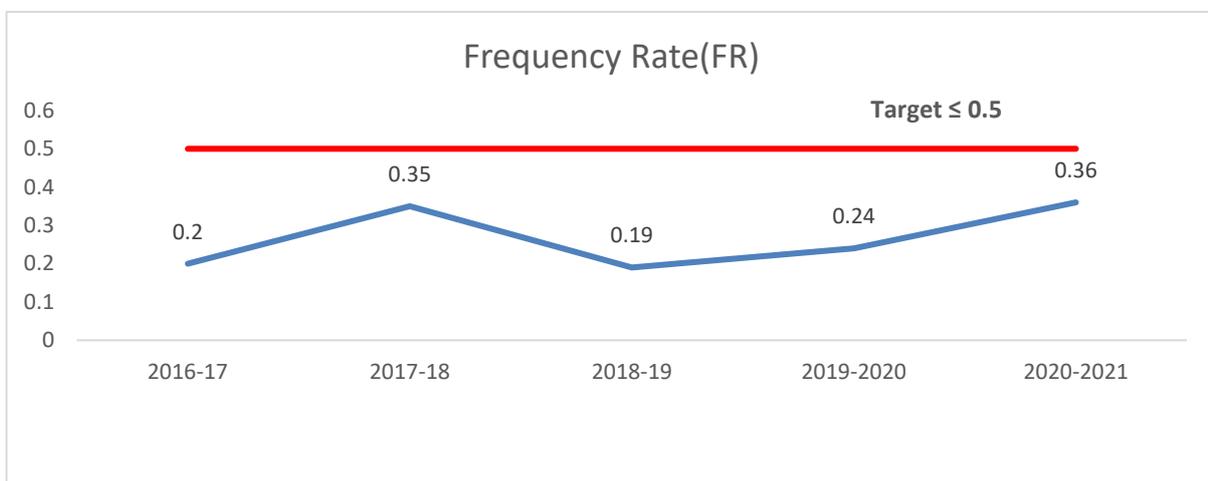
Sr. No	List of on-site training	Sr. No	List of on-site training
1	Working at height	9	Handling of power tools
2	Vehicle Safety	10	Ergonomics
3	Scaffolding Safety	11	Importance of PPE
4	Material Handling	12	Housekeeping
5	Emergency Response	13	Tunnel Safety
6	Reinforcement Work	14	Electrical Safety
7	Defensive Driving	15	Fire Safety
8	Shuttering and De-shuttering		

Safety Statistics

Scope of Safety statistics considered for the following projects

Sr. No	List of Project site	Sr. No	List of Project site
1	Anjikhad Cable Stayed bridge	11	MTPP
2	Bogibeel Rail-cum Road Bridge	12	RAPP 7 & 8
3	Munirka Flyover	13	TARAPUR
4	Tapovan Vishugad HEP	14	NJRP
5	Resi. build. Anushaktinagar	15	Sawalkote
6	DGNP Dry dock	16	T49A
7	IGCAR-FRFC	17	Nikachhu HEP
8	Imphal RD	18	Punatsangchhu HEP
9	NH34 Pkg 3	19	NH-34 Pkg 4
10	Vishnugad Pipalkoti HEP	20	Tehri Pumped Storage Project

Safety Statistics	
Man Hours Worked (Millions)	24.87
Safe Man Hours Worked (Millions)	24.74
Injuries	7
Fatalities	02
Lost Days	12119
Frequency Rate	0.36
Severity Rate	487.30
Frequency Severity Index	0.42



Safety Achievements and Client Appreciation

- In February '21 RAPP 7&8 project selected as winner of Project Safety Award-2020 by NPCIL based on safety efforts put in by our team and overall safety performance during the year-2020
- In March '21, three HCC projects have won Certificate of Appreciation in most prestigious Safety Awards-2020 (Construction Sector) established by National Safety Council of India - Ministry of Labour & Employment, Government of India (GOI). The award is given for our exemplary Occupational Safety & Health (OSH) performance & commitment to reduce workplace injuries, implementations of the best OSH practices and encourage continual improvements.

HIV/AIDS education and awareness

In recognition of the severe impact of HIV/AIDS on migrant workers, HCC formed an HIV/AIDS workplace policy that focuses on educating and raising HIV/AIDS awareness amongst migrant workers. HIV/AIDS awareness is now embedded in toolbox talks to reach the maximum workforce. The company observes World AIDS Day every year on December 01. Events are conducted with employee participation that involves the pinning of red ribbons, awareness sessions, rallies, etc. Posters and material given by NACO/ILO and the state-level AIDS control societies are prominently displayed.

Quality Observation and Training (QOT)

The QC team, along with other cross-functional team members, conduct a quality inspection of construction activities periodically, and corrective actions are taken to ensure conformance to quality standards. These QC checks help to control the non-conformances in the execution of work. The project-wise consolidation of QOT is analyzed and reported to the management.

Communication with workers:

At HCC, Project Manager Toolbox talk is an initiative taken from top management in which the project managers must conduct one toolbox talk every week. In the Toolbox talk project managers aware the workers about safety implementation at site. At HO consolidated report including the status of each project's PM TBT is sent to top management every week.

Online reporting & awareness

This year initiative adopted in co-ordination with HCC IT team for online preparation & uploading the monthly & quarterly HSE performance & legal compliance report to create online HSE database. Online Quality Observation Training (QOT) roll out to capture all non-conformities with respect to quality practices & records the finding in online system. This year IMS department initiated online programme and quiz to propagate & enhance awareness among the staff on HSE & quality requirements during the lockdown period.

Occupational health services

The year was very challenging due to Covid-19 pandemic situation. In response to COVID-19 outbreak. HCC has defined Guideline and standard operating procedures to protect & ensure safety of construction site workers during the Coronavirus Covid-19 pandemic. The implementation at many sites was monitored remotely during the Internal audit using virtual platforms. In line with the Government's recommendations HCC adopted consistent health measures on sites at site entry, Transportation, camp & facilities area.

Doctor and Paramedical staff deployed in the first aid centre. It is accessible to all working people at site.

Worker participation, consultation, and communication on occupational health and safety

To ensure effective participation and communication of relevant information on occupational health and safety to the workers involved in HCC's construction activities, process for worker participation and consultation is developed, implemented, and evaluated. The compliance with the HSE system procedures is ensured by

- nominating workers OH&S representatives
- forming a safety committee consisting of equal number of workers representative
- Installing & implementing a safety suggestion box
- improving induction process to detail our communication and consultation process to all new employees.
- providing timely access to clear, understandable, and relevant information about the OH&S management system
- removing obstacles/barriers like language, literacy & threat to ensure participation of workers and minimizing those that cannot be remove.

Promotion of worker health

Under the impact of Covid19, amongst the many precautions which have been advised, Alcohol Testing of Worker

- First aid training
- Yoga & ergonomics programme
- Tree Plantation
- HIV/AIDS awareness programme
- Health camp
- Covid 19 awareness

Initiatives/best practices during the FY 2020-21

- Online reporting system: This year initiative adopted in co-ordination with HCC IT team for online preparation & uploading the monthly & quarterly HSE performance & legal compliance report to create online HSE database. Online Quality Observation Training (QOT) roll out to capture all non-conformities with respect to quality practices & records the finding in online system. Performance analysis of each project is presented in management review meeting & way forward suggested for continual improvement.
- In the critical situation of pandemic COVID-19. HCC projects & HO installed the economical and durable handsfree sanitizer dispensing unit to restrict the spread of Coronavirus.
- This year IMS dept. initiated online programme and quiz to propagate & enhance awareness among the staff on HSE & quality requirements during the lockdown period.
- Safety triangle tree & well-equipped safety induction / training centre is developed with modular safety protection system at Mumbai coastal road project.
- Use of light weight concrete in machine hall at VPHEP due to the formation of overhead cavity. Light weight concrete is carried out to fill the cavity portion. Around 4200 Cum. concrete was successfully placed and found cost effective in terms of materials, operational safety, and efficiency.
- Use of roller bits in place of traditional drag bits to achieve required depth of drilling of pile in designated time cycle and achieved reduced noise pollution, increased drilling rate with less damage to surrounding strata.
- Use of fly ash in concrete improves plasticity, decrease permeability, increase sulphate resistance, and enhance durability of concrete. Fly ash replaces Portland cement resulting in lower levels of extraction of silica, limestone as well as reducing GHG (Green House Gas) emissions. Projects like BARC Tarapur, IGCAR FRFCF, RAPP 7&8, Mumbai Metro, HCC-HDC Coastal Road and Tehri PSP utilized fly ash in concrete production. Use of fly ash as per the IS 269:2015 specifications

Economic Performance

Management Approach

For the construction industry in India, financial year (FY) 2021 was severely impacted by the COVID19 pandemic. The infrastructure sector, not an exception to this shock, experienced a sharp decline during the lockdown period. Economic activity started recovering as the unlocking process began. Further improvement and firming up in industrial activities are foreseen with the vaccination drive, enhanced capital expenditure by government, and the relentless push forward on long-pending reform measures.

In such an environment, HCC has focused on improving its liquidity position through realization of its client receivables and the monetization of non-core assets to bolster its balance sheet. The company also continues to drive organizational change to deliver operational robustness while relying on a leaner structure.

Financial Review

HCC reported turnover and EBITDA of Rs 2,642.4 crore and Rs 299.6 crore, respectively, in FY20-21. The company's order book stood at Rs 17,914 crore as of March 31, 2021. The decline in revenue was attributed to COVID19 and the ensuing lockdown related disruptions. Turnover shortfall was also affected by working capital constraints which resulted in under recovery of cost.

HCC has been awarded five contracts worth Rs 7,639 crore. (HCC's share is Rs 3,467 crore). In Q1 FY22 the company has been awarded contract of Chennai Metro worth Rs 1,147 crore (HCC's share Rs 585 crore).

As part of its strategic initiatives in FY21, HCC has completed Rs 3,300 crore of asset sales, conciliations and monetization of awards. HCC Concessions Ltd had completed the sale of Farakka Raiganj Highways Ltd to Cube Highways and Infrastructure II Pte Ltd on September 22, 2020, with an enterprise valuation of Rs 1,508 crore, comprising debt of Rs 905 crore and an equity valuation of Rs 603 crore.

The company also concluded its conciliation with NHAI for all disputes concerning Baharampore Farakka Highways Ltd (BFHL) and Farakka Raiganj Highways Ltd (FRHL). The SPVs entered into settlement agreements with NHAI for a comprehensive closure of all outstanding disputes and claims between the parties for a total amount of Rs 1,259 crore. The proceeds of conciliation shall be used to expedite completion of our key projects and to strengthen HCC's participation in future works of nation-building.

HCC has embarked on a comprehensive debt resolution plan which will substantially deleverage the company and place it on strong footing to grow. The Resolution Plan is expected to get implemented soon with all the formalities having been completed, and with lenders currently in the process of procuring their final board approvals.

	2020-21 Figures in INR Crore
Total Income	2,642.4
Construction Cost (including materials/other expenses)	1,966.4
Employee Cost	323.7
EBITDA (excluding other income)	299.62
EBITDA margins (excluding other Income)	11.6%
Finance Cost	829.9
Depreciation	91.1
Exceptional Items Gain / (Loss)	274.0
Profit before Tax	(568.7)
Tax	(276.3)
Profit after Tax	(566.5)
Other comprehensive income (after Tax)	6.9
Total comprehensive income (after Tax)	(559.6)

Economic Performance - Key Performance Disclosures (FY 2020-21)	Value (Million INR)
Economic Value Generated	25,897.40
Revenues	25,897.40
Economic Value Distributed	34,884.26
Operating Costs	22,563.34
Employee Benefits and Wages	3,237.40
Payment to Providers of Capital	8,298.91
Payments to Government (Indian)	324.98
Economic Value Retained	(8,986.86)

Environmental Performance

Management Approach

HCC always adhered to the optimal utilization of critical natural resources in material procurement practice, which includes reuse of materials, minimizing waste generation, ordering material as per customized sizes, sourcing locally to the extent possible to decrease avoidable long-distance transport. We are also conscious of our energy consumption and aim to optimize it by adopting energy-efficient technologies and practices to minimize fossil fuels.

HCC's on-site teams remain sensitive to the local ecology, landforms, and communities and take several proactive initiatives to conserve the local environment.

Project Environment Management Plan (PEMP)

The environment management system is deeply rooted in HCC's processes from the pre-tendering process up to the completion of the project. In a pre-tendering process, a project-specific Environment Management Plan (EMP) is assessed, which helps to reduce the environmental-related risk and cost. EMP consists study of Environmental compliances, risks, significant impacts of project activities, and cost to be incurred to mitigate the same.

At the start-up of any project, the detailed Project Environment Management plan (PEMP) is prepared. This PEMP details various control measures to minimize environmental impact by addressing multiple issues like muck disposal, spill prevention, resource conservation, waste management, pollution prevention, tree plantation, and Environment monitoring. Day to day inspection, environment monitoring, internal and external audits are conducted at regular intervals to check PEMP implementation's effectiveness at the site.

Resource Optimization Initiatives

HCC has adopted a centralized purchase system catering to all projects across the country. We do our best to maximizing local purchases, which helps us to get the supply of primary raw materials from the nearest terminals of the suppliers. Aggregate, sand, etc., are procured locally at project sites and general stores material required for workers' and officers' camps, which positively impacts the local market. Further, all the significant suppliers are Indian, from whom 75% of the major raw materials are procured.

Following are some of the resource optimization initiatives:

- **Cut-to-length plates & structural Steel** - Instead of using the readily available standard size plates and standard-length Structural Steel, Steel with customized sizes was procured to avoid wastages at Anji khad project, and Nikachu HEP.
- **Coupler use for savings** - Reinforcement couplers were used at BARC Tarapur, IGCAR FRFCF Project, Rajasthan Atomic Project, and Mumbai Metro Projects helped us to achieve a huge reduction in the cost due to overlapping length of TMT.

Energy

HCC is continuing with energy-saving measures like usage of Load Sharing System in D.G. plants, APFC (Automatic Power Factor Controller) panels, FCMA (Flux Compensated Magnetic Amplifier) Starter for Main Crusher Motors, Variable Frequency Drive (VFD) Starting System for Ventilation Fans & EOT/ Gantry Cranes and Use of Energy Efficient Motors in Gantry Cranes.

A. Usage of Load Sharing System in D.G. sets

DG Sets of various ratings are provided with synchronized arrangement. Based on the load, the operators switch 'on' or 'off' the DG Sets without interrupting the load. With this arrangement, the DG loading can be controlled to ensure better productivity.

B. APFC (Automatic Power Factor Controller) panels

As a practice, APFC panels are installed at site electrical installations at strategic locations, to improve the power factor. Further, we also install additional 'capacitor banks' at high inductive load ends. At construction sites, motor load (i.e., inductive load) is prominent and hence installing power factor correcting devices results in substantial cost savings. Improvement in power factor has the following effects:

- Reduced reactive current, thus reduction in I²R losses
- Reduction in reactive current, which results in lesser IR Voltage drops
- Lower expenditure for electricity consumption

C. FCMA (Flux Compensated Magnetic Amplifier) Starter for Main Crusher Motors

Main crusher motors have high ratings due to starting torque requirements. To start a crusher motor, the transformer, DG set, and switchgear configuration in conventional systems require a very high rating. The use of FCMA starters, the requirement of transformers, DG Set, and Switchgear ratings have been lowered compared to the conventional system. This indirectly trickles down electricity consumption.

D. Variable Frequency Drive (VFD) Starting System for Ventilation Fans and EOT/ Gantry Cranes

In certain applications such as ventilation fans and cranes, the motor ratings selected are for the peak requirement, whereas most of the time, it runs at reduced loads. The use of VFD has resulted in reduced electricity consumption at the idle time or when there is a lowered load. For example, during tunnel excavation, VFD plays a vital role in reducing the fan speed/air flow of the ventilation system as per the requirement, thereby reducing power consumption.

E. Use of Energy Efficient Motors in Gantry Cranes

This is a continuous process, and all new cranes are procured with Energy Efficient Motors.

F. Use of LED lights and tubes at all the projects

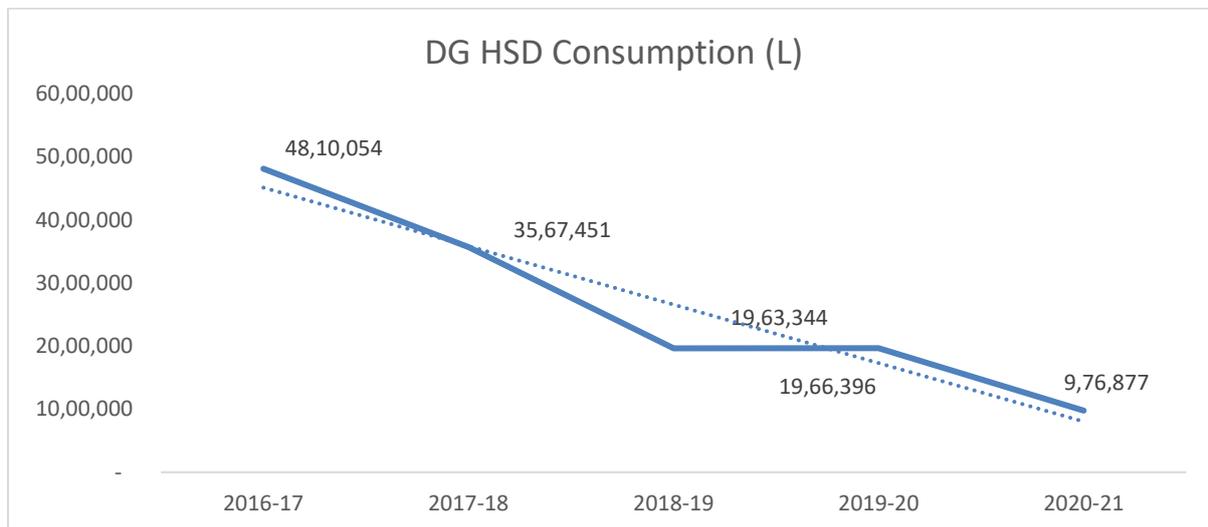
Started using LED lights and tubes instead of previously used mercury tubes or CFL bulbs at all Projects.

G. IT Infrastructure

Replaced Old Desktops with energy-efficient Tiny Desktops, which only takes 65W power as against 250W of Tower Desktop. These energy-efficient tiny desktops reduced power consumption by 74%. We also started the migration to Microsoft Office 365; this increases the accessibility of data, emails from any devices with additional security. Over 85% of HCC users (HO + Sites) has been migrated to Microsoft Office 365. This system was heavily used in COVID lockdown, which ensured seamless communication across the organization.

H. Reduce dependency on fossil Fuel

We have adopted sustainable construction practices that have reduced fossil fuel dependency by using more grid supply at various projects. The majority of our projects are located at a remote location; hence dependable supply of electricity remains a challenge. Therefore, projects have to depend on Diesel generators. Our emphasis had been on ensuring the main grid supply at maximum possible locations.



World Water Day

As a proponent of the CEO Water Mandate of the United Nations and WASH (Water, Sanitation and Hygiene) initiative of the World Business Council for Sustainable Development, HCC observes the world water day across all project sites. This year's theme focused on the 4 Rs (Reduce, Reuse, Recycle, and Replenish) of water management. The theme emphasized the practices that are presently followed at various project sites.

World Environment Day

The World Environment Day was celebrated across our project sites on June 05, 2020. On this occasion, a communication was sent by the Chairman and Managing Director, Mr. Ajit Gulabchand, to all employees. The UN Theme for the year was 'Time for Nature.' At the project sites, various initiatives like Awareness/Training to the employees and community around like Tree Plantation drives, Cleanliness drives, and rallies were conducted voluntarily to spread awareness. At HCC, we have taken several steps which include protection of natural environment, choosing non-toxic material, reducing and reusing natural resource, minimizing waste and reducing carbon foot print.

Our Environmental Footprint

Environmental Performance – Key Performance Disclosures	Unit	FY 2019-20
Materials		
Raw Materials	Tons	1,74,730.51
Semi-manufactured Goods or Parts	Tons	15,37,155.24
Associated Materials	Tons	12,242.93
Energy		
Total Direct Energy	GJ	4,17,430.64
	kWh	11,59,52,956.10
Diesel	KL	11,420.81
	GJ	4,17,430.64
Total Indirect Energy (purchased electricity)	kWh	3,52,68,782
	GJ	1,26,967.62
Greenhouse Gas Emissions		
GHG emissions due to direct energy use	Ton CO ₂ eq	30,931.61
GHG emissions due to indirect energy use	Ton CO ₂ eq	27,862.34
GHG emissions intensity from construction ²	Ton CO ₂ eq/ INR Million [Turnover]	2.27
GHG saved on account of Fly Ash Utilization and ground granulated blast furnace slag	Ton CO ₂ eq	468.35
Waste Disposed		
Solid Hazardous Waste (MS empty drums)	Numbers	1,240
Liquid Hazardous Waste (used oil)	KL	19.46
Non-hazardous Waste (cement bags)	Numbers	86,400
Non-hazardous Waste (steel scrap)	Tons	4,876

²GHG emissions intensity has been calculated using a sum of emissions from direct and indirect energy use at our project sites in scope. Scope 3 emissions have not been accounted for. Emission factors for direct energy have been used as per the IPCC Guidelines for GHG Inventories (2006), while the emission factor for indirect energy (i.e. purchased electricity) is taken from the Indian Central Electricity Authority (CEA)'s March 2021 Baseline Carbon Dioxide Emission Database Version 16. Annual turnover of HCC (E&C business) was taken from our Annual Report available on the web-link mentioned in this Report.

Communication on Progress (COP): UN CEO Water Mandate

Management Approach

HCC was the first Indian company to endorse the United Nations Global Compact's 'The CEO Water Mandate' and is an industry partner of the World Economic Forum (WEF). We have adopted the 4 R (reduce, reuse, recycle, replenish) water management approach at project sites. In this 13th Communication on Progress (CoP), we present the company's efforts towards propagating water consciousness in FY 2020-21.

Direct Operations

HCC has a water policy implemented at all project sites. The trained team of water champions deployed across all project sites is responsible for the accounting of water withdrawal, the implementation of the 4Rs, and water sensitization among all employees.

At each project, initially, water source tagging and utility mapping are carried. Water withdrawal from all sources is monitored.

Batching plants at every project are equipped with sedimentation tanks. The supernatant water is reused for dust suppression. This helps eliminate the use of freshwater for the said purpose.

At Coastal Road Project, Waste-Water Treatment System is installed for the treatment of sewage water, kitchen water, which after the treatment is being recycled for gardening and dust suppression. Wherever possible, rooftop water harvesting is done at offices and camp buildings.

This Communication on Progress pertains to the data from the following project sites of the company:

Transport		Hydro Electric Projects	
1	Coastal Road Project Mumbai	08	Tehri HEP
2	Numaligarh Johrahat Road Project	09	Nikachu HEP
3	NH34 Pkg 3	Nuclear and special	
4	NH 34 Pkg 4	10	Rajasthan Atomic Power Project 7 & 8
5	Mumbai Metro Rail Corp Pkg III	11	Bhabha Atomic Research Centre, Tarapur
6	T – 49 Tunnel		
7	Imphal Kangchup Tamenglong Road Project		

Water management scenario at HCC's direct operation

Sr.	Description	QTY in ML
1	Freshwater withdrawal	607
	Freshwater use as raw material	136
	Fresh and desalinated water used for construction activities	181
	Fresh water for domestic use	288
	Tracking difference, losses, storage	2
2	Water recycled / reused (fresh water saving)	10
3	Total water used at HCC sites	617
4	Water disposal in natural water bodies after treatment	353
5	Net water use at HCC sites	255
6	Consolidated water use efficiency at HCC sites (water reuse/net water use) x 100	4%

Supply Chain and Watershed Management:

HCC is conscious of watershed management around its project sites. While extracting water from the natural resources, proper monitoring systems are put in place for judicious water utilization. During water scarcity, the local communities are supported by the company by providing drinking water supply.

Community Engagement: Rejuvenation of Diversion Based Irrigation System on Mhalungi River

Ashapur, a village located in Sinnar taluka of Maharashtra, had been suffering from acute water scarcity, which severely affected cultivation, and fodder availability for the cattle. HCC, with the help of Yuva Mitra, an NGO Based in Sinnar, rejuvenated the diversion-based irrigation system, which had become defunct due to siltation.

This initiative helped enhance the groundwater table and rejuvenate the wells (more than 60 across 135 hectares of farms). This year it helped conserve more than 1000 million litres through percolation and irrigation. Thus, HCC has maintained water positive status (by offsetting) with water index > 1.

This initiative was beneficial for the farmers to extend cultivation seasons and to expand their range of crops. The rejuvenation of the canal at Ashapur village proved to be a good example of socio-economic improvement.

Community Sustainability

Management Approach

HCC remains steadfast in its holistic approach to support the community around. Our CSR philosophy is 'Do Good to Do Well and Do Well to Do Good.' The CSR Policy aims at implementing CSR activities in accordance with Schedule VII of Section 135 of the Companies Act 2013 and the notified Rules. The CSR Committee reviews the implementation of CSR Policy.

CSR initiatives at Project Sites in FY 2020-21

1. National COVID19 lockdown in April, May and June 2020, HCC provided necessary support like ambulance facility, food and drinking water to local communities in Vishugad Pipalkoti Hydroelectric project, Tapovan Vishnugad Hydro Electric Project, Uttarakhand, Rajasthan Atomic Power Project 7&8, Rajasthan and in tribal area of Tara village Dist. Raigad, Maharashtra.
2. Contribution to Homi Bhabha Cancer Hospital & Research Centre, Vishakhapatnam, Andhra Pradesh for development of patient amenity in November 2020.
3. Glacier break disaster in Uttarakhand February 2021, HCC offered essential support to the police, NDRF, Military local administration. This support provided in terms of food, first aid facility with two ambulance, manpower, heavy earth moving machines and materials, lighting and ventilation duct, Diesel generator, transport vehicles and technical support and guidance to disaster management team

Disaster Relief and Response

As the founder member of the Disaster Resource Partnership (DRP) formed at the World Economic Forum in 2004, HCC ensures that the core strengths and existing capacities of the Infrastructure and Urban Development community are mobilized during and after the crisis to reduce suffering and save lives. HCC became a co-founder and regional coordinator of the Disaster Resource Network India in November 2002. DRN India's missions were to train private firm personnel in disaster relief and to make plans and structures that could become operational in crises.

Our Sustainability Performance

Economic Performance - Key Performance Disclosures (FY 2020-21)	Value (Million INR)
Economic Value Generated	25,897.40
Revenues	25,897.40
Economic Value Distributed	34,884.26
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Social Performance – Key Performance Disclosures	FY 2020-21
Total Workforce	
Workforce by Level of Employment	
Officers (Senior, Middle, Junior Management)	1,047
Others (Short Term Contracts, Trainees etc.)	27
Workmen (Excluding FTC)	12,892
Workforce by Type of Contract	
Permanent Employees	4,295
Sub-contract	2,895
Piece-rate Workers	5,702
Fixed-term Contract	62
Workforce by Gender (excluding Workmen)	
Male	1,042
Female	32
New Employee Hire and Turnover	
Total Number of New Hires (excluding Workmen)	
Male	150
Female	2
<30 years	75
30-50 years	64
>50 years	13
Total Number of Employees Leaving Employment (Officers only)	
Male	354
Female	14
<30 years	114
30-50 years	187
>50 years	67
Return to Work after Parental Leave	
Number of Employees Entitled (Women)	32
Number of Employees Aailed and Returned	-
Number of Retentions 12 Months After Return	-
Ratio of Basic Salary and Remuneration of Women to Men	
Senior Management	1
Junior and Middle Management	1
Average Employee Training Man-hours by Level of Employment	
Officers	0.54
Trainees	3.18
Workers	0.79
Average Employee Training Man-hours by Gender (Trainees included)	
Male	0.65
Female	0.05
Safety Statistics	
Man-hours Worked (millions)	24.87
Safe Man Hours Worked (Millions)	24.74
Injuries	7
Fatalities	2
Lost Days	12,119
Frequency Rate	0.36
Severity Rate	487.30
Frequency Severity Index	0.42

Independent Assurance Statement



INDEPENDENT ASSURANCE STATEMENT OF HINDUSTAN CONSTRUCTION COMPANY LTD.

To
The Board of Directors and Management
Hindustan Construction Company Ltd.
Mumbai, India

Introduction and objective of engagement

Thinkthrough Consulting Pvt. Ltd. (TTC) was engaged by Hindustan Construction Company's Engineering and Construction Business ('HCC' or 'Company') to provide independent assurance to its Sustainability Report titled "Responsible Infrastructure" (the 'Report') for the financial year 2020-21. The Report has been developed by HCC based on Global Reporting Initiative (GRI) Standards: Core Option.

Intended Users of this Assurance Statement

This Assurance Statement is intended to be part of the Sustainability Report "Responsible Infrastructure" of HCC for the Financial Year 2020-21.

Respective responsibilities

The Report content and its presentation are the sole responsibilities of the management of the Company. The Company management is also responsible for the design, implementation, and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement, whether due to fraud or error.

TTC's responsibility, as agreed with the management of the Company, is to provide assurance on the Report content as described in the 'Assurance scope' and 'Methodology' sections below. We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance a third party may place on the Report is entirely at its own risk.

Assurance Scope

The Assurance has been provided for selected sustainability performance disclosures presented by HCC in its Report. The reporting boundary covers its Engineering and Construction Business, including their Head Office, and all functional project sites, for the period 1st April 2020 to 31st March 2021. The scope of our assurance covers and is limited to:

- The sustainability performance data and information as per GRI disclosures, namely, Company's management approach of material topics;
- Statements, information and performance data and information included in the Report;
- Alignment of reported data and information to the requirements of the GRI Standards 'Core' Option.

Assurance Criteria

The assurance process was conducted in line with the requirements of the AA1000 Assurance Standard v3 (2020). We applied Type 2¹ moderate² level of assurance.

Methodology

Our assurance processes involved performing procedures to obtain evidence about the reliability of specified performance information. The nature, timing and extent of procedures selected were based on our professional judgement, including the assessment of the risks of material misstatement of the performance indicators.

The steps are outlined below:

- Assessment of HCC's reporting procedures for sustainability reporting regarding their consistency with the reporting criteria;
- Verification of systems and procedures used for quantification, collation, and analysis of sustainability performance data that are included in the Report;
- Understanding the appropriateness of various assumptions, estimations and thresholds used by HCC for data analysis;
- Discussions with the key personnel responsible for data compilation for select sites;
- Discussion on sustainability with key executives at Head Office (through web-enabled tools) to understand the risk and opportunities from the sustainability context and the strategy HCC is implementing to manage the same;
- Verification of sustainability performance data, on sample basis, through remote site audits (using web-enabled tools) at two project sites, namely:
 - (i) Tehri PSP (Uttarakhand);
 - (ii) Mumbai Metro Line-3, Mumbai (Maharashtra).
- The review of information and data for other facilities, project sites and consolidation were done through a remote audit (through web-enabled tools) at HCC's Head Office.

¹ Type 2 Assurance: an engagement in which the assurance provider gives findings and conclusions on the principles of Inclusivity, Materiality, Impact and Responsiveness, and verifies the reliability of specified sustainability performance information AA1000ASv3 Standard.

² A moderate level of assurance as per AA1000ASv3 Standard is commensurate with "limited" assurance as defined in the International Standard on Assurance Engagements 3000 (Revised)



Appropriate documentary evidences were obtained to support our conclusions on the information and data verified. Where such documentary evidence was shown to us, but could not be retained by us on account of confidentiality or other reason, we recorded our observations appropriately after review of such evidences.

Limitations

We conducted our review to express a moderate assurance conclusion. A moderate level assurance engagement relies on a risk based chosen sample of the selected information and the associated limitations that this entails. Our work was limited to two sample sites visited by us as stated in '*methodology*'; therefore, this assurance statement is not liable to detect all errors, omissions or misstatements.

Due to the outbreak of the COVID-19 pandemic, and the resulting travel and meeting restrictions, data assurance was done through remote assessments using appropriate web-enabled tools. Audit trails and review were conducted through remote discussion with officials of the Company, and gathering of evidences on sample basis.

Following are specifically excluded from our assurance scope:

- HCC's disclosures on financial performance;
- Aspects of the Report, including data/information, other than those mentioned in assurance scope;
- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention;
- Data and information outside the defined reporting period, i.e., 1st April 2020 to 31st March 2021.

Our observations and opportunities for improvement

While the sustainability disclosures of the Company, other than specifically excluded, are fairly reliable, the Company has an opportunity to augment the robustness of its data and evidence management system, including internal review mechanism, to further enhance the accuracy of reporting. Specifically, the Company may improve the auditability of data trail up to the first level of data entry into the system for all indicators.

Our Conclusions

Based on the scope of our review, our conclusions are outlined below:

- **Inclusiveness:**
We are not aware of any matter that would lead us to conclude that the Company has not applied the principle of inclusivity in engaging with key stakeholder groups. The company transparently disclosed its stakeholder engagement approach and activities in the Report. The Company's engagement with some key stakeholder groups, such as local communities, employees etc., and efforts towards community wellbeing were evidenced during the assurance process.
- **Materiality:**
We noted that the Company has listed the material topics in the Report. Nothing has come to our attention that causes us to believe that any material topic has been excluded from the Report of the Company.
- **Responsiveness:**
We are not aware of any matter that would lead us to believe that the Company has not applied the responsiveness principle for dealing with stakeholders (such as customers, suppliers, employees, local communities, investors and joint-venture partners) on material topics covering its sustainability performance.
- **Impact:**
We are not aware of any matter that would lead us to believe that the Company does not monitor and measures and is not accountable for how their actions affect their broader ecosystem.
- **Reliability of sustainability performance information:**
We reviewed the accuracy and completeness of sustainability information in the Report. Nothing has come to our attention that causes us not to believe that the data has been presented fairly, in material respects, in keeping with the GRI Standards and the Company's reporting principles and criteria.

Our assurance and independence

TTC is a professional services firm that specializes in accountability on sustainability issues. The assurance was performed by our multi-disciplinary competent team of experts in non-financial assurance, specifically AA1000AS v3, who have extensive experience in conducting independent assurances of environmental, GHG, health, safety, social, economic, and ethical data, systems, and processes. We have implemented measures to ensure that we follow the applicable independence procedures.

For Thinkthrough Consulting Pvt. Ltd.

Dipankar Ghosh, Partner
New Delhi
7th December, 2021



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GRI Content Index



'For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report'.

GRI Standard	Disclosure	Page number(s), direct answers and/or URL(s)
GRI 101: Foundation 2016		
GRI 102: General Disclosures 2016		
GRI 102-1	Name of the organization	1
GRI 102-2	Activities, brands, products, and services	1,3,5
GRI 102-3	Location of headquarters	3
GRI 102-4	Location of operations	1, (All the projects in progress, refer to Annual Report P 2-3) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 102-5	Ownership and legal form	4
GRI 102-6	Markets served	3
GRI 102-7	Scale of the organization	3,5
GRI 102-8	Information on employees and other workers	15
GRI 102-9	Supply chain	11, 25
GRI 102-10	Significant changes to the organization and its supply chain	No significant changes
GRI 102-11	Precautionary Principle or approach	Risk Management (10,11)
GRI 102-12	External initiatives	3
GRI 102-13	Membership of associations	7
GRI 102-14	Statement from senior decision-maker	2
GRI 102-15	Key impacts, risks, and opportunities	Risk Management (10)
GRI 102-16	Values, principles, standards, and norms of behavior	6
GRI 102-17	Mechanisms for advice and concerns about ethics	Annual Report P64 HCC ANNUAL REPORT 2020-21 (Click to download)
GRI 102-18	Governance structure	4
GRI 102-22	Composition of the highest governance body and its committees	Annual Report P23-31 HCC ANNUAL REPORT 2020-21 (click to download)
GRI 102-23	Chair of the highest governance body	4
GRI 102-24	Nominating and selecting the highest governance body	Annual Report P44-46 HCC ANNUAL REPORT 2020-21 (click to download)
GRI 102-28	Evaluating the highest governance body's performance	Annual report P29,45 HCC ANNUAL REPORT 2020-21 (click to download)

GRI 102-30	Effectiveness of risk management processes	Annual Report P29,47 HCC ANNUAL REPORT 2020-21 (click to download)
GRI 102-35	Remuneration policies	Annual Report P25 HCC ANNUAL REPORT 2020-21 (click to download)
GRI 102-36	Process for determining remuneration	Annual Report P23-25,46 HCC ANNUAL REPORT 2020-21 (click to download)
GRI 102-38	Annual total compensation ratio	Annual Report P24-25 HCC ANNUAL REPORT 2020-21 (click to download)
GRI 102-39	Percentage increase in annual total compensation ratio	Annual Report P55 HCC ANNUAL REPORT 2020-21 (click to download)
GRI 102-40	List of stakeholder groups	8
GRI 102-41	Collective bargaining agreements	15,16
GRI 102-42	Identifying and selecting stakeholders	8
GRI 102-43	Approach to stakeholder engagement	8,10
GRI 102-44	Key topics and concerns raised	8,9,10
GRI 102-45	Entities included in the consolidated financial statements	Annual Report P33,34,161,165 HCC ANNUAL REPORT 2020-21 (click to download)
GRI 102-46	Defining report content and topic Boundaries	1
GRI 102-47	List of material topics	9
GRI 102-48	Restatements of information	No
GRI 102-49	Changes in reporting	No
GRI 102-50	Reporting period	1
GRI 102-51	Date of most recent report	Financial Year 2019-20
GRI 102-52	Reporting cycle	Annual (1)
GRI 102-53	Contact point for questions regarding the report	1
GRI 102-54	Claims of reporting in accordance with the GRI Standards	1
GRI 102-55	GRI content index	36-42
GRI 102-56	External assurance	Yes. (34, 35)
Economic performance		
GRI 201: Economic performance 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	23
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 201-1	Direct Economic Value generated and distributed	23,24
GRI 201-3	Defined benefit plan obligations and other retirement plans	Employee benefits (16)
GRI 201-4	Financial assistance received from government	Nil
GRI 204: Procurement Practices 2016		

GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	23
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 204-1	Proportion of spending on local suppliers	As HCC has an extensive pan- Indian project footprint, our definition for local sourcing continues to remain nation-wide. Almost 100% of the significant procurement budget at the projects in this reporting period was sourced locally (within India).
Environment performance		
GRI 301: Materials 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	25
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45, 46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 301-1	Materials used by weight or volume	28,32
GRI 302: Energy 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	25
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45, 46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 302-1	Energy consumption within the organization	28,32
GRI 302-4	Reduction of energy consumption	Conservation of Energy (25-28)
GRI 303: Water and Effluents 2018		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	29
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45, 46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 303-1	Interactions with water as a shared resource	CEO Water Mandate (29,30)
GRI 303-2	Management of water discharge-related impacts	CEO Water Mandate (29,30)

GRI 303-3	Water withdrawal	CEO Water Mandate (29,30)
GRI 303-4	Water discharge	CEO Water Mandate (30)
GRI 303-5	Water consumption	CEO Water Mandate (30)
GRI 305: Emissions 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	25
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45, 46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 305-1	Direct (Scope 1) GHG emission	28,32
GRI 305-2	Energy indirect (Scope 2) GHG emissions	28,32
GRI 305-4	GHG emissions intensity	28,32
GRI 305-5	Reduction of GHG emissions	28,32
GRI 305-6	Emissions of ozone-depleting substances (ODS)	No ODS involved in the operations
GRI 306: Effluents and Waste 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	18,25,29
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 306-1	Water discharge by quality and destination	CEO Water Mandate (29,30)
GRI 306-2	Waste by type and disposal method	28,32
GRI 306-4	Transport of hazardous waste	Hazardous wastes are disposed through vendors authorized by government (28,32)
GRI 307: Environmental Compliance 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	8,25
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 307-1	Non-compliance with environmental laws and regulations	Refer Annual report P68 HCC ANNUAL REPORT 2020-21 (click to download)
Social performance		
GRI 401: Employment 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	12

GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 401-1	New employee hires and employee turnover	15
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	17
GRI 401-3	Parental leave	17,33
GRI 402: Labor/Management Relations 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	12
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 402-1	Minimum notice periods regarding operational changes	No such changes during the reporting period. As prescribed under the Industrial Disputes Act, 1947, 21 days' notice period is provided.
GRI 403: Occupational Health and Safety 2018		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	12,18
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 403-1	Occupational health and safety management system	18
GRI 403-2	Hazard identification, risk assessment, and incident investigation	18,19
GRI 403-3	Occupational health services	21
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	All our project level health and safety committees have an equal representation of management and workers. (21)
GRI 403-5	Worker training on occupational health and safety	17,19
GRI 403-6	Promotion of worker health	22
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	11
GRI 403-8	Workers covered by an occupational health and safety management system	All workers covered under occupational health and safety management system
GRI 403-9	Work-related injuries	20
GRI 403-10	Work-related ill health	No Case Reported in FY 2020-21
GRI 404: Training and Education 2016		
GRI 103: Management Approach 2016		

GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	12
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 404-1	Average hours of training per year per employee	17
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	Functional, Technical and Safety Training Programs (17,19)
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Employee benefits (14,15,16)
GRI 405: Diversity and Equal Opportunity 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	12
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunity (16)
GRI 405-2	Ratio of basic salary and remuneration of women to men	Diversity and Equal Opportunity (16)
GRI 406: Non-Discrimination 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	12
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 406-1	Incidents of discrimination and corrective actions taken	There was no such incidence reported in reporting period. Zero Tolerance to Discrimination (14)
GRI 408: Child Labor 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	12
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	Zero Tolerance to Discrimination (14)
GRI 412: Human Rights Assessment 2016		

GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	12
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 412-2	Employee training on human rights policies or procedures	All 152 new hires have undergone awareness training on Human rights. Diversity and Equal Opportunity (16,17)
GRI 413: Local Communities 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	31
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	31
GRI 419: Socioeconomic Compliance 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	9
GRI 103-2	The management approach and its components	8, 31
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P26-29), Corporate Governance (Annual Report 45,46) HCC ANNUAL REPORT 2020-21 (click to download)
GRI 419-1	Non-compliance with laws and regulations in the social & economic area	No significant fines or sanctions were levied on HCC during the reporting period.

Hindustan Construction Co. Ltd.
Hincon House
Lal Bahadur Shastri Marg
Vikhroli (West)
Mumbai 400083
India
Tel: +91-22-2575 1000
Fax: +91-22-2577 5732

www.hccindia.com