



Corporate

Social Responsibility

Report Based On

ISO 26000

FY 2018 & FY 2019

DBL's
CSR Report
based on
ISO 26000

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About this Report

We believe that our endeavours of the present influence the stability of our future. In line with this, we undertake bold (and often contrarian) interventions to accelerate value-creation in a sustainable way for all stakeholders. We believe in growing with communities because incorporating their needs and interests creates positive outcomes for all the stakeholder groups.

Through our high-impact CSR initiatives, we have been able to benefit over 8.5 lacs people residing in the communities around our plants. Our prime focus has been to empower the farmers and making them self-sufficient through a myriad of interventions.

Dalmia Bharat Limited published its 1st CSR report based on ISO 26000 Guidelines for Financial Years 2016 & 2017, which is publicly available through its website. This is our second CSR report. It narrates our commitment to enhancing social and relationship capital and this too is prepared in-line with ISO 26000 guidelines.

Boundary and Scope

Dalmia Bharat Group, a merger of experience and expertise, is the pioneer and leader in innovation for the last eight decades. The group's major business interests are in Cement, Sugar, Power and Refractories.

For this report, the data and information presented pertain to FY'18 and FY'19. The scope of the reporting boundary includes 13 manufacturing locations under Dalmia Bharat Limited (Dalmiapuram, Ariyalur, Kadappa, Belgaum, Rajgangpur, Kapilas, Medinipur, Bokaro, Meghalaya, Umrangshu, Lanka, Jagiroad and Rohtas) and our mines and plants (cement, clinkerisation and captive power). The Company's 13 manufacturing units are spread across nine Indian states with company headquarters in New Delhi (India).

During the reporting period, a new manufacturing plant, Rohtas, Bihar was acquired. The plant's data is considered in the preparation of this report.

The Company's Corporate Social Responsibility activities about the community are concentrated in 1,200 villages in the vicinity of the current and upcoming manufacturing locations (Andhra Pradesh, Assam, Bihar, Chhattisgarh, Jharkhand, Karnataka, Meghalaya, Odisha, Rajasthan, Tamil Nadu and West Bengal).

Assurance

This report is independently assured by the BSI Group and reflects the data of two financial years, 2017-18 and 2018-19. It is attached in the report



Message of MDs

We are delighted to share with you our second CSR Report based on ISO 26000 guidelines. This report captures our journey and our commitment to building an inclusive society where people, planet and profit are all equally important.

Our people and the people around us are our valuable stakeholders. We are committed to enhancing their quality of life. We believe in growing together with them. Our community engagement interventions continue to be focused around nation-building, enhancing value for all stakeholders. Our commitment to enhancing social and relationship capital is drawn from increasing the long-term value of intangibles like our brand and distribution network. Our objective is to touch the lives of all stakeholders to bring about a meaningful change in their lives.

Since the inception of our company, we invested in two human resource pillars - 'Building a strong and sustainable business foundation' and 'Growth for tomorrow'. We created a high-performing workplace marked by open discussions. We inculcate our value system to align individual goals with organizational objectives. We believe that the vast untapped potential in each individual can be unleashed by challenging, connecting and coaching individuals.

We would like to take this opportunity to thank the entire Dalmia Bharat team for its support and we expect to enhance organizational value through the interplay of passion and empowerment.

- Puneet and Gautam Dalmia
(MD)



Message From the Group Head, CSR

It is very gratifying to be releasing our 2nd CSR Report based on ISO 26000 Guidance!

Carrying forward the legacy of 80 years of our presence in business, we are committed to building a future-ready business enterprise and continue to be a responsible corporate citizen. We have always believed in giving back to the society that has created an opportunity for us to run our business. We consider that the growth & development of all stakeholders, most importantly the communities around us, has to be an essential by-product of our business. That is why we engage with them in a very structured manner to bring about a positive and material change in their lives.

I wish to take this opportunity to thank all stakeholders for their contribution and support in our journey thus far. I would particularly wish to thank the Government for creating a conducive environment for the businesses, which encourages us to continue to create shared values.

Vishal Bhardwaj
Group Head - CSR

About Us - The Future is Here

At Dalmia Bharat, we believe in not just strengthening our business model to address the future; we believe that the future is already here. In this environment, we lean on our vision, mission and core values to lead us through the path of growth and development in the most ethical, professional and transparent manner.



Vision

To unleash the potential of everyone we touch



Values

Our core values act as a guiding principle, leading us through the path of growth and development in the most ethical, professional and transparent manner. We practice strict adherence to the laws of the land, and believe in proactive risk management and robust internal systems to enable us to continuously monitor, analyse and ensure compliance.



Mission

To be in the top 2 in all our businesses on the strength of our people and innovation

Our Values



Trust & Respect

Respect is earned, trust is gained



Commitment

Commitment is what transforms a promise into a reality.



Humility

Perfection is impossible without humility.



Integrity

Integrity is the quality of being honest and having strong moral values.

Dalmia Bharat Limited (DBL) has been a pioneer in cement manufacturing since 1939. We have grown over time in an extremely competitive market expanding our footprint all over India. In addition to being a multi-spectrum player, DBL is a frontrunner in super-specialty cement used for oil wells, railway sleepers, airstrips concrete, roofing and construction in harsh conditions like coastal areas. We are the fourth largest company in our sector in India and account for 5 percent of all Indian capacity share in the areas of our presence.

INDEPENDENT ASSURANCE

OPINION STATEMENT

Statement No: **SRA-IND-725555-1**

Dalmia Bharat Limited Social Responsibility Report FY 2018 & 2019

The British Standards Institution is independent to Dalmia Bharat Limited (herein referred to as DBL) and has no financial interest in the operation of DBL other than for the assessment and assurance of this report.

This independent assurance opinion statement has been prepared for DBL only for the purposes of assuring its statements relating to its social responsibility report, more particularly described in the Scope, below. It was not prepared for any other purpose. The British Standards Institution will not, in providing this independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read. This statement is intended to be used by stakeholders & management of DBL.

This independent assurance opinion statement is prepared on the basis of review by the British Standards Institution of information presented to it by DBL. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to DBL only.

Scope

The scope of engagement agreed upon with DBL covered the Social Responsibility Report for the period 2018 to 2019 of DBL prepared in accordance with ISO 26000 – the International Standard on *Guidance on Social Responsibility*, that focuses on systems and activities of DBL covering the 13 manufacturing locations that includes mines, cement plants, clinkerisation plants and captive power plants for the financial years 2018 & 2019.

Opinion Statement

Our work was carried out by a team of sustainability/social responsibility report assurers in accordance with the ISO 26000 – the International Standard on *Guidance on Social Responsibility*. We planned and performed this part of our work to obtain the necessary information and explanations we considered to provide sufficient evidence that Dalmia Bharat Limited's (DBL) description of their self-declaration of compliance with ISO 26000 were fairly stated.

We conclude that the DBL's Social Responsibility Report Review provides a fair view of the DBL's CSR programmes and performances for the periods of FY 2018 and 2019. We believe that the economic, social and environment performance disclosures are fairly represented. The social responsibility performance disclosures disclosed in the report demonstrate DBL's efforts recognized by its stakeholders.

Methodology

Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- A top level review of issues raised by external parties that could be relevant to DBL's policies to provide a check on the appropriateness of statements made in the report
- Discussion with senior executives on DBL's approach to stakeholder engagement. We had no direct contact with external stakeholders
- Interview with staff involved in social responsibility management, report preparation and provision of report information were carried out
- Review of key organizational developments
- Review of supporting evidence for claims made in the reports

Conclusions

A detailed review against the principles of social responsibility as outlined in the ISO 26000 Guideline is set out below:

This report has reflected a fact that DBL is seeking the engagement of its stakeholders through various channels. DBL has limited its engagement primarily to its internal stakeholders while also considering the feedbacks received from its external stakeholders over the last few years.

This report focuses on the activities undertaken by Dalmia Bharat's operations covering the 13 manufacturing locations that includes mines, cement plants, clinkerisation plants and captive power plants for the financial years 2018 & 2019. The report covers the fair reporting and disclosures for economic, social and environmental information. In our professional opinion, the report covers the DBL's inclusivity issues; however, the future report should be further enhanced by detailing more information on the major and prioritized stakeholders. DBL has set out processes for the following:

- For accounting the impacts of its decisions and activities on society, the environment and the economy, especially significant negative consequences; and the actions taken to prevent repetition of unintended and unforeseen negative impacts
- standards and criteria against which the organization evaluates its own performance relating to social responsibility
- developing and using governance structures that help to promote ethical behaviour within the organization, in its decision making and in its interactions with others
- comply with legal requirements in all jurisdictions in which the organization operates; and respect international norms of behaviour

DBL publishes social responsibility information that enables its stakeholders to make informed judgments about the company's management and performance. In our professional opinion the report covers DBL's material issues that are suitably addressed under the relevant clauses such as human rights, labour practices, fair operating practices, environment, consumer issues, community development and people development.

SR-reporting

DBL provided us with their social responsibility report self-declaration of compliance to ISO 26000.

Based on our verification review, we are able to confirm that social responsibility and sustainable development disclosures under the clauses such as human rights, labour practices, fair operating practices, environment, consumer issues, community development and people development are reported in line with the guidance on social responsibility.

In our professional opinion the self-declaration covers DBL's social responsibility and sustainability issues, however, the future report could be improved through the involvement and consultation of a larger group of the identified stakeholders than the current levels.

Competency and Independence

The assurance team was composed of Lead auditors experienced in industrial sector, and trained in a range of sustainability, environmental and social standards including ISO 26000, GRI Standard, AA1000, ISO10002, ISO 14001, OHSAS 18001, and ISO 9001, etc. BSI is a leading global standards and assessment body founded in 1901. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Responsibility

It is the responsibility of DBL's senior management to ensure the information presented in the Social Responsibility Report is accurate. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

For and on behalf of BSI:

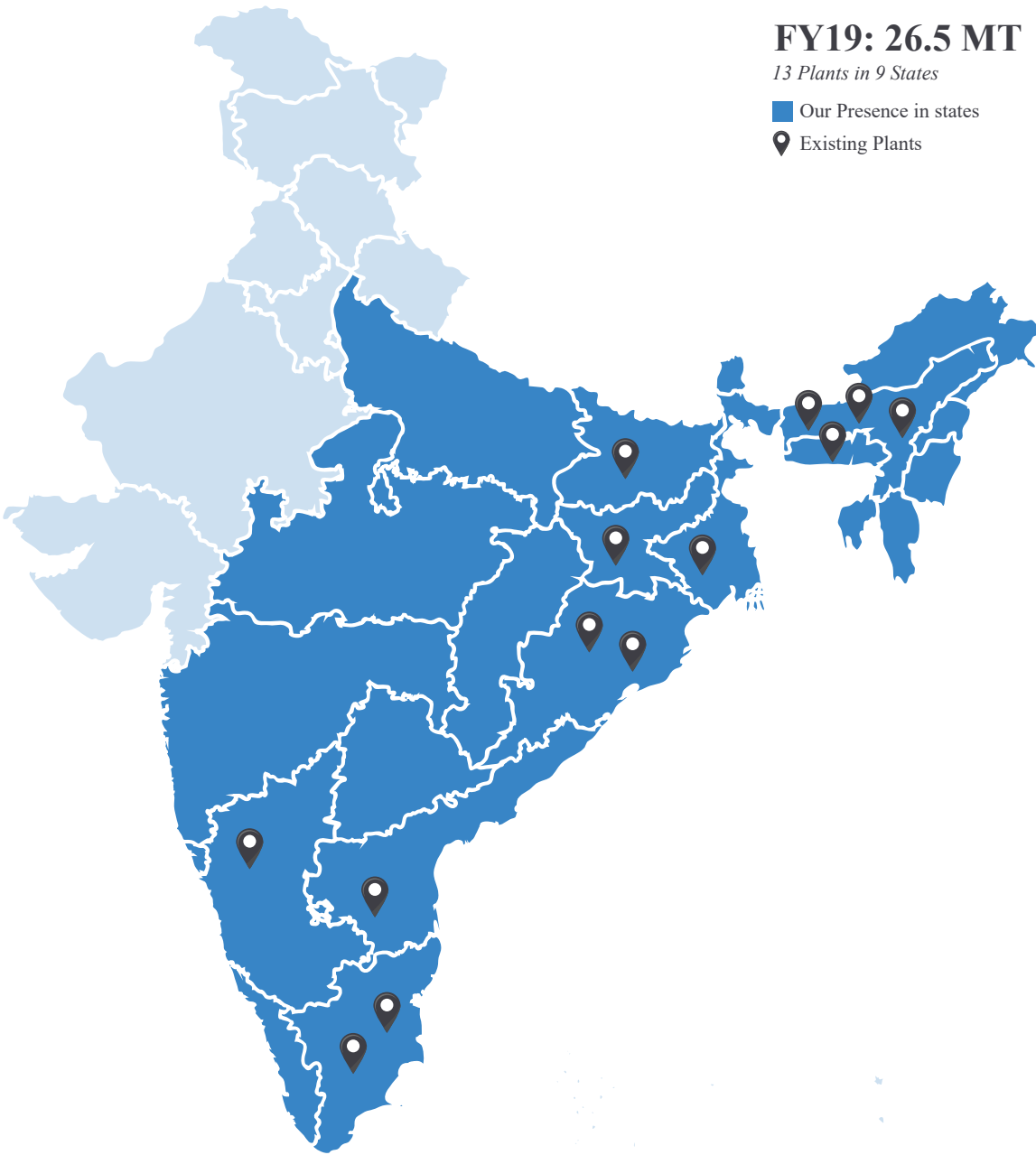


Mini Sharma

Director Assurance, BSI Group India

5.06.2020

How Our Operations have grown over the years



DBL has scaled its manufacturing capacity from 1.2Mnt to 26.5Mnt per annum across 13 manufacturing units in nine states. We will endeavor to sustain our growth appetite from this onwards around an integrated organizational framework that is now simplified, more transparent and invested with stronger processes and controls. We believe that this will continue to enhance value for our talents, vendors, customers, community and environment. We aspire to expand operations to 17 manufacturing units across 10 Indian States and have an installed capacity of 37Mnt by FY21.

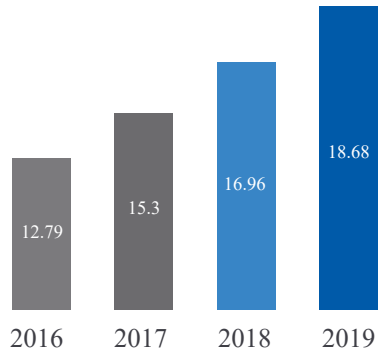
Business Operations

Plant Name	Region	State	District
DCBL, Dalmiapuram	South	Tamil Nadu	Tiruchirapalli
DCBL, Ariyalur	South	Tamil Nadu	Ariyalur
DCBL, Kadappa	South	Andhra Pradesh	Kadapa
DCBL, Belgaum	South	Karnataka	Belgaum
DCBL, Rajgangpur	East	Orissa	Sundergarh
DCBL, Kapilas	East	Orissa	Cuttack
DCBL, Medinipur	East	West Bengal	Medinipur
DCEL, Bokaro	East	Jharkhand	Bokaro
Adhunik Cement	North East	Meghalya	Jaintia Hills
Calcom Cement	North East	Assam	Nagaon
Alsthom	North East	Assam	Morigaon
DCBL, Umrongso	North East	Assam	Dimahasao
DDSPL, Rohtas	East	Bihar	Rohtas

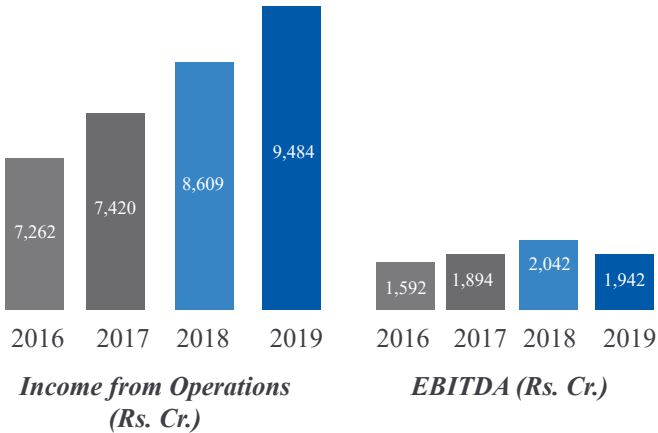
Today, Dalmia caters to the needs of more than 22 Indian states along the eastern, western, northeastern and southern belt through its portfolio of brands like Dalmia DSP, Dalmia Ultra, Dalmia Vajram, Dalmia Superproof, Konark and Dalmia SRPC among other offerings.

During FY19, our gross revenues stood at Rs. 9,484 cr., increasing 7% over Rs. 8,827 cr. in the previous year. We successfully improved our operating profit in the year under review compared to the previous year. Despite an economy that slowed from the second half onwards, our outperformance was the result of our people's commitment.

DBL Sales Volume (MnT)



DBL Financial Growth



Our people are the bedrock of our success. As our brand ambassadors, they represent Dalmia in the communities in which they live and work and form the backbone of our operational success by delivering benchmark performances. We constantly strive to provide a safe, rewarding and high-performance environment to our talents. Dalmia has zero-tolerance towards fatalities and we are committed to reinforcing our safety practices and systems towards our long-term ambition of zero harm.

At Dalmia, the creation of shared value is at the core of our business strategy. We aspire to partner in the intrinsic growth and development of our nation and create a positive impact in the lives of all relevant stakeholders - talents, investors, customers, consumers and communities. Our strong focus on operational excellence enables us to run our business in a safe, efficient and cost-effective manner. This, in turn, leads to sustained profitable growth even under challenging external environment.



Chennai Metro, Tamil Nadu



Subansiri Hydro Power Project, Arunachal Pradesh



Advanced Landing Ground, Pasighat, Arunachal Pradesh



Tata Steel, Kalinganagar, Odisha

Membership / Associations

Our business model is tuned to address material stakeholder aspects of priority. Our collaboration with industry experts and long-term signatory commitments enables us to incorporate best practices and set ourselves superordinate goals for a sustainable future.

DBL and Sustainable Development Goals

DBL’s business and CSR activities are aligned to the United Nation's Sustainable Development Goals, in line with our sustainability philosophy. Being one of the greenest cement companies in the world, we are actively working to decarbonize our operations. As much as 70% of our product portfolio comprises blended cement (blended with either a) slag - a waste from steel plant or b) fly ash - a waste from power plant waste). We are working towards becoming 6x water positive (5.7x water positive as on 31st March 2019) in the short term and also increasing share of renewable energy as a percentage of electricity consumed by 4x between 2015 and 2030.

Dalmia Bharat. Committed to Sustainable Development Goals (SDG).

Yesterday. Today. Tomorrow.

Four Focus Areas



- **Scale** operations towards bulk transportation system through long-term contracts and redistribution of operational sites and supply chain.
- **Partnership** with transportation and logistic providers towards incorporation of low carbon alternatives.
- **Scale** R&D efforts to develop a climate resilient infrastructure and sustainable building product portfolio.
- **Incorporate** initiatives to increase energy efficiency and the use of renewable energy.



- **Increase** production of blended cements using alternative raw material and fuel.
- **Promote** sustainable construction practices and awareness towards carbon building solutions.
- **Scale** R&D efforts for the identification and utilisation of alternative materials.



- **Develop** and implement biodiversity and ecosystem management plans across operational sites.
- **Strengthen** awareness and the capacity of stakeholders on the conservation of natural resources.
- **Strengthen** systems towards a better utilisation of natural resources.



- **Collaborate** with academic and industrial entities to foster advanced skills training program to meet the demand-supply gap in skilled workforce.
- **Promote** diversity and inclusion across the value chain through change in business model and policies.
- **Strengthen** the transportation system through capacity building and adoption of next generation technologies to improve vehicle tracking and promote desired safety behaviours.

Priority Sustainable Development Goals (SDG) for the cement sector as per the World Business Council for Sustainable Development (WBCSD)



- Providing preventive healthcare services.
- Undertaking driver safety programmes to enhance transportation safety (of people and products).



- Ensuring quality education through schools, technical institutions and skill development programmes for local communities.



- Committed to offering equal opportunities to talents across locations and backgrounds.
- Committed to protect women at workplace through policy enunciation and implementation.
- Supporting and mentoring self-help groups engaged in empowering women.



- Providing safe water, sanitation and hygiene at the workplace, implementing the WASH pledge of the World Business Council for Sustainable Development.
- Conducting periodic appraisals of drinking water quality.
- Construction of sanitation blocks and toilets for the benefit of local communities.
- Water positive cement group through extensive water conservation and harvesting.



- Enabling access to clean energy solutions for cooking and lighting to local communities.
- Installed 8 megawatts of solar power generation capacity.



- Recruiting talents from nearby community.
- Remunerating fairly- in accordance to the rules and regulations of Government of India

	<ul style="list-style-type: none"> Invested in research & development to develop next-generation 'green' cement brands. Collaborated with international organisations to assess and implement new low-carbon manufacturing technologies.
	<ul style="list-style-type: none"> A Significant employer in pockets of remote India; providing merit-based employment (regardless of age, sex, ethnicity, religion and other affiliations). Member of United Nations Global Compact; adopted 10 principles of United Nations Global Compact.
	<ul style="list-style-type: none"> Conducting road safety awareness activities near our manufacturing facilities Training truck drivers in enhanced road discipline Conservation and optimum utilisation of water; providing the community with sustainable and clean energy solutions for cooking and lighting
	<ul style="list-style-type: none"> Increasing the use of industrial waste (slag and fly ash) as raw materials Supporting the 'polluter to pay' principle; enhancing the efficient utilisation of industrial waste
	<ul style="list-style-type: none"> Reinforcing our position as one of the world's lowest carbon footprint cement company Sustaining our efforts to consistently reduce emissions Ranked number one by CDP for business readiness to a low carbon transition
	<ul style="list-style-type: none"> Engaging deeply with India Business and Biodiversity Initiative as an active member Investing in rainwater harvesting and biodiversity conservation (in and around our manufacturing plants) Planting native plant species (in and around our manufacturing facilities and mining locations)

Respect for International norms

EP100 is a global campaign that encourages the world's most influential businesses to pledge to double their energy productivity, to maximize the economic benefits from every unit of energy they consume.

Dalmia is one of the first Indian cement companies to join the initiative and make a bold commitment to double energy productivity by 2030

UN Global Compact - The world's largest corporate sustainability initiative. A call to companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals.

Dalmia Cement is a participant to the UN Global Compact and a leading industry voice in a high-level meeting organized by UN Global Compact.

Carbon Pricing Leadership - The Coalition officially launched at COP21 in Paris, intending to expand the use of effective carbon pricing policies that can maintain competitiveness, create jobs, encourage innovation, and deliver meaningful emissions reductions.

Amongst one of the first Indian companies to join this initiative and introducing an internal carbon price.

Caring for Climate was launched by UN Secretary-General Ban Ki-moon in July 2007. The initiative is jointly convened by the United Nations Global Compact, the secretariat of the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Environment Programme (UNEP).

Dalmia is among the few cement companies globally to join the Caring for Climate Initiative of United Nations.

CDP is the only global disclosure system for companies, cities, states and regions to manage their environmental impacts and for investors or purchasers to access environmental information for use in financial decisions.

Dalmia has been recognized in the CDP India report as being a leader in furthering accountability and transparency on climate change issues in the Indian industry.

Cement Sustainability Initiative (CSI) is a global effort by 25 major cement producers with operations in more than 100 countries who believe there is a strong business case for the pursuit of sustainable development.

Dalmia Cement Co-chairs CSI India. It is one of the Lowest Carbon Footprint cement producers amongst the CSI member companies and the global cement industry.

WBCSD - By signing this pledge, companies commit to implementing access to safe water, sanitation and hygiene at the workplace at an appropriate level of standard for all talents in all premises under their control within three years after the signature.

Dalmia Cement extended the WASH Pledge provisions not only for our talents but also for the local communities.

IBBI - This business-led initiative serves as a national platform for business, to promote sharing and learning, and will ultimately lead to mainstreaming sustainable management of biological diversity by the business.

Being an IBBI member company, various initiatives are taken to help in biodiversity conservation:

- Eco-friendly mining practices
- Creation of water bodies in plants and mines
- Native tree plantations
- Taking up 8500 Ha. Watershed development programme through CSR

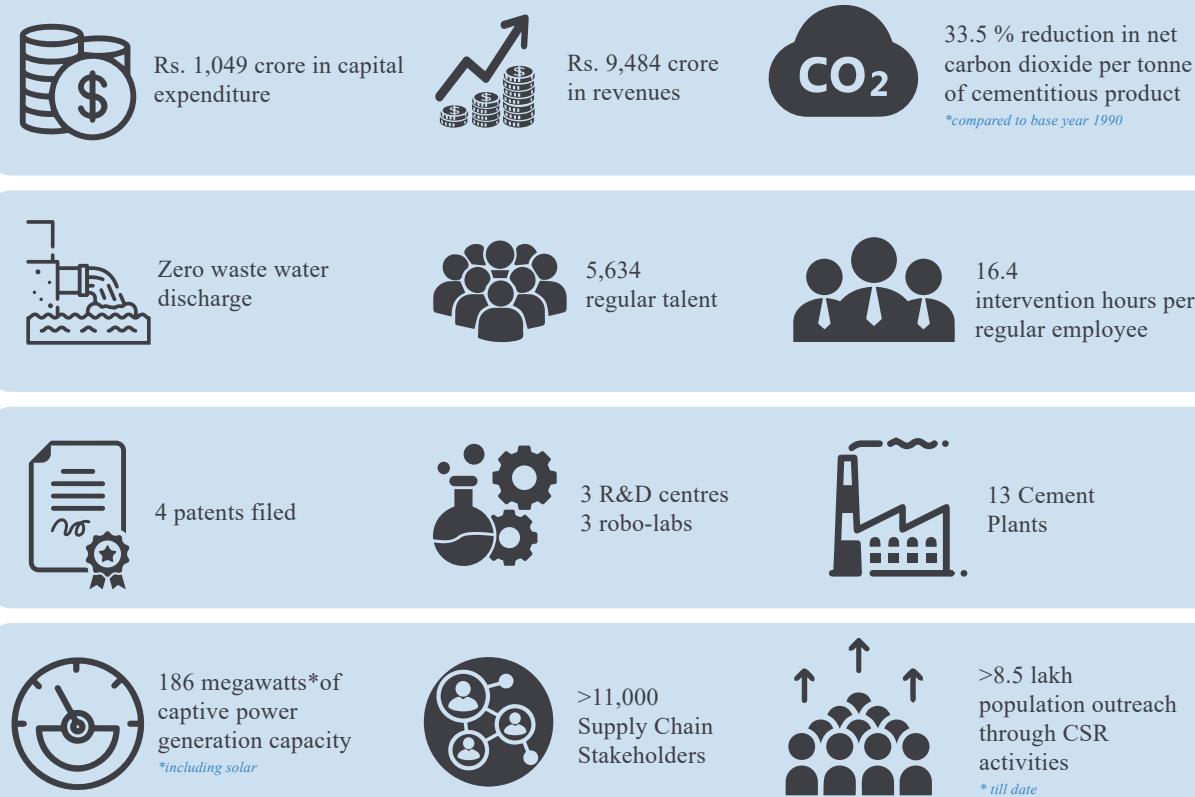
LCTPi - With a solid framework and clear agenda, LCTPi is a unique, action-oriented programme that brings together companies and partners to accelerate the development of low-carbon technology solutions to stay below the 2°C ceiling.

We added 8 MW Solar PV capacity to our existing renewable energy portfolio. We implemented a 9.2 MW Waste Heat Recovery Power Generation project. We are banking on the Low Carbon Technology Partnerships initiative (LCTPi) in a big way to ensure that we remain one of the lowest carbon footprint cement producers and sustainability champions in the global cement world.

TERI CBS CBS is a guide to India's corporate diaspora encouraging businesses to develop a vision of a sustainable company, translate that vision into a management action plan and turning sustainability into a business advantage.

Dalmia represents Energy, Water, Sustainability Reporting and Sustainable Habitat in TERI CBS.

Performance snapshot



*All the above figures are about FY19.

Social Responsibility - Overview

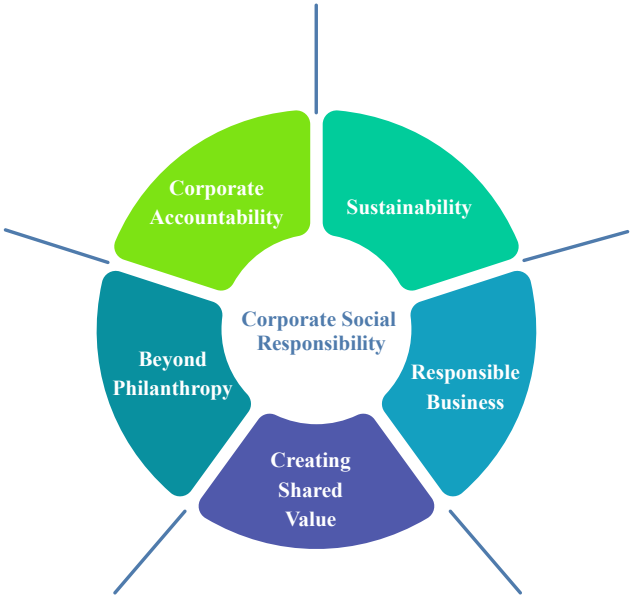
Social Responsibility in India

Successful companies have a social responsibility to make the world a better place and not just take from it. CSR extends beyond Philanthropy. It is a collective responsibility to build a society that supplements the Government's efforts to achieve inclusive growth which includes broad-based benefits and ensures equality of opportunity for all.

- National CSR Portal (Ministry of Corporate Affairs, GoI)

Social responsibility in India has changed dramatically in the past six years. CSR has moved from “Choice to Compliance”. On 1 April 2014, India became the first country to legally mandate corporate social responsibility. Section 135 of the Indian Companies Act 2013 prescribes a mandatory CSR spending of 2% of the average net profit of immediately preceding three financial years for all companies meeting specified financial thresholds (turnover and profitability). The CSR activities to be undertaken have been defined under Schedule VII of the Companies Act. All the companies meeting the criterion have to furnish a report to the Ministry of Corporate Affairs as per the prescriber format.

This new law comes on top of Corporate laws related to Environment, Resettlement and Rehabilitation, Labour and others which measure the other aspects of a company's responsibility.



To make the CSR activities of the publicly listed companies transparent, SEBI mandates the top listed companies (initially 100, then 500 and now 1000) to include a Business Responsibility Report (BRR) in their Annual Reports. The BRR has to comply with the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business guidelines of the Ministry of Corporate Affairs.

Later, in February 2017, SEBI recommended that the top 500 companies which are required to prepare BRR, may voluntarily adopt the Integrated Reporting framework from the financial year 2017-18. An integrated report aims to provide a concise communication about how an organization's strategy, governance, performance and prospects create value over time.

This marks a transition in responsibility reporting in India from philanthropic social impact to including materially relevant capitals, connecting them to business risks, decisions and outcomes in the short, medium and long term..

Dalmia Bharat Limited follows and reports on all the state laws and regulations as required. Along with that Dalmia Bharat Limited is also publishing its Integrated Report which will be released shortly.

Social Responsibility at Dalmia

Dalmia Bharat Group has been implementing social initiatives for over seven decades. These are driven by its corporate philosophy of "Giving back to the society". The Corporate Social Responsibility (CSR) of the Group is based on the principle of Gandhian Trusteeship.

The company has a board-approved CSR Policy, which is publicly available on our websites <https://www.dalmiabhl.com/companyolicies.html>. It is aligned with Schedule VII, Section 135 of the Indian Companies Act 2013 and sets the broad purview under which the company shall perform its CSR activities.

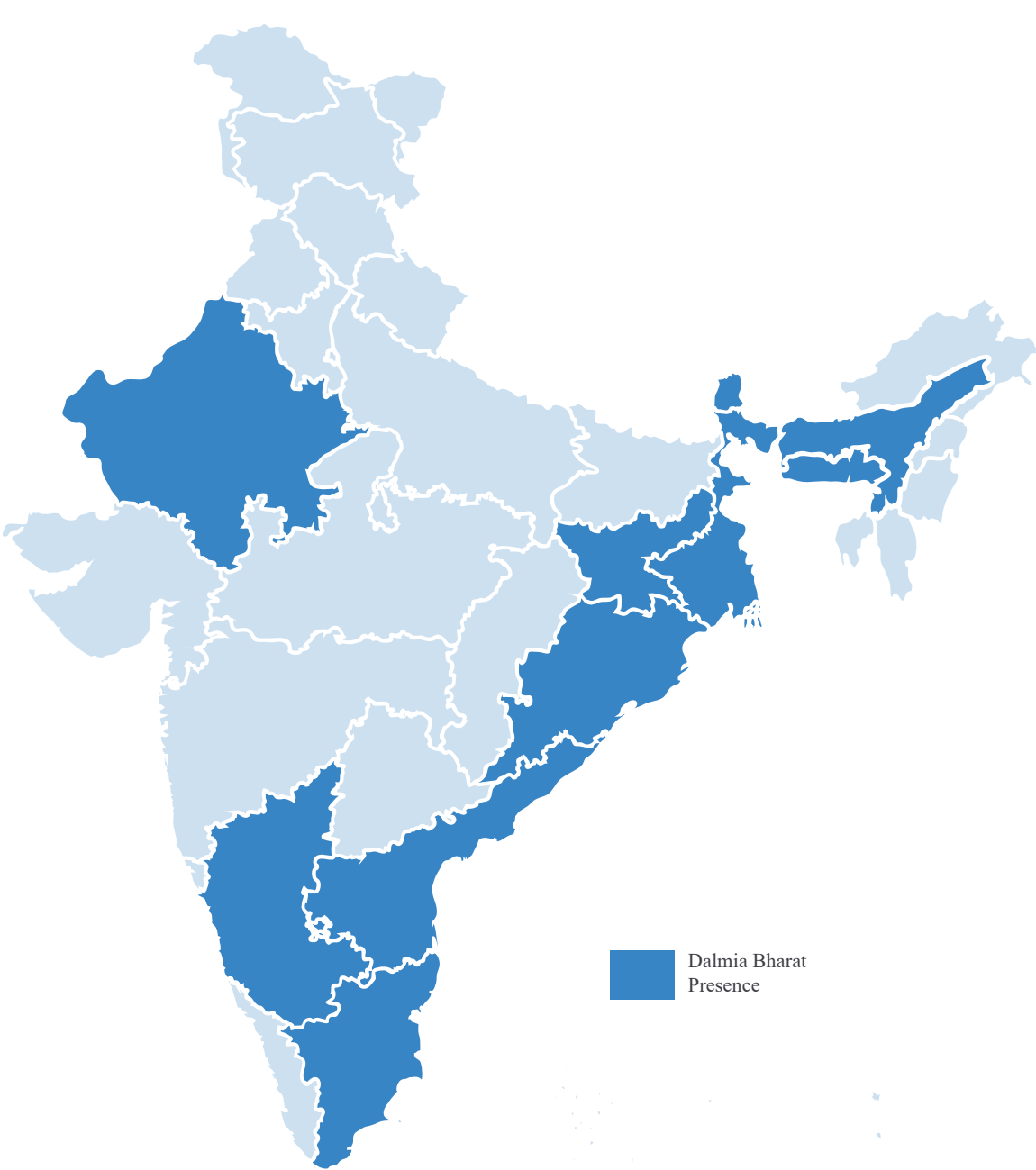
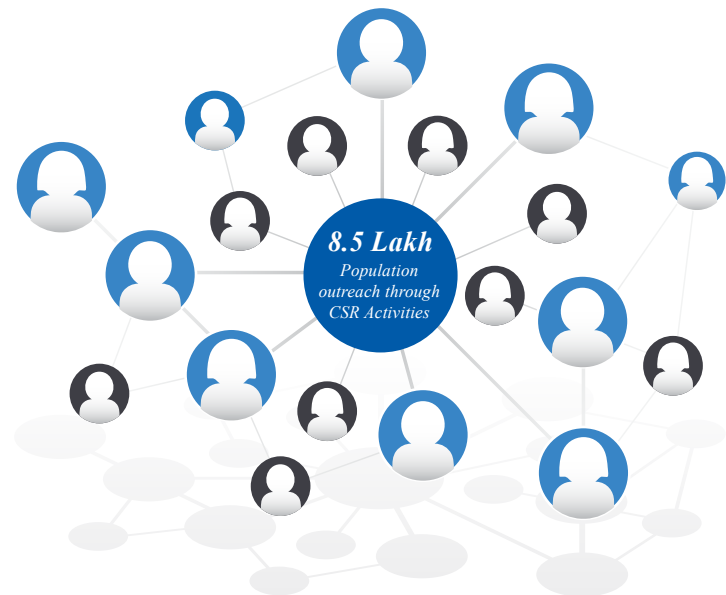
- **CSR Vision:** *Creating an opportunity for every stakeholder to reach their full potential*
- **CSR Mission:** *To facilitate the stakeholders, hasten their social, economic and environmental progress through effective management of human and natural capital.*

As part of our social responsibility, we ensure that our CSR programme areas are aligned with our business strategy. Water, energy and employment are key business risks as well as the material issues for the Company. Thus, our CSR efforts are organized to empower farmers on these issues and to make them self-sufficient

The four focus areas are -

- Soil and water conservation
- Access to clean energy
- Livelihood skill training
- Social development

Till now, the Company's CSR efforts have made a positive impact in the lives of over 8.5 lakh members across 1200 villages spanning 11 states (Andhra Pradesh, Assam, Bihar, Chhattisgarh, Jharkhand, Karnataka, Meghalaya, Odisha, Rajasthan, Tamil Nadu and Bengal). To strengthen this outreach population, we have forged partnerships with Corporates, governments, and NGOs to leverage resources, skills and expertise.



Geographical footprint of CSR interventions implemented by DBL

CSR Reporting

Our first Corporate sustainability report for the period 2015-17 was based on ISO 26000 guidelines. It was assured by the British Standards Institution (BSI). We became the first Indian cement company to have imbibed ISO 26000 guidance in our CSR processes and reporting.

Award/Accolades

We received the Best CSR Report award at ET CSR Awards, 2019.

Our Project in Access to Clean Energy was awarded at ICC Social Impact Awards, organised by the Indian Chambers of Commerce, 2019.

Implementation

The CSR of the Group is implemented by Dalmia Bharat Foundation (DBF). DBF is a registered not-for-profit organization set up under the Income Tax Act, 1961. The Foundation was set up in 2009 to expand the programmes and projects of the Dalmia Bharat Group's Corporate Social Responsibility (CSR) division. Dalmia Bharat Foundation is an independent entity.

The Company also encourages its employees to volunteer in these initiatives through its volunteering program, ROSHNI. We have partner NGOs where the employees go and contribute 2 working days per year to have a meaningful impact. They also came forward and helped during calamities.

Alignment of CSR initiatives with SDGs

At Dalmia Bharat, every single day brings the promise of helping communities in need. Our CSR Strategy Blueprint 2020 showcases the alignment of our programmes with Schedule VII of Section 135 of the Indian Companies Act and our commitment to the United Nations' Sustainable Development Goals (SDGs).

- Soil and Water Conservation



Objective

- Undertake integrated watershed management project for effective management of soil and water.
- Create water harvesting structures for effective water harvesting and management.
- Promote micro-irrigation techniques for optimal utilization of water for productive purposes.

- Access to Clean Energy



Objective

- Creating awareness among communities about renewable energy and its importance by facilitating access to solar energy solutions and clean cooking practices.
- Creating local entrepreneurs for promoting easy access to fuel-efficient cook stoves and solar energy products.

- Livelihood Skill Training



Objective

- Enhancing employability by imparting skill development/vocational training to youth.
- Facilitating development of micro-enterprises.
- Facilitating women's SHGs.

- Social Development



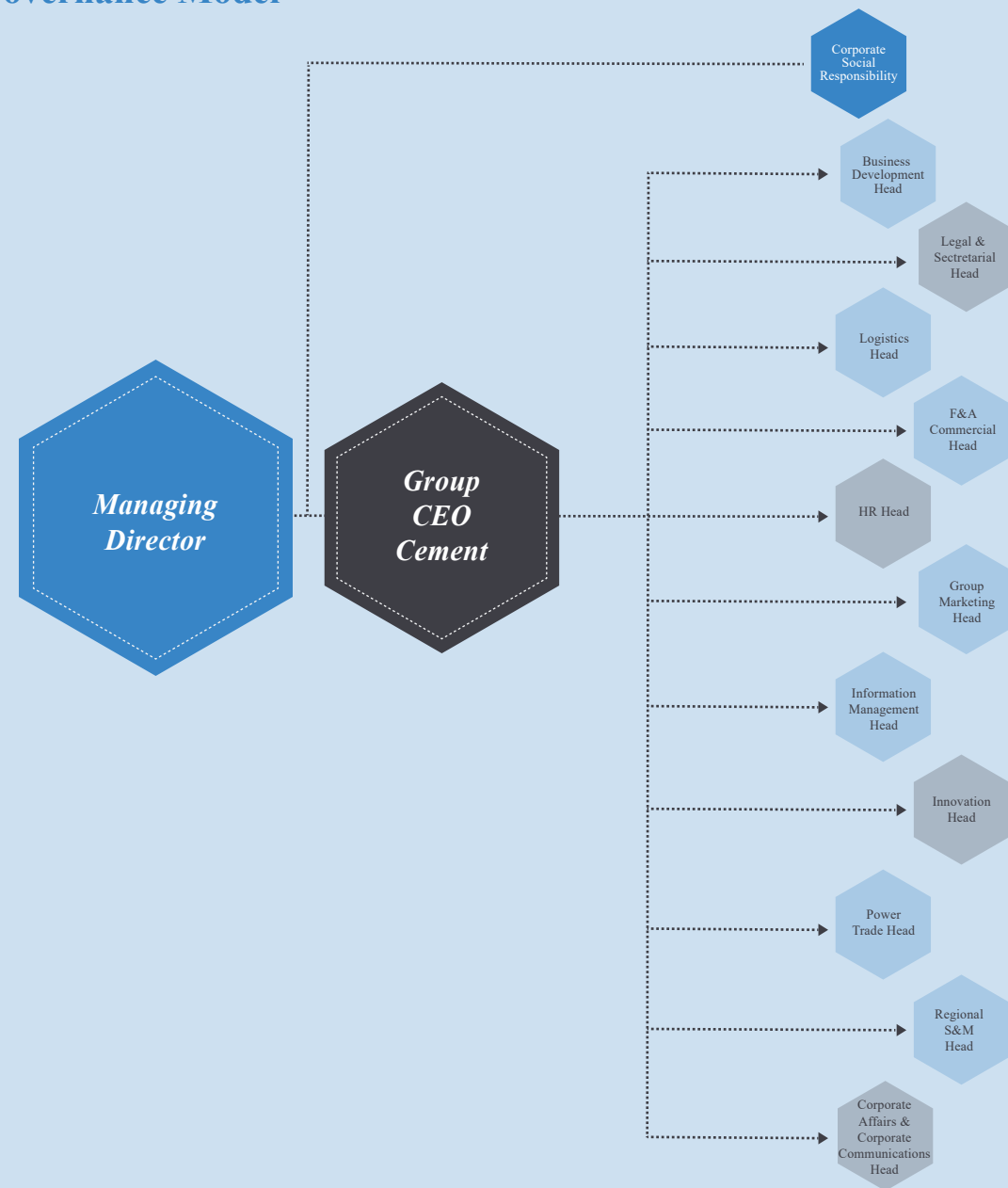
Objective

- To provide basic and primary healthcare services for the community at large.
- To engage with stakeholders for ensuring community development through infrastructure development.

Corporate Governance

Effective management systems at our various business lines help to ensure a continual process of improvement following a company's strategy. We, at Dalmia, are committed to maintaining a high standard of corporate governance based on the principle of effective implementation of internal control measures and an increase in the transparency of the Board and the accountability to all shareholders. The Securities and Exchange Board of India (SEBI) Listing Obligation and Disclosure Requirements Regulations, 2015 lists out the requirements related to Corporate Governance vide Schedule-V thereof and we are compliant with the same.

Governance Model



Our Board

The Board is the collective body for the management of the Company and is vested with all ordinary and extraordinary management powers. It is responsible for achieving the corporate goals, formulating the development strategy, regularly reviewing the organizational structure, and monitoring the business activities and management performance to protect and enhance the interests of the Company and its shareholders. The Board currently (as on 31st March 2019) comprises ten members, including three Executive directors and seven non-executive directors out of which four are Independent Directors including one Independent Woman Director. The Board conducts meetings regularly to discuss the overall strategy and operational and financial performance of the group. The Board of Directors met seven times in FY'19 with the maximum gap between any two meetings being less than 120 days.

The Company has established a Nomination and Remuneration Committee comprising of the Board of Directors which is responsible for the remuneration payable to the Executive Directors and Non-executive Directors.

Committees of the Board

The six Board-level Committees have been provided with sufficient resources to discharge their duties and all decisions about the constitution of Committees, the appointment of members and fixing of terms of service for Committee members is taken by the Board of Directors.

- **Corporate Social Responsibility Committee**
- **Audit Committee**
- **Nomination and Remuneration Committee**
- **Stakeholders' Relationship Committee**
- **Risk Management Committee**
- **Group Governance Committee.**

- Corporate Social Responsibility Committee

The Corporate Social Responsibility Committee has formulated and recommended to the Board, a Corporate Social Responsibility Policy, indicating the activities to be undertaken by the Company in compliance with the provisions of the Companies Act, 2013. As on 31st March 2019, the Corporate Social Responsibility Committee comprised of four members. The committee met twice during FY'19.

Dalmia Bharat Limited has a Board approved CSR Policy. The Policy can be accessed at <https://www.dalmiacement.com/upload/pdf/Corporate-Social-Responsibility-Policy.pdf>. The policy is adopted, in all its spirit and form by all DBL subsidiaries.

- Audit Committee

The responsibilities of the Audit Committee are to assist the Board in performing its fiduciary duties relating to accounting, auditing, financial reporting, risk management and internal control of the Company and the Group's compliance with the relevant laws and regulations. All members of the Audit Committee have requisite accounting and financial management expertise. As on 31st March 2019, the Audit Committee comprised of four members, all being Independent Directors and one of them being the Chairman of the Audit Committee. The audit committee met three times during FY'19.

- Nomination and Remuneration Committee

The Nomination and Remuneration Policy of the Company lays down the constitution and role of the Nomination and Remuneration Committee. The policy has been framed with the objective –

- (a) To ensure that appointment of directors, key managerial personnel and senior managerial personnel and their removals comply with the applicable provisions of the Companies Act, 2013 and the SEBI LODR Regulations;
- (b) To set out criteria for the evaluation of performance and remuneration of directors, key managerial personnel and senior managerial personnel;
- (c) To recommend to the Board, the remuneration payable to senior management;
- (d) To adopt best practices to attract and retain talent by the Company; and
- (e) To ensure diversity of the Board of the Company.

The policy specifies the manner of effective evaluation of performance of Board, its Committees and individual Directors to be carried out either by the Board, by the Nomination and Remuneration Committee or by an independent external agency and review its implementation and compliance. The Nomination and Remuneration policy of the Company can be accessed at www.dalmiabharat.com

- Stakeholders' Relationship Committee

While providing an opportunity for communication between the stakeholders and the Board, the terms of reference of this Committee is to look into and redress the unresolved complaints received from investors, in coordination with the Company's Registrars and Share Transfer Agent. The committee comprised of four members as on 31st March 2019. The committee met once during FY'19.

- Risk Management Committee

We have a Risk Management Committee which monitors and reviews the risk management plan/process. We have adequate risk management procedures in place. The major risks are assessed through a systemic procedure of risk identification and classification. Risks are prioritized according to significance and likelihood. The Risk Management Committee oversees the risk management process. There are no elements of risk which in the opinion of the Board may threaten the existence of the Company.

- Group Governance Committee

Given a large number of unlisted subsidiaries of the Company, the Board of Directors has on October 30, 2018, constituted the Group Governance Committee to monitor the governance of such subsidiaries under SEBI circular number SEBI/HO/CFD/CMD/CIR/P/2018/79 dated May 10, 2018. As on 31st March 2019, the Group Governance Committee comprised of three members. No meetings were held since the constitution on October 30, 2018.

Governance Principles

- Internal Controls and Risk Management

The management system not only caters to limiting accounting errors and improving internal processes but also includes other aspects of the business like the protection of resources, operational efficiency and effectiveness as well as compliance with laws, regulations and the policies of Dalmia.

Various business processes are categorized as Tier 1, 2, 3 and subsequently monitored at regular pre-determined intervals. The entire system is complemented by external auditing of selected functions such as the SAP – IT ERP system and IT general controls (ITGC).

The internal auditor of the Company conducts regular internal audits as per Board approved plan and the Audit Committee conducts periodic reviews to adjudge the adequacy and effectiveness of internal control systems and undertakes corrective measures whenever required. There are established Cause-Effect-Action (CEA) systems and escalation matrices to ensure that all critical aspects are addressed well in time. Further, the tracking systems ensure that the leadership has access to real-time data and any discrepancies are closed/ addressed as soon as possible.

Many of the EHS related standards recognized globally have been internalized in the business processes and practices. Performance related to such parameters is monitored periodically.

The roles and responsibilities of all talents and functions have been laid out through several detailed standard operating procedures & delegation of authority document. The risks identified in the audits are immediately accounted for in the processes and often gets replicated in the Standard operating procedures.

- Anti-Competitive Behaviour

We are a customer focussed organisation and believe in fair competitive practices in the marketplace. Even though we are part of an industry that is often alleged with anti-competitive behaviour, it is our constant endeavour to conduct business fairly, upholding the interest of the consumers. A reflection of this commitment is evident from the fact that no cases were filed towards unfair trade practices, irresponsible advertising and/or anti-competitive behaviour during the last five years.

- Ethics Helpline & Grievance Redressal

We have adequate control measures in place to address issues related to ethics, bribery, corruption and any grievance by talents. Dalmia Ethics Helpline is a third-party managed service that serves as an avenue for the talents to 'Blow the Whistle' if they come across any unethical or fraudulent activity happening in the organisation. Each instance is treated in perfect confidentiality and the redressal mechanism is quick.

At the plant locations, we also have Grievance registers on which all internal and external stakeholders can register their grievances. Company websites have contact details for reaching out to the company with any feedback.

For the community, we have feedback registers that are with the implementation team of the Dalmia Bharat Foundation. We proactively engage with the community through regular meetings with all community stakeholders and involve them in the planning and implementation of the CSR projects. The DBF team, company employees and top management regularly visit the neighbouring communities for interactions and suggestions.

- Anti-corruption

Integrity is one of the values that drive the company and is embedded in the company culture. We have set the correct tone at the top and ensure that anti-corruption is on the agenda of senior executives. We have also set-up a 3rd party managed Ethics helpline service to encourage our talents to report any illegal or unethical issues they might come across. There is a regular communication about this helpline among talents through emailers, online quizzes, posters around office and people are regularly trained across all locations by the Internal Ethics department about identifying unethical practices and the "Whistle-blower policy". We regularly review our existing communication and intervention programmes to help ensure that the desired corporate culture is achieved on the ground, especially in more remote and higher-risk locations.

During the reporting period, there were no cases registered about anti-corruption at our DBL units.

- Prevention of Insider-Trading

In compliance with the SEBI regulations 2015 (Prohibition of insider trading), the Company has instituted a comprehensive code of conduct for its management and staff. The code lays down guidelines, which advises them on procedures to be followed and disclosures to be made while dealing with shares of Company, and cautioning them of the consequences of violations. All the Board of Directors, talents and connected people have to affirm compliance with the Code.

- Political Affiliation

As a company, we do not have affiliation or inclination towards any political party.

- Corporate Policies

The Code of Conduct, Whistle Blower Policy and Vigil Mechanism, Related Party Transactions Policy, Code of Conduct for Insider Trading and Dalmia Way of Life serve as a roadmap for all talents of the Group and other stakeholders, wherever applicable. The Whistle Blower Policy set by Dalmia provides a platform to stakeholders for raising their voice about any breach of the Dalmia Code of Conduct or of Company's Policy. In line with the requirements of The Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013, an Anti-Sexual Harassment Policy has been put in place and an Internal Complaints Committee (ICC) has been set up to redress complaints received regarding sexual harassment. Our quality policy helps us maintain legal compliance, meet our customer's expectations and develop our engagement with our stakeholders in the supply chain. Besides, our CSR policy focusses on issues material to our business and stakeholders intending to make significant and sustainable improvements in the lives of beneficiaries. As part of management systems, we have also implemented quality, environmental, health and safety policies at the unit level to ensure a safe workplace for our talents and mitigate the environmental impact due to our operations.

- Code of Conduct

The Code of Conduct forms the most important aspect of internal control and risk management and establishes the principles that all talents at Dalmia must respect in facing and overcoming ethical and legal challenges. Our Company has laid down and adopted a Code of Conduct for all the Board members as well as the talents at all levels. All the members of the Board and the senior management are required to affirm compliance with the code of the conduct and the same was true as of 31st March 2019. The Code of Conduct is available on the website of the Company www.dalmiabharat.com. The Code along with the No Gift Policy provides clarity on Dalmia's stand against corruption and bribery. The policy lists tenets on ethical business conduct and the framework for reporting concerns. The Group has set the correct tone at the top and ensures that anti-corruption is on the agenda of senior executives.

Dalmia Way of Life

This is an internal document available to all employees and it is a progression from the usual HR Manual. The document guides the employees to the Vision, Mission and Values of the company. It lists the Codes of Conduct applicable to the employees and all the benefits available to them. It serves as a ready reckoner for the employees whenever they wish to know more about company policies and practices.

Regulatory environment & Compliance

Dalmia has built and protected its reputation by being compliant and conducting business with integrity and in a fair manner. Being a responsible organisation, we consider it our duty to be compliant with all applicable laws and regulations including those about environmental, labour, market communications, product liability, health & safety and competition law matters.

Cement, though essential for the socioeconomic growth of mankind, unfortunately, has an ecological footprint. While we have incorporated one of the best environmental standards, we feel it is our responsibility to go beyond mere compliance to law and mitigate the climate change risks. All our cement plants, mines, captive power plants and organisation as a whole are required to meet compliance parameters.

The Board periodically reviews compliance reports of all laws applicable to the Company, prepared by the Company as well as steps taken by the Company to rectify instances of non-compliance. All our senior executives and management staff are regularly made aware of the requirements and latest provisions of applicable laws and regulations. We comply with all the regulations applicable to us as a company. For the environment, our manufacturing plants follow all the environmental guidelines prescribed by CPCB and now, the environment data is monitored in real-time by SPCBs. All the Company's plants were either ISO14001 certified or in the process of being accredited. The environmental aspects and impacts of operations are regularly evaluated and mitigation plans developed. The overall system is certified by a third-party at regular intervals.

No penalties/strictures were imposed on the Company by the Stock Exchanges or SEBI or any statutory authority on any matter during the reporting period. There were no significant orders passed by Regulators or Courts which would adversely impact the Company and its future operations.

Voluntary Standards

Along with the compliance with the regulatory guidelines, the companies also follow voluntary standards of Environment and Quality Management Systems. Our plants are certified to the following Management Standards:

- ISO 14001:2015
- ISO 50001 (EnMS): 2015
- ISO 9000: 2015
- OHSAS 18000: 2015
- ISO 26000
- UNGC guidelines
- GRI-G4 guidelines
- ILO principles

Stakeholders

Customers

We are a customer-centric organization. This is a source of differentiation in an increasingly cluttered and commoditized marketplace. Our key customer groups are dealers, who contribute almost 60% of our sales volume, and our institutional customers who form the remaining 40%. Apart from these two, we have the end consumers and influencers such as masons, contractors, engineers and architects. We engage with each of these customer groups in different ways to share information and seek feedback.

Dealers

Since dealers contribute to the lion-share of our sales volume, we have myriad interventions to make them aware of our schemes, discount policies, loyalty programs and financial benefits. Clustered annual meets allow our leadership to directly interact with the dealers and sub-dealers and engage on win-win engagements. Business meets and factory visits are organized to educate dealers on important business aspects and to apprise them of our manufacturing process and the salient features of the product. We also offer sales support at their outlets and support materials such as product brochures, literature, testimonials, dealer signage, shop painting, in-shop branding and POP items. Our company regularly engages with dealers during festivals and occasions in the form of festival gifts, diaries/calendars, rewards and tour programs. We also reward dealers' children for educational excellence. Informal surveys help us assess dealer satisfaction levels and incorporate feedback to improve our overall product delivery.

Institutional Customers: These are our second most significant customer group. Our initiatives here are so designed to instil confidence about our capability to shoulder responsibility in big projects across the country. We provide assistance to our institutional customers on aspects such as:

- Product delivery
- Pricing and credit facility
- 3rd party testing
- Concrete mix design

Consumers: End consumers are typically individual home builders. Our Technical Services team connects with them to share knowledge about the product and the services offered by the Company. The product brochures and leaflets are customized for ease of understanding of the end consumer.

For consumer capacity building, we conduct consumer camps and training on construction practices, safety measures, usage of right materials, and Vaastu guidelines. We have a Dalmia Construction Knowledge Centre in Guwahati. For certain DSP customers, we also provide cover blocks at concreting sites. Dhalai Applicators help consumers with casting supervision and site inspection services.

Customer Satisfaction Survey: A dedicated helpline number allows our customers to connect with us on a real-time basis. Any concerns or feedback is addressed immediately and also documented for necessary process interventions. Separately, we have engaged independent market research organization Nielsen to get a pulse of the consumers.
[No customer complaints or consumer cases were pending as on March 31, 2019.](#)

Influencers: This customer group plays a major role in promoting and recommending a brand.

For engineers and architects, we conduct annual technocrat conferences, meets and lecture series wherein eminent speakers shed light on the latest development, emerging technologies and construction best practices. Visits are arranged to plant and R&D center to get an understanding of the product offerings and attributes. We participate in exhibitions and conferences held by the IIA (Indian Institute of Architects) and the Institution of Engineers.

For our masons and contractors, we organize meets, training at government institutes (like ITI) and have a



Mason certification program. The Company collaborated with NCCBM to introduce Masons' Master Program aimed at increasing a mason's technical skill on better construction practices. All the head mason or petty contractors with at least 2 years' experience were eligible to get enrolled in the program.

The program was divided into two phases. In the first phase, our employees were trained by NCCBM engineers over 4 days on a wide range of topics such as quality aspects of concrete and building materials, best practices in construction, concrete mixing, the foundation works, evaluation of the structure, storage and handling among others.

In the second phase, a group of 26 masons was trained by Dalmia Bharat's employees on multiple aspects such as evaluation of safety at construction sites, masonry tools, building materials, cement, estimating and costing, layout and excavation, brickwork, plaster, shuttering, reinforcement, water-cement ratio, concrete batching, mixing and placing, slump test with and without admixtures, earthquake-resistant structures and problem resolution.

Talents

Throughout our seven decades of operation, we pride ourselves as being an organization with a potent combination of Indian tradition, values, and state of the art technology, systems, and process. Today, Dalmia is a recognized brand name on national and International platforms for its “New Think” philosophy. We believe that technology is the catalyst for achieving and realizing our vision. For us, technology is not just a tool for increasing productivity or efficiency but for driving our culture and value system.

The culture at Dalmia Bharat promotes sustained excellence and innovation through the use of next-generation technology. We are progressing towards a system where technology will help us drive our four values of Integrity, Trust & Respect, Humility, and Commitment. Our vision is to use technology to improve the overall talent experience at Dalmia Bharat Limited. Currently, it has changed the way we acquire and enable our talents while almost doubling the speed of HR service delivery.

Talent relations is motivated towards building culture and nurturing talent. We foster learning and change to create leaders who will be followed and not leaders who just lead. We support talent in holistic development. Our talent acquisitions are planned based on the present as well as future role requirements.

We believe effective communication can increase talent engagement, drive business growth and boost productivity. Hence, we foster a dynamic and high-performing setting in which open discussion forms the basis of communication. We persistently inculcate our values in our talent to align the individual and the Company’s development. There is great potential inside of every individual, and we try to nurture it in three ways: challenging, connecting and coaching. Providing a safe and healthy working environment for our talents is our foremost priority.

Human Rights: : Dalmia Bharat respects the rights of talents across its value chain, community members and other individuals impacted by its operations. The Company conducts its business in a socially-responsible manner. The Company’s Human Relations and Legal & Compliance departments, in partnership with other functions, ensure that all basic human rights are upheld across operations through periodic assessments.

The Company does not engage individuals below the age of 18 years at any of its units. No talent is made to work against her or his will or work as a bonded labourer. The terms and conditions relating to talent engagement are communicated before recruitment. Contractual personnel are screened to protect their rights.

Dalmia Bharat respects the right of all its talents to form and participate in a union. The Company's Dalmiapuram and Rajgangpur units have trade unions to resolve talent issues through collective bargaining. 94% and 100% of the permanent talents are members of these recognized unions at Dalmiapuram and Rajgangpur, respectively. Although the rest of the Dalmia Bharat units do not have formal trade unions, the Works Committee ensures periodic communication with the talents.

The Company works proactively with its suppliers and other stakeholders within the value chain to ensure that they are aware of and respect the rights of the individuals and communities that we operate in. The contracts with all our suppliers have the clause on “not practicing child labour, forced labour or any other human rights violation”, along with a mention of following all the environmental and safety compliances.

Quality of Life - Benefits and Celebration

The Company believes that strengthening the quality of life enhances talent motivation, engagement and retention. We provide talents with competitive compensation and benefits comprising contribution towards a Pension Fund, Provident Fund, Superannuation Fund and Employees' State Insurance. We communicate and raise awareness among talents regarding the benefits and opportunities available to them.

The entire Dalmia Bharat workforce is covered under health and life insurance benefits. Dalmia Cement Provident Fund Trust contributes towards gratuity and provident fund. Women-talents are provided six months of maternity leave; male

talents are eligible for five days of paternity leave. Leave encashment including compensated absences are provided for based on valuation at the year-end.

The contract talents are covered under the Workers’ Compensation Policy. And the benefits provided to them are competitive with local market standards, however, different from those provided to permanent talents. With an Events Management Committee in place, our talents are constantly encouraged to take part in sports and other physical activities. Most of our plants have separate recreation halls to facilitate Indoor games and some are also equipped with ‘Ladies Clubs’ for extending the same facility to the spouses of the executive members.

Service Providers

Our service providers are an integral component of our value chain and enable us to timely deliver quality products to our clientele. We have implemented a stringent supplier selection and evaluation criteria that encompass a range of quality, social and environmental screening parameters. Our supply chain and procurement procedures are regularly updated to incorporate learnings from issues that were encountered in day to day business.

While delivering across diversified markets, we have optimized sourcing of raw materials and equipment to the advantage of local suppliers. On one hand, while it creates ripple economic development in allied sectors, on the other it reduces risks associated with globalized sourcing. We support local sourcing of raw materials and engagement of local service providers and communities in and around the plant operations.



We encourage our suppliers to implement and strengthen Environment Health and Safety (EHS) norms through periodic contractor-supplier meetings. Such meetings also stimulate discussions on new technologies and how we can synergize our efforts to higher profitability.

We believe in equal opportunity for all and practice complete transparency in performance parameters used to award contracts. We assist our suppliers to overcome performance barriers to enable them to continue transactional business activities.

Apart from formal engagements we also connect on specific events such as the GST tax regime launch and Demonetization. We proactively conducted knowledge meets and ensured that liquidity is maintained with our business ecosystem.

In the reporting period under review, many critical suppliers were screened using environmental criteria and social criteria including human rights impacts and were sensitized on the actual and potential negative environmental or social impacts of their business operation. We engage and assist our suppliers to implement the highest standards of ethical and responsible business practices.

Communities

At DBL, our objective is to touch the lives of all our stakeholders, create win-win opportunities and make a meaningful positive difference in the lives we touch. All our operational ventures begin with a need assessment and incorporate enhanced cooperation and involvement from the community leaders. Our strategic social initiatives continue to empower the communities through a series of projects on education, water conservation, clean energy for lighting and cooking, rural infrastructure, and community health. These engagements strengthen our social license to operate while addressing the needs of society.

Dalmia CSR Internal & External Stakeholders Group

Understanding the need for a structured approach to stakeholder interactions w.r.t CSR, an initiative was undertaken to form an Internal and External Dalmia CSR Stakeholders Group, in 2017-18. The Internal CSR stakeholders Group has the function heads of Dalmia Bharat Limited as members. The External CSR Stakeholder Group has members with many years of experience in the domain of CSR and representing corporate, government, consultants and media sectors. With this, we hope to improve our communication with our stakeholders and also include their feedback to have more impactful CSR initiatives.

Investors

Our investors enable us to take strategic initiatives and invest in new ventures. We continually strive to enhance our reputation as a responsible and sustainable Company to attract and retain investors while building on the shared value. We follow due diligence in all processes and communicate material information to our shareholders through established lines of communication. Within the stipulated time frame by the stock exchange, financial reports are published in the print media and made available to the stock exchange.

The Annual General Meeting provides a platform for the shareholders to interact with the leadership and get answers to their queries. We have addressed concerns on the structure of the organization, high debt to EBITDA ratio, ESG compliance, merger and acquisitions versus organic expansion, effective utilization of cash and return on capital employed (ROCE), etc.

In the FY'19 a total of 99 complaints were received from the investors and all but one was resolved by end of the year. We thrive to accommodate the disparate interests of our diverse stakeholder groups ensuring transparency in all transactions and adequate representation across forums.

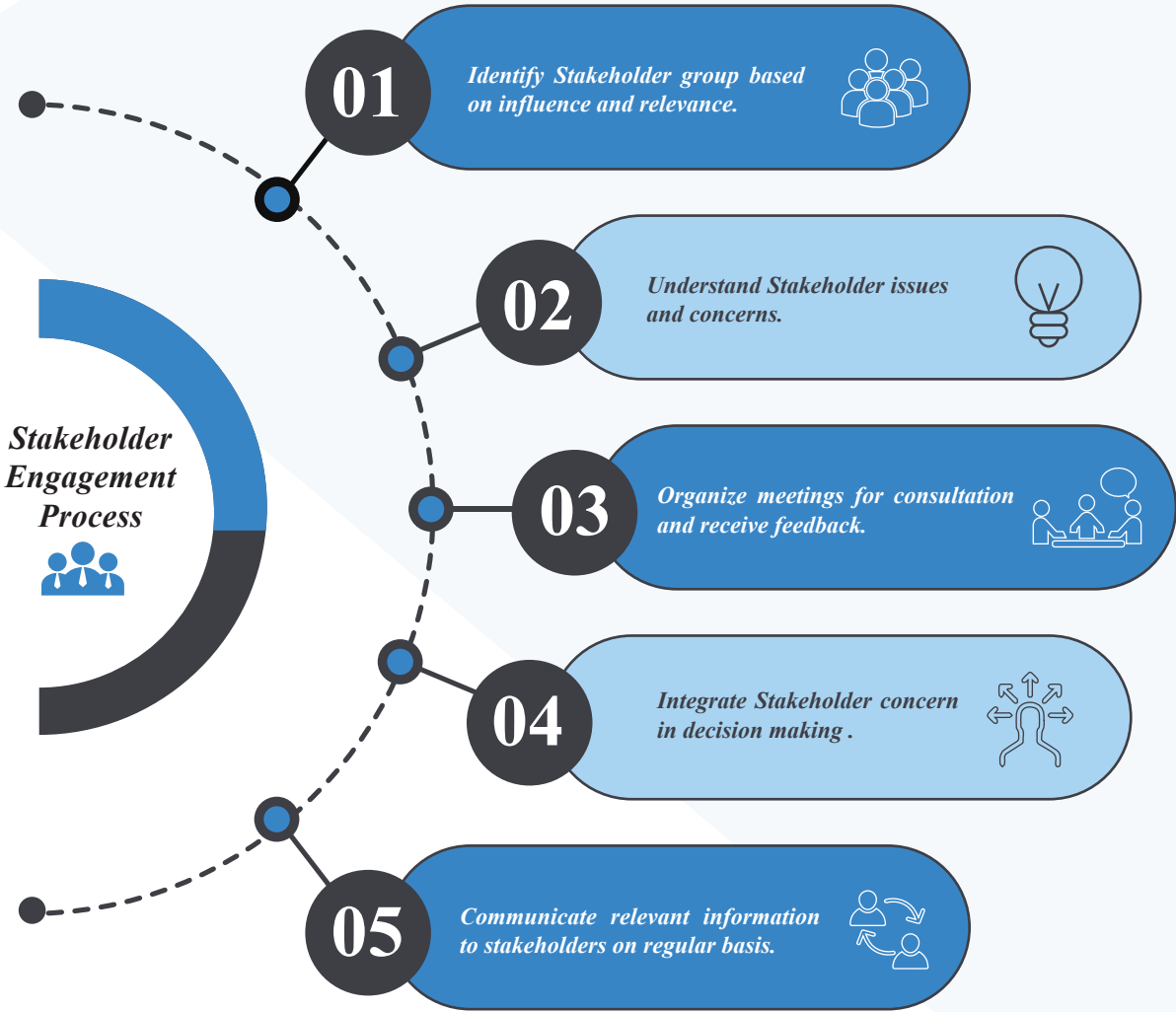
Government and Regulatory Bodies

We strictly abide by the laws of the nation and operate within the stipulated boundaries of legality, transparency and fairness. Right from the inception of any project through site selection, impact assessment, reduction and restoration of natural habitat we practice due diligence and adhere to the protocols, compliances and clearances. We ensure a 'proactive' corporate narrative and its dissemination across all platforms and audiences to leverage and align our stakeholders. Effective participation in various summits and industry associations facilitates collaborative effort in addressing upcoming challenges and exploring new business opportunities.

Stakeholder Engagement Process

We have identified stakeholders who are impacted by our business based on peer review, internal expertise, past experiences, surveys and influence on organization. We engage in regular interaction with them through a range of multi-channel communication medium. The engagement begins at the inception of any project right from the feasibility study, construction and acceptance of the project. We consult with the stakeholders in the region and remodel our approach to reduce the adverse impact from the operations on the environment and the society.

All our interactions with our stakeholders take place following the highest standards of integrity, transparency, respect, and equality. The findings of the stakeholder engagement feed into our decision-making process to build transparency preventing potential conflicts.



Materiality

Methodology to determine material issues

We had conducted our first materiality assessment in FY'14 which included identification and prioritization of issues that present a potential risk or opportunity for the business and our stakeholders in the short and long term. The assessment was a collaborative effort of our management and our stakeholders thus ensuring that everyone is heard of and accounted for in our business. Since then, the material aspects are reviewed each year to be relevant in accordance with the evolving external environment and changing stakeholder expectations.



As a starting point, we identified a list of aspects based on common issues in the cement sector, Cement Sustainability Initiative guidelines, risk assessment (regulatory, social and environmental) and stakeholder needs and expectations.

In the next step, we conducted a series of cross-functional workshops to get a better understanding of the material aspects and how to mitigate the risks and capitalize on the opportunities to create a sustainable competitive advantage.

In the final step, we engaged with our stakeholders through multiple channels to incorporate their needs and interests. These sessions coupled with multiple formal and informal interactions with the senior management led to the formulation of the following material Matrix in FY'19 with 11 aspects being material to the organisation.

In FY'19, the Company reviewed its material issues in accordance with the GRI sectoral guidance, Sustainability Accounting Standards Board (SASB), Global Cement and Concrete Association (previously Cement Sustainability Initiative) and other aspects identified by its peer organizations. In addition to the assessment, multiple formal and informal interactions with the senior management led to the finalization of 11 material aspects. The identified material issues have been incorporated into Dalmia Bharat's business model.

	Governance and regulatory compliance
Alternative fuel usage	Grievance mechanism
	Human rights
Branding and reputation	
	Land acquisition for mines and new projects
Climate change and global warming	Occupational health and safety
Code of conduct and business ethics	

Community development	Product innovation
Corporate governance	Public policy and advocacy
Customer relationship management	Raw material sourcing
Economic performance	Risk management
Effluent and waste management	Supply chain management
Employee diversity and inclusion	Training and development
Employment and labour practices	Transportation and logistics
Energy efficiency	Water conservation
Greenhouse gas emissions	Governance and regulatory compliance

Finalized Material Aspects

Water Conservation

Community Development

Occupational Health & Safety

Air Emissions

Regulatory Compliance

Raw Material

Alternative Fuel

Energy Efficiency

Branding & Reputation

Product Innovation

Transportation & Logistics

Guidance On Social Responsibility Core Subjects

Human Capital

Human capital at Dalmia is all about ‘Relationships’. These relationships are rooted in a strong foundation of rich Indian culture and strong timeless family values. They help unleash the potential of everyone we touch.

Value Creation Activities	Key metrics
- Engaging talent	- 5,634 regular talents
- Enhancing skills	- >9000 contractual talents
- Providing personal development opportunities	- 96:4 Male-female ratio
- Fostering workforce diversity	- 16.4 intervention hours per regular talent
- Ensuring talent wellness and safety	- 80 hrs of safety training
	- 11.5% talent turnover rate

The Company believes that its inherent strength lies in its dedicated and motivated workforce. Great emphasis is placed to identify, assess and manage our talent and their issues within operations amicably. The Company has created a holistic working environment and urges its talents to go beyond their predetermined scope of work so that they could come up with innovative ideas that brighten long-term growth prospects.

The Company has identified two key risks related to talent - Occupational health and safety and Human rights.

Short-term	Medium-term	Long-term
<ul style="list-style-type: none">• Reduce safety incidents (Fatalities, LTIFR, etc.)• Increase intervention hours per talent pertaining to aspects such as safety, technical, behavioural, leadership and human rights	<ul style="list-style-type: none">• Enhance talent engagement interventions to promote well-being and satisfaction• Provide employees with a zero-harm environment• Reduce attrition rate	<ul style="list-style-type: none">• Emerge as the preferred employer• Unleash and harness complete potential of talent

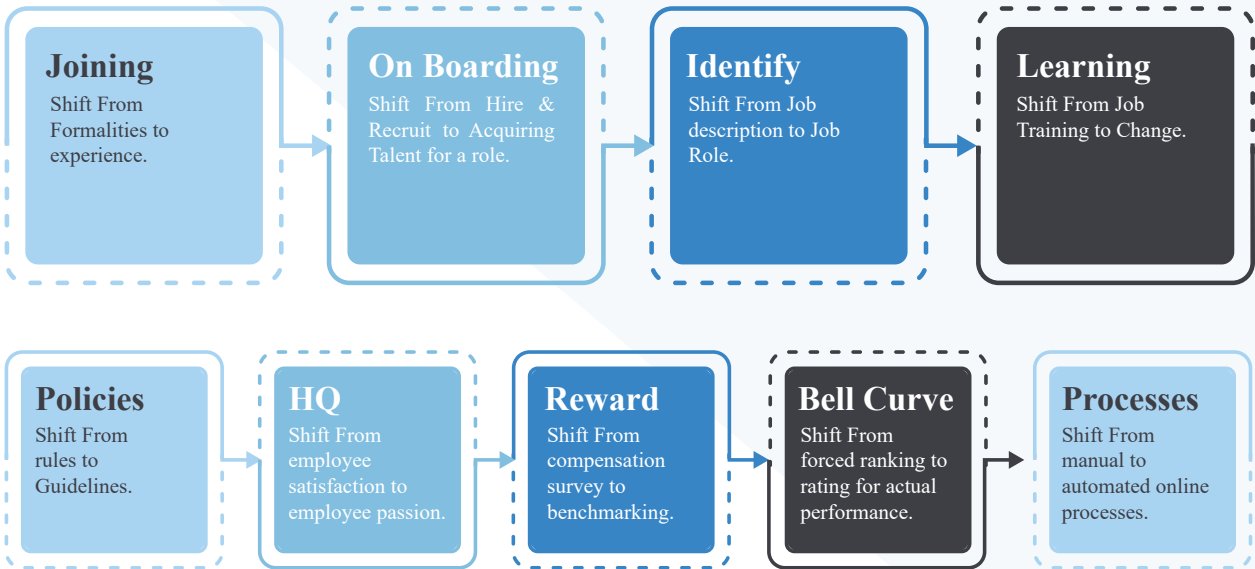
Engaging talent

The Company’s constant endeavour is to offer programs, benefits and a work environment that attracts and retains talent by choice and not through any incentive program. Our human resource management strategy fosters the ‘Dalmia way of life’ across business units and corporate offices. Through multiple interventions, the unique culture is periodically reinforced among talents.

Human relations guidelines and management

Dalmia Bharat is committed to the ‘New Think’ philosophy in all walks of its business. It has put in place an effective and cyclical human resource management process with predefined benefits and outcomes. Dalmia Bharat supports its talents in coordination with the superiors. The Company uses its performance evaluation mechanism in terms of setting objectives and aligning them with overall organisational targets and outcomes.

“Partnering in Transformation Focus On New Think”



Digital interventions

The Company is leveraging technology, an AI-driven solution platform, for managing its talent. Digital HR systems and processes will continue to be a key focus area for Dalmia Bharat over the next few years. The Company has shifted to an Oracle-based platform and linked it to SAP to get individual reports for each talent regarding their performance and needs.

This transition to digital has already started yielding results. The Company's efforts towards leveraging social media for talent acquisition have brought down the costs. This has helped reduce overheads as well as infrastructural costs. By equipping the sales force with technology-enabled tools, it has enhanced ease of working both in their homes as well as on-field. The revamping of 36 sales offices across India by adopting a technology-driven workplace culture has led to quicker resolutions of talent issues in a transparent, speedy and accurate manner.

Communication with talents

The Company ensures that all communications with its talents take place through transparent and appropriate channels. A talent interaction forum is in a place where all senior executives, including the managing director, communicate on various issues with the talents. Various awards have been instituted for rewarding teams that have put up an outstanding performance. Regular surveys are conducted by international agencies to assess the working environment and comfort level of the talents. A 360° programme has been operationalized to encourage subordinates to express their views about their managers. A minimum notice period of 21 days is typically provided to talents prior to the implementation of any significant operational changes that could affect them substantially.

Enhancing skills

The Company launched Nalanda, Dalmia School of Leadership, Learning, and Change (LLC) in August 2014. This institution aims to develop influential leaders for the company by instilling a learning culture and motivating the individuals to become transformative agents. The curriculum comprises external focus, strategic thinking, innovation, creativity, inclusiveness, sales strategy, production skills, P&L-focused leadership and performance through ownership. The LLC has rolled out regular initiatives across business units and locations.

Karma - Walk The Talk

An initiative to instill and advance leadership in a novel and fun way, Karma – Walk the Talk – is a programme that requires candidates to trek the Himalayas in Himachal Pradesh and Sikkim and pick up vital lessons and skills through the first-hand experience. The peak height to trek is ~14,000 feet. As candidates face off some of the most difficult terrains on earth – comprising rocky-mountains, snowy stretches, steep inclines and declines, hazardous bends and icy-cold waters - they learn the meaning of courage, resilience, teamwork, and commitment, with each member displaying unwavering support for their teammates.

Lakshya - Advanced Leadership Program for star performers.

This exciting journey to become high impact leaders was launched in 2014 and is a 15 month long intensive leadership journey wherein Star performers – handpicked from across the group through due processes - go through a rigorous training program facilitated by renowned external agencies and Nalanda This program acts as a 'finishing school' for our top performers and creates a pipeline of top-notch leaders who fill our slots in our CTB (Critical To Business) succession plan.

DTI- Dalmia Technical Training Institute

The goal of this training institute is to impart skills training for Dalmia Bharat's mass workers at the plant-level. This is an ongoing programme where training drills are conducted by in-house specialists, external veterans and domain experts.

NALANDA
Leadership, Learning & Change



Fy'16

*Intervention Hours
9 per Permanent Talent
1 per Contract Talent*



Fy'17

*Intervention Hours
16 per Permanent Talent
2 per Contract Talent*

Fy'18

*Intervention Hours
12 per Permanent Talent
13.2 per Contract Talent*



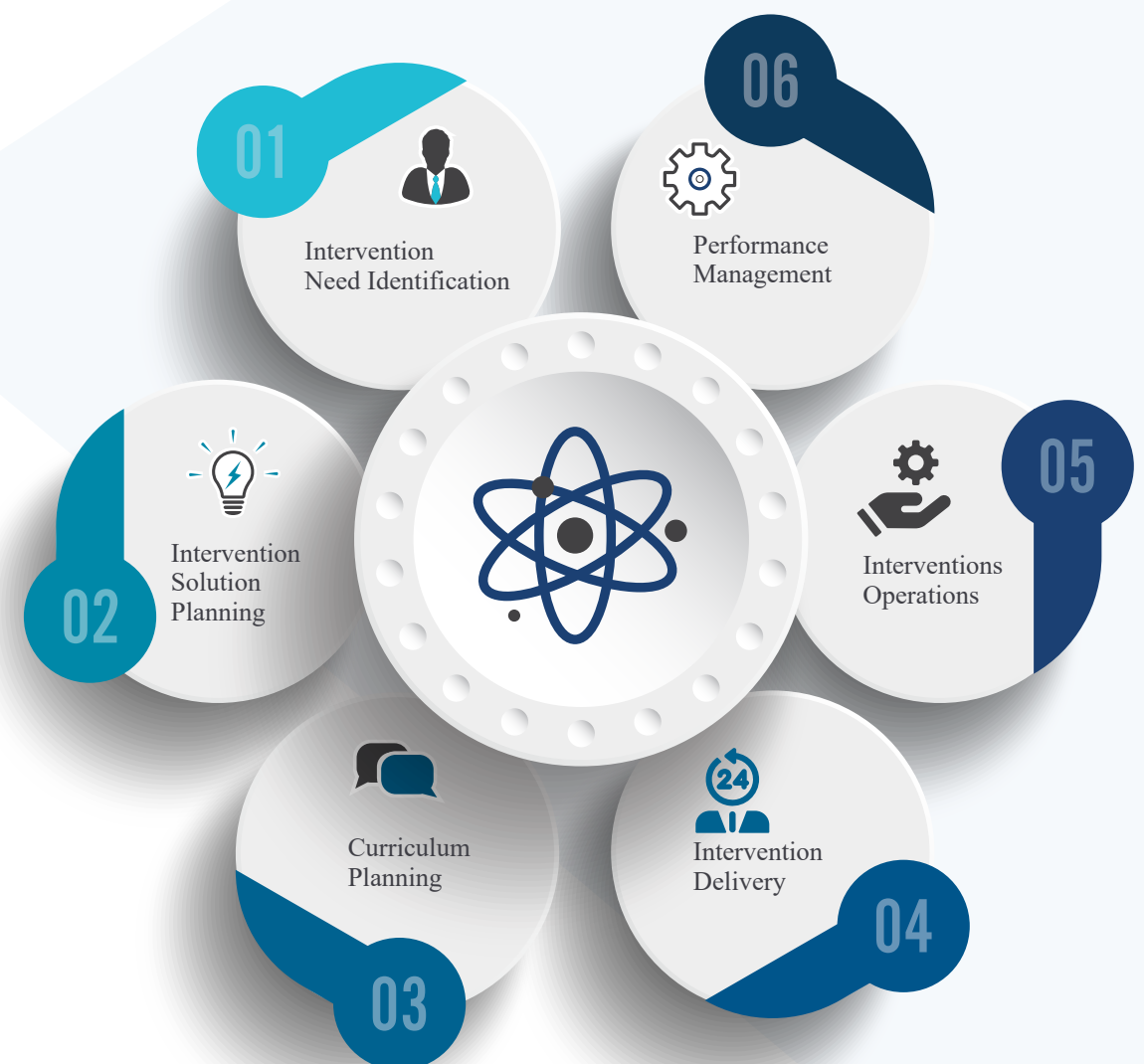
Fy'19

*Intervention Hours
16.4 per Permanent Talent
14.3 per Contract Talent*

The various talent engagement programs have resulted in a lowering of our talent turnover rate. During FY'19, the talent turnover rate reduced to 11.5% from 11.8% in the previous year.

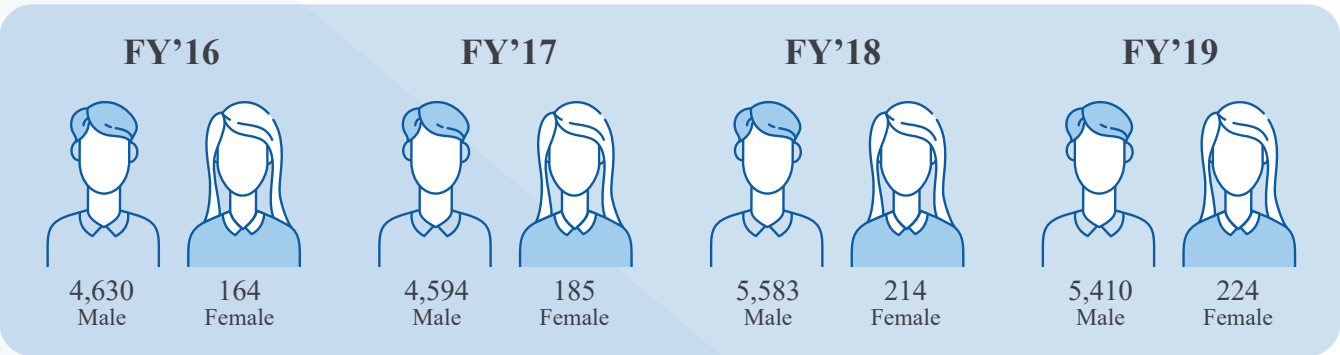
Providing Personal Development Opportunities

Dalmia Bharat believes that human capital is a strategic, competitive and non-substitutable advantage. The Company has selected to build future leaders through its Leadership, Learning & Change (LLC) intervention program. By facilitating our talents in meeting their own career development expectations, we not only prepare them for key roles and challenges but also improve their commitment towards our organisation.



Fostering Workforce Diversity

Dalmia Bharat encourages diversity through the recruitment of women, individuals from underprivileged sections and the specially-abled. As of 31st March 2019, the Company employed 5,634 people, of which 224 were women. Among newly-hired talents, 4.6% were women. The Company ensures there is no discrimination in remuneration between male and female talents across its locations.

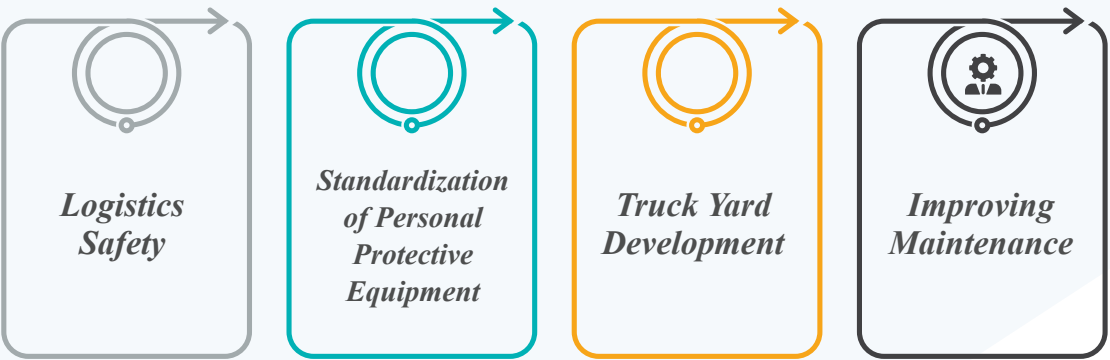


*The above figures correspond to only regular talents (contractual not included)

Ensuring talent wellness and safety

Occupational Safety

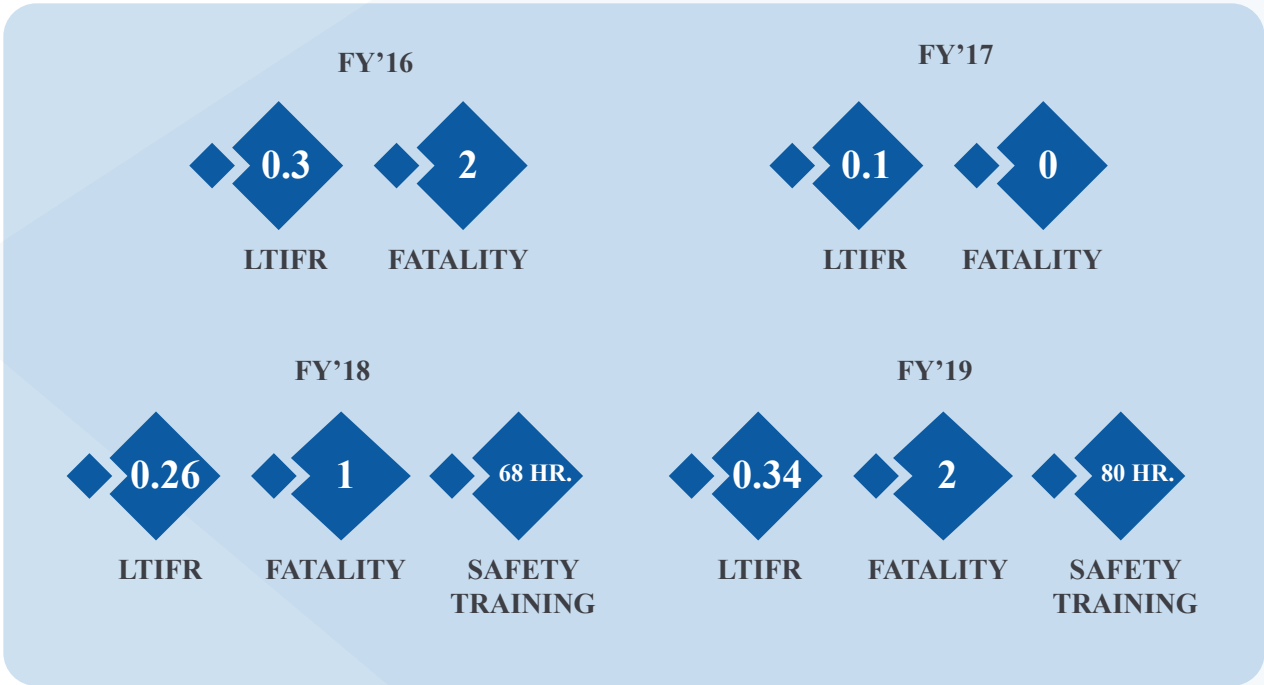
The Company believes that safety is the most significant indicator of operational success. Hence, it makes continuous efforts to manufacture products safely and responsibly. We are constantly working towards our target of zero injuries and maintain accountability for health and safety practices. We abide by all applicable legislation and safety standards.



During FY'19, two fatalities took place. We investigated and learned from these unfortunate incidents and have implemented the corrective measures. The Company instituted an Incident Management System focused on continuous monitoring and reporting of unforeseen incidents coupled with documentation and their prospective incorporation.

The Company has a multi-year roadmap to enhance safety across business units. It periodically monitors health, safety and environmental performance. A safety committee, headed by our senior management personnel, is set up to review safety action plans on a monthly basis. The Company has deployed a line manager who is responsible for safety, driver and contractor safety initiatives along with the implementation of the DuPont Model across plants. The Company seeks to develop more interventions in line with evolving requirements.

The Company believes knowledge, skills and experience enhance safety. We, therefore, have implemented 68 and 80 hours of safety interventions per talent in FY'18 and FY'19 respectively across manufacturing units and corporate office. Our health and safety values are extended to our business partners, suppliers and vendors including contractors, with the objective to achieve zero fatalities.



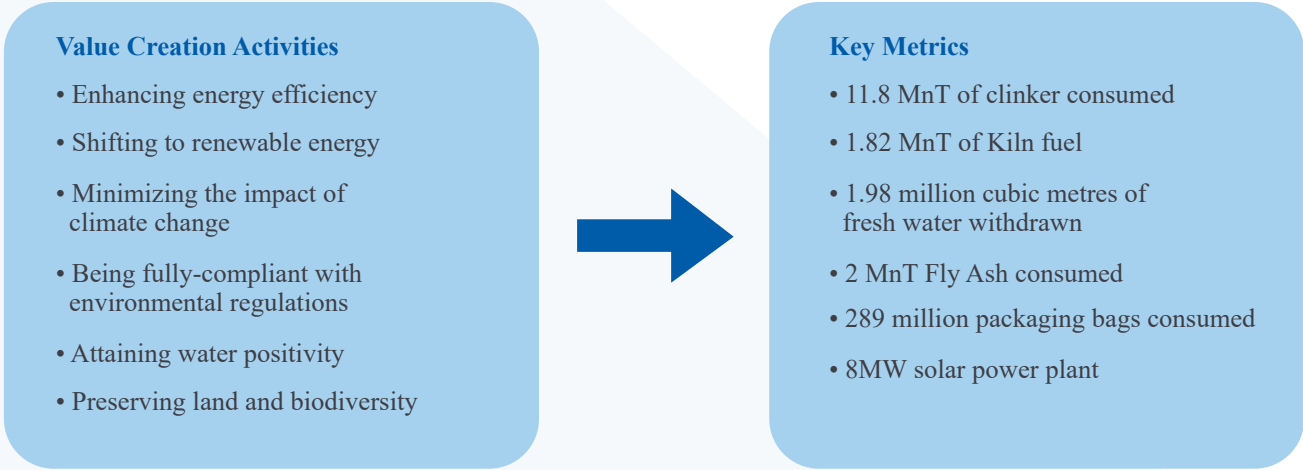
Occupational Health

Health and safety are considered throughout the value chain, starting from raw material extraction to production to delivery of the end product. To ensure talent health and promote overall prosperity, we have installed Occupational Health Centres (OHC) that offer health services through regular health check-up camps supervised by our doctors and other external specialists. The employees who are exposed to high risk working environments in the manufacturing process, work in rotation with other employees and their health is regularly monitored for any signs of occupation-related illness.

Health awareness programs are held for executives, contract workers, as well as their family members and health tips, are communicated via newsletters and posters at the plant locations. Regular wellness activities such as Yoga programs are undertaken and periodic inspections of hygiene are done.

Natural Capital

The Company's overarching focus lies in "consuming less and manufacturing more while minimizing environmental impact". The Company has progressively been manufacturing a 'greener' alternative to its traditional product portfolio. The Company invested in low-carbon technologies that translated into enhanced resource and energy efficiency. We increased the proportion of environment-friendly blended cement in our product mix to ~70%, reducing our carbon footprint while addressing waste disposal issues of other industries. While moving from green to greener inputs, we have attained group level water positivity and thrive to attain water positivity at the individual plant level. Over the years, the Company's manufacturing units have reconciled diverse initiatives: best practices in resource and energy efficiency through alternative raw material and fuel use, adoption of low carbon technologies, water conservation and taking rainwater harvesting measures in plants and beyond plant premises.



During the year under review, Dalmia Bharat’s plants were ISO 14001 certified. The environmental aspects and impacts of operations were regularly evaluated and mitigation plans developed. The overall system was certified by a third-party at regular intervals. Most integrated plants and grinding units were certified with ISO 50001 (EnMS), an internationally-recognized management system that allows baseline development, selection of energy performance indicators, management review and continual improvement at the systemic level.

Our commitment to responsible growth is embedded in each and every talent of the Company. We work with all our stakeholders throughout the supply chain to minimize our environmental impact.

We have identified three key risks related to natural capital – Air emissions, raw material availability and fuel availability. We intend to mitigate these by investing in new technologies to reduce emissions, recycling and reutilizing waste and implementing a flexible approach towards fuel consumption, respectively

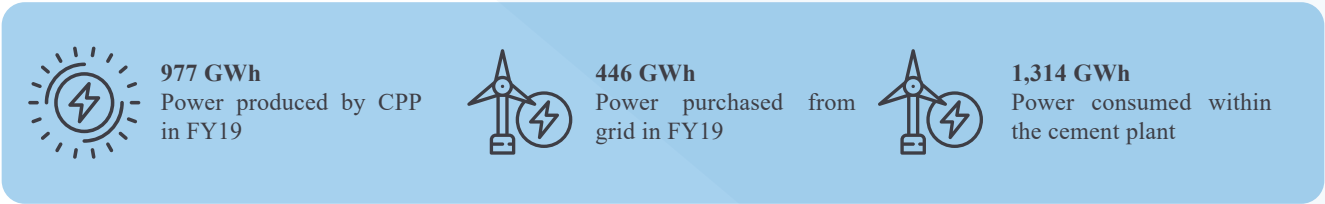
Short-term	Medium-term	Long-term
<ul style="list-style-type: none">- To further optimize waste and increase the use of alternative fuels- To become 10x water positive by 2030	<ul style="list-style-type: none">- Encourage adoption of EHS aspects across the supply chain- Enhance the use of sustainable biomass to replace fossil fuels	<ul style="list-style-type: none">- Doubling energy productivity by 2030- Switch to 100% renewable energy by 2030- To become a carbon-negative cement group by 2040

The Company’s natural capital goals listed above, contribute to our nation’s climate change goals of:

1. Reducing the emission intensity of its GDP by 33-35% by 2030 from 2005 level.
2. Renewable power target of 175GW by 2022
3. Focus on adaptation efforts, such as optimizing water use efficiency and safeguarding the Himalayan glaciers and mountain ecosystem

Enhancing Energy Efficiency

Cement production is an energy-intensive manufacturing process. Using energy efficiently leads to declining power consumption, ultimately reducing input costs. The adoption of the EP100 programme showcases our commitment towards achieving energy efficiency and gaining higher economic output per unit of energy consumed. Our energy productivity has increased substantially over the last decade. Over 70% of our energy requirements in FY’19 was met by our captive power plants.

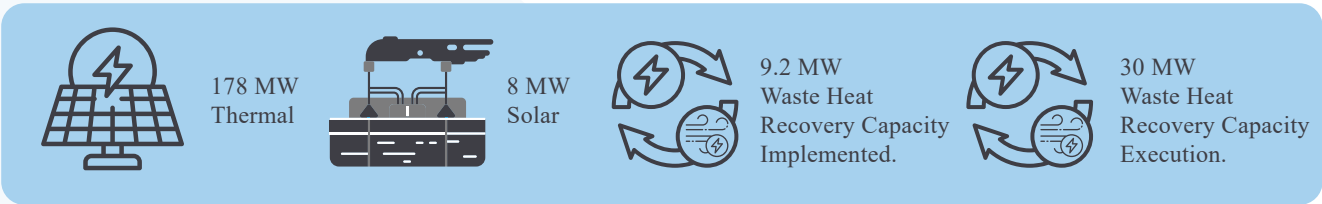


Some energy conservation measures adopted by the Company during the reporting period were:

- Compressor power optimization
- Installation of variable frequency drives (VFDs)
- Operationalization of turbo blowers instead of positive displacement blowers
- Single raw meal silo operation instead of two for raw meal blending and extraction
- Installation of occupancy sensors in load centers

The main source of CO2 emissions in the cement manufacturing industry is the clinker which is used in cement production. Thus, the company has undertaken focused efforts to reduce the clinker factor and increase the percentage of blended cement in its product mix along with the incremental addition of blending materials per tonne of cement. Dalmia Bharat achieved a clinker factor of 64% in 2018-19, among the best within its sector in the world.

Cement plants act as 'industrial scavengers', profitably utilizing waste from other industries. The Company engages with the iron and steel, petroleum, power, pharmaceutical and aluminum sectors to utilize their wastes. It increased the share of plastic waste in the past few years; AFR growth is expected to increase to 3x in the near future. At the Bokaro plant, DBL reduced diesel consumption by ≤60%, replacing it with waste wood.

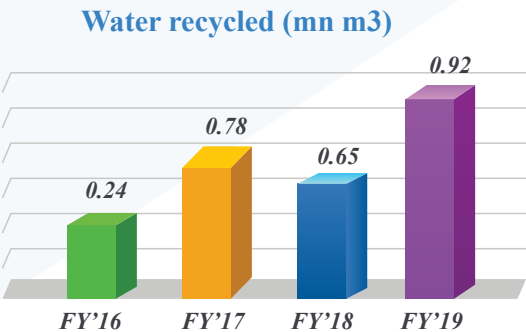
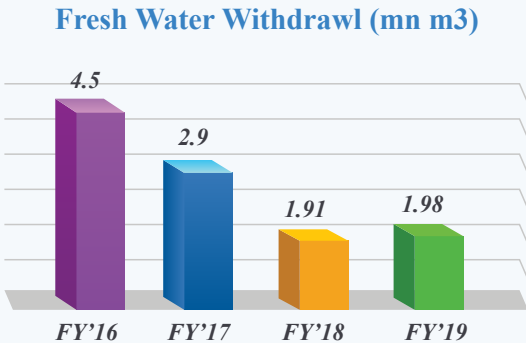


Attaining Water Positivity

Prudent water management, at Dalmia Bharat, comprises an active commitment to reduce freshwater consumption and build rainwater harvesting structures. This commitment extends beyond its operations to make it a water positive company across the catchment areas of its manufacturing facilities.

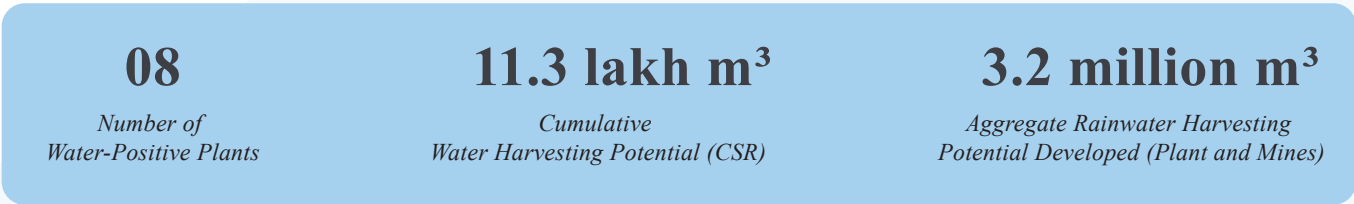
The Company undertakes various interventions to minimize water consumption. It resolves to maintain zero water discharge systems at all its plants and reuse treated water (in cement mills, coal mill water sprays, green belt development and dust suppression activities in mines and internal roads). Some water conservation measures adopted by the Company are:

- Installation of air-cooled condensers in the captive power plants
- Automated float valve
- Provisions to avoid water overflow from tanks
- Air cooling instead of water cooling of gas



Water positive Company: A few years ago, the Company embarked on a mission to attain water-positive operations across every single integrated Dalmia Bharat cement plant. In FY'17, it attained a water-positive status at the Group-level. The Company aspires to make each plant water-positive. This will help each plant provide additional water to local communities, reducing water stress for local businesses and communities.

The rainwater harvesting potential in our facilities and through community initiatives is more than the annual water consumption at our plants and colonies, thus making us a water positive cement group by 5.7 times as of 31st March 2019. Excess rainwater harvested in plants is channelized towards community initiatives. The Company's CSR wing undertook various water conservation projects that have enhanced water security. Even though the company attained water-positive status at the Group level, Dalmia Bharat's aim is to make each plant water positive.

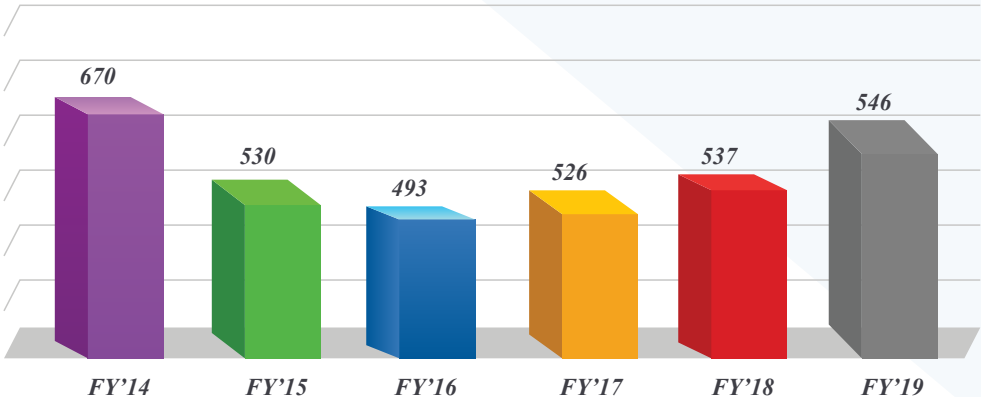


Minimising the impact of climate change

The Company's long-term plan addresses climate change. It monitors and minimizes both carbon and non-carbon atmospheric emissions. It has also initiated the Clean Development Mechanism (CDM) projects on blended cement under the approved CDM methodology of ACM 0005.

The Company has emerged as a global benchmark in carbon footprint moderation with a group-level carbon footprint of 546 kilograms of carbon dioxide per tonne of cementitious product in FY19. The Company's Eastern India operations regularly achieved one of the lowest carbon footprints across all the Company's plants.

Specific Net GHG emissions (in Kg CO2/ton cementitious product)



The Company captured and monitored emissions data of all cement plants, captive power plants and mines under Scope-1 and Scope-2 emissions; greenhouse gas emissions associated with purchased clinker are counted under indirect emissions based on the Cement CO2 and Energy Protocol of the Cement Sustainability Initiative. The Company also estimated carbon dioxide emissions across nine categories of Scope 3, reporting them annually to CDP. The Scope 3 carbon dioxide emissions reported for nine categories for Dalmia Bharat stood at 1.4 million tonnes for FY19.

Dalmia Bharat recognized by CDP as one of the most futuristic cement group globally

Dalmia Bharat was ranked #1 in FY'18 in the global cement sector by CDP for our low carbon footprint cement production and future readiness to a low carbon economy. The Global Cement Sector Report of CDP states "Dalmia Bharat comes first by a distance, performing well on a number of metrics. The company scores best on Scope 1 emissions intensity with both the lowest current level and the steepest decline since 2012. It makes the most use of alternative materials and has the best emission profile against International Energy Agency's (IEA) 2-degree

GHG Emission	Unit	FY'18	FY'19
Scope I Emission	million tCO ₂ /year	10.31	11.21
Scope II Emission	million tCO ₂ /year	0.44	0.51

Air emissions

Key air emissions for a cement plant include particulate matter (dust), SOx and NOx. In a bid to track and minimize these, the Company has equipped all its plants with Continuous Emission Monitoring Systems (CEMS) across all process stacks. These CEMSs provide real-time emission statuses. Other than CEMSs, the Company has also installed Air Quality Monitoring Systems (AAQMS) within the plant premises. Regular ambient air quality monitoring is done at the plants as per the National Ambient Air Quality Standards (NAAQMS) by external accredited labs.

Shifting to renewable energy

To minimize GHG emissions, the Company invests in renewable power. It became the first cement company to join RE100 – a global collaborative initiative involving a commitment to 100% renewable power, led by The Climate Group in partnership with CDP. We aim to make a long-term transition to 100% renewable power, achieving a four-fold increase in the percentage of renewable energy in our electricity consumption by 2030 as compared to 2015.

Under the initiative, we have identified 20.5 MW green power generation potential at our integrated cement plants. A 9.2 MW green power project is already implemented and another project of 21.9 MW is under execution. In a significant thrust to renewable electricity generation, Dalmia has commissioned 8 MW captive solar PV projects at its eastern India operations.

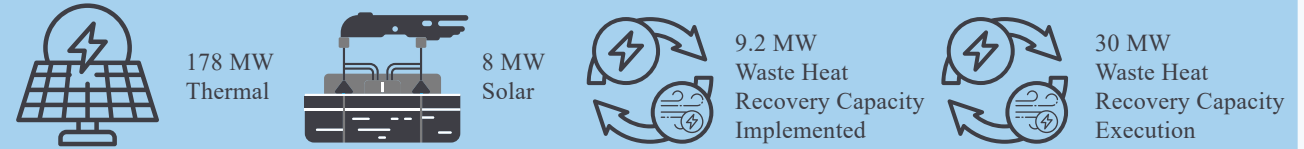


Fig : The installed power generation capacity to meet our energy requirments.

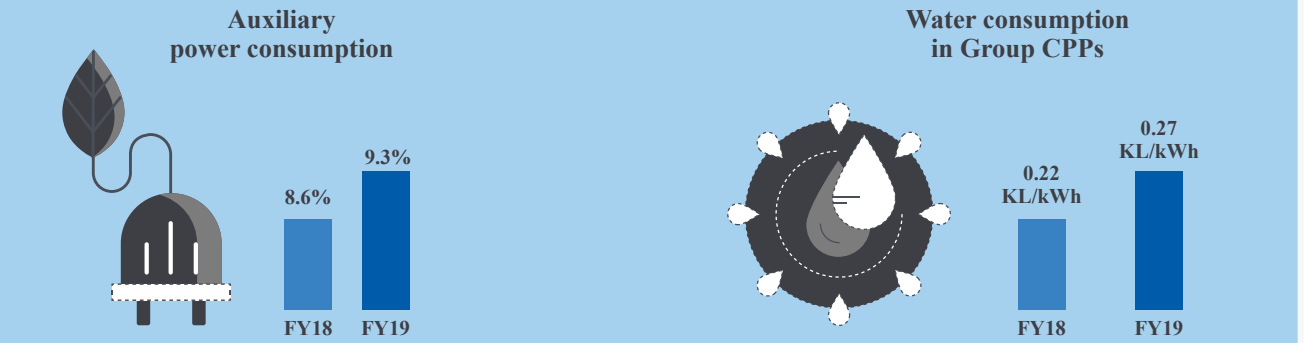


Fig : Performance at our Captive Power Plants on Power and water consumption.

Preserving land and biodiversity

The Company acknowledges that as a corporate citizen, its responsibility is to implement practices that lead to the preservation of land and biodiversity. None of its current operations were located near areas of high biodiversity value.



In memory of Late Mr. Jaidayal Dalmia, the Company celebrates 11th December as the ‘Day of Giving’ across the Group. On this day, talents pledge to do their bit to save the environment and leave a greener world for future generations. The Company associated with the Give Me Trees Trust for adopting tree clusters across Delhi-NCR under the #BreatheGreen campaign. As a part of this campaign, the Company:

- Planted and adopted 100 trees in Delhi-NCR
- Deployed 20 talents for collecting seeds and seedlings of native Indian plant species to be planted across the country
- Conducted a session on kitchen waste composting at the head office



Creation of bird habitats

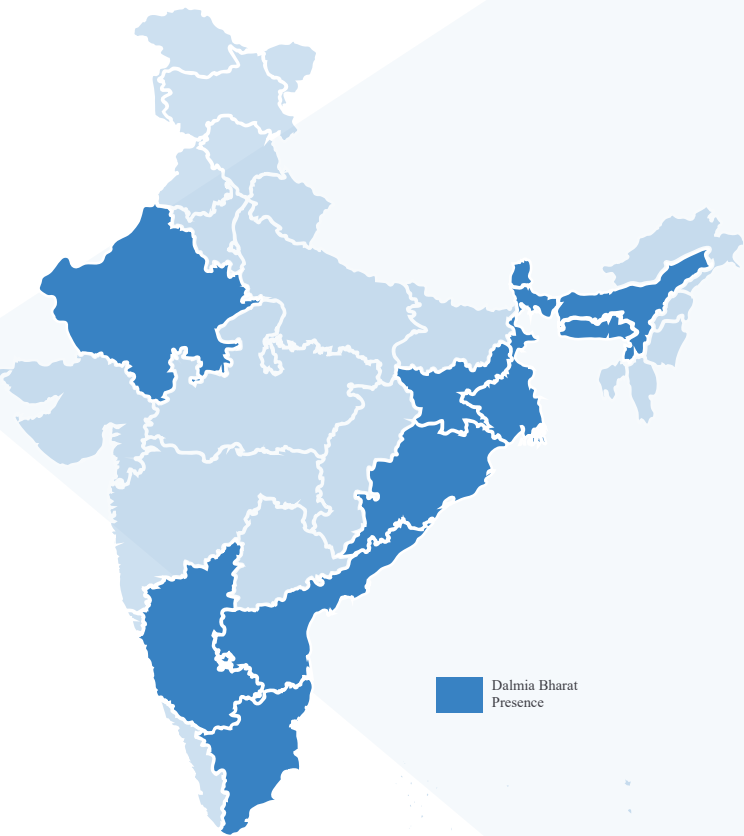
We have embarked on a project that envisions the development of an ecologically vibrant bird habitat that can host and propagate biodiversity across a region in a natural way. This initiative was started in Ariyalur and can enhance neighborhood value not only by hosting diverse bird species and associated biodiversity and ecosystems but also by providing rich forest produce for the benefit of local communities.

The Company has created bird habitats in Ariyalur, leading to the following benefits:

- The economic benefits resulting from the restoration of degraded ecosystems can be several times higher than the costs, as nature provides ecological services at almost no cost with respect to man-made or analog systems.
- The quality and quantity of both surface and sub-surface water improves.
- Increase food and water security resulting in the development of the local community and environment.
- Enhanced carbon sinks and socio-ecological resilience, help mitigate climate change.
- It is usually much cheaper to avoid degradation than to pay for ecosystem restoration when species and their assemblages and functions cannot be fully recovered.
- Protecting and restoring natural capital plays an important role in disaster mitigation and adaptation, helping to reduce risks of extreme events.
- Health improvement of the local community and multiple co-benefits to society, ranging from improved livelihoods and employment generation.

Social Capital

Community is a very important and often underrepresented stakeholder group that represents our perspective generation. The Company believes that incorporating the needs and interests of the community members creates positive outcomes for all the stakeholder groups, enhances the value of intangibles in the long run and lends an organization its ‘Social license to operate.’



Geographical footprint of CSR interventions implemented by DBL

The Company carries out its CSR programs in the vicinity of the manufacturing plants, through its not-for-profit arm, Dalmia Bharat Foundation (DBF). It also encourages its employees to volunteer in these initiatives. These programs begin with a need assessment and incorporate enhanced co-operation and involvement from the community leaders.

In FY19, the Company invested Rs 8 crore on CSR activities in 1200 villages spanning 11 states (Andhra Pradesh, Assam, Bihar, Chhattisgarh, Jharkhand, Karnataka, Meghalaya, Odisha, Rajasthan, Tamil Nadu and Bengal). These programs have benefitted over 8.5 lakh individuals till now. To strengthen the outreach population, the Company has forged partnerships with Corporates, Government, and NGOs to leverage resources, skills and expertise.

Value Creation Programs	SROI	Key metrics
* Soil and water conservation	4.0x	* Added water harvesting potential of 11.1m m ³
* Energy conservation and climate change mitigation	3.5x	* Avoided 25,723 tons of CO ₂ emissions
* Livelihood skill intervention	7.67x	* Increased income generation of people
* Social development	1.98x	* 1,87,454 beneficiaries to health camps * 15 Open defecation free villages

We have identified two key risks related to social capital – 1) Environmental concerns of the community about water and air pollution and 2) Demand for employment by the local community. We intend to mitigate these through our Soil and water conservation program and Skill-building programs, respectively.

CSR objectives and Intent

Objective	Medium Target	Long-Term
Harvest and conserve water for productive uses	14 mn m ³	50 mn m ³
Ensure access to clean cooking and solar lighting	500 villages	5000 villages
Transforming households	40,000	2,00,000
Add unemployed youth into skilled workforce for enhance income	17,600	1,00,000
Address basic health, education and rural infrastructural needs of the communities	900 villages	5000 villages

Soil And Water Conservation



India is an agrarian economy. Hence, the significance of soil and water cannot be overemphasized. The quality of soil and water is deteriorating due to environmental changes caused by unrestricted human activity. This has a domino effect on the community. Damages such as soil erosion, soil compaction and rise in water salinity cause significant loss of agricultural productivity and negatively impact the livelihoods of farmers.

Objective	Intent
<ul style="list-style-type: none">Undertake integrated watershed management project for effective management of soil and waterCreate water harvesting structures for effective water harvesting and managementPromote micro-irrigation techniques for optimal utilization of water for productive purposes	<ul style="list-style-type: none">2020: 14 million m3 of water harvesting potential2030: 50 million m3 of water harvesting potential

Our team has adopted a ‘synergistic water conservation approach’ which is implemented pan-India. It combines three inter-related and multi-faceted components, viz. water conservation, development of watersheds, and measures to increase water efficiency.



Water Harvesting

Construction and rejuvenation of water harvesting structures: check dams; village ponds, farm ponds

Watershed Development

Watershed projects in partnership with NABARD: Construction of field bunds, farm ponds, livelihood support, afforestation



Optimal Water Utilization

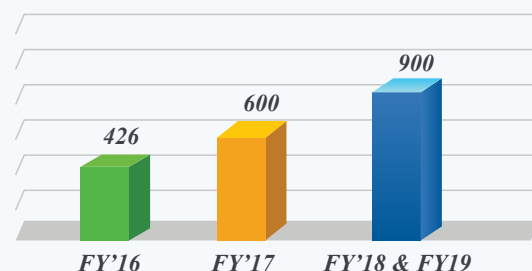
Optium water utilization: Use of drip irrigation and sprinkler system for using the available water efficiently.

Outcome and Impact

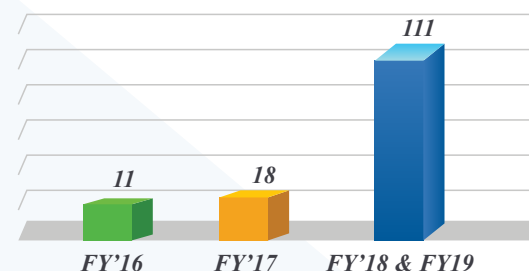
Through this CSR program, the Company has contributed towards recharging groundwater, enhancing access to irrigation and controlling soil erosion. In turn, it facilitated a rise in farm yield and positively impacted the livelihoods of over thirty thousand people across seven states (Maharashtra, Jharkhand, Uttar Pradesh, Tamil Nadu, Andhra Pradesh, Rajasthan, and Karnataka).

Our Social Return on Impact (SROI) assessment suggests that our interventions in Soil and Water Conservation have generated a value of 4.0x in the life of our stakeholders.

Land brought under
Micro-irrigation (acres)



Water Harvesting
Potential Added (lakh m³)



Farm Ponds*



Village Ponds*



Check Dams*

43

06

*Consolidated data for FY'18 and FY'19

Case Study



CSR Success Stories
Illuri Venketa Reddy
(Kadapa, Andhra Pradesh)

Subsistence Farming To An Agri-Entrepreneur

Illuri is a small farmer owning 4 acres of land. The water table had receded over 250 feet in his land due to a lack of water conservation practices. In 2017, our team and NABARD jointly picked up a watershed project, which encompassed Illuri's village. As part of the program, a check dam and check wall were constructed upstream of his land and, a farm pond with a water harvesting capacity of 800 m³ was dug on his farm. These resulted in improved soil moisture, a rise in the water table, better irrigation and 2.5 times rise in Illuri's annual agricultural income. Later, he sought our assistance to avail the Government subsidy to set-up drip irrigation on 2.5 acres of his land. Illuri is now a shareholder of the local Farmer's producer company and pursues agriculture as an entrepreneur.

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Energy conservation and climate change mitigation



Energy is a key enabler for socio-economic development of a nation. In the absence of adequate (unavailability of the central grid), reliable (power-cuts), affordable and clean energy (environmental pollution), communities cannot optimally contribute to the nation's growth. In India, more than 396 million (44.7% of the total rural population; 7.3% of urban population) people do not have access to electricity and 592 million (rural: 62.5%; urban: 20.1%) people still use firewood for cooking. These households depend on the fuel-based source of lighting and cooking, which are extremely polluting and harmful.

Objective	Intent
<ul style="list-style-type: none">• Creating awareness among communities about renewable energy and its importance by facilitating access to solar energy solutions and clean cooking practices.• Creating local entrepreneurs for promoting easy access to fuel-efficient cookstoves and solar energy products	<ul style="list-style-type: none">• 2020: Ensuring access to clean cooking and solar lighting in 500 villages• 2030: Ensuring access to clean cooking and solar lighting in 5,000 villages

Our team enabled access to renewable and other energy solutions for both cooking and lighting to reduce the communities' environmental footprint. The Company promoted fuel-efficient cookstoves and facilitated LPG connections for clean cooking. It also assisted communities to gain access to a reliable and cleaner source of lighting through the distribution of solar lighting systems.

Separately, DBF organized multiple behavior-change campaigns, which aimed to sensitize the communities regarding the harmful effects of kerosene, the importance of energy access for holistic development and clean energy benefits. DBF also distributed product samples and subsidized products to communities while highlighting their health and economic benefits in comparison with kerosene lamps.



Clean Cooking Solutions

Promoting clean cooking solutions: Clean solutions like fuel efficient cook stoves, biogas plants, LPG connection.

Clean households lighting solutions

Solar lights (solar lanterns, study lamps), home lighting systems and micro grids are provided to households.



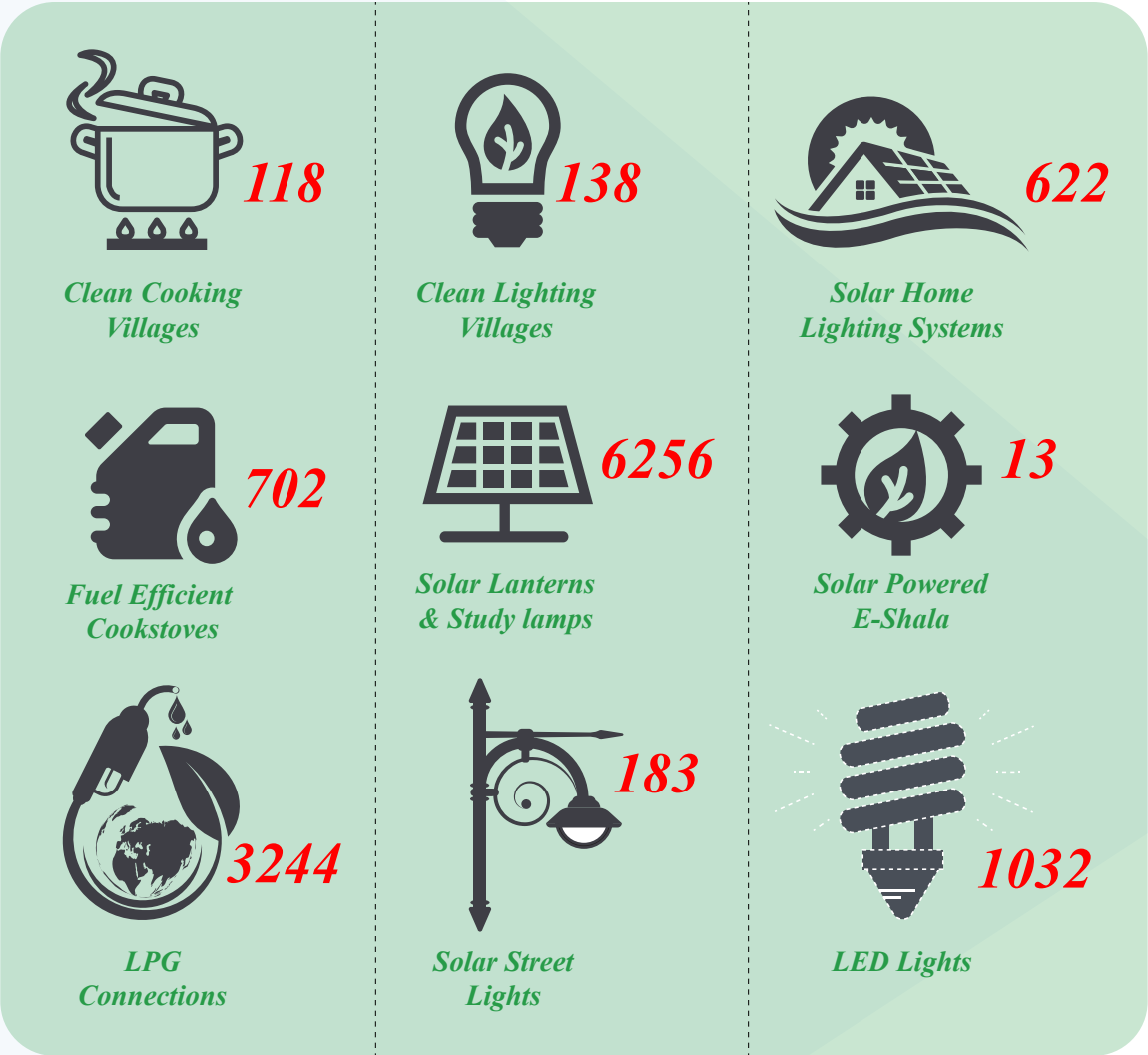
Clean Lighting Solutions For Streets

Solar streetlights are installed on the streets

Outcome and Impact

Our efforts yielded multiple outcomes such as reduced consumption of wood/coal, an increase in hours of electricity availability, cleaner and safer environment, reduction in expenses and most importantly an empowered community.

A significant, measurable impact of this program was that it helped avoid 25,723 tons of CO2 emissions. Our Social Return on Impact assessment suggests that our interventions in energy conservation and climate change mitigation have generated value of *3.05x in the life of our stakeholders.



*Consolidated data for FY'18 and FY'19

Case Study



CSR Success Stories
Nallaswamy
(Trichy, Tamil Nadu)

Doubling of Farm Income

Nallaswamy owns 5 acres of land and has an open-well for irrigation. Due to lack of resources, he was able to irrigate only 1 acre with the rest being rain-fed. As a result, his yield was poor and he had to pick up menial jobs to support his family. Incidentally, he attended a community meeting conducted by our team in his village informing farmers about subsidy for a solar-pump irrigation project of Government of Tamil Nadu. Nallaswamy sought help from us to avail of this subsidy and our team facilitated an early approval. Soon, a 5HP solar-powered irrigation pump was installed on Nallaswamy's well. He migrated to more rewarding crops and utilized the drip-irrigation method. It has helped him not only conserve water but also increased the yield, significantly.

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Livelihood Skill Training



India is the second-most populous country in the world. Despite this, we have an acute shortage of skilled manpower. This hinders the nation's potential to grow at the macro level and the quality and sustenance of life at the micro-level. As a corporate with pan-India presence, we work towards creating a better livelihood for people who work for us as well as those who live around us, to 'make our factory an island of prosperity'.

Objective	Intent
<ul style="list-style-type: none"> Enhancing employability by imparting skill development/vocational training to youth Facilitating the development of micro-enterprises Facilitating women's SHGs 	<ul style="list-style-type: none"> 2020: Transforming 40,000 households and adding 17,600 unemployed youths to a skilled workforce 2030: Transforming 2,00,000 households and adding 1,00,000 unemployed youths to a skilled workforce

DBF’s livelihood and vocational skill-based initiatives follow a holistic approach that includes aspects such as education, health, skill training, and awareness building workshops among others. These are customized to local needs which is determined through a detailed needs assessment encompassing potential livelihood possibilities, social norms, market outlook, gender equality, stakeholder engagements and available resource allocation towards building alliances and partnerships. Each project aims to empower beneficiaries to become community change-makers.

The Company imparts livelihood skill training through the *Dalmia Institute of Knowledge and Skill Harnessing (DIKSHA)* centers in Odisha, Tamil Nadu, Karnataka, and Uttar Pradesh. These centers train individuals to become beauticians, sales associates, sewing machine operators and domestic electricians, among others. Additionally, our team has collaborated with multiple partners for the Skill India campaign.

Access to low-cost finance is another aspect of this program. We engage in the creation of Self-Help Groups (SHGs) and farmer-producer organizations (FPOs) towards building market and financial linkages. This creates virtual circles of self-sustaining economies. The program is usually skewed in favour of women SHGs to empower them.




Skill Trainings

Livelihood based trainings: These trainings are provided to the youth including both men and women.

Income Enhancement Project

Promoting linkage to various Government schemes and training communities to increase income





Facilitating Community Based Organizations

Empowering Communities: Economically empowering communities through community based organizations e.g. FPOs and SHGs.

“ Case Study

Outcome and Impact

Increased income generation leading to the economic development of the area is the most desirable outcome of this intervention. Many of our beneficiaries were able to fulfill their entrepreneurial ambitions too.

Our Social Return on Impact assessment suggests that our interventions in Livelihood and Skills Training have generated value of *7.67x in the life of our stakeholders.



*Consolidated data for FY'18 and FY'19



CSR Success Stories
Haripriya Dhurua
(Jharsiguda, Odisha)

Optimism knits her future

Haripriya was born in a tribal family of 6 members and was 50% physically disabled with both her legs affected the most. She was very good in scholastics and continued education until standard 6 in her village. Later she had to drop out due to want of travel out of her village. She was determined to be independent and availed the Odisha Government scheme to meet her monthly travel cost to pursue an Industrial Sewing Machine Operator Course at DIKSHA skill center, 25 km away from her village. Post completion of her course, she got on board with Kitex Garments, Tamil Nadu and began to support her family with her monthly earning of Rs12744. She now wishes to set up a garment production unit in her village and provide employment to deserving needy.

Hard-work and perseverance

Harichandra had an acre-and-a-half of land allotted by the Government. It had no source of irrigation and therefore could not be productive. He was struggling to make ends meet when he met the DBF team. At that time, DBF was organizing a Village Development Committee (VDC) in his village to shoulder its livelihood-through-micro-finance project. Harichandar got a soft-loan of Rs20,000 under this project to purchase a buffalo. The family started selling milk and repaid the loan in seven months. They also prepared the land for the cultivation of Bengal Gram and Sorghum (jowar). With multiple incomes, Harichandra dug a bore-well for irrigation in his land and transformed his kutcha house to pukka house in 3-4 years. He currently owns 5 buffaloes and has purchased a car that his family operates as a taxi. He is now a director of the local FPC and his wife is the Chairperson of an all-women FPC of Milk Producers.



CSR Success Stories
Harichandra Reddy
(Kadapa, Andhra Pradesh)

”

Social
Development



Our intervention in the three CSR pillars discussed above aim to achieve socio-economic development of the communities in a sustainable manner. However, for this to happen, there is a need for basic resources and facilities such as education, health, sanitation and rural infrastructure such as roads, electricity, etc. As part of our need assessment, we identified the inadequacy of basic infrastructure in our communities of operation. Thus, the Company implemented several initiatives to establish these. We aspire to increase penetration of these facilities in far flung villages and strengthen community resources.

Objective	Intent
<ul style="list-style-type: none">To provide basic and primary healthcare services for the community at large.To engage with stakeholders for ensuring community development through infrastructure development	<ul style="list-style-type: none">2020: Addressing basic health, education and rural infrastructural needs of the communities of up to 900 villages2030: Addressing basic health, education and rural infrastructural needs of the communities of up to 5,000 villages

The Company carries out serval projects on preventive healthcare awareness, immunisation, eye care, maternal health, child care and healthcare for differently-abled. Our team of doctors identify high risk patients and conduct regular check-ups. Medicines are distributed to needy patients in collaboration with government hospital and nutritional solutions are shared with pregnant and lactating mothers.

We initiated a village sanitation campaign ‘Clean India Programme’, in-line with the GoI’s program. Herein, the Company promotes construction and use of toilets that has led to villages achieving Open Defecation Free (ODF) status. It also conducts sanitation related behaviour change programs and aspires that all government schools have functional toilets that are regularly maintained and used by students.

The Company engages in value-based educational programs (like ethical values, leadership, gender equality), academics and sporting events. The interventions include improving school infrastructure, teacher training, teaching children with learning disability, and functional literacy programs for adults.

Our team undertakes construction of community infrastructures such as roads, wells, ring-well sheds, drains, community centres, schools, and anganwadi buildings, on request of local community. We believe this has a multiplier effect on the socio-economic development of the community.



Health & Sanitization

Health camps, awareness camps are organized and individual toilets and school sanitation blocks are constructed.

Education
Improving education facilities through Dalmia happy school project -infrastructure, TLMs,BALA Art

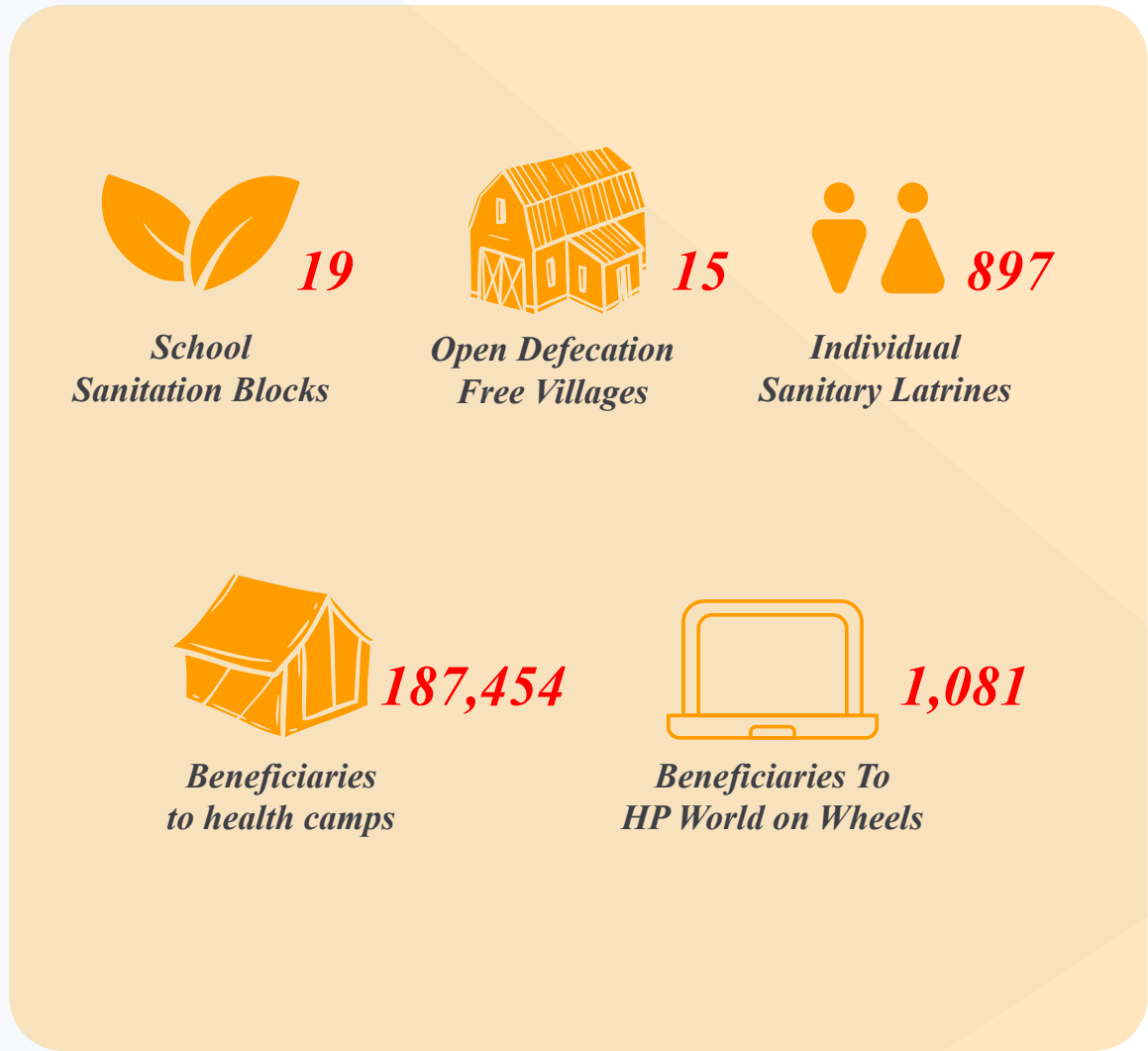


Rural Infrastucture & Community Development

Rural infrastructure like drinking water, roads, community halls and veterinary camps, awareness camps, etc.

Outcome and Impact

Our Social Return on Impact assessment suggests that our interventions in Social Development has generated value of *1.98x in the life our stakeholders.



*Consolidated data for FY'18 and FY'19

“ Case Study



CSR Success Stories
Eugene Durongpi
(Umrongso, Assam)

Torchbearer of education

Eugene (Founder, Headmaster) belongs to a remote tribal hamlet of Umrongo in Assam. She established a charitable school in her late father's name, “Lovelywell Durong Memorial School”, with meagre resources by selling off some pigs. She constructed a small classroom for preparatory schooling in her home and started the school with 15 students residing in neighbouring villages. She reached out to DBF to contribute in terms of basic school infrastructure. The Foundation worked with her to provide basic infrastructure, safe drinking water facility, school furniture, solar study lamps and more. Today, the school that was started with just 15 students, has 200 students upto class VII.

”

Digital Inclusion and Learning Labs – HP World on Wheels (WOW)



Chandrika at Verapala village, feels deeply motivated with her learnings of e-mail writing and MS Office like Word, PowerPoint and Excel. This initiative, implemented by DBF, aims at providing computer and digital literacy to students in remote villages and strengthening awareness on agriculture, health and government programs at the ground.

Strengthening Infrastructure At Peddakomerla Village

Swathi, a resident of Peddakomerla Village, studies in ZPH School. She is exhilarated with the presence of Dalmia Bharat in her village. She, along with her classmates, has benefitted through improved teaching class experience, English speaking sessions and yoga classes through the organisation's intervention programs. Her school was also facilitated with an upgraded water system, a bio-toilet complex and a playground.



Community Engagement

The Company engages with various community-level stakeholders such as individual beneficiaries, gram panchayats, and project committees to understand needs and share information. They also facilitate collaboration with relevant government departments and grass root level helpers such as ASHA workers, Anganwadi workers, etc. to deliver CSR programs.

Every fortnight, they conduct meetings with project beneficiaries, in addition to ongoing dialogues and field visits. They also attend Gram panchayat meetings to ensure proper dissemination of information about the programs and the availability of opportunities for the beneficiaries. To ensure the sustainability of projects and for structured dissemination of information, the Company develops human capital such as FPOs, SHGs, Village Watershed Committees, School Sanitation Committees, adolescent groups, etc.

We use various mediums to engage with the community on a monthly/ quarterly basis

- Use of traditional media like street plays through Kala Jatha groups, folklore, local artists
- Rallies on social issues in villages, schools, etc.
- Video programs on social issues in villages
- Using our HP World on Wheels and Common Service Labs to spread information on important issues through Digital Medium
- Students and Teachers of DIKSHa
- Information education campaigns on various projects like wall paintings, banner displays, posters, pamphlets, etc.
- Community events on local festivals such as sports for children, games, rangoli competition for women.
- Cultural and history plays.

Project Monitoring

The local administration and the implementing partners form a part of the Project Monitoring Committees (PMCs) of a project. The PMC regularly visits the field to evaluate our work.

Disclosure

The company discloses CSR related information to its stakeholders through various mediums, listed below. We also develop case studies of our project, which are shared with the stakeholders, regularly.

- I. Company's Website – www.dalmiabharat.com
- II. Company's Annual Report –
- III. Corporate Foundation's Website and Annual report – www.dalmiabharatfoundation.org
- IV. Social Media Handles like Twitter/ Facebook/ LinkedIn
- V. Through press releases for specific CSR activities
- V. Through screening of video documents - https://www.youtube.com/results?search_query=dalmia+csr.

ROSHNI- Employee Volunteering programme

ROSHNI is the company’s Employee Volunteering Program. It is based on an exchange of skills and knowledge, where both the volunteer and the organization get something meaningful out of the experience. This ensures that employees have a more satisfying volunteering experience and a good working relationship with the voluntary organization.

We have partner NGOs where the employees go and contribute to having a meaningful impact. Each employee is required to contribute 2 working days (8 hours per day) per year to locally selected projects in the realm of water conservation, renewable energy, education, skills training, disability, working with elders, health or job creation, etc. Many employees regularly go and volunteer in these organizations.

Our employees have also offered help during calamities such as the Uttarakhand earthquake, Nepal Earthquake, Chennai floods, Odisha floods, etc. During the Odisha floods, volunteers set up a 24-hour kitchen for more than a fortnight and also enabled engineering students to go to villages to help repair homes in villages. We also organize food donation drives, blood donation camps, collection drives among others across our company locations.

ISO 26000 Standards Reference Index

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GCCA Indicators

<i>Basic Parameters</i>	<i>Unit</i>	<i>FY'18</i>	<i>FY'19</i>
<i>Clinker production</i>	<i>million tons/year</i>	<i>10.5</i>	<i>11.8</i>
<i>Cement production</i>	<i>million tons/year</i>	<i>16.3</i>	<i>18.5</i>
<i>Cementitious production</i>	<i>million tons/year</i>	<i>16.6</i>	<i>18.4</i>
<i>CO2 Emissions</i>			
<i>Total direct CO2 emissions – gross</i>	<i>million tCO2/year</i>	<i>8.96</i>	<i>10.16</i>
<i>Total direct CO2 emissions – net</i>	<i>million tCO2/year</i>	<i>8.89</i>	<i>10.07</i>
<i>Specific CO2 emissions – gross</i>	<i>kg/t of cementitious material</i>	<i>542</i>	<i>551</i>
<i>Specific CO2 emissions – net</i>	<i>kg/t of cementitious material</i>	<i>537</i>	<i>546</i>
<i>Emissions</i>			
<i>Overall coverage rate</i>	<i>%</i>	<i>100%</i>	<i>100%</i>
<i>Coverage rate continuous measurement</i>	<i>%</i>	<i>100%</i>	<i>100%</i>
<i>PM Emission Absolute*</i>	<i>Tons/year</i>	<i>382</i>	<i>406</i>
<i>PM Emission Specific*</i>	<i>g/tonne clinker</i>	<i>44.1</i>	<i>41.6</i>
<i>NOx Emission Absolute*</i>	<i>Tons/year</i>	<i>9,195</i>	<i>10,594</i>
<i>NOx Emission Specific*</i>	<i>g/tonne clinker</i>	<i>1,062</i>	<i>1,036</i>
<i>SOx Emission Absolute*</i>	<i>Tons/year</i>	<i>362</i>	<i>365</i>
<i>SOx Emission Specific*</i>	<i>g/tonne clinker</i>	<i>41.8</i>	<i>37.5</i>
<i>Fuels and Raw Material</i>			
<i>Kiln fuels</i>	<i>million tons/year</i>	<i>1.82</i>	<i>1.82</i>
<i>Total Energy from fuels used in clinker production</i>	<i>TJ/year</i>	<i>33,255</i>	<i>38,233</i>

<i>Alternative fuels</i>	<i>tons/year</i>	<i>44,619</i>	<i>67,125</i>
<i>Energy from alternative fuels</i>	<i>TJ/year</i>	<i>853</i>	<i>1,125</i>
<i>Alternative fuel rate (kiln fuels)</i>	<i>%</i>	<i>2.6</i>	<i>2.9</i>
<i>Biomass fuels</i>	<i>tons/year</i>	<i>5,418</i>	<i>11,874</i>
<i>Energy from biomass fuels</i>	<i>TJ/year</i>	<i>184</i>	<i>323</i>
<i>Biomass fuel rate (kiln fuels)</i>	<i>%</i>	<i>0.60</i>	<i>0.8</i>
<i>Total raw materials for clinker produced</i>	<i>million tons/year</i>	<i>22.0</i>	<i>24.5</i>
<i>Total alternative raw material for clinker produced</i>	<i>million tons/year</i>	<i>6.2</i>	<i>6.8</i>
<i>Alternative Raw Materials rate (% ARM)</i>	<i>%</i>	<i>28%</i>	<i>28%</i>
<i>Specific heat consumption for clinker production</i>	<i>MJ/tonne</i>	<i>3,156</i>	<i>3,237</i>
<i>Clinker/cement (equivalent) factor</i>	<i>%</i>	<i>63</i>	<i>64.1</i>
<i>Safety</i>			
<i>Number of fatalities, directly employed</i>	<i>Number</i>	<i>Zero</i>	<i>Zero</i>
<i>Number of fatalities, contractors and sub-contractors</i>	<i>Number</i>	<i>1</i>	<i>2</i>
<i>Number of fatalities, third parties</i>	<i>Number</i>	<i>Zero</i>	<i>Zero</i>
<i>Number of lost time injuries (LTI), directly employed</i>	<i>Number</i>	<i>Zero</i>	<i>Zero</i>
<i>Number of lost time injuries (LTI), contractors and sub- contractors</i>	<i>Number</i>	<i>6</i>	<i>8</i>
<i>LTIFR, directly employed</i>	<i>Number</i>	<i>Zero</i>	<i>Zero</i>
<i>LTIFR, contractors and sub-contractors</i>	<i>Number</i>	<i>0.30</i>	<i>0.38</i>
<i>LTI severity rate, directly employed</i>	<i>Number</i>	<i>Zero</i>	<i>Zero</i>

<i>Water</i>	<i>Unit</i>	<i>FY'18</i>	<i>FY'19</i>
<i>Total Water withdrawal</i>	<i>million m3/year</i>	<i>2.51</i>	<i>2.85</i>
<i>Water discharge</i>	<i>million m3/year</i>	<i>Zero</i>	<i>Zero</i>
<i>Water Consumption (Total Water withdrawal-Water Discharge)</i>	<i>million m3/year</i>	<i>2.51</i>	<i>2.85</i>
<i>Amount of Water Consumption per unit of product</i>	<i>Litres/tonne of cementitious material</i>	<i>151.6</i>	<i>154.8</i>
<i>Number of sites</i>	<i>Number</i>	<i>13</i>	<i>13</i>
<i>Number of sites with a water recycling system</i>	<i>Number</i>	<i>9</i>	<i>9</i>

**Excluding data for Umrangshu and Meghalaya site*

Annexure 1 – List of Abbreviation

<i>CaCO3</i>	<i>Calcium Carbonate</i>
<i>CAGR</i>	<i>Compound Annual Growth Rate</i>
<i>CaO</i>	<i>Calcium Oxide</i>
<i>CDP</i>	<i>Cluster Development Programme</i>
<i>CPLC</i>	<i>Carbon Pricing Leadership Coalition</i>
<i>CSI</i>	<i>Cement Sustainability Development</i>
<i>CSR</i>	<i>Corporate Social Responsibility</i>
<i>DRDO</i>	<i>Defence Research and Development Organisation</i>
<i>EBITDA</i>	<i>Earnings before Interest, Tax, Depreciation, Amortization</i>
<i>EHS</i>	<i>Environment Health safety</i>
<i>ESG</i>	<i>Environmental, Social And Governance</i>
<i>ESI</i>	<i>Employees State Insurance</i>
<i>ESP</i>	<i>Electrostatic Presipitators</i>
<i>GHG</i>	<i>Green House Gases</i>
<i>GST</i>	<i>Goods and Service Tax</i>
<i>HO</i>	<i>Head Office</i>
<i>IBBI</i>	<i>India Business and Biodiversity Initiative</i>
<i>IGAs</i>	<i>Income Generating Activities</i>
<i>IMRB</i>	<i>Indian Market Research Bureau</i>
<i>ISO</i>	<i>International Organisation for Standardization</i>
<i>KRA</i>	<i>Key Result Areas</i>
<i>LCTPi</i>	<i>Low Carbon Technology Partnerships Initiative</i>

<i>MnT</i>	<i>Metric Ton</i>
<i>MW</i>	<i>Mega Watt</i>
<i>NAAQMS</i>	<i>National Ambient Air Quality Standards</i>
<i>NABARD</i>	<i>National Bank for Agriculture and Rural Development</i>
<i>NOx</i>	<i>Nitrogen Oxide</i>
<i>OHSAS</i>	<i>Occupational Health and Safety Assessment Series</i>
<i>PAT</i>	<i>Perform Achieve Trade</i>
<i>PV</i>	<i>Photovoltaic</i>
<i>R&D</i>	<i>Research and Development</i>
<i>SDGs</i>	<i>Sustainable Development Goals</i>
<i>SEBI</i>	<i>Securities and Exchange Board of India</i>
<i>SO3</i>	<i>Sulphur Trioxide</i>
<i>Sox</i>	<i>Sulphur Oxide</i>
<i>TERI CBS</i>	<i>The Energy And Resources Institute - Council for Business Sustainability</i>
<i>UNGC</i>	<i>United Nations Global Compact</i>
<i>WBCSD</i>	<i>World Business Council for Sustainable Development</i>



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