

Responsible Infrastructure



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About the Report

Responsible Infrastructure 2019-20 is the 11th Annual Sustainability Report of Hindustan Construction Company Ltd. This report documents our economic, environmental and social performance during the reporting period. This report also reiterates our commitment towards building a sustainable future.

Report Approach

This report has been prepared in accordance with the GRI Standards: Core Option. The report presents management disclosure and performance highlights on the key sustainability issues material to the company. The reporting period is the financial year ending on March 31, 2020. GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report. This report includes the 12th consecutive annual 'Communications on Progress' (COP) on the United Nations Global Compact's CEO Water Mandate Initiative, covering the same reporting period. The Report is also aligned to responsibilities of businesses in India issued by the Ministry of Corporate Affairs, Government of India.

Report Content

Our Sustainability Report includes data of our operations for the reporting period 1 April 2019 to 31 March 2020. Data pertaining to workforce, including safety, environment, supply chain and community initiatives have been compiled using our centralized database at Corporate office, while it has been verified from individual project sites. The economic performance data disclosed in this report is aligned to the audited financials published in our Annual Report FY 2019-20.

Report Scope and Boundary

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

External Assurance

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

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

Message from the Chairman & Managing Director



Dear Reader,

I am happy to present our 11th Sustainability Report. This Report upholds our legacy of being a responsible corporate citizen and showcases the focused approach that has enabled us to create shared value. The 2019-20 report tracks our performance across the triple bottom line, including environmental responsibility, stakeholder engagement, and business sustainability.

This report includes our 12th consecutive Communication on Progress (COP) on the U.N. Global Compact's CEO Water Mandate, to which HCC is a signatory. The report adheres to the GRI Standards and is independently assured by a third party agency.

This year, the lockdown imposed to battle the spread of COVID19 had a material effect on the infrastructure sector. Though the government has announced COVID19 as Force Majeure and accordingly project durations will suitably be extended, operations in the near term will likely be affected while dealing with a shortage of labour, supply chain disruptions, tighter working capital conditions, etc.

HCC was already passing through a challenging financial situation, and this lockdown has struck a severe blow. However, we at HCC believe that every crisis brings an opportunity too. And in the hour of crisis, the true mettle of our character is also tested. Resilience, rigour, and resolve to perform against all odds is the true character of everyone at HCC. In such an environment, HCC is focused on making its balance sheet lighter and improving its cash flows while driving organisational change that is aimed to deliver operational robustness.

I am proud that HCC has completed the Indian Navy's largest drydock in Mumbai to accommodate the largest Aircraft Carrier INS Vikramaditya. Defence Minister Mr. Rajnath Singh inaugurated the dock. The Company is also the first contractor among all packages to complete the entire length of twin tunnels using TBMs on Mumbai Metro Line 3. In Delhi, two crucial projects built by HCC, the 4.29 km long Dwarka-Najafgarh Corridor of Delhi Metro's Grey Line and the Rao Tula Ram (RTR) flyover, were inaugurated by Delhi's Chief Minister Arvind Kejriwal.

We have adopted sustainable construction practices that have reduced the dependency on fossil fuel by using more grid supply at various projects. This initiative has helped in reducing the D.G.HSD consumption and correspondingly reduced GHG emission by 1817 ton CO₂eq. Our continued emphasis on improving environmental, health, and safety management systems have helped us achieve 48.6 million safe manhours across our project sites.

Our in-house water stewardship programme has helped enhance the sustainability of our operations. This year, the water use efficiency across operations, accompanied by a community-based water conservation intervention, has helped conserve more than 1000 million water liters. HCC has maintained Water Positive status for the sixth consecutive year. Besides efficient water usage in our operations, we also ensure that communities in the vicinity have better access to water.

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

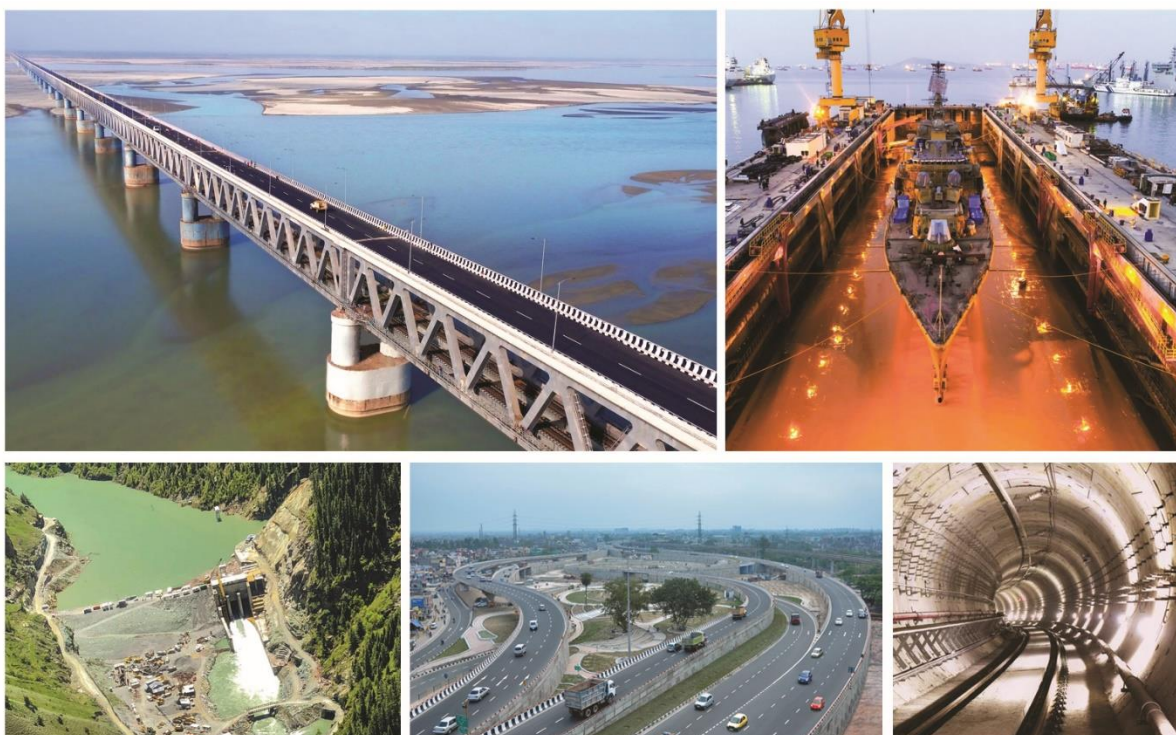
Ajit Gulabchand

Chairman and Managing Director

Organisational Overview

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

With an engineering heritage of nearly 100 years, HCC has executed a majority of India's landmark infrastructure projects, having constructed 27% of India's Hydel Power generation and over 60% of India's Nuclear Power generation capacities, over 3,960 lane km of Expressways, and Highways, more than 360 km of complex Tunnelling and over 383 Bridges. Today, HCC Ltd. serves the infrastructure sectors of Transportation, Power, Buildings & Industrial, and Water.



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

HCC's commitment to 'Responsible Infrastructure' has been time enduring, with social obligation and environmental responsibility becoming integral principles in its business goals. Its initiatives encompass Disaster Relief, Water Sustainability, Education, Health, and Community Initiatives. HCC's sustainability reporting from 2010 to 2019 has been as per the GRI Reporting Framework. Disaster Relief forms a significant area of focus at HCC. The company is a founder member of the Disaster Resource Network of India. It has steered emergency response teams and rehabilitation to several locations struck by natural disasters.

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

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

The Board of Directors at HCC

Ajit Gulabchand	Chairman & Managing Director
Arjun Dhawan	Group CEO & Whole-time Director
Rajas R. Doshi	Independent Director (upto September 26, 2019)
Ram P. Gandhi	Independent Director (upto September 27, 2019)
Sharad M. Kulkarni	Independent Director (upto December 24, 2020)
Anil C. Singhvi	Independent Director
Dr. Omkar Goswami	Independent Director (upto September 26, 2019)
N. R. Acharyulu	Non-Executive Director
Santosh Janakiram	Independent (w.e.f. June 17, 2020)
Mahendra Singh Mehta	Independent (w.e.f. June 17, 2020)
Mukul Sarkar	Nominee Director (w.e.f. February 02, 2020)
Samuel Joseph	Nominee Director (upto October 30, 2019)
Mita Dixit	Independent Women Director (w.e.f. February 02, 2020)

Further details of our corporate governance are available in the Annual Report FY 2019-20 on our website:

[HCC ANNUAL REPORT 2019-20](#)

(click to download)

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

Business Profile

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

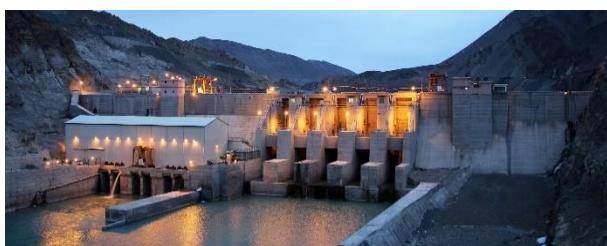
TRANSPORTATION



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

3960 lane km of Expressways and Highways | 383 bridges

HYDRO POWER PROJECTS



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

27% of India's Hydel Power generation

NUCLEAR POWER PROJECTS:



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

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

WATER SOLUTIONS:



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

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

BUILDINGS AND INDUSTRIAL:



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

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

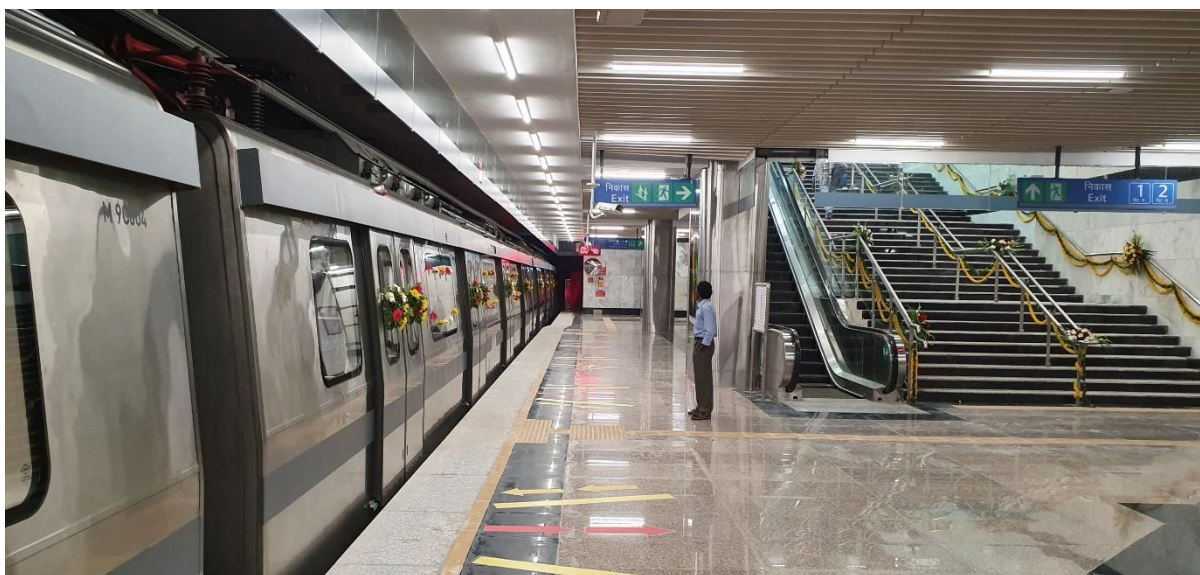
Few Recent Project Completion

Aircraft Carrier Dock, Mumbai, Maharashtra



- The state-of-the-art Aircraft Carrier Dry Dock built by HCC was inaugurated by Defence Minister Rajnath Singh on September 28, 2019.
- It has been built to accommodate the Aircraft Carrier INS Vikramaditya, the Navy's Flagship.
- It is the country's first dry dock built in the sea and the largest dry dock of the Indian Navy.

Delhi Metro project – Pkg – CC66



- The 4.29 km long Dwarka-Najafgarh Corridor of Delhi Metro's Grey Line was formally flagged off on October 04, 2019. The corridor consists of three stations – Dwarka (interchange with Blue Line), Nangli and Najafgarh.
- The metro project helps in the transition towards utilization of more public transport facilities thereby contributing to the reduction in air pollution of the city.
- The project also helps citizens reduce their cost of transportation.

RTR Flyover, Delhi



- The Rao Tula Ram (RTR) flyover, popularly known as Munirka flyover in Delhi was inaugurated by Mr. Arvind Kejriwal, Chief Minister of Delhi, on July 16, 2019.
- With the inauguration of the second RTR flyover the traffic volume on RTR Marg has reduced by approx. 50%.
- As per the study conducted by the PWD, the smooth and uninterrupted movement of traffic on this corridor is expected to save around 13,200 litres of diesel per day.
- Also lead to reduction of 25.8 tone/ day in carbon dioxide emission, bringing relief to Delhi residents

Training Building at FRFCF, IGCAR



- HCC has successfully completed the construction of the Training centre building of the Fast Reactor Fuel Cycle and Fuel reprocessing facility (FRFCF) of the Indira Gandhi Centre for Atomic Research (IGCAR), Kalpakkam, Tamil Nadu.
- The building has received Green Building's LEED Gold certification with a rating of 63 points.

Vision

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

Mission

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

Awards and Recognitions

2019:

- Bogibeel Rail cum road bridge has been bestowed with an award in the 'Infrastructure excellence' category at the world Infrastructure congress awards 2019 organized by mindscape exhibition Pvt. Ltd.
- Bogibeel Rail cum road bridge and Maroshi Ruparel Tunnel project has been bestowed with Dun & Bradstreet (D&B) Infrastructure awards 2019 under the category 'Railways and water supply & sanitation' respectively.
- 'ACCE(I) Sarvamangala Award 2019' to Bogibeel Rail cum Road Project for Excellence in construction in the field of Engineering
- Quality award for "Reduction of Weld Repair to 5% Level" is obtained from Quality Council of India for Bogibeel Rail cum Road Bridge Project.
- Kishanganga HEP in J&K has been adjudged the ICI Awards under the best concrete structure category. The award was presented at the annual awards function in New Delhi.
- RAPP 7 & 8 project in Rajasthan and Sawalkote HEP in J&K has won the National Safety Award for the performance year 2017.

2020:

- 'Ministry of Road Transport and Highways (MoRTH) - Gold Award' to Baharampore Farakka Highways Ltd (Chandernore Toll Plaza) for Excellence in Toll Plaza Management
- 'Ministry of Road Transport and Highways (MoRTH) - Champions Award' to Farakka Raiganj Highways Ltd (Laxmipor Toll Plaza) for Excellence in Toll Plaza Management
- 'Ministry of Road Transport and Highways (MoRTH) - Champions Award' to Farakka Raiganj Highways Ltd (Bagsarai Toll Plaza) for Excellence in Toll Plaza Management

Memberships

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

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

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

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

Advocacy

Mr. Ajit Gulabchand, Chairman and Managing Director has delivered numerous keynote addresses and participated in several prestigious and internationally recognized sustainable development events. Some of his key participations in various global forums in FY 2019-20 are listed below:

- 26-28 April 2019: World Economic Forum, Community of Chairman, Annual Retreat 2019
- 8 July 2019: World Economic Forum on India 2019 Brainstorming Workshop, New Delhi
- 3-4 October 2019: World Economic Forum, India Economic Summit, New Delhi

Our Approach to Sustainability

Management Approach

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

Stakeholder Engagement:

We have systematically identified, prioritised, and engaged with a diverse set of stakeholders considering the present and potential impacts of our business on them and vice versa. We revisited our list of key stakeholders and material topics and validated them for their relevance to our operations for the current reporting FY 2019-20.

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

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

Material Topics

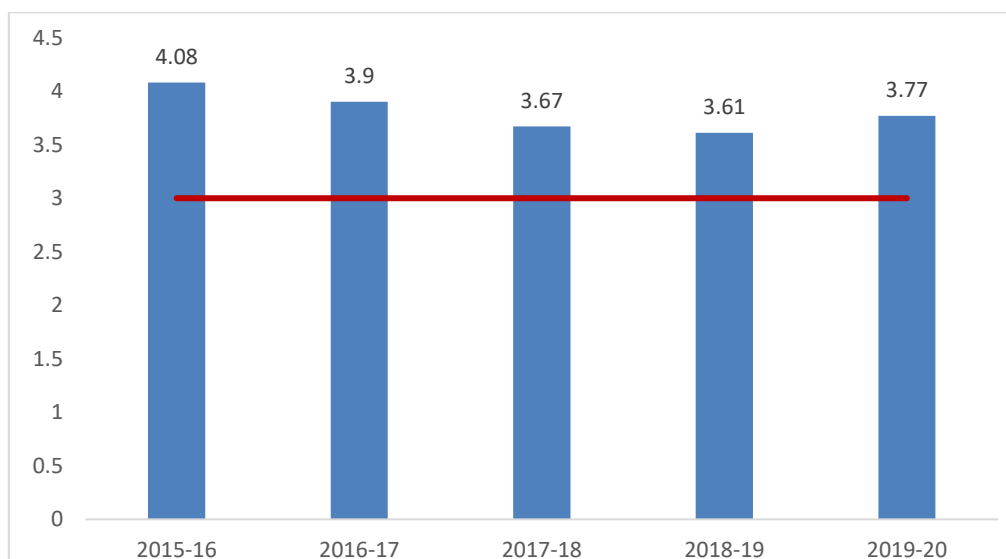
The material topics that have the impact on the business considering principles set by GRI standards are as follows:

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

Formalized Customer Feedback System

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

Customer Satisfaction Index (average)



Business Development:

As an essential part of the business development process, we interact with clients of the upcoming projects during pre-qualification and at various stages of the bidding cycle to understand their expectations. It includes understanding project requirements, visiting the site to ascertain project execution feasibility, construction methodology, logistics, risks, and mitigation measures. If needed, a strategic partnership is formed with international contractors for new technology or sharing the expertise required to execute large and technically complex projects. A 'Partner Management' approach has been adopted to bid specific interactions with the joint venture partners. Over the last five years, HCC has aligned itself to the changing needs of Indian Infrastructure by focusing on the transport and energy sectors. Our order book as of 31 March 2020 is INR 168.57 billion.

Risk Management

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

Supply Chain

As a diversified infrastructure company, HCC's supply chain comprises of multiple suppliers/ stakeholders that are spread across the country. Labour contractors, technology/ equipment providers, joint venture partners, and raw material suppliers are an integral part of our supply chain, with cement, aggregates, steel being the essential raw materials for us. HCC believes in creating

sustainable partnerships with all its Business Partners, who play a vital role in helping us deliver quality products and services safely, ethically, and responsibly. Every supplier and contractor evaluate and given separate weightage for OHSE compliance and preference is given to the ISO 14001 and ISO 45001/OHSAS 18001 certified supplier or contractor.

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

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

Our Employees

Management Approach

As a progressive thinking organisation, we consider our people as key and critical to achieving sustainable growth. We deploy programs and initiatives with people development, learning, health, safety and wellbeing in mind. We firmly believe that to remain competitive, we need a best-in-class workforce which can be built by safeguarding human rights (by providing equal opportunity and adopting non-discrimination), continuous learning including on the job practical learning and adopting people policies aimed towards achieving these objectives.

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

Attracting Talent

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

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

Employee Wellbeing

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

Skills Development

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

Graduate and management trainees are provided with focussed trainings through a combination of classroom and on-the-job training as well as special assignments. These training programs, together with coaching and

mentoring provided by seniors, help them transition smoothly into corporate life within HCC. We also focus on training the workers; including sub-contract and PRW staff, in order to upgrade their skills, creating a safe working environment and contributing to their continued employability.

Performance Management System

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

Zero Tolerance to Discrimination

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

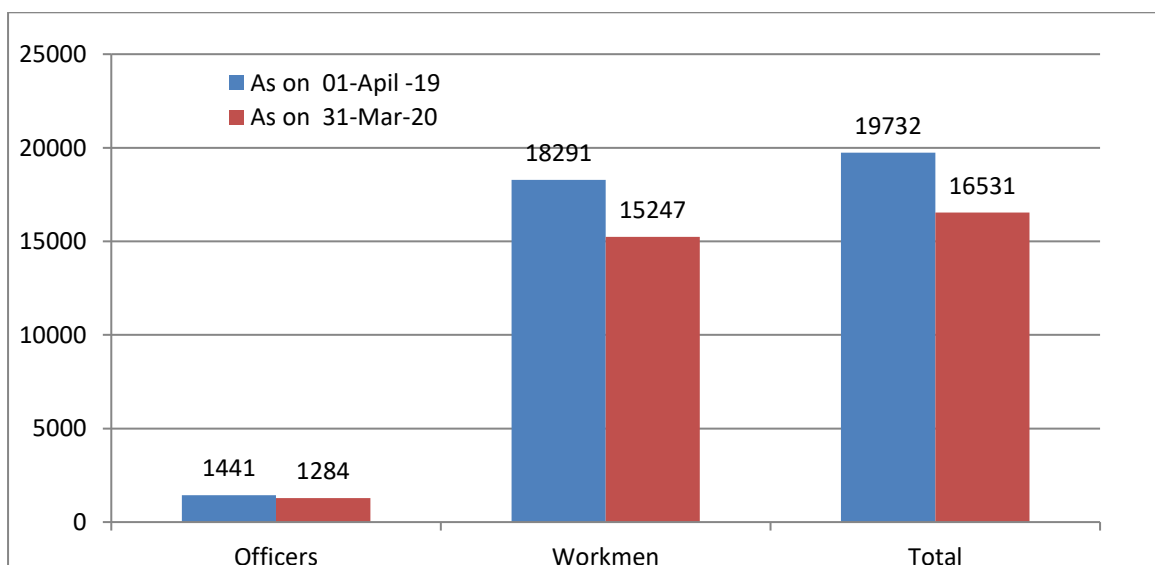
Contract Workmen

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

Employment

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

As of 31 March 2020, our total workforce strength (HCC Engineering & Construction business) was 16,531. This comprised of 1,233 Senior, Middle and Junior Management Officers, 51 Trainees, Apprentices and Short-term Contracts, as well as 15,247 Workmen (on project rolls, sub-contracted and piece rate workers).



A snapshot of our employment data, as of 31st March 2020 is presented below:

Social Performance – Key Performance Indicators ¹	FY 2019-20
Total Workforce	
Workforce by Level of Employment	
Officers (Senior, Middle, Junior Management)	1,233
Others (Short Term Contracts, Trainees etc.)	51
Workmen (Excluding FTC)	15,247
Workforce by Type of Contract	
Permanent Employees	4,743
Sub-contract	3,675
Piece-rate Workers	6,829
Fixed-term Contract	73
Workforce by Gender (excluding Workmen)	
Male	1,241
Female	43

The details of employee turnover and new employee hires in FY 2019-20 are presented in the table below:

	Employee turnover in FY19-20 (Rate)	Number of new hires In FY 19-20
Male	435 (33.14%)	293
Female	19 (38.00%)	4
< 30 years	173 (70.33%)	163
30-50 years	203 (24.85%)	106
>50 years	78 (26.04%)	28

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

Project Incentive Scheme

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

Employee Benefits

Our Compensation Structure has been reviewed and the officers are provided with flexibility to determine the amount of Basic Salary in three options. Also, the flexibility has been provided to the

¹All workforce figures are as of 31 March 2020 and pertain to all active project sites of the Company; HCC has pan-India presence and does not report regional breakdown; None of our project sites fall within areas defined as insecure.

officers to determine on certain components whether to avail on monthly or annual basis. Certain tax friendly options have also been provided to the officers.

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

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

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

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

Diversity and Equal Opportunity

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

We remain committed to gender diversity and all our hiring and career progression activities, employee remuneration and benefits, initiatives and engagements are non-discriminatory. While the nature of our business and remote locations of our project sites does not allow for a suitable working environment for women employees, our corporate office employs around 50 women employees. There were 18 women employee participants in training programs conducted in FY 2019-20, amounting to 236 hours of training. The table below shows the ratio of basic salary and remuneration of women to men for each employee category:

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

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

Return to Work after Parental Leave	
Number of Employees Entitled (all Women)	43
Number of Employees Availed and Returned	-
Number of Retentions 12 Months After Return	-

Employee Training and Development

We strive to provide the best learning opportunities to our employees and workers. A variety of technical and functional programs catering to specific needs of various project sites, functional areas and individual development needs were conducted during 2019-20.

Key training sessions conducted for officers include:

- Risk Management
- Equipment Management
- Concrete Technology
- Advanced MS Excel 2007 / 2010
- Advanced Materials Management
- Project Planning & Control
- Project Accounts Managers Development Program
- GST Implementation Programs (Specific to functional departments like BD & Tendering)
- QA/QC in Construction
- Improving Ergonomics in Office workspace
- Behaviour Based Safety
- Workplace Ergonomics
- Environment Protection at site
- Housekeeping & Site Logistics
- Construction Safety

Key training sessions conducted for workers during the reporting year include:

- Basic Construction Safety
- Defensive Driving
- Operation and maintenance of various construction equipment
- Construction Methodology modules

The table below shows average employee training man-hours received by employees in FY 2019-20:

Average Employee Training Man-hours by Level of Employment	
Officers	6.64
Trainees	35.09
Workers	2.88

Average Employee Training Man-hours by Gender (Trainees included)	
Officers (Male)	7.86
Officers (Female)	4.72

We do not discriminate between male and female employees for training.

Out of the programs organised for officers, some of them are central programs conducted at Head Office. These are primarily Functional & Technical Skills Development Programs and some of Health & Safety programs. Highlights of these programs are given below:

Functional, Technical & Safety Training Programs

To enhance functional & technical skills, training programs like "Advanced Materials Management", "Equipment Management", "Project Planning & Control", "MS Project 2010", "Concrete Technology", "Accounts Managers Development Program" etc, were conducted at Head Office for the officers working in those functions at head office and project sites. These programs were designed to equip the officers to play effective role in project sites and make a positive impact in the day-to-day functioning. These programs were conducted by a team of internal and external experts.

A 2-day Risk Management training program was organised for a group of around 25 senior personnel comprising of Project Managers, Project Directors and Heads of Department. The training program was conducted by an esteemed faculty of international repute on Project and Risk Management. The program covered wide ranging topics on Risk Management such as Risk Identification, Conceptual Frameworks & Models, Risk Quantification, Risk Response Development, Risk Response control including tests and the participants discussing and sharing of live examples / cases.

A specialized program on "Improving Ergonomics in Office workspace" was conducted for the officers working at Head Office where the nature of work involves sitting at desk for a prolonged period of time. The objective of the program was to create awareness on this topic and help them plan and make small additions to their office routine that can help them to adopt a healthier lifestyle.

Health and Safety

Management Approach

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

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

Proactive Safety Observation Program (PSOP)

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

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

Daily Safety Reporting

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

Hazard Identification and Risk Assessment

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

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

Incident Investigation

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

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

The investigation report is prepared, reviewed, and communicated for corrective and preventive action to avoid the reoccurrence of a similar incident. Also, learning from the incident is circulated to all the projects to implement preventive action.

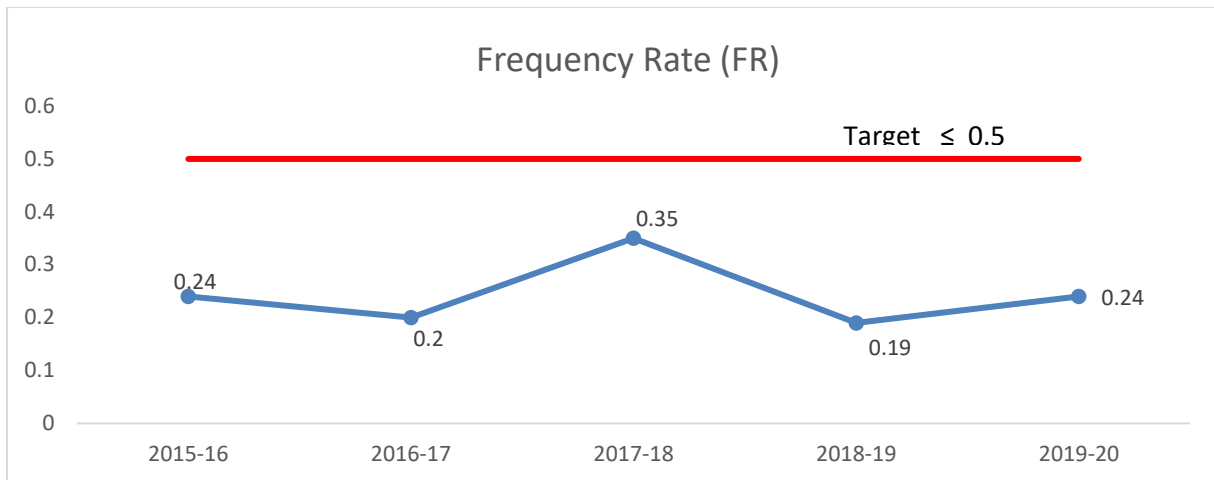
Safety Related Trainings

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

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

Safety Statistics

Safety Statistics	
Man Hours Worked (Millions)	50.89
Safe Man Hours Worked (Millions)	48.60
Injuries	10
Fatalities	02
Lost Days	12,175
Frequency Rate	0.24
Severity Rate	239.22
Frequency Severity Index	0.24



Safety Achievements and Client Appreciation

- HCC has won the 1st runner up award in the Construction Category of the Corporate BBS Awards organized by Forum of Behavioural Safety in New Delhi on January 28, 2019.
- HCC's Rajasthan Atomic Power Project Unit 7 & 8 has won National Safety Award for Accident-free year.
- HCC's Sawalkote Access Tunnel Project has won Runner up award for Lowest Average Frequency Rate.
- HCC's DMRC – CC 66 has received appreciation certificate from client DMRC.
- HCC's Punatsangchhu has received appreciation certificate from Ministry of Labor & Human Resources Royal Govt. of Bhutan.

ISO 45001:2018

HCC has undergone the transition to ISO 45001:2018 this year. In the process of implementation of the same, awareness to all HO employees and project employees was done. Internal auditors were trained for the new standards. Gap analysis and mock audits were done before the external audit. Later, Stage 1 and Stage 2 audits were conducted by an external agency, and HCC was certified with ISO 45001:2018.

Technical Modification in vehicle

The speed governor is introduced in the construction vehicle of the hilly project to limit and control the speed of the engine to limit the vehicle speed to the pre-specified value and simultaneously reducing accident causing due to over speeding of the vehicles.

HIV/AIDS education and awareness

In recognition of the severe impact of HIV/AIDS on migrant workers, HCC formed an HIV/AIDS workplace policy that focuses on educating and raising HIV/AIDS awareness amongst migrant workers. HIV/AIDS awareness is now embedded in toolbox talks to reach the maximum workforce. The Company observes World AIDS Day every year on 1st December. Events are conducted with employee participation that involves the pinning of red ribbons, awareness sessions, rallies, etc. Posters and material given by NACO/ILO and the state-level AIDS control societies are prominently displayed.

Quality Observation and Training (QOT)

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

Communication with workers

Project Manager Toolbox Talk (PMTBT) is an initiative taken from top management in which the project managers must conduct one toolbox talk every week. In the toolbox talk, project managers instruct workers about Health and safety implementation at the site. In Toolbox talk (TBT), we address various health and safety topics including communicable and non-communicable diseases. At HO consolidated report, including the status of each project's PMTBT, is sent to top management every week.

Communication with HO Employees

This year on National Safety Day, small events were organised to create awareness among HO employees about safety. A Practical Training on Fire and Safety was organised, explaining the usage of fire extinguishers and other extinguishing techniques at homes.

Besides, an online quiz on Safety Implementation was conducted at Head Office to create awareness of safety.

Training on Emergency Preparedness and Response was conducted at HO to aware of the procedure and response.

Also, on World Quality Day, an interactive online Quiz was conducted at HO. The assessment was done based on individual performance, and the winners were felicitated.

Economic Performance

Management Approach

HCC has been exposed to the vagaries of the external business environment faced by the industry in India. The Company has continuously re-crafted its strategic positioning and calibrated its business objectives according to the evolving business environment.

HCC has taken several steps this year to strengthen the company, both financially and operationally, including raising capital via monetisation of assets, debt/asset carve-out, to safeguard the company's sustainability.

Over the year, HCC commissioned several projects of national importance, three of which, viz. Rao Tula Ram (RTR) Flyover (popularly known as Munirka Flyover) at Delhi, DMRC Pkg - CC66 Dwarka-Najafgarh Metro Corridor, and Indian Navy's first Aircraft Carrier Dry Dock Project in Mumbai.

Financial Review

HCC reported turnover and EBITDA margins of ₹3,676 crore and 12.7%, respectively, in FY19-20. The company's order book stood at ₹16,857 crore as of March 31, 2020. Project execution activities were halted during March due to the COVID19 pandemic. Turnover shortfall was also affected by working capital constraints which resulted in under recovery of cost.

During the last year, the Company has successfully infused ₹497.6 crore as additional capital through Rights Issue to support the cash flow mismatch. Proceeds of the Rights Issue were used to fund its working capital requirements and for general corporate purposes.

In January 2020, the Company initiated a resolution plan with its Lenders which will carve-out ~₹2,800 crore of its debt (including all overdues) to an investor run SPV along with certain Arbitration Awards and Claims in a move that will significantly deleverage the company and address its asset-liability mismatch. Pursuant to the plan, HCC will have a cleaner balance sheet with no debt servicing obligations for the next 34 months. Interest costs will reduce by approximately ₹250 crore per annum. As part of the plan, identified monetisation/conciliation proceeds to the extent of ₹750 crore would be utilised for the Company's operations and working capital.

	2019-20 Figures in INR Crore
Total Income	3,676.1
Construction Cost (including materials/other expenses)	2,767.9
Employee Cost	413.7
EBITDA (excluding other income)	462.1
EBITDA margins (excluding other Income)	12.7%
Finance Cost	746.2
Depreciation	109.4
Exceptional Items Gain / (Loss)	320.0
Profit before Tax	(360.9)
Tax	(127.7)
Profit after Tax	(167.7)
Other comprehensive income (after Tax)	(13.9)
Total comprehensive income (after Tax)	(182.6)

Economic Performance - Key Performance Disclosures (FY 2019-20)	Value (Million INR)
Economic Value Generated	36,436.36
Revenues	36,436.36
Economic Value Distributed	37,172.03
Operating Costs	25,228.83
Employee Benefits and Wages	4,136.71
Payment to Providers of Capital	7,461.48
Payments to Government (Indian)	324.98
Economic Value Retained	(735.67)

Environmental Performance

Management Approach

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

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

Project Environment Management Plan (PEMP)

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

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

Resource Optimization Initiatives

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

Following are some of the resource optimisation initiatives:

- **Cut-to-length plates & structural Steel** - Instead of using the readily available standard size plates and standard-length Structural Steel, Steel with customised sizes was procured to avoid wastages at Bogibeel Rail-cum-Road Bridge Project, Anji khad project, and Nikachu HEP.
- **Cut and bend rebars at Mumbai Metro 3** - The rebars of prefixed length and definite bends are procured to avoid material wastage due to cutting the rebars.
- **Coupler use for savings** - Reinforcement couplers were used at BARC Tarapur, IGCAR FRFCF Project, Rajasthan Atomic Project, and Mumbai Metro Projects helped us to achieve a huge reduction in the cost due to overlapping length of TMT.

Energy

HCC is continuing with energy-saving measures like usage of Load Sharing System in D.G. plants, APFC (Automatic Power Factor Controller) panels, FCMA (Flux Compensated Magnetic Amplifier)

Starter for Main Crusher Motors, Variable Frequency Drive (VFD) Starting System for Ventilation Fans & EOT/ Gantry Cranes and Use of Energy Efficient Motors in Gantry Cranes.

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

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

B. APFC (Automatic Power Factor Controller) panels

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

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

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

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

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

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

E. Use of Energy Efficient Motors in Gantry Cranes

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

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

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

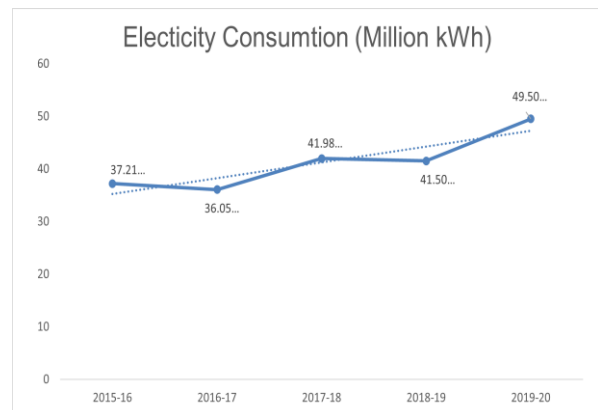
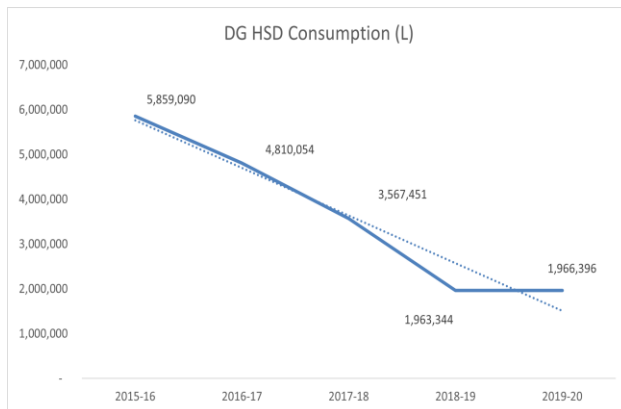
G. IT Infrastructure

Replaced more than 200 Old Desktops with energy-efficient Tiny Desktops, which only takes 65W power as against 250W of Tower Desktop. These energy-efficient tiny desktops reduced power consumption by 74%. We also started the migration to Microsoft Office 365; this increases the accessibility of data, emails from any devices with additional security. Over 75% of HCC users (HO +

Sites) has been migrated to Microsoft Office 365. This system was heavily used in COVID lockdown, which ensured seamless communication across the organisation.

H. Reduce dependency on fossil Fuel

We have adopted sustainable construction practices that have reduced fossil fuel dependency by using more grid supply at various projects. The majority of our projects are located at a remote location; hence dependable supply of electricity remains a challenge. Therefore, projects have to depend on Diesel generators. Our emphasis had been on ensuring the main grid supply at maximum possible locations, which has increased grid electricity consumption by about 33% and reduce diesel consumption for DGs by 66% over the last five years.



World Water Day

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

World Environment Day

The World Environment Day was celebrated across our project sites on June 05, 2019. On this occasion, a communication was sent by the Chairman and Managing Director, Mr. Ajit Gulabchand, to all employees. The UN Theme for the year was ‘Beat Air Pollution.’ At the project sites, various initiatives like Awareness/Training to the employees and community around like Tree Plantation drives, Cleanliness drives, and rallies were conducted voluntarily to spread awareness. We always emphasize using modern equipment, power tool, generators, and low-impact technology to reduce noise and air pollution.

Our Environmental Footprint

Environmental Performance – Key Performance Disclosures	Unit	FY 2019-20
Materials		
Raw Materials	Tons	32,128.75
Semi-manufactured Goods or Parts	Tons	16,01,703.85
Associated Materials	Tons	12,442.23
Energy		
Total Direct Energy	GJ	4,01,720.07
	kWh	11,15,88,907.10
Diesel	KL	10,990.97
	GJ	4,01,720.07
Total Indirect Energy (purchased electricity)	kWh	4,95,08,216.34
	GJ	1,78,229.58
Greenhouse Gas Emissions		
GHG emissions due to direct energy use	Ton CO ₂ eq	29,767.46
GHG emissions due to indirect energy use	Ton CO ₂ eq	41,091.82
GHG emissions intensity from construction ²	Ton CO ₂ eq/ INR Million [Turnover]	1.94
GHG saved on account of Fly Ash Utilization and ground granulated blast furnace slag	Ton CO ₂ eq	18,17.24
Waste Disposed		
Solid Hazardous Waste (MS empty drums)	Numbers	380
Solid Hazardous Waste (PVS empty drums)	Numbers	1,623
Liquid Hazardous Waste (used oil)	KL	24.08
Non-hazardous Waste (cement bags)	Numbers	45,000
Non-hazardous Waste (steel scrap)	Tons	6,321

²GHG emissions intensity has been calculated using a sum of emissions from direct and indirect energy use at our project sites in scope. Scope 3 emissions have not been accounted for. Emission factors for direct energy have been used as per the IPCC Guidelines for GHG Inventories (2006), while the emission factor for indirect energy (i.e. purchased electricity) is taken from the Indian Central Electricity Authority (CEA)'s December 2019 Baseline Carbon Dioxide Emission Database Version 15. Annual turnover of HCC (E&C business) was taken from our Annual Report available on the web-link mentioned in this Report.

Communication on Progress (COP): UN CEO Water Mandate

Management Approach

HCC was the first Indian company to endorse the United Nations Global Compact's 'The CEO Water Mandate' and is an industry partner of the World Economic Forum (WEF). We have adopted the 4 R (reduce, reuse, recycle, replenish) water management approach at project sites. In this 12th Communication on Progress (CoP), we present the company's efforts towards propagating water consciousness in FY 2019-20.

Direct Operations

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

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

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

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

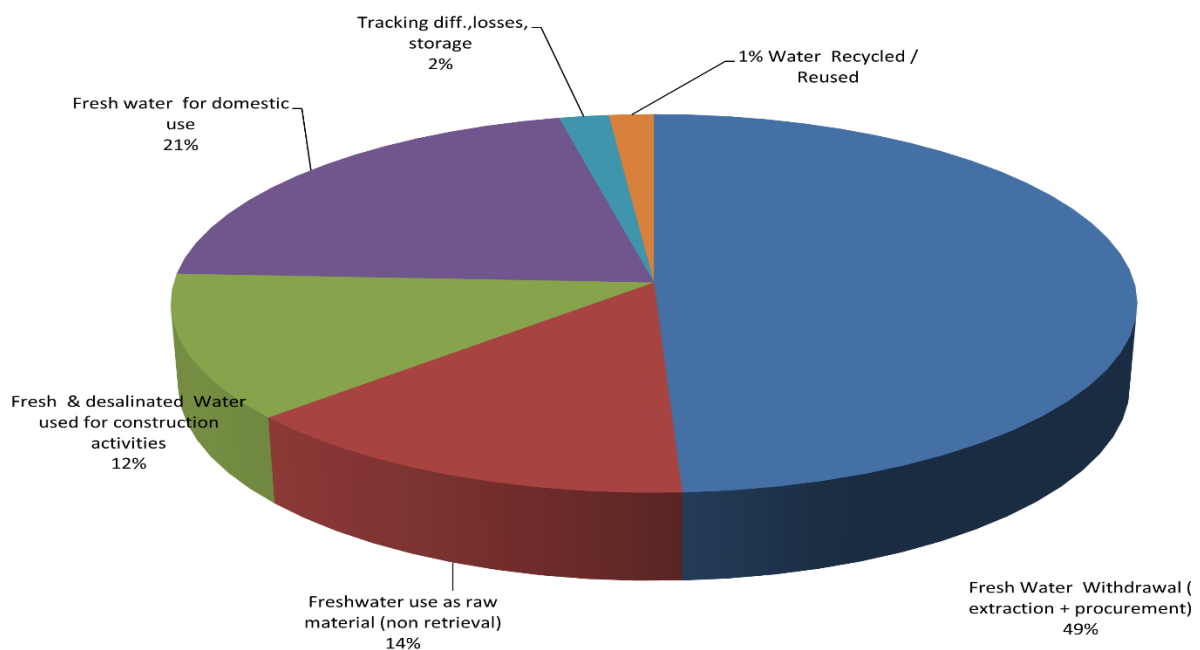
This Communication on Progress pertains to the data from the following 12 project sites of the company:

Transport		Hydro Electric Projects	
1	Ramban Banihal Road (NH-44)	09	Tehri Pumped Storage Project
2	Mumbai Coastal Road – Pkg II	10	Nikachhu HEP
3	Numaligarh Jorhat Road Project		
4	NH-34 Pkg 3	Nuclear and special	
5	NH-34 Pkg 4	11	Rajasthan Atomic Power Project 7 & 8
6	Mumbai Metro Line 3 – UGC-02	12	Bhabha Atomic Research Centre, Tarapur
7	T – 49 Tunnel		
8	Imphal Kangchup Tamenglong Road Project		

Water management scenario at HCC's direct operation

Sr.	Description	QTY in ML
1	Freshwater withdrawal	618
	Freshwater use as raw material	178
	Fresh and desalinated water used for construction activities	156
	Fresh water for domestic use	261
	Tracking difference, losses, storage	23
2	Water recycled / reused (fresh water saving)	21
3	Total water used at HCC sites	639
4	Water disposal in natural water bodies after treatment	341
5	Net water use at HCC sites	277
6	Consolidated water use efficiency at HCC sites (water reuse/net water use) x 100	8 %

Water Used at HCC's site April 2019 - March 2020



Supply Chain and Watershed Management:

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

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

Ashapur, a village located in Sinnar taluka of Maharashtra, had been suffering from acute water scarcity, which severely affected cultivation, and fodder availability for the cattle. HCC, with the help

of Yuva Mitra, an NGO Based in Sinnar, rejuvenated the diversion-based irrigation system, which had become defunct due to siltation.

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

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

Community Sustainability

Management Approach

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

CSR initiatives at Project Sites in FY 2019-20

1. HCC provided necessary support like ambulance facility, food and drinking water to local communities, and stranded pilgrims during the COVID19 lockdown in the Vishugad Pipalkoti Hydroelectric project, Uttarakhand from 25th March 2020 onwards.
2. At HCC's Numaligarh Jorhat Road Project, provided food and necessary medical help to the local communities during the flood in August 2019.
3. HCC provided necessary grocery and food to flood-affected communities at Manic chowk Dist. Malda at NH-34 Pkg-4 West Bengal in September 2019.

Disaster Relief and Response

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

Our Sustainability Performance

Economic Performance - Key Performance Disclosures (FY 2019-20)	Value (Million INR)
Economic Value Generated	36,436.36
Revenues	36,436.36
Economic Value Distributed	37,172.03
Operating Costs	25,228.83
Employee Benefits and Wages	4,136.71
Payment to Providers of Capital	7,461.48
Payments to Government (Indian)	324.98
Economic Value Retained	(735.67)

Environmental Performance – Key Performance Disclosures	Unit	FY 2019-20
Materials		
Raw Materials	Tons	32,128.75
Semi-manufactured Goods or Parts	Tons	16,01,703.85
Associated Materials	Tons	12,442.23
Energy		
Total Direct Energy	GJ	4,01,720.07
	kWh	11,15,88,907.10
Diesel	KL	10,990.97
	GJ	4,01,720.07
Total Indirect Energy (purchased electricity)	kWh	4,95,08,216.34
	GJ	1,78,229.58
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GHG emissions intensity from construction ³	Ton CO ₂ eq/ INR Million [Turnover]	1.94
GHG saved on account of Fly Ash Utilization and ground granulated blast furnace slag	Ton CO ₂ eq	1,817.24
Waste Disposed		
Solid Hazardous Waste (MS empty drums)	Numbers	380
Solid Hazardous Waste (PVS empty drums)	Numbers	1,623
Liquid Hazardous Waste (used oil)	KL	24.08
Non-hazardous Waste (cement bags)	Numbers	45,000
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Social Performance – Key Performance Disclosures	FY 2019-20
Total Workforce	
Workforce by Level of Employment	
Officers (Senior, Middle, Junior Management)	1,233
Others (Short Term Contracts, Trainees etc.)	51
Workmen (Excluding FTC)	15,247
Workforce by Type of Contract	
Permanent Employees	4,743
Sub-contract	3,675
Piece-rate Workers	6,829
Fixed-term Contract	73
Workforce by Gender (excluding Workmen)	
Male	1,241
Female	43
New Employee Hire and Turnover	
Total Number of New Hires (excluding Workmen)	
Male	293
Female	4
<30 years	163
30-50 years	106
>50 years	28
Total Number of Employees Leaving Employment (Officers only)	
Male	435
Female	19
<30 years	173
30-50 years	203
>50 years	78
Return to Work after Parental Leave	
Number of Employees Entitled (Women)	43
Number of Employees Aailed and Returned	-
Number of Retentions 12 Months After Return	-
Ratio of Basic Salary and Remuneration of Women to Men	
Senior Management	1
Junior and Middle Management	1
Average Employee Training Man-hours by Level of Employment	
Officers	6.64
Trainees	35.09
Workers	2.88
Average Employee Training Man-hours by Gender (Trainees included)	
Male	7.86
Female	4.72
Safety Statistics	
Man-hours Worked (millions)	50.89
Safe Man Hours Worked (Millions)	48.60
Injuries	10
Fatalities	2
Lost Days	12,175
Frequency Rate	0.24
Severity Rate	239.22
Frequency Severity Index	0.24

Independent Assurance Statement



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INDEPENDENT ASSURANCE STATEMENT OF HINDUSTAN CONSTRUCTION COMPANY LTD.

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

Scope and Assurance Provider

Thinkthrough Consulting Pvt. Ltd. (TTC) was engaged by Hindustan Construction Company's Engineering and Construction Business ('HCC' or 'Company') to provide independent assurance to its Sustainability Report titled "Responsible Infrastructure" (the 'Report') for the financial year 2019-20. The Report of HCC covers its Engineering and Construction Business, including their Head Office, and all functional project sites, for the period 1st April 2019 to 31st March 2020. The Report has been developed by HCC based on GRI Standards: Core Option. The scope of our assurance covers and is limited to:

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

Criteria

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

Respective responsibilities

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

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

Methodology

Our assurance processes involved performing procedures to obtain evidence about the reliability of specified performance information. The nature, timing and extent of procedures selected were based on our professional judgement, including the assessment of the risks of material misstatement of the performance indicators. Due to the outbreak of the COVID-19 pandemic, and the resulting travel and meeting restrictions, data assurance was done through remote assessments using appropriate web-enabled tools. Audit trails and review were conducted through remote discussion with officials of the Company, and gathering of evidences on sample basis. The steps are outlined below:

- Assessment of HCC's reporting procedures for sustainability reporting regarding their consistency with the reporting criteria;
- Verification of systems and procedures used for quantification, collation, and analysis of sustainability performance data that are included in the Report;
- Understanding the appropriateness of various assumptions, estimations and thresholds used by HCC for data analysis;
- Discussions with the key personnel responsible for data compilation on site;
- Discussion on sustainability with key executives at Head Office (through web-enabled tools) to understand the risk and opportunities from the sustainability context and the strategy HCC is implementing to manage the same;
- Verification of sustainability performance data, on sample basis, through remote site audits (using web-enabled tools) at two project sites namely:
 - (i) NH34 Package 4 (West Bengal); (ii) BARC Tarapur, Mumbai (Maharashtra). The review of information and data for other facilities and project sites was done through a remote audit (through web-enabled tools) of HCC's Head Office.

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

Limitations

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

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

² A moderate level of assurance as per AA1000ASv3 Standard is commensurate with "limited" assurance as defined in the International Standard on Assurance Engagements 3000 (Revised) - Effective for assurance engagement dated on or after December 15, 2015.



Following are specifically excluded from our assurance scope:

- HCC's disclosures on financial performance;
- Aspects of the Report, including data/information, other than those mentioned in assurance scope;
- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention;

Data and information outside the defined reporting period, i.e., 1st April 2019 to 31st March 2020.

Independence and competencies

TTC is a professional services firm that specializes in sustainable development advisory and assurance services. The assurance was performed by our multi-disciplinary competent team of experts across domains of AA1000 Assurance Standard. This team has extensive experience in conducting independent assurance of non-financial data, systems and processes across sectors and geographies.

We have followed procedures to ensure appropriate independence of all team members engaged in the assurance process. In addition to the assurance team leader, review was carried out by a competent independent professional.

Conclusions

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

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

Recommendations

Without qualifying our *Conclusions* above, we draw attention to the following:

- The Company currently discloses data only for the reporting period without much focus on forward-looking statements and targets. The Company can consider scenario analysis, risk analysis, and/or future forecasting in order to establish forward-looking targets/metrics.

For Thinkthrough Consulting Pvt. Ltd.

Dipankar Ghosh, Partner
New Delhi
4th February 2021



GRI Content Index



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

GRI Standard	Disclosure	Page number(s), direct answers and/or URL(s)
GRI 101:	Foundation 2016	
GRI 102:	General Disclosures 2016	
GRI 102-1	Name of the organization	1
GRI 102-2	Activities, brands, products, and services	1,3,5
GRI 102-3	Location of headquarters	3
GRI 102-4	Location of operations	1 (All the projects in progress, refer to Annual Report P 2-3) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-5	Ownership and legal form	4
GRI 102-6	Markets served	3
GRI 102-7	Scale of the organization	3, 5
GRI 102-8	Information on employees and other workers	16
GRI 102-9	Supply chain	12, 13, 26
GRI 102-10	Significant changes to the organization and its supply chain	No significant changes
GRI 102-11	Precautionary Principle or approach	Risk Management (12, 13)
GRI 102-12	External initiatives	3
GRI 102-13	Membership of associations	9
GRI 102-14	Statement from senior decision-maker	2
GRI 102-15	Key impacts, risks, and opportunities	Risk Management (12)
GRI 102-16	Values, principles, standards, and norms of behavior	8
GRI 102-17	Mechanisms for advice and concerns about ethics	Annual Report Page no. 70 HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-18	Governance structure	4
GRI 102-22	Composition of the highest governance body and its committees	Annual Report P21-31 HCC ANNUAL REPORT 2019-20

		(click to download)
GRI 102-23	Chair of the highest governance body	4
GRI 102-24	Nominating and selecting the highest governance body	Annual Report P45- 47 HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-28	Evaluating the highest governance body's performance	Annual report P46,28 HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-30	Effectiveness of risk management processes	Annual Report P48,28 HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-35	Remuneration policies	Annual Report P23-24 HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-36	Process for determining remuneration	Annual Report P20-24, 46, 47 HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-38	Annual total compensation ratio	Annual Report P23-24 HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-39	Percentage increase in annual total compensation ratio	Annual Report P53 HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-40	List of stakeholder groups	10
GRI 102-41	Collective bargaining agreements	16
GRI 102-42	Identifying and selecting stakeholders	10
GRI 102-43	Approach to stakeholder engagement	10, 12
GRI 102-44	Key topics and concerns raised	10, 11, 12
GRI 102-45	Entities included in the consolidated financial statements	Annual Report P160, 177, 34 HCC ANNUAL REPORT 2019-20 (click to download)
GRI 102-46	Defining report content and topic Boundaries	1
GRI 102-47	List of material topics	11
GRI 102-48	Restatements of information	No
GRI 102-49	Changes in reporting	No
GRI 102-50	Reporting period	1
GRI 102-51	Date of most recent report	Financial Year 2018-19
GRI 102-52	Reporting cycle	Annual (1)
GRI 102-53	Contact point for questions regarding the report	1
GRI 102-54	Claims of reporting in accordance with the GRI Standards	1

GRI 102-55	GRI content index	38 to 46
GRI 102-56	External assurance	Yes. (36, 37)
Economic performance		
GRI 201: Economic performance 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	24
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 201-1	Direct Economic Value generated and distributed	24, 25
GRI 201-3	Defined benefit plan obligations and other retirement plans	employee benefits (16, 17)
GRI 201-4	Financial assistance received from government	Nil
GRI 204: Procurement Practices 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	26
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 204-1	Proportion of spending on local suppliers	As HCC has an extensive pan- Indian project footprint, our definition for local sourcing continues to remain nation-wide. Almost 100% of the significant procurement budget at the projects in this reporting period was sourced locally (within India).
Environment performance		
GRI 301: Materials 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	26
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report

		P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 301-1	Materials used by weight or volume	29, 34
GRI 302: Energy 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	26
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 302-1	Energy consumption within the organization	29, 34
GRI 302-4	Reduction of energy consumption	Conservation of Energy (26, 27, 28)
GRI 303: Water and Effluents 2018		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	30
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 303-1	Interactions with water as a shared resource	CEO Water Mandate (30, 31)
GRI 303-2	Management of water discharge-related impacts	CEO Water Mandate (30, 31)
GRI 303-3	Water withdrawal	CEO Water Mandate (30, 31)
GRI 303-4	Water discharge	CEO Water Mandate (31)
GRI 303-5	Water consumption	CEO Water Mandate (31)
GRI 305: Emissions 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	26
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47)

		HCC ANNUAL REPORT 2019-20 (click to download)
GRI 305-1	Direct (Scope 1) GHG emission	29, 34
GRI 305-2	Energy indirect (Scope 2) GHG emissions	29, 34
GRI 305-4	GHG emissions intensity	29, 34
GRI 305-5	Reduction of GHG emissions	29, 34
GRI 305-6	Emissions of ozone-depleting substances (ODS)	No ODS involved in the operations
GRI 306: Effluents and Waste 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	20, 26, 30
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 306-1	Water discharge by quality and destination	CEO Water Mandate (30, 31)
GRI 306-2	Waste by type and disposal method	29, 34
GRI 306-4	Transport of hazardous waste	Hazardous wastes are disposed through vendors authorised by government (29, 34)
GRI 307: Environmental Compliance 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	10, 26
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 307-1	Non-compliance with environmental laws and regulations	Refer Annual report page number 74 HCC ANNUAL REPORT 2019-20 (click to download)
Social performance		
GRI 401: Employment 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11

GRI 103-2	The management approach and its components	14
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 401-1	New employee hires and employee turnover	16
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	16, 17
GRI 401-3	Parental leave	17, 35
GRI 402: Labor/Management Relations 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	14
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 402-1	Minimum notice periods regarding operational changes	No such changes during the reporting period. As prescribed under the Industrial Disputes Act, 1947, 21 days' notice period is provided.
GRI 403: Occupational Health and Safety 2018		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	14, 20
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 403-1	Occupational health and safety management system	22
GRI 403-2	Hazard identification, risk assessment, and incident investigation	20, 21
GRI 403-3	Occupational health services	20, 22
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	All our project level health and safety committees have an equal representation of management and workers. (23)

GRI 403-5	Worker training on occupational health and safety	18, 21
GRI 403-6	Promotion of worker health	22, 23
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	13
GRI 403-8	Workers covered by an occupational health and safety management system	All workers covered under occupational health and safety management system
GRI 403-9	Work-related injuries	21
GRI 403-10	Work-related ill health	No Case Reported in FY 2019-20
GRI 404: Training and Education 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	14
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 404-1	Average hours of training per year per employee	18
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	Functional, Technical and Safety Training Programs (18)
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	employee benefits (15, 16, 17)
GRI 405: Diversity and Equal Opportunity 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	14
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunity (17)
GRI 405-2	Ratio of basic salary and remuneration of women to men	Diversity and Equal Opportunity (17)
GRI 406: Non-Discrimination 2016		

GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	14
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 406-1	Incidents of discrimination and corrective actions taken	There was no such incidence reported in reporting period. Zero Tolerance to Discrimination (15)
GRI 408: Child Labor 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	14
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	Zero Tolerance to Discrimination (15)
GRI 412: Human Rights Assessment 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	14
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 412-2	Employee training on human rights policies or procedures	All 297 new hires have undergone awareness training on Human rights. Diversity and Equal Opportunity (17)
GRI 413: Local Communities 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	33

GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	33
GRI 419: Socioeconomic Compliance 2016		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its Boundary	11
GRI 103-2	The management approach and its components	10, 33
GRI 103-3	Evaluation of the management approach	Board Committees on all the Material Topics are formed (refer Annual Report P25-28), Corporate Governance (Annual Report 46, 47) HCC ANNUAL REPORT 2019-20 (click to download)
GRI 419-1	Non-compliance with laws and regulations in the social & economic area	No significant fines or sanctions were levied on HCC during the reporting period.

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