Dali and Samir Engineering Pvt. Ltd

Sustainable Mobility Partner

Sustainability Excellence Report 2022-23

Equipment's for Sustainable Mobility

50 Years of Sustainable Legacy

Highlights

PEOPLE

- Customer focused service / Customer satisfaction (governance)
- Employee centric (social)
- Value- based / Ethical/Clean business practices (governance)
- Low attrition rate (social)
- Multi-skilling at shop-floor level (governance)

PLANET

- Zero PPM manufacturing process (economy)
- Continuous improvement and innovation (economy)
- Innovative and environment-friendly logistics and packaging solutions for customers (environment)
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PROSPERITY

- Lean manufacturing organization (economy)
- World class manufacturing facility – Kaizen (economy)
- Robust and systemic product development (economy)
- Sheet metal specialists (governance)
- 1st company in India to achieve BIQs Level 3 (governance)
- 2650 years of persons experience in product manufacturing (governance)
- 50-Years of excellence (governance)
- 2.2 Meters, longest seem welding (economy)
- 1st Company in India to do Robotic leak testing and flushing of fuel tank (economy)
- Small to Heavy duty stamping (Stamped Assemblies) and tubular parts (Stamped and Tubular Assemblies) (economy)
- In-house tool design and development (economy)
- Design and validation capabilities with e-certification
- Directly exporting to one country and indirectly to 55 (economy)
- Only Indian supplier to top 5 Global OEMs (economy)
- DOL supplier (Direct Online) & JIT (Just in Time) | Green Channel (economy)
- Strategically positioned pan-India (economy)
- Developing advanced fuel systems for Defense applications (economy)
- Innovative and environment-friendly logistics and packaging solutions for customers (environment)

Message from Director

Dear Stakeholders

It gives immense pleasure to present the first sustainability report. The report has captured the essence of the organization and processes leading to sustainability in a true sense.

The way to do

The way to do while creating and sharing value for the stakeholders over four decades, we at Dali and Samir Engineering Pvt Ltd, have always been committed to environmental and societal elements of sustainable business activities. And here we are pleased to present our first sustainability excellence report 2021 which we have developed based on our reflection, rigorous evaluation and validation. The report is developed as per the GRIs global sustainability framework. The report is showcasing our commitment to sustainability and customers in their global challenges. Since the inception of our company 4 decades ago, we have been practising sustainability-related activities through various compliances that we used to demonstrate to our stakeholders. In this context, sustainable activities are more relevant for the stakeholders to demonstrate the performance along with the environmental, social and economic elements. The first step we took was to understand sustainability and then to relook at our performance trends. Later, we have initiated the development of sustainability indicators to evaluate impacts, monitor and control performance dimensions sustainably.

Contribution to economy

Our company was incorporated in 1972 and now our footprint spread across India with 4 states of the art facilities,two are located in Pune, one is in Pantnagar and the other one is in Hosur. We are manufacturing predominantly Fuel Tanks, Exhaust Systems, Oil Pans, Cross Car Beams, Hydraulic Tanks, Air / Vacuum Tanks, Surge Tanks, Heavy Stamped assemblies, & Tubular Assemblies.

We are catering to several Indian and Global OEMs. We also directly export the products worldwide through our strategically positioned Multi-plant set-ups with proximity to ports. Each of the plants is fully integrated Factories - with Heavy Stamping, Welding, Surface Treatment, Assembly and are Specialists in Welding various grades of Materials - Coated Steels (Aluminum Silicon, Electro Galvanised, Galva Anneal, Zinc Nickel, HLGP) Stainless Steel and Aluminum. Over 4 decades of experience in Engineering brings a unique advantage to customers.

The various operations include fabrication, press, paint, powder coating, tool room and tube processing. I wanted to reduce environmental impact and to raise social inclusivity in our facility in a sustainable way.

Our company is creating economic value through payments to service providers, government, dividends, capital investments and most importantly employment. We have 137 direct and 335 indirect employees who are helping us to contribute to our and our stakeholders economy. We have made net revenue of Rs. 243 crores and continue to grow our sales through our business continuity and growth policy.

Contribution to combat climate change impacts

Since global development and outlook are changing rapidly, the impact on the environment is increasing and becoming complex and hence, sustainable decision making for industrial operations is important. We have already taken several initiatives like energy efficiency, training, lean manufacturing etc which are helping in bringing down environmental and societal response. Over the last 2 years, we have worked on various areas of improvement to contribute to the efforts of combating climate change impacts.

Now, we are proud to share that our actions helped to reduce resources like 30% reduction in carbon emissions from 6378 to 4467 tCO2 per year, 10% reduction in water consumption from 12132 to 10931 m3/year, 7% reduction in gas consumption from 1262 to 1183 tons/year.

In terms resources intensity in products, toe/meter of seam welding is reduced from 0.023 to 0.013, tCO2 emissions/meter of seam welding is reduced from 0.0061 to 0.0033, litres of water/meter of seam welding is reduced from 12 to 8.37.

Contribution to societal resilience

Globally collaborative approach is required to overcome the barriers of overall prosperity and happiness. There several challenges that the world is facing today which are cited in UNs SDGs, which help to guide our actions. Therefore, ethical values and socially responsible business activities are the way forward. In our context, there have been several actions taken to make a positive contribution to our employee wellbeing. We have been focusing on the education, training, health, and safety of our people who have been directly and indirectly connected with us. Our employees are committed to these. We are thankful to each one of them for their contribution to driving the change in perception and helping to become more productive, innovative and valuable for the long-term sustainability of our stakeholders.

Now, we are proud to share that our actions on societal resilience helped to invest 12000 hours in training and education, Rs. 2475/- per employee in skill improvement.

Future outlook

On the way forward, we would like to continue our journey of sustainability by focusing more on the immediate material topics of environmental, social and economic aspects. With this, we like to thank to our customers for their continued trust and credibility, our employees for their support and commitment, and our investors for their contribution and guidance.

Sandesh Salian

Director

About the Report

Businesses have been experiencing changes in economic growth, market demand, customer's interest, and geopolitical relations. Broadly, these changes are accelerated by climate change impacts, depleting resources, and disruptions in supply value chain. In the entire value chain, manufacturing business is a key part. In todays situation and years ahead, the future of manufacturing business will be in balancing the challenges and adopting to sustainability. Sustainability for the businesses is all about prosperity (economy growth), planet (environmental performance) and people (societal values). These are called three elements of sustainability. Therefore, sustainability thinking, approach and adoption are essential for the planet and people. This belief is reflected in Dali and Samir Engineering Pvt. Ltd (D&S) first sustainability report 2020-21. D&Ss commitment to designing, developing and manufacturing auto-components to respect people, the planet and customers expectations.

This report has been prepared according to the GRI[1] standards.

D&S's activities spread across the economic, social, and environmental parameters of the Global Reporting Initiative (GRI) Standards 2016. The GRI Standards index is available in the GRI Standards Content Index section of this report. This report is prepared in accordance with the core option of GRI Standards 2016. The report boundary covers D&S activities implemented in 2 plants Pune, Maharashtra, 1 plant in Hosur, Karnataka and 1 plant in Pantnagar, Uttarakhand for the period April 2020–March 2021 with 2018-19 as the baseline year. The information in the 'Economic Performance' section is taken from independent internal and external auditors who have audited the D&S financial statements. The data and information on the environment and social parameters are derived from D&S official documents.

Approach and Collaboration

Mahratta Chamber of Commerce, Industries and Agriculture (MCCIA)[2], Pune was engaged to analyse the data and information, to develop the strategic intent, and to design a roadmap for its implementation. MCCIA along with a cross-functional team from D&S worked with the data captured through our systems. This collaboration facilitated quick decision–making towards sustainability actions for improving the performance in various operational areas to achieve higher positive impact along the three elements of sustainability.

MCCIA has evaluated the calculation methodologies adopted and analysed the results to ensure that the report adheres to the principles of report contents–stakeholder inclusiveness,

[1]The GRI Sustainability Reporting Standards (GRI Standards) are the first and most widely adopted global standards for transforming sustainability from a niche practice to one range of economic, environmental and social impacts. The GRI Standards are designed to be used as a set by any organization that wants to report about its impacts, and how it contributes towards sustainable development. GRI Standards feature a modular, interrelated structure, and represent the global best practice for sustainability reporting.

[2]MCCIAs 'Sustainability Desk' facilitates, engages and helps industry members to adopt sustainability actions within their facility to grow sustainably and to improve their triple bottom-line performance.

sustainability, context, materiality and completeness; and the principles of report quality–balance, comparability, accuracy, timeliness, clarity and reliability.

Report Development Team

- D&S: Mr Sandesh Salian, Director
- MCCIA: Mr Chetankumar Adhar Sangole, Head–Sustainability Desk

Contact Information

The Sustainability Report and additional information on D&S's role and activities along with sustainable manufacturing activitie scan be foundathttp://www.dalisamir.com

The point of contact for the information in this report is Mr Sandesh Salian, Director of D&S. Any query or suggestions concerning this report may be addressed to him at the registered office address or via email to sustainability@dalisamir.com

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Contents

1. Piloting Sustainability

Drive

The sustainability initiative introduced by MCCIA and D&S adopted it for mapping the impact, identifying further improvements, developing targets and actions along the lines of three elements – environmental, social and governance (ESG)

D&S considered workforce is an invaluable asset for providing the thrust and drive the lead to any breakthrough for piloting sustainability. Hence, D&S driving people success for piloting sustainability.

With the background that India demonstrated its commitment towards sustainable development through a series of legislative, policy and institutional measures nationally besides participation in multilateral environmental agreements, which integrate environmental, social and development concerns. India submitted its INDCs (Intended Nationally Determined Contributions) to the UNFCCC on the 2nd October 2015, which outlines eight interrelated action points focusing on mitigation, adaptation, technology, finance and capacity building. It sets an aspirational quantitative goals on two specific aspects, namely (a) reducing emission intensity of GDP by 33-35% by 2030 compared to 2005 levels, and (b) achieving 40% cumulative electric power installed capacity from non-fossil fuel based energy resources by 2030, with the help of technology transfer and low cost international finance. These cumulative measures undertaken by India are expected to contribute to the overall objective of maintaining the raise in global level atmospheric temperature limited to 1.5 to 2 ^{0}C.

Also the Sustainable Development Goals (SDGs) which came into effect in early 2016 and set 17 numbers of goals and detailed targets by the United Nations in collaboration with national governments, businesses, and communities, which aims to tackle some of the most pressing challenges and issues of environmental concerns, shared economic growth and society inclusiveness. Those 17 SDGs are - 1) No Poverty, 2) Zero Hunger, 3) Good Health and Well Being, 4) Quality Education, 5) Gender Equality, 6) Clean Water and Sanitation, 7) Affordable and Clean Energy, 8) Decent Work and Economic Growth, 9) Industry, Innovation and Infrastructure, 10) Reduced Inequalities, 11) Sustainable Cities and Communities, 12) Responsible Consumption and Production, 13) Climate Action, 14) Life Below Water, 15) Life on Land, 16) Peace, Justice and Strong Institutions, 17) Partnerships for the Goals.

Hence, the decision is made to contribute to the larger agenda of sustainable industrial development and for the sustainable future of D&S. Since the inception of D&S has been operating in accordance with deep-rooted values and principles of respect for the environment and for people. D&S has increased its social and environmental commitment over time as an essential part of its business strategy. The longstanding focus on active, ongoing dialogue with its stakeholders and the context in which D&S works is demonstrated through the structured exploration of the sustainability excellence journey.

D&S believes to be piloting the sustainability activities to contribute the sustainable future for their business and stakeholders. D&S will continue to pioneer the sustainability.

Chain of commands

Sustainability actions relate to several areas of improvements that organization can make. However the prioritization of actions in line with ESG impact and importance for stakeholders makes it more to correlate with the business functions and day-to-day activities.

Dali & Samir Engineering Pvt. Ltd. (D&S)was incorporated in 1972 and spread pan-India with 5 state of the art facilities (3 located in Pune, 1 in PantNagar and 1 in Hosur) manufacturing predominantly Fuel Tanks, Exhaust Systems, Oil Pans , Cross Car Beams, Hydraulic Tanks, Air / Vacuum Tanks, Surge Tanks, Heavy Stamped assemblies, Tubular Assemblies.

D&S caters to several Indian and Global OEMs and directly exporting worldwide. D&S have strategically positioned Multi-plant set-ups with proximity to Ports. Each of the plants are fully integrated Factories - with Heavy Stamping, Welding, Surface Treatment, Assembly and are Specialists in Welding various grades of Materials - Coated Steels (Aluminum Silicon, Electro Galvanised, Galva Anneal, Zinc Nickel, HLGP) Stainless Steel and Aluminum. With over 4 decades of experience in Engineering, D&S brings a unique competitive advantage to their customers.

The various operations include fabrication, press, paint, powder coating, tool room and tube processing

Vision

- The group shall become a Global player in the field of Fuel Tanks, Hydraulic Tanks, Urea Tanks, sheet metal assemblies & allied products.
- Management shall constantly upgrade facilities, processes & people to contemporary technology and give perpetually competitive pricing.
- The group shall constantly move up the value chain and find its own place in the global rationalization and globalization

Mission

- Keep achieving ESG excellence year on year.
- Always be a choice of supplier to customers to contribute to overlapping sustainable supply-chain.
- Constantly and continuously upgrade ESG activities to move up the value chain for sustainable development.

Values

D&S Code of Ethics

- Foster a sense of trust and pride as a champion amongst its employees
- Strive to ensure performance delivery with the help of allotted resources
- Ensure the safety of the personnel while on duty with the use of protective gears

- Adhere to the Standard Operating Procedure (SOP)
- Ensure readiness of man-machine-materials for smooth functioning
- Attain a high level of integrity and refuse any forms of gifts–either cash or kind
- Report/scale-up any serious incident to a higher authority

Testimonials from customers, business partners

Sustainability focus

Sustainability focus has been nurtured through promotion and regular handholding efforts amongst each core team member. Capacity building for adoption and acceleration of sustainability activities helped collaboration successful for:.

- Deep awareness, understanding about the benefits, investment oriented decision facilitation, knowledge about the sustainable techniques/methods, and sustainable technologies
- Increase in innovation required in various improvement areas/operations. For example automation introduced in one of the process of welding line and robotics application used in one of operation product quality inspection replacing the existing machine.
- Deep awareness about areas wise financial indicators and monitoring tools linked.
- Improve learning and doing through training to engineers/managers who are operating.

The sole purpose of sustainability focus in D&S was to shift the industrial decision making from low impact and low value to high impact and high value for increasing the ESG performance. Therefore the middle management got empowered in decision-making process along with grooming them on ESG impact and importance.

Out of box

D&S priorities are to practice sustainability activities for the improvement of impact on their business and meet the importance of stakeholders. This requires strong bond and closely working of functional area leaders amongst themselves. D&S is on the path of sustainability thinking and ESG practicing. With the help of advices made by MCCIA sustainability team and regular consultative discussions and the increased ability of technical, financial and managerial functions for performing operations in more sustainable manner has delivered significant outcome.

The major outcome sustainability thinking delivered out of box actions and impact. For example the change in management approach and change in risk perception.

Best operating practices

The Directors bring various perspectives and industry knowledge relevant to sustainable business management of D&S.

There are around 110 BOPs are being practiced and are aligned with the ESG performance indicators of various functional areas and overall at plant level.

Photo graphs of shop floor BOPs

Quality excellence

D&S priority is 100% quality products at each machine level. The products manufactured by the organization meet the highest quality standards and reliability requirements. The sustainability activities helped in strengthening the interconnection of quality team with other cross-functional teams. More efficient quality management tools and strategies have been deployed for ensuring quality assurance for the customers.

The organization's approach to quality is based on its Quality Assurance Tool. This tool helps in accelerating the quality performance of the organization by monitoring, identifying, and analysing the root causes of manufacturing defective jobs, rework, and customer concerns.

The approach and roadmap for the quality excellence of D&S is given below:

Q	**Q**ualitative and Quantitative assessment at the machine level
U	**U**se of best resources at the machine level
A	**A**ctions for impact parameters at the machine level
L	**L**earn and do
I	**I**nnovate for high lifecycle impact
T	**T**arget 100% customers satisfaction
Y	**Y**ield 100% quality products at the machine level

The organization is certified with ISO 9001 & IATF 16949 for the robust quality governance, effective implementation of quality tools and strategies. They have initiated quality booster programs to continuously improve the quality of their products and meet customers and market expectations.

The vision of the organization is to win the quality leader award by meeting all the expectations of the customer and maintaining 100 percent customer satisfaction by focusing on the built quality of products with zero negative impact on the environment.

Parameters	2019-2020	2020-2021	2021-2022	2022-2023
Average no. customer concerns per customer	25	19	22	8
Average response time for closing concerns per customer (working hrs)	46.9	42.3	31.1	25.5

Total no. of feedback (about quality and service) received from all the customers	**35**	**35**	**45**	**55**

Chinchwad Pune Plant

Parameters	2019-2020	2020-2021	2021-2022	2022-2023
Customer Complaints	29	15	55	25
Response time for completion (days)	12	7	7	7
Complaints resolved	29	15	55	25
Feedback received from customers	Resolved	Resolved	Resolved	Resolved

Chakan Plant:

Parameters	2019-2020	2020-2021	2021-2022	2022-2023
Customer Complaints	15	11	15	3
Response time for completion (days)	11	9	11	15
Complaints resolved	15	11	15	3
Feedback received from customers	Resolved	Resolved	Resolved	Resolved

Hosur Plant

Parameters	2019-2020	2020-2021	2021-2022	2022-2023
Customer Complaints	81	78	63	32
Response time for completion (days)	7	8	8	6
Complaints resolved	81	78	63	32
Feedback received from customers	Resolved	Resolved	Resolved	Resolved

Pantnagar Plant:

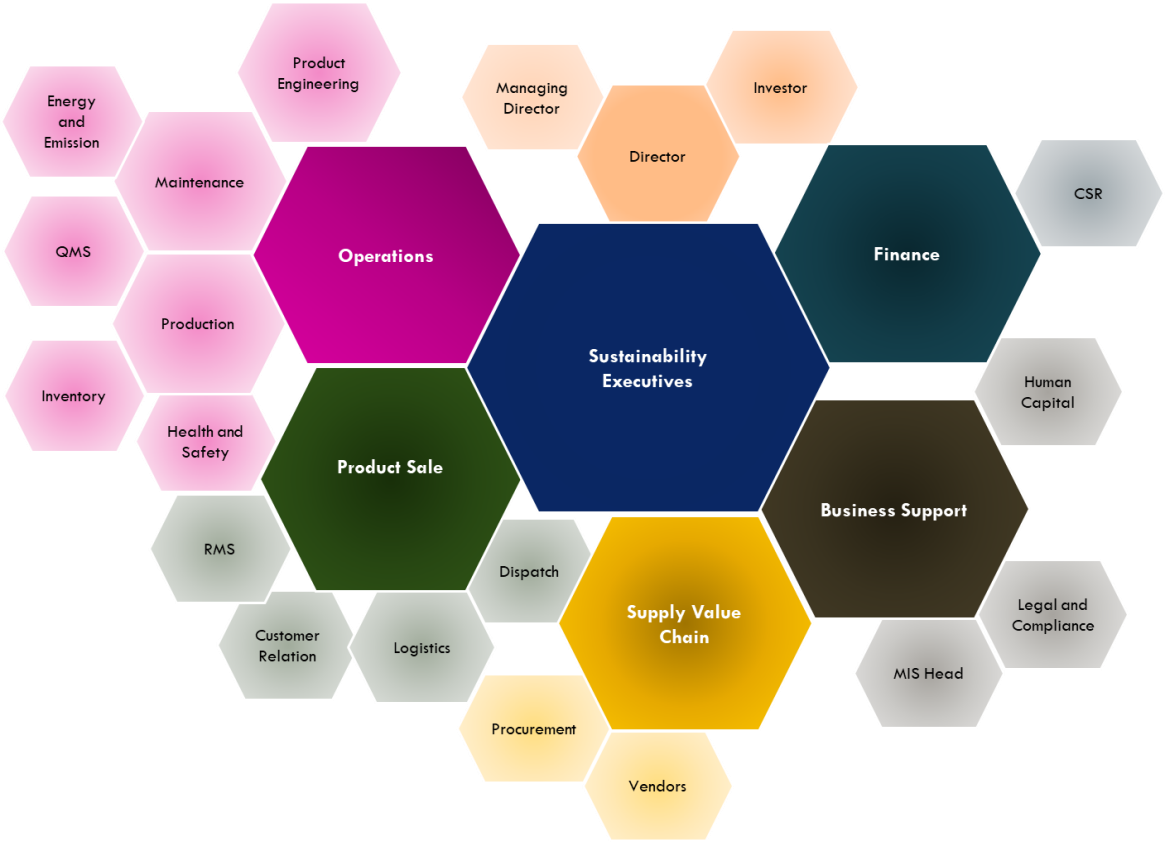
Parameters	2019-2020	2020-2021	2021-2022	2022-2023
Customer Complaints	50	31	64	37
Response time for completion (days)	11	13	9	7
Complaints resolved	50	31	64	37
Feedback received from customers	Resolved	Resolved	Resolved	Resolved

Photo graphs

Governance

Effective governance is very important for an organization's long-term growth. D&S's success and sustainable growth depend on good governance. D&S has been practicing the principles of good governance since its establishment. The philosophy of D&S on corporate governance is to adhere to the organization's business model focusing on independence, responsibility, transparency, professionalism, accountability, stakeholder rights and interests, and code of ethics.

The governance of D&S is headed by the Mr. Sandesh Salian, Director, and Assisted by other Directors and Senior Managers.



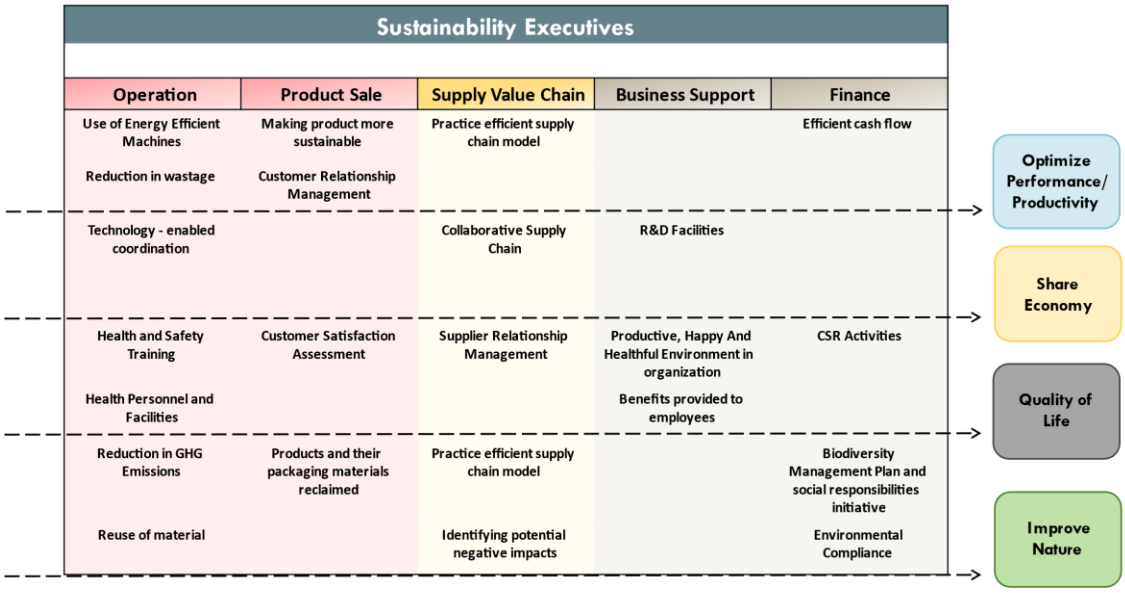
The above organization structure states the relationship between the Board of Directors, Sustainability Executives, and Senior Management of all the departments. The Board of Directors compromises three number of directors. Mr. Sandesh Salian, Director periodically reviews the policies, procedures, and performance of the organization. The Sustainability Executives and Senior Management of D&S ensure the implementation, streamlining and monitoring, and making an appropriate plan for the day-to-day work of the company.

Particulars of Directors

Name	Educational Qualification	Age (Yrs)	Functions looked after	Position of Director	Total Business Experience (Yrs)	Experience With This Entity (Yrs)
Mr. Samir. M. Salian	B.E Tech.	54	Director	Whole Time Director	34	33
Mr. Sandesh M.Salian	MBA	49	Director	Whole Time Director	29	27
Mrs. Sangita Sah	BHSC DIP	52	Director	Director	22	20

The organization strongly believes that success and sustainable growth depends on good governance. Good governance has helped us in making proper decisions and building a robust operating system.

- **Operations:** The Operations Department of the organization has sub-departments named production, maintenance, product engineering, energy and emission, quality management, inventory and health and safety facilities.
- **Product Sale:** The organization has dedicated team for dealers, which provides guidance for handling grievances related to customers and marketing of products. A dedicated team receives complaints from the customers and it is tracked on a daily basis for quality improvement.
- **Supply Value Chain:** A dedicated team is to provide optimize the supply chain by collaborative work with suppliers and create and efficient robust supply chain model.
- **Business Support:** The Business Support Department handles employee grievances, legal and compliance activities of the organization.
- **Finance:** The Finance Department has CSR Committee which is responsible for CSR activities, supported by the corporate CSR team. The CSR Committee at the plant level deals with grievances received from stakeholders



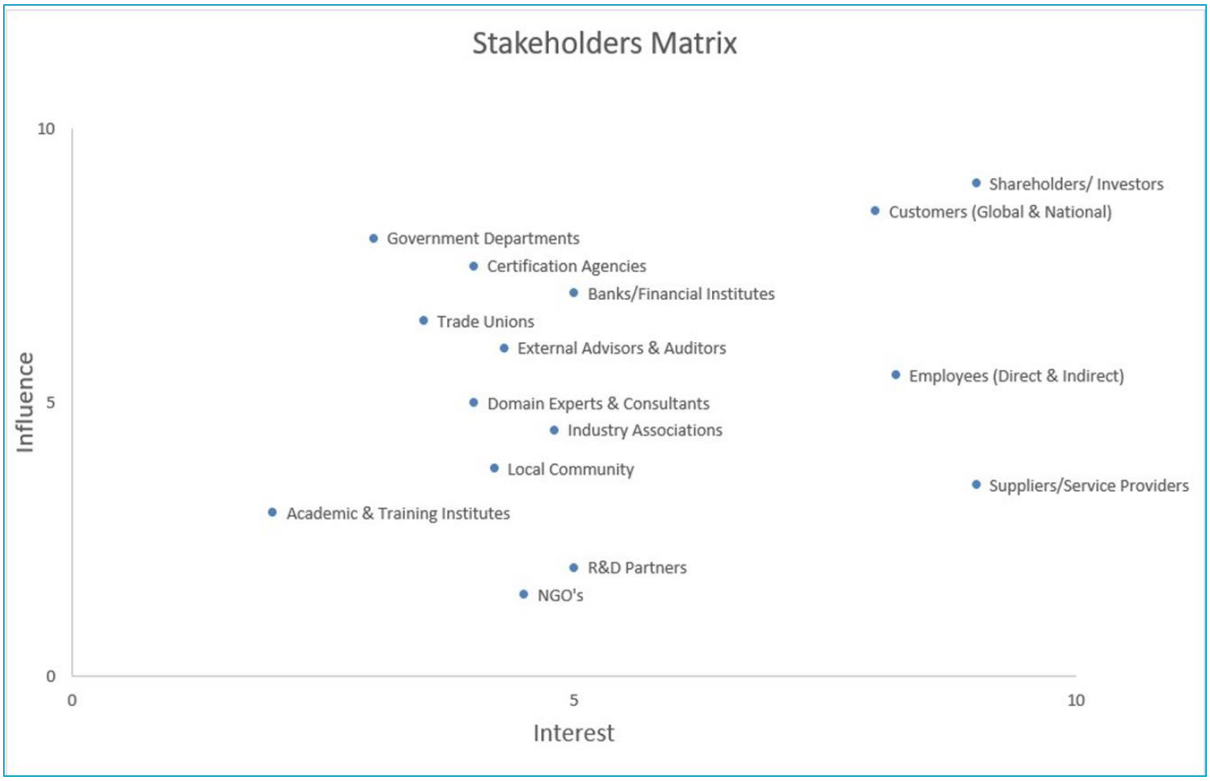
Core team members of sustainability are responsible for implementation of plans for sustainable growth of organization.

- **Optimize Performance:** covers the efficient performance of activities namely operations, supply chain, product sale, business support and finance.
- **Share Economy:** covers the collaborative efficient work with other organization and suppliers for sustainable growth of organization.
- **Quality of life:** covers health and safety facilities and benefits provided to employees of organization.
- **Improve Nature:** covers aspects namely biodiversity, energy, emission, water, waste and environmental compliances.

Stakeholders connect

Sr.No.	Stakeholders	Stakeholder Description	Description and Significance to Organization	Frequency of Communication	Channel of Communication
1	Suppliers/Service Providers	Value chain community	> Transparency and trust > Adding value to each other with win-win situation	> Daily	> Electronic media > Meetings
2	Employees (Direct & Indirect)	Within organization	> Fostering manufacturing excellence > Internal control and risk management > Close relationship of trust	> Hourly > Daily > Monthly > Quarterly > Annually	> Electronic media > Meetings
3	Shareholders/ Investors	Within organization	> Constant support > Fluent communication	> Monthly > Quarterly > Annually	> Meetings
4	Customers (Global & National)	Value chain community	> Trust and credibility > Customer OEMs purchasing products manufactured > Helping business development > End customers who benefits from value added products	> Monthly > Quarterly > Annually	> Electronic media > Meetings

Sr.No.	Stakeholders	Stakeholder Description	Description and Significance to Organization	Frequency of Communication	Channel of Communication
5	Government Departments	Regulatory body	> Complying with regulations	> Annually > Occasionally	> Meetings > Reports
6	Banks/Financial Institutes	Financial community	> Enabler > Long lasting support	> Daily	> Electronic media > Reports
7	Local Community	Civil society	> Supporters	> Occasionally	> Meetings
8	R&D Partners	Value chain community	> Capability building	> Quarterly	> Electronic media > Meetings
9	Academic & Training Institutes	Civil society	> Capability building	> Occasionally	> Electronic media > Meetings
10	Industry Associations	Value chain community	> Capacity building	> Monthly	> Electronic media > Meetings
11	Certification Agencies	Value chain community	> Track record	> Annually > Occasionally	> Electronic media > Meetings
12	Domain Experts & Consultants	Value chain community	> Innovation	> Occasionally	> Electronic media > Meetings
13	Trade Unions	Society	> Transparency and trust	> Occasionally	> Meetings
14	External Advisors & Auditors	Value chain community	> Internal control and risk management	> Annually	> Electronic media > Meetings
15	NGO's	Civil society	> Improving voluntary CSR performance	> Annually > Occasionally	> Electronic media > Meetings



D&S ensures that its vendors, and contractors follow all the ethical standards. D&S nominated an executive as a Chief Ethics Counselor, responsible for the overall business ethics.

D&S's code of conduct is not limited to employees and customers but also accounts for other stakeholders like business partners.

Code of Conduct

- We are committed to operating our businesses conforming to moral and ethical business practices. We do not tolerate corruption in any form.
- We shall strive to provide a safe, healthy, and clean working environment for our employees and all those who work with us.
- We shall respect the human rights and dignity of all our employees.
- The statements that we make to our customers shall be truthful and made in good faith.
- We provide equal opportunities to all our employees and all eligible applicants for employment in our company. We do not discriminate on any ground, including race, caste, religion, color, marital status, gender, sexual orientation, age, ethnic origin, and disability.
- Everyone in our work environment will be treated with dignity and respect. We do not tolerate any form of harassment, whether sexual, physical, verbal, or psychological.
- We do not employ minors (below 18 years of age) at our workplaces.
- Our employees and those representing us shall not, directly or indirectly, offer or receive any illegal or improper payments or comparable benefits that are intended or perceived to obtain undue favors for the conduct of our business.

Policies of D&S are

- Corporate Communications
- Disaster Management
- Employee Relations
- Environment and Pollution
- Capital Budgeting
- Corporate Finance
- Quality
- Corporate Representation in Trade &Industry Forums
- Dealing with Dealers and Customers
- Investor Grievances
- Investor Relations
- Safety and Occupational Health
- Human Resources
- Sexual Harassment
- Trademarks
- Suppliers and Vendors of Services & Products
- Green Supply Chain Management
- Anti-Corruption Policy

D&S follows an Anti-Corruption Policy and takes strict action if anyone found in any kind of corruption. Business ethics is an essential part of D&S's code of conduct and ensures that all employees follow.

Materiality

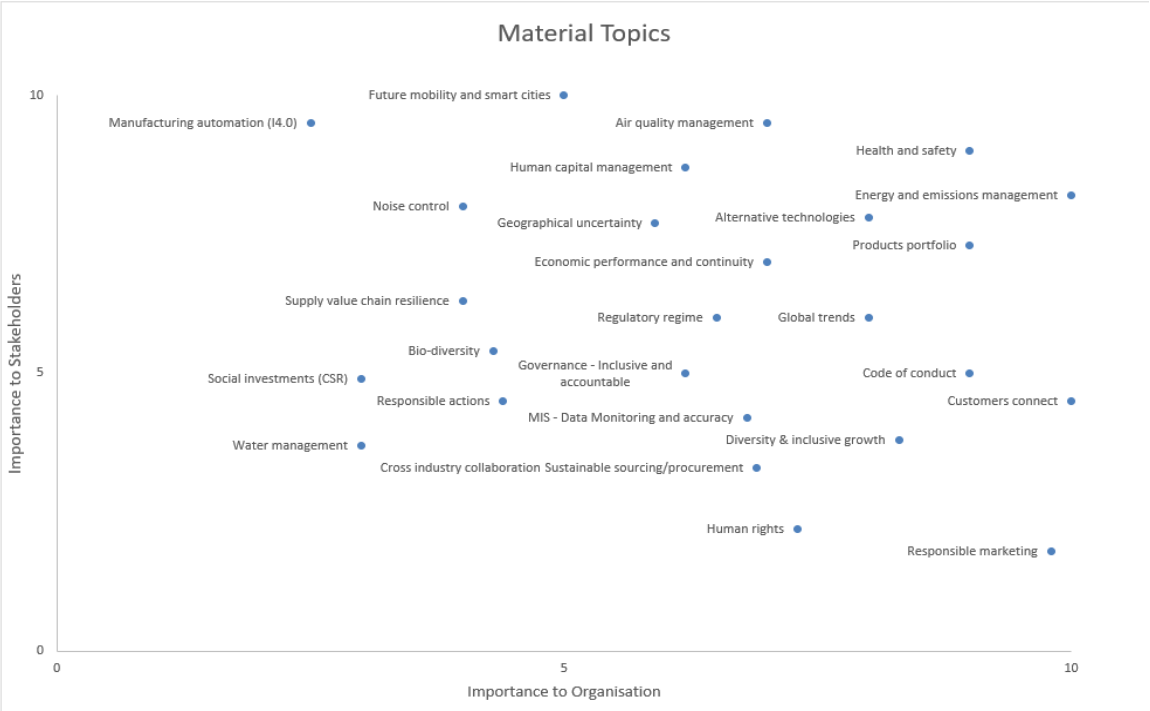
The Directors and Plant Head, head the materiality of D&S and core team members assist their activities.

Sr. No.	Material Topic	Each material topic involves following parameters	Sustainability Element	Significance to top stakeholders	Significance to organization
1	Human capital management	> Employee engagement > Ethics > Values > Happiness > Intellect > Capability building	Social	> Very High	> Outcome driven activities > Continuous improvement and > Achieve excellence year-on-year
2	Health and safety	> Workers health and welfare > Safe working condition	Social	> Very High	> Occupational productivity > Happiness

Sr. No.	Material Topic	Each material topic involves following parameters	Sustainability Element	Significance to top stakeholders	Significance to organization
3	Customers connect	> Quality > Safe products > End of life of products > Customers satisfaction > Products leadership	Economic	> High	> Future business development > Business continuity and growth
4	Diversity & inclusive growth	> Inclusion & skill set for new technologies	Social	> High	> Relationship and engagement
5	Human rights	> Ethics, values and integrity	Social	> High	> Happiness
6	Social investments (CSR)	> Community engagement	Social	> High	> Citizenship activities
7	Noise control	> Employee health > Silent working surrounding for better concentration and productivity	Social	> High	> Peaceful working condition
8	Geographical uncertainty/Global trends	> Impacts on business > Indirect risks assessment	Economic	> High	> Market trends
9	Economy performance and continuity	> Financial discipline > Business growth policy	Economic	> High	> Sustainability performance
10	Supply value chain resilience	> Transparency	Economic	> High	> Meeting expectations > Practicing transparency
11	Waste management	> Impacts on business > Indirect risks assessment	Economic	> Very High	> Resource efficiency
12	MIS - Data Monitoring and accuracy	> Data privacy > Data security > Performance monitoring	Governance	> High	> Daily monitoring

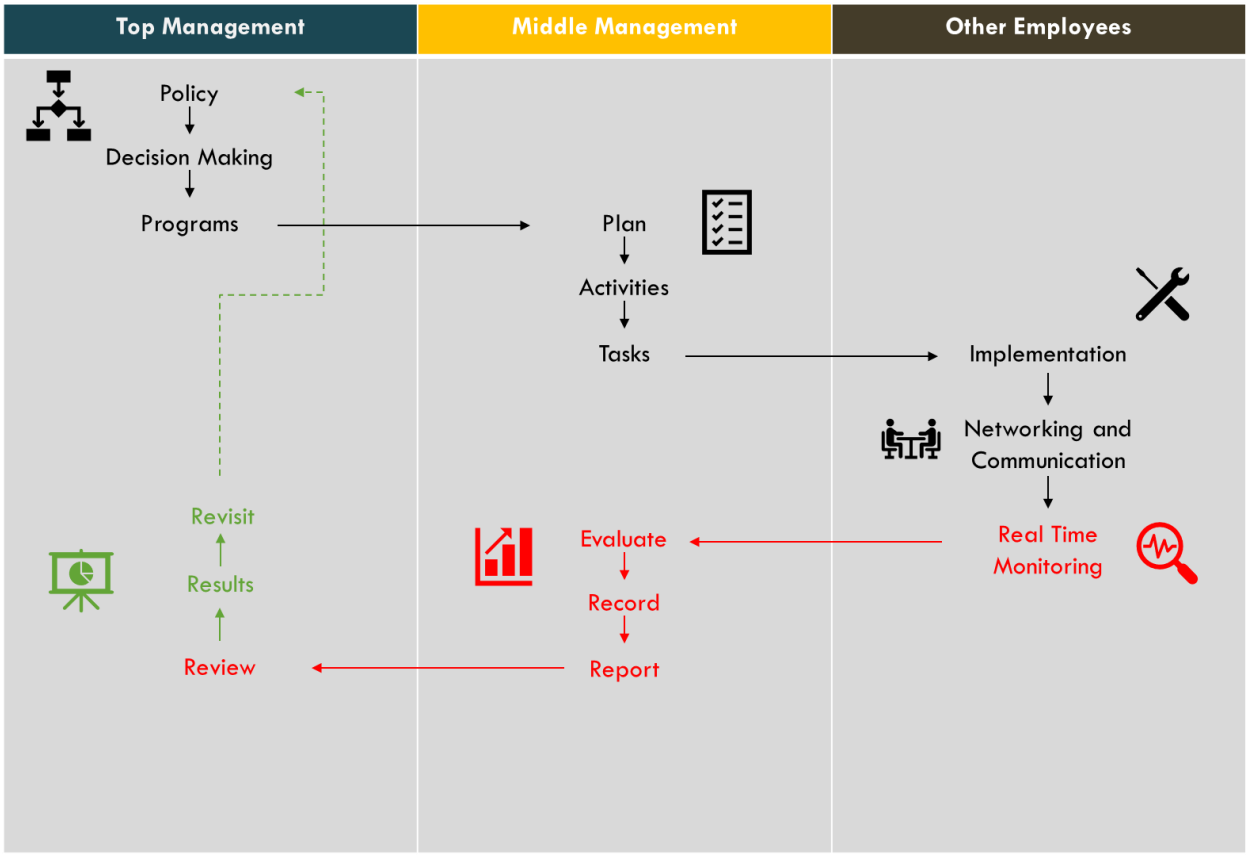
Sr. No.	Material Topic	Each material topic involves following parameters	Sustainability Element	Significance to top stakeholders	Significance to organization
13	Cross industry collaboration	> Growth	Economic	> Moderate	> Exploring new opportunities
14	Future mobility and smart cities	> New business opportunities > Collaborations	Economic	> High	> Technology shift > New products > New customers
15	Alternative technologies	> Ease of business	Economic		> Optimization measures
16	Responsible marketing	> Growth	Economic	> High	> Market leadership
17	Energy and emissions management	> Energy conservation > Energy efficiency > Environmental protection	Environmental	> Very High	> Resource efficiency
18	Air quality management	> Environmental protection > Safe working conditions	Environmental	> Very High	> Safe working condition
19	Sustainable sourcing/Local procurement	> Procurement policy	Environmental	> Moderate	> Adding value
20	Water management	> Water conservation > Rain water harvesting	Environmental	> Moderate	> Resource efficiency
21	Bio-diversity	> Environmental protection > Elegance around plant	Environmental	> Moderate	> Environment care
22	Governance - Inclusive and accountable	> Values > Deeper involvement > Management approach	Governance	> High	> Sustainability performance
23	Responsible actions	> Strategic planning	Governance	> High	> Sustainability performance
24	Manufacturing automation (I4.0)	> Continuous improvements	Economic	> High	> Optimization measures

Sr. No.	Material Topic	Each material topic involves following parameters	Sustainability Element	Significance to top stakeholders	Significance to organization
25	Regulatory regime	> Compliance assurance > Audits	Governance	> High	> Responsible manufacturing
26	Code of conduct	> Mentorship programs > Close engagement and Grievance addressing	Social	> High	> Preaching and practicing ethos
27	Products portfolio	> Market leadership	Economic	> Very High	> Maintaining solid track record



Risk Management Process

Risk management at D&S is a coordinated and integrated process. It helps D&S in identifying and mitigating the risks. The risk management process is also facilitated by internal audits for identifying the risks. The cross-functional involvement and communication across all the plants of D&S help in managing business risks. After risk assessment, the report is submitted to senior management to facilitate better decision-making. The Sustainability Executives have been constituted to focus on the issues and speed up actions on those issues. Targets are set by these executives and management and periodically reviewed.



D&S takes proactive measures to safeguard the interests of its shareholders and ensure no impact on the environment and community. D&S has various interactive modes of communication through which they share their performance and progress with the shareholder, resulting in increased shareholder value, transparency, and trust.

- The program helps the organization, to address opportunities and identify the risks in various activities of organization.
- The risks identified are presented to the senior management to facilitate better decision making.
- The Senior Management reviews business risk areas covering operational, financial, strategic and regulatory risks.
- The Middle Management plans activities focusing effectively on the issues.
- The Top Management and the Middle Management also take decisions by circular resolutions which are noted during meeting. The organization schedules meeting every month.

Sustainable economy

The COVID-19 pandemic severely impacted almost the whole world. In March 2020 Government of India announced a national level lockdown due to which operations of the organization halted. The pandemic created tough challenges for D&S, however the organization continued with an approach of empowering themselves to recover and deliver the expectations from them.

D&S generates direct economic value through its operations, products, and services. Financial management of the organization is the responsibility of the financial department. The finance department ensures the company's financial health through collaborating with and assisting employees, managers, the Board of Directors, and other stakeholders. The department guarantees that the financial records of the company are compliant with internal and external audits. D&S has identified climate change as one of the risks, which led to increasingly stringent air pollution norms and energy regulations. They continued the restructuring of their business model and efficiency improvements, which resulted in significant monetary savings.

All values are in crores/year

	Economic Parameters	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Gross Economic Value Generated (Revenue)	175.2	125.0	125.6	180.4	243.2
2	Operating Costs	169.3	120.2	120.5	172.1	221.4
3	Employee Wages and Benefits	7.3	7.0	7.2	8.5	10.8
4	Payments to Providers of Capital	0	0	0	0.2	0.2
5	Payments to Governments	14.3	12.1	10.4	17.5	8.1
6	Penalties	0	0.003	0	0	0
7	Environmental and Community Investment	0	0	0	0	0
8	Economic Value Distributed	183.6	132.3	130.9	189.7	229.6
9	Economic Value Retained	3.6	2.7	2.0	4.9	8.6

The total sales in FY 2022-2023 were Rs 243 crores registering growth/de-growth of 38% as compared with the baseline year 2018-19.

All values are in crores/year

	Income Parameters	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Sales Export	6.7	2.6	0.0	0.2	0.0
2	Sales Domestic	167.8	121.9	125.4	179.4	243.1
3	Other Income	0.7	0.5	0.2	0.7	0.1
	Total Income	175.2	125.0	125.6	180.4	243.2

All values are in lakhs/year

	Expenses Parameters	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
1	Operating Cost	169.32	120.22	120.50	172.06	221.40
2	Penalties	0.00	0.00	0.00	0.00	0.00
3	Travelling Expenses	0.42	0.38	0.14	0.18	0.31
4	Tax	1.24	0.82	1.04	1.19	2.01
5	Employee Wages	7.29	6.95	7.22	8.55	0.52
6	Employee Benefits	0.50	0.46	0.41	0.46	10.33
7	Payments to Providers of Capital	0	0	0	0.19	0.00
8	R&D Expenditures	0	0	0	0	0
9	Environmental Expenditures	0	0	0	0	0
10	Community Expenditures	0.007	0.008	0.001	0.002	0.000
	Total Expenses	178.76	128.85	129.31	182.63	234.57

D&S believes that sustainability is an opportunity. Sustainability can be achieved by unconventional and innovative thinking related to production, business model, material, infrastructure, etc. They are investing in an R&D facility to develop new products with low life cycle impact.

D&S has always been vocal about local suppliers. They are practicing purchasing goods and services from local suppliers. Procurement from local supplies not only supports local industries and generates jobs, and also help in reducing carbon footprint.

Sustainability KPIs

Dashboard of Sustainability KPIs – year-on-year

Sr.No.	Sustainability Performance Indicator	Factor or Ratio	2018-19	2019-20	2020-21	2020-22	2
1	Productivity	Productivity over rated capacity, in %	43%	31%	46%	44%	
2	Economy ROI	Revenue generated over revenue distributed amongst employees, Ratio	8.51	6.31	6.56	8.51	
3	Resources Efficiency	Cost over revenue, Ratio	1.02	1.03	1.03	1.01	
4	Investment in Health, Safety and PPEs	Investment over employees, Rs per employee	11885	10238	8586	10456	
5	Investment in new technology, systems and processes	Investment over revenue, Ratio	0.010	0.009	0.002	0.009	
6	Investment in training manpower	Investment over employees, Rs per employee	1315.8	1775.1	609.7	2805.0	

Photo graphs

2. Products-Process Stewardship

The following table showcases existing product stewardship.

Table 1: Tank products

PRODUCT NAME	Fuel Tank	Hydraulic Tank	Air Vacuum Tank	Surge Tank	Ar De
SPECIFICATION	• Capacity – 60 to 450 litres • 100% Anticorrosive Materials. Weight 30 kg to 100kg. Thickness varies from 0.8 to 2.0 mm. 100% Leak proof tank.	• Capacity – 30 to 70 litres •Anticorrosive Coating • Super Heat Resistance • High Pressure Functionality	• Capacity – 6 to 22 litres •Anticorrosive Coating • Super Heat Resistance • High Pressure Functionality	• Capacity – 10 to30 litres •Anticorrosive Coating • Super Heat Resistance • High Pressure Functionality	• C to •A Co • S Re • I Fu
APPLICATION	• Passenger Vehicles • Commercial Vehicles	• Tipper • earth moving Vehicles	• Passenger Vehicles • Commercial Vehicles	• Passenger Vehicles • Commercial Vehicles	De
IMPACT	• Embedded Energy 0.8_kWh per meter seam 2mtr to 4mtr seam per tank depending on sizes. • Embedded Emission per unit – tCO2 /unit per meter • 100% Recyclable material •20 years of beyond vehicle life of 15 years. 1:.03 waste Impact resistance.	• 100% Recyclable • Robust • Durable	• 100% Recyclable • Robust • Durable	• 100% Recyclable • Robust • Durable	De
CLIENT	• Isuzu Motors • Ashok Leyland • Daimler • Tata Motors • Mahindra & Mahindra • Larsen & Toubro *Toro *Bhart Foge *Piaggio *VST tractors	• Hyva • Wipro • Toro • Kubota • Mahindra & Mahindra	• Ashok Leyland • Tata Motors • Mahindra & Mahindra	*Tata Tyoya *VST tractors	
Life cycle of product	20 Years	15 Years	15 Years	15 Years	15

PRODUCT NAME	Fuel Tank	Hydraulic Tank	Air Vacuum Tank	Surge Tank	Ar De
Yeild of raw ramate material	1 to 2 % scrap and 100% Recyclable	1 to 2 % scrap and 100% Recyclable	1 to 2 % scrap and 100% Recyclable	1 to 2 % scrap and 100% Recyclable	1 10
certification	ARAI Certified IATF Certified	Customer approval	Customer approval	Customer approval	Cu
Strighth of prodcut	1) Compliances with national and international standards IS-25056 (CMVR Rule no-124) 2) Capacity check 3) Leakage test 4) (Positive pressure breakage test 5) Inversions test 6) Slosh endurances test- for 50 Hoiurs 7) Negative pressure breakage test 8) Salt Spray Test - 1000 Hours 9) Pressure cycle test 10)Fuel tank vibration test 11) Venting test 12) Impulse Test- 1,00,000 cycle 13) Vehicle Tests 14) Testing for acceptance	1) Compliances with national and international standards IS-25056 (CMVR Rule no-124) 2) Capacity check 3) Leakage test 4) (Positive pressure breakage test 5) Inversions test 6) Slosh endurances test- for 50 Hoiurs 7) Negative pressure breakage test 8) Salt Spray Test - 1000 Hours 9) Pressure cycle test 10)Fuel tank vibration test 11) Venting test	1) Compliances with national and international standards IS-25056 (CMVR Rule no-124) 2) Capacity check 3) Leakage test 4) Salt Spray Test - 1000 Hours 5) Pressure cycle test	1) Compliances with national and international standards IS-25056 (CMVR Rule no-124) 2) Capacity check 3) Leakage test 4) Salt Spray Test - 1000 Hours 5) Pressure cycle test	As st ca

Table 2: Assembly products

PRODUCT NAME	Oil Pans	Exhaust System	Heavy Stamped Assemblies	Tubular Ass
SPECIFICATION	• Capacity – 1 to 20 litres •Anticorrosive Coating • Super Heat Resistance • High Pressure Functionality	• NOx Reduction Technology • Particulate Filter Active Regeneration Solution Technology • Optimized Design	•Anticorrosive Coating • Super Heat Resistance • High Pressure Functionality	•Anticorrosi • Super Heat • High Press Functionality
APPLICATION	• Passenger Vehicles • Commercial Vehicles	• Passenger Vehicles • Commercial Vehicles	• Passenger Vehicles • Commercial Vehicles	• Passenger • Commercia

PRODUCT NAME	Oil Pans	Exhaust System	Heavy Stamped Assemblies	Tubular Ass
IMPACT	• 100% Recyclable • Robust • Durable	• 100% Recyclable • Robust • Durable	• 100% Recyclable • Robust • Durable	• 100% Recy • Robust • Durable
CLIENT	• Ashok Leyland • Tata Motors	• Mahindra & Mahindra *Piaggio *VST tractors	• Isuzu Motors • Ashok Leyland • Daimler • Tata Motors • Mahindra & Mahindra *Toro *Piaggio *VST tractors	• Isuzu Moto • Ashok Leyl • Daimler • Tata Motor • Mahindra & *Toro *VST tractor
Life cycle of product	15 Years	15 Years	15 Years	15 Years
Yeild of raw ramate material	1 to 2 % scrap and 100% Recyclable	1 to 2 % scrap and 100% Recyclable	1 to 2 % scrap and 100% Recyclable	1 to 2 % scr 100% Recyc
certification	Customer approval	Customer approval	Customer approval	Customer ap
Strighth of prodcut	1) Compliances with national and international standards IS-25056 (CMVR Rule no-124) 2) Capacity check 3) Leakage test 4) Salt Spray Test - 1000 Hours 5) Pressure cycle test	1) Compliances with national and international standards IS-25056 (CMVR Rule no-124) 2) Noise Measurement 3) Leakage test 4) Salt Spray Test - 1000 Hours 5) Pressure cycle test	1)Level of Acceptance 2) Material and Dimensional requirements specified drawing 3) Compliances with national and international standards	1) Compliand national and internationa IS-25056 (C no-124) 2) Salt Spray Hours 5) Pressure

Pioneering futuristic products

D&S has developed strategy for various futuristic products like two wheelers fuel tanks, the agriculture equipment metal parts, EV components and so on.

For example, heavy metal part for one of the agriculture equipment has been developed and started the commercialization for one of the customer based in USA.

Performance Test

Various TESTs are being practiced during the live productionisation, like

1. Capacity check

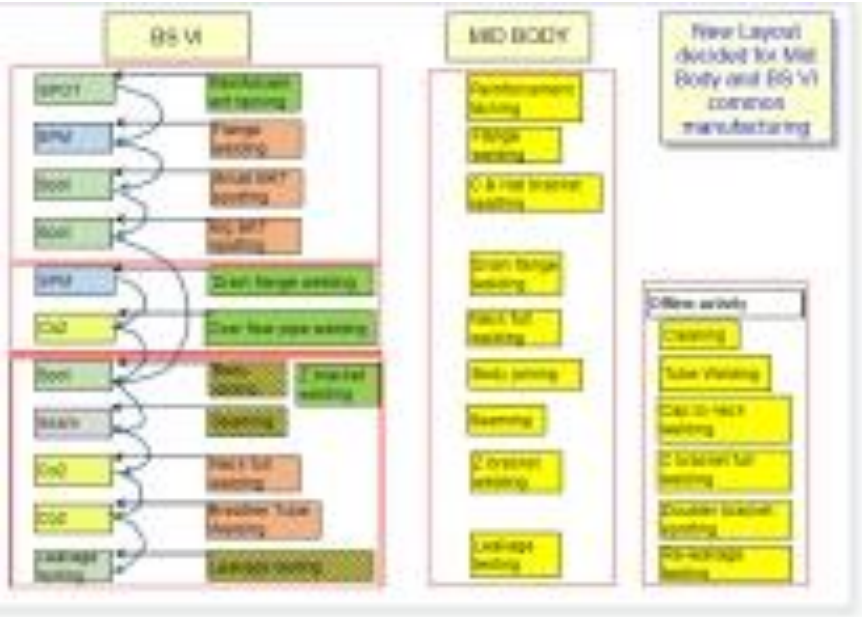
2. Leakage test
3. Salt Spray Test - 1000 Hours
4. Pressure cycle test

Select Case study

2022 -23: Pantnagar plant: 200 Ton press upgraded with 250 Ton press by introducing new power pack design, valves, pipe line, which helped 30% increase in productivity with moderating resources consumption.

2022 -23: Chinchwad plant: Fuel Tank End cover seam welding burr eliminated to ensure safety. CFT team implemented action of shifting to Seam weld track rolling process from sander wheel process for burr removal. Reduced the sander wheel consumption by 10 nos. per day and seam welding burr safety issues eliminated completely.

2019-20: Chakan plant: Optimization of industrial layout of the assembly shop machines, which helped to quick start the new part production on the existing line.



2021-2022: Chakan plant: Installed automatic spot welding control and monitoring system under our small automation and digitalization programme for ensuring 100% quality of process and product at the machine level.

Photo before and after

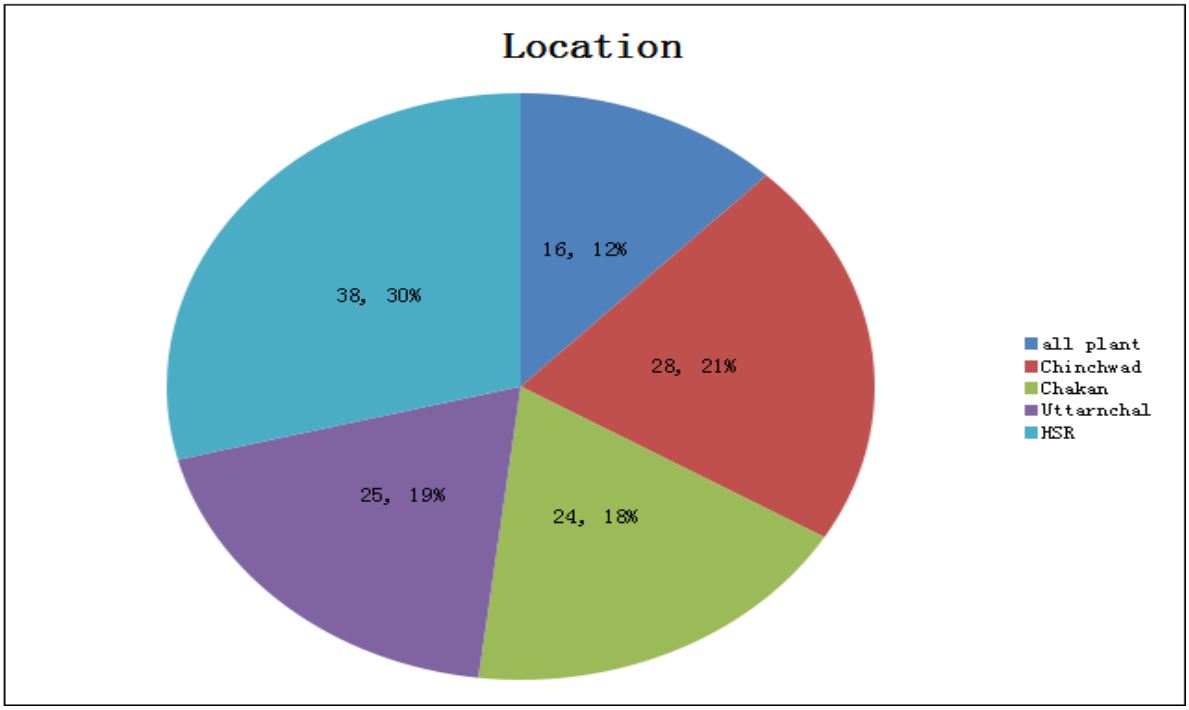

10
1

3. Proletariat

“To win in the marketplace you must first win in the workplace.” - *Doug Conant, CEO of Campbell’s Soup.*

At D&S, the organization is not just any workplace but a family where the concerns and safety hold an uptight bar. D&S operates from four locations and yet the cohesive culture binds it like family. The culture based on a strong value system makes the organization operate like a wall against many natural and man-made issues.

Manpower



Activities

1. Skill matrix
2. Recruitment and Retention
3. Training and Development
4. Employee Welfare and Safety.
5. Legal compliances

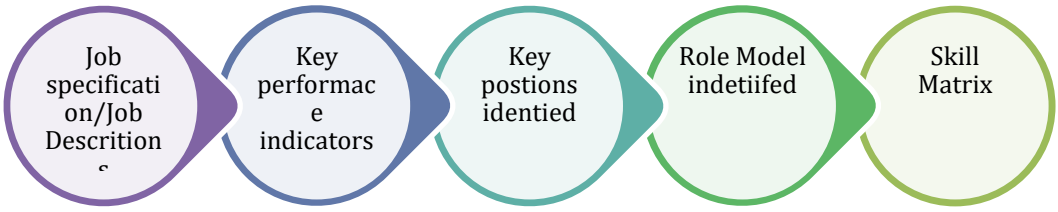
1. Skill Matrix

A **skills matrix** is a framework used to map employees' **skills** and their levels. It is used to manage, plan, and monitor existing and desired **skills** for a role, team, department, project, or an entire company. Sometimes a **skills matrix** is also called a **competency matrix.**

At Dali and Samir skills matrix helped to identify the exact skill set required at key each key position is mapped. The employees are rated based on the skills acquired, proficiency reached and skills imparted. The skills-based human capital engagement has made D&S extremely competitive and adaptive to future changes and challenges.
Overall there is 200 number of key skills identified in the organization. There are four levels of each skill which creates the skill matrix. Average 5 essential skills are identified for each position and key employees are mapped across the key positions. This process helped D&S to achieve a role model approach which in turn helped to frame the perfect performance management system along with realistic job descriptions and specifications.
Skill matrix is the heart of Human Resource of D&S as all actions are routed and measured using skills as the base.

Photo graphs

Process of Skill Matrix Development at organization



2. Recruitment and Retention

a. Recruitment

D&S has well established Human resource policy which encompasses recruitment policy. The skill matrix is utilized to determine the exact job description and specification of a position.

Recruitment and selection involve three stages for positions which are on contract 1. sourcing and short listing of resumes 2. Pre-screening by human resources 3. Two technical rounds. For all permanent positions, a final discussion with the management representative is mandatory.

Post recruitment the employee on boarding process starts which lasts about a week in which the employee is made aware of all policies of the organization. An employee is inducted into the actual job through on-the-job training. D&S ensures that employee is aware of the benefits, rights and all essential do and don’ts for smooth operation.

In the year 2018,-19 _____ number of new positions were filled based on the skills matrix. Pandemic urged to retain the employees and it is essential to note that the organization was able to retain all precious assets across all locations.

Year	Positions filled
2018-19	19
2019-20	12
2020-21	15
2021-22	10
2022-23	11

b. Retentions

Values drive the culture of the organization. In D&S, all employees are considered as family and hence the organization takes utmost care of the employees.

Rewards and Recognition play an extremely important role in retaining employees. Being from a manufacturing organization, quality of the product and productivity are most key performance criteria across most of the positions.

I. Kaizen

To increase the impact of these criterions the organization created a recognition program for best Kaizen deployment. The quarterly impact of the Kaizen practices was documented on the employee level. The quarterly presentation in front of management helped to boost productivity and quality to a larger extent.

Year	Presentations	Number of Employees recognized
2018-19	5	3
2019-20	4	2
2020-21	4	2
2021-22	4	2
2022-23	5	4

II.Best Employee Awards.

D&S has also started the best employee award to encourage the best culture fit and ethics in the organization. These are awards are yearly awards and help the employees to make a mark.

Year	Number of Employees recognized
2018-19	5
2019-20	5
2020-21	5
2021-22	6
2022-23	10

D&S also has traditions to celebrate main festivals like Dussehra, Ganapati, and Diwali. All employees celebrate this very enthusiastically and with earnest passion towards the organization.

Training and Development

The skill matrix is key to all training and development initiatives in the organization. New normal can be normalized using new skills says the management of the organization. D&S spends Rs 2475/- per employee on average for the training per year.

The training is generally divided into two categories as technical training and general training. The general training covered in inducted and on the job whereas technical training requires a detailed training need analysis which is based on either market need or performance appraisal.

Technical training is imparted in two ways. Internal technical training is imparted by in-house technical experts and generally evaluated by the trainer/expert whereas certain advance technical training is organized by an external technical expert. Technical training is evaluated based on job results after one month.

Year	Number of Internal Training	Number of External Training	Number of Employees trained
2018-19	4	6	90
2019-20	3	4	80
2020-21	6	11	110
2021-22	10	12	130
2022-23	12	19	160

As the organization considers the investment in training as an asset as it generates a return on investment in terms of increased sales, increased productivity, and improved quality in product and service.

Employee Safety and Welfare

Employees are the air in the lungs of the organization. If employees are safe, healthy, and mindful it leads to greater dominos impact as it creates healthy cohesive work culture and accident-free, process-oriented work ethics.

Dali and Samir vouch for the safety of the employees. Detailed designed shop floor focused on adequate light and airflow along with state of art fire sensing grid helps the employees to entrust the organization. Each employee is provided with safety gear which mandatory to wear till the employee is on-premise of the organization.

D&S not only invests in the safety of the employee it also takes care of employee wellbeing. Yearly medical check-up camps and insurance help the organization detect anomalies early and then easy to treat as well. While the physical health is taken care of by the organizational medical camps, Dali and Samir organize team-building activities likes family picnics and get-togethers to ensure the mental wellbeing of employees.

Year	Amount invested on Safety gears	Number of befitting employees
2018-19	1.67	169
2019-20	3.16	187
2020-21	2.63	227
2021-22	4.74	295
2022-23	6.50	310

All the welfare activities as per factories act -1948 and the organization adheres to all the regulations of the act about health and safety of the workers.

Year	Number of medical camps	Number of befitting employees
2018-19	1	100
2019-20	1	112
2020-21	2	180
2021-22	2	220
2022-23	2	300

Legal Compliance

For any organization abiding law of land is mandatory for the sustenance of the organization. The manufacturing sector is significantly dependent on the industrial Relations side of the law.

D&S complies with all the acts as per the government of India and the state of Maharashtra mandates.

The legal compliance like provident fund, Employee state insurance, Contract labor returns, Payment of Bonus, Minimum wages. D&S has developed the culture of employee first which is beyond the statutory compliances.

Year	Number of rupees invested in statutory compliances
2018-19	12.68
2019-20	10.10
2020-21	5.99
2021-22	7.14
2022-23	8.10

D&S has one Labour union, and management has excellent terms with them. The agreement is made with the unions as per the trade union act 1926 and both the parties adhere to terms stated in the agreement resulting in harmony and peace at the workplace. There are no industrial disputes reported from the organization since its inception. This essentially manifests the employee-first culture of the organization.

Photo graphs

Performance

As the organization is progressing with a positive approach with a high potential to reach higher goals, the following parameters help us to understand the journey so far.

Indicator	Explanation	Measurement	2018-19	2019-20	2020-21	2021-22	2022-23
HC ROI	The indicator caters to generating maximum return on investment where human capital is	ROI per human Resource	13.32	18.14	5.03	5.03	5.03

	involved.						
Training Investment Value	The indicator quantifies the Training investment to Revenue	The value generated through training	34.57	34.63	124.91	175.16	175.16
Skills Matrix	The matrix helps to map the current and future needs and capacity analysis	Number of manpower of Essential skills	92.00	98.00	110.00	120.00	120.00
Welfare impact	Welfare activities are related to core sustenance of business to measure impact the revenue to welfare ratio is divided	Revenue to Welfare cost	122.14	115.45	53.63	52.10	52.10

Soft indicators

These indicators are not directly related to the economic performance of the organization but these indicators make a great impact on the culture and workplace environment of the organization.

Indicator	Explanation	Measurement	2018-19	2019-20	2020-21	2021-22	2022-23
Diversity	Divesity in terms og Age and Education	Age wise classification					
		18-25:	0	3	5	0	0
		25-45:	88	86	83	88	88
		46- 60:	40	43	37	40	40

		Location wise Classification Chinchwad: Chakan: Pantnagar Hosur :	 49 23 25 31	 49 22 24 37	 45 21 23 36	 49 23 25 31	 49 23 25 31
Harmony	Grievances and counselling	Number of grievances and counselling session	0	0	0	0	
Health	Health check-ups	Number of health check-up camps	1	1	1	1	
Culture	Teambuilding activities	Number of team building activities	0	0	0	0	
Recognition and Reward	Recognition and Rewards	Number of rewards	5	5	5	5	
		Number of recognition events	0	0	0	0	

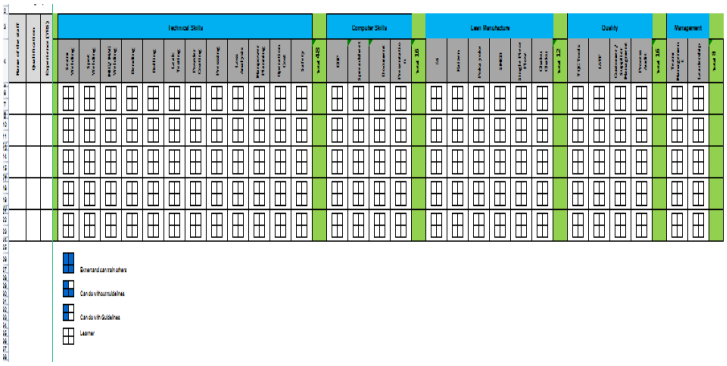
Sustainability targets

For Social Inclusiveness

1. To initiate performance management and Compensation based on skill matrix
2. To instill more defined career paths for progression.
3. To increase management interaction for post-training assessment
4. To include a higher education-based skilling/upgrading program.

Select Case study

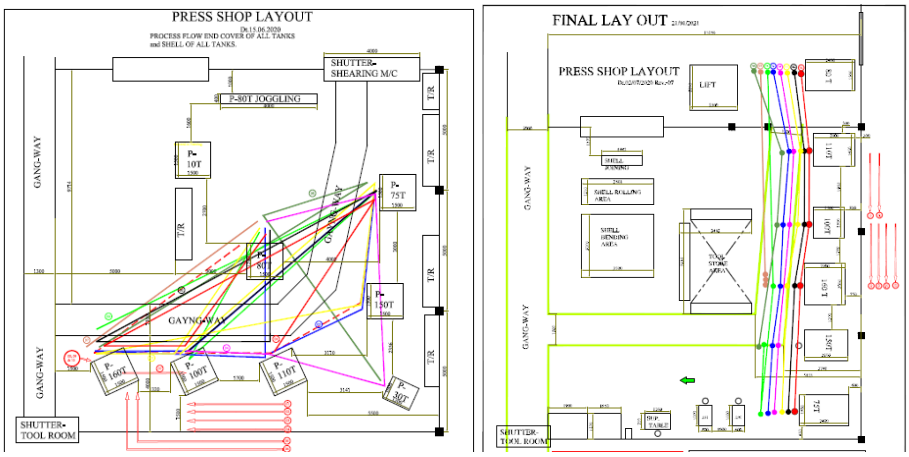
2020-2021: Chakan plant: Skill Development - Skill level technical operators upgraded to solve the process and machine related issues on their own, which helped in reduction of MTBF of from 156 Hrs from 114 Hr and % leakage from 2.1% to 1.05%.



2019-2020: All plants: Reduced noise level from 90 db to 60 db at source by installing customized muffler/canopy of glass wool to suppress the noise of pressurized air coming out of solenoid valve. Shop floor working conditions improved.

Photo before and after

2022-2023: Chinchwad plant: Optimsied industrial layout to eliminate cross movements & back tracking movements of materials, to ensure safety of all on the shop floor and to reduce the fatigue of operators & ergonomics improved. Before: material transport distance - 222.6 meter and After: 82.2 meter.



2020-2021: Chakan plant: Safety Best Operating Practices while loading and unloading of the part on the machine with introduction of magnetic tool.


2019-20: Chinchwad plant: Optimized press shop product material movement by working on manpower handling, time, distance and space saving, which helped in removing - intermediate storage because of introduction customized trolleys and – comfort for people involved in material movement of 15 meter saved..

YoY: All plants: Health & Safety team constantly works on activities of elimination of concerns and risks of H&S. Activities includes awareness, training, 4 types of PPE's, machine guard condition, emergency stopper etc. for safe working condition /practice. Natural lighting, ventilation, drinking water, medical support helped in healthy working lifestyle in all industrial operations. YoY 6 awareness and training on H&S is conducted, safety week is celebrated for sustaining effectiveness and protection activities at all plants.

Add photo

YoY: All plants: Welfare measures helped to improve working lifestyle, employee engagement and enhanced mental, physical, intellectual and moral well being. Annually Rs. 64 lakhs is distributed amongst employees.

Add photo

YoY: All plants: YoY 6 Employee engagement activities are delivered, which helped to increase productivity and organization success. Retention rate is 98% with 100% productivity performance.

Add photo

YoY: All plants: Rewards and recognition is being practiced YoY, which helped to a greater employee engagement and creative and positive overall workplace. At each plant, annually 6 work forces are identified for their proactive and creative efforts and awarded as employee of the year with token of recognition.

Add photo

4. Protecting planet

D&S has set ambitious energy conservation and emission reduction targets (SDG-7). Climate change is one of the key sustainability challenges. D&S is switching its old machines to energy-efficient machines, which will reduce the energy consumption at the machine end. They are also committed to reducing their dependence on non-renewable energy sources by installing solar and wind energy systems. D&S also organizes various ENCON programs and workshops for employees to increase awareness about energy conservation among employees.

Activities

Resources management – Energy and Water

The energy consumed inside the organization:

Parameter	Unit	2018-19	2019-20	2020-21	2021-22	2022-23 Reporting Year
Electricity consumption (302-1) inside the organization	kWh/year	2603558	1834214	2008216	2074080	2397331
Energy Consumption from renewable energy sources	kWh/year	0	0	0	0	0
Energy Consumption from non-renewable energy sources	kWh/year	0	0	0	0	0
Water consumption for cooling purposes and general purpose usage	m3/year	12132	11841	11022	12505	10931
Fuel consumption for heating purposes (Till 2020 LPG and afterward PNG is used)	Gas in kg/year	1262246	837735	936764	1544399	1183139
Fuel consumption for heating purposes	Diesel in ltrs/year	23105	16767	15815	14859	18212
Production, mtrs of seam weld/year	mtrs of seam weld/year	1047649	815463	920596	1072211	1325197

Production, spots weld no.s/year	spots weld no.s/year	25511315	21300258	22682294	24448211	28150747
SEC, kWh/mtr of seam weld	kWh/mtr of seam welding	2.687	2.505	2.623	1.981	1.805
SEC, LPG in kg/mtr of seam weld	Gas in kg/mtr of seam welding	0.039	0.035	0.036	0.032	0.033
SWC, Water intensity ltrs/mtr of seam weld	ltrs/mtr of seam welding	12.073	16.407	16.027	12.703	8.372
SEC, toe/mtr of seam weld	toe/mtr of seam welding	0.023	0.023	0.023	0.016	0.013
Emissions tCO2/mtr of seam weld	tCO2/mtr of seam welding	0.006	0.025	0.006	0.006	0.004
Self-generated electricity/heating/cooling/steam energy which is not consumed	toe/year	0	0	0	0	0
Energy sold	toe/year	0	0	0	0	0
Total Energy Consumption	toe/year	23540	17576	16659	17545	17498
Total Energy Consumption outside the organization (302-2)	toe/year	0	0	0	0	0
Energy Intensity (302-3)	toe/mtr of seam welding	0.023	0.023	0.023	0.016	0.013
Reduction of energy consumption (302-4)	kWh/year	0	-5963	-6880	-5995	-6042
Reduction in energy requirements of products and services (302-5)	toe/year	0	90	-473	-1466	-3208

Managing emissions

Organization’s total energy consumption in 2023-24 is 17498 toe units, which has been reduced by 34% as compared to baseline year while increase in production by 26% as compared with the baseline year. The total GHG emission is 4467 tCO2/year, which has been reduced by 30% compared to the base year. This is due to an increase in the energy conservation techniques,

switching towards energy-efficient equipment, services, and technologies has helped to reduce GHG emissions.

The target of the organization is to reduce GHG by 10% every year. D&S's supply chain also contributes to GHG emissions. They have initiated a monitoring system for monitoring GHG emission of the supply chain and set a target to reduce it by the proper restructuring of the supply chain.

The GHG emitted by organization:

Parameter	Unit	2018-19	2019-20	2020-21	2021-22	2022-23 Reporting Year	% w.r Baseli 2018-1
Gross direct GHG emissions (305-1) Scope-1	tCO2/year	3827	2543	1680	2741	2117	-44
Gross energy indirect GHG emissions (305-2) Scope-2	tCO2/year	2551	1798	1968	2033	2349	-7
Other indirect GHG emissions (305-3) Scope-3	tCO2/year	0	0	0	0	0	0
Total GHG emissions (Scope-1 & Scope-2)	tCO2/year	6378	4341	3648	4774	4467	-30
GHG emissions intensity ratio (305-4)	tCO2/mtr of seam weld	0.0061	0.0057	0.0047	0.0045	0.0033	-45
Emission of ozone depleting substances (305-6)	tCFC11/year	0.000	0.000	0.000	0.000	0.000	0
Nitrogen oxides (NOx), sulphur oxides (SO x) and other significant air emissions	ton/year	0.000	0.000	0.000	0.000	0.000	0
Total reduction in GHG emissions (305-5)	tCO2/year	0	-2037	-2730	-1604	-1911	-30

Water and effluent

In manufacturing, plant-specific machines require water for their operation. D&S aims to reduce the impact on the water by improving plant efficiency.

D&S relies on surface water/groundwater/water from the municipality at the manufacturing location. D&S has set a goal of 10% reduction the usage of freshwater as it is the main source of drinking water.

D&S has dedicated actions to increasing rainwater harvesting and effluent recycling. Their goal is to recycle effluent which will minimize the negative impact on the environment through their operations and conserve natural resources as far as possible.

Supply chain

D&S's supply chain significantly contributes to GHG emissions. They have engaged with their 2 suppliers through sustainable supply chain initiative to practice efficient supply chain model which will conserve energy and reduce emissions. They have initiated monitoring system for monitoring GHG emission of supply chain and set a target to reduce it by proper restructuring of supply chain.

Waste management

D&S is committed to continually improve its waste management practices in its manufacturing facilities.

Total waste generated by the organization (306-1) was 703 tons/year, which is 100% recyclable and being recycled successfully.

D&S focuses on the minimization of waste generation, recycling of waste generated, and development of new eco-friendly waste disposal methods. D&S disposes of waste as per regulatory norms. D&S has set a goal to divert hazardous wastes from landfills and to explore various options for recycling waste (306-2).

Non-Hazardous Waste Generation and Disposal at Subsidiaries

Waste Type	Units	2018-19	2019-20	2020-21	2021-22	2022-23	Disposal Method	Direction of Change
Metal	Tons	613.5	1030	969	722	690	100% Scrap Sale	Zero Land
Plastic	Roll	0	0	277	0	0	100% Scrap Sale	Zero Land
Cardboard/Wood	Tons	8.5	11.7	11.0	14.5	13.1	100% Scrap Sale	Zero Land

Their employees have designed many innovative ideas of recycling waste, minimization of waste at source, and disposal of waste.

They have engaged with waste recycling companies and waste disposal companies for proper waste management practices.

Materials

In long term, the cost of materials can increase as resources deplete and consumption increases. This has created opportunities for the organization to redesign the manufacturing process and create a solution.

D&S is conserving natural resources by minimizing consumption of raw material and reducing wastage as much as possible. D&S has adopted the policy of Reduce-Reuse-Recover that enabled to minimize the pressure on natural resources.

Biodiversity

D&S is committed to avoid and mitigate the negative impact of their business on biodiversity and enhance the positive impact on biodiversity through their biodiversity efforts and social responsibilities initiative (304).

D&Ss manufacturing plants are not located near the identified biodiversity hotspots or protected water bodies.

D&S has started an initiative of building green areas near bay their plants in Pantnagar and Hosur by using treated effluents. Organization's facility has taken the initiative of setting up a nursery in their premises. The presence of fauna within the premises of the plant indicates the protected and undisturbed conditions within the plant.

Environmental compliance

As an organization, they have calculated the impact on the environment and are making concern efforts for minimizing the impact by implementing numerous Environmental Conservation measures. They have also created Environmental policies to meet the legal, regulatory, and environmental norms.

The total expenditure of organization on environment conservation is Rs___ in FY 2020-21.

Environmental Expenditure Location	Unit	Cost
Treatment and Disposal of Waste	Rs	
External Services for Environmental Management	Rs	
Personnel for General Environmental Management Activities	Rs	
Depreciation and Maintenance cost of Equipment used in Pollution Control	Rs	

Extra Expenditure for Installing Cleaner Technologies	Rs	
Other Environmental Cost	Rs	
Total Environmental Expenditure	Rs	

Environmental Performance

D&S is monitoring the performance parameters of air, noise, water and waste values at each plant.

Sr. No.	Ambient Air	Range	Chinchwad Plant	Chakan Plant	Hosur Plant	Pantnagar Plant
1	Ammonia	10 µg/m³ to 400 µg/m³	19.0	18.2	9.71	18.2
2	Arsenic	2 ng/m³ to 50 ng/m³	BDL[D.L=0.1]	BDL[D.L=0.1]	BDL9DL=1.15]	BDL[D.L=0.1]
3	Carbon Monoxide	0.20 mg/m³ to 229 mg/m³	1.68	1.58	1.15	1.58
4	Hydrogen Sulphide	6 µg/m³ to 600 µg/m³	26.4	29.5	24.27	29.5
5	Lead	0.01 µg/m³ to 100 µg/m³	BDL[D.L=0.1]	BDL[D.L=0.1]	BDL[D.L=1.0]	BDL[D.L=0.1]
6	Nitrogen Dioxide	6 µg/m³ to 1000 µg/m³	20.0	20.1	10.71	20.1
7	Particulate Matter (PM10)	10 µg/m³ to 1000 µg/m³	76.40	68.85	57.87	68.85
8	Particulate Matter (PM2.5)	0 µg/m³ to 1000 µg/m³	30.25	30.11	26.19	30.11
9	Sulphur Dioxide	5 µg/m³ to 1000 µg/m³	13.2	14.8	6.38	14.8
10	Suspended Particulate Matter (SPM)	10 µg/m³ to 1000 µg/m³	BDL[d.l=0.02]	BDL[d.l=0.02]	BDL[d.l=1f.0]	BDL[d.l=0.02]

Sr. No.	Stack Emission	Range	Chinchwad Plant	Chakan Plant	Hosur Plant	Pantnagar Plant

Sr. No.	Stack Emission	Range	Chinchwad Plant	Chakan Plant	Hosur Plant	Pantnagar Plant
1	Acid Mist (Sulfuric acid & sulphur trioxide)	0.05 mg/Nm³ to 50 mg/Nm³			19.2	
2	Oxides of Nitrogen (NOx)	2 mg/Nm³ to 4000 mg/Nm³			57.13	
3	Particulate matter	1 mg/Nm³ to 5000 mg/Nm³			24.69	
4	Sulphur Dioxide	5 mg/Nm³ to 1000 mg/Nm³			10.66	

Sr. No.	Ambient Noise	Range	Chinchwad Plant	Chakan Plant	Hosur Plant	Pantnagar Plant
1	Near main Gate	Day-<75 Night - <70	65.2 56.1	63.8 55.8	62.6 55.9	63.8 55.8
2	Near DG Area	Day-<75 Night - <70	70.5 61.0	72.0 64.0	69.1 65.1	72.0 64.0
3	Back Side of Company	Day-<75 Night - <70	69.8 57.4	66.8 59.6	65.4 60.2	66.8 59.6

Sr. No.	Work zone Noise	Range	Chinchwad Plant	Chakan Plant	Hosur Plant	Pantnagar Plant
1	Press Shop	<90	85.2	83.2	85.3	85.2
2	Grinding Area	<90	81.3	84.5	84.7	81.3
3	Welding Area	<90	80.6	80.6	82.4	80.6
4	Compressor Area	<90	85.2	85.0	85.3	85.2

Sr. No.	ETP	Range	Chinchwad Plant	Chakan Plant	Hosur Plant	Pantnagar Plant
1	Total Suspended Solids	0 mg/L to 100 mg/L	15	8	4	152
2	Total Dissolved Solids	2100 mg/L	114	115	1699	714
3	PH	5.5-9.0	6.87	6.69	6.84	6.61
4	Biochemical Oxygen Demand (3day at 27C)	100 mg/L	13.0	68.0	7.5	220
5	Chemical Oxygen Demand	250 mg/L	40	184.74	44	261
6	Chloride (as Cl)	600 mg/L	14.42	9.61	345.4	12
7	Sulphate (as SO4)	1000 mg/L	2.64	40.9	769.4	261
8	Phosphate as PO4	NS /mg/L	BDL	BDL	BDL	BDL

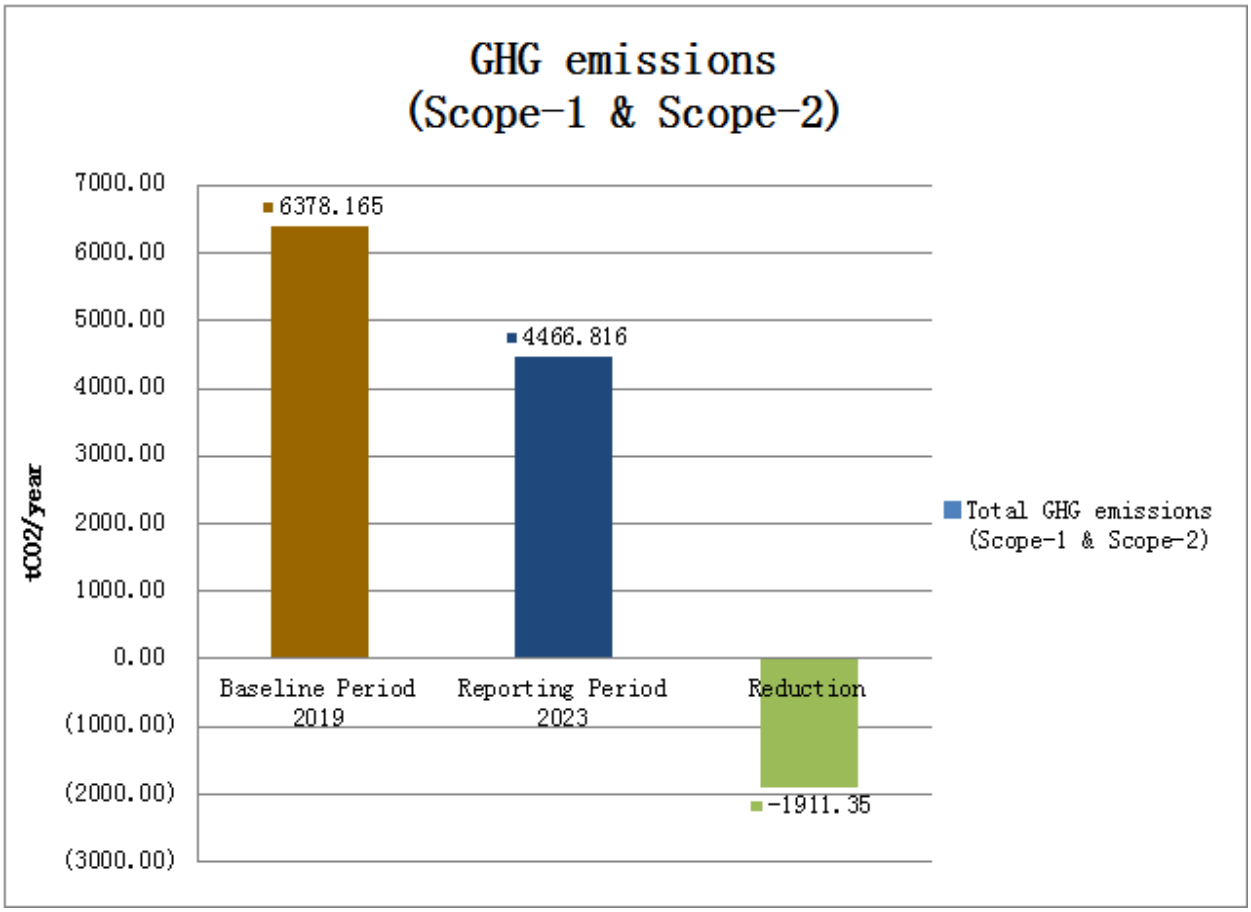
Sr. No.	Drinking Water	Range	Chinchwad Plant	Chakan Plant	Hosur Plant	Pantnagar Plant
1	Colour	5	1	1.0	1.0	1.0
2	pH	6.5 to 8.5	7.07	6.88	6.68	6.75
3	Turbidity	1 NTU to 1000 NTU	0.94	0.61	0.65	0.71
4	Total Dissolved Solids	500	84.0	105.0	115.0	125.0
5	Total Hardness as CACO3	200	47.52	53.47	63.47	73.47
6	Total Alkalinity as CaCO3	200	45.83	56.25	66.25	76.25
7	Chloride as CI	250	9.61	7.69	7.69	7.69
8	Sulphate as S	200	3.55	3.73	3.73	3.73

Sr. No.	Drinking Water	Range	Chinchwad Plant	Chakan Plant	Hosur Plant	Pantnagar Plant
	O4					
9	Residual Chlorine	0.20	BDL	BDL	BDL	BDL
10	Calcium as Ca	75	11.26	14.39	15.39	13.30
11	Magnesium as Mg	30	4.61	4.2	4.3	4.4
12	Iron as Fe	0.30	BDL	BDL	BDL	BDL
13	Total Coliform	Absent	Absent	Absent	Absent	Absent
14	E Coli	Absent	Absent	Absent	Absent	Absent

Photo graphs

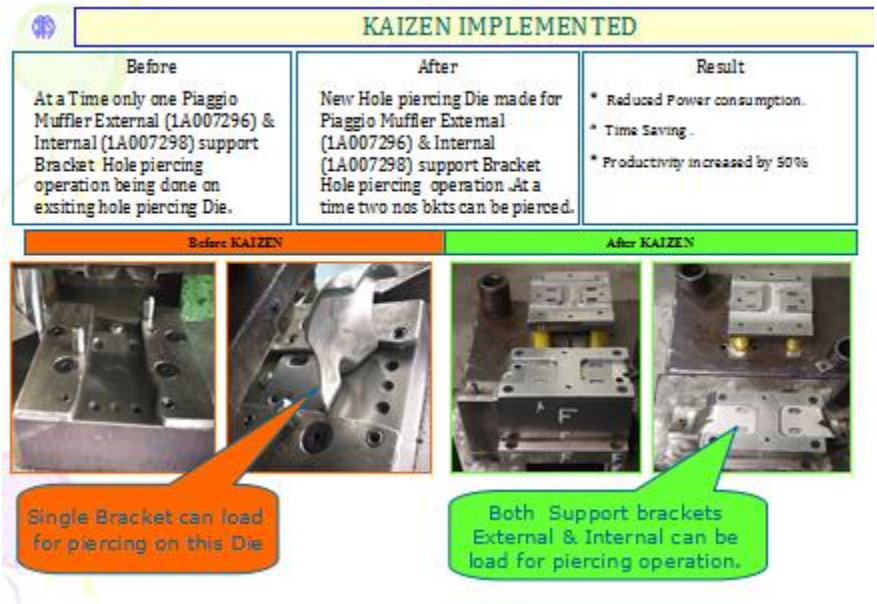
Performance

Carbon emissions reduction achievedby implementing actions helped to reduce carbon emissions from 6378 to 4466 tCO2 per year.

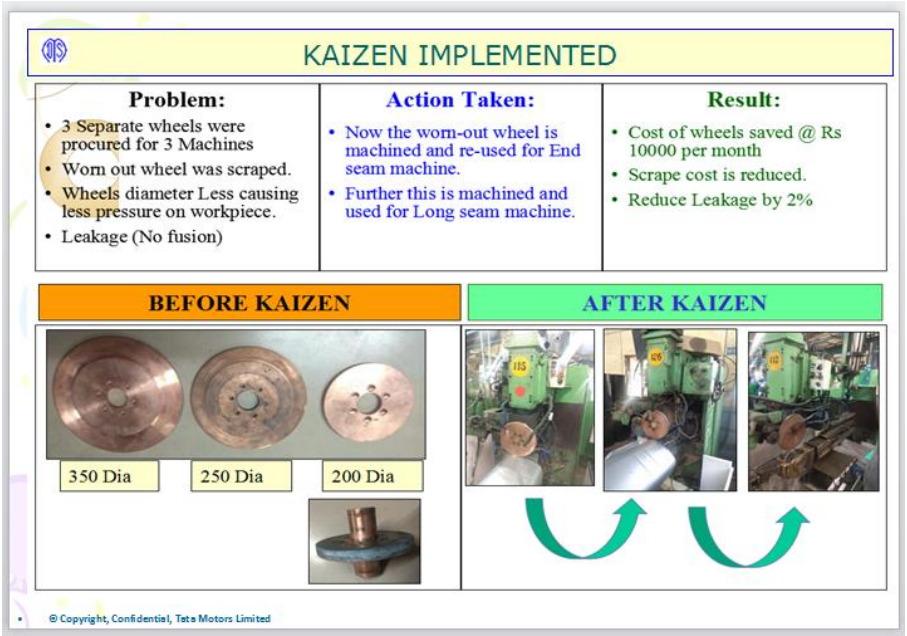


Select Case study

2022 -23: Chinchwad plant: Innovative activity implemented at Press shop for External (1A007296) & Internal (1A007298) Muffler support for Bracket Hole piercing process, which helped to achieve 23 tCO2/year emissions reduction.



2021 -22: Chinchwad plant: Reduction in Seam welding electrode wheel consumption. CFT team implemented action of Seam wheel utilization, reuse for other end seam machine by machining up to required diameter to reuse in long seam machine at bottom wheel electrode, which helped to achieve 20% reduction in waste generation.

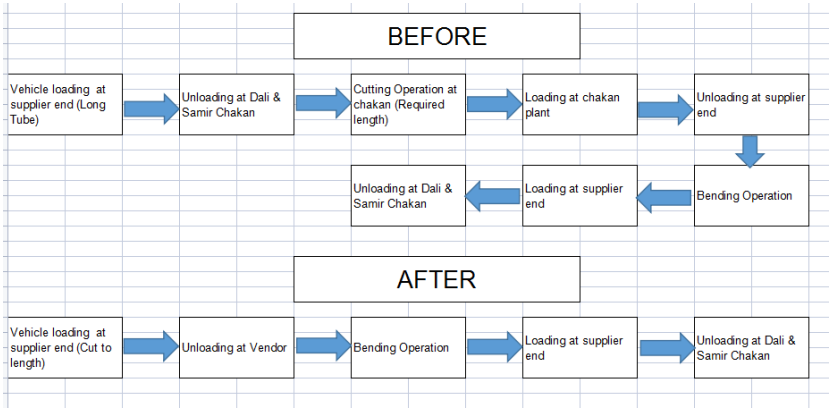


2021-2022: Chakan plant: Implemented 2 stage product pre-cleaning and handling process with the introduction of conveyor system, which helped in comfort of operators and also reduction in chemical use of 1800 liters/year.

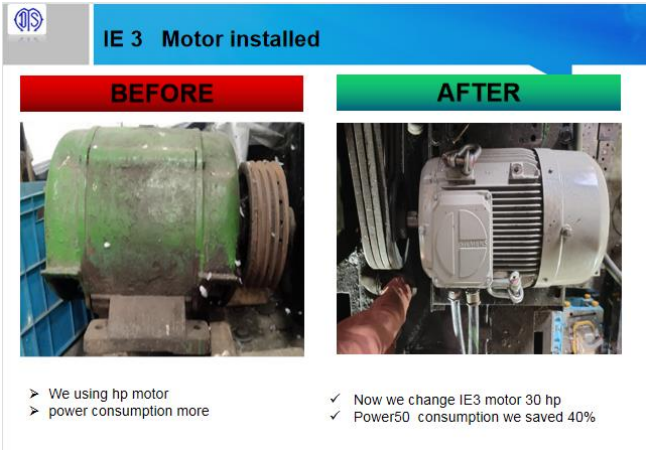
2021-2022: Chakan plant: Redesigned jig used for product loading in oven, which helped to increase 25% productivity and optimize power consumption, which helped to achieve reduction of 8 tCO2/year emissions.

2018-19: Chakan plant: Waste Elimination - The use of polythene eliminated with 100% quality of product by changing the cushion layout of the die with 125 kg polythene waste eliminated from system

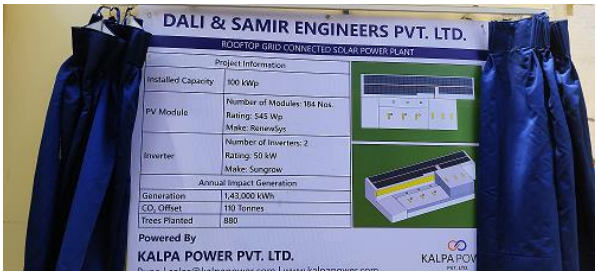
2022-2023: Chakan plant: Supply chain logistics optiozed with implementation of milk run, which helped in reduction in 17 hrs loading and unloading time per month, 4 tCO2 emissions/day and 26 km distance per trip.



2022-2023: Hosur plant: Replaced heavy press motor of 30 kW with IE3 motor of 22 kW to save 33% of energy and 48 tCO2 scope-2 emissions.

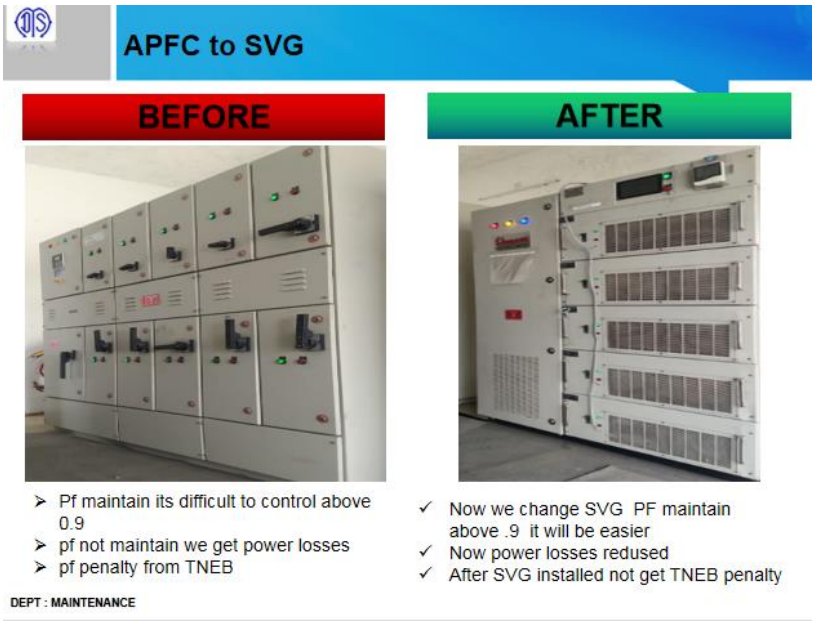


2022-2023: Chakan plant: Installed 100 kW solar roof top PV to reduce 138 tCO2/year scope-2 emissions.



2022-2023: Chinchwad plant: Installed 350 kVAR SVG to reduce energy losses from 13% to 2% and 23 tCO2 scope-2 emissions.

2021-2022: Hosur plant: Installed 500 kVAR SVG to reduce energy losses from 13% to 2% and 35 tCO2 scope-2 emissions.



2021-2022: Chakan plant: Completed fuel switching project from LPG to PNG for powder coating oven, which helped in 100% safety and emissions reductions.

Photo before and after

2022-2023: Chinchwad plant: Replaced exiting 7.5 kW water circulation pump use for process cooling with 2.2 kW energy efficient pump to save 40% of energy and 8 tCO2 scope-2 emissions.

Add photo

2022-2023: Chakan plant: Replaced exiting 3.7 kW cooling tower pump with 2.2 kW energy efficient pump to save 40 % of energy and 8 tCO2 scope-2 emissions.

Add photo

5. Perseverance

50 years of sustainable legacy

- 1972: Entrepreneurial journey of Mr Salian started through a partnership firm Dali & Samir manufacturing company in a rental shop at Chinchwad (Pune) and served first esteemed customer Bajaj Auto Limited with immense pride.
- 1976: Purchased land at 36-2 block in MIDC and established own manufacturing setup.
- 1978: Started manufacturing of Silencers for Bajaj Auto Ltd, Press parts for SKF and Fuel tanks for Tata Motors Ltd
- 1992: Plant expanded with increasing existing product portfolio for customers as well as the addition new products for Tata Toyo and Tata Automation Ltd.
- 1992: Expanded product portfolio by initiating manufacturing of coated fuel tanks.
- 2003: Embarked on footprint expansion leading to decision of purchasing a parcel of land at WMDC Chakan and initiated supplies to customers like Maharashtra Scooters Ltd.
- 2003: Installed first Heavy Press shop and began supplies to TATA Motors Limited from this new facility.
- 2006: A landmark year in terms of customer confidence and the trust of TATA Motors Limited bestowed to establish a facility aligned to their footprint expansion in Uttarakhand.
- 2006: Enhanced process capabilities to team & leadership building that facilitated smooth functioning, technological up gradations and keeping pace with customer & stakeholders expectations.
- 2008: Ashok Leyland & Mahindra added in growing list of satisfied customers of Dali & Samir.
- 2010: Initiated manufacturing of hydraulic tanks at Chakan facility for HYVA.
- 2010: Memorable milestone of the journey of Dali & Samir by expansion of footprint Southwards at Hosur and started serve customers Daimler , Isuzu, Ashok Leyland, Tata Toyo and others from a rented premises in Hosur.
- 2010: Permanently etched in gold in the history of Dali & Samir as the customer delight provided by GENERAL MOTORS and manufacturing of 10 000 oil sumps per month by adopting a state of art technology aided by automated SPMs.
- 2013: Relocated to a larger plant in Hosur.
- 2013: Exports initiated to Kubota Manufacturing of America.
- 2015: Remained committed to Quality by systemically defining all business processes, strictly complying and all 4 facilities got ISO 9001 & TS16949 certified.
- 2017: Onwards until the end of life in 2020 at BIQS 5 level supplied 300 000 parts at Zero PPM and PRR.
- 2018: With a constant endeavor to achieve operational excellence by adopting manufacturing best practices incorporated use of Robotics in welding & leak testing in order to increase process predictability & consistency.

- 2020: Customers wholeheartedly welcomed leveling up of the engineering capability ladder for manufacturing of Aluminum fuel tanks.
- 2022: Exports initiated to Toro America.
- 2022: Make in India: Proud to be associated with the “Make in India” movement announced by our honourable Prime Minister. Successfully developed specialized fuel tanks for defence equipment applications complying with stringent product specifications of function, robustness & safety.
- 2022: 50 years of practice of sustainable business activities to minimize impacting environmental & societal elements, got reflected through rigorous evaluation & validation of continuous improvement of processes and practices impact on the Environment, Social, and Governance (ESG) aspects when Dali & Samir received recognition by winning the MCCIA Dr. R J Rathi Award for Green Initiatives.
- 2022: Celebrated golden jubilee of legacy aptly referred to as ‘Founders day’. Utilized this occasion to remind the foundations on which Dali & Samir was built and reinforce towards the principles, values, passion & compassion towards fellow men and hard work.

Awards

Dali & Samir won numerous accolades which stand testimony to sincere commitment to continuous improvement. Awards like Supplier Quality Excellence Award from General Motors for 3 years in a row, Skoch Order of Merit, Skoch-NSE MSME Excellence award, ACMA Quality Award, Kirloskar Quality Capacity Award, to name a few.

Exports

Conceptualizing and execution of smart business strategies helped to serve international expectations while being used to serve domestic clients with improved products and services. This strengthened reliability status further and laid the foundations of continuous revamping of work culture within the organization, innovation skills and practice of sound business processes for better customer service.

Sustainability journey continues to excellence brimming with sincere entrepreneurship of Dali & Samir Engineering.

Photo graphs

6. Partnership

Partnering to empower

The importance of business partnership and engagement is emphasised enough in ESG performance achievements. The organization strongly believes in the power of collaborative work and views long-term partnership as a tool of positive transformation of the business. D&S partners with progressive and responsible businesses for a wide range of sustainability initiatives. D&S has partnerships with 40 number of organizations around India and …… number overseas and 5 number of new partnerships engagement.

The middle management of D&S is taking care of strengthening the existing partnership as well as expanding the various partnership options in order to increase impact on following:

- Operational performance,
- Resource optimization and
- Productivity excellence.

D&S is progressing in the direction of sharing knowledge and value amongst the business partners.The organization continues to develop its stakeholder engagement, accountability, transparency, inclusiveness, and consistency to encourage positive impacts of partnerships. For example of the collaboration with one of its customers, the organization retrieves the packaging materials used for packing their products before dispatch.

On similar lines, the top managements working on expanding the business network to achieve the revenue growth year-on-year under the business continuity and growth policy. D&S has identified actions and developed the roadmap for adding following material aspects:

- New products
- New customers
- New markets

Sustainability targets

In selection criteria for the business partners, the organization considers their performance based on environmental, social, and governance aspects. The business partners are engaged based on their support and deliverables in achieving the organization's ambitious goals of increasing positive environmental and social impacts.

Target: This year D&S should be able four new types of products, four new customers and enter in new markets overseas.

7. Path ahead

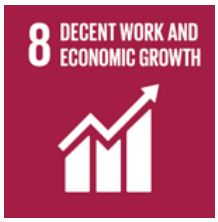
Moving from intention to action-oriented adoption of sustainability is at the core of all functions of D&S business. The respective functional leads are measuring and monitoring the business performance for significant sustainability impact.

To outperform in the journey of sustainability agenda, the material issues are made central to D&S strategy. This will help D&S to fulfill the commitment set internally and initiate more actions for achieving the positive outcomes for the environment and society.

The sustainability initiative’s long-term goal is to optimize, perform, and grow year-on-year for the benefit of internal and external stakeholder. Sustainability activities adoption making people happier associated with D&S.

Appendix

Mapping UN's Sustainable Development Goals (SDGs)

UN's Sustainable Development Goals (SDGs)	Significant Sustainability actions by D&S	Page no
	> D&S provided employment to 450+members of low-income families > D&S pays more than minimum wages	
	> Provided state-of-the-art technology- for ease of work > No direct physical contact with production > Faster feedback system to enhance productivity > Direct employment for more than 450+ persons	
	> Health campaigns > 5 types of personal protective equipment > Strategic activities to employees behaviour	
	> Installation of water treatment plants	
	> Partnerships > Use of innovative approach and advanced technology > Innovative operating procedures	

	> Climate risks mitigation actions > Lowers emissions year on year	
	> Collaboration with stakeholders > Partnership with sustainability and inclusivity service providers.	

GRI Standards Content Index

GRI Standards Content Index D&S

GRI 101: Foundation 2016

GRI 102: General Disclosures 2016

Disclosure		Reference Page Number or web link	Omissions – Reasons and Explanations
Organizational profile			
102-1	Name of the organization		
102-2	Activities, brands, products, and services		
102-3	Location of headquarters		
102-4	Location of operations		
102-5	Ownership and legal form		
102-6	Markets served		
102-7	Scale of the organization		
102-8	Information on employees and other workers		
102-9	Supply chain		
102-10	Significant changes to the organization and its supply chain	N/A	Since this is a first sustainability report
102-11	Precautionary Principle or approach		
102-12	External initiatives		
102-13	Membership of associations		
Strategy			
102-14	Statement from senior decision-maker		
Ethics and integrity			
102-16	Values, principles, standards, and norms of behavior		

Governance			
102-18	Governance structure		
Stakeholder engagement			
102-40	List of stakeholder groups		
102-41	Collective bargaining agreements		
102-42	Identifying and selecting stakeholders		
102-43	Approach to stakeholder engagement		
102-44	Key topics and concerns raised		
Reporting practice			
102-45	Entities included in the consolidated financial statements		
102-46	Defining report content and topic Boundaries		
102-47	List of material topics		
102-48	Restatements of information	Since this is a first sustainability report	
102-49	Changes in reporting	Since this is a first sustainability report	
102-50	Reporting period		
102-51	Date of most recent report		
102-52	Reporting cycle		
102-53	Contact point for questions regarding the report		
102-54	Claims of reporting in accordance with the GRI Standards		
102-55	GRI context index		
102-56	External assurance	Report is not externally assured	

TOPIC SPECIFIC STANDARDS

GRI 200: Economic Topics

Disclosure		Reference Page Number or web link	Omissions – Reasons and Explanations
GRI 103: Management Approach 2016 refers to material topic: Economic Performance, Market Presence, Indirect Economic Impacts, Procurement practices, Anti- corruption, Anti-competitive Behaviour			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed		
201-2	Financial implications and other risks and opportunities due to climate change		
201-3	Defined benefit plan obligations and other retirement plans		
201-4	Financial assistance received from government		
GRI 202: Market Presence 2016			
202-2	Proportion of senior management hired from the local community		
GRI 203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported		
203-2	Significant indirect economic impacts		
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers		
GRI 205: Anti-corruption 2016			

205-1	Operations assessed for risks related to corruption		
205-2	Communication and training about anti-corruption policies and procedures		
GRI 206: Anti-competitive Behavior 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		

GRI 300: Environmental Topics

Disclosure		Reference Page Number or web link	Omissions – Reasons and Explanations
GRI 103: Management Approach 2016 refers to material topic: Materials, Energy, Water, Biodiversity, Emissions, Effluents and Waste, Environmental Compliance, Supplier Environmental Assessment			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
GRI 301: Materials 2016			
301-1	Materials used by weight or volume		
301-2	Recycled input materials used		
GRI 302: Energy 2016			
302-1	Energy consumption within the organization		
302-4	Reduction of energy consumption		
302-5	Reductions in energy requirements of products and services		
GRI 303: Water 2016			
303-1	Water withdrawal by source		
303-3	Water recycled and reused		

GRI 304: Biodiversity 2016			
304-3	Habitats protected or restored		
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions		
305-2	Energy indirect (Scope 2) GHG emissions		
305-3	Other indirect (Scope 3) GHG emissions		
305-4	GHG emissions intensity		
305-5	Reduction of GHG emissions		
305-6	Emissions of ozone-depleting substances (ODS)		
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		
GRI 306: Effluents and Waste 2016			
306-1	Water discharge by quality and destination		
306-2	Waste by type and disposal method		
GRI 307: Environmental Compliance 2016			
307-1	Non-compliance with environmental laws and regulations		
GRI 308: Supplier Environmental Assessment 2016			
308-1	New suppliers that were screened using environmental criteria		
308-2	Negative environmental impacts in the supply chain and actions taken		

GRI 400: Social Topics

Disclosure	Reference Page Number or web link	Omissions – Reasons and Explanations

GRI 103: Management Approach 2016 refers to material topic:Employment, Training and Education, Diversity and Equal Opportunity, Child Labour, Forced or Compulsory Labour, Security Practices, Rights of Indigenous Peoples, Human Rights Assessment, Local Communities, Supplier Social Assessment, Customer Health and Safety, Socio-economic Compliance			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee		
404-2	Programs for upgrading employee skills and transition assistance programs		
404-3	Percentage of employees receiving regular performance and career development reviews		
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees		
GRI 408: Child Labour 2016			
408-1	Operations and suppliers at significant risk for incidents of child labour		
GRI 409: Forced or Compulsory Labour 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour		
GRI 410: Security Practices 2016			

410-1	Security personnel trained in human rights policies or procedures		
GRI 411: Rights of Indigenous Peoples 2016			
411-1	Incidents of violations involving rights of indigenous peoples		
GRI 412: Human Rights Assessment 2016			
412-1	Operations that have been subject to human rights reviews or impact assessments		
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs		
413-2	Operations with significant actual and potential negative impacts on local communities		
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria		
GRI 416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories		
GRI 419: Socioeconomic Compliance 2016			
419-1	Non-compliance with laws and regulations in the social and economic area		