



# DILIP BUILDCON LIMITED

INFRASTRUCTURE & BEYOND



**“Creating a Sustainable Legacy, Powered by Innovation  
and Driven by Purpose: Endure, Evolve, Excel”**

**SUSTAINABILITY REPORT**

Financial Year 2024-25



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# Introduction

As Dilip Buildcon Limited embarks on another year of transformative growth, the company's purpose is more profound than ever: to create and bolster a sustainable legacy. DBL's vision is anchored in responsibility—toward stakeholders, communities, and ecosystems. The FY 2024-25 theme, "Creating a Sustainable Legacy: Powered by Innovation and Driven by Purpose," now emphasizes the principles to Endure, Evolve, and Excel in every action and achievement.

DBL's sustainability framework stands on dual pillars— innovation and purpose — reflecting a journey that is not just about progress, but about cultivating lasting impact for future generations through environmental stewardship, social equity, and ethical business conduct.

## Four Key Elements of Our Theme:



**Innovation in Sustainable Infrastructure Development:** At DBL, innovation is the cornerstone of everything we do. Whether leveraging cutting-edge technology in construction or exploring new ways to integrate sustainable practices into our operations, innovation is what drives us forward. In FY 2024-25, our investment in smart, efficient construction methodologies has enabled us to build infrastructure that is not only robust but also environmentally responsible. We are reimagining the future of infrastructure, ensuring that each project we deliver is aligned with our commitment to sustainability.



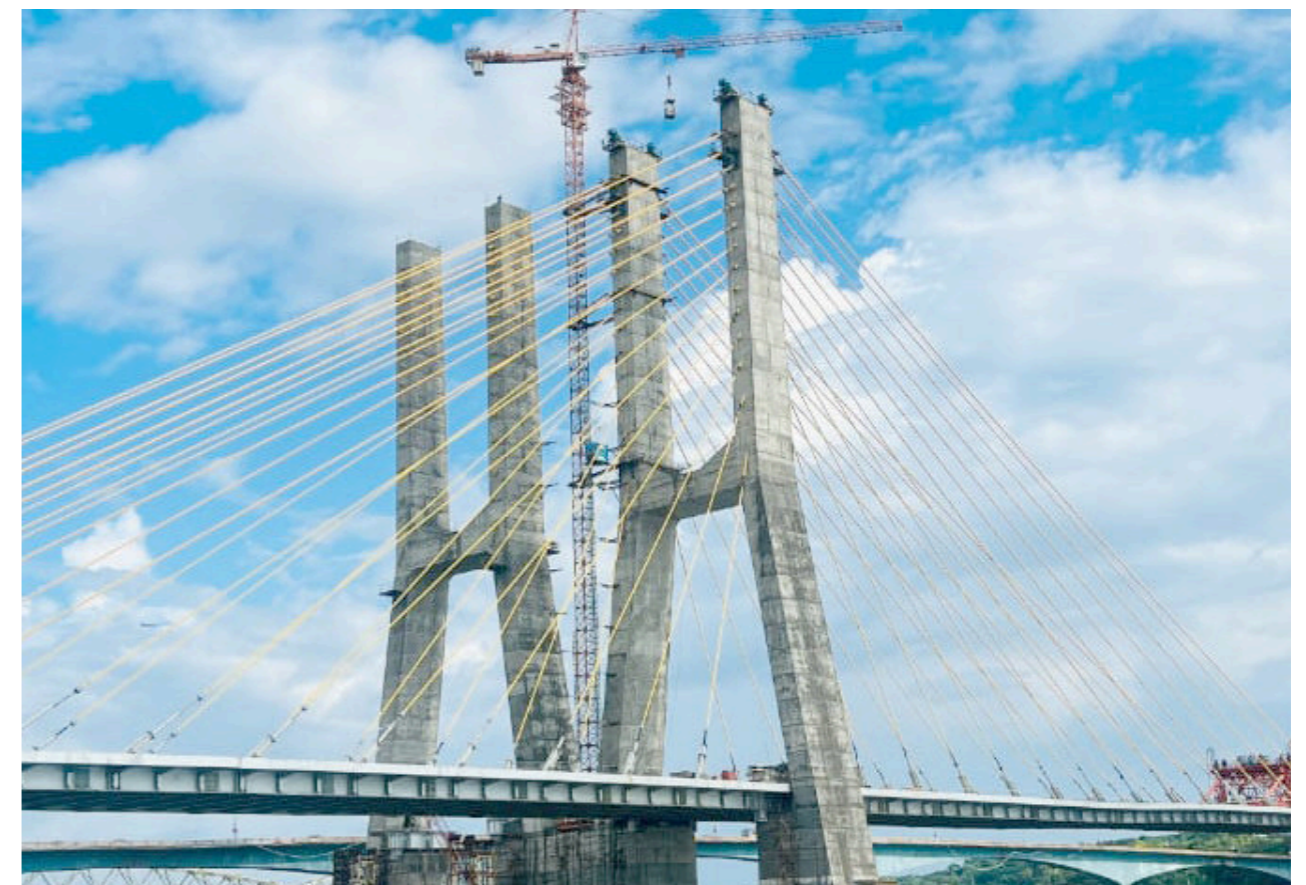
**Purpose-Driven Growth:** Our growth is not just defined by revenue or market share but by our purpose: to build a better tomorrow. For DBL, purpose is not an afterthought; it is woven into the fabric of our operations. Our strategic priorities of sustainable development, ethical business practices, and community engagement guide us in every project, ensuring that our contributions extend beyond mere infrastructure development. We understand that the impact of our work reaches far beyond the physical structures we create, touching lives, supporting livelihoods, and fostering resilient communities.



**Creating a Sustainable Legacy:** A true legacy is one that endures, evolves, and continues to make a positive impact long after its creation. At DBL, we see sustainability as the foundation upon which our legacy will stand. Our long-term vision is focused on environmental stewardship, social responsibility, and governance excellence. Through our initiatives, such as adopting eco-friendly materials, minimizing carbon emissions, and empowering communities through job creation and skill development, we are laying the groundwork for a future that thrives in harmony with nature and society.



**Moral compass of Business ethics:** At the core of DBL, ethical business conduct and value-based governance system are deep rooted, which drives Company's regulatory compliances, transparency, board oversight, management accountability, and a systematic, robust approach towards building trust and brand value among stakeholders. The Company has developed Code of Conduct, governance policies, whistleblower policy and mechanism with an objective to uphold ethical conduct by all employees, extended workforce, and business partners. These policies are reviewed periodically and modified, as per requirement.





Supporting this framework are the three guiding forces—Endure, Evolve, and Excel—which define DBL’s approach to sustainability.

DBL is committed to **endure**—leaving a legacy that outlasts transient trends and makes an enduring positive difference. This means investing in resilient infrastructure, eco-friendly materials, and sustainable practices. DBL’s projects are designed to be robust and responsible, benefitting society and the environment for generations to come.

To **evolve** is to continually adapt and improve. DBL’s journey embraces innovation—integrating cutting-edge technologies, reimagining construction methods, and minimizing environmental impact through progressive practices. The company invests in skill development, community empowerment, and step-by-step enhancements to respond to changing needs and aspirations.

DBL strives to **excel** in every sphere of ESG — setting high standards for ethical conduct, transparent governance, and operational quality. Excellence is achieved through deep-rooted values in regulatory compliance, board oversight, systematic management, and robust stakeholder engagement. Regular policy improvements and a strong brand ethos ensure DBL’s reputation for quality and integrity is continually reinforced.

**Key Elements of the three guiding forces:**

**Endure:** Building infrastructure and values that last, with durability, stewardship, and community impact at their core.

**Evolve:** Embracing innovation for ongoing improvement—new technologies, processes, and skill development drive growth.

**Excel:** Maintaining ethical, transparent, and accountable governance for superior stakeholder trust and business standards.

Through this report, we invite you to take a closer look at our journey in FY 2024-25 as we continue to evolve with purpose, innovate for a sustainable future, and create a lasting legacy. Every project we complete, every milestone we achieve, brings us closer to our vision of a sustainable world, built on the pillars of innovation, responsibility, and purpose.





# Leadership Message



## Chairman's Message

**Dilip Suryavanshi**

**Chairman & Managing Director, DBL**



*Being a dynamic company, continuously pushing boundaries and setting new standards is imperative. As we innovate and grow, we are committed to create lasting value for society, the environment, and future generations to come. Our responsibility is to build infrastructure that leave a legacy of positive impact.*



### Building India's Future with Purpose

FY 2024–25 was a year of growth, resilience, and renewed momentum for DBL. The Indian infrastructure sector continues to serve as the backbone of national development—fueling economic progress, improving connectivity, and empowering communities. At DBL, we are privileged to contribute to this journey, advancing the nation's ambitious infrastructure goals while embedding sustainability and innovation into everything we do.

### DBL 2.0 – Diversification and Resilience

Our diversified EPC expertise across highways, airports, irrigation, railways, tunneling, coal mining, and digital infrastructure continues to strengthen our presence across critical sectors. The HAM portfolio and coal MDO business have emerged as pillars of stability, ensuring predictable cash flows and long-term growth. Strategic partnerships in HAM projects and progress toward a listed InvIT platform are unlocking new opportunities for value creation, while our coal operations steadily scale toward future production targets. Together, these businesses reinforce the foundation of DBL 2.0—an agile, diversified, and future-ready organization.

### Strengthening Our Foundation

This year, we further consolidated our financial resilience through disciplined debt reduction and efficient capital allocation. These efforts have not only enhanced our ability to seize opportunities in India's rapidly expanding infrastructure landscape but also positioned DBL as a leaner and more robust organization.

### Sustainability: At the Heart of Our Journey

Our long-term success rests on how responsibly we build. At DBL, sustainability is not an afterthought but a guiding principle. We continue to advance on three key dimensions:

- **Environment:** *Expanding renewable energy integration, adopting green technologies, and implementing resource-efficient practices across projects.*
- **Social:** *Enhancing livelihoods through local employment, skill development, and community engagement programs, ensuring that progress is inclusive and people-first.*
- **Governance:** *Strengthening integrity and transparency through robust governance frameworks, with ESG and BRSR oversight at the highest level of decision-making.*

We remain steadfast in our commitment to align with global sustainability benchmarks and contribute to India's climate action and inclusive growth goals.

### Innovation with Responsibility

Innovation is central to our execution model. By using electric and digital technologies, advanced construction practices, or sustainability-driven design solutions, we are reimagining infrastructure delivery with a long-term view. Every project we undertake is an opportunity to not just build assets but to create lasting value for communities and the environment.

### Looking Ahead - A Sustainable Legacy

As we move forward, our vision remains clear: to be a trusted partner in nation building while creating a sustainable and inclusive legacy. With the government's strong infrastructure push, our proven execution capabilities, and the unwavering commitment of our people, we are poised to redefine what responsible and resilient infrastructure can achieve.

On behalf of the Board of Directors and the entire DBL family, I express my heartfelt gratitude to all our stakeholders for their trust, support, and partnership. Together, we will continue to build not only infrastructure but also a future defined by resilience, responsibility, and shared prosperity.

### Warm Regards,

Dilip Suryavanshi

Chairman and Managing Director, DBL



## CEO's Message

**Devendra Jain**

**Managing Director & CEO,  
DBL**



*DBL operates with guiding principles of 'Responsibility, Innovation, and Environmental Consciousness, aiming to make a tangible difference with each project and build a socially economically beneficial future for everyone.*



### Shaping Infrastructure with Purpose and Responsibility

This year marks an important milestone in our journey of nation building and sustainable growth. As we continue to expand our presence as one of India's leading infrastructure companies, we recognize that our role extends far beyond delivering projects—we are shaping the foundations of a resilient, inclusive, and sustainable future. With every project executed and every milestone achieved, we reaffirm our responsibility to balance economic growth with environmental stewardship and social well-being.

### Delivering Excellence at Scale

With one of the largest modern equipment fleets in the country and as India's largest EPC employer, we take pride in executing the majority of our projects well ahead of schedule. This culture of excellence reflects the skill and dedication of our teams and underscores our ability to consistently exceed stakeholder expectations. Innovation and advanced technologies remain central to our operations, enabling us to build smarter, more efficient, and sustainable infrastructure for tomorrow.

### Advancing Our Sustainability Journey

FY 2024–25 marks our second consecutive year of sustainability reporting, reaffirming our commitment to integrating Environmental, Social, and Governance (ESG) principles into every facet of our business. We are embedding sustainability into every stage of our operations expanding renewable energy adoption, driving energy efficiency, and transitioning towards greener mobility, while leveraging innovation and digital technologies to build smarter and more resource-efficient infrastructure. Equally, we remain committed to creating social value by fostering inclusive employment, strengthening worker safety, and investing in education, healthcare, and community development, thereby contributing to long-term societal progress. At the same time, strong governance continues to be the cornerstone of our growth, supported by a diverse and independent Board, rigorous compliance, robust risk management, and an unwavering focus on transparency, accountability, and data security. Together, these efforts form the foundation of our ESG journey and demonstrate our resolve to deliver growth that is responsible, inclusive, and sustainable.

### A Shared Journey Forward

As we look ahead, our strategy is clear expand responsibly, strengthen governance, embrace innovation, and embed sustainability at the heart of every initiative. Our focus is on creating infrastructure that empowers growth while safeguarding the environment and uplifting communities. I would like to extend my gratitude to our employees, partners, investors, and communities for their trust and support. Together, we will continue building a future that is resilient, responsible, and inclusive.

**Warm Regards,**

Devendra Jain  
Managing Director & CEO, DBL





# Inside this Report



Environmental Stewardship



Social Responsibility



Strong Governance

## Scope of the Report

For FY 2024–25, this Sustainability Report reaffirms our commitment to conducting business responsibly while creating long-term value. Covering the period from April 1, 2024, to March 31, 2025, it provides a transparent account of our progress, initiatives, and achievements across the pillars of Environmental Stewardship, Social Responsibility, and Strong Governance (ESG).

Through this report, we aim to engage and inform all stakeholders—shareholders, employees, customers, communities, regulators, and partners—by sharing comprehensive insights into how sustainability is embedded in our core strategy and operations.

This disclosure also reflects our adherence to recognized sustainability frameworks and our ongoing policy commitments to environmental stewardship, inclusivity, and ethical governance. By aligning our growth with these principles, we demonstrate our dedication to building a resilient and sustainable future for all stakeholders.

## Reporting Framework and Standard

This Sustainability Report for FY 2024–25 has been prepared with reference to the **Global Reporting Initiative (GRI) Standards 2021**, ensuring a comprehensive and transparent overview of the Company's sustainability performance. It also maps our initiatives and outcomes to the **United Nations Sustainable Development Goals (UN SDGs)**, reflecting our contribution to global priorities.

This Sustainability report covers all operations of Dilip Buildcon Limited, on a consolidated basis, incorporating information from DBL's diverse business segments for the financial year 2024-25 unless otherwise specified. All financial and statutory information disclosed in this report complies with the **Indian Accounting Standards (Ind AS)**, the **Companies Act, 2013**, and other applicable regulatory requirements. A comprehensive list of entities can be found in the annexures section.





## Materiality Assessment

At DBL, we recognize that building a sustainable future requires a clear understanding of the issues that matter most to our stakeholders and our business. Materiality lies at the heart of this report, guiding us in identifying the Environmental, Social, and Governance (ESG) priorities that shape our long-term strategy and impact. Through a structured process—combining stakeholder engagement, sectoral mapping, risk assessments, and benchmarking with global best practices— in FY 2023-24, we have identified the ESG topics most critical to DBL’s growth and resilience. These material issues not only reflect our responsibility to the environment and society but also align with our purpose of driving inclusive progress, innovation, and integrity. They form the foundation of our disclosures and underscore our commitment to delivering sustainable value for all stakeholders.

## Restatement of information

As this is DBL’s second Sustainability Report, no restatements of information from the previous reporting cycle are required. Going forward, we remain committed to enhancing year-on-year disclosures, ensuring consistency, comparability, and transparency in our sustainability journey.

### Feedback and Response

*We value the feedback of our stakeholders and welcome your views, suggestions, and queries regarding this Sustainability Report. Please reach out to us at:*

#### Internal Audit and Compliances

Telephone:

0755-4029999

Email:

[internalaudit.esg@dilipbuildcon.co.in](mailto:internalaudit.esg@dilipbuildcon.co.in)





# Key ESG Highlights

FY 2024-25

## Environmental



DBL diverted **zero waste to landfills** and incinerators, reusing **72 MT** of waste and recycling **13,655 MT**.



**Energy intensity decreased by 6.76%** compared to **FY 2023-24**.



**48.07% reduction** in total water withdrawal since **FY 2022-23**.



The company has reduced its **GHG emission intensity by 20%** compared to **FY 2023-24**.



International environmental management standards through **ISO 14001:2015** certification.



**100 KLD Sewage Treatment Plant (STP)** and a **100 KL/hour Effluent Treatment Plant (ETP)**.



Manufactured **1,276,478.75 MT** of sand instead of using river sand.



Use of **GPS in 7,059** construction vehicles resulting in fuel savings.



Solar energy capacity of **1,189 kWp**



## Social Strategies



Compliance with **ISO 45001:2018** standards for a robust health and safety management system.



Systematic **HIRA** processes in place for identifying and mitigating risks in the workplace.



**Over 3,042,254 beneficiaries** supported through corporate social responsibility initiatives in FY 2024-25



Largest in-house execution teams in India with a **workforce of 22,163**



**204 training sessions** conducted during the reporting year on various topics covering code of conduct, business ethics, POSH, information technology, data security, health and safety, environmental management, fire safety, operational excellence, sustainability, and behavior training in collaboration with external agency.

## Governance



**6**

Total Board members



**67%**

Independent directors on the board



**17%**

Board diversity



**4**

Total number of board meetings



**0**

Number of data breaches



**0**

Cases of conflict of interest



**0**

Cases of anti-competitive behaviour



**0**

Cases of bribery and corruption



Compliance with **ISO 27001:2022**.

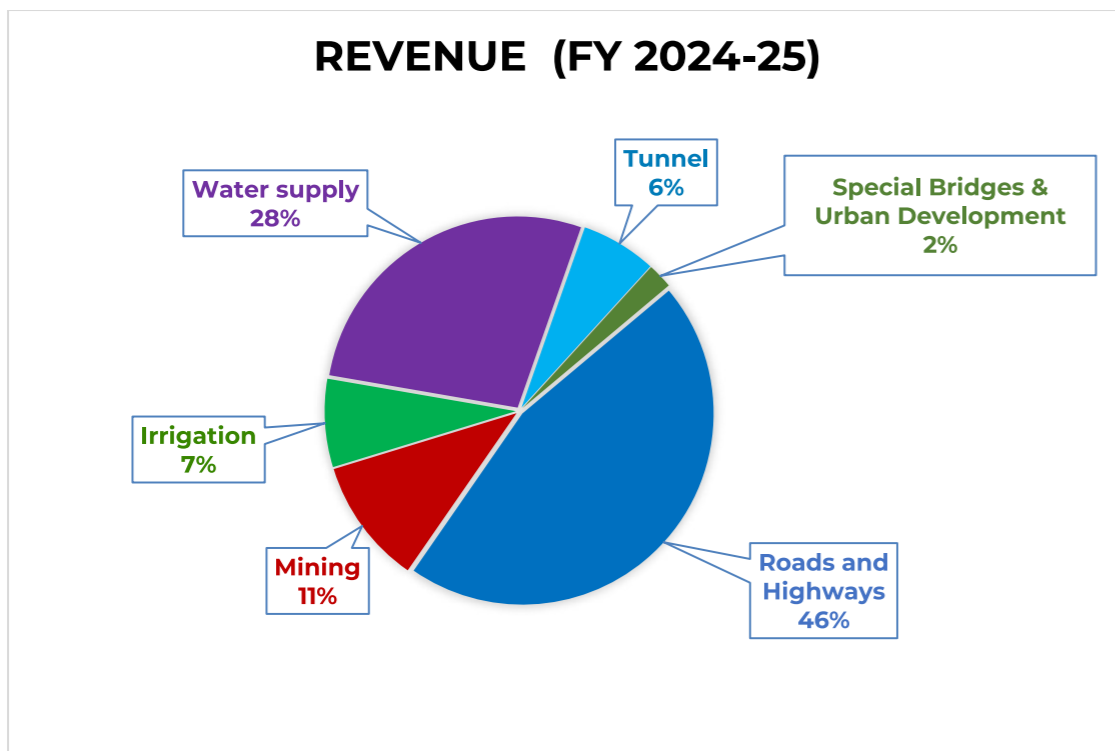


# Corporate Overview

## About DBL

Dilip Buildcon Limited (DBL), headquartered in Bhopal, is among India's leading and rapidly expanding engineering, procurement, and construction (EPC) companies, with domain expertise in construction of roads, specialized bridges, mining projects, irrigation systems, tunnels, dams, water supply networks, airports, and metro systems, with operations spanning **20 States and 1 Union Territory (UT)**.

With a commitment to fostering strong relationships and passion for excellence, we have continuously learned and evolved throughout our journey, emerging as one of the leading road-focused EPC company by 2017. We have consistently maintained a tradition of delivering our best in every project from the very beginning. DBL's focus on value-driven delivery, efficient execution, and commitment to innovation has laid the foundation for its next phase of growth.



**In the reporting year, FY 2024-25, the Company earned revenue of INR. 11,316 CR of which majority was earmarked to Road projects.**

## Major Projects completed during FY 2024-25

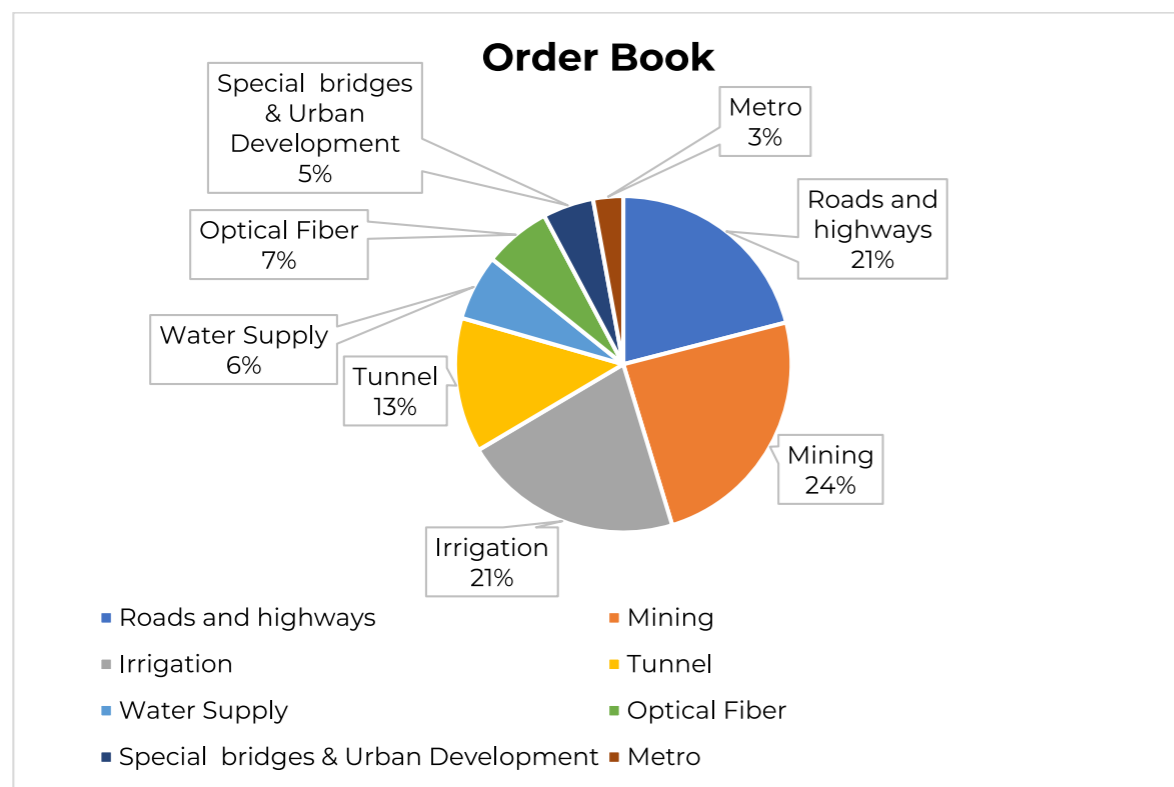
- Completed four-laning of **Villupuram-Puducherry** section of NH-45A (New NH332) from km 0+000 to km 29+000 under Bharatmala Pariyojana Phase-I, worth ₹762 Cr (EPC excl. GST) on HAM basis, dated 04 April 2024 (Tamil Nadu & Puducherry).
- Completed construction of **Gorakhpur Link Expressway** (Package II) from Fulwaria to Salarapur (km 47+500 to km 90+535), worth ₹1,250 Cr, dated 09 May 2024 in Uttar Pradesh on EPC basis.
- Completed four-laning of **Bangalore-Malur** section of Bangalore-Chennai expressway (Package-1) from km 0+000 to km 26+440 under Bharatmala Pariyojana Phase-I, worth ₹738 Cr (EPC excl. GST), dated 15 May 2024 in Karnataka on HAM basis.
- Completed four-laning of **Malur-Bangarpet** section of Bangalore-Chennai expressway (Package-2) from km 26+440 to km 53+550 under Bharatmala Pariyojana Phase-I, worth ₹854 Cr (EPC excl. GST), dated 16 May 2024 in Karnataka on HAM basis.
- Completed construction of **Navnera Barrage** including hydro-mechanical works across river Kalisindh near Abra village, Kota under Eastern Rajasthan Canal Project Phase-I/(A), worth ₹537 Cr (EPC excl. GST), dated 30 September 2024 in Rajasthan on EPC basis.





## Order Book

The net order book as on 31st March 2025 stands at ₹ 14,923 Cr, 21.00% of the order book is constituted by roads and highways projects, mining contributes 24.30%, irrigation projects contribute 21.19%, tunnel projects contribute 12.96%, water supply projects contribute 6.31%, optical fiber contributes 6.46%, special bridges and urban development contributes 4.89% and metro contributes 2.89%. This further bolster our multi-sector execution capabilities.



## Pursuing the Vision, Accomplishing the Mission

### DBL Vision



To deliver the best solutions to clients, provide complete transparency to DBL stakeholders and broaden activity base by diversifying into other infrastructure disciplines so as to sustain a healthy growth rate.

### DBL Mission



To create a fair and courteous environment for clients, employees, vendors, as well as the society.



## Our Priorities



Being an EPC-focused company



Fostering a unique culture that brings out the best in our people



Becoming India's best full-diversified infrastructure company



Long term assured revenue



Technological adoption in infrastructure



Growing our business with sustainable margins



Reducing debt and improving credit ratings





**DBL Businesses**

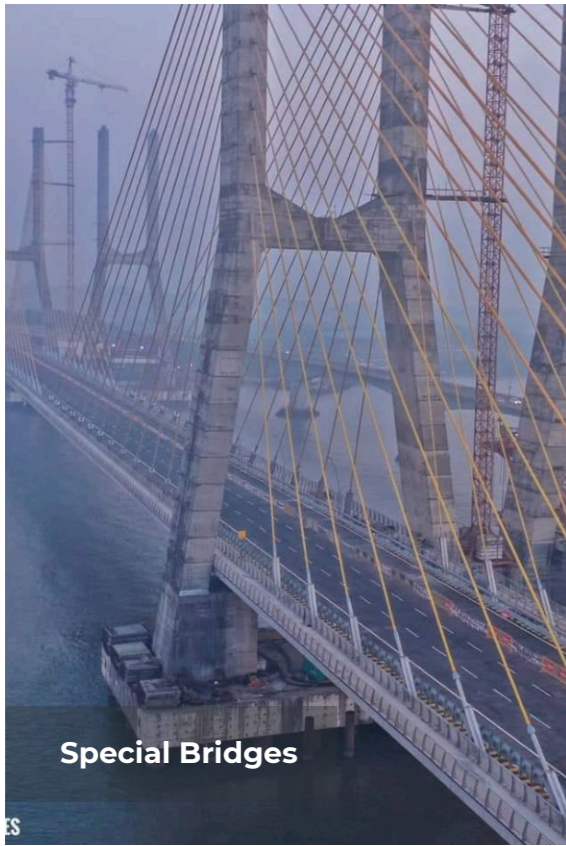
EPC Business



Road



Tunnels



Special Bridges



Metros



Airports



Water supply, Canals, Dams



Mining

Coal Business



Siarmal



Pachhwara

Investment



Shrem InvIT



DBL/ Alpha Alternative InvIT





## Our Strategic Focus



- Fostering a unique culture that brings out the best in our people.
- Becoming India's best fulldiversified infrastructure company.
- Growing our business with sustainable margins.
- Reducing debt and improving credit ratings.
- Long term assured revenue.
- Technological adoption in infrastructure.

## DBL's key competitive advantages

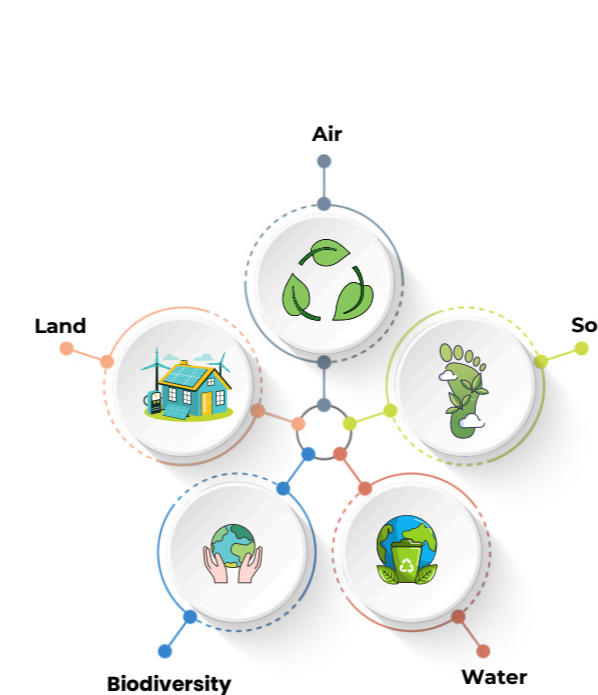
- Backward integration for capturing better value and control over value chain – **100% Projects executed without subcontracting, using our own teams and equipment**
- Equipment ownership for better execution and cost control – **10,124 construction equipment units owned**
- In-house execution for maintaining consistent quality – **on site testing laboratories, stringent checks at every phase of execution**
- Diversifying business, expanding geographical footprint.



## Panch Tatva Framework

*The Panch Tatva Framework: A Guiding Principle for Sustainable Development*

The Panch Tatva Framework—comprising Soil, Air, Water, Biodiversity, and Land—forms the cornerstone of DBL's ESG strategy, reflecting our deep commitment to sustainable development and the restoration of natural resources. This framework is systematically integrated into every stage of our project lifecycle, from initial planning through to execution, to promote the responsible and efficient use of essential resources. By embedding principles of sustainable resource management within our engineering and construction practices, we strive to deliver infrastructure that is not only durable but also harmonizes with nature, creating enduring value for society, the economy, and the environment.



### Building with Purpose

*Reflects our dedication to creating infrastructure that transcends short-term objectives. It embodies a focus on long-lasting sustainability, social responsibility, and minimal environmental impact. At Dilip Buildcon, every project is crafted with the intent to not only fulfill its functional role but also to benefit communities, protect natural resources, and support the well-being of future generations. This approach integrates thoughtful environmental care, ethical decision-making, and social consciousness into every phase of construction, ensuring that our developments contribute to a more sustainable and impactful future.*

At DBL, we believe that true long-term sustainability is achieved by aligning business objectives with a strong commitment to environmental conservation, resource management, community development, and social inclusion. Our Panch Tatva Framework guides this approach, embedding sustainability across every phase of the project lifecycle—from **conception to completion**.



## Our Business Segments

DBL's **EPC** business drives the company's growth by building state and national roads and highways. We take pride in our engineering and execution expertise, which is based on an integrated business model, the use of advanced equipment, a seasoned management team, and a committed workforce. We continuously strengthen our position and earn the trust of our clients through our commitment to quality and efficiency.



Expanding the scope of our EPC operations, we are also establishing a presence in other sectors, including railways, dams, buildings, bridges, and tunnels. As one of India's largest EPC firms, DBL contributes significantly to enhancing the country's status as a global power. To broaden our range of services further, we are strengthening our coal mining operations and exploring collaborative ventures. By utilizing our operational efficiencies, engineering expertise, and skilled workforce, we remain at the forefront of the industry and drive positive change.



## i) Engineering Procurement and Construction (EPC) Business

The infrastructure and construction sector are a key driver of India's economic growth, with roads, railways, dams, buildings, mines, bridges, metros, airports, tunnels, and water supply systems being essential components of the country's socio-economic development. As one of India's largest EPC firms, DBL plays a crucial role in bolstering India's global standing, by capitalizing on operational efficiencies and engineering expertise, and continuing to drive progress, inspire excellence, and grow in a synergistic manner. The Company's EPC business is primarily driven by the Roads and Highways sector; over time, the company has expanded its portfolio to include other segments such as Irrigation, Water Supply, Tunnels, Metro, Special Bridges, and Urban Development.



**Six lane Bangalore - Nidigatta Section, 56.20 kms of NH-275 in State of Karnataka**



Sahibganj Bypass- Ganga bridge and Manihari Bypass, 6 km, ongoing project.



Bhadbhut Barrage- ongoing project

## ii) Coal Mining

India's coal production has been rising steadily, driven by a growing population, an expanding economy, and the declining reserves of petroleum and natural gas. Given these factors, coal remains a critical component of India's energy landscape. Recognizing this problem, DBL ventured into this business to establish its strong presence as a coal mining organization by securing two major Mine Developer and Operator (MDO) projects namely, **one in Siarmal, Odisha, and the other in Pachhwara, Jharkhand**. The coal mining operations serve as a cornerstone for DBL, providing stable and long-term cash flow.

The Siarmal coal mine, with a peak rated capacity of 50 million metric tons per annum (Mn MT PA), is the largest coal MDO project in the country, awarded by Mahanadi Coalfields Limited (MCL), a wholly owned subsidiary of Coal India Limited. The contract encompasses a cumulative production target of 1,091 million metric tons over a 25-year period.

The second project is the Pachhwara Central Coal Block, located in the Raimahal coalfield in Pakur, Jharkhand, with a peak rated capacity of 7 Mn MT PA. This MDO project, awarded by Punjab State Power Corporation Limited (PSPCL), has a mineable reserve of 382.81 million metric tons over a 55-year contract period.

*In FY 2024-25, our Siarmal MDO project delivered a standout performance by producing 18 million metric tons against the target of 15 million metric tons. We exceeded expectations by 20%. This compelling performance reflects the momentum across our coal business, which has significantly contributed to augmented profitability and cash flow generation.*



Siarmal Open Cast project of Mahanadi Coalfield Ltd., Odisha-ongoing project.



Odisha-ongoing project Coal Transportation through truck



Siarmal Open Cast project of Mahanadi Coalfield Ltd.



Coal Transportation to Railway Line



### iii) Investments

Over the years, DBL has gained recognition and brand value as a 'leading developer' of road Hybrid Annuity Model (HAM) projects, recognized for its efficiency in executing cost-effective management driven, and timely investments. To further elevate the company's growth, we have restructured our investment holding strategy for the long term. This adjustment aims to generate stable, low-risk cash flows over an extended period while also enhancing the growth of our future asset portfolio.

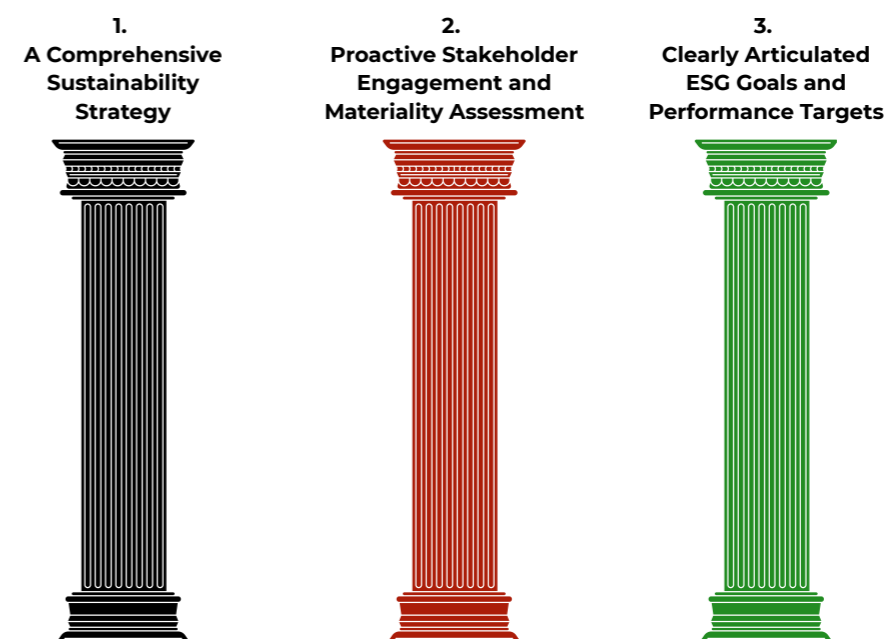
In line with this strategy, DBL has initiated the creation of its own Infrastructure Investment Trust (InvIT) in partnership with Alpha Alternatives (AA). We will hold a 74% stake in the proposed InvIT, with the remaining stake held by AA, which will take DBL to next level in the infrastructure investment business.



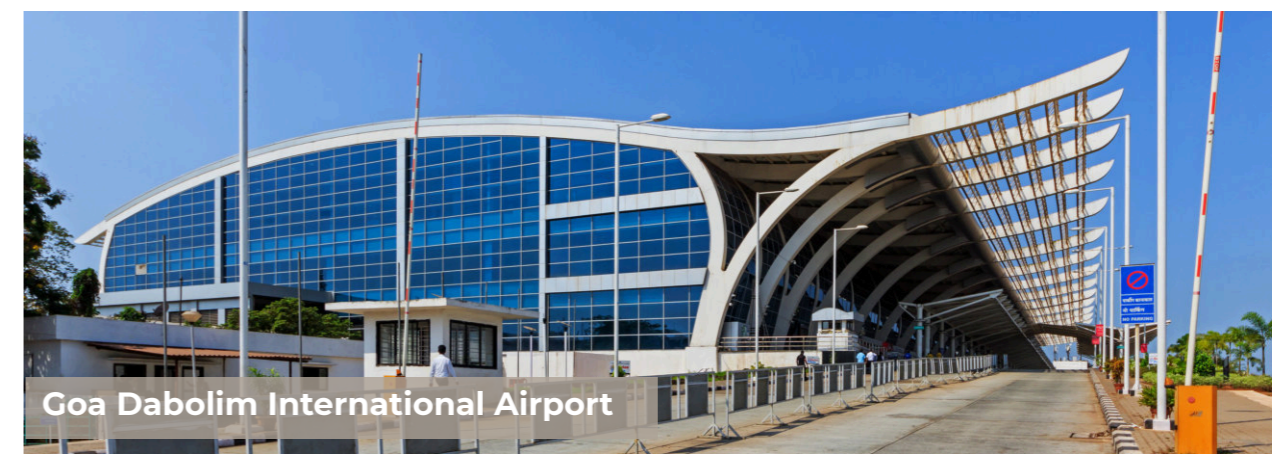
## Roadmap for Sustainable Journey

As global priorities increasingly emphasize environmental stewardship, social responsibility, and ethical governance, Engineering, Procurement, and Construction (EPC) companies stand at a pivotal moment of transformation. Traditional success metrics—such as timely delivery, cost control, and technical precision—are now joined by a critical new dimension: sustainability.

This chapter presents a strategic roadmap for embedding sustainability at the heart of our business operations. It offers a structured, actionable, and forward-thinking guide to integrating Environmental, Social, and Governance (ESG) principles across all stages of project execution and corporate decision-making. The roadmap is anchored in three foundational pillars:



*Together, these pillars form the basis for a resilient, responsible, and future-ready EPC enterprise.*



Goa Dabolim International Airport



## ESG Vision and Commitment Statement

As India's fastest-growing Engineering, Procurement, and Construction (EPC) company, DBL is proud to contribute to the nation's development by delivering world-class, sustainable infrastructure. Our mission is rooted in creating a fair, respectful, and inclusive environment for our clients, employees, vendors, and the broader society.

We are dedicated to driving positive change through our long-term commitment to Environmental, Social, and Governance (ESG) principles, which are seamlessly integrated into our business strategy and operations.

### ESG Vision Statement

*With unwavering transparency to all stakeholders, we strive to achieve resilient growth and shape India's future by setting a benchmark in sustainable infrastructure development. Our goal is to deliver innovative, inclusive, and environmentally conscious infrastructure solutions that effectively address the evolving needs of society. By integrating Environmental, Social, and Governance (ESG) principles into our operations, we aim to create transformative, sustainable infrastructure solutions that fuel India's growth while enhancing societal well-being, preserving ecosystems, protecting the environment.*



## ESG Commitment

### Environmental Stewardship – Building Green, Living Clean:

We are committed to mitigating the environmental impacts of our operations through responsible resource management, energy efficiency, and waste reduction. We are committed to adopting sustainable construction practices, use eco-friendly materials, and optimize water usage across all projects. We will integrate renewable energy solutions to reduce emissions and focus on biodiversity conservation by protecting natural habitats and minimizing ecological disruption. Our commitment extends to managing air and water quality through effective wastewater treatment and water circularity practices. We will actively identify and manage climate risks, contributing to India's low-carbon transition, and ensure sustainable procurement by partnering with suppliers who share our ESG principles.

### Social Responsibility - Empowering People, Enriching Communities:

Promoting an inclusive, fair, and empowering workplace while positively impacting communities through engagement and development programs. We are committed to ensuring diversity, equal opportunities, and fair labor practices, while maintaining high health and safety standards. By supporting local economic development, social welfare initiatives, and education, we aim to contribute to the growth and resilience of society.

### Governance Excellence - Integrity in Action, Transparency in Vision:

Upholding integrity, ethics, and transparency in all business interactions, fostering trust with stakeholders, and ensuring accountability at every level. We are committed to maintaining the highest standards of governance, promoting ethical conduct, and implementing robust systems to ensure transparency and responsible decision-making.





# Sustainability Strategy

A sustainability strategy is not an add-on-it is a business-critical framework that guides decision-making, risk management, and long-term value creation. For an EPC company, it must address not only internal practices but also the lifecycle impact of the projects we deliver.

**Our strategy rests on three key dimensions:**

## Environmental Resilience

Designing low-carbon solutions, minimizing resource consumption, and integrating circular economy principles into project delivery.



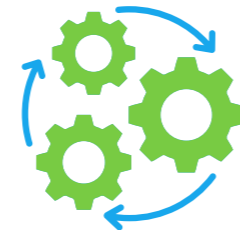
## Social Impact

Prioritizing worker safety, inclusive employment practices, and community development initiatives across project sites.



## Governance Integrity

Embedding ethical practices, transparent reporting and compliance with global ESG standards into procurement and partner selection processes.



To operationalize this, we are aligning our project management and procurement frameworks with international standards such as ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety) and adopting sustainability reporting guidelines in line with GRI standards. By integrating sustainability into our strategic objectives, we are not only mitigating risks but also unlocking innovation and long-term competitiveness.



# Stakeholder Engagement and Materiality Assessment

Our sustainability journey must reflect the values and expectations of those we impact and depend upon- clients, employees, suppliers, communities, and regulators. Effective stakeholder engagement is therefore both a moral imperative and a strategic necessity.

## Stakeholder Engagement

We have developed a structured engagement framework that includes:

- Regular stakeholder consultations through surveys, focus groups, and town halls.
- Collaborative forums with clients and partners to identify shared sustainability priorities.
- Transparent communication through sustainability reports, public disclosures, and grievance redress mechanisms.

These interactions provide valuable insights that shape our policies and project decisions. They also foster trust and strengthen our social license to operate, particularly in sensitive geographies or high-impact projects.





Stakeholder Group	Channels of Communication	Frequency of Engagement	Purpose and Scope of engagement including key Topics and Concerns Raised	Responsible Department
Employees and Workers	Email, SMS, Website, Notice Board, Meetings, Trainings, and Direct Communication	Ongoing	Skill training and capacity building, employee engagement, performance development, information and update on business strategy, growth, new developments, performance of the Company, health and safety measures, data privacy and cyber security awareness, and others.	Human Resource Department
Investors and shareholders	AGMs, Email, SMS, Website, Stock Exchange, RTA & Newspaper	Ongoing	Information on Company's financial and non-financial performance and strategy	CS Department
Implementing Partner (NGOs)	Field visit, direct communications and case studies	Quarterly and annually	Program development, implementation challenges and mitigation plan discussions, feedback on initiatives/programs, and new areas/themes for CSR initiative implementation or scaling up.	CSR department
Communities	Field visit, direct communications, and case studies	As needed.	Implementation of community led development initiatives and programs, Feedback on the program and identify area of intervention for CSR activities.	CSR department
Value Chain Partners	Email, SMS, Direct Communication, In-person visits, and site visits	Ongoing	Vendor identification, onboarding, assessment, purchase order, price negotiation, supply management, relationship engagement, vendor meet, and feedback discussions.	Procurement/ Supply Chain department
Customers	Email, SMS, Direct Communication, In-person visits, and site visits	Ongoing	Customer need, price negotiation, quality and delivery discussions, project progress and status report, customer relation, and feedback.	Cross - functional

### Materiality Assessment

At Dilip Buildcon, we recognize that understanding and addressing the sustainability issues most relevant to our business and stakeholders is critical to our long-term success and positive impact. Building on our commitment to transparency and continuous improvement, this year's sustainability report carries forward the material issues identified during our previous comprehensive materiality assessment, reaffirming their importance and relevance to our operations and stakeholder expectations.

### Background and Approach

Our prior materiality assessment, conducted in FY23-24, involved a rigorous process of stakeholder engagement, internal analysis, and benchmarking against industry standards and sustainability frameworks. This included consultations with key stakeholder groups-such as customers, employees, investors, regulators, local communities, and NGOs-to identify and prioritize the economic, environmental, social, and governance topics that have the greatest impact on our business and influence stakeholder decisions.

The identified material issues were then validated by our executive leadership team and embedded into our sustainability strategy, reporting, and risk management processes. These issues have guided our resource allocation, target-setting, and program development over the reporting period.

After thorough review, we have determined that the previously identified material issues remain highly pertinent to our current business context and stakeholder landscape. We have therefore carried these issues forward into this reporting cycle without significant alteration, ensuring consistency and comparability over time.

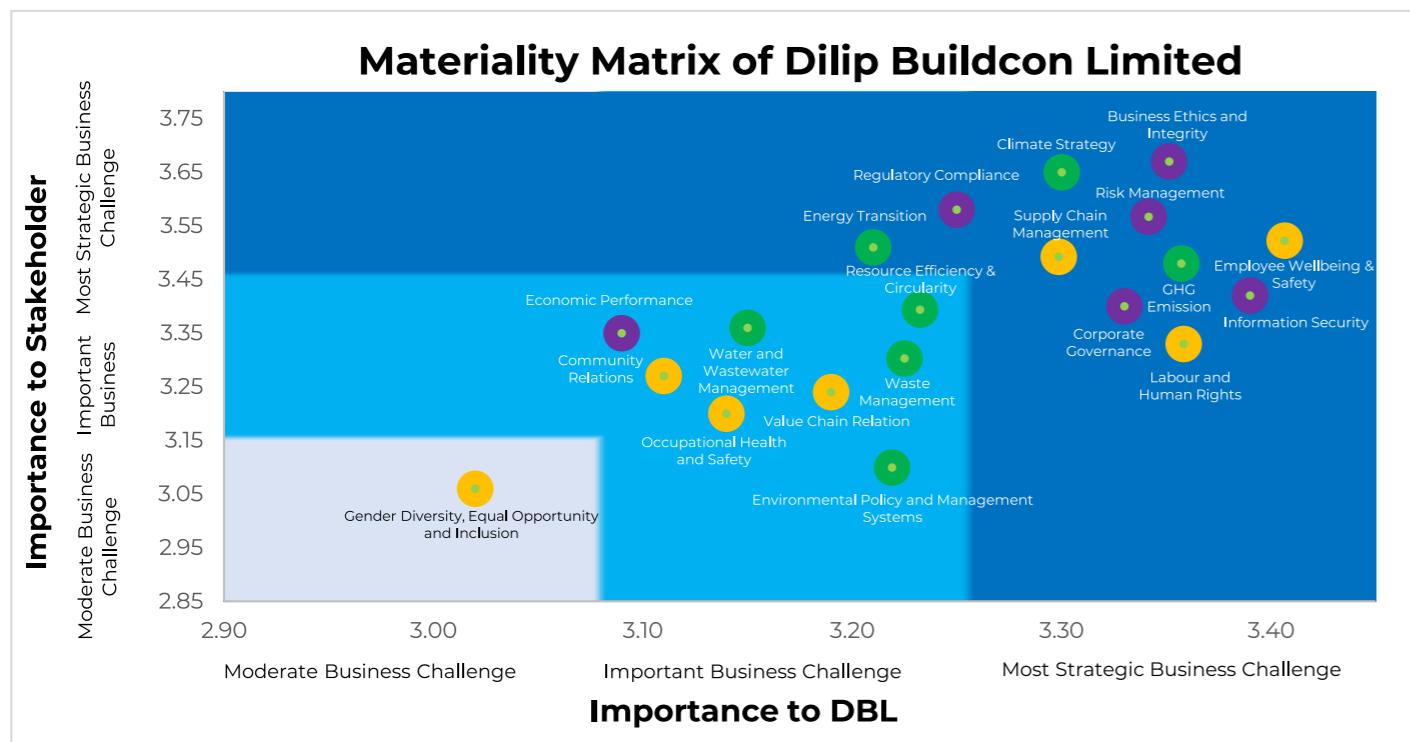




**The key material issues we continue to prioritize include-**



As an EPC company operating in an increasingly interconnected and sustainability-conscious world, identifying the risks and opportunities associated with material ESG topics is vital to long-term business resilience and value creation. ESG issues related to climate action, workforce wellbeing, and ethical governance not only shape stakeholder expectations but also influence regulatory compliance, investor confidence, and client acquisition. Understanding which material topics pose financial risks—such as legal penalties, reputational damage, or operational inefficiencies—and which offer strategic opportunities—such as market differentiation, talent retention, or energy cost savings—enables the company to proactively integrate sustainability into core business strategy and risk management frameworks. This assessment helps prioritize resource allocation and strengthens the foundation for building a responsible, future-ready enterprise.





## Material Topics Overview

Material Topic	Risk	Opportunity
Climate Strategy	Regulatory penalties, physical climate impacts, reputational risks	Market leadership, innovation in low-carbon solutions
GHG Emission and Energy Transition	Operational costs, compliance risk	Energy cost reduction, renewable incentives
Resource Efficiency and Circularity	Resource scarcity, rising material costs	Cost savings, competitive advantage via circular economy
Waste Management	Regulatory non-compliance, environmental fines	Waste disposal cost savings
Water and Wastewater Management	Water scarcity, regulatory fines	Cost savings, community goodwill
Occupational Health, Safety and Employee Well-being	Workplace accidents, absenteeism	Improved productivity, employee retention
Diversity, Equity and Inclusion	Talent shortages, reputational risks	Greater innovation, broader talent pool
Labour and Human Rights	Legal penalties, reputational damage	Strengthened supplier relations, social license
Supply Chain Management	Disruptions, unethical practices	Resilient supply chain, improved brand trust
Community Relations	Community opposition, project delays	Social license to operate, improved reputation
Business Ethics & Integrity	Fraud, corruption, legal penalties	Enhanced trust and reputation
Regulatory Compliance	Fines, operational restrictions	Smooth operations, market access
Economic Performance	Market volatility, inefficiencies	Growth opportunities, profitability
Risk Management	Unidentified risks, crisis impacts	Resilience building, proactive mitigation



## Approach to Material Topics

Material Topic	Strategy	Financial Implications
Climate Strategy	Science-based targets, climate action plan, stakeholder engagement	CapEx in clean tech; cost savings from energy efficiency; green finance access
GHG Emission and Energy Transition	Shift to renewables, energy efficiency projects, carbon offsetting	Investment in renewable energy; operational savings; carbon credits
Resource Efficiency and Circularity	Implement circular principles, product redesign, resource optimization	Lower material costs; revenues from recycled materials; upfront redesign costs
Waste Management	Waste reduction programs, recycling, compliance audits	Savings on disposal; potential new system costs
Water and Wastewater Management	Conservation measures, treatment upgrades, stakeholder engagement	Investment in systems; operational savings; reduced regulatory risk
Occupational Health, Safety and Employee Well-being	Safety training, health programs, monitoring	Reduced accident-related costs; safety infrastructure investments
Diversity, Equity and Inclusion	Inclusive hiring, diversity training, resource groups	Training costs; gains from better innovation and engagement
Labour and Human Rights	Supplier audits, grievance mechanisms, labor standards compliance	Audit/remediation costs; reduced fines and reputational damage
Supply Chain Management	Supplier risk assessments, ethical sourcing, monitoring	Audit costs; savings from disruption prevention
Community Relations	Stakeholder engagement, community programs, transparent communication	Investment in programs; avoidance of delays and conflicts
Business Ethics & Integrity	Governance policies, ethics training, whistleblower programs	Compliance program costs; avoided fines; investor confidence
Regulatory Compliance	Compliance monitoring, audits, staff training	Compliance costs; penalty avoidance
Economic Performance	Financial planning, cost control, diversification	Investment allocation; returns on investment; risk management costs
Risk Management	Risk frameworks, scenario planning, monitoring	Investment in risk tools; savings from avoided losses



## Validation and Continuous Improvement

While the material issues have been carried forward, we remain vigilant to emerging trends, risks, and stakeholder concerns that may influence our materiality landscape. Throughout the reporting year, we engaged in ongoing dialogue with stakeholders via surveys, forums, and direct consultations to confirm the continued relevance of these issues and to capture any new priorities.

We also monitored developments in sustainability standards and regulatory requirements to ensure our materiality framework aligns with evolving best practices. This iterative approach enables us to balance consistency in reporting with responsiveness to change.

Looking ahead, we plan to conduct a full materiality reassessment in the next reporting cycle to incorporate deeper stakeholder engagement and a refreshed risk analysis. This will allow us to refine our sustainability priorities in line with the evolving global context and stakeholder expectations.

## ESG Goals and Targets

DBL is committed to integrating Environmental, Social, and Governance (ESG) principles into its operations, aiming to create sustainable infrastructure solutions that contribute to India's growth while enhancing societal well-being and preserving ecosystems.

**DBL's commitment to sustainability is reflected in its core priorities:**



The following commitments underscore the specific focus for ESG strategy at DBL-

### 1. Occupational Health and Safety

- At Dilip Buildcon, we are dedicated to ensuring zero harm from operations to people and the environment through rigorous safety protocols, training and monitoring.

### 2. Corporate Governance

- Cyber and Information Security- We commit to maintaining zero data breaches, supported by robust IT governance systems and uphold status of ISO 27001:2022 certificate.
- Ethical Conduct- We continue to maintain zero cases of corruption and anti-competitive behaviour, ensuring transparency and compliance across all operations.

### 3. Social Responsibility and Diversity

- Gender Diversity- We are actively working to improve the gender diversity ratio across all levels of the organization through inclusive hiring and leadership development.

### 4. Environmental Commitments

- Energy and Emissions- Maintain current levels of energy and emissions intensity, even as operations expand, increase the share of renewable energy in our overall energy portfolio.
- Achieve Carbon Neutrality by 2050 and attain Net Zero emissions by 2060.
- Water Stewardship- Implement a Water Neutrality Assessment by an external agency to evaluate water footprint to reduce dependency on groundwater as a source, aiming to lower its share in the total water profile. Lower water consumption intensity by 2030 through water-efficient technologies and process optimization.
- Waste Management- Conduct external evaluations of waste generation and disposal to assess waste neutrality. Continue our leadership in sustainable materials by using manufactured sand in place of natural sand. Drive recyclability improvements in our waste management system year-on-year.



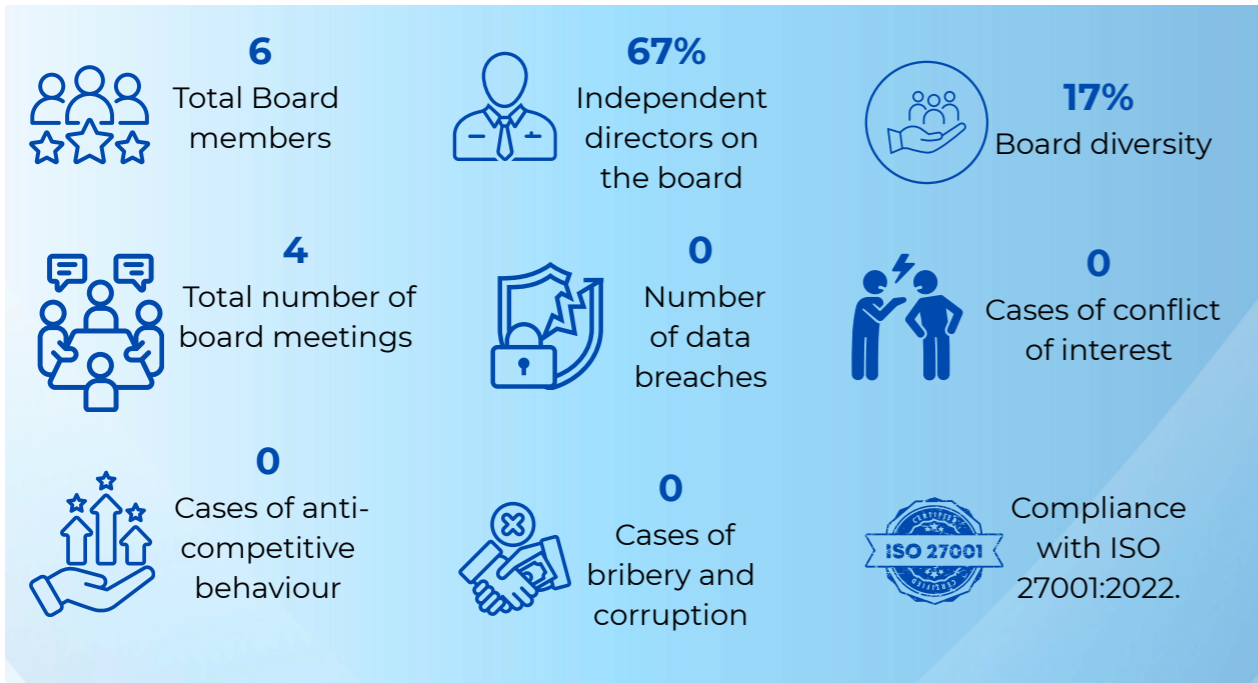


# Governance

## Aligning with relevant UN SDGs



## Key Highlights



## Corporate Governance

The company's governance structure is designed to ensure transparency, accountability, and robust decision-making processes, while also aligning with environmental, social, and governance (ESG) principles. DBL's leadership is guided by a board of directors, including key executive and non-executive members, who provide strategic direction and oversight. The Board of Directors have the onus to oversee and strategize Company's business plans and sustainability agenda that have transformative impacts, while creating lasting value for all stakeholders.



## Board of Directors



**Dilip Suryavanshi**  
Chairman & Managing Director



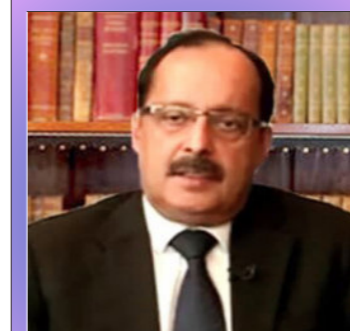
**Devendra Jain**  
Managing Director & CEO



**Alok Verma**  
Independent & Non-executive Director  
Appointed with effect from January 22, 2025.



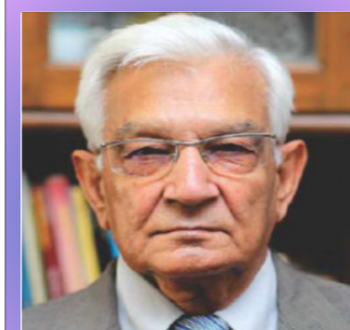
**Vijay Chhibber**  
Independent & Non- Executive Director



**Malay Mukherjee**  
Independent & Non-Executive Director



**Ratna D. Vishwanathan**  
Independent & Non-Executive Director



**Satish Chandra Pandey**  
Independent & Non-Executive Director  
Tenure Completion on January 22, 2025



**Ashwini Verma \***  
Independent & Non-Executive Director  
Tenure completion on August 4, 2024.



**Amogh Kumar Gupta \***  
Independent & Non-Executive Director  
Tenure completion on August 4, 2024.

The Board comprises diverse members and complies with SEBI regulations and the Companies Act, 2013, to maintain an optimal balance between Executive and Non-Executive Directors. As of March 31, 2025, the Company had six Board members: two Executive Directors and four Independent Non-Executive Directors, underscoring our commitment to independence and impartial decision-making.



### Nomination of board members

The Company firmly believes that a diverse Board enhances decision-making by integrating a wide range of skills, qualifications, professional experiences, knowledge, gender, ethnicity, and other unique attributes of its members. Such diversity is vital for driving business success, gaining a competitive edge, ensuring robust corporate governance, and promoting sustainable, balanced growth.

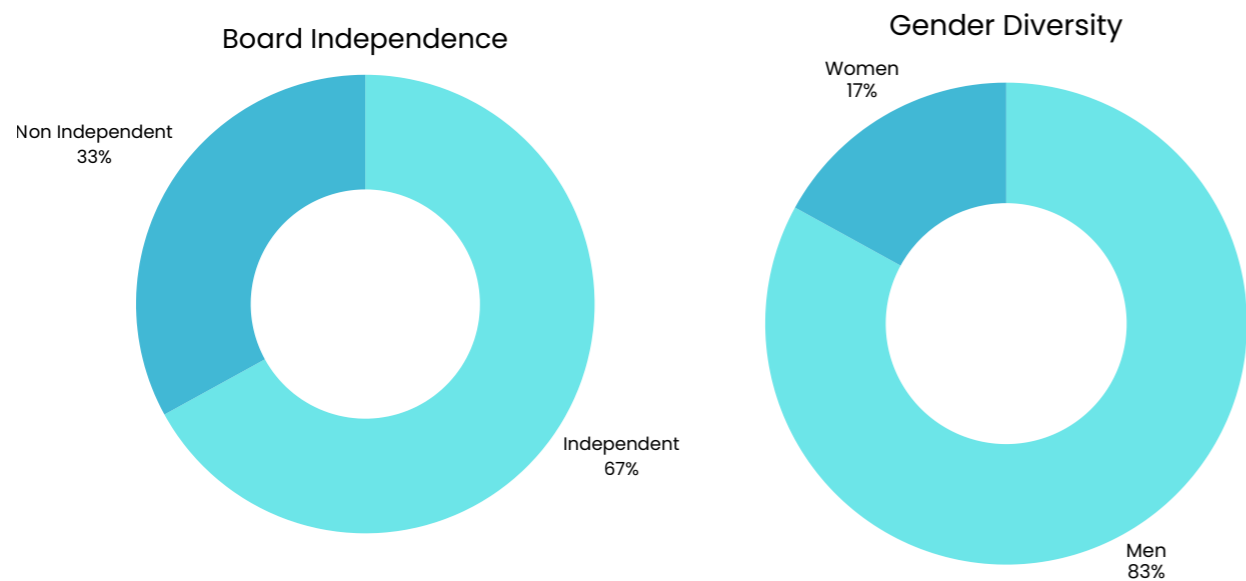
Board appointments are made on merit, with a focus on complementing and broadening the collective skills, experience, and expertise of the Board. Consideration is given to each member’s distinctive qualities, which contribute to the overall effectiveness and efficiency of the Board.

### Board Diversity

The Board of Directors at DBL is composed of experienced and distinguished individuals, each contributing a wealth of knowledge and expertise to the company’s strategic direction and growth.

- **Mr. Dilip Suryavanshi**, Chairman and Managing Director of the Company. A visionary in steering DBL towards becoming a successful construction company over the decades and setting the tone for the years to come.
- **Mr. Devendra Jain**, Managing Director, & CEO, with his strong leadership and operational expertise, drives the Company to sustained growth trajectory and new business horizons with operational superiority and delivery excellence.
- **Mr. Alok Verma, Mr. Vijay Chhibber, and Mr. Malay Mukherjee**, Independent Directors, play key roles in providing strategic advice, governance oversight, and fostering transparency within the Company.
- **Ms. Ratna Dharashree Vishwanathan**, Independent Woman Director, brings a unique perspective to the board, ensuring diversity and inclusivity in leadership decision making.

Together, this esteemed board exemplifies leadership, expertise, and a shared commitment in driving DBL's vision of excellence, sustainability, and growth.



### Board of Directors Skills and Expertise:

Dilip Buildcon Limited, in accordance with Schedule V of SEBI (LODR) Regulations, 2015, has identified key skills and expertise essential for its business and industry. These competencies, collectively available within the Board of Directors, facilitate strategic decision-making, regulatory compliance, and sustainable growth, ensuring effective governance and operational excellence.

S. No.	Name of Board of Directors of the Company	Expertise in specific functional areas											
		Civil Works	Urban Development	Mines and Minerals Extraction	Accounts, Finance and Corporate office	Management and Business Strategy	Project Management	Corporate Governance	Risk Management	Quality Assurance Engineering & Quality Control	Structural and Drawings	Machine & Equipment	IT Administrator related to Infrastructure/Construction work
1	Mr. Dilip Suryavanshi	✓	✓	✓	✓	✓	✓	✓	✓				
2	Mr. Devendra Jain	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Mr. Alok Verma				✓	✓		✓	✓				
4	Mr. Vijay Chhibber					✓	✓	✓	✓				
5	Mr. Malay Mukherjee				✓	✓		✓	✓				✓
6	Ms. Ratna Dharashree Vishwanathan		✓		✓	✓		✓	✓				

The Board’s skills and expertise enables Dilip Buildcon to stay agile in a constantly evolving market, adapt to regulatory changes, and tackle sustainability challenges head-on. By aligning skills with business needs, the Company strengthens governance, fosters innovation, and builds resilience—ensuring long-term growth and industry leadership.





## Board Committees: Strengthening Effective Governance

In compliance with the provisions of the Companies Act, 2013 (“Act”) and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”), the Board has formally approved the terms of reference for various committees. These terms of reference clearly define the objectives, purposes, and responsibilities of each committee, ensuring effective governance and alignment with regulatory standards. Our governance framework is further strengthened by the presence of these specialized committees at the board level. These committees offer dedicated oversight in critical areas, acting as key pillars of our corporate governance structure. Their role ensures rigorous scrutiny and provides valuable strategic direction, reinforcing our commitment to excellence and accountability.

Our well-established committee governance structure provides thorough oversight across all areas of our operations. With Independent Directors leading each of the Board Committees, we uphold the highest standards of independence, ensuring exceptional corporate governance and accountability.



## Key Focus Areas of Board Committees

**Audit Committee:** Oversee financial reporting, governance, and executive management to ensure compliance and alignment with organizational goals.

**SRC Committee:** Consider and resolve grievances of the security holders of the Company, including complaints related to the transfer of shares, non-receipt of Annual Report and non-receipt of declared dividends.

**NRC Committee:** Formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy relating to, the remuneration of the Directors, Key Managerial Personnel, and other employees.

**CSR Committee:** Oversee Company's CSR initiatives that aim to improve the quality of life of the community and society at large and take responsibility for company's effects on environment and social well-being.

**Group Governance Committee:** to formulate a strong and effective group governance policy and establish a Framework for evaluation of the Corporate Governance of the unlisted Subsidiaries of the Company. To ensure mandatory disclosures are made to the concerned authorities by the Subsidiaries Companies.

**Risk Management Committee:** Laying down risk assessment plan, minimization procedures and informing the Board of the same as well as framing, implementing, reviewing, and monitoring the risk management plan for the Company.

**Enquiry Committee:** The committee is constituted to take appropriate action on becoming aware of leak of unpublished price sensitive information and inform the Board promptly of such leaks, inquiries, and results of such inquiries.

**BRSR and ESG Committee:** Develop and propose the ESG Policy to the Board, outlining the guiding principles for the selection, implementation, and monitoring of the company's sustainability activities. Review and approve the company's overall ESG strategy and plan as well as oversee the implementation of the ESG framework and key public disclosures (both statutory and voluntary) that include sustainability-related data and information.





**Borrowing Committee:** The borrowing committee be and is hereby authorized to negotiate, finalize and approve the proposals for borrowings, Bank Guarantees including lease facility for procurement of assets on lease basis from various Banks, Financial Institution and the Finance Companies and the terms and conditions of such borrowings, Bank Guarantees and lease facility, provided that the said committee may approve the proposals for borrowings.

**Business Development & Administration Committee:** To approve, finalize the terms and conditions of the proposals / projects / bid application, Joint Venture Agreement, and other documents and writings as may be required for processing and finalizing the applications for making bids for the projects.

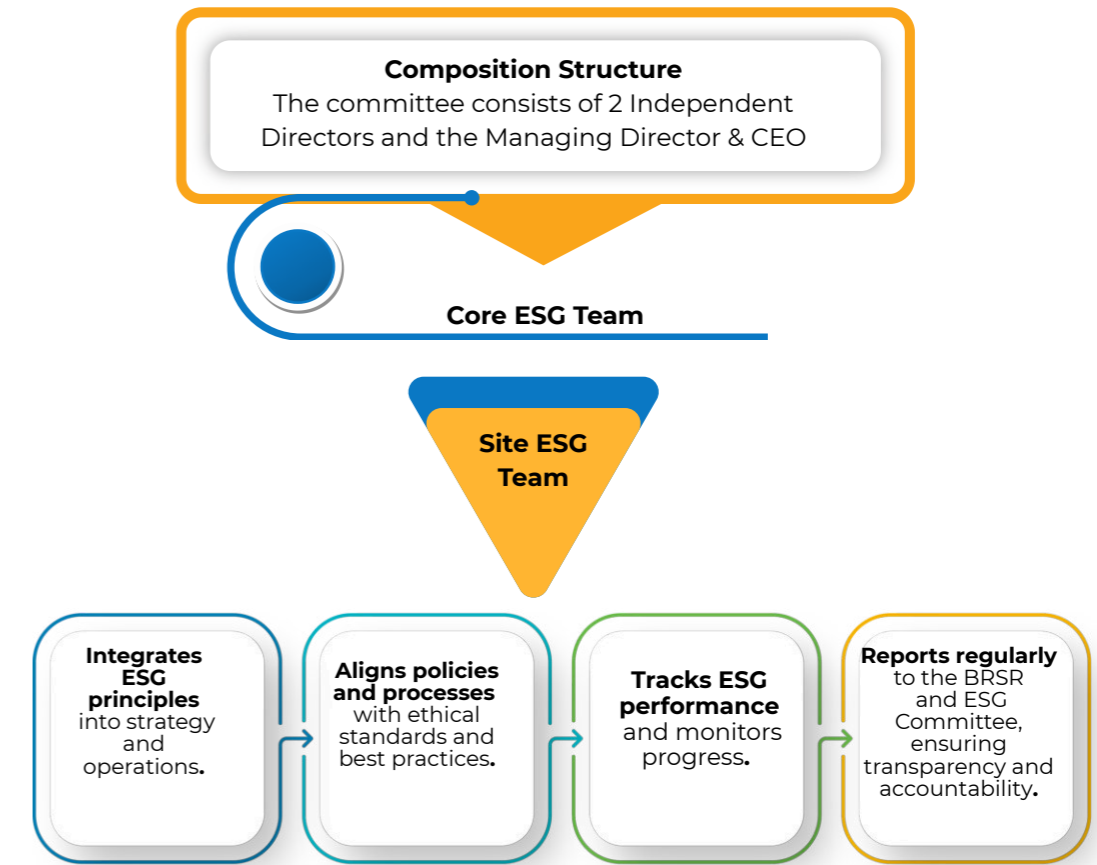
**Lending and Investment Committee:** To make investment or acquisition by way of subscription, purchase or otherwise, securities of any other Company/ies or body corporate without any specific limit.

**Prevention of Sexual Exploitation, Abuse, and Harassment Committee:** The aim of the said policy to provide all employees a safe environment to work together having free from sexual exploitation, abuse, and harassment. This policy envisages zero tolerance against Sexual Abuse, Exploitation and Harassment relating to all employees (permanent, temporary, contractual, part time, trainees, contractor, and casual workers), and other individual, entities interacting with DBL, and also have the right to be treated with dignity.

**IT Committee:** The Committee's primary role is to provide oversight of and guidance to the Board with regard to all aspects of Information Technology and Cyber Security (including IT and Information Security) across the Group. Oversee the control environment in place for Information Technology and Cyber Security and review risks relating to Information Technology and Cyber Security and plans for mitigation or treatment.



## BRSR and ESG Committee



## Key Focus Areas of Responsibilities





### Collaboration with Other Board Committees



### List of Governance Policies

DBL, as a construction and infrastructure company, upholds a comprehensive set of governance policies that are vital to maintaining operational integrity, efficiency, investor confidence, resilience, responsibility, and long-term sustainability.

These policies, accessible to all employees and workers via the internal portal, play a crucial role for several key reasons:

- **Transparency and Accountability:** Robust governance policies establish clear accountability and responsibility, ensuring all actions align with ethical standards and legal requirements. This fosters trust and strengthens the company's reputation among investors, shareholders, the public, and other stakeholders.
- **Regulatory and Legal Compliance:** Operating within a highly regulated sector, DBL's strong ethical framework supports adherence to various legal norms, reducing risks of penalties, disputes, and non-compliance.
- **Risk Management:** A solid policy framework helps DBL effectively navigate regulatory complexities and industry-specific risks, underpinning a robust risk management and internal control system.
- **Operational Efficiency:** Clearly defined policies and procedures enable the identification and implementation of innovative technologies and sustainable solutions, driving smoother and more efficient business operations while enhancing brand equity and stakeholder value.

### Company-Wide Policy Framework

**Environment**

- Sustainability Policy
- Green Supply Chain Policy
- Climate Change policy

**Social**

- POSH
- CSR Policy
- Social Accountability Policy
- Employee Grievance Redressal
- Equal Opportunity Policy

**Governance**

- Public Policy and Advocacy
- IT Policy
- Orderly Succession
- Policy on board diversity
- Fair disclosure
- Appointment of Independent Director
- Nomination and Remuneration
- Dividend Distribution Policy
- Director Familiarisation Programme
- Group Governance Policy
- Determining Material Subsidiaries
- Role of an Independent Director
- Determination of Materiality
- Related Party Transactions
- Risk Assessment and Management
- Internal Financial Control Policy
- Anti-Bribery Anti-Corruption
- Code of Conduct for Insider Trading
- Code of Conduct for Employees
- Composition of Committees
- Code of Conduct for BOD and Senior Management
- Vigil Mechanism and Whistle Blower Policy
- Procedure for inquiry in case of leak of UPSI
- Criteria for making payments to Non-Executive Directors
- Preservation of Documents and Archival of Documents

The above policies are available for comprehensive review at <https://dilipbuildcon.com/investors/corporate-governance/>





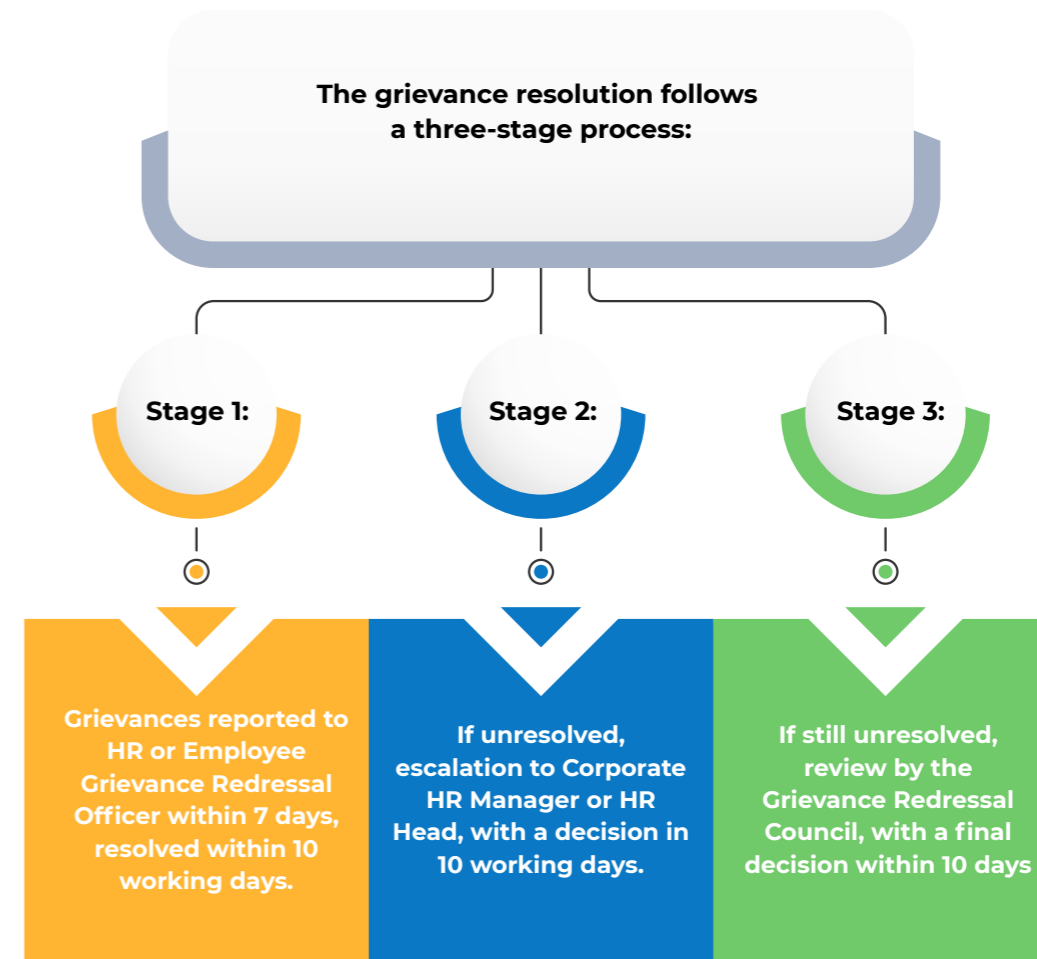
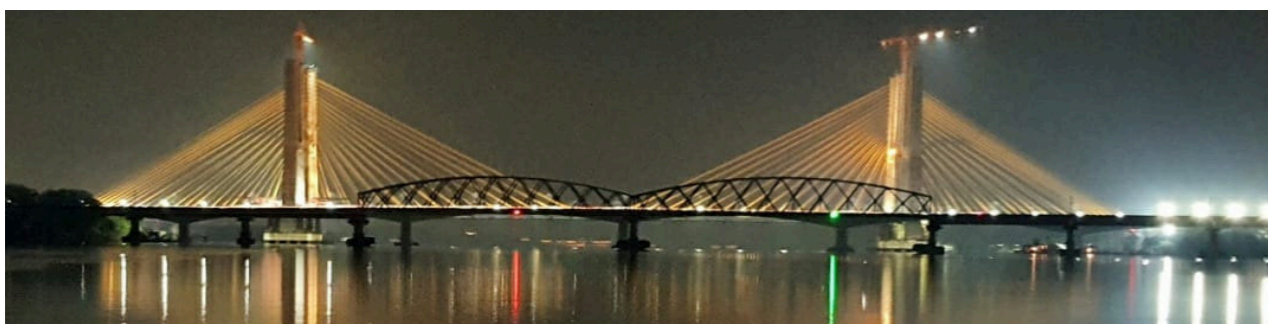
**Code of Conduct:** DBL's Code of Conduct guides ethical behavior and integrity across all business practices. It supports employees and directors in maintaining transparency, accountability, and respect in interactions with colleagues, stakeholders, and the community. The Code reinforces our commitment to legal compliance, fair competition, sustainability, and social responsibility. We encourage reporting unethical behavior or conflicts of interest, fostering a workplace where integrity is fundamental. Upholding these standards helps DBL build trust and maintain a strong industry reputation.

**Anti-Corruption Anti-Bribery Policy:** DBL is committed to the highest ethical, moral, and legal standards, with a strict anti-bribery and anti-corruption stance. This policy promotes integrity and trust by guiding employees and directors to act honorably, manage conflicts of interest, maintain confidentiality, and avoid financial inducements. The Company actively monitors and investigates corrupt practices and provides ethics training and resources to mitigate risks related to corruption.

**Information Technology Policy:** DBL's IT Policy ensures the secure, responsible use of IT resources while protecting the confidentiality and integrity of company data. It sets guidelines for acceptable use, data security, and user responsibilities, fostering cybersecurity awareness. Emphasis is placed on safeguarding sensitive information from unauthorized access, breaches, and cyber threats. Regular training ensures employees stay updated on best practices, supporting legal compliance and operational efficiency.

**Vigil Mechanism and Whistleblower Policy:** This policy provides a formal channel for reporting unethical conduct, fraud, or code of conduct violations, ensuring a safe environment for employees and stakeholders to raise concerns without fear of retaliation. Disclosures must be made in good faith and are kept confidential. Reports are submitted to designated officers, investigated impartially by a Vigilance Officer, and reviewed by the Audit Committee for appropriate action. The policy is reviewed annually to maintain effectiveness and legal compliance, reinforcing accountability and integrity.

**Employee Grievance Redressal Policy:** Designed to address employee grievances fairly and consistently, this policy ensures accessible channels for resolving workplace issues, promoting a healthy work environment. It applies to all employees and subsidiaries, covering concerns like infrastructure, health and safety, discrimination, and benefit compliance, excluding performance-related matters handled under other policies.



This structured process ensures prompt, fair, and transparent handling of grievances.

## ESG Governance

In today's rapidly evolving and unpredictable environment, effective governance is critical to DBL's sustained success. A robust governance framework serves as the foundation for agility and resilience, enabling DBL to navigate uncertainty, manage risks, and respond swiftly to shifting market dynamics.

By fostering transparency, accountability, and ethical decision-making, we create a stable corporate environment marked by shorter downturns and extended periods of growth. This strong governance also enhances our ability to seize emerging opportunities, ensuring DBL remains competitive and forward-thinking.

Good governance is not just a compliance requirement—it is the key to cultivating an environment where innovation thrives. It allows us to adapt quickly to new challenges, embrace change, and stay ahead of industry trends. Importantly, sound governance builds trust among our stakeholders—investors, employees, customers, and the wider community—strengthening loyalty and long-term engagement.



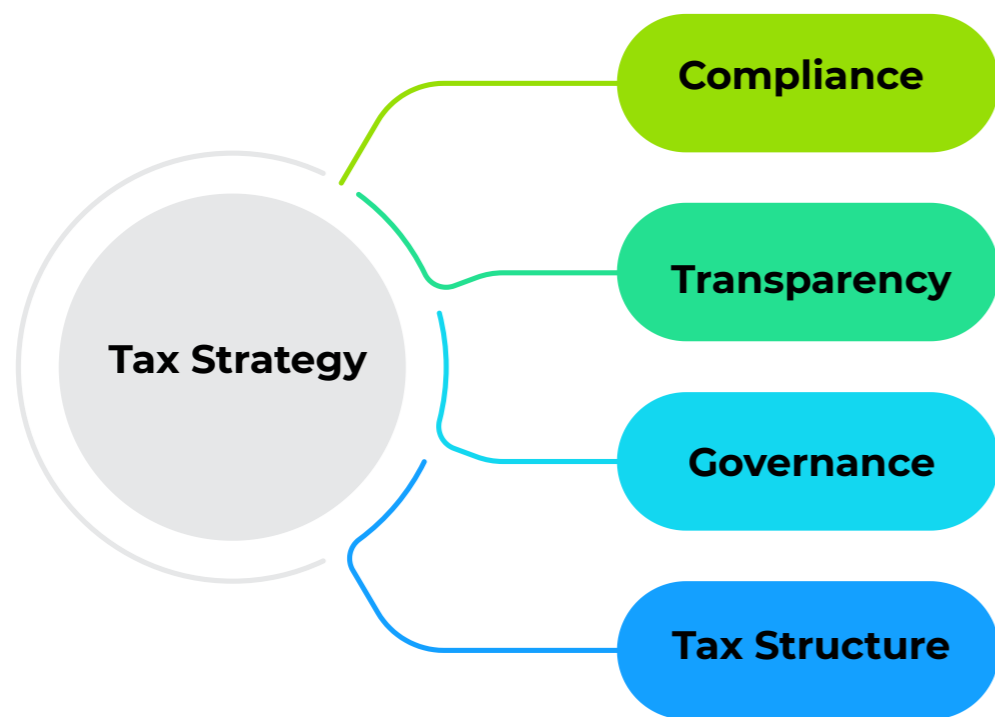
At DBL, integrity is at the heart of everything we do. We believe that trust and transparency are essential for building meaningful, lasting relationships. Our commitment to ethical practices informs every decision, shaping a corporate culture grounded in accountability, collaboration, and shared values.

Through this approach, DBL is well-positioned to deliver long-term shareholder value, attract and retain top talent, deepen customer loyalty, and meet regulatory demands with greater efficiency. Ultimately, our dedication to strong governance not only drives sustainable growth but also enables us to make a positive impact on society.

## Tax Strategy

Tax is a crucial aspect for Dilip Buildcon Limited (DBL), its stakeholders, and other interested parties, as it directly influences the economy and contributes to the social development of the country in which we operate. At DBL, we recognize tax strategy as an integral part of our responsible business practices and corporate responsibility. We are committed to transparency, compliance, and ethical business conduct, ensuring that our tax contributions support national economic growth and development.

Our tax governance framework is built on four key pillars that ensure for close monitoring of litigation, Internal control, and effective management of all tax-related matters. This structured approach enables us to manage tax obligations with accuracy and accountability at all levels, ensuring compliance with regulations, mitigating tax risks, and aligning with our broader business objectives.



## Tax Commitment

- We comply with the tax laws of every country in which we operate, adhering not only to the written regulations but also to their underlying intent and purpose.
- We ensure that all transactions with related or affiliated entities adhere to the arm's length principle, with transfer prices aligned to the applicable transfer pricing rules and regulations in every country where we operate.
- We ensure the accurate preparation and timely submission of all tax returns in compliance with designated deadlines and required formats.
- We prepare and maintain all necessary documentation as required by tax laws, ensuring compliance and readiness to respond to inquiries from tax authorities.
- We employ qualified, trained and expert tax professionals who have deep understanding of both DBL's business operations and its tax principles.

## Tax Risk Management

DBL's tax risk management framework and internal controls include targeted measures and tools to identify, assess, manage, and mitigate operational, financial reporting, and compliance risks related to taxation across all business areas. The internal tax function collaborates with the risk management team when addressing significant uncertainties or complexities arising from business transactions or evolving tax regulations in different jurisdictions.

The tax function is responsible for overseeing the identification, management, monitoring, and mitigation of tax risks. Through internal controls, regular reviews, and escalation processes, key risks, threats, and opportunities are effectively identified and managed. Additionally, the tax function provides guidance to business units on tax matters, collaborates with the internal audit team, Accounts team and other relevant functions as needed, ensures compliance with tax filings, and represents DBL in interactions with tax authorities.





# Risk Management

The infrastructure sector is a key driver of India's socioeconomic growth but faces constant risks and challenges. In response, DBL has established a strong framework to systematically identify, manage, and mitigate these risks. This proactive strategy, backed by targeted risk mitigation measures, ensures the company's resilience and sustained growth in a changing environment.

Identified Risk	Mitigation Steps
<p><b>Competition Risk:</b> DBL is actively competing with several other companies to secure new projects. While facing intense competition, the company remains poised to navigate these challenges, ensuring that its growth plans and profitability continue to thrive in a dynamic market.</p>	<p>Given the fiercely competitive market landscape, the company continually adapts its policies and processes to align with emerging trends, ensuring the sustainability of its business strategy. We conduct comprehensive research when bidding, incorporating ample buffers for potential risks. Above all, our focus has consistently been on expanding into new geographies and business segments, while also taking on increasingly complex projects to drive growth and innovation.</p>
<p><b>Timely completion of projects:</b> Timely completion is critical to the financial viability of infrastructure projects, particularly for BOT and HAM projects. Any delays in meeting deadlines can disrupt the financial model, impacting both profit margins and project returns. Therefore, ensuring on-time delivery is a key priority, safeguarding the project's financial health and long-term success.</p>	<p>The company takes a proactive approach, prioritizing the resolution of key issues and actively supporting authorities in land acquisition and clearance processes. With a fleet of state-of-the-art in-house machinery and a team of highly skilled professionals, we consistently ensure timely project completions and smooth operations. Our exceptional R&amp;D capabilities, meticulous planning, and thorough record-keeping—particularly for early completion bonuses—enable us to consistently meet project delivery deadlines. Furthermore, we have successfully implemented backward integration, alongside a strong focus on continuous technological upgrades. This allows us to efficiently track equipment, projects, and personnel, thereby optimizing performance and maximizing results.</p>

Identified Risk	Mitigation Steps
<p><b>Capital and Debt risk:</b> The infrastructure sector is inherently reliant on substantial capital investment, with access to funds playing a pivotal role in the bidding process, particularly for BOT-toll and hybrid annuity projects. The company carries a significant debt load, which exposes it to the risks associated with debt financing. The level of debt, along with the terms imposed by current and past loan agreements, can have a notable impact on financial stability. These dynamics are closely tied to the prevailing cost of borrowing, making prudent financial management essential for sustainable growth.</p>	<p>We have meticulously optimized our working capital cycle by strategically pooling assets and resources, ensuring their efficient deployment for completing projects within close geographical proximity. Additionally, we have cultivated strong, long-term relationships with leading lenders in the country, allowing us to secure loan facilities at highly competitive interest rates due to our excellent credit rating. Our debt-equity ratio has significantly improved, reflecting smart capital deployment and healthy internal accruals. We remain focused on reducing debt, and our partnership with AA is poised to enhance our revenue streams further. Furthermore, the company has issued warrants, and our consolidated balance sheet has been streamlined, with equity and debt now transferred to InvITs, strengthening our financial position.</p>
<p><b>Input Cost risk:</b> Ensuring the availability of high-quality materials in the required quantities is crucial for the timely delivery of projects. Any unforeseen increase in input costs can have a direct impact on profit margins, highlighting the importance of effective cost management and resource planning.</p>	<p>The company avoids subcontracting, ensuring optimal utilization of its own equipment, efficient construction practices, and sourcing stone aggregates from our own mines and crushers to meet project demands. We directly procure other essential raw materials from industry leaders, guaranteeing superior quality, competitive pricing, and timely delivery. To protect our margins, we include relevant cost escalation clauses in our contracts with customers, ensuring financial stability and alignment with market conditions.</p>
<p><b>Labour risk:</b> Our industry is labor-intensive, making it essential to carefully manage employee retention while prioritizing their well-being. Ensuring a steady supply of skilled staff, effective recruitment, and maintaining high levels of employee efficiency are central to our operational success. We remain committed to fostering a supportive and motivating work environment to address these key concerns.</p>	<p>Our workforce is our most valuable asset, and we are dedicated to fostering a work environment that upholds professionalism, efficiency, and industry-leading, labor-friendly HR practices. We are committed to the continuous upskilling and development of our employees, ensuring their growth as professionals. Our incentive programs are competitive, aligning with industry standards. To promote well-being and enhance productivity, we regularly conduct training sessions and team-building activities that help alleviate stress. Additionally, we offer generous retirement benefits, comprehensive social security measures, and welfare schemes for both employees and their families, underscoring our commitment to their long-term success and well-being.</p>



Identified Risk	Mitigation Steps
<p><b>Environmental Damage:</b> The company engages in large-scale road construction, dam building, and civil engineering projects across diverse ecosystems, environmental incidents can severely damage relationships with government clients who are increasingly prioritizing sustainable development in response to domestic and international pressure.</p> <p>Even isolated environmental violations can trigger lengthy project suspensions by regulatory bodies like the National Green Tribunal, causing costly delays and threatening project viability. Environmental controversies also impact Dilip Buildcon's financing options, as both public and private lenders incorporate environmental compliance into their lending criteria, with incidents potentially triggering loan covenant violations or higher borrowing costs.</p> <p>Additionally, Remediation costs for environmental damage can be substantial, with potential liabilities extending years beyond project completion. Environmental incidents often attract heightened regulatory scrutiny across all company operations, increasing compliance costs and administrative burden well beyond the original incident site.</p>	<p>DBL has implemented a comprehensive environmental management system aligned with international standards like ISO 14001, with regular third-party audits to verify compliance. The company conducts thorough environmental impact assessments beyond regulatory requirements helping identify potential issues early in project planning. Establishing dedicated environmental monitoring teams at each project site allows for real-time issue identification and swift response. Training all staff levels on environmental best practices ensures consistent implementation of protection measures across operations. The company has developed transparent stakeholder engagement protocols for addressing community environmental concerns building trust and reducing opposition. Dilip Buildcon has obtained environmental insurance coverage providing financial protection against remediation costs and liability claims. Regular sustainability reporting using internationally recognized frameworks increases transparency and accountability.</p>
<p><b>Safety non-compliance:</b> Environmental damage, such as pollution or improper waste disposal, can create hazardous conditions for workers and local communities. If workers are exposed to hazardous substances or if local air and water quality is compromised, it could result in health issues, accidents, or even deaths, leading to legal actions and increased health and safety risks.</p>	<p>To mitigate environmental risks like pollution and waste disposal, we have implemented strict environmental management practices. This includes ensuring proper waste management, conducting regular environmental monitoring, using non-toxic materials, and providing worker safety training. We have also ensured full compliance with health and safety regulations. Additionally, we carry out regular audits and engage with local communities to further reduce hazards and minimize our environmental impact.</p>

Identified Risk	Mitigation Steps
<p><b>Brand image:</b> A damaged reputation could severely impact the company's ability to secure government contracts, which form the backbone of their business in road construction, dams, and civil engineering projects. Being a public traded company, negative brand perception directly affects investor confidence, potentially triggering stock devaluation and making capital raising more expensive at crucial growth phases. The construction industry already struggles with skilled labor shortages, and a tarnished brand image would further hamper Dilip Buildcon's ability to attract qualified engineers, project managers, and specialized workers essential for complex infrastructure projects.</p> <p>Additionally, companies with negative public images often face heightened regulatory scrutiny, resulting in more frequent inspections, stricter compliance requirements, and potential penalties that affect the bottom line.</p>	<p>The company has implemented a comprehensive strategy including transparent communication practices with all stakeholders and regular public disclosure of project progress and challenges. The company has established robust quality control systems with third-party verification demonstrating commitment to excellence, while developing a proactive corporate social responsibility program focused on community development near project sites has built goodwill. Dilip Buildcon has created a dedicated crisis management team with clear protocols for addressing negative incidents that helps contain potential reputation damage. The company invests in employee training on ethical standards and safety protocols reducing incidents that harm brand image. Building strong media relationships through a professional public relations team ensures balanced coverage during challenging situations, while obtaining relevant industry certifications provides independent validation of the company's standards and practices.</p>





## Internal Controls and Systems

In today's dynamic regulatory landscape, Dilip Buildcon Ltd. (DBL) has embraced corporate governance, financial integrity, and sustainable growth as core business principles. Moving beyond traditional practices, DBL has embedded an independent internal audit and compliance department focused on Internal Financial Controls, Risk Mitigation, and Sustainability. A key step in this transformation is the adoption of Standard Operating Procedures (SOPs), Management Circulars, and industry best practices, ensuring an independent and structured governance framework.

To further strengthen audit independence, DBL has partnered with, a globally recognized audit firm, to enhance financial and operational controls. This strategic association extends across all operations, ensuring comprehensive coverage of financial and operational controls to ensure an unbiased assessment and enhance reporting accuracy and corporate accountability. It has not only strengthened the governance structure but improved transparency for stakeholders' confidence and enhanced financial and operational decision making.

### Implementation of Internal Financial Controls (IFC) Portal at Dilip Buildcon Limited

#### Objective:

To strengthen internal controls, enhance regulatory compliance, and promote financial integrity through a centralized digital platform.

#### Background:

DBL launched its Internal Financial Controls (IFC) Portal on March 15, 2025, as part of its commitment to corporate governance and operational excellence. The portal streamlines control monitoring across departments and project sites.

#### Key Features:

- Centralized platform for control documentation and evidence submission
- Real-time tracking of financial reporting controls
- Periodic self-assessments and digital validation of controls

#### Outcomes & Benefits:

- Improved Compliance: Strengthened adherence to statutory and internal control requirements
- Enhanced Transparency: Real-time visibility into control status and exceptions
- Operational Efficiency: Reduced manual processes and improved audit readiness
- Standardization: Promoted uniform practices across functions and sites

#### Challenges Faced:

- Change Management: Required training and engagement for smooth adoption
- User Onboarding: Initial support needed for effective tool usage
- Data Accuracy: Ongoing focus on timely and accurate control evidence submission

#### Conclusion:

The IFC Portal has significantly improved DBL's internal control environment, reinforcing its commitment to transparency, accountability, and regulatory excellence through digital transformation.



## Information Technology and Data Management

Dilip Buildcon Limited recognizes the vital role of information technology in driving growth and operational excellence. To ensure transparency, efficiency, and seamless operations, we have established comprehensive IT policies designed to protect our information assets from risks such as confidentiality breaches, data integrity failures, and system disruptions.

Our IT Policy outlines clear guidelines for governance, management, and security across all offices and project sites. The Chief Information Officer (CIO), together with Heads of Departments (HODs), oversees the implementation of these controls, with all employees and third-party personnel required to comply fully with our IT standards. To strengthen data privacy and protection, DBL has developed subsidiary policies integrated into the main IT Policy, including:

- **Continuity Management Policy:** Ensures availability of critical functions during disruptions.
- **Data Privacy Policy:** Governs compliant data collection, storage, and usage.
- **Information Security Policy:** Balances protection of information with business needs.
- **Data Retention Policy:** Manages data lifecycle in line with regulations and contracts.
- **Supplier Security Policy:** Sets security standards for third-party interactions.

Together, these policies demonstrate DBL's commitment to secure information management, regulatory compliance, and risk mitigation, supporting business continuity in a dynamic digital environment.

At DBL, data security is embedded in our culture through accountability, innovation, and continuous improvement. We employ advanced technologies, robust protocols, and regular employee training to address evolving threats. Our security measures include enhanced physical monitoring, strict protocols for data deletion and masking, a comprehensive data leakage prevention system, and continuous activities such as web filtering to maintain daily operational security.





## Data Security Measures at DBL

At DBL, safeguarding personal and sensitive data is a core priority. Our commitment to confidentiality, integrity, and availability of data is embedded in our culture and enforced through robust security measures designed to prevent unauthorized access, breaches, and data loss.

These measures align with both regulatory requirements and organizational standards and include:

### 1 Encryption and Data Masking

- **Encryption:** Protects data at rest and in transit by rendering it unreadable to unauthorized parties. Sensitive information such as employee records, financial data, and client details remain secure through strong encryption protocols requiring decryption keys for access.
- **Data Masking:** Alters sensitive data to create simulated versions for safe use during software development, testing, or analysis, ensuring no exposure of confidential information outside production environments.

### 2 Access Control

- Implements strict role-based access control (RBAC), granting data access only to authorized individuals based on their job functions.
- Enforces Multi-factor Authentication (MFA) for critical system access, adding a vital layer of security.
- Conducts regular access reviews to promptly revoke permissions for personnel changes, maintaining tight control over sensitive information.

### 3 Regular Audits and Monitoring

- **Continuous Monitoring:** Employs real-time monitoring tools to track all network activities, detect suspicious behavior, and trigger alerts for immediate response.
- **Internal and External Audits:** Performs routine internal reviews alongside independent third-party security assessments to ensure compliance with latest security standards and identify vulnerabilities proactively.

### 4 Regulatory Compliance

DBL rigorously adheres to applicable data protection laws and regulations including GDPR, India's Data Protection Bill, and global standards. We continuously update our practices to meet evolving legal requirements, reinforcing our commitment to privacy, data security, and regulatory compliance.

Through this comprehensive security framework, DBL ensures the protection of critical data assets while maintaining the trust of clients, employees, and stakeholders.

## Data Privacy and Security Commitment at DBL

At DBL, data privacy is a top priority, and we manage all data with the highest level of care and responsibility. We collect and process data lawfully, fairly, and transparently, strictly for specified purposes such as business operations, stakeholder communication, and legal compliance. Data usage is confined to authorized purposes only.

We respect individuals' rights regarding their personal data, providing clear processes to access, correct, delete, or object to its processing, in full compliance with applicable data protection laws.

Data retention is limited to the duration necessary for its intended purpose or as mandated by law. Upon completion of this period, data is securely disposed of following our internal retention policies. When sharing data with third-party service providers, we ensure they adhere to stringent privacy standards through legally binding agreements.

To maintain high standards of data privacy and security, DBL conducts regular training sessions for employees and contractors, ensuring ongoing compliance with legal and regulatory requirements. Over the past three financial years - FY 2022-23, FY 2023-24, and FY 2024-25 - no complaints related to data privacy or cybersecurity have been reported.



### Key Innovative IT Initiatives

**1. SAP S/4HANA Implementation:** DBL has successfully deployed SAP S/4HANA across all business functions, leveraging this advanced ERP system to streamline operations and gain real-time insights into critical processes. With the recent upgrade to the latest version, DBL has further enhanced its technological capabilities, driving improved operational efficiency.

The integration of SAP S/4HANA has transformed data processing by enabling real-time analytics, supporting more informed, data-driven decision-making. Additionally, it has optimized resource management across departments, boosting productivity and reinforcing DBL's growth trajectory in a highly competitive market.

**2. Cloud Hosting on AWS:** DBL's SAP system is hosted on Amazon Web Services (AWS) and managed by Kyndryl, a leading Tier 1 service provider. This cloud-based infrastructure provides high availability, scalability, and robust security, ensuring seamless and secure IT operations. Leveraging AWS allows DBL to dynamically allocate resources without the need for extensive on-premises infrastructure, reducing operational complexity. This enables the company to concentrate on its core business while benefiting from the cloud's flexibility, scalability, and security.



**3. Cybersecurity Enhancements:** DBL has significantly strengthened its cybersecurity framework through the establishment of a state-of-the-art Security Operations Centre (SOC) launched in May 2024, in collaboration with Kyndryl. Operating 24x7, the SOC features a real-time monitoring dashboard that tracks global network traffic, detects threats, and identifies potential risks, enabling swift and proactive responses to cybersecurity alerts. This ensures immediate action plans are implemented to prevent or minimize the impact of potential cyberattacks.



Further enhancing its cybersecurity posture, DBL has integrated advanced Endpoint Extended Detection and Response (XDR) solutions from Trend Micro. This technology improves threat detection and response capabilities across all endpoints, providing an additional layer of defense against evolving cyber threats.

The SOC is fully integrated with Kyndryl to ensure seamless process closure and resolution of critical issues, reinforcing DBL's operational resilience and commitment to safeguarding sensitive company data.

**4. SAP Fiori Deployment:** The introduction of SAP Fiori brings mobile-based workflows that significantly enhance user experience and accessibility. With its intuitive interface, Fiori allows employees to seamlessly access critical business applications from any device, empowering them to collaborate more effectively and boost productivity. This deployment not only streamlines task execution but also enables employees to perform their duties efficiently while on the move, fostering a more agile and responsive work environment.

**5. EHS tool development for digitalization:** DBL proudly introduces Guardian Pro - a custom built, AppSheet-powered EHS (Environment, Health & Safety) application designed as a comprehensive, photo enabled, geotagged safety command center. This centralized digital solution empowers DBL's EHS team to efficiently manage and monitor safety and compliance across all construction sites. It enables the assignment and scheduling of weekly and monthly training sessions and inspection targets. Each session is logged with attendee details, attached images or files, and includes an approval workflow by the site in-charge, ensuring full accountability.

**Key Highlights:**

 <p><b>All-in-One EHS Hub:</b> Integrates training records, safety violations, site inspections, accident reporting, health camps, manpower deployment, and EHS team tracking into a single platform.</p>	 <p><b>Geotagged Visual Reporting:</b> Capture and upload photos for every activity, with location data pinned via Google Maps for precise, real-time reporting.</p>
 <p><b>Automated Progress Tracking:</b> Real-time status updates sync across the Target Training Calendar and Training Completion Records for transparent, accurate tracking.</p>	 <p><b>Audit-Ready Dashboard:</b> Stay compliant and audit-ready with a dynamic, centralized dashboard that reflects live operational data.</p>

*Guardian Pro* represents DBL's ongoing commitment to creating safer, smarter, and more accountable work environments through technology.



**6. Sapphire:** DBL employees can raise issue tickets through the software platform, which is managed by a dedicated team, including an engineer responsible for assignment and work allocation. Upon ticket submission, the IT team aims to respond within 30 minutes.

Issues are prioritized based on severity - categorized as short, medium, or high and resolved in coordination with the relevant business head. All processes follow Governance, Risk, and Compliance (GRC) protocols, ensuring rigorous checks and balances. Any discrepancies or risks identified during these checks trigger an automatic flag to maintain secure access and process integrity.

**7. Digitalization of Coal Mine:** Mine digitization is playing a crucial role in enhancing the production and productivity of the Siarmal Coal Project. It supports comprehensive mine planning and scheduling, deployment and real-time tracking of Heavy Earth Moving Machinery (HEMM), setting KPIs, monitoring efficiency parameters, scheduling periodic maintenance, and managing fuel consumption and energy efficiency. Additionally, it facilitates production planning, dispatch scheduling, and real-time monitoring of stock and production quantities. This digital transformation is a key enabler for sustainable and responsible mining practices.

By reducing diesel consumption, mine digitization also contributes to lowering emissions of SOx, NOx, CO2, and other pollutants, thereby promoting cleaner and greener mining operations.

Under the visionary leadership of the CMD, MD/CEO, President (Coal Mining), and CIO, Dilip Buildcon's management has embarked on a project to digitize the entire Siarmal Coal Mine— a subsidiary of MCL (Central Coalfields Limited)—which has a peak rated capacity of 50 million tons.

The "Minevision" digitization project has been entrusted to M/s Dassault Systèmes in collaboration with Birlasoft to design and implement the comprehensive workflow for the mine's digital transformation. All operational data across the mining activities are captured 24x7 and monitored from a centralized Control Room located at the mine site, ensuring seamless coordination and effective implementation of the scheduled mine plan to achieve peak capacity.

At DBL, digital transformation is a strategic priority that supports our vision for sustainable growth and operational excellence. Our focus on adopting advanced technologies reflects a deliberate, forward-looking approach to staying competitive and future-ready in an evolving business landscape.

Through the implementation of SAP S/4HANA, the adoption of cloud-based infrastructure, enhanced cybersecurity measures, and the integration of digital tools across our coal mining operations, DBL is making meaningful strides toward building a more agile, efficient, and future-ready business. These initiatives strengthen our ability to adapt to changing market conditions, improve operational performance, and maintain a competitive edge in a rapidly evolving industry.

To learn more about our digital journey, [https://www.trendmicro.com/en\\_in/about/customer-stories/dilip-buildcon.html](https://www.trendmicro.com/en_in/about/customer-stories/dilip-buildcon.html)




# Environment


## Alignment with UN SDGs




## Key Highlights




DBL diverted **zero waste to landfills** and incinerators, reusing **72 MT** of waste and recycling **13,655 MT**.




**Energy intensity decreased by 6.76%** compared to **FY 2023-24**.




**48.07% reduction** in total water withdrawal since **FY 2022-23**.




The company has reduced its **GHG emission intensity** by **20%** compared to **FY 2023-24**.




International environmental management standards through **ISO 14001:2015** certification.




**100 KLD Sewage Treatment Plant (STP)** and a **100 KL/hour Effluent Treatment Plant (ETP)**.



Manufactured **1,276,478.75 MT** of sand instead of using river sand.



Use of **GPS in 7,059** construction vehicles resulting in fuel savings.

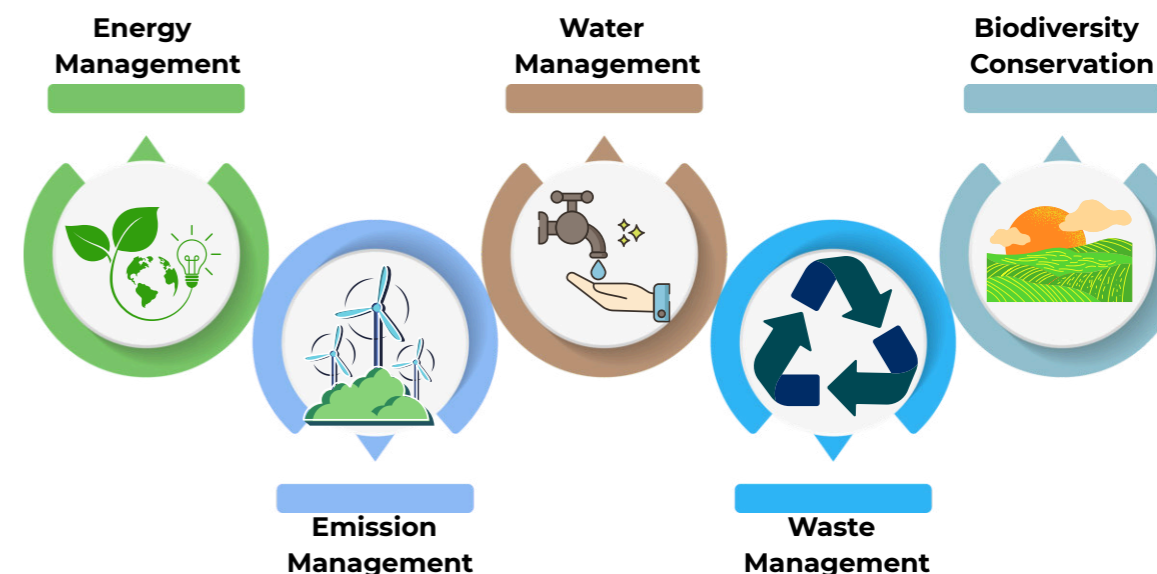


Solar energy capacity of **1,189 kWp**

At DBL, our mission to develop infrastructure for nation-building is deeply intertwined with a strong commitment to sustainability. We approach every project with a profound sense of responsibility. By innovating to use resources efficiently and reduce our ecological footprint, we uphold the highest environmental standards. For us, sustainability is not just a goal but a promise to safeguard the planet and build a greener, cleaner future for generations to come.

To reinforce this commitment, DBL has established a comprehensive [Climate Change Policy](#) that guides our sustainable practices and innovation efforts. We are integrating eco-friendly technologies across operations and striving to lead the industry in carbon footprint reduction. Through active climate change advocacy, we balance growth with environmental stewardship, delivering long-term value to all our stakeholders.

## Core Focus Areas of Our Commitment to Environmental Stewardship



## Energy Management

Energy is fundamental to DBL's operations. As an emerging leader in Engineering, Procurement, and Construction (EPC) business, we recognize its crucial role in driving performance and supporting sustainable growth. Our strategy focuses on optimizing energy use to benefit both business efficiency and environmental responsibility.

We invest in fuel-efficient machinery and prioritize renewable energy integration to continuously reduce our energy footprint. By leveraging advanced technologies and resource optimization, we develop infrastructure that is both resilient and energy efficient. Our robust energy management system tracks consumption and establishes Key Performance Indicators (KPIs) to ensure continuous improvement.

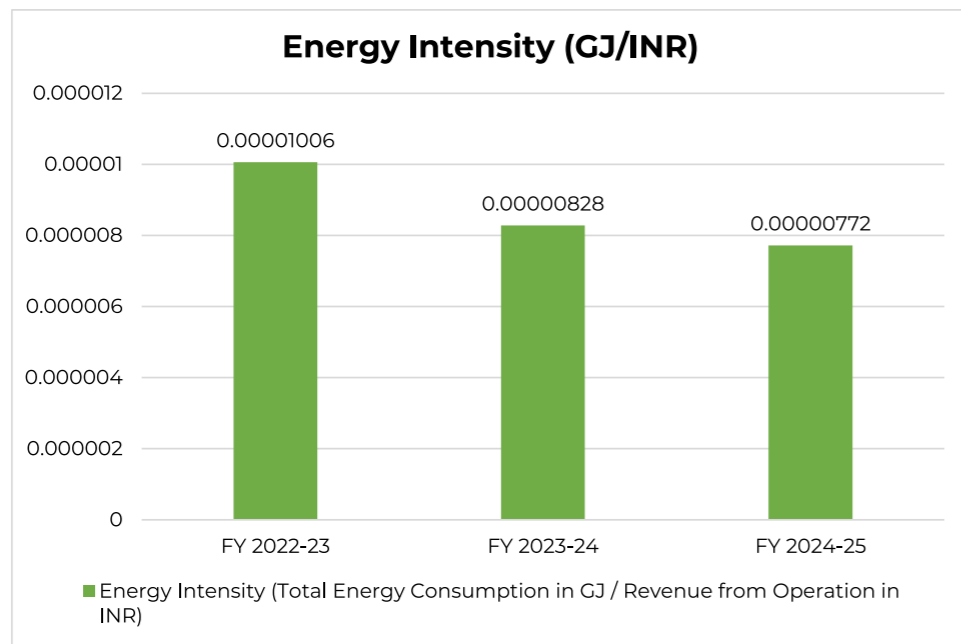
### Energy consumption within the organization (in Giga Joules)

Energy consumption within the organization (in Giga Joules)	FY 2022-23	FY 2023-24	FY 2024-25
Electricity consumption	349,117	373,856	396,911
Fuel consumption	668,742	618,312	472,853
Renewable Energy Consumed	64	2,079	3,562
<b>Total Energy Consumed</b>	<b>1,017,923</b>	<b>994,248</b>	<b>873,326</b>



Between FY 2022-23 and FY 2024-25, DBL made notable strides in energy management. Electricity consumption increased steadily, rising by 7.04% from 349,117 GJ in FY 2022-23 to 373,856 GJ in FY 2023-24, and further by 6.17% to 396,911 GJ in FY 2024-25. In contrast, fuel consumption decreased significantly, dropping by 7.57% from 668,742 GJ to 618,312 GJ in FY 2023-24, followed by a sharper decline of 23.56% to 472,853 GJ in FY 2024-25. Renewable energy consumption showed impressive growth, increasing by over 31 times from 64 GJ in FY 2022-23 to 2,079 GJ in FY 2023-24, and further rising by 71.25% to 3,562 GJ in FY 2024-25. As a result, total energy consumption reduced by 2.36% in FY 2023-24 compared to the previous year and further declined by 12.15% in FY 2024-25, reaching 873,326 GJ. This reflects DBL's effective efforts in optimizing energy use and transitioning towards cleaner energy sources.

**Energy Intensity:** The energy intensity per rupee of turnover improved from 0.00000828 in FY 2023-24 to 0.00000772 in FY 2024-25, representing a reduction of approximately 6.76% year-over-year. This decline indicates that DBL used energy more efficiently relative to its business output, reflecting successful efforts to optimize energy consumption and enhance operational sustainability.



**Green Building: Head Office, Bhopal, Madhya Pradesh**

Dilip Buildcon Limited has its new Corporate Office in Bhopal, Madhya Pradesh. The office is primarily designed as an open-plan workspace, aligning with the standards of the Indian Green Building Council (IGBC). To ensure compliance with energy savings and sustainability requirements, an energy simulation model was developed.

The IGBC sets stringent energy performance benchmarks for new constructions to encourage sustainable, high-performance buildings that reduce electrical energy consumption. The energy simulation model assesses the building across multiple parameters, including the building envelope, heating, ventilation and air conditioning (HVAC) systems, interior and exterior lighting, electrical power, motors, and thermal comfort in both air-conditioned and heated environments.

Simulation results proposed that the building outperforms the IGBC LEED India NC baseline by **20.4% in energy performance**. This achievement earned the project **5 LEED points under EA MR 2 and C1**, showcasing DBL's dedication to energy efficiency.

**Climate Action**

The EPC sector is undergoing a significant shift toward sustainable practices, driven by growing environmental awareness and stricter regulations. At DBL, we are not only adapting to these changes but actively leading the transition. By integrating innovative ESG technologies and sustainable practices into our projects, we remain committed to building a greener and more responsible future.

We recognize the environmental impact of our operations and are focused on reducing it through targeted initiatives such as adopting fuel-efficient machinery, utilizing GPS tracking systems, optimizing transportation routes to streamline project logistics, and promoting renewable energy use. These efforts have delivered tangible results.

Between FY 2022-23 and FY 2023-24, DBL achieved a 6% reduction in total Scope 1 and Scope 2 emissions. More significantly, in FY 2024-25, total emissions dropped by 20% compared to the previous year, culminating in an overall reduction of 25% since FY 2022-23. Additionally, the GHG emission intensity per rupee of turnover has decreased steadily by approximately 33% over this period, highlighting improved operational efficiency and a declining carbon footprint relative to business growth.



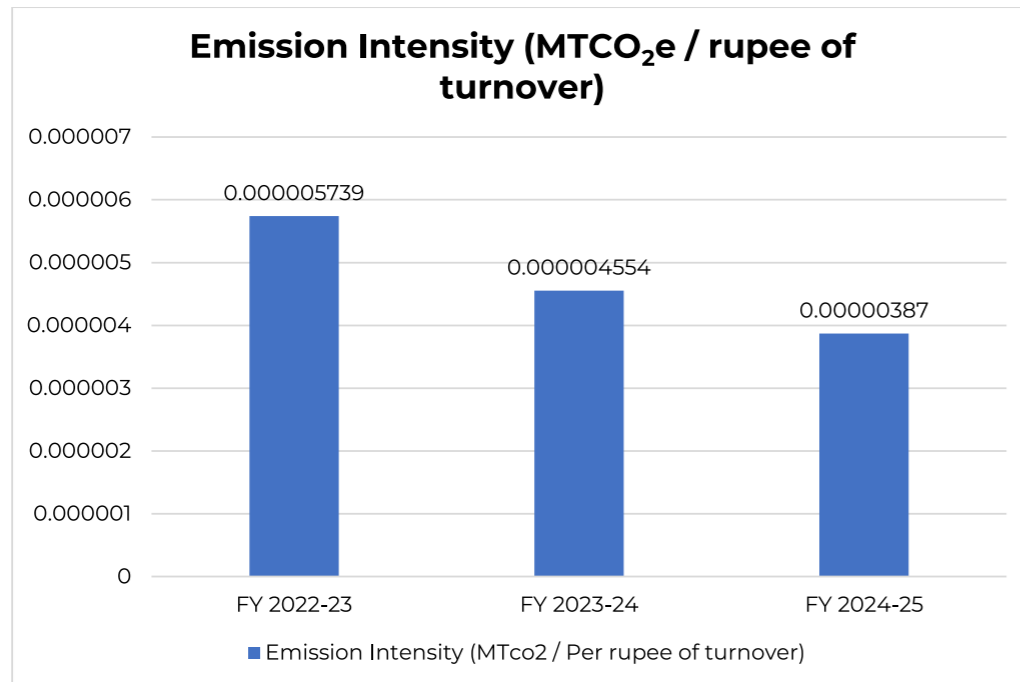


### DBL's Scope 1 and Scope 2 emissions across the last three fiscal years

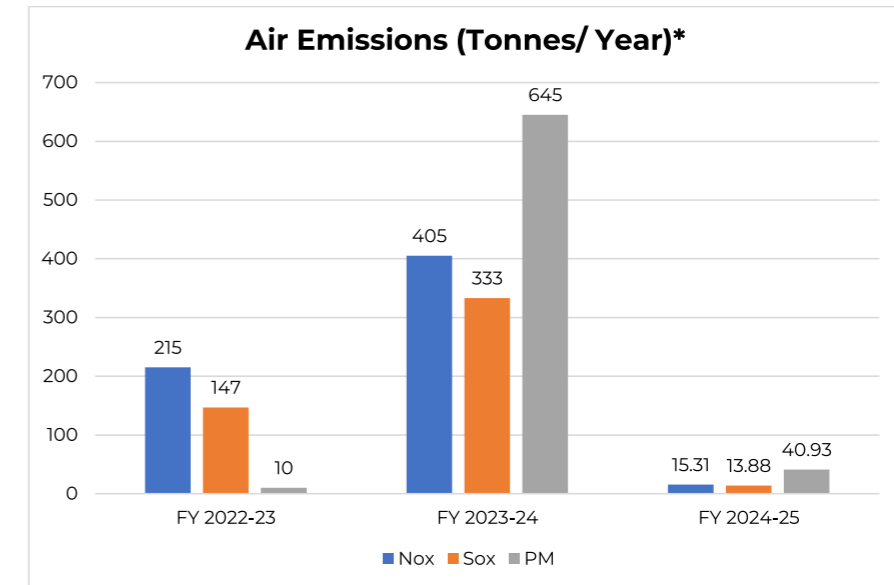
Direct and Indirect GHG Emissions (MTCO <sub>2</sub> e)	FY 2022-23	FY 2023-24	FY 2024-25
Scope 1 Emissions	511,340	472,698	357,524
Scope 2 Emissions	69,435	74,356	80,154
<b>Total Scope 1 and Scope 2 Emissions</b>	<b>580,775</b>	<b>547,054</b>	<b>437,678</b>
Total Scope 1 and Scope 2 emissions per rupee of turnover	0.000005739	0.000004554	0.00000387

The data for FY 2023-24 & FY 2024-25 is on Consolidated basis, while data for FY 2022-23 was reported on Standalone basis.

The chart below illustrates the emissions intensity trend over the past three financial years.



**Air Emission:** In addition to greenhouse gas emissions, DBL actively monitors other air pollutants, including oxides of sulfur (SO<sub>x</sub>), oxides of nitrogen (NO<sub>x</sub>), and particulate matter (PM). The company implements regular monitoring, tracking, and recording processes to minimize the impact of these emissions on human health and the environment to the greatest extent possible. The air emission data is presented below:



\*Note- Not all DG sets were operational during the FY 2024-25. The DG sets are monitored as per client requirements and as per compliance requirements.

Our approach incorporates advanced air emission monitoring systems, low-emission equipment, and renewable energy solutions to reduce reliance on fossil fuels. By complying with regulatory standards and participating in green initiatives, we actively strive to minimize our environmental footprint.

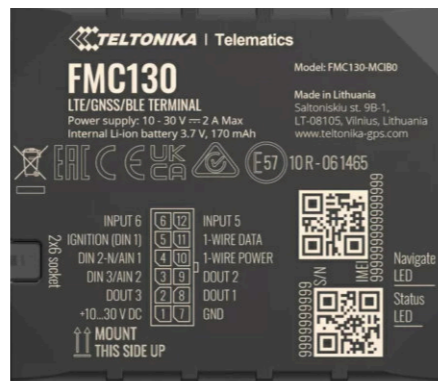
### Our Commitment to Emission Reduction: Key Initiatives and Progress

**1. GPS Adoption for Construction Vehicles:** At DBL, integrating GPS technology into our construction fleet has transformed operations by driving efficiency and reducing costs. Equipped with fuel sensors across 7,059 fuel-operated vehicles, the system provides real-time insights into fuel consumption, machine life, and consumables. This enables effective monitoring of fuel usage and helps prevent theft by detecting discrepancies and unauthorized withdrawals. The technology also identifies inefficient driving habits, allowing for optimized routing and driver guidance that reduce travel time, fuel consumption, and vehicle wear. Continuous monitoring enhances fleet management through improved scheduling, maintenance, and performance optimization, resulting in substantial cost savings. Moreover, by minimizing fuel waste, we actively contribute to sustainability by lowering emissions and reducing our overall carbon footprint.





Fuel Sensor



GPS System & Tracking

**2. Adoption of Electric Shovels and Drills:** DBL has adopted environmentally friendly technologies at the Siarmal coal mines, including the 14 cubic meter Liebherr R9200 E excavator and the 5.1 cubic meter SANY SY870E electric machines. These electric-powered units offer significant environmental benefits over traditional diesel equipment by reducing greenhouse gas emissions and improving air quality through the elimination of harmful exhaust fumes. This transition underscores our commitment to sustainable mining practices while delivering notable cost savings and environmental advantages.

The introduction of electric shovels and drills at Siarmal has already resulted in substantial reductions in carbon footprint, preventing diesel consumption of 414,105 liters and 61,655 liters respectively in FY 2023-24, and a total of 2,543,838 liters in FY 2024-25



**3. Sustainable Use of Pond Ash in Embankment Construction:** Pond ash, which comes from thermal power plants, is now being used instead of natural soil in building embankments. This helps in two ways: it recycles industrial waste, reducing pollution, and saves natural soil for other uses. Using pond ash makes the embankments stronger, easier to compact, and more water-resistant. It also reduces the carbon emissions of construction projects, making it an environmentally friendly and cost-saving choice.



#### 4. Geo-composites as a Sustainable Alternative to Traditional Aggregate Drainage

**Bays:** Geo-composites are increasingly recognized as a viable alternative to traditional aggregate drainage layers, offering significant advantages in both construction efficiency and environmental sustainability. They are quicker and easier to install than conventional aggregates, resulting in considerable time and labor savings that translate into reduced project costs. Beyond these practical benefits, geo-composites contribute to environmental conservation by replacing natural aggregates such as gravel and crushed stone, thereby helping to preserve valuable rock mine resources. Many geo-composites also incorporate recycled materials, further enhancing their eco-friendly profile. With their lower environmental impact and improved performance, geo-composites represent a sustainable, forward-looking solution for modern drainage systems.

**5. Reinforced Earth Walls:** Reinforced earth wall construction is increasingly favored as a sustainable and cost-effective alternative to traditional reinforced cement concrete (RCC) retaining walls. A key advantage of reinforced earth walls is the significant reduction in concrete usage, which lowers material costs and minimizes environmental impact. This method not only reduces overall construction expenses but also conserves natural resources by decreasing the demand for steel reinforcement.

In addition to cost savings, reinforced earth walls offer greater space efficiency. They can be built at steeper angles than RCC walls, making them well-suited for projects with limited space or challenging terrain. The use of locally sourced materials further reduces transportation costs and the environmental footprint. Overall, reinforced earth walls present a sustainable, efficient, and economically beneficial solution for retaining wall construction.

#### 6. Hexagonal Blocks as a Sustainable Alternative to Traditional Boulder Pitching:

Using hexagonal blocks instead of traditional boulder pitching offers several advantages in construction projects. Primarily, hexagonal blocks are more cost-effective, often costing less than large boulders. They are also easier and quicker to install, resulting in significant time savings. Their interlocking design provides a stable and durable surface, requiring less material to achieve the same structural stability and protection as boulder pitching. This makes hexagonal blocks an efficient solution for erosion control and slope protection. By reducing both material use and installation time, hexagonal blocks present a sustainable and economical alternative to conventional boulder pitching methods.



**7. Battling Noise Pollution:** Construction activities involving plants, equipment, vehicles, and manpower are major sources of noise pollution. DBL actively monitors both source and ambient noise levels at all project sites through a CPCB-approved laboratory. Diesel generator sets and equipment undergo quarterly maintenance to minimize noise emissions. An EHS engineer from DBL coordinates with third-party laboratories to ensure comprehensive sampling, the use of calibrated instruments, and adherence to approved testing methods.



## Water Management

At DBL, we fully recognize the critical importance of water and remain committed to managing this vital resource responsibly across all our projects and operations. Understanding that every drop counts, we continuously strive to use water efficiently and minimize consumption wherever possible.

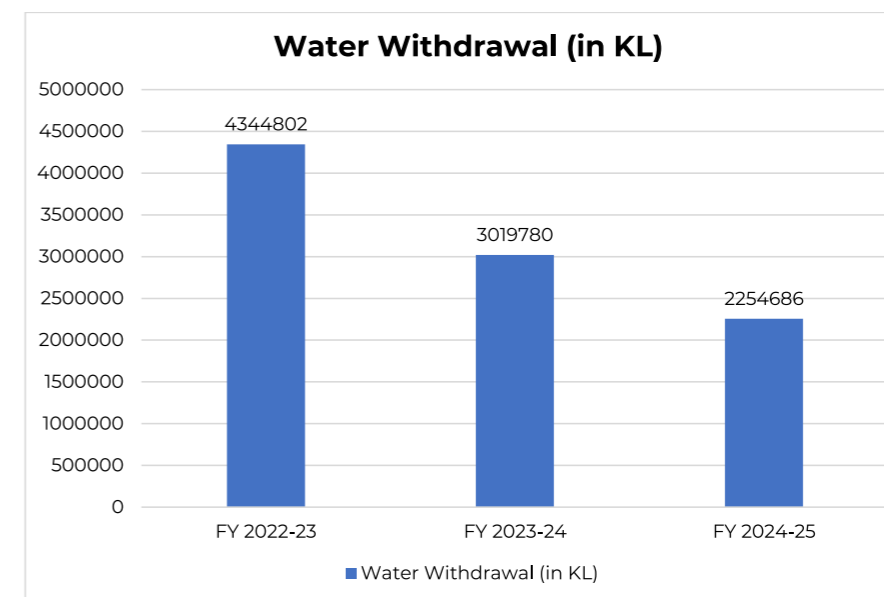
Between FY 2022-23 and FY 2023-24, we achieved a substantial 30% reduction in total water withdrawal, decreasing from 4,344,802 kL to 3,019,780 kL. This progress continued into FY 2024-25, with total water withdrawal further reduced to 2,254,686 kL—a 25% decrease from the previous year and nearly a 48% reduction compared to FY 2022-23.



Water Withdrawal & Consumption by source (in Kilolitres- kL)	FY 2022- 23	FY 2023- 24	FY 2024-25
Surface Water	2,481,533	1,772,001	1,140,458
Groundwater	1,395,141	998,112	837,169
Third party water	322,516	162,300	220,410
Others	145,612	87,367	56,649
<b>Total Volume of Water Withdrawal</b>	<b>4,344,802</b>	<b>3,019,780</b>	<b>2,254,686</b>
Water Discharged	128,951	90,593	67,640
Water Consumption	4,215,851	2,929,187	2,187,046
Water intensity per rupee of turnover (Water consumed in KL/ turnover)	0.0000454	0.00002779	0.0000193258

Our water consumption followed a similar trend, dropping from 4,215,851 kL in FY 2022-23 to 2,929,187 kL in FY 2023-24, and further to 2,187,046 kL in FY 2024-25. This reduction was supported by declines across all major water sources—surface water, groundwater, third-party water, and others—highlighting our holistic approach to conservation.

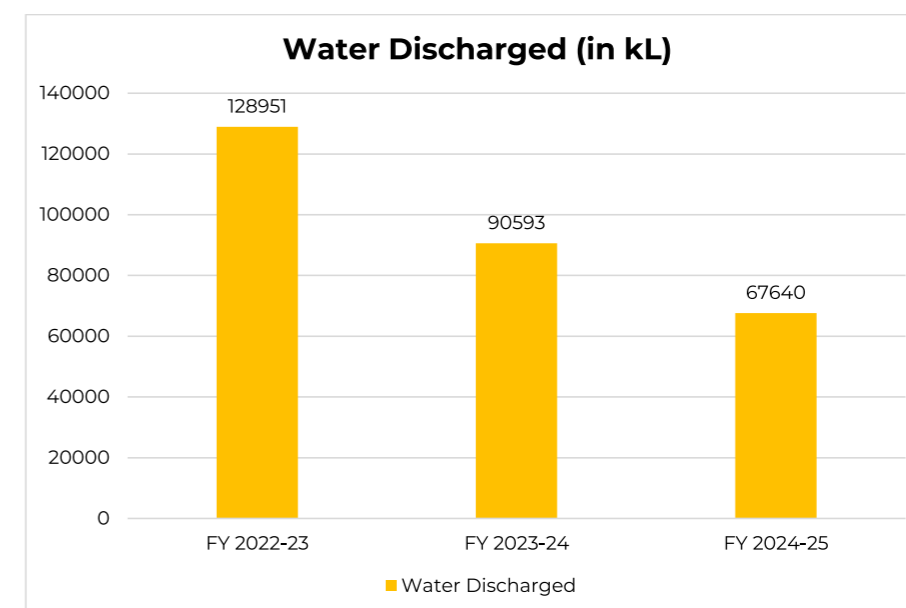
Additionally, our water intensity (water consumed per rupee of turnover) has improved significantly, decreasing from 0.0000454 kL in FY 2022-23 to 0.00002779 kL in FY 2023-24, and further down to 0.00001933 kL in FY 2024-25. This demonstrates not only reduced water use but also enhanced operational efficiency as our business grows.



By optimizing our water management practices, we are not only meeting our current operational needs but also actively contributing to the preservation of water resources for future generations, reinforcing our commitment to sustainability and responsible resource stewardship.

**Water Discharge:** At DBL, we recognize the critical importance of responsible water management in minimizing environmental impact and promoting the sustainable use of this vital resource. As part of our ongoing commitment to sustainability, we continuously monitor and manage water discharge practices across all operational facilities.

Total water discharge has decreased significantly, from 128,951 kiloliters in FY 2022-23 to 90,593 kiloliters in FY 2023-24, and further down to 67,640 kiloliters in FY 2024-25. Through these efforts, we aim to manage water usage and discharge responsibly, reduce pollutants, and support the health and well-being of the communities where we operate.





## Water Stewardship Initiatives at DBL

### a. Wastewater Treatment at Head Office, Bhopal, MP:

At DBL, we are committed to sustainable water management, emphasizing conservation and reuse across our operations. Our corporate office in Bhopal, Madhya Pradesh, is equipped with a Sewage Treatment Plant (STP) with a capacity of 5 kiloliters per day (KLD). The plant employs advanced electrochemical technology, featuring primary and secondary treatment stages, to efficiently treat wastewater.

The treated water from the STP is connected to the Municipal Sewage Network for further processing, including tertiary treatment. During the reporting period, treated water has been successfully reused for gardening, reducing our dependence on freshwater sources. The STP uses an AW Pure electrochemical sewage treatment packaged unit, which generates reactive radicals through electrolysis to treat effluent without producing significant solid waste. This chemical-free process ensures the treated water is safe and reusable, underscoring our commitment to environmentally friendly and sustainable solutions.



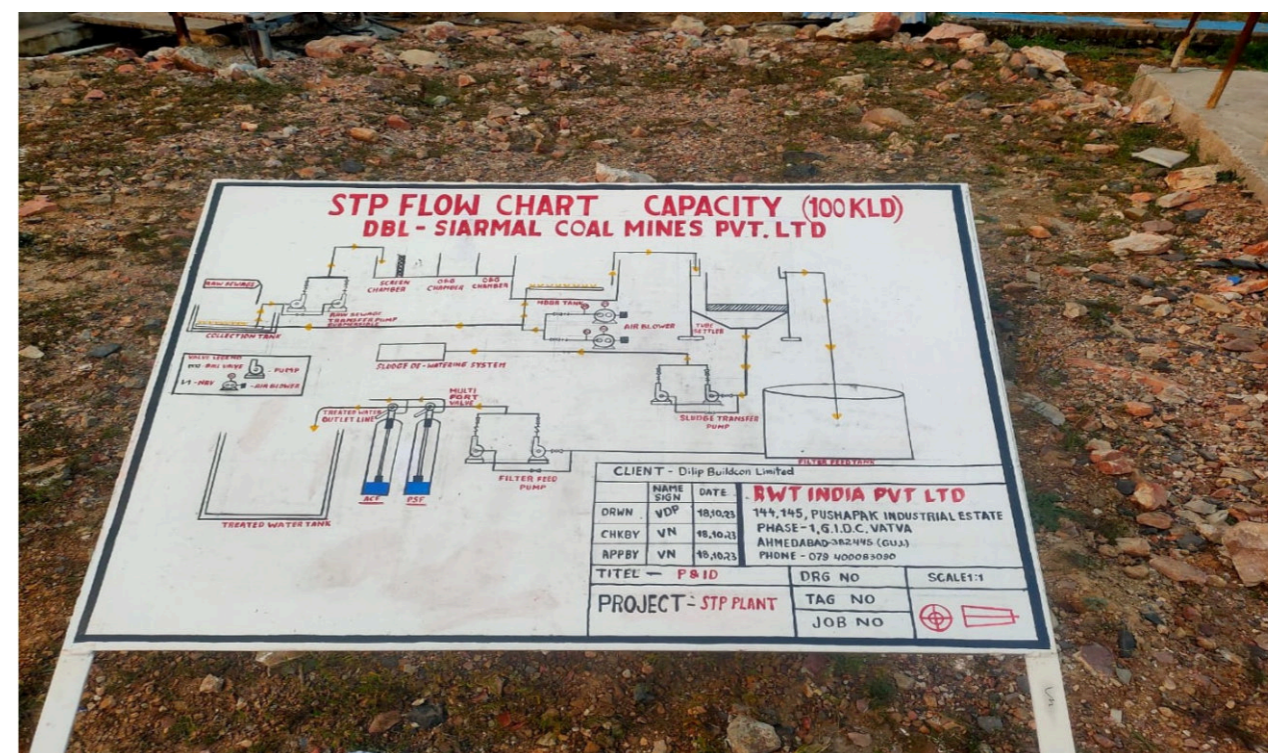
**b. STP and ETP at Coal Mines, Siarmal:** At our Siarmal coal mine site, we have implemented an integrated water management system that includes both a Sewage Treatment Plant (STP) and an Effluent Treatment Plant (ETP), ensuring efficient wastewater treatment and promoting sustainable water use across operations.

The STP is designed to treat wastewater generated by a site population of approximately 1,000 people, with daily water consumption around 100 KLD. Of this, around 60 KLD is wastewater, which is treated using advanced Moving Bed Biofilm Reactor (MBBR) technology for effective purification. Treated water—approximately 57 KLD—is reused for dust suppression and horticulture activities, significantly reducing the site's reliance on freshwater sources.

This integrated approach not only conserves water but also reinforces our commitment to environmentally responsible and sustainable mining practices.



STP at Siarmal Coal mine





At the Siarmal Coal Mine, an advanced Effluent Treatment Plant (ETP) plays a critical role in managing and treating water used across various operations, including vehicle washing. With approximately 35 vehicles washed daily, the process consumes around 1,750 kilolitres (KL) of cycle water. The ETP operates for 17.5 hours each day, with a treatment capacity of 100 KL per hour, ensuring continuous and efficient water recycling. An additional 15 KLD of makeup water is supplied to maintain optimal water quality.

The treatment process begins with sedimentation in a settling pond to remove suspended particles and impurities, followed by further purification through an Oil Water Separator (OWS) to enhance the quality of the treated water.

Aligned with a strict zero-discharge policy, the ETP ensures that all treated water is either reused or safely discharged, supporting environmental compliance and reinforcing DBL's commitment to sustainable water management at the site.



Together, these systems highlight our commitment to minimizing environmental impact through the recycling and reuse of water, ensuring zero wastage, and promoting sustainable practices throughout our operations at the Siarmal coal mine site.

### c. DBL's Use of Curing Compounds as an Alternative to Traditional Water Curing in Concrete Construction.

DBL employs curing compounds as an effective and sustainable alternative to traditional water curing in its concrete construction projects, offering multiple operational and environmental benefits. One of the primary advantages is significant time savings—curing compounds can be applied quickly and require minimal monitoring, unlike conventional water curing which demands frequent applications and oversight.

This method also reduces manpower requirements, as the application process is less labor-intensive. As a result, project timelines are streamlined, and overall costs are lowered. Additionally, the use of curing compounds eliminates the need for water trucks and related machinery, leading to reduced fuel consumption and further contributing to environmental sustainability.

By incorporating curing compounds into its construction practices, DBL enhances efficiency, conserves resources, and maintains high standards of concrete quality while supporting its broader commitment to sustainable development.



## Waste Management

At DBL, we are strongly committed to reducing waste and enhancing operational efficiency as part of our broader sustainability efforts. We recognize that effective waste minimization not only conserves valuable resources but also delivers both environmental and economic benefits.

To achieve this, we have implemented robust waste management practices across our project sites. These include systematic processes for waste identification, segregation, collection, and disposal. Our teams adhere to strict protocols such as color-coded and clearly labeled waste bins, ensuring waste is sorted at the source according to its type and characteristics.

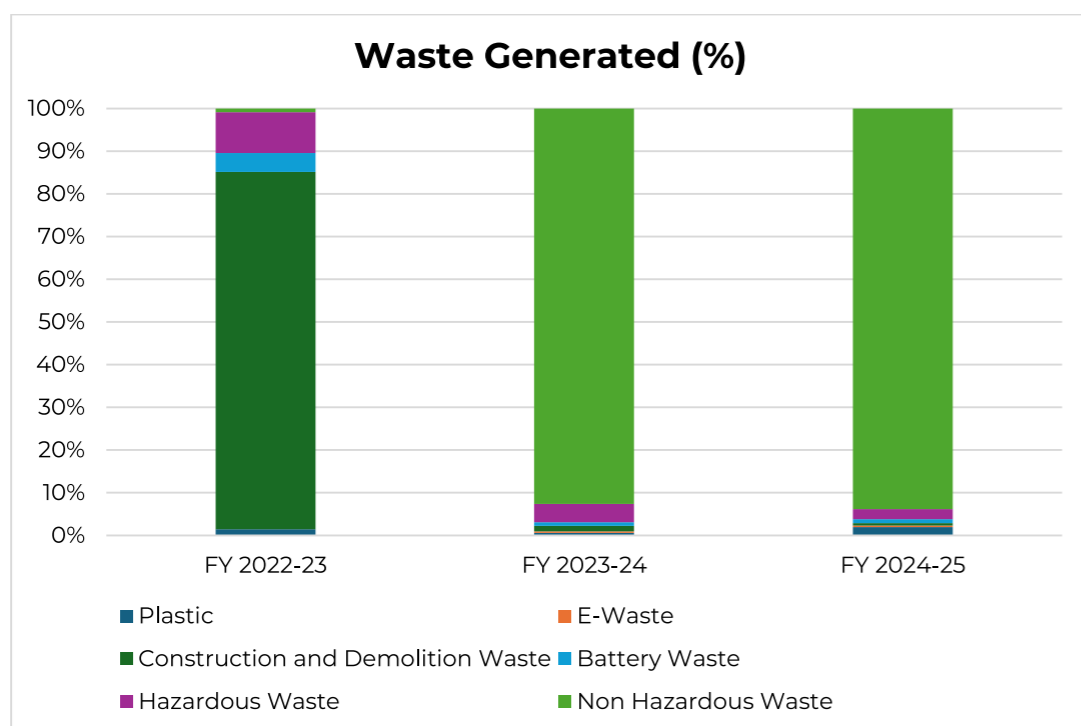
We also collaborate with authorized vendors to ensure responsible and compliant disposal of waste, in line with ISO 14001:2015 environmental management standards. Through these measures, DBL continues to advance its commitment to environmental stewardship and sustainable project execution.



### Total Waste Generated – Measured in Metric Tonnes

Waste Generated Parameter (in Metric Tonnes)	FY 2022-23	FY 2023-24	FY 2024-25
Plastic Waste	95	70	284
E-Waste	0	39	50
Construction and Demolition Waste*	5,582	145	79
Battery Waste	297	94	132
Other Hazardous Waste Generated (Classification: Lubricants, used oil)	639	484	346
Other Non-Hazardous Waste Generated (Classification: Paper, Wood, Food waste and Miscellaneous waste)	55	10,475	13,509
<b>Total Waste Generated</b>	<b>6,668</b>	<b>11,307</b>	<b>14,400</b>

\*: The Company has moved into greenfield projects leading to reduction in C&D waste in FY 2023-24 and FY 2024-25. Furthermore, most of the C&D waste generated has been reused for road construction purposes.



### Waste Managed

Waste diverted from disposal (in Metric Tonnes)	FY 2022-23	FY 2023-24	FY 2024-25
Recycled	0	10,336	13,655
Re-used	6,058	601	72
Other recovery operations	0	0	44
<b>Total</b>	<b>6,058</b>	<b>10,937</b>	<b>13,771</b>

Waste directed to disposal (in Metric Tonnes)	FY 2022-23	FY 2023-24	FY 2024-25
Incineration	0	0	0
Landfilling	0	0	0
Other disposal operations	610	370	630
<b>Total</b>	<b>610</b>	<b>370</b>	<b>630</b>

To ensure the safe and compliant handling of hazardous waste generated during operations, DBL has established dedicated collection and storage facilities clearly labeled with detailed waste information. Hazardous waste is disposed of at regular intervals through authorized vendors, in strict accordance with the regulations set by the Central and State Pollution Control Boards.

All disposal activities fully comply with the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016, as well as specific guidelines issued by respective State Pollution Control Boards. Additionally, DBL conducts regular training and awareness programs for employees and workers involved in waste handling, focusing on waste minimization, safe handling practices, and regulatory compliance. These efforts ensure both environmental protection and workplace safety across our operations.



### Waste Management Practices at Field laboratory:

Waste management at DBL construction sites by the Field Laboratory (by QAQC Department) involves testing, treating, and disposing of destructive waste in a way that minimizes environmental impact. The disposal of samples typically occurs after a specified period, usually the duration of the project construction. The majority of these samples (over 95%) consist of solid materials such as soil, aggregate, and concrete.

### Waste Management- Process Overview



### Waste Management Initiatives at DBL:

**a. Reusing Milled Material:** At DBL, we ensure that steel scrap waste is securely stored in covered and designated areas across all our project sites, from the point of generation to final handling. We take pride in recycling this scrap material by repurposing it to manufacture new iron and steel components, including parts used in highway infrastructure.

In addition, we promote sustainable material recovery through the use of milling machines to separate aggregates from existing road surfaces. These aggregates are then processed to meet required specifications, enabling their reuse in ongoing and future projects. Through these practices, DBL reinforces its commitment to resource efficiency, circularity, and environmentally responsible construction.

Re-Using Milled Material in Road Bases using Wirtgen's milling machine is a great value addition to DBL's innovations. The process involves deploying milling machines to separate available aggregate portions from existing roads. DBL then blends this material (40%) and fresh aggregate (60%) to suit the specifications. This process has been approved by Road Construction Authorities.

**b. Glass Fiber Reinforced Polymer (GFRP):** Glass Fiber Reinforced Polymer (GFRP) nails are an innovative and cost-effective alternative to traditional steel nails in the construction sector. Composed of glass fibers and polymer, GFRP nails offer superior strength, durability, and excellent resistance to corrosion, making them particularly well-suited for environments exposed to moisture, chemicals, or extreme conditions. Unlike steel, GFRP does not rust or degrade over time, thereby enhancing the longevity and sustainability of infrastructure.

The use of GFRP nails also delivers significant economic benefits, including reduced maintenance costs and an extended service life—making them a more cost-efficient solution over the long term. This technology not only improves structural performance but also supports the financial and environmental viability of construction projects.

From FY 2022-23 to FY 2023-24, DBL successfully utilized 1,138.78 MT of GFRP in tunnel projects, effectively replacing an equivalent quantity of TMT steel and reinforcing our commitment to sustainable and high-quality infrastructure. Continuing this effort in FY 2024-25, we deployed 980 R32 solid GFRP rock bolts in the Sannur-Bikarnakatte Project, further demonstrating our focus on innovation, durability, and environmentally responsible construction practices.

**c. Reuse of plastic waste for the construction of road:** At DBL, innovative and eco-friendly construction practices are central to our approach, and one such initiative involves the sustainable use of plastic waste in road building. In accordance with directives from the Ministry of Road Transport & Highways and the Indian Roads Congress, we have incorporated waste plastic into the production of bituminous mixes for wearing courses in road construction.

This technique enhances pavement quality by increasing resistance to water damage, improving load-bearing capacity, and reducing the likelihood of surface deformation. By blending 6–8% waste plastic with bitumen, we not only divert plastic from landfills but also enhance road performance and longevity.





By the end of FY 2024-25, DBL had implemented this method across 137 lane kilometers of road projects, contributing to the reuse of plastic waste while conserving 142 metric tonnes of bitumen. This forward-looking practice demonstrates our dedication to environmentally conscious construction and building long-lasting, high-performance infrastructure.

**d. Replacement for Cement with Fly ash:** Fly ash, a by-product of coal combustion, is a key component in DBL's sustainable construction practices, enhancing both project quality and environmental responsibility. Following the guidelines set by the Ministry of Road Transport & Highways (MoRTH) and the Indian Roads Congress (IRC), we utilize fly ash as a partial replacement for cement in concrete and as embankment fill material.

The use of fly ash offers several advantages, including improved concrete strength, durability, and resistance to sulfate attacks. By substituting cement with fly ash, we significantly reduce our carbon footprint and lower project costs. Additionally, fly ash helps conserve water by allowing a reduced water-cement ratio without compromising workability. This also aids in effective waste management by repurposing fly ash, preventing it from becoming environmental waste.

Between FY 2022-23 and FY 2023-24, DBL replaced 149,473.7 metric tonnes of cement with fly ash across 29 road and highway projects. Continuing this effort, we replaced 24,263.93 metric tonnes of cement with fly ash in 10 projects during FY 2024-25. These achievements underscore our ongoing commitment to advancing sustainability while delivering high-quality infrastructure.

**e. Ground Granulated Blast Furnace Slag (GGBFS):** At DBL, we have embraced the use of Ground Granulated Blast Furnace Slag (GGBFS), a byproduct of steel manufacturing, as part of our sustainable construction efforts. Incorporating GGBFS into our concrete mixes allows us to repurpose industrial waste, thereby reducing reliance on raw materials and lowering the overall carbon footprint of our projects.

Beyond its environmental advantages, GGBFS improves the strength and durability of concrete, enhancing the longevity and performance of our infrastructure. This practice aligns with our commitment to waste minimization and advancing a circular economy within our operations.

From FY 2022-23 to FY 2023-24, we replaced 190,458.5 metric tonnes of cement with GGBFS across 27 road and highway projects.

Continuing this momentum in FY 2024-25, we further substituted 3,716.92 metric tonnes of cement with GGBFS in 4 project sites, reinforcing our dedication to sustainable construction while upholding the highest quality standards.



**f. Alccofine:** At DBL, we utilize Alccofine, a high-performance micro silica-based supplementary cementitious material, to enhance the quality and sustainability of our concrete. Alccofine improves workability, durability, and strength while reducing the heat of hydration, which helps minimize cracking. Its ability to lower permeability and boost resistance to environmental stressors significantly extends the lifespan of concrete structures.

In addition to these technical benefits, Alccofine contributes to reducing the carbon footprint of our projects by serving as an eco-friendly alternative to traditional cement. Between FY 2022-23 and FY 2023-24, we replaced 2,930.3 metric tonnes of cement with Alccofine across 11 project sites.

Continuing this effort, we further substituted 1,486.51 metric tonnes of cement in 3 project sites during FY 2024-25, reflecting our ongoing dedication to sustainable construction while maintaining the highest standards of infrastructure quality.

## Biodiversity Conservation

At DBL, we are dedicated to preserving biodiversity and minimizing the environmental impact of our operations. Our commitment is reflected in strict adherence to all applicable environmental laws, regulations, and guidelines in India, demonstrating a proactive stance toward sustainability and biodiversity conservation. We take pride in our responsible practices, which have resulted in zero regulatory actions against the company. By embedding biodiversity considerations into every project, we strive not only to meet compliance requirements but also to actively protect and enhance the ecosystems within our areas of operation.

### Initiatives at DBL:

- **Geo Green Initiative:** DBL's Geo Green initiative is a means to control soil erosion from either side of the road construction. During road construction, a large amount of soil is displaced, and the earth is lost, affecting the quality of the surrounding land. To prevent this, we plant trees along the dividers, grows grass on the roads, and beautifies them during the construction process. We focus on energy efficiency and minimizing the environmental impact of our projects.

Moreover, the plantation efforts have been significantly enhanced through the active participation of the Mess Department at DBL. This initiative has made a notable contribution to the environment by introducing a diverse array of trees and plants at all operational mess sites.

As a result of these efforts, there has been a notable temperature reduction of 4 to 5 degrees, increased circulation of fresh oxygen, and overall improvement in air quality. In FY 2023-24, we implemented this initiative across 13 project sites, covering a total area of 476,624 m<sup>2</sup>. In FY 2024-25, the initiative was successfully rolled out at 7 project sites, spanning 271,944 m<sup>2</sup>. This work has greatly enhanced the green cover at these locations, strengthening our commitment to creating a sustainable legacy.



- Seoni Nagpur Highway Project:** We are proud to lead biodiversity conservation efforts with India's first light- and sound-proof elevated road on NH-44, passing through the Pench Tiger Reserve in Seoni, Madhya Pradesh. This highway project, located on the Seoni (Madhya Pradesh)-Nagpur (Maharashtra) sector, has been thoughtfully designed with elevated roads, underpasses, and minor bridges to ensure seamless animal movement while enhancing human commuting. To minimize disturbances to wildlife, we have installed 4-meter-high steel walls that absorb noise and reduce headlight glare. These walls are camouflaged to blend harmoniously with the forest surroundings, preserving the natural habitat. This project reflects our commitment to sustainable infrastructure, striking a balance between development and environmental conservation. It's truly a win-win situation for both animals and humans.



- Manufacturing Sand:** DBL supports biodiversity conservation by implementing sustainable construction practices. By producing manufactured sand in line with our environmental sustainability guidelines, we have decreased reliance on river sand, helping to protect riverbanks from potential damage. In FY 2024-25, the Company replaced 1,276,478.75 metric tons of river sand with manufactured alternatives, as compared to 1,832,675.38 metric tons of river sand in FY 2023-24, reinforcing our dedication to responsible resource management.





- **Tree Plantation Initiatives:** As part of the yearly “World Environment Day” celebrations at DBL, a total of 10,000 saplings were planted at all our project sites. The theme for the event was ‘Beat Plastic Pollution.’ Pamphlets and stickers were distributed in schools and to local people with a view to increasing environmental consciousness. The idea behind these initiatives and activities was to bring to the forefront important issues like climate change, plastic pollution, and deforestation, among others. A tree plantation drive was organized from Bangalore to the Malur Section to celebrate “Azadi Ka Amrit Mahotsav” at the Regional Office of the Bangalore Project Implementation Unit (PIU) for the Bangalore Expressway.



- **Coal Transportation minimizing environmental impact:** Coal transportation at DBL is efficiently managed through the rail network, with coal moved from Sardega sidings to the thermal power plant, eliminating the need for road transport and significantly reducing coal dust impact. This rail-based system is not only more cost-effective and fuel-efficient but also environmentally friendly, minimizing risks associated with road transport, such as accidents, spillage, and damage. Trains, designed to carry heavy loads, ensure safe and reliable transportation over long distances, including access to remote mining sites where road infrastructure may be inadequate. Additionally, dust suppression systems and wind barriers are installed at key areas to control dust dispersion, contributing to DBL's sustainability efforts, and reducing the societal impact of coal dust.
- **Coal dust collection Ponds:** To effectively control dust, water sprinkling is carried out using water tankers, complemented by a dedicated water sprinkling pipeline along the coal transportation route. Additionally, ponds have been constructed to contain coal dust, ensuring no adverse impact on nearby water bodies. This integrated system ensures continuous dust suppression while maintaining a cleaner and safer environment throughout the coal transport process.

- **Reptile Underpass:** Reptile underpasses have been constructed in projects to mitigate the threat of road mortality and habitat fragmentation for reptile species. These specially designed tunnels or passages, are placed beneath roads, railways, or other infrastructure, providing reptiles with a safe route to cross without the risk of vehicle collisions.



- **Animal Corridors:** As part of our commitment to wildlife conservation, we at DBL have implemented the initiative of creating Animal Corridors along key roadways. These are designated pathways or routes that are created or maintained to allow wildlife to safely move between different areas of their habitat, typically to find food, mates, shelter, or breeding grounds. By constructing these corridors alongside/under the sections of highways, we ensure that these species can continue their natural migration patterns while reducing habitat fragmentation. Our initiative not only helps protect animal populations but also minimizes roadkill, contributing to both wildlife conservation and road safety. Through this effort, we are actively supporting biodiversity and promoting environmental sustainability.

In FY 2022-23, a total of 0.570 kilometers were constructed across five projects in Karnataka, Telangana, Odisha, and Maharashtra. Key projects included Nidagatta Mysore (0.049 km), Rappelawada TL MH Border (0.300 km), and Mumbai Nagpur EW Pkg 12 (0.077 km). In FY 2023-24, 0.23 kilometers were completed, with notable projects being Chandhikole Badhrak (0.01 km), Mumbai Nagpur EW Pkg 12 (0.08 km), and Bangalore Nidagatta (0.14 km).



• **Integrating Sustainability in Infrastructure: Bhadbhut Barrage Project:** Dilip Buildcon's Bhadbhut Barrage Project exemplifies a responsible approach to infrastructure development by integrating ecological conservation with socio-economic priorities. The barrage, built on the **Narmada River**, helps regulate water flow and improve connectivity. At the same time, it includes key features to **protect and sustain aquatic life and support local livelihoods**. A dedicated aquatic passage has been incorporated into the design, ensuring that underwater life can move freely without disruption. This feature is particularly crucial for maintaining the migratory patterns of fish and preserving the ecological balance of the river. By facilitating unhindered movement, the project contributes to the **long-term sustainability of the aquatic ecosystem**, preventing habitat fragmentation that often results from large-scale infrastructure. To support local communities, a **separate passage for boats** has been included, allowing fishermen to continue their activities without obstruction. This ensures that traditional socio-economic activities remain uninterrupted while the barrage enhances water resource management and flood mitigation. With these innovations, Dilip Buildcon is setting a benchmark in environmentally conscious infrastructure development. The Bhadbhut Barrage Project is an example to the company's commitment to balancing **progress with environmental stewardship**, reinforcing the importance of **practical approach to sustainable construction**, and ensuring that development does not come at the cost of environmental and social well-being.

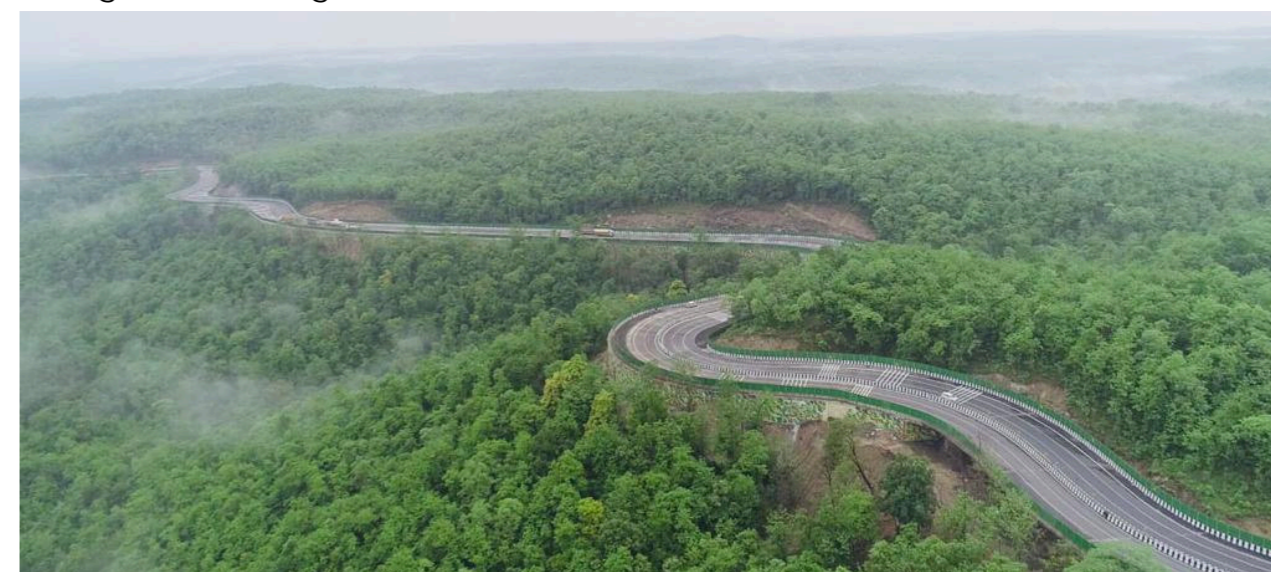
### Environmental Approvals for Operations in Ecologically Sensitive Areas

In line with our commitment to biodiversity conservation, we at Dilip Buildcon Limited, place a high priority on environmental sustainability across all our operations. For projects located in or near ecologically sensitive areas, we take the necessary steps to obtain the required environmental clearances and approvals before beginning any work. This ensures that our infrastructure projects are carried out with the utmost respect for the surrounding ecosystems.

The following projects, situated in or around ecologically sensitive zones, have successfully received the necessary environmental clearances:

1. **Bhanupali - Bilaspur:** We have secured the essential environmental clearances for our tunnel construction project, enabling us to operate near sensitive ecological areas while ensuring minimal disruption.
2. **Mehgama Hansdiha:** For our 4-lane road construction project, we have obtained the appropriate environmental approvals, ensuring that the development respects and considers the surrounding natural environment.
3. **Sargi - Basanwahi:** We have received the required clearances for the 6-lane economic corridor, ensuring that its construction will have no adverse impact on the local ecology while promoting regional economic growth.
4. **Umedpura-Nayagaon:** Our tunnel construction project has been approved with environmental clearances, ensuring compliance with regulations to protect the nearby sensitive habitats.
5. **Bhabbhut Dam:** Our mining activities for the Bhadbhut Dam project have been granted environmental clearance, ensuring that we adhere to sustainability standards while working in ecologically sensitive areas.

By securing these crucial environmental clearances, we reaffirm our commitment to sustainable development and biodiversity preservation. This process ensures that our projects not only contribute to the growth of infrastructure but also align with our broader goals of environmental stewardship, striking a balance between progress and ecological well-being.





# Sustainable Supply Chain

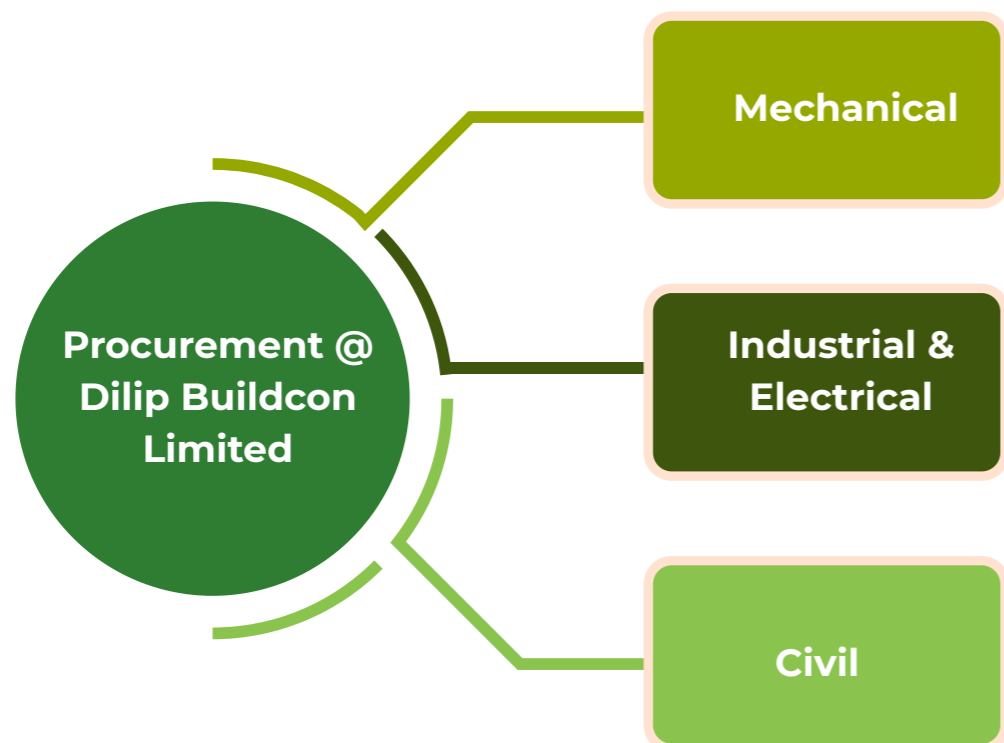
**“DBL’s approach to sustainable procurement and responsible supply chain management”**

At DBL, our partnerships with supply chain partners (SCPs) play a crucial role in embedding sustainability into our operations. Our team actively engages in techno-commercial discussions with equipment suppliers to finalize vendors, focusing on procuring various equipment and spare parts, planning raw steel requirements, overseeing fabrication, conducting quality checks, and managing transportation to erection sites.

Our technical strategy document outlines clear guidelines and objectives for integrating responsible and sustainable practices across all business areas. It serves as a roadmap to enhance environmental stewardship, ethical conduct, and social responsibility.

By adopting sustainable procurement principles, DBL aims to improve operational efficiency, mitigate risks, and create long-term value for stakeholders and the wider community. This strategic framework underscores our commitment to sustainable development goals while maintaining a competitive edge.

**DBL’s procurement process comprises three distinct types:**



## Mechanical Procurement at DBL

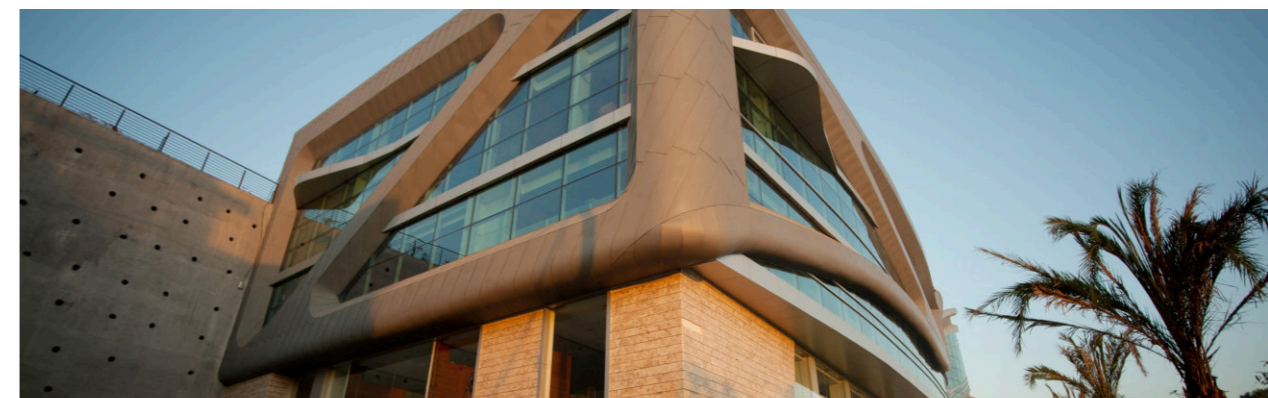
The Mechanical Stores at DBL are integral to supporting the company’s diverse infrastructure projects. Housing a comprehensive inventory of mechanical parts, tools, and equipment, the stores ensure smooth and efficient operations. Our well-structured system emphasizes quality control, timely availability, and effective management of mechanical assets, reinforcing DBL’s commitment to high-quality, on-time project delivery. The Mechanical Stores team diligently ensures that all necessary components are readily accessible to meet the demands of current and upcoming projects, contributing significantly to DBL’s success in the infrastructure sector.

### Procedure for Mechanical Procurement



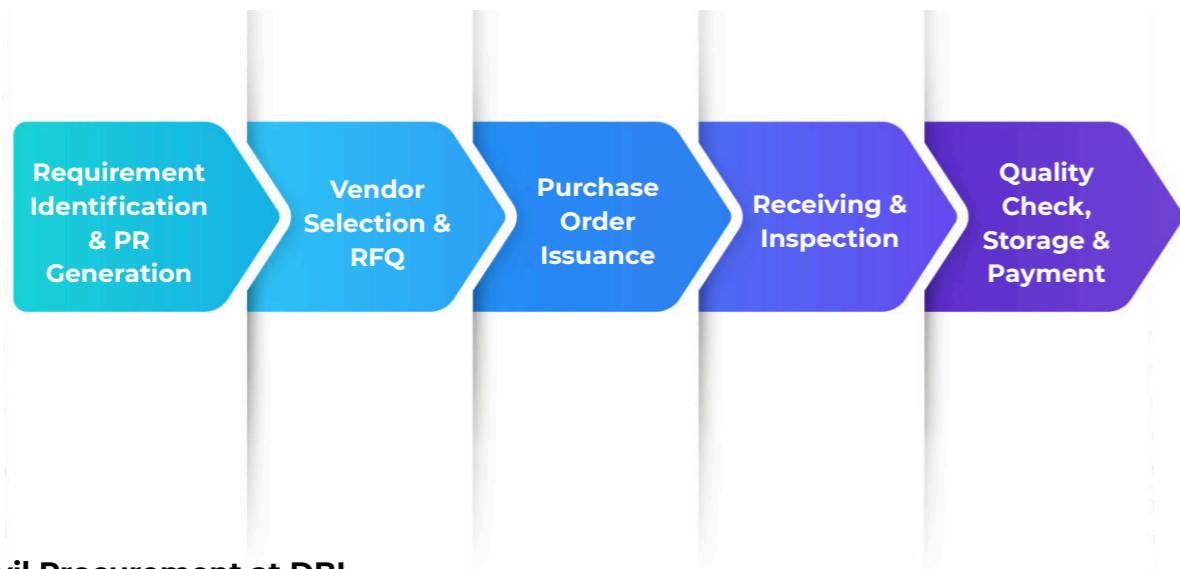
## Industrial and Electrical Procurement at DBL

The Industrial and Electrical Procurement team at DBL plays a vital role in the successful execution of infrastructure projects. This division is responsible for sourcing high-quality industrial and electrical materials, equipment, and components essential for a wide range of projects. Operating under strict internal SOPs, collaborating with trusted suppliers, and enforcing rigorous quality control, the team ensures that all materials comply with standards, are delivered on schedule, and remain cost-effective. Through strategic procurement management, DBL reinforces its commitment to innovation, reliability, and excellence—delivering on promises grounded in integrity.



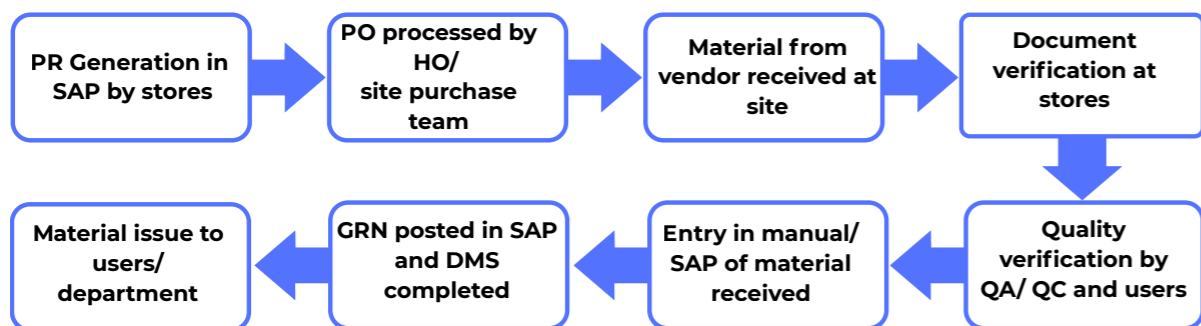


### Procedure for Industrial and Electrical Procurement

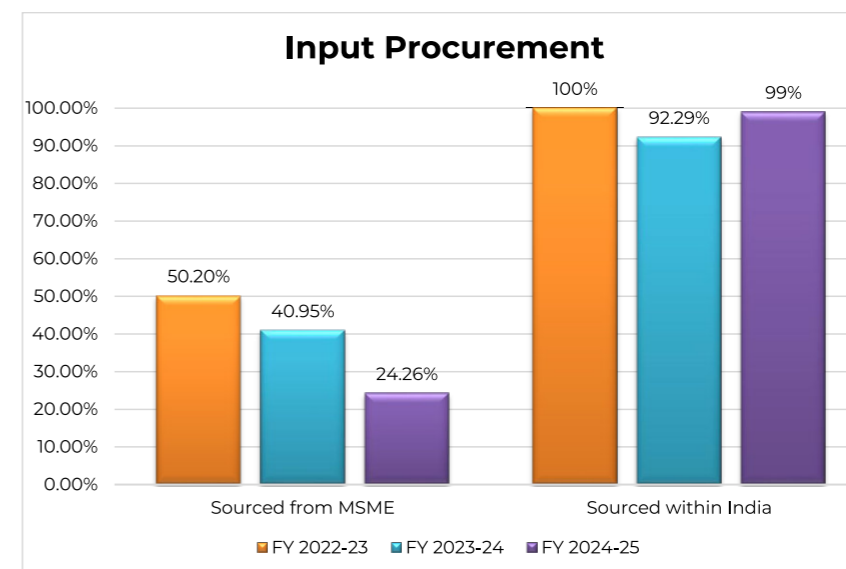


### Civil Procurement at DBL

The Civil Stores team at DBL manages the inventory related to civil works, playing a crucial role in ensuring timely project execution. Guided by the motto “Real-Time Transactions with 100% Stock Accuracy,” the team focuses on optimizing resources, maintaining cost-effectiveness, and ensuring proper utilization of materials. The material procurement process followed by the team is illustrated in the graphic below:



Terms: Purchase Requisition (PR); Purchase order (PO); Quality Assurance/Quality Control (QA/QC); Goods Receipt Note (GRN); Document Management System (DMS).



Our trusted suppliers not only provide materials but also deliver essential services that support our operations. We conduct regular evaluations of our supply chain to continuously improve cost-effectiveness and delivery efficiency. To ensure reliability and adherence to project timelines, input materials are sourced from reputed and established manufacturers.





DBL has in place a [Green Supply Chain Policy](#) aimed at integrating green awareness in the activities of our Supply Chain Partners(SCPs) such as vendors, contractors and service providers.

**This is done through the implementation of five key policy objectives including:**

- Encouragement of SCPs to implement EHS Management Systems
- Incorporation and promotion of environmental regulatory compliance and environmental criteria to evaluate SCPs.
- Motivation of SCPs to conserve natural resources and minimize generation of waste.
- Promotion of reduction of emissions by adoption energy efficient processes, products and services.
- Training and capacity building programs to propagate awareness of environmental conservation and green practices.

**Focus on supplier engagement, due diligence, and ensuring sustainable practices across the value chain.**

At DBL, vendor onboarding is a critical step in building a resilient and responsible supply chain. During this stage, we collect comprehensive information on our vendors—including their location, contact details, business nature, and the specific segment they serve within the organization. This structured approach ensures transparency and enables efficient supply chain management.

As part of our commitment to local procurement, we also track whether vendors are registered as Micro, Small, and Medium Enterprises (MSMEs). DBL actively procures from MSMEs in alignment with the Government of India’s guidelines, promoting inclusive growth and supporting local businesses.

In FY 2024–25, 24.26% of DBL’s input materials were sourced directly from MSMEs and small producers, compared to 40.95% in FY 2023–24. Despite this decline, the company significantly increased its domestic sourcing, with 99.00% of inputs procured from within India in FY 2024–25, up from 92.29% in the previous year.

DBL’s procurement process is built on a strategic framework that ensures the timely and efficient acquisition of high-quality materials, equipment, and services essential for infrastructure development. By conducting rigorous vendor assessments and prioritizing local sourcing, the company not only enhances cost-effectiveness and quality but also supports sustainability and the growth of regional economies. This integrated approach reflects DBL’s commitment to operational excellence, responsible sourcing, and delivering long-term value to stakeholders and communities alike.



## Backward Integration

Infrastructure growth is not only driving operational efficiency but also promoting sustainability and inclusivity, ensuring that both urban and rural communities benefit from improved connectivity. This development has also stimulated allied sectors such as manufacturing, logistics, and real estate, creating a robust ecosystem of opportunities. As India advances, infrastructure remains a critical catalyst for economic transformation, positioning the country as a global leader in innovation and connectivity.

At DBL, we have mastered backward integration, effectively managing the entire ‘Design, Build, and Operate’ cycle. Our group companies manufacture a wide range of products, ensuring a continuous supply of high-quality equipment, cost efficiency, and project reliability.

**Backward integration at DBL is a key driver of supply chain efficiency and operational synergy, enabling us to strengthen client relationships through in-house execution across several areas:**

1. **High-quality road infrastructure components:** Including octagonal street light poles, metal beam crash barriers, retro-reflective signage, road marking paint, bus shelters, overhead gantries, cantilevers, reinforced earth walls, and more.
2. **Machinery, equipment, and tools:** We produce, cast, recycle, upcycle, assemble, reconstruct, and engineer critical components such as tooth points, jaw plates, cone metals, wear plates, and bearing plates, ensuring precision and durability.
3. **Strip seal expansion joints and structural elastomeric bearings:** Essential for bridge construction, with our foundry repurposing metal scraps to reuse road furniture, reflecting our commitment to sustainability and resource optimization.

This integrated approach enables us to manufacture top-quality products while controlling costs and minimizing project expenses. Direct oversight of our supply chain reduces potential delays and guarantees consistent quality assurance for our clients.

**Exclusive equipment ownership further strengthens our execution capabilities and cost control:**

Our fleet of advanced machinery facilitates smooth, timely project delivery, operated by a dedicated team of highly trained professionals. Each equipment piece is GPS-enabled, allowing real-time tracking of location and performance to optimize operational efficiency and prevent delays.





**In-house execution for unwavering quality:**

Our senior management team closely oversees the entire lifecycle of infrastructure projects, from design to commissioning. With expert control over every phase, DBL delivers tailored solutions that meet client needs while minimizing reliance on third-party vendors. Boasting one of India's largest in-house execution teams—dedicated professionals—we drive excellence at every stage of project delivery.

**Diversified portfolio and expansive geographical reach:**

Over the last two decades, DBL has broadened its expertise into Roads, Bridges, Tunnels, Metros, Airports, Mining, Irrigation, and Urban Infrastructure. Our current order book includes prestigious projects from MoRTH, NHAI, AAI, Coal India, and various Central and State Government bodies. We have successfully executed projects nationwide—from West Bengal to Gujarat, and Himachal Pradesh to Kerala—showcasing our ability to manage bidding, execution, and workforce mobilization across diverse regions, far beyond any single geographical boundary.

**Relentless focus on cost control and working capital management:**

We strengthen our working capital through a strategic focus on higher-margin projects and strong project management. By optimizing inventory levels and increasing our share of mining projects—with their favorable payment cycles—we aim to improve liquidity while driving sustainable growth and profitability.

**Drone Monitoring:**

Drones and UAVs are cutting-edge technologies that help reduce project timelines, enhance safety, and control costs. Equipped with high-quality cameras and gyro stabilization, they capture sharp images and 4K videos to collect precise engineering data on construction sites. Drones are used to monitor site progress, identify potential safety hazards, perform volume metric calculations, and keep pilferage and leakage in check.





# Social

## Alignment with UN SDGs



## Key Highlights for FY 2024-25:

 Compliance with **ISO 45001:2018** standards for a robust health and safety management system.

 Systematic **HIRA** processes in place for identifying and mitigating risks in the workplace.

 **Over 3,042,254 beneficiaries** supported through corporate social responsibility initiatives in FY 2024-25

 Largest in-house execution teams in India with a workforce of **22,163**

 **204 training sessions** conducted during the reporting year on various topics covering code of conduct, business ethics, POSH, information technology, data security, health and safety, environmental management, fire safety, operational excellence, sustainability, and behavior training in collaboration with external agency.



## Workforce Planning and Development

DBL places strong emphasis on effective talent management to ensure a skilled and motivated workforce capable of meeting the demands of the construction sector. The Company follows fair recruitment practices and provides structured career development opportunities. Training and development remain central, with employees upskilled through role-based technical sessions, safety programs, awareness workshops on ethics & code of conduct, and leadership development initiatives. High performing employees are identified and groomed for future responsibilities, strengthening DBL's internal talent pipeline.

To support workforce engagement and retention, DBL organizes regular team building and recognition initiatives, along with open forums for communication. These efforts help align employees with business objectives while fostering a collaborative and inclusive culture.

During the reporting year, DBL employed a workforce comprising permanent employees, contractual employees, and site-based workers. This data reflects DBL's focus on maintaining a balanced and diverse workforce aligned with project requirements.

**Table: Employees and Workers Head count data for FY 2024-25**

Employees Particulars	Total (A)	Male		Female	
		Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
Permanent Employees	18,141	18,106	99.8%	35	0.2%
Other than Permanent Employees	68	65	95.6%	3	4.4%
<b>Total Employees</b>	<b>18,209</b>	<b>18,171</b>	<b>99.8%</b>	<b>38</b>	<b>0.2%</b>

Workers Particulars	Total (A)	Male		Female	
		Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
Permanent Workers	3,941	3,940	99.97%	1	0.03%
Other than Permanent Workers	13	13	100%	0	-
<b>Total Workers</b>	<b>3,954</b>	<b>3,953</b>	<b>99.97%</b>	<b>1</b>	<b>0.03%</b>



**Table: Differently abled Employees and Workers Head Count for FY 2024-25**

Employees Particulars	Total (A)	Male		Female	
		Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
Permanent Employees	14	13	92.90%	1	7.10%
Other than Permanent Employees	0	0	-	0	-
<b>Total Employees</b>	<b>14</b>	<b>13</b>	<b>92.90%</b>	<b>1</b>	<b>7.10%</b>

Workers Particulars	Total (A)	Male		Female	
		Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
Permanent Workers	2	2	100%	0	-
Other than Permanent Workers	0	0	-	0	-
<b>Total Workers</b>	<b>2</b>	<b>2</b>	<b>100%</b>	<b>0</b>	<b>-</b>

**Number of New hires**

In FY 2024–25, the Company onboarded a total of 8,575 new staff, comprising 6,108 employees and 2,467 workers. The turnover rate is comparatively higher among permanent workmen such as machine operators, drivers, and other semi-skilled or unskilled workers, who generally prefer project sites closer to their home locations. As projects are completed, this category of workforce often transitions out, contributing to higher attrition in this segment.

**Table: Turnover rate for permanent employees and workers:**

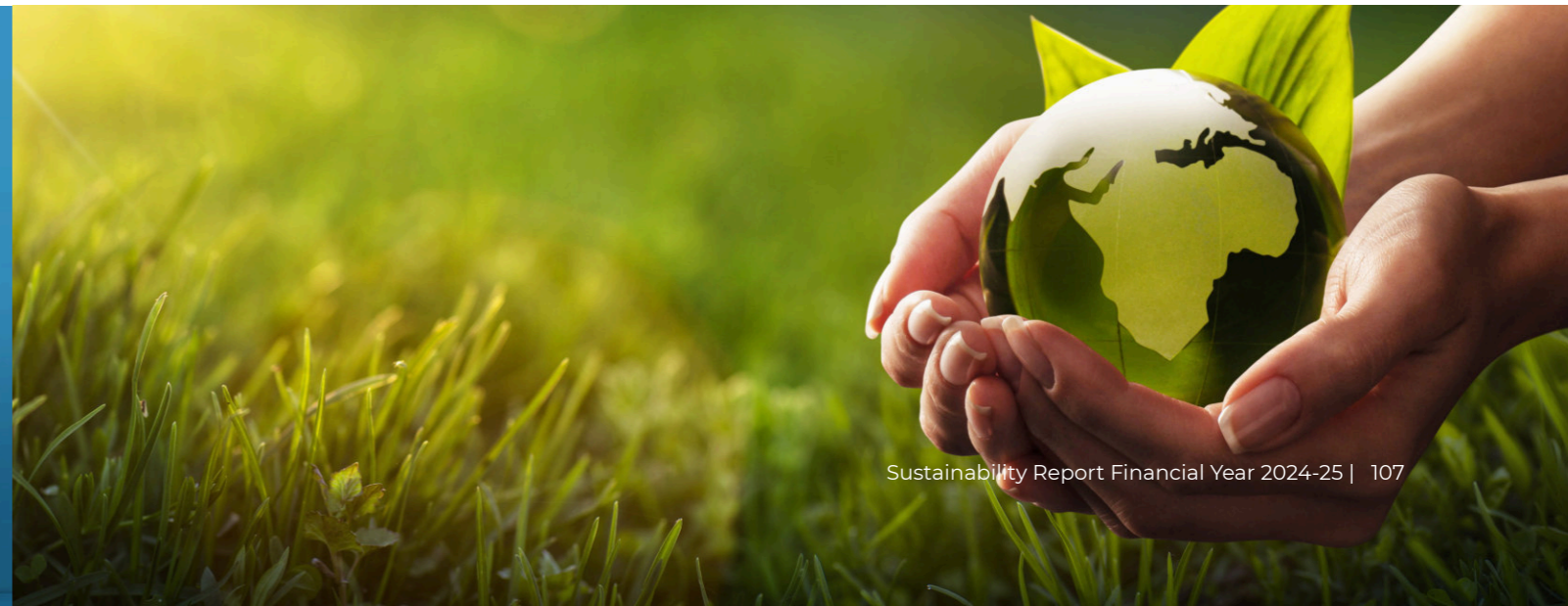
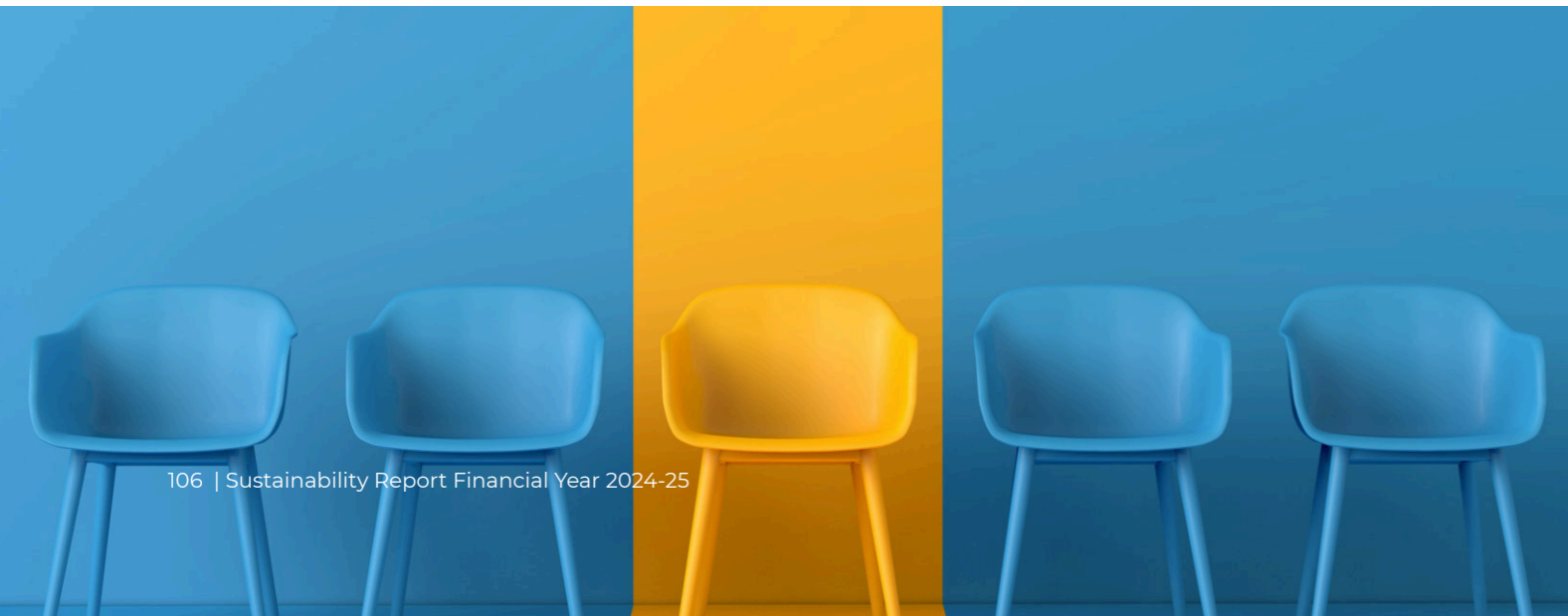
	FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total
Permanent Employees	51.46%	19.05%	51.41%	50.80%	17.91%	50.74%
<b>Permanent Workers</b>	<b>80.72%</b>	<b>0</b>	<b>80.69%</b>	<b>86.19%</b>	<b>50.00%</b>	<b>86.18%</b>

**Employee Benefits**

DBL’s success is driven by its commitment to building a motivated and passionate workforce focused on excellence and continuous development. The Company acknowledges the crucial role employees play in achieving its objectives and, therefore, has put in place a robust framework of benefits to ensure their well-being, job satisfaction, and career growth. Its incentive programs are benchmarked against industry standards, providing competitive rewards that recognize employee efforts and encourage a culture of high performance while meeting client expectations.

**Retirement, Social Security, and Welfare Benefits**

DBL places strong emphasis on employee welfare by offering comprehensive schemes that support both employees and their families. These include health and wellness programs, financial assistance, and other benefits aimed at improving quality of life. The company also ensures long-term security through retirement benefits and social security measures, providing financial stability post-service and protection against unforeseen circumstances. Over 22,163 employees and their family members benefit from these programs, which includes:





- **Provident Fund benefits:** Provides social security to the employees and their legal heirs / nominated family members covered under the Act.
- **Pension benefits due to death or total permanent disability retirement:** Every member of the Employees' Provident Fund is eligible for membership in the Employees' Pension Scheme, 1995. They are not required to contribute separately under the scheme.
- **Employees' Deposit Linked Insurance (EDLI) benefits due to death or total permanent disability:** Provides social security / lump sum maximum monetary benefits to the legal heirs / nominated family members of deceased employees covered under the Employees' Provisions Act & Miscellaneous Provisions Act, 1952
- **Gratuity benefits:** Gratuity benefits are extended to all permanent DBL employees who have completed at least 5 years of continuous service, in accordance with the Payment of Gratuity Act.
- **Group personal accident insurance policy:** Group Personal Accident Insurance Policy provides financial assistance to the families of member employees who die due to an accident or suffer total, permanent, or partial disability while employed by the company.
- **Voluntary Benevolent Fund Scheme:** Voluntary Benevolent Fund Scheme provides financial assistance to employees and their family members or legal heirs in case of death due to any reason or total permanent disability while employed by the company.
- **Workmen Compensation Policy and ESI benefits:** Workmen's Compensation Policy covers medical benefits, death, injury, or disablement of the insured person during employment or while on duty, whether directly, indirectly, or traceably linked to employment.
- **Group Mediclaim Insurance Policy:** Group Mediclaim Insurance Policy ensures that employees have access to preferred hospitals for medical treatment. It also provides the benefit of cashless or credit-based hospitalization facilities for both planned and emergency medical needs, offering financial ease and timely healthcare support.

In addition, the Company provides a wide range of HR benefits policies and welfare schemes to ensure a balanced and secure life for employees and their families. These includes:

- Leave benefits
- Loans and advances
- Camp accommodation
- House rent benefits
- Transportation benefits
- Subsidised mess facilities
- Medical reimbursement benefit
- Special allowance on transfer to south/ Jharkhand/ other hardship zone
- Free child education policy for drivers and operators
- One lakh gift policy for the marriage of drivers' and operators' daughters

*In FY 2024-25, the Company continued its initiative of supporting employees' families by providing marriage gifts of ₹1,00,000 each to 116 drivers' daughters, amounting to a total of ₹11,700,000. This program reflects DBL's ongoing commitment to employee welfare and to extending meaningful support during important family milestones.*

*In FY 2024-25, the Company reimbursed a total of ₹13,450,873 towards the education fees of 509 children of drivers and operators. This initiative reinforces DBL's commitment to supporting employees' families by enabling access to quality education for their children.*

**Initiative taken by Talent Management of DBL Employees**

**1. Health Checkup/ Medical camps:** DBL conducts health check-up camp for employees, offering site-specific screenings such as blood pressure, blood sugar, ECG, diabetes, stomach-related issues, and eye health. To promote holistic well-being, yoga sessions are also organized, focusing on wellness and stress management. This initiative reflects DBL's commitment to maintaining a healthy and productive workforce.



**DBL Cares: Free Eye Checkup Camp Benefits Over 250 Employees**



**2. Blood Donation Drive:** DBL organized a blood donation drive to raise awareness on the importance of blood donation and encourage employees to support a life-saving cause, fostering a culture of social responsibility and community care



**3. Anti-Corruption Awareness Program:** DBL conducted an Anti-Corruption Awareness Program as part of its employee engagement and ethical practice initiative. The session aimed to educate employees on ethical business practices, integrity in the workplace, and compliance with anti-corruption regulations. By fostering a culture of transparency and accountability, DBL reinforces its commitment to upholding the highest standards of corporate ethics.

**4. Sport Programs:** Dilip Buildcon Limited actively organizes sports programs to promote team bonding and employee engagement. As part of their Annual Day celebrations, they have hosted cricket tournaments for employees, fostering teamwork, sportsmanship, and a healthy work-life balance.



Employees of DBL participated in the SBI Green Marathon held in Bhopal on March 2, 2025, reinforcing the company's commitment to sustainability and healthy living. By engaging in this eco-friendly event, our team promoted fitness, community engagement, and environmental responsibility.



**5. DBL Driving Energetic Endeavor Persistently (DEEP) Initiative:** As part of the DEEP program, employees come together to celebrate birthdays, festivals, and sports events, fostering a sense of community and camaraderie. Vibrant decorations, shared laughter, and collective participation in activities create an atmosphere of joy and belonging, reflecting DBL's commitment to employee engagement, teamwork, and a positive workplace culture.



**6. DBL Driving Women Energetic Endeavor Persistently (DWEEP) Initiative:** Under the DWEEP initiative, DBL promotes women empowerment by providing opportunities for female employees to grow professionally and take on leadership roles. The program focuses on skill enhancement, confidence building, and fostering an inclusive workplace. In addition to professional development, DWEEP includes interactive and fun activities such as team building exercises, games, and celebrations that create a supportive environment, strengthen camaraderie, and encourage women to actively participate and excel in higher positions.





## Training and Development

DBL prioritizes continuous employee and worker training to ensure the workforce is equipped with the latest knowledge and skills essential for day-to-day operations. During FY 2024-25, more than 200 training sessions were conducted, covering topics such as ethics and code of conduct, POSH, sustainability, behavioral skills, technical know-how, health and fire safety, finance, information security, and environmental awareness. These sessions achieved an average participation rate of 70% among employees and workers. In addition, 9 Board-level meetings, including Independent Directors' meetings and familiarization programs, were held during the year to review the Company's vision, strategy, performance, ESG matters, risks, opportunities, and shareholder engagement.

DBL conducts regular induction training for all employees, including site, office, and contractual staff, to ensure awareness of key safety practices such as company policies, PPE usage, first aid, and emergency procedures. Post-training, employees are issued ID cards for site access, and detailed records are maintained by the EHS team. In addition, Safety Risk Field Audits (SRFA) are carried out to identify and assess potential hazards, with risks evaluated by the EHS in-charge in line with client requirements.

## Occupational Health and Safety (OHS)

At DBL, employees are considered our most valuable asset, and their well-being remains a top priority. Occupational Health and Safety (OHS) is embedded in our overall risk management framework and guided by a publicly available [Environment, Health, and Safety \(EHS\) Policy](#), reflecting our commitment to transparency and accountability.

DBL has implemented a robust Occupational Health and Safety Management System (OHSMS), aligned with ISO 14001:2015 (Environmental Management System) and ISO 45001:2018 (Occupational Health and Safety Management System). This integration ensures proactive identification, assessment, and mitigation of workplace health and safety risks, while fostering continual improvement through regular audits, reviews, and training.

Our **Health and Safety Manual** provides a structured and systematic approach to addressing occupational health and safety concerns. It serves as a single reference document for DBL personnel and contractors, outlining the roles, responsibilities, safe work practices, and procedures. The manual emphasizes **zero-incident safety** practices, innovative safety solutions, and adherence to stringent safety protocols, ensuring compliance with legal requirements and beyond. Key aspects of our Operational Health and Safety Management System (OHSMS) include:



DBL follows a structured and systematic approach, as outlined in the Company's Safety Manual, to identify workplace hazards and assess risks across both routine and non-routine activities. A mix of proactive and reactive tools such as hazard identification checklists, job safety analyses, and risk assessment matrices are applied, in line with the hierarchy of controls. This ensures that risks are either eliminated or minimized through engineering solutions, administrative measures, and the use of appropriate personal protective equipment. To ensure the effectiveness of these processes, DBL emphasizes competency building through targeted training, qualifications, and periodic evaluations. Training records and competency assessments are carefully maintained, feeding into the continual improvement of the OHSMS through regular reviews and updates.

DBL ensures active worker participation in shaping and strengthening its Occupational Health and Safety Management System. Employees and contractual workers are encouraged to report hazards and unsafe conditions through established reporting systems, suggestion boxes, and direct communication with supervisors or the Safety Department. Worker engagement is further supported through safety audits, feedback sessions, and open forums that allow individuals to share concerns and recommendations. This inclusive approach reinforces DBL's commitment to maintaining a safe, responsive, and collaborative workplace environment.

DBL has formal joint management-worker health and safety committees as part of its OHSMS. These committees meet quarterly (or as required) to monitor safety compliance, review incidents, and recommend improvements, with decision-making authority to implement safety measures. Representation includes employees and contractors, ensuring no worker is excluded. DBL policies protect against reprisals, encouraging openness, while workers are empowered to withdraw from unsafe tasks with full assurance of non-retaliation.



Picture from safety committee meeting for fire equipment

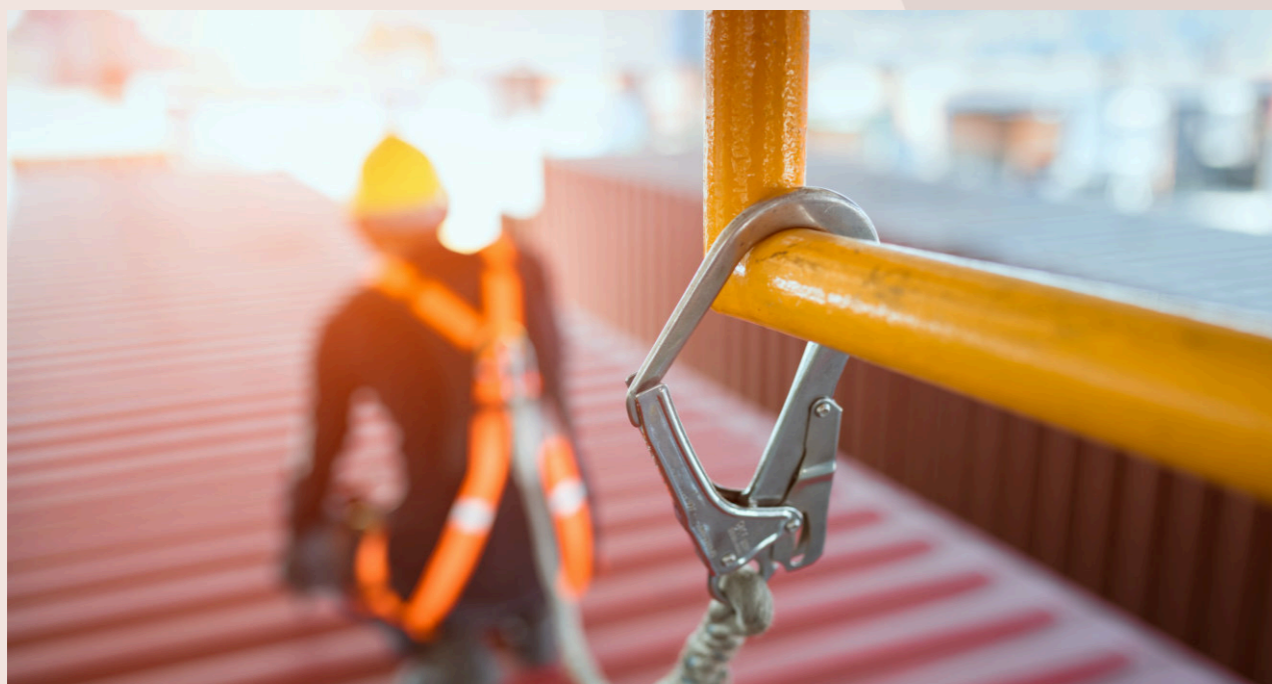


### Fostering a Culture of Safety and Inclusion

DBL is committed to embedding safety as a core value across all operations. The leadership ensures that:

- Health and safety objectives are fully integrated with business priorities to reduce risks.
- Safe and healthy working conditions are consistently provided to prevent workplace injuries and illnesses.
- Employees are actively engaged through participation and consultation, ensuring their inputs help shape safety policies and practices.

The Occupational Health and Safety Management System (OHSMS) is designed to comply with legal requirements and align with global best practices. Its scope covers all employees, contractors, and third parties working under DBL's control, across construction sites, operational facilities, and support functions. Regular reviews ensure that no workers or activities are excluded, except where DBL's influence is limited by external factors.



### National Road Safety Month 2025 at DBL

In January 2025, Dilip Buildcon Ltd. (DBL) observed National Road Safety Month at its Raipur-Vishakhapatnam project site, reinforcing its commitment to the safety of both workers and the surrounding community. Guided by the theme "Sadak Suraksha - Jeevan Raksha" (Road Safety – Life Protection), DBL implemented a series of initiatives to raise awareness about road safety and promote safe practices on-site, recognizing the high-risk environment created by heavy machinery and the movement of personnel.



### Key activities conducted during the month included:

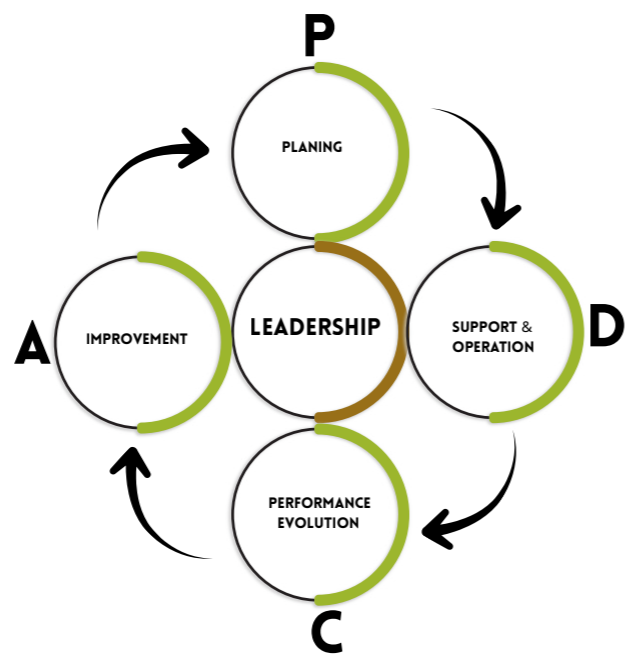
- **Safety Training Sessions:** Comprehensive training covered traffic regulations, safe driving, pedestrian safety, proper use of personal protective equipment (PPE), hazard recognition, and risk assessment specific to construction site traffic.
- **Awareness Campaigns:** Posters, banners, and hoardings displaying road safety messages were strategically placed across the site, serving as constant reminders for workers to follow safety protocols.
- **Interactive Workshops:** Real-life traffic scenario simulations encouraged critical thinking about potential hazards and facilitated knowledge sharing among the workforce.
- **Safety Drills:** Emergency response drills simulated accidents involving vehicles or pedestrians, helping workers practice procedures and familiarize themselves with evacuation routes.
- **Road Safety Pledge:** All employees and workers pledged to follow road safety rules, reinforcing a culture of safety consciousness across the site.

Through these focused efforts, DBL not only enhanced the safety awareness of its workforce but also demonstrated its proactive approach to creating a safer and more responsible work environment.



## Operational Management at DBL

DBL has established a comprehensive Occupational Health and Safety Management System (OHSMS) that aligns with its Health & Safety (H&S) policy, objectives, and regulatory requirements. To ensure its effectiveness, all critical documentation such as H&S policies, manuals, plans, method statements, risk assessments, and checklists is systematically maintained in both digital and physical formats. These documents are carefully controlled, periodically reviewed, and updated as needed to remain accurate, accessible, and relevant.



DBL identifies major health and safety (H&S) hazards and applies structured operational controls to manage them. Clear operating procedures, instructions, and criteria are established to minimize risks linked to critical activities. To ensure compliance and drive continual improvement, performance is regularly assessed through systematic monitoring, measurement, analysis, and evaluation. This process defines what needs to be monitored, the methods to ensure reliable results, and the benchmarks for measuring progress against defined H&S objectives and targets.



Compliance with statutory obligations is overseen by the Safety Department, which ensures adherence to legal requirements and communicates performance outcomes across internal and external stakeholders. To evaluate the effectiveness of the Health & Safety (H&S) plan, periodic audits are conducted at least once every three months. These are carried out by trained internal auditors, independent of the audited departments, who prepare detailed reports and document non-conformities in collaboration with the Management Representative. Corrective measures are then defined, implemented, and verified to close gaps, supporting continual improvement and alignment with organizational objectives.

In case of work-related incidents, DBL follows a structured investigation process to identify root causes, assess hazards, and establish corrective measures in line with the hierarchy of controls. The outcomes of these investigations are used to strengthen preventive actions and continuously enhance the Occupational Health and Safety Management System (OHSMS), reinforcing DBL's commitment to providing a safe and secure workplace for all.

## Safety at site operations

DBL's employee-first culture fosters engagement through tailored initiatives aimed at professional growth and workplace safety:

- **Training and Upskilling:** All employees, including subcontractors, undergo regular training to build awareness of safety policies, emergency responses, and the use of personal protective equipment (PPE).
- **Awareness Campaigns:** Posters, banners, and monthly campaigns promote a proactive safety culture.
- **Empowering Employees:** Mechanisms such as suggestion schemes and active participation in safety committee meetings allow employees to contribute to safety enhancements.





**Table: Number of Health and Safety Trainings to Employees**

Employees Category	FY 2023-24			FY 2024-25		
	Total (A)	Number (B)	% (B/A)	Total (C)	Number (D)	% (D/C)
Male	18,978	16,631	88%	18,106	16,129	89%
Female	32	24	75%	35	27	77%
<b>Total</b>	<b>19,010</b>	<b>16,655</b>	<b>88%</b>	<b>18,141</b>	<b>16,156</b>	<b>89%</b>

**Table: Number of Health and Safety Trainings to Workers**

Workers Category	FY 2023-24			FY 2024-25		
	Total (A)	Number (B)	% (B/A)	Total (C)	Number (D)	% (D/C)
Male	5,319	4,721	89%	3,940	3,514	89%
Female	3	2	67%	1	1	100%
<b>Total</b>	<b>5,322</b>	<b>4,723</b>	<b>89%</b>	<b>3,941</b>	<b>3,515</b>	<b>89%</b>



Regular safety instructions being given at site location.



Firefighting equipment training given during the 14th Road Safety Week to our employees.



Safety talk at Siarmal Coal mines



Safety toolbox Training at Siarmal Coal mines



Emergency first response care demonstration on site.



Safe handling of live-wire electrocution and evacuation at site.



Firefighting training on site.





### Incident Safety Disclosure at DBL

DBL regularly reviews and updates its safety practices through structured performance evaluations, internal and external audits, and stakeholder consultations. The Company's Occupational Health and Safety (OHS) system is integrated into operations to ensure effective risk management and compliance, while fostering a safe and inclusive workplace for all employees.

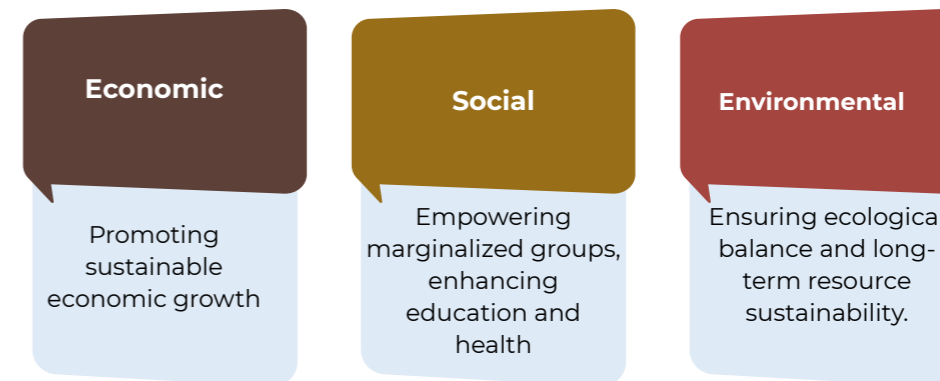
Safety Incidents/ Number	Category	FY 2023-24	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	1.83	1.76
	Workers	1.81	1.52
Total recordable work-related injuries	Employees	80	77
	Workers	24	14
Number of fatalities	Employees	7	3
	Workers	-	1
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	-
	Workers	-	-

## Social Engagement and Community Development

DBL's Corporate Social Responsibility (CSR) vision is rooted in its core values and commitment to creating a healthier, more inclusive, and sustainable future. Guided by a CSR Policy formulated by the CSR Committee and approved by the Board of Directors, DBL aligns its initiatives with national regulations and global sustainability priorities. The Company's efforts focus on areas such as hunger and poverty eradication, preventive healthcare, education, gender equality, rural development, environmental sustainability, disaster management, and heritage preservation.

Through strategic partnerships and direct interventions, DBL ensures that its CSR programs generate tangible outcomes while supporting key United Nations Sustainable Development Goals (SDGs) including No Poverty (SDG 1), Zero Hunger (SDG 2), Good Health and Well-Being (SDG 3), Quality Education (SDG 4), Gender Equality (SDG 5), Climate Action (SDG 13), and Life on Land (SDG 15). The CSR Policy reinforces accountability and transparency, enabling DBL to deliver measurable social impact and contribute meaningfully to the global sustainability agenda.

### Our CSR Philosophy rests on three Pillars:



DBL has established a robust monitoring mechanism to ensure effective implementation of its CSR initiatives. Regular progress reviews are conducted by the Board of Directors, while the Chief Financial Officer (CFO) certifies the proper utilization of funds. Additionally, DBL ensures full disclosure of its CSR activities through annual CSR reports included in the Board's Report and by publishing relevant details on the company's website for public access.

### Stakeholder Engagement and Partnerships

DBL's CSR initiatives are implemented through partnerships with NGOs and local stakeholders, ensuring grassroots impact and accountability. Our proactive engagement with stakeholders enables us to:

- Understand community needs and expectations.
- Align our CSR programs with industry standards and benchmarks.
- Continuously assess and enhance the impact of our initiatives.

### Key Highlights

- All issues or concerns raised through direct communications or emails are resolved amicably within a stipulated timeframe.
- Valuable inputs from stakeholders play a crucial role in shaping our CSR agenda and advancing sustainability strategies.





## Key Focus Areas of CSR Initiatives

**1. Promoting Preventive Healthcare and Health Awareness:** DBL focuses on improving healthcare access for underserved communities through free consultations, health check-ups, and rehabilitation support, benefitting over 22,061 individuals. The Company also supports preventive healthcare and sanitation initiatives, including contributions to the Swachh Bharat Kosh, while working to provide safe drinking water and improved sanitation facilities in Odisha, Madhya Pradesh, Himachal Pradesh, and Tamil Nadu.

**Key Initiative: 'Lakwa Punarvas Mitra' Ambulance Service was launched to support paralytic survivors by offering free rehabilitation services. This program reflects our commitment to addressing specialized healthcare needs.**



### Awareness Programs:

- In FY 2024-25, DBL undertook several initiatives to promote health, wellness, and hygiene, including blood donation drives, health camps for orphanages and schools, awareness workshops on liver diseases, and providing clean drinking water in core zone villages.
- DBL also partnered with the National AIDS Control Organization (NACO) to conduct awareness programs on AIDS prevention, further strengthening its commitment to public health and community well-being.
- Company supported in the treatment of serious patients, organized health camps, blood donation camp, marathon to support organ donation, and awareness on No Use of Tobacco.



**2. Promoting Education and Road Safety Awareness:** DBL has prioritized education and road safety as fundamental areas for societal progress. Our efforts aim to create safer roads and provide better educational infrastructure for children in underserved communities.



- **Promoting Education and Livelihood:** DBL's initiatives focus on enhancing education, including special education, and developing employment-oriented vocational skills for children, women, the elderly, and differently-abled individuals. Livelihood enhancement projects have been implemented in Madhya Pradesh and Odisha.
- **Vocational Training Programs for Blind and Deaf Students:** These programs cover computer training, sewing machine operations, school infrastructure support such as boundary construction, and soft skills development, including personality development, personal safety, road safety, and safe transportation. Together, these initiatives benefited over 205,766 individuals in FY 2024-25.
- **Infrastructure Development:** As part of our focus on road safety and community well-being, we completed the construction and upgradation of parts of NH-131A in Bihar under the Hybrid Annuity Model of NHAI. Safety signboards were installed at key locations to caution drivers and ensure safer transportation routes across various project locations in different states of India, as part of road safety initiative under CSR initiative.
- **Road Safety Awareness:** We educated citizens about safe driving practices and conducted helmet distribution drives for students to promote traffic safety.



### Road Safety Awareness at Raipur-Visakhapatnam Project

DBL, in partnership with the local police, conducted a Road Safety Awareness Campaign at the Raipur-Visakhapatnam project to promote safe road practices among drivers, pedestrians, and cyclists. The initiative was designed to address rising concerns around road safety and to educate both employees and the wider community about responsible road use.

#### Key Activities:

- **Poster Campaign:** Placement of road safety posters at strategic locations.
- **Leaflet Distribution:** DBL volunteers and police distributed leaflets at traffic signals, public gatherings, and community spaces.
- **Sticker Drive:** Stickers with safety messages shared across vehicles and community touchpoints.
- **Interactive Sessions:** DBL representatives and police engaged with community members to discuss safety concerns, answer queries, and promote responsible road behavior.



Through this collaboration, DBL reinforced its focus on health, safety, and community engagement, fostering a culture of responsibility both within and beyond the workplace.

**3. Promoting Sports and Inclusive Physical Activities:** As part of its CSR initiatives, DBL promotes sports and physical activities across rural and underprivileged communities in Odisha, Madhya Pradesh, and Telangana. The Company conducts training programs to encourage participation in rural sports, nationally recognized sports, Paralympic sports, and Olympic disciplines. DBL also organizes tournaments and events such as Kabaddi, Cricket, local sports competitions, blind children challenge car rallies, and winter games for differently abled children. These initiatives reached 2,927 beneficiaries in FY 2024-25, fostering inclusion, skill development, and community engagement through sports.



- **Promoting Rural Sports:** We organized cricket tournaments in Jharkhand and Madhya Pradesh, with 1,500 participants benefiting from the program. This initiative promoted sportsmanship, youth engagement, and physical well-being.

- **Cultural Programs:** Supporting local culture, we hosted cultural events and puja celebrations in Jharkhand and Madhya Pradesh, benefiting 6,600 individuals and promoting community harmony.



**4. Animal Welfare and Rural Development:** Recognizing the importance of animal welfare and rural support, DBL undertook specific projects aimed at building sustainable rural ecosystems.

- **Gaushala Construction:** We contributed to building a cow shed (Gaushala) in Bhopal, Madhya Pradesh, benefiting 400 cows. This initiative supports rural livelihoods and promotes the ethical treatment of animals.

**5. Preservation of National Heritage, Arts, and Culture:** DBL actively promotes the protection and development of India's heritage, art, and culture through its CSR initiatives in Odisha, Madhya Pradesh, and Chhattisgarh. Efforts include the restoration of historical buildings and sites, support for traditional arts, literature, handicrafts, and the establishment of public libraries. The Company also organizes literary programs, symposiums, and poetry events for children to foster cultural engagement. During the Mahakumbh in 2024, DBL contributed by organizing various utility services to ensure a smooth experience for visitors. These initiatives benefited 1,311,500 individuals in FY 2024-25, reflecting DBL's commitment to preserving cultural heritage while engaging and supporting communities.

**6. DWEEP Team CSR Contribution:** As part of the Driving Women Energetic Endeavor Persistently (DWEEP) initiative, DBL's women employees led a CSR drive to support elderly residents in old age homes. They distributed clothes and blankets, bringing comfort and care to the elderly during colder months. This initiative not only reflects DBL's commitment to community welfare but also showcases the leadership and compassion of its women workforce.



**7. Environmental Sustainability and Ecological Balance:** DBL is committed to protecting the environment and promoting ecological balance through its CSR initiatives in Gujarat and Madhya Pradesh. Efforts include the conservation of flora and fauna, promotion of animal welfare, agroforestry, and sustainable management of natural resources such as soil, air, and water.

The Company contributes to the Clean Ganga Fund established by the Central Government for the rejuvenation of the River Ganga. Additionally, DBL has implemented rainwater harvesting systems and bird habitats to support local biodiversity and preserve bird species. In FY 2024-25, these initiatives benefited 1,500,000 individuals, highlighting the company's commitment to ecological sustainability and community well-being.

**8. Safe Drinking water supply:** As part of our commitment to supporting local communities, we ensure that clean and safe drinking water is accessible to all nearby villagers, including those in Naktideol, Labor Site Camp, and Gopalpur, with a total of 500 beneficiaries. Water is regularly supplied through tankers, addressing water scarcity challenges, and providing a reliable source of potable water. This initiative helps maintain the health and well-being of local residents, fostering goodwill and strengthening our relationship with the surrounding areas.

By ensuring access to safe drinking water, we reflect our dedication to sustainability and corporate social responsibility, ensuring essential resources are available to those who need them most.



**CSR Activity: Enhancing Road Safety and Connectivity**

As part of its Corporate Social Responsibility (CSR) initiatives, DBL has undertaken the construction of an additional approach road to Dhapewada Village on the Saoner-Dhapewada section of NH-547E in Maharashtra. This project aligns with DBL's commitment to public safety, environmental sustainability, and economic development, ensuring safe and improved connectivity for road users. The approach road will provide better access to the Dhapewada Lord Shiva Temple, a site of religious significance that attracts a high volume of pilgrims. The project spans 4.79 km with an estimated cost of ₹5.27 crore and includes the construction of a 7.5m-wide road with necessary cross-drainage structures to accommodate heavy traffic flow.

This initiative will mitigate road safety risks, promote community welfare, and enhance infrastructure for rural development. Additionally, by incorporating sustainable construction practices, the project contributes to broader environmental goals, supporting the United Nations Sustainable Development Goals (UNSDGs), particularly Goal 9 (Industry, Innovation, and Infrastructure) and Goal 11 (Sustainable Cities and Communities). DBL's dedication to road safety awareness and public welfare underscores its vision of integrating corporate objectives with social responsibility, positively impacting the lives of local communities and road users.



**Conservation and Beautification of Bhadbhada Dam and Surrounding Areas**

Under its Corporate Social Responsibility (CSR) program, DBL aims to enhance environmental sustainability and contribute to the well-being of the local community by undertaking the conservation and beautification of the Bhadbhada Dam area in Bhopal, Madhya Pradesh. The project involves comprehensive interventions, including the treatment of effluent near Visarjan Ghat, de-silting of the lake, installation of water fountains to improve water quality, landscaping, lighting, slum rehabilitation, and the development of gardens around the lake. These measures are designed to address key environmental challenges, such as water pollution from sewage and fertilizer runoff, encroachment risks, and ecosystem degradation. With a committed budget of ₹5 crore, this initiative aims to maintain the ecological integrity of aquatic ecosystems, enhance recreational spaces for citizens, and conserve the natural heritage of the region, ensuring long-term environmental and social benefits.



**Annexures**

**Annexure 1 : ISO CERTIFICATES**



**ISO/IEC 27001:2022 - Information Security management System**



**ISO 9001:2015 Quality Management System**



**ISO 14001:2015 Environmental Management System**



**ISO 45001:2018 Occupational Health and Safety Management Systems**





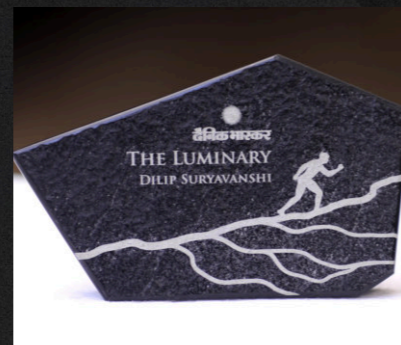
## Annexure 2: Awards and Recognitions



Trust and partnership between DBL and Volvo  
Fifteen years of trust and continued partnership between DBL and Volvo. Together we strive and success, growth and a sustainable future!



DBL awarded from Caterpillar GCI for being the single largest customer, 2014.



Mr. Dilip Suryavanshi of DBL has received 'The Luminary' award from Dainik Bhaskar.



## Annexure 2: Awards and Recognitions



Dilip Buildcon received a Recognition Award for being the 100th EC 210 Crawler Excavator owner from Volvo Construction Equipment.



INR 1200 Million disbursed to Dilip Buildcon Limited for purchase of Volvo Trucks & Volvo Construction Equipment



DBL received Over 200 Great Alliance Award from Metso Minerals



Mr. Dilip Suryavanshi of DBL has received the Runner-Up award in the "Infrastructure Person of the Year" category at the Construction Week India Awards event organized by Havells.



LEED Certification by Indian Green Building Council in 2014



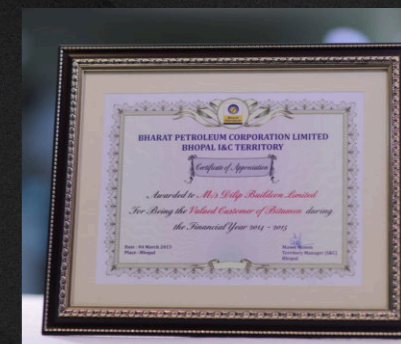
Ashok Leyland presented a testimony to Dilip Buildcon for its continuous support and dedication towards Ashok Leyland's products and services



DBL received an award for being the esteemed customer of Metso India- NW Series Portable Plants.



Balkrishna Industries Limited awarded M/s Dilip Buildcon Limited for being the single largest customer of BKT OTR tires in India in 2014-15.



Valued Customer of Bitumen by BPCL in 2015



M/s. Dilip Buildcon received Star Achiever at Horizon Annual Conference 2014.



DBL received the Certification of Excellence for its outstanding performance in H1 (2015-16) as the Best Institution Account with CEAT Ltd.



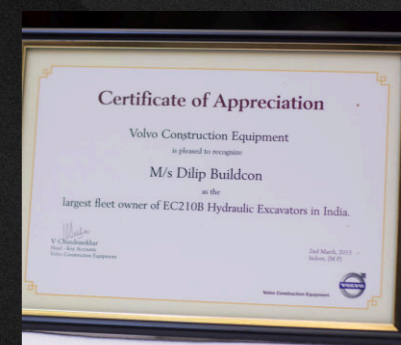
Hindustan Petroleum Corporation Limited (HPCL) has awarded M/s. Dilip Buildcon Limited for being the Most Valued Customer during the FY 2015-16.



DBL was awarded by Atlas Copco for being the largest fleet owner of pneumatic drills in India.



DBL awarded from Caterpillar GCI for being the single largest customer, 2014.



Volvo Construction Equipment is pleased to recognize M/s Dilip Buildcon Limited as the largest fleet owner of EC210B Hydraulic Excavators in India.



## Annexure 2: Awards and Recognitions



Highest Upliftment of Bitumen by Indian Oil in 2013



DBL was awarded the 'Fastest Growing Construction Company (Large Category)' by Construction World Annual Awards 2016.



Volvo Trucks acknowledged valued partnership with M/s Dilip Buildcon Limited on the occasion of delivery of 150 units of FMX440 8x4 1-Shift mining tipper.



DBL was awarded by Gulf Oil for being the valuable customer



National Highways Authority of India (NHA) issued a Certificate of Appreciation to M/s Dilip Buildcon Limited, Bhopal for successfully completing the Guna-Biaora, NH-46 Project before the scheduled time.



The National Highways Authority of India (NHA) issued a Certificate of Appreciation to M/s Jalpa Devi Tollways Limited for successfully completing the project before the scheduled time



Caterpillar thank M/s Dilip Buildcon Limited for being the single largest customer of Caterpillar in 2018.



Construction World Global Award 2018 Fastest Growing Construction Company (Large Category)



Dun & Bradstreet Infra Award 2018 Construction Infrastructure Development (Roads & Highways)



## Annexure 2: Awards and Recognitions



DBL bags Silver Award at National Highway Award for Excellence 2018



Dilip Buildcon Limited was awarded for 'Outstanding Contribution in Roads & Highways for Four-Laning of Guna-Biaora section of NH-3 under NHDP-IV (EPC Category)' in 2019.



DBL has received the Winner award in the "Road Contractor of the Year" category at the Construction Week India Awards event organized by Havells.



Construction World Global Award 2019 3rd Fastest Growing Construction Company (Large Category) on 15 October 2019 at New Delhi, India



Dilipbuildcon Awarded Dun & Bradstreet Construction-Infrastructure Development Awards 2019 (Roads & Highways) on 20th November 2019 at New Delhi, India



DBL bags National Highway Excellence Award 2019 for Excellence in Project Management at New Delhi, India



DBL bags "BEST PLACES TO WORK IN INDIA" Employees Choice Award 2021 as The Best Large Construction Company in India.



CNBC Awaaz CEO awards 2019 has been conferred to Dilip Buildcon for "Company of the Year" in the Infrastructure segment.



DBL bags National Highway Excellence Award 2020 for Excellence in Project Management at New Delhi, India



**Annexure 3: List of entities included in the sustainability reporting.**

S. No.	Name of the holding/ subsidiary/ associate company/ joint venture (A)	Indicate whether holding/ subsidiary/ associate company/ joint venture	% of shares held by listed entity
1	Bhavya Infra & Systems Private Limited	Wholly Owned Subsidiary	100%
2	Jalpa Devi Engineering Private Limited	Wholly Owned Subsidiary	100%
3	DBL-VPR Mining Private Limited	Subsidiary	74%
4	DBL Pachhwarra Coal Mine Private Limited	Subsidiary	74%
5	Deevin Seismic Systems Private Limited	Wholly Owned Subsidiary	100%
6	DBL Transmission Private Limited	Wholly Owned Subsidiary	100%
7	Dodaballapur Hoskote Highways Limited	Subsidiary	51%
8	Narenpur Purnea Highways Limited	Subsidiary	51%
9	Repallewada Highways Limited	Subsidiary	51%
10	DBL Infradevelopers Private Limited	Wholly Owned Subsidiary	100%
11	Dhrol Bhadra Highways Limited	Subsidiary	51%
12	Bhopal Redevelopment Realty Private Limited	Wholly Owned Subsidiary	100%
13	Bangalore Malur Highways Limited	Subsidiary	51%
14	Poondiyankuppam Highways Limited	Subsidiary	52%
15	DBL-Siarmal Coal Mines Private Limited	Wholly Owned Subsidiary	100%
16	Viluppuram Highways Limited	Subsidiary	51%

S. No.	Name of the holding/ subsidiary/ associate company/ joint venture (A)	Indicate whether holding/ subsidiary/ associate company/ joint venture	% of shares held by listed entity
17	Malur Bangarpet Highways Limited	Subsidiary	51%
18	Sannur Bikarnakette Highways Limited	Wholly Owned Subsidiary	100%
19	DBL Infraventures Private Limited	Wholly Owned Subsidiary	100%
20	DBL Infratech Private Limited	Wholly Owned Subsidiary	100%
21	DBL Infra Assets Private Limited	Wholly Owned Subsidiary	100%
22	Bangarupalem Gudipala Highways Limited	Wholly Owned Subsidiary	100%
23	Raipur-Visakhapatnam CG-2 Highways Limited	Wholly Owned Subsidiary	100%
24	Maradgi S Andola-Baswantpur Highways Limited	Wholly Owned Subsidiary	100%
25	Mehgama-Hansdiha Highways Limited	Wholly Owned Subsidiary	100%
26	Urga-Pathalgaon Highways Limited	Wholly Owned Subsidiary	100%
27	Karimnagar-Warangal Highways Limited	Wholly Owned Subsidiary	100%
28	Bengaluru-Vijayawada Expressway Package-1 Limited	Wholly Owned Subsidiary	100%
29	Bengaluru-Vijayawada Expressway Package-4 Limited	Wholly Owned Subsidiary	100%
30	Bengaluru-Vijayawada Expressway Package-7 Limited	Wholly Owned Subsidiary	100%
31	Zuari Observatory Towers Limited	Wholly Owned Subsidiary	100%
32	DHARMAPURI-SALEM THOPPUR GHAT LIMITED	Wholly Owned Subsidiary	100%



## Annexure 4: Order book by Business Division

The following section presents the absolute value of the business segment-wise order book for Dilip Buildcon Limited as of the end of the FY 2024-25 reporting period

Business Segment	Order book value (in INR Cr.)
Road and highways	3,134
Tunnel	1,934
Irrigation	3,162
Mining	3,626
Optical Fiber	964
Metro & Airports	431
Special Bridges & Urban Development	730
Water Supply	942
<b>Total</b>	<b>14,923</b>



## GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER
GRI 2: General Disclosures 2021	2-1 Organizational details	Corporate Overview	18-24
	2-2 Entities included in the organization's sustainability reporting	Annexure 3: List of entities included in the sustainability reporting	134
	2-3 Reporting period, frequency and contact point	Inside this report	12
	2-4 Restatements of information	Inside this report	12
	2-6 Activities, value chain and other business relationships	About DBL	18
	2-7 Employees	Social: Workforce Planning and Development	105-107
	2-8 Workers who are not employees	Social: Workforce Planning and Development	105-107
	2-9 Governance structure and composition	Governance: Corporate Governance	44-61
	2-10 Nomination and selection of the highest governance body	Governance: Corporate Governance	44-61
	2-11 Chair of the highest governance body	Governance: Corporate Governance	44-61
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance: Corporate Governance	44-61
	2-13 Delegation of responsibility for managing impacts	Roadmap for Sustainable Journey: Sustainability Strategy	34
	2-14 Role of the highest governance body in sustainability reporting	Governance: Corporate Governance	44-61
	2-16 Communication of critical concerns	Stakeholder Engagement and Materiality Assessment	36
	2-17 Collective knowledge of the highest governance body	Social: Training and Development	47
	2-18 Evaluation of the performance of the highest governance body	Governance: Corporate Governance	44-61
	2-19 Remuneration policies	Annual Report FY 2024-25: Annexure 3 – Details of Remuneration	154



GRI STANDARD	DISCLOSURE	LOCATION	PAGE NUMBER
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	2-21 Annual total compensation ratio	Annual Report FY 2024-25: Annexure 3 – Details of Remuneration	154
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	2-23 Policy commitments	Governance: List of Governance Policies	52-55
	2-24 Embedding policy commitments	Board Committees: Strengthening Effective Governance; List of Governance Policies	48-51
	2-25 Processes to remediate negative impacts	Governance: Employee Grievance Redressal Policy	54
	2-26 Mechanisms for seeking advice and raising concerns	Governance: List of Governance Policies: Employee Grievance Redressal Policy	55
	2-27 Compliance with laws and regulations	Annual Report FY 2024-25: BRSR Principle 1 Q2	77
	2-28 Membership associations	Annual Report FY 2024-25: BRSR Principle 7 Q1, Q2	100
	2-29 Approach to stakeholder engagement	Roadmap for sustainable journey: SEMA	35-36
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Roadmap for sustainable journey: SEMA	37-39
	3-2 List of material topics	Roadmap for sustainable journey: SEMA	38
	3-3 Management of material topics	Roadmap for sustainable journey: SEMA	40-42
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	Social: Employee Benefits	107-111
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Social: Social Engagement and Community Development	120-127

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GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Social: Initiative taken by Talent Management of DBL Employees	109-111
	205-3 Confirmed incidents of corruption and actions taken	Alignment with UNSDGs - Governance	44
GRI 207: Tax 2019	207-1 Approach to tax	Governance - Tax Strategy	56-57
	207-2 Tax governance, control, and risk management	Governance - Tax Strategy	56-57
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environment: Energy Management	69
	302-3 Energy intensity	Environment: Energy Management	70
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Environment: Water Management	77-79
	303-4 Water discharge	Environment: Water Management	79-80
	303-5 Water consumption	Environment: Water Management	77-79
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity Conservation	89-95
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity Conservation	89-95
	304-3 Habitats protected or restored	Biodiversity Conservation	89-95
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environment: Emissions management	71-72
	305-2 Energy indirect (Scope 2) GHG emissions	Environment: Emissions management	71-72
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	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environment: Air Emissions	72-73



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	306-4 Waste diverted from disposal	Environment: Waste Management	83-85
	306-5 Waste directed to disposal	Environment: Waste Management	83-85
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social: Workforce Planning and Development	106-107
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social: Retirement, Social Security, and Welfare Benefits	107-108
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social: Occupational Health and Safety (OHS)	112-115
	403-2 Hazard identification, risk assessment, and incident investigation	Social: Occupational Health and Safety (OHS)	112-115
	403-3 Occupational health services	Social: Occupational Health and Safety (OHS)	112-115
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social: Safety at site operations	117-120
	403-5 Worker training on occupational health and safety	Social: Safety at site operations	117-120
	403-6 Promotion of worker health and safety	Social: Occupational Health and Safety (OHS)	112-114
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social: Safety at site operations	117-120
	403-8 Workers covered by an occupational health and safety management system	Social: Occupational Health and Safety (OHS)	112-114
	403-9 Work-related injuries	Social: Incident Safety Disclosure at DBL	120
	403-10 Work-related ill health	Social: Incident Safety Disclosure at DBL	120

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	404-3 Percentage of employees receiving regular performance and career development reviews	Annual Report FY 2024-25: Principle 3, Essential question 9	84
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Governance: Board Diversity	46
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Annual Report FY 2024-25- Principle 5: Essential question 6	91
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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social: Social Engagement and Community Development	120-127
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Key ESG Highlights FY 2025	15-16





**DILIP BUILDCON LIMITED**  
INFRASTRUCTURE & BEYOND

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