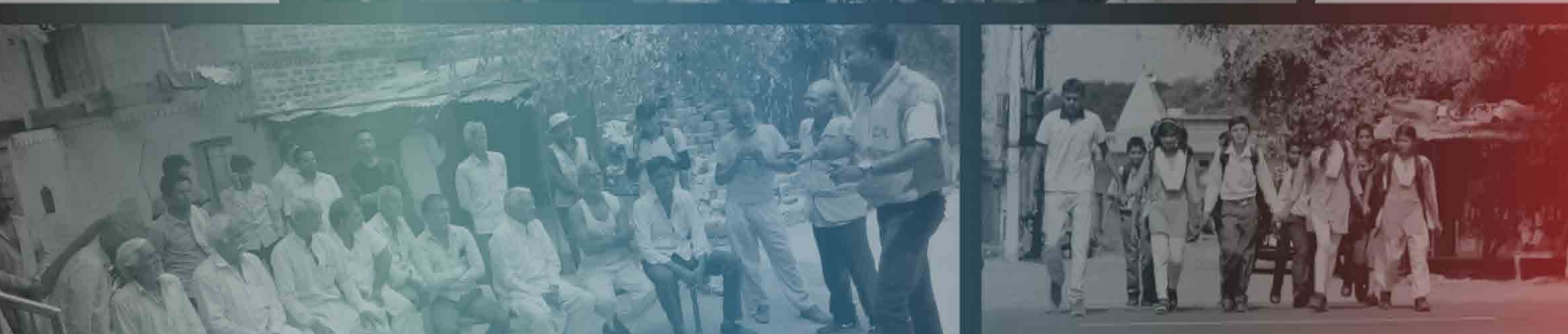




TOUCHING LIVES



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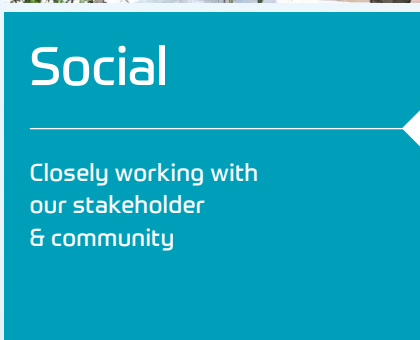
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GRI Index



Environment

Committed to minimize Environmental Impact of our Operation



Governance

Conducting our business in a fair and responsible manner

Highway Concession One Private Limited's ("Company" or "HC1") first Sustainability Report is in your hands. HC1 is operating seven road assets, six owned by Highway Infrastructure Trust (HIT) and one owned by Galaxy Investments II Pte Ltd.

Roads, an essential tool for economic development, are frequently criticised for their environmental impact during construction. HC1 is not constructing roads and is currently only involved in operating and maintaining of the roads and it is our endeavour to create humane roads engaging with all stakeholders such as users, employees, communities around the road and authorities without forgetting our obligation to future generations.

HC1 is trying to engage in environmental protection through harnessing energy efficiency, enhancing green cover and deploying technology to utilise or reduce waste. Humane roads seek to enhance mobility, safety, and convenience for all road users including pedestrians. Our roads promote economic development while ensuring that environmental harm is kept to a minimum and that our operations align with the needs and aspirations of the local community.

This report seeks to update our stakeholders on the impacts of our sustainable value creation efforts through FY 2018-23 across different facets of the road operation and maintenance while balancing the needs of the planet and profitability.

While our efforts are miniscule but we see ourselves as a contributor towards enhancement of the agenda of sustainability.

Touching Lives

An aerial photograph showing a multi-lane highway bridge crossing a wide river. The bridge has a concrete railing with colorful graffiti. The surrounding landscape is lush green with many palm trees and other tropical vegetation. In the background, there are rolling hills under a hazy sky. The text 'Touching Lives' is overlaid in large orange font on the left side of the image.

Message from CEO



I am pleased to present our Company's first Sustainability Report, which highlights our progress towards sustainability. As we move forward, we are committed to advancing our sustainability efforts and working towards a more sustainable future".



It gives me immense pleasure to share with you HC1s first Sustainability Report for the year 2022-23 which covers our ESG efforts over past 5 years. This report represents our commitment to building a responsible company having a meaningful impact on our environment and society.

Our direct impacts on environment, while operating the roads, are minimal. Still, we are as concerned about global warming and climate change as any other corporate citizen. In our own small way, we try to contribute to environment by energy efficiency solutions such as replacing HPSV lights by LED lights, installing rooftop solar on our projects. We have contributed to the green cover by planting more than required avenue and median plantation. We try to recycle the existing road material or use waste material while carrying out periodic maintenance on our roads.

Accidents on roads are a fact of life. HC1 makes all efforts so that accidents are minimised on our roads. We carry out extensive engagement with local communities to make them aware about risk on roads. We make frequent suggestions to authorities regarding removing black spots and, try to work with enforcement agencies to implement traffic rules. In this

regard, we also focus on Occupational Safety wherein our target is to have “zero fatalities” of our employees (including those of contractor’s and sub contractor’s).

We firmly believe that a successful business must create value for all stakeholders, not just for shareholders. Our efforts to promote social sustainability include supporting diversity and inclusion in our workforce, investing in the development of our employees, and supporting the communities in which we operate through our CSR initiatives

As we look to the future, we are committed to continuing our efforts to promote sustainability in our operation and maintenance to drive a positive change in our corridors and industry at large. We understand that there is still much work to be done, but we are confident that with the continued support of our stakeholders, we can achieve our sustainability objectives.

Thank you for your ongoing support and for joining us on this important journey towards a more sustainable future.

NEERAJ SANGHI
Chief Executive Officer

About Highway Concession One (HC1)

HC1 is a company owned by Galaxy Investment II Pte Ltd. (“Galaxy”). Galaxy is an investment management company owned by KKR. It is a road platform that manages and operates road assets held by InvIT named as Highways Infrastructure Trust (HIT). HC1 is in the Investment Manager (IM) of HIT.





HC1 earlier managed the assets for Global Infrastructure Partners (GIP) and was acquired by Galaxy along with their assets. HC1 currently manages 7 roads assets organized as individual SPVs – 5 Toll roads and 2 Annuity roads, located across 7 different states in India.

HIT/ HC1 is actively looking to acquire road assets from both primary (bidding for BOT and TOT bids) and secondary (acquiring operational road assets) sources. While acquiring these assets, HC1 closely looks at ESG policies followed by the previous owner and looks for ways and means to enhance the ESG impact during operations.

50+

TEAM OF ENGINEERING AND FINANCE PROFESSIONALS

2.2 Lakhs

SMOOTH TRANSACTIONS PER DAY AT OUR TOLL PLAZAS

1,710

LANE KM

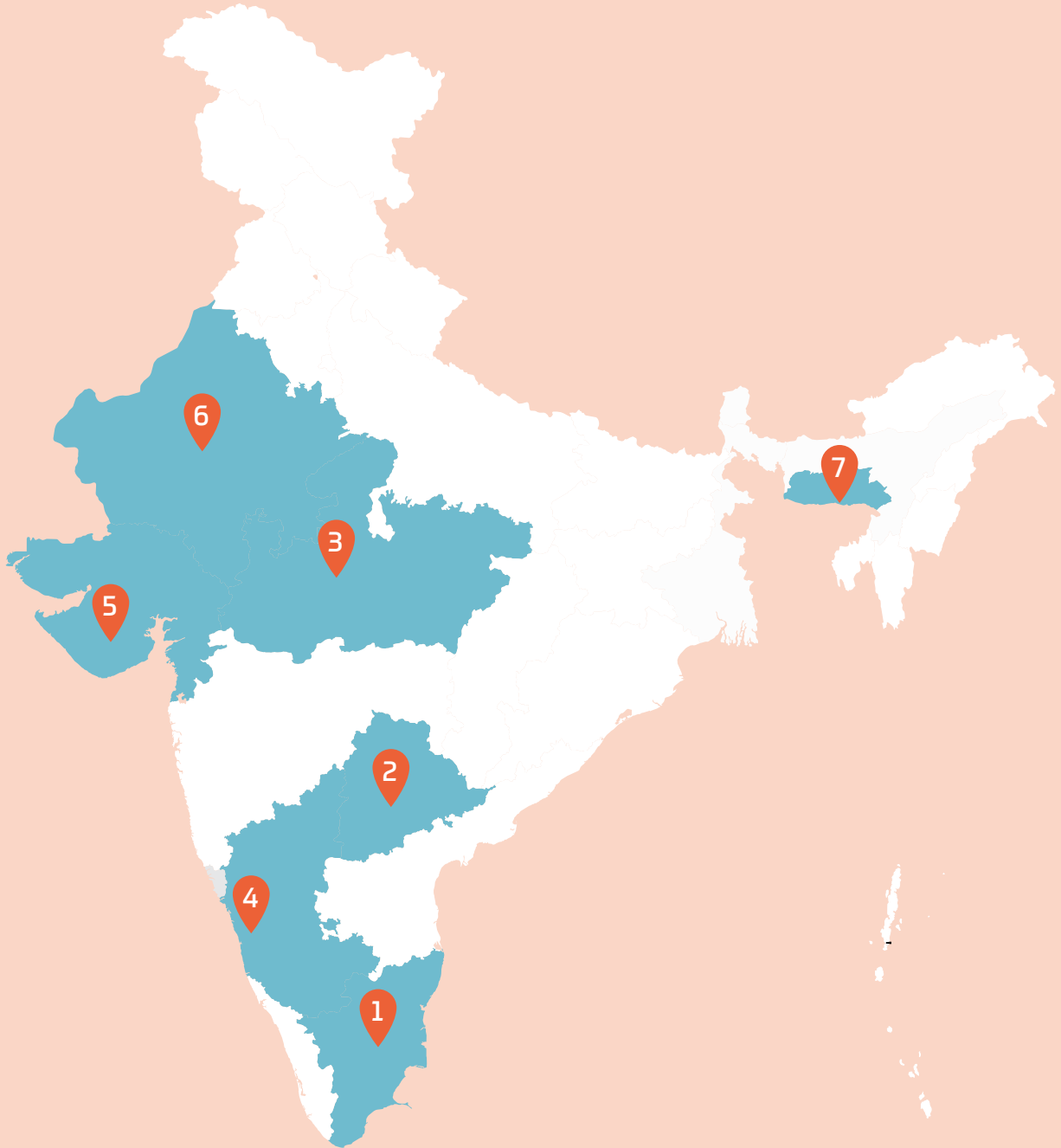
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MORTH EXCELLENCE AWARDS IN LAST 5 YEARS



Vikravandi Toll Plaza, UEPL

Our Presence



■ SPV Details

* Annuity Project (Toll collection is under NHAI scope)

Extendible based on traffic variation

§ Including extensions granted subsequently



JPEPL Project Site

SPV Details

1	Project Stretch State NH/ SH no. Project Length Appointed Date COD Concession End Date Type of Pavement No. of Toll Plaza	UEPL Tindivanam to Ulundurpet Tamil Nadu NH 45 (Now NH 132/ 38) 73 Km. (4 lane) 16.10.2006 23.07.2009 28.02.2027 ⁵ Flexible 1
2	Project Stretch State NH/ SH no. Project Length Appointed Date COD Concession End Date Type of Pavement No. of Toll Plaza	NBL* Armur to Kadthal Telangana NH 7 (Now NH 44) 31 Km. (4 lane) 30.10.2007 22.07.2009 29.10.2027 Flexible 1*

SPV Details

3	Project Stretch State NH/ SH no. Project Length Appointed Date COD Concession End Date Type of Pavement No. of Toll Plaza	DBCPL Bhopal to Dewas Madhya Pradesh SH 18 141 Km. (4 lane) 20.03.2008 10.02.2009 02.12.2033 ⁵ Flexible 3
4	Project Stretch State NH/ SH no. Project Length Appointed Date COD Concession End Date Type of Pavement No. of Toll Plaza	BETPL Silk Board to Attibele Karnataka NH 7 (Now NH 44) 24 Km.+9 Km. elevated (6/4 lane) 24.07.2006 06.04.2010 15.08.2026 ⁵ Flexible/Rigid (elevated) 2
5	Project Stretch State NH/ SH no. Project Length Appointed Date COD Concession End Date Type of Pavement No. of Toll Plaza	GEPL Godhra to MP Border Gujarat NH 59 87 Km. (4 lane) 01.03.2011 31.10.2013 28.02.2038 [#] Rigid 1
6	Project Stretch State NH/ SH no. Project Length Appointed Date COD Concession End Date Type of Pavement No. of Toll Plaza	JPEPL Jodhpur to Pali Rajasthan Now NH 62 72 Km. (4 lane) 16.09.2013 31.10.2014 15.09.2038 [#] Flexible 2
7	Project Stretch State NH/ SH no. Project Length Appointed Date COD Concession End Date Type of Pavement No. of Toll Plaza	SEPL* Shillong Bypass Meghalaya Now NH 6 48 Km. (2 lane) 07.02.2011 28.02.2013 06.02.2026 Flexible 1*

Awards and Accolades

MoRTH initiated National Highways Excellence Awards in 2018 to incentivize stakeholders in the highway construction and maintenance projects. This is part of the larger objective of augmenting the road infrastructure in the country, by acknowledging companies who are performing exceptionally and delivering the finest quality services. Four HC-1 projects have received the MoRTH excellence awards at least once.



2018
NBL: Gold Award for Excellence in Highway Safety



2019
NBL: Silver Award for Excellence in Green Highway



2019
SEPL: Silver Award for Excellence in Highway Safety (Hilly Terrain)



2020
UEPL: Silver Award for Excellence in Operation and Maintenance



2020
UEPL: Silver Award for Excellence in Toll Management



2021
GEPL: Silver Award for Operation & Maintenance – Rigid Pavement





Global Safety Summit Awards:

Global Safety Summit (GSS) Awards show case the achievements of industries in environment, health, safety and CSR. GSS set assessment criteria pertaining to the relevant industrial sector. In the year 2022, HC-1 was selected at Global Safety Summit for National Road Safety Award under large enterprise category.

Industry Award:

HC-1 was selected by Federation of Indian Chamber of Commerce and Industry (FICCI), for Outstanding Commitment to Road Safety for its road safety education initiative **Our Road our Life** at DBCPL] in the year 2019.



HC1 is backed by KKR (Kohlberg Kravis Roberts) - a global investment firm that specializes in private equity, credit, and real estate investments. KKR's commitment to sustainability and the environment is a significant part of its investment strategy and corporate ethos, with a focus on both identifying sustainable investment opportunities and driving positive environmental outcomes through its portfolio companies.

Globally KKR has established a number of initiatives aimed at promoting sustainability, including the creation of an Environmental, Social, and Governance (ESG) program that is integrated into the firm's investment process. The program is designed to identify and assess ESG risks and opportunities in potential investments, and to work with portfolio companies to improve their ESG performance over time.

KKR, has recognized the importance of addressing climate change and has made carbon reduction a key priority for the company. KKR believes that reducing carbon emissions is essential for both the health of the planet and for economic growth, and has made significant efforts to integrate this priority into their investment strategies and business operations.





ESG at HC1

At HC-1, we are committed to integrating ESG considerations into our business operations and decision-making processes. We recognize that our business activities have an impact on the environment, society, and the economy, and we believe that responsible and sustainable practices are essential to creating long-term value for our stakeholder.

Our ESG Policy focuses on:



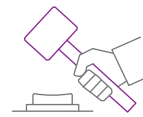
Environment

- **Carbon Emissions:** Actively seek to reduce the Green House Gas [GHG] Emissions from our Operations via use of sustainable sources of energy
- **Operational Co-Efficiency:** Make efficient use of resources required for operations
- **Waste Management:** Ensure proper disposal and recycling of waste in sustainable manner
- **Pollution & Biodiversity:** Monitor pollution (Air, Water, Noise) and any biodiversity related impact across projects
- **Climate Change:** Evaluate & mitigate Climate Change Risks
- **Awareness:** Increase environment conservation awareness within organisation



Social

- **Health & Safety:** Ensure Health & Safety risk mitigation at every part of operations with Zero Fatalities as target
- **Community Engagement:** Engage with local communities to understand their needs, expectations and work towards supporting their needs via CSR funds
- **Road Safety:** Develop community engagement along the corridor on road safety to prevent road traffic accidents
- **Diversity and Inclusion:** Encourage Diversity & Inclusion in our business operations creating discrimination free work environment



Governance

- **Corporate Governance:** Conducting Business in a manner to ensure excellence in Corporate Governance along with compliance of all statutory & self-undertaken requirements
- **Robust Governance Structure:** Through a balanced board of directors consisting of independent directors and executive team
- **Board Committees:** To review and have supervision on critical business and operation areas such as Remuneration, Audit and Risk & Ethics
- **Business Conduct:** Establish clear standard of business conduct with robust ABAC Policy & Whistle Blower policy in place
- **Data Privacy:** Maintain high standards within our Management System for data security to prevent any data leakage or data theft

ESG Governance

We have a structured ESG Governance Framework, responsible for identifying, finalising and monitoring systems and processes. Below is the composition of our ESG Committees

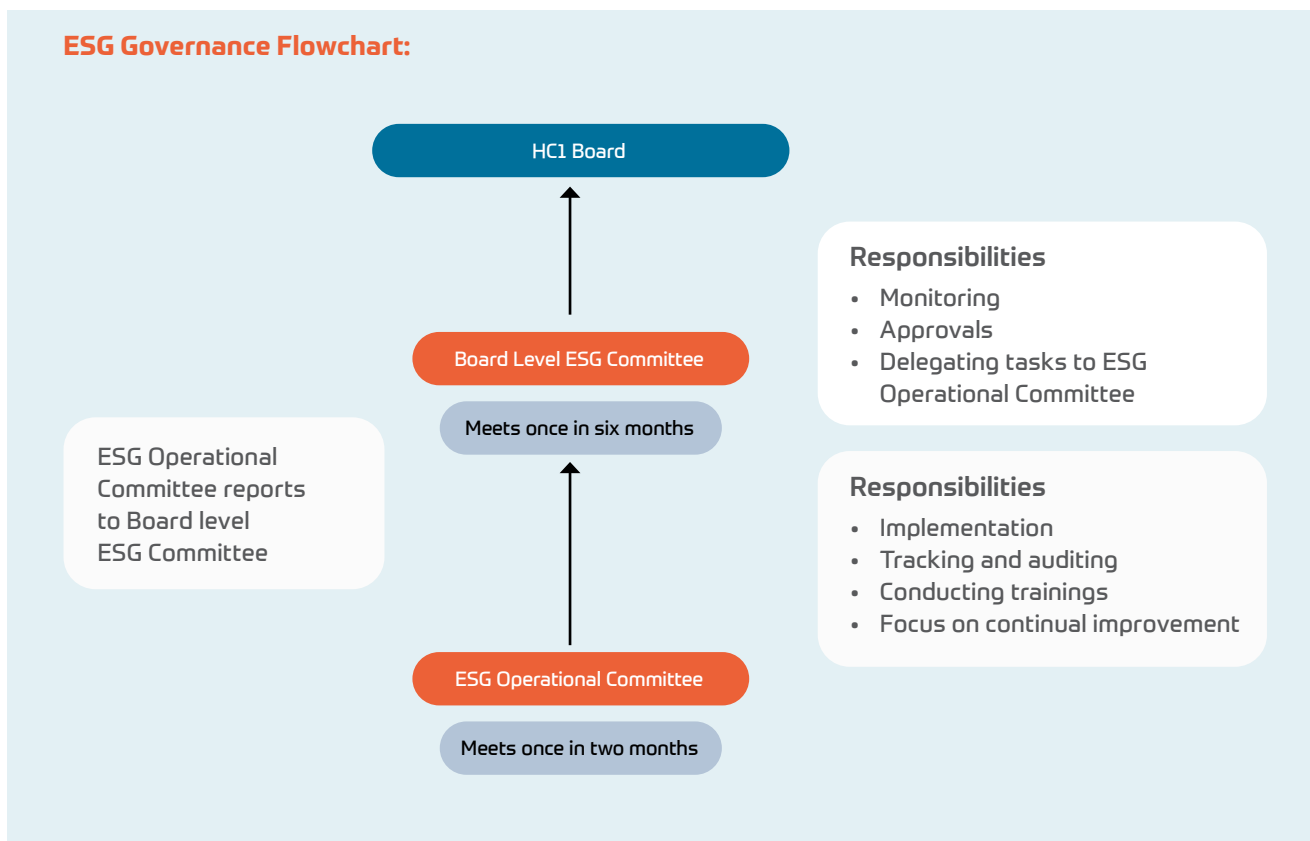
Board Level ESG Committee Composition

Name & Designation	Role
CEO - HC1	Chairman
Nominee Director - KKR	Member
Additional Member(s) – As decided by Board	Members

ESG Operational Committee Composition

Name & Designation	Role
COO HC1	Chairman
HSES Representative – HC1	Secretary
CFO – HC1	Member
VP / AVP / GM – Projects – HC1	Member
Head HR – HC1	Member
Head Legal – HC1	Member
Head IT – HC1	Member

ESG Governance Flowchart:





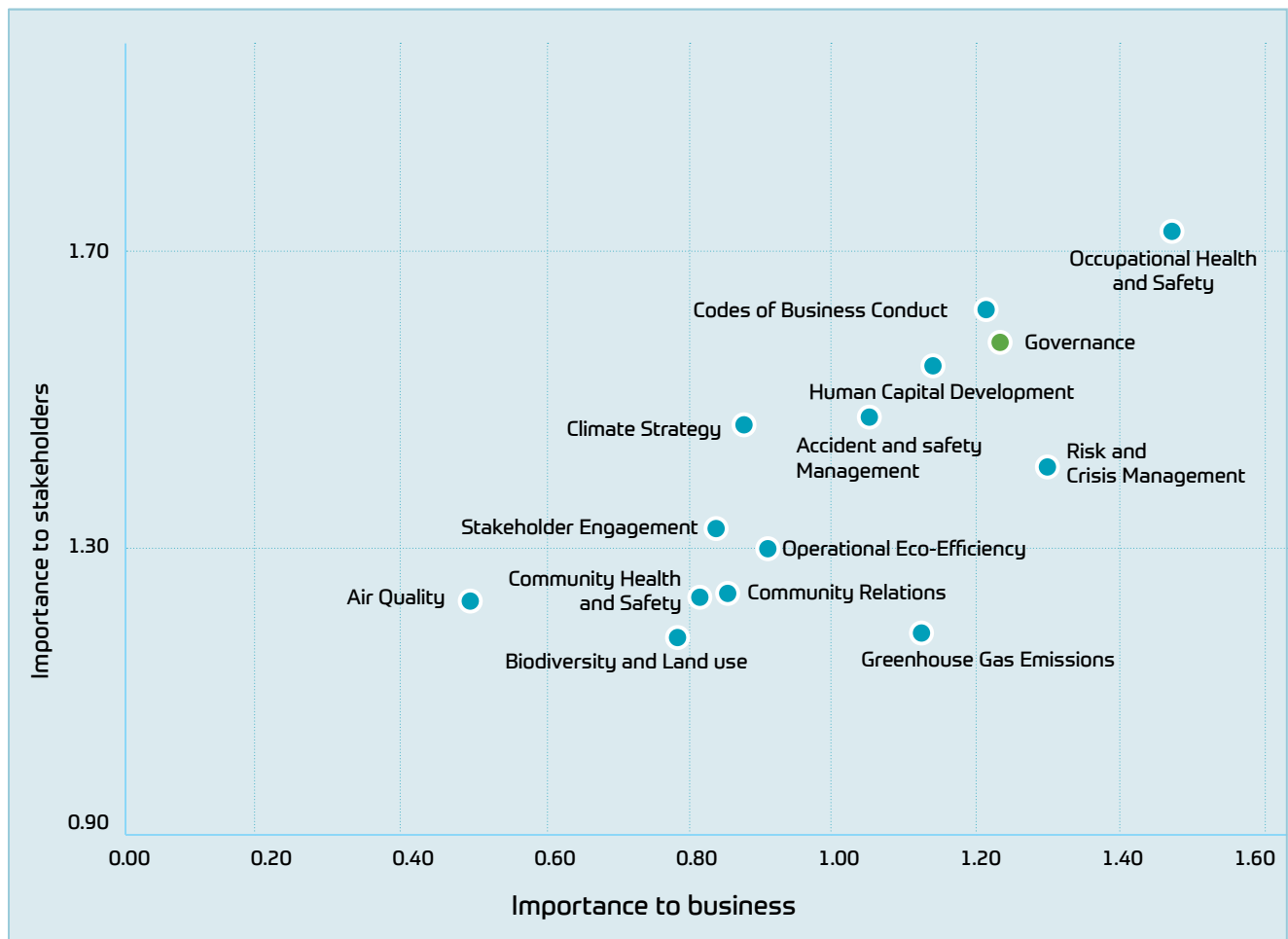
ESG Materiality

A materiality assessment was conducted for HC1 with the help of external consultant. This assessment was completed in December 2022 after survey with key employees and reviews from HC1 Senior Management.

Material issues were identified based on the evaluation of our key business objectives & risks, stakeholder analysis & leadership ambitions.

Below is the HC1 Materiality Map developed based on IFC, DJSI, MSCI, SASB and Sustainalytics standard.

HIT Materiality Chart








DBCPL Project Site

Material Topics

HC1 has identified the top three material topics i.e. Occupational Health and Safety, Code of Business Conduct, and Governance.

Material Topics	Symbol	Why is this important for HC1?
Occupational Health & Safety		Because our employees are Working with live traffic. Hence ensuring the safety compliances for our workers is our main priority
Code of Business Conduct		Because it provides clear guidelines for ethical and legal behaviour, helps to establish a positive reputation, protects the company from legal and financial risks, and fosters a culture of integrity and ethical behaviour.
Governance		Good corporate governance standards are vital for achieving the objectives like transparency, accountability, and effective corporate performance.



Stakeholder Engagement

Our ongoing dialogue with people, businesses and the wider society is central to building long-lasting partnerships. Engaging closely with our stakeholders. It enables us to understand and factor in their expectations and concerns, which feed into our strategic roadmap.

Stakeholder Group	Engagement Topics	Engagement Mechanisms
<ul style="list-style-type: none"> • Employees (Internal Stakeholders) • Road Users (External Stakeholder) • Communities (External Stakeholder) • Unit holders and Investors (External Stakeholders) • Suppliers (External Stakeholder) • Government and Regulatory bodies (External stakeholder) • Industry Associations (External Stakeholder) 	<ul style="list-style-type: none"> • Trainings, Engagement Programs • Road Safety Programmes • Ease of crossing Toll • CSR Initiatives, Road Safety Programs & Briefings • Performance Reporting, Business Strategy and Growth • Capacity Building, Compliance and ABAC follow up • Compliance to Laws & Regulations • Industry specific issues/ challenges and sector recognition/ enhancement 	<ul style="list-style-type: none"> • Diverse engagement programs such as Story Telling, 3G Game, Steps Highways etc. along with topical trainings & skill development • Road Safety Programmes with users and providing them benefits of technology • CSR Programs like Our Roads Our Lives (OROL) and Skill Development Centre. • Road Safety Programmes and Briefings at schools, villages & local eateries. • Other Community Engagement initiatives • Annual Sustainability Report, Communicating financial Quarterly & Annual results, Investor & Analyst Meets • Project Kick off meetings, Supplier reviews & audits, Vendor Management System • Meetings with MoRTH/NHAI officials, Communication regarding issues and general enhancement of sector • Take lead at governance of industry body and present views at Conferences and meetings etc.

Environment

As a leading road company managing seven road assets across the length and breadth of the country, we are committed to conduct our operations with utmost regard for the environment adhering to all environmental compliances that the law of the land mandates & voluntarily going beyond the requirements of law. While our Scope 1 & 2 emissions are very limited, we are still committed to make our small contribution towards climate change problem.

TABLE 1 - GHG Emissions for all assets (Apr'22 to Mar'23 – Tco₂e)

	GEPL	DBCPL	JPEPL	UEPL	NBL	SEPL	BETPL
Scope 1	75.6	167.5	56.9	310.7	70.9	52.7	125.4
Scope 2	713.9	140.8	533.2	590.6	49.3	16.6	1503.9

We regularly conduct awareness trainings and campaign for our employees with respect to our environmental policy. We have undertaken several initiatives to reduce our business impact on our ecosystem & natural surroundings.





Environment



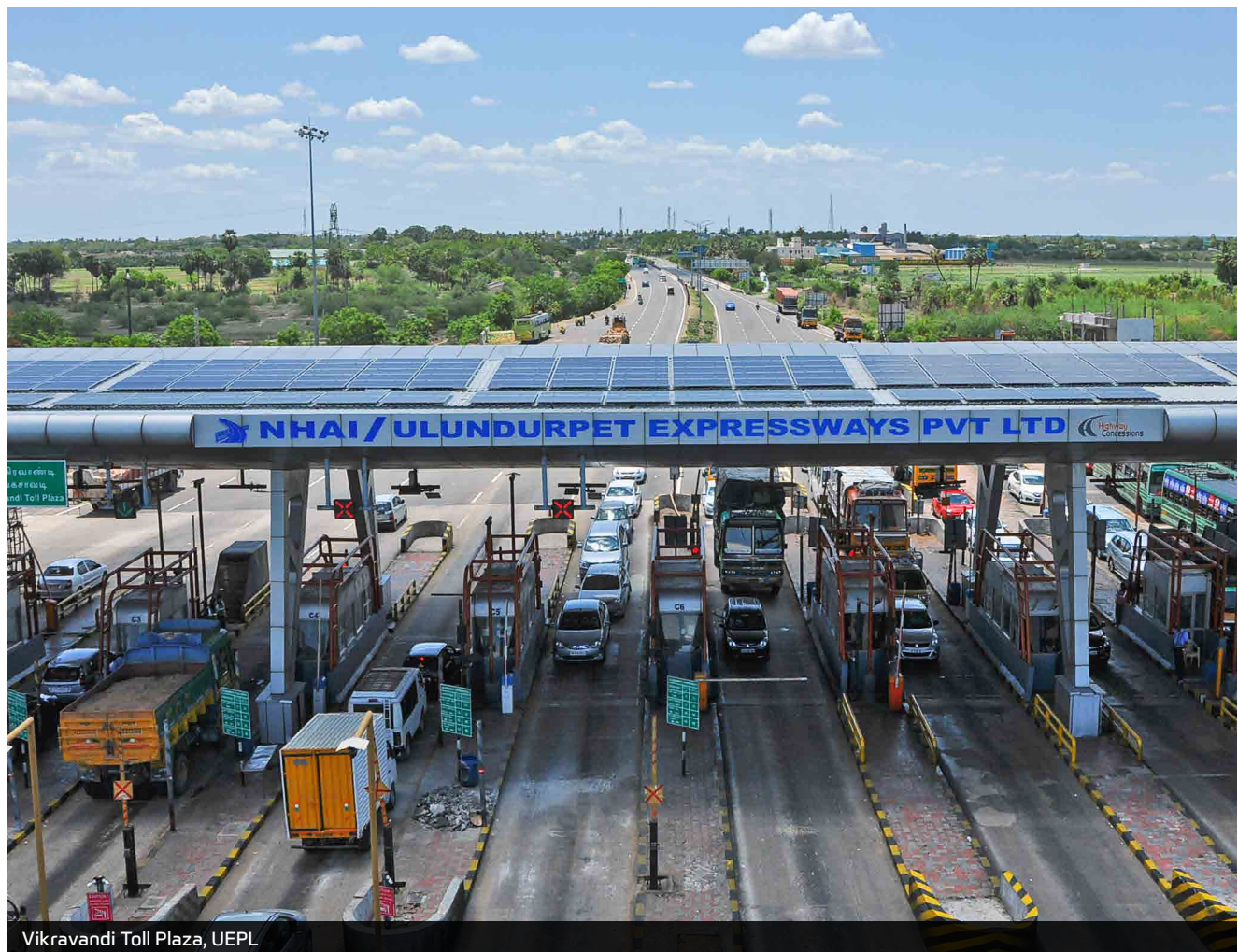
Energy

Energy is a substantial part of our operations. Broadly it can be divided into two main use cases viz., powering of facilities (Toll Plazas, Site Offices, etc.) and for transportation of material & manpower etc. In addition to this, street lights are also managed by us on our roads. Hence electricity consumption for these lights are a significant part of our energy consumption. Quick overview of our energy consumption types and usage is mentioned below in Table 2.

TABLE 2 - Our energy consumption types & usage

Energy Type	Used for what?	Where is it used?
Diesel	Vehicles	Transportation of material & manpower
	Diesel Generators	Used as a backup for power failure
Petrol	Vehicles	Transportation of material & manpower
Electricity	Powering up	Toll Plaza, Site Office, etc.
	Lighting [Illumination]	Highway, Toll Plaza, Site Office, Maintenance Sites
	Routine Maintenance	Highway/ Toll Plaza Maintenance Sites

We have undertaken several initiatives to optimize both electricity and liquid fuel (Petrol/ Diesel) consumption at our worksites.



Vikravandi Toll Plaza, UEPL

Environment

Replacement of HPSV lights by LED lights

Street lights constitutes a significant portion of electrical energy consumption and expenditures in highway assets, which forms part of our Scope 2 GHG emission. To this end, we have replaced conventional HPSV streetlights with more efficient LED light fixtures at six of our sites while the same is being implemented at one of our sites.

LED lights are brighter, sharper and heat less as compared to conventional lights. It has long working life and enhances visibility which eventually improves safety in road travel.

BETPL has significant lighting load. Street lights were replaced in two tranches. In year 2018-19, 830 HPSV lamps were replaced with LED lamps, while in year 2022-23, 1205 HPSV lamps were replaced with LED lamps. Similarly, at UEPL Street lights were replaced in two tranches. In year 2018-19, 430 lights were replaced while in year 2021-22, 200 lights were replaced.



UEPL Project Site

346 Tco₂e/year

GHG EMISSION REDUCTION AT BETPL SITE THROUGH LED LIGHTS USAGE

175 Tco₂e/year

GHG EMISSION REDUCTION AT UEPL SITE THROUGH LED LIGHTS USAGE



Environment



Following was the impact due to this initiative in FY 2021-22:

195 Kw

CAPACITY OF ROOF MOUNTED SOLAR PANELS

195 tCO₂e

REDUCTION IN GHG EMISSIONS

₹1.8 mn

COST SAVING PER YEAR

Vikravandi Toll Plaza, UEPL

Roof-Mounted Solar Panels

As a sustainable alternative energy resource, we have roof top solar power plants installed at our Toll Plazas of DBCPL, UEPL & NBL Project. We were the first one to install these plants at either on toll plaza canopy or on top of administrative building. Total capacity of Solar Plants at both sites together is 195 Kw. Recently, we installed 70 KW Solar Plant at our JPEPL Site, which was made operational in March 2023.

The capacity installed at each site is based on the roof top availability and daily demand. Net Metering facility is available at all sites. Therefore, sites are able to consume electricity produced by solar plants at any point of time.

TABLE 3 - Details of Our Solar Installations:

Project	Capacity (KW)	Production in 2021-22 (kWh)	Payback so far (%)	Cost Savings / Year (IN ₹)
DBCPL	75	95,966	60	6,47,627
UEPL	60	81,090	100	6,42,220
NBL	60	67,947	86	5,55,316

Environment

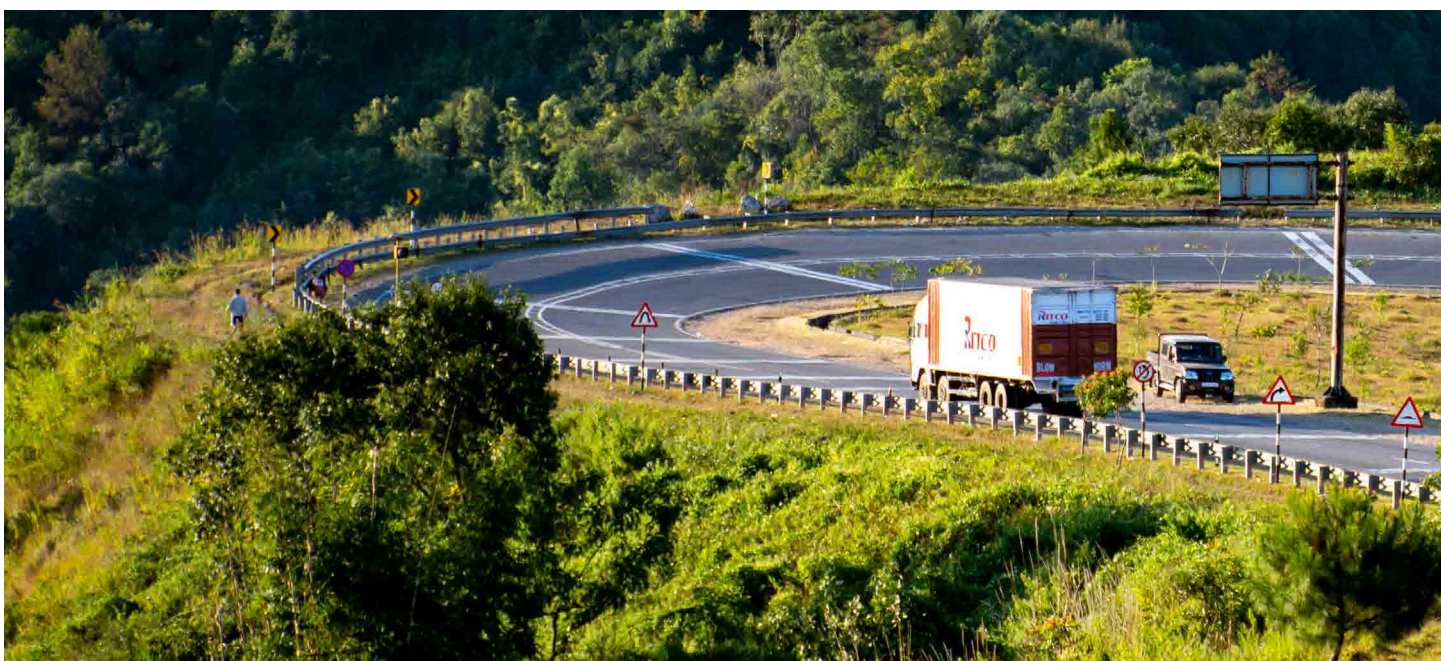


Fuel Optimisation

With the use of a GPS enabled tech platform developed through a third party vendor, we have started vehicle tracking system (VTS) through which travel km of every vehicle is monitored. VTS also helps us in monitoring the over speeding related violations by our drivers. The system is having a geo-fencing feature which allows us to define their area of the operation. A pop-up message is generated if any vehicle deviates from the designated path. Additionally, it produces comprehensive reports that include event summaries, precise mileage (based on

vehicle and ignition type), and fuel usage. VTS has helped in rationalising the vehicle usage and optimizing the operation mobility cost.

Further the vehicles have been issued with fuel fleet card from IOCL. Now it is easier to monitor the mileage of each vehicle. Any discrepancy in fuel usage is highlighted, and corrective action is taken to keep our fuel consumption within set limits.



SEPL Project Site

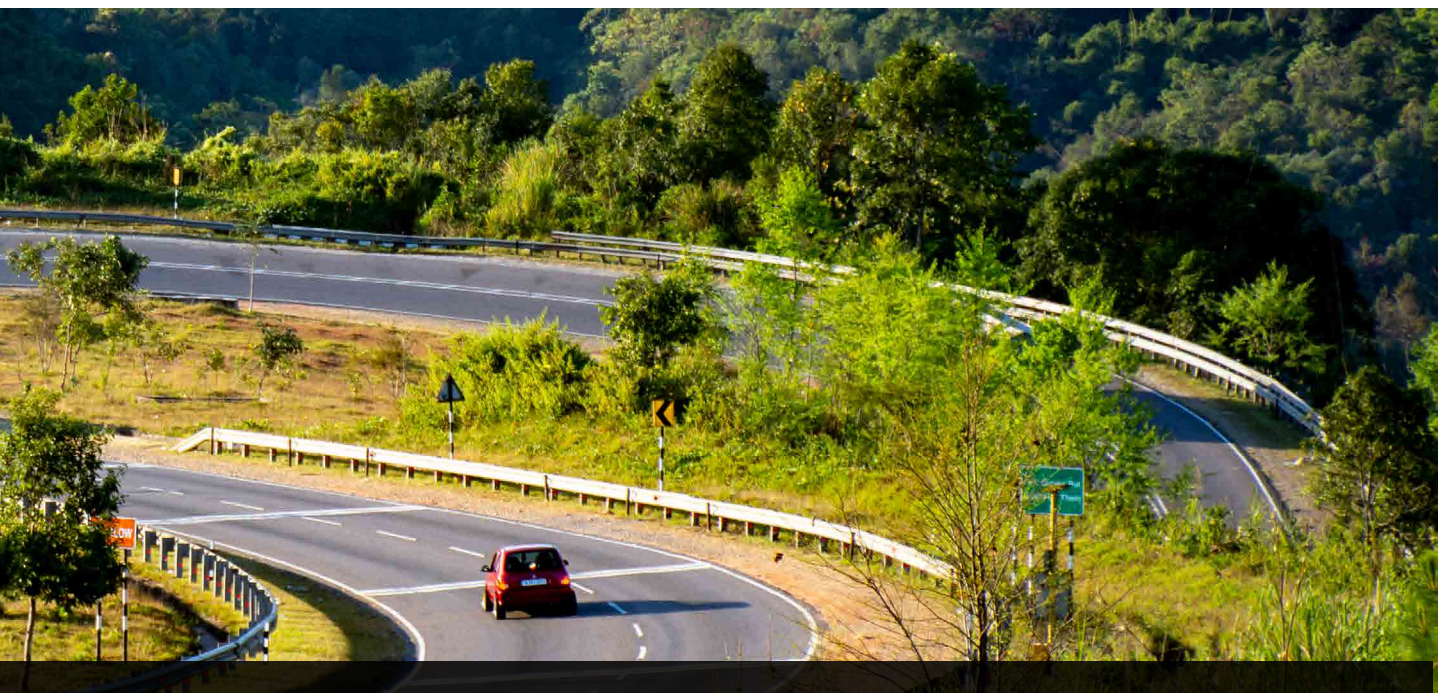


Amlaha Toll Plaza - DBCPL Site

Electric vehicle and EV Charging Stations

There is a growing number of Electric Vehicles (EV) seen on the highways. Considering the nascent charging infrastructure, we have made EV charging station vehicles operational at one project – DBCPL but we are looking for more such station on our road directly or through strategic partnership.

Apart from charging station it, is our endeavour to replace fossil fuels based vehicles to EV. In this line we have replaced 5 petrol bikes at (BETPL) to EV bikes and planning to buy more EVs in future.



Environment



Green Cover

Avenue & Median Plantation

It is normally conceived that development of infrastructure comes with loss of environment as there is an obvious conflict between development & environment. Concession Agreement provides that trees be planted along the road shoulders (avenue plantation) and in median (median plantation). We maintain the avenue & median plantations as per the IRC Guidelines [IRC SP 21] setup by regulatory authorities. At all our assets, we have put on a prime focus on maintaining the plantations more than the numbers required by Concession Agreement and IRC guidelines. We also try to plant those varieties whose survival rate is high along our stretch as also, we nurture them by watering them on daily basis. We select local varieties to optimize survival rate while rigorous maintenance is done to ensure longevity of plants.



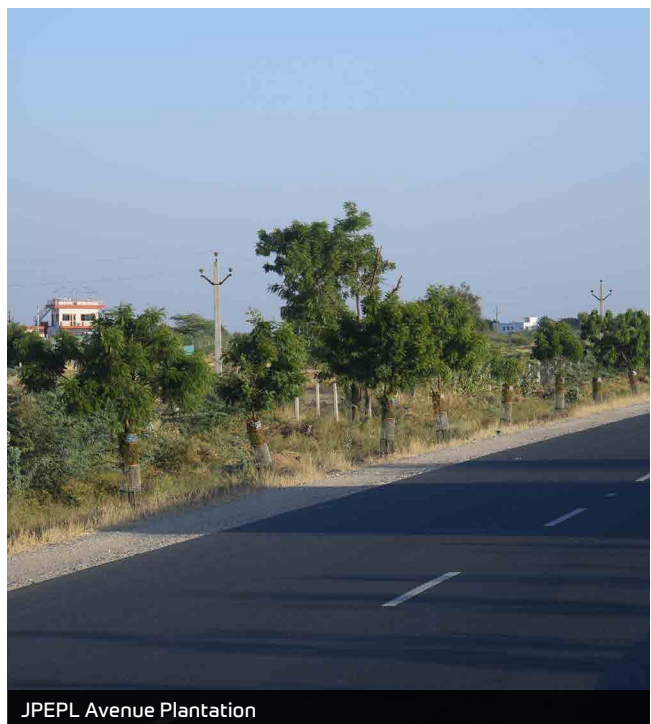


Success story of partnering with local NGO for Avenue plantations at JPEPL

Jodhpur being desert area, organic content in the soil is negligible. Also, water scarcity makes it difficult for plantation to survive. Initially, we also struggled to do the avenue plantation. Later, JPEPL partnered with M/s. Shri Raj Rajendra Basantidevi Kishoremal Khimavat Charitable Trust, and undertook the avenue plantation drive during covid – period, planting approx. 5,700 saplings of native species. Results were encouraging - over 90% of these plants survived and has greatly helped in providing the much-needed respite from harsh sunlight and dusty gusts of wind, to the users along our project stretch.



JPEPL Avenue Plantation



JPEPL Avenue Plantation

Environment



Use of Technology

We have been on the forefront of using new & innovative technologies which provides both economic & environmental benefits. Following are the glimpses of such usage of technology and the benefits to our business due to it -



Overlay in Progress at JPEPL Project Site

Reducing Environmental Impact during Overlay Work

Roads need to undertake a renewal coat (called “overlay”). Normally, Overlay uses large amount of fuel and bitumen. We endeavour to reduce the bitumen use in the overlay cycle by use of waste plastic as an alternative or recycle the bitumen already used by means of Hot in Place Recycling..

Usage of Waste Plastic

Disposal of Waste Plastic is a global issue especially with the unceasing growth of consumerism. With a view to contribute our part, at our UEPL Project, in the year 2015, we used waste plastic in construction of 2 kms of service road, however in the year 2019 we used waste plastic to overlay 10.8 kms of main carriageway.

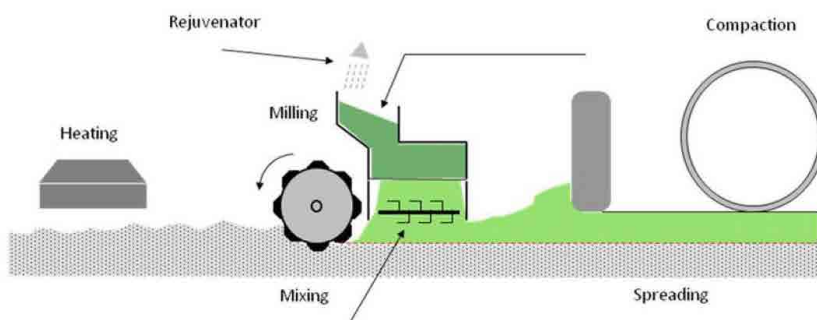
These section of roads, while saving bitumen, are performing better in terms of durability, rigidity, cracks free surface, and no rut or deformations or potholes have been observed on these surfaces.

40 Tonnes

PLASTIC USED DURING OVERLAY

131 tCO₂e

REDUCTION IN GHG EMISSIONS



HIPR Schematic

We propose to use plastic in forthcoming overlay at UEPL for a greater length and other roads as envisaged by recent circular of MoRTH.



HIPR Work in Progress at UEPL Project Site

Hot In-place Recycling (HIPR)

Hot in Place Recycling (HIPR), as the name suggests is a method of overlay of roads by heating existing road, scarifying it, mixing virgin mix as decided by pre-engineering investigations to upgrade the existing mix to current government standards, and relaying it for compaction all in real time.

HIPR is an eco-friendly technique since it recycles & uses the current road material saving the requirement of aggregates and some quantity of bitumen also. We used this technique during the 1st periodic maintenance of UEPL project.

80,000 Tonnes
SAVINGS OF AGGREGATE

4,300 Tonnes
SAVINGS OF BITUMEN



E City Toll Plaza - BETPL Project Site

Reducing traffic interface at toll plazas by means of FasTag

NHAI instructed all toll plazas to implement the ETC system in the year 2016. However, at our UEPL site, we had implemented all lane ETC in the year 2015 itself. Subsequently, FasTag (explained below) was made mandatory by NHAI in the year 2019. Our 113 lanes were all made FasTag ready within the stipulated time and are processing 2.2 Lacs transactions per day with roughly 97% of all transactions going through FasTag. Speed of transactions further increased in 2021 due to introduction of ICD 2.5 which made the FasTag system into an online system instead of batch system earlier.

FASTag is a RFID passive tag used for making toll payments directly from the customer’s linked account. It is affixed on the windscreen of the vehicle and enables the customer to drive through toll plazas, without stopping for any toll payments. The toll fare is directly deducted from the linked account of the customer. FASTag can be purchased from any of the NETC Member Banks. FasTag allows a seamless traffic flow whereby drivers don’t have to start & stop the vehicle frequently and the time spent at toll plaza becomes lesser. This helps in saving fuel and reduces the carbon emissions.

TABLE 4 - Emission Reduction Due to FasTag

Project Name	FasTag Traffic in PCUs/Day	Reduction in waiting time for the year (hours)	Carbon Reduction [Tco ₂ E / Year]
GEPL	24,700	60,103	84
DBCPL	15,778	38,393	54
UEPL	51,726	1,25,867	176
JPEPL	17,692	43,051	60
BETPL	69,667	1,69,523	237

Note: The above calculation is based on HSD consumption (before & after implementation of FasTag) and impact on reduction in waiting time.



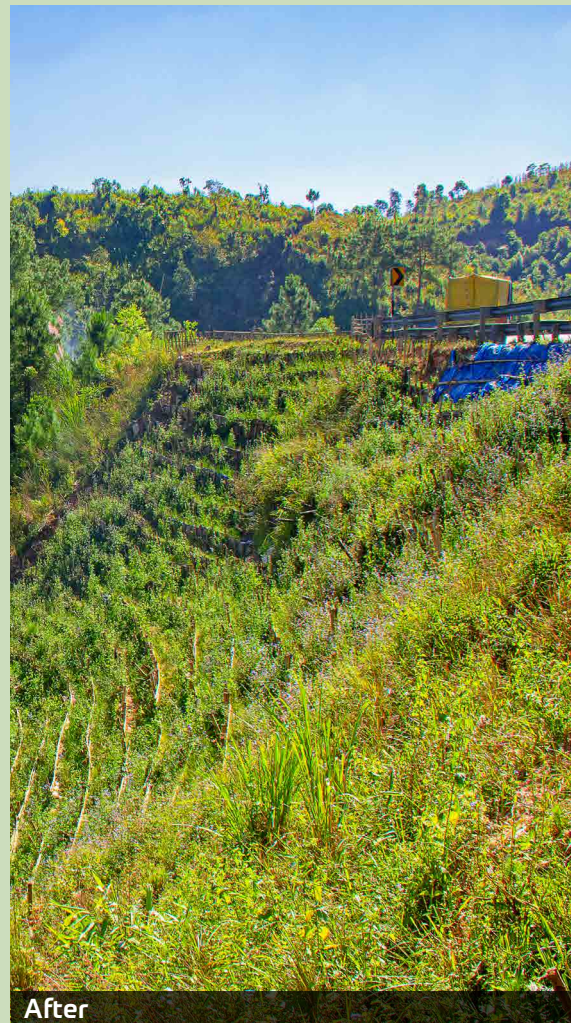
Use of native technologies to control soil erosion at SEPL

We have been attempting native technologies to solve natural calamities/issues. Use of bamboo piling along with the sowing of vetiver grass for slope stabilisation at SEPL is an excellent example of one such solution.

Meghalaya sees heavy rains for most part of the year with an average rainfall of 1200 mm leading to landslides. In the year 2019, SEPL had a severe landslide at CH31+780 wherein there is a 70-degree slope spanning 60 m in length. After exploring several approaches, we decided to adopt soil bio-engineering measure using bamboo piling and vetiver grass.

We created contour and then used locally sourced bamboo to create pile structure across the length of the slope and retained earth mass behind it. Step structures were created across the slope using these bamboos. The bamboo for vertical support were driven 2-3 meters inside the soil. It acted as an anchor for retaining the soil mass. The horizontal bamboo beams were fixed on the vertical bamboo structures acting as an embankment to hold the soil behind. Once complete, we placed gunny bags behind these structures for providing it structural stability. We planted Vetiver grass one foot apart on the berms constructed using bamboo. The entire slope was covered in this manner and it has been stable for last 3 years now.

SEPL Slope Protection



Environment



Water Conservation

In our operations, we use water for civil purposes and for maintaining our plantations along the stretch. Our approach to water conservation follows 3 R's – Reduce, Reuse and Recycle

Reduction of water usage by: Use of sprinkler for watering, moisture retaining techniques, use of native species to reduce the water need.

Reuse of water: Rain water harvesting structure installed at all projects.



Waste Management

We try to reduce and recycle waste generation at source. Here are some of the waste and treatment methods being used at our project sites:

1. **Scarified bituminous material while doing major maintenance works**
 - Use of the material for shoulder repair thereby reducing the use of fresh soil from borrow area.
 - Use of material for fresh bituminous works by recovering the aggregate and bitumen.
 - Use of the material for developing village road to help local community.
2. **Metal beam crash barrier - MBCB**
 - Recycling the damaged MBCB by cold re-shaping.
 - Use of vertical post for making safety delineators
3. **Reuse of damaged sign board by in-house reflective film application team.**

By implementing these waste reduction and reuse practices, we are doing our best to reduce our environmental impact, contributing to sustainability, and promoting a cleaner and healthier environment

54,000 Litres

BIODIGESTER CAPACITY

Recycle of water: Using rainwater for planation of nursery.

279

NUMBER OF RAINWATER HARVESTING UNITS AT OUR PROJECT SITES

Bio-digester Tank

A bio-digester tank is a closed system that uses anaerobic digestion to break down organic waste into biogas and fertilizer. The process involves bacterial reactions that convert organic matter into a renewable energy source (biogas) and soil enhancer (fertilizer), reducing the amount of waste sent to landfills and reducing greenhouse gas emissions from waste management

At UEPL and DBCPL, we have transitioned to the use of bio-digester tank from septic tank for sewage treatment. A bio-digester tank eliminates the need for constant maintenance. It provides a better and eco-friendlier alternative to recycle water and produce biogas from waste. Switching to a bio-digester tank has provided us with advantages such as – Hazard Free, Odourless & Solid Waste Free Option, Waste transformation to effluent & gases and water outlet from digester can be used for gardening purposes.



Bio Digester Tank at UEPL



Environmental Education

We have conducted several trainings to create environmental awareness. These trainings covered our employees as well as our contractor workers. Below are the wide range of topics for trainings -

- Energy Conservation
- Waste Management
- Evaluation and monitoring of GHG Emission – Scope 1,2,3
- Emission reduction methodologies

In addition to trainings, our team also attends webinars organised by KKR Team on various ESG topics and business initiatives taken across the KKR companies.

We celebrated World Environment Day 2022 with great fervour at our head office and site locations. This year's theme was 'Only One Earth'. It set the stage for a number of initiatives and interactions including a 'Best from waste' campaign where family members of our staff participated to create innovative things out of domestic waste. Celebrating World Environment Day at our locations created that spirit of sustainable choices among our people.



Plantation at NBL



Celebration of World Environment Day 2022 at HC1 HO

Environment

On the occasion of World Environment Day 2022, we conducted various program across sites as well as Head Office.

Below are the glimpses of our program, involving family of our Head Office employees:

Sapling Plantation Program :



Usage of Waste Plastic Bottle for Plantation

RIAAN - SON OF SHASHIKANT SHENDGE



Usage of Waste Plastic Bottle for Plantation

MOTHER OF PRATIK SHETTY



Usage of Waste Plastic Bottle for Plantation

GOPAL SAI



Usage of Waste Plastic Bottle for Plantation

PRAMEET- SON OF SILALIPI MISHRA



Usage of Waste Plastic Bottle for Plantation

JAGRUT & SUKRUT - SON OF VIDYADHAR DABHOLKAR



Best from Waste Campaign :



Multipurpose Usage of Waste Bottle
[used for Plantation as well as Water Pot for Birds]

SHASHIKANT SHENDGE - RIAAN



Re-Designing Waste Bottles – To use it as Flower Vase

RISHI MISHRA



Tulip Flower with Pista Shell

DR. ZAFAR KHAN - AIZAH



Plant Pot made from Old Plastic Bottle

SILALIPI MISHRA



Table Desk Stand made from Match Boxes

VIDYADHAR DABHOLKAR - SUKRUT

Social aspects of ESG are especially well developed at HC1. We are focussing on development of our employees by means of engagement and training. For example, employee well-being and mental health was a subject given its due importance during COVID. Compliance is not a matter of tick mark; we try to follow the spirit of the regulation. Occupational Health and Safety for employees and road safety in general are key to our social sustainability campaign. We connect with our communities through our mandatory CSR and voluntary support activities. These activities have earned us goodwill with the communities and made us a part of the social good.



3G Game Closing Event

EMPLOYEE RELATED

We believe that people select a company not only for monetary gains and higher designations, but also for job satisfaction, growth potential, organisation values and culture. HC1 supports a family culture where all are encouraged to share their thoughts and ideas.

We conducted a Great Place to Work Survey. We were not only certified, we also received high scores against all parameters. Trust Index which captures overall view on culture scored 88 while the factors Credibility of Management and Comradery amongst employees both scored 91. Based on the survey, we are also devising actionables for the next year to boost employee involvement.





Employee Engagement

Employee Engagement is a critical factor in determining the success of any organisation as engaged employees are more productive, motivated, and committed to achieving the organisation's goals. We believe that Employee engagement has a direct impact on business outcomes in terms of performance, profitability, and customer satisfaction as we will build a cohesive team which can take any challenge.

Some of our employee engagement activities and training activities are highlighted in this section:

Offsites

One sure way of building bonds is to meet in informal, relaxed environments. By providing a shared experience outside of the normal work environment, offsites have helped in breaking down the barriers and promoted new ways of thinking and problem solving. These bonds become even stronger since our offsites so far have been along with family members. Many of these friendship have blossomed at family level. As of 2023, we have conducted seven offsites.



River Rafting at Rishikesh - Mar 2022

Table 5 – Offsite Programs details

Year	Venue of Offsite Program	Total Number of participation including family members
2015-16	Prakruti Resort, Kashid, Maharsashtra	40
2016-17	Jadhavgarh, Pune, Maharashtra	121
2017-18	Pench National Park, Nagpur, Maharashtra	135
2018-19	Caravela Beach Resort, Goa	147
2019-20	Munnar, Kerala	142
2021-22	Rishikesh, Uttarakhand	110
2022-23	Dubai, UAE	118

These offsites include Project In-Charges of each SPVs. They are encouraged to do similar offsites with project employees and their families.

Table 6 – Site Offsite Program Details

Project Name	Venue of Offsite Program	Dates	Total Number of Participation including family members
GEPL	Somnath & Diu	11 th Feb 22-11 th Feb 23	Total 12 members
DBCPL	Kanha National Park, Jabalpur, Madhya Pradesh	19 th - 20 th Dec 22	Total 18 Members
BETPL	Ooty	9 th - 11 th Dec 22	19 members (with families)
UEPL	Sandalo Resort - Ooty	16 th - 17 th Dec 22	40 members (with families)
JPEPL	Shimla	16 th - 20 th Mar 23	13 members
NBL	Ramoji Film City, Taj Falaknuma Palace, Dream Valley Resort - Hyderabad	11 th - 12 th Dec 22	15 members (with families)
SEPL	Kaziranga National Park	21 st Dec 22 - 23 rd Dec 23	6 member



Dubai Offsite Program - Nov 2022



Paragliding at Goa - Feb 2019



Games for Families at Munnar - Feb 2020



River Rafting at Rishikesh - Mar 2022



Birthday Celebration at Rishikesh - Mar 2022



Childrens Gaming Activity at Rishikesh - Mar 2022



Sky Diving by Neeraj Sanghi at Dubai - Nov 2022

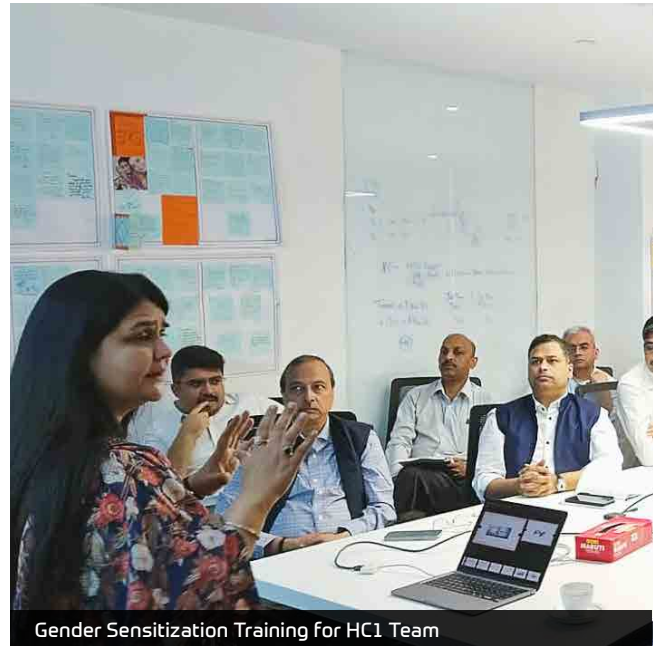
Social

Trainings

Trainings help in providing employees with necessary skills and knowledge to perform their job effectively. Main aim of trainings at every organisation, is to improve employee performance, increase efficiency and productivity, and align employee's skills with the company's goal and objectives. We at HC1, also have the same aim while providing various trainings to our employees at Corporate Office as well as at sites. Also, several well-being and personal enhancement trainings are conducted which are mentioned below

Table 7: Training programme (FY 18 – 23)

Type of Trainings	No of Trainings	Employees covered
In House	101	2580
Out Sourced	41	1154
Out Bound	1	26



Gender Sensitization Training for HC1 Team

Table 8: Below are the list of key trainings conducted at HC1 –

Sr. No	Training Topics
1	Advance Excel
2	Yoga for Healthy Life
3	Effective Communication
3	Anti-Bribery & Anti-Corruption Session
5	Train The Trainer
6	Gender Sensitization & POSH Awareness
7	Basic First Aid & Usage of AED

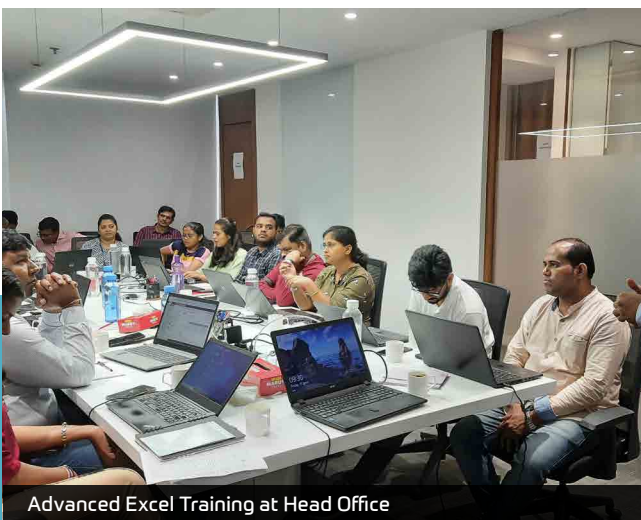
Sr. No	Training Topics
8	Problem Solving Techniques
9	Incident Investigation
10	ULUH -Utilizing Lockdown for Unlocking Happiness
11	Building Resilience
12	Managing Work Life Balance
13	Building Positive Attitude
14	LEAP -Leading Excellence through Awareness & Practices
15	Time Management



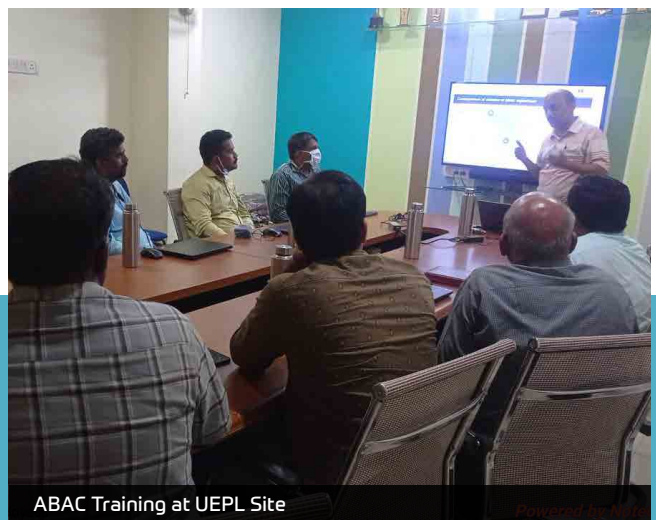
Train the Trainer Training for Site & HC1 Team



Basic First Aid, CPR & AED Training for HC1 Team



Advanced Excel Training at Head Office



ABAC Training at UEPL Site



BI Training at Head Office



Calcium Deficiency Training at Head Office

OTHER ENGAGEMENT PROGRAMS



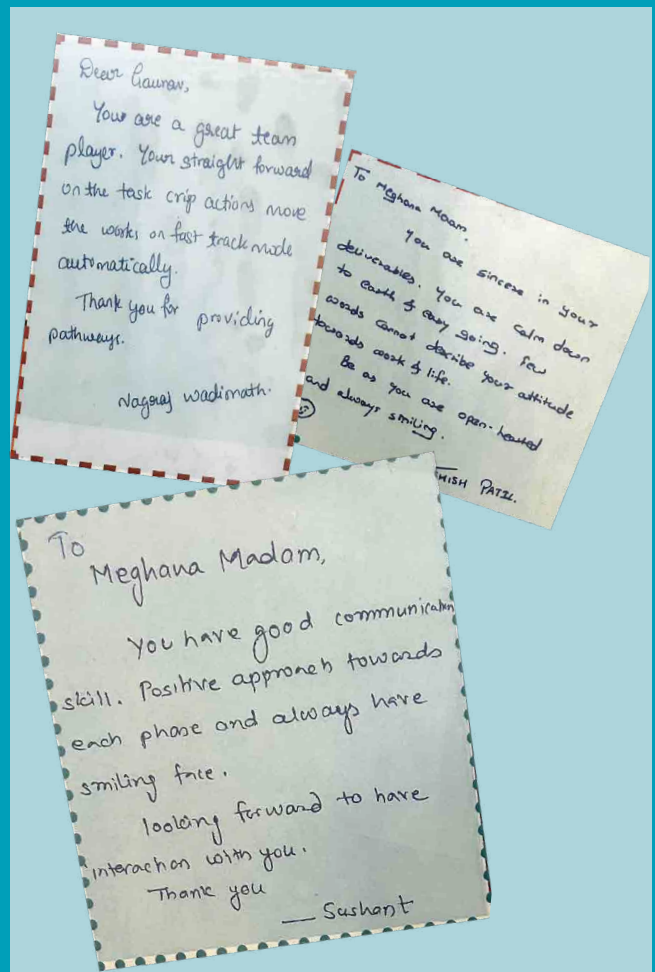
Employees reading 3G Cards

3G Gratitude Game

Gratitude Gift Game [3G] was played amongst employees for 100 days. 3G was simple interaction process amongst employees to recognise, greet and express gratitude towards colleagues by exchanging messages through coupons [small size chits], magic coupons, photographs or any other means that an employee would like to recognise another employee.

The game created a buzz like never before. Various innovative ideas to greet were used such as coupon with coffee / lunch, pastry / chocolates, designing handmade greetings, writing poetry, collating past memorable snapshots, virtue names, poetry etc. At the end every individual selected 10 best gratitude coupons out of the ones received and submitted to HR to display on the 3G Wall (in our office conference room). Some of the coupons are displayed here.

We receive a fabulous feedback from our employees on 3G Program. As said by one of our employee - 'through this program we get to know each other more in depth which has created deeper connect and a special bond'. Some of our employees spoke about getting motivated while reading the 3G cards received by them, whereas few employees informed that 3G Programs have surely helped in creating a happy & healthy work culture.



3G Coupons



Christmas Day Celebration



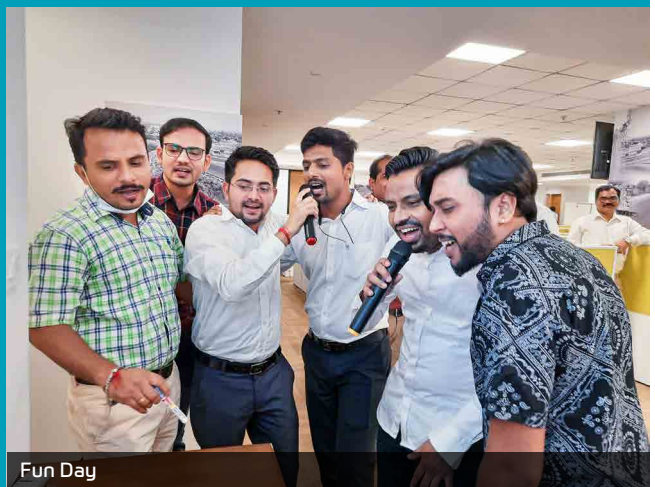
Dress your Manager Program



Zumba Dance Session



Celebration of Festivals



Fun Day

Well being

At HC1, we understand the importance of employee well-being and are committed to promoting a supportive and healthy work environment. Our employees are at the heart of everything we do, and we believe that investing in their well-being is essential for both individual and company's success. Hence, we have strived towards conducting various programs for employee well-being. Below are the brief details of same:



Friday Storytelling Session

Story telling is a powerful tool since stories have the ability to inspire, motivate, and connect people. When employees share their stories, they are able to connect with each other on a deeper level, building trust and empathy.

Since 2020, when we were all were struggling with COVID – 19 related lockdowns, we gave ourselves a chance to be exposed to inspiring/ transformational stories from each other's lives. These were weekly sessions. Program success can be gauged by the fact that it has been running consistently till date since September 2020. Story-tellers were promised a safe space which allowed them to bare their soul and express their otherwise repressed/ curtailed/ guarded sides.

Life stories came in all shapes and sizes; some were short (as short as 5 minutes and we coaxed them to tell more), others were long (needing interruption or two sessions); some were emotional (talking about their parents), others were matter of fact (academics and

career). People empathised with speakers' struggles (past or present), celebrated the successes, small and big. Love stories, both those resulted in marriage and those which did not, were at premium. Clearly, the process of storytelling has further enhanced the bond amongst us which was really a liberating and a therapeutic experience.





Mental Well-Being During COVID Days

Apart from connecting on Friday for “Story Telling” sessions, several programmes regarding mental wellbeing were organised during COVID period. Following provides a sampling of these programmes. Key amongst these sessions was support regarding mental health provided to employee and their family members in terms of advice or therapy to cope up with identified stress. Further, based on the identification of common psychological indications sessions were conducted to mitigate the risk identified during employee counselling.

Table 9: Mental Well Being Programmes during COVID

Programme Name	Resource	Period
Utilizing Lockdown for Unlocking Happiness	Dr. Arun Bhardwaj	April – June, 2020
Nine effective ways to become more mentally strong	Ms. Neha Beotra Puranik	May, 2020
Psychiatrist Virtual Therapy in 3 stages	Ms. Saraswathi Char - Psychiatrist	December 2020 - February 2021
	Dr. Wilona Braganza - MD, Consultant, Psychiatrist	
	Mr. Kuldeep Datey - Psychiatrist	
	Dr. Aditi Shah - MD, Consultant Psychiatrist	
Assertiveness Through Emotional Regulation	Ms. Saraswathi Char – Psychiatrist	December 2020 - February 2021
	Dr. Aditi Shah - MD, Consultant Psychiatrist	
	Dr. Wilona Braganza - MD, Consultant, Psychiatrist	

Health Initiatives

Steps Highway

We at HC1 have always been stressing on health as a fundamental ingredient of human life. On the same ground, we started a new initiative named ‘Steps Highway’ to keep every employee fit. This initiative was introduced to encourage consistent walking amongst employees.

‘Steps Highway’ was arranged in 2 phases of 2 months each. We formed teams with a minimum of 4 participants in each team. Certain competitive rules were a part of this initiative which eventually contributed to increased walking by each & every employee. Criteria were set identifying winners [individual as well as for team] for We have seen increase in participation every year with a simultaneous increase in enthusiasm within employees which is evident in above trend of number of steps walked every year.

Table 10: Steps Highway

Year	Employees Participated	No. of Steps Walked by Employees
2018	28	24.2 mn
2019	30	26.1 mn
2020	34	27.4 mn
2022	45	29.9 mn

Also, our employees have been participating in various Marathon Running Events in Mumbai and we have seen an increase in the participation.

Controlling Spread of Covid-19

COVID-19 was declared as a pandemic in early March 2020. We faced various challenges at our sites during this period due to health & safety risk of employees who were working & getting exposed to COVID daily. Our COVID – 19 Policy & SOP based on MHA guidelines helped in reducing the COVID-19 risk. As a part of this SOP, we developed Flu Managers & Assistant Flu Managers at each site as well as at Head Office, whose main responsibilities were to monitor, implement controls and report cases to HC1 Management.

With continuous efforts from our Flu Managers, we were able to control the spread of COVID-19 at a large extent at our sites. In addition to this, they also helped the team to keep a positive outlook while following all precautions.

Doctor Consultation at Head Office

We have recently started In-House Doctor consultation facility at our Head Office. We have a Doctor available in Office fortnightly. Employees can share their routine medical check-up reports or can also consult for any other health related issues.

Diversity, Equity and Inclusion

At HC1, we are committed to promote diversity, equity, and inclusion (DEI) in all aspects of our work. We aim to establish an inclusive culture that celebrates diversity and is free from discrimination.

While this is nascent start for us, we understand that DEI is an ongoing journey, and we are committed to taking concrete steps to promote a workplace culture that values and respects the differences among our employees. As a 1st step, we have developed a DEI Policy.

The 3 Cs of DEI:

Culture	Career	Communication
Promoting the vision of DEI at all levels by taking actions to increase diversity & equity in workforce and maintain an inclusive workspace.	Recruit / Hire a high performing workforce and work towards enhancing their career by providing equal opportunities for their competency development.	Setup an atmosphere where every employee feels free to put forward their opinion and develop a transparent communication amidst all level of employees. We monitor the implementation and objectives of this policy periodically for continual improvement. As of now, we are focussing on gender diversity within our organisation.

Below table showcases the women employment figures across our SPVs as well as Head Office

Table 11: Gender Diversity


Name of Entity	Male	Female	% Female
HC1	47	9	19%
UEPL	18	0	0%
NBL	6	0	0%
DBCPL	29	0	0%
BETPL	24	1	4%
GEPL	53	0	0%
JPEL	60	0	0%
SEPL	5	1	20%
TOTAL	242	11	5%

We have indirect manpower (contractors) working for us for road maintenance and toll operations. This manpower consists of 15% females.

Women’s Day Celebration

International Women’s Day is celebrated across the world in order to recognize and appreciate the contributions and achievements of the women in various fields. At HC1, we celebrate International Women’s Day every year at Head Office as well as at sites with utmost zeal and

enthusiasm as our company praises the involvement of women in every part of the organisation. Our Women’s Day Program also includes training session on various topics like Nutrition & Meal Planning, Superwoman Unleashed etc.



**Below are the testimonials from some of our female employees -****Meghana Singh – General Counsel**

My being part of the leadership team, is a testament of the inclusive culture at the organization. I also see organization's commitment to diversity at each level of management and employees, and I am proud to see strong female voices who are not only heard but also actively sought out and embraced. I look forward to this culture only growing with more women rising up to the leadership roles in the organization

**Komal Dhamecha – Associate Principal | Strategic Finance**

I am working with HC1 since past 6 years and I can proudly say that throughout my tenure, I have been given equal opportunities to grow, contribute and advance in my career based on my abilities and performance, regardless of gender. My seniors & colleagues here have always guided & supported me emotionally. I take pride in being associated with an organization where I truly feel equal, included, and valued for my unique perspective.

**Kunjal Shah – Company Secretary**

HC1 is just like family to me. Since the time I have joined this organisation, I have got immense exposure in various aspects related to Secretarial department, boosted up my confidence, helped me develop my skills and build up my profile in the profession. At HC1, a great support was provided during my pregnancy & maternity period to balance my work and personal life. My colleagues at HC1 have always supported & empowered me to do my best all the time, which is a super plus point in this organisation. All these factors has undoubtedly made life for all of us, female employees safe, valued and enriching. HC1 Rocks!

**Silalipi Mishra – AGM HR & Admin**

Being a part of HR team and a woman, I am privy to senior management mind-set towards women. There is no discrimination in nominating women for training and other engagements. Women are encouraged to think beyond their constraints and flourish at work and their life. HC1 truly believes that it is essential to empower women so that she can confirm, in her actions that she is a person of reason, of will, of affection, of ability and a person who has a mission to bring change in the society

Compliance

At HC1, we believe that compliance is a critical aspect of running a responsible and ethical business. We are committed to following all relevant laws, regulations, and industry standards, and to conducting our business with the highest levels of integrity and transparency.

Compliance is not only a legal requirement for us, but also a key factor in building trust & confidence with our stakeholders.

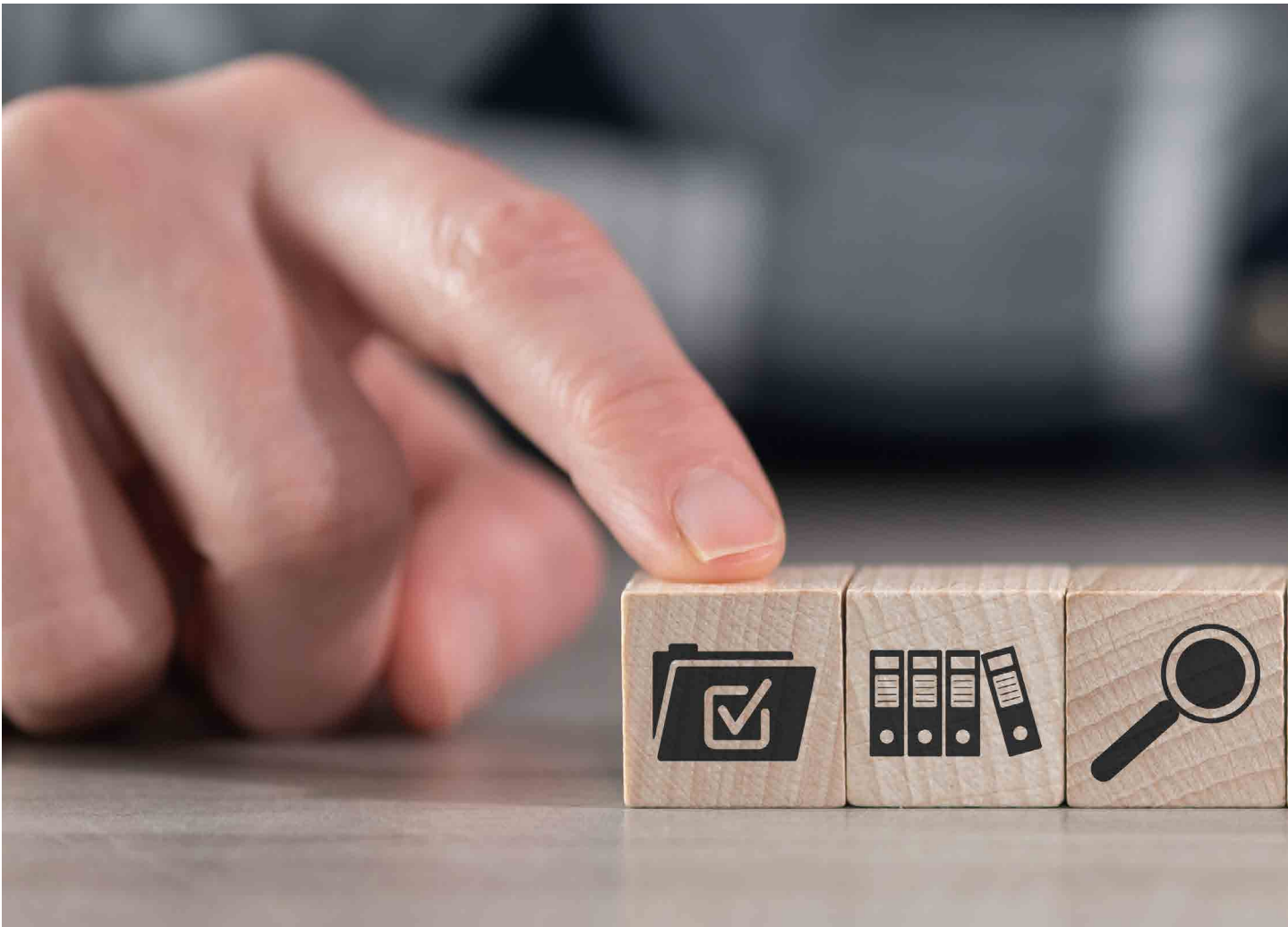
Prevention of Sexual Harassment (POSH)

We are committed to provide safe & comfortable working environment for woman employees at HC1. To support this commitment, we have implemented a robust POSH program in accordance with the requirements of Indian law (Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013)

As per the requirements of this act, we have an Internal Committee [IC] for Head Office as well as for each of our site. Such committees also include external experts having extensive experience of dealing with POSH related cases.

We believe that our strong measures & approach towards preventing sexual harassment at work place can contribute towards building a positive, supportive, and inclusive workplace culture.

POSH Awareness & Gender Sensitisation Trainings are conducted for our HO employees as well as site employees once in a year by external trainer. The training assisted to understand the appropriate behaviour towards women, gender differences in approach / communication, guidelines to prevent an unintended behaviour and procedures to deal with indecent / unwelcome behaviour.





So far our training has been effective and there has been no complaints under POSH.

Labour Compliance

We take our responsibilities as an employer very seriously, and are committed to upholding the highest standards of labour compliance in all of our operations in India. We have our sites spread across 7 states of India and we comply with respective state's statutory requirements.

Below are the touchpoints which we focus upon under labour compliances:

- **Wages and benefits:** We ensure that all employees are paid fairly and on time, in accordance with the provisions of Indian law and industry standards.
- **Working hours and overtime:** We comply with all Indian laws and regulations relating to working hours and overtime.
- **Anti-discrimination:** We are committed to promoting equal opportunities and non-discrimination in the workplace, and have implemented a range of policies and procedures to prevent and address discrimination and harassment.
- **Safety and health:** We are committed to providing a safe and healthy working environment for all of our employees and have implemented a range of safety and health programs and initiatives to achieve this.



Health, Safety, Environment & Social (HSES)

HC-1 has adopted a HSES policy that covers HSES aspects with regard to stakeholders and especially its approach to Occupational health and safety (OHS) across its portfolio assets which covers employees/workers/ contractors/ sub-contractors working in the facilities. Our safety standards are well-developed and remain a key priority for us. We are adamant about our employees' health and well-being. Also, policy ensures compliance with applicable laws and regulations related to OHS.



Raksh



Rakshita

Meet our Mascots – Raksh and Rakshita

We have developed HSES Mascots with a motive to increase engagement of employees in HSE related activities, which shall thereby contribute towards enhancing the HSE culture at our organisation.

“Raksh” and “Rakshita” are the names of our HSE Mascots. Both our mascots are main protagonists in our HC1 HSES Journey. They are the face of HSE function at HC1.



We have worked 3.1 Million Man-Hours in FY 23 & 3.2 Million Man-Hours in FY 22. Twice we crossed 1 Million LTI Free Man-Hours during the duration between FY 22 & 23. However, we had total 3 Lost Time Injuries (LTIs) due to which we are clocking 0.7 Million LTI Free Man-hours as on 31st Mar 2023.

In last 5 years we have encountered 7 fatalities & 11 Lost Time Injuries (LTIs). Our biggest risk remains road traffic where we have to improve drastically by ensuring traffic management plans & making everyone aware that ZERO Fatality is our goal.

HSES Policy



Health, Safety, Environment & Social [HSES] Policy

Highway Concessions One Pvt Ltd [HCI] believes that Health, Safety, Environmental and Social [HSES] aspects are fundamentals of our operations. We shall strive to contribute towards these aspects as a good corporate citizen.

HCI is committed to:

-  Provide safe & healthy working environment.
-  Ensure Zero Fatalities & minimum High Risk Incidents for our employees including indirect employees.
-  Strive to reduce the road user accident by adopting best in class Operation & Maintenance practices.
-  Prevent any environmental damage due to our operations and conserve natural resources.
-  Engage and support the communities residing along our corridor.
-  Comply with all applicable HSES regulatory requirement.
-  Zero tolerance for alcohol and abused drug use at work place.

The intent is to achieve all above by felt leadership by means of a consultative process and engaging employees, authorities, users and communities in our HSES programs.

To achieve above, HSES objective will be developed and monitored for continual improvement.

We shall integrate HSES controls in our working environment & ethos. It is expected that everyone in the organization will read, understand and follow this policy.

Neeraj Sanghi
Chief Executive Officer
Highway Concessions One Pvt Ltd.




Safety Walk by Mr. Neeraj Sanghi - CEO HCI

Leadership Commitment

Leadership Safety Walks are organised at project sites to establish the fact that 'HSES is at core to our work'. **Yearly HSE Conclave** invites Project Safety Champions to present HSE Performance of their project. Key challenges and solutions are deliberated for implementation. HCI Leadership team keenly participates in our **Quarterly HSE Committee Meetings & Road Safety Forums**. They review minute aspects of HSE Performances and findings and provide some valuable insights for future action plans. Apart from this, External HSE Programs like Road Safety Conferences, CXO Safety Summits, & various other conferences are attended by our leadership team frequently.



HCI HSES Conclave 2022

9,009

TRAINING MAN-HOURS FOR
FY22 AND FY23

7.8

TRAINING HOURS PER EMPLOYEE
FOR FY22 AND FY23



Fire Safety Training at GEPL Site

HSES Trainings

As part of continuous competency and HSES awareness enhancement, we keep on conducting periodical HSES Trainings for our employees as well as contract workers. These trainings cover theoretical and practical demonstration of HSE implementation. During FY 2023, 215 onsite trainings and 10 classroom trainings were conducted whereas during FY 2022, 75 onsite trainings & 9 classroom trainings were conducted across all sites.

HSES Induction is a mandatory program for all new joinees. HC1 HSES Management System requirements as well as Emergency Protocols are explained through this program. Further, based on the nature of work undertaken by an employee / worker, we identify the

specific HSE training that employee / worker needs and accordingly same training is conducted periodically. Such trainings are either conducted in classroom or on-site with practical demonstrations. Examples of these trainings include Traffic Management Training, Work at Height Training, Emergency Response Training, etc.

Our team is committed to train the work force adequately which is evident through the HSES Training Hours for FY-22 and FY-23. We have spent about 2486 man-hours during FY 2022 and 6551 man-hours during FY 2023 on HSES Trainings comprising of all 7 sites. Our training hours per employees 2.1 hours in FY 2022 and 5.7 hours in FY 23.



Basic First Aid & CPR Training at UEPL Site



Operational Safety

Working with Live Traffic - Traffic Management Plans

Working with Live Traffic is one of this Top HSE Risk of our business. Our workers work on live highways wherein vehicles ply at a speed more than 80kmph. Hence, it is of prime importance to focus on safeguarding these working team members.

We have developed robust Traffic Management Plans [TMPs] to mitigate workers risk exposure and to bring the risk to ALARP [as low as reasonably practicable]. All our TMPs are developed in line with IRC standard and road conditions.



Traffic Management Plans at GEPL Site



E City Toll Plaza - BETPL Site

Toll Operations Safety

Protective Barriers are installed at all our Toll Booths as a hard control to protect the toll collectors seating in the booths from the impact of oncoming uncontrolled vehicles.

PPE compliance including uniforms and reflective vests for increased visibility is mandatory for all Toll Plaza Team members;

Route Patrolling and Incident Management [RPIM]

Based on CA requirements & NHAI Guidelines, all our sites are adequately equipped with RPIM Vehicles including – Route Patrolling Vehicles, Ambulances, Towing Cranes.

All RPIM Vehicles comply with legal and NHAI requirements.

All vehicles have competent & qualified team members as per NHAI & Legal requirements.



RPIM Team & Equipment at NBL Project Site

Community Engagement for Road Safety Education



School Program at GEPL Site

At HC1, we are committed to promoting safer roads in our communities. We believe that everyone has a role to play in making our roads safer, and we are dedicated to working with our communities to promote road safety awareness and reduce accidents and fatalities on our roads.

One of the ways we are promoting road safety is through our community programs. These programs aim to educate the public on safe driving practices, raise awareness of the dangers of reckless or distracted driving, and encourage everyone to take responsibility for their actions on the road.

Our site teams conduct road safety programs on a large scale, which can be divided mainly in following main categories –

- Community Events (Road Safety Week Celebrations, Road Safety Rallies, etc.)
- Community Campaigns (Please see Table below)

Our Site team has been working with communities living around the corridor on mass scale on road safety program, and achieved a large network of volunteers as well accolades during last several years. Our work has been appreciated by local media as well as officials from NHA.

Please also refer to Our Road Our Lives (OROL), one of our CSR programmes, which is educating road safety to young children and adolescent at DBCPL.

Table 12: Community Campaigns

What It Includes	HC1 Site Coverage FY22 and FY23
- Road Safety Briefings at local schools, villages, road side eateries	10 thousand plus villagers
- Distributing Road Safety Dos & Don'ts pamphlets	20 thousand plus school children
- Displaying Road Safety Posters at prominent locations	10 thousand plus road users
- Free Eye Check-up Camps for Road Users	5 thousand plus road users covered in Eye Check-Up Camps



School Program at JPEPL Site



Village Program at DBCPL Site



Corporate Social Responsibility (CSR)

We engage with our communities both by means of a voluntary support (as explained above) and by means of statutory CSR funds. We aim to focus on implementing Community Development (CD) programmes in the areas around our roads in accordance with our mission of being socially responsible corporate citizen.

At HC1, we undertake CSR initiatives base on outcome we need out of the programme and not so much due to self or brand promotion. We call it RIGHT INTENT and this Right Intent has led us to spend our miniscule funds to create an impact much beyond what can be counted as value for money.

Our CSR initiatives fall in three distinct areas (we call them 3 Es) and we propose to showcase a few of these examples in this report:

- Education (Our Road Our Lives or OROL)
- Employment (Skill Centre)
- Emergency Support (Support extended during COVID)

Over the period, FY 2019 – 22, we have spent ~ INR 49 million, with a break up in the three areas of our focus.

Table 13: CSR spending over the years [₹ in million]

Year	CSR Funds allotted	CSR Funds consumed	Education	Employment	Emergency Support
FY 2019-20	8.8	8.8	3.1	-	5.7
FY 2020-21	12.6	10.7	5.3	-	5.4
FY 2021-22	16.1	15.6	3.1	3.9	8.7
FY 2022-23	15.7	14.9	6.1	8.8	-



Distribution of Road Safety Pamphlets at DBCPL Site



Road Safety Briefings for Villagers at DBCPL Site



Skill Development Centre at DBCPL Site



Sticking Radium Stickers on Bikes at DBCPL Site

Education (Our Road Our Life or “OROL” Programme)

Our Road Our Lives (OROL) is an innovative community engagement program with a focus on road safety that builds on the life skills framework promoted by Magic Bus, our NGO partner. The programme is active across 15 Villages on the 142 km length of DBCPL. The program targets the most vulnerable road user's i.e., rural youth and adolescents. Magic Bus equips children and young people in the age group of 12 to 18, with the skills and knowledge they need to grow up and move out of poverty. Programme is further enriched by embedding road safety education as it was a pertinent problem of the corridor.

OROL communicates various road safety practices to these individuals through briefings, engaging games & activities. We have also noticed that the awareness has percolated to the families and society in general is responding better to a live road next to their residence.



OROL Session Ongoing

The programme is running since 2017:

Table 14: OROL

Programme Impact	Life Skill Sessions Conducted
1194 adolescent covered out of which around 49% are girls beneficiary	
100 % children joined schools	1732 (with an average attendance of 85 -90 %)
70% families adhering to road safety	
Strong connection developed between school & stakeholders	



HC1 CEO & COO visit to OROL Session

Please refer below, the overview of the FY22-23 OROL implemented in 15 Villages.

- Total 2247 sessions on LSE were conducted with the children in the communities in FY 2022-23.
- 3935 home visits were done in communities to make people aware road safety measures and children parent engagements on education continuity.
- 77 Parents sessions conducted throughout the year.
- 46 Youth meetings were done during the reporting period.
- 434 Meetings with Panchayati Raj Institutions (PRI) members in all the 15 communities to define a good road safety awareness path.
- Organized 28 Events in the community on road safety and awareness on education continuity in reporting year.
- Facilitated 6 Events to support DBCPL CSR team in Communities in the reporting year.
- 187 Study corners prepared in the reporting year, teams motivated children's to prepare Study Corners in their home
- In the reporting year total 12 Training were conducted for the project dedicated staff and Trainings were organized for Community Coordinators under the OROL project.
- Goal Books were provided to all the Beneficiaries children to help them to inform on goal setting short term and long-term goal behaviour.



- Career awareness and goal setting posters were distributed to each child which they have pasted in their study corners at home for clarity on Career pathways. This will help them to choose the right career path for the future.
- Project team supported Local Health Workers in health Checkups of pregnant ladies in the community and support in Asha worker in their duties in Bedakhedi Community.

OROL Video Link: <https://highwaystrust.com/csr-program/>

- Magic Bus representatives served as Volunteers in 6 community level programs to aware community about road safety issues. 89 community members participated.
- The community members and families of beneficiary found the programme quite helpful and the engagement with children were the liked the most.
- Stakeholders appreciated efforts of DBCPL and Magic Bus to be along with the select children across 15 villages.



Childrens Session at Dodi - DBCPL Site



Childrens Session at Lasudiya Parihar - DBCPL Site



Childrens Session at Fawada - DBCPL Site



Childrens Session at Dodi - DBCPL Site

Employment (Skill Development Centre)

DBCPL partnered with Pipal Tree Foundation and started a Skill Development Centre to train local youth and provide them livelihood based on the trainings. This new initiative, in line with GOI SKILL INDIA programme. First batch consisted of 30 girls who were trained for health care skills. Thereafter, 3 more batches of health care skills passed before the retail training started getting provided to the students. As on Apr 2023, 450 students passed out of this training, 77% of them are female and 73% of them have already been placed in progressive jobs.



Skill Development Centre at DBCPL

Table 15: Skill Development Batches

Skill Development Batches Status						
Batch Starting Date - From	Batch Ending Date (To)	Male / Female [Batch Type]	Training Type	No of Participants in program	No of participant placed	% Placement
26-Oct-21	04-Dec-21	Female	GDA	30	22	73%
06-Dec-21	15-Jan-21	Female	GDA	35	28	80%
07-Feb-22	13-Mar-22	Female	GDA	35	27	77%
14-Mar-22	18-Apr-22	Female	GDA	35	28	80%
02-May-22	06-Jun-22	Female	RSA	35	29	83%
13-Jun-22	16-Jul-22	Female	RSA	35	28	80%
27-July-22	02-Aug-22	Male	RSA	35	25	71%
05-Sep-22	10-Oct-22	Male	RSA	35	25	71%
13-Oct-22	19-Nov-22	Female	RSA	35	25	71%
28-Nov-22	31 Dec-22	Female	RSA	35	28	80%
2-Jan-23	1-Feb-23	Female	RSA	35	22	63%
10-Feb-23	18-Mar-23	Female	RSA	35	26	74%
20-Mar-23	22-Apr-23	Male	RSA	35	16	80%

Skill Development Conclave was inaugurated by Smt. Ruchi Mishra, IPS, DIG, MP Police. She appreciated the concept of skill development centre which is helping average young person to get employment and help their families. SPV team proudly participated in the Conclave.

Skill Development Centre Video Link: <https://highwaystrust.com/csr-program/>



General Duty Assistant (GDA) Training



Felicitation by Smt. Ruchi Mishra, IPS, DIG-MP Police



Emergency Support (COVID Care)

Some of the ways we supported our communities during COVID-19 pandemic is by providing essential supplies such as food and COVID PPEs to those who were most in need. Our teams worked closely with local organisations / NGOs to identify areas of greatest need and to ensure that these essential supplies are distributed to those who need them most. We also provided a small financial support during the pandemic to a few targeted community members.



Distribution of Immunity Boosters at JPEPL



Distribution of Masks to villagers

Our efforts are briefly described below -

Supply of Equipment –

Following support, in terms of medical equipment, was provided by our team during COVID-19:

Table 16: COVID Equipment Support

Partner	Support
Save The Children India [STCI]	Provided 13 Oxygen Concentrators to BKC COVID – 19 Jumbo Centre, Mumbai Provided Face Mask, Sanitizers to families in Thane District
Society For Social Empowerment & Training	Medical Equipment for Covid – 19 Hospital in Bhiwandi, Nizampur, Municipal corporation Maharashtra under MAHAPECONET 2.0 Initiative in collaboration with UNICEF & RISE infinity Foundation
Aide-et-Action	Provided Medical Equipment to Nongpoh Civil Hospital in Meghalaya



Donation of Oxygenator

Supply of Food

At DBCPL, we worked with Magic Bus to provide ration support for 6 weeks to 800 BPL families (overall 4800 touch points) across 12 villages on our road stretch. Each food kit comprised of grains Rice or Wheat, Dal, Oil, Salt, Turmeric, Potato, and Soaps. One food kit was sufficient to cater a family of five for a week.

We supported “Feeding from Far”, a program evolved by restaurateur Paritosh Pant, Advocate Pooja Reddy along with Rotary Club. A community kitchen in the Baiganwadi area at Govandi, prepared, packed and delivered nutritious meals to the doorsteps of a minimum of 6000 families of daily wage workers, per day. HCl funded this program with an amount equivalent to 60,000 meals of food distribution.



Distribution of Food Packets at JPEPL Site

Governance

We recognize the need of a robust and transparent governance system for furthering sustainable, scalable and value accretive operations across the portfolio managed by us. In order to promote transparency and accountability in our decision making and operation, we have adopted the following core practices:



Diversified Board and Committees

HC 1 is committed to having a board with at least 50% independent directors and at least one-woman independent director. This composition not only meets the regulatory requirements set out under Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Securities and Exchange Board of India (Infrastructure Investment Trusts) Regulations, 2014, but also ensures balanced decision making by the board.

The independent directors on the board represent diversified relevant experience and skill sets thereby ensuring robust and well considered decision making.

Further, based on regulatory requirements and our operational needs, HC1 has developed eight board and executive committees to ensure areas requiring specialized knowledge and monitoring . These are undertaken by individuals with requisite knowledge, and there is accountability within the organisation. The table below set outs the current committee composition and area of focus.

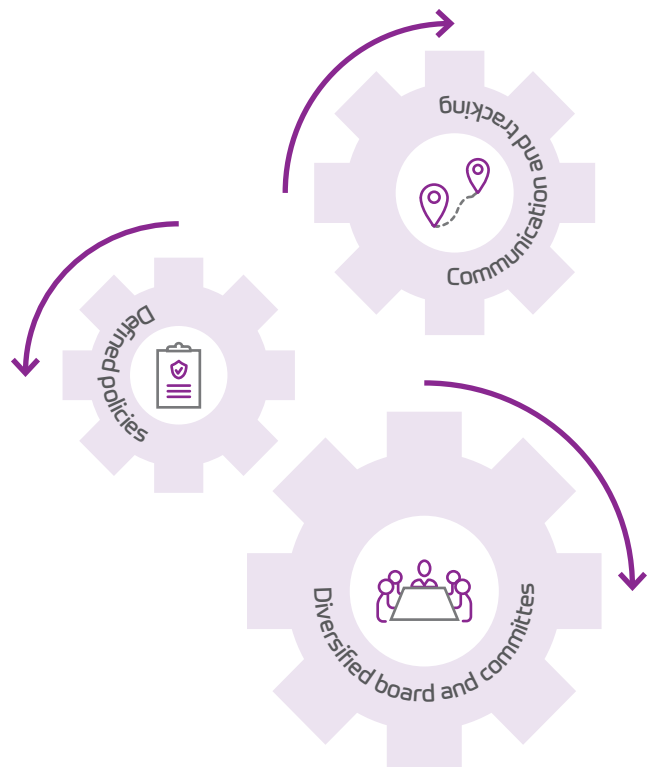




Table 17: Committee Details

Committee	Area of Focus	Current composition
Audit Committee	Financial Results and Distributions	<ul style="list-style-type: none"> ✓ Minimum 3 Directors ✓ At least 2/3rd should be Independent Directors ✓ All members directors to be financially literate and at least one member to have accounting or related financial management expertise. ✓ Chairman to be Independent director
Risk Management Committee	Internal and External Risks (Operational, Financial, etc.)	<ul style="list-style-type: none"> ✓ Minimum 3 members with majority Directors and at least 1 Independent Director (senior executives of the listed entity may be members of the committee) ✓ The Chairperson to be Directors
Nomination and Remuneration Committee	Compensation and Key Appointments	<ul style="list-style-type: none"> ✓ Minimum 3 Directors as members ✓ All should be independent director ✓ Chairman to be Independent director
Stakeholders Relationship Committee	Grievance of unitholders and debenture holders	<ul style="list-style-type: none"> ✓ Minimum 3 Directors with at least 1 Independent Director ✓ Independent Director to act as Chairman
InvIT Committee	Unit Fund Raising	<ul style="list-style-type: none"> ✓ 2 Directors
Investment Committee	Investment Decisions	<ul style="list-style-type: none"> ✓ 4 Directors ✓ 2 Independent Directors
Ethics and Compliance Committee	Compliance Monitoring with Focus on Anti-bribery Policy Implementation	<ul style="list-style-type: none"> ✓ Head of Department from Human Resources, Legal and Finance department
ESG Committee	ESG and CSR Monitoring	<ul style="list-style-type: none"> ✓ CEO ✓ Director Nominee of shareholders ✓ 1 Independent Director

* The composition will be modified in case there is a change in regulatory requirement.

The committees established by the board aim to cover governance of all operational aspects for the company, the special purpose vehicles managed by it and Highways Infrastructure Trust.

The ESG committee monitors all ESG related aspects of its operations and all CSR activities. The committee is chaired by the chief executive officer of HC1 and has representatives from its institutional shareholders and Independent Director. The committee regularly studies international best practices from its institutional shareholders to augment its overall ESG framework. Additionally, recognizing the need of internalisation of the ESG goals within the organisation, an operational committee is established to support the board committee.

We regularly monitor internal and external factors to modify the composition and focus areas of the committees.

Defined Policies

HC1 is committed to having defined principles to guide actions and decisions across all levels of operations to ensure consistent and predictable approach. To achieve this, a scheme of over twenty seven policies and six standard operating procedures (“SOPs”) have been developed covering aspects ranging from board level decision to operational issues.

Table 18: Policies

Board Operations Policies	Operational Policies	SOPs
- Distribution Policy	- DEI policy	- Operation & Maintenance
- Borrowing Policy	- ESG Policy	- Payroll Management
- Code of Conduct for parties to Invite	- Treasury Investment Policy	- Procurement
- Related Party Transaction	- Policy of preservation of Documents	- Revenue Management and Toll Management
- Policy for determining Materiality of information	- HR Policy	- Change of Scope
- Policy on unpublished price sensitive information	- Vigil Mechanism (which covers whistle blower)	- Takeover
- Policy on appointment of auditors and valuer	- Gift and entertainment policy	
- Board Governance Policy	- Anti-Bribery and Corruption Policy	
- Risk Management Policy	- Code of Conduct for employees	
- NRC policy	- Prevention of Sexual Harassment Policy	
- Material subsidiary policy	- Conflict of Interest Policy	
	- Ethics and Compliance Committee Charter	
	- Petty Cash Management Policy	
	- Third party code of conduct	
	- IT Policy	
	- CSR Policy	

The policies and SOPs have been developed to address the requirements under applicable law with a specific focus on ensuring compliance with our policy of zero tolerance towards any form of corruption. The policies and SOPs are reviewed and updated constantly based on internal needs/ requirement of improvement and external requirements.



Communication and Tracking

To further our commitment to the highest level of governance, HC1 ensures communication of our policy consistently and regularly to all employees and stakeholders. All key policies are hosted on our public website and are publicly accessible to ensure accountability of the company and its management. Further, regular trainings across the portfolio companies on issues such as anti-corruption, prevention of sexual harassment and code of conduct are conducted to ensure internalisation and development of a governance culture.

HC1 is cognisant of tracking the compliances to ensure adherence with various requirements, and have instituted a compliance tool from Ernst & Young to track compliances (regulatory as well as lender covenants) across the portfolio. The system has a clear system of escalation to ensure each compliance goes through the rigour of maker and checker review. The level of compliance across the portfolio is tracked through a system generated dashboard and certification system. Overall, the system ensures there is clear affixation of accountability and regular and transparent tracking of all compliances.

Further recognizing the importance of automation in record keeping and limiting manual intervention, the Company has opted for a paper-less board meeting system. The system ensures that all notices, agenda and approvals are tracked on real time basis with no manipulation.

Anti-Bribery and Corruption (ABAC) Policy

ABAC policy is designed to ensure that HC1, its employees, and its business partners adhere to the

highest ethical standards and comply with all applicable anti-bribery and anti-corruption laws and regulations. HC1 is committed to continually improving its ABAC policies and practices to ensure they remain up-to-date with the latest anti-bribery and anti-corruption laws and regulations. To increase the awareness, ABAC Trainings are also conducted periodically for HC1 Employees, SPV Employees as well as contractor employees.

Whistle-blower

To encourage employees and third parties or even public to speak up without fear of retaliation and to develop a safe and confidential way to report any illegal, unethical, or inappropriate behaviour, HC1 has adopted a strong whistle blower policy and reporting channel. At HC1 we are using a third party service to support whistle blowers.

We are also planning to setup a Ethics helpline number & portal, in order to further strengthen the whistle blower mechanism.

Cyber Security

As technology continues to advance, the importance of cybersecurity is becoming increasingly critical. In recent years, we have seen a significant increase in cyberattacks and data breaches across various sectors, including finance, healthcare, and government. The COVID-19 pandemic has also highlighted the need for robust cybersecurity measures as more people have transitioned to remote work and online interactions. To ensure the security of its systems and data, HC-1 has recently taken up a comprehensive exercise via KPMG to identify gaps and adopt a strong policy and framework to avoid any future risk of cyber security. HC1 will adopt the recommendations including the policy in Q1FY24.



ABAC Workshop for Site & HC1 Team

Industry Leadership

Highway Operator's Association (I) or HOA(I) is a body constituting of road sector investors (mainly International Funds and their operating companies) who act as concessionaires (mainly operational) projects in India. HOA(I) engages its member companies to put forth industry issues to Authority. HOA(I) has always strived to be a positive force for change & progress in the industry.



Dr. Zafar Khan (COO – HC1) is current Vice President of HOAI.



HC1 conceived & founded Highway Operators Association (India) or HOA(I) in 2018. The HOA (I) members hold more than 78 concessions comprising more than 7,000 km of National and State Highways across 17 states. HOA (I) network has more than doubled between 2017 and 2022 as members acquired more assets and 3 new members are added. As of date, the organisation has 10 members who have already invested approximately 12 billion \$ in the Indian road sector and the investment is expected to grow at a pace of 20 to 30% pa. In summary, HOA(I), initially promoted by HC1 has come of age and represents itself as a sector representative in its own right.



Mr. Neeraj Sanghi (CEO – HC1) is founder of HOAI & is current member of Executive Committee



Path Forward

Environmental, Social, and Governance (ESG) is becoming increasingly important for businesses as the responsibility of sustaining the earth needs to be shouldered as much by businesses as by other economic stakeholders. As road asset management company, we understand that the future of environmental compliance for road operation maintenance is likely to involve a greater focus on reducing carbon emissions and promoting sustainable practices. This may include investing in electric vehicles, implementing in energy-efficient technologies and reducing waste and pollution.

We are in overdrive with the social aspect as we realize the need for building partnerships with local communities in particular but across the spectrum of like-minded individuals, NGOs and business. Engaging with community groups will need to go beyond providing opportunities for local employment and training.

Governance has always been the basis of our organisation. We will continue to have a focus on ethical business practices and transparency. This will include implementing strong governance structures, promoting diversity and inclusion, and ensuring that the HC1 is run in a responsible and ethical manner.

In future ESG practices may put even greater emphasis on transparency and disclosure but the Companies which are truly on ESG journey will also be rewarded with stakeholder trust and will lead the field. In our next report, we shall be more granular about various aspects especially environmental aspects where we are creating baseline now. Looking forward to creating a better world in coming years.



GRI Index

This is our maiden sustainability report which represents a significant step in our journey towards sustainable practices and reporting. This document has not been prepared in accordance with GRI standards, however, we have made a conscious effort to incorporate elements of the GRI framework. Coverage of GRI aspects have been outlined in the table provided below:

GRI STANDARD	DISCLOSURE	LOCATION (Chapter)
GRI 2: General Disclosures 2021	2-1 Organizational details	About HC1
	2-2 Entities included in the organization's sustainability reporting	Our Presence
	2-6 Activities, value chain and other business relationships	About HC1
	2-9 Governance structure and composition	Governance - Diversified Board & Committees
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-12 Role of the highest governance body in overseeing the management of impacts	
	2-13 Delegation of responsibility for managing impacts	
	2-14 Role of the highest governance body in sustainability reporting	
	2-15 Conflicts of interest	
	2-16 Communication of critical concerns	
	2-17 Collective knowledge of the highest governance body	
	2-18 Evaluation of the performance of the highest governance body	
	2-22 Statement on sustainable development strategy	Path Forward
	2-23 Policy commitments	ESG at HC1 - ESG Policy
	2-24 Embedding policy commitments	
	2-26 Mechanisms for seeking advice and raising concerns	Governance - Whistle Blower Policy
	2-27 Compliance with laws and regulations	Social - Compliance
	2-28 Membership associations	Industry Leadership
2-29 Approach to stakeholder engagement	Stakeholder Engagement	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESG at HC1 - ESG Materiality
	3-2 List of material topics	
	3-3 Management of material topics	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Governance - ABAC Policy
GRI 302: Energy 2016	302-3 Energy intensity	Environment - Energy
	302-4 Reduction of energy consumption	Environment - Energy, Green Cover, Technology
	302-5 Reductions in energy requirements of products and services	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environment - Water Conservation
	303-2 Management of water discharge-related impacts	
	303-3 Water withdrawal	
	303-4 Water discharge	
	303-5 Water consumption	



GRI STANDARD	DISCLOSURE	LOCATION (Chapter)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environment - Overview
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-4 GHG emissions intensity	Environment - Overview
	305-5 Reduction of GHG emissions	Environment - Energy, Green Cover, Technology
GRI 306: Waste 2020	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social - Employee Engagement, Well Being, Compliance
	401-3 Parental leave	Social - Diversity, Equity & Inclusion
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social - HSES
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social - Trainings, HSES
	404-2 Programs for upgrading employee skills and transition assistance programs	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social - Diversity, Equity & Inclusion
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Social - Compliance
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Social - Compliance
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Social - Compliance
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social - Community Engagement
	413-2 Operations with significant actual and potential negative impacts on local communities	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Social - HSES
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	

Abbreviations

HC1	Highway Concessions One Pvt Ltd
ESG	Environment Social Governance
FY	Financial Year
CEO	Chief Executive Officer
COO	Chief Operating Officer
CFO	Chief Finance Officer
VP	Vice President
AVP	Assistant Vice President
GM	General Manager
HIT	Highways Infrastructure Trust
IM	Investment Manager
GIP	Global Infrastructure Partners
KKR	Kohlberg Kravis Roberts
MoRTH	Ministry of Road Transport and Highways
NH	National Highway
SH	State Highway
DBCPL	Dewas Bhopal Corridor Private Limited
UEPL	Ulundurpet Expressways Private Limited
GEPL	Godhra Expressways Private Limited
JPEPL	Jodhpur Pali Expressway Private Limited
BETPL	Bangalore Elevated Tollway Private Limited
NBL	Nirmal BOT Limited
SEPL	Shillong Expressway Private Limited
GSS	Global Safety Summit
FICCI	Federation of Indian Chamber of Commerce and Industry
GHG	Green House Gas
IFC	International Finance Corporation
DJSI	Dow Jones Sustainability Indices
SASB	Sustainability Accounting Standards Board
TCO _{2e}	tonnes (t) of carbon dioxide (CO ₂) equivalent (e)
HPSV	High Pressure Sodium Vapour
LED	Light-emitting diode
CA	Concession Agreement
IRC	Indian Road Congress
NGO	Non-governmental organization
HIPR	Hot In-place Recycling
3G	Gratitude Gift Game
DEI	Diversity, Equity & Inclusion
POSH	Prevention of Sexual Harassment
HSES	Health, Safety, Environment & Social
RPIM	Route Patrolling and Incident Management
CSR	Corporate Social Responsibility
OROL	Our Road Our Life
GDA	General Duty Assistant
RSA	Retail Sales Associate
SOPs	Standard Operating Procedures
HR	Human Resource
HOA(I)	Highway Operator's Association (India)
GRI	Global Reporting Initiative

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