IDEAS
ACTIONS
LEADERSHIP
FOR A
BETTER
TOMORROW

PRITHVI AWARDS 2026™
AN ESG RESEARCH FOUNDATION INITIATIVE

PEOPLE
PLANET
PROGRESS

ASPIRE TO INSPIRE

SUCCESS STORIES

A COMPILATION BY

ESG Research Foundation
(Section 8 Registered not for Profit Organization)

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(Section 8 Registered not for Profit Organization)

www.esgresearchfoundation.org

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OUR STORY. A GREENER TOMORROW.

About Us

Driving responsible growth through research, collaboration and real-world impact.

ESG Research Foundation (ERF) is a not-for-profit Organization incorporated in 2021 with the objective of increasing awareness and adoption of the growing importance of the Environmental, Social and Governance (ESG) aspects of the business operations, both within public and private sector.

ERF is set up by a team of leading chartered accountants in India and UK with 70+ years of combined experience in proving business and regulatory advisory services to leading Indian and global multinationals.

ERF team has worked extensively with PSUs and multiple state and local government bodies on various regulatory initiatives and has also collaborated with international bodies like the World Bank and IFC to successfully deliver social impact projects like affordable housing.

ERF aims to achieve its objective by undertaking projects focused on UN Sustainable Development Goals (e.g., Climate Action, Sustainable Cities & Communities, Zero Hunger, etc.) and wider ESG aspects of business operations (e.g., Circular Economy, Net-zero transition, etc.).

The aim is to work alongside government bodies, private and public sector businesses and societies to support their transition to more sustainable operations and in-turn enable achievement of India's ESG and climate related goals.

Section 8 Registered Not-for-Profit Organization
Regd. with NGO DARPAN, Niti Aayog, Govt. of India – HR/2024/0318230
CSR Registration No. CSR00080480 (Govt. of India)
Donations are Exempted under Section 80G of I.T. Act – Regn. / Approval No. AAGCE6189D23CD02

VISION & MISSION

VISION

Promoting innovations to achieve Sustainable Development in India, and Globally.

Advocating towards a Greener and better Future.

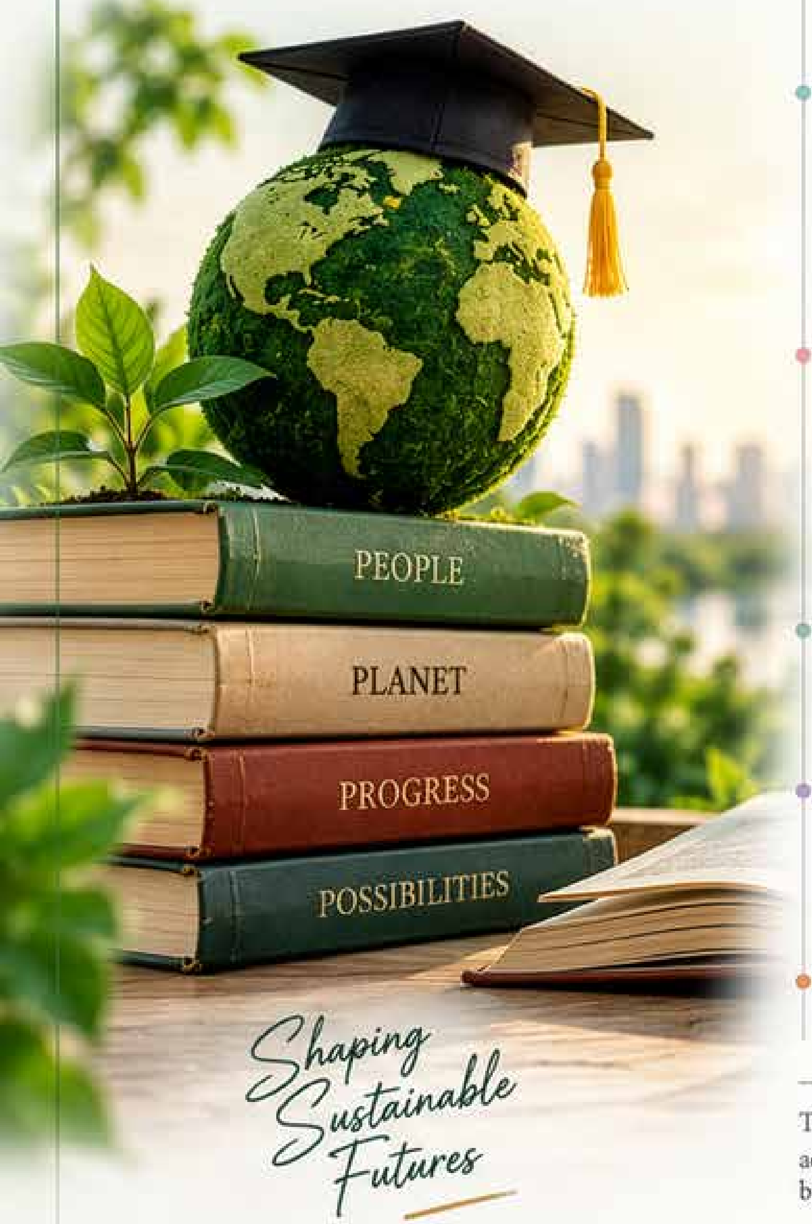
MISSION

To spread awareness and educate society about ESG and sustainability issues and work alongside government bodies, private and public sector businesses and societies to support their transition to more sustainable operations and in turn enable achievement of India's ESG and climate related goals.

CAREER COUNSELLING

Spreading Sustainability Literacy

Guiding Students Build a Career in Sustainability



CAPACITY BUILDING AND EDUCATION

Recogniaed certificate courses in ESG and sustainability literacy, as well as career counseling for students and professionals. These programs aim to build a skilled workforce dedicated to sustainability and ESG principles.

EMPOWERING STUDENTS AND YOUNG PROFESSIONALS

Special emphasis on guiding students to build careers in sustainability, ensuring the nest generation is equipped to address future environmental and social challenges.

SUSTAINABILITY PLEDGE AND AWARENESS CAMPAIGNS

A awareness campaigns encourage individuals and organizations to take a sustainability pledge, fostering a culture of environmental responsibility and commitment to a greener future.

SKILL DEVELOPMENT THROUGH ONLINE LEARNING

An online Learning Management System (LMS) portal is provided for continuous skill development in ESG and sustainability, making education accessible and scalable.

ASSOCIATION OF GLOBAL SUSTAINABILITY PROFESSIONALS

ASSESSMENT OF ESG PREPAREDNESS

The GreenSkills Survey Product is used to assess sustainability and ESG preparedness within organizations, helping them identify gaps and areas for improvement.

AWARDS

These efforts collectively demonstrate a comprehensive approach to advancing sustainability through recognition, education, capacity building, assessment, and global collaboration.

Management Team

CA. (Dr.) Atul Kumar Gupta, *Founder Director*

A staunch leader who rose to the highest echelon of the accounting profession as President of ICAI (2020–21) — the second largest accounting body in the world. With 2+ decades serving the accountancy profession, he has chaired the Digital Accounting & Assurance Board, and served on GASAB, IRDA, SEBI's Primary Market Advisory Committee, IFAC, and XBRL International. He led the accrual-based financial statements project for Indian Railways — the third largest railway network in the world.

CA. Deepak Batra, *Founder Director*

CA Deepak Batra specializes in policy formulation, project finance, forensic audits, risk management and management consulting. With 30+ years of experience, he has served as Project Director in World Bank-aided projects and has worked with 200+ State and Local bodies including banks, Indian Railways and urban local bodies. He has international work experience across China, Europe, Malaysia, Japan, Hong Kong, Mauritius, Dubai and Qatar.

CA. Spandan Shah, *Director*

ESG consultant with 10+ years of international experience at Big-4 firms in India, London and Dublin. MBA from Imperial College London (Strategy, Climate Change & Sustainability). Founder of GreenAlytics — a UK-based ESG analytics and reporting start-up. Recent work includes supporting a $500M UK company with ESG reporting and assessing GHG emissions (Scope 1 & 2) for an Indian mining company across six locations. Also serves as Trustee/Director at AIESEC UK.

Mr. Rajesh Kumar Bhalla, *CEO*

A strong advocate of ESG-driven transformation, Mr. Bhalla brings over four decades of experience in governance, compliance, and institutional leadership. As Former Additional Secretary of ICAI — a statutory body under the Ministry of Corporate Affairs — he managed a network of over 1.1 million stakeholders, 167 branches, 5 regional offices, and 12 international chapters. He has led digital transformation and sustainability initiatives within ICAI, including the digital evaluation system for CA examinations.

Advisors on the Board

Sh. Ajay Mittal IAS (Retd.)
Former Secretary
Ministry of I&B, GOI

Sh. Dinesh K Sarraf
Former Chairman & MD
ONGC

Sh. Vishwanatha Gowd
Former MD & CEO
LIC Housing Finance LTD.

Prof. (Dr) Rajiv K. Dubey
Former CMD
Canara Bank

CA. Sanjay Rikhy
Former CFO
Rajshree Cement Works

CA. Sanjay Guglani
CEO
Silverdale Capital Pte Ltd, Singapore

Dr. (CA) Ankur Aggarwal
Chairman & Founder
BNW Developments, Dubai

Ms. Anupam Diwan
Global Vice President
Mitsubishi Financial Group
USA

CA. Anuj B Golecha
Founder
Venture Catalysts Group

From the Editor-in-Chief

Welcome to "Aspire to Inspire," a collection of stories dedicated to the unwavering human spirit and our collective responsibility to the planet we call home.In an age often defined by headlines of environmental crisis and impending doom, it's easy to feel overwhelmed, paralyzed by the sheer scale of the challenges we face. We read about melting glaciers, raging wildfires, and polluted oceans, and a sense of helplessness can creep in. But this book is a testament to the powerful counter-narrative—one of hope, action, and profound change, driven by the dedication of individuals and communities around the world.

This booklet isn't just about the "what"—the problems—but the "how" and the "who." It's a journey into the lives of everyday heroes who have turned their passion for the environment into a force for good. They are not policymakers or scientists with grand budgets, but ordinary people who saw a problem and decided to become part of the solution. Their stories are a reminder that environmentalism isn't an abstract concept or a political debate; it's a series of tangible actions, born from a deep love for the natural world and a commitment to protecting it for future generations.

The title, "Aspire to Inspire," is more than just a catchy phrase. It's a call to action. We aspire to be better, to live more sustainably, and to leave a lighter footprint on the Earth. And as we do, we have the power to inspire others to join us. Each story within these pages is a spark, a small flame that can ignite a larger fire of change.

These are not tales of grand, sweeping gestures, but of incremental progress and sustained effort. They show that change is often a marathon, not a sprint. The stories highlight the importance of patience, resilience, and the willingness to start small. They demonstrate that while the problems may be global, the solutions often begin locally, in our own backyards, schools, and neighborhoods.

This collection is also a celebration of innovation and creativity. In daily life You'll discover stories of ingenious solutions to waste management, from a family who built a compost system that feeds their garden and reduces their household waste to almost zero, to a fashion designer who is creating beautiful, sustainable clothing from recycled materials. These innovators show that environmental responsibility can be a source of artistic expression and economic opportunity, not a limitation. They challenge the old notion that "going green" means sacrificing quality or convenience. Instead, they show that it can lead to a richer, more intentional way of life.

At its core, "Aspire to Inspire" is a book about connection. It's about reconnecting with the natural world around us, from the tiny insect to the towering tree. It's about connecting with our communities to work together toward a common goal. Most importantly, it's about connecting with ourselves, discovering the innate power we each hold to make a difference. The people in these stories didn't wait for permission or for a perfect plan. They acted, guided by their conscience and their passion.

The challenges we face are indeed significant, but they are not insurmountable. The stories in this book offer a powerful antidote to despair. They are living proof that hope is a renewable resource, and that when we work together, we can overcome even the most daunting obstacles. As you read these pages, I hope you're not just entertained but deeply moved. I hope you're inspired to look at your own life and find a way to contribute, no matter how small. Perhaps it's by reducing your plastic consumption, planting a tree, or simply having a conversation with a neighbor about the importance of protecting our planet.

Every act of environmental stewardship, no matter how small, sends a message—a message that we care, that we are accountable, and that we believe in a better future. The people in this booklet are not extraordinary; they are ordinary people who chose to do extraordinary things. Their legacy is not just the clean river or the flourishing garden, but the inspiration they ignite in others.

So, let this be the beginning of your journey. Let these stories be your guideposts. Let them remind you that the power to change the world resides not in grand speeches or massive movements, but in the heart of a single, committed individual. Aspire to be that individual. Aspire to inspire. And together, we can build a more sustainable, more beautiful world for generations to come. Thank you for being part of this vital conversation and for choosing to be a force for good.

INDEX

STORIES | INSIGHTS | IMPACT

SUNDARAM LANKA TYRES LTD.

Scaling Manufacturing

Without Scaling Our Environmental Footprint

A sustainability transformation built around capacity, resource efficiency, carbon, circularity, digitalization, people and safety.

TYRES FOR A CLEANER TOMORROW

THE CENTRAL CHALLENGE Nearly double manufacturing capacity from 485 MT/month towards 1,000 MT/month while reducing energy intensity, biomass consumption and carbon intensity, and strengthening circularity, safety, quality and real-time governance.

Manufacturing growth normally raises a difficult question: if production doubles, must energy consumption, emissions, waste, manpower dependency and environmental impact also increase proportionately?

At Sundaram Lanka Tyres Ltd. (SLTL), we decided that the answer should be NO. Our sustainability journey began when growing international demand required a major capacity expansion, while the organization simultaneously needed to improve resource productivity and environmental performance. The challenge was not simply to manufacture more tyres; it was to create a cleaner, safer, more circular, more digital and more efficient manufacturing system while growing.

1. Starting Point: Growth With Limited Resources

The existing manufacturing infrastructure had been designed around a much lower production volume. Simply adding machines, manpower and utilities would have created a higher-cost and higher-carbon operating model. Six interconnected constraints therefore had to be solved together.

Challenge	Starting position	What had to change
Capacity & space	Approx. 485 MT/month; limited factory space	Reconfigure layout and flow, release production space and selectively add high-capacity equipment.
Energy	386 kWh/MT electricity SEC; 1,100 kg/MT biomass	Decouple production growth from energy growth through utility and process efficiency.
Carbon	1.66 kg CO_2e/kg product	Measure carbon systematically, increase renewable energy and reduce carbon intensity.
Circularity	Multiple rubber, steel, cord and oil waste streams	Move from disposal thinking to recovery, reuse, reclaim and measurable circularity.
Digital visibility	DRM 60 min; OEE delay ~24 h; mould traceability 70%; LOTO ~30 min	Move from manual/offline systems to real-time, traceable digital controls.
Safety & quality	Expansion increased people, material and equipment interactions	Strengthen HIRA, LOTO, PTW, monitoring and automated quality verification.

2. Strategy: Sustainability Embedded Into Operations

Sustainability was not positioned as a separate environmental programme. It was integrated into the manufacturing strategy through six priorities: Capacity & Productivity → Energy → Carbon → Circularity → Digitalization → People & Safety. Major projects were expected to improve one or more of these dimensions.

"Growth should create more value—not proportionately more consumption and waste."

3. Milestone 1: Creating a Path From 485 MT to 1,000 MT/Month

The first milestone was to redesign the manufacturing system for higher output without depending only on new factory construction. A separate warehouse strategy released valuable production space, existing areas were reorganized and POB line modifications added approximately 90 MT/month of capacity.

Capacity initiative	Technical intervention	Capacity contribution / impact
POB line modification	Reorganization and process/layout modification	~90 MT/month

Capacity initiative	Technical intervention	Capacity contribution / impact
TLH line	1,500-tonne loading & bumping press with 10 outstations	~236 MT/month
Super Solid line	3,000-tonne press system	~63 MT/month
Overall transformation	Layout optimization + productivity + selective CAPEX	485 MT/month → towards 1,000 MT/month

The importance of this milestone was not only the additional tonnage. It demonstrated that engineering, layout optimization and targeted capital investment could extract substantially more value from the existing industrial footprint.

4. Milestone 2: Reducing Energy Intensity During Expansion

Capacity expansion made utility efficiency critical. Instead of relying on one flagship project, the team systematically attacked losses through compressed-air audits and leak reduction, steam-system optimization, steam-trap monitoring, condensate and thermal-loss evaluation, boiler and biomass improvement, thermography, vibration monitoring, real-time utility dashboards, machine-level energy monitoring and stronger operating discipline.

Performance indicator	Before	After	Improvement
Electricity SEC	386 kWh/MT	365 kWh/MT	↓ 5.4%
Biomass consumption	1,100 kg/MT	856 kg/MT	↓ 22.2%

The significance is that these are specific-consumption improvements: the focus was to make every tonne manufactured more resource-efficient even as the plant was expanding.

5. Milestone 3: Carbon Management Became a Manufacturing KPI

After establishing systematic energy management, the organization strengthened carbon accounting and reduction through internationally recognized frameworks, including ISO 14067 for product carbon footprint and ISO 14068-1 for carbon-neutrality management. Renewable electricity procurement through I-REC mechanisms addressed purchased-electricity emissions.

Carbon / energy metric	Starting point	Achieved / current position
Carbon intensity	1.66 kg CO_2e/kg product	1.22 kg CO_2e/kg product (↓ 26.5%)
Scope 2 purchased-electricity emissions	Conventional purchased-electricity footprint	ZERO
Renewable energy share	Transformation baseline	100% circularity indicator

This shifted carbon management from periodic environmental reporting into a performance measure connected directly to manufacturing decisions.

6. Milestone 4: From Waste Disposal to Circular Manufacturing

The material challenge required a change in mindset: from asking how waste should be disposed of to asking how material value could be retained. Scrap tyres were redirected towards reclaim processes, friction cord was reused where technically suitable, steel bands were recovered, rubber flash was reduced and suitable streams were redirected to useful applications, while hydraulic oil filtration extended useful life.

Circular initiative / indicator	Measured result
Scrap tyres to reclaim	~35 MT
Friction cord reuse	Up to 30% where technically suitable
Hydraulic oil filtration and reuse	~50 L/month

Circular initiative / indicator	Measured result
Recycled inflow	12.66%
Renewable inflow	33.71%
Recycled outflow	1.18%
Renewable energy share	100%

Adopting ISO 59020 measurement principles was an important maturity step because circularity became quantifiable, auditable and manageable rather than a collection of isolated recycling activities.

7. Milestone 5: Digitalization for Governance and Speed

Sustainable manufacturing requires timely information. SLTL therefore developed real-time digital solutions across DRM, Kanban, LOTO, Energy, Mould Traceability, Attendance, Logistics, Hydraulic Oil, QMS, Fuel and OEE. The objective was not digitalization for its own sake; it was faster decisions, better traceability, fewer manual dependencies and stronger governance.

Process	Before	After / result
Daily Review Meeting preparation	60 minutes	10 minutes
Material stock-outs	Baseline condition	Reduced by ~95%
LOTO processing	30 minutes	5 minutes
Mould traceability	70%	100%
OEE information	~24-hour reporting delay	Live visibility

8. Milestone 6: From Inspection to AI-Enabled Prevention

As output increased, dependence on human inspection in critical processes became a scalability and consistency risk. AI Vision was introduced for Chemlok 205/220 and bonding-gum application in the POB process, with the target state of Sampling → 100% Monitoring, Manual → AI Enabled, Offline → Real Time and Reactive → Preventive.

AI / quality objective	Target
Critical-process inspection	100%
Reduction in targeted defects	95%
First Time Right	89.7% → towards 98.5%
Process traceability	100%

AI verification was also extended towards compound weighment to check material, sequence and SOP compliance. Curing was strengthened through real-time Pressure + Temperature + Cure Time monitoring with automatic deviation alarms. The long-term objective is defect prevention rather than post-process defect detection.

9. Milestone 7: Centralized Mixing and Sustainable Logistics

Compound movement between locations created logistics, handling and process-control challenges. The response was a 21,000 sq. ft. Centralized Mixing Plant supported by approximately 16,000 sq. ft. of vertical racking. The system incorporates a 110-litre mixer, automatic carbon feeding, automatic oil injection and an 80-inch dump mill, with planned capacity of approximately 500 MT/month.

Project dimension	Specific detail
Mixing capacity	~500 MT/month
Building	21,000 sq. ft.
Vertical racking	~16,000 sq. ft.
Core equipment	110 L mixer; auto carbon feed; auto oil injection; 80-inch dump mill
Implementation challenge	Unexpected rock excavation affected the original construction schedule
Sustainability benefit	Eliminates unnecessary external compound movement and ~30 km logistics movement; improves control and traceability

The rock excavation was a practical project-management challenge rather than a theoretical risk. The team worked through the civil-engineering constraint without compromising the intended project scope. This milestone illustrates how supply-chain redesign can simultaneously improve sustainability, quality and operating efficiency.

10. Building Systems That Outlive Individual Projects

For transformation to remain sustainable, improvements must survive changes in people and priorities. SLTL therefore strengthened the journey through management systems covering ISO 9001, ISO 14001, ISO 45001, ISO 50001, ISO 14067, ISO 14068-1 and ISO 59020. These frameworks convert initiatives into responsibilities, measurements, audits and continual-improvement mechanisms.

11. People and Safety: The Foundation of Sustainable Change

Technology did not create the results by itself. Employees identified losses, challenged established practices and implemented improvements. HIRA, hierarchy of controls, LOTO, Permit-to-Work, near-miss reporting, toolbox talks and emergency drills strengthened the safety culture, while 5S, Kaizen, Lean, TPM and cross-functional problem solving expanded employee participation.

Digital systems provide visibility. Engineering provides solutions. Management provides direction. But people create sustainable change.

12. External Recognition

Recognition	Achievement
National Cleaner Production Awards 2025	Bronze Recognition
National Energy Awards 2025	Gold Recognition
Presidential Environmental Award 2025	Silver Recognition
SICCI ESG Recognition	Runner-up
Best Management Practices Company Awards 2026	Winner
JASTECA 5S	Gold recognition for SLTL

These recognitions provide useful external validation, but the strongest evidence remains the measurable transformation achieved within the manufacturing system.

13. Summary of Transformation Results

Dimension	Before / baseline	After / achievement	Impact
Manufacturing capacity	485 MT/month	Towards 1,000 MT/month	Near-doubling pathway
Electricity SEC	386 kWh/MT	365 kWh/MT	↓ 5.4%
Biomass consumption	1,100 kg/MT	856 kg/MT	↓ 22.2%
Carbon intensity	1.66 kg CO_2e/kg	1.22 kg CO_2e/kg	↓ 26.5%

Dimension	Before / baseline	After / achievement	Impact
Scope 2 purchased electricity	Emissions present	ZERO	Renewable electricity intervention
Mould traceability	70%	100%	Full traceability
DRM preparation	60 min	10 min	↓ 83% time
LOTO processing	30 min	5 min	↓ 83% time
Material stock-outs	Baseline	~95% reduction	Improved supply continuity
OEE reporting	~24 h delay	Live	Real-time decisions

14. The Lesson: More Than a Capacity Story

The transformation changed the question from "How much more can we manufacture?" to "How much more value can we create from every unit of energy, material, space and human effort?" That shift in thinking is the core of SLTL's sustainability journey.

The next stage is to deepen predictive analytics, AI defect classification, predictive maintenance, digital genealogy, machine learning, robotics and closed-loop process control while continuing to improve circularity and resource efficiency.

Our Aspiration

Grow the business. Reduce the footprint. Protect our people. Preserve resources. Leave behind a manufacturing system stronger and more sustainable than the one we inherited.

"Sustainability is not just about using fewer resources. It is about creating more value from every resource we use."

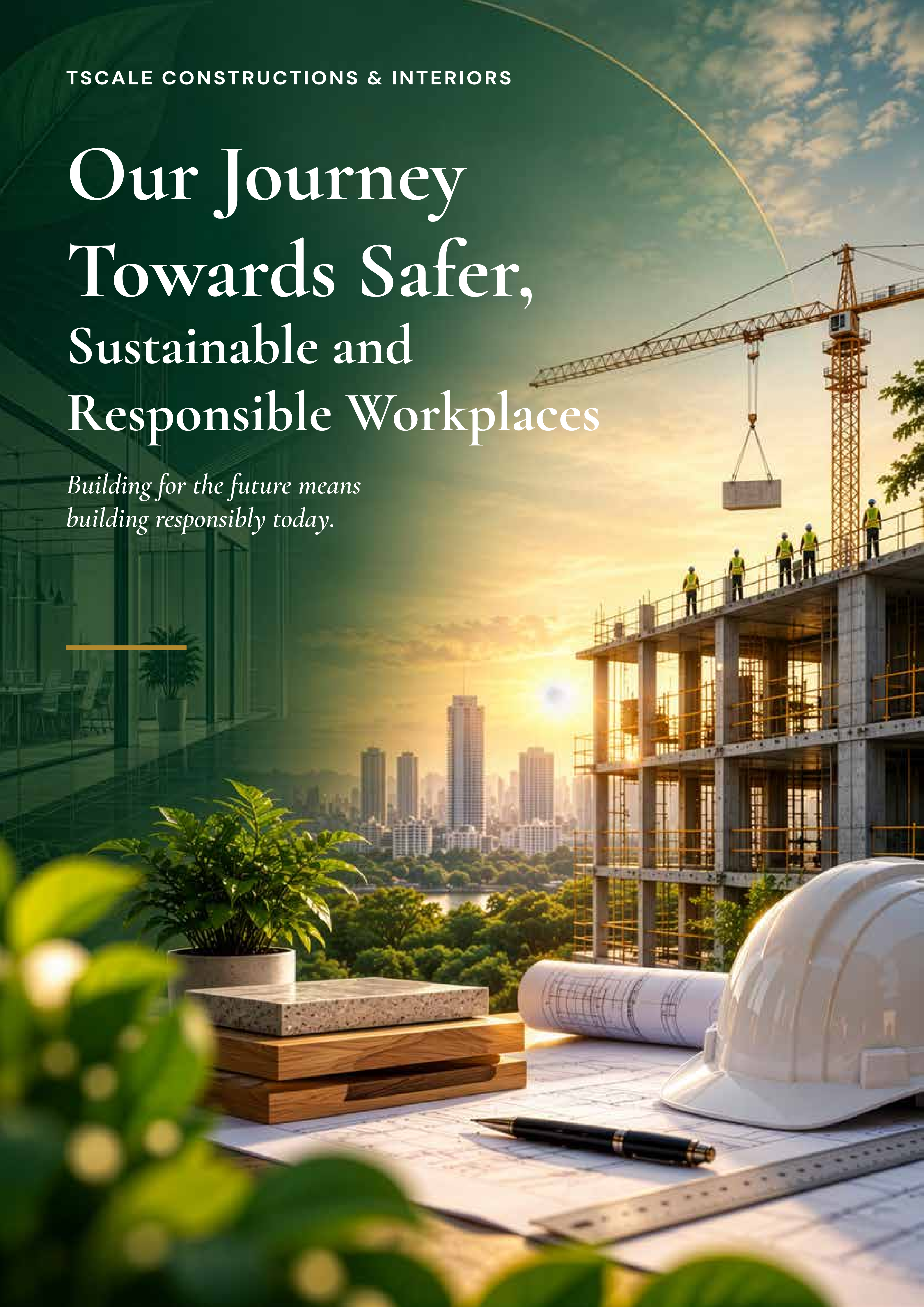
Mr. Vinodh Kumar
Sr. Vice President

TSCALE CONSTRUCTIONS & INTERIORS

Our Journey Towards Safer,

Sustainable and Responsible Workplaces

Building for the future means building responsibly today.



Established in 2006, Tscale Constructions & Interiors has built its journey around a simple but enduring principle: quality construction and interior spaces should be delivered responsibly, safely, and with respect for people and the environment.

Over the years, the company has developed expertise in commercial office interior refurbishments, turnkey civil works, demolition, electrical installations, HVAC systems, and corporate interior design. Its projects often operate within active commercial environments, where quality, safety, time, coordination, and environmental responsibility must come together seamlessly.

For Tscale, sustainability is not limited to the materials used in a project. It extends from planning and procurement to execution, waste management, energy efficiency, employee welfare, and engagement with the communities around project sites.

Integrating Sustainability into Project Execution

Commercial refurbishment and interior projects can generate considerable quantities of construction debris and discarded materials. Tscale therefore focuses on responsible site management and resource utilization throughout the project lifecycle.

Wherever technically and commercially feasible, the company promotes low-VOC paints, energy-efficient LED fixtures, eco-friendly interior finishing materials, and other sustainable alternatives. Existing conditions are carefully assessed during refurbishment projects to identify opportunities for material reuse and the reduction of avoidable waste.

Responsible Waste Management

At project sites, Tscale encourages debris segregation, responsible scrap disposal, and material reuse protocols. Wherever possible, reusable materials are identified and retained for appropriate applications rather than being unnecessarily discarded. The objective is to minimize waste sent to landfills and promote a more resource-conscious approach to construction and interior execution.

Energy and Water Efficiency

Tscale promotes energy-efficient LED lighting and, where appropriate, occupancy sensors to reduce unnecessary electricity consumption. Efficient HVAC systems are encouraged according to the requirements of individual spaces. Glass partitions and planning that allow greater penetration of natural light can also reduce dependence on artificial lighting.

For water conservation, low-flow plumbing fixtures are promoted wherever applicable. Practical alternatives, including non-illuminated or radium-type signages instead of continuously illuminated signage in suitable applications, demonstrate how small design decisions can contribute to sustainability.

Safety: A Zero-Harm Commitment

At Tscale Constructions & Interiors, sustainability begins with people. The company believes that a sustainable organization must first create a workplace where employees and workers can perform their responsibilities safely and return home without harm.

Its project execution incorporates mandatory safety inductions, work permit systems, Job Safety Analysis, HIRA/SWMS processes, regular toolbox talks, emergency response planning, and periodic site safety inspections. Safety is not treated merely as a compliance requirement; the aim is to develop a behaviour-based safety culture in which every individual understands that safety is a shared responsibility.

Employees who actively follow safety requirements and initiate or support sustainable practices are also recognized and motivated, helping embed safety and sustainability into everyday workplace culture.

People, Participation and Community

The organization comprises approximately 26 core team members supported by specialized site contractors. Tscale believes employee participation is essential to achieving its quality, safety, and sustainability objectives.

Health and first-aid awareness initiatives and safe workplace practices are promoted across project teams. Local workforce engagement is encouraged wherever practical. The company has also initiated activities in which employees participate in cleaning and maintaining public areas, intended to strengthen environmental awareness and a sense of responsibility towards the wider community.

Quality, Environment and Occupational Health & Safety

Tscale's sustainability journey is supported by a management approach that places importance on quality, environmental responsibility, and occupational health and safety. Its practices are aligned with the principles of ISO 9001 – Quality Management, ISO 14001 – Environmental Management, and ISO 45001 – Occupational Health & Safety, together with applicable site safety requirements and certifications.

This integrated approach helps the organization view quality, environmental performance, and safety not as separate objectives, but as interconnected elements of responsible project delivery.

Challenges That Strengthened the Approach

Commercial interior refurbishment projects present unique challenges: strict timelines, coordination of multiple trades, demolition and civil activities, electrical and HVAC installations, and the need to maintain safety in complex working environments.

Tscale's experience has reinforced the view that sustainability is achieved not through one major action, but through many responsible decisions taken consistently throughout a project—from selecting materials and managing waste to controlling energy consumption, protecting workers, and maintaining safe and clean sites.

Looking Ahead

As the construction and interiors sector evolves, Tscale remains committed to strengthening sustainable procurement, improving resource efficiency, enhancing waste reduction and reuse, encouraging energy-conscious design solutions, and further developing its behaviour-based safety culture.

By combining quality workmanship, safety, environmental responsibility, employee participation, and community awareness, the company aspires to deliver spaces that are not only functional and aesthetically successful, but also responsibly created.

Sustainability is achieved through responsible decisions made consistently—one project, one workplace and one action at a time

Mr. Anand. R
Safety Manager

CURVE ELECTRIC

From Kashmir to a Cleaner Future The Curve Electric Journey

Building sustainable mobility, creating opportunities, and proving that meaningful climate innovation can emerge from anywhere

SUSTAINABLE MOBILITY FOR A BRIGHTER TOMORROW

In a rapidly changing world, sustainability is no longer simply an environmental objective—it is becoming a fundamental requirement for how we build businesses, cities and communities. At Curve Electric, our journey towards sustainability began with a simple question: Can everyday short-distance transportation become cleaner, more affordable and more accessible? Founded in 2022 by Sheikh Yameen and Zubair Ahmed Bhat, immediately after completing their MBAs, Curve Electric was born in Srinagar, Jammu & Kashmir, with the ambition of building a clean-mobility company from a region that is better known for its natural beauty and tourism than for technology and mobility innovation.

We began by identifying a very common problem: people frequently use cars and conventional two-wheelers even for short journeys because convenient and affordable alternatives are limited. Our response was to build a practical electric-mobility ecosystem around bicycles and e- bikes.

85,000+ RIDES	**1M+** KILOMETRES
200+ METRIC TONNES CO_2	**25** MEMBER TEAM

Starting with a simple idea

Our first major initiative was the deployment of a public e-bike sharing system in Srinagar. It was an ambitious undertaking in an emerging ecosystem where electric mobility infrastructure, customer awareness and supporting systems were still developing. The challenge was not simply to put electric bicycles on the road.

We had to build the entire operating ecosystem around them—fleet management, maintenance, customer experience, charging, deployment, utilisation and partnerships. We also had to convince customers and institutions that electric micro mobility could be a reliable part of everyday transportation. Building this system in Kashmir taught us an important lesson: sustainable mobility is not only about technology; it is about operations, accessibility, affordability and understanding how people actually move.

Growing beyond e-bike sharing

Today, Curve Electric provides multiple mobility solutions, including public e-bike sharing, e-bike sales, campus and institutional mobility, fleet management, EV servicing, event mobility and related products and services. Our focus is on environments where electric micromobility can create significant value— campuses, cities, tourism destinations and first- and last-mile connectivity. We are currently operating in Srinagar and Ganderbal and are expanding through institutional partnerships and pilot deployments.

Our collaborations and pilots with institutions including BITS Pilani Hyderabad, IIT Bombay, Lovely Professional University and Hyderabad Metro Rail are important steps in demonstrating that the model developed in Kashmir can be adapted to different environments across India.

Measurable environmental impact

For us, sustainability has to be measurable. To date, Curve Electric has facilitated 85,000+ rides covering more than 1 million kilometres through sustainable mobility solutions. These journeys have contributed to the avoidance/reduction of more than 200 metric tonnes of CO_2 emissions.

Every kilometre travelled on an electric bicycle instead of a conventional fossil-fuel-based vehicle represents a small step towards cleaner transportation. Our objective is therefore not just to operate an e-bike fleet, but to encourage a shift in how people think about short-distance transportation.

Building economic and social impact alongside environmental impact

Our sustainability journey extends beyond emissions reduction. Curve Electric currently has a 25-member team, creating employment opportunities while developing capabilities in electric mobility, technology, fleet operations, maintenance, customer service, marketing and business development.

By building the company in Jammu & Kashmir, we have also sought to demonstrate that innovative businesses can be built from emerging ecosystems. The experience has reinforced our belief that entrepreneurship can become a powerful tool for creating both economic and environmental value.

The challenges we had to overcome

Our journey has not been without challenges. When we started, electric mobility was still an emerging concept for many consumers in our market.

We had to educate customers about electric bicycles while simultaneously developing a reliable operational system. Access to capital was another challenge. Building physical mobility infrastructure requires investment in vehicles, technology, maintenance and operations well before the benefits of scale become visible.

Operating in Kashmir also meant working within a relatively young startup ecosystem. We had to build networks, find mentors, approach institutions and create opportunities ourselves. Neither founder came from an established mobility business. We started immediately after our MBAs and learned through execution—speaking to customers, managing operations, building partnerships, raising capital, understanding technology and solving problems on the ground.

We learned to focus less on what was supposed to work in theory and more on what actually worked for customers and communities.

Milestones that strengthened our journey

Our work has received recognition and validation at several levels. Curve Electric has received support through organisations and programmes including GIF NIT Srinagar, JKEDI, NewGen IEDC University of Kashmir. We have received innovation and startup grants, including ₹8 lakh from GIF NIT Srinagar, ₹20 lakh under the J&K Startup Policy through JKEDI and ₹4.2 lakh from IEDC University of Kashmir.

As the company demonstrated traction and built a growing customer base, we also attracted private/angel investment at a valuation of approximately US$1 million. This was a significant milestone for us—because not only it provided capital to strengthen our operations and growth, but also because it represented external investor confidence in a clean-mobility company emerging from Jammu & Kashmir. The investment and funding support have enabled us to continue developing our mobility infrastructure, expand our fleet and operations, strengthen technology and fleet management, build our team and pursue institutional partnerships across India.

Our journey also took us to Shark Tank India Season 4, providing an opportunity to present our vision to a national audience. We have subsequently been recognised through honours including the Pride of J&K Startup Award and the Government of Jammu & Kashmir's Outstanding Industrial Entrepreneurship Award. Curve Electric has also received national and international visibility, including coverage in Forbes India and recognition by Inc42 among startups to watch.

Our founders have also participated in national startup platforms and international initiatives such as the Global Changemaker Fellowship. One of the most meaningful moments in our journey was getting the opportunity to present our public e-bike sharing system to Prime Minister Narendra Modi during his visit to Srinagar.

They demonstrate that a mobility solution originating in Kashmir can attract customers, institutional partners, government support and private investment, and can create a pathway for scaling climate innovation beyond its place of origin.

Looking towards the next five years

We believe India's transition towards sustainable mobility will require solutions across different scales—from large public transportation systems to the last few kilometres of an individual's journey. Our long-term vision is to build a pan-India clean-mobility platform focused on campuses, institutions, tourism destinations, cities and first- and last-mile connectivity. Over the next five years, we aim to expand our fleet and institutional deployments, strengthen our technology and fleet-management capabilities, enter new cities and build long-term partnerships with organisations seeking sustainable mobility solutions.

Our ambition is to enable millions of cleaner short-distance journeys while creating employment and strengthening India's emerging electric-mobility ecosystem.

A journey that began in kashmir

Curve Electric's story is ultimately about more than electric bicycles. It is about believing that climate innovation does not have to originate only from the largest cities or established technology hubs. It can emerge from a young team in Kashmir, built by first-time entrepreneurs willing to learn, experiment and persist.

Our journey has shown us that sustainability becomes meaningful when it moves from an idea into everyday life—when a person chooses an e-bike instead of a fossil-fuel vehicle, when a campus provides cleaner transportation to its students, when a tourist explores a destination without adding to local emissions, and when a young person finds employment in a growing clean-technology ecosystem. Our aspiration is simple: to make sustainable mobility a practical choice for more people, in more places, and to demonstrate that businesses can create economic value while contributing meaningfully to a cleaner and more resilient future.

From Kashmir, we are building for India—and ultimately, for a world where sustainable mobility is accessible to everyone.

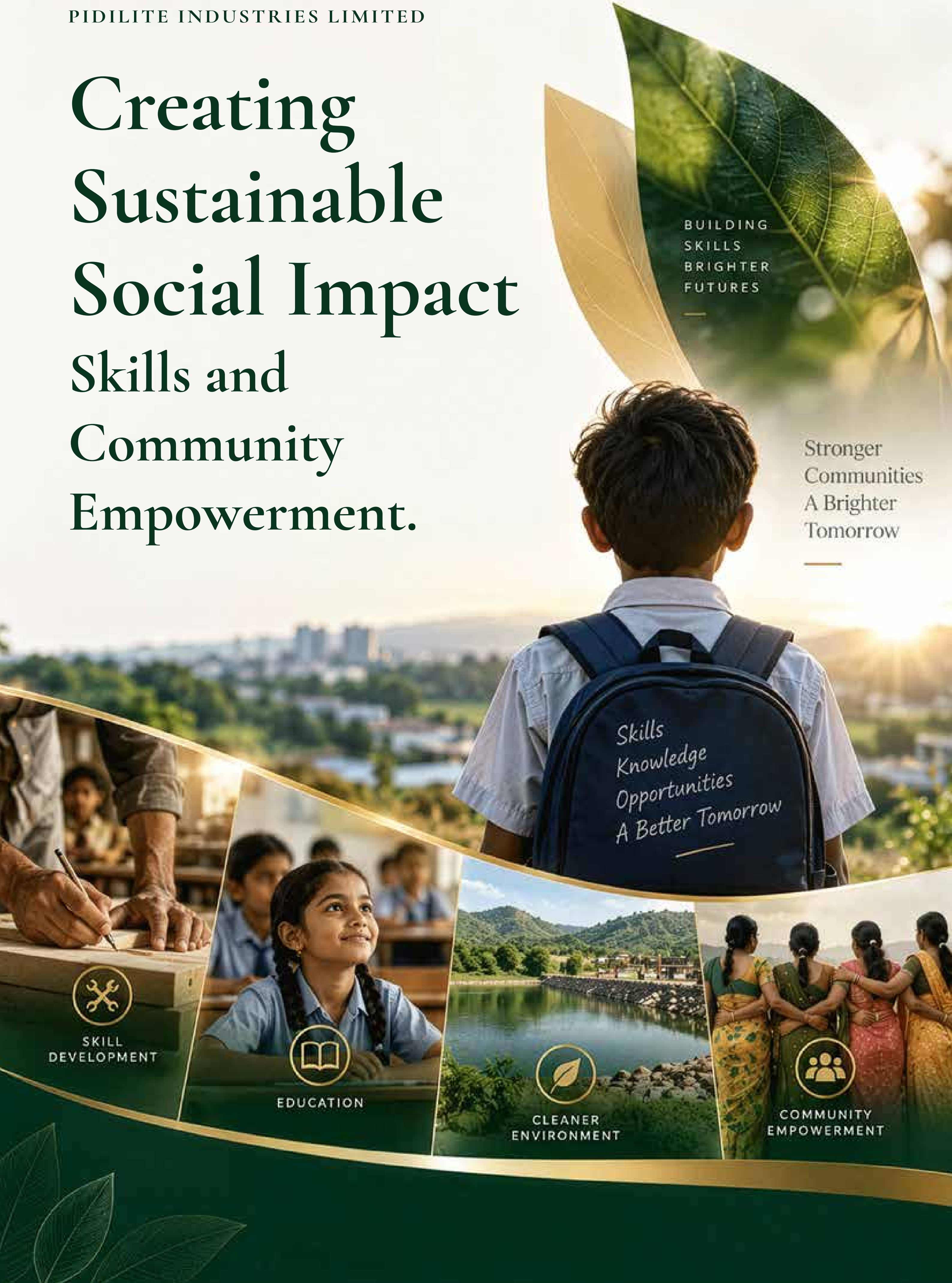
> *Our aspiration is simple: to make sustainable mobility accessible while creating economic value and building a cleaner, more resilient future*

Mr. Sheikh Yameen
CEO & Co-Founder

PIDILITE INDUSTRIES LIMITED

Creating Sustainable Social Impact

Skills and Community Empowerment.



Empowering Communities Through Education and Skill Development is not merely a CSR initiative at Pidilite, it is an ESG-driven commitment to creating lasting social value. By transforming knowledge into opportunity and opportunity into sustainable livelihoods, Pidilite continues to inspire a future where growth is inclusive, responsible, and shared by all.

Empowering Communities Through Education and Skill Development

At Pidilite Industries Limited, sustainability is not limited to environmental stewardship, it encompasses a broader commitment to creating lasting social value. Through its Environmental, Social and Governance framework, Pidilite recognizes that investing in people is fundamental to building resilient communities and sustainable business ecosystems. Education, skill development, livelihood enhancement, and women empowerment form the cornerstone of the company's Social agenda, driving inclusive growth and long-term community transformation.

Pidilite has translated this commitment into meaningful action by supporting education, vocational training, employment-enhancing skills, rural development, women empowerment, sanitation, and community welfare initiatives. These efforts are designed to create opportunities for underserved populations while contributing to the United Nations Sustainable Development Goals (SDGs) related to quality education, decent work, gender equality, and reduced inequalities

Below are proud moments showcasing Pidilite Industries commitment to Skill Development and Empowering Communities Through Education and Skill Development.

1. **Building Human Capital Through Skill Development** A major milestone in skill development was achieved on 15 August 2026 with the inauguration of the new Plumber, Woodworking, and Construction Trade Workshops/Labs of Pidilite at Bhavnagar ITI by Hon'ble Cabinet Minister Shri Kunvarjibhai Bavaliya, reinforcing the commitment to creating a future-ready skilled workforce.

2. **Modular Plumbing Lab at ITI Newasa** In collaboration with Pidilite and ITI Newasa, a state-of-the-art Modular Plumbing Lab was established to provide students with practical, hands-on training in modern plumbing systems. The lab features innovative dismantle-and-movable modules, enabling students to gain real-world experience in installation, maintenance, troubleshooting, and repair techniques within a simulated industry environment. The facility was inaugurated by Mr. Arun, in the presence of the Maharashtra Skill Development Team, marking a significant milestone in strengthening vocational education and enhancing industry-relevant competencies among aspiring technicians. By investing in skill infrastructure and industry-ready training facilities, Pidilite is empowering youth through quality vocational education, fostering employability, and contributing to sustainable community development through workforce readiness.

3. **Strengthening the Skill Ecosystem in Himachal Pradesh Pidilite has been actively collaborating with the Government of Himachal Pradesh to strengthen the state's skill development ecosystem and enhance industry-ready employability among youth. As an Industry Partner to Government Industrial Training Institutes (ITIs), the company supports various initiatives aimed at bridging the gap between vocational education and industry requirements.** Through this partnership, Pidilite contributes to skill enhancement programs, industry orientation, practical training, curriculum support, and capacity-building initiatives that equip students with relevant technical competencies and hands-on experience. By fostering stronger industry-academia collaboration, Pidilite is helping create a skilled workforce that is better prepared to meet evolving market demands and contribute to the state's economic growth.

4. **Strengthening Rural Resilience Through Water Conservation.** As part of its ESG and community development initiatives, Pidilite supported the development of a pond and check dam at Sedarda village to improve water availability and strengthen rural livelihoods. During a site visit, Bhavnagar Collector Shri Manish Bansal (IAS) appreciated the project's contribution to groundwater recharge, agricultural sustainability, and community well-being. The initiative stands as a testament to Pidilite's commitment to environmental stewardship and sustainable rural development.

5. **Clean Mahuva Initiative.** As part of the Clean Mahuva Initiative, the 11th Safai Karmchari Sanman Awards was held in Mahuva to celebrate the dedication and service of sanitation workers who play a vital role in ensuring community hygiene and environmental sustainability. The ceremony was attended by Shri Bhagat Bapu (Khimnath Mandir), Shri S. S. Pandya (Education Officer), and Shri K. D. Parekh (Trustee), who applauded the unwavering efforts of the workforce and encouraged continued participation in creating a cleaner and more sustainable society.

Mr. Manoj Singh Negi
Sr. Manager EHS & Sustainability

HOPE 4 SPEECHLESS SOULS

From Compassion to a Lifelong Home:
The Journey of Hope 4 Speechless Souls

"Because every life deserves a safer tomorrow."

- Rescue
- Rehabilitate
- Rehome
- Repeat Compassion

Every journey begins with a small act of compassion.

For me, that journey began when I was just 16 years old. I started helping street dogs who were injured, abandoned, sick or simply struggling to survive. At that age, I did not know where this path would lead. I only knew that when an animal was suffering, I could not walk away.

What began as an individual effort gradually became a lifelong commitment. Over the years, the number of animals needing help kept increasing, and so did the responsibility. Today, Hope 4 Speechless Souls is a home for rescued animals, particularly injured, paralysed, disabled and elderly dogs who often have little or no chance of surviving independently on the streets.

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Our journey has never been about simply rescuing an animal and moving on. It has been about creating a place where an animal who has suffered can finally feel safe. That philosophy is at the heart of everything we do.

From Rescue to Rehabilitation

Over the years, we have rescued thousands of animals and helped hundreds of severely injured and paralysed dogs recover and regain a better quality of life.

Some arrive after road accidents. Some have been abandoned because of illness, disability or old age. Some are found with serious wounds, infections, fractures or other conditions that require prolonged treatment. Others have spent years surviving on the streets and arrive frightened and emotionally distressed.

For many of these animals, returning them to the streets is simply not an option. This is why we have tried to build something different from a conventional shelter. We want our shelter to be a HOME.

Our approach focuses not only on food and medical treatment, but also on rehabilitation, comfort, emotional well-being and dignity. Paralysed and elderly dogs need very different care from healthy animals. They may need assistance with movement, physiotherapy, medicines, regular monitoring, special nutrition and, most importantly, patience.

We believe that every animal deserves that care regardless of whether it is young, healthy, beautiful or adoptable. An animal's disability should never become a reason to abandon it.

The Challenge of Building a Home

Creating and maintaining such a home comes with enormous challenges.

Our shelter has been serving animals for approximately 15 years, and over this period the infrastructure has naturally experienced significant wear and tear. Constant exposure to heat, rain, moisture and changing weather conditions has resulted in rust, damaged sheds and weakened structures.

The monsoon has become one of our greatest challenges.

Our shelter has experienced flooding twice in the last three years. During severe flooding, the safety of the animals becomes our first and only priority. Moving vulnerable animals to safer and higher areas, protecting food and medicines, managing waterlogging and ensuring that every animal remains safe requires tremendous effort.

Our boundary walls have also suffered damage over time. At several points, we have had to use bamboo, wire and temporary arrangements simply to keep the premises secure.

These are not ideal solutions. They are solutions born out of necessity. But every time a difficult situation arises, one thing remains unchanged: we cannot leave these animals behind.

Resilience in the Face of Floods and Uncertainty

The experience of repeated flooding has taught us that sustainability is not only about protecting natural resources. It is also about creating systems and spaces that can withstand difficult circumstances and continue serving the community.

For us, resilience has a very human—and very animal—face. When floodwaters rise, the animals cannot understand why their home is suddenly unsafe. They depend entirely on us.

In one particularly difficult flood situation, more than a hundred vulnerable animals had to be moved to higher and safer areas. Such experiences have reinforced our determination to create a permanent, stronger and flood-resilient shelter.

Our future vision is therefore not simply to build a larger shelter. It is to build a safer one—one that is better prepared for extreme weather, provides better medical facilities and creates a more secure environment for animals who may spend the rest of their lives with us.

Responsible Use of Resources

Running a shelter for a large number of rescued animals requires substantial resources every day—food, water, medicines, electricity, infrastructure and human effort.

Responsible use of these resources is therefore an important part of our journey.

We continuously try to make the best possible use of whatever resources are available to us. Solar energy is an important part of our infrastructure, helping us reduce dependence on conventional electricity wherever possible.

But sustainability for us goes beyond infrastructure. It means making sure that donations are converted into actual care. It means using food responsibly, maintaining essential medical supplies, repairing rather than unnecessarily replacing infrastructure, and finding practical solutions when resources are limited. Most importantly, it means ensuring that the support we receive reaches the animals who need it.

A Community-Powered Mission

Hope 4 Speechless Souls has never been built by one person alone. Behind every rescue, every treatment and every meal is a community of people who chose to care.

Individual donors, volunteers, students, rescuers, families, visitors and corporate teams have all contributed to this journey in different ways. Some have donated food. Some have supported medicines or medical treatment. Some have visited the shelter and spent time with the animals. Some have raised funds in their workplaces or communities.

Corporate and educational groups have also visited the shelter and participated in activities supporting the animals.

This community participation has shown us something very important: social impact becomes stronger when people feel that they are personally part of it. A person may think that a small contribution cannot change much. But when hundreds or thousands of people contribute according to their ability, those small contributions become food, medicines, treatment, shelter repairs and, ultimately, a better life for an animal. Our model is therefore deeply community-driven.

Changing the Way, We Look at Animals

One of the biggest challenges in animal welfare is not always financial. It is perception.

Injured, paralysed, elderly and disabled animals are often considered difficult to care for. Some are abandoned because they are no longer able to live independently. Others are ignored because people assume that nothing can be done for them.

We want to challenge that thinking. A paralysed dog can still experience love. An elderly dog can still feel happiness. An injured animal can still recover. And an animal that cannot walk may still deserve a safe and dignified life.

Our work is therefore not only about rescuing animals. It is also about creating greater empathy within society.

When children, students, families and visitors see these animals being cared for, they experience a different understanding of compassion and responsibility.

Milestones That Keep Us Going

Over more than two decades of animal welfare work, our journey has resulted in thousands of rescues and hundreds of successful recoveries of severely injured and paralysed animals.

We have witnessed animals arriving in extremely poor conditions and gradually transforming through treatment, nutrition, rehabilitation and care.

Some recover enough to walk again. Some remain disabled but become comfortable and emotionally secure. Some are elderly and will never leave the shelter—but they finally have a place where they are safe.

For us, success is not always measured by numbers. Sometimes success is a dog sleeping peacefully after years of fear. Sometimes it is an injured animal taking its first steps again. Sometimes it is an elderly dog spending its final years surrounded by people who care. These moments are our real milestones.

Looking Towards a Sustainable Future

The next chapter of Hope 4 Speechless Souls is about creating greater security and resilience.

Our vision is to establish a permanent, flood-safe and better-equipped shelter home where rescued animals can receive lifelong care in a secure environment.

We want to strengthen medical facilities, improve rehabilitation infrastructure, expand our capacity to respond to emergency rescue calls, create better facilities for vulnerable animals and build a stronger network of volunteers and supporters.

We also envision expanding our work to support other vulnerable animals, including cows and calves, and developing facilities and services that can address animal welfare needs more comprehensively.

Our long-term vision includes greater use of renewable energy, responsible resource management and practical, sustainable infrastructure.

But perhaps the most important resource we want to build is people. We want more young people, families, students, volunteers and responsible organisations to understand that animal welfare is a shared social responsibility.

The Meaning of Sustainability for Us

Our work may be different from the traditional definition of sustainability, but the underlying principle is the same: creating a better and more resilient future. For us, sustainability means creating a home that can withstand floods and extreme weather. It means using resources responsibly. It means building community participation that can sustain animal welfare work over the long term.

It means giving vulnerable beings a chance to live with dignity. And it means ensuring that compassion does not end with a rescue—it continues for as long as the animal needs us.

The animals at our shelter cannot speak for themselves. They cannot ask for help, explain their pain or plan for their future. We have chosen to become their voice.

A Journey That Continues

When I look back at the 16-year-old girl who first started helping street dogs, I could never have imagined how far that small act of compassion would take us.

The journey has been difficult. There have been financial challenges, infrastructure problems, floods, emergencies, exhausting days and moments when the number of animals needing help seemed overwhelming.

But every time we considered how difficult things had become, another animal arrived needing us. And every time, we continued.

Hope 4 Speechless Souls is not simply a shelter. It is an ongoing commitment that every animal who comes through our gates will be treated with care, dignity and compassion.

Our greatest achievement is not the building. It is the belief that no animal should be considered worthless simply because it is injured, disabled, old or abandoned.

As we look towards the future, our goal is to transform the challenges we have experienced into a stronger and more resilient model of animal care—one that is sustainable, community-supported and prepared for an increasingly uncertain environment.

We began with one person helping one animal. Today, we are a community working together for thousands of speechless souls. And the journey continues. Because a safer, kinder and more compassionate future should include every living being.

“Because compassion creates a kinder world

Ms. Anuradha Mishra
Founder

NAVIN FLUORINE INTERNATIONAL LIMITED · SURAT

Sustainability in Action

Transforming Sustainability Commitments into Measurable Impact

In today's world, sustainability is no longer an option. It is a business imperative and a shared responsibility. At Navin Fluorine International Limited (NFIL), Surat, sustainability is deeply embedded in our strategy, culture, and daily operations. It guides how we make decisions, invest in innovation, manage resources, and create long-term value for all our stakeholders.

16% Reduction in total Energy Consumption	**54.3%** Water withdrawal recycled & reused.
25% Electricity demand met through Renewable Power	**78,000+** People benefited through healthcare programmes

As a leading fluorochemical manufacturer, we operate in a sector that demands the highest standards of environmental responsibility, operational excellence, and safety. We recognize that sustainable growth can only be achieved when economic progress is balanced with care for the environment, respect for people, and strong corporate governance.

Over the years, we have consciously transformed sustainability from a compliance obligation into a growth enabler. This mindset has helped us convert challenges into opportunities and aspirations into measurable results.

Driving Environmental Transformation

Our sustainability journey during FY 2025-26 reflects the power of innovation, operational discipline, and employee commitment.

Through focused energy conservation initiatives, process optimization, and efficiency improvement projects, we achieved a 16% reduction in total energy consumption while reducing Scope-1 greenhouse gas emissions by approximately 6% compared to the previous year. These achievements represent important milestones in our ongoing decarbonization journey and reinforce our commitment to combating climate change.

Water stewardship remains another key pillar of our sustainability strategy. Through the implementation of condensate recovery initiatives, rainwater harvesting, and water recycling programmes, we successfully recycled and reused 54.3% of our total water withdrawal. This not only reduces dependence on freshwater resources but also strengthens our commitment to responsible and circular water management.

Our efforts towards waste minimization have also delivered encouraging outcomes. Through scientific waste handling practices, resource recovery initiatives, and continuous process improvements, waste sent to landfill was reduced from 12.8% to 10.3% of total waste generated. Every such improvement brings us closer to our long-term aspiration of achieving zero waste to landfill.

Accelerating the Renewable Energy Transition

A key component of our decarbonization roadmap is the adoption of renewable energy. At NFIL Surat, we have increasingly integrated renewable power into our energy portfolio to meet a substantial portion of our electricity requirements.

During FY 2025-26, approximately 25% of our total electricity demand was met through renewable power sources, contributing significantly to carbon emission reduction and supporting our transition toward cleaner energy. The increased use of renewable power has strengthened our environmental performance while enhancing the resilience of our energy supply.

Looking ahead, we are committed to accelerating this transition. Our roadmap includes increasing the share of renewable energy to approximately 50% of total electricity consumption through strategic green power procurement and clean energy partnerships. This initiative reflects our commitment to supporting India's energy transition while building a low-carbon and future-ready manufacturing ecosystem

Embedding Sustainability into Products and Processes

At NFIL, sustainability extends well beyond our manufacturing facilities. It is increasingly becoming part of the products we develop and the value we deliver to customers.

During the year, we initiated Product Carbon Footprint (PCF) studies and Life Cycle Assessments (LCA) for key products. These initiatives will help us better understand environmental impacts across the product life cycle, identify opportunities for resource optimization, and support customers in their own sustainability journeys.

Digital transformation is also playing a crucial role in advancing our ESG agenda. By implementing an enterprise-wide digital platform for tracking sustainability parameters, we have strengthened data accuracy, transparency, monitoring, and decision-making capabilities across the organization.

Our commitment to responsible business practices was further demonstrated through successful compliance with Extended Producer Responsibility (EPR) requirements for plastic packaging. We also enhanced sustainability engagement across our value chain, receiving sustainability assessment responses from suppliers representing 30% of procurement spend.

Creating Value for People and Communities

While environmental responsibility remains critical, sustainability is ultimately about people.

At NFIL, we strive to build a workplace culture founded on trust, respect, transparency, and inclusion. Our grievance redressal mechanism achieved an 89% resolution rate during the year, reflecting our commitment to listening, responding, and continuously improving employee engagement.

Beyond our organizational boundaries, we remain committed to creating positive social impact. Through our community development initiatives, more than 78,000 individuals benefited from healthcare programmes, while over 2,300 students were supported through educational initiatives. These efforts reflect our belief that sustainable development must be inclusive and should contribute to improving the quality of life in the communities we serve.

Strengthening Governance and Accountability

Strong governance remains the foundation upon which sustainable organizations are built.

NFIL continues to strengthen ESG integration, compliance management, risk governance frameworks, and transparent reporting practices. Our progress has been recognized by independent ESG assessment agencies, with SES ESG Research assigning an ESG score of 66.7 and CRISIL ESG Ratings & Analytics assigning a score of 56.0.

These recognitions motivate us to continue raising our standards and pursuing excellence in sustainability performance.

Looking Ahead

Sustainability is a journey of continuous improvement. While we take pride in our achievements, we remain focused on the opportunities that lie ahead. Our future efforts will be directed towards accelerating decarbonization, increasing renewable energy adoption, expanding circular economy initiatives, strengthening sustainable supply chains, enhancing product sustainability, and advancing digital ESG excellence.

At NFIL, we believe that every unit of energy saved, every litre of water conserved, every tonne of waste reduced, and every life positively impacted contributes towards building a more sustainable future.

The progress we have achieved is a testament to the passion, commitment, and collective efforts of our employees, business partners, customers, and communities. Together, we are demonstrating that sustainability is not merely about reducing our footprint, it is about expanding our positive impact.

Inspiring the Future

The sustainability journey of NFIL Surat demonstrates how innovation, responsibility, and purpose can transform business challenges into opportunities for long-term value creation. The progress achieved across energy efficiency, renewable energy adoption, carbon reduction, water stewardship, waste minimization, social impact, and governance excellence reflects the collective efforts of our employees, leadership team, customers, suppliers, and communities.

As we continue this journey, our ambition extends beyond organizational success. We aspire to inspire industries, communities, and future generations by demonstrating that responsible growth and business excellence can go hand in hand.

"At NFIL, sustainability is not simply about reducing our environmental footprint. It is about creating lasting value, strengthening communities, protecting natural resources, and building a resilient future for generations to come. Through innovation, responsibility, and collaboration, we aspire not only to grow sustainably but also to inspire sustainable progress across our industry and society"

Mr. Radheshyam Singh
Site Head & President Operations

SMC INTEGRATED FACILITY MANAGEMENT SOLUTIONS LTD.

The Footprint That Isn't Ours

Building an ESG system
around premises we do not own

People
Premises
Possibilities

A business defined by other people's buildings

Every morning, close to 40,000 SMC employees report for work across more than 1,200 premises in India. Not one of those buildings belongs to us. We operate hospitals, manufacturing plants, banks, campuses and commercial towers owned and designed by somebody else. Our people work near machinery we did not install, on floors we did not lay, in plant rooms we hold no authority to modify.

This is the defining condition of facility management, and it is the condition around which our entire ESG approach has been built. We inherit hazards rather than design them out. The one decision that remains fully ours is whether we deploy at all, and how well prepared a person is when we do. Once we accepted that, the shape of the work became clear: if we cannot change the premises, we must change the point at which we decide to enter them.

Moving the safety decision ahead of the commercial one

Like most of the industry, we once assessed risk after winning a contract and before mobilising people. By then the commitment is already made, and every finding becomes something to manage rather than something to act on.

Over the last period we moved that assessment upstream of contract acceptance. Every prospective site is now scored on a 5x5 risk matrix in an application we built in house, before the contract is signed. In the period covered here we assessed 543 sites and trained 27,600 employees against the specific hazards identified at their own site, rather than against a standard training calendar. No site was mobilised without an assessment.

The difficult part was not the tool but accepting that some assessments would end in a decision not to bid. A risk assessment that can only ever produce a 'proceed with controls' outcome is not an assessment, so operations and commercial had to agree in advance that the finding would be binding.

Making stop work authority something more than a clause

Stop work authority is easy to write into a policy and rare to see used. In a contract services business, refusing client work carries a direct revenue consequence, which is precisely why such clauses tend to stay unused.

Under our Zero Tolerance Policy for Life-Critical Risks, the authority extends to every employee, including housekeeping staff, with no requirement to justify the decision afterwards. At Rama Krishna Hospital, a housekeeping employee stopped a confined space job. We reviewed it and declined the scope. A frontline worker's judgement overrode a revenue decision, and we communicated that outcome deliberately across the organisation. A policy of this kind is believed only after the first occasion on which it costs the company something.

We also prohibit confined space entry outright, with no permit-based exception. Indian regulation allows the work under a permit system. We chose to remove the activity from our scope entirely, because on premises we do not control we cannot guarantee rescue capability, and a permit that assumes rescue is a document rather than a control.

Closing the distance between an event and the people who can act on it

Most safety governance fails quietly in the gap between an incident and the report of it.

We built esgpulse.ai, a browser-based, AI-enabled platform that displays every near miss, accident and incident in real time on a dashboard in the senior management area. Leadership now sees an event on the day it happens. Incident visibility moved from a monthly cycle to same day, and leadership response time from weeks to hours.

Visibility only works if people are willing to report, so we paired it with recognition rather than penalty for near-miss reporting. In the period, 128 near misses were reported, reviewed and rewarded.

Reaching a workforce that written procedure does not reach

A large part of our workforce is frontline and not comfortable reading English; for years our safety communication assumed otherwise. Written procedures were technically correct, formally acknowledged, and did not reach the person holding the mop or the spanner.

We rebuilt that communication as bilingual and picture-led, moved toolbox talks to before the shift rather than after it, and linked training content to each site's own risk assessment. We ran a ten-day Zero Harm campaign across every branch, each day carrying a defined theme, a mandatory site activity and photographic evidence of completion. In total we delivered 22.6 million training hours.

Savings that appear on somebody else's utility bill

As a service provider our own consumption is negligible; our real footprint is that of the buildings we run for others. Acting only on what we directly consume would mean acting on the smallest part of the problem, so we took accountability for consumption that appears on a client's bill and not on ours.

Through our Smart Surface Disinfection Programme we have delivered water use reductions of 55 to 60 per cent for clients. Through CMMS-driven maintenance we have delivered year-on-year energy reductions of 8 to 10 per cent, which also underpins our carbon reduction. Our Environmental Policy sits as Section E of our Integrated Management System Manual, approved by the CEO, with dated targets: net zero carbon by 2040, a 30 per cent absolute reduction in Scope 3 emissions by 2030, a minimum of 50 per cent renewable electricity across SMC India by 2030, circular economy principles in fit-out guidelines, elimination of single-use plastics, and water management plans at offices in high water-stress areas.

We hold ISO 50001 certification, uncommon in Indian facility management where certification usually stops at quality and safety, which means our energy performance is audited rather than asserted. Any assessment of our environmental contribution that counts only direct consumption will understate it substantially: we invest in outcomes over which we hold no commercial claim.

Employment as the social outcome

Facility management is one of the few sectors that can absorb first-time workers, people with limited formal education, and differently abled people into formal employment with statutory protection, at scale.

Women make up 33 per cent of our workforce, 6,970 employees, against a target of up to 35 per cent by 2030 and 20 per cent female representation at senior levels. We conduct 70 POSH sessions every month, with a constituted Internal Committee. We participate in Government of Madhya Pradesh rozgar melas, recognised with a Prashasti Patra at Mega Yuva Sangam 2026 at Sarangpur, alongside continuing engagement with ITIs.

Equal opportunity as a hiring decision, not a policy statement

Our most deliberate diversity commitment is the employment of Deaf and speech-impaired colleagues across India. What began as a partnership with the Noida Deaf Society has become a pan-India hiring channel. Today many Deaf and speech-impaired employees work with SMC across multiple client sites, in housekeeping, pantry and back-office roles. They are placed into live client operations on the same terms, the same pay structure and the same statutory benefits as every other employee. We do not create separate or sheltered roles, because a role designed to be undemanding is a role with no career in it.

Making this work required change on our side rather than theirs. Site induction and toolbox talks were rebuilt to be demonstrated and picture-led rather than spoken. Supervisors at receiving sites are briefed on basic sign communication before the employee joins, and new colleagues are buddy-paired through the first weeks. Emergency procedure needed the most rethinking: an evacuation alarm that is only audible is not an alarm for part of our workforce, so visual and vibration-based alerting, and a named person accountable for physically reaching each employee, were built into site emergency plans. Client sites accommodated this readily once it was asked for in specific terms rather than as a general principle.

What these colleagues contribute is operational rather than symbolic. They hold line roles at hospital, corporate and manufacturing sites, work to the same output standards and are measured on the same client audit scores as every other team, and several now induct new joiners, hearing colleagues included, into site procedure. One employee from the programme at Apollo Sage Hospitals, Bhopal, received the client's own Karmveer award, judged against the client's entire workforce rather than as a separate category. The programme has been recognised by the Government of Madhya Pradesh with the Mukhyamantri Seekho-Kamao award, presented by the Chief Minister, and it forms part of the labour and human rights performance on which EcoVadis rates us Gold, placing us in the top five per cent of companies assessed globally. Our target is one per cent differently abled representation across SMC by 2030, and we regard hearing and speech impairment as only the first disability category we have learned to hire for properly.

Much of our workforce is the single earner at home, and statutory compensation after a death is slow and rarely sufficient. Our SEWA Fund provides financial support to the family of any SMC employee who dies, over and above statutory entitlement. It is voluntary and triggered by need rather than by liability or fault. In the period, 53 lakh rupees was disbursed to 36 bereaved families.

Who the assurance function answers to

QHSE and ESG at SMC report directly to the CEO. The function with authority to stop revenue does not report to the function that earns it. In a contract services business, that reporting line is much of the difference between a safety policy and a safety system.

Every Branch Head signs a personal safety commitment for their sites, supported by IOSH Managing Safely certified officers across five zones. Our governance also extends past our own boundary: a 30-point supplier ESG risk framework and an ESG Supplier Questionnaire built into onboarding, with supplier audits conducted against them. Our ESG material topics and targets are mapped to the UN Sustainable Development Goals through the same objectives register and management review cycle that governs our ISO systems.

Verification by people who do not work for us

We are assessed by four independent bodies applying different criteria: TUV Nord for five ISO standards covering 9001, 14001, 45001, 41001 and 50001; client-led CSMS assessments, where we hold consistent 3-Star ratings at Tata Motors and Tata Growth; Skoda's supplier assurance assessment, where we scored 100 per cent; and EcoVadis, where we hold a Gold rating placing us in the top five per cent of companies assessed globally. Consistent performance across assessors who share no common methodology is, we think, stronger evidence than any single certificate.

What is not yet done

It would be dishonest to present this as a finished journey. Scope 3 remains our hardest problem, because most of the emissions we influence occur in buildings and supply chains we do not control. Our renewable electricity target depends in part on landlords and client sites whose procurement decisions are not ours to make. Our target of one per cent differently abled employees by 2030, and 20 per cent women at senior levels, are both a real distance from where we stand today. And our first aid reporting numbers should continue to rise for some time yet before they begin to fall.

To others working under similar constraints: if your risk sits inside somebody else's premises, the only durable control is the point at which you decide to enter. Move that decision earlier than is commercially comfortable, give the authority to stop work to the person closest to the hazard, and then honour it the first time it costs you something.

> *For a company of 40,000 people, ESG is not a reporting exercise. It is how we earn the right to keep growing.*

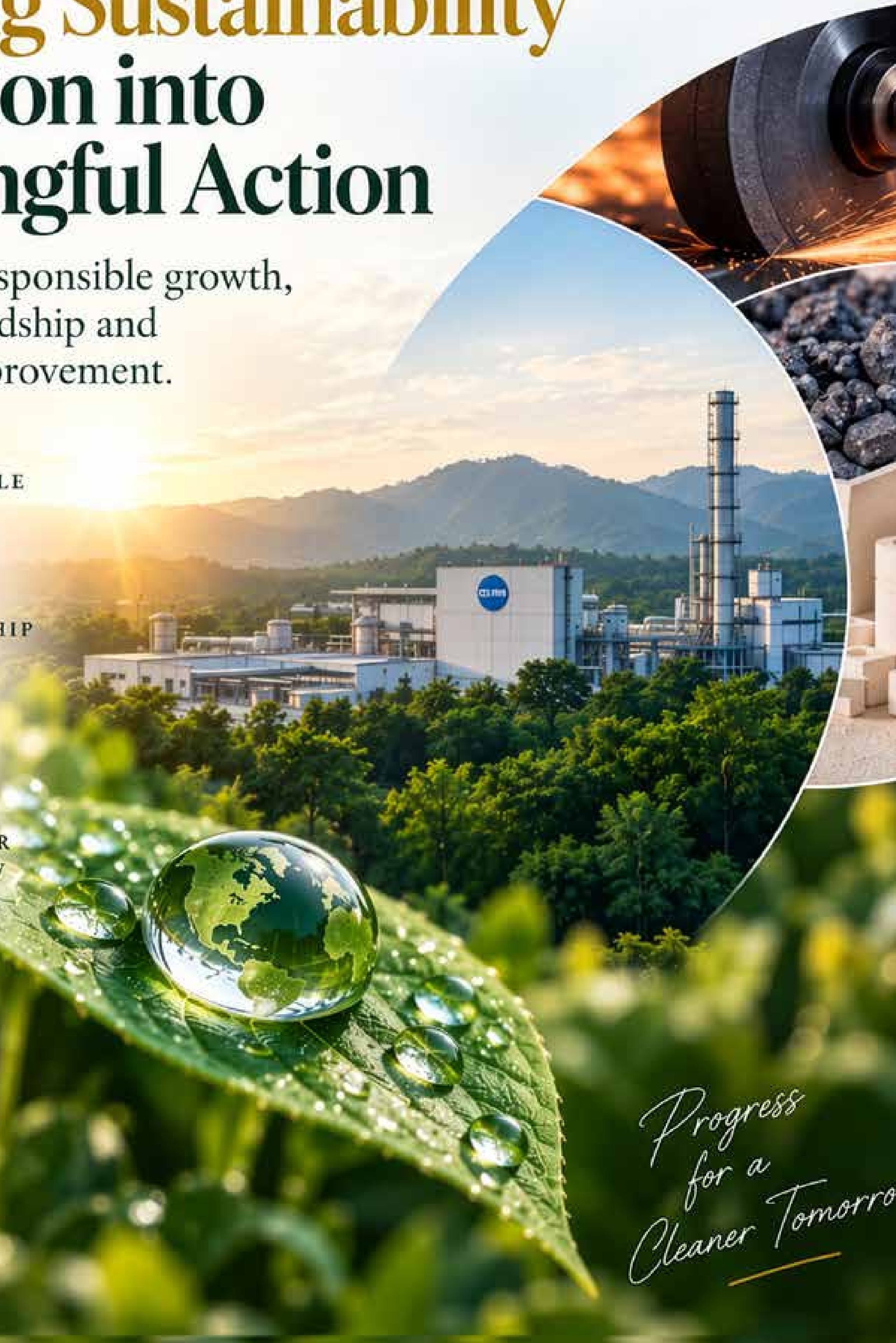
Mr. Edward D'souza
CEO

CARBORUNDUM UNIVERSAL LIMITED (CUMI)

CUMI: Turning Sustainability Ambition into Meaningful Action

A journey of responsible growth, resource stewardship and continuous improvement.

- RESPONSIBLE GROWTH
- RESOURCE STEWARDSHIP
- PEOPLE FIRST
- A BRIGHTER TOMORROW



Sustainability is often described through targets, commitments and performance indicators. But behind every target is a journey—of changing mindsets, challenging conventional ways of working, investing in new solutions and bringing people together around a common purpose.

For Carborundum Universal Limited (CUMI), sustainability is that journey.

As a diversified materials science company with manufacturing operations across Abrasives, Electrominerals, Refractories and Ceramics, CUMI operates in industries where energy, materials, water and technology play a significant role.

Over the years, CUMI's sustainability journey has evolved from a focus on environmental compliance towards a broader ambition: to build a resilient organization where sustainability is embedded into business decisions, manufacturing processes and the everyday actions of its people.

From compliance to a culture of responsibility

CUMI's sustainability journey begins with a simple principle: responsible growth must be built into the way the organization operates. Sustainability is therefore not treated as the responsibility of one function alone. Leadership oversight, a cross-functional ESG Committee and a strengthened Environment, Health and Safety (EHS) function provide the governance needed to translate ambition into action.

CUMI's long-term roadmap brings together key environmental priorities including energy, greenhouse gas emissions, water, waste and renewable energy. The objective is not merely to report performance, but to continuously improve it.

Decarbonization: changing the way energy is used

Given the wide range of energy mix, CUMI addresses this challenge through a combination of renewable energy, energy efficiency, process optimization, fuel switching and improvements in equipment and operations.

This approach reflects a shift in thinking. The question is no longer only "How efficiently do we manufacture?" It is also, "What is the environmental footprint of what we manufacture?" This perspective has encouraged the organization to look across processes and identify opportunities to reduce energy use and emissions at their source.

CUMI has also begun applying life cycle thinking to its products. Life Cycle Assessment studies in the Electrominerals business are helping the organization understand environmental impacts beyond individual process steps and identify opportunities for improvement. Such initiatives create a stronger connection between manufacturing efficiency, product responsibility and customer expectations.

Water: from consumption to stewardship

Water stewardship is another important part of CUMI's environmental journey. The focus is on using less water, increasing reuse and recycling, and reducing dependence on fresh-water sources wherever technically feasible.

Across manufacturing locations, projects include improvements to water treatment and recycling systems, reuse of treated water and RO reject, and adoption of technologies that reduce water consumption. These may appear to be individual projects, but together they represent a change in the way water is viewed—from a utility required for production to a resource that must be carefully managed.

Waste: seeing opportunity where others see disposal

Waste management at CUMI is increasingly moving from disposal-oriented towards prevention, reduction, reuse, recycling and recovery. The objective is to understand why waste is generated and whether the process itself can be improved.

Process optimization initiatives have helped reduce material consumption and waste generation in manufacturing operations. Other examples include recovery and reuse of process materials and the use of an in-house food-waste decomposer and biogas system, where organic waste is converted into useful outputs rather than being treated simply as waste.

This way of operating creates a powerful opportunity: waste becomes a signal for process improvement. Every reduction in waste can also mean better material efficiency, lower handling requirements and improved resource productivity.

People at the centre

Technology and systems can enable sustainability, but people make it happen. CUMI's environmental agenda therefore sits alongside a strong focus on safety, employee participation and responsible behaviour.

The company's Zero Harm vision and EHS Excellence Model bring together safe behaviour, safe conditions, hazard identification, reporting and continuous improvement. Employees and workers are encouraged to identify hazards, report near misses and participate in safety programs. The same principle applies to environmental performance: a successful environmental initiative is not one that exists only on paper. It is one that is understood by the people who operate the process every day.

Extending the journey beyond CUMI

Sustainability does not stop at the factory gate. CUMI is increasingly extending its expectations into the value chain through its Sustainable Sourcing Policy and Supplier Code of Conduct. Environmental, health and safety, ethical and responsible-sourcing considerations are being incorporated into supplier engagement and evaluation.

This is important because the environmental footprint of a product is influenced not only by what happens inside CUMI's facilities, but also by materials, suppliers, logistics and how products are ultimately used and managed. Building awareness across the value chain is therefore an essential part of the journey.

Sustainability with a human purpose

Environmental responsibility is closely connected to CUMI's broader purpose as a business. Through initiatives in education, healthcare, skill development and community development, the company contributes to the wellbeing of the communities around its operations.

For CUMI, this reinforces a wider understanding of sustainability: a sustainable business cannot be separated from the wellbeing of the society in which it operates. Environmental stewardship, employee wellbeing, community development and responsible business practices are interconnected parts of long-term value creation.

From measurement to accountability

As CUMI's sustainability journey has matured, so has the importance of measurement, transparency and accountability. Sustainability performance is integrated into the company's BRSR disclosures, with material environmental and social topics identified and reviewed through established governance mechanisms.

External assurance of relevant BRSR Core indicators further strengthens confidence in reported information. The purpose of such processes is not simply compliance. They help create discipline around data, encourage consistency and build trust among stakeholders.

The road ahead

CUMI recognizes that sustainability is a continuous journey. The next phase will require deeper decarbonization, greater use of renewable energy, improved water stewardship, stronger circularity, responsible value-chain practices and continued investment in people and technology.

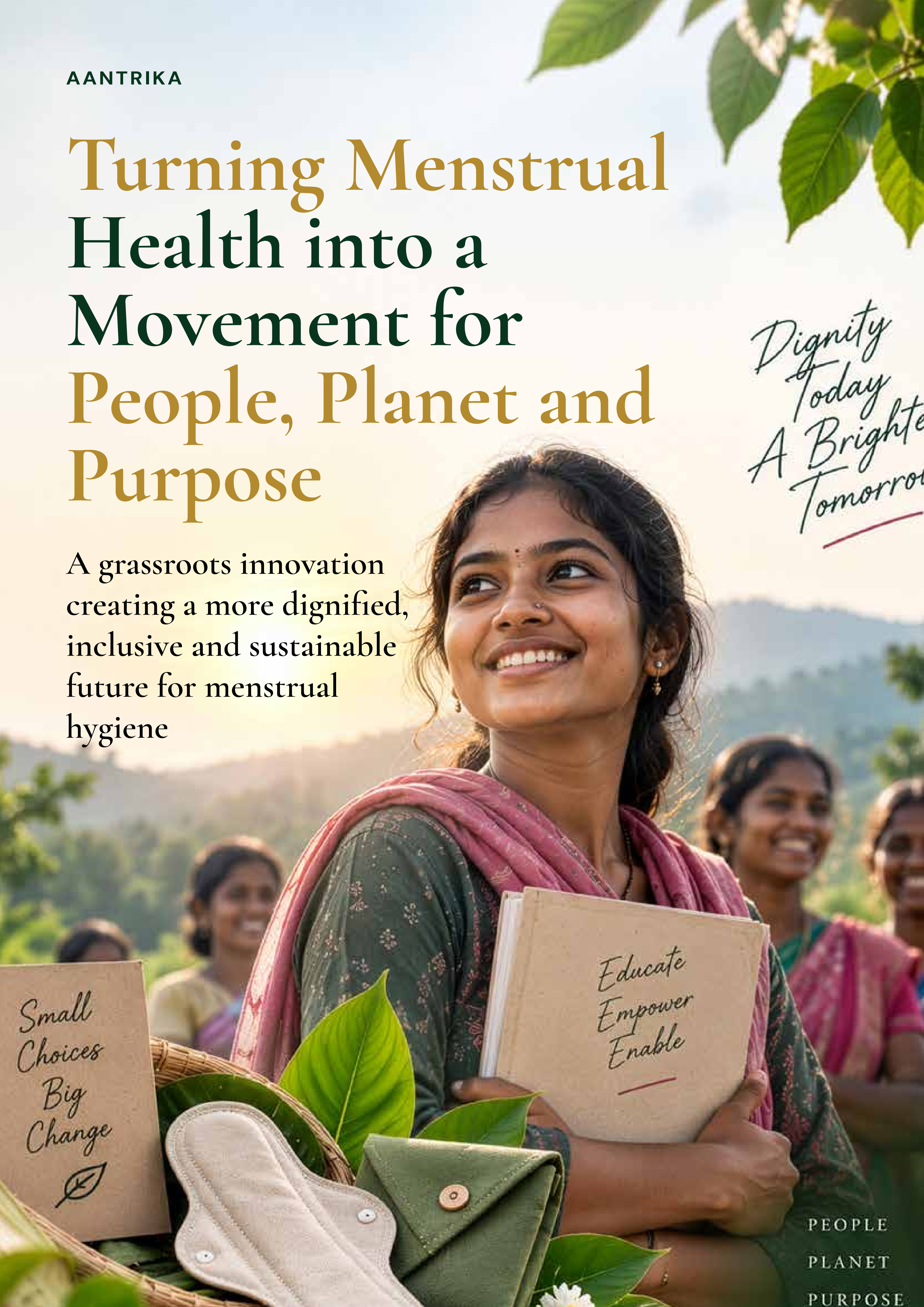
From compliance to commitment. From individual projects to an integrated approach. From consumption to conservation. From waste to circularity. From ambition to measurable action.

And ultimately, from sustainability as a program to sustainability as a way of doing business.

AANTRIKA

Turning Menstrual Health into a Movement for People, Planet and Purpose

A grassroots innovation creating a more dignified, inclusive and sustainable future for menstrual hygiene



There are some problems that remain invisible not because they are small, but because society has become accustomed to them.

Menstrual hygiene is one of them.

For millions of women and girls, menstruation is not simply a monthly health experience. It can determine whether they feel comfortable attending school, participating in work, travelling, engaging with their communities or simply living with dignity. In underserved rural and tribal communities, these challenges can become more pronounced because of affordability constraints, limited awareness and inadequate access to safe menstrual hygiene products.

Aantrika began with witnessing this reality at the grassroots.

During field engagement with tribal communities I have spend 5 month with tribal communities at karra Jharkhand, the founder encountered women who, because of limited access to menstrual products, were using traditional materials such as ash and leaves during menstruation. The experience created a question that would eventually become the foundation of Aantrika:

What if menstrual hygiene could be designed not only for health and dignity, but also for the health of the planet?

That question became a commitment.

That commitment became an innovation.

And that innovation became Aantrika.

FROM A GRASSROOTS OBSERVATION TO A PURPOSE-DRIVEN ENTERPRISE

Aantrika is a social enterprise working towards sustainable menstrual hygiene solutions for rural, tribal and semi-urban communities.

Its philosophy is built on a simple principle:

A sustainable future must be inclusive.

Environmental solutions cannot create meaningful impact if they remain inaccessible to the communities that need them most. Similarly, social interventions cannot be considered sustainable if they ignore their environmental consequences.

Aantrika therefore seeks to address both dimensions simultaneously.

Its mission brings together:

Menstrual Health + Women's Dignity + Environmental Responsibility + Inclusive Innovation

The organisation's journey demonstrates how a grassroots social challenge can become the starting point for entrepreneurial innovation when field experience, research, experimentation and purpose come together.

REIMAGINING THE MENSTRUAL PRODUCT

One of Aantrika's central innovations is a hybrid menstrual hygiene concept designed to combine reusable and biodegradable elements.

The concept incorporates a washable and reusable inner component with a biodegradable disposable outer component.

The product-development approach explores materials and design elements including:

- a banana-fibre-based absorbent core;
- a non-woven top layer incorporating neem and aloe vera;
- a biodegradable leak-resistant bottom layer; and
- reusable components intended to reduce dependence on completely disposable products.

The purpose is not to create sustainability as a marketing claim.

The purpose is to explore whether menstrual hygiene can be made **more environmentally responsible without compromising dignity, practicality and accessibility.**

This distinction is fundamental to Aantrika's innovation philosophy.

The team understands that a material being natural or biodegradable does not automatically make a product sustainable. Sustainability must be considered across the product journey—from material selection and manufacturing to usability, affordability, waste management and end-of-life considerations.

Therefore, Aantrika's product development remains iterative.

Design. Test. Listen. Improve. Repeat.

THE FIRST MILE: FROM IDEA TO IMPLEMENTATION

A social enterprise is ultimately tested not by the strength of its presentation, but by its ability to move from an idea into the real world.

Aantrika took that first step with initial support of ₹10,000 through BIT Nishan.

With this support, the team developed an initial batch of approximately 200 units.

The initiative subsequently expanded its outreach, with approximately 300 units distributed through its awareness and engagement activities.

A menstrual hygiene workshop at BIT Mesra became another important milestone. The product concept received encouraging feedback, while interactions with participants helped the team understand the questions, concerns and expectations surrounding sustainable menstrual products.

For Aantrika, these activities were not merely distribution exercises.

They were **real-world validation and learning opportunities.**

They demonstrated that innovation must be accompanied by education, communication and user participation.

A product can be technically innovative. But sustainable adoption requires trust.

THE HUMAN DIMENSION OF ESG

Aantrika's work demonstrates that ESG is not limited to corporate reporting or environmental metrics.

At its core, ESG is about responsible value creation.

E — ENVIRONMENTAL RESPONSIBILITY

Menstrual products can contribute to persistent waste, particularly when they rely heavily on plastic-based disposable components.

Aantrika is exploring reusable and biodegradable alternatives with the objective of reducing dependence on conventional plastic-intensive menstrual products.

Its focus on biodegradable materials and reusable components reflects an attempt to bring circularity and responsible consumption into an everyday health product.

S — SOCIAL IMPACT

Menstrual health is inseparable from dignity, health and gender equality.

Aantrika seeks to improve access to menstrual hygiene solutions and awareness, particularly among underserved communities.

The organisation's approach also seeks to challenge the silence and stigma surrounding menstruation by encouraging informed and open conversations.

G — RESPONSIBLE AND PURPOSE-DRIVEN GOVERNANCE

As an emerging social enterprise, Aantrika is building its foundation around responsible entrepreneurship, transparency of purpose, stakeholder engagement and continuous learning.

The organisation recognises that credibility in sustainability must be earned through evidence.

Its long-term objective is therefore to strengthen product testing, impact measurement, responsible sourcing, documentation and partnerships as it grows.

FOUR SDGs. ONE INTERCONNECTED MISSION.

Aantrika's work connects naturally with four Sustainable Development Goals.

SDG 3 — GOOD HEALTH AND WELL-BEING

Promoting safer and more accessible menstrual hygiene contributes to women's health and well-being.

SDG 5 — GENDER EQUALITY

Menstruation should never become a barrier to dignity, participation or opportunity.

SDG 12 — RESPONSIBLE CONSUMPTION AND PRODUCTION

The exploration of reusable and biodegradable components seeks to encourage more responsible consumption and production patterns.

SDG 13 — CLIMATE ACTION

Reducing reliance on plastic-intensive disposable materials and encouraging environmentally responsible consumption can contribute to broader sustainability objectives.

The strength of Aantrika's approach lies in the fact that these goals are not treated as separate targets.

They are interconnected.

Better menstrual health can support participation.
Participation strengthens inclusion.
Inclusion supports equality.
Responsible product design reduces environmental pressure.

This is the ESG ecosystem that Aantrika seeks to build.

THE CHALLENGE OF MAKING SUSTAINABILITY AFFORDABLE

One of the biggest challenges in sustainable innovation is that environmental responsibility must also make economic sense.

A product designed for underserved communities cannot succeed if it is prohibitively expensive.

Aantrika therefore faces a fundamental design challenge:

How can a sustainable menstrual hygiene solution remain

affordable, functional and scalable?

The answer requires more than changing materials.

It requires rethinking product architecture, sourcing, manufacturing, distribution and community engagement.

This has led Aantrikaa towards a philosophy of **frugal and inclusive innovation**—creating maximum social and environmental value while remaining conscious of the economic realities of its users.

The team sees affordability not as an afterthought, but as part of sustainability itself.

WHEN CONSTRAINTS BECOME CATALYSTS

Aantrikaa's journey has not been without challenges.

The team has had to work through limited resources, product-development complexities, material considerations, user expectations and the realities of building an early-stage social enterprise.

The challenge has been particularly complex because menstrual products must satisfy multiple requirements simultaneously:

Safety. Comfort. Absorbency. Leakage protection. Affordability. Accessibility. Environmental responsibility.

Improving one dimension can affect another.

For example, a more sustainable material may introduce cost or manufacturing challenges. A reusable component may require changes in user behaviour. A biodegradable component may require careful consideration of performance and shelf life.

Instead of treating these challenges as barriers, Aantrika has treated them as design questions.

Every challenge has become an opportunity to learn.

Every user interaction has become feedback.

Every prototype has become a step towards a better solution.

FROM RECOGNITION TO RESPONSIBILITY

Aantrika's journey has received recognition from several innovation, entrepreneurship and academic platforms.

Among its milestones are:

1st Rank — BIT Nishan 2026

The recognition provided important early validation and enabled the team to continue its product-development journey.

IIM Ranchi Startup Conclave 2026 — Second Position/ Team Recognition

The recognition provided an opportunity to present the social-enterprise concept within a broader startup ecosystem.

BIT EDC Investors Summit 2026 — Fourth Position

Another milestone that strengthened the initiative's exposure to entrepreneurship and innovation stakeholders.

Aantrikaa has also been **shortlisted for UDYAMOTSAV-2025 and the Switzerland 14N Award 2026**, reflecting continued visibility for its innovation journey.

The founder has additionally received the **Tally MSME Honours 2026 – Wonder Woman recognition**, among other academic and social-impact recognitions.

For Aantrikaa, these milestones are not the destination.

They are reminders of the responsibility that comes with recognition:

to continue validating the solution, improving the product and creating measurable impact.

WHY AANTRIKAA MATTERS

Aantrika represents a broader idea about innovation.

Some of the world's most important sustainability challenges exist within everyday life.

The menstrual product is one such example.

It is a product used regularly, yet its environmental footprint, accessibility and social dimensions are rarely discussed together.

Aantrika seeks to bring those conversations together.

Its approach asks:

Can a health product also be environmentally responsible?

Can sustainability be designed for underserved communities?

Can innovation begin with a field observation?

Can entrepreneurship create dignity as well as economic value?

Can an everyday product contribute to multiple SDGs simultaneously?

Aantrika's journey is an ongoing attempt to answer these questions.

THE NEXT CHAPTER: FROM PRODUCT TO IMPACT ECOSYSTEM

The next stage of Aantrika's development is focused on building evidence before scale.

The organisation's priorities include:

PRODUCT VALIDATION

Strengthening testing and refining the product through structured user feedback.

IMPACT MEASUREMENT

Developing stronger systems to measure indicators such as users reached, awareness created, adoption, repeat use, waste reduction potential and community outcomes.

RESPONSIBLE SUPPLY CHAINS

Exploring responsible sourcing and production models that can support environmental and economic sustainability.

COMMUNITY PARTNERSHIPS

Working with NGOs, educational institutions, women's groups, community organisations and other stakeholders.

MENSTRUAL HEALTH EDUCATION

Complementing product access with awareness, education and conversations that address stigma.

SCALABLE ECONOMICS

Building a financially viable model that can maintain affordability while supporting responsible production and organisational sustainability.

The ambition is not simply to distribute more products.

The ambition is to create a sustainable system around menstrual health.

THE VISION: PEOPLE. PLANET. PURPOSE.

Aantrika's vision extends beyond one product.

It is a vision of a future where a woman does not have to compromise her dignity because she lives in an underserved community.

A future where sustainable menstrual hygiene is not considered a luxury.

A future where environmental responsibility is incorporated into everyday products.

A future where grassroots problems can become the starting point for meaningful innovation.

And a future where entrepreneurship is measured not only by revenue, but also by the positive change it creates.

Aantrika believes that sustainable development becomes powerful when **People, Planet and Purpose** move together.

ASPIRE TO INSPIRE

Aantrika began with a difficult observation.

It grew through experimentation.

It learned through community interaction.

It gained momentum through recognition.

And it continues to evolve through a commitment to responsible innovation.

Its story is not one of claiming that the problem has already been solved.

It is the story of choosing to work on a problem that is too important to ignore.

The journey from seeing women use unsafe or inadequate materials during menstruation to developing a sustainable menstrual hygiene concept represents something larger than product innovation.

It represents the power of **purpose-driven entrepreneurship**.

It demonstrates that a social problem observed at the grassroots can become an opportunity for research, innovation and responsible enterprise.

Aantrika's aspiration is to build a model in which sustainability is not an additional feature, but the foundation of the solution.

Because true sustainability is not simply about creating products that are better for the planet.

It is about creating a future that is better for people **and** the planet.

Where Women's Dignity Meets Sustainable Innovation

Ms. Manshi Kumari
Founder

MERINO INDUSTRIES LTD

Unprecedented commitment to ESG under its program "Nirmal"

"Dharmo Rakshati Rakshitah" **धर्मो रक्षति रक्षितः** *: is the "Motto" of our Sustainability Journey under '**Nirmal**' Program – Sh. Prakash Lohia, CMD Merino Industries Ltd.*

As a leading enterprise in the space of Premium Quality High Pressure Laminates, Rest Room Cubicles, Modular Furniture, Marine Boards and Agro Products that Merino Industries manufactures in India and markets across the globe, Sustainability and Good Governance remain as the key drivers. In addition, Merino remains committed to achieving leadership through product innovation, customer delight and societal upliftment. This approach emanates from Merino's deeply embedded and revered mission namely ***"Universal Weal through Trade & Industry,"***

Merino demonstrated its pioneering commitment to controlling GHG Emissions by replacing Coal (Fossil fuel) with saw dust and rice husk (Biogenic fuels) nearly 21 years ago. Since then, our commitment to Sustainability and Good Governance has grown from strength to strength.

Few years ago, we launched a well structured, multi-dimensional and holistic Sustainability Program named Nirmal. The Program is rooted in the ancient wisdom of Panchamahabhuta (पञ्चमहाभूतः), the five elements of nature namely Bhūmih (soil), Apah (water), Analah (fire), Vayu (air), and Khang (space).

During the year 2025 to 2026, Merino achieved the following significant milestones.

- Saved appxly 2 Lac tonnes of CO2 Eq. going into the environment. We continue to track and improve our Scope 1/2/3 emissions
- Nearly 85% of our thermal energy is now derived from biomass and process waste,
- Renewable power investments are in place to meet 55% of total electricity demand
- Merino- VNIT Nagpur Innovation Centre — a DST-recognised Centre of Excellence — has commercialised "Surabhi," a digestive enzyme for dairy animals made from paddy straw.

  In collaboration with the VNIT, Nagpur, our Soil Care Program has produced over 300 metric tonnes of bio-manure, reducing dependence on chemical fertilizers and benefiting more than 3,000 participating farmers.
- We have 24 MWp renewable power capacity across hybrid wind-solar, captive, open-access, and rooftop solar systems.
- We continue to maintain and expand Miyawaki Forests, within our factory campuses. Over the past three years, Team Merino has planted 30.56 million saplings across 30,557 acres in partnership with 3,697 farmers across nine districts of Central Gujarat, with the plantations estimated to sequester over 0.5 million tonnes of CO_2 equivalent.
- In an industry-first initiative, Merino has partnered with GreenLine Logistics to deploy LNG-powered trucks and increase the use of Indian Railways freight services, reducing Scope 3 emission across supply chain
- All Merino products — laminates, panels, and modular furniture — now carry GreenPro Certification from IGBC, validating responsible sourcing, energy-efficient manufacturing, and recyclability
- Sh Prem Chand Lohia Health Centre has served over 10,500 in FY 2025–26. Its tuberculosis (TB) programme has treated 7,126 patients.
- Swami Vivekananda Arunoday Vidyalaya nurtured 153 students, of whom 80% are girls, from marginalized families, providing comprehensive support for education, meals, healthcare, and mentorship.

Yogakshema Programme for financially disadvantaged meritorious students, receive scholarships for higher education, enabling several of them to pursue medicine and engineering at prestigious institutions in India.

Our Women Empowerment Stitching Programme in Rohad has trained 283 women across 19 batches, enabling sustainable livelihoods and greater self-reliance.

We are encouraged by recognition from reputed institutions such as CII-IGBC, IFGE, ESG Foundation, and sustainability-focussed global clients, who collaborate with us to achieve ambitious sustainability goals beyond global compliance and standards.

Contributed by: Rakesh Tirath – Advisor Corporate Affairs and Sustainability. Merino Industries

"Dharmo Rakshati Rakshitah"

धर्मो रक्षति रक्षित *: is the "Motto" of our Sustainability Journey under '**Nirmal**' Program*

Sh. Prakash Lohia
CMD

Cool The Globe
Journey towards collective Climate Action

Finding my why

When I was a young student, I asked my father, "What can an ordinary girl like me do about a big problem like climate change?" We decided to start from our own home. We went on a quest to reduce our personal greenhouse gas emissions by 10% every year. From that simple question, and our attempt to answer it, Cool The Globe was born.

I met a farmer who was struggling to keep farming. He spoke about how unreliable the weather had become, and how difficult it was to grow food and sustain his livelihood. I met a bright young girl whose family had access to water for only an hour a day. She had dropped out of school to fill buckets of water.

But my journey towards that question began much earlier. I went to a small experimental school that focused on learning through experiences. Life skills like cooking, building, self-learning and collaborating were part of our curriculum. We were taught in our mother tongue, Marathi. It was an education that encouraged us to explore, ask questions and learn by doing.

One day, our teacher gave us an interesting homework. She asked us to write a letter to our future selves. Ten years from now, where would I want to be? Who would I want to be? I wrote that letter and completely forgot about it.

Years later, I found it at a very decisive point in my life. I was considering becoming an engineer, like the rest of my family, but something did not quite feel right. In that letter, a younger me had written about making an impact and changing the world. Reading it was like a wake-up call. Inspired by the words and dreams of my younger self, I began a journey to figure out how I could make a meaningful impact.

The people behind climate change

At 18, I took a gap year and travelled across India. I shadowed social entrepreneurs who inspired me, worked with farmers and waste-worker communities, and taught children in remote schools. During this experience, I met people whose lives were being affected by changing weather, flooding and water scarcity.

I met a 12-year-old boy in a slum and asked him, "If you had one wish, what would it be?" I will never forget his answer: "I wish that my house never gets filled with water again." A child gets to ask for anything, and this is how he responds?

Slowly, I realised that climate change is not just about big words we read in reports. It affects our homes, our food, our livelihoods, our families and life as we know it. These experiences changed my entire perspective. The people I met helped me find my calling. If a problem was touching so many parts of our lives, there had to be something that ordinary citizens could do about it.

Starting from our own home

Our family's 10% challenge gave me a place to begin. But wanting to reduce emissions was very different from knowing how to do it. What lifestyle changes should I make? How could I compare, track and measure my climate actions? How would I know whether our efforts were making a difference?

We began looking at the choices we made every day: how we travelled, used electricity, bought things, handled waste and consumed food. A few months into this, friends and neighbours began to take notice. They asked whether they could join us in this quest. People wanted to help fight climate change. They just did not know how.

That response stayed with me. The challenge was not only to create awareness. It was to help people turn their concern into something practical, and give them a way to see the impact of their efforts. We started looking for a platform that would unite citizens to make sustainable lifestyle changes and measure their collective contribution. When we could not find what we needed, we thought we must build it ourselves.

A family that believed in the idea

My father and I both learnt coding to build the app. What began as a conversation between us became something we were building together.

My sister was my first investor. When we were in school, we made a deal: once we started earning, 5% of our respective income every month would go to one another. She is six years older than me and started earning while I was much younger. She put 5% of her salary in my name every month. That 5% became the first capital for Cool The Globe.

Building Cool The Globe has never been an individual journey. My family believed in the idea before we knew how far it could go. Their time, trust and support gave me the courage to keep building. As the idea grew, thousands of citizens joined us, turning a personal quest into a shared movement for climate action.

Making climate action easy and measurable

Cool The Globe helps individuals integrate climate action into their homes and workplaces and transition towards a sustainable lifestyle. Users set monthly targets, choose from more than 100 lifestyle actions across travel, energy, food, materials and waste, and record the actions they take. The app calculates the estimated greenhouse gas emissions avoided through those choices.

A person can choose public transport instead of a car, repair and reuse a product rather than replace it, save electricity or prevent food waste. These are decisions people can make within their everyday lives. Tracking their contribution helps them understand that their efforts matter and gives them a reason to keep going.

A global meter on the app shows the estimated emissions avoided by all users combined. For me, this is one of the most meaningful parts of Cool The Globe. A person taking an action from their own home can see that they are part of a larger community. They can see the power of collective climate action.

Our mission is to use technology to make climate action easy, measurable, rewarding and a community experience for citizens. Technology allows us to connect people across borders around a question that many of us share: what can I do?

From awareness to consistent action

One of our biggest challenges has been converting climate awareness into consistent, long-term action. People may care about climate change, but sustaining motivation and changing everyday habits can be difficult. Knowing what to do once is not the same as making it part of your life.

We have addressed this through targets, challenges, leaderboards, recognition and collective impact tracking. Friendly competition and shared goals give people a reason to participate together. Seeing progress makes an otherwise invisible contribution visible. Community participation helps sustain the effort beyond the initial moment of inspiration.

Another challenge has been making climate action relevant across different countries and communities. People have different lifestyles, languages and opportunities to act. Our approach includes localised emission factors and language localisation, helping make the platform more relevant and easier to use. The app is free for individual citizens, reducing a financial barrier to participation.

As interest grew, organisations and institutions began reaching out. They wanted a way to engage their employees and members in sustainability. The company was incorporated in 2023, and our community offering enabled organisations to bring people together through team challenges, leaderboards and collective impact tracking.

Our organisational model also helps support the work financially. Corporate subscriptions provide a way to sustain product development and grow participation while keeping individual climate action accessible. Building a lasting organisation matters because the behaviour change we are working towards needs continued support.

Making climate action part of workplace culture

Through the community version of Cool The Globe, we help organisations make climate action part of everyday work. We configure actions around their operations and the emissions employees can help reduce. A mechanical gear manufacturer tailored actions to its shop floor, a resort to its daily hospitality activities, and a hospital to its workplace practices. Organisations tell us that, as employees start using the app, they become more aware of their impact and begin finding ways to reduce emissions within their own work processes. Live dashboards displayed in common areas make colleagues' actions and collective progress visible, inspiring others to participate. Friendly competitions between teams & individuals bring sustainability into everyday conversations, helping it become a shared responsibility across the organisation rather than remaining a report prepared by the ESG team.

The power of collective progress

Together, 1,30,000+ users across more than 156 countries have logged 4,64,000 + climate actions and collectively avoided an estimated 9,750,000+ kg of carbon dioxide equivalent emissions. This is equivalent to what 4.5 Lakh trees can take one year to fix.

Our climate action campaigns have reached more than 25 million citizens worldwide.

For me, these numbers represent people choosing to do something. They represent a journey that began in one home and found a response in homes across the world. They also remind us of our responsibility to keep improving how we engage people and measure their contribution.

The larger impact is in enabling citizens to make climate action part of their everyday lives. Individuals can understand which choices reduce their footprint, track their progress and see their contribution within a collective effort. One climate action can inspire ten others and create a ripple effect of change.

Individual action also has a relationship with wider change. The choices we make influence our families, workplaces and communities. When citizens ask for sustainable options and organisations engage their people, climate action becomes part of the conversation around how we live and work. Our effort is to help people participate in that change.

From grassroots action to global leadership

My work has also taken me from grassroots conversations to global platforms. I represented India at COP27 and received the COP27 Young Scholar Award. I have had the opportunity to meet United Nations Secretary-General António Guterres and contribute recommendations ahead of climate negotiations.

I lead the Next Generation India Fellowship by the UN Foundation and CEEW, serve as Climate Change Advisor to Tata Power, and am an advisory board member of the Climate Leadership Coalition. These roles allow me to connect citizen participation with conversations involving young leaders, businesses and institutions.

Being recognised as Young Change-maker of the Year by India's Finance Minister Nirmala Sitharaman, being named in Forbes 30 Under 30 Asia in 2024, and winning a deal on Shark Tank India Season 3 have been important milestones. Google also featured our journey in a campaign. Each opportunity has helped us take the idea of citizen-led climate action to more people.

The question that still guides us

I consider finding my calling early in life one of my greatest achievements. The work ahead is demanding, but the people who have joined this journey give me hope. What began as my family's personal quest is now supported by citizens, organisational partners, advisers and youth advocates from around the world.

Ms. Prachi Shevgaonkar
Founder and CEO

Our ambition is to help many more organizations and citizens make sustainable choices and stay consistent with them. We want every citizen to be able to answer the question that started this journey: "What can I do about climate change?"

I once read that it would take a miracle to avoid the worst effects of climate change. Then thousands of people joined our mission and started making lifestyle changes for the environment. They taught us a powerful idea: when ordinary citizens come together, miracles can happen.

MAHAVIR INTERNATIONAL

LOVE ALL
SERVE ALL

LIVE AND
LET LIVE

From a Sapling of Compassion to a Global Movement of Service

Stronger Kinder More Inclusive Tomorrow

"I AM MAHAVIR INTERNATIONAL."

But I did not begin with this visibility, scale or strength.

My journey began on Today, I am recognised through more than 350 centres, 12,000 committed Virs and Viras, permanent service institutions and a presence spread across 150 cities and towns. My work has travelled from metropolitan cities to small towns, villages, tribal areas and even beyond the boundaries of India.

4 July 1975 in Jaipur, when eight or ten socially conscious individuals—many of them distinguished bureaucrats—came together with a simple thought: those who have received opportunities from society must also accept responsibility for those who have been left behind.

There was no large corpus, established office, professional team or nationwide network. There were only a few compassionate minds, their personal credibility and an honest desire to alleviate suffering.

They gave me two timeless principles:

"LOVE ALL–SERVE ALL" "LIVE AND LET LIVE."

These were not meant to decorate my letterhead. They became my conscience, my character and the foundation of my journey.

When Every New Centre Was a Challenge

In my early years, opening a centre in a new city was a herculean task.

There were no digital platforms, social media campaigns or instant methods of communication. A responsible individual first had to be identified and personally approached. Thereafter, a small group had to be brought together, its confidence earned and its members persuaded to assume collective responsibility.

People asked natural questions: Why another organisation? Who will provide the resources? Will it survive after the initial enthusiasm? Who will lead it when the founders' step aside?

Every new centre was, therefore, not merely an organisational expansion—it was an act of faith.

Some centres flourished and created institutions that continue to serve even today. Some faced leadership transitions, shortage of resources or declining participation. At times, differences of opinion slowed my progress. At other times, distance and inadequate communication made coordination difficult.

I have witnessed success and disappointment, growth and inactivity, appreciation and criticism. Yet, whenever one effort weakened, another committed group came forward. Whenever resources appeared insufficient, a philanthropist opened not only a purse, but also a heart.

Whenever the road became difficult, some Vir or Vira quietly said:

"The work must continue."

That is how I grew—not through one individual, but through thousands of acts of faith.

From Activities to Institutions

In my initial years, much of my service was conducted through camps, distributions and need-based assistance. These efforts provided immediate relief, but experience taught me an important lesson:

A camp serves for a day; an institution continues to serve generation after generation.

I therefore began converting compassion into permanent service infrastructure.

Today, my network runs or supports hospitals, eye-care institutions, schools, learning centres for street children, old-age homes, diagnostic and pathology centres, physiotherapy facilities, artificial-limb centres, skill-development institutions, blood banks, community kitchens and other permanent projects.

At Nagaur, Dungarpur, Delhi and many other places, subsidised pathology laboratories make diagnostic services accessible to families of modest means. At Alwar, a full-fledged hospital serves people in need. Eye hospitals and medical centres in Delhi, Chittorgarh and other locations provide consultation, diagnosis, surgery and continuing care. In Delhi alone, three established centres provide eye care, general healthcare, operation-theatre and physiotherapy facilities.

At Gurugram & Vadodara, Ashadeep—Street to School reaches children who might otherwise spend their childhood on pavements or in labour. It does not merely teach them alphabets; it creates a pathway from the street into formal education and a more secure future.

Some of my centres including one at Siliguri run or support old-age homes so that the elderly are not left alone during the final phase of life. Artificial-limb and assistive-device centres help persons with disabilities regain mobility, independence and confidence.

At Ujjain, nutritious food is served at a nominal price of ₹10. The amount is intentionally small—it does not commercialise food; it protects the self-respect of the beneficiary. In other places, community kitchens and regular food-distribution programmes ensure that hunger does not become a person's permanent identity.

At Balaghat, Mumbai and many other places, my volunteers reach tribal communities through camps conducted in remote forest areas. At Bharuch, sustained assistance is provided to persons affected by leprosy, including healthcare and livelihood support.

These permanent projects are my visible presence in society. Buildings, equipment and infrastructure may be seen from outside, but their true strength lies in the service that continues inside them every day—irrespective of changes in leadership.

They represent my transition from occasional charity to continuing social responsibility.

Trust Is My Real Capital

Permanent institutions cannot be built only with good intentions. They require land, buildings, equipment, operating resources, professional competence and, above all, public confidence.

My greatest capital has therefore never been money. It has been Trust and Credibility.

Over the decades, philanthropists, industrialists, professionals, bureaucrats, doctors, business families, public-sector enterprises and corporate houses have reposed confidence in me. Many donors have supported my projects repeatedly and silently, without seeking positions, publicity or personal recognition.

Many corporate and institutional partners have associated with different projects because they found in me a combination of grassroots reach, voluntary commitment and reach in the major parts of the country.

Families have sponsored cataract surgeries in memory of loved ones. Individuals have contributed on birthdays and anniversaries. Members have offered buildings, equipment, professional services, relationships and countless hours of voluntary effort.

Their faith enabled me to move from collecting donations for activities to mobilising resources for lasting impact.

I have always believed that a donor does not merely give money; a donor transfers trust. That trust must be protected through transparency, financial discipline, visible utilisation and measurable results.

This conviction gave birth to another expression close to my heart:

" मेरा NGO, मेरा Swabhimaan."

It is not merely a slogan. It is a call to every member, donor and stakeholder to treat my integrity, reputation and impact as a matter of personal pride.

My Journey in Human Lives

During the last five decades, my initiatives have benefited more than 1.62 crore people. My volunteers and institutions have facilitated:

- 89,322 cataract surgeries
- 1,77,944 units of blood collection
- 3,980 organ and body donations
- 24,568 assistive devices
- 25,447 scholarships
- More than 13.42 lakh sanitary pads
- More than 13 lakh baby-care kits

These figures communicate my scale, but not my complete story.

My real story is seen when an elderly person looks at the faces of family members after cataract surgery; when a street child enters a classroom; when a woman trained under Swavalamban begins earning independently; when a girl speaks about menstrual health without hesitation; when a person walks again with an artificial limb; or when an elderly resident finds care and companionship in an old-age home.

Through Garima, I seek to replace silence surrounding menstruation with health awareness and dignity. Through Vatsalya, I reach mothers and newborns with nutrition, breastfeeding guidance and baby-care support. Through scholarships and educational assistance, I protect

the aspirations of deserving students. Through Roko Thalassemia, I move beyond treatment towards awareness and prevention.

I have learnt that service is not simply about giving something to someone. It is about enabling that person to live with greater dignity, capability and hope.

When Humanity Was Tested

Natural disasters and national emergencies have repeatedly tested my preparedness and character.

During floods, droughts and excessive rainfall, my centres mobilised food, clothing, medicines and essential supplies time and again. My volunteers participated in relief and rehabilitation at times. Then came COVID-19.

Physical activity came almost to a halt, but suffering multiplied. My centres distributed ration, food, medicines and essential supplies. Also, when oxygen became scarce, hundreds of oxygen concentrators were provided across different parts of India.

The pandemic taught me that service cannot wait for ideal circumstances.

It also revealed the need to move from emergency appeals to institutional preparedness. I am therefore working towards a permanent and professionally governed disaster-response mechanism so that assistance can commence during the crucial first hours of a calamity. आपदा की प्रतीक्षा नहीं—सेवा की तैयारी पहले।

Finding New Strength Through Technology

For decades, distance was one of my greatest challenges. A concern arising in one corner of the country could take days or weeks to reach the appropriate leadership.

Technology changed that limitation into an opportunity.

E-Choupal—"दोस्ती से सेवा की ओर"— This concept of mine became a daily and transparent communication bridge connecting members, donors and leaders. It was created with an ambitious institutional aspiration:

Zero Complaint. Zero Pendency. Complete Transparency.

It is not merely an online meeting. It is an invisible platform producing visible impact. It resolves problems, encourages dialogue, shares successful practices and reduces the distance between leadership and the last centre.

"Salute—The Golden Thread 90 days series further brought my history alive through 77 broadcasts and conversations with 135 personalities who had contributed to my journey.

MISRI, My virtual centre, extended my family beyond geographical boundaries. Its name reflects the qualities that the social sector of the future must possess: Mindfulness, Innovation, Sustainability, Replicability and Impact.

With more than 120 members from 12 countries, MISRI demonstrates that service need not be restricted by geography. It connects like-minded individuals who wish to become social catalysts wherever they may live.

From Reactive Charity to Preventive Social Service

For many years, like most service organisations, I largely responded after suffering had offered treatment after illness, relief after disaster and assistance after deprivation. Experience taught me that the next generation of social service must also prevent suffering.

This gave shape to my philosophy of Preventive Social Service: road-safety awareness before an accident; thalassemia awareness before the birth of an affected child; menstrual- health education before illness or school dropout; maternal guidance before complications; and environmental action before ecological damage becomes irreversible.

My plantation and water-conservation initiatives and "कपडे की थैली मेरी सहेली " campaign seek to convert environmental concern into an everyday habit. Projects such as "सुकून की छाँव", providing protective umbrellas to street vendors, arise from observing small but overlooked human needs.

I am also developing models such as One Zone–One Village, through which health, education, livelihood, environment and community participation can converge in one geography and create measurable transformation.

The Prithvi Award is, therefore, deeply meaningful to me. It recognises not merely my environmental activities but my belief that service to humanity and responsibility towards the planet are inseparable.

Visibility with Credibility

My visibility has not come from publicity. It has grown from continuity, credibility and the collective standing of those associated with me.

The India Book of Records recognised my 24-hour virtual debate, Gyanoday, and the nationwide simultaneous distribution of baby kits. My international Veera convention, Amudha, held in Dubai, demonstrated the growing confidence and leadership of my Viras beyond India.

My Golden Jubilee commenced on 7 July 2024 at Manekshaw Auditorium, New Delhi, in the gracious presence of former President of Indiahri Ram Nath Kovind. It culminated on 5–6 July 2025 at Birla Auditorium, Jaipur, where nearly 1,300 members gathered to salute the founders, leaders, donors and volunteers who had built me.

But my Golden Jubilee was not merely a celebration of age. It was a moment of gratitude, introspection and renewal.

It reminded me that visibility without credibility is temporary, and credibility without continuity remains incomplete.

I Am Because "We" Are

Are

No President, office-bearer, donor or centre can individually claim my success.

I belong to the founders who imagined me, the leaders who nurtured me, the donors who trusted me, and the Virs and Viras who carried my mission to the last mile.

Leadership within me does not mean commanding from the top. It means connecting people, harmonising differences, recognising contributions, developing new leaders and converting collective goodwill into sustainable impact.

My contemporary direction can be expressed through few powerful thoughts:

"E choupal" - Changing perception of people and bringing Zero Complaint. Zero Pendency. Complete Transparency.

"Dosti Se Seva"—because friendship creates trust and trust makes collective service possible.

"मेरा NGO, मेरा Swabhimaan" —because an institution becomes strong when every stakeholder takes pride and ownership in it.

"The Business of Social Service"—because compassion must be supported by professional governance, financial discipline, planning, accountability and measurable outcomes.

I need systems to remain dependable, scale to reach more people and soul to remain compassionate.

My Most Meaningful Chapter Is Yet to Be Written

I began with eight or ten individuals in Jaipur. Today, I live through thousands of committed hands and compassionate hearts.

I have experienced growth and setbacks, scarcity and abundance, applause and criticism, togetherness and differences. Each experience has made me more mature and resilient.

Awards honour me, but they do not define me.

I am defined every morning when the doors of one of my hospitals, schools, diagnostic centres, old-age homes or skill centres open for another day of service. I am defined when a donor places confidence in my integrity, when a volunteer reaches a forgotten community, and when friendship is transformed into action.

At 51, I do not consider myself old. My roots have become deeper, but my aspirations remain young.

My journey must now move from Golden to Diamond—from goodwill to greater impact, from activities to enduring institutions, from reactive assistance to preventive service, and from individual efforts to a professionally governed global movement.

I am not merely an NGO.

I am a living institution of friendship, trust, dignity and compassionate action.

I am Mahavir International—and my most meaningful chapter is still to be written.

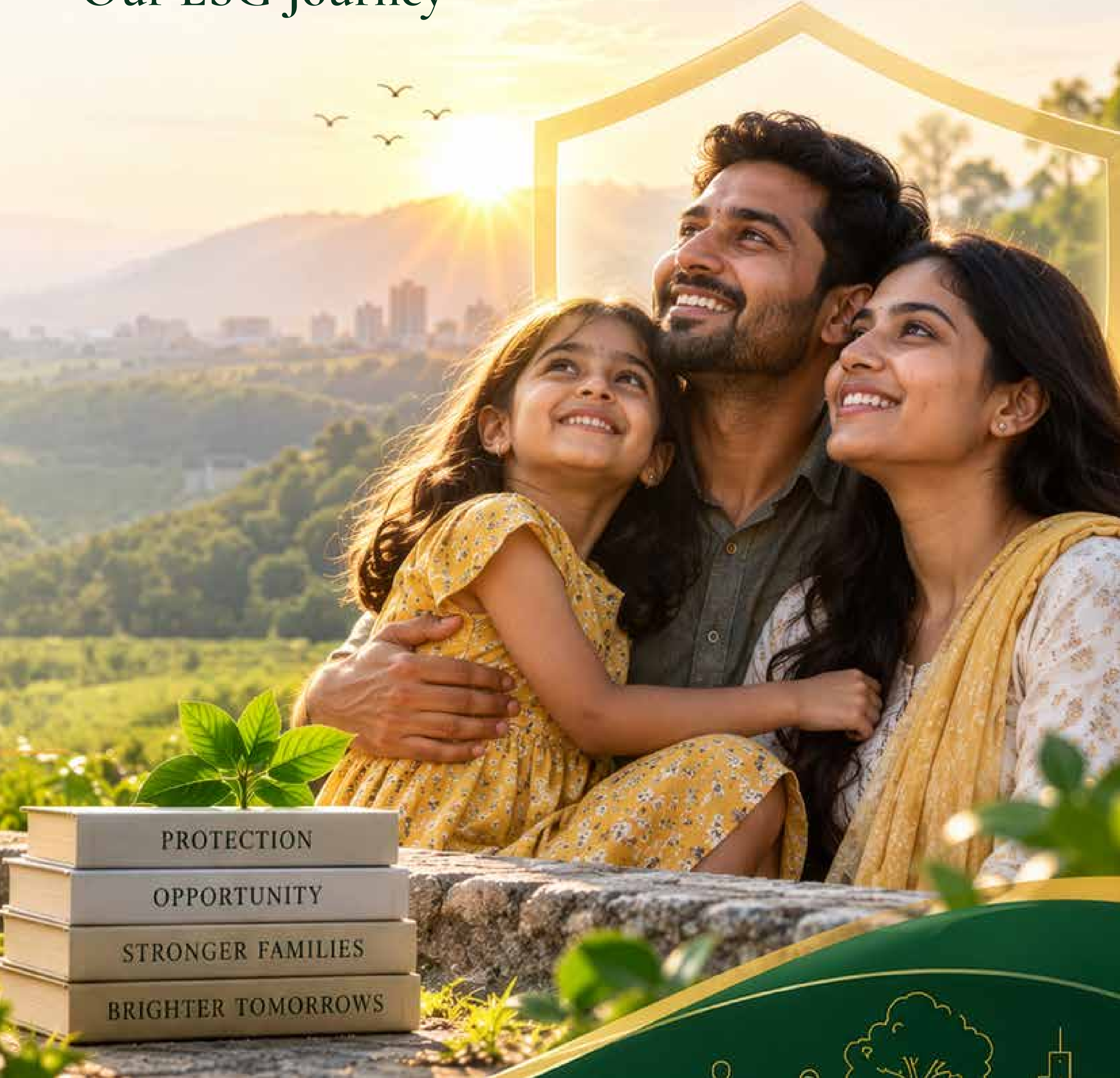
Vir CA Anil Jain

International President
Mahavir International

SHRIRAM LIFE INSURANCE COMPANY LTD.

Protecting Lives, Building Resilience

Our ESG Journey



Life does not always go as planned. A health emergency, an unexpected loss or a change in income can have a lasting impact on a family's financial future. For a life insurance company, this makes our responsibility much larger than simply providing a financial product. It is about helping people prepare for uncertainty and giving families a greater sense of financial security.

This is how we see our ESG journey at Shriram Life Insurance.

For us, sustainability is closely connected to what we do every day. It is about taking financial protection to more people, creating awareness about the importance of insurance, supporting customers when they need us, being responsible with the capital entrusted to us and becoming more conscious of our impact on the environment.

Our journey is therefore not about one programme or one initiative. It is about gradually bringing responsible practices into the way we do business and the way we engage with our customers, employees and communities.

Taking protection closer to people

One of the biggest opportunities for the insurance industry is to reach people who may not yet have adequate financial protection.

Our efforts continue to focus on making insurance more accessible across different segments and geographies. During the year, Shriram Life Insurance touched 61.3 lakh lives, including 56 lakh lives through the group business and 5 lakh lives through the individual retail segment. Our rural business contributed 13.5 lakh lives, reflecting our continued focus on rural communities.

Affordability is an important part of this effort. With policies in the lower-ticket segment of around ₹25,000, we continue to serve customers from lower-middle-income segments and help make life insurance more accessible to families.

But access alone is not enough. People also need to understand why protection matters.

As the Lead Insurer for Telangana, we undertook insurance awareness and community-oriented initiatives across rural, semi-urban and urban areas. During the year, these initiatives reached more than 22,000 families across nine districts of Telangana, with over 2,000 families meaningfully sensitised on the importance of insurance and financial protection.

The objective was not simply to promote insurance. It was to help people understand the financial uncertainties they may face and encourage them to think about long-term protection for themselves and their families.

For us, that is an important part of financial inclusion — not just making a product available, but helping people understand the need for it and make informed decisions.

Being there when it matters

The real value of insurance is often understood at a difficult moment.

When a family makes a claim, the policy is no longer just a financial product. It becomes a source of support at a time when the family may be dealing with significant uncertainty.

During the year, the Company recorded a 99.12% Death Claim Ratio, reflecting its focus on ensuring that eligible claims are addressed efficiently and that the intended financial protection reaches customers and their families when it is needed.

For us, customer protection goes beyond selling a policy. It means supporting customers through their journey and ensuring that the promise of insurance remains meaningful when families need it most.

Being responsible with the capital we manage

Our responsibility also extends to the way we invest.

As a life insurer, we manage and invest capital with a long-term perspective. Responsible investment is therefore an important part of our ESG approach.

During the year, we undertook an ESG assessment of 106 corporate debt and equity holdings, with ESG scores available for 95 companies. Among the rated companies, 11% were classified as Leaders and 84% as Adequate, while five companies were classified as Below Average.

The exercise gives us a structured basis for bringing ESG considerations into our investment approach and supports our focus on investing in financially sound and well-governed companies.

At the same time, we recognise that an external ESG rating may not always capture the complete picture. This is particularly relevant for certain public-sector and infrastructure issuers, where the broader developmental contribution may not be fully reflected in an ESG score.

Our approach is therefore to consider ESG factors as part of a broader assessment of our investments and continue strengthening our responsible investment practices.

Taking responsibility for our environmental footprint

While our social impact is closely linked to our core purpose as an insurer, our ESG journey also requires us to look at how we operate.

We are focusing on paperless operations and digitisation to reduce paper consumption and our environmental impact. Energy efficiency and optimisation are also areas of focus, along with exploring renewable energy and adopting the principles of Reduce, Reuse and Recycle.

We are also focusing on green and energy-efficient buildings for new construction and office renovations, reducing the use of single-use plastics, promoting recycled and biodegradable materials, conserving water and strengthening waste management practices.

Emissions control and afforestation/tree plantation are also part of our environmental focus, supported by greater awareness and training among employees and engagement with stakeholders.

These are ongoing efforts. We recognise that meaningful environmental progress is built over time, through consistent changes in the way an organisation works and uses its resources.

Making ESG part of the business

One of the biggest learnings from our ESG journey is that these efforts cannot exist separately from the business.

When we reach a rural family with financial protection, we contribute to financial inclusion. When we help a family understand the importance of insurance, we contribute to financial awareness. When we support a customer through a claim, we fulfil an important part of our responsibility as an insurer.

Similarly, when we consider ESG factors in our investments, we are being more conscious of how the capital entrusted to us is deployed. When we reduce paper use, conserve resources and improve energy efficiency, we are taking greater responsibility for our environmental footprint.

Individually, these may seem like different initiatives. Together, they represent our approach to ESG.

Our initiatives are aligned with relevant United Nations Sustainable Development Goals, particularly SDG 3 – Good Health and Well-being, SDG 4 – Quality Education, SDG 5 – Gender Equality, SDG 8 – Decent Work and Economic Growth, SDG 10 – Reduced Inequalities and SDG 13 – Climate Action.

This alignment reflects our focus on financial inclusion and insurance protection, employee well-being and development, diversity and inclusion, responsible business practices, community development, CSR and environmental sustainability.

The journey ahead

There is still a long way to go.

There are communities that need greater access to financial protection. There are people who need greater awareness about insurance and the role it can play in their financial planning. There is also an ongoing need to strengthen responsible investment practices and reduce the environmental impact of our operations.

These are not challenges that can be addressed through one initiative or in a short period of time. They require sustained effort, collaboration and a willingness to keep improving.

As India moves towards the broader vision of "Insurance for All by 2047", we believe the insurance industry has an important role to play in helping build financially resilient individuals, families and communities.

For Shriram Life Insurance, our ESG journey is ultimately about creating lasting value.

- It is about taking protection to more people.
- It is about helping families understand and prepare for financial uncertainty.
- It is about being there when a customer needs us.
- It is about being responsible with the capital entrusted to us.

And it is about becoming more conscious of the impact we have on the environment.

The numbers tell us something about the scale of our journey — 61.3 lakh lives touched, 13.5 lakh rural lives reached, 22,000+ families reached through awareness initiatives and 106 investment holdings assessed on ESG parameters.

But behind every number is a person, a family or a community.

That is what keeps our ESG journey connected to its purpose — protecting lives today while helping build a more secure, inclusive and sustainable tomorrow.

Protecting Lives,

Building Resilience

Mr. Anand Soni
Chief Financial Officer

SAATVIK GREEN ENERGY LIMITED

Responsible Growth in Action: The Saatvik Green Energy Story

How an Indian solar manufacturer strengthened governance, safety and resource productivity while expanding at speed

Saatvik Green Energy's recent growth created a demanding test. Between 2021 and FY 2025–26, solar module manufacturing capacity at its Ambala operations increased from 1.2 GW to 4.8 GW. During FY 2025–26, production reached a record 3,162 MW and revenue rose 111% to ₹4,548.4 crore. Expansion at this speed can magnify energy use, emissions, water demand, waste, safety exposure and supply-chain risk. Saatvik therefore built its environmental, social and governance systems alongside its manufacturing capacity.

This decision defines Saatvik's sustainability journey. ESG has been connected to capital allocation, plant operations, product engineering, procurement, workforce safety, public disclosure and community investment. The progress is measurable: the company more than doubled revenue while reducing energy, greenhouse-gas, water and waste intensity per megawatt of production. It maintained zero Lost Time Injury Frequency Rate and reported no material environmental non-compliance or human-rights violations during the year. The journey remains in progress, but responsibility now forms part of how the business plans, produces and grows.

The challenge of scaling responsibly

Saatvik scaled during a period of falling module prices, manufacturing overcapacity, rapid technological change, dependence on imported cells and materials, global trade uncertainty and rising expectations of listed companies. Increasing capacity also placed pressure on production consistency, quality control, procurement, logistics, workforce capability and leadership bandwidth.

The company responded through phased expansion linked to order visibility, professional leadership across core functions and clearer operating accountability. It moved from conventional Mono-PERC products towards high-efficiency N-TOPCon and G12R technology, commissioned a 2 GW EPE encapsulant facility and advanced an integrated solar cell and module manufacturing complex in Odisha. When tariff and regulatory exposure altered the economics of the United States market, Saatvik redirected attention towards India, protecting working capital and execution certainty while expanding utility-scale, EPC, inverter, solar-pump and distributed-energy offerings.

These choices strengthened resilience. By March 2026, the order book stood at approximately 5.89 GW, effective capacity utilisation reached 84.07%, and the debt-to-equity ratio improved from 1.34 to 0.65. The operating lesson was clear: rapid growth becomes durable when technology, financial discipline and responsible business controls advance together.

Governance for public accountability

As Saatvik prepared for and completed its listing on the NSE and BSE, it accepted greater scrutiny from investors, customers, lenders and regulators. The Board of Directors assumed ultimate oversight of responsible business policies, supported by a CEO-led ESG Council that brings together the CFO, COO, CHRO, sales leadership, plant heads and the Company Secretary. A dedicated sustainability team and departmental representatives convert the Council's direction into data, controls and action at operating level.

More than 30 Board-approved policies now cover ESG, occupational health and safety, human rights, equal opportunity, sustainable procurement, supplier conduct, ethics, anti-bribery and corruption, whistleblower protection, grievance redressal, data privacy, waste management and product lifecycle responsibility. A dynamic compliance tool and legal register support functional teams in tracking applicable requirements. Management reviews, internal controls, statutory inspections and third-party audits reinforce implementation.

Saatvik also published its Sustainability Report and prepared its first Business Responsibility and Sustainability Report. Disclosure made performance gaps visible, but it also gave management a stronger baseline for action. The company has set future goals that include increasing renewable energy to 50% by FY 2027–28, reducing Scope 1 and Scope 2 emission intensity by at least 1% annually and achieving zero waste to landfill across operations by 2030. These targets are reported as commitments under implementation, separate from completed results.

More output with lower environmental intensity

Absolute consumption increased as production expanded, so Saatvik focused on the intensity of resources used for each megawatt manufactured. FY 2025–26 results show that output growth was accompanied by better resource productivity. Renewable-energy consumption rose from 2,694.40 GJ to 6,889.67 GJ, an increase of about 156%.

Performance measure	FY 2024–25	FY 2025–26	Change
Energy intensity	67.13 GJ/MW	60.28 GJ/MW	**10.2% lower**
Scope 1 and Scope 2 intensity	12.50 tCO_2e/MW	11.49 tCO_2e/MW	**8.1% lower**
Water intensity	12.88 KL/MW	11.86 KL/MW	**7.9% lower**
Waste intensity	2.62 MT/MW	2.39 MT/MW	**8.8% lower**
Total recordable injuries	13	9	**30.8% lower**

Water stewardship is supported by Zero Liquid Discharge systems at the manufacturing facilities. Treated wastewater is reused within operations, and total water discharge was reported as nil. During FY 2025–26, Saatvik generated 7,555 MT of waste and reported the full quantity as recovered through reuse, recycling or other recovery operations, with no landfill disposal. The formal 2030 target remains important because it extends this discipline across future operations as the company grows.

Engineering a lighter product footprint

Saatvik's most distinctive environmental work links factory efficiency with product design. Cross-functional engineering teams reduced material use in the aluminium frame, EPE encapsulant and cell-interconnect ribbon used in solar modules. The changes advanced only after mechanical, electrical-safety, quality and reliability validation. Based on documented production assumptions, the programme has an estimated annualised material-saving potential of approximately 2,803 MT and a financial-saving potential of about ₹79.44 crore.

The company also completed a cradle-to-grave Life Cycle Assessment and published a third-party verified Environmental Product Declaration under the International EPD System for its 625 Wp N-TOPCon Bifacial G12R module. The module has an efficiency of 23.12%, and the declaration reports a cradle-to-gate global warming potential of approximately 0.379 kg CO_2e per Wp. This evidence enables customers to compare product impacts and gives engineers a basis for further improvement.

The combination of verified lifecycle information and design-led material reduction turns sustainability into a practical engineering discipline. It reduces input demand and cost while preserving the performance, safety and service life expected of a high-efficiency module.

Safety as an operating discipline

A fast-growing manufacturing business cannot separate productivity from worker safety. Saatvik's FY 2025–26 workforce included 722 employees and 1,884 workers. Its occupational health and safety system is aligned with ISO 45001 and uses Hazard Identification and Risk Assessment, Job Safety Analysis, permit-to-work controls, inspections, audits, toolbox talks, emergency drills, incident investigation and stop-work authority.

The company maintained zero LTIFR, zero fatalities and zero high-consequence work-related injuries for employees and workers. Total recordable injuries declined from 13 to 9. These results came from routines performed every day across plants and contractor operations, supported by leadership review and workforce participation. The Institute of Directors recognised this system with the Golden Peacock Occupational Health and Safety Award 2026 in the Power Renewable sector.

Responsibility beyond the factory gate

Saatvik extended ESG expectations into procurement through its Sustainable Procurement Policy and Supplier Code of Conduct. The company assessed the environmental performance, health and safety practices, and working conditions of 100% of its key value-chain partners. An awareness programme covering supply-chain ESG risks, responsible sourcing and the Supplier Code reached partners representing 72% of business value. Contractual requirements, onboarding checks and corrective-action processes help move responsible sourcing from aspiration to routine practice.

Community investment followed the same principle of measurable need. In FY 2025–26, Saatvik's CSR programmes reached approximately 1,233 beneficiaries across education, healthcare, disability rehabilitation, renewable-energy access, rural infrastructure, women's empowerment and skill development. About 92% of beneficiaries belonged to vulnerable or marginalised groups. Rooftop solar installations for beneficiary institutions created recurring value by improving energy access and reducing operating expenses, while solar-manufacturing skills and clean-irrigation solutions connected social impact with India's energy transition.

Independent evidence and the next stage

External review has helped Saatvik test the maturity of its systems. EcoVadis awarded the company a Bronze Medal with a score of 69/100 and a 79th-percentile ranking. A customer audit scored Saatvik 91/100. The Ambala facility received the IGBC Green Factory Silver Rating, and the company's modules were recognised as a Top Performer in the Kiwa PVEL PV Module Reliability Scorecard. Together with the Golden Peacock award, these assessments provide evidence across sustainability management, factory design, product reliability and occupational safety.

Saatvik is carrying the lessons from Ambala into its next phase. For the planned integrated solar cell and module facility at Ganjam, Odisha, the company proactively commissioned an independent Environmental and Social Impact Assessment even though a statutory EIA was not required during the reporting period. The assessment considered resource use, water and wastewater, labour and working conditions, occupational and community safety, stakeholder engagement and grievance management. Its findings are being incorporated into the project's Environmental and Social Management Plan, contractor controls and compliance monitoring.

Saatvik's experience shows that a renewable-energy product does not automatically make its manufacturer sustainable. Credibility comes from the way growth is governed, the resources used for each unit of output, the safety of the people doing the work, the integrity of the supply chain and the openness with which performance is reported. By building these disciplines during a period of exceptional expansion, Saatvik has created a stronger base for its next stage of growth and a practical example for India's clean-energy manufacturing sector.

Responsible Growth in Action

Mr. Prashant Mathur
Chief Executive Officer

SAFEXPRESS PRIVATE LIMITED

Building the backbone of a growing India, responsibly

CLEANER OPERATIONS

STRONGER COMMUNITIES

SAFER DELIVERIES

SUSTAINABLE GROWTH

Logistics is the backbone of economic growth. Every increase in manufacturing, every business entering a new market and every expansion in consumption depends on goods reaching where they are needed, safely and on time. As India advances towards Viksit Bharat 2047, its logistics ecosystem must grow with these ambitions. That growth carries a responsibility: to serve the economy while protecting the environment, strengthening livelihoods and safeguarding the interests of everyone who depends on it.

Aatmanirbhar Bharat places domestic enterprise and productive capacity at the centre of national development. India's strength as a consumption economy creates further opportunities for manufacturers, businesses and entrepreneurs. Among the world's fastest-growing major economies, and described by the European Commission as the fourth largest, India needs dependable supply chains to translate this potential into progress. PM GatiShakti and the National Logistics Policy reinforce the importance of integrated infrastructure, connectivity and efficiency in this journey.

Express distribution is central to meeting these needs. Large enterprises, MSMEs and start-ups require time-definite deliveries, nationwide reach, real-time visibility and the flexibility to serve factories, dealerships, retail stores and individual customers. Digitalisation, standardised processes and integrated networks help logistics service providers deliver this consistency across increasingly complex supply chains.

In an industry with a substantial unorganised presence, building these capabilities requires sustained investment. Logistics service providers must manage vehicle costs, fuel, maintenance and working capital while preparing for cleaner operations. Dependence on surface distribution adds environmental urgency: NITI Aayog and Rocky Mountain Institute's Transforming Trucking in India report identifies trucking as carrying about 70% of India's freight. Improving its environmental performance is therefore essential to supporting economic growth responsibly.

Sustainability, in this context, encompasses the entire responsibility of running a logistics business. Environmentally, operations must progressively reduce emissions, pollution and resource consumption. Socially, growth must create opportunity and security for employees, partners and communities. In governance, decisions must be compliant, ethical, transparent and financially responsible, protecting the ecosystem that relies on the organisation's continuity.

As one of the few organised logistics players in an industry, Safexpress has supported India's economic growth for nearly three decades. Its journey reflects how national reach, financial stability and responsible business practices can all coexist.

When Founder & Chairman Shri Pawan Jain established Safexpress in 1997, businesses often depended on multiple transporters for different regions and routes. Recognising that express distribution would become increasingly important to India's development, he envisioned a single, trusted Indian logistics brand offering consistent door-to-door services across the country under one umbrella.

Keeping this vision in mind, he set out to build an organised, compliant and dependable organisation. Pan-India connectivity would enable customers to expand, while financial stability would give the organisation and its stakeholders the confidence to plan for the future. From inception, the vision was to build an institution capable of serving India for a hundred years and beyond.

This long-term outlook placed stability at the centre of expansion decisions. In an industry where aggressive growth can place pressure on finances and business relationships, Shri Pawan Jain built Safexpress through prudent investment, financial discipline and responsible ownership. Its nearly three-decade journey as a privately held, zero-debt organisation reflects a commitment to protecting the enterprise and the wider ecosystem dependent on it. Compliance, transparent dealings and timely payments translated that commitment into trust.

When Managing Director Shri Rubal Jain joined in 2006, he brought global exposure, academic grounding and a vision for taking the organisation to its next stage of growth. He strengthened HR structures, professional management, SOP-driven processes and end-to-end technology-enabled operations. Expansion across regions would follow common standards, defined responsibilities and established processes, ensuring consistent service as the business scaled.

Alongside this foundation for scale, Safexpress developed its capacity to continuously learn, innovate and anticipate change. Preparing for future scenarios meant strengthening its own capabilities while developing the knowledge and readiness of customers, partners and employees. Regular communications, sensitisation and guidance helped stakeholders understand emerging requirements and prepare together.

This approach was evident before GST rolled out in 2017. Safexpress had readied its network, systems and teams for the transition. When the new framework arrived, Safexpress helped customers and partners understand the requirements and navigate the changes. Proactive preparation supported a coordinated transition across the ecosystem.

COVID-19 tested this preparedness under unforeseen circumstances. While some competitors reduced their footprint and workforce, Safexpress retained every employee, supported partners and kept its network ready. Digitalisation enabled remote working where feasible, while sustained communication kept employees, partners and customers connected despite physical separation. Engagement drives across regions also helped address concerns and support people managing isolation and stress, including those residing at hubs. Financial stability, digital capabilities and a people-centric approach worked together to sustain business continuity, reliability and efficiency.

By September 2026, Safexpress' network covers all 31,284 pincodes across India, supported by over 2,950 daily and direct routes, more than 14,825 GPS-enabled vehicles and 21.5 million square feet of warehousing space.

This reach helps Indian enterprises overcome geographical limitations. A manufacturer's ability to compete depends on reaching customers reliably; a growing business needs access to markets beyond its immediate surroundings. Safexpress' surface and air network supports these ambitions, giving practical expression to Aatmanirbhar Bharat while contributing to the logistics backbone required for national development.

The responsibility accompanying this scale is carried into green transportation, green warehousing and green infrastructure, supported by digitalisation, responsible policies and investment in people.

Under Green transportation initiatives, Safexpress is bringing together electric vehicles, charging infrastructure and partner support to make cleaner mobility a practical part of everyday operations. It has inducted over 200 EVs into first and last-mile operations and is conducting middle-mile trials for longer routes. Partnerships with Tata Motors, VE Commercial Vehicles, Kalyani Powertrain, Switch Mobility and Montra Electric address different vehicle categories, while Reliance Jio-bp and Statiq support charging infrastructure.

Long-haul electrification must accommodate the tightly scheduled transit commitments of express distribution. Range, payload, charging availability and turnaround time must work together without compromising reliability. Safexpress' trials are developing this operating knowledge, with a roadmap targeting the conversion of 500–600 km routes to EV operations by the end of 2027.

A dedicated E-Mobility Control Tower monitors energy efficiency, range utilisation, downtime, maintenance and total cost of ownership. Financial partnerships support vehicle transition and leasing, while collaboration with manufacturers and charging providers helps address deployment requirements. Through these measures, Safexpress is building practical capabilities as the wider ecosystem matures.

Partner readiness is integral to this progression. Awareness and training support the transition, while the first and last-mile onboarding approach brings new partners and vehicles into the EV model. Fleet-ageing norms provide another transition point as vehicles completing their permitted tenure are replaced. Younger vehicles, regular audits and GPS-enabled route optimisation improve efficiency alongside electrification.

Green warehousing extends the same mission to the facilities through which consignments move. Thermally insulated rooftops and walls help maintain comfortable temperatures inside Safexpress' logistics parks. Daylight-oriented designs reduce artificial-lighting requirements, while pillarless, weatherproof cross-dock facilities support systematic and safe handling. Concrete docking areas reduce dust, and maintained green cover provides shade and improves the environment.

Green infrastructure initiatives include solar panels at the corporate office, complemented by LED lighting, smart energy meters and regular energy audits at logistics parks and facilities across India to improve energy efficiency and reduce reliance on grid electricity. Rainwater harvesting and sewage treatment plants conserve water and support responsible wastewater management. Authorised paper and e-waste recycling, reusable alternatives to single-use plastics and employee conservation campaigns extend environmental responsibility into daily routines.

Safexpress' end-to-end tech-enabled operations support sustainability by enabling more efficient use of resources across the network. PROPEL-i, barcode-enabled processes, GPS visibility, electronic documentation and digital proof of delivery strengthen operational visibility and control. Better load planning improves vehicle utilisation, route optimisation reduces avoidable movement and fuel consumption, and digital workflows reduce paper use and duplication. Together, these capabilities make sustainability part of everyday operational decision-making.

Reported improvements through FY 2024–25, against the FY 2022–23 baseline, include a 5.3% reduction in Scope 1 emissions, a 10.7% reduction in Scope 3 emissions, 10.8% lower water usage and 24% paper savings through digitalisation and paperless workflows.

Beyond improving its own environmental performance, the company uses digital systems to help customers understand and report emissions associated with their consignments. Waybill-level emissions calculations and the customer-facing Safexpress App provide visibility into the carbon impact of individual consignments. Carbon emission data and assessments have been provided for customers while a centralised ESG platform supports monitoring, performance tracking and reporting.

The meaning of responsible logistics becomes especially clear when viewed through the people connected with it. A culture of R.E.S.P.E.C.T. gives this philosophy everyday expression. Employees, drivers, partners and vendors are valued through respectful engagement, listening to concerns, honouring commitments, timely and transparent payments, and fair opportunities to progress. Ethical conduct, equal-opportunity practices and structured grievance redressal reinforce a workplace where people know their contribution matters and their future has a place in the organisation's growth.

"Chalak Se Malak", Safexpress' driver-to-entrepreneur initiative, creates a practical pathway for that progress. Through opportunity, guidance and operational support, it helps drivers move towards vehicle ownership and business participation. As their businesses grow, they create employment for others. Preventive health camps and screenings have covered thousands of drivers, alongside road-safety and occupational-health training.

Preparing people for the industry's future is equally important. Recognising that expanding logistics demand would require skilled professionals, Shri Pawan Jain's foresight helped shape the establishment of Safeducate in 2007. The initiative addresses two connected needs: the sector's requirement for trained manpower and young people's need for employment opportunities.

Safeducate has trained more than one lakh young people through over 120 skill centres. Aligned with Skill India, its work includes Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY), Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and Utkarsh Bangla. Industry-relevant, NSQF-aligned training helps learners develop the capabilities employers need and access opportunities in logistics and supply chains. National development becomes connected with individual economic independence.

Within Safexpress, career growth and equal-opportunity practices reinforce investment in people. Great Place to Work certification recognises its workplace culture, while the company reported a 27% increase in its female workforce in FY 2024–25.

Community engagement extends through more than 25 CSR partnerships across healthcare, education, livelihoods and the environment. Pulse Polio drives across 163 locations have benefited more than one lakh children. Health camps and blood donation drives support communities, while transportation of relief material with NGOs during calamities puts the network at the service of people in need. Free transportation of martyrs' belongings reflects the same sense of care and duty.

Governance provides the discipline that sustains these commitments. ISO 9001, ISO 14001, ISO 45001 and ISO 27001 certifications support quality, environmental management, occupational health and safety, and information security respectively. Policies, training and audits reinforce ethical conduct, human rights, responsible sourcing and accountability.

Safexpress has voluntarily adopted structured BRSR reporting and engages with customer ESG assessments and global disclosure platforms. Improvement in its EcoVadis score earned Fast Mover recognition, reflecting its efforts to strengthen practices and transparency beyond immediate regulatory requirements.

Its contribution has also earned recognition across service excellence, sustainability and social impact. Accolades include the Ministry of Commerce and Industry's LEAPS awards for road freight and express logistics, the Times Group's Jury's Choice recognition at the Climate Action Awards 2024, the Prithvi Award from the ESG Research Foundation, and awards for Best Green Business, Best CSR Practices, and Green & Sustainable Excellence.

The next stage continues this long-term commitment. As India pursues its Net Zero 2070 ambition, Safexpress aims to achieve Net Zero by 2047. Its targets include rainwater harvesting across all logistics parks by 2027, a 25% reduction in operational waste by 2028, and a 30% reduction in carbon emissions and solar adoption across 30% of logistics parks by 2030. Its mobility roadmap envisages electrifying 40–50% of first- and last-mile vehicles by 2030, followed by progressively wider adoption of electrified and greener-fuel fleets.

Technology, infrastructure and partner readiness will continue to evolve. The principle guiding Safexpress remains constant: growth must strengthen the organisation while creating security and opportunity for the wider ecosystem that depends on it.

As India builds its next chapter, Safexpress continues to invest in the networks, capabilities and relationships that will help sustain it. Its hundred-year vision finds meaning in everyday choices: serving customers dependably, helping people progress, using resources responsibly and building an institution worthy of the trust placed in it.

Ms. Shweta Goela
Head – Strategy

SUNDARAM CLAYTON LIMITED

SCL's Journey Towards Sustainable Excellence

Overcoming Challenges and Achieving Milestones Across Environmental, Social, and Economic Dimensions during 2025

SUSTAINABLE SOLUTIONS. STRONGER TOMORROWS.

SCL demonstrates an unwavering commitment to Environmental, Social, and Economic equity through a broad spectrum of targeted initiatives, firmly aligned with global sustainability goals. Our integrated sustainability framework, guided by the pillars of Environment, Social, and Governance (ESG), underpins a holistic approach designed to create lasting positive impacts on the planet, society, and business integrity. This article reflects on the key milestones we have achieved, the challenges overcome, and the strategic approaches that have positioned SCL as a sustainability leader

1. Environmental Achievements: Driving Impact through Innovation and Stewardship

SCL's environmental strategy centres on transforming our operations towards carbon neutrality, resource circularity, and biodiversity conservation. These efforts embody our commitment to the United Nations Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy), SDG 12 (Responsible Consumption and Production), and SDG 15 (Life on Land).

Milestones & Achievements

- **75% Renewable Energy Adoption:** SCL has made a substantial organizational shift by increasing renewable energy sourcing by 75%, transitioning from fossil fuels to clean electricity. This move not only reduces greenhouse gas emissions but also demonstrates our long-term commitment to clean energy adoption.
- **70% Carbon Intensity Reduction per Product:** Through focused emission-reduction projects—ranging from process optimization to cleaner production technologies—we have halved the carbon footprint of our products, ensuring sustainability at the product level.
- **12% Improvement in Energy Efficiency:** Across all plant operations, energy efficiency has improved by 10%, driven by targeted power-saving initiatives and smart energy management.
- **99% Waste Recyclability Rate:** Our advanced waste segregation and circular waste management systems have enabled us to recycle nearly all waste produced, significantly reducing landfill dependency and raw material consumption.
- **90% Use of Secondary Alloy in Raw Materials:** Incorporating high percentages of secondary alloys in our manufacturing processes minimizes reliance on virgin resources, lowering environmental degradation.
- **Creation of a 10-Acre On-Campus Forest:** Our unique initiative to develop a biodiverse ecosystem hosting 140 tree species and 30 varieties of birds and reptiles integrates ecological conservation within an industrial setting. This green space serves as both a carbon offset and a habitat enhancement project, showcasing our innovative approach to biodiversity
- **Implementation of ISO 50001 Energy management certification across all plants** to establish a systematic Energy Management System that improves energy performance, enhances energy efficiency, reduces energy costs and GHG emissions, and drives continual improvement in energy management.
- Achieved a **50% reduction in GHG emissions compared with the FY 2020–21 baseline year** through a combination of energy-efficiency initiatives, increased adoption of renewable energy, process improvements, and effective energy management practices.

Challenges Overcome

Transitioning to renewable energy demanded extensive infrastructure upgrades, including grid modernization and securing reliable clean power contracts. Achieving near-complete waste recyclability required deep cultural and process shifts across departments, ensuring engagement from all employees. Balancing biodiversity within a functioning industrial ecosystem necessitated collaborations with ecological experts to align operational needs with conservation goals.

Strategic Approaches & Technologies : Energy audits and green power purchase agreements formed the backbone of our clean energy transition. Lean manufacturing principles, ISO 14001 environmental management standards, ISO 50001 energy management standards and material flow analysis facilitated systematic energy and waste optimization. Smart metering and IoT-based monitoring allowed real-time tracking of energy consumption, identifying further efficiency opportunities. The ecological design of our forest and habitat zones was guided by environmental consultants, ensuring sustainability and ecosystem health.

2. Social Equity Advancements: Cultivating a Safe, Inclusive, and Healthy Workforce

Our social responsibility initiatives emphasize the wellbeing, safety, and inclusion of our employees, aligned with SDG 3 (Good Health and Wellbeing), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth).

Milestones & Achievements

- **Wellness 360 Program:** Launched to address holistic employee wellbeing, this program supports mental and physical health through ongoing support services, fitness initiatives, and stress management.

- **100% Employee Health Check-Ups:** Comprehensive health screenings are conducted for every employee, ensuring early detection and preventive care.

- **Full Coverage of Human Rights, Diversity, and Inclusion Training:** All employees receive mandatory training that reinforces ethical standards and fosters a culture of respect and equality.

- **18% Women and 1% Persons with Disabilities (PwD) Employment:** Reflecting our dedication to workforce diversity, we have increased representation of women and PwD within our operations, supported by inclusive hiring and retention policies.

- **30% Reduction in Workplace Incident Frequency and Severity:** Safety performance has markedly improved through AI-powered personal protective equipment (PPE) compliance monitoring and enhanced safeguards around high-risk machinery.

- **100% Ergonomic Assessments and Training:** Using tools like RULA (Rapid Upper Limb Assessment) and REBA (Rapid Entire Body Assessment), we have assessed every workstation and provided ergonomics training to minimize injury risks and boost comfort.

Challenges Overcome

Shifting from traditional reactive Environment, Health, and Safety (EHS) models to proactive, technology-enabled systems required significant culture change and investment. Promoting inclusion in a traditionally male-dominated industry demanded persistent awareness and targeted programs. Ensuring full employee engagement in wellness, ergonomic, and diversity training involved overcoming time constraints and varying levels of receptiveness.

Strategic Approaches & Technologies : AI and computer vision technology were deployed to enable real-time monitoring of PPE compliance and to identify unsafe behaviors, enabling prompt interventions. Partnerships with healthcare providers and NGOs facilitated the wellness and health check programs. Training was delivered through digital platforms offering interactive, accessible content. Ergonomic improvements were driven by systematic assessments and workstation redesigns following global best practices.

3. Economic & Governance Contributions: Embedding Sustainability into Corporate DNA

Our economic and governance initiatives reflect responsible corporate citizenship and adherence to robust governance frameworks, advancing SDG 9 (Industry, Innovation, and Infrastructure), SDG 12 (Sustainable Consumption and Production), and SDG 16 (Peace, Justice, and Strong Institutions).

Milestones & Achievements

- **90% Recyclability and 95% Recoverability in Product Design:** Through design optimization and yield improvement, our products now exhibit high circularity, reducing material waste and extending product life cycles.

- **TISAX Certification across all plants : TISAX (Trusted Information Security Assessment Exchange)** is an automotive-industry information-security assessment framework. to establish and demonstrate a standardized level of information and cybersecurity across the automotive supply chain, ensuring the confidentiality, integrity and availability of sensitive customer and company information

- **ISO 27001 Certification Across All Plants:** Implementing this international standard affirms our commitment to data privacy and IT security, a critical governance pillar in today's digital economy.

- **100% Deployment of Data Loss Prevention (DLP) Tools:** Robust measures safeguard sensitive information, ensuring operational integrity and customer trust.

- **50% Machinery Connected to IoT Systems:** Half of our manufacturing equipment is now IoT-enabled, providing real-time data on machine outputs, which supports operational control and predictive maintenance.

- **Supplier Engagement on ESG:** We actively educate and engage our suppliers, with 50% participating in ESG data management and 30% undergoing ESG assessments with improvement plans, thus extending sustainability beyond our operations.

- **SCL has retained its "B+" rating in the CDP** Climate Change & Water Security 2025,achieving the milestone for the second consecutive year. Attached the CDP report. Carbon Disclosure Project (CDP) is an UK based non-profit organization that runs the world's environmental disclosure system for companies, cities, states, and regions. CDP is the global gold standard for corporate environmental reporting, assessing how companies disclose, manage, and lead on environmental issues.

Challenges Overcome

Integrating legacy systems with advanced IoT platforms involved overcoming technical compatibility and data integration hurdles. Ensuring supplier buy-in and ESG awareness required education and ongoing support. Managing data privacy compliance in a distributed digital ecosystem demanded rigorous security protocols and employee training.

Strategic Approaches & Technologies

IoT integration platforms and real-time dashboards enable effective data visualization and decision-making. Predictive analytics support maintenance scheduling, reducing downtime and operational risks. Comprehensive data security infrastructure, including firewalls, encryption, and DLP tools, safeguards sensitive data. Supplier capacity-building initiatives use toolkits, webinars, and audits to foster collective ESG improvement. Product Lifecycle Management (PLM) systems track recyclability and recoverability, embedding circular economy principles into product development.

Conclusion: A Holistic Sustainability Model Delivering Impact

SCL's sustainability journey reflects a steadfast dedication to operational excellence, social responsibility, and governance integrity. Through ambitious targets, advanced technology adoption, and inclusive employee engagement, we have overcome significant challenges and achieved remarkable milestones across environmental, social, and economic domains. Our integrated ESG framework not only supports global sustainability agendas but also drives business resilience and stakeholder value creation.

As we move forward, SCL remains committed to continuous improvement, innovation, and collaboration, striving to set new benchmarks in sustainability leadership. By embedding sustainability into every facet of our operations, we are not only contributing to a healthier planet and society but also securing our long-term business success.

KRITSNAM TECHNOLOGIES PVT. LTD.

From Drops to Ledgers

The Strategic Imperative of Water Accounting in the ESG Era

As we convene to celebrate the champions of sustainability at the 4th Prithvi Awards, the global business landscape is undergoing a profound transformation. The era of voluntary, narrative-driven corporate responsibility has sunset, giving way to a new dawn of mandatory, data-backed accountability. While carbon emissions have long dominated the sustainability discourse, the spotlight is rapidly shifting toward our most vital and increasingly volatile resource: water.

In today's dynamic environment, recognizing water as a shared, finite resource is no longer sufficient. The current paradigm demands that enterprises immediately transition from merely monitoring water to rigorously accounting for it. Driven by escalating regulatory compliance and stringent ESG reporting frameworks, the demand for audit-grade water data has never been higher.

The Regulatory Catalyst: A Shift to Reasonable Assurance

The global reporting landscape has evolved from asking "What are you doing for the environment?" to demanding "Prove your environmental impact with verifiable data." Frameworks such as the Global Reporting Initiative (GRI) and the Corporate Sustainability Reporting Directive (CRD) have laid the groundwork for comprehensive disclosures. Simultaneously, the Science Based Targets initiative (SBTi) is pushing organizations to set scientifically aligned targets for nature and freshwater preservation.

In India, the Securities and Exchange Board of India (SEBI) has fundamentally altered the compliance landscape with the Business Responsibility and Sustainability Report (BRSR) Core. For the top 1,000 listed entities, BRSR Core mandates reasonable assurance on key ESG metrics, including water withdrawal, consumption, and discharge.

Reasonable assurance is not a standard that can be met with rough estimates or siloed spreadsheets. It requires the same level of rigorous scrutiny applied to financial audits. Auditors now demand comprehensive documentation trails, verification of calculation methodologies, and bulletproof internal controls. If an enterprise cannot definitively prove where every kilolitre of water came from, how it was utilized, and where it was discharged, it will fail to meet these new regulatory standards.

The Critical Leap: From Monitoring to Accounting

For decades, industrial facilities have relied on water monitoring. Monitoring is fundamentally reactive and operational; it involves installing flow meters, tracking consumption rates, and raising alarms when usage spikes. While monitoring is a necessary baseline, it falls woefully short of modern ESG requirements. Water accounting, by contrast, is holistic, strategic, and verifiable. Much like financial accounting, water accounting utilizes a double-entry approach to map the entire water balance of a facility. It contextualizes water use within the plant, balances total inputs against outputs and losses, and directly links volumetric data to financial and operational metrics.

Where monitoring provides a loose collection of data points, accounting provides an unbroken, auditable trail of evidence. It transforms raw meter readings into the "audit-grade" data required by BRSR Core, CDP, CRD, and GRI.

Leading the Charge: Pioneers in Water Accounting

Transitioning to a robust water accounting system is not without its challenges. Enterprises often grapple with fragmented data systems, uncalibrated meters, and a historic lack of cross-departmental ownership over water metrics. However, overcoming these hurdles is a critical milestone in any mature sustainability journey. Forward-thinking organizations are already demonstrating that this transition is both achievable and highly beneficial. Industry stalwarts across diverse sectors—such as Saint Gobain, Adani Airports, Cyient, Godrej Industries, IIT Hyderabad and Sai Life Sciences—are already pioneering this shift, actively transitioning their operational frameworks from basic water monitoring to comprehensive water accounting.

By taking this proactive step, these organizations are doing much more than just preparing for audits. They are gaining unprecedented visibility into their water-related financial risks, identifying hidden inefficiencies, and safeguarding their operations against future water scarcity. They recognize that in the eyes of investors, regulators, and communities, unaudited sustainability data is rapidly becoming a liability, while audit-grade data is a distinct competitive advantage.

Aspire to Inspire: Building a Resilient Future

As we look toward the future, the message for the corporate sector is clear: you cannot manage, nor can you report on, what you do not rigorously account for. The grace period for estimated sustainability metrics has closed. Enterprises must urgently upgrade their data architecture, assign clear organizational ownership to water metrics, and build systems that generate verifiable evidence from the source to the final report. By adopting rigorous water accounting, organizations not only stay ahead of the regulatory curve but also honor their commitment to responsible environmental stewardship.

Every sustainability journey is uniquely shaped by the challenges it overcomes. Let the transition to water accounting be your organization's next great milestone. Together, by making every drop count—and accounting for every drop—we can build a resilient, sustainable, and transparent future for generations to come.

Mr. Vinay Chataraju
Co-founder & CEO

EDRA ™ BY OUTSOURCING HUB INDIA (OHI)

From Delivery to Discovery

How twenty years of real estate financial services became India's first ESG data readiness methodology — and what we are building now

There is a kind of problem that only becomes visible after you have spent years living inside it.

For nearly two decades, OHI — the firm I am part of — has been a specialist operating partner to large real estate companies in North America, the UK, Australia and the Middle East, running accounting, financial operations, portfolio surveillance and credit reporting for institutions managing billions of dollars of assets. We are, first and foremost, a financial services company. That discipline — audited data, defensible numbers, traceable evidence — is the foundation of everything we do.

For years that work sat entirely on the financial side of the house. ESG was someone else's department.

Then a client asked us to help. And what we learned abroad turned out to be exactly what India was about to need.

1. The Problem Nobody Had Named

The request seemed straightforward: help a portfolio client prepare for their first GRESB submission — the benchmark through which institutional investors assess the environmental performance of real estate globally, where scores influence capital allocation, refinancing terms and investor perception. What we found was not straightforward at all.

The data was everywhere and nowhere. Energy figures sat in utility portals, inconsistently downloaded and only partly reconciled. Water data existed for some assets and not others — not because meters were absent, but because no one had established a process for collecting readings. Waste records mixed contractor invoices, informal estimates and prior-year averages. Boundary assumptions — which areas counted, which tenants were in, which floors were common area — varied by asset and sometimes changed between periods without anyone noting why.

Coverage looked complete on the surface. But when we applied the rigour we bring to financial reporting — asking not just what was reported, but how it was measured and what evidence supported it — coverage turned out lower than declared, and the gaps were not random. They concentrated in specific asset types, data streams and periods, with no way to know which mattered most.

We fixed it — the way we had fixed it for the previous client, and the one before: by hand. The methodology lived in our people's heads. It was not documented, not scalable, and every new client meant starting again. That was the moment EDRA began — not as a product idea, but as the recognition of a problem that needed solving.

2. Then the Same Problem Arrived Home

While we were solving this for portfolios in Sydney, London and New York, the Indian market was handed the same problem with a harder edge.

The Business Responsibility and Sustainability Reporting framework, and particularly BRSR Core, asks Indian listed companies to do something genuinely new: not to describe sustainability intentions in narrative, but to disclose a defined set of quantitative attributes — energy, emissions, water, waste, turnover intensity — and to have them independently assured. Assurance changes the exercise completely. A narrative can be written. An assured number has to be derived, from evidence that still exists, by a method someone else can repeat.

Studying what BRSR actually asks for produced the finding that now shapes everything we build.

BRSR is an entity-level disclosure. Defensibility is an asset-level problem.

The format asks a listed entity for annual aggregates tying back to its audited financials. It does not ask for a meter list or an asset register, so read narrowly, a company can fill the form from a spreadsheet — and many will.

But the moment an assurance provider asks how that number was arrived at, the spreadsheet stops working. Which DISCOM bills, for which connections, covering which months, for which premises? Was a tenant sub-meter double counted inside a landlord total? Was a missing month quietly filled with the average of the months around it? Does the emissions figure use a grid factor from a named published authority, or one someone remembered?

Every one of those questions is asset-level. Meter-level. Invoice-level. The compliance requirement is entity-level; the survivability requirement sits underneath it.

This is why we never built a form-filler. Helping a company fill in BRSR loses to a spreadsheet, and deserves to. The only product worth building makes the number survive assessment — and that needs a substrate beneath the disclosure, not a template on top of it.

3. The Principles

EDRA stands for ESG Data Readiness Assessment. It does not measure whether ESG data has been reported. It measures whether that data is ready to be trusted.

Coverage is measured against evidence, not declaration.

In financial reporting you do not accept an assertion that all transactions were recorded — you reconcile against the bank statement. Same here: reported consumption is reconciled against the financially evidenced population. If a DISCOM connection was billed and paid, it existed; if nothing was reported against it, that is a gap — provable from the ledger, not inferred.

Missing must never become zero. In rushed reporting cycles, missing values become zero because a calculation needs a number. EDRA holds distinct states — measured, estimated, unavailable, not applicable, excluded — and never collapses them. A missing figure stays missing, with a documented reason code, until it is resolved or formally acknowledged.

A gap belongs to whoever owns it. Three absences must never read alike: data the client has not given us, a question our own methodology has not resolved, and a requirement that does not apply to this entity. Blurring them is how reports become dishonest without anyone lying. And the third is never guessed — applicability is a recorded decision, never a default.

Calculation must be deterministic. Any number EDRA produces can be recalculated from source documentation by anyone with access to the evidence: same inputs, same rule set, same formula version, identical result — on any machine, at any time. Auditors apply that standard to every financial figure they test. It should apply here too.

Evidence stays connected to disclosure. The trace from a utility invoice to a reported figure to a submitted BRSR attribute must be navigable, so "how did you arrive at this number?" has a demonstrable answer rather than a reconstructed one. Automation can classify documents and surface gaps at speed, but it cannot accept responsibility for a disclosure — we use it to make human judgement better informed, never to replace it.

And one rule that sounds small and is not: a citation is not a proof. Pointing at a document is easy. Holding it, hashed and registered to the engagement it belongs to — so the reference cannot outlive the evidence — is the part that matters.

4. What We Are Building Now

Testing a methodology on one client tells you it works; testing it across markets tells you whether it generalises. It did. The same framework that exposed coverage gaps in a North American office portfolio exposed them just as clearly in Australian industrial assets, UK residential portfolios and Indian commercial real estate — the data environments differed, the failure modes did not. That is what we brought home: a method proven across four markets and a decade of GRESB cycles, not a theory about India. Over the past year we have been converting it from something our analysts know into something a system enforces.

A requirement register and a sealed methodology service. Every BRSR Core requirement is a register entry carrying its own rules — what it means, which observations feed it, which denominator governs it, when it applies. The methodology sits behind an authenticated boundary: the platform calls it and never sees inside, so it can be versioned, audited and defended as one artefact rather than scattered through application code.

A deterministic calculation layer. The arithmetic for BRSR Core's attributes lives in its own component with no runtime dependencies, so it can be run and re-run in isolation. It returns not just a value but the full calculation record: the source references consumed, the denominator used, whether the method was measured or estimated, the formula version, and the gaps explaining any number withheld. Where a company-stated total disagrees with our recomputation, both figures are held side by side and never averaged.

An evidence spine, from the bill to the disclosure. We traced one path end to end and built to it: a DISCOM bill registered as evidence with its hash; the reading mapped to a meter, the meter to premises and an ownership period; conversion using a published grid factor from a named authority; roll-up to an entity total; landing as a BRSR attribute that cites the document it came from. The same substrate renders to BRSR Core, GRESB and IGBC — the observation is identical, only the translation differs. Alongside it sits a governed library of the source documents India's frameworks depend on, each with provenance and checksum recorded.

It runs today on live portfolios, with a translation architecture built to take on new standards as they arrive without rebuilding the data layer underneath. And under all of it is a discipline borrowed from engineering rather than consulting: every methodology rule ships with a test that deliberately breaks it and proves the system catches it. A guarantee nobody has tried to violate is not a guarantee.

OHI holds ISO 27001 certification, is in the process of SOC 2 compliance, and carries professional liability insurance of USD 2 million. Our GRESB-certified assessors — trained to evidence-based verification rather than data collection — work across three delivery centres.

5. Why India, and Why Now

India is arriving at assured disclosure late enough to skip a decade of other markets' mistakes. Companies elsewhere built reporting first and evidence second, and are now unpicking years of numbers never designed to be re-derived. Indian companies entering BRSR Core can do it in the right order — build the data layer as they build the disclosure, so the first assured number and the fifth come from the same repeatable process.

Listed real estate lands first: REITs and large developers already hold asset-level data because IGBC and GRESB required it of them, so the marginal cost of BRSR-grade lineage is close to zero. But the pattern generalises to any entity with multiple sites, multiple utility relationships and a consolidated P&L.

And compliance is the floor, not the ceiling. As supply chains come under scrutiny over scope 3 emissions, multinational buyers will increasingly ask their Indian partners not what their emissions are, but how they know.

6. What We Learned

Sustainability data problems are financial data problems in different clothing — fragmented sources, inconsistent methodology, unverified evidence, weak governance. The disciplines financial services built over decades apply, and India holds an unusual concentration of that expertise.

The hardest part of this work is not technical; it is cultural. Asking an organisation to be honest about what its data cannot support — to withhold a number rather than publish an unsupportable one, to document a gap rather than estimate over it — requires a commitment to accuracy over appearance that is not universally present.

And trust is built slowly, lost instantly. Every disclosure that cannot be defended when challenged is a withdrawal from the credibility the whole system depends on; every one that is evidenced and reproducible is a deposit. The organisations that benefit most from the coming era of accountability will not be those publishing the largest reports or claiming the highest scores. They will be those who built the infrastructure to prove what they claim.

Sustainability data is where the world is moving, and someone has to account for it. That is what EDRA is for.

Ms. Preyanka Jain
Founder & Lead

Executive Development Programme

on

Environmental, Social and Governance (ESG) & Sustainability - Way Forward

Specially Designed for Officials of PSUs & Corporates

The main purpose of this program is to educate participants on the aspects of Sustainability and Business Responsibility and Sustainability Report (BRSR) and create action points that your organisation can follow in regard to ESG and Sustainability.

The Key Topics Covered in the Program

S. No.	Topics
1.	What is Sustainability, Global Sustainability Initiatives (SDGs, TCFD, GRI) & Sustainable Approaches
2.	Why ESG is required - Is it mandatory or Voluntary
3.	What is CSR (Corporate Social Responsibility) and how it is linked with ESG
4.	ESG Strategy
5.	Sustainable Supply Chains
6.	Renewable Energy, Sustainable Fuel
7.	BRSR and its Principles
8.	What is ISSB (International Sustainability Standards Board)
9.	Benefits of adoption of ESG & Reporting
10.	Disclosures/Policy/Data Collection for ESG factors
11.	Green Bonds
12.	Cost of capital Vs ESG; Investors Perspective on ESG
13.	Carbon Credit Certification - Ecosystem
14.	Net Zero Emissions
15.	Questions & Answers followed by Award of Certificates to the Participants

Executive Development Programme

ERF also conducts an Executive Development Programme for the executives of PSUs, Corporates, Banks, etc. However, along with these changes, we are also facing significant global challenges that demand our immediate attention and collective action.

This programme emphasizes the importance of ethical governance in business and stresses the need for social practices like gender diversity, work-life balance, skill development, employee recognition, and fair labour practices. It advocates for social equity, diversity, and community engagement while highlighting the necessity of robust governance structures to ensure ethical decision-making, transparency, and accountability. By adopting ESG principles, businesses can play a crucial role in addressing pressing global issues. Environmental initiatives such as reducing carbon footprints, implementing renewable energy sources, and promoting sustainable supply chains help mitigate climate change. Social policies focusing on employee welfare, equitable opportunities, and community development reduce social inequalities. Strong governance practices ensure companies operate with integrity, fostering trust and long-term sustainability.

The integration of ESG frameworks is not just a moral imperative but also a strategic advantage. Companies that prioritize ESG are better positioned to manage risks, attract responsible investors, and build resilient business models. As stakeholders increasingly demand greater accountability and sustainability, ESG-aligned organizations are likely to enjoy enhanced reputations and sustained growth. Ultimately, embracing ESG principles helps create a more just, equitable, and sustainable world for all. Learning the essentials behind ESG is becoming more and more important for corporate teams so that they can adapt to a world that rapidly requires an understanding of the latest policies and reporting requirements surrounding sustainability.


ESG Research Foundation
CUTIVE DEVELOPMENT PROGRAMME
May, 2024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EXECUTIVE DEVELO
MENT PROG
MME
Way Forward
CA. (Dr.) Atul Kumar Gupta
Mr. Ajay Mittal, IAS (Retd.)


EXECUTIVE DEVELOPMENT PROGRAMME
Environmental, Social and Governance (ESG)
& Sustainability - Way Forward
18th May, 2024
Glenview Resort Kasauli (H.P)


EXECUTIVE DEVELOPMENT PROGRAMME
Environmental, Social and Governance (ESG)
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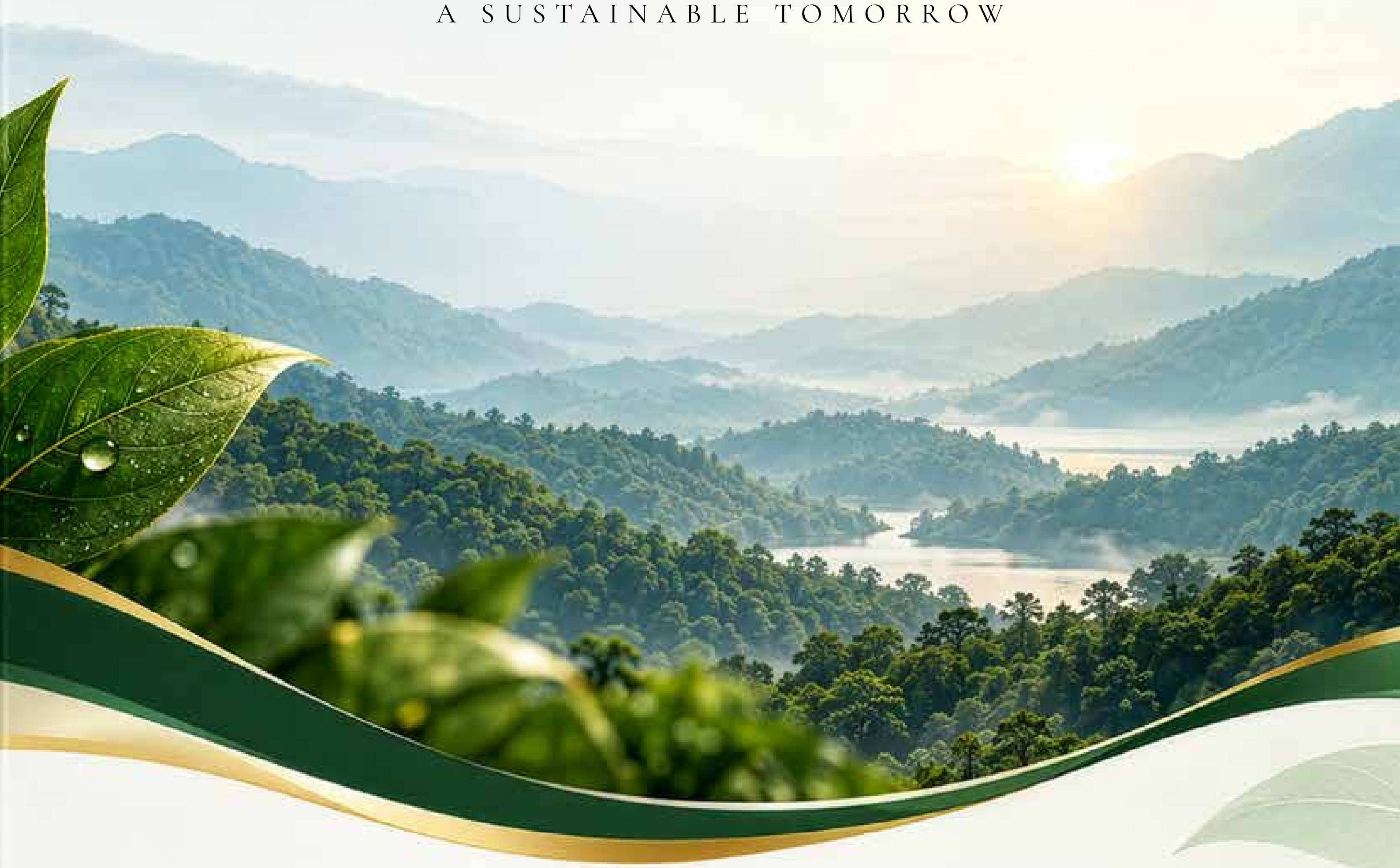

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