

**CORPORATE SOCIAL RESPONSIBILITY INITIATIVES**

ACC structured its social development interventions through ACC TRUST in alignment with United Nations Sustainable Development Goals (UN SDGs). Community development interventions undertaken in previous years continued with vigour with a widening portfolio of projects. During the reporting year, the focus was on malnutrition mitigation, water conservation and combating the COVID-19 pandemic in addition to regular broad thematic areas.

# ₹32.33 Crore

**2020 Corporate Social Responsibility expenditure**

The Company's total CSR expenditure during the year was to the tune of ₹32.33 Crore. This was 2.05% of the average net profit of the last three years. The Company's CSR projects primarily focused on the following broad thematic areas: Sustainable Livelihood, Quality of Education and Water, Sanitation, Health & Hygiene ('WASH'), which pertained to Schedule VII of the Companies Act, 2013 and are aligned to the UN SDGs.

The Company's community development projects reached 8.30 Lakh people in 166 villages and 15 municipal areas across the country. The sustainable livelihood initiative has helped 14,304 lives, including youth, women and farmers.



# 8.30 Lakh

**Lives touched**

The initiative has helped farmers to conserve water, enhance agricultural production and generate livelihood through animal husbandry. Youths were made employable through skill enhancement and women were organised into Self-Help Groups ('SHGs') and provided continued grooming for sustenance and bank linkages.

Many SHGs have set up micro enterprises and institutionalised as registered federations to achieve the larger common good. Education initiatives in the vicinity of plants reached out to 38,401 students during the year. Contemporary learning modules such as digital education, smart classes and interactive kiosks, home-based learning, benefited students of 65 rural schools.

The Company continued to support seven (7) government-run Industrial Training Institutes (ITIs) under the public-private partnership scheme with the Government of India.

WASH initiatives touched ~2.26 Lakh lives. The project addresses community requirements for safe drinking water, better health through malnutrition mitigation, health camps and waste management in collaboration with municipal bodies. Rainwater harvesting structures were created in villages across plant locations to conserve water and ensure its availability during lean periods for irrigation and drinking purpose. It has also helped recharging of defunct borewells, dry well and in-situ moisture conservation which increases farm yields.

The Company's initiatives to eradicate malnutrition have reached out to 13,576 children, providing them with access to better health and nutrition through the support provided to 484 Anganwadi centres. Through the ART Centre and Sexually Transmitted Infections clinics, the Company provided valuable support to 5,654+ patients through OPD, counselling, testing and treatment for HIV/AIDS.

The Company responded promptly, providing relief to families affected by the super cyclone Amphan, which caused widespread damage in West Bengal. With the support of channel networks, dealers and Carry and Forward Agents along with the Sales and Marketing team of ACC, 5,160 families of West Bengal were provided relief kits and ration.

**COVID EFFORTS**

During the COVID-19 pandemic, the Company joined hands with the district administration near plant locations and reached out to 6.83 Lakh lives. ACC provided 30,084 families dry ration and 2,42,234 cooked food packets as immediate relief to migrants and stranded workers mostly in Delhi/NCR and Mumbai. ACC TRUST, through its empowered SHGs, stitched and distributed over 4,00,000 cotton masks to the underprivileged. Regular disinfection and sanitisation drives were carried out within host communities. Mass-scale awareness drives in communities were conducted on the usage of masks, social distancing and on hand washing. Government hospitals of Maharashtra were provided seven (7) ventilators to strengthen their service to patients. Frontline health workers were provided hand gloves, sanitisers and N95 masks to help them serve without fear of infection. As many as 265 employees from various departments of the Company voluntarily served communities in need during the pandemic.

**HEALTH AND SAFETY ('H&S')**

The 'More Boots on Ground' initiative of the Company has continued to be an integral part of the H&S governance and assurance system. This has reinforced focus on the ground level and leadership engagement through interaction with frontline workers. This initiative has now become a way of life at ACC and its implementation has improved safety performance in the Company.

# 7,87,233

**Total Boots on Ground hours in 2020**

Moreover, engagement on the shop floor has increased, which has built the confidence of employees on the ground and line managers, who are spending more time on field. This has helped the Company improve the Field Level Risk Assessment ('FLRA'), resulting in safe completion of jobs. Boots on Ground ('BOG') hour count has improved and become part of the daily routine at ACC. In 2019, the total BOG hours was 1,54,598 hours as against 7,87,233 hours in 2020.

- Health and Safety Improvement Plan ('HSIP') 2020**

The HSIP was developed at the beginning of 2020 through a brainstorming session to identify key activities as the year's focus area. The plan contains five H&S objectives with clear ownership of the top management. Each objective of HSIP has been developed to build on improvements in the areas of H&S leadership, health management, risk management, Lock-Out, Tag-Out and Try-Out ('LOTOTO') and road safety. The Company has worked relentlessly for the effective implementation of these objectives in difficult situations during the pandemic.

- LOTOTO Train the Trainer Certification Programme**

The Company identified 28 LOTOTO champions who would need to qualify in order to take this certification. It partnered with the in-house learning team ACC ACL Leadership Academy ('AALA') to design learning and make it interesting and engaging for the champions. Train the Trainer programme was designed as a virtual training programme to ensure continuous learning in the COVID-19 environment. Over 6,000 people were

covered in this roll out in all the three (3) categories (Management Staff, Shop Floor Associate and Third Party) and was promoted by certified trainers from the plants. In addition to this, ~80 co-facilitators were trained in shorter modules on LOTOTO so that they could join the propagation and knowledge sharing on LOTOTO.

- **H&S Audit**

The normal H&S Audit programme was heavily impacted this year due to the COVID-19 pandemic. As a result, finding alternative ways to conduct the audit was a challenge for the Company. However, ACC faced two (2) Group audits at Sindri and Chaibasa in Jharkhand and five (5) internal audits were conducted virtually in 2020. Due to the pandemic, audit programme for 2020 was restructured with three (3) man-days of remote audit with the audit team members and auditees around the globe with a reduced scope of audit covering seven (7) Group standards. Audit was conducted using digital technology such as Google Meet/Zoom meeting for interviews, with camera phones and hands-free strap and headsets for remote visit.

- **Railway Safety Risk Management Programme**

Two (2) critical Lost Time Injury ('LTIs') in 2019 and one critical LTI at the beginning of 2020 related to rail operations, which triggered the need to design this programme. The Company identified 49 participants (champions and co-champions) who needed to qualify in order to take this certification. Train the Trainer certification programme was designed in collaboration with in-house learning team AALA to make learning interesting and engaging. During 2020, 25 trainers were certified as Rail Safety Trainers.

- **Working at Heights ('WAH') implementation**

As per HSMS Audit in 2019, 25% of the total findings were related to WAH and this has emerged as the top-most grey area for the Company. To target this area, a robust WAH training programme was put in place in which 30 WAH champions across the Company were trained.

- **Process Safety Management ('PSM') programme**

The programme includes identifying gaps in areas like coal shop and conventional fuels, mining operation, hot meal handling, Design Safety and Construction Quality Programme (DSCQP) and electrical safety. The Company is gradually stepping

up the implementation programme through monthly monitoring and follow up with ~89% compliance level.

- **Global H&S Days**

Global H&S Days were celebrated across the Company from October 6, 2020 to October 15, 2020. The initiative was launched with a webcast for all employees by the Company's senior management. These days are celebrated to mobilise all ACC stakeholders to help the Company achieve its Ambition '0'. This year's theme was 'Ideas to Action', which involved various activities across the organisation, such as inter-plant H&S Quiz Competition, COVID Warrior Day—to recognise and felicitate the contribution of the COVID Warriors across locations, Road Safety Day, training programmes on first aid and domestic safety for employees and their family members, and others. The Company submitted 42 good practices from both Cement and Ready Mix Concrete businesses on the global LafargeHolcim platform for the selection of a local winner and subsequent participation in the global challenge.

- **War on Waste Initiative**

War on Waste Initiative was launched in January 2020 as an extension of the Boots on Ground initiative. The initiative is derived from the concept of 5S, which is a war on inefficiency, redundancy and excess. The campaign has been undertaken in two time-bound phases across all cement, Ready Mix Concrete plants and office units. Phase I will call for the elimination of wastage across mines and plants, and Phase II will see the organisation emulate these practices at warehouses, in transit operations and all office spaces. This initiative leads to several benefits, including lesser water and compressed air consumption, prevention of cement bag bursting, improvement in housekeeping of plant with timely identification and disposal of scraps, which ultimately results in enhanced sustainability.

#### Health

Health is an important pillar of H&S function. To make ACC a healthier place to work in, the Company has undertaken various initiatives such as Lifestyle Management Programme, Medical Emergency, Occupational Hygiene Survey and COVID-19 awareness. Under the first programme, the employee's health surveillance data was analysed for lifestyle diseases and 8,983 employees were counselled across the Company on lifestyle diseases such as hypertension, obesity, coronary artery disease and diabetes through the digital platform.

#### Logistics Safety

Road Safety continued to be the Company's focus area in 2020 as most of the Company's products are transported by road. ACC excelled in the road safety journey in 2020, despite the countrywide lockdown due to COVID-19, which stopped road safety interventions for six (6) months. ACC's road safety performance has improved to zero employee road fatality in 2020 against five (5) in 2019, amounting to a 50% reduction in the fatality rate over 2019. Some of the achievements on road safety in 2020, which were remarkable in the pandemic environment are as follows:

- Over achieved both HSIP KPIs (% Km by iVMS and % Km by trained drivers), despite COVID-19 impacts
- One of the first companies in the industry to achieve 'Full Compliance' status
- Full implementation of 'Consequence management' in 2020. Group verification of data since January 2020 completed
- In Cab programme restarted with COVID measures
- Plant-wise virtual engagement of transporters started in Q3
- Employee iVMS App successfully piloted and made ready for roll-out in 2021

#### HUMAN RESOURCES

This has been the most eventful year, given the challenges and unpredictability, and yet the people of India have shown sheer grit and resilience. ACC has always believed that its employees are its opportunity multipliers. Through the combined efforts of its employees, ACC was able to continue its focus on its business priorities, and to protect the people and communities with best possible actions. Despite the paradigm shift in running the organisation during the year, ACC was able to collaborate at all levels and create a performance-driven productive environment by engaging and communicating with all employees.

#### Engaging and communicating with the ACC Parivaar

The Company was quick to establish Business Resilience Teams ('BRT') to keep the health and safety of its employees at the forefront. BRT aimed to provide continued focus on H&S measures through regular monitoring, feedback and training. ACC supported overall employee well-being by strengthening its partnership with the flagship programme 'Sparsh', while reaching out to all of its employees and their families. Multiple virtual sessions were conducted for employees across various locations and functions.

The Company kept its communication channel open and provided continuous and credible communication through multiple small group sessions for open and two-way conversations. These candid sessions were led by the

MD & CEO and the Company reached out to all employees, conversing on topics ranging from business to personal life.

Undeterred by the challenges posed by the pandemic, ACC has been diligent in curating various employee engagement activities to boost the spirit of its employees and their families. Through several innovative initiatives, ACC has been extending moral support and offering ways to boost psychological and emotional well-being amidst the challenging times. 'Pratibha Ke Rang, ACC Ke Sang' was one such platform for all its employees and their family members to showcase their diverse talents in photography, drawing and the performing arts to a wider audience. Embracing the use of digital technology, the spectacular event was flawlessly executed and showcased enthralling performances. The engaging and immersive experience brought the entire ACC Parivaar together virtually from the safety of their homes. The event was a first-of-its-kind mega event broadcast live to all locations and witnessed by employees across India on December 5, 2020.

## HEALTH, COST AND CASH



#### Short-term focus areas

The Company continually engaged with its employees through development programmes and designed unique programmes and initiatives to enhance employees' skills and competencies, leveraging technology and functional expertise. ACC was agile enough to provide business-specific training and development through multiple learning formats. With 'Health, Cost and Cash' as the nodal points around which all efforts were centred, ACC partnered and aligned seamlessly with people from different functions and levels to develop and implement an unprecedented climate and programme of learning.

The lockdown presented the perfect opportunity: the learner had the time and the team was ready with technology. The content was presented as a buffet designed to suit the individual palette. To appeal to a cross-section of people, the programmes provided a mix of technical skill-building opportunity as well as leadership skills in customised settings.

- ACC leveraged the knowledge and expertise of its senior leaders to conduct webinars on a wide range of themes – from technical ones on fundamentals of cement,