

# Sustainability Report

## FY2024-25

**TATA** AUTOCOMP HENDRICKSON SUSPENSIONS PVT LTD

CRAFTING  
THE FUTURE

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# Overview





# About the Report

Tata AutoComp Hendrickson Suspensions (THSL) Private Limited (may henceforth be referred as “THSL”, “us”, or “we”) is a 50:50 joint venture between “Tata AutoComp Systems Limited” and “Hendrickson International”. This Sustainability Report serves to present an overview of Tata AutoComp Hendrickson Suspensions Private Limited’s sustainability efforts, its social leadership, and its robust governance. We strive to reduce our environmental footprint, enhance the well-being of our communities, and maintain the highest standards of ethical conduct. Through our transparent ESG disclosures, we aim to engage stakeholders towards a sustainable future.

This Report aims to highlight key aspects of our ESG performance, offering stakeholders a snapshot of our sustainability initiatives and progress.

## Reporting Boundaries

The reporting boundaries includes our own operations at two locations in Pune, Maharashtra and Jamshedpur, Jharkhand within India. The reporting boundary for all environmental, social, financial, and governance disclosures in this report, unless otherwise stated, include all types of facilities. Our environmental disclosures are based on the principles of materiality and operational control.

## Period covered

This Sustainability Report for Tata AutoComp Hendrickson Suspensions (THSL) Pvt. Ltd. covers the period between 1 April 2024 to 31 March 2025.

## Reporting Frameworks

This Sustainability Report is aligned with the Global Reporting Initiative (GRI) Framework and the United Nations Sustainable Development Goals (UN SDGs).



# Company Overview

A Joint Venture between Tata Autocomp systems & Hendrickson International since 2006

Providing Suspension Solutions for the Indian landscape

Major Contributor to game-changing 8x2 & 37t truck



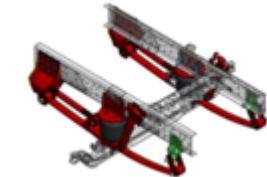
## Our Product Lines



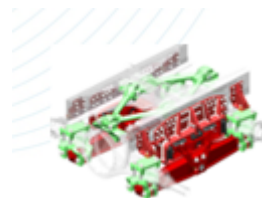
Liftaxle



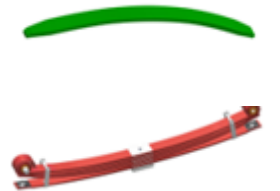
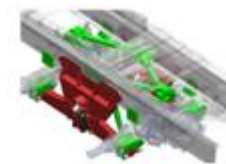
Bus Air Suspensions



Bogie Suspensions



Truck/Tractor Air Suspensions



Springs



# Geographic Footprint & Customers

## Pune



### Facilities

Corporate Office, Design Centre, Product Testing & Validation, Manufacturing Plant.

### Products

Liftaxle, Bogie Suspension, BUS Suspension, ULTIMAAX, Anti Roll Bars

## Jamshedpur



### Facilities

Warehousing Unit





# Vision, Mission, and Values

## Vision

To be the most preferred suspension system solution provider in domestic MHCV & EV BUS segment.

To become the most preferred suspension solution provider by FY29. THSL will measure its performance in the following parameters

**We try to achieve our vision through excellence in:**

- **Quality**
- **New Product & Customer Development Technology**
- **Growth**
- **Market Share**
- **Business Returns**

## Mission

To be the Supplier of Choice to all stake holders by delivering compelling value through differentiation in Safety, Sustainability, Quality and Constant Innovation

To become the supplier of choice by 2029, THSL will measure its performance in the following parameters

**We try to achieve our mission by executing on key focus areas:**

- **Safety**
- **Sustainability**
- **Innovation**
- **Talent Management**

## Values

Integrity

Pioneering

Unity

Responsibility

Excellence



# Organization Structure

TATA AUTOCOMP SYSTEMS

JV PARTNERS  
50:50

HENDRICKSON INTERNATIONAL

TATA AUTOCOMP HENDRICKSON SUSPENSIONS PRIVATE LIMITED

135  
Employees

81  
Workforce

As on 31.03.25



Nikhil Kulkarni  
CEO



Sanjeev Annigeri  
Head Engg. & BD



Sanjay Honmode  
Head Purchase



Yasodhara Rao S  
Head Ops & ESG



Santosh Sandbhor  
Head QA



Sagar Ambekar  
Head CQ&S



Soma Singh  
Head HR



Ravinder Guleria  
CFO

### Abbreviations

- CEO** Chief Executive Officer
- BD** Business Development
- QA** Quality Assurance
- CQ&S** Customer Quality & Service
- HR** Human Resources
- CFO** Chief Financial Officer
- ESG** Environment, Social, and Governance
- JV** Joint Venture



# Tata Group's Aalingana Sustainability Goals

## Tata Aalingana Goals

## Additional THSL Goals

Driving Net Zero

Achieve Net Zero by 2045 across Scope 1 & 2

25% reduction in absolute carbon emissions by 2030 from 2020 baseline

Achieve Industry leading RE by 2030

Conduct LCA cradle-to gate, for 100% critical products by 2027

Pioneering Circular Economy

More than double the content of renewable or recycled resources in products by 2025 From 2020 baseline

Replenish freshwater and Zero Waste to Landfill by 2030

Replenish more freshwater than consumed at source by 2040

Achieve Zero liquid discharge (ZLD) at all sites by 2030

Ensure Zero waste to landfill by 2030

Preserving Nature & Biodiversity

Create an action plan for net positive impact by 2024

Invest In Nature-Based Solutions (NBS) Products In India by 2025

Group is an NBS leader and has supported NBS market in India by 2030

Assess Biodiversity impact for 100% sites by 2026

★ Indicates THSL's alignment with Project Aalingana



# Stakeholder Engagement

We regularly interact with all our stakeholders to cultivate and strengthen meaningful relationships. This ongoing engagement plays a crucial role in enhancing our strategic planning, decision-making processes, and overall business expansion.

Key Stakeholder Group	Mode of Engagement	Frequency	ESG Areas
Employees	Emails, Meetings, Notices, Intranet, Website, Review Meetings, Performance Appraisal Processes	Ongoing or Need Basis	Employee Health, Safety & Wellbeing, Employee Career Management, Learning, Growth & Development, Policies, Processes & Performance
Board	Emails, Meetings, Notices, Intranet, Website, Review Meetings, Performance Appraisal Processes	Regular Board Meetings	Business & ESG Performance
Customers	Emails, Website, Interactions, Customer Satisfaction Surveys	Ongoing or Need Basis	Customer Satisfaction and Opportunities for Improvement
Investors	Annual Reports, Quarterly Presentations, Investor Meets, Emails, One-on-One Interactions, Websites	Ongoing or Need Basis	Business Performance Satisfaction and Opportunities for Improvement
Suppliers	Emails, Website, Interactions, Supplier Meets, Vendor Satisfaction Surveys	Ongoing or Need Basis	Business Growth, Vendor Satisfaction, Opportunities for Improvement
Communities	In-Person Interactions, CSR Field Visits, Group Discussions	Continuous or Frequently	Community Needs and Expectations, Opportunity for Improvement
Government & Regulatory Authorities	Interactions with State Authorities, Pollution Control Boards, Tax Officials, Seminars, Media Reports	Ongoing or Need Basis	Statutory & Regulatory Compliance
Trade Associations	Trade Meets	Need Basis	Industry Growth

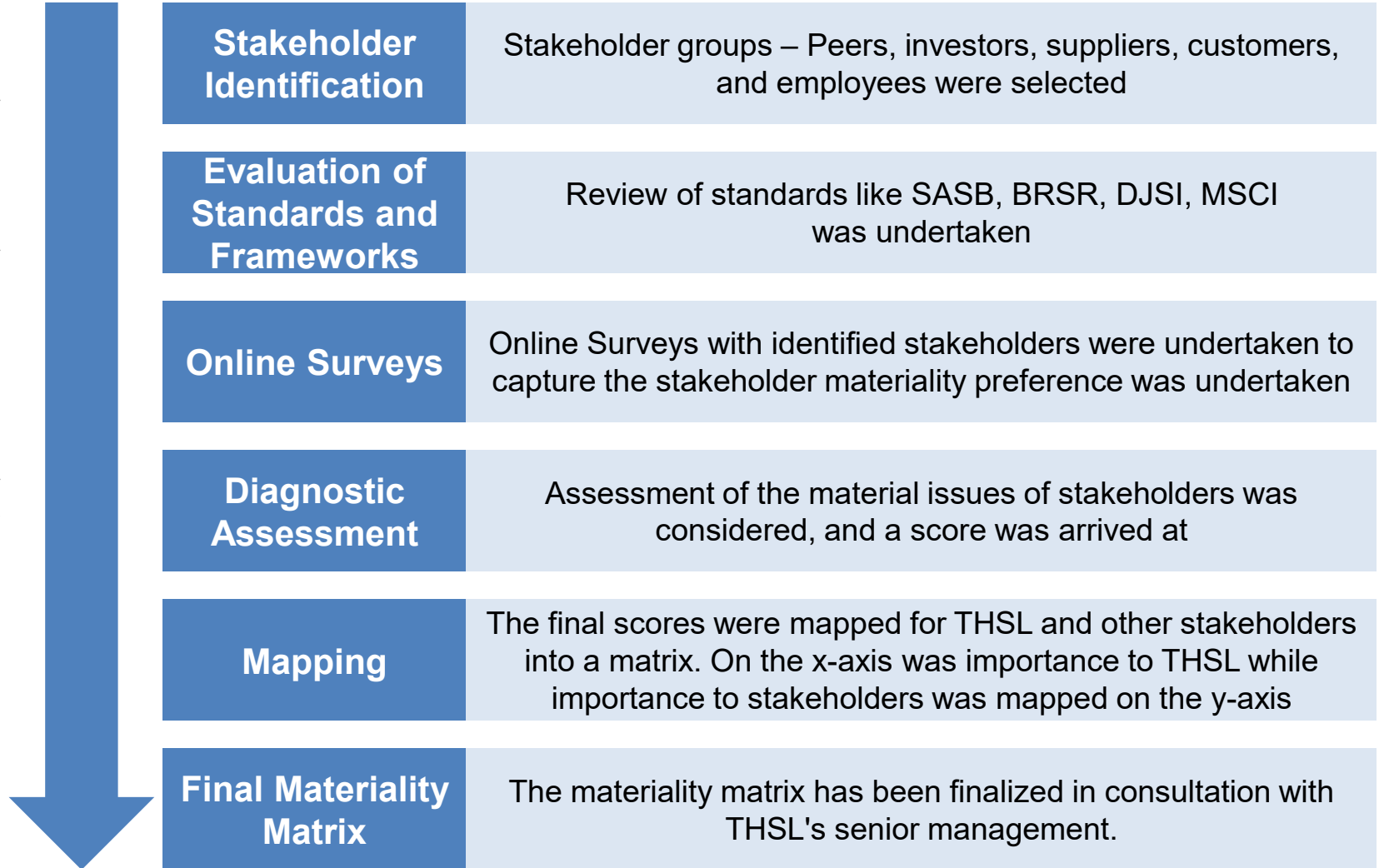


# Materiality Assessment Process

At THSL, we understand that effective communication and strong relationships with our stakeholders are vital for achieving our goals and ensuring the company's success. We are committed to regular engagement and transparent disclosures to meet stakeholder expectations and address their concerns, fostering long-term value creation and sustaining lasting partnerships.

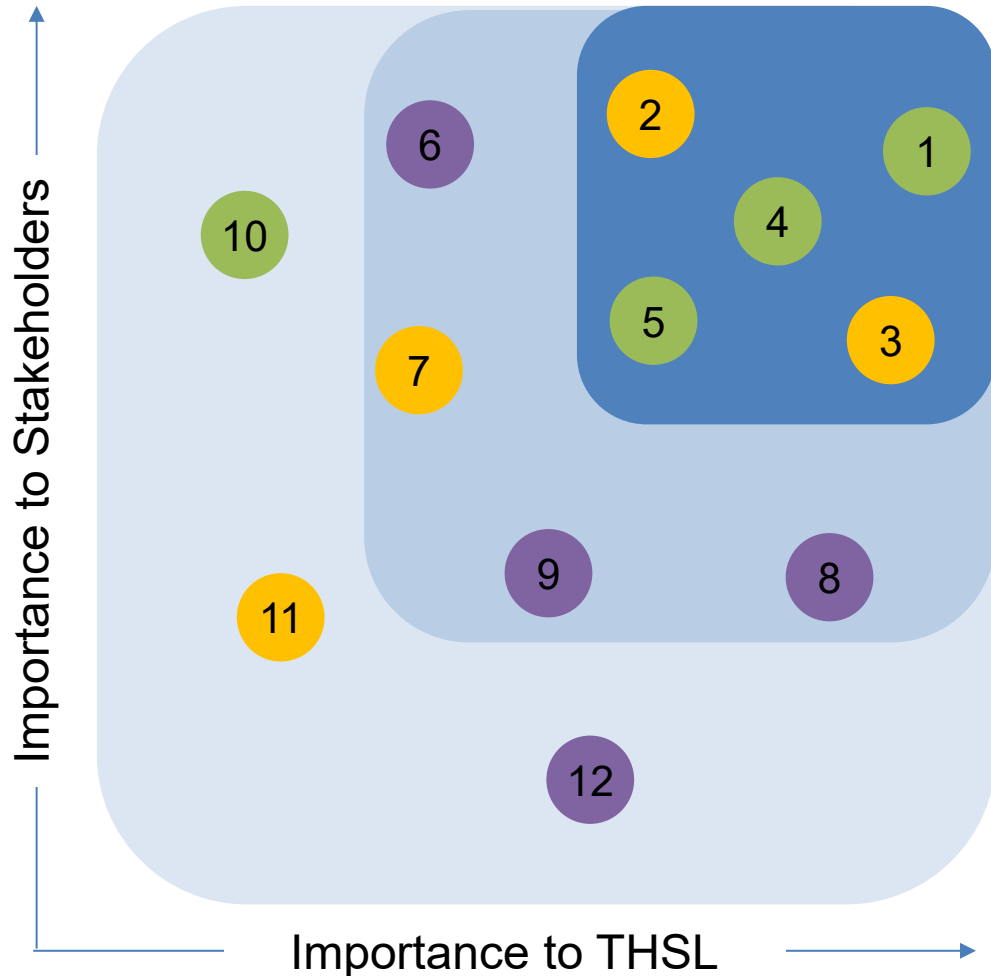
## Our Approach

To ensure we are aligned with our stakeholders, we review our materiality analysis every two years or on need-basis. This involves collaborating with external stakeholders to identify material issues, which we then prioritize using a materiality matrix or a similar approach.





# Materiality Matrix

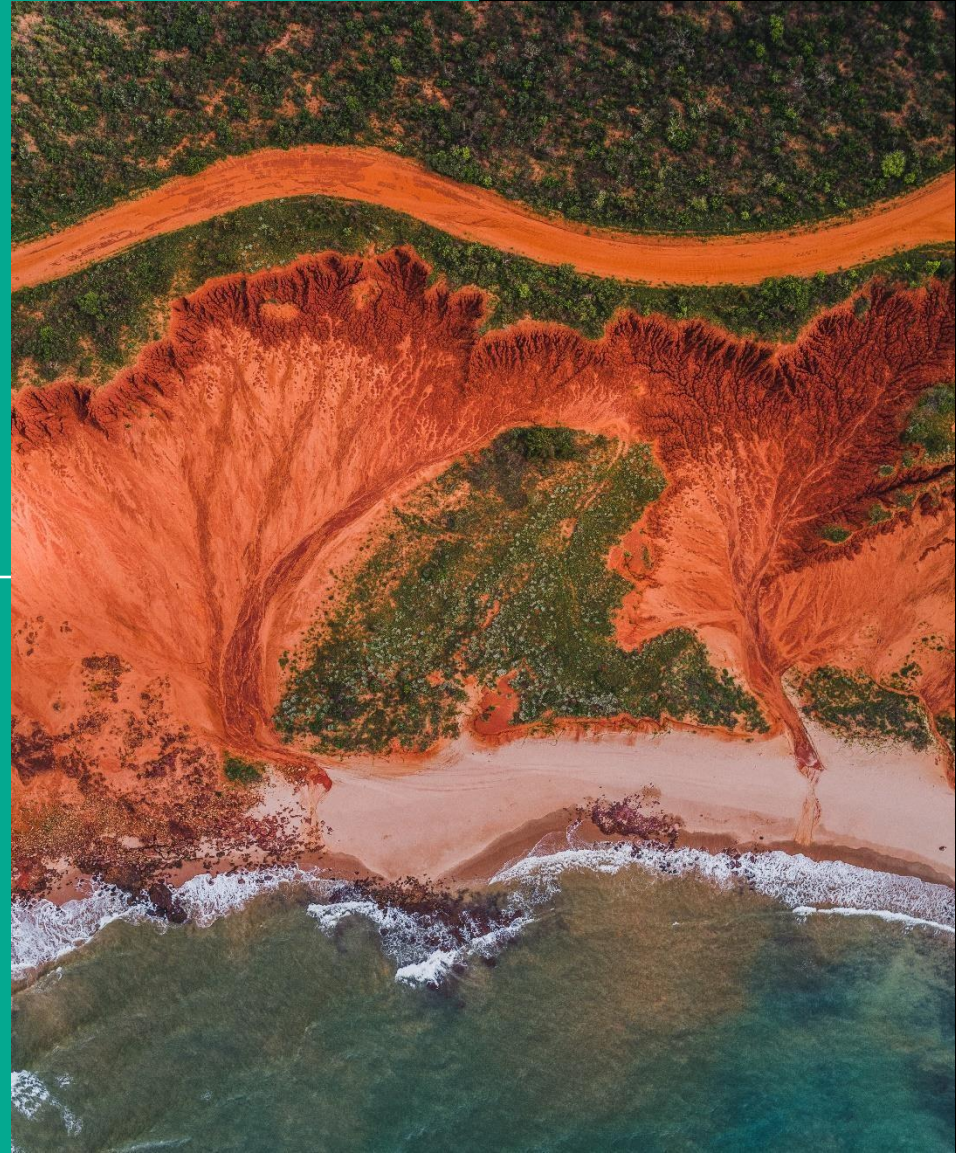


Our material issues are integrated into the company's Enterprise Risk Management process and is guided by the principle of impact materiality. This means we consider both the internal impact on our business and the external impact on society and the environment. The results of our materiality assessment are reviewed and approved by senior management and approved by our Board of Directors, ensuring a comprehensive approach to stakeholder engagement and corporate responsibility.

- |  |                                    |                             |
|--|------------------------------------|-----------------------------|
| 1 Climate Action                       | 6 Business Ethics                  | 10 Environmental Protection |
| 2 Employee Health, Safety, & Wellbeing | 7 Human Rights and Labor Practices | 11 Community Relations      |
| 3 Talent Management                    | 8 Sustainable Innovation           | 12 Data Privacy             |
| 4 Circular Economy                     | 9 Responsible Supply Chain         |                             |
| 5 Product Stewardship                  |                                    |                             |

● Environment ● Social ● Governance

# Environment





# Environmental Policy & Commitments

THSL considers environmental stewardship as a core principle of our operations and incorporates it through our various policies. We strive to minimize the environmental impact of our business activities by closely monitoring factors such as energy use, air emissions, GHG emissions, water consumption, noise generation, waste generation, circularity, and impact on biodiversity.

To ensure governance of our environmental progress, we have undertaken various initiatives. We have implemented ISO 14001:2015 (EMS) across our plants. We comply with all applicable environmental laws and regulations. Our executive compensation for relevant employees are also linked with environmental progress.

These policies, systems, and practices allow us to progress towards our sustainability goals and targets.

### Targets

- Net Zero by 2045
- 100% RE by 2030
- Water Positive by 2040
- Zero Waste to Landfill by 2030

### Planned Activities for FY 26

- SBTi Alignment
- Climate Risk Assessment

### Key Policies

- Biodiversity Policy
- Sustainability Policy




### Key Highlights




- 100%** Manufacturing sites certified with ISO 14001
- 100%** Sites assessed for Biodiversity Risks
- 22%** Renewable Energy
- 4.2** Energy Intensity (in GJ/crore INR in sales)

- Life Cycle Assessment
- Renewable Energy Expansion




- Environment Policy
- QHSE Policy






 <b>Climate Action</b>	
Category	Very High-Risk Material Topic
<b>Risk</b>	Climate action can pose a risk to due to potential regulatory changes and increased costs for compliance and sustainable practices
<b>Opportunity</b>	Offers an opportunity to innovate, develop eco-friendly products, and gain a competitive edge in a growing market for sustainable solutions
<b>Business Impact and Our Response</b>	THSL is committed to reducing its carbon footprint through Scope Emission Calculations and a Decarbonization Roadmap. We aim to integrate sustainability into all operations, enhancing efficiency and resilience.
<b>Stakeholder</b>	Government, Investors, Customers, Communities. Environmental NGOs
<b>KPI</b>	Total energy consumption (RE + Non-RE), Total Scope 1,2, and 3 GHG Emissions, Decarbonization Roadmap
<b>GRI</b>	401, 403, 404
<b>SDGs</b>	 

 <b>Circular Economy</b>	
Category	Very High-Risk Material Topic
<b>Risk</b>	Without incorporating circular economy principles, THSL risks resource scarcity and waste management challenges.
<b>Opportunity</b>	Innovation in recycling and resource efficiency can not only avoid resource scarcity but also improve efficiency to save costs.
<b>Business Impact and Our Response</b>	THSL promotes circular economy practices through recycling and resource efficiency initiatives. We thereby aim to reduce waste and enhance sustainability.
<b>Stakeholder</b>	Suppliers, Customers, Community Environmental NGOs, Waste Management Companies, Employees
<b>KPI</b>	Water Consumption, Water Replenished, Water Recycled. Water Discharge, Waste to Landfill
<b>GRI</b>	304
<b>SDGs</b>	 



 <b>Product Stewardship</b>	
Category	Very High-Risk Material Topic
<b>Risk</b>	Implementing product stewardship can increase the responsibility and costs to manage the entire lifecycle of our products
<b>Opportunity</b>	Product Stewardship offers a chance to enhance brand reputation, meet regulatory requirements, and foster customer loyalty through sustainable practices
<b>Business Impact and Our Response</b>	THSL focuses on sustainable product design and lifecycle management to minimize environmental impact. We aim to innovate and create products that are both high-quality and eco-friendly.
<b>Stakeholder</b>	Customers, Suppliers, Employees, Trade Associations, Waste Management Companies, Environmental NGOs
<b>KPI</b>	Number of critical products undertaking LCA
<b>GRI</b>	301, 416, 417
<b>SDGs</b>	 

 <b>Environmental Protection</b>	
Category	Medium-Risk Material Topic
<b>Risk</b>	Environmental protection efforts can lead to increased operational costs and regulatory compliance challenges as well as damage reputation among consumers and communities.
<b>Opportunity</b>	Prioritizing environmental protection will enable us to contribute to biodiversity conservation, improve ecosystem services, and attract environmentally conscious consumers
<b>Business Impact and Our Response</b>	THSL is dedicated to environmental protection through sustainable practices and compliance with regulations. We aim to reduce our environmental footprint and promote conservation.
<b>Stakeholder</b>	Employees, Government, Employees
<b>KPI</b>	Number of sites with Biodiversity Management Assessment, Number of sites with Biodiversity Management Plan
<b>GRI</b>	301, 416, 417
<b>SDGs</b>	 



# Material Issues

Material Issues	Target	KPI	Target Year	Progress
Climate Action	Achieve Net Zero	Scope 1+2+3 Emissions (tCO <sub>2</sub> e)	2045	On Track
	Reduce Scope 1 and Scope 2 emissions by 25% from 2020 baseline	Scope 1+2 Emissions (tCO <sub>2</sub> e)	2030	On Track
	Achieve 100% renewable energy	Renewable energy consumption (MWh)	2030	22% achieved till date
Circular Economy	Become Water Positive	Water consumption (KL) Water recycled (KL) Water replenished (KL)	2040	On Track
	Achieve water neutrality at all sites		2030	On Track
	Achieve Zero liquid discharge (ZLD) at all sites	Quantity of water discharged (KL)	2030	Achieved
	Ensure Zero Waste to Landfill	Waste sent to landfill (Metric Tons)	2030	On Track
Environmental Protection	100% sites to have Biodiversity Management Plans	Number of sites with Biodiversity Management Plan	2027	On Track
	100% sites assessed for Biodiversity impact	Number of sites with Biodiversity Management Assessment	2026	Achieved
Product Stewardship	Conduct LCA cradle-to-gate for 100% critical products	Number of critical products undertaking LCA	2027	On Track



# Energy

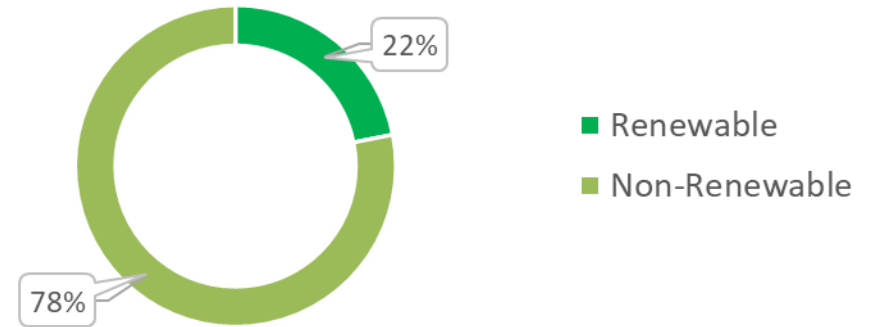
We are committed to minimizing our resource use and carbon footprint through the adoption of energy-efficient technologies and energy conservation practices. We consider this to be an important part of our strategy to produce low-carbon products and address climate change risks

## Energy Initiatives

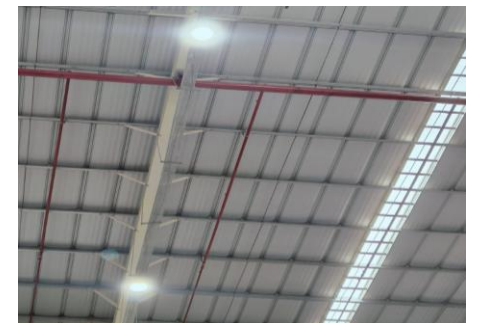
We have undertaken various initiatives to improve efficiency and reduce consumption. We have taken MSEB Express feeder permissions to reduce the diesel consumption in generators. We have also mandated to only purchase electric forklifts going forward. We have additionally upgraded to LED light systems and motion sensors to improve efficiency. These initiatives not only reduce our GHG emissions but also save costs.

We have also installed solar panel systems to improve the Renewable Energy share in our energy mix totaling to 1150-kilowatt peak (kWp). Additionally, we will also be conducting Energy & Carbon audits for improved environmental performance.

## Energy Mix



Source (in GJ)	FY 2024-25	FY 2023-24	FY 2022-23
Non-renewable Energy	2047	1746	1548
Renewable Energy	573	913	909
<b>Total</b>	<b>2620</b>	<b>2659</b>	<b>2458</b>



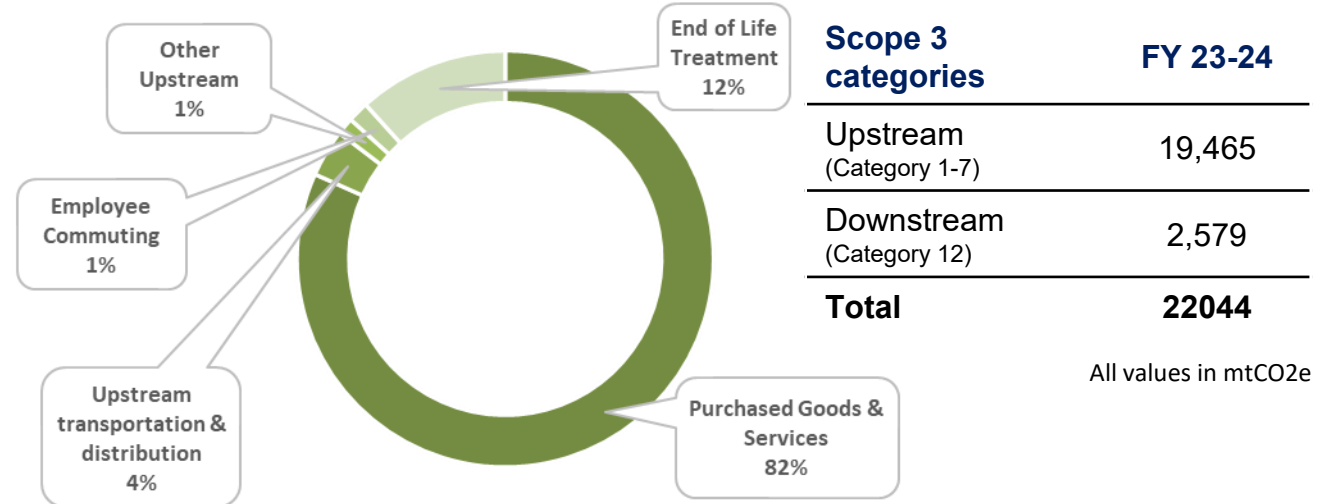


# Greenhouse Gas Emissions (GHG) Emissions

## Scope 3 Upstream GHG Emissions Inventory

On the GHG emissions front, we have completed, along with our internal stake a comprehensive inventory of Scope 1 + 2 + 3 GHG emissions as per the GHG Protocol, showcasing our dedication to managing our carbon footprint and aligning with global standards.

This provides us a baseline of our impact and will enable us to craft a comprehensive decarbonization roadmap by incorporating the principles of GHG budgeting. Since 98% of our GHG emissions come from Scope 3, we look to focus on our major Scope 3 categories – ‘Purchased Goods & Services’ and ‘End of Life Treatment’. We have also taken initiatives to reduce our upstream emissions by optimizing our logistics.



## Total GHG Emissions Inventory



All values in mtCO2e

GHG Emissions	FY 23-24
Scope 1	91
Scope 2	345
Scope 3	22044
<b>Total</b>	<b>22480</b>

We are also in the process of aligning our decarbonization roadmap to the Science Based Targets initiative (SBTi) to ensure that we reduce our emissions in line with the Paris Climate Agreement to limit global warming to 1.5 °C. Our GHG emission inventory baselining activity has helped us identify the key decarbonization levers.

### Product Stewardship

Product stewardship is also an important step in our journey to reduce our Scope 3 GHG Emissions. We have thereby identified Life Cycle Assessment (LCA) as a key part of our decarbonization journey. One of our next steps is to conduct a Lifecycle Assessments for our critical products.



# Water

THSL is committed to responsible water resource management through strategic planning, development, distribution, and sustainable use. As part of our comprehensive water management program, we are actively identifying opportunities for enhancing water efficiency and reduction. Our approach involves a thorough evaluation of usage to identify hotspots and implement measures to reduce consumption.

## Rainwater Harvesting System

THSL plans to implement rainwater harvesting initiatives as part of its commitment to sustainability and responsible resource management. By planning to capture and store rainwater, THSL aims to reduce its future reliance on municipal water supplies, thereby conserving resources and minimizing environmental impact. Through this initiative, THSL intends to contribute to a sustainable future and reinforce its leadership in eco-friendly practices.

Source (in kl)	FY 24-25	FY23-24	FY22-23
Water Consumption (Industrial & Domestic)	4759	3391	2803
Water Recycled & Reused	943	2621	1169

## Water Reuse & Recycle

To uphold environmental stewardship, THSL has launched initiatives to conserve water, aiming for 'Water Neutrality and Zero Liquid Discharge by 2030' and 'Water Positivity by 2040'.

We plan to implement a Natural Cooling System for quench oil and De-mineralized (DM) water, marking a significant advancement in our operational efficiency and environmental stewardship. This initiative, which utilizes cooling towers, plate heat exchangers (PHEs), and optimized fluid circulation, will deliver substantial sustainability and circularity benefits. By effectively managing thermal loads from critical induction heating and oil quenching processes, the project will underscore our commitment to resource optimization and minimizing environmental impact.





# Waste

Our dedication to sustainability goes beyond traditional methods, focusing on circular economy principles and innovative sustainable solutions to ensure reduction of material consumption through process optimization.

We have implemented several measures in our production processes to effectively manage the waste and scrap generated. We also ensure safe management of hazardous waste into Sewage Treatment plant. We have also implemented initiatives such as providing waste reduction training to employees and have established recycling programs to minimize the amount of waste sent to landfill, aligning our actions and initiatives with circular economy, recovery, and waste management.

## Our Approach

**Creating Awareness**

**Harnessing Business Opportunities through Circular Economy Principles**

**Advocacy for Enhanced Resource Productivity**

Types of Waste (in kg)	FY 2024-25	FY 2023-24	FY 2022-23
<b>Waste Generated</b>	<b>160,130</b>	<b>316,580</b>	<b>263,810</b>
Hazardous	1,720	2,460	3,600
Non-hazardous	158,410	314,120	260,210
<b>Waste Disposed</b>	<b>0</b>	<b>0</b>	<b>0</b>
Landfill	0	0	0
<b>Waste Recycled/Reused</b>	<b>131,410</b>	<b>210,700</b>	<b>189,100</b>

We also monitor and manage our non-Greenhouse Gas Emissions as part of our discharge. This helps us effectively control our Air emissions to reduce pollution. We have minimized the use of DG sets and use stacks and ducting to minimize dust, particulate matter, and other emissions.

Non-GHG Emissions (in kg)	FY 2024-25	FY 2023-24	FY 2022-23
SOx	6.43	18.59	12.97
NOx	0.27	2.24	0.40
<b>Total Air Pollutant</b>	<b>6.70</b>	<b>20.83</b>	<b>13.37</b>



# Other Environment Initiatives

At our company, we demonstrate a clear commitment to sustainability by embedding resource efficiency and energy conservation into our operational fabric. A key theme for us is the proactive reduction of waste, particularly through initiatives aimed at optimizing the use of energy-intensive resources like compressed air. This is complemented by our dedication to Energy Conservation & Climate Action Training for our teams and ensuring robust emergency measures are in place on-site to safeguard both our people and the environment. This holistic focus not only minimizes our environmental impact but also aligns with our goal of achieving greater operational excellence, where process improvements directly translate into tangible environmental and economic benefits for us. We additionally also focus on noise management to ensure a safe surrounding. For example, we regularly assess ambient noise levels generated by our DG sets and ensure that noise pollution is kept to a minimum. 7% of our employees received ESG training this year on these topics to emission reduction, circularity, and hazardous substance .

Furthermore, we foster a culture of sustainability through active employee engagement. By empowering our teams, such as "TEAM SANKALP" which identifies and implements solutions, we leverage our expertise to drive meaningful change. This approach is complemented by our focus on ensuring the longevity of these improvements through standardization and preventive maintenance.

## Waste

We are committed to responsible Waste Management & Circularity, treating waste as a resource. Our approach, based on circular economy principles (reduce, reuse, recycle, recover), minimizes our environmental footprint. We ensure meticulous categorization and waste segregation at source using labeled bins, complying with all Hazardous Waste Management & Handling Rules. Employee training on effective waste handling is regularly conducted.

Our key environmental goal is Zero Hazardous Waste to Landfill. This involves rigorous source segregation, exploring advanced treatments, and partnering exclusively with MPCB-authorized agencies for responsible disposal or co-processing of wastes like used oil and e-waste. Periodic waste audits drive continuous improvement. By prioritizing circularity and compliant handling to eliminate hazardous waste to landfill, THSL contributes to a healthier planet and sustainable industry, reflecting the Tata group's ethos.



# Other Environment Initiatives

We also recognize the profound importance of preserving and enhancing the natural environment surrounding our operational areas.

## Green Canopy

Our commitment to ecological stewardship is actively demonstrated through dedicated Tree Plantation drives, which foster a vibrant Green Canopy initiative. These efforts extend beyond aesthetics, aiming to create vital green lungs, sequester carbon, and improve local air quality, benefiting both ecosystems and the communities we serve.

## Biodiversity Assessment

THSL, as a part of Tata Aalingana Goals, conducted a comprehensive biodiversity risk assessment across all our locations. The utilized tools such as Proximity Analysis, ENCORE, and Biodiversity Risk Filter to evaluate dependencies and impact on natural ecosystems. We assessed various physical and reputational risks. Our manufacturing sites are not close to any Key Biodiversity Areas (KBA) or Protected Areas (PA) and do not have any IUCN Red List species nearby.

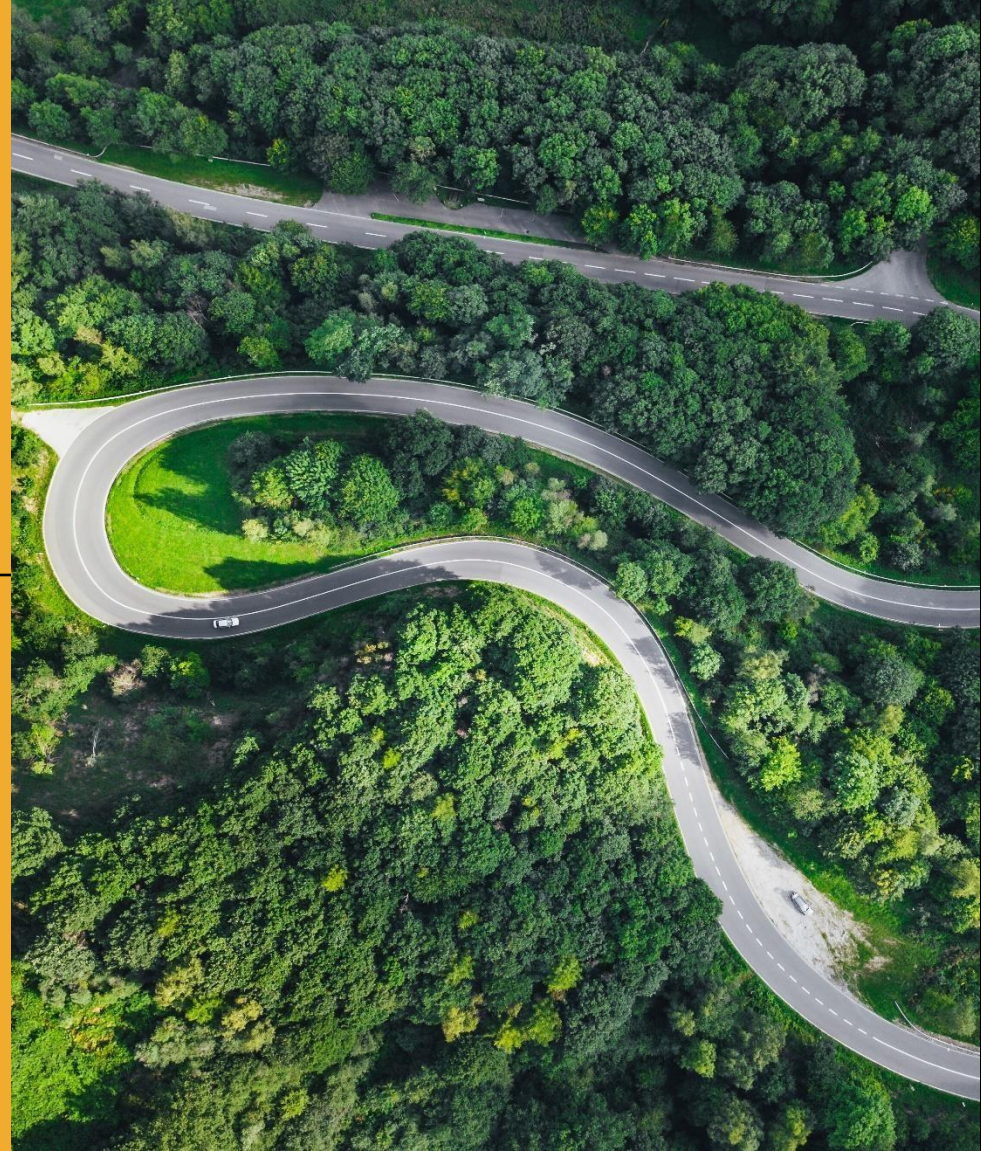


THSL Family celebrated World Environment Day & TATA Sustainability Month by participating in the Tree Plantation Drive at Shelu, Chakan.



Initiatives	FY 2024-25	FY 2023-24	FY 2022-23
Number of trees planted	3500	1800	2500
Employee training hours on ESG	116	125	135

Social





# Social Policy & Commitments

THSL is dedicated to cultivating a workforce that thrives on both professional development and personal growth. We are committed to creating a work environment that not only embraces diversity but also sets clear expectations and roles, ensuring that each employee feels valued, safe and understood.

We positively manage our talent by engaging in areas of concern such as Career Development, Trainings, Health & Safety, Wellbeing, and Human Rights. We have our Tata Affirmative Action Program to promote inclusivity. We do this through various initiatives like regular assessments that cover 100% of our sites covering topics such as Human Rights Due Diligence and Health & Safety. Besides certifying all our sites with ISO 45001, we also have a range of policies that govern our workforce management practices.

These systems not only allow us to engage positively with our workforce and ensure employee satisfaction and wellbeing but also help us commit positively to with our community.

## Targets

- Maintain Zero LTIFR & Fatalities
- Maintain Employee Satisfaction score of 90%
- Ensure 100% of employees receive POSH training
- Ensure 0 Human Rights violation

## Planned Activities for FY 26

Targeting 1700 Volunteering Hours

## Key Policies

- Health & Safety Policy
- Human Rights Policy
- Leave Policy
- TAAP Policy


## Key Highlights



- 100%** Sites assessed for HRDD
- 100%** Manufacturing sites certified with ISO 45001
- 7272** Total employee training hours
- 90%** Of employees received career development reviews

Great Place to Work Survey

- Work Environment Policy
- Performance Management Policy
- Background Verification Policy
- Non-discrimination & Anti-harassment



 <b>Employee Health, Safety &amp; Wellbeing</b>	
Category	Very High-Risk Material Topic
<b>Risk</b>	Potential for workplace accidents, health issues, and non-compliance with safety regulations.
<b>Opportunity</b>	Enhancing employee well-being can lead to increased productivity, reduced absenteeism, and improved morale
<b>Business Impact and Our Response</b>	THSL prioritizes employee health and safety through rigorous training programs, regular health checks, and a robust safety management system. We aim to create a safe and healthy work environment to foster employee satisfaction and retention.
<b>Stakeholder</b>	Employees, Community, Government, Contractual workers
<b>KPI</b>	LTIFR, Number of Fatalities, % of Employee Covered for Health Check up & Health Index
<b>GRI</b>	401, 403, 404
<b>SDGs</b>	 

 <b>Talent Management</b>	
Category	Very High-Risk Material Topic
<b>Risk</b>	Ineffective talent management can lead to high turnover rates, skill gaps, and decreased productivity.
<b>Opportunity</b>	Effective talent management will allow us to attract, develop, and retain top talent, fostering innovation, enhancing performance, and maintaining a competitive edge
<b>Business Impact and Our Response</b>	THSL invests in continuous learning and development programs to upskill employees and foster career growth. We aim to attract and retain top talent through comprehensive training initiatives.
<b>Stakeholder</b>	Employees, Educational Institutions, Customer, Contractual Workers
<b>KPI</b>	% of Attrition of High Potential, Voluntary Attrition Rate, % of female employees, Average annual hours of training per employee, % of employees receiving regular performance & career development reviews
<b>GRI</b>	401, 404
<b>SDGs</b>	



 <b>Human Rights &amp; Labor Practices</b>	
Category	High-Risk Material Topic
<b>Risk</b>	Failing to uphold human rights and fair labor practices can lead to legal issues, reputational damage, and loss of trust.
<b>Opportunity</b>	Committing to human rights and fair labor practices can enhance our reputation, attract conscious customers and investors, and foster a motivated workforce.
<b>Business Impact and Our Response</b>	THSL is committed to upholding human rights and fair labor practices across all operations. We ensure compliance with labor laws and promote ethical practices.
<b>Stakeholder</b>	Employees, Suppliers, Investors, Community, Contractual Workers
<b>KPI</b>	Number of Human Rights Violations
<b>GRI</b>	401, 403, 404
<b>SDGs</b>	 

 <b>Community Relations</b>	
Category	Medium-Risk Material Topic
<b>Risk</b>	Neglecting corporate social responsibility (CSR) can result in reputational damage, loss of customer trust, and potential legal issues.
<b>Opportunity</b>	Embracing CSR will allow us to build a positive brand image, strengthen community relations, and attract customers and investors who value ethical and sustainable business practices.
<b>Business Impact and Our Response</b>	THSL engages with local communities to build strong relationships and enhance social impact. We aim to contribute positively to community development.
<b>Stakeholder</b>	Community, Employees, Government, NGOs, Investors
<b>KPI</b>	Number of Annual Volunteering hours per employee, Number of CSR beneficiaries impacted
<b>GRI</b>	102, 203, 413
<b>SDGs</b>	  



# Social Targets

Material Issues	Target	KPI	Target Year	Progress
Employee Health, Safety, and Wellbeing	Maintain Zero LTIFR	LTIFR	YoY	Achieved
	Maintain Zero Fatalities	Number of Fatalities	YoY	Achieved
	Cover 100% of employees for Health check up & Health Index	% of Employee Covered for Health Check up & Health Index	YoY	Achieved
Talent Management	Achieve attrition of Hi-pot of 0%	% of Attrition of Hi-Pot	YoY	On track
	Maintain voluntary attrition rate <10%	Voluntary Attrition rate	YoY	On track
	Ensure 30% female employees in workforce	% of female employees	2030	On track
	Achieve 30+ hours of training for each employee	Average annual hours of training per employee	2025	Achieved
	Ensure 100% of employees receive regular performance and career development reviews	% of employees receiving regular performance and career development reviews	YoY	On track
Human Rights	Ensure Zero Human rights violations	Number of Human Rights Violations	YoY	Achieved
Community Relations	Accelerate Annual Volunteering hours for employees to 8	Number of Annual Volunteering hours per employee	2026	On track



# Talent Diversity

As on 31.03.25

At THSL, we believe that a rich tapestry of backgrounds, perspectives, and experiences is fundamental to our innovation and growth. Our commitment to Diversity & Inclusion is unwavering, as we strive to cultivate a workplace where every individual feels valued, respected, and empowered to contribute their best. To embed this ethos deeply within our culture, we conduct regular Trainings on Diversity & Inclusion, fostering awareness and promoting an inclusive mindset across all levels of the organization.

We are dedicated to ensuring fairness and equity. In line with this, we are actively monitoring our progress, and our current average unadjusted gender pay gap is -1.7%, a sign of our progress towards striving for equal remuneration. Furthermore, empowering our workforce for the future is a key priority.

## Gender Diversity

We are also deeply committed to cultivating an equitable and inclusive workplace, recognizing that true gender diversity is a powerful catalyst for innovation and a clear reflection of our core societal values.

Employee Category	Male	Female	Total
Employees	128	7	135
Workers	77	4	81
<b>Total</b>	<b>205</b>	<b>11</b>	<b>216</b>

Our progress is tracked through key metrics: we are working to improve our overall Gender diversity in workforce, which currently stands at 5%. Ensuring varied perspectives at the leadership level is paramount, and our Gender diversity in top management is 3%. These figures are instrumental in guiding our continuous journey towards building a more balanced, representative, and dynamic organization.

Particulars	FY 2024-25	FY 2023-24	FY 2022-23
% of employees covered by union	8.7	9.9	10.4
% of employees with Persons with disabilities	0.74%	0	0



# Talent Management

We believe our employees are the cornerstone of our success, and we are dedicated to fostering their continuous growth and development. Our robust Performance Management system is designed not just to evaluate, but to empower by providing clear pathways for advancement. This is closely linked with personalized Individual Development plans, ensuring each employee has a tailored roadmap through multi-dimensional & 360-degree feedback to achieve their professional aspirations.

We actively encourage internal mobility for employees, creating opportunities for our talent to explore diverse roles and broaden their experience within the organization. This is supported by a comprehensive skill development program and targeted skill trainings, providing flexibility, equipping our workforce with the competencies needed for any challenges and continuous improvements.

Leap Vault is a leadership program developing senior leaders into visionary architects. Collaborating with Warwick University and using DDI® assessments, it cultivates future-ready skills for strategic influence and innovation. The program aims for seamless succession and organizational growth. A significant percentage of participants have advanced to higher roles or are now succession-ready, proving its effectiveness in preparing future leaders.

## Workforce Training Overview

Particulars	Employees	Workers
Total employee training hours	7272	726
Average training hours per employee	53.9	8.96
Percentage of employees with skills training	75%	100%
Percentage of employees with human rights training	20%	5%
Percentage of employees with POSH training	100 %	100%
Percentage of employees with D&I training	40.6%	5%

**88%** have received Performance Feedback

We are also committed to fair and equitable remuneration & wages, ensuring that the employee journeys at THSL are both rewarding and enriching. We also believe in transparency and fair compensation; our current ratio of CEO to average employee compensation stands at 12.5. This approach to talent development is integral to our sustainable business strategy and leads to an Employee Satisfaction Score of 89%.



# Employee Engagement and Management

At THSL, fostering a culture of holistic wellbeing and ensuring high employee satisfaction are paramount to our sustainable success. We believe that our people are our greatest asset, and their welfare directly impacts our collective growth. To this end, we are committed to creating a truly supportive environment through comprehensive family-friendly programs designed to help our team members achieve a healthy work-life balance. Our travel policy is also structured to ensure convenience and safety for our employees when they undertake company business.

## Our Approach

Understanding the pulse of our workforce is crucial. Therefore, we regularly conduct employee satisfaction surveys, treating the feedback as a vital tool for continuous improvement and shaping a workplace that resonates with their needs and aspirations. This commitment extends to their physical health; robust health care coverage, including a comprehensive Medclaim Policy, is a cornerstone of our employee benefits, ensuring peace of mind. Furthermore, proactive health check-up initiatives are frequently organized, encouraging preventive care and promoting a culture of wellness throughout the organization.

### Physical Wellness

- Furofit App Launch
- Monthly Fitness Challenge & Activities
- Health Checks & Camps
- Marathon

### Social Wellness

- Volunteering through CSR activities
- Monthly CSR Calendar
- Promoting through ProEngage, Tata Volunteering Week and Employees Own Initiative(EOI)

### Emotional Wellness

- Monthly online Webinars
- Offline & Online Yoga sessions
- Emailer on Mindfulness

### Workplace Safety

- Quarterly POSH & Ethics Session
- Cross Functional Safety Walk
- Launch of Safety Portal



# Health & Safety

Ensuring the safety and well-being of our workforce is central to our ethos, therefore we adopt best practices by having comprehensive QHSE Policy and protocols to safeguard them. This is supported and implemented by a management framework.

This system is designed to ensure that safety and quality is a fundamental aspect of our daily operations. We believe that safety should go beyond mere documentation and be deeply integrated into every aspect of our operations at the grassroots level. This is monitored by regular Health & Safety assessments done across 100% our locations. This ensures that we are able assess the effectiveness of our Health & Safety programs and constantly improve them for our entire workforce – on-roll or contractual.

Incidents	FY 2024-25
Number of hours worked	542400
LTIFR	0
Number of days lost to work-related injuries or work-related ill-health, and fatalities	0
Number of work-related accidents	0
% of Employee Covered for Health Checkup	100
% of operational sites with H&S assessment	100

## OHS Guidelines & Certification

Our safety initiatives encompass thorough evaluations of potential hazards, the establishment of robust Emergency Plan procedures, and the proper use and maintenance of safety equipment. We also engage in internal and independent external audits of our health & safety, practices, adhering to esteemed standards such as ISO 45001:2018.

## OHS Trainings & Programs

The most important part of our OHS journey starts with the training of our workforce with the best health safety practices & protocols. Understanding the critical role that safety training plays, we conduct sessions that educate our employees about potential risks and effective responses. By enhancing our safety emergency protocols and executing targeted safety programs such as Hazard Incident & Risk Assessment (HIRA) and online incident reporting portal, we reduce the likelihood of accidents thereby safeguarding our workforce and enhancing productivity.

To further our efforts with regards to Health & Safety, we have also ensured that our sites are certified with ISO 45001. This reinforces trust in our mission to strive for a safe workplace.



# Health & Safety Initiatives

TSHMS Initiatives

EMS & ISO 45001 Certification

TBEM

Safety Committee Meetings

On-site Emergency Plan

Safety Management Programs

SHE Trainings & Policy  
Deployment

Sustainability Initiatives

Daily Safety Walk

IATF 16949 Certification

TQM Journey

Annual Medical Check Up

Safety Week Celebration

Risk Assessment Report

Product Design Initiatives

Internal Incident / Accident  
Reporting System

Job Safety Analysis Audit

Safety Champion Scheme

100% Compliance to applicable  
Legal Requirements

Safety Procedures

Awareness through Electronic  
Media



# Human Rights & Community

## Our Commitment to Human Rights

Upholding the highest standards of human rights and fair labour practices is fundamental to our operational ethos. We proactively conduct Human Rights Assessments across all operations to ensure our high standards are consistently upheld and to identify opportunities for continuous improvement. Our comprehensive Human Rights Due Diligence (HRDD) assessment covered 100% of relevant operations. The process included defining our scope, mapping our workforce, conducting surveys and Focus Group Discussions (FGDs), and assessing risks across eight priority areas. A robust mitigation plan was then developed, with key findings communicated in our final HRDD report.

## Our Commitment in Action

Our commitment is reflected in several key pillars of our operations:

- **Social Dialogue and Representation:** We actively encourage open dialogue and uphold our employees' freedom to join unions and engage in collective bargaining. Currently, 27% of our workers are covered by collective bargaining agreements.

- **Safe & Healthy Workplace:** We are diligent in managing working hours and remain focused on providing safe, healthy, and dignified working conditions for our entire workforce. We also provide relevant trainings on Human Rights to our workforce.
- **Zero-Tolerance Policy:** We maintain a strict zero-tolerance stance against all forms of discrimination and harassment to foster an environment of mutual respect.
- **Effective Grievance Mechanism:** Our grievance system is a trusted cornerstone of our culture, allowing all employees to confidently voice concerns without fear of repercussions. We are committed to addressing issues in a just, transparent, and timely manner.

## Community Engagement

Our internal emphasis on respect extends directly to our community relations. We prioritize the active involvement and inclusion of the local community as a core operational goal. These engagement efforts, which include 858 annual employee volunteer hours, are vital for maintaining our brand reputation and social license to operate.



# Community: CSR

We aim to address Social and Environmental impacts of our operations while prioritizing the well-being of all the stakeholders.

## Inclusive Culture

## Well-being

## Youth Development

## Sustainability

### Sanitation, Health & Hygiene

### Art, Craft & Music

### Model School Project

### Animal Welfare

### Support to Orphanage

### Environmental Sustainability

### Water Conservation Projects

### Community Development Projects

Improved sanitation facilities, Constructed/Renovated WASH infrastructures, promoted proper hygiene practices among 56 children at SAMPARC.

100% active participation of students, increased learning with Art and Craft activities, Dance and Music activities. Improved Skill development amongst children.

Developed existing Govt run schools into model school. Focus areas are Infrastructure, Technology and overall development of the students

Contribution towards rescuing and treating unowned street animals at who were sick or injured. Street dog rehabilitation projects .

Regular Grocery support to orphanage and Infrastructure support for education like Renovation of school building, e-learning centre and library etc.

To achieve the environmental sustainability by Net zero carbon emissions.

To promote sustainable water conservation practices in village, to achieve socio economic development within community

To strengthen rural & tribal communities by undertaking educational projects

Adaption of Orphanage



Construction of School building



Water conservation Projects



# Governance





# Governance Policy & Commitments

THSL is dedicated to cultivating a workforce that thrives on both professional development and personal growth. We are committed to creating a work environment that not only embraces diversity but also sets clear expectations and roles, ensuring that each employee feels valued, safe and understood.

We positively engage with our employees on major areas of concern such as Career Development, Trainings, Health & Safety, Wellbeing, and Human Rights. We do this through various initiatives like regular assessments that cover 100% of our sites covering topics such as Human Rights Due Diligence and Health & Safety. Besides certifying all our sites with ISO 27001, we also have a range of policies that govern our workforce management practices.

These systems allow us to engage positively with our workforce and ensure employee satisfaction and wellbeing.

### Targets

- Reduce TAT for TCOC complaints
- Maintain Customer Satisfaction score above 85%
- Assess 100% critical suppliers
- Ensure 0 data breaches

### Planned Activities for FY 26

ESG Assessment of Top 5 suppliers

### Key Policies

- Tata Code of Conduct
- Information & Cybersecurity Policy
- Nomination & Remuneration Policy
- Responsible Partner Code of Conduct

### Key Highlights

- 100%** Code of Conduct sign off by workforce
- 0** Cases of TCoC breaches
- 0** Corruption, Bribery, and IT cases
- 80%** Localized supply chain

Cyber Security Training for all employees

- Anti-bribery & Anti-corruption Policy
- Whistleblower Policy
- Board Diversity Policy
- Tax Policy





 <b>Business Ethics</b>	
Category	High-Risk Material Topic
<b>Risk</b>	Poor business ethics can lead to legal issues, financial penalties, and significant reputation damage
<b>Opportunity</b>	Upholding strong business ethics will enhance trust with stakeholders, foster a positive corporate culture, and ensure long-term sustainability and success
<b>Business Impact and Our Response</b>	THSL upholds high ethical standards in all business operations. We aim to foster a culture of integrity and transparency.
<b>Stakeholder</b>	Customers, Employees, Board, Investors, Government
<b>KPI</b>	Customer Satisfaction Score, Turn Around Time for resolving TCoC complaints (in days), Turn Around Time for resolving Customer Complaints (in days)
<b>GRI</b>	102, 205, 206
<b>SDGs</b>	

 <b>Sustainable Innovation</b>	
Category	High-Risk Material Topic
<b>Risk</b>	Investing in sustainable innovations can be costly and may involve significant research and development efforts, posing financial risks.
<b>Opportunity</b>	Sustainable innovations will enable us to develop cutting-edge, eco-friendly products, reduce environmental impact, and meet the growing demand for sustainable solutions, thereby gaining a competitive advantage
<b>Business Impact and Our Response</b>	THSL's R&D investments can significantly improve a company's market position and strengthen its ability to deliver high-quality, resilient, and sustainable products that meet customer demands while minimizing environmental impact.
<b>Stakeholder</b>	Customers, Investors, Employees
<b>KPI</b>	% of R&D spend on improving environmental and social impacts of product
<b>GRI</b>	301, 302, 305
<b>SDGs</b>	  



 <b>Responsible Supply Chain</b>	
Category	High-Risk Material Topic
<b>Risk</b>	Ensuring a responsible supply chain can be challenging for an auto component company due to the need for rigorous monitoring, compliance with ethical standards, and potential increased costs.
<b>Opportunity</b>	A responsible supply chain can enhance our reputation, ensure long-term sustainability, and build trust with consumers and partners by promoting ethical sourcing and reducing environmental impact
<b>Business Impact and Our Response</b>	THSL ensures responsible sourcing and supply chain management through stringent supplier assessments and collaborations. We aim to build a resilient and ethical supply chain
<b>Stakeholder</b>	Suppliers, Employees, Investors, Government, Community
<b>KPI</b>	Number of critical suppliers assessed on ESG parameters
<b>GRI</b>	-
<b>SDGs</b>	  

 <b>Data Privacy</b>	
Category	Medium-Risk Material Topic
<b>Risk</b>	Data privacy breaches can lead to legal issues, financial losses, and reputational damage.
<b>Opportunity</b>	Prioritizing data privacy can enhance customer trust, ensure regulatory compliance, and provide a competitive advantage
<b>Business Impact and Our Response</b>	THSL has implemented robust data privacy measures to protect stakeholder information. We aim to ensure compliance with data protection regulations and build stakeholder trust..
<b>Stakeholder</b>	Customers, Employees, Government
<b>KPI</b>	Number of data breaches incidents
<b>GRI</b>	103, 418
<b>SDGs</b>	



# Governance Targets

Material Issue	Target	KPI	Target Year	Progress
Business Ethics	Reduce TAT to <45 days for TCoC complaints	TAT for resolving TCoC complaints (days)	YoY	On Track
	Reduce TAT to <10 days for Customer complaints	TAT for resolving Customer complaints (days)	2027	On Track
	Maintain Customer satisfaction score of greater than 85%	Customer satisfaction score	2025	Achieved
Sustainable Innovations	Target 2% of R&D spend on improving environmental and social impacts of product	% of R&D spend on improving environmental and social impacts of product	2025	Achieved
Responsible Supply Chain	Assess 100% critical suppliers on ESG parameters	Number of critical suppliers assessed on ESG parameters	2026	On Track
Data Privacy	Ensure Zero Data breach incidents	Number of data breach incidents	YoY	On Track



# Business Ethics & Data Privacy

The Tata Code of Conduct (TCoC) is a detailed document that acts as an ethical guide for Tata employees and companies, outlining the guidelines for the Group's business operations. It highlights our commitment to stakeholders, including the communities we serve, and serves as our beacon when faced with ethical dilemmas.

Every employee signs the Tata CoC upon joining the Company, using it as a moral compass and framework. To maintain awareness, periodic refresher courses are held. 63% of employees received the training on business ethics. Additionally, we also reported 0 Tata Code of Conduct breaches.

## Whistleblower Policy

We also have a Whistleblower Policy that urges employees to promptly report any actual or potential violation of Code of Conduct or any incident that could impact business or its reputation. This can be reported by contacting Ethics Counsellor, the Chairman of the Audit Committee, or by emailing at [whistle.blower@tataautocomp.com](mailto:whistle.blower@tataautocomp.com). This year, there were 0 whistleblower reports.

## Data Privacy

Data privacy is essential for maintaining customer trust, ensuring compliance with regulations, and safeguarding sensitive information about clients and internal stakeholders. Failure to prioritize data privacy can result in breaches and legal consequences, and damage to a company's reputation. The number of data breaches at THSL for this reporting period was 0.

## Customer Satisfaction

At THSL, achieving the highest levels of Customer Satisfaction is central to our business philosophy and sustainability. We build partnerships on trust, transparency, and quality, aiming to exceed expectations by understanding customer needs and providing innovative solutions. We received a customer satisfaction score of 86%. Additionally, a critical component is our responsive grievance redressal mechanism, designed for swift resolution. Our commitment to timely problem-solving is reflected in our average turnaround time for customer complaints received which was 8 days during the year. Placing customers at the heart of all we do ensures we remain a preferred partner for quality and reliability.



# Sustainable Supply Chain Assessment

We recognize that a Sustainable Supply Chain is integral to our overall sustainability vision. We are committed to fostering responsible & sustainable practices throughout our value chain, starting with our Responsible Value Chain Partner Code of Conduct, which outlines the ethical, social, and environmental standards.

## Our Approach

Our Responsible Partner Code of Conduct principles are shared with suppliers and integrated into agreements, proposals, and contracts to ensure that they are in line with our Tata Code of Conduct standards. We uphold these standards through an annual Supplier ESG Assessment, evaluating key Tier 1 suppliers, representing 75% of our procurement spend, using a detailed questionnaire. Based on the responses received, we developed a remediation & mitigation plan with corrective actions.

Following this, we support our suppliers by engaged with them via targeted training:




- Utkarsh program: operational excellence including safety and quality, and ESG data reporting
- Kaushal program: quality management principles
- ESG Workshops: focused on ESG data reporting

Corrective action plans have been developed for the assessed suppliers based on these results, and '10%' are now actively engaged in these or other capacity-building initiatives.

Parameter	Results
Number of supplier in the top 75% Tier 1 suppliers	15
% of targeted suppliers	
<ul style="list-style-type: none"> <li>• who have signed the supplier code of conduct</li> </ul>	100%
<ul style="list-style-type: none"> <li>• with contracts that include clauses on environmental, labour, and human rights requirements</li> </ul>	100%
Number of targeted suppliers covered by a sustainability assessment	14 (93.3%)
Number of all buyers who received training on sustainable procurement	2
Number of audited or assessed suppliers engaged in corrective actions or capacity building	11 (73%)
Number of suppliers in TAAP (Direct & Indirect)	2






# Board Composition

Photos	Name	Gender	Attendance	Tenure <i>(in Years)</i>	Age <i>(in Years)</i>
	Arvind Goel	M	100%	13	68
	Ashwin Shastri	M	80%	8	67
	Amit Dey	M	67%	1	53



# Board Composition

Photos	Name	Gender	Attendance	Tenure (in Years)	Age (in Years)
	Richardo Martin	M	100%	13	59
	Gerald Daniel Remus	M	100%	10	48
	Matthew Johan Van Meter	M	100%	1.5	51



# Awards

Won Platinum award in 13<sup>th</sup> CII National Pokayoke competition in May-23.



Won Platinum award in 46<sup>th</sup> CII National Kaizen Competition in July-23.



Won 2 Gold awards in QCFI Quality month Competition in Nov-24.



Won the best New Product Development (NPD) support from Mahindra Trucks and Bus Division



Gold Award at QCFI Pune Safety Competition in 2025 for Slogan



Gold Award at the QCFI Kaizen Competition





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Thank You

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