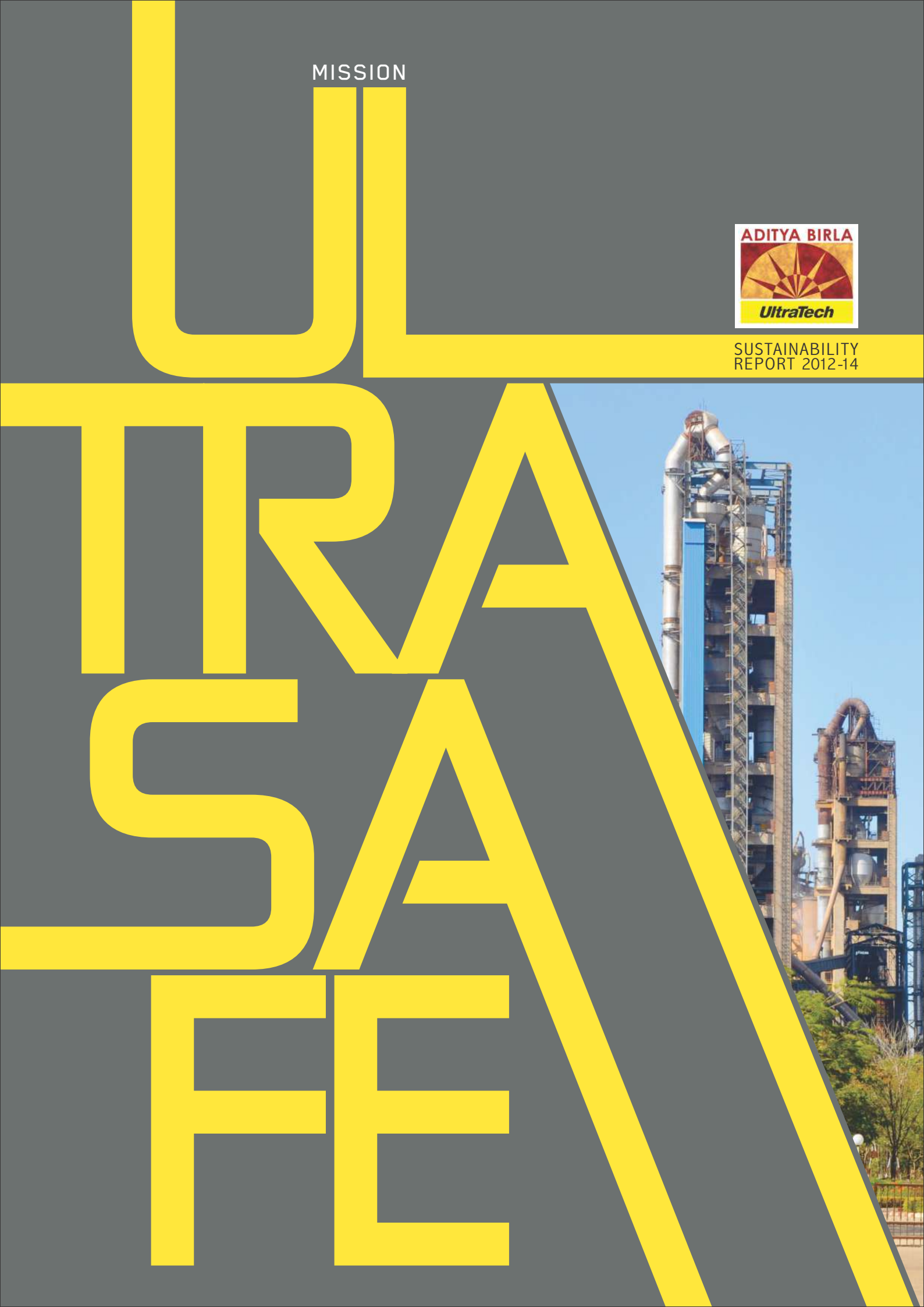


MISSION



SUSTAINABILITY  
REPORT 2012-14



## MISSION

# ULTRA SAFE

Protecting and nurturing assets is a necessary condition for sustainability. At UltraTech, our people are our most valued assets and thus it is no surprise that their health and safety is on top of our priority list.

Due to factors such as the nature of the industry, legacy operational practices and a conservative mindset, globally the safety performance of the cement sector has been lower than many other sectors. In developing countries like India, unskilled workers with a less-than-robust attitude towards safety, compound the issue.

In 2009, we decided to take affirmative action and embarked on a 'Safety Excellence Journey' with an intent of 'Zero harm, Zero injuries, Zero excuses'. A strategic initiative was led right from the top. The aim was to usher in a transformative difference in the way safety was perceived, practiced and promoted in the organisation.

A four-pronged approach helped structure the safety initiative.

### **ULTRASENSITIVE**

Adopting safety as a culture

### **ULTRARECEPTIVE**

Engaging with each and every stakeholder

### **ULTRACOMPETENT**

Inculcating safety excellence in people

### **ULTRASYSTEMATIC**

Safety through processes

Today, five years later, we have made significant progress in all four focus areas.

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Cement is a core business in the Aditya Birla Group's portfolio. Almost two decades ago, we ventured into this sector with a capacity of barely half a million tons, at Rajashree Cement in Karnataka. Over these 20 years, we have scaled it up to 54 million tons during the reporting period (2012-2014). UltraTech has a pan India presence with 11 integrated units, 11 grinding units and 5 bulk terminals, as well as white cement manufacturing facilities. We have also made our presence felt in the Asia Pacific Rim with our manufacturing plants in the Middle East and a bulk terminal in Sri Lanka.

We continue to be on an aggressive expansion mode, having announced the acquisition of the cement unit of Jaypee Cement in Gujarat.

Our intent is to scale up to 100 million tons by 2020. Our ambition is to continue to be the number one player in the cement sector in India and move up the ladder globally as well.

I believe, going forward, the cement sector offers enormous growth potential and we will ride on it. India is on a high growth path with infrastructure development on the radar of our Government. This bodes well for us. We are on the road to greater success.

The major attributes of our operations at UltraTech and its ongoing journey of success revolve around people, environment, safety and inclusive growth. I would like to apprise you on these aspects, given that our focus in these areas enables us to be successful and responsible to all our multiple stakeholders.

I think few organisations can boast of the calibre of people as we have at UltraTech.

## ULTRATECH IS A RESERVOIR OF TALENT.

Importantly, the intellectual and emotional equity that our people invest in the Company is a rarity in today's day and age. Their tenacity, their commitment to sustain top and bottom-line growth, ensuring the highest governance, and customer care, is commendable.

Environmental practices far beyond compliance have been an integral part of our philosophy. As perhaps some of you may be aware, UltraTech is a member of the Cement Sustainability Initiative of the World Business Council for Sustainable Development. This is a global voluntary initiative on climate protection, emission reduction and responsible use of fuels and raw materials. For eight years now, we have been reporting on several environmental parameters in a spirit of openness and transparency. This is our fourth sustainability report.

At UltraTech, various sustainability initiatives include energy optimisation, water conservation, social forestry, recycling of waste material as well as safety. We have instituted a governance structure to monitor various sustainability aspects of our operations.

I am pleased to share with you that we have reduced our carbon emissions per ton of cementitious material from 659 kg in 2008 to 633.5 kg in 2014.

## MESSAGE FROM THE CHAIRMAN

We have increased our thermal substitution rate from 0.59% to 2.2%. We were able to conserve 139,922 MT of coal due to the use of alternative fuels in our cement kilns. We have used 14% of alternative materials out of the total raw materials consumed for our cement production. Our business model is also geared towards reducing the carbon footprint, hence most of our new grinding units are housed closer to the customer.

We have installed a state-of-the-art cooler at our plant in Tamil Nadu, which resulted in savings of about 4,400 tons of coal per year. Similar installations are in process at other plants as well. Waste heat recovery systems at our plants in Rajasthan, Chhattisgarh and Karnataka are underway. These will become operational in 2015, resulting in 55 MW of generating capacity. Waste heat recovery systems will help reduce our carbon footprint by an additional 69,000 tons. Our total installed solar energy capacity stands at 2.6 MW.

In my view, safety is an integral part of sustainability. At UltraTech, safety is non-negotiable, extending beyond employees to service providers, host

communities and society at large. We have enlisted DuPont, a world renowned exemplar in the field of safety, to help make safety a way of work among our people and our business constituents.

### OUR AMBITION IS TO ATTAIN THE STATUS OF A BENCHMARK CEMENT COMPANY IN SAFETY.

All of our manufacturing plants stand for excellence in every respect.

Moving on to inclusive growth, we truly practice compassionate capitalism. Service to society is at the very heart of our value system. We do so with a sense of purpose. This has manifested in the various CSR projects that we run, providing the less fortunate strata of society with education, healthcare, sustainable livelihood and infrastructure support.

Our work centres on healthcare, mother and child healthcare, education, safe drinking water, sanitation and sustainable livelihood.

These factors which I have just enunciated, have earned for UltraTech the respect and admiration of all of its stakeholders. Today, UltraTech as a brand is synonymous with values, modernity, technology and innovation.

At UltraTech we work intensively in over 407 villages in proximity to our manufacturing units across the country, reaching out to a rural population of over 1.3 million.

As a Group, we are on track to become the leading Indian conglomerate for sustainable business practices across our global operations by 2017, given our synergising growth with responsibility.



**Kumar Mangalam Birla**  
Chairman  
UltraTech Cement Limited



Three critical dimensions of business sustainability - responsible stewardship of operations, stakeholder engagement to understand the global trends and integrating the material sustainability issues into business strategy to future-proof the Company are at the heart of the work being done by UltraTech Cement.

UltraTech Cement has embarked on a structured integration of sustainability principles and practices across its business and this is the fourth sustainability report brought out by the Company. While we work on many pillars of sustainability,

## WE BELIEVE THAT WE HAVE MADE SIGNIFICANT PROGRESS IN THE FIELD OF SAFETY, WHICH IS THE THEME OF THIS SUSTAINABILITY REPORT.

### OUR SAFETY PERFORMANCE

As one of the largest cement producers, we would like to remain ahead on safety performance. We understand that leadership focus is a key element to drive safety, and our leadership teams across the business and plants have safety as a key reporting parameter to assess their business performance.

### SAFETY HIGHLIGHTS

01

#### SAFETY BELIEF

Life is Precious; We care for it!  
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02

#### SAFETY TARGETS

Reduction in LTIFR and implementation of Contractor Safety Management system at all sites (page 07)

03

#### SAFETY PERFORMANCE

A steady decline in accident rates  
(Page 08)

# MESSAGE FROM THE MANAGING DIRECTOR

For the past few years, we have been focusing on safety as a mission and have involved several stakeholders in this journey- whether employees, contractors, suppliers or the community.

We have engaged employees at all the levels and have taken a structured approach, through leadership involvement, in order to bring about a culture change that views safety as non-negotiable.

We now have 29 critical standards in place which are mandatory at our facilities. We also have enforced "Life Saving Rules" to drive safety messages effectively.

We have zero tolerance for the violation of Life Saving Rules. Safety is the first consideration while taking any business decision.

We have conducted a safety perception survey and a safety management evaluation at all our sites to benchmark ourselves with other industry leaders.

The safety management evaluation included 13 attributes that were judged on a scale of 1 (low) to 5 (high) for each plant and the company score improved from 1.2 in 2009 to 2.7 in 2013.

Our lagging indicators also showed improvement as we witnessed a reduction of Lost Time Injury Frequency Rate (LTIFR) from 3.09 injuries per million hours worked in 2006 to 0.89 in 2013.

We are proud to say that our safety performance has improved even though many major projects have been executed in the period.

We shall continue to sharply focus on our goal of **Zero harm, Zero injuries, Zero excuses**



**O P Puranmalka**  
Managing Director  
UltraTech Cement Limited

04

## SAFETY PERCEPTION SURVEY

From reactive to proactive in 5 years  
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05

## SAFETY MASCOT

Zekk  
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06

## SAFETY AT ULTRATECH CONCRETE

A case study on initiatives in Driving Safety  
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07

## MISSION ZERO

A case study on Zero Fatality at one of our units  
(Page 22)

# ULTRA SENSITIVE M



## ADOPTING SAFETY AS A CULTURE

### Embracing safety as a core belief

Embarking on 'Safety Excellence Journey' with expertise from DuPont Sustainable Solutions

### Enhancing safety ownership from top management to worker level

Revalidating policies, principles and procedures

### Reaffirming commitment to international benchmarks

A marked 71% reduction in fatalities from FY 2009 to FY 2014



## OVERVIEW

In 2009, the UltraTech Cement leadership took upon itself to focus on safety in a big way with an aim to bring in lasting changes. We decided to collaborate with DuPont, a global leader in sustainability solutions, to help bring about a transformational change in our safety culture.

## EMBRACING SAFETY AS A CORE BELIEF

A clarion call was sounded by articulating a clear, easy to understand safety theme 'Life is precious; We care for it'.

The four tenets that helped translate the theme into demonstrable action in everyday life were:

- 1 Safety is integral to the way we do business
- 2 Safety is non-negotiable
- 3 Safety is my responsibility
- 4 A safe today is a sustainable tomorrow

Today at UltraTech, safety is a key consideration in every business decision - big or small.

## REINFORCED FOCUS ON COMPANY POLICIES & INDUSTRY GUIDELINES

We have revalidated our SHE policy and guideline, strengthened our safety systems and standards as well as reinforced our focus on industry procedures and benchmarks.

The management's commitment to the safety goal

## ZERO HARM ZERO INJURIES ZERO EXCUSES

has been widely communicated and each employee has been made accountable to implement the safety programme.

All our sites are covered under a contractor safety management system and effective review mechanisms have been put in place to monitor implementation.



## EMBARKED ON A SAFETY EXCELLENCE JOURNEY

Our leadership was firm on driving this cause of safety. Through their active involvement in every aspect of safety, we were able to progress on the safety excellence journey. One of the most critical success factors has been embedding line ownership.

In the past years, we implemented several safety initiatives which resulted in a marked improvement in our safety performance.

### Line ownership on safety

### Transparency in incident reporting and near-miss reporting

### Formulation and implementation of process related safety standards

### Efficient capability building in line function and contracting partners

### Skill development among front level employees

### Active involvement of employees in terms of safety sharing

## ENCOURAGING RESULTS



**THE DECLINE IN ACCIDENT RATES IS A TESTIMONY TO IMPROVEMENT  
IN OUR SAFETY PERFORMANCE**

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
<b>NUMBER OF FATALITIES</b>							
Directly Employed	0	1	0	1	1	1	1
Indirectly Employed	8	20	10	6	2	4	3
Third Party	1	0	1	0	7	2	2
<b>LTIs PER MILLION MAN-HOURS</b>							
Directly Employed	1.69	1.81	1.57	0.90	0.79	0.74	0.89

Note: Star Cement, a subsidiary of UltraTech Cement Ltd. has been included from 2010-11 to 2013-14

ULTRA  
RE  
CEPTIVE  
TIME

## ENGAGING WITH EACH AND EVERY STAKEHOLDER

### Engagement with all safety stakeholders

Safety Perception Survey in 2009 & 2013

### From reactive to proactive approach

Safety Management Evaluation rating increased from 1.1 in 2009 to 2.7 in 2013 on a scale of 5

### Strengthening incident reporting system

Reporting of lost time injuries within 24 hours



## OVERVIEW

Meaningful engagement can institutionalise meaningful change. An open and well-directed dialogue helps unearth lacunae and identify pockets of excellence. It draws on the rich experience and operational insights of stakeholders across hierarchy and brings forth precise, efficient and implementable interventions. But most important of all, a participatory exchange injects inclusiveness, enhances ownership of the cause, raises morale and transforms employees into powerful advocates.

## SAFETY PERCEPTION SURVEYS

We initiated our safety excellence journey by engaging DuPont to conduct a company-wide Safety Perception Survey (SPS) in 2009.

An introspection tool, SPS is a benchmarked process for evaluation and improvement of safety culture, where our safety perception is benchmarked against the world's best performers.

The survey encompassed over 17,000 employees / contractors across hierarchies in our manufacturing units, and engaged them in a detailed conversation on organisational safety.

The objective was to get everyone talking about safety, right from the top management to an employee on the shop floor and in the mine.

Along with the perception survey,

DuPont conducted Safety Management Evaluation (SME) at all the manufacturing sites. This rated UltraTech at 1.1 (overall) against a score of 5, which benchmarked us as an organisation at a nascent stage in exhibiting safe behaviour and implementing safety best practices.

It served as an efficient engagement tool for understanding, analysing, benchmarking and catalysing our journey towards safety excellence.

### MAJOR AREAS OF IMPROVEMENT THAT EMERGED:

#### Management's commitment to safety

#### Transparency in incident reporting

#### Integrated approach to safety management

#### Accountability for line functions

Four years since SME and SPS, the entire organisation has now got involved in the Safety Excellence Journey, including the leadership teams at all levels.

A Safety Board was formed at the corporate level which was led by the Managing Director and included all the key leaders. The Safety Board was formed in order to articulate a safety vision for UltraTech and give the Company a strategic direction.

Six Safety Board Sub Committees were formed and led by Heads of our manufacturing units with members from other units.

Through this engagement, various standards and procedures were developed, which involved many line managers.

One of the key processes developed was Safety Observation, which is a critical component for behaviour change towards safety.

Numerous initiatives were taken and it was imperative that we take a stock of our progress again. Hence, SPS and SME were conducted again in 2013, four years down the line.

While SPS 2009 was restricted to manufacturing units, SPS 2013 encompassed 35,000 stakeholders from integrated and grinding units, bulk terminals, overseas operations, marketing zones, RMC units as well as contract workforce. The results were unambiguous, UltraTech had transformed itself.

SME showed significant improvement in 2013 over 2009. Management's commitment towards safety score doubled to around 3.0 from 1.5 against a scale of 5 in 2009.

Similarly, ratings of integrated organisation structure moved up from 1.5 to over 3.1 and the contractor safety management rose from 0.5 to around 2.5, improving the overall ratings to 2.7 in 2013 compared to 1.1 against a maximum score of 5 in 2009.

## ENHANCED INCIDENT REPORTING

At UltraTech, employees are always encouraged to report incidents, whether near-miss or injury, without any inhibition.

All incidents and accidents are investigated in order to get to the root causes, and actions are taken to prevent the same from happening again. The learnings are shared with all employees and contractors.



# ULTRA LOW PE TENT





## INCULCATING SAFETY EXCELLENCE IN PEOPLE

Safety training for all employees,  
permanent and contractual

Retraining drivers of transit mixers

Enhanced line function involvement  
and empowerment

A dedicated Safety Board led by  
UltraTech's Leadership Team

Greater safety awareness  
among workforce

Empowering community members  
to become safety conscious



## OVERVIEW

Competent and willing employees are key agents of change. At UltraTech, safety training and capability building is driven as a separate stream. A team consisting of cross functional representatives and led by a senior leader (Functional Head) works at each Unit to impart safety training.

Systematic identification of training needs, content preparation and development of trainers is carried out. Subsequently, training is imparted to the target audience.

All new employees (permanent and contractual) are put through an induction programme before they are ready for work. This helps them understand safety systems / rules, applicable at sites as well as at office in order to ensure their safety as well as of the people around them.

Training is conducted by line managers, which helps them drive safety effectively while they supervise work. Along with this, refresher courses are conducted. Before each job starts, line managers also conduct tool box talks and brief the workers about the nature of work, hazards involved, precautions taken and the ones they should take.

At plants, various rewards and recognition events are carried out to involve workers and employees as well as build awareness among them.

Unit leadership and line managers frequently engage with the workers through safety observation rounds, which helps build safety culture through leadership commitment.

## CAPABILITY BUILDING

Through meetings, discussions and training workshops, we continue to empower our employees and sharpen their ability to work skilfully without safety slips.

## EMPOWERING THE LINE MANAGERS

Line managers who are responsible for daily operations, are emboldened through capability development training, provided an opportunity to lead safety committees and encouraged to proactively lead in safety initiatives.

## WELL BEGUN IS HALF DONE - EFFECTIVE INDUCTION

To ensure that new joinees are well-versed with all safety related policies and procedures, a special one-day safety training module has been designed as part of their induction. It is conducted even before they report to their respective departments.

## MEET ZEKK - ULTRATECH'S SAFETY MASCOT

To give a voice to our safety communications, in 2013 we introduced 'Zekk' our Safety Mascot. Zekk, our safety messenger, shares safety learnings, tips and slogans on a regular basis.



Zekk, our safety mascot has turned out to be a success, finding an instant connect with the employees.

## USE OF TECHNOLOGY

To provide employees with a single 'go-to-destination' for all information on safety, we launched a safety microsite on our intranet 'ULink'. The site features multiple sections dedicated to good practices, periodic publications, messages from the management, learnings by employees and incident updates. Safety documents, standards, procedures,

guidelines, manuals, training material and safety indicators are also available for ready reference.

## EMPOWERING PEOPLE TO PRACTICE SAFETY IN THEIR PERSONAL LIVES

At UltraTech, we are not only concerned about safety of our employees but their families too.

We have in place a colony safety committee to reiterate organisational commitment towards safety of our employees and their families beyond the workplace.

Efforts initiated by the committee include:

1 Promoting safety among the communities through monthly meetings and discussions, safety posters, slogan competition for housewives, fire safety workshops and home safety awareness drives.

2 Organising safety training programs for Aditya Birla Public School (ABPS) students and teachers for road, home and fire safety.

3 Screening safety awareness films and sharing information through dedicated LED screens.



## CASE STUDY

## DRIVING SAFETY AT ULTRATECH CONCRETE

For a business to become sustainable, it needs to reach a point where economic imperatives work in harmony with environmental and social ones. This is a supercilious goal and its accomplishment is likely to take a lot of effort in any business. At the most basic level, sustainability means conserving resources, primarily the human resource and the environment and at an advanced level, it deals with the economic and social dimensions.

**At UltraTech Concrete, we strive to protect the health, safety and well-being of our people and communities within which we operate and are committed towards being a good corporate citizen.**

During the year 2011, the safety report indicated as many as 36 injuries to locals involving our Transit Mixer (TM) vehicles and a Loss Time Injury Frequency Rate (LTIFR) of 10.07.

Senior leadership of UltraTech Concrete took a serious note of this indicator and decided to ensure safe plying and operation of transit mixers.

We considered the results of Safety Benchmarking Survey published by the National Ready Mix Concrete Association (NRMCA), U.S. in June 2010.



## NRMCA SAFETY BENCHMARKING SURVEY 2010

## MIXER TRUCK ACCIDENT DATA

YEAR	2003	2004	2005	2006	2007	2008	2009
Mixer Truck Accidents	105	181	290	291	133	87	86

With the establishment of safety function at UltraTech Concrete, an analysis of key strengths and weaknesses was presented to the senior leadership, and mitigation measures were approved immediately.

The key initiatives focussed on preventing fatal / serious injuries to locals, while operating Transit Mixers used for transporting the finished products from RMC plant to customer site, a critical task catering to 50% of our business activity.

Since Transit Mixers are the face of UltraTech Concrete on Indian roads, the management decided to make their plying safer to gain more acceptability from the community we operate in.

## PHASE - 1

## INSTALLATION OF SAFETY ACCESSORIES

The major injury cases involving transit mixer were run-over incidents. An investigation revealed that absence of run-over protection guard and visibility from the driver's seat were key concerns. During August 2011, a proposal for installation of under-run protection guard on all sides as well as installation of 3-piece mirror was approved by the management.

A design standard for under-run protection guard was developed and provided to service providers for fabrication & installation on their fleet of transit mixers at a cost of INR 7.33 million.

## DRIVING SAFETY AT ULTRATECH CONCRETE

Review of safety accessories in transit mixer was done by a III-Tier Safety Council at Plant, Zonal and Apex levels. As on March 2014, with 824 out of 864 transit mixers geared with safety accessories, the compliance was 96%.

The major issue impacting the installation was time required for installing safety accessories. The operation team aligned the parking of transit mixers with the plant's maintenance schedule.

### PHASE - 2

#### PRECIPITATING BEHAVIOURAL CHANGE AMONG DRIVERS

Analysis of the fatal incident reports also revealed that driving skills need enhancement. Cultural change among drivers was only possible through repeated coaching and counseling. Accordingly, an awareness programme on defensive driving was planned through a consultant. Counseling by leadership team was also planned in form of behavioural safety observation rounds.

In August 2011, the first awareness programme on Defensive Driving was conducted at Deonar RMC plant, Mumbai wherein 22 drivers participated.

During the monthly review, the management was concerned about the repetitive unsafe acts and poor compliance of driver awareness programme.

The vital cause identified for these unsafe acts was lack of awareness on defensive driving among all drivers.

The Apex Safety Council decided to mandatorily conduct atleast one behavioural safety observation round for the personnel trained on safety observation.

**As on March 2014, a total of 1,326 (86%) of 1,547 drivers were trained in defensive driving skills, with plans to target 100% compliance.**

### PHASE - 3

#### ENSURING ROAD-WORTHINESS OF VEHICLES & RETRAINING DRIVERS

With increase in business, the number of transit mixers and their drivers also increased. The challenge was to train the drivers and ensure progressive change in their driving behaviour. Also ensuring road worthiness of transit mixers was a challenge. Detailed planning for re-training the drivers on defensive driving, along with conducting a test to ensure training effectiveness, was undertaken for each zone.



A checklist for certifying the road worthiness of transit mixers was developed and circulated for periodic identification of non-compliant transit mixers. Drivers were randomly checked to spot drunken driving cases, if any. Those with repeated unsafe behaviour were penalised under Progressive Consequence Management protocol, which finds a special mention in the revised Letter of Intent (LOI) for transport services.

Analysis of Safety Management Information System, particularly of unsafe acts and unsafe conditions reflected cultural change among drivers. Improvement in the condition of transit mixers was also noted. This eventually resulted in reduction of off-site incidents. However, some incidents highlighted a critical grey area, the non-assessed risk of the route on which transit mixers ply. This resulted in formulation of Journey Risk Management (JRM) tools for management of route risk.

## CASE STUDY

## DRIVING SAFETY AT ULTRATECH CONCRETE

A pilot JRM project was initiated at Mumbai, Navi Mumbai and Thane. This exercise resulted in a reducing trend of major and minor road-related incidents. The initiative has been planned for horizontal implementation, on completion of GPS installation on all transit mixers across India.

## IMPACT

The initiatives yielded results in form of reducing fatal injuries on a year-on-year basis and also helped improve stakeholder's confidence in opting for UltraTech Concrete.

Major customers appreciated these initiatives which helped them enhance the safety guidelines at their construction sites during concrete pouring and pumping operation.

**ULTRATECH CONCRETE TRANSIT MIXER TRUCK  
FATAL INJURY DATA - ALL INDIA**

YEAR	2010	2011	2012	2013	2014
Mixer Truck Fatal Injury	11	7	3	2	0

*Data provided for calendar year.*

On installation of required safety accessories, there was a reduction in injuries caused by transit mixers. Training of drivers improved the efficiency and reduction in LTIFR was observed. Moreover, retraining of transit mixer drivers helped in reducing major and minor road-related accidents.

## FUTURE CHALLENGES

The UltraTech leadership is concerned about the high attrition rate of the drivers trained on Defensive Driving skill, as this prevents operation of transit mixers by trained drivers on a 24x7 basis. Another concern is the repair and maintenance of the vehicles' safety accessories.

## PHASE - 4

## FUTURE PLAN

## COMMUNITY AWARENESS

As we continue to sail on our journey to safety excellence, there stands a hard-pressed need for making the community aware of the hazards of transit mixers. We plan to conduct certain road safety awareness programmes along with regulatory traffic authorities.

We believe sustainability is a strategic business issue and to be successful, an enterprise needs to integrate it into its core business models. Our experience indicates an integrated approach to sustainability works far better than isolated initiatives.

# WILTR SYS MATE

## SAFETY THROUGH PROCESSES

Institutionalisation of safety standards, procedures and guidelines

Process hazard analysis to assess hazards and undertake corrective action

Pre-startup safety reviews at all plants

Comprehensive contractor safety management process

Zero fatality at Rawan Cement Works' new clinkerisation unit

Enhanced safety management benchmarking across units



## OVERVIEW

At UltraTech, we want safety by choice, not by chance.

We approached this with policies in place, followed by having standards and procedures developed by cross-functional teams from Units. These were vetted by the Standards and Procedures Subcommittee and approved by the Safety Board. All the standards / procedures were decided on the basis of risk evaluation in the plants.

These documents translated into work level instructions through Standard Operating Procedures / Standard Maintenance Procedures which could be easily understood by the workers.

**56** critical standards, procedures and guidelines have been developed.

Training modules for each of them was designed and delivered to all the employees and workers.

## ORGANISATION-WIDE INTERVENTIONS

Across the organisation, operations have been strengthened at various phases of production. Existing systems have been examined, new standards have been introduced and safety processes and procedures have been institutionalised.

## STREAMLINED STANDARD OPERATING PROCEDURES

We have released 27 standards, 17 procedures and 12 guidelines aimed at making our processes safer.

All existing processes, throughout the production cycle, have been scrutinised for potential risks and necessary engineering interventions have been undertaken to mitigate hazards.

## PROACTIVE PROCESS SAFETY

We have carried out Process Hazard Analysis (PHA) of key plants in order to systematically assess hazards and take corrective measures.

## MANDATORY PERSONAL PROTECTIVE EQUIPMENT



We stringently monitor the use of Personal Protective Equipment (PPE), including audit of mandatory PPE at the plant's main gate before entry. Key PPE include a hard hat, a high-visibility vest, protective glasses and reinforced boots. For specific jobs, safety gears like harness, anti-dust mask and gloves are also prescribed.

## SAFETY FOCUS – CONSTRUCTION TO OPERATION

We conduct Pre-Startup Safety Review (PSSR) across our plants before trials. This ensures safety operation from the initial phase.

## BENCHMARKS AND BEYOND

We have improved the level of safety management system certification across our business and 22 of our units are OHSAS 18001 certified.

## SMART SHUTDOWNS

Good planning including risk analysis and control measures, ensure timely and safe completion of plant shutdowns.

## CONTRACTOR'S SAFETY MANAGEMENT

Our Contractor Safety Management process takes care of safety, right from selection of the contractors to monitoring and evaluation. This helps build capabilities and is one key ingredient to sustainable safety. We have been partnering with our contractors and helping them improve their safety performance.

Though I may not have earned much from the contract, I gained a lot of know-how. My supervisors and workmen have become much more capable on safety! This helped me get three big contracts! Thanks to UltraTech for demanding utmost safety in all practices.

Contractor,  
Reddipalayam Project



## CASE STUDY

## MISSION ZERO



In the reporting period, the new clinkerisation unit at Rawan Cement Works successfully achieved the 'Zero Fatality' goal, despite being a complex and labour intensive project construction.

This achievement has been a result of leadership commitment, demand for on-ground safety and steadfastness towards not allowing work below acceptable standards.

The major challenge was inculcating a safety culture among contractors and floating workmen. This was overcome by initiatives such as implementation of the Company's safety standards from day one, induction training to workmen before deployment on job, awareness sessions and a series of dialogues on the importance of safety.

**3 million**  
man-hours

**6,000+**  
manpower  
during the  
peak period

**ZERO**  
fatality

# WE ARE ULTRATECH

Leveraging its unique brand propositions of strength, reliability, innovation and scale, UltraTech Cement Limited plays a vital part in building the infrastructure for a new India. We inspire engineers to stretch their imagination and create homes, habitats, cities and structures that enhance life and lifestyles.

**ONE OF THE LEADING  
CEMENT PRODUCERS  
GLOBALLY**

**INDIA'S LARGEST  
PRODUCER OF GREY CEMENT,  
WHITE CEMENT &  
READY-MIX CONCRETE**

**INDIA'S LARGEST  
EXPORTER OF CEMENT**

**OPERATIONS SPANNING  
ACROSS INDIA, UAE,  
BAHRAIN, BANGLADESH  
AND SRI LANKA**

**WIDE PRODUCT RANGE FROM  
FOUNDATION TO FINISH**

**A CEMENT SUSTAINABILITY  
INITIATIVE (CSI) MEMBER**

**PAN INDIA PRESENCE  
WITH INSTALLED CAPACITY  
OF 54 MTPA\***

**5-FOLD INCREASE IN  
CEMENT CAPACITY  
IN THE LAST DECADE**

UltraTech is part of the Aditya Birla Group, a USD 40 billion corporation in the league of Fortune 500 companies. It is one of the true multinational groups from India, with over 50% of its revenue from international operations.

It is a member of the Global Compact, an international forum that operates under the aegis of the United Nations to usher in a 'more sustainable and global economy'.

The Group has topped the Nielsen's Corporate Image Monitor 2013-14 and emerged as the Number 1 Corporate, for the second consecutive year.

The Group has been ranked number 4 in the global 'Top Companies for Leaders' and number 1 in Asia Pacific for 2011 in a study conducted by Aon Hewitt, Fortune magazine and RBL (a strategic HR and leadership advisory firm).

## PHYSICAL FOOTPRINT

**11** Grey Cement Plants\*

**1** White Cement Plant

**2** Wallcare Putty Plants

**1** Clinkerisation Unit

**15** Grinding Units\*

**6** Bulk Terminals

**4** Jetties

**100+** RMC Plants

**600+** Retail Format Stores

## OUR SUBSIDIARIES

Dakshin Cements Limited

Harish Cements Limited

UltraTech Cement SA (PTY)

Gotan Limestone Khanij Udyog Private Limited

Bhagwati Limestone Company Private Limited

UltraTech Cement Lanka Private Limited

UltraTech Cement Middle East Investments Limited

PT UltraTech Mining Indonesia

PT UltraTech Investments Indonesia

\*As on 31st March, 2014

## PRODUCTS

Our wide range of products and solutions cater to the needs of various aspects of construction, starting from foundation to finish.



Grey Cement (Ordinary Portland Cement, Portland Blast Furnace Slag Cement and Portland Pozzolana Cement).



Ready Mix Concrete and a range of Specialty Concretes with specific functional properties.



White Cement, WallCare Putty and White Cement Based Products.



AAC Blocks, Waterproofing Solutions, Grouting and Plastering Solutions.



Over 600 retail outlets that cater to primary construction needs of a customer. Technical services for architects, engineers, masons, contractors and home builders.

## ACCOLADES

UltraTech's unrelenting pursuit of excellence and unwavering customer focus has resulted in a host of awards. Listed here are a select few.

ASSOCHAM CSR Excellence Award for 'Truly Outstanding' CSR activities

Dun & Bradstreet Rolta Corporate Award

Golden Peacock Award for Sustainability (Birla White)

Top Export Award from CAPEXIL

CIDC Vishwakarma Award for Best Professionally Managed Company (Large Category)

Businessworld-FICCI-SEDF CSR Award

Asian CSR Award

FIMI CSR Social Awareness Award

Best Rural Development Effort Award from FAPCCI

FIMI National Social Awareness Awards

VALIDATING OUR EXCELLENCE IS THE INCLUSION OF ULTRATECH IN THE NIFTY INDEX (COVERING THE TOP 50 LISTED COMPANIES) OF NSE (NATIONAL STOCK EXCHANGE). THE LISTING REAFFIRMS OUR COMMITMENT TO OUR STAKEHOLDERS AND OUR CORE VALUES.



## SUSTAINABILITY TARGETS & PROGRESS

In the year 2010, to translate our sustainability commitment into measurable performance, we set outcome-oriented targets across material issues. Three years down the line, we have achieved many of our targets and are on course to meet the rest.

# 01 ENVIRONMENT & CLIMATE PROTECTION



## ENERGY EFFICIENCY

### GOAL

**Implement Waste Heat Recovery (WHR) Systems at Integrated plants<sup>1</sup> for Grey Cement**

TARGET YEAR: 2015-16

### PROGRESS

WHR systems have been implemented in 2 out of 12 integrated plants. The first WHR system was implemented at Andhra Pradesh Cement Works, while the second WHR system has been implemented at Awarpur Cement Unit.

Work is in progress in 3 plants (Rajashree Cement Works, Rawan Cement Works and Aditya Cement Works) and the projects are expected to be completed by 2015.

## CLIMATE PROTECTION

**Implement on-line monitoring of SOx and NOx in all kiln stacks**

TARGET YEAR: 2015-16

Online monitoring system has been implemented in 21 out of 23 kilns.

Orders have been placed for the remaining two kilns.

**Reduction in CO<sub>2</sub> emission intensity @ 0.5% annually up to 2015-16 with baseline year as 2009-10, resulting in the reduction of 2.96% over 6 years**

TARGET YEAR: 2015-16

We have achieved a reduction of 0.62% in 2012-13 as compared to 2011-12 and 0.17% in 2013-14 as compared to 2012-13<sup>2</sup>. An overall reduction of 0.47% has been achieved compared to the baseline year of 2009-10.

**Introduce low NOx burners in new projects**

CONTINUOUS

Low NOx burners have been introduced in Rajashree Cement Works - Line 4 and Rawan Cement Works - Line 2. Orders have been placed for two low NOx burners that will replace existing conventional burners.

## WASTE MANAGEMENT

**Implementing waste fuel handling and feeding system in new projects**

CONTINUOUS

Provision for setting up waste fuel handling and feeding infrastructure is in place for all new projects.

## 02 EMPLOYEE HEALTH & SAFETY



### WORK SAFETY

#### GOAL

**Reduce Loss Time Injury Frequency Rate (LTIFR)<sup>3</sup> by 50% over the next 3 years with baseline year as 2009-10**

**TARGET YEAR: 2012-13**

#### PROGRESS

LTIFR has reduced from 1.57 in 2009-10 to 0.68 in 2013-14<sup>4</sup>, a reduction of 56.05%.

**Implement Contractor Safety Management System for all sites<sup>5</sup>**

**TARGET YEAR: 2012-13**

Contractor Safety Management Standard has been developed in line with global best practices and Cement Sustainability Initiative guidelines. Initially developed in 2010, it was updated in 2012 and has been rolled out across all sites including project sites.

Key elements and KPIs of contractor's safety are mapped through 'My Setu' software and subsequently reviewed at site level and by Board level sub-committees.

## 03 STRATEGY



### MANAGEMENT SYSTEMS

**All Integrated plants<sup>6</sup> to be certified for ISO 14001 and OHSAS 18001 management systems**

**TARGET YEAR: 2012-13**

ISO 14001 implemented in all 12 plants.

OHSAS 18001 implemented in all 12 plants.

1 - Including Star Cement plants | 2 - The targets have been set on the basis of CSI parameter | 3 - For permanent employees  
4 - Excluding Star Cement | 5 - Excluding Star Cement | 6 - Excluding Star Cement

## CSI DASHBOARD

Since 2006, UltraTech is a voluntary member of Cement Sustainability Initiative (CSI) of the World Business Council for Sustainable Development. The Cement Sustainability Initiative (CSI) is a global effort by 25 major cement producers, who believe that there is a strong business case for the pursuit of sustainable development in the cement industry.

CSI helps member companies develop a shared understanding of sustainable development and recommends good practice guidelines that help member companies enhance their performance in this increasingly important aspect of their business. Disclosure on parameters ascribed in the guidelines helps create industry benchmarks and aids comparison.

CSI companies have operations in more than 100 countries. Collectively, they account for 30% of the world's cement production. CSI is part of the World Business Council for Sustainable Development.

KPI	FY 2011-12		FY 2012-13		FY 2013-14	
<b>CLIMATE PROTECTION</b> (excludes captive power)	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement
CO <sub>2</sub> emissions - gross (million tonne)	26.18	28.12	26.4	28.4	26.27	28.34
CO <sub>2</sub> emissions - net (million tonne)	26.14	28.07	26.33	28.33	26.17	28.23
Specific CO <sub>2</sub> emissions - net (kg/tonne of cementitious material)	633.8	638.6	627.78	634.65	626.88	633.54
Target reduction for CO <sub>2</sub>	Reduction in CO <sub>2</sub> emission intensity @ 0.5% annually up to 2015-16, with baseline as 2009-10 resulting in reduction of 2.96% over 6 years. This will include CO <sub>2</sub> emissions from Star Cement Co. LLC and upcoming projects.		Reduction in CO <sub>2</sub> emission intensity @ 0.5% annually up to 2015-16, with baseline year as 2009-10 resulting in reduction of 2.96% over 6 years. This will also include CO <sub>2</sub> emissions from Star Cement Co. LLC and upcoming projects.		Reduction in CO <sub>2</sub> emission intensity @ 0.5% annually up to 2015-16, with baseline year as 2009-10 resulting in reduction of 2.96% over 6 years. This will also include CO <sub>2</sub> emissions from Star Cement Co. LLC and upcoming projects.	
Independently verified CO <sub>2</sub> data	Externally verified					
<b>FUELS &amp; RAW MATERIALS</b>						
Specific heat consumption of clinker production (MJ/tonne clinker)	2,990	2,984	2,979	2,985	3,015	3,018
Total alternative fuel rate (% of thermal energy consumption)	1.03	1.26	1.41	1.65	2.1	2.2
Non biomass alternative fuel rate (% of thermal energy consumption)	0.56	0.67	0.84	0.83	1.4	1.3
Biomass alternative fuel rate (% of thermal energy consumption)	0.47	0.59	0.57	0.82	0.7	0.9
Alternative raw materials rate (% of total raw materials for cement production)	14.61	13.75	14.6	13.71	14.56	13.72
Clinker/cement ratio (%)	76.75	77.42	76.65	77.34	77	77.8

KPI	FY 2011-12		FY 2012-13		FY 2013-14	
HEALTH & SAFETY	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement	UltraTech	UltraTech + Star Cement
Number of fatalities (directly employed)	1	1	1	1	1	1
Number of fatalities (indirectly employed)	2	2	4	4	3	3
Number of fatalities (involving 3rd parties)	7	7	2	2	2	2
Number of fatalities per 10,000 (directly employed)	1.3	1.36	0.99	0.94	1.01	0.97
Lost Time Injuries (LTIs) per million man-hours (directly employed)	0.82	0.79	0.69	0.74	0.68	0.89
<b>EMISSIONS REDUCTION</b>						
NOx emissions (tonne/year)	48,397	51,553	46,589 (14 out of 22 kilns)	48,954 (14 out of 23 kilns)	50,834 (18 out of 22 kilns)	54,038 (19 out of 23 kilns)
SO <sub>2</sub> emissions (tonne/year)	4,146 (21 out of 21 kilns)	4,246 (22 out of 22 kilns)	5,073 (14 out of 22 kilns)	5,073 (14 out of 23 kilns)	4,022 (18 out of 22 kilns)	4,163 (19 out of 23 kilns)
Dust emissions (tonne/year)	6,348	6,405	5,371	5,436	5,824	5,835
Specific NOx emissions (g/tonne clinker)	1,519	1,505	1,441	1,409	1,583	1,562
Specific SO <sub>2</sub> emissions (g/tonne clinker)	130	124	157	146	125	120
Specific dust emissions (g/tonne clinker)	186	175	166	156	181	169
Target reduction for NOx	To be fixed after the installation of continuous monitoring system in all kilns and the release of SO <sub>2</sub> /NOx emission limits by regulatory authorities.				To be fixed after the installation of continuous monitoring system in all kilns.	
Target reduction for SO <sub>2</sub>						
Target reduction for dust						
% Clinker produced with monitoring of major and minor emissions	Major emissions are provided in the next row. Minor emissions are measured only on sample basis, if hazardous wastes are used as fuel.					
% Clinker produced with continuous monitoring of major emissions - NOx, SO <sub>2</sub> & dust	Dust 80% NOx, SO <sub>2</sub> 23%	Dust 81% NOx, SO <sub>2</sub> 22%	Dust 99.02% NOx, SO <sub>2</sub> 86.04%	Dust 99.09% NOx, SO <sub>2</sub> 80.06%	Dust 99.9% NOx, SO <sub>2</sub> 84.7%	Dust 98.9% NOx, SO <sub>2</sub> 82.6%
<b>LOCAL IMPACT (plants reported)</b>						
% of sites with quarry rehabilitation plans in place	100% integrated sites	92% integrated sites	100% integrated sites	92.30% integrated sites	100% integrated sites	92.30% integrated sites
% of sites with community engagement plans in place	100% integrated sites	92% integrated sites	100% integrated sites	92.30% integrated sites	100% integrated sites	92.30% integrated sites
No. of active sites where biodiversity issues are addressed	12	12	12	12	12	12
No. of active quarries within, containing or adjacent to areas designated for their high biodiversity value	Nil	Nil	Nil	Nil	Nil	Nil

## DISCLOSURE ON MANAGEMENT APPROACH

At UltraTech, sustainability is integral to our core business strategy. We are committed to fulfill our economic, environmental, community and employee responsibilities while conducting business in an efficient and ethical manner.

### ECONOMIC INDICATORS



**WE MAINTAIN A STRONG FOCUS ON OPERATIONAL EXCELLENCE TO MANAGE OUR BUSINESS IN A SAFE, EFFICIENT AND COST-COMPETENT MANNER. THIS ALSO HELPS US SUSTAIN OUR REVENUES, EVEN DURING CHALLENGING TIMES.**

What cement is to a nation's infrastructure, profit is to an organisation's sustainability. Higher the wealth a company can generate, the more it can distribute among its stakeholders and greater is its capacity to invest in future growth.

At UltraTech, we focus on creating shared economic value - for our employees, investors, customers, consumers and communities.

Our core values act as a compass to tread the growth path in a professional, transparent and ethical manner. Adherence to the laws of the land, prudent risk management and stringent internal systems help us continuously audit, analyse and ensure compliance.

As a high-performance, future-focused business, during the reporting period, UltraTech strategically invested in organic and inorganic capacity enhancement. Our installed capacity scaled up to nearly 54 million ton. In the next two years, we expect to cross 70 million ton and thereby further strengthen our leadership position in the market.

### ENVIRONMENTAL INDICATORS



**OUR ENVIRONMENTAL APPROACH CAN BROADLY BE ENCAPSULATED IN 3MS: 'MONITORING, MANAGING, AND MINIMISING RESOURCE CONSUMPTION'. WE BELIEVE IN DECREASING OUR DEPENDENCE ON CONVENTIONAL RESOURCES BY INCREASING OUR OPERATIONAL EXCELLENCE.**

We focus on our manufacturing processes, as they are by far the most resource intensive phase of the cement development cycle.

Continual evaluation of environmental parameters such as air quality, effluent quality, energy consumption, emissions and waste at all our facilities enables us to respond in a timely manner and reduce our footprint.

We adhere to ISO 14001 and believe that compliance is a starting point towards the fulfilment of our environmental commitment. We proactively disclose our environmental performance in accordance with CSI and GRI guidelines.



## LABOUR PRACTICES, HUMAN RIGHTS & SOCIAL INDICATORS



**WE UPHOLD HUMAN RIGHTS IN LETTER AND SPIRIT. OUR CODE OF CONDUCT AND ETHICS POLICIES ENSURE PROHIBITION OF CHILD LABOUR, PROTECTION OF INDIGENOUS RIGHTS AND PROHIBITION OF FORCED AND COMPULSORY LABOUR.**

We consider human resources as our most valuable asset. It is their talent and tenacity that enables us to achieve our business vision. Their well-being and development is, therefore, our top priority.

Our human resources management system includes different methods and tools to ensure recruitment, assessment, development, growth and rejuvenation of employees.

Safety is an indelible part of UltraTech's core values and a business imperative. Our integrated HSE management system conforms to global guidelines such as the CSI protocol, OHSAS 18001 and SA 8000. A 5-year Safety Excellence Journey, initiated in 2009 has resulted in a marked improvement in incident rates and today, safety has become a responsibility of everybody, right from the boardroom to the shop floor.

We are also equally sensitive towards our neighbouring communities and continue to spearhead well-defined CSR programmes for people residing in and around our manufacturing units. Our programmes are primarily directed towards five areas of development: 'healthcare', 'education', 'sustainable livelihood', 'infrastructure development' and 'social reforms', enabling us to touch lives of over 400 villages.

## PRODUCT RESPONSIBILITY



**CUSTOMER SATISFACTION IS ONE OF OUR KEY DELIVERABLES. WE SIGNIFICANTLY INVEST IN CUSTOMER ENGAGEMENT AND REGULARLY GAIN VALUABLE FEEDBACK ON OUR PRODUCTS AND SERVICES.**

Cement is eventually converted into concrete, which shapes the built environment around us and impacts quality of life. Thus, product responsibility is an important tenet that impacts our customers, the society at large and the environment.

We consistently innovate with additives and recycled input materials to produce speciality products, which aid resource conservation by offering distinctive attributes such as higher strength, longer service life, light weight and enhanced thermal properties.

The goal is to shrink the environmental footprint through a two-pronged approach – first, by reducing the embodied energy, carbon emissions as well as waste, and second by enhancing the service life to increase the period between reconstruction, repair and maintenance.

All our products comply with applicable BIS, European (EN) and Sri Lankan codes.

Detailed information on physical and chemical properties of each product along with traceability is made available to customers, to help them make an informed decision.

# OUR APPROACH TO REPORTING

The UltraTech Sustainability Report is a significant engagement tool through which we periodically share our performance across the triple bottom line with our stakeholders. Along with performance, we also leverage this platform to update them on our policies, practices and targets.

## REPORT BOUNDARY

This report covers our performance\* for the period from 1<sup>st</sup> April, 2012 to 31<sup>st</sup> March, 2014 and spans the entire operations of UltraTech Cement Limited, including corporate offices, manufacturing locations, subsidiaries and bulk terminals in India, Sri Lanka and the Middle East. The Ready Mix Concrete (RMC) plants operated by the company for specific customers, within their premises on a temporary basis, have not been included.

*\* The economic indicators presented in the report are based on the data that forms a part of UltraTech's Annual Report.*

## INDEPENDENT ASSURANCE

We are committed to a meaningful and credible assurance process and have engaged KPMG to carry out an independent assurance.

The assurance statement can be viewed on page no. 81 of the report.

## COMPLIANCE WITH GLOBAL REPORTING NORMS

This report is in accordance with Global Reporting Initiatives (GRI) G3.1 guidelines. In addition, our disclosures are aligned with the following international and national charters / guidelines on sustainability:



**1** National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Businesses in India, issued by the Ministry of Corporate Affairs, Government of India\*\*.

Suggested Framework on Business Responsibility Reports, by Securities and Exchange Board of India, as per the circular dated August 13, 2012.

**2** Cement Sustainability Initiative (CSI) on key performance indicators in the cement industry. For detailed index, refer page no. 27.

\*\* [www.mca.gov.in/Ministry/pdf/voluntary\\_guidelines.pdf](http://www.mca.gov.in/Ministry/pdf/voluntary_guidelines.pdf)

## SUGGESTIONS & FEEDBACK

We firmly believe in continuous improvement of our sustainability performance and reportage. Your perspectives, suggestions, queries or any other information is welcome. You can reach us at:

@ [trc@adityabirla.com](mailto:trc@adityabirla.com)

🖱 [www.ultratechcement.com](http://www.ultratechcement.com)

✉ **UltraTech Cement Limited**

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# ULTRA ACCESSIBLE

STAKEHOLDER ENGAGEMENT

Specific engagement platforms for stakeholders

Deployment of two-way communication channels

Revisiting sustainability priorities and refining our materiality issues in consultation with external and internal stakeholders



For UltraTech, stakeholder engagement is a business discipline. Right from shareholders to suppliers, customers to communities, and from the government to the workforce, we continually seek healthy exchange of ideas, insights and expectations. The core objective is to ensure a consistent, customised and strategic two-way dialogue with all our stakeholders.

Towards this objective, we regularly share company updates in a transparent and timely manner with our stakeholders. This enhances stakeholder trust and strengthens the foundation for a sustained relationship.

When it comes to listening to our stakeholders - we remain all ears, all round the year. These interactions provide early signals of potential risks as well as opportunities. This comprehensive engagement mechanism manifests in multiple benefits such as deeper understanding, mutual respect, strong buy-in and appreciation of each other's perspectives.

## OUR ENGAGEMENT ESSENTIALS

UltraTech's stakeholder engagement approach is governed by the following essentials:

### INFORMATIVE

Disclose key information related to the Company on all parameters - honestly, holistically and in a timely manner.

### DESCRIPTIVE

Communicate information comprehensively in order to provide a clear picture of the Company's performance and future roadmap.

### INTERACTIVE

Encourage listening to gauge stakeholder concerns, feedback and priorities.

### COLLABORATIVE

Support stakeholder consultation to get an external viewpoint on risks, impacts, opportunities and mitigation measures on the subject unique to each stakeholder.

### PROACTIVE

Adopt a proactive engagement process wherein stakeholders are provided ample opportunities to interact with the Company in a timely and transparent manner.

### INCLUSIVE




Ensure that our communication is all encompassing and includes emerging stakeholders and engagement topics.



Our circle of engagement encompasses all those who have a direct or indirect influence on our business operations as well as those who are impacted by them.

## OUR ENGAGEMENT PLATFORMS

We have devised a combination of platforms, formal and informal, to receive honest feedback from stakeholders as well as to disseminate desired information. Our communication channels comprise both structured and dynamic engagement formats in line with the need and nature of the stakeholder.

STAKEHOLDERS	ENGAGEMENT PLATFORMS	ENGAGEMENT TOPICS
<p><b>SHAREHOLDERS, LENDERS AND INVESTORS</b></p> 	<p>Annual report and regulatory filings</p> <p>Annual General Meeting</p> <p>Shareholder meetings and presentations</p> <p>Sustainability report</p> <p>Grievance redressal</p> <p>One-on-one meetings, investor conferences and investor calls</p>	<p>Financial performance</p> <p>Annual performance and new projects</p> <p>Change in governance structure</p> <p>Triple bottom line performance</p> <p>Addressing concerns</p> <p>Clarity on business direction</p>
<p><b>GOVERNMENT AND REGULATORY AUTHORITIES</b></p> 	<p>Annual report and regulatory filings</p> <p>Meetings on government directives and policy development</p> <p>Facility inspections</p> <p>Regular meetings</p>	<p>Ethical business conduct</p> <p>Regulatory compliance</p> <p>Environmental stewardship</p> <p>Resolution of stakeholder grievance</p>
<p><b>EMPLOYEES</b></p> 	<p>Organisation health survey</p> <p>Galaxy (annual employee engagement programme)</p> <p>Annual performance review</p> <p>Employee health checks</p> <p>Employee volunteering in engagement activities</p> <p>Intranet, annual report and sustainability report</p> <p>Employee recognition activities</p>	<p>Employee engagement and satisfaction</p> <p>Building team spirit</p> <p>Career growth and progression</p> <p>Work life balance</p> <p>Building camaraderie</p> <p>Regular disbursement of Company information</p> <p>Employee motivation</p>

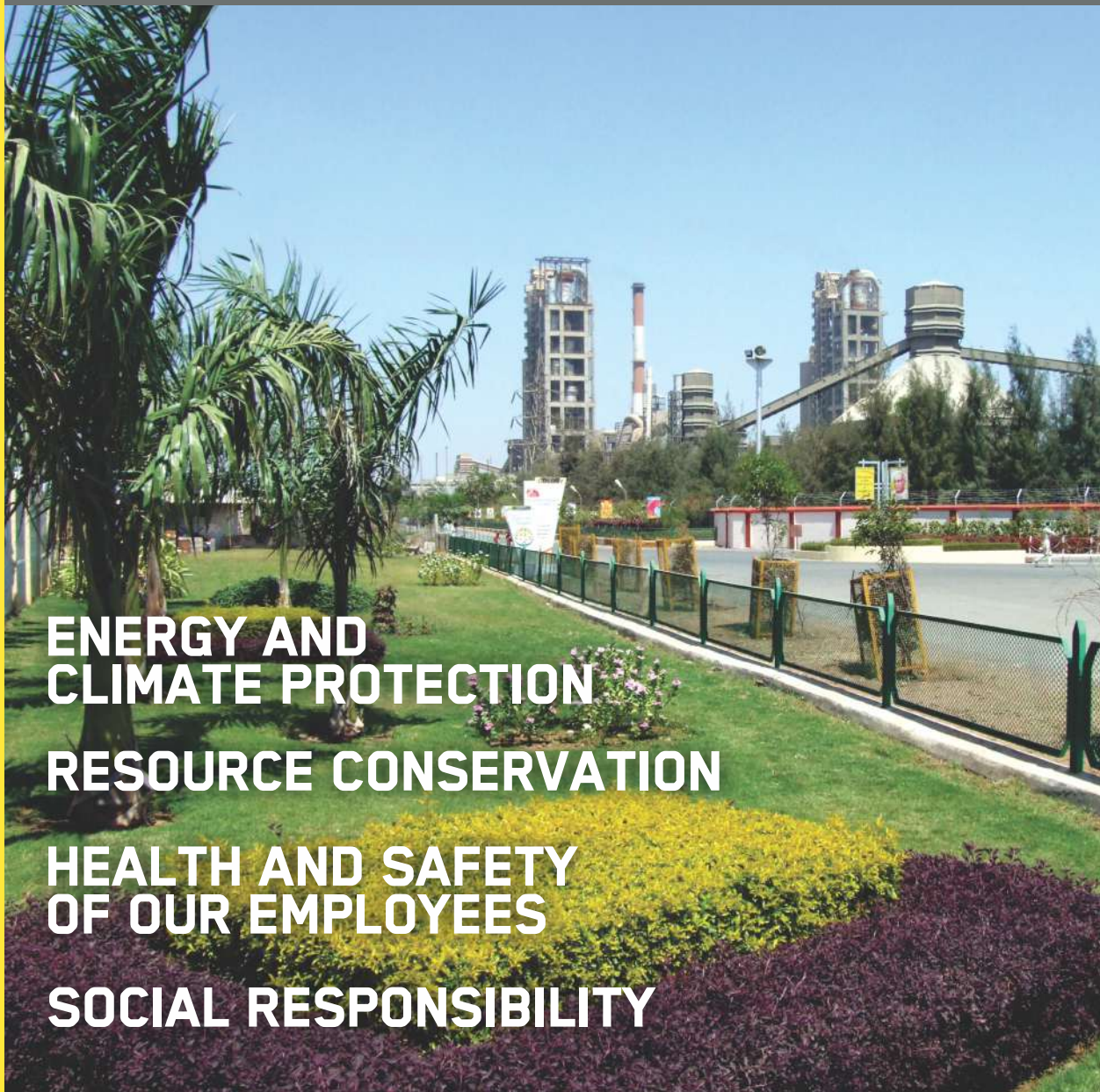
STAKEHOLDERS	ENGAGEMENT PLATFORMS	ENGAGEMENT TOPICS
<p><b>CUSTOMERS</b></p> 	<p>Company website</p> <p>Product campaigns</p> <p>Satisfaction surveys</p> <p>Grievance redressal</p> <p>Customer oriented initiatives</p> <p>Feedback surveys</p>	<p>Product and service information</p> <p>Product benefits and features</p> <p>Product quality and feedbacks</p> <p>Timely availability and building trust</p> <p>Building relationships</p> <p>Product and service innovations</p>
<p><b>SUPPLIERS AND CONTRACTORS</b></p> 	<p>Contract procedures and project reviews</p> <p>Facility inspections</p> <p>Business review meetings</p> <p>Vendor interaction meets</p> <p>Feedback forms</p> <p>Annual performance report</p> <p>Annual stakeholder meets</p>	<p>Product quality and pricing</p> <p>Supply quality</p> <p>Organisation's performance and timely payments</p> <p>Cost overrun for compliance with company laws</p> <p>Unbiased treatment and redressal if required</p> <p>Adherence to SLA (Service Level Agreement)</p> <p>Business security and growth</p>
<p><b>LOCAL COMMUNITY</b></p> 	<p>Community needs assessments</p> <p>Disaster management workshops</p> <p>Community visits</p> <p>Satisfaction surveys</p> <p>Meetings with community heads</p>	<p>Focus areas</p> <p>Emergencies</p> <p>Building relationships</p> <p>Living standards</p> <p>Direction and application</p>
<p><b>MEDIA AND NGOS</b></p> 	<p>Published articles</p> <p>One-on-one interactions</p> <p>Direct contact during activities</p> <p>Social surveys</p>	<p>Transparency</p> <p>Timely information on future plans</p> <p>Support on social issues</p> <p>Identification of intervention areas and disclosure on compliance</p>

## OUR SUSTAINABILITY PRIORITIES

A large and diverse set of stakeholders translates into a wide and diverse set of expectations from an organisation. To arrive at high impact issues, which need immediate and focussed attention, we periodically conduct a structured materiality analysis, wherein we map stakeholder priorities along with organisational risks and opportunities.

During this reporting period too, we revisited our sustainability priorities.

We conducted a fresh engagement with external and internal stakeholders such as shareholders, lenders, government and regulatory authorities, top management, employees, customers, suppliers, contractors, local communities, media and NGOs. Based on this updated understanding of stakeholder needs and the business environment, we refined our materiality issues.



# ULTRA BULLISH

FINANCIAL PERFORMANCE

Net Turnover: FY 2012-13 - INR 200.23 billion  
 FY 2013-14 - INR 200.78 billion

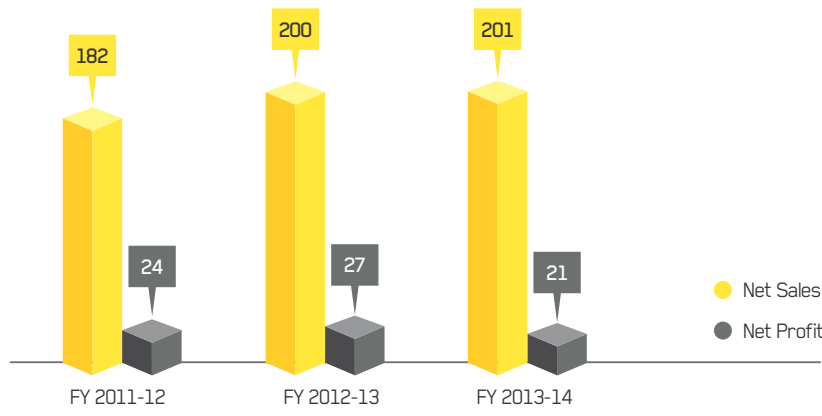
Economic Value Generated: 2012-14 - INR 559.81 billion  
 Economic Value Distributed: 2012-14 - INR 516.86 billion

Despite the global and national economic odds, in FY 2012-13 our net turnover stood at INR 200.23 billion, up by 10%, vis-à-vis the previous year and in FY 2013-14 it continued to grow to INR 200.78 billion. This has enabled us to persist as a growth engine to the country's infrastructure development, stimulate the local economy, create jobs and help fulfil the expectations of our diverse stakeholders including our investors, employees, customers, vendors and our communities. Looking ahead, FY 2015 seems to be a growth year, especially for the infrastructure sector which could translate to a boost in demand for cement. **AT ULTRATECH, WE ARE BULLISH.**

## FINANCIAL DASHBOARD

### SALES & PROFIT

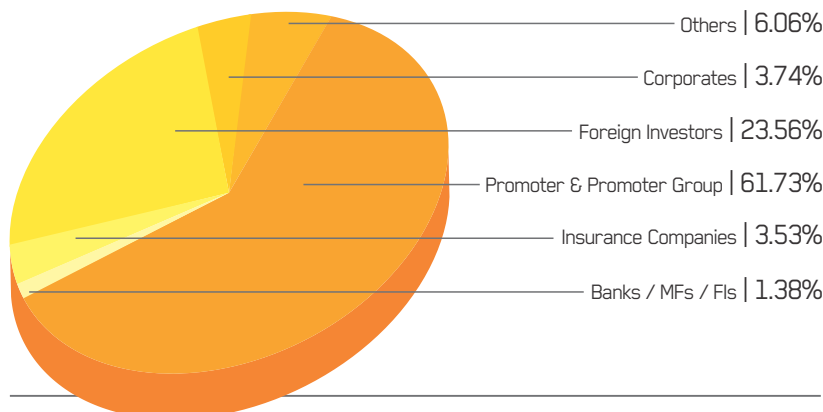
INR BILLION



**OUR GOAL IS TO SCALE OUR CEMENT CAPACITY TO 70 MILLION TONNE BY 2016.**

### SHAREHOLDING PATTERN

FY 2013-14



## ECONOMIC VALUE GENERATED & DISTRIBUTED

ULTRATECH, STAR CEMENT	FY 2011-12		FY 2012-13		FY 2013-14	
	Value in INR billion	Value in INR per bag	Value in INR billion	Value in INR per bag	Value in INR billion	Value in INR per bag
<b>ECONOMIC VALUE GENERATED</b>						
Gross value of operations	<b>244.49</b>	<b>281.52</b>	<b>277.19</b>	<b>317.65</b>	<b>282.62</b>	<b>318.51</b>
<b>ECONOMIC VALUE DISTRIBUTED</b>						
Operating costs	133.17	153.34	148.07	169.68	159.25	179.47
Govt. taxes including excise / VAT / income tax / other levies	66.70	76.80	79.55	91.16	75.59	85.18
Depreciation	9.61	11.06	10.23	11.72	11.39	12.83
Employees, welfare and community development	8.85	10.19	10.43	11.95	11.04	12.44
Payment to lenders	2.59	2.98	2.52	2.89	3.61	4.07
Proportionate dividend to shareholders	2.19	2.52	2.53	2.90	2.65	2.99
<b>TOTAL ECONOMIC VALUE DISTRIBUTED</b>	<b>223.11</b>	<b>256.89</b>	<b>253.33</b>	<b>290.31</b>	<b>263.53</b>	<b>296.99</b>
<b>ECONOMIC VALUE RETAINED</b>						
Retained earnings for reinvestment / modernisation	<b>21.39</b>	<b>24.63</b>	<b>23.86</b>	<b>27.34</b>	<b>19.09</b>	<b>21.51</b>

ULTRATECH, STAR CEMENT	FY 2011-12		FY 2012-13		FY 2013-14	
	Value in USD billion	Value in USD per bag	Value in USD billion	Value in USD per bag	Value in USD billion	Value in USD per bag
<b>ECONOMIC VALUE GENERATED</b>						
Gross value of operations	<b>5.10</b>	<b>5.87</b>	<b>5.10</b>	<b>5.84</b>	<b>4.73</b>	<b>5.33</b>
<b>TOTAL ECONOMIC VALUE DISTRIBUTED</b>	4.65	5.36	4.66	5.34	4.41	4.97
<b>ECONOMIC VALUE RETAINED</b>						
Retained earnings for reinvestment / modernisation	0.45	0.51	0.44	0.50	0.32	0.36

Note: INR to USD conversion as on 31st March 2013: 54.35 and as on 31st March 2014: 59.75



in INR million

FINANCIAL ASSISTANCE RECEIVED FROM THE GOVERNMENT	FY 2011-12	FY 2012-13	FY 2013-14
Significant financial assistance received from the Government	Nil	Nil	Nil
Benefits received under state investment promotion schemes	Nil	1,093	1,699

## CAPACITY EXPANSION

We commissioned multiple projects to strengthen our presence in growing markets, bolster our coastal footprint and facilitate exports.



New clinker plants of 3.3 MT capacity each at Rawan Cement Works, Chhattisgarh and Rajashree Cement Works, Karnataka

Commissioned grinding units - 1.6 MT capacity at Hotgi Cement Works, Maharashtra, 1.6 MT at Jharsuguda Cement Works, Orissa, and 1.5 MT at Rajashree Cement Works, Karnataka

WallCare Putty plant at Katni with a capacity of 0.4 MT

Installation of thermal power plants - 30 MW at Rawan Cement Works, 25 MW at Rajashree Cement Works and 25 MW at Andhra Pradesh Cement Works

## FINANCIAL IMPLICATIONS OF CLIMATE CHANGE

At UltraTech, we are acutely aware that 'the environment can affect our business as much as our business can affect the environment'. A case in point is the slump in the infrastructure sector in the last couple of years owing to stalling of major environmental clearances.

Cement production causes approximately 5% of global man-made CO<sub>2</sub> emissions and India is the second largest producer of cement in the world. Being the largest cement manufacturer in India, we have assumed commensurate responsibility towards climate stewardship.

A member of CSI since 2006, we have adopted various measures to reduce the impact of our operations on climate change. Initiatives include enhancing energy efficiency of our processes, substitution of clinker with other mineral components, shifting to cleaner energy sources, use of recycled material, water conservation and biodiversity management.

We also measure emissions in line with CSI's 'Cement CO<sub>2</sub> and Energy Protocol' and have charted a roadmap to reduce our CO<sub>2</sub> intensity. These efforts have not only sealed our reputation as a responsible corporate and addressed stakeholder expectations, but have also boosted business efficiency, rendered cost benefits and lent us a competitive advantage.

To view a detailed account of our environment management measures, refer pg. 27 (CSI Dashboard) and pg. 50 (Environment Performance).

Articulation of the Group's Sustainability Vision

Training on core values to reinforce our value system

Robust risk management mechanism in place

Co-contributors to the development and launch of CSI's  
Low Carbon Technology Roadmap for the Indian cement industry

Transparency, integrity and accountability form the bedrock of governance at UltraTech. Our steadfastness towards doing what is right, has steered the organisation towards ethical wealth generation, product stewardship and enhanced shareholder value.

## OUR CORE VALUES

**INTEGRITY | COMMITMENT | PASSION | SEAMLESSNESS | SPEED**

**ADHERENCE TO CORE VALUES  
IS AN ABSOLUTE ESSENTIAL  
AT ULTRATECH.**

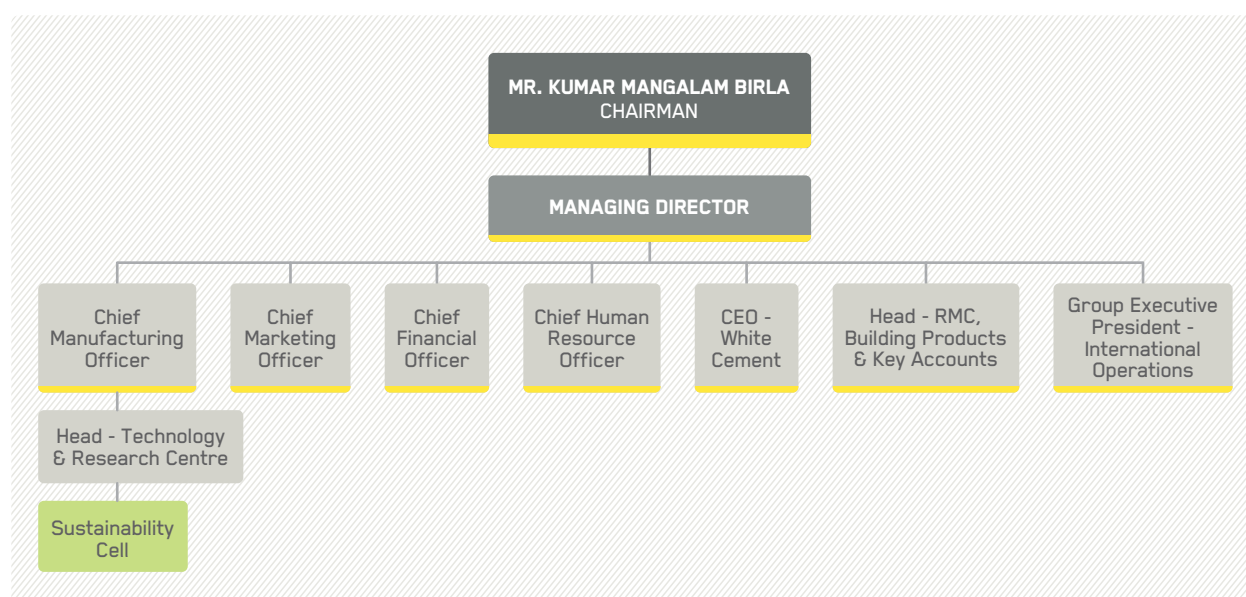
We take pride in living by our core values and continue to reinforce them among the workforce on a regular basis. During the reporting period, 71 employees across our units, zones, corporate offices and marketing offices were trained as values trainers. To entrench our value system deeper in the organisation, these trainers conducted around 200 workshops across their units / zones / businesses and connected with around 4,000 employees.

During the reporting period, the Aditya Birla Group re-emphasised its focus on sustainability by articulating a formal Sustainability Vision.

**BY 2017, THE ADITYA BIRLA GROUP ENDEAVOURS TO BECOME THE LEADING INDIAN CONGLOMERATE FOR SUSTAINABLE BUSINESS PRACTICES ACROSS ITS GLOBAL OPERATIONS, BALANCING ECONOMIC GROWTH WITH ENVIRONMENTAL AND SOCIETAL INTERESTS.**

## THE GOVERNANCE STRUCTURE

UltraTech Cement is led by a dynamic leadership team which has played a defining role in creating and sustaining UltraTech's position as the largest manufacturer of cement in India, and one of the leading cement producers globally.



**ALTERNATIVE FUELS, SAFETY, ENVIRONMENT, ENERGY AND MINING ARE SOME OF THE KEY PORTFOLIOS, WHICH ARE HELMED BY SENIOR LEADERS AT ULTRATECH CEMENT.**

To ensure that business goals are aligned with triple bottom line imperatives, sustainability is driven from the top at UltraTech\*. The leadership pilots the organisation to achieve goals with integrity. The senior management sets priorities, institutionalises policies and monitors performance on issues related to community, conservation and commerce. Implementation is spearheaded by the Sustainability Cell with on-ground support from a network of coordinators located at our various plants and offices.




*\*There are currently no processes in place for evaluating the Board's own performance with regard to sustainability specific performance.*

**THE BOARD OF DIRECTORS**

Our Board plays a pivotal role in ensuring good governance. It comprises Directors who bring years of experience, extensive domain expertise and knowledge of global governance practices. The Board periodically reviews and approves corporate strategies, business plans, projects, annual budgets and capital expenditure, etc. It also provides appropriate direction to ensure that the company is managed in a manner that fulfils stakeholder’s aspirations and societal expectations. All decisions regarding remuneration of Directors, are made by the Board with the approval of shareholders.

**COMMITTEES**

Committees have been formed to ensure focused action on strategic functions. These committees are spearheaded by Directors with experience in the specific function who streamline operations and fuel progress through strategic decisions.

<p><b>01</b> AUDIT COMMITTEE</p> 	<p>Mr. R.C. Bhargava   Mr. G.M. Dave   Mr. S. Rajgopal Permanent Invitee: Mr. D.D. Rathi   Mr. K.C. Birla</p>
	<p>Overseeing financial reporting process and disclosure of financial information</p> <p>Recommending to the board the appointment, re-appointment, replacement or removal of the Statutory Auditor, Cost Auditor and fixation of audit fees</p> <p>Approval of payment to Statutory Auditors for any services rendered by them</p> <p>Review with Management, the annual financial statements, before submission to the Board for approval</p>
<p><b>02</b> SHARE TRANSFERS AND SHAREHOLDER / INVESTORS GRIEVANCE COMMITTEE</p> 	<p>Mr. R.C. Bhargava   Mr. G.M. Dave   Mr. D.D. Rathi</p>
	<p>Issues relating to share and debenture holders including transfer / transmission of shares / debentures</p> <p>Issue of duplicate share / debenture certificate   Non-receipt of dividend</p> <p>Non-receipt of annual report   Non-receipt of share certificate after transfers</p> <p>Delay in transfer of shares   Any other issues of shareholders</p>
<p><b>03</b> FINANCE COMMITTEE</p> 	<p>Mr. R.C. Bhargava   Mr. S. Rajgopal   Mr. D.D. Rathi</p>
	<p>Authorised to exercise all powers and discharge all functions related to:</p> <ul style="list-style-type: none"> <li>• working capital management</li> <li>• foreign currency contracts</li> <li>• operation of bank accounts</li> </ul> <p>Authorisation of employees to deal in matters pertinent to excise, sales tax, income tax, customs and other judicial and quasi-judicial authorities</p>

**04 EMPLOYEE STOCK OPTIONS SCHEME (ESOS) COMPENSATION COMMITTEE**



Mr. Kumar Mangalam Birla | Mr. G.M. Dave | Mr. S. Rajgopal

Supervise the ESOS scheme as well as functions thereof; which is a benefit scheme started in 2006, which grants stock options to employees

**05 CSR COMMITTEE**



Mrs. Rajashree Birla | Mr. G.M. Dave | Mr. O.P. Puranmalka  
Permanent Invitee: Dr. Pragnya Ram

To monitor and implement the Company's CSR policy

*For further information on the Board structure and functions, please refer to our annual reports.*

**THE CODE OF CONDUCT**

A uniform Code of Conduct applies to all employees of UltraTech. The Code has been posted on the Company's website and is periodically amended to account for developments in the business environment.

Other than the Code of Conduct, various policies and processes have been institutionalised to govern specific areas of operations such as HR, procurement and investor relations. These policies and processes effectively guide the workforce on the path of good conduct and ethical decision making.

**RISK MANAGEMENT**

UltraTech follows a structured risk management approach which encompasses identifying potential risks, assessing their potential impact, mitigating them through taking timely action and continuous monitoring.

**POTENTIAL RISKS**

We believe that business risks are growth opportunities in disguise. Climate change is one such risk where not only are we addressing the risk, but we are also harnessing its hidden opportunities through product innovation (refer product responsibility on 43).

Over and above climate change, our operations are exposed to various other internal and external risks. We constantly monitor these risks and customise business strategies to mitigate them.

**CLIMATE CHANGE RISKS**



- GHG Reduction
- Carbon Regulations
- Securing Critical Resources
- Energy Efficiency Regulations

**OTHER BUSINESS RISKS**



- Excess Cement Capacity
- Competition | Compliance
- Financial Risks | Safety Risks
- Reputational Risks

## OUR RISK MANAGEMENT MECHANISM

Roles and responsibilities are well defined. From identification to strategy formulation, and implementation to review, each facet has been thoroughly addressed.

### Top Management

Weekly and quarterly reviews to set priorities on all aspects including, but not limiting to, business targets, sustainability goals, integrity objectives, risk and opportunities

### Apex Committee

Assess and evaluate risks comprehensively as per the priorities set by the management

### Audit Committee

Regularly review risk mitigation plans and give feedback to the top management

### Head of Technology & Research Centre

Responsible and accountable for the Company's overall sustainability initiatives

### Risk Manager

Conduct risk identification and management. Implement risk mitigation strategies. Assess the reputational and regulatory impacts of various potential risks and brief the Audit Committee

### Specific Committees at each Unit

Monitoring and implementation of 'Risk Management Programme' approved by the Apex Committee

### Alternative Fuels & Raw Materials (AFR) and Energy Cell



Provide key inputs at the corporate level to:

- build deeper awareness of climate and energy risks as well as opportunities.
- ensure coordinated and consistent advocacy, communications and planning around climate and energy issues.

## PUBLIC POLICY AND ADVOCACY

We are members of various industrial and commercial organisations such as:



Cement Manufacturers Association (CMA)



Federation of Indian Chambers of Commerce and Industry (FICCI)



Confederation of Indian Industry (CII)



Indian Society of Advertisers



Cement Sustainability Initiative (CSI) of the World Business Council for Sustainable Development



Our association with CSI has helped us benchmark our sustainability performance with the best in the world. The frequent exchange of knowledge and information allows us to proactively reduce the environmental and social impact of our operations.

We were active participants in the development and launch of the Low Carbon Technology Roadmap for the Indian cement industry by CSI in February 2013. The roadmap outlines technologies, investment plans and policy frameworks that can reduce CO<sub>2</sub> emissions and save energy.

## LEGAL ACTIONS

The Competition Commission of India (CCI) had imposed a penalty of INR 11.75 billion on the Company for alleged cartelisation with certain other cement manufacturing companies. The Company filed an appeal against the order of the CCI before the Competition Appellant Tribunal (COMPAT).

COMPAT has granted a stay on the CCI order, on the condition that the Company deposits 10% of the penalty amounting to INR 1.18 billion. The Company has deposited the said amount and the order of the CCI is accordingly stayed.

**ULTRA  
INNOVATIVE**  
PRODUCT RESPONSIBILITY

UltraTech Concrete is India's first eco-friendly concrete

Increase in ISO certified vendors from 59% in FY 2012 to 63% in FY 2013 and 78% in FY 2014

UltraTech Cement is a consumer validated 'Superbrand' and 'Powerbrand'



**OUR PRODUCTS  
OFFER OUR  
CUSTOMERS, THE  
OPPORTUNITY  
TO CREATE  
STRUCTURES  
THAT ARE  
STRONGER AND  
LAST LONGER.**

UltraTech is committed to contribute to India's infrastructure growth story. Being 'The Engineer's Choice', we are a trusted partner for large infrastructure and real estate projects. At the same time, we also cater to the rapidly expanding construction needs of individual home builders in urban, semi-urban and rural areas.

Resilience of the built environment can play a key role in adapting to climate change. It also helps in minimising the economic impact - for example, savings on rehabilitation work after natural disasters like floods and earthquakes.

We develop products and solutions which are in line with our customer's expectation and also in harmony with the environment. To do this more effectively and achieve better outcomes, we have adopted four mechanisms.

**1 REGULAR CUSTOMER ENGAGEMENT**

The success of a product rests on the level of customer satisfaction it elicits. Feedback received from our customers helps us innovate and further improve the quality of our products and services.

**2 CONTINUOUS INNOVATION**

Innovation helps us introduce breakthrough products which boost infrastructure development in an environmentally-friendly, cost-efficient and socially-responsible manner.

**3 RESPONSIBLE VALUE CHAIN**

A chain is only as strong as its weakest link. Right from sourcing to distribution, we are strengthening our entire value chain to make it more responsible as well as more resourceful.

**4 BENCHMARKING & BEYOND**

Compliance for us is the starting point of pioneering excellence. Our products comply with national and international standards as well as transcend certain benchmarks to chart their own.

## REGULAR CUSTOMER ENGAGEMENT

Our customers include home builders, engineers, architects, contractors, institutional builders, wholesalers and retailers. Engaging with this diverse set of customers, manifests in win-win outcomes. From engineers' insight surveys and technical guidance forums to construction benchmarking seminars and builders' meets, we engage with all our customers in myriad ways to help them create greater value through the use of our products and services.

Below are some of the engagement initiatives.

### INITIATIVES



**1** A survey is conducted once every three years to measure customers' satisfaction quotient across segments. Through this survey, we solicit their requirements and expectations; determine overall customer loyalty; and identify strengths and weaknesses. These outcomes provide strategic direction to our product improvement and decision making processes. The Net Promoter System (NPS®), a customer loyalty survey metric has been introduced in this customer satisfaction survey. Results are diagnosed at zonal, regional, state and unit levels which help the organisation formulate need-based action plans at various levels.

**2** A quarterly Brand Health Survey is carried out with the help of AC Nielsen, a renowned research agency. With more than 30,000 interviews conducted every year across 56 locations in India, this survey covers all our customer groups - individual home builders (IHBs), retailers, wholesalers, architects and even contractors. The feedback gathered plays an instrumental role in creating new ways of servicing our customers. One such example of the implementation of customers' feedback is the creation of a network of UltraTech Building Solutions (UBS) outlets, to give a one-stop shop experience to individual home builders.

**3** A first for the industry, a Key Accounts Cell was formed in 2002 at UltraTech with a focussed attempt towards developing successful business-to-business relationships with leading players in the highly competitive construction industry. Over the years, several landmark and signature projects in the country have been built with dedicated support from our Key Accounts team.

**4** Birla White Yuva Ratna Awards have been instituted to recognise and connect with young aspiring architecture students and practicing professionals through a design challenge contest. This edition of the award witnessed a record participation of 1,585 entries from 102 architectural institutes and 425 civil engineering colleges across India.

## CASE STUDY

### THE KNOWLEDGE ANCHORS

Our Technical Services Cell empowers our customers with construction trends, right from

**'WHAT'S BEST' TO 'WHAT'S NEXT', THROUGH KNOWLEDGE SHARING INITIATIVES.**

We have established a number of best-practices sharing platforms: for individuals who want to build their own house, for civil and structural engineers to keep them abreast with global technological innovations, for those who need support in resolving technical issues and for those who wish to get a better understanding of the finer nuances of construction.

#### INDIVIDUAL HOME BUILDERS

We provide easy-to-understand information on home building solutions, right from laying a strong foundation to final finishing.

#### ARCHITECTS & CIVIL ENGINEERS

We help professionals such as architects and civil engineers sharpen their skills by sharing with them best-of-breed global construction practices.

#### CONTRACTORS, MASONS

Our knowledge building programmes for contractors and masons focus on varied aspects of construction, such as efficient planning, quality checks for material, correct construction methodologies, etc.

#### LARGE INFRASTRUCTURE & REAL ESTATE PROJECT DEVELOPERS

We partner with key large-scale project developers to ensure engagement at every step. Our Customer Relationship Managers keep in touch with the customers to service their pan-India requirements. Our Project Relationship Managers ensure value added services at site levels and the technical services team guides the client on various technical issues.

### CONTINUOUS INNOVATION

At UltraTech, we are strategically focusing on development of products and services that help customers build sustainable structures - structures which are more durable, more resource-efficient, more cost-effective and more conducive to human lifestyle.

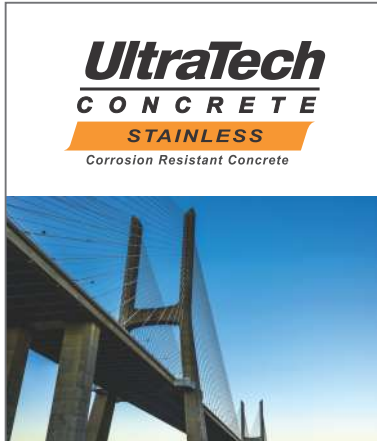
Innovation is the tool we have adopted to spearhead scientifically engineered products that complement future-ready construction practices. A case in point is the absence of toxic heavy metals and volatile organic compounds (VOC) emissions during the mixing process in all UltraTech products.

UltraTech Concrete is India's first eco-friendly concrete as recognised by Indian Green Building Council.





Some of our innovative products which are designed to meet specific customer demands include:



### ULTRATECH STAINLESS

An answer to the universal problem of corrosion of steel reinforcement in concrete, 'Stainless' is a special type of concrete that uses high quality, corrosion inhibiting agents to overcome the ill effects of corrosion on the steel reinforcement. As a result, it stays strong for longer and so does the entire structure.

Stainless is a perfect concrete for marine construction, coastal belts and bridges across the river / sea.



### ULTRATECH PERVIOUS

UltraTech Pervious is a special concrete with high porosity, which is used for concrete flatwork application that allows water to pass through, thereby reducing run-off and ensuring recharge of ground water.

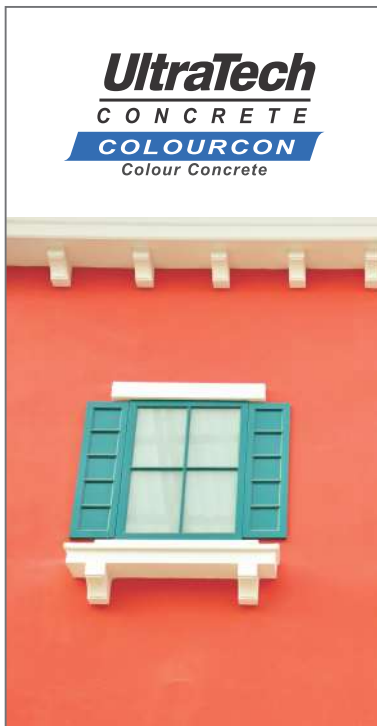
It offers numerous environmental, structural and economic benefits, and is an excellent alternative to expensive storm water management methods. It is ideal for pavements, alleys, sideways, parking areas and sidewalks.



### ULTRATECH FREE FLOW

While designing complicated structures, the challenge is to place and compact the concrete efficiently without leaving any voids.

UltraTech Free Flow is a special concrete, produced by using high-quality ingredients including the latest 4<sup>th</sup> generation acrylic-based super plasticisers and viscosity modifying agents that give it a unique self-compacting feature, which in turn allows complicated, intricate and elegant designs without leaving any voids.



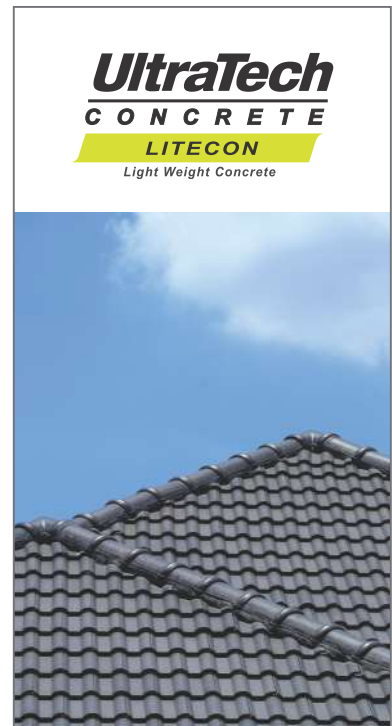
### ULTRATECH COLOURCON

Long-term colour and durability is what Colourcon is known for. It is a coloured concrete available in a wide palette of shades. An architect's dream, Colourcon uses consistent quality, UV-resistant pigments that help in retaining the true shade for a longer duration.

### ULTRATECH LITECON

Litecon is UltraTech's lightweight concrete which provides excellent heat and sound insulation along with better fire resistance.

It can best be used for non-load bearing structures such as roofs and architectural facing works without adding to the dead weight of the building. It can also be applied to traditional surface finishes.



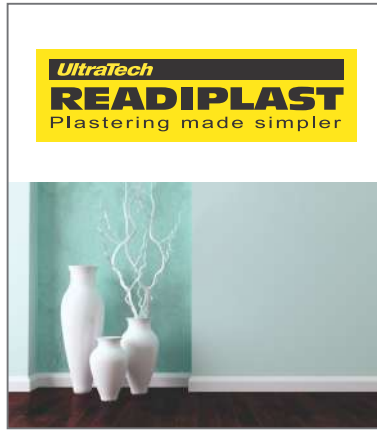


### XTRALITE AAC BLOCKS

Xtralite is an environment-friendly product that has found high demand among the developers of green buildings. Even the manufacturing process of this product does not generate any waste.

It is ideal for multistoried structures, as it is lighter in weight than standard-sized bricks and blocks.

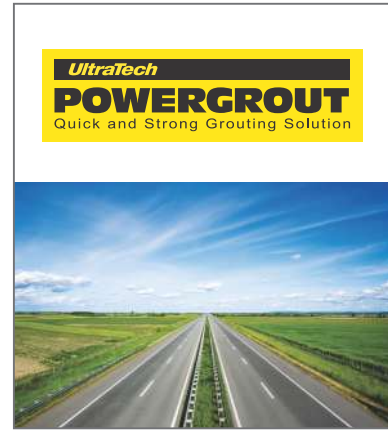
This product is a good alternative for clay bricks and can help preserve valuable agricultural topsoil.



### READIPLAST

It is a high quality, water resistant, ready mix cement plaster with enhanced durability. Convenient and easy-to-use, Readiplast is not only stronger, it also provides an aesthetic finish, uses less water for curing and binds better to its base.

Walls plastered with Readiplast have lesser chances of developing cracks. It can also be used efficiently on brick, block, stone walls as well as concrete. It provides an even surface on which tiling can be done faster and more efficiently.



### POWERGROUT

PowerGrout is designed to provide high strength in a very short span of time by mixing optimum quantity of water.

A cement-based material consisting of OPC cement, additives and graded sand, the product is a ready-to-use dry powder, grey in colour and free flowing.

## PROJECT

### ULTRATECH POWERS THE PRIDE OF BENGALURU



The Bangalore Metro Rail project is the city's landmark infrastructure project. The project is expected to ease the city's commuting woes and offer a more environmentally friendly option to transport millions of passengers daily.

UltraTech has supplied 79,000 MT of cement in the first phase of the project, thereby achieving a 100% share of business in this phase. This project is a testament to UltraTech's commitment to quality, excellence and nation building.

UltraTech has supplied **79,000 MT** of cement in the first phase of the project.

## RESPONSIBLE VALUE CHAIN

For us, product responsibility starts right at the source of our resources and ends at the end use. Hence over and above sustainable manufacturing, we also lay equal emphasis on ensuring responsible sourcing and distribution.

For efficient monitoring, our value chain responsibilities are bifurcated into two functions:

Procurement Management

Logistics Management

**WE ARE THE PIONEERS IN DEPLOYING TECHNOLOGY FOR REAL TIME TRACKING OF ORDERS.**

Order sizes vary from 1 MT to 40 MT and we cater to 50,000 plus dealers, retailers and institutional customers.

## PROCUREMENT MANAGEMENT

A product is only as sustainable as its ingredients. Sourcing quality raw materials at competitive prices enables us to offer our clients, the best products at optimal rates. We also leverage technology for sourcing materials more efficiently and effectively.

### E-PROCUREMENT

E-procurement has made our sourcing process more transparent and efficient. It includes a web-based supplier portal with features like Request For Quote (RFQ), submission of offers by the suppliers, generation of comparative charts and the release of orders. The module is integrated with our SAP system. A reverse auction process of real time competitive bidding for buying and transportation of material, adds to the efficacy of the process.

E-procurement has resulted in more effective communication with our vendors and enabled significant reduction in paper work as well as travel hours.

### EXCELLENCE THROUGH COMPLIANCE

We have encouraged and empowered our Polypropylene (PP) bag suppliers to achieve 9001:2008 certification. The percentage of ISO certified vendors has gone up from 59% in FY 2012 to 63% in FY 2013 and 78% in FY 2014. Our aim is to achieve 90% by March 2015.

### ENCOURAGING LOCAL VENDORS

We source around 20% PP bags from local vendors (<60 km distance). This boosts the local economy and results in fuel savings. We continuously monitor the process and strive to further reduce the distance travelled per bag.

## LOGISTICS MANAGEMENT

Through a robust network of manufacturing plants, railheads, warehouses and sales offices, UltraTech serves a number of orders per day through a judicious mix of rail, road and sea. Order sizes vary from 1 MT to 40 MT and we cater to 50,000 plus dealers, retailers and institutional customers.

Managing such a large scale and complex distribution demands streamlined systems for optimal resource utilisation. A central logistics team helms the operation, sets policy guidelines and monitors performance. Zonal and regional teams execute best-in-class supply.

### Salient features

Network optimisation

Web and mobile-based order management system with real time visibility of order status

Customer service level measurement on real time basis

GPS-based vehicle tracking system for dedicated fleet

Automation at secondary service points like railheads and godowns

RFID-based vehicle movement system to reduce in-plant time of vehicles

## BENCHMARKING & BEYOND

Our products have not only got the approval of our customers, but also resulted in multiple recognitions and accreditations.

Birla White has been awarded the prestigious IERS Level-5 and ISO 14002 certification from DNV, Netherlands for highest level of environmental commitment.

UltraTech Concrete is the first in India to meet the requirement of LEED (Leadership in Energy and Environmental Design), a rigorous rating system in the green construction field.

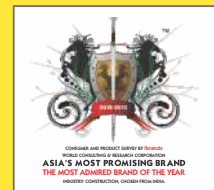
All units at UltraTech have implemented a Quality Management System in accordance with ISO 9001, our corporate guidelines and relevant standards.

All our product specifications comply with the applicable BIS, European and Sri Lankan codes, and are made available to our customers through test certificates and packaging disclosures. The information provided also includes the physical and chemical properties of each product, over and above the traceability data.

### ULTRATECH - A SUPPLIER OF CHOICE

UltraTech Cement has been honoured with the consumer validated award - 'SUPERBRAND' for the years 2011, 2012, 2013 and 2014 by the Superbrands Council. It has also been bestowed with the title of the customer selected 'POWERBRAND' for the year 2012 and 2014 by Powerbrands India.

For the fourth edition of Consumer Superbrands, UltraTech was a part of an exclusive group of winners selected first by the consumers and then by an independent Superbrands Council, comprising the most eminent professionals from India's corporate sector. This is an important recognition of our efforts and serves our objective of getting closer to the consumer.



AT ULTRATECH, WE DON'T JUST SELL PRODUCTS & SERVICES,  
WE SELL SUSTAINABLE CONSTRUCTION SOLUTIONS STARTING  
FROM FOUNDATION TO FINISH. OUR ULTIMATE AIM IS TO HELP  
BUILD NEW-AGE INFRASTRUCTURE AND MOST IMPORTANTLY,  
**BUILD LIVES**

## ULTRALITE ENVIRONMENT PERFORMANCE

Rise in renewable energy production by 79% in FY 2012-13 & 21% in FY 2013-14

Reduction in water withdrawal by 8% in FY 2013-14

23% increase in the use of recycled raw material at RMC

Installation of a desalination plant at Kovaya unit, the first and only unit in the sector in India to install this plant

The path to growth is paved with choices and each step forward leaves a footprint behind. We are committed to make responsible choices which along with furthering our economic objectives, minimise our environment trail. Eco-efficiency and cost competitiveness are cause and effect in our operating manual. It is no surprise that at UltraTech, sustainability drives business decisions.

We consistently adopt new technologies, revisit our processes and train our teams to make our plants more energy efficient and become better stewards of land and resources.

## DURING THE REPORTING PERIOD, OUR ENVIRONMENTAL SPEND TOTALLED TO INR 3,914.06 MILLION (USD 68.78 MILLION)

Our environmental strategy focusses on five crucial areas:

### Climate Change

### Energy Management

### Waste Management

### Water Conservation

### Biodiversity Management



UltraTech is an early signatory of the Cement Sustainability Initiative (CSI), a global voluntary initiative on sustainable development.

(Refer page 27 for our performance across CSI KPIs)

## CLIMATE CHANGE

### MANAGING CARBON AND OTHER EMISSIONS

A global problem with local implications, climate change has galvanised UltraTech to adopt a low carbon strategy.

UltraTech has set a target of 2.96% reduction in CO<sub>2</sub> emission intensity, at a rate of 0.5% annually, up to 2015-16, with 2009-10 as the baseline year. This includes CO<sub>2</sub> emissions from our subsidiary company, Star Cement.

In our cement operations, total specific emissions (direct and indirect) witnessed a drop of 0.46% in FY 2012-13 and a 0.17% reduction in FY 2013-14 as compared to their previous years. At our RMC operations, total specific emissions (direct and indirect) decreased by 6% in FY 2012-13, but in FY 2013-14 increased by 1%.

The emissions induced by our activities (Scope 3)<sup>1</sup> amounted to 1.36 million tonne in FY 2013-14. This is the first year that we are reporting on Scope 3 emissions, focusing specifically on emissions related to transportation of raw materials, employee related travel and fuel consumed on-site. We started reporting our climate change information under Carbon Disclosure Project (CDP) from 2012-13. Our CDP score for 2013-14 was 77/100 and 74/100 in 2012-13.

To reduce emissions, UltraTech is focussing on

- |   |   |   |   |
|---|---|---|---|
| 1 | Replacing traditional fuels with alternative fuels              | 3 | Using clinker additives                                     |
| 2 | Improving energy efficiency by modernising plants and processes | 4 | Implementing waste heat recovery systems, wherever possible |

<sup>1</sup>Scope 3 emissions have been calculated only for cement manufacturing activities and excludes RMC activities

ABSOLUTE GHG & ODS EMISSIONS							
PARAMETER	UNITS	CEMENT			RMC		
		FY 2011-12	FY 2012-13	FY 2013-14	FY 2011-12	FY 2012-13	FY 2013-14
Direct CO <sub>2</sub>	Thousand tCO <sub>2</sub> /year	31,926	32,250	32,203	4.17	4.49	4.17
Indirect CO <sub>2</sub> (external power)	Thousand tCO <sub>2</sub> /year	615	660	684	7.10	6.80	7.41
Indirect CO <sub>2</sub> [clinker imports (+)/export (-)]	Thousand tCO <sub>2</sub> /year	(-) 902	(-) 681	(-) 498	NA	NA	NA
Total use of ODS	Equivalent tonne	0.41	0.38	0.33	0	0	0

SPECIFIC EMISSIONS - CEMENT	kg CO <sub>2</sub> /tonne of cementitious material produced		
	FY 2011-12	FY 2012-13	FY 2013-14
Specific direct GHG emissions	638.65	634.65	633.54
Specific indirect GHG emissions	14	15	15

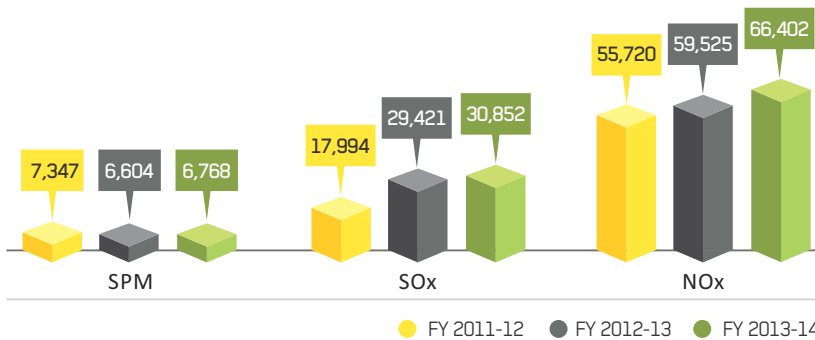
Note: The indirect specific emissions have reported an increase due to revision in the grid emission factor.

SPECIFIC EMISSIONS - RMC	kg CO <sub>2</sub> /m <sup>3</sup> of concrete produced		
	FY 2011-12	FY 2012-13	FY 2013-14
Specific direct GHG emissions	1.20	1.21	1.12
Specific indirect GHG emissions	2.05	1.84	1.98



### SO<sub>x</sub>, NO<sub>x</sub> & SPM EMISSIONS

Air emissions tonne/year



Sources of emission for SPM, SO<sub>x</sub>, NO<sub>x</sub> are as a result of production and CPP at cement plant

DUST EMISSIONS			tonne/year
FY 2011-12	FY 2012-13	FY 2013-14	
6,405	5,436	6,768	



## CASE STUDY

### REDUCING EMISSIONS THROUGH REDUCTION IN FUEL CONSUMPTION

Reduction of energy and in turn CO<sub>2</sub> emission is a critical aspect of long-term sustainability. The cement manufacturing process section comprising of pre-heater cyclones, pre-calciner, cement kiln and the grate cooler is responsible for most of the CO<sub>2</sub> emissions. Any change in process and design from the available technology would lead to change in clinker quality, volatile cycles, energy and mass balance, etc.

In order to identify, evaluate and adopt any technology successfully, a thorough understanding of the process, equipment design and economic impact is essential. The Cement Advanced Simulation Platform (CASP) was developed at our Andhra Pradesh plant to understand the performance of our existing design, analyse process parameters and optimise them in order to achieve the optimal mixing of fuel, raw meal and tertiary air.

**Deliverables from CASP are:**

**Plant process model from pre-heater to grate cooler.**

**Equipment design models for kiln, calciner, reciprocating grate cooler and their integrated framework. The platform will be tested and demonstrated through a number of process improvement and technology evaluation projects in future.**

**THE EQUIPMENT MODEL FOR CALCINER WILL BE USED TO DE-BOTTLENECK THE CALCINER OPERATION AND IT HAS SO FAR DEMONSTRATED THE POTENTIAL OF REDUCING FUEL CONSUMPTION BY 10% IN PRE-CALCINER, SAVING INR 155 MILLION PER YEAR**



## ENERGY MANAGEMENT

UltraTech is one of the early adopters of climate positive practices in the industry and follows the Cement CO<sub>2</sub> and Energy Protocol as prescribed by the CSI. The protocol addresses all direct and the main indirect sources of CO<sub>2</sub> emissions related to the cement manufacturing process and on-site power generation in absolute as well as specific or unit-based terms.

Our energy management efforts broadly fall under three categories:

**1 Energy Efficiency via Process Efficiency**

**2 Generation of Watt from Waste**

**3 Production of Renewable Energy**

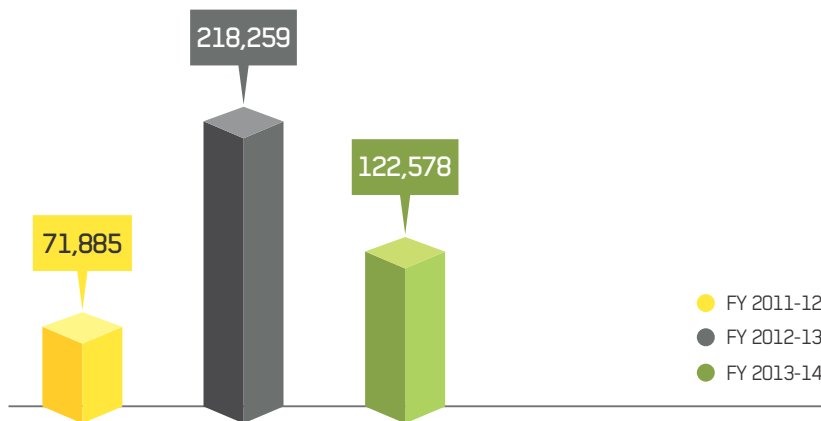
## ENERGY EFFICIENCY VIA PROCESS EFFICIENCY

Cement production is energy intensive and improving the manufacturing process can lead to significant improvement in energy efficiency. Continuous process improvement is thus a priority area in our energy management programme.

Our energy savings witnessed a meteoric rise in FY 2012-13, an outcome of focussed efforts across all stages of production. In the subsequent year, even though we were closer to optimisation after the big leap in savings, we managed to squeeze out further energy savings, understandably lower in value. The reason being process and utility optimisation and better operational control.

### ENERGY CONSERVED

GJ

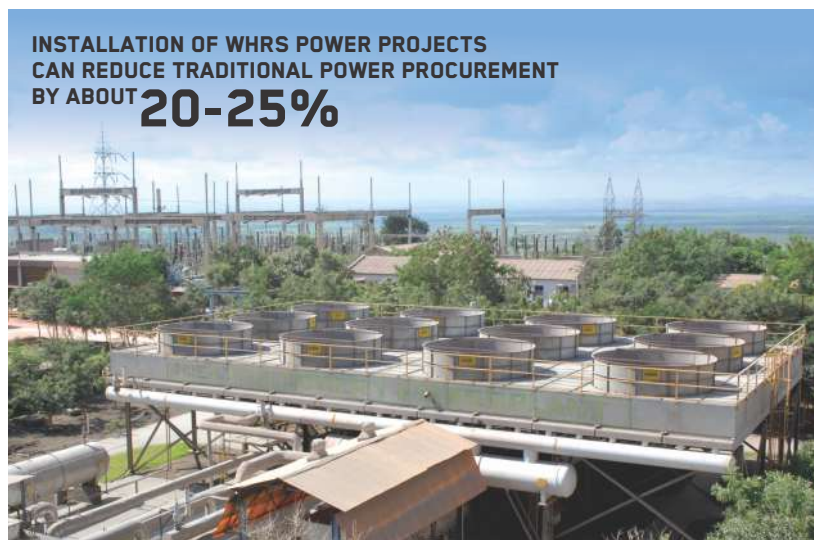


ENERGY SAVINGS THROUGH  
**PROCESS OPTIMISATION**  
**UTILITY OPTIMISATION**  
**BETTER OPERATIONAL CONTROL**

## GENERATION OF WATT FROM WASTE

At UltraTech, we are harnessing energy from the waste flue gases that are being let out in the atmosphere. Thus, we are constantly investing in Waste Heat Recovery Systems (WHRS). During the reporting period, we commissioned a 13.2 MW WHRS at Awarpur Cement Works in Maharashtra. UltraTech also has a 3.5 MW WHRS operational at Andhra Pradesh Cement Works, Tadipatri.

We are in the process of installing WHRS at Rawan Cement Works in Chhattisgarh, Aditya Cement Works in Rajasthan and Rajashree Cement Works in Karnataka.



**POST THE COMMISSIONING OF THESE THREE PLANTS, ULTRATECH CEMENT WILL BE THE LEADER IN WHRS IN INDIA WITH A COMBINED CAPACITY OF 55 MW.**

Star Cement, a subsidiary of UltraTech, has placed an order for a WHRS based on Kalina cycle for its plant at Ras-Al-Khaimah (UAE).

The plants are in an advanced state of construction and are likely to be commissioned soon.



## ENERGY CONSERVATION INITIATIVES



### Innovation in Action

Our R&D efforts aim to develop advance simulation platforms for improving process efficiency and achieving energy conservation. In the reporting period, our R&D team partnered with IIT Gandhinagar on a project to develop processes which would reduce the embodied energy in construction materials.

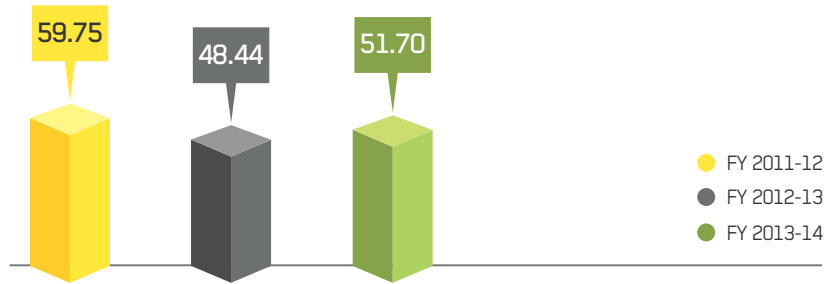
The team came up with a novel approach - producing a cementitious binder using micro-organisms. By this approach, the binding occurs at room temperature and normal pressure which is much lower than what is otherwise required, thus saving on energy and fuel requirements. In its initial stage, this research has a huge potential to significantly reduce our energy and carbon footprint.

### Benchmarking the Production Line

We added two new clinker lines at the Rawan Cement Works and Rajashree Cement Works units in the reporting period. Both these units have already achieved the performance guarantees in electrical energy and specific fuel consumption norms. On achieving full capacity, these two units will set benchmarks in energy conservation.

## WASTE HEAT RECOVERY SYSTEM

TJ



(Refer the Alternative Fuel Section on Page 57)

## RENEWABLE ENERGY

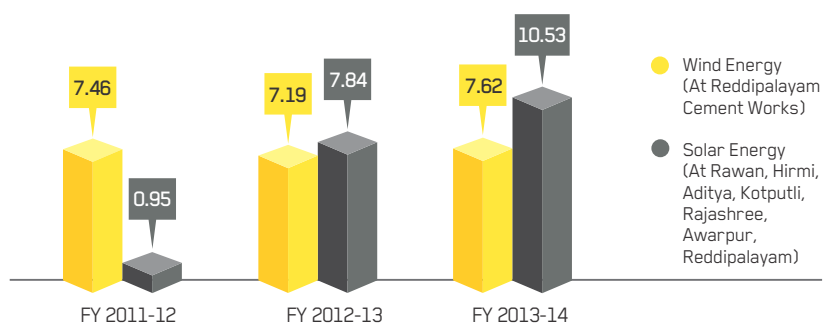
Our renewable energy generation saw a 78.7% jump in FY 2012-13 and a 20.7% rise in FY 2013-14, as compared to their previous year.

During the reporting period, we added solar power generation capacity of 2.2 MW to our existing capacity of 400 kW. Plans are in progress to further augment our renewable energy investments and tone down our dependence on fossil fuel.



## RENEWABLE ENERGY PRODUCED

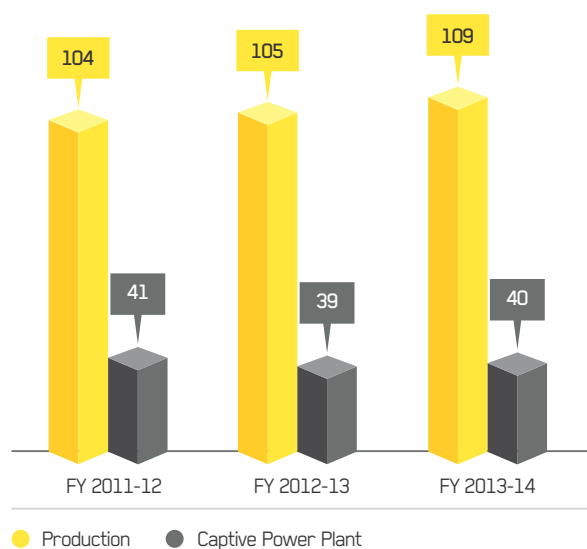
TJ



## ENERGY PERFORMANCE

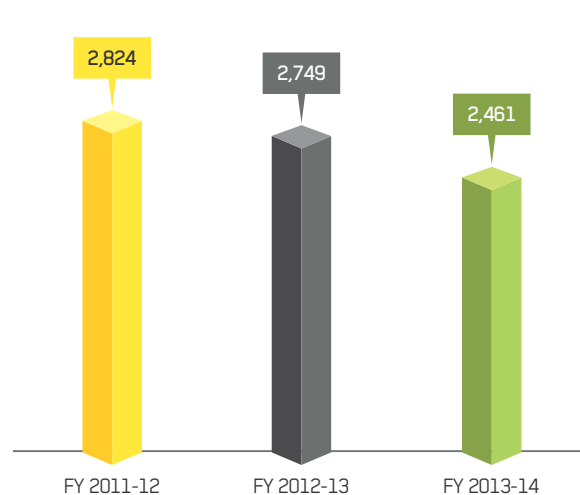
### DIRECT ENERGY CONSUMPTION

PJ



### INDIRECT ENERGY CONSUMPTION

TJ



In the reporting period, cement business sold electricity to the measure of 78 TJ in FY 2012-13 and 40 TJ in FY 2013-14

## BREAK-UP BY SEGMENT AND SOURCE

DIRECT ENERGY CONSUMPTION (PRODUCTION) PJ						
PARAMETER	CEMENT			RMC		
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2011-12	FY 2012-13	FY 2013-14
Coal and lignite	74.30	63.33	57.31	0	0	0
Petcoke	26.58	38.79	47.83	0	0	0
Waste fuel	1.29	1.84	2.32	0	0	0
Others (includes diesel oil, furnace oil, LDO and other fuels)	0.50	0.30	0.52	0.030	0.033	0.033
Mining and transportation	0.90	0.96	0.80	NA	NA	NA

DIRECT ENERGY CONSUMPTION (CAPTIVE POWER PLANT) PJ						
PARAMETER	CEMENT			RMC		
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2011-12	FY 2012-13	FY 2013-14
Coal and lignite	29.81	28.48	29.70	0	0	0
Petcoke	8.69	10.02	10.10	0	0	0
Other fuels	2.15	0.84	0.51	0.030	0.039	0.024

## SPECIFIC ENERGY PERFORMANCE

PARAMETER	CEMENT GJ/tonne of cementitious product			RMC GJ/100 m <sup>3</sup> concrete produced		
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2011-12	FY 2012-13	FY 2013-14
Specific direct energy consumption	3.28	3.24	3.35	1.50	1.95	1.52
Specific electricity purchased	0.06	0.06	0.05	0.81	0.81	0.87

## SPECIFIC HEAT ENERGY

GJ/tonne of cementitious material

PARAMETER	CEMENT		
	FY 2011-12	FY 2012-13	FY 2013-14
Specific heat energy	2.36	2.32	2.34



## WASTE MANAGEMENT

**AT ULTRATECH, WE HAVE DEPLOYED A TWO-PRONGED WASTE MANAGEMENT STRATEGY**

**1** Judicious utilisation of raw materials to minimise waste generation

**2** Put waste material from other industries to constructive use

### JUDICIOUS UTILISATION OF RAW MATERIAL

We believe in arresting waste at source and hence manage our input material judiciously.

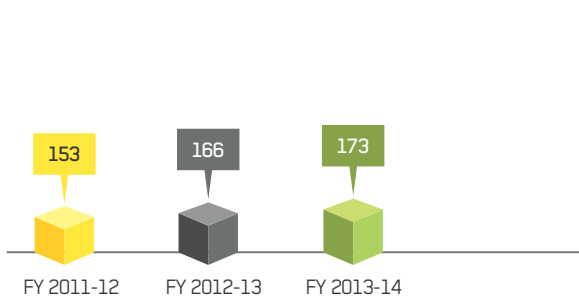
In our cement business, total hazardous waste (solid + liquid) decreased by 1.4% in FY 2012-13 and by a substantial 32% in FY 2013-14 in comparison to their previous years. For RMC, it decreased by 1.1% and 6.47% during the same periods respectively.

In FY 2012-13, we managed to eliminate more than half of our non-hazardous waste in our cement business. In FY 2013-14, the addition of two manufacturing units in our fold and the resultant enhanced production pushed up the non-hazardous waste by 27.24%.

### HAZARDOUS WASTE DISPOSED - CEMENT

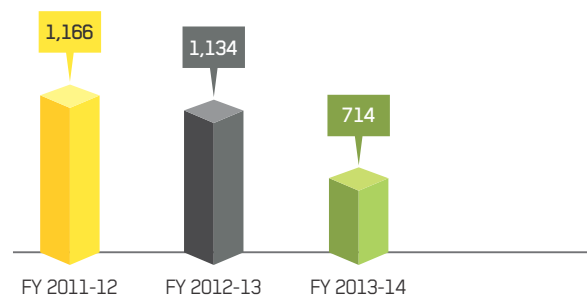
#### HAZARDOUS WASTE (SOLID)

tonne



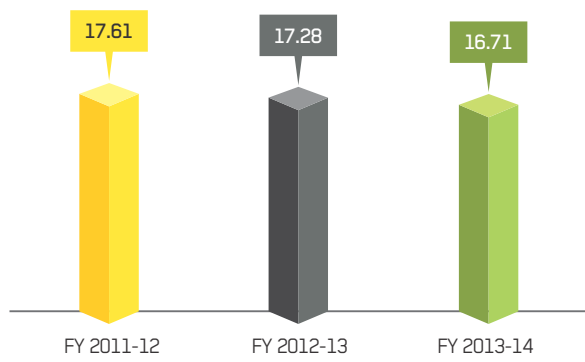
#### HAZARDOUS WASTE (LIQUID)

tonne

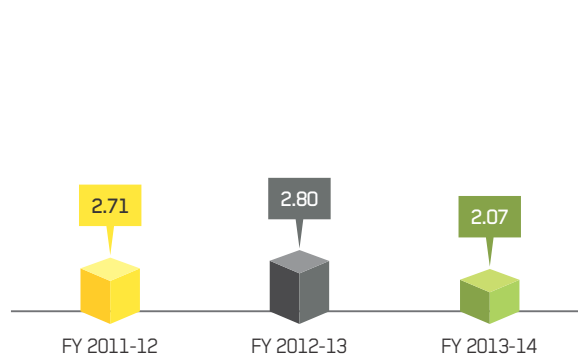


## HAZARDOUS WASTE DISPOSED - RMC

HAZARDOUS WASTE (SOLID) tonne



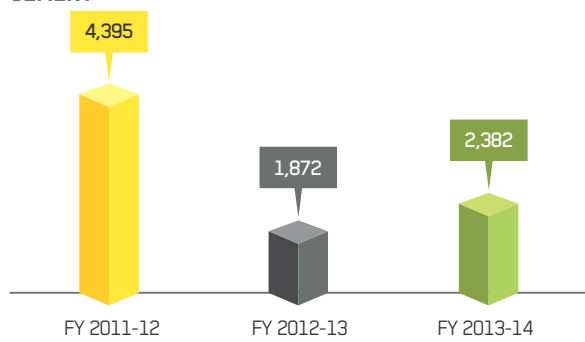
HAZARDOUS WASTE (LIQUID) tonne



## NON-HAZARDOUS WASTE DISPOSED

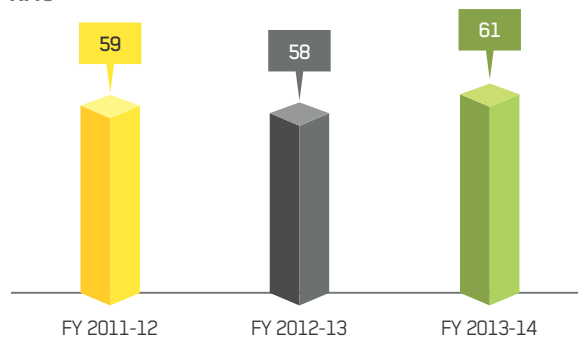
NON-HAZARDOUS WASTE (SOLID) Thousand tonne

### CEMENT



NON-HAZARDOUS WASTE (SOLID) Thousand tonne

### RMC



Hazardous waste generated is sent to authorised recyclers and waste disposal agencies in line with the norms prescribed by the statutory authorities. Across our sites, we do not import or export waste which has been deemed hazardous under Basel Convention. Also there were no significant spills as a result of our operations in the reporting period.

## CONSTRUCTIVE USE OF WASTE MATERIAL

### ALTERNATIVE FUEL

The cement industry promotes the use of waste as an alternative to raw materials and fossil fuels. In response to this, UltraTech has developed an innovative usage of waste by using various alternative fuels such as rice husk, rubber tyre chips, mustard waste and saw dust in its cement plants. UltraTech Cement used 111,700 MT of alternative fuel (on dry basis) in

the year 2013-14. Our focus has been more on the use of non-hazardous industrial waste.

We are in the process of setting up alternative fuel processing and feeding systems at Gujarat Cement Works (GCW) and Aditya Cement Works (ACW) for solid, semi-solid and liquid waste. With the commissioning of the system in FY 2015, use of

alternative fuels is expected to increase. To achieve a sustained feed rate, agreements have been signed with waste generators. These efforts will contribute significantly to environment conservation by avoiding land fill and unwanted emissions.

In addition, UltraTech has also received requisite permission for



using hazardous wastes from the automobile, refinery and pharmaceutical industry as fuel. Currently, we utilise organic residue, spent carbon, distillation residue, bottom sludge and cotton waste in some of our plants.

During the reporting period, our Ras-Al-Khaimah (RAK) plant tested more than 50 types of waste materials from various industries and zeroed in on five which are now actively being used to replace fossil fuels.

### ALTERNATIVE MATERIAL

The majority of UltraTech products originate from minerals extracted from quarries, such as limestone, gypsum, rock and clay. We have thus made the use of alternative materials, a strategic priority in order to reduce the consumption of natural resources and to extend the life of the quarries.

This year too, we continued our efforts to replace clinker with less energy intensive materials such as fly ash and slag from thermal power plants and steel plants. Around 13.72% of recycled material has been used out of the total raw material consumed for cement production. Over and above the energy savings in the form of power and heat, it also ensures productive use of waste.

**IN FY 2012-13 AND 2013-14, ULTRATECH USED ABOUT 106 MILLION TONNE OF RAW MATERIALS, MOST OF WHICH WAS MINED FROM QUARRIES.**

**IN THE REPORTING PERIOD, OUR USAGE OF RECYCLED INPUT MATERIAL INCREASED BY 1% IN OUR CEMENT BUSINESS AND 23% IN RMC.**

### INITIATIVE

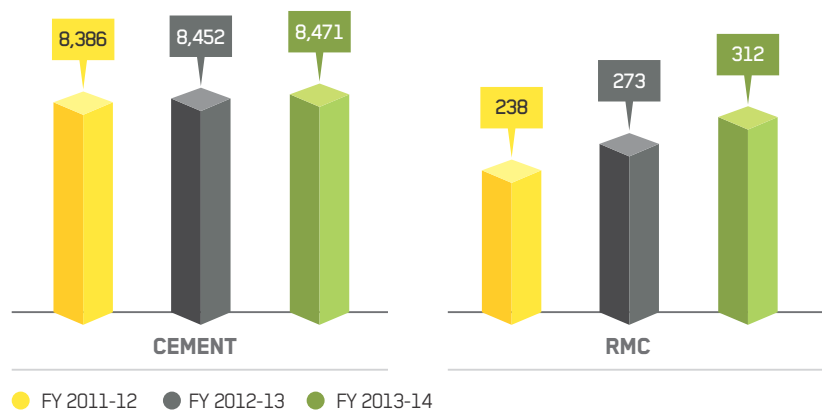
#### CHEMICAL GYPSUM SUBSTITUTES NATURAL GYPSUM

One of the raw materials used in manufacturing cement is gypsum. Gypsum can be sourced naturally from quarries or as chemical gypsum, which is a by-product of the process used to treat flue gas emanating from fuel or coal-fired power plants.

Chemical gypsum generated during this process is an industrial waste and depositing it in landfills could prove toxic to the environment. This chemical gypsum is now being used as a part replacement of natural gypsum in cement manufacturing at UltraTech, resulting in effective use of industrial waste as an alternative to a natural raw material.

#### RECYCLED MATERIAL USED

Thousand tonne



RECYCLED MATERIAL CONSUMPTION - BY CATEGORY						
Thousand tonne						
PARAMETER	CEMENT			RMC		
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2011-12	FY 2012-13	FY 2013-14
Fly ash	6,251	6,478	6,627	206	235	266
Slag	989	839	758	32	36	44
Waste materials such as gypsum (also includes chemical and marine gypsum)	1,015	965	964	-	0	0
Silica fume	-	0	0	0.58	1.78	0.87
Other industrial wastes	131	170	121	0.050	0.002	0.707
<b>Total recycled material used</b>	<b>8,386</b>	<b>8,452</b>	<b>8,471</b>	<b>238</b>	<b>273</b>	<b>312</b>

TOTAL MATERIAL CONSUMPTION						
PARAMETER	CEMENT			RMC		
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2011-12	FY 2012-13	FY 2013-14
<b>Natural raw materials<sup>1</sup></b> Million tonne	52.59	53.09	53.26	6.59	7.06	7.10
<b>Associated materials<sup>2</sup></b> Tonne	20,595	21,746	22,979	28.54	32.44	36.78
<b>Semi-manufactured goods<sup>3</sup></b> Thousand tonne	13.39	14.97	5.24	307.47	74.75	66.36
<b>Packaging materials (plastic and paper bags)</b> Thousand tonne	55.35	59.03	59.5	NA	NA	NA

<sup>1</sup>Includes Limestones, sweetener and marl, corrective raw materials like bauxite, clay, laterite, iron ore etc. used for clinkerisation. Also includes natural gypsum and performance improvers used for cement production. For RMC, the data includes aggregates and sand

<sup>2</sup>Includes oil & lubricants, grease, refractories & castables and grinding media

<sup>3</sup>Includes grinding aid, admixtures and polymers, and cement from outside the group for RMC

## WATER CONSERVATION

Water conservation is one of the principal intervention areas in our environment management agenda and we have implemented a number of water conservation initiatives. More than 30% of our water requirement is met through rainwater harvesting, while 14% of the demand is fulfilled by recycled wastewater.

Recycling of water, rainwater harvesting and recharging of groundwater by building check dams are standard operating procedures at all our manufacturing locations. In addition, periodic groundwater table evaluation is carried out in line with the guidelines given by the Central Ground Water Authority and the respective pollution control boards.

Our efforts have paid off significantly as we have been able to consistently curtail the amount of water withdrawn. As compared to FY 2012-13, the withdrawal has reduced by 7.52% in FY 2013-14. Our dependence on ground and surface water too has decreased significantly in FY 2013-14.



**MORE THAN 30% OF OUR WATER REQUIREMENT IS MET THROUGH RAINWATER HARVESTING, WHILE 14% OF THE DEMAND IS FULFILLED BY RECYCLED WASTEWATER.**

## WATER CONSERVATION AT ULTRATECH



### HARVESTING AND RECHARGING

We have set up rainwater storage and aquifer recharging systems in various catchment areas. Water collectors have also been set up in the neighbouring community areas like schools, shopping complexes and hospitals for harvesting rainwater. Limestone quarry pits have been converted into water storage bodies with an aim to store water, enhance biodiversity and recharge the aquifers. These initiatives are enabling us to meet more than 30% of our water requirement through rainwater harvesting.

### WATER-EFFICIENT CONDENSORS

We replaced water-cooled condensers with air-cooled condensers in our captive power plant at Awarpur Cement Works unit, resulting in a saving of 600,000 m<sup>3</sup> of water per annum. Plans are afoot to replicate this initiative across all our units.

### RECYCLING AT WORK

Wastewater generated during operations is recycled through sewage treatment plants at all our integrated units. Part of the treated water is utilised in processes such as dust suppression and cooling, and the remaining water is used for horticulture and gardening. Currently, we are able to meet more than 15% of our total water demand through recycled wastewater.

### GENERATING CLEAR WATER FROM THE SEA

UltraTech Kovaya is the only unit in the sector in India to have a desalination plant. Waste gases from the clinker cooler power the desalination plant, which produces 2,000 cubic meters of potable water per day and addresses the water needs of the unit and the surrounding colony.

The process used is 'under vacuum multiple effect distillation'. Energy in the form of heating steam is supplied to four evaporators and one condenser. Seawater is sprayed in the evaporators to generate water vapour, which is forwarded to a second stage, where it condenses producing clear water and in the process, also heats up the incoming seawater for continuation of the cycle.

The steam required for the process is generated in a boiler, which utilises waste heat from the exhaust air produced in clinker cooler electrostatic precipitators, thus minimising energy consumption.

**20.76  
hectare**

has been reclaimed as water sump for rainwater harvesting around our Gujarat Cement Works unit.

Air-cooled condensers at Awarpur Cement Works resulted in saving **600,000 m<sup>3</sup>** water per annum.

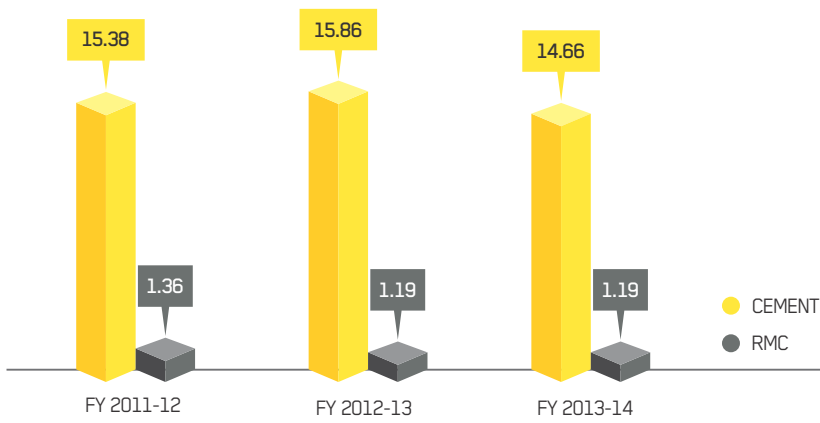
All our units are **zero discharge** sites.

Waste gases from the clinker cooler power the desalination plant, which produces **2,000 m<sup>3</sup>** of potable water per day and addresses the water needs of the unit and the surrounding colony.



**TOTAL WATER WITHDRAWAL**

million m<sup>3</sup>



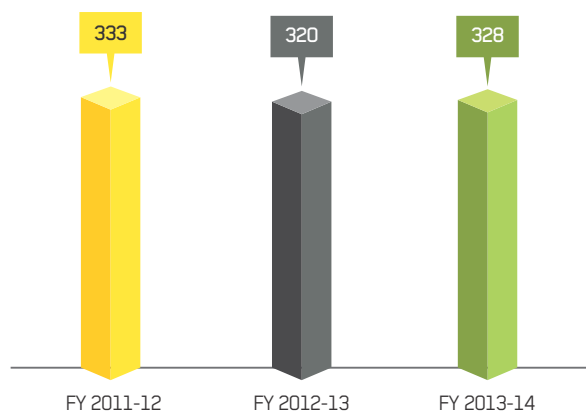
million m<sup>3</sup>

WATER WITHDRAWAL BY SOURCE						
PARAMETER	CEMENT			RMC		
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2011-12	FY 2012-13	FY 2013-14
Surface water	7.36	7.29	5.59	0	0	0
Groundwater	3.19	3.69	3.09	0.71	0.63	0.52
Rainwater	4.67	4.62	5.57	0.01	0.01	0.01
Water from municipality	0.16	0.26	0.42	0.64	0.55	0.67
<b>Total water withdrawal</b>	<b>15.38</b>	<b>15.86</b>	<b>14.67</b>	<b>1.360</b>	<b>1.194</b>	<b>1.192</b>
Water recycled and reused (% of water withdrawn)	12.29	15.84	12.13	5.80	5.91	6.98

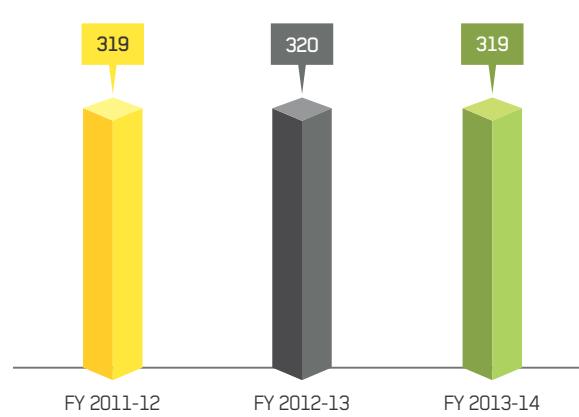


## SPECIFIC WATER CONSUMPTION

**CEMENT** litre/tonne of cementitious material



**RMC** RMC - litre/m<sup>3</sup> of concrete produced



## BIODIVERSITY

We are committed to conserving and nurturing biodiversity around our plants and quarry sites. We have commenced monitoring the ecological evolution of our sites to help identify risks and opportunities.

For example, a biological assessment of terrestrial environment has been conducted in an area within 10 km radius from Kovaya mining lease area, including plant premises and jetty of Gujarat Cement Works unit. The main objective of the study was to evaluate the floral and faunal biodiversity of the area surrounding the plant with special emphasis on rare and endangered species as well as to provide details on the migratory status of species, breeding and brooding sites in the area. We wanted to assess, how our operations are affecting the eco-system and how we can minimise our impact.



## AFFORESTATION EFFORTS

Every year UltraTech plants trees in its units, mines and also donates saplings to the community. The aim is to increase the green cover in and around the unit and nurture the biodiversity of the area. Due to better management and prudent selection of local tree species, the survival rate of the saplings reached a high of 86% in FY 2013-14.

### PLANTATION DASHBOARD

PARAMETER	CEMENT			RMC		
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2011-12	FY 2012-13	FY 2013-14
Total number of saplings planted (nos.)	230,079	279,316	311,663	3,296	3,564	3,297
Saplings survival rate (%)	82.98	84.86	86.26	93.00	85.00	86.00

We have also implemented a number of initiatives to restore the natural environment of our Kovaya mining area. We have purchased 141 hectare of non-forest land and offered compensatory afforestation to the Forest Department, Government of Gujarat. A green belt has been created around the lease boundary and on the periphery of the nearby freshwater lake. We have also initiated cultivation of *Jatropha* - a wonder plant that produces seeds with an oil content of 37%.

# ULTRA CONDUCTIVE

PEOPLE PERFORMANCE

In-house learning at 'Gyanodaya', a globally benchmarked institution

Introduction of a mentoring programme inspired by India's Vedic style of learning

Tie-up with specialised external consultants to ensure stringent adherence to labour benchmarks

## OVERVIEW

Our people provide us the energy to move ahead. They are the growth engines of our business and we maintain a sharp focus on their well-being. We nurture a work environment that enhances the potential of each employee, delivers on individual career aspirations and promotes excellence.

### A CULTURE OF MERITOCRACY

Performance is at the heart of UltraTech's work culture. Talent is identified and appraised based on only two parameters - potential and performance.

### EXCELLENCE THROUGH LEARNING

We lay continuous focus on learning and development. We run a host of tailor-made training programmes catering to varied development needs of employees at various stages of their career.



### TRANSPARENCY & RESPONSIVENESS

We practice transparency in letter and spirit. Listening to and acting upon employees' feedback has helped us become an employer of choice.

### CULTURAL DIVERSITY

We recognise the importance of cultural diversity in our workforce and provide a fertile ground for our global workforce to grow and excel.

### FUN AT WORK

It is our endeavour to make work fun, because we believe that employees deliver their best when they enjoy what they are doing.

## OUR TALENT STRENGTH\*

	FY 2011-12	FY 2012-13	FY 2013-14
Number of Employees	12,247	12,852	13,421
Attrition Rate	6.36%	5.07%	8.12%



\*Inclusive of Star Cement and UltraTech Cement Lanka Private Limited

## WORKFORCE MANAGEMENT

We focus on identifying, nurturing, recognising and retaining a talented workforce. Some of the initiatives that help us create and sustain a motivated talent pool are - detailed orientation, growth opportunities, employee engagement and training & development.

**SAFETY INDUCTION IS AN INTEGRAL PART OF EVERY EMPLOYEE'S ORIENTATION.**

## DETAILED ORIENTATION

Extensive induction programmes are conducted by senior professionals from across functions, to acquaint the new joiners with different departments and their roles in the business. New employees are also given the opportunity to personally interact with senior leaders and function heads to form a deeper understanding of expectations and deliveries.

## GROWTH OPPORTUNITIES

**EMPLOYEES PERFORM CONSISTENTLY WELL, WHEN THE WORKPLACE IS CONDUCIVE TO GROWTH. WE COMPLEMENT OUR EMPLOYEES' AMBITIONS WITH INDUSTRY COMPETITIVE REMUNERATION AND MOTIVATING CAREER DEVELOPMENT OPTIONS.**

### Internal Recruitment System

All open positions at Aditya Birla Group across locations in India and beyond are first posted on the internal portal, so that our employees get a privilege to view and apply before external candidates. Employees are encouraged to pursue career moves which are mutually beneficial to them, as well as the organisation. This provides employees, the much sought after opportunities for career advancement, while enabling the group to retain experienced talent.

## TRAINING & DEVELOPMENT

A high performance work culture demands highly trained professionals. To bridge skill gaps and prepare the next generation of leaders, employees at UltraTech undergo a series of planned exposures, assignments and training.

### Executive Education

We have partnered with the Birla Institute of Technology and Science (BITS), and our employees can pursue a degree in technical subjects such as Power and Process Engineering. Currently, more than 80 UltraTech employees are studying at BITS.

### Meritocracy-based Appraisal

A comprehensive annual performance appraisal framework comprising self-assessment and supervisor assessment is in place. Among other important parameters, it also evaluates potential of the employee and the value he/she brings to the organisation.

### The Perfect Match

Each employee has unique innate strengths. Value generation can be maximised when these strengths are paired with suitable assignments. The Development Assessment Centre (DAC) at UltraTech conducts a series of tests, activities and simulation exercises to help identify the right person for the right role.

In 2013-14, around 550 employees underwent the DAC and found a perfect fit within the organisation for their talent.



### Nurturing Leadership

Our talent identification process helps spot high potential candidates, who are then exposed to different work situations and diverse activities, with an aim to prepare them as future leaders.

Currently, over 400 employees have been discovered and nurtured through this process.

## EMPLOYEE ENGAGEMENT

Employee motivation, productivity and retention, all three are directly proportional to the level of engagement between an employee and the organisation.

At UltraTech, we maintain a two-way dialogue with our employees. Their inputs shape our HR strategies, operating procedures, incentives and training programmes.

Our Organisational Health Survey (OHS), a biennial employee feedback mechanism, is a strong engagement tool which helps highlight areas where we have done well and those that need attention. Action plans are drawn based on the findings of the OHS and they are cascaded top-down to drive change.

A complete list of our employee engagement platforms is featured in the stakeholder engagement section on page 32 of this report.

### Online MBA

Our e-learning modules provide employees the opportunity to upgrade their skills while on the job. Several of our management cadre employees have seized the opportunity and completed their online MBA course from U21, Singapore without taking a break from their professional career.

### Technology Leaders

High performers with expertise in functional areas are selected to work on process improvement projects in areas like mining, coolers and thermal power plant.

## LEADING BY LEARNING

Our in-house learning university 'Gyanodaya' is a globally benchmarked institution, which draws resources from around the world to meet our leadership training needs. Collaboration with leading global faculty and institutions, ensures that our talent pool remains in step with contemporary benchmarks and global best practices.

## Leadership Development

Leadership development forms an important part of our talent development strategy. We identify future leaders and nurture them through a variety of projects and programmes

- 'Step Up' is a programme that prepares Departmental Heads to graduate to Functional Heads
- 'Turning Point' trains Departmental Heads to become efficient Cost Centre Heads
- Our P&L Leaders Development Programme called 'The Cutting Edge' prepares Functional Heads to take on P&L roles



## TRAINING DASHBOARD

	FY 2011-12	FY 2012-13	FY 2013-14
Total Training Hours <sup>1</sup>	402,320	390,492	360,713
Training Hours per Employee <sup>2</sup>	23.13	21.12	17.60

## SPECIFIC CAREER DEVELOPMENT TRAINING FOR IDENTIFIED TALENT

	FY 2011-12	FY 2012-13	FY 2013-14
Internal Courses for Skill Upgradation	Average hours per person 6.33	10.14	5.58
External Courses for Skill Upgradation	Average hours per person 0.84	1.73	0.67



<sup>1</sup>Includes permanent employees, contract labour, trainees and retainers. <sup>2</sup>Includes only permanent employees

## CASE STUDY

### MARGDARSHAN – THE 'GURU MANTRA' OF SUCCESS AT ULTRATECH

#### WHAT IS THE BEST CAREER DEVELOPMENT TOOL? WE FOUND OUR ANSWER IN MENTORSHIP.

This gave birth to 'Margdarshan' (meaning guidance), our training programme for enhancing technical skills of young engineers through mentorship.

Launched in 2013, the programme is inspired by India's Vedic style of learning where a 'Guru' (mentor) shares his knowledge and experience with his 'Shishya' (student).

It is a one-to-one competency building programme where experienced professionals and domain experts called 'Dronas'<sup>3</sup> (masters), help in improving the technical skills of field level engineers called 'Arjunas' (trainees).



Margdarshan was rolled out as an eight-month pilot programme at Aditya Cement Works that saw 20 Dronas train 60 Arjunas. The initiative was an instant success. As the pilot progressed, the Arjunas were able to tackle many day-to-day problems on their own. It has since been observed that Arjunas are able to take up a lot of Dronas' work, leaving the Dronas free to take on bigger responsibilities.

Future roll-outs of Margdarshan are planned at our other units, including Vikram Cement Works and Kotputli Cement Works.

<sup>3</sup> Inspired from the character of Dronacharya who was the royal guru to Kauravas and Pandavas in Mahabharata.

## DIVERSITY

Respect for diversity of age, gender, ethnicity and skills is embedded in our culture and we firmly believe that a diverse workforce results in better performance.

**OUR DIVERSITY POLICY IS IN COMPLIANCE WITH THE LAWS OF THE LAND. ENCOURAGING LOCAL EMPLOYMENT AND ENHANCING GENDER DIVERSITY ARE OUR FOCAL POINTS.**

We are an equal opportunity player and meritocracy is the only criteria to grow at UltraTech. Over the years, we have fostered a multi-coloured and multi-dimensional workforce.

**Local Employment** We give preference to talent from the communities where we operate.

**Gender Diversity** Owing to the nature of the industry in which we operate, female employees currently represent a small percentage of our

workforce. However, we have institutionalised a host of women-friendly practices and continue to make efforts for increasing the number of our female workers.



**ZERO TOLERANCE TOWARDS SEXUAL HARASSMENT**

We conform to the Aditya Birla Group policy on prevention of sexual harassment at the workplace. In order to enhance awareness, a 'gender sensitivity' workshop was conducted for all employees of UltraTech. An audio-visual was screened to educate and advocate the right mechanisms and modalities to deal with sensitive situations at the workplace. It was followed by a Q&A session to clear doubts and queries.

The workshop was also conducted online for employees at remote locations. More than 3,400 employees attended the online and offline sessions. An online mailer campaign on our intranet was undertaken to maximise the reach of this message.

## HUMAN RIGHTS

Integrity, fairness and dignity are three fundamentals that guide our strategies, our behaviour and the relationships we build, both internally and externally. We adhere in intent and action, to the Group policy on Human Rights, which is in line with principles ascribed in the UN Global Compact.

- Support and respect the protection of internationally proclaimed human rights
- Make sure that we are not complicit in human rights abuses
- Uphold the freedom of association and the effective recognition of the right to collective bargaining
- Elimination of all forms of forced and compulsory labour
- Abolition of child labour
- Elimination of discrimination in respect of employment and occupation

The policy and the code of conduct are binding on all employees who are oriented to the same, right at their induction stage.

We strictly prohibit child labour or forced labour at our operations. To ensure the same, we have deployed stringent checks that screen any under-age worker trying to enter our facilities.

We respect an employee's freedom to opt for a union, however we do not support any bias or discrimination towards any specific group. Currently, 83% of our workforce comprise unionised workers.

\* 2,524 permanent employees in FY 2012-13 and 2,874 in FY 2013-14 were part of at least one union



**AT AN OPERATIONAL LEVEL, WE TIE-UP WITH SPECIALISED EXTERNAL CONSULTANTS TO ENSURE STRINGENT ADHERENCE TO LABOUR BENCHMARKS.**

EMPLOYEES COVERED UNDER TRADE UNIONS*	(IN %)
FY 2011-12	86.91
FY 2012-13	77.90
FY 2013-14	82.77

As a step to ensure well-being of the workforce, all our formal agreements with trade unions cover health and safety parameters.

## CASE STUDY

### NEED HELP? CALL 'CODE RED'

EMPLOYEE WELL-BEING AT ULTRATECH DOES NOT END WITH OFFICE HOURS AND IS NOT LIMITED TO WORK PREMISES.

THE CODE RED HELPLINE IS ONE SUCH EXAMPLE. IT IS AN EMERGENCY HELPLINE FOR ALL EMPLOYEES OF THE ADITYA BIRLA GROUP.



**CODE RED** 

ABG Employee Emergency Helpline

It is a 24X7 helpline and provides assistance in case of emergencies like accidents, sudden illnesses, stranded at a place (due to natural / manmade disasters), loss of passport or visa and currency issues in a foreign country.

Employees have to simply connect to a toll-free number. The Code Red executives check the location of the employee and immediately find the closest possible helping agent through third party or internal networks. Helping agents are employees themselves, who leave no stone unturned in helping their fellow colleagues.

One such helping agent is Sunil Desai, Assistant Manager, Human Resources at Hotgi Cement Works in Solapur. One day, Sunil received a call from a Code Red executive requesting him to help out an UltraTech colleague from Chennai, who needed immediate help as his daughter had met with a train accident near Solapur. As soon as Sunil received this call, he rushed to the venue and met his colleague who was waiting at a hospital along with his four-month-old granddaughter.

Though destiny could not be averted and our employee lost his daughter, Sunil's presence provided a lot of support to the grief-stricken father. Sunil not only helped his colleague with the hospital formalities, but stayed with him till his relatives arrived and also arranged for the last rites.

Sunil was awarded a certificate of appreciation by the Aditya Birla Group for his kind act at the time of emergency.

## WORKFORCE DASHBOARD

### TOTAL WORKFORCE - AGE AND GENDER BREAK-UP

TOTAL WORKFORCE <sup>1</sup>	FY 2011-12 <sup>2</sup>					FY 2012-13 <sup>3</sup>					FY 2013-14 <sup>4</sup>				
	AGE			GENDER		AGE			GENDER		AGE			GENDER	
PERMANENT EMPLOYEES	<30	30-50	>50	M	F	<30	30-50	>50	M	F	<30	30-50	>50	M	F
Leaders	0	12	22	34	0	0	8	22	30	0	0	6	26	32	0
Managers	0	464	187	632	19	0	482	198	662	18	0	457	217	658	16
Executives	2,187	5,249	810	8,056	190	2,353	5,672	877	8,690	212	2,309	5,913	1,021	9,023	220
Workers	224	2,369	723	3,310	6	190	2,173	877	3,233	7	358	2,219	895	3,466	6
<b>OTHERS</b>															
Trainees	238	27	0	242	23	138	1	0	131	8	84	9	0	86	7
Retainers	4	17	15	31	5	11	14	9	29	5	7	9	12	25	3
Fixed Term Employees	22	25	0	46	1	6	25	1	32	0	13	24	0	37	0

<sup>1</sup> There were 8 consultants in FY 2012-13 and 2 in FY 2013-14 on UltraTech's muster. There are functions where outsourced labour is deployed on temporary basis

<sup>2</sup> Number of new joiners for FY 2011-12 are 1,404 out of which 41 left the organisation in the same year

<sup>3</sup> Number of new joiners for FY 2012-13 are 1,187 out of which 75 left the organisation in the same year

<sup>4</sup> Number of new joiners for FY 2013-14 are 1,414 out of which 92 left the organisation in the same year

**TOTAL WORKFORCE – REGION-WISE BREAK-UP**

TOTAL WORKFORCE	FY 2011-12		FY 2012-13		FY 2013-14	
	PERMANENT EMPLOYEES	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY	WITHIN THE COUNTRY
Leaders	30	4	29	1	30	2
Managers	621	30	656	24	663	11
Executives	8,093	153	8,781	121	9,076	167
Workers	3,083	233	3,012	228	3,264	208
<b>OTHERS</b>						
Trainees	254	11	139	0	92	1
Retainers	36	0	34	0	27	1
Fixed Term Employees	44	3	30	2	37	0

**TURNOVER – AGE AND GENDER BREAK-UP**

CATEGORY	FY 2011-12					FY 2012-13					FY 2013-14				
	AGE			GENDER		AGE			GENDER		AGE			GENDER	
	<30	30-50	>50	M	F	<30	30-50	>50	M	F	<30	30-50	>50	M	F
Leaders	0	6	0	6	0	0	0	4	4	0	0	0	2	2	0
Managers	0	21	20	41	0	0	16	24	39	1	0	34	39	70	3
Executives	305	49	347	678	23	225	248	62	519	16	250	339	48	613	24
Workers	45	0	0	41	4	8	21	16	44	1	31	250	84	365	0
Trainees	7	8	11	26	0	27	0	0	22	5	13	0	0	13	0

**TURNOVER – REGION-WISE BREAK-UP**

CATEGORY	FY 2011-12		FY 2012-13		FY 2013-14	
	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY	WITHIN THE COUNTRY	OUTSIDE THE COUNTRY
Leaders	6	0	4	0	2	0
Managers	40	1	40	0	73	0
Executives	667	34	530	5	629	8
Workers	45	0	19	26	345	20
Trainees	9	17	27	0	13	0

**TRAINING HOURS - GENDER BREAK-UP**

CATEGORY	MALE				FEMALE			
	FY 2011-12	FY 2012-13	FY 2013-14	AVERAGE	FY 2011-12	FY 2012-13	FY 2013-14	AVERAGE
Leaders	11.79	7.73	9.00	9.51	0.00	0.00	0.00	0.00
Managers	29.56	23.01	26.00	26.19	7.74	38.83	8.00	18.19
Executives	26.15	23.82	19.00	23.02	11.66	27.20	12.00	16.85
Workers	15.44	12.91	13.00	13.62	13.33	11.05	14.00	12.79
Retainers	0.10	3.00	0.00	1.12	0.00	5.00	0.00	1.70
Trainees	54.32	88.00	89.00	76.95	77.48	78.00	24.00	60.02

Average is calculated for FY 2011-12, FY 2012-13 and FY 2013-14

## INCLUSIVE GROWTH

SOCIAL RESPONSIBILITY

Impacted over 1.3 million lives

Adoption of 54 villages; to be transformed into model villages

Developing a watershed project in Madhya Pradesh to bring 5,742 hectares under irrigation and empower 24,000 lives

### OVERVIEW

For us in the Aditya Birla Group, reaching out to the underserved community is ingrained in our DNA. We believe in the trusteeship concept. This entails transcending business interest and grappling with the quality-of-life challenges that marginalised communities face and working to make a meaningful difference to them. At UltraTech, an integral part of Aditya Birla Group, we unflinchingly follow this mandate. Consequently, working towards inclusive growth is at the core of our CSR practices.

All of the Group's social projects are carried out under the aegis of the 'Aditya Birla Centre for Community Initiatives and Rural Development', with Mrs. Rajashree Birla as the Chairperson.



**OUR VISION IS TO ACTIVELY CONTRIBUTE TO THE SOCIAL AND ECONOMIC DEVELOPMENT OF THE COMMUNITIES IN WHICH WE OPERATE AND BEYOND. IN DOING SO, BUILD A BETTER, SUSTAINABLE WAY OF LIFE FOR THE WEAKER SECTIONS OF SOCIETY AND RAISE THE COUNTRY'S HUMAN DEVELOPMENT INDEX.**



## OUR FOCUS AREAS ARE

Healthcare | Education | Sustainable Livelihood | Infrastructure | Social Reforms

In each of these areas, our work centers around:

### HEALTHCARE

- Hospitals • Primary Healthcare Centres • Mother and Child care Projects • Immunisation
- Programmes to Address Malnutrition • Anganwadis
- Adolescent Health • Healthcare for Visually Impaired and Differently Abled • Preventive Healthcare through Awareness Programmes
- Non-communicable Diseases

### EDUCATION

- Formal Schools • Balwadis • Quality Elementary Education • Aditya Bal Vidya Mandirs • Girl Child Education
- Non-formal Education



### SUSTAINABLE LIVELIHOOD

- Formation of Self Help Groups for Women Empowerment • Skill Enhancement and Vocational Training
- Partnership with Industrial Training Institutes • Agriculture Development and Better Farmer Focus • Animal Husbandry • Soil and Water Conservation • Watershed Development • Agro Forestry



### INFRASTRUCTURE

- Basic Infrastructure Facilities
- Housing Facilities • Safe Drinking Water • Sanitation & Hygiene
- Renewable Sources of Energy



### SOCIAL REFORMS

- Dowry-less Marriage • Widow Remarriage • Awareness Programmes on Anti-social Issues • De-addiction Campaigns • Espousing Basic Moral Values • Gender Equality

### OUR EXPANSE

Our work is carried out largely in villages and urban slums around our plants.

**CURRENTLY WE REACH OUT TO 1.3 MILLION PEOPLE ACROSS 407 VILLAGES STRADDLING 13 STATES**

Currently we reach out to 1.3 million people across 407 villages straddling 13 states, viz. Tamil Nadu, Karnataka, Andhra Pradesh, Maharashtra, Gujarat, Madhya Pradesh, Rajasthan, Uttar Pradesh, Punjab, Haryana, Chhattisgarh, Odisha and West Bengal.

## OUR INTERVENTION APPROACH

We pursue a project-based approach with a seamless implementation structure. Robust monitoring processes by and feedback from our CSR committee is in place.

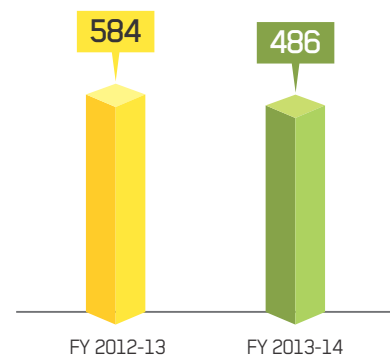
The Board level team comprises Mrs. Rajashree Birla, Chairperson; Mr. O. P. Puranmalka, Director; Mr. G. M. Dave, Independent Director; Dr. (Mrs.) Pragnya Ram, Group Executive President, Corporate Communications & CSR.

Based on their inputs and wherever necessary, mid-course corrections are effected. We also have social audits conducted by reputed organisations. Their feedback indicates that we are on track.

## OUR INVESTMENTS

### OUR CSR SPENDS

INR million



# THE IMPACT



During the reporting period, we touched the lives of over



**800,000**

through our healthcare interventions



**172,000**

through our education activities



**145,000**

through sustainable livelihood initiative



**239,000**

through medical camps and other programmes



**789,000**

through rural infrastructure developments



**400,000**

through various social initiatives

## HEALTHCARE

In healthcare, our engagement centers on

- Preventive Healthcare
- Curative Healthcare
- Reproductive and Child Healthcare
- Health Support Programme
- Supporting Health Infrastructure

Our healthcare projects are anchored by our hospitals located in remote areas. They enable villagers' access to the healthcare facilities.

During this period, 42,000 patients were treated for minor as well as major ailments at these hospitals. Over and above providing care at our hospitals, we reached out to over 8 million villagers in the interiors through medical camps, health awareness, supplementary capacity development programmes and issue-specific interventions, conducted periodically.

**PARTICIPANT COUNT:  
FY 2013 - FY 2014**

**805,559**



### HEALTHCARE CAMPS

**263,000** people benefitted from mobile medical camps

**230** patients aided with artificial aids/limbs

**9,400** cataract operations performed

### 15 CLEFT LIP SURGERIES WERE PERFORMED AT THE JAFRABAD CAMP, PUTTING A SMILE ON CHILDREN'S FACES

- We organised mobile medical camps, which benefitted over 263,000 people in remote villages. At these camps, patients were advised on several health indicators - cardiac care, skin diseases and arthritis, to name a few. Free medicines were also provided and those requiring advanced treatment were either admitted to our hospitals or facilitated by ambulance services to specialty hospitals.
- At the support camps organised for the physically challenged, we aided 230 patients with artificial aids/limbs making them self-reliant, gain confidence and self-esteem, enabling them to live a life of dignity.
- We conducted regular eye check-up camps in Madhya Pradesh, Rajasthan, Chhattisgarh, Karnataka and Gujarat. Over 9,400 cataract operations were performed and more than 4,500 spectacles were distributed.

### SMART MEDICARE

- We have launched high-tech tele-medicine services at various locations in remote rural pockets, in collaboration with our Aditya Birla Memorial Hospital (Pune) and the Apollo Hospital (Hyderabad). When dealing with complicated cases, these services help our resident doctors get advice from the experts and provide the best possible treatment. This eliminates the barriers created by distance and improves access to medical services which are often unavailable in rural areas.

## PREVENTION FIRST

**341,000** polio doses administered

**8,900** children immunised

**8,800** school children participated in health check-ups

- We focussed on preventive healthcare, propagation of good practices like 100% immunisation and lent support to primary healthcare.
- 100% immunisation is a basic programme in collaboration with the government. Over 341,000 polio doses were administered across all our factory locations in collaboration with the district health department.
- Over 8,900 children were immunised against other diseases.
- Health check-up was undertaken for over 8,800 school children, residing in villages across our factory locations.
- Many families in the rural hinterland continue to depend on wood as a primary source of fuel to cook meals. This poses a health risk to women as well as their family. In the reporting period, we hence continued with the following initiatives:

**1** PROPAGATION AND DEMONSTRATION OF USING LOW-SMOKE WOOD STOVES AS A BETTER HEALTH PRACTICE FOR APPROX. 4,000 PARTICIPANTS

**2** DISTRIBUTION OF AROUND 2,200 LOW-SMOKE FUEL-EFFICIENT WOOD STOVES TO PREVENT RURAL HOMEMAKERS FROM GETTING AFFECTED BY PULMONARY DISEASE

## MOTHER & CHILD HEALTHCARE



**MATERNAL HEALTH IS CLOSELY LINKED TO THE BABY'S WELL-BEING, BEYOND BIRTH.**

**WE SPEARHEADED VARIOUS HEALTHCARE PROGRAMMES IN THE REPORTING PERIOD**

**13,000** women participated in health check-up camps

**5,000** people opted for planned families

**8,000** girls given life skills orientation

- Over 13,000 women participated in camps for check-ups, treatment and counseling related to antenatal, postnatal, mass immunisation, nutrition and escort services for institutional delivery.
- Over 5,000 people opted for planned families as a result of our intensive motivation drives, conducted to educate people on responsible parenting.
- Sessions on adolescent healthcare and nutrition were conducted for children from various villages. Over 8,000 girls were given life skills orientation.



### SAFE DRINKING WATER AND SANITATION

**19,000** villagers benefitted from 7 reverse osmosis plants in AP

**120,000** villagers given access to safe drinking water

**900** toilets constructed

We helped provide safe drinking water and better sanitation through our interventions as indicated -

- Installed seven reverse osmosis plants and water tanks around our operational areas in Andhra Pradesh, giving 19,000 villagers access to safe drinking water.
- Enabled 120,000 villagers in Khor, Shambhupura, Hotgi and other locations access to safe drinking water.
- Facilitating the construction of 900 individual toilets in villages around Khor, Kovaya, Jafraabad, Shambhupura, Awarpur and Arakkonam as part of the Nirmal Gram Yojana.

### EDUCATION

At UltraTech, we have kept a sharp focus on initiatives to enhance the educational profile of the underprivileged. From arming the students with essential tools of knowledge to new-age teaching techniques, from developing school infrastructure to nurturing young talent beyond academics, from focusing on girl child schooling to encouraging higher education - UltraTech extends unflinching support.

**PARTICIPANT COUNT:  
FY 2013 - FY 2014**

**172,492**

### OUR THRUST AREAS

- Preschool Education
- School Education
- Education Support
- Vocational / Technical Education
- School Infrastructure Support

**WE PROVIDE DIRECT AND INDIRECT SUPPORT TO 42 SCHOOLS IN THE RURAL AREAS.**

Additionally, we support two residential schools educating visually impaired students at Kovaya and Gulbarga. More than 960 girl students are enrolled in the Kasturba Gandhi Balika Vidyalayas which we help strengthen across our area of influence.

Our focus remained on enrolment awareness campaigns, model schools, access to healthy and nourishing meals, talent development programmes, scholarships and girl child education. Details on some of these initiatives undertaken are shared below:

**ENROLMENT MOTIVATORS**

While primary education is free in India, multiple factors still demotivate parents to send their children to school, such as lack of awareness and poor income.

To ensure greater enrolment and attendance in schools, we regularly conduct education awareness drives. We reached out to over 13,100

children in schools in Awarpur, Hirmi, Kovaya, Narmada and Shambhupura villages to reduce drop-out rates and increase enrolment to schools.

Under Project Vikas, girl students were counselled and encouraged to join school.

**WE HAVE SUPPORTED 240 GIRLS IN CONTINUING MAINSTREAM EDUCATION.**

We continue to support Kasturba Gandhi Balika Vidyalayas. These are Government-run residential schools for girl children. The girl students are identified, counselled and encouraged to join the school. Key motivators like school bags, books, stationery, uniforms and safe drinking water are provided. Currently, we are engaged in 6 schools with 339 girls at Malkhed, Kharia Khangar, Khor, Kovaya, Jafrabad and Durgapur.

Additionally, we have supported 240 girls in continuing mainstream education. Towards their holistic development, we teach them life skills such as first aid training, adolescent healthcare and enlist them in cultural events. As a result, 28 girls have been employed in various vocations including computer operations, teaching and clerical work.



**EDUCATIONAL ESSENTIALS**

**40,000** children were provided with basic school essentials like books, uniforms, bags etc.

**5,800** children supported through Balwadis and Aanganwadis

- Towards bridging the basic gap in the availability of means of education, uniforms, books, notebooks, writing pads, bags and stationery were distributed to around 40,000 children from villages near our plants at Kovaya, Jafrabad, Khor, Rawan, Hirmi, Tadipatri, Malkhed, Shambhupura, Kharia Khangar, Kotputli, Awarpur, Ratnagiri, Magdalla, Reddipalayam, Jharsuguda, Hotgi and Durgapur.
- We also supported more than 5,800 children through our involvement with Balwadis and Anganwadis.

**INFRASTRUCTURE DEVELOPMENT**

**32,300** students benefitted from our infrastructure interventions at schools

**12,000** students are benefitting from libraries setup by us

**3,000+** students benefitted from Smart Class Computer project

We believe that every child deserves a healthy, happy and enriching environment at school. We persevere to enhance the environment of rural schools close to our operations. A total of 32,300 students have benefitted from our school infrastructure enhancement interventions. A few of the interventions include:

- Repairing school buildings and erecting boundary walls at Malkhed, Tadipatri, Khor, Shambhupura, Reddipalyam, Hirmi and Awarpur.

## ENJOYABLE MEALS FOR RURAL KIDS

We provided need-based support in the delivery of delicious and nutritious mid-day meals for over 3,000 students in schools at Jafrabad, Jharsuguda, Hotgi and Durgapur.

The 'HiTech Kitchen' in Jaipur provided hot meals to the 27,000 students of Chittorgarh. However, at present, the activities are inoperative due to some policy issues.

**MID-DAY MEALS  
FOR  
OVER 3,000  
STUDENTS**

- Setting up libraries in villages - providing 12,000 students access to books.
- Our 'Smart Class' computer project supported government schools at Malkhed, benefitting over 3,000 students.

### SPECIAL TRAINING PROGRAMMES

To enable rural children to score better, compete with students from urban areas and choose the right career path, we provided extra attention to bright students in specific areas.

- Special coaching for over 600 girls and boys from Rawan, Hirni and Kotputli to clear entrance examination of Navodaya school - an institution committed to provide talented rural children with free-of-cost quality education comparable to the best standards. We have been on this journey to empower students for the past 8 years.
- English coaching classes and career counseling programmes were organised for 1,750 students at Kovaya, Jafrabad, Kotputli, Kharia Khangar, Reddipalayam, Malkhed and Awarpur villages.
- Special coaching classes for 1,900 students due to appear for the board exams at Rawan, Kotputli, Hirni, Tadipatri, Kovaya, Shambhupura, Khor, Kharia Khangar, Jharsuguda and Awarpur villages.
- Computer training programmes in Rawan, Malkhed, Khor, Hirni, Shambhupura, Ratnagiri, Magdalla, Dhar and Kharia Khangar for over 1,800 school children.

### INITIATIVES



#### EDUCATION FOR FUN

To embed in children the virtue of art and heritage, a study tour was conducted to historical places in and around Chittorgarh and Junagadh for 1,325 students from grades VI to IX. These kids came from Jafrabad, Khor, Hirni, Ratnagiri, Kharia Khangar and Kovaya villages.

#### RURAL INDIA'S GOT TALENT

Our talent search programmes are meant to hone the creative skills of children through professional training. This programme drew 2,700 children from different schools in Reddipalayam, Kotputli, Rawan, Awarpur and Shambhupura.

#### ABC FOR WOMEN (MAKING THE MOTHER LITERATE)

In villages surrounding Khor, Durgapur, Jafrabad and Malkhed, over 650 women in the 25-60 age group actively participated in our functional literacy programmes. For their convenience, these were conducted during evening hours when the women are free from household chores.



#### SCHOLARSHIPS TO ENCOURAGE

Towards encouraging deserving students, merit scholarships were awarded to over 2,700 students at Tadipatri, Reddipalayam, Rawan, Hirni, Khor and Awarpur.

## SUSTAINABLE LIVELIHOOD

- Agriculture
- Animal Husbandry
- Skill Development & Alternative Livelihood
- Natural Resource Conservation Programmes & Non-conventional Energy
- Livelihood Infrastructure

**PARTICIPANT COUNT:  
FY 2013 - FY 2014**

**145,861**

## FARMER FOCUS

**We enabled farmers earn better livelihood by training them on advance cropping techniques and other processes to improve yield.**

**Over 3,900 farmers from Khor, Kharia Khangar, Shambhupura, Malkhed, Rawan, Jafrabad, Awarpur, Hirni and Jharsuguda attended these trainings in the reporting period.**

## AGRICULTURE

- On the agricultural front, we have helped farmers earn better. This was done through farmer training programmes on advance cropping techniques and other processes to improve yield. These learning programmes were highly appreciated by 2,037 farmers who attended at Khor, Kharia Khangar, Sambhupura, Malkhed, Rawan, Jafrabad, Awarpur, Hirni and Jharsuguda.
- At Vikram Cement, the Public Private Partnership (PPP) watershed project in the Neemuch district of Madhya Pradesh is on track.

**2,037** farmers attended the farmers training programmes

**5,742** hectares brought under irrigation benefitting

**40,000** people under the watershed project in the Neemuch district of MP

**4,900** farmers were trained in state-of-the-art agricultural practices and water management.

We are collaborating with Rajiv Gandhi Watershed Mission, implemented by the Madhya Pradesh Government. The project will bring 5,742 hectares under irrigation, directly benefitting 40,000 people. Facilitated by a dedicated multidisciplinary team, the project involves making farmers and local people aware of rainwater harvesting, training them in diverse agro-based activities and ways to support watershed management.

- Under this project, 80 water conservation structures have been constructed. Over 4,900 farmers including villagers and 2,800 activity-based user group members were trained in state-of-the-art agricultural practices and water management. The project aims to improve agricultural productivity and non-farm income through environmental sustainability.

A dedicated multidisciplinary team assists the community in this project, led by the CSR Head at UltraTech.

## ANIMAL HUSBANDRY

**71,000** animals immunised

**720** cows and oxen given shelter

Infertility treatment programme treated

**2,500** milch cattle



- Over 71,000 animals immunised at the animal husbandry and veterinary camps organised in villages near our units.
- The Navjeevan Gashala at Kharia Khangar, which gives shelter to 720 stray cows and oxen, rehabilitated 250 cattle.
- We have an integrated breed improvement programme at our Kovaya and Jafrabad locations in Gujarat in partnership with BAIF, a development support organisation.
- Our infertility treatment programme for cattle runs in association with the Rajasthan government, treating over 2,500 milch cattle increasing the income of their owners at Shambhupura.

## VOCATIONAL SKILLS TRAINING

**17,700** youths trained under vocational training programmes

**6,500** people were trained in the specialised application of Birla White putty

**30** villages covered to hone the skills of rural youth, women and farmers

- Conducted vocational skills training programmes for over 17,700 youths in the field of masonry, driving, motor winding, welding, electric wiring, computers and other areas of training at Tadipatri, Hirni, Khor, Shambhupura, Kharia Khangar, Rawan, Magdalla, Jharsuguda, Kovaya, Jafrabad, Arakkonam,

Awarpur, Reddipalayam, Malkhed, Kotputli, Magdalla and Ratnagiri.

- Widened our applicators' training programme to include women and unskilled construction workers.
- Trained around 160 students at our Kagina Industrial Training Centre. The Centre admits 80 students every year, trains them to become electricians, fitters, mechanics and welders, and secure gainful employment.
- Instituted the 'Rajashree Birla Talent Development Centre' at Kharia Khangar to hone the skills of rural youth, women and farmers. It reached out to more than 30 villages around the plant, largely in Jodhpur and Nagaur district. Training was given in tailoring and embroidery, computers and typing, mobile repairing and plumbing.



## ECONOMIC SELF RELIANCE THROUGH SELF HELP GROUPS

**600** families from 50 SHGs have become financially independent

**40** women successfully completed the fashion designing course

**25** women trained in the art of mushroom cultivation and

**243** women trained in tailoring

- With an endeavour towards women empowerment and self-reliance, Self Help Groups (SHGs) have been formed, trained and linked to economic institutions. Till date, more than 600 families belonging to 50 Self Help Groups have become financially independent. Most of the SHGs have benefitted from the economic schemes of NABARD and the District Industries Centre.
- Aditya Cement introduced a fashion designing course at Shambhupura, which was

successfully completed by 40 women. They have already started making a living from the skills learned.

- We trained 25 women in the art of mushroom cultivation in association with Krishi Vigyan Kendras at Jharsuguda.
- At Vikram Cement, the hand gloves making unit catered to industry needs, giving alternative livelihood to 55 women.
- The carpet centres at Khor continued to produce high quality carpets with 100% of the carpets exported through business tie-ups.
- The jute bag centre at Tadipatri received orders from many business houses. Similarly, the garment manufacturing unit at Hirmi became self-sustainable and catered to specific product needs of the entire district.

- 243 women trained in tailoring skills presently contribute 50% to their family income at Reddipalayam.

## RURAL INFRASTRUCTURE DEVELOPMENT

At UltraTech, we try to bridge the infrastructural gaps and proactively identify as well as address need-based issues. In the reporting period, our infrastructure development projects benefitted around 800,000 people across our units at Shambhupura, Kotputli, Panipat, Kharia Khangar, Khor, Bhatinda, Aligarh, Dadri, Rawan, Hirmi, Durgapur, Jharsuguda, Kovaya, Jafrabad, Ratnagiri, Magdalla, Awarpur, Malkhed, Hotgi, Tadipatri, Arakkonam, Ginigera and Reddipalayam.



The majority of infrastructure enhancement projects pertain to

- **Water Reservoirs**
- **Solar Lights**
- **Approach Roads**
- **School Premises**
- **Public Utility Places**
- **Greening the Landscape**



- District Animal Husbandry Department
- District Agriculture Department
- District Horticulture Department
- BAIF
- The Khadi and Village Industries Commission (KVIC)
- Sarva Shiksha Abhiyan
- Greenway Grameen Infra
- Aide et Action, South East Asia
- Red Cross
- Rajiv Gandhi Watershed Mission, Government of Madhya Pradesh
- Rajasthan Knowledge Corporation Limited

## SOCIAL REFORMS

We address social ills like child labour, illiteracy, child marriages, marginalisation and abuse of the girl child, and women discrimination among others. Through extensive education and awareness programmes, supported by community influencers, we change mindsets, leading to social reform.

In FY 2012-14, over 400,000 people benefitted from our social empowerment and support programmes.

Adopting 200 couples from underprivileged families for solemnising mass marriages in Malkhed, Kovaya, Jafrabad and Hirmi.

## MODEL VILLAGES

### ONE OF OUR UNIQUE SOCIAL INITIATIVES IS TO DEVELOP MODEL VILLAGES.

Making of a model village entails ensuring self-reliance in all aspects viz. education, healthcare, family welfare, infrastructure, agriculture, watershed management and working towards sustainable livelihood patterns. Fundamentally, ensuring that development reaches a stage wherein village committees take over the complete responsibility and our teams become dispensable.

Of the 407 villages that we are engaged with, we have selected 54 villages to be transformed into model villages by 2017. Of these, 18 villages have already been morphed into model villages viz. Basni, Palri Siddha and Arniyapan in Rajasthan; Khor and Borkhedi in Madhya Pradesh; Balanivav in Gujarat; Thippa in Maharashtra; Kasidih and Khapradhi in Chhattisgarh; Malkhed, Udgi and Station Tanda in Karnataka and Reddipalayam, Kaikatti, Chandrapalayam, Muniyankurichi, Naickerpalayam and Puthur in Tamil Nadu.

We collaborate with like-minded organisations specialising in diverse domains:

- District Rural Development Authorities at various locations
- Local Hospital and District Health Departments
- District Panchayati Raj Institutions

## SUMMARY

In each of our focus areas, through our multidimensional approach, our teams have bent backwards to make the transformation happen. Literacy levels have risen, healthcare indices have bettered and a majority now eke out livelihoods becoming self-reliant.

### INCLUSIVE GROWTH IS HAPPENING.

“With all of us fully committed to inclusive growth, transparency and good governance, we can hope for a holistic transformation of our country. At the end of the day, we look forward to a time when the word poverty will be struck off the lexicon and no mention of it will be made in relation to India”.

Mrs. Rajashree Birla  
Chairperson,  
Aditya Birla Centre for Community  
Initiatives and Rural Development

## TOTAL NUMBER OF PARTICIPANTS

PARTICIPANTS		
	FY 2012-13	FY 2013-14
<b>HEALTHCARE</b>		
Mobile medical camp	105,953	133,453
Eye camp (IOL operations)	5,315	4,115
Support with spectacles	1,032	3,500
Support camp for the differently abled	230	NA*
Speciality medical camps	10,828	13,000
Low smoke wood stoves	2,000	200
Support to national pulse polio campaign	166,245	175,400
Immunisation of children	5,000	3,960
School health programmes	4,370	4,500
Antenatal healthcare programmes	5,662	7,439
Adolescent health programmes	4,016	4,200
Interventions for planned families	2,436	2,805
Toilets (Water and sanitation)	400	500
Reverse osmosis (Water and sanitation)	9,000	10,000
Drinking water	40,000	80,000

SUSTAINABLE LIVELIHOOD		
Vocational training	8,808	8,900
Putty applicators training	6,000	6,500
Industrial Training Centre	80	86
Agriculture training and orientation	1,897	2,037
Animal husbandry treatment and vaccination (no. of animals)	36,436	35,207
Animal husbandry breed improvement (no. of milch animals)	1,200	1,350
Self Help Group women training	840	520
Watershed management	18,000	18,000

PARTICIPANTS		
	FY 2012-13	FY 2013-14
<b>EDUCATION</b>		
School enrolment programme	6,416	6,700
Support with educational materials	7,860	30,000
Merit scholarship	1,396	1,400
Support to residential school programme	388	579
School competitions	1,396	1,450
Computer training	721	1,100
Support to mid-day meal	1,518	1,670
HiTech kitchen	27,000	NA*
Special coaching	272	340
Smart Class	1,542	1,555
School infrastructure	30,354	1,980
Support to Aanganwadi	724	5,152
Literacy (Formal and non-formal)	230	450
Awareness functions in schools	19,257	21,042

INFRASTRUCTURE		
Community structures: Roads / Community halls / School repairs / Public utilities	245,664	543,857

SOCIAL REFORMS		
Social empowerment and support programmes including support to the aged / cultural programmes / awareness sessions	173,175	258,828

\*Note - These programmes were discontinued in FY 13-14

# AWARDS & RECOGNITIONS

Our efforts to create stakeholders value, serve the society and drive environment stewardship have been lauded by various organisations including industry bodies, state and central governments as well as international institutes.

## ENVIRONMENT

- ★ **Aditya Cement Works CII National Award**  
for excellence in energy management
- ★ **Ras-AI-Khaimah Plant Environmental Performance Certificate**  
2013 by Ministry of Environment and Water, UAE
- ★ **Reddipalayam Cement Works CII National Award**  
for excellence in energy management
- ★ **Birla White Golden Peacock Innovation Management Award**
- ★ **Jafrabad Cement Works Certificate of Merit**  
by IMC Ramkrishna Bajaj National Quality Award Trust
- ★ **Gujarat Cement Works Greentech Environment Excellence Award (Gold)**  
by Greentech Foundation

## SOCIAL

- ★ **UltraTech Cement Asian CSR Award**
- ★ **Rajashree Cement Works Rural Development Initiative of the Year**  
by Indian Sustainability Congress 2014
- ★ **Gujarat Cement Works Greentech CSR Award (Gold)**  
by Greentech Foundation

## ECONOMIC

- ★ **UltraTech Cement Dun & Bradstreet Rolta Corporate Award**
- ★ **UltraTech Cement CIDC Vishwakarma Award**  
for Best Professionally Managed Company (Large Category)
- ★ **Birla White Gold Certificate of Merit at IMEA Award 2013**  
by Economic Times and Frost & Sullivan
- ★ **Vikram Cement Works Economic Times India Manufacturing Excellence Award**  
by Frost & Sullivan



## I N D E P E N D E N T   A S S U R A N C E   S T A T E M E N T

To the Management of UltraTech Cement Limited, Ahura Centre, 1st Floor, Mahakali Caves Road, Mumbai, Maharashtra, India

### INTRODUCTION

KPMG was engaged by UltraTech Cement Limited (UTCL) to provide independent assurance on their Corporate Sustainability Report ('the Report') for the Financial Years (FY) 2012-13 and 2013-14. We conducted our work in accordance with requirements of 'Limited Assurance' as per International Federation of Accountants' (IFAC) International Standard for Assurance Engagements (ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information]

### SCOPE OF ASSURANCE

The assurance has been provided for the sustainability data presented by UTCL in its Report. The reporting boundary and scope of assurance included data and information for the period 01 April 2012 to 31 March 2014 based on Global Reporting Initiative's (GRI) G3.1 Guidelines. The boundary of the report comprises of data and information from UTCL's corporate office, manufacturing locations and bulk terminals in India, Sri Lanka and the Middle East.

### LIMITATIONS AND EXCLUSIONS

- Verification of data and information related to UTCL's financial performance, sourced from its audited annual report for FY 2012-13 and FY 2013-14
- Verification of claims was limited to data and information presented in the Report

for the period 01 April 2012 to 31 March 2014. Data and information in the Report outside this reporting period was not subject to verification

- Verification of any statement indicating intention, opinion, belief and / or aspiration by UTCL
- Data from the Ready Mix Concrete (RMC) plants operated by the company for specific customers, within their premises on a temporary basis, has not been included

### METHODOLOGY ADOPTED FOR THE ASSURANCE

We have obtained the evidence, information and explanations that were considered necessary in relation to the assurance scope and to arrive at conclusions mentioned below. Our work included a range of evidence-gathering procedures including:

- Assessment of stakeholder consultation processes and methodology for determining the material issues
- Interaction with the senior management and sustainability core group of UTCL
- Review of systems deployed for collection, collation and analysis of sustainability data and information on an annual basis
- Interviews with UTCL's personnel responsible for managing sustainability data management systems
- Verification visits to the following sites:

### SITES VISITED FOR FY 2012-13

- **Integrated cement plants** - Hirmi Cement Works, Rawan Cement Works, Rajashree Cement Works

- **Grinding units** - Panipat Cement Works, Dadri Cement Works, Aligarh Cement Works, Magdalla Cement Works, Hotgi Cement Works, Arabian Cement Industry LLC ( Abu Dhabi)

- **Clinkerisation units** - Star Cement (Ras Al Khaimah)

- **Birla White** - Kharia (Rajasthan)

- **RMC plants** - Gurgaon Cluster (Khandsa, Navrangpur), Noida Cluster (Noida, Greater Noida, Lalkuan), Mumbai Cluster (Deonar, Malad Marve), Navi Mumbai Cluster (Panvel, Pawne, Rabale), Hyderabad Cluster (Bollaram, Miyapur, Medchal, Nacharam)

- **Bulk terminals** - Navi Mumbai, Shankarpally

### SITES VISITED FOR FY 2013-14

- **Integrated cement plants** - Andhra Pradesh Cement Works, Aditya Cement Works, Gujarat Cement Works

- **Grinding units** - Bathinda Cement works, Dadari Cement Works

- **RMC plants** - Gurgaon Cluster (Khandsa, Navrangpur), Noida Cluster (Greater Noida, Ghaziabad), Mumbai Cluster (Deonar), Navi Mumbai Cluster (Pawane, Rabale), Pune Cluster (Wagholi, Wakad), Bangalore Cluster (Yelahanka, KR Puram)

- **Bulk terminals** - UltraTech Cement Lanka (Pvt.) Ltd.

- Verification through video conference at:

- **Birla White** - Kharia (Rajasthan)

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- Evaluating the Report's content to ascertain its application level as per the criteria mentioned in the Global Reporting Initiative's G3.1 Guidelines

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- Testing on a sample basis, the evidence supporting the data and information

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- Review of the Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings

## CONCLUSIONS

Based on the review and work performed, nothing has come to our attention that causes us not to believe that:

- The sustainability data and information presented in the Report is appropriately stated, in material aspects, and in line with the reporting principles of GRI G3.1 Guidelines on Sustainability Reporting
- The Report contents meet the requirements of A+ application level of GRI G3.1 Guidelines on Sustainability Reporting

## OBSERVATIONS

The following is an excerpt from the observations and opportunities reported to the management of UTCL. These do not, however, affect our conclusions regarding the Report

- The process for material issues identification needs to be updated. This can be done through a structured

stakeholder dialogue with internal and external stakeholders.

- Although internal processes have been established to ensure performance indicators are checked for completeness and accuracy, the data management systems have scope for improvement in terms of integrating sustainability KPIs into mainstream MIS.
- UTCL follows the CSI protocol for reporting on safety and CO<sub>2</sub> emissions. The safety performance however, needs to be tracked for gender and region wise performance.

## INDEPENDENCE

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 300 standard. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence.

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## RESPONSIBILITIES

UTCL is responsible for developing the Report contents. UTCL is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the Management of UTCL in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to UTCL those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than UTCL for our work, for this report, or for the conclusions expressed in this independent assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.

**Santhosh Jayaram**  
Director

KPMG  
April 25, 2015

# GRI INDEX

CONTENTS	PAGE	GRI	UNGC/NVGSEE/ IFC PS	REMARKS/ADDITIONAL INFORMATION
Message from the Chairman	01-02	1.1		
Message from the MD	03-04			
UltraSensitive	05-08	LA7		During the reporting period, no injuries or fatalities were reported amongst females
UltraReceptive	09-12			
UltraCompetent	13-18		IFC PS4	
UltraSystematic	19-22			
We are UltraTech	23-24	2.1, 2.2, 2.3, 2.5, 2.6, 2.8		<p><b>2.3</b> - Please refer our Annual Report for additional information: FY 2012-13 (Page 133, 134) and FY 2013-14 (Page 125, 126)</p> <p><b>2.6</b> - Please refer our Annual Report for additional information: FY 2012-13 (Page 32) and FY 2013-14 (Page 22)</p> <p><b>2.7</b> - We are not restricted by industry sectors or type of customers while providing products and services. Please refer our Annual Report for additional information: FY 2012-13 (Page 46) and FY 2013-14 (Page 39)</p> <p><b>2.8</b> - Please refer our Annual Report for additional information: FY 2012-13 (page 13, 32) FY 2013-14 (Page 3, 46)</p> <p><b>2.9</b> - Please refer our Annual Report for additional information: FY 2012-13 (Chairman's Message to Shareholders) FY 2013-14 (Chairman's Message to Shareholders)</p>
Sustainability Targets & Progress	25-26	1.2		
CSI Dashboard	27-28	1.2, 3.9, EN3, EN14, EN16, EN20, LA7		
Disclosure on Management Approach	29-30		IFC PS7	
Our Approach to Reporting	31	1.2, 2.1, 2.4, 3.1, 3.4, 3.6, 3.7, 3.8, 3.9, 3.13		<p><b>3.2</b> - Our previous report was published for the year 2010-12</p> <p><b>3.3</b> - Reporting cycle is biennial</p> <p><b>3.7</b> - Performance data of sub-contracted grinding units has not been reported. The manpower data of contractual workforce has been excluded</p> <p><b>3.9</b> - Relevant explanations have been provided in the individual section wherever applicable</p> <p><b>3.10</b> - None</p> <p><b>3.11</b> - None</p>
Stakeholder Engagement	32-35	1.2, 3.5, 4.4, 4.14, 4.15, 4.16, 4.17	NVG - Principle 4	<p><b>3.5</b> - Please refer our previous sustainability report for the methodology adopted to determine materiality (Page 45 of FY 2010-2012 report <a href="http://www.ultratechcement.com/common/images/downloads/Ultratech_Sustainability_Report%202010-2012-final.pdf">http://www.ultratechcement.com/common/images/downloads/Ultratech_Sustainability_Report%202010-2012-final.pdf</a>)</p>
Financial Performance	36-38	2.8, 3.9, EC1, EC3, EC4, PR9		<p><b>EC3</b> - Please refer our Annual Report for additional information: FY 2012-13 (Page 82, 100) FY 2013-14 (Page 74, 93)</p> <p><b>EC6</b> - In 2012-13, 72.60% and in 2013-14, 74.33% of goods and supplies were purchased from locally based suppliers</p> <p><b>SO6</b> - We have not provided any financial contribution to any political party, politicians or related institutions in the country</p>
Values & Governance	39-42	4.1, 4.2, 4.3, 4.4, 4.5, 4.7, 4.8, 4.9, 4.10,	UNGC - Principle 10	<p><b>4.1, 4.2, 4.3, LA13</b> - Please refer our Annual Reports for additional information FY 2012-13 (Page 19) and FY 2013-14 (Page 9)</p>

CONTENTS	PAGE	GRI	UNGC/NVGSEE/ IFC PS	REMARKS/ADDITIONAL INFORMATION
		4.13, 4.11, EC2, S05, S07, S08	NVG - Principle 1 Principle 7	<p><b>4.4</b> - Please refer our Annual Reports for additional information: FY 2012-13 (Page 24, 25, 26) and FY 2013-14 (Page 14, 15, 16, 17)</p> <p><b>4.6, 4.7</b> - Please refer our Annual Reports for additional information: FY 2012-13 (Page 11, 22, 59) and FY 2013-14 (Page 11 of Notice of Annual General meeting, 12, 52)</p> <p><b>4.8</b> - Details of vision and mission can be found at (<a href="http://sustainability.adityabirla.com/about-us.php">http://sustainability.adityabirla.com/about-us.php</a>)</p> <p><b>4.11</b> - Our well established systems and policies towards maintaining the highest standards of Environment norms adopt precautionary approach to anticipate and minimise environmental impacts. This is facilitated through development of products which have lesser environmental impact and adopting industry best practices to reduce environment impact of our manufacturing operations</p> <p><b>4.12</b> - We subscribe to the United Nations Global Compact and Cement Sustainability Initiative</p> <p><b>S02</b> - 100% of our units have been analysed for risks related to corruption</p> <p><b>S03</b> - All employees of UltraTech and its subsidiaries have to follow the Code of Conduct. Employees are made aware of the ABG values through online or classroom training. We have also laid down processes in case there any violation of our values</p> <p><b>S04</b> - There were no incidents of corruption reported in the reporting period</p>
Product Responsibility	43-49	4.16, EN6, EN26, PR1, PR5	NVG - Principle 2 Principle 9  IFC PS3	<p><b>PR2</b> - None</p> <p><b>PR3, PR4, PR7</b> - Please refer our Annual Report for additional information: FY 2012-13 (Page 53) FY 2013-14 (Page 47)</p> <p><b>PR5</b> - Please refer our Annual Report for additional information: FY 2012-13 (Page 54) FY 2013-14 (Page 47)</p> <p><b>PR6</b> - We adhere to all laws related to marketing, communications and advertising. In India, we abide by the standards defined by Advertising Standards Council of India</p> <p><b>PR7</b> - None</p> <p><b>PR8</b> - No such incidents</p>
Environment Performance	50-62	3.9, EN1, EN2, EN3, EN4, EN5, EN7, EN8, EN10, EN12, EN13, EN14, EN16, EN17, EN18, EN19, EN20, EN21, EN22, EN24, EN26, EN29, EN30	UNGC - Principle 7 Principle 8 Principle 9  NVG - Principle 2 Principle 6  IFC PS1, PS3, PS6, PS8	<p><b>EN9</b> - We are actively involved in developing our mine pits into rainwater harvesting system and are also recycling water for further use. Hence no water sources are significantly affected by our withdrawals</p> <p><b>EN11</b> - Two of our sites that is Gujarat Cement Works (Mine area of 0.98 km<sup>2</sup> fall under CRZ) and Jafarabad Cement Works (Mine area of 2.53 km<sup>2</sup> fall under CRZ and 1.77 km<sup>2</sup> fall under forest land while mine area of 0.53 km<sup>2</sup> fall under both categories) in Gujarat fall under the protected area category</p> <p><b>EN15</b> - Based on the survey conducted in December 2009, April and September 2010, none of the habitats of flora and fauna enlisted in IUCN Red List of Botanical Survey of India (BSI) and Zoological Survey of India (ZSI) are affected by the operational activities of plants. We have proactively suspended all operations in protected areas</p> <p><b>EN23</b> - There were no spills in the reporting period</p> <p><b>EN25</b> - All our units are zero discharge sites</p> <p><b>EN27</b> - No packaging material has been reclaimed during the reporting period</p> <p><b>EN28</b> - No cases of non-compliance with environmental regulations have been reported</p>
People Performance	63-68	2.8, 3.9, 4.16, EC7, LA1, LA2, LA4, LA10,	UNGC - Principle 1 Principle 2	<p><b>EC5</b> - We abide by all national regulations of wage payment and pay equal to or above minimum wage requirements at all plants. The entry level wage for males and females is equal</p>

CONTENTS	PAGE	GRI	UNGC/NVGSEE/ IFC PS	REMARKS/ADDITIONAL INFORMATION
		LA11, LA12, LA13, HR4, HR5	Principle 3 Principle 4 Principle 5 Principle 6  NVG - Principle 3 Principle 5  IFC PS2, PS7	<p><b>EC7</b> - We follow Human Resource (HR) policies laid out at the executive level by the Corporate HR of the Aditya Birla Group. 94% of our senior management have been hired locally</p> <p><b>LA3</b> - Please refer our Annual Report for additional information: FY 2012-13 (Page 82, 136) and FY 2013-14 (Page 74, 93)</p> <p><b>LA14</b> - The ratio of basic salary of men to women is 1:1</p> <p><b>LA15</b> - For 2012-13, 13 females availed maternity leave out of which 12 returned to work and 9 were still employed twelve months after their return to work. In 2013-14, 9 females availed maternity leave out of which 5 returned to work and 2 were still employed twelve months after their return to work. In 2013-14, one employee availed the child adoption leave</p> <p><b>LA5</b> - There is no documented policy on this, however such changes are informed to employees through management circulars</p> <p><b>LA6</b> - Between 50% to 75% of total workforce is represented in formal joint management worker health and safety committee</p> <p><b>LA8</b> - No cases of occupational disease were identified during the reporting period</p> <p><b>LA9</b> - Health and Safety topics are covered in formal agreements with trade unions</p> <p><b>HR1</b> - We follow all applicable laws on the matter and all the agreements have undergone human rights screening</p> <p><b>HR2</b> - Our vendor registration form contains clauses of human rights hence all our contractors have undergone human rights screening</p> <p><b>HR3</b> - Trainings are imparted on the subject through various training programs, but the total hours on this account are not captured explicitly</p> <p><b>HR4</b> - Please refer our Annual Report for additional information: FY 2012-13 (Page 51) and FY 2013-14 (Page 44)</p> <p><b>HR6</b> - Most of our plants are SA 8000 certified. No such operations have been identified in the reporting period that have significant risk for incidents of child labour. Please refer our Annual Report for additional information: FY 2012-13 (Page 61) and FY 2013-14 (Page 54)</p> <p><b>HR7</b> - We abide with all the applicable laws related to human rights and workers' rights. No such operations have been identified in the reporting period that have significant risk for incidents of forced labor</p> <p><b>HR8</b> - Our security personnel have been trained to maintain strict vigil on underage workers entering the premises</p> <p><b>HR9</b> - No violation of indigenous people rights occurred in the reporting period</p> <p><b>HR10</b> - 9 of our units are SA 8000 certified (7 integrated plants and 2 grinding units) while we have plan to include more plants under this standard</p> <p><b>HR11</b> - There were no grievances related to human rights filed in the reporting period</p>
Social Responsibility	69-79	EC8, EC9, S01	NVG - Principle 8  IFC PS4, PS5	<p><b>S09, S010</b> - During our community engagement programs and assessments, we have not come across any significant negative impacts on the community due to our presence in the area. Hence no mitigation measure have been implemented</p>
Awards & Recognitions	80	2.10		
Assurance Statement				
GRI Index		3.12		
Glossary				



# GLOSSARY

<b>AAC</b>	Autoclaved Aerated Concrete
<b>ABPS</b>	Aditya Birla Public School
<b>APP</b>	Asia Pacific Partnership
<b>ACC</b>	Air Cooled Condenser
<b>AFR</b>	Alternative Fuels & Raw Materials
<b>AGM</b>	Annual General Meeting
<b>ASSOCHAM</b>	Associated Chambers of Commerce and Industry in India
<b>BAIF</b>	Bharatiya Agro Industries Foundation
<b>BIS</b>	Bureau of Indian Standards
<b>BEE</b>	Bureau of Energy Efficiency
<b>BITS</b>	Birla Institute of Technology and Science
<b>CAPEXIL</b>	Chemicals and Allied Products Export Promotion Council
<b>CASP</b>	Cement Advanced Simulation Platform
<b>CCI</b>	Competition Commission of India
<b>CDP</b>	Carbon Disclosure Project
<b>CIDC</b>	Construction Industry Development Council
<b>CII</b>	Confederation of Indian Industry
<b>CMA</b>	Cement Manufacturers Association
<b>COMPAT</b>	Competition Appellate Tribunal
<b>CSI</b>	Cement Sustainability Initiative
<b>CSR</b>	Corporate Social Responsibility
<b>DAC</b>	Development Assessment Centre
<b>ESOS</b>	Employee Stock Options Scheme
<b>EN Standards</b>	European Standards
<b>FAPCCI</b>	Federation of Andhra Pradesh Chambers of Commerce and Industry
<b>FI</b>	Financial Institutions
<b>FICCI</b>	Federation of Indian Chambers of Commerce and Industry
<b>FIMI</b>	Federation of Indian Mineral Industries
<b>FY</b>	Financial Year
<b>GHG</b>	Greenhouse Gas
<b>GJ</b>	Gigajoule
<b>GPS</b>	Global Positioning System
<b>GRI</b>	Global Reporting Initiative
<b>HR</b>	Human Resources
<b>HR</b>	Human Rights

<b>HSE</b>	Health, Safety and Environment
<b>IERS</b>	Integrated Environmental Restoration Services
<b>IFC PS</b>	International Finance Corporation Performance Standards
<b>IGBC</b>	Indian Green Building Council
<b>IHB</b>	Individual House Builders
<b>IIT</b>	Indian Institute of Technology
<b>IMC</b>	Integrated Marketing Communication
<b>IMEA</b>	International Manufacturing Excellence Award
<b>INR</b>	Indian National Rupee
<b>IOL</b>	Intraocular Lens
<b>ISO</b>	International Organization for Standardization
<b>JRM</b>	Journey Risk Management
<b>KG</b>	Kilogram
<b>KPI</b>	Key Performance Indicator
<b>kWh</b>	Kilowatt-hour
<b>LDO</b>	Light Diesel Oil
<b>LED</b>	Light-emitting Diode
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LOI</b>	Letter of Intent
<b>LTI</b>	Lost Time Injuries
<b>LTIFR</b>	Lost Time Injury Frequency Rate
<b>MBA</b>	Master of Business Administration
<b>MF</b>	Mutual Fund
<b>MIS</b>	Management Information System
<b>MJ</b>	Megajoule
<b>MTPA</b>	Million Metric Tonne Per Annum
<b>MP</b>	Madhya Pradesh
<b>MT</b>	Metric Tonne
<b>MTPA</b>	Metric Tonne Per Annum
<b>MW</b>	Megawatt
<b>NABARD</b>	National Bank for Agriculture and Rural Development
<b>NGO</b>	Non-governmental Organisation
<b>NPS</b>	Net Promoter System
<b>NRMCA</b>	National Ready Mixed Concrete Association

<b>NSE</b>	National Stock Exchange
<b>NVG-SEE</b>	National Voluntary Guidelines on Social, Environmental and Economic responsibilities of business
<b>ODS</b>	Ozone Depleting Substance
<b>OHSAS</b>	Occupational Health and Safety Assessment Series
<b>OHS</b>	Organisational Health Survey
<b>OPC</b>	Ordinary Portland Cement
<b>P&amp;L</b>	Profit and Loss
<b>PHA</b>	Process Hazard Analysis
<b>PJ</b>	Petajoule
<b>PP</b>	Polypropylene
<b>PPE</b>	Personal Protective Equipment
<b>PSSR</b>	Pre-Startup Safety Review
<b>PTY</b>	Proprietary Company (South Africa)
<b>Q&amp;A</b>	Question and Answer
<b>R&amp;D</b>	Research & Development
<b>RFID</b>	Radio-frequency Identification
<b>RFQ</b>	Request for Quote
<b>RMC</b>	Ready Mix Concrete
<b>SA</b>	South Africa
<b>SA</b>	Social Accountability
<b>SEDF</b>	Socio Economic Development Foundation

<b>SHE</b>	Safety, Health and Environment
<b>SHG</b>	Self-Help Group
<b>SLA</b>	Service Level Agreement
<b>SME</b>	Safety Management Evaluation
<b>SMP</b>	Standard Management Practice
<b>SOP</b>	Standard Operating Procedure
<b>SPM</b>	Suspended Particulate Matter
<b>SPS</b>	Safety Perception Survey
<b>TERI</b>	The Energy And Resource Institute
<b>TJ</b>	Terajoule
<b>TM</b>	Transit Mixer
<b>UAE</b>	United Arab Emirates
<b>UBS</b>	UltraTech Building Solutions
<b>UN</b>	United Nations
<b>UNGC</b>	United Nations Global Compact
<b>USD</b>	United States Dollar
<b>UTCL</b>	UltraTech Cement Ltd.
<b>UV</b>	Ultraviolet
<b>VAT</b>	Value Added Tax
<b>VOC</b>	Volatile Organic Compounds
<b>WBCSD</b>	World Business Council for Sustainable Development
<b>WHR</b>	Waste Heat Recovery



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