

Ref. No.: NCCL/ BRSR/2026

Date : July 27, 2026

National Stock Exchange of India Ltd

Exchange Plaza, C-1, Block G

Bandra – Kurla Complex

Bandra (E)

MUMBAI - 400 051.

Symbol: NCC

BSE Limited

Phiroze Jeejeebhoy Towers

Dalal Street,

Fort

M U M B A I – 400 001.

Code: 500294

Dear Sir,

Sub: Submission of Business Responsibility and Sustainability Report for the Financial Year 2025-26

In compliance with Regulation 34(2)(f) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are submitting herewith the Business Responsibility and Sustainability Report for the Financial Year 2025-26 along with the Independent Reasonable Assurance Statement by SGS India Private Limited, which forms part of the Integrated Annual Report for the Financial Year 2025-26.

We request you to take the same on record.

Thanking you,

Yours sincerely,

For NCC Limited

A Karthik

Company Secretary

Encl: As above

Business Responsibility and Sustainability Reporting (BRSR)

SECTION A: GENERAL DISCLOSURES

1. Corporate Identity Number (CIN) of the Listed Entity	L72200TG1990PLC011146
2. Name of the Listed Entity	NCC Limited
3. Year of incorporation	1990
4. Registered office address	NCC House, Madhapur, Hyderabad – 500081, Telangana
5. Corporate address	NCC House, Madhapur, Hyderabad – 500081, Telangana
6. E-mail	ho.secr@nccltd.in
7. Telephone	+91-4023268888
8. Website	www.ncclimited.com
9. Financial year for which reporting is being done	2025-2026
10. Name of the Stock Exchange(s) where shares are listed	National Stock Exchange of India Limited (NSE) and BSE Limited (BSE)
11. Paid-up Capital	₹ 125.57 Crores
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	A S Krishnan Ph No.: +91-4023268960 E-mail: subramanian.krishnan@nccltd.in
13. Reporting boundary Are the disclosures under this report made on a standalone basis (i.e., only for the entity) or on a consolidated basis (i.e., for the entity and all the entities which form a part of its consolidated financial statements, taken together).	Standalone
14. Name of assessment or assurance provider	SGS India Pvt Ltd
15. Type of assessment or assurance obtained	Reasonable Assurance

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of main activity	Description of business activity	% of turnover of the entity (FY2025-26)
1	Construction & Civil Engineering	Construction of Industrial and commercial buildings, housing projects, roads, bridges and flyovers, water supply and environment projects, mining, power transmission lines, irrigation and hydrothermal power projects, real estate development, etc.	100%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

S. No.	Product/Service	NIC Code	% of total turnover contributed
1	Construction of buildings	41001, 41002, 41003	42%
2	Construction and maintenance of Roads	42101	19%
3	Construction and maintenance of water main and line connection	42204	9%
4	Construction and maintenance of Electrical works	42202	22%

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of operational sites	Number of offices	Total
National	171	15	186
International	Nil	1	1

19. Markets served by the entity:

- a. Number of locations

Locations	Number
National (No. of States)	27
International (No. of Countries)	1

- b. Contribution of exports as a percentage of the total turnover of the entity?

Nil

- c. A brief on types of customers

NCC Limited executes infrastructure projects for Central and State Governments, public sector undertakings, and private entities. The buildings segment forms the largest share, including housing, hospitals, offices, and institutional infrastructure. Both public and private clients engage NCC for urban development, smart city projects, commercial real estate, and public utility structures.

NCC also undertakes projects across water and railways, electrical works, transportation, mining, and irrigation. These include water supply systems, power transmission infrastructure, roads, bridges, and mining development. Government bodies and corporate clients award such contracts to NCC owing to its proven ability to deliver complex, large-scale infrastructure across varied sectors.

20. Details as at the end of Financial Year:

- a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
EMPLOYEES						
1	Permanent (D)	7692	7520	97.76%	172	2.24%
2	Other than Permanent (E)	4679	4633	99.02%	46	0.98%
3	Total employees (D + E)	12371	12153	98.24%	218	1.76%
WORKERS						
4	Permanent (F)	0	0	0.00%	0	0.00%
5	Other than Permanent (G)	19117	18712	97.88%	405	2.12%
6	Total workers (F + G)	19117	18712	97.88%	405	2.12%

- b. Differently abled Employees and workers:

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
Differently abled employees						
1	Permanent (D)	19	19	100%	0	0.00%
2	Other than Permanent (E)	1	1	100%	0	0.00%
3	Total employees (D + E)	20	20	100%	0	0.00%
Differently abled workers						
4	Permanent (F)	0	0	0.00%	0	0.00%
5	Other than Permanent (G)	0	0	0.00%	0	0.00%
6	Total workers (F + G)	0	0	0.00%	0	0.00%

21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	11	1	9%
Key Management Personnel	2	0	0%

22. Turnover rate for permanent employees and workers

	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	23.27%	11.95%	23.03%	17.10%	10.28%	16.97%	17.38%	8.78%	17.24%
Permanent Workers	Not Applicable								

23. Details of Holding, Subsidiary & Associate Companies (including joint ventures)

S. No	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether it is a holding / Subsidiary / Associate / Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
Direct Subsidiaries				
1	NCC Urban Infrastructure Limited	Subsidiary	80%	No
2	NCC Infra Limited	Subsidiary	100%	No
3	Pachhwara Coal Mining Private Limited	Subsidiary	51%	No
4	Talaipalli Coal Mining Private Limited	Subsidiary	51%	No
5	Nagarjuna Construction Company International L.L.C.	Subsidiary	100%	No
6	NCC Infrastructure Holdings Mauritius Pte Limited	Subsidiary	100%	No
7	Nagarjuna Contracting Co. L.L.C.	Subsidiary	100%	No
8	OB Infrastructure Limited	Subsidiary	64.02%	No
9	NCC Quantum Technologies Private Limited	Subsidiary	100%	No
10	Savitra Agri Industrial Park Private Limited	Subsidiary	100%	No
11	J Kumar-NCC Private Limited	Subsidiary	51%	No
Subsidiaries of NCC Urban Infrastructure Limited				
12	Dhatri Developers & Projects Private Limited	Subsidiary	100%	No
13	Sushanti Avenues Private Limited	Subsidiary	100%	No
14	Sushrutha Real Estate Private Limited	Subsidiary	100%	No
15	JIC Homes Private Limited	Subsidiary	100%	No
16	Sushanti Housing Private Limited	Subsidiary	100%	No
17	CSVS Property Developers Private Limited	Subsidiary	100%	No
18	Vera Avenues Private Limited	Subsidiary	100%	No
19	M A Property Developers Private Limited	Subsidiary	100%	No
20	Mallelavanam Property Developers Private Limited	Subsidiary	100%	No

S. No	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether it is a holding / Subsidiary / Associate / Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
21	NCC Urban Homes Private Limited	Subsidiary	100%	No
22	NCC Urban Ventures Private Limited	Subsidiary	100%	No
Subsidiaries of NCC Quantum Technologies Private Limited				
23	NCC AMISP Ray Private Limited	Subsidiary	99.90%	No
24	NCC AMISP Marathwada Private Limited	Subsidiary	99.86%	No
Subsidiaries of NCC Infrastructure Holdings Mauritius Pte. Limited				
25	Al Mubarakia Contracting Co. L.L.C.	Subsidiary	100%	No
Subsidiaries of Nagarjuna Construction Company International L.L.C.				
26	NCCA International Kuwait General Contracts Company L.L.C.	Subsidiary	100%	No
Associates of NCC Limited				
27	Brindavan Infrastructure Company Limited	Associate	33.33%	No
28	Nagarjuna Facilities Management Services L.L.C.	Associate	49%	No
29	Pondicherry Tindivanam Tollway Private Limited	Associate	47.8%	No
Associates of NCC Infra Limited				
30	Ekana Sportz City Private Limited	Associate	26%	No
Associates of NCC Infrastructure Holdings Mauritius Pte. Limited				
31	Apollonius Coal and Energy Pte. Ltd.	Associate	44.29%	No
Associates of NCC Urban Infrastructure Limited				
32	Varapradha Real Estates Private Limited	Associate	40%	No
LLP under NCC Limited				
33	UHPFRC Nagpur LLP	LLP	51%	No
LLPs under NCC Urban Infrastructure Limited				
34	PRG Estates LLP	LLP	100%	No
35	Thrilekya Real Estates LLP	LLP	100%	No
36	Varma Infrastructure LLP	LLP	100%	No
37	Nandyala Real Estates LLP	LLP	100%	No
38	Kedarnath Real Estates LLP	LLP	100%	No
39	AKHS Homes LLP	LLP	100%	No
40	Sri Raga Nivas Property Developers LLP	LLP	100%	No
41	VSN Property Developers LLP	LLP	100%	No
42	NCES Infraspace LLP	LLP	51%	No
43	NCC Urban & Elina Space LLP	LLP	51%	No
44	NCC Urban Infrastructure Swaroop Developers LLP	LLP	60%	No

Note: Percentage of ownership reported under serial number 12 to 44 represents ownership of immediate holding company and not of the listed entity.

24. Details of CSR Activities

- (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No) - Yes
- (ii) Turnover (in ₹) – ₹ 17,669 Crores
- (iii) Net worth (in ₹) – ₹ 7,574 Crores

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance redressal mechanism in place (Yes/No) (if yes, then provide web- link for grievance redress policy)	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes, https://www.ncclimited.com/policies%20&%20codes/Stakeholders'_Grievance_Redressal_Policy-24.pdf	0	0	-	0	0	-
Investors (other than shareholders)	N/A						
Shareholders	Yes, https://www.ncclimited.com/policies%20&%20codes/Stakeholders'_Grievance_Redressal_Policy-24.pdf	0	0	As per the report we submit with SEs on Quarterly basis	0	0	As per the report we submit with SEs on Quarterly basis.
Employees and workers	Yes, https://www.ncclimited.com/policies%20&%20codes/Stakeholders'_Grievance_Redressal_Policy-24.pdf	0	0	-	0	0	-
Customers	Yes, https://www.ncclimited.com/policies%20&%20codes/Stakeholders'_Grievance_Redressal_Policy-24.pdf	0	0	-	0	0	-
Value Chain Partners	Yes, https://www.ncclimited.com/policies%20&%20codes/Stakeholders'_Grievance_Redressal_Policy-24.pdf	0	0	-	1	0	Resolved
Other (Please specify)							

26. Overview of the entity's material responsible business conduct issues

Material responsible for business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Corporate Governance	Risk	Corporate governance can pose several risks including legal and financial risks, reputational damage, decreased stakeholder trust, and decreased shareholder value	Establishing a well-defined leadership structure, roles, and responsibilities for seamless functioning towards sustainability	Negative
2	Customer Experience & Satisfaction	Opportunity	Increased customer loyalty, positive word-of-mouth recommendations, and a competitive advantage. It can also help to reduce project delays, minimize rework, and improve project outcomes, ultimately leading to increased profitability.	-	Positive
3	Employee & Workforce Engagement, Wellbeing	Opportunity	Improving employee and workforce engagement and wellbeing can lead to increased productivity, decreased absenteeism, and improved safety on job sites. These factors can ultimately result in cost savings, improved project outcomes, and a more positive industry reputation.	-	Positive

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
4	Social engagement & Impact	Risk/ Opportunity	Risk: The business must be rooted in community and be aligned with the community's larger interests. Risks such as worker safety and community disruption can have significant social and economic consequences, making it crucial to identify and mitigate them to protect people Opportunity: Due to its potential, it creates jobs, builds infrastructure and contributes to economic growth.	Prioritize effective communication and collaboration with stakeholders, including local communities, government agencies and NGOs. Additionally, conducting thorough environmental and social impact assessments before and during construction can help identify potential risks and enable proactive measures to minimize negative effects.	Negative/Positive
5	Environment management	Risk	Climate change-related extreme weather occurrences put the company's operations, as well as the health and safety of its employees, at danger. Water scarcity has the potential to harm operations and cause economic disruption. Inadvertent non-compliance with current and forthcoming waste legislation may incur financial penalties and harm one's reputation.	Implementing building design and materials that are more resilient to extreme weather events, regularly assessing and updating emergency response plans, and providing employee training on safety procedures during extreme weather. Using recycled water for non-potable purposes, reducing water usage during construction activities, and incorporating sustainable design features that minimize water demand. Implementing effective waste management practices, utilizing eco-friendly building materials, and ensuring compliance with local environmental regulations.	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)									
Memorandum & Articles of Association	Yes								
Code of Conduct of Board & Senior Management	Yes								
Nomination and Remuneration Policy	Yes								
Remuneration Policy for Non-Executive Directors	Yes								
Policy for Determining 'Material' Subsidiaries	Yes								
Policy on Determination of Materiality of Events and Information	Yes								
Stakeholders' Grievance Redressal Policy	Yes						Yes		
Corporate Communications Policy				Yes			Yes		Yes
Insider Trading Code	Yes								
Code of Practices and Procedures for Fair Disclosure of UPSI and Policy on Sharing of UPSI for Legitimate Purposes	Yes								
Policy and Procedure for Inquiry in Case of Leak of UPSI or Suspected Leak of UPSI	Yes								
Anti-Bribery & Anti-Corruption Policy	Yes								
Fraud Risk Management Policy	Yes								
Whistleblower Policy	Yes					Yes			
Website Archival Policy	Yes								
Public Advocacy Policy							Yes		
HR Policy			Yes						
Equal Opportunity Policy			Yes						
NCC POSH (Prevention of Sexual Harassment) Policy					Yes				
Mediclaime Policy			Yes						
NPS Enrolment through Employer			Yes						
ESG Policy	Yes								
CSR Policy	Yes			Yes				Yes	
Sustainable Procurement Policy & Supplier Code of Conduct		Yes		Yes					Yes
Related Party Transactions (RPT) Policy	Yes								
b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
c. Web Link of the Policies, if available https://ncclimited.com Policies under HRMS									
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
4. Name of the national and international codes/ certifications/ labels/standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) mapped to each principle.	NCC Limited is certified with the management system ISO/IEC 27001:2022, ISO 45001:2018, ISO 9001:2015, ISO 14001:2015 to ensure compliance with health and safety, quality, and environmental management systems. Furthermore, the Company follows the regulations and guidelines set forth by the applicable laws.								
ISO 9001:2015	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes
ISO 14001:2015	Yes		Yes			Yes	Yes		
ISO 45001:2018			Yes						
ISO/IEC 27001:2022	Yes			Yes					Yes
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	NCC strives to achieve enhanced customer satisfaction as per the Contract Agreements with the Clients by delivering quality products through timely completion in safe working environments. We dedicate ourselves to continual improvement in all fields of our business. Our quality standards are guided by the Quality Objectives stated below: • “To consistently deliver quality products by adhering to set specifications, contractual, regulatory, and statutory requirements. • To achieve enhanced customer satisfaction through cost-effective and timely completion.”								
6. Performance of the entity against the specific commitments, goals, and targets along-with reasons in case the same are not met.	The company continues to demonstrate strong execution capabilities and delivers positive environmental and social outcomes through its diversified projects across multiple verticals. Its robust order book reflects a healthy pipeline of infrastructure projects, ensuring sustained financial performance while generating long-term environmental and social benefits. Environmental Performance • Execution of large-scale water infrastructure projects such as supply systems, treatment plants, sewage networks, and drainage systems, supporting water resource management and environmental protection. • Implementation of smart metering projects that promote efficient energy usage, reduce transmission losses, and improve billing transparency. • Operation of mining activities under structured and regulated frameworks, indicating a commitment to responsible and monitored resource utilization. • Engagement in green building development, including large-scale public and institutional infrastructure that integrates environmental efficiency in design and construction.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
	Social Performance - Ongoing job creation and workforce development, with initiatives aimed at enhancing employee retention and well-being even during challenging market conditions. - Wide geographic presence across various states, contributing to inclusive and balanced regional development through infrastructure access. - Development of socially beneficial projects such as hospitals, housing, transportation systems, and metro rail enabling better access to essential services and improving everyday life for communities.								

Governance, leadership and oversight	
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements At NCC Ltd, we view ESG as integral to our mission of building sustainable and inclusive infrastructure. We are committed to reducing our environmental impact by adopting green practices, improving resource efficiency, and embracing climate-resilient technologies. Our projects aim to uplift communities by generating employment, promoting health and safety, and investing in social development. We foster a diverse, skilled workforce and uphold high standards of ethical conduct. Governance excellence, transparency, and stakeholder trust are central to our operations. ESG principles guide our strategic choices, helping us create long-term value while contributing meaningfully to nation-building.	
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy/policies	ESG Committee is constituted with the following board members: Chairman of the Committee: Sri Ramesh Kailasam – Independent Director Members: Dr. A S Durga Prasad – Independent Director Sri A A V Ranga Raju Sri A G K Raju
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes/ No). If yes, provide details.	The company's business responsibilities are closely aligned with its commitment to Environmental, Social, and Governance (ESG) principles. The implementation and monitoring of these responsibilities are overseen by the Board of Directors through a structured committee system. These include the Audit Committee, which ensures financial integrity and compliance; the Nomination and Remuneration Committee, which governs leadership appointments and compensation practices; the Stakeholders Relationship Committee, which addresses investor and stakeholder concerns; the Corporate Social Responsibility Committee, which steers social and community initiatives; the Risk Management Committee, which oversees strategic and operational risks; and the dedicated ESG Committee, which provides focused oversight on the integration of ESG priorities into the company's strategy and operations. This committee framework ensures that business conduct is both responsible and future oriented.

10. Details of Review of NGRBCs by the Company:																			
Subject for Review	Indicate whether review was undertaken by Director/Committee of the Board/Any other Committee									Frequency (Annually/Half yearly/ Quarterly/ Any other – please specify)									
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9	
Performance against above policies and follow up action	All the policies of the company are approved by the Board and reviewed periodically on a need basis by respective Committees.																		
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	NCC Limited is compliant with all applicable regulations, and the ESG Committee regularly reviews their compliance and applicability.																		
11. Has the entity carried out independent assessment / evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	No.																		

12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated

Questions	
The entity does not consider the Principles material to its business (Yes/No)	All Principles are covered by policies.
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)	
The entity does not have the financial or/human and technical resources available for the task (Yes/No)	
It is planned to be done in the next financial year (Yes/No)	
Any other reason (please specify)	

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as “Essential” and “Leadership”. While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally, and ethically responsible.

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year.

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	Percentage of persons in respective category covered by the awareness programmes
Board of Directors	2	- Efficiency to Excellence - Familiarization about the Company and Regulatory Updates Training Impact: - Business Sustainability - Awareness and better compliance	100%
Key Management Personnel	2	- Efficiency to Excellence - Familiarization about the Company and Regulatory Updates Training Impact: - Business Sustainability - Awareness and better compliance	100%
Employees other than BODs and KMPs	739	- Analytical Thinking & Decision Making - Leadership & People Management - Communication & Interpersonal Skills - Emotional Intelligence & Well-being - Human Resources & Workplace Conduct - Ethics, Compliance & Governance - Finance & Business Fundamentals - Project, Operations & Technical Management - Digital Tools & Productivity Software - Safety, Security & Risk Management Training Impact: - Improved motivation and competency among employees.	71%
Workers	571	- Health & Safety Awareness (EHS) Training Training Impact: - Increased awareness among workers	98.92%

2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/judicial institutions, in the financial year, in the following format
(Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website)

Monetary					
	NGRBC Principle	Name of the regulatory/ Enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine			Nil		
Settlement					
Compounding fee					
Non-Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ Judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)	
Imprisonment			Nil		
Punishment					

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
Nil	Not Applicable

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

NCC Limited has implemented an anti-corruption and anti-bribery policy to prevent, deter, and identify fraudulent and corrupt business practices. The Company is dedicated to conducting its business with utmost honesty, integrity, and ethical standards and is committed to enforcing these standards across all its operations by refraining from any involvement in bribery or corruption. This policy applies to all employees, including directors and other stakeholders associated with the Company, and awareness and consent is included in the onboarding process for all new hires.

Web-link to the policy: <https://ncclimited.com/policies&codes.html>

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption.

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Directors	Nil	Nil
KMPs		
Employees		
Workers		

6. Details of complaints with regard to conflict of interest.

	FY 2025-26 (Current Financial Year)		FY 2024-25 (Previous Financial Year)	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil		Nil	
Number of complaints received in relation to issues of Conflict of Interest of the KMPs				

7. Details of any corrective action taken or underway on issues related to fines / penalties /action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Not Applicable

8. Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Number of days of accounts payables	113 days	97 days

9. Open-ness of business

Details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	Nil	Nil
	b. Number of trading houses where purchases are made from	Not Applicable	Not Applicable
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	Not Applicable	Not Applicable
Concentration of Sales	a. Sales to dealers /distributors as % of total sales	Nil	Nil
	b. Number of dealers / distributors to whom sales are made	Not Applicable.	Not Applicable.
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	Not Applicable.	Not Applicable.
Share of RPTs in	a. Purchases (Purchases with related parties /Total Purchases)	0.66%	0.21%
	b. Sales (Sales to related parties / Total Sales)	6.34%	1.06%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	49.21%	15.85%
	d. Investments (Investments in related parties / Total Investments made)	99.43%	99.28%

Note: Due to NCCIHL merger with NCC Limited, previous year (2024-25) values are reinstated.

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the principles during the financial year.

Total number of awareness programmes held	Topics / principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
3	1. Sustainability Awareness Programmes 2. Introduction to ESG and its significance 3. ESG initiatives 4. Labour Laws 5. Statutory Compliance 6. Environment Health and Safety	37%

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.

Yes, the Company has a Code of Conduct that applies to its Board of Directors and senior management team. The Code includes measures to prevent and manage conflicts of interest and mandates that the individuals covered under it should act with honesty, ethics, and integrity. It requires them to disclose and avoid any potential or actual conflicts of interest. These conflict-of-interest areas include employment (outside), directorships (outside), business interests, related parties, payments, or gifts from others & corporate opportunities.

<https://ncclimited.com/policies%20&%20codes/Code%20of%20Conduct%20new.pdf>

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe.**Essential Indicators**

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)	Details of improvements in environmental and social impacts
R&D	98.74%	100%	R&D Expenditure focused on reduction of utilization of raw material which will lead to reduction in carbon footprint.
Capex	-	-	

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No) –

At NCC Limited, all input materials are procured strictly in accordance with the terms and specifications outlined in client contracts. In most cases, the client specifies the brand or company from which the input materials must be sourced, thereby guiding the procurement process.

Nevertheless, as part of its standard procurement practices, NCC Limited consistently sources key construction materials such as steel and cement from reputed manufacturers who are known for their strong Environmental, Social, and Governance (ESG) performance. These suppliers typically adhere to high sustainability standards in their operations. As a result, a significant portion of the input materials used across NCC's projects are sustainably sourced, reflecting the company's commitment to responsible sourcing within the contractual framework.

- b. If yes, what percentage of inputs were sourced sustainably. Major key inputs were sourced sustainably. This includes materials such as steel, cement and other building material.
3. Processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

Not Applicable

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). No

If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Extended Producer Responsibility (EPR) is not applicable as the company's primary activity is construction and related services, and it does not produce any consumer products.

Leadership Indicators

1. Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format

NIC Code	Name of Product / Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide the web-link
NCC Ltd., being a leading infrastructure and construction company, does not manufacture discrete products in the conventional sense. However, the company recognises the importance of assessing environmental impacts across the lifecycle of its infrastructure projects. While formal LCA studies as per ISO 14040/44 standards may not have been conducted across all project categories, NCC integrates lifecycle considerations in its project design, material selection, and execution phases, especially for large-scale public infrastructure works.					

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Name of Product / Service	Description of the risk / concern	Action Taken
NCC Ltd., being an EPC and infrastructure execution company, is primarily engaged in the construction of public assets such as buildings, roads, water supply networks, and urban infrastructure. While the company does not independently conduct full-scale Life Cycle Assessments (LCA) for its services, several of its clients, especially public sector agencies and smart city missions—incorporate LCA principles or sustainability criteria in their project planning and tendering processes. Accordingly, NCC aligns its construction practices to meet the environmental and social requirements embedded in client specifications and project mandates. Additionally, the company conducts Environmental and Social Impact Assessments (ESIA) wherever statutorily or contractually required and integrates mitigation measures throughout the project lifecycle.		

3. Percentage of recycled or reused input material to total material (by value) used in production (For manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Fly ash, Ground Granulated Blast-furnace Slag (GGBS) and PPC/PSC in place of Cement	1.23%	-

Note: Tracking and reporting initiated in FY 2025-26

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tons) reused, recycled, and safely disposed of.

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Not Applicable as the company is not in manufacturing of products		

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Not Applicable	

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains**Essential Indicators**

1. a. Details of measures for the well-being of employees.

Category		% of employees covered by									
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		No. (B)	% (B/ A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/ A)	No. (F)	% (F/ A)
Permanent employees											
Male	7520	7520	100%	7520	100%	Not applicable		0	0%	0	0%
Female	172	172	100%	172	100%	172	100%	Not applicable		2	1.16%
Total	7692	7692	100%	7692	100%	172	100%	0	0%	2	0.03%
Other than Permanent employees											
Male	4633	4633	100%	4633	100%	Not applicable		0	0%	0	0%
Female	46	46	100%	46	100%	46	100%	Not applicable		5	10.87%
Total	4679	4679	100%	4679	100%	46	100%	0	0%	5	0.11%

b. Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent workers											
Male	Since NCC is not engaging Permanent Workers, the measures of well-being not applicable										
Female											
Total											
Other than Permanent workers											
Male	18712	0	0%	18712	100%	0	0%	0	0%	0	0%
Female	405	0	0%	405	100%	0	0%	0	0%	86	21.23%
Total	19117	0	0%	19117	100%	0	0%	0	0%	86	0.45%

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Cost incurred on well-being measures as a % of total revenue of the company	0.24%	0.17%

2. Details of retirement benefits.

Benefits	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	No. of employees covered as a % of total employees	No. of workers Covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers Covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Y	100%	100%	Y
Gratuity	100%	-	Y	100%	-	Y
ESI	100%	-	Y	100%	-	Y

3. Accessibility of workplaces

Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

The Company ensures that all its long term offices/ premises and where such employees are employed, are accessible to employees and workers with disabilities. Further, NCC is deploying amenities for the differently abled employees at other locations to improve accessibility.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

Yes.

Web-link to the policy: https://www.ncclimited.com/policies%20&%20codes/Equal_Opportunity_Policy.pdf

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	Not Applicable	Not Applicable	Not Applicable	
Female	100%	0%		
Total	100%	0%		

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.

	(If Yes, then give details of the mechanism in brief)
Permanent Workers	Yes, Grievance redressal is available. Complaints can be raised through email & phone number (HR Help Desk)
Other than Permanent Workers	Yes, Grievance redressal is available. Any aggrieved worker can raise grievance to Project HR.
Permanent Employees	Yes, Grievance redressal is available. Any aggrieved employee can raise grievance in HR Portal, through email or through phone to HR function
Other than Permanent Employees	Yes, Grievance redressal is available. Any aggrieved employee can raise grievance in HR Portal, through email or through phone to HR function

7. Membership of employees and workers in association(s) or Unions recognised by the listed entity.

Category	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	Total employees/ workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D/C)
Total Permanent Employees	7692	0	0%	7366	0	0%
Male	7520	0	0%	7220	0	0%
Female	172	0	0%	146	0	0%
Total Permanent Workers	Not Applicable					
Male						
Female						

8. Details of training given to employees and workers:

Category	FY 2025-26 (Current Financial Year)					FY 2024-25 (Previous Financial Year)				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	12153	9669	80%	5314	44%	13414	10999	82%	2343	17%
Female	218	180	83%	150	69%	192	134	70%	130	68%
Total	12371	9849	80%	5464	44%	13606	11133	82%	2473	18%
Workers										
Male	18712	14647	78%	0	0%	17371	15807	91%	0	0%
Female	405	350	86%	0	0%	431	392	91%	0	0%
Total	19117	14997	78%	0	0%	17802	16199	91%	0	0%

9. Details of performance and career development reviews of employees and workers.

Category	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Permanent Employees						
Male	7520	7520	100%	7220	7220	100%
Female	172	172	100%	146	146	100%
Total	7692	7692	100%	7366	7366	100%
Permanent Workers						
Male	Not Applicable					
Female						
Total						

10. Health and safety management system

- a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, what is the coverage of such a system.

Yes, occupational health and safety management system has been implemented by the entity. It covers the entire operations covering all construction project sites including offices. In line with NCC Ltd's, Vision, Mission, Values, and QEHS Policy, HSE management systems have been implemented in accordance with the International Standards ISO 45001:2018 (Occupational Health and Safety Management System Standard). HSE management plan has been prepared based on Corporate HSE manual for every operation, the scope associated risks and mitigation measures covering occupational health, safety and environment. This Management plan includes the mandatory and regulatory requirements for systematic management and execution within the organization in a safe manner.

- b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity.

The company has in place systematic risk management process to identify and control all the hazards in construction project sites and offices. The Company's risk management process is applied through five steps (Identification, Assessment, Mitigation, Monitoring and Reporting) and is the key driver for identifying and controlling the risk of HSE in business. All relevant stakeholders, including construction Engineers, Worker's Representatives, Design & Planning Engineers and HSE team members are involved in risk assessments and the risk management process. Risk Assessment & Safe Work method statements are developed and approved prior to starting any work activity. All identified risk and risk mitigation plans are required to be documented, approved and communicated to all relevant parties involved in the activity. Apart from this risk management process the company has site inspections and Corporate HSE site walks and HSE audits to identify the work-related hazards to assess the risks for routine and non-routine works for further review.

- c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks.

Yes, the company has processes for workers to report work-related hazards, either verbally, during daily Toolbox Talks meetings, or in writing, depending on the risk level. The entire site execution team, including workers, has a developed culture of reporting such hazards and the authority to remove them to safeguard themselves and others. If a hazard is beyond their control, it will be escalated to the relevant authority for further action.

- d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services.

Yes, at project sites the company tied up with nearest hospitals where the employees and workers have direct access through their ID cards to avail the non-occupational medical and health care services.

11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.06	0.06
	Workers	0.12	0.23
Total recordable work-related injuries	Employees	2	2
	Workers	6	10
No. of fatalities	Employees	1	1
	Workers	1	1
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

At the outset of the construction project sites, a comprehensive and site-specific Health, Safety, and Environment (HSE) plans are developed in line with the corporate HSE manual, setting the foundation for safety and compliance across all activities. Medical screenings have been conducted for all workers to ensure fitness for duty, particularly for those involved in high-risk tasks. Each employee has undergone HSE orientation, where they are briefed on project-specific hazards, emergency procedures, and their roles in maintaining a safe working environment. Regular risk assessments are carried out to proactively identify hazards such as falling objects, slips and trips, fall from height, mechanical and electrical risks, and chemical exposure. Preventive control measures have been put in place accordingly. Personal Protective Equipment (PPE) is provided and enforced across the site, including helmets, gloves, safety shoes, reflective vests, eye protection, and harnesses for height work, with job-specific PPE issued as necessary. Excavation activities are carried out with proper shoring, benching, and access ladders, while trenches are barricaded and illuminated to prevent accidents. Work at height is controlled through the use of fully certified scaffolding, guardrails, safety nets, and personal fall arrest systems, and only trained workers are allowed to carry out such tasks.

All mechanical equipment and tools undergo scheduled maintenance and pre-use inspections, while machine guarding, safe limit switches, warning devices and lockout-tagout procedures are strictly followed to prevent accidental startups. Electrical safety is maintained through well-organized cable management, the use of IP-rated panels, earth leakage protection devices, proper grounding, and routine checks by certified electricians. Vehicles operating on-site follow a designated traffic management plan that includes marked pedestrian pathways, traffic signage, and the use of trained flagmen to coordinate vehicle movement. Chemical handling is managed through proper labelling, secure storage, availability of Safety Data Sheets (SDS), and worker training in spill response and PPE usage. Fire safety measures are in place, including strategically located extinguishers, hot work permits, fire watch personnel, and emergency evacuation plans. Occupational health is prioritized with ergonomic practices, safe manual handling techniques, availability of rest areas, and regular health check-ups, while psychological wellbeing is addressed through adequate rest periods and stress management awareness.

Environmental protection is actively pursued through dust suppression, noise control measures, waste segregation and disposal, and spill containment systems. All workers receive ongoing training, including toolbox talks, job-specific briefings, and emergency drills, to reinforce safety knowledge. Weekly inspections and HSE audits are conducted to identify gaps and ensure continuous improvement, while non-compliance is addressed promptly with corrective action plans. Full compliance with national regulations and international standards such as ISO 45001 and ISO 14001 is ensured, and all records are documented. The safety culture on-site encourages open communication, with workers empowered to report unsafe acts or conditions without fear of retaliation. These are not limited but common practice measures. Through these integrated HSE measures, the project maintains a safe, healthy, and environmentally responsible construction environment.

13. Number of complaints on the following made by employees and workers.

	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working conditions	0	0	-	0	0	-
Health and Safety	0	0	-	0	0	-

14. Disclose % of your plants & offices that were assessed (by the entity/ statutory authorities/ third parties) in the current F.Y for health & safety practices & working conditions.

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working Conditions	

15. Details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health and safety practices and working conditions.

Corrective actions have been successfully initiated, increasing ground-level monitoring through enhanced supervisory staffing, and closely tracking safety budget utilization to ensure timely and effective spending. Additionally, stringent disciplinary measures have been enforced for violations and poor HSE performers.

Further developed and rolled out a standardized template for HSE Alerts and Lessons Learnt, which are now being proactively shared with all concerned employees-promoting awareness, learning, and continuous improvement across the project sites.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

Yes, the company extends compensatory package for works related death of its employees and workers.

2. Measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

Our entity has implemented several measures to ensure that statutory dues are accurately deducted and deposited by our value chain partners:

>Compliance Training: We provide comprehensive training programs for our value chain partners, focusing on statutory compliance and best practices. This helps them understand their obligations and the importance of timely and accurate deductions and deposits.

>Contractual Obligations: Our contracts with value chain partners include specific clauses that mandate compliance with statutory dues. Non-compliance can result in penalties or termination of the partnership.

>Monitoring and Reporting: We have established a robust monitoring system that tracks the compliance status of our value chain partners. Regular reports are generated to identify any discrepancies or areas of concern.

>Collaboration with Authorities: We maintain open communication with relevant regulatory authorities to stay updated on statutory requirements and ensure our value chain partners are informed of any changes.

>Support and Assistance: We offer support and assistance to our value chain partners in fulfilling their statutory obligations. This includes providing resources, guidance, and, if necessary, assistance in the deduction and deposition process.

3. The number of employees / workers having suffered high consequence work related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Employees	Injuries – 1	Injuries – 1	Nil	Nil
	Fatalities – 1	Fatalities – 1		
Workers	Injuries – 5	Injuries – 9	Nil	Nil
	Fatalities - 1	Fatalities - 1		

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

Yes

5. Disclose % of value chain partners (by the value of business done with them) that were assessed in the current F.Y for health & safety practices & working conditions.

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety conditions	The Company identified 157 Value Chain partners comprising 29% of FY 2025-26 spend. During the year, the Company assessed Value Chain Partners on certain ESG parameters that include environmental, management, performance, human rights, CSR, health and safety practices, corporate governance, and ethical business practices through a questionnaire. This questionnaire was developed keeping in mind the regulatory compliances, BRSR disclosures, global standards and so on.
Working conditions	

6. Details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

No significant risks or concerns arose from the assessment during the year. It is ensured that the supply chain partners engaged with the Company understand and sign off the Code of Conduct of the Company.

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders.

Essential Indicators

1. Processes for identifying key stakeholder groups of the entity.

The stakeholder identification process at NCC Limited is built around the following procedures marked in order of execution as mentioned below:

- Purpose of stakeholder analysis.
- Identifying potential stakeholders who may affect or may be affected by the business.
- Stakeholder categorization (internal or external).
- Stakeholder prioritization based on impact on the business.
- Information gathering on stakeholder expectations.
- Developing a stakeholder engagement plan.

In order to make sure that the business is serving its stakeholders' needs and accomplishing its objectives, it is important to continually monitor and engage key stakeholders in the process of identifying them.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable and Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	Circulars, E-mails, Meetings, Corporate Social Initiatives, Welfare Initiatives, In House Magazines, Help Desk etc.	As and when required	Employee development and benefits, expectations, volunteering, career advancement, etc.
Clients/ Customers	No	E-mails, Official Letters, Customer satisfaction	As and when required	Project delivery, timeline, challenges that are faced during execution, Customer satisfaction and feedback
Suppliers/Sub-contractors	No	E-mails, Meetings, Official Letters	As and when required	Need and expectation, schedule, supply chain issues, need for awareness and other training, their regulatory compliance, EHS performance etc.,
Local communities	No	Direct Engagement as well as the execution of company's CSR project	As and when required	To seek their feedback and expectation of the CSR programs
Media	No	Press Releases, Quarterly Results, Annual Reports, AGM (shareholder's interaction), Access information and media interactions	As and when required	Performance reporting, good practices, show cases, awards and showcases, awards and successes, initiatives, etc.

Stakeholder Group	Whether identified as Vulnerable and Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Government	No	Press Releases, Quarterly Results, Annual Reports, Stock Exchange filings, issue specific meetings, representations	As and when required	Reporting requirement, Statutory compliance, authority's assistance, and solving issues.
Shareholders	No	E-mail, Press Releases, Quarterly Results, Annual Reports, AGM (Shareholder's interaction), Quarterly investor presentation, stock exchange filings and corporate website	As and when required	To understand their requirements and expectations, which are crucial to the business
Investors/ Banks & Financial Institutions	No	E-mails, Meetings	As and when required	To evaluate business performance

Leadership Indicators

- Processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

Feedback/grievances received from various stakeholders are communicated to the Board based on relevance by respective functional leaders

- Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

The company conducted internal stakeholder consultations to identify material issues that impact its business & day-to-day operations.

- Details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

NCC Limited continuously engaged with vulnerable/ marginalized stakeholder groups as per the stakeholder engagement plan. The Company's outreach initiatives cater to the underprivileged/marginalized/vulnerable communities residing in underdeveloped areas with a single objective of improving their lives and livelihood through CSR initiatives spearheaded by the CSR team:

- Skill development – the Company has executed projects such as setting up of Central Instrumentation Laboratory at University College for Women at Koti, Hyderabad that promotes skill development amongst women who still form a vulnerable section of the society & bring them into the workforce.
- Education- the Company has deployed several projects for better & state of the art education for our children & adults. These projects include support to "Ekal Vidyalayas" (benefiting tribal students), enabling digital classrooms for schools in Kothapeta, upgradation of computer lab at Arts and Science College for Women, Andhra Mahila Sabha, AAS Vidyalaya Education Café (an online platform for educating dropouts) and many more.

- c) Healthcare- Access to primary healthcare & pre/postnatal care is basic human right. The Company has taken several measures to benefit communities that are unable to access these basic facilities. Our initiatives include operational expenses for milk banks, support for Aaryajanani Program, eye treatment & surgeries for EWS at LV Prasad Institute & support to setting up charitable diagnostics center & poly clinic at CR Foundation.
- d) Rural development- the Company has executed several measures for rural development & empowering our rural communities by developing infrastructure such as roads, drainage lines, water tanks, housing for marginalized & EWS etc.
- e) Community building- the Company has supported the peaceful co-existence of communities by enabling them with proper community spaces & gathering infrastructure. Prominent among these is the community center at Aziznagar, R R Dist, Telangana.

PRINCIPLE 5: Businesses should respect and promote human rights**Essential Indicators**

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format.

Category	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	Total (A)	No. of employees / workers covered (B)	% (B/A)	Total (C)	No. of employees / workers covered (D)	% (D/C)
Employees						
Permanent	7692	7692	100%	7366	7366	100%
Other than permanent	4679	4679	100%	6240	6240	100%
Total employees	12371	12371	100%	13606	13606	100%
Workers						
Permanent	Not Applicable					
Other than permanent	19117	19117	100%	17802	17802	100%
Total workers	19117	19117	100%	17802	17802	100%

2. Details of minimum wages paid to employees and workers, in the following format.

Category	FY 2025-26 (Current Financial Year)					FY 2024-25 (Previous Financial Year)				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	7692	696	9.05%	6996	90.95%	7366	0	0%	7366	100%
Male	7520	696	9.26%	6824	90.74%	7220	0	0%	7220	100%
Female	172	0	0%	172	100%	146	0	0%	146	100%
Other than Permanent	4679	1135	24.26%	3544	75.74%	6240	6240	100%	0	0%
Male	4633	1135	24.50%	3498	75.50%	6194	6194	100%	0	0%
Female	46	0	0%	46	100%	46	46	100%	0	0%
Workers										
Permanent	Not Applicable									
Male										
Female										
Other than Permanent	19117	19117	100%	0	0%	17802	17802	100%	0	0%
Male	18712	18712	100%	0	0%	17371	17371	100%	0	0%
Female	405	405	100%	0	0%	431	431	100%	0	0%

3. Details of remuneration/salary/wages, in the following format.

a. Median remuneration/wages:

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD) – Executive Directors	5	4,63,13,992	-	-
Key Managerial Personnel	2	80,72,578	-	-
Employees other than BoD and KMP	7520	6,15,504	172	5,80,116
Workers	Not Applicable, as there are no permanent workers on the company's payroll			

b. Gross wages paid to female as % of total wages paid by the entity, in the following format:

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Gross wages paid to females as % of total wages	1.80%	1.84%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No).

The Company is dedicated to upholding and safeguarding human rights. It has a set of guidelines in place such as the Code of Conduct, as well as HR policies and processes that specifically address these concerns. Human rights are a top priority for the organization, and we have a zero-tolerance towards any violations related to human rights. The Company does not have a single focal point for addressing human rights issues, but the HR head of the respective IC is responsible for addressing all human rights related issues & impacts.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

The Company considers human rights to be a fundamental and essential value. It endeavors to uphold fair and ethical business and employment practices by supporting, safeguarding, and advocating for human rights. The Company adheres to zero tolerance towards all forms of slavery, forced labour, child labour, human trafficking, and any kind of physical, sexual, psychological, or verbal abuse.

All grievances that are received by the entity are addressed as and when received by the respective Project Managers / Business unit heads through Admin in Coordination with HR department. All the grievances received are duly investigated and appropriate actions are taken to resolve the issue /complaint. Whenever required, disciplinary actions are initiated as deemed fit and assistance from regulatory authority is sought.

6. Number of Complaints on the following made by employees and workers:

	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	Filed during the year	Pending Resolution at the end of year	Remarks	Filed during the year	Pending Resolution at the end of year	Remarks
Sexual Harassment	0	0	-	0	0	-
Discrimination at workplace	0	0	-	0	0	-
Child Labour	0	0	-	0	0	-
Forced Labour/Involuntary Labour	0	0	-	0	0	-
Wages	0	0	-	0	0	-
Other human rights related issues	0	0	-	0	0	-

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	0
Complaints on POSH as a % of female employees / workers	0	0
Complaints on POSH upheld	0	0

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

NCC believes that every employee is a trustee of its stakeholders and must adhere to the Company's Code of Conduct and conduct himself or herself at all times in a professional and ethical manner.

The company has a "Whistle-blower Policy" which encourages stakeholders to bring to the Company's attention, instances of unethical behaviour, discrimination, harassment, actual or suspected incidents of fraud or violation of the NCC Code of Conduct, that could adversely impact the Company's operations, business performance and / or reputation. The Company investigates such reported incidents in an impartial manner and takes appropriate action to ensure that the requisite standards of professional and ethical conduct are always upheld.

The policy also mentions about non-retaliation against complainants stating "No employee who reports a violation shall suffer any harassment, retaliation, or adverse employment condition because of such reporting. Any employee who retaliates against a person reporting a violation will be subject to disciplinary proceedings, which may extend to termination of employment."

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No). Yes
10. Percentage of your plants & offices that were assessed (by entity or statutory authorities or third parties) for sexual harassment, discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages, or other human rights related issues.

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others – please specify	

11. Details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above.

No significant risks reported in the assessment.

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.
Not Applicable

2. Details of the scope and coverage of any Human rights due diligence conducted.

The Company currently has not conducted any human rights due diligence through a third-party. However, the Company has a Code of Conduct and HR policies that adequately address human rights aspects. Various awareness programs are conducted regularly to sensitize employees and value chain partners to the Code of Conduct and human rights issues and to help understand and adhere to the Company's policies and practices regarding human rights.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016

Yes, the premises / offices are accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016. This shows NCC's dedication to fostering inclusive and welcoming environments for everyone.

4. Percentage of value chain partners that were assessed (by entity or statutory authorities or third parties) for sexual harassment, discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages or other human rights related issues, along with the corrective action taken to address significant risks & concerns arising from assessments.

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	The Company identified 157 Value Chain partners comprising 29% of FY 2025-26 spend. During the year, the Company assessed Value Chain Partners on certain ESG parameters that includes environmental, management, performance, human rights, CSR, health and safety practices, corporate governance, and ethical business practices through a questionnaire. This questionnaire was developed keeping in mind the regulatory compliances, BRSR disclosures, global standards and so on.
Discrimination at workplace	
Child labour	
Forced/involuntary labour	
Wages	
Others – please specify	

5. Details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

No significant risks or concerns arose from the assessment during the year. It is ensured that the supply chain partners engaged with the Company understand and sign off the Code of Conduct of the Company.

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment.**Essential Indicators**

1. Details of total energy consumption (GJ) and energy intensity, in the following format.

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
From renewable sources		
Total electricity consumption (A)	1,527	514
Total fuel consumption (B)	-	-
Energy consumption through other sources (C)	-	-
Total energy consumption from renewable sources (A+B+C)	1,527	514
From non-renewable sources		
Total electricity consumption (D)	106,386	1,29,443
Total fuel consumption (E)	12,83,379	17,37,588
Energy consumption through other sources (F)	-	-
Total energy consumption from non-renewable sources (D+E+F)	13,89,765	18,67,031
Total energy consumed (A+B+C+D+E+F)	13,91,292	18,67,545
Energy intensity per rupee of turnover (Total energy consumed (Giga Joules / turnover in crore rupees)	78.7	96.3
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total energy consumed / Revenue from operations in Crs adjusted for PPP)	1601.6	1989.7
Energy intensity in terms of physical Output **	-	-
Energy intensity (optional) – the relevant metric may be selected by the entity	-	-

Note: For FY 2025-26, data has been reported for 186 sites, and for FY 2024-25, data was also reported for 186 sites. However, operations at 41 sites were closed in FY 2024-25, while operations at 41 new sites commenced in FY 2025-26.

* IMF PPP conversion rate (20.66) was used for total income PPP adjusted value for FY 2024-25. PPP conversion rate for FY 2025-26, latest IMF PPP conversion rate (20.34) has been used. The PPP factor has been sourced from IMF database.

<https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC>.

**Energy intensity based on physical output is not disclosed, as the Company undertakes diverse construction projects (e.g., buildings, canals, railway lines) where output units vary significantly and lack standardization.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, SGS India Pvt Ltd.

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, remedial action taken, if any.

Under the Performance, Achieve and Trade (PAT) Scheme of the Government of India, NCC Limited does not have any sites or facilities that have been designated as designated consumers (DCs).

3. Details of the following disclosures related to water, in the following format.

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Water withdrawal by source (in kiloliters)		
(i) Surface water	9,577	10,396
(ii) Groundwater	8,57,328	9,14,814
(iii) Third party water (Municipal water supplies)	13,91,791	17,32,325
(iv) Seawater / desalinated water	-	-
(v) Others (Packaged Drinking water)	-	-
Total volume of water withdrawal (in kiloliters) (i + ii + iii + iv + v)	22,58,696	26,57,535
Total volume of water consumption (in kiloliters)	22,58,696	26,57,535
Water intensity per crore of turnover (Water consumed / turnover in crores)	127.8	137.0
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total Water consumed/Revenue from operations in Crs adjusted for PPP)	2600.1	2831.3
Water intensity in terms of physical Output **	-	-
Water intensity(optional) – the relevant metric may be selected by the entity	-	-

Note: For FY 2025-26, data has been reported for 186 sites, and for FY 2024-25, data was also reported for 186 sites. However, operations at 41 sites were closed in FY 2024-25, while operations at 41 new sites commenced in FY 2025-26.

* IMF PPP conversion rate (20.66) was used for total income PPP adjusted value for FY 2024-25. PPP conversion rate for FY 2025-26, latest IMF PPP conversion rate (20.34) has been used. The PPP factor has been sourced from IMF database.

<https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC>.

**Energy intensity based on physical output is not disclosed, as the Company undertakes diverse construction projects (e.g., buildings, canals, railway lines) where output units vary significantly and lack standardization.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, SGS India Pvt Ltd.

4. Details related to water discharged:

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) To Groundwater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) To Seawater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iv) Sent to third-parties®		
- No treatment	-	-
- With treatment – please specify level of treatment	80 (Primary – 80)	-
(v) Others®		
- No treatment	-	-
- With treatment – please specify level of treatment	6960 (Tertiary – 6960)	-
Total water discharged (in kilolitres)	7,040	-

® Sent to third parties - given to wastewater collection and treatment service providers and others - treated water reused for landscaping at office premises.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, SGS India Pvt Ltd

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, details of its coverage and implementation. Not applicable. The current operational sites are under the Control of the company's customers.

6. Details of air emissions (other than GHG emissions) by the entity, in the following format.

Parameter	Please specify unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Nox	-	Not available	Not available
Sox	-		
Particulate matter (PM)	-		
Persistent organic pollutants (POP)	-		
Volatile organic compounds (VOC)	-		
Hazardous air pollutants (HAP)	-		

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

7. Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity, in the following format:

Parameter	Unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	88,331	1,19,629
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ Equivalent	21,573	26,248
Total Scope 1 and Scope 2 emissions per Crore of turnover	MTCO ₂ e/Cr	6.22	7.52
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations ` in Crs adjusted for PPP)		126.53	155.42
Total Scope 1 and Scope 2 emission intensity in terms of physical output**		-	-
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

Note: For FY 2025-26, data has been reported for 186 sites, and for FY 2024-25, data was also reported for 186 sites. However, operations at 41 sites were closed in FY 2024-25, while operations at 41 new sites commenced in FY 2025-26.

* IMF PPP conversion rate (20.66) was used for total income PPP adjusted value for FY 2024-25. PPP conversion rate for FY 2025-26, latest IMF PPP conversion rate (20.34) has been used. The PPP factor has been sourced from IMF database.

<https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC>.

**Energy intensity based on physical output is not disclosed, as the Company undertakes diverse construction projects (e.g., buildings, canals, railway lines) where output units vary significantly and lack standardization.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, SGS India Pvt Ltd.

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

The company replaced CFL fixtures with LED light fixtures through which it has estimated a saving potential of 40% in Lighting Load. It has also installed Auto Sliding glass doors at offices to reduce cooling demand. These initiatives have helped the company reduce greenhouse gas emissions.

9. Details related to waste management by the entity, in the following format.

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Waste generated (in metric tons)		
Plastic waste (A)	50.88	65.46
E-waste (B)	0.02	1.84
Bio-medical waste (C)	1.43	0.84 [®]
Construction and demolition waste (D)	27,115.97	1984.26
Battery waste (E)	3.95	22.33
Radioactive waste (F)	0.00	0.00
Other Hazardous waste (G) Please specify	65.40	670.00
Other Non-hazardous waste generated (H) Please specify (Break-up by composition i.e. by materials relevant to the sector)	14.46	467.97
Total (A+B + C + D + E + F + G + H)	27,252.11	3,212.70
Waste intensity per rupee of turnover (Total waste generated/turnover in crores)	1.54	0.17
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)* (Total waste generated / Revenue from operations in Crs adjusted for PPP)	31.37	3.42
Waste intensity in terms of physical output **	-	-
Waste intensity (optional) – the relevant metric may be selected by the entity	-	-
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tons)		
Category of waste		
(i) Recycled	0.00	0.00
(ii) Re-used	278.35	370.57
(iii) Other recovery operations	0.00	0.00
Total	278.35	370.57
For each category of waste generated, total waste disposed by nature of disposal method (in metric tons)		
Category of waste		
(i) Incineration	0.00	0.00
(ii) Landfilling	12,361.46	501.09
(iii) Other disposal operations	14,063.62	0.01
Total	26,425.08	501.10

Note: For FY 2025-26, data has been reported for 186 sites, and for FY 2024-25, data was also reported for 186 sites. However, operations at 41 sites were closed in FY 2024-25, while operations at 41 new sites commenced in FY 2025-26.

*IMF PPP conversion rate (20.66) was used for total income PPP adjusted value for FY 2024-25. PPP conversion rate for FY 2025-26, latest IMF PPP conversion rate (20.34) has been used. The PPP factor has been sourced from IMF database.

<https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC>.

**Energy intensity based on physical output is not disclosed, as the Company undertakes diverse construction projects (e.g., buildings, canals, railway lines) where output units vary significantly and lack standardization.

® Restated due to clerical error in FY 2024-25

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, SGS India Pvt Ltd.

10. Waste management practices adopted. Strategy adopted by the Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

Not Applicable

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format.

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
Nil			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
EIA, if applicable, is in the scope of the company's customers					

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format.

S. No.	Specify the law / regulation/ guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
Nil				

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kilo liters).

For each facility / plant located in areas of water stress, provide the following information:

- a) Name of the area: None
- b) Nature of operations

c) Water withdrawal, consumption, and discharge in the following format:

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	-	-
(iii) Third party water	-	-
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kilolitres)	-	-
Total volume of water consumption (in kilolitres)	-	-
Water intensity per rupee of turnover (<i>Water consumed / turnover</i>)	-	-
Water intensity (<i>optional</i>) – the relevant metric may be selected by the entity	-	-
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) Into Groundwater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) Into Seawater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iv) Sent to third parties	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(v) Others	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

2. Details of total Scope 3 emissions and its intensity, in the following format.

Parameter	Unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	14,00,080	15,87,895
Total Scope 3 emissions per Crore of turnover		79	82

Note: Scope 3 emissions for the Company is being reported for purchase of goods, upstream transportation and distribution. The methodology to estimate these emissions is according to the Scope 3 Calculation Guidance of GHG Protocol. Majority of Scope 3 emissions comes from purchase of goods and within that category, 42% is contributed by consumption of steel, cement and pipes used at project sites, plus VCP fuel consumption and HO staff commutation emissions.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct and indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not Applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format.

S. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
Nil			

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

The Company has a defined framework for managing risks which is applied consistently for the identification, assessment, reporting and monitoring of risks. The approach is to identify and assess risks in order to make informed decisions around responding to risks and opportunities, limiting any adverse impact of such events related to work front, technology, execution, payments etc. In understanding and managing risk we provide greater certainty over results and build confidence of our stakeholders

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

Nil

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

The Company identified 157 Value Chain partners comprising 29% of FY 2025-26 spend. During the year, the Company assessed Value Chain Partners on certain ESG parameters that includes environmental, management, performance, human rights, CSR, health and safety practices, corporate governance, and ethical business practices through a questionnaire. This questionnaire was developed keeping in mind the regulatory compliances, BRSR disclosures, global standards and so on.

8. How many Green Credits have been generated or procured:

a) By the listed entity: Nil

b) By the top ten (in terms of value of purchases and sales, respectively) value chain partners: Nil

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

Essential Indicators

1. a. Number of affiliations with and industry chambers/ associations.

The Company is a member of 6 trade and industry chambers/ associations.

- b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such a body) the entity is a member of/ affiliated to.

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Construction Federation of India	National
2	National Safety Council of India	National
3	Federation of Telangana Chamber of Commerce and Industry	State
4	Employees Federation of South India	State
5	National Human Resources Development	National
6	Indian Electrical & Electronics Manufacturers' Association	National

2. Details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

There have been no instances where regulatory authorities have issued adverse orders regarding anti-competitive conduct.

Leadership Indicators

1. Details of public policy positions advocated by the entity.

The Company through Industry Chambers / associations has provided sector specific inputs and expertise key areas & advocacy include:

- **Goods and service Tax (GST):** Highlighting challenges arising from non-payment of differential GST by certain Government entities in construction contracts and seeking issuance of appropriate directions for reimbursement and contractual compliance.
- **Dispute Resolution Framework:** Advocating for the continued and strengthened use of arbitration in public procurement contract, including concerns regarding restrictions on arbitration for high-value disputes and recommendations to enhance institutional arbitration mechanisms
- **Infrastructure Policy Reforms:** Submitting recommendations to strengthen India's infrastructure framework, covering procurement practices, contract structuring, project planning, and dispute resolution mechanisms to improve efficiency, reduce risks, and support long-term sectoral growth.

These representations were made as part of industry-level engagement with policymakers to address sectoral challenges and contribute to policy development

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development.

Essential Indicators

- Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web Link
NIL					

- Information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format.

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the F.Y (In INR)
NIL						

- Mechanisms to receive and redress grievances of the community
The Company's CSR team regularly interacts with the local communities and receives on-ground feedback from community members. This feedback mostly comprises new demands & improvements to the CSR projects handled by the entity. The CSR team assesses these demands & suggestions and implements them as a priority.

- Percentage of input material (inputs to total inputs by value) sourced from suppliers:

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Directly sourced from MSMEs/ small producers	18%	10%
Directly from within India	99.96%	99%

- Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.

Location	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Rural	30.29%	30.26%
Semi-urban	23.07%	12.28%
Urban	31.69%	40.27%
Metropolitan	14.95%	17.19%

(Place to be categorized as per RBI Classification System – rural/semi-urban/urban/metropolitan)

Leadership Indicators

- Details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above).

Details of negative social impact identified	Corrective action taken
Not Applicable	

- Information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies.

S.No.	State	Aspirational District	Amount Spent in INR
Nil			

3.(a) Do you have a preferential procurement policy where preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)

No

(b) From which marginalized /vulnerable groups do the company procure?

Not Applicable

(c) What percentage of total procurement (by value) does it constitute? Not Applicable

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

S. No.	Intellectual Property based on traditional knowledge	Owned/Acquired (Yes/No)	Benefit shared (Yes / No)	Basis of calculating benefit share
Nil				

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the Case	Corrective action taken
Not Applicable		

6. Details of beneficiaries of CSR Projects.

S. No.	CSR Project	No. of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1	Operational expenses of Dhaatri Mother's Milk Bank at Niloufer Hospital, Hyderabad	4216	100%
2	Operational expenses support for CLMC and Milk Bank at BRDMC Hospital, Gorakhpur, UP	2598	100%
3	Operational expenses of Dhaatri Lactation Support Unit at Bhimavaram	485	100%
4	Implementing Aaryajanani Program for pregnant women to have stress free pregnancy	2469	100%
5	AAS Vidyalaya Education Café - Online education for the dropouts, partially schooled & unschooled students in Secondary grades	370	100%
6	Contribution for scholarship, research projects, infrastructure, skilling and outreach projects at IIT Hyderabad	3800	0%
7	Maintenance expenses of the buildings and the infrastructure created at Antervedipalem, East Godavari Dist, AP	1000	100%
8	Support for education (till graduation) for children who have lost either of their parents	39	100%
9	Construction of housing and other rural development facilities for the economically weaker section at Antervedipalem, East Godavari dist, AP	200	100%
10	Renovation of VR High School Buildings - SPSR Nellore Dist	977	100%
11	Promotion of Indian culture by engaging with its various aspects including philosophy, art, literature, spirituality, and social sciences	200	0%
12	Implementation of development interventions in Health emergencies and strengthening community resilience among underserved and vulnerable populations.	1	100%

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner.

Essential Indicators

1. Mechanisms in place to receive and respond to consumer complaints and feedback.

The company's business model is based on delivering projects for its clients/customers. It does not have any end consumers as stakeholders. The company conducts regular meetings with its customers/clients to understand their expectations & communicates progress on the project to them during these meetings. It also responds to feedback & requirements that the customers/clients raise at these meetings.

2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about.

Parameter	As a percentage to total turnover
Environmental and social parameters relevant to the product	Not applicable. As we don't have specific consumer product or product range
Safe and responsible usage	
Recycling and/or safe disposal	

3. Number of consumer complaints in respect of the following:

	FY 2025-26 (Current Financial Year)		Remarks	FY 2024-25 (Previous Financial Year)		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	Nil			Nil		
Advertising						
Cyber-security						
Delivery of essential services						
Restrictive Trade Practices						
Unfair Trade Practices						
Other						

4. Details of instances of product recalls on account of safety issues.

	Number	Reasons for recall
Voluntary recalls	Not Applicable	
Forced recalls		

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, the company has an overall IT security policy within which we specify controls that cover data privacy. No weblink.

6. Details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.

None

7. Information relating to data breaches:

- Number of instances of data breaches – There were no data breaches.
- Percentage of data breaches involving personally identifiable information of customers - None
- Impact, if any, of the data breaches - None

Leadership Indicators

1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available). Information relating to all the business provided by the Company are available on the Company's website.
NCC (ncclimited.com)
2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services. Not Applicable
3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services. Not Applicable
4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief? Did entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)
Not Applicable
The Company operates more in B2B model. The company conducts regular meetings with its customers/clients to get feedback & requirements from them, if any.

Independent Reasonable Assurance Statement

Independent Assurance Statement to NCC Limited on its BRSR Core Indicators for FY 2025-26

**The Board of Directors,
NCC Limited,**
Madhapur, Hyderabad-500081,
Telangana, India.

Nature of the Assurance

SGS India Private Limited (hereinafter referred to as 'SGS India') was engaged by NCC Limited (the 'Company') to conduct an independent assurance of the Company's Business Responsibility and Sustainability Reporting (BRSR) (the 'Core Report') for the reporting period of April 1, 2025, to March 31, 2026. SGS India has conducted a Reasonable level of Assurance for the BRSR core indicators. This assurance engagement was conducted in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and ISAE 3410.

Reporting Framework

The Report has been prepared following

1. Master Circular for compliance with the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 by listed entities (Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026), dated 30 January 2026 circular.
2. Greenhouse Gas Protocol Standard.
3. ISO 14064-1:2018 Standard.

Intended Users of this Assurance Statement

This Assurance Statement is provided with the intention of informing all NCC Limited internal and external Stakeholders.

Responsibilities

The information in the report and its presentation is the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, and statements within the defined scope of assurance, aiming to inform the management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific scope. The Statement shall not be used for interpreting the overall performance of the Company, except for the aspects explicitly mentioned within the scope.

Assurance Standard

SGS has conducted a Reasonable level of Assurance for BRSR core parameters under 9 ESG Attributes, including all essential indicators as specified under BRSR standards and amendments made as on date. This engagement was performed in accordance with the International Standard on Assurance Engagement (ISAE) 3000 (revised) and ISAE 3410 (Assurance Engagements other than Audits or Reviews of Historical Financial Information).

Our evidence-gathering procedures were designed to obtain a 'Reasonable' level of assurance, which is a high level of assurance in accordance with ISAE 3000(revised) standard, but is not absolute certainty. It involves obtaining sufficient appropriate evidence to support the conclusion that the information presented in the report is fairly stated and is free from material misstatements.

Statement of Independence and Competence

The SGS Group of companies is the world leader in inspection, testing, and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social, and ethical auditing and training; and environmental, social, and sustainability report assurance. SGS India affirms our independence from NCC Limited, being free from bias and conflicts of interest with the organization, its subsidiaries, and stakeholders.

The assurance team was assembled based on their knowledge, experience, and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification, and GHG Validation Lead Auditors, and experience on the SRA Assurance.

Scope of Assurance

The assurance process involved assessing the quality, accuracy, and reliability of BRSR Indicators (KPIs) within the report for the period April 1, 2025, to March 31, 2026. The reporting scope and boundaries include the corporate office and all branches spread across different states in India.

Assurance Methodology

The assurance comprised a combination of desktop review, interaction with the key personnel engaged in the process of developing the report, and remote verification of data. Specifically, SGS India undertook the following activities:

- Assessment of the suitability of the applicable criteria in terms of their comprehensiveness, reliability, and accuracy.
- Interaction with key personnel responsible for collecting, consolidating, and calculating the BRSR core and essential indicators, and assessing the internal control mechanisms in place to ensure data quality.
- Application of analytical procedures and verification of documents on a sample basis for the compilation and reporting of the KPIs.
- Assessing the aggregation process of data at the Head Office level.
- Critical review of the report regarding the plausibility and consistency of qualitative and quantitative information related to the KPIs.

Limitations

SGS India did not come across any limitation to the agreed scope of the assurance engagement. SGS India verified data on a sample basis; the responsibility for the authenticity of the data entirely lies with the Company. The assurance scope excluded forward-looking statements, product- or service-related information, external information sources, and expert opinions. SGS India has not been involved in the evaluation or assessment of any financial data/performance of the company. Our opinion on financial indicators is based on the third-party financial reports audited by the Company. SGS India does not take any responsibility for the financial data reported in the audited financial reports of the Company.

The assurance scope excludes:

- Disclosures other than those mentioned in the assurance scope.
- Data reviews outside the operational sites as mentioned in the reporting boundary.
- Validation of any data and information other than those presented in "Findings and Conclusions."
- The assurance engagement considers an uncertainty of $\pm 5\%$ based on the materiality threshold for Assumption/ estimation/ measurement errors and omissions.
- The Company's statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Mapping of the Report with reporting frameworks other than those mentioned in the Reporting Criteria above.

Findings and Conclusions

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the information presented by the Company in its report (as per the table below) is complete, accurate, reliable, fairly stated in all material respects, and is prepared in line with the BRSR requirements.

The list of BRSR Core Indicators that were verified within this assurance engagement is given below:

Sr.No.	BRSR Core Attribute	BRSR Core Indicator
1	Greenhouse gas (GHG) footprint	≈ Total scope 1 emissions ≈ Total scope 2 emissions ≈ GHG emission intensity (scope 1 +2)
2	Water footprint	≈ Total water consumption ≈ Water consumption intensity ≈ Water discharge by destination and levels of treatment
3	Energy footprint	≈ Total energy consumed ≈ % of energy consumed from renewable sources ≈ Energy intensity
4	Embracing circularity	≈ Plastic waste ≈ E-waste ≈ Total waste generated ≈ Waste intensity ≈ Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations. ≈ For each category of waste generated, the total waste disposed of by the nature of the disposal method
5	Employee well-being and safety	≈ Spending on measures towards the well-being of employees as a % of the total revenue of the Company ≈ Details of safety-related incidents for employees
6	Enabling gender diversity in business	≈ Gross wages paid to females as % of wages paid. ≈ Complaints on POSH
7	Enabling inclusive development	≈ Input material sourced from MSMEs/ small producers as % of total purchases. ≈ Job creation in smaller towns: Wages paid to people employed in smaller towns as % of total wage cost
8	Fairness in engaging with customers and suppliers	≈ Instances involving loss/breach of data of customers as a percentage of total data breaches or cybersecurity events. ≈ Number of days of Accounts Payable
9	Openness of business	≈ Concentration of purchases & sales done with trading houses, dealers, and related parties ≈ Loans and advances & investments with related parties

For and on behalf of SGS India Private Limited

Kalpesh Thombare

Technical Reviewer and National Manager – ESG & Sustainability Services, SGS India.
09 June 2026.

John Wesley M

Lead Verifier – ESG & Sustainability Services, SGS India.
Team Member: Daya SS, Anjali Nair,
09 June 2026.

BRSR GRI – Index

NCC Limited | Business Responsibility and Sustainability Reporting | Integrated Annual Report 2025-26

1. General Disclosures

Page	Content Summary	GRI Standard
112	BRSR forms the statutory sustainability disclosure base with reasonable assurance by SGS India and standalone reporting boundary.	GRI 1: Foundation 2021
112	Corporate identity, registered office, corporate address, contact details, website, CIN, stock exchanges and paid-up capital.	GRI 2-1
112, 114-115	Reporting boundary and entities covered; subsidiaries, associates, JVs and LLPs listed.	GRI 2-2
112	Financial year reported and BRSR reporting contact details.	GRI 2-3
112-113	Business activities, products/services, turnover contribution, operational sites/offices, markets served and customer types.	GRI 2-6
113	Employees by employment type, gender and differently abled category.	GRI 2-7
113	Workers who are not employees and worker headcount by gender.	GRI 2-8
116, 136-138	Stakeholder groups, grievance channels, stakeholder engagement, CSR and community interaction disclosures.	GRI 2-29
131	Employee/worker association or union membership disclosure.	GRI 2-30
117-118	Material responsible business conduct issues, risks/opportunities, rationale, mitigation and financial implications.	GRI 3-1 to 3-3

2. Management and Process Disclosures

Page	Content Summary	GRI Standard
121	ESG Committee and board committee framework for sustainability-related oversight.	GRI 2-9
121-122	Board and committee oversight of business responsibility policies, ESG issues, statutory compliance and policy review.	GRI 2-12 to 2-14
119-120	Policy commitments across NGRBC principles, Board approval, procedures, value-chain extension and standards/certifications.	GRI 2-23 to 2-24
116	Stakeholder grievance mechanism and complaints status for communities, shareholders, employees/workers, customers and value-chain partners.	GRI 2-25 to 2-26
122, 124, 145-147	Compliance status, fines/penalties, non-compliances and environmental compliance disclosures.	GRI 2-27

3. Principle-wise Performance Disclosures

Principle 1: Ethics and Transparency

Page	Content Summary	GRI Standard
123, 125-126	Conflict of interest complaints, Board conflict management process and training/awareness coverage for Board and KMPs.	GRI 2-15 to 2-17
124	Anti-bribery and anti-corruption policy, onboarding awareness, and nil disciplinary action for bribery/corruption.	GRI 205-2 to 205-3
124-125	Nil monetary/non-monetary proceedings and nil corrective action related to corruption or conflict-of-interest matters.	GRI 206-1
123, 126, 129	Training and awareness programmes for Board, KMPs, employees, workers and value-chain partners.	GRI 404-1 to 404-2

Principle 2: Sustainable and Safe Goods and Services

Page	Content Summary	GRI Standard
127, 153	Sustainable sourcing, major inputs sourced sustainably, preferential procurement and procurement from MSMEs / small producers.	GRI 204-1
128	Recycled/reused input material quantities: GGBS, fly ash, fly ash bricks, AAC blocks, solid blocks and PPC/PSC.	GRI 301-2

Principle 3: Employee Well-being

Page	Content Summary	GRI Standard
114	Turnover rate for permanent employees and workers over three years.	GRI 401-1
130	Retirement benefits and welfare measures for employees and workers.	GRI 401-2
132-135	OHS management system, hazard identification, worker participation, safety training, work-related injuries, fatalities, corrective actions and value-chain safety assessments.	GRI 403-1 to 403-10
129	Performance and career development review coverage for permanent employees.	GRI 404-3
113-114	Gender representation among employees, workers, Board and KMPs; differently abled employees/workers.	GRI 405-1
140	Median remuneration/wages by gender and category.	GRI 405-2
140-141	Complaints related to discrimination and harassment, including POSH disclosures.	GRI 406-1
139-142	Human rights disclosures for freedom of association, child labour, forced labour and related complaints.	GRI 407-1 / 408-1 / 409-1

Principle 4: Stakeholder Responsiveness

Page	Content Summary	GRI Standard
136-138, 152-153	CSR and community development initiatives in education, healthcare, maternal and child health, rural development and housing.	GRI 413-1
126, 135, 153	Value-chain partner awareness and ESG/social assessment coverage.	GRI 414-1

Principle 6: Environment

Page	Content Summary	GRI Standard
143-144	Energy consumption, renewable/non-renewable energy, energy intensity and energy reduction initiatives.	GRI 302-1 to 302-4
143-145, 149	Water withdrawal, water consumption, discharge, water intensity and water-related assurance.	GRI 303-3 to 303-5
146, 150	Scope 1, Scope 2 and Scope 3 emissions, emissions intensity and GHG reduction initiatives.	GRI 305-1 to 305-5
147-148	Waste generated, waste recovered, disposed waste, hazardous/non-hazardous waste and waste management practices.	GRI 306-2 to 306-5
148-149	Ecologically sensitive areas, environmental impact assessments and restoration/rehabilitation disclosure.	GRI 304: Biodiversity 2016

Principle 8: Inclusive Growth and Equitable Development

Page	Content Summary	GRI Standard
116, 125	CSR applicability, turnover, net worth, accounts payable days and economic value-related business disclosures.	GRI 201-1
120-121, 136-138, 152-153	Infrastructure-related social outcomes, CSR projects, inclusive growth and community development initiatives.	GRI 203-1 to 203-2
136-138, 152-153	CSR and community development initiatives in education, healthcare, maternal and child health, rural development and housing.	GRI 413-1

Principle 9: Consumer / Customer Value and Data Responsibility

Page	Content Summary	GRI Standard
154-155	Consumer/customer complaints, data privacy and information relating to data breaches.	GRI 418-1

Disclaimer

We have prepared this BRSR GRI Index for the period 1 April 2025 to 31 March 2026 to indicate the alignment between our Business Responsibility and Sustainability Reporting disclosures and the GRI Standards 2021. The BRSR has been prepared in line with the applicable SEBI requirements for listed entities in India and presents our disclosures across the nine principles of the National Guidelines on Responsible Business Conduct. The index maps relevant BRSR disclosures to the GRI Universal Standards 2021 and applicable GRI Topic Standards, based on information relating to our corporate profile, governance, policies, stakeholder engagement, workforce, human rights, environmental performance, responsible sourcing, community initiatives, customer value and business conduct. This mapping is intended to serve as a reference tool for readers and should not be treated as a standalone claim that the BRSR has been prepared fully “in accordance with” the GRI Standards. The BRSR Core indicators have been supported by reasonable assurance, and we will continue to improve disclosure depth, data consistency and standard-wise reporting alignment in the coming years.