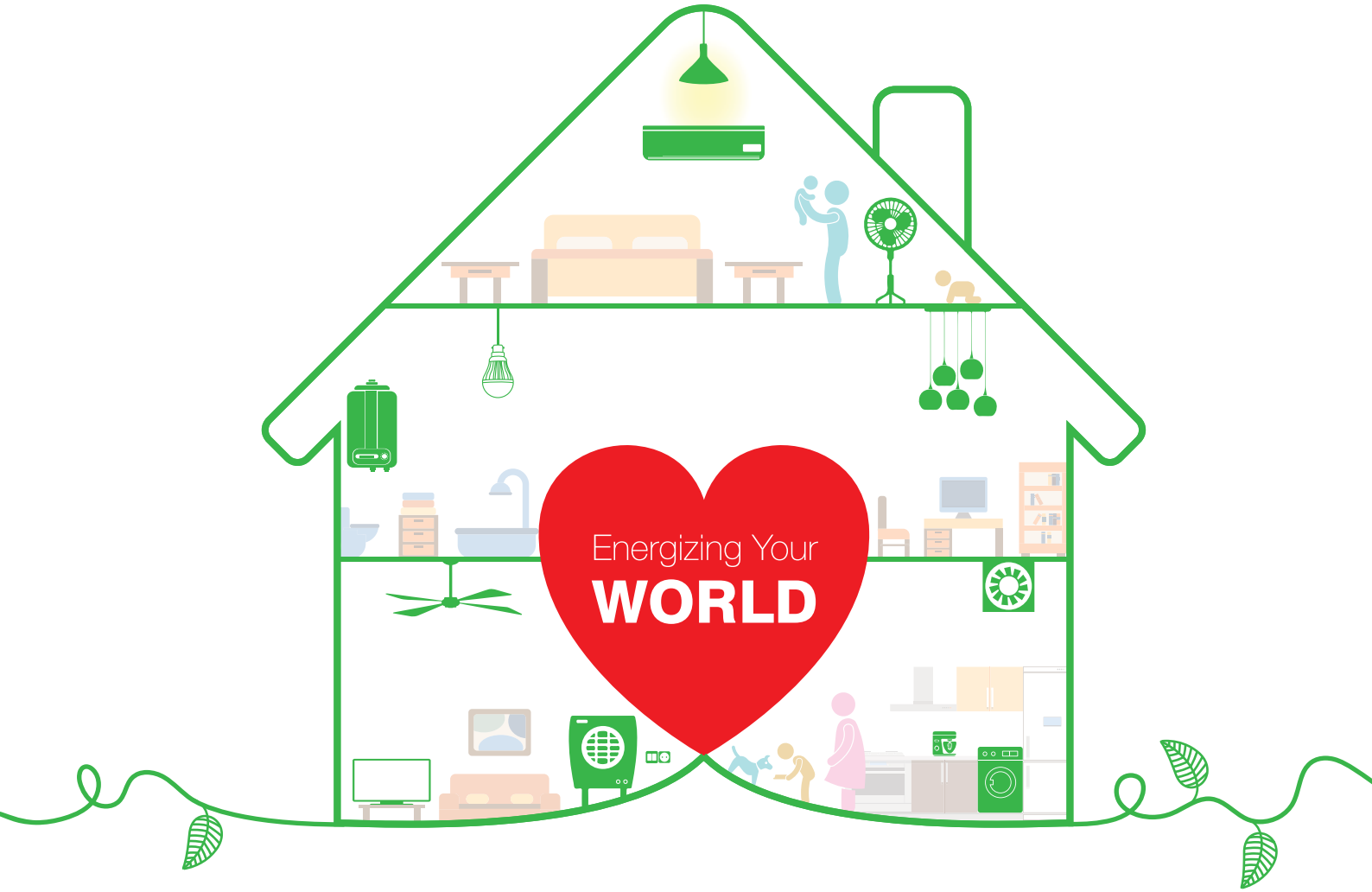
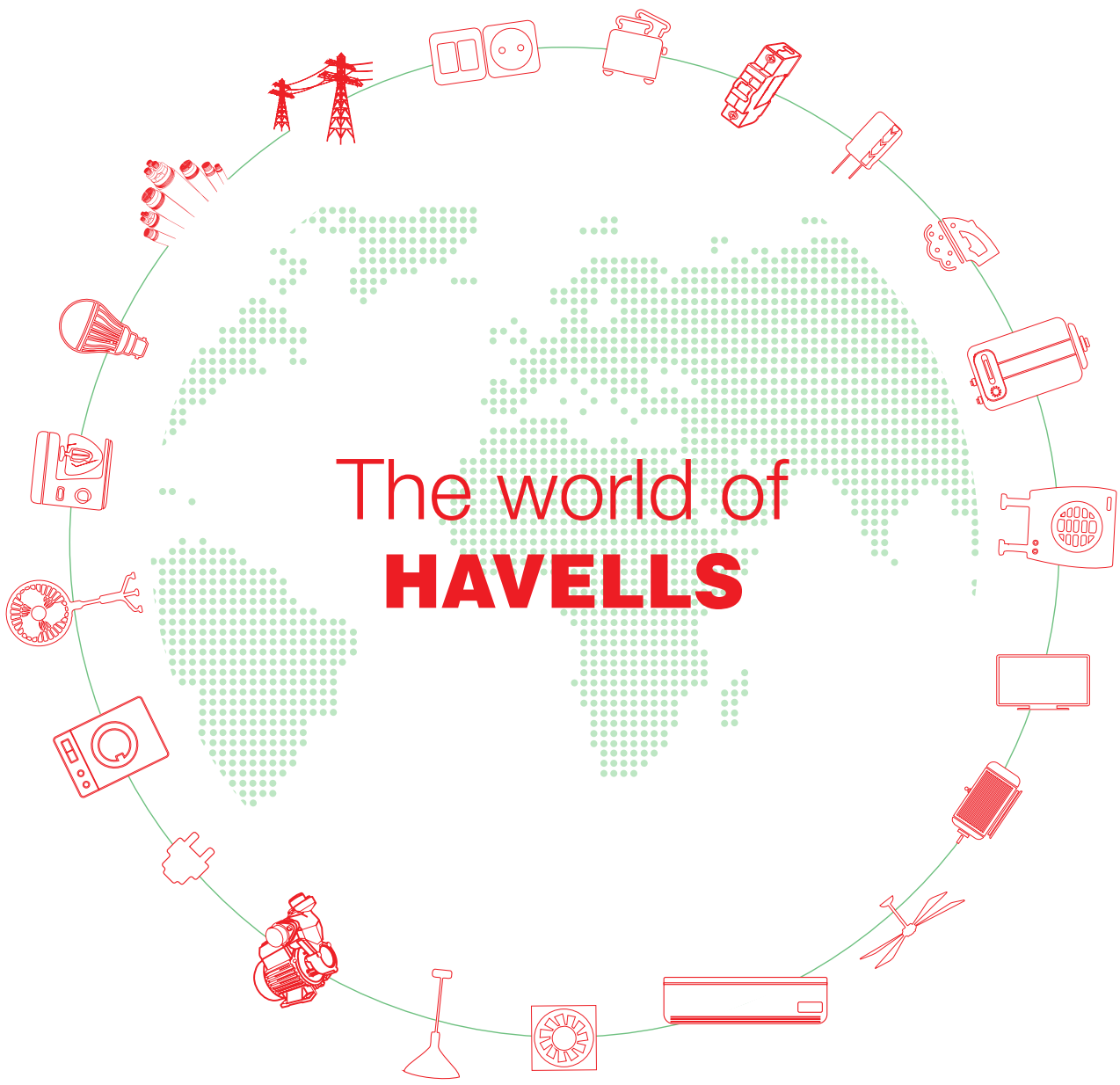
HAVELLS



We are charged by a **passion for efficiency** and creating shared value.


The world of
HAVELLS

As India's largest Fast Moving Electrical Goods (FMEG) company, we endeavour to lead with a **bold commitment to innovation and social responsibility** to ensure a sustainable future.

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Our Triple Bottom Line

PLANET

30,000 litre
of **Water Savings** per day

6,735 GJ
of **Energy Saved** over previous year

1,465 $MtCO_2eq.$
reduction in **GHG Emissions**

2.3 MW
Renewable Energy Installed

95 %
of all waste generated **Recycled/Reused**

SOCIETY

Employee Health & Safety
improved by
42.8 %

Training Hours per Employee
increased by
144 %

CSR Investments
increased by
16.5 %

Mid-day Meals
provided to
58,000
children per day

ECONOMY

CSR Expenditure
INR **13.4** cr

Net Revenue
INR **6,586** cr

Profit After Tax (PAT)
INR **539** cr

Total Expenditure on Employees
increased by
35 %

Sustainability at Havells

As India's largest Fast Moving Electrical Goods (FMEG) company, Havells India Limited is proud to carry the baton of industry leadership with an unwavering commitment to sustainability. We began working on sustainability long before it became mandatory – creating products that exceeded average industry standards of energy and resource efficiency, and setting new benchmarks of product safety.

Sustainability is deeply rooted into the culture of innovation at Havells. Optimal resource use across the entire value chain, reduction and recycling of waste in manufacturing processes, creating safe, reliable products, and empowering our stakeholders are salient aspects of our work philosophy. We strive to create shared value for all stakeholders by following a 'Triple Bottom Line' approach.

Our efforts at optimizing the use of natural resources have yielded enormous savings in energy and raw materials. Our focus on water conservation through the years has gained us the status of a 'Water Positive Company.' And by making 70% of our product range energy efficient, we have also enabled our customers to achieve a low environmental footprint.

We undertake initiatives throughout the year to ensure the well-being of our employees and communities we work with. We have actively supported the Government's Swachh Bharat Abhiyan by constructing over 2000 bio-toilets in the past two years and continued to bolster our mid-day meal program that feeds 58,000 children every day. This program is not only eradicating hunger amongst school-going children, but also contributing to higher rates of school attendance, thereby improving education opportunities for these children.

With the launch of Havells 2016-2017 Sustainability Report, we are renewing our commitment to environmental, social and fiscal responsibilty, and creating value for all our stakeholders. We are thrilled to be working alongside our workforce and suppliers towards the sustainable growth of our business.

90% of Havells products are manufactured in-house. Our direct control on manufacturing gives us the independence to enshrine innovative sustainable practices across our supply-chain.

Chairman's Message

Dear Stakeholders,

At Havells, our values reflect the fundamental importance of inclusion, openness and commitment to the environment. We understand the need to invest thoughtfully in expanding the benefits of modern day requirement while protecting the environment and addressing the impact of climate change. While the formal process of reporting on the progress of our sustainability measures began in 2012, operating our business in an environmentally sustainable way has been an underlying philosophy from the very beginning.

We are constantly working towards improving our environmental performance – be it achieving water positive status or installing rooftops solar panels to power our facilities or new packaging designs that reduce landfill volume by 90%. We have significantly reduced our paper consumption and are gradually moving towards becoming paper and wood positive.

Lowering our energy footprint has been our top environmental agenda for last 5 years. This year, we reduced our energy consumption by approximately 2 million units across our plants and installed solar photo-voltaic systems with a combined capacity of 2.3MW at our Faridabad and Alwar plants. This renewable energy investment lowered our dependence on fossil-fuel based energy and brought down GHG emissions, which is equivalent to planting 90,000 trees.

A commitment to a sustainable world is at the core of all innovation at Havells. We constantly iterate on designs to use fewer resources and yield higher value for people, planet and the economy.

In the past five years, we have reduced the GHG intensity of our facilities by more than 20%, thanks to clean energy use. We have continued to improve our safety record, with no significant incidents reported from any of our facilities this year. We have also further strengthened our Human Capital by increasing skill development and up-gradation training for employees by 144% over previous year.

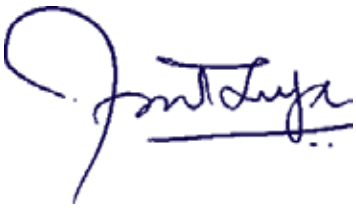
Throughout our operations, social investments are integral to our approach for doing business. Our primary focus areas are improving the quality of education, promoting economic development through training and access to better jobs, providing mid-day meals and making investments that help preserve a clean, safe, healthy environment.

Our mid-day meal program in Rajasthan continues to feed 58,000 children per day throughout the year, leading to improved attendance and performance at school. Contributing to government's 'Swachh Bharat Abhiyan,' we have built over 2000 bio-toilets across 250 schools in Rajasthan so far. We are now also providing funds to maintain these toilets and conducting sanitation sensitization workshops for children and teachers. We hope to see an all-round development for our future generations.

We are excited about the opportunities in 2017 and beyond. We believe that India is in a golden growth phase for the next few decades and Havells is prepared to play a key role towards enabling the country's sustainable growth.

I thank all Havells employees, the board and other stakeholders for their consistent commitment, engagement, and encouragement. We will continue to seek our shareholders' participation and support, as we extend our footprint to create new pathways to sustainable development and tap impending strategic investment opportunities.

Warm regards,



Anil Rai Gupta
Chairman and MD

About the Report

This report highlights the integrated sustainability practices across all verticals at Havells and follows the 'In Accordance-Core' framework of the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines. We have also aligned the reporting to the Business Responsibility Report (BRR) requirements under SEBI Listing Regulation, 2015.

Reporting Boundary

The data in this report covers the period from April 1, 2016- March 31, 2017.

Future Reporting

We publish reports annually and our last report was published in 2016.

Report Scope and Boundary

Havells Facilities	Performance Indicators Covered in Report		
	Economic	Environmental	Social
Manufacturing units			
a) Neemrana, Rajasthan	✓	✓	✓
b) Alwar, Rajasthan	✓	✓	✓
c) Baddi, Himachal Pradesh	✓	✓	✓
d) Faridabad, Haryana	✓	✓	✓
e) Haridwar Fans, Uttarakhand	✓	✓	✓
f) Haridwar Standard, Uttarakhand	✓	✓	✓
g) Sahibabad, Uttar Pradesh	✓	✓	✓
Corporate Office			
a) Noida, Uttar Pradesh	✓		✓

During the reporting year, we shifted our manufacturing operations from the Noida plant to the Neemrana plant to increase productivity and efficiency of resource use.

We will continue to report with GRI and other frameworks to provide consistent insight into our broader sustainability work.

Data Integrity

The data reported on the environmental and social sustainability indices in this report is based on our integrated data management system. We have exercised strict internal controls to collect and analyse the data to support all disclosures in this report.

We are committed to complete transparency and have represented the impact our business has on people and the planet in a fair manner. Our effort has been to ensure that the information presented in this report is unbiased, comparable, accurate, reliable and comprehensible. In the report, we have pointed out significant limitations in the information presented, wherever applicable. Due to rounding-off, numbers presented throughout this report may not add up precisely to the total provided.

We hope you find this report informative and useful. Your comments and suggestions are welcome at sustainability@havells.com.

External Assurance

We believe that independent assurance not only leads to quality and process improvements but helps in building trust and credibility with key stakeholders.

Sustainability Report 2016-17 is externally assured by KPMG, excluding economic performance indicators, which are derived from our audited financial reports. The assurance is in accordance with the 'limited assurance' criteria of the International Standards on Assurance Engagements ISAE 3,000 (Revised). The assurance approach, methodology, and observations are presented in the assurance letter at the end of this report in *Annexure 1*.

Alignment with Sustainable Development Goals

Havells supports the delivery of Sustainable Development Goals (SDGs) created by the United Nations. We are driven by the responsibility to help build an economy, in which resource extraction is balanced with effective resource management and optimization, to achieve social and environmental benefits. Several of our community initiatives are in direct alignment with SDGs that relate to sanitation and hunger. Through our extreme focus on energy and resource efficiency in our products alongside clean energy generation, we have aligned with several SDGs that address climate change and responsible energy use. As one of the leading companies in the electrical sector in India, we continue to focus on product innovation and providing new opportunities in the workforce. We will continue to work towards initiatives that align with a wider set of SDGs in the future.

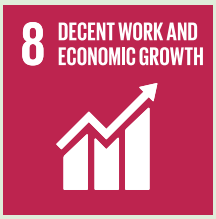
We Support UN Sustainable Development Goals (SDGs)

SUSTAINABLE DEVELOPMENT GOALS

- Mid Day meals to 58,000 kids every day

- Enabling better school infrastructure by providing eco-friendly bio-toilets

- Energy efficient practices at manufacturing plants that reduce energy footprint
- Implementation of Renewable Energy Sources



- Community investments
- Skilled manpower/Training to ensure business growth
- Best in-class employee perks and incentives suite

- R&D centers across all plants to provide the best technologies
- Focused zero defect services to enable consumers to be comfortable and secure in usage of electricity

- Environment Responsible products
- Best in-class customer management practices
- Organizational culture supports strengthening employees' core competencies

- Afforestation
- Emissions Reduction
- Adaptation

We are committed to enabling sustainable development through initiatives that generate social and environmental value.

Who We Are

Business Divisions

SWITCHGEAR
Switches, Capacitors, Industrial and Domestic Switchgears, Motors, Pumps, Automation and Control

CABLE AND WIRES
Power Cable and Flexible Cables

LIGHTING
LED, CFL, Professional and Consumer Luminaires

ELECTRICAL CONSUMER DURABLES
Fans, Small Domestic Appliances, Water Heaters, Air Coolers, Personal Grooming

Havells offers one of the largest portfolios of electrical products that range from industrial applications to consumer appliances. Our products are differentiated by their superior design, unmatched functionality, reliability, safety and convenience. Our acquisition of brand Lloyd has marked our foray into the $15 billion consumer durables industry and enabled us to delve deeper into the homes of our consumers with top quality products such as air-conditioners, LED TVs and washing machines.

A Journey of Firsts

Havells became an eco-pioneer when it introduced the Green CFL and BEE 5-star energy efficient ceiling fans in India. We have set an industry benchmark by making 70% of our product line energy efficient. We are committed to leading the industry by developing innovative products that address the shifting needs of consumers in an evolving marketplace.

3 Times to the Moon and Back!

Each year, we manufacture over 11,50,000 kilometres of domestic and industrial cables, which is almost 3 times the distance between the earth and the moon.

Company Ownership Pattern (as on 31st March 2017)	
Promoter & Promoter Group	61.61
Mutual Funds	2.44
Foreign Portfolio Investors	26.53
Financial Institutions/ Banks	0.21
Private Corporate Bodies	2.28
Indian Public	6.38
NRI/Foreign Bodies	0.55
Total	100

1,00,000
retail outlets

7,575
dealers

INR**28,000**cr
market cap
as of 31st March

40+
branches

12 manufacturing plants **in India**

40+
countries

Havells India Limited
an overview

Brands and Products

Havells India Limited is the leading Fast Moving Electrical Goods (FMEG) Company in India. We enjoy industry dominance across a wide spectrum of products that include; Industrial & Domestic Circuit Protection Devices, Cables & Wires, Motors, Fans, Modular Switches, Home Appliances, Electric Water Heaters, Power Capacitors, CFL Lamps, LEDs, Air Coolers, Air Purifiers, Personal grooming and Luminaires for domestic, commercial and industrial applications.

Making it in India, Taking it to the World

We manufacture under the 'Make in India' initiative, building 90% of our products in-house across 12 world-class manufacturing plants located in Alwar, Baddi, Faridabad, Haridwar, Neemrana, Sahibabad and Guwahati. We have a strong domestic presence with 40 offices across the country supported by over 7,575 dealers and distributors, with world class service network in over 400 cities of India. Our products are available in over 40 countries with strong sales presence and a strong product line.

Our exclusive chain of brand showrooms 'Havells Galaxy,' cater to both industrial and consumer products. Today, over 400 'Havells Galaxy' outlets across the country are helping our consumer and commercial customers access a wide variety of products for different applications with convenience and ease.

Customer Commitment, our Highest Priority

Havells has created a robust value chain for after-sales service to ensure that all our customers are satisfied with their purchases. Havells became the first FMEG Company to offer door step service under the 'Havells Connect' initiative. We are also the first FMEG Company ever to offer 24X7 customer service across 9 different languages in over 400 districts to support our customers. Through this uncompromising focus on our customers, Havells has achieved high customer satisfaction across its brand portfolio.

High Recall and High Loyalty Brands

Havells and its brands have long been the preferred choice for industrial and consumer electrical products. Our brands epitomize superior quality and reliability as a result of which, Havells enjoys top of the mind brand recall across many geographies. Our brands are our greatest assets and we work hard to create, sustain and enhance our innovative product range under each brand.

Corporate Social Responsibility (CSR)

Built upon the ethos of inclusive growth, instilled by our founder Chairman, Late Shri Qimat Rai Gupta, Havells has been on the path of enabling positive social and environmental impact for decades. Our CSR efforts are built upon six pillars- Health & Nutrition, Sanitation, Education, Environment, Skill Development and Heritage Conservation. These focus areas are not only inter-linked but are also aligned with the Government's commitment to achieve the United Nations Sustainable Development Goals (SDGs). Our mid-day meal program provides clean, hygienic and nutritious meals to 58,000 school children every day in 688 government schools in Alwar district. This year we built 1250 bio-toilets in 150 government schools, bringing the total number of toilets we have built in Rajasthan to 2000, across 250 schools so far.

Our Business Ecosystem

At Havells, we work closely with our business partners (dealers and suppliers) to serve our valuable customers to their utmost satisfaction, creating shared value for all. Our supply-chain is resilient and can adapt quickly and efficiently to changing market conditions. This sustainable value chain is backed by the skills of our experienced workforce and trustworthy relationships we maintain with our business partners.

Supply Chain Management

Over the course of our decades-long industry leadership, we have built a reliable, adaptive and cost-competitive network of distributors as part of our robust supply chain. We have invested in IT infrastructure and upgraded our supply chain with best-in-class digital tools. This enables us to receive real-time feedback from various points across development, procurement, production, logistics, sales and service. By responding quickly to feedback received, we make constant improvements in our supply chain and strengthen our business partners network.

Responsible Sourcing

We keep a strong supply-chain by sourcing our materials locally, wherever possible. This past year, 77% of our total procurement budget was spent in India. We have relationships with over 1,200 suppliers in the country. A small portion of our materials are procured overseas from China, Germany, France, South Korea, USA, Thailand, Singapore, Taiwan, Switzerland, Canada and Netherlands. Managing this part of our supply chain responsibly, is of crucial importance to us and we work hard to integrate ethical & environmental concerns into our business practices.

Havells has developed a responsible supply chain to minimize risks, conform to regulations, and realize efficiencies that lower costs and reduce natural resource pressures while developing products that are beneficial for society and the environment.

The Havells Code of Conduct enables supply chain partners to follow the company's principles of corporate governance built on trust and transparency. A "Code of conduct" is signed with all suppliers for statutory compliance with applicable laws of Environment Health & Safety Act, Child Labour Act, Contract Labour Regulations and Prohibition Act, etc. This Code is integrated into our day-to-day procurement and operations and is an integral part of our Vendor Qualification, Development, and Evaluation requirements.

A significant number of our suppliers are small producers with limited time and resources. They lack the means to enhance strategic learning to improve quality & productivity. To address this issue, we formed the 'HABIT (Havells Association of Business Innovation & Transformation) Society. As part of this group, our Lean Manufacturing Consultants provide guidance to our suppliers and connect them with government-based financing for capacity building.

Currently we are supporting Six Vendor Clusters (comprising of 57 suppliers) on the following manufacturing techniques:

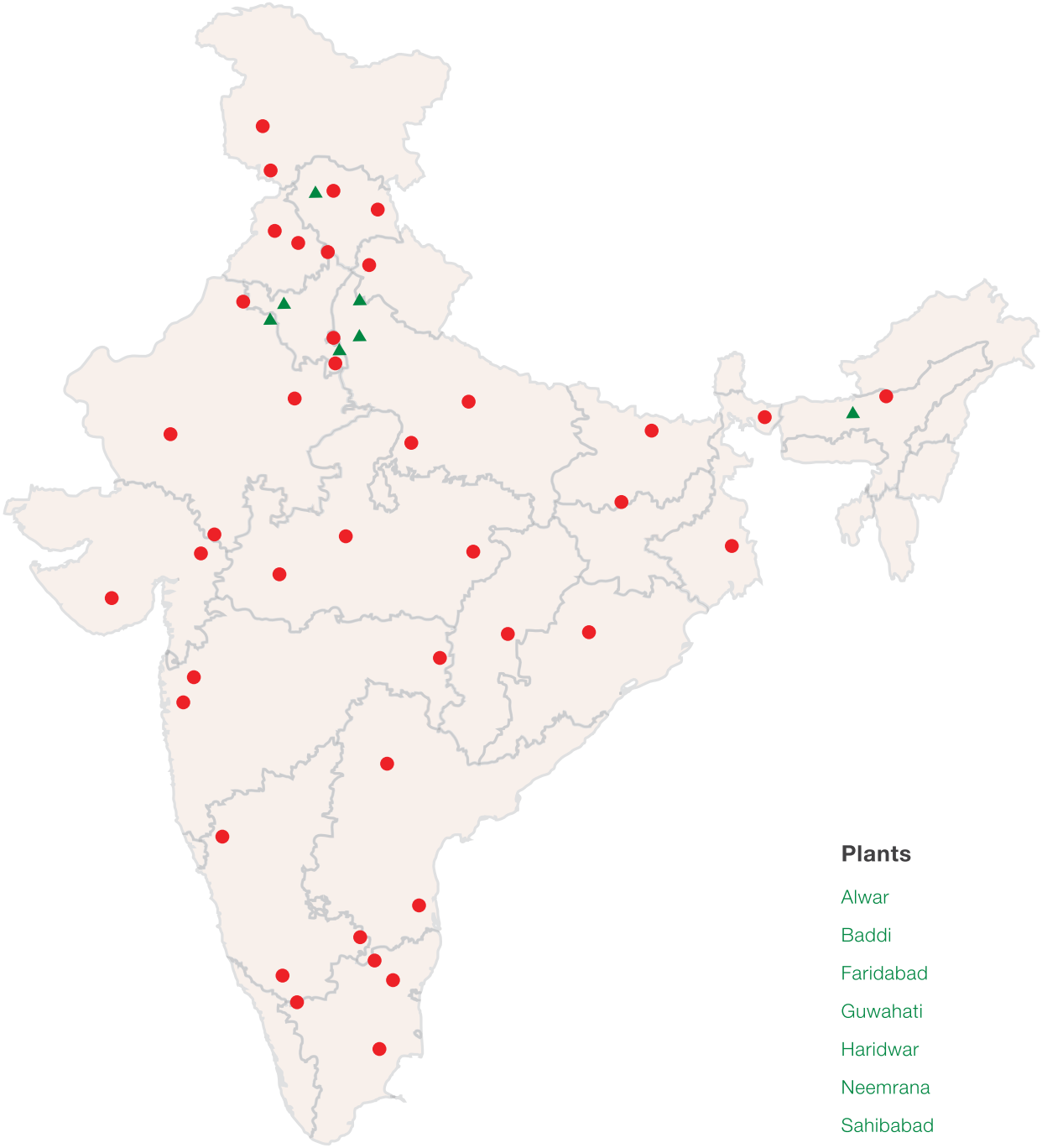
1. **5S System**
2. **Standard Operating Procedures (SOP)**
3. **Kaizen Blitz or Rapid Improvement Process**
4. **Value Stream Mapping**
5. **TPM (Total Productive Maintenance)**
6. **Single Minutes Exchange of Dies/ Quick Changeover**
7. **Visual Control**
8. **Just in Time (JIT)**
9. **Cellular Layout**
10. **Poka Yoke or Mistake Proofing**
11. **Kanban System**

Our Journey so Far

Our business was founded as a trading operation and soon thereafter, we began manufacturing our own products that became renowned for their superior quality. Our presence in India reaches across 40 cities with 100,000 sales outlets and a dealer network of over 7,575 making us India's leading FMEG company.

Our path of constant innovation has enabled us to diversify into new consumer durables. We recently added home appliance and personal grooming to our product mix. Our in-house manufacturing with 12 plants in 7 locations in India provides a strong base of vertical integration and delivery.

Havells has leaped across market segments and product categories through a rigorous commitment to innovation and conducting business with ethics and accountability to all our stakeholders.



Plants

Alwar
Baddi
Faridabad
Guwahati
Haridwar
Neemrana
Sahibabad

National Presence

Ahmedabad
Amritsar
Assam
Bangalore/Hubli
Bhopal
Bihar
Calicut
Chandigarh
Chennai
Chhatisgarh
Cochin
Coimbatore
Dehradun
Delhi
Goa
Haldwani
Haryana
Himachal
Hyderabad
Indore
Jabalpur
Jaipur
Jammu
Jharkhand
Jodhpur
Kanpur
Kolkata
Lucknow
Ludhiana
Madurai
Mumbai
Nagpur
Noida
Orissa
Pune/Kolhapur
Rajkot
Siliguri
Srinagar
Surat
Trichy
Trivandrum
Vijayawada

Awards and Memberships

Rajasthan CSR Award

NEEK Electro Tech

Neemrana CSR Award

NEEK Electro Tech

Membership	Havells Role
Electric Lamp and Component Manufacturers Association of India (ELCOMA)	For exchange of knowledge and capabilities
India Fan Manufacturers' Association (IFMA)	For representing the company at the industry association and sharing of knowledge and issues of common interest with the industry
PHD Chamber of Commerce	For representing the company at the industry association and sharing with other industries in the electrical sector, concerns and interests
Indian Electrical & Electronics Manufacturers' Association (IEEMA)	

VISION

To be a globally recognised corporation that provides the best electrical and lighting solutions delivered by the best-in-class professionals

MISSION

To achieve our vision through fairness, business ethics, global reach, technological expertise, building long-term relationships with all our associates, customers, partners and employees

VALUES

Customer Delight

A commitment to surpass our customer expectations

Leadership by Example

A commitment to set standards for our business and transactions based on mutual trust

Pursuit of Excellence

A commitment to strive relentlessly, to constantly improve ourselves, our teams, our services and products so as to become the best in class

Integrity & Transparency

A commitment to be ethical, sincere and open in our dealings

Stakeholder Engagement

Havells' approach to sustainable business practices stems from consistent and extensive engagement with key stakeholders. By regularly gathering this feedback, we are always working to address issues of concern and improve our business operations. We define our stakeholders as people and organizations that are linked to our business activities directly or indirectly.

We have developed various interactive methods for creating a positive dialogue with our stakeholders. These include quantitative and qualitative surveys that holistically identify priority issues for stakeholders and form the basis for creating a materiality matrix. This matrix provides us a clear assessment of opportunities and challenges faced by the company and helps us identify and develop sustainability-focused interventions in response.

Materiality

Havells conducted its first materiality exercise in the financial year 2012-13. We conducted structured stakeholder surveys with management and staff including

senior leaders and employees at various levels. The responses from these surveys enabled us to gain deep understanding of our business performance against the key concerns of the company and make improvements accordingly. Every year since then, we engage our internal stakeholders to pro-actively address issues that are of the topmost concern to them.

In the reporting year, we undertook a rigorous materiality assessment exercise. The issues that emerged from this assessment provide the basis for our sustainability reporting and guide our sustainability road-map for the future.

Objectives of Materiality Assessment

- **Identify significant environment, social and governance risks and opportunities for Havells**
- **Identify areas for target setting to improve business and sustainability performance**
- **Communicate a broader business strategy**

Havells Materiality Assessment Methodology

- **Identification of potential issues**
- **Surveys with employees & management**
- **Analysis of responses received**
- **Material Issues identified and presented to senior management**

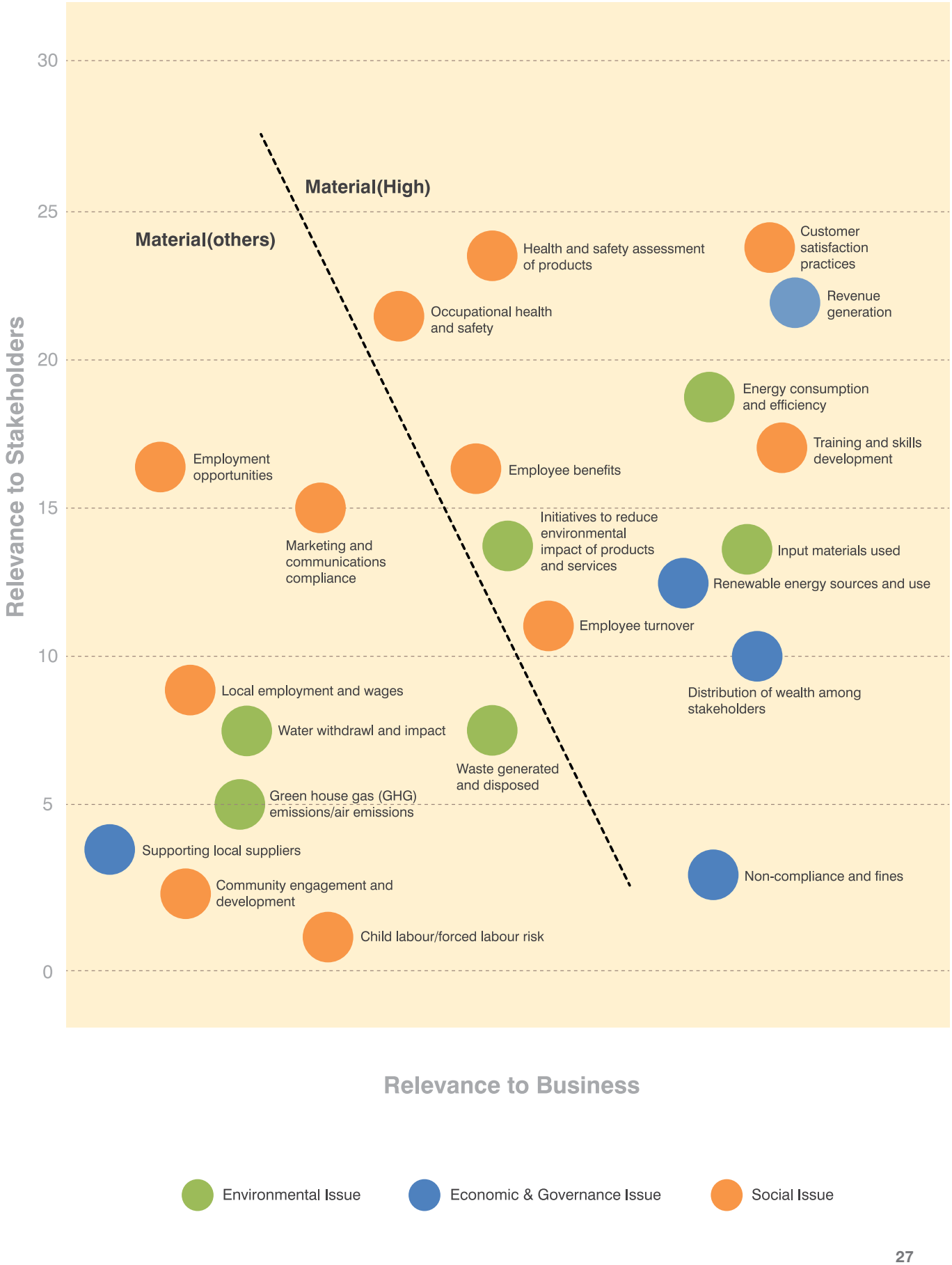
We initially compiled a list of 25 potentially relevant issues through extensive consultations. A survey with employees and management was then conducted to rank issues on the basis of importance. A total of 318 responses from employees and 12 responses from management were received. *Annexure 2*.

The survey results were then analysed by calculating and comparing the weighted average of participant's response to each issue and; ranking these issues subsequently on the basis of the weighted average score achieved by each issue. Based on the responses, each material issue was assigned a separate score.

After mapping responses in order of priority from both management and employees, 13 issues were identified as most material and of the highest priority for Havells. These material issues were finally presented to top management.

The Havells Materiality Matrix shows the issues plotted against relevance to business and to stakeholders.

Havells Materiality Matrix



Priority Issues Identified by Our Stakeholders

Environmental Issues

Energy Consumption and Efficiency

Foster a culture of energy efficient practices at manufacturing plants and develop products that reduce energy footprint during their use phase.

Regulatory Compliance

To stay updated and strictly adhere to all applicable laws as applicable across different spheres of our business.

Renewable Energy Sources and Use

Explore, evaluate and bring in use greener sources of energy with the aim of reducing reliance on fossil-fuel sources, and thereby reducing our carbon footprint in the process.

Environment Impact of Products and Services

Creating products that are responsible and efficient in their use, and have minimal impact on the environment during and post their use life.

Input Materials Used

Focus on greater resource efficiency through better material management; waste reduction; waste reuse; and increasing use of recycled or alternative materials in our production. Reducing dependency on virgin materials and working towards phasing out of hazardous materials.

Economic & Governance Issues

Revenue Generation

Focus on reducing manufacturing costs improving margins; increasing community investments etc.

Wealth Distribution and Impact

Contributing significantly to national and local economies through doing business responsibly with our suppliers, paying wages and salaries, paying taxes, and making long-term capital investments.

Social Issues

Customer Satisfaction Practices

Best in-class customer management practices with focus on customer support and timely redressal.

Employment Turnover

Ensuring business growth through hiring and retention of skilled manpower. Keep employees motivated through human resource practices, and strive to become a preferred employer of choice.

Employee Benefits

Ensuring best in-class perks and incentives suite offered to employees, along with leading skill development programs, thereby retaining the best talent that can contribute to the continuous growth of the organization.

Training and Skills Development

Build an organizational culture that strengthens the core competencies of our employees and has a direct impact on our sustainability.

Health and Safety Assessment of Products

Investment in R&D and Testing practices for proper due diligence during product development phases, and rigorous in-house checks and balances for ensuring our products are safe for usage during and after their use life.

Occupational Health and Safety

Providing and maintaining a safe and secure workplace for our employees, free from health, safety, and harassment related risks.

Responsible Governance

Corporate Governance

At Havells, Corporate Governance is Responsible Governance – conducting business with a deep commitment to ethics, transparency and accountability. It forms the basis of our internal and external operations, manage our supply chain, and engage our stakeholders.

Board leadership, timely disclosures, transparent accounting policies and high level of integrity in decision-making are salient aspects of our governing approach.

These practices are fundamental to the sustainable growth of our business as well in achieving triple bottom line impacts.

Our board observes strict accountability to the company and shareholders, and provides strategic guidance and effective monitoring. Our company is fully committed to protection of minority interests and rights, and equitable treatment of all stakeholders.

We continuously strengthen the quality of our disclosures, the board composition and its functioning, remunerations paid and levels of compliance with various Corporate Governance Codes, to the extent practicable and required by applicable regulations. Our commitment to ethical business practices is supplemented with explicit rules and regulations to ensure financial transparency, customer care and business excellence.

We uphold the policy of “Leadership with Trust” to create lasting relationships with our customers. Delivering upon our promises is a strongly held corporate value at Havells.

Board of Directors

Our Board of Directors administer the performance of management, set corporate management policies and make strategic

business decisions. These activities are in accordance with relevant laws and regulations of the country and the resolutions made at the Annual General Meeting (AGM).

Our board comprises of people from a variety of regions, experiences, training, education and cultures who contribute ideas, wisdom and experiences to increase shareholder value. The Board of Directors periodically review compliance reports pertaining to the laws applicable to the company. These initiatives include but are not limited to resource optimization, energy efficiency, fatal or serious accidents, significant labour concerns, proposed solutions to name a few.

The board oversees compliance to all laws applicable to the company and is regularly informed of materially important show-cause notices, demand, prosecution, penalty notices, non-compliance of any regulatory, statutory nature or listing requirements etc., if any.

Board Composition

The Board of Directors is an optimum combination of executive and non-executive directors with one woman director. More than 50% of the board of directors comprised of non-executive directors. The chairperson of the board is an executive director and majority of the board is comprised of independent directors. The board meets at least four times a year and more often, if needed.

During 2016-17, the time gap between any two board meetings did not exceed one hundred and twenty days. During the reporting period, six board meetings were held. All statutory and other matters of significance including information as mentioned in part A of schedule II to the SEBI (Listing Obligations and Disclosure Requirement) Regulations, 2015 are tabled before the board so that it can discharge its responsibility of strategic supervision for the company. In 2016-17, we received five shareholder grievances and all were resolved within the year.

BOARD OF DIRECTORS

As on 31-03-2017

Shri Surender Kumar Tuteja
Independent Director

Shri Vijay Kumar Chopra
Independent Director

Dr. Adarsh Kishore
Independent Director

Shri Anil Rai Gupta
Chairman and Managing Director

Shri Sunil Behari Mathur
Independent Director

Shri Puneet Bhatia
Non-Independent Non-Executive Director

Shri T.V. Mohandas Pai
Non-Independent
Non-Executive Director

Shri Surjit Kumar Gupta
Non-Independent
Non-Executive Director

Shri Rajesh Kumar Gupta
Whole-Time Director (Finance)
and Group CFO

Smt. Pratima Ram
Independent Director

Shri Vellayan Subbiah
Independent Director

Shri Ameet Kumar Gupta
Whole-time Director

Committees of the Board as on 31st March, 2017	
Audit Committee	1. **Shri Sunil Behari Mathur*** Chairman 2. **Shri Vijay Kumar Chopra** Member 3. **Shri Surjit Kumar Gupta** Member
Stakeholders Relationship/Grievance Redressal Committee	1. **Dr. Adarsh Kishore** Chairman 2. **Shri Sunil Behari Mathur*** Member 3. **Shri Surjit Kumar Gupta** Member 4. **Shri Anil Rai Gupta** Member
Nomination And Remuneration Committee	1. **Shri Surender Kumar Tuteja** Chairman 2. **Shri Vijay Kumar Chopra** Member 3. **Shri Surjit Kumar Gupta** Member
Corporate Social Responsibility Committee	1. **Shri Surender Kumar Tuteja** Chairman 2. **Shri Sunil Behari Mathur** Member 3. **Shri Surjit Kumar Gupta** Member 4. **Shri Anil Rai Gupta** Member
Enterprise Risk Management Committee	1. **Shri Sunil Behari Mathur** Chairman 2. **Shri Anil Rai Gupta** Member 3. **Shri Rajesh Kumar Gupta** Member

** Ceased to be a Member of the Committee(s) wef 4th April 2017. In his place Shri S K Tuteja has been inducted in both Committees wef 13th April 2017*

Code of Conduct

Havells has a well defined Code of Conduct to address issues of business ethics, bribery and corruption. Our Code of Conduct is communicated to and signed by each employee at the time of joining and is equally applicable to the Directors, Senior management of the organization.

SATARK

Havells' whistle-blower policy 'SATARK' empowers anyone associated with the organisation to report unethical behaviour directly to the management. The reported issues may include actual or suspected fraud or violation of the company's Code of Conduct or ethics policy.

IDEA

Havells 'IDEA' policy promotes a culture of innovative thinking and creativity in the organization. The policy promotes ideas across technical and non-technical areas such as commercial, general administration, manufacturing processes, and cost savings.

NIRBHAYA

To prevent issues of sexual harassment of women at the work place, Havells has formulated the 'NIRBHAYA' policy, which provides a streamlined and uniform way of dealing with cases of harassment.

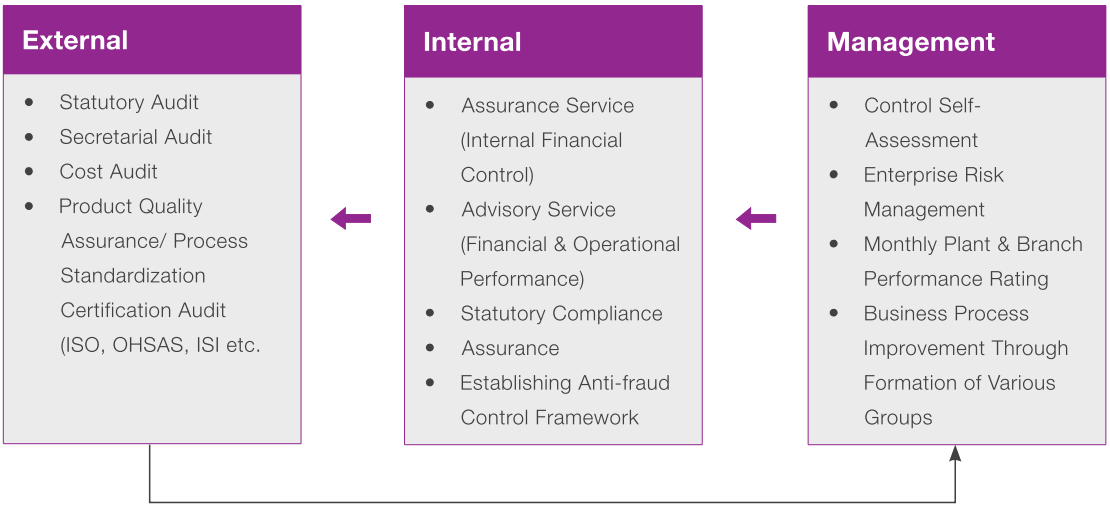
PROHIBITION OF INSIDER TRADING

The Havells Policy for 'Prohibition of Insider Trading' is designed to deter company employees from indulging in any securities malpractices.

Managing Risks & Opportunities

A strong risk management and internal control system guided by the company's core values and ethics forms the backbone of Havells' risk management practice. It encompasses practices relating to identification, evaluation, monitoring and mitigation of key risks to the business. Enterprise Risk management activities such as risk surveys are carried out at intervals by designated teams. Periodic assessments of risks and their potential impact on business growth, profitability, talent engagement and market position are also conducted. These assessments guide the company's risk mitigation plan.

Havells follows a PSPD (Predictable, Sustainable, Profitable and De-risked) approach for risk management and benchmarks the COSO (Committee of Sponsoring Organisations of the Tread way Commission, USA) Internal Financial Control Framework in accordance with the Companies Act 2013 and SEBI (Listing Obligations and Disclosure Requirements) regulations 2015. These provide an interactive management-oriented approach to the optimization of key business challenges and opportunities.



Beyond Compliance

Havells management ensures that corporate governance standards are clearly understood and adhered to by employees and business partners. Compliance with all national and international regulations is the company's highest priority. Havells has well established environment management systems, technologies and equipment to keep the levels of waste and pollution below the prescribed limits of the Pollution Control Board. The hazardous solid waste generated at Havells facilities is disposed through authorized vendors.

In compliance with the provisions of Section 135 of the Companies Act, Havells contributed a sum of 13.4 INR crores towards various social causes during the reporting period.

Havells has adopted the OHSAS-18001 standard to address issues concerning health and safety. The company strictly follows all regulations dealing with child labour, forced and compulsory labour, freedom of association and the right to collective bargaining, disciplinary practices, working hours and remuneration.

During the reporting period, there were no non-compliances related to discrimination, child labour or forced labour and no fines or non-monetary sanctions were levied on the company for non-compliance of environmental laws and regulations. There were no incidents of non-compliance or fines levied with respect to the regulations or voluntary codes concerning the health and safety impacts of Havells' products and services, products related communication and product information disclosure and labeling.

Alignment with BRR Principles

Principle	BRR principles to assess compliance with ESG norms	Coverage in section of Sustainability Report 2016-17	Page
1	Businesses should conduct and govern themselves with ethics, transparency and accountability	GOVERNANCE: Code of Conduct Society: Stakeholder Satisfaction	35, 87
2	Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	WHO WE ARE: Responsible Sourcing PLANET: Energy, Water, Waste, Raw Material SOCIETY: Product Responsibility	18, 44 - 65, 79
3	Businesses should promote employee well-being	SOCIETY: Workforce Profile, Employee Recruitment & Turnover, Labour Practices & Human Rights, Human Capital Development	71, 72, 74
4	Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalised.	STAKEHOLDER ENGAGEMENT: Materiality SOCIETY: Labour Practices & Human Rights, Corporate Social Responsibility	24, 74, 88
5	Businesses should respect and promote human rights	SOCIETY: Labour Practices & Human Rights, Stakeholder Satisfaction	74, 87
6	Businesses should respect, protect, and make efforts to restore the environment.	ECONOMY: Precautionary Approach PLANET: Energy, Water Management, Waste, Raw Materials, Emissions	42, 43 44 -68
7	Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner.	WHO WE ARE: Awards & Memberships STAKEHOLDER ENGAGEMENT	22, 24
8	Businesses should support inclusive growth and equitable development.	ECONOMY: Economic Performance, Precautionary Approach SOCIETY: Corporate Social Responsibility, Sensitization Towards Behaviour Change	41, 43, 88, 93
9	Businesses should engage with and provide value to their customers and consumers in a responsible manner	SOCIETY: Product Labeling, Stakeholder Satisfaction	82, 87

Investing in energy efficiency at our operations is one of the most effective ways in which we reduce greenhouse gas emissions, lower costs and create sustainable products.

TOWARDS SUSTAINABLE GROWTH (Economy)

CSR Expenditure

INR **13.4** cr

Net Revenue

INR **6,586** cr

(increased by 14%)

Profit After Tax (PAT)

INR **539** cr

Total Expenditure **on Employees**

INR **500.4** cr

We are committed to generating economic well-being by ensuring that we nurture our planet's natural and social capital.

Management Approach

As we continue to address our customer's expectations and respond to market demand, we have remained focused on maintaining our margins and market share. Our contribution to the national and regional economies is through our business with suppliers, through wages, salaries and taxes paid and long-term capital investments. The economic performance highlighted in this report is based on the financial statements of the company.

Economic Performance

At Havells we lay great emphasis on achieving robust economic performance. Through continual innovation, investment and expansion across categories and introducing efficiencies across our operations, we have laid the foundation for long term success. Our Net Revenue for the year ending March 2017 grew by 14% and Net profit before exceptional items grew by 17%. Our Earnings before Interest, Depreciation and Taxation (EBIDTA) grew by 9%. The growth recovery has been broad based across segments. Although our margins were impacted due to gradual withdrawal of demonetization schemes and deferred price increase against raw material costs escalation, we are positive on the future.

Havells experienced growth across all key segments with Electrical Consumer Durables segment growing by 22%, Lighting and Fixtures by 6%, Switchgear business by 11% and Cable business by 9%.

This past year, we acquired the consumer business division of Lloyd, significantly bolstering our market presence. We added 1 manufacturing facility in Guwahati, Assam and acquired land for future expansion in Ghilot, Rajasthan and Tumkur, Karnataka.

Financial Performance Summary

Stand alone Financials (INR crores)*	2016-17	2016-15	2015-14
Economic value generated			
Net Revenues	6586	5775.5	5239
Economic value distributed			
Operating costs	5762	5020.5	4540
Profit After Tax (PAT)	539	712	465
Total expenditure on employees	500.4	370.8	313
Payments to providers of capital	226	451	226
Contribution to the exchequer	1363.4	1168	994
Voluntary community investments	13.4	11.4	10
Benefits for carrying out R&D	15.5	11	8
Financial assistance received from Government			
Tax relief and tax credits	-	-	-
Subsidies	-	-	-

**Income tax was not considered in contribution to exchequer in last year so we have reinstated figures of last 2 year. Last year figures have been reinstated as per IND AS.*

Local Purchasing

All our manufacturing plants are in India and whenever possible we source our raw materials from within India to secure our supply-chain as well as benefit the local economy. Our purchasing decisions are based on staying competitive in the marketplace while working closely with our suppliers to obtain the highest quality material for our products. In the past reporting year, 77% of our total procurement budget was spent on local purchasing. We continue to work on strengthening our local supply-chains by building a strong team of suppliers who are aligned with our quality and procurement policies.

Precautionary Approach

We are committed to minimizing the risks and impact of our business operations on the environment and follow the precautionary approach to design practices that pro-actively take these risks into account. To address enterprise risks linked with environmental, health and safety issues. we have implemented Environmental Health and Safety (EHS) management systems in our plants. These facilities are all ISO 9001 certified and with the

exception of the Haridwar plant, these are also ISO 14001 and OHSAS 18001 certified. EHS management system audits are conducted regularly by third-party certification agencies. We implemented the ISO 50001 standard at our Neemrana plant in 2015-2016. This reporting year we brought Faridabad, and Sahibabad plants under this standard. The sustainable energy management systems created at these plants, ensure accurate measurement and documentation of energy use and consumption in order to continuously improve our energy performance.

Our initiatives on clean technology, energy efficiency, and renewable energy are covered in the environment section of this sustainability report. Any emissions or waste generated within our business is within the permissible limits set by CPCB/SPCB for the financial year 2016-2017 and there have been no show causes/legal notices received from CPCB/SPCB.

This reporting year, a total investment of INR 1.24 crores was made towards environmental initiatives across our manufacturing plants. These investments were primarily focused on energy efficiency, lowering emissions, responsible management of waste, managing water resources and optimizing our material use.

Plants	ISO 9001	ISO 14001	OHSAS 18001	ISO 50001
Neemrana	●	●	●	●
Sahibabad	●	●	●	●
Faridabad	●	●	●	●
Alwar	●	●	●	
Standard	●	●	●	
Baddi	●	●	●	
Haridwar	●			

At Havells
“sustainability” means
striking the appropriate
balance between
our environmental
responsibilities,
financial performance,
and social
commitments.

Planet

Energy Consumption
Reduced by
6,735 GJ

GHG Emissions
Reduction of
1,466
$MtCO_2eq.$

INR **1.24** Cr
Invested in
Environmental Initiatives

2.3 MW
Renewable Energy
Installed

Our Approach

Business decisions that align with better planet health have been embedded in the Havells corporate ethos for decades. We design our products with maximum energy and resource efficiencies. This reduces our environmental footprint during manufacturing and leads to lower emissions during the lifetime use of our products.

This year, our stakeholders outlined the following key environmental concerns for the company: Reducing Energy Consumption in operations and products; Responsible Water Management practices; Optimal Utilisation of Raw Material; Generation and use of Renewable Energy; Reducing GHG emissions; Regulatory Compliance; Creating Products with minimal Environmental Impact and Minimizing Waste. We are actively addressing these concerns by investing in various environmental initiatives across our plants.

Climate Action

This past year witnessed some geopolitical debates related to global warming. Certain countries challenged the science of Climate Change while others bolstered efforts to increase their climate resilience. We as an organization believe that taking responsible environmental actions is simply good business strategy. During the reporting period, India ratified the Paris Agreement. Under its Nationally Determined Contribution (NDC) targets, India aims to lower the emissions intensity of its GDP by 33%-35% by 2030 from 2005 levels, to increase the share of non-fossil based power generation capacity to 40% of installed electric power capacity by 2030 (equivalent to 26–30% of generation in 2030), and to create an additional (cumulative) carbon sink of 2.5–3 $GtCO_2e$ through additional forest and tree cover by 2030.

As an organization with headquarters in India, a country deemed one of the most vulnerable to climate change, we are aligned with the Government's NDC targets and have taken several measures in the past year to reduce our GHG emissions and resource intensity.

Energy (Consumption, Efficiency, Savings, Renewables)

According to a recent GHG inventory report, more than 70% of GHG emissions in India are attributed to energy consumption. Havells strongly pursues energy reduction goals across its operations through a

combined approach that includes increasing energy efficiency and generating clean energy. This enables us to lower our emissions footprint while achieving energy self-sufficiency.

With simple initiatives such as using LEDs and introducing natural light in our factories alongside strategic innovations that fundamentally alter how energy is used in our processes, we have reduced our energy intensity.

The success of these initiatives across all our plants, stems from the complete buy-in of our top management on energy saving measures. This enables us to effectively engage our plant managers in implementing various measures and keeps our staff highly motivated.

Some key energy savings initiatives at Havells this year include:

- **Replacement of conventional motors with VFD motors**
- **Replacement of DC motors to AC motors**
- **Replacement of Mercury Halide lamp with CMI lamps**
- **Replacement of CFL with LED lighting**
- **Replacement of conventional tubelights with LED lights**
- **Optimization of energy consumption in production, testing and non-production processes**
- **Redesigning assembly line systems**
- **Improving Jig density**
- **Switching higher energy chemicals with lower energy-using chemicals**

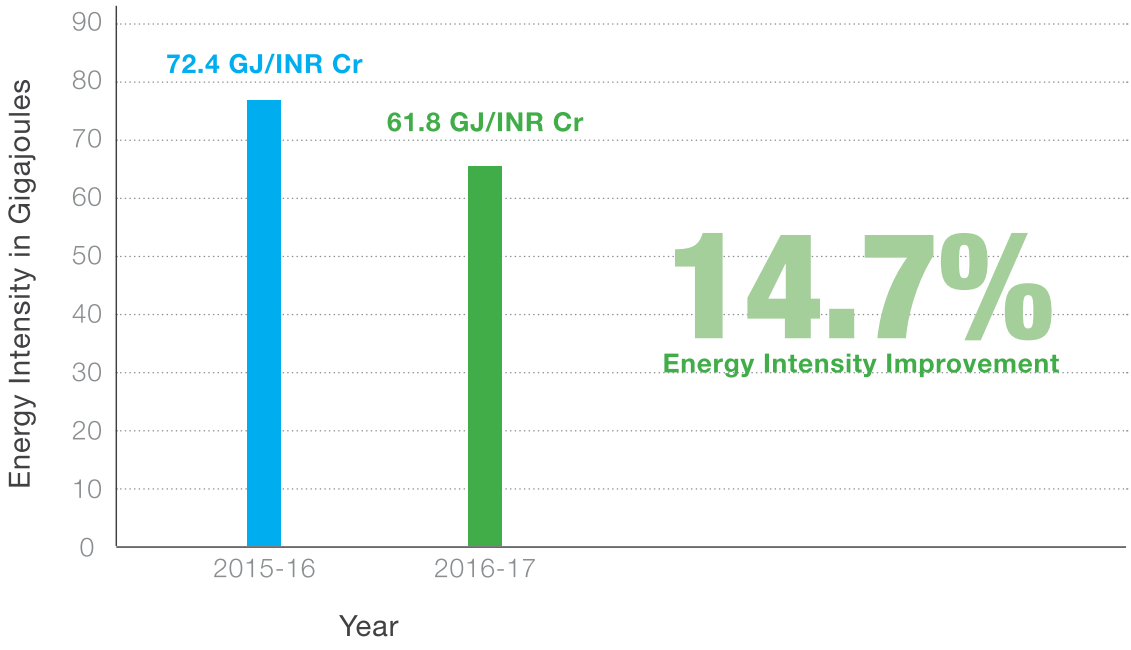
The primary source of our energy is electricity from the grid followed by HSD (High-Speed Diesel) and Natural Gas. All initiatives stated above helped us cut our energy consumption by 2.7% from the previous year and increased our energy savings by 6,735 Gigajoules (GJ). Through these measures we achieved GHG emissions reductions of 1,466 $MtCO_2eq$.

The summary of our overall energy consumption, energy savings and GHG emissions reductions from various measures taken across our plants, is depicted on the following page.

Energy Consumption			
Fuel	**Consumption**	**Unit**	**Gigajoules (GJ)**
HSD	18,98,180	Litres	68,562
Furnace Oil	2,24,871	kg	9,085
LPG	14,359	kg	679
Natural Gas	11,05,714	SCM	40,336
Biomass	2,900	kg	34
Electricity	8,01,19,766	kWH	2,88,431
Total Energy Consumption (FY 16-17)			4,07,127
Total Energy Consumption (FY 15-16)			4,18,273
% Energy Reduction (absolute)			2.7%

Category	Amount saved per annum
Total Energy Savings (GJ)	6,735
Total Energy Savings (kWh)	18,70,798
Total GHG Emissions Savings (kg CO_2 eq)	14,65,617

Reduction in Energy Intensity



Enabling environmental conservation through better management is not only our corporate ethos, it is also what drives us to challenge ourselves every day to increase productivity and efficiency across every aspect of our value chain.

Achieving Energy Efficiency through Radical Product Innovation–Havells BLDC (Brushless DC Motor) Fan 'Efficiencia'

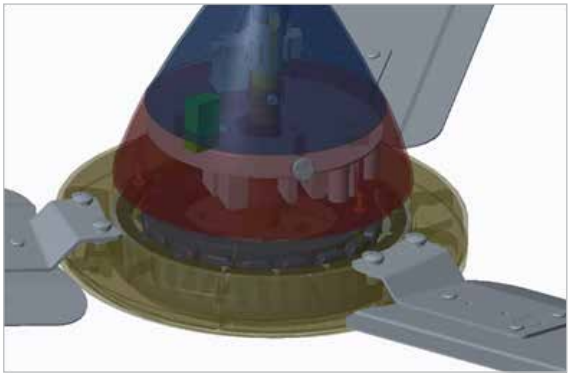
The Havells BLDC 'Efficiencia' fan, delivers extreme environmental efficiencies in a modern design. This fan has been re-engineered to consume only 32 Watt energy. A typical ceiling fan runs on AC motors, that consume 75-80 Watts. In an AC motor-based fan, RPM (Rotations Per Minute) works by controlling the voltage and voltage fluctuations of the mains, resulting in power factor (PF) degradation and adverse effect on the AC mains.

Efficiencia fans offer high efficiency compared to the AC motor and are also quiet and very durable with no serviceability related issues, unlike the typical AC or DC motors.

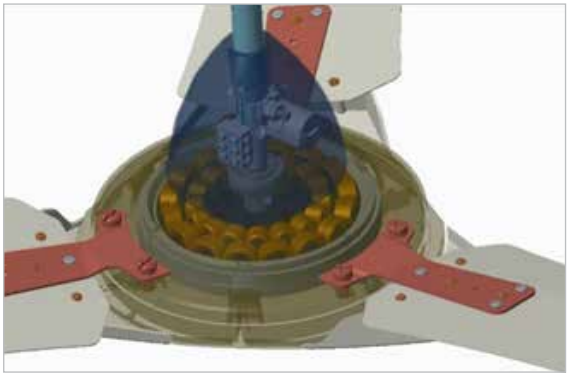
Havells has addressed the inefficiency of the AC motors by building the fan with Brushless DC Motor technology. BLDC are high RPM, low torque motors which are used in computer applications or DVD/CD drives.

Features of the BLDC 'Efficiencia' fan include:

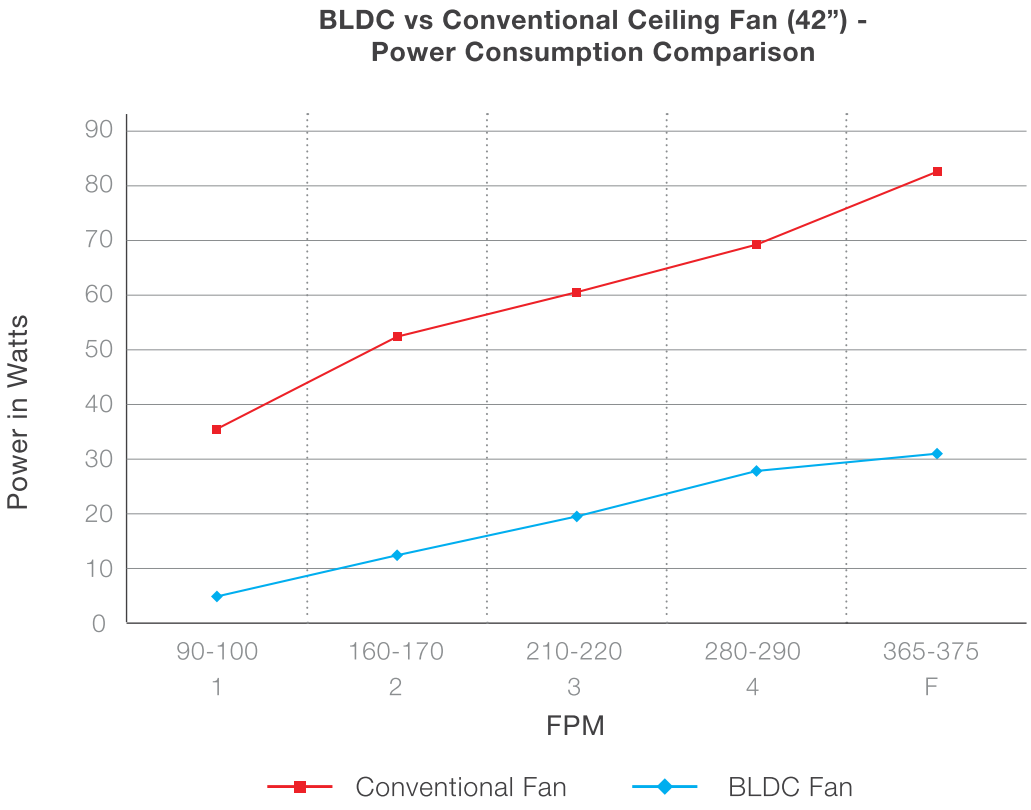
- **Energy efficient fan with BLDC motor – consumes only 32 W**
- **57% more energy efficient than a conventional fan**
- **Unique aerodynamic blades ensure high air delivery (> 220 cmm)**
- **Stable operation - no deterioration in RPM/Air delivery, even at lower voltage as low as 120 V**
- **High power factor**
- **Lower temp rise ensures high reliability**
- **No humming sound (even when running on inverter)**
- **Equipped with remote control**
- **Three-coat metallic finish for better reliability & aesthetics**
- **Sleek motor with elegant ring**
- **Dust resistant paint**
- **Modular design – PCB is installed outside the fan motor**



BLDC motor



Induction Fan



Speed Position	Speed (RPM)	Wattage (Watt)
1	140	5
2	190	8
3	235	13
4	290	23
5	350	32

Achieving Savings in PNG Consumption (Faridabad Plant)

PNG is the third highest source of energy at our plants. We are committed to efficiently managing this non-renewable resource to ensure optimal utilization. Our Faridabad plant has adopted several control measures listed below that have resulted in the reduction of PNG consumption by almost 25%.

1. Improvement in Jig Density

We have increased the jig density in our paint shop, thereby increasing the number of components that can be hung on the jig and improving its utilization. This has resulted in higher productivity and PNG savings of 20%.

2. Reduced Changeovers

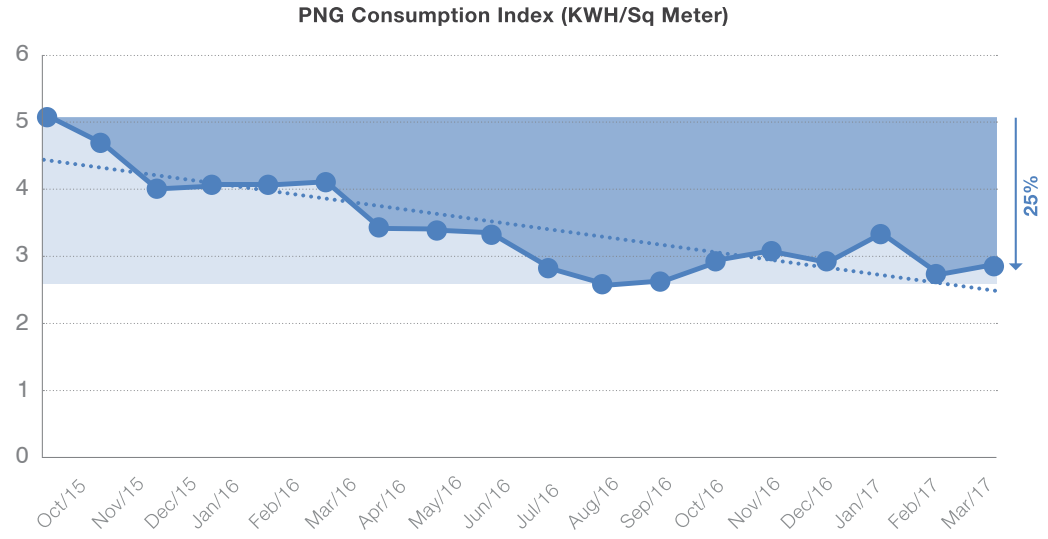
Proper pre-production planning at the plant has significantly reduced the number of changeovers required. Reducing the time in changing components and frequent starting and stopping of the conveyor has resulted in considerable PNG savings.

3. Low temperature Chemical used for Phosphating and Degreasing purposes

New chemicals that operate at lower temperatures have replaced chemicals that operated at higher temperatures at the plant. This has resulted in additional PNG savings without compromising the quality of the product.

4. Improvement in Hanger Design

We made improvements to the hanger design to optimally utilize the conveyor area, leadings to lower PNG consumption. The savings in PNG consumption from above mentioned initiatives are shown in graph below:



PNG Consumed in KWH / Area Painted per SQ. Meter

Energy Efficiency through Pump Re-Design (Faridabad Plant)

At our Faridabad plant we achieved energy savings of 1,94,400 kWh per annum by modifying 11 of our paint shop's chemical spray pumps with energy efficient pumps.

Pump details:

- **Three 30HP pumps replaced with 20HP each**
- **Six 20HP pumps replaced with 15HP each**
- **Two 40HP pumps replaced with 30HP each**

In addition we achieved energy savings of 44,616 units per annum by modifying our plant layout to use natural day light in our panel assembly and paint shop and reduce the need for tube lights in the shops during day time.

The overall impact of these measures at the Faridabad plant led to a 10% reduction in electricity consumption and GHG emissions savings of 1,95,993 kg CO_2 per annum.

Energy Savings through Replacement of MH Lamps with CMI Lamps (Alwar Plant)

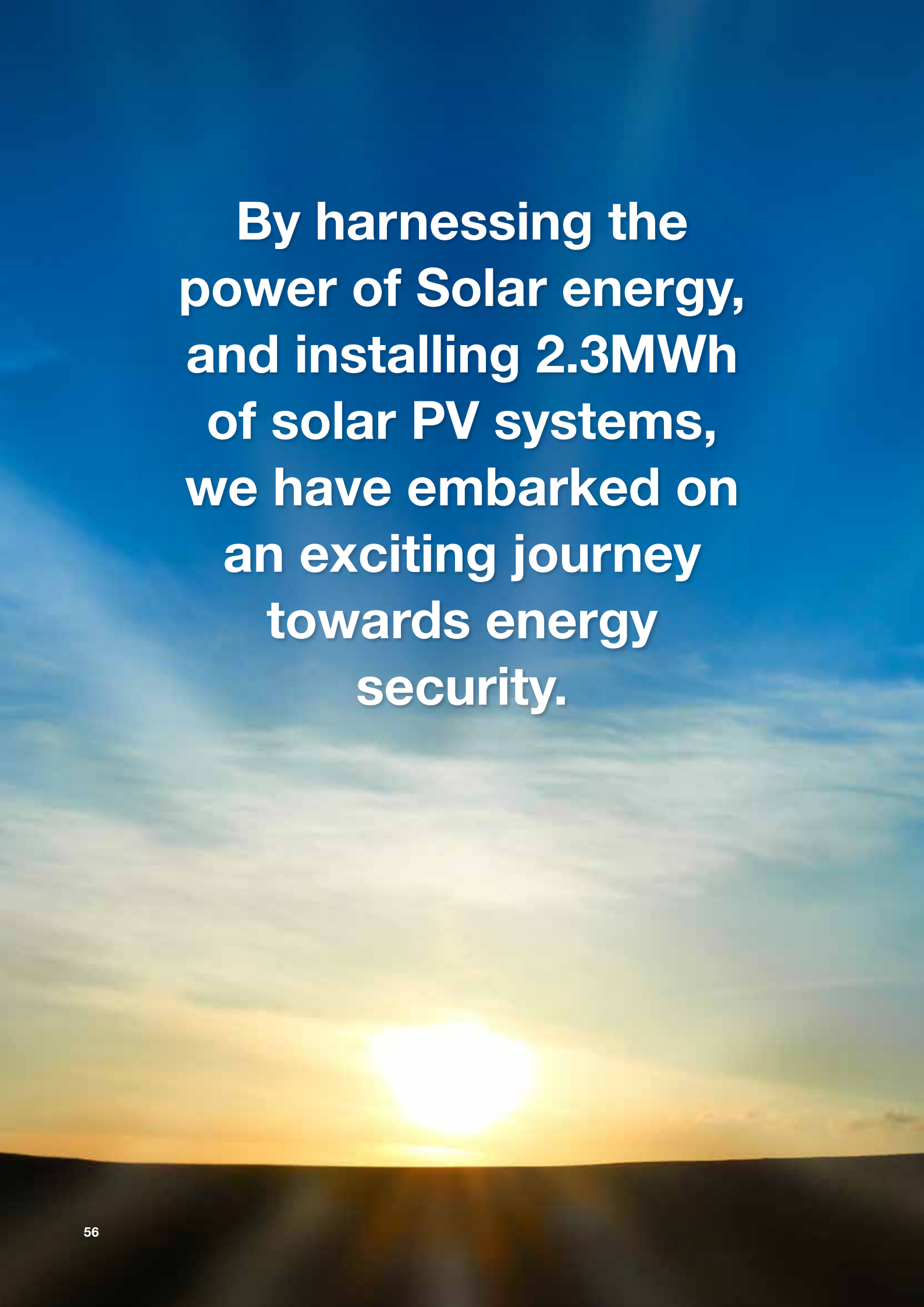
Metal Halide(MH) Lamps operate at high temperatures and pressures, emit UV light and need special fixtures to minimize risk of injury or accidental fire in the event of a so called 'non passive failure' – or when the lamp bursts at the end of the useful life. Since the gases in the lamp take time to heat up, these lamps do not give full brightness when turned on. The Alwar plant replaced its Metal Halide lamps with CMI (Ceramic Metal Halide) lamps, which consume almost three times less energy than MH lamps, and deliver better and reliable light for the shop floor. These lamps also have a longer life than the MH lamps. The substantial savings in power consumption from replacing these bulbs has led to reductions in GHG emissions along with energy savings. A total of 604 MH lamps were replaced with CMI lamps.

- **Power consumption of MH lamps: 400 W. Power consumption of CMI lamps:150 W**
- **Energy Savings: 3,11,148 kWh per annum**
- **GHG Savings: 2,55,141 kg CO_2 per annum**

Energy Savings through Installation of VFD Panel for Liquid Paint Shop (Haridwar Plant)

A variable-frequency drive (VFD) is an adjustable-speed drive used to control speed and torque by varying motor input voltage and frequency. VFD saves energy by increasing the efficiency of AC motors. At our Haridwar Plant, we installed a VFD panel at the liquid paint shop to achieve energy savings.

- **Energy Consumption prior to VFD panel: 190 kWh per hour**
- **Energy Consumption after VFD panel installation: 160 kWh per hour**
- **Energy Savings: 18,720 kWh per month/ 2,24,640 kWh per annum**
- **GHG Savings: 1,84,205 kg CO_2 per annum**



By harnessing the power of Solar energy, and installing 2.3MWh of solar PV systems, we have embarked on an exciting journey towards energy security.

Renewable Energy

One of the most important aspects of the energy equation is the shift from fossil-fuel based energy to renewable technologies. We are proud to have made a significant stride towards energy self-sufficiency this past year by installing Solar PV systems on our rooftops at the Alwar and Faridabad plants. By generating renewable energy at our own premises, we have charted a path towards a sustainable future. The combined annual generation potential of these two solar installations is 3,465MWh. The GHG emissions reduction as a result of this initiative is equivalent to planting 90,000 trees.

Solar Power Installation in Faridabad

- **Capacity:** 100 kWp
- **Commissioned:** October 2016
- **Annual Generation Potential:** 1,50,000 kWh (10% of total electricity consumed at plant)
- **GHG Savings:** 1,23,000 kg CO_2 per annum

Solar Power Installation in Alwar

- **Capacity:** 2,215 kWp
- **Commissioned:** March 2017
- **Annual Generation Potential:** 33,15,000 kWh (7% of total electricity consumed at plant)
- **GHG Savings:** 27,18,300 kg CO_2 per annum

Water Conservation and Management

Water scarcity is one of the largest global challenges. To contribute to solving this challenge, we have adopted several responsible water practices to increase the productivity of water resources and recharge water levels. We received the SGS 'Water Positive Company' Certification for our water management efforts in 2015-2016 *Annexure 3*. This achievement is a testament to the significant investments we made in water conservation and management practices across our plants. We adopted various optimizing and minimizing strategies through continual assessment of our water use across our plants. We also reduced water waste by recycling used water.

Our water conservation practices range across industrial and individual applications and rainwater harvesting systems are the mainstays of all our plants. Our initiatives this year have resulted in potential savings of 30,000 litres per day or 90 lac litres every year.

Our water conservation features include:

- **Use of RO wastewater**
- **Re-use of STP/ETP treated water for gardening, fire hydrants, process and urinals**
- **Minimize fresh water consumption for gardening and landscaping**
- **Water efficient fixtures and taps**
- **Push-type taps**
- **Reuse of AC condensed water for reuse in CNC wire cut machines**

Water Recycling through Harnessing of A/C Condensed Water (Shahibabad Plant)

Usually the water that is released from the process of air conditioning is released as waste. Instead we collected this condensed distilled water from AC and used it in our CNC wire cut machines. To us every small drop counts.

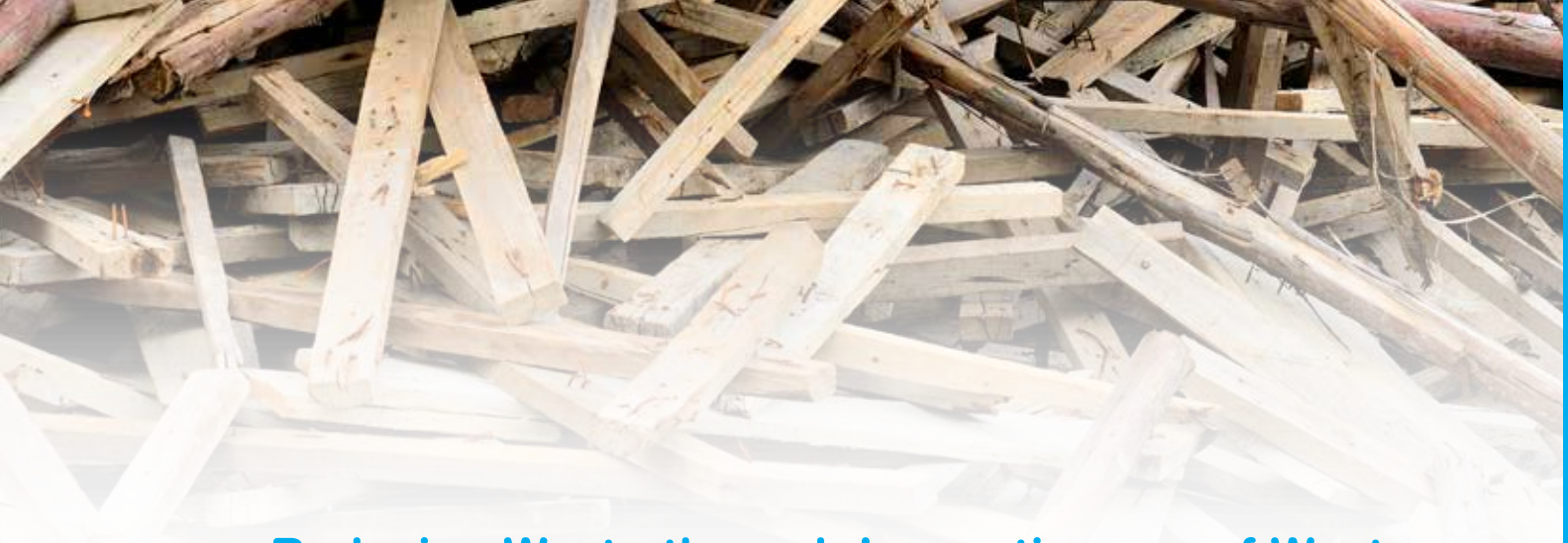
Improved Water Management through Installation of Water Meters (Faridabad Plant)

Working towards the objective of becoming a 'zero discharge facility', the Havells Faridabad Plant has taken various steps for efficient water recycling that have resulted in cumulative savings of 5,745 KL water in 2016-2017 over the previous year.

Water meters were installed at different departments and outlets to help us understand leakage patterns and identify potential areas of reduction. We plugged all leakages and installed automated taps in washrooms, and installed flow restriction and sensors in urinals to reduce water wastage. We also installed a new effluent and sewage treatment plant reusing the treated water from this process in the paint shop, washing, gardening, fire hydrants and in urinals. These closed loop water initiatives have helped us reduce our water discharge and achieve zero discharge status. In addition, the three underground tanks of 15kL each are well-equipped for rainwater harvesting throughout the year.

Waste Management

The culture of extreme efficiency in resource use runs across at Havells. By adopting several waste management, recycling and reuse practices, we have reduced our waste footprint over previous year. As an industrial manufacturer, the primary waste we generate is metal scrap. Other waste categories include wood scrap, dust, DMC, MPP films, powder, XLPE, glass etc. We rmanage our metal scrap comprising primarily of Copper, Aluminum and Brass by selling it to vendors who recycle and reuse it. Other waste is disposed off responsibly to authorized vendors. Overall, we recycle and reuse more than 95% of the total waste generated at our plants.



Reducing Waste through Innovative use of Waste Wood in Standard and Neemrana Plants: Closed-Loop Recycling!

Children learn best in environments that are designed to keep them focused on their studies and improve interaction with their peers and teachers. In our commitment to enhance children's education around our facilities, we began a unique initiative at our Standard plant last year. We converted the waste wood generated at our plants and transformed it into school benches. This year, the plant continued to turn its waste wood into benches and donating them to schools in the plant's vicinity. Inspired by the success of this initiative, our Neemrana plant also adopted this recycling initiative in the current year.

Every month, these two plants generate approximately 10 tons of wood waste from raw material packaging.
This waste is now being successfully re-purposed into wooden benches.

Through this design innovation, we have not only succeeded in managing our waste responsibly, but also made a lasting contribution to improving several schools' infrastructure, thus leading to a more positive learning environment for children.

Hazardous Waste and Non-Hazardous Waste

We use lean manufacturing practices at our plants, identifying waste streams and eliminating them systematically through our production value-chain. All waste was disposed to vendors who recycle these materials. The primary categories of our non-hazardous waste include, metal, paper and plastic scrap in addition to other waste materials such as plastic bags, drums and buckets and wood dust, glass and rubber waste.

We generate minimal hazardous waste at our facilities. We handle all hazardous waste responsibly in line with disposal regulations.

Hazardous Waste (2016-17)	
Waste Oil (L)	11,057
Paint-Chemical-Greases-Acid Scrap (kg)	57,779
ETP Sludge (kg)	62,440
Waste Batteries (Nos)	1,709
PCB cutting and reject / E-waste (inlc. Tube rods) (kg)	33,296
Mercury / Mercury with Glass (kg)	12,187
Waste Cotton, Oily Cloth, Residues containing Oil (kg)	3,454
DG and Compressor Filters (Nos.)	718
Empty Cans and Printing Cartridges (kg)	0
Empty Cans and Printing Cartridges etc. (Nos.)	6,230

Non Hazardous waste (2016-17)	
Metal Scrap (kg)	40,46,492
Paper Scrap (kg)	6,87,980
Plastic Scrap (kg)	2,51,634
Other Scrap (kg)	20,25,600
Other Scrap (Nos.)	5,10,150
One-Off Waste (kg) (Construction waste)	0

Raw Material and Resource Use

Havells maximizes resource use through material recovery and optimising materials for manufacturing processes. The primary raw materials used in our manufacturing include copper coils, copper sheets, copper tapes, steel, aluminum, zinc, brass coils, brass strips, bearings, CRCA steel, thermoset resin, polycarbonate, polyamide, other engineering plastic, elastomers, transistor, diode, MPP Films, etc. During the reporting period, we implemented various initiatives to decrease our material consumption. Raw material consumption figures are shown in tables below:

Materials used by weight or volume

Category	Nos.	kg	Meter	Others
Material Consumption	4,24,18,25,588	14,91,87,409	1,53,84,410	2,91,65,022
Packaging Material Consumption	44,37,85,938	40,84,353	1,89,33,082	23,71,360

Packaging Source Reduction and Responsible Disposal

As a company with various consumer and industrial products, we use packaging material extensively. Therefore, we are continually looking for reductions in packaging material without compromising on our delivery standards and specifications. Packaging optimization is an ongoing process that takes into account our current packaging volume. We design systems to rationalize changes in the packaging material and improve functional performance. The initiatives taken to optimize packaging for our products this past year included:

- **Revised fluting to achieve 15% paper reduction**
- **LED bulb 5W/7W/10W tenner spec revised, leading to 7% paper reduction**
- **Initial trial successful for tenner carton removal for 5W/7W/10W with potential paper savings of 125 tonnes/year**
- **Implementation of Instapak in water heaters leading to savings of 90% volume in landfill waste and reduction of packaging volume by 5%.**
- **Optimization of packaging in LED bulbs 5W/7W/10W led to 20% paper reduction**
- **Shift from a 7 ply to 5 ply in 132 frame motor achieved 25% paper reduction**
- **Master carton for ceiling fan shifted from 5-ply to 3-ply achieving 7% paper reduction**

Packaging Material Avoidance/ Renewable & Recycled Source

We are always working to reduce the use of packaging material originating from non-renewable based sources and substitute them with renewable materials. We are also working to reduce direct use of wood in packaging, and replacing it with more environment friendly corrugated paper packaging. These initiatives contribute to mitigation of our material footprint while leading to emissions reduction. Some initiatives undertaken in this reporting year include:

- **Ceiling Fan packaging changeover from EPS to Pulp tray leading to avoidance of 80 tonnes/year EPS**
- **Corrugated master carton implemented to replace wooden crates in 18" and 24" Air Circulator Wall Fan, leading to 100 tonnes/year of wood savings.**
- **Changeover for 180m wire packaging from laminated pouch to brown carton, leading to avoidance of 30 tonnes/year**

Increase in Packing length of Solar Cable & Multi-core Cable for Capacity Utilization of Wooden Drum (Alwar)

Our Solar and Multicore industrial cables are wrapped around wooden drums for shipping and use. We increased the capacity utilization of the H-8 wooden drum by using the same drum for 1500 meter of cable while earlier we used only 500 meters of cable around this drum. Through this measure we have eliminated the use of 300 drums every month. This amounts to 1436 CFT of wood, which has contributed to savings of 780 trees per year.

Reducing Resource Use through Design Optimisation

Copper Strip redesign to reduce metal use (Sahibabad)

Our Sahibabad plant implemented an innovative yet simple design innovation that reduced the use of copper in the manufacturing of MCB's and improved the sustainability of resource use. A modification to the copper strip layout on one of the frames reduced the gross weight of copper required by 0.012 grams per piece, resulting in savings of this metal.

Setting up of Non-Destructive CR (Conductor Resistance) Test (Alwar)

Measuring CR initially required stopping a machine and fixing the running conductor on 4 jaws. In this process, a 1 metre conductor sample was tested, then scrapped. By setting up a Non-Destructive CR Testing procedure, we have eliminated the need for a sample by doing a live test. This has led to optimum utilization of material and energy resources.

Emissions

As an environmentally responsible corporation we are aligned with the goals of combating climate change by lowering our GHG emissions and to contribute to India's National Action Plan on Climate Change Climate change (NAPCC). In addition we implemented several measures that minimized our energy consumption and improved our fuel mix with reduced use of PNG and electricity achieving significant reductions in GHG emissions. Our total GHG emissions reductions through our energy savings initiatives totalled 14,65,617 $kgCO_2eq$. Our packaging optimization processes also gained significant logistics and transportation efficiencies, both our in-bound and outbound value chains reducing our emissions footprint.

In accordance with the GHG reporting standards, we have calculated our Scope 1 and Scope 2 emissions separately. Our direct consumption of fossil-fuel based energy at our plants reduced by 9.2% in absolute terms over previous year amounting to savings of 816 tCO_2 eq. through several of our initiatives detailed in the energy section of this report. We manage our Scope 3 indirect emissions by implementing efficient technologies and systems that reduce emissions from travel and commute. Our offices have been equipped with state of the art conferencing abilities to encourage our teams to make their interactions more efficient through the use of the latest web-enabled video and audio conferencing systems. We are in the process of assessing and monitoring our indirect consumption of energy with the goal to disclosing it in the future and to offset the emissions accordingly.

There have been no spills in the past year at our facilities.

Scope 1 Emissions (FY 2016-2017)			
Fuel	**Consumption**	**Unit**	**CO_2 Emissions Calculations (tCO_2eq)**
HSD	18,98,179.9	Litres	5,080
Furnace Oil	2,24,871	kg	703
LPG	14,358.5	kg	43
Natural Gas	11,05,714	SCM	2263
Biomass	2,900	kg	0

FY 2016-2017	FY 2015-2016
Total Scope 1 Emissions (tCO_2eq)	**Total Scope 1 Emissions (tCO_2eq)**
8,089	8,905

% reduction (absolute)
9.2%

FY 2016-2017		FY 2015-2016	
Electricity Consumption (kWh)	**GHG Emissions (tCO_2eq)**	**Electricity Consumption (kWh)**	**GHG Emissions (tCO_2eq)**
8,01,19,766	65,698.2	7,94,76,450 kWh	65,170.7

We use R-22 gas in condensers, chillers and air conditioning units. We plan to replace air conditioners that use the more environmentally friendly R-410 gas in the future.

SO_2 and NOx are emitted from our plants due to usage of fossil fuels.

ODS Consumption	Unit (kg)
Total R22 consumption	367.5
Ozone Depleting Potential	0.06
CFC 11 eqv.	20.21

FY 2016-2017	
Air Emissions	**Unit (tonnes)**
SO_2 emissions	0.20
NOx emissions	4.20

FY 2015-2016	
Air Emissions	**Unit (tonnes)**
SO_2 emissions	0.22
NOx emissions	6.15

Society

Employee Health & Safety
Improved by
42.8%

Training Hours
per Employee
Increased by
144%

CSR Investments
Increased by
16.5%

Mid-day meals
provided to
58,000
children per day

Building relationships of trust
with people linked to our business,
and creating value for society is one of
the founding principles of our company.
Through various initiatives that range from
skill development and education to mid-day
meal programs and sanitation projects, we
strengthen communities and empower
our employees.

Workforce Profile

Havells employs 2,097 permanent employees at its manufacturing plants, branches and head office. We are dedicated to creating a culture of excellence for all our staff with a deep commitment to human capital development. Implementing robust health and safety practices at our workplace, ensuring career and skill development, employee engagement, maintaining diversity and offering equal opportunity are some of our key aspects of maintaining a sustainable workforce. In our effort to promote gender equality and women's leadership in our workforce, we have added 123 permanent female staff members to our employee roster. In addition to our permanent employees, we employ 8,430 temporary staff and contract labour. We do not have unions at any of our plants.

Category/ Designation	FY 2016-17 (Nos.)	
	MALE	FEMALE
Senior Management	45	-
Middle Management	823	62
Junior Management (Executive)	545	57
Workers (Permanent)	530	35
Probationers		
GETs/PGETs	76	14
Apprentices	104	9
Contract Labour	8,207	
Others	16	4

Employee Recruitment & Turnover

At Havells we are committed to sustainable work practices and an innovative work culture. Our reputation as an exciting and enriching workplace attracts some of the most talented people in the industry. We encourage local employment, and therefore 100% of our workforce is hired from within the country.

During the reporting period, we recruited 401 new employees across management and permanent worker categories. From those who were hired, 12% were females, 54% were less than 30 years old and 42% were between 30 and 50 year age group. 4% were over 50 years of age.

We define employee turnover as the number of employees who leave the organisation voluntarily or due to dismissal, retirement or death. Our permanent employees are considered for reporting against this indicator. In 2016-17, a total of 257 employees separated from the company from across the management and permanent workers categories. From those who left 218 were males, 39 were females, 36.33% were younger than 30 years of age and 57.42% were between 30-50 years of age. 6.25% were over 50 years of age. We conduct comprehensive exit interviews to assess and improve our HR practices and are committed to building practices that retain our best talent.

Our HR department informs employees of any significant operational changes through institutional procedures and we follow a 21 day minimum notice period for information dissemination to our employees as per Industrial Dispute Act. Our HR policies are designed to give opportunities of growth to all our employees regardless of their age, race, colour, gender, religion, nationality or disability. Our leave policy follows the Factory Act, under which provisions for earned, sick and maternity leave apply for all employees. During the reporting year, 3 of our female employees took maternity leave and joined back.

Total number of new Employee Hires and Employee Turnover by Age Group and Gender

New Hires	Unit	Age Group			Gender		FY 2016-17
Breakup of personnel joining the organisation	Nos	<30	30-50	>50	M	F	Total
Senior management	17		14	3	17		17
Middle management	178	32	135	11	163	15	178
Lower management	206	184	21	1	173	33	206

Net Employment Turnover	Unit	Age Group			Gender		FY 2016-17
Breakup of personnel leaving the organisation	Nos	<30	30-50	>50	M	F	Total
Senior management							
Resignation			5	2	7		7
Retirement				1	1		1
Middle management							
Resignation	91	8	73	8	84	5	89
Retirement				2	2		2
Lower management							
Resignation	100	60	38	1	73	26	99
Retirement				1	1		1
Workers							
Resignation		25	31		49	8	57
Voluntary retirement				1	1		1

Labour Practices & Human Rights

We at Havells have a strict stance against child or forced labour and have institutionalized policies to ensure that we follow due processes and practices that are in line with all labour regulations and laws. As with all previous years, we have no reported incidents of child labour, forced labour or compulsory labour in our operations nor within any of our suppliers. A total of 4 male employees with disabilities were employed at Havells this year.

Category	No of complaints filed during the financial year	No. of complaints pending as on end of the financial year
Child Labour	Nil	Nil
Forced Labour	Nil	Nil
Involuntary Labour	Nil	Nil
Sexual Harassment	Nil	Nil

Category	Male	Female
Temporary employees	Nil	Nil
Sub-contracted employees (For the calendar year 2012, As per Form 12)	Nil	Nil
Casual employees	Nil	Nil

Employees with Disabilities	Male	Female
Employees	4	Nil

Human Capital Development

Investing in learning opportunities for our employees and increasing their competencies fosters a culture of innovation which is at the heart of our sustainability approach. Development of our employees is the pillar of our company's success and we have made significant investments in the past year in developing our human capital, through several training programs. Compared to previous reporting year, we increased the training hours for our employees by 144%. We created new training modules for staff and workers and strengthened employee engagement across all our plants. As a result of these activities we witnessed an increase in productivity and lower attrition rates compared to previous year. We provided

safety training to a total of 6,153 employees. Skills upgradation training was given to a total of 8,503 workers. The breakdown of trainings provided across various categories is listed in the table below:

Trained Personnel in Safety & Skill Upgradation Training

Category	Safety (No. of employees)	Skill Upgradation (No. of employees)
Permanent employees	916	1,456
Permanent women employees	41	60
Casual / Temporary / Contractual employees	5,196	6,987
Employees with disabilities	0	0

Training Hours

Category	Manhours	
	Male	Female
Top Management	-	-
Senior management	15.6	-
Middle management	45.5	12.5
Junior management	50.6	29.7
Workers (Direct Employee)	28.7	17.8
Apprentices	3.3	2.0
Contract Labour	22.9	

Occupational Health & Safety

Ensuring the safety of our plants and creating a workplace that has zero accidents or even minor safety incidents is of the utmost priority for us. We have implemented best global safety practices at our plants and made investments in safety technologies, infrastructure, communications and awareness programs. We ensure compliance with OHSAS 18001 and follow highest safety standards across all our plants. There were no reported incidents of workers with high risk of any diseases at ourplants in the reporting year.

Incidents Trend

2016-17	LTI (ESI Referred Cases included)	Minor Injury	First Aid
	5	59	503

Implementation of Safety Scoring System (Faridabad Plant)

Havells is strongly committed to Occupational Health and Safety by providing a safe working environment for all our employees and strengthening our safety monitoring systems. The Faridabad plant has developed a safety scoring program, through which all operations of the plant were given a score based on observations made on practices and working conditions deemed to be unsafe across respective operations. The score was finalised by incorporating the data recorded in accident, incident and near miss tracking programs. The safety score provides an indication of the safety preparedness of each activity within the plant. This data forms the basis for designing, monitoring and enforcing a stronger safety culture across the plant with support from all employees.

Score Criteria:

Unsafe Act	If found -4 for each case & not found +20	Grade	Marks
Unsafe Condition	If found -4 for each case & not found +20	Excellent	96-100
Accident	If occurred -30 for each & no accident +30	Very Good	91-95
Incident	If occurred -05 for each & no incident +10	Good	81-90
	First Aid: If occurred -02 for each cases	Average	71-80
Near Miss	If occurred -02 for each & no case +10	Poor	Below 70
Potential Near Miss	If recorded +2 for each case & maximum 10 Marks	2 First Aid Cases in Nov-16	

Visual Safety

We are vigilant about workplace safety and have implemented visual safety icons to ensure on-the-spot awareness about safety rules and regulations. As per ISO 7010, we follow all guidelines for designing signboards that comply with all regulatory requirements. In addition to these initiatives, we continually hold health and safety related events and initiatives at our plants. In the past year, we conducted the following activities to promote better health and safety for our employees:

- Dental check-up campaign held April 21, 2016 by Apollo Clinic, Rewari
- Yoga Day celebration with workers held 21 May 2016 by Mr. N.P. Rao (Yogasana Acharya)
- Tree Plantation on Birthdays- Initiative begun on June 1st, 2016)
- Nirbhaya Seminar held by Advocate Mrs Pramila
- Critical to Health (CTH) Location Traceability List for medical check-Up monitoring

Obligation Signs	
Warning Signs	
Prohibition Signs	
Fire Signs	
Emergency Signs	

All Havells manufacturing facilities feature state-of-the-art infrastructure and best practices in occupational safety, inspiring a culture of innovation and excellence.

Product Responsibility

Responsible design is one of the stronger pillars of our sustainability efforts. It guides us to innovate and increase efficiencies while creating safe, efficient and durable products that contribute to sustainable lifestyles. Over 70% of our product portfolio is energy efficient, which yields significant cost and resource savings.

Product Excellence through Center of Research and Innovation(CRI)

Our growth as a company stems from our technological strength. CRI is an ISO 9001:2000 certified center which has received recognition from the Department of Scientific and Industrial Research (DSIR), Ministry of Science and Technology. Since 2005, CRI has developed advanced manufacturing technologies through rigorous research.

These have acted as the next growth drivers for our business and helped us stay ahead of the competition. Each one of our business verticals employ their in-house dedicated R&D teams that designs, develops, tests new products and upgrade existing ones to improve productivity and optimize costs.

We have embedded all our Industrial Design work under the auspices of Center for Research and Innovation (CRI), ensuring that all Havells design conforms to the highest standards of ergonomics, functionality, efficiency and safety practices.

Given our continual improvement in product design and strict adherence to health and safety impacts of products and services during their lifecycle, there were no incidents of non-compliance with such requirements. All of our product or services were assessed for improvement in health and safety impacts in the reporting year.

One of the shining examples of our commitment to superior design and innovation is the launch of 'EFFICIENCIA' BLDC fan. More information on this fan as a case study is available on page number 48.

Set up of Diagnostics & Field Study Center (Alwar Plant)

This year at our Alwar Plant, we set up a new Diagnostic and Field study center with the following objectives:

- Conduct research for making custom modifications to our cables
- Provide a platform for improving the Arial Bundle cable business in India
- Develop a methodology accessing the accuracy and compatibility requirements of cable installation accessories
- Develop a knowledge-based systems program for selecting the right cable to prevent any installation issues

The setting up of this Diagnostic and Field Study Centre with in-house research and development has helped solve real issues at our Alwar plant. We have made contributions to the entire electrical industry as a result of the research on AB cables. The center has received enthusiastic response by our electrical consultants and provides us a strong technical edge to maintain our leadership position in the market.

Product Labeling

We are committed to transparent communications with our customers to help them make informed decisions. We strictly adhere to product labeling standards governed by IATA (for shipments by air), IMDG (for shipments by sea) and ADR (for road transport) guidelines. We observe the BIS labeling standard for products marketed in India, and adhere to country-specific standards such as CE, FIA, TAC and DNV KEMA standard disclosures. Our products are also labeled as BEE-star, S3, HIR, RoHS, Halogen-free and carry other certifications as applicable to the product line. We also ensure that information regarding the handling of our products at the end of their use is included in our packaging and labeling. There have been no incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling in the reporting year.

Sustainability-driven Product Design Innovation

At Havells, we always keep a very long term growth view in mind and consistently push beyond the status quo to innovate and address dynamic market conditions.

As we grow, we are ensuring sustainability across all new market segements by making Safety, Durability, Efficiency and Comfort, the key features of our product line.

We launched a series of new Havells products this year that have enabled us to introduce our superior design and efficiency standards into new market categories. We launched a series of air purifiers to tackle indoor air pollution and a new technologically advanced water-heater to conserve energy.

We also launched a new line of personal grooming products, connectig with the growing base of young consumers. We are looking forward to strengthening our presence in this new consumer durables segment with the same dedication to quality and excellence that has defined our brand for decades.

Launch of Air Purifier: Tackling Indoor Pollution

With air pollution posing health risks for most urban dwellers in India, Havells has developed a new Air Purifier with advance HEPA technology. The HEPA technology is designed to remove mold spores, pollens and other fine particles that cause Asthma and respiratory allergies. This is another step that launches Havells into a new market segment while addressing an urgent market and environmental need in the subcontinent. The Havells Air Purifier removes noxious indoor pollutants and provides clean breathing air. The advanced technology in the Air Purified can filter Particular Matter (PM) 2.5 up to 0.02 micron particles with a removal efficiency of 99.9%.

The Clean Air Delivery Rate (CADR) in Havells Air Purifier is amongst the best in class. The Purifier is equipped with an air quality sensor and indicator, with an optional Ionizer facility. The carbon filter comes with dense carbon granules that remove bad odors, harmful gases and chemicals that cause eye, nose, throat or lung irritation, headaches and nausea. The ionizer releases small but intense electric fields that react with positively charged elements in air, neutralising microbes such as mold spores, viruses and germs from air. The Havells Air Purifier is a home appliance that makes significant lifestyle improvements for our customers and a secure and safe future for all.

Havells Air Purifier tackles indoor air pollution by filtering up to 2.5 microns of particulate matter with advanced HEPA technology, helping create a healthy indoor environment.

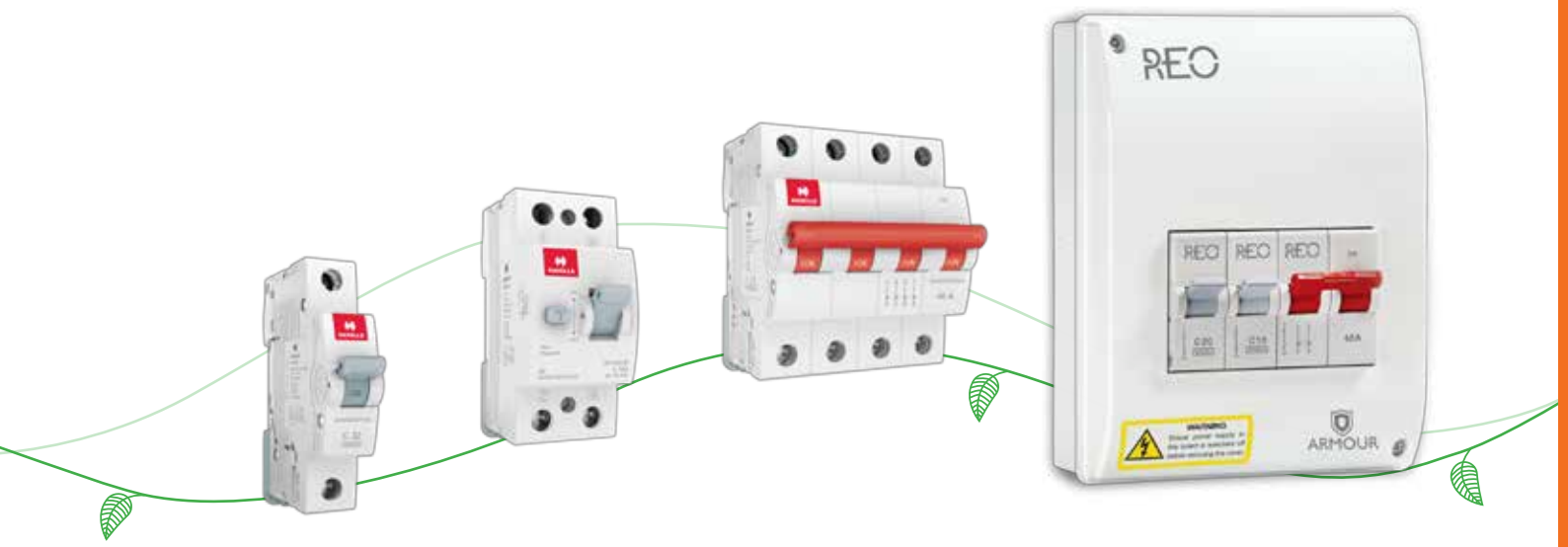
Safe MCB with Enclosure for Low Income Housing

The MCB (Miniature Circuit Breaker) is one of Havells' signature products. Havells recently launched MCB in an enclosure–'REO Armour' that comes with pre-determined load. The goal of this launch is to provide a high quality product for the low cost housing sector, which typically relies on sub-standard MCBs to guard against short circuits and other electrical hazards. The adroit design of REO Armour offers an entry-level safety solution for houses and office/shops under Havells' REO brand.

This launch enables us to bring our reliable and superior quality product design into the affordable housing segment offering enhanced value to our consumers across rural and semi-rural sectors.

This new product line has been designed and developed by the in-house R&D team of Havells and introduces the concept of protection against electrical risks such as short circuits and overload in the affordable housing sector at a time when most consumers are increasing their use of multiple electrical and electronic devices. The product comes with pre-installed isolator and has the option for cable entry from top/ bottom/ rear to make installation easier. REO Armour is being manufactured at the company's state of the art plant at Baddi in Himachal Pradesh.

REO Armour offers a great aesthetics and ease of installation while ensuring safety, thereby making it a preferred choice for consumers. The REO Armour has particular appeal for that group of people who typically settle for on-the-counter sub-standard products in the industry that may not offer critical protection against electrical risks.



Havells Makes the World's most Advanced Water Heater in India

Havells India Limited has launched the Adonia series of water heaters that use colour changing LED technology to communicate changing water temperature levels to users. Designed and manufactured by Havells in India, these water heaters have set a new benchmark in the global industry, and are a source of pride for the Havells family. Adonia water heaters come with a patented temperature sensitive LED that changes color from blue to amber as the water heats up to 75 degrees (maximum), thus allowing users to choose the 'right' temperature as per their requirement. It also protects against sudden exposure to water at high temperature. The Adonia series comes with a digital temperature indicator and easy to use feather touch controls to create energy efficiency.

The inner container of the heater is built using innovative Feroglas TM technology, which ensures high resistance against corrosion, giving the appliance a longer life span. In-built Incoloy Glass Coated Heating Element gives excellent resistance to both oxidation and carbonization at high temperature, and high precision digital thermostat cut-out for optimum water temperature and safety. These five-star rated water heaters come with integrated shock resistant plugs that safeguard against shocks, again a first in the industry.

With the launch of Adonia water heater, Havells has yet again demonstrated how energy efficiency, superior aesthetics and user functionality can go hand in hand and ensure sustainability.

Stakeholder Satisfaction

Brand loyalty is the engine that drives our growth. It is imperative for us to stay closely connected with our customer base and be very responsive to their feedback and needs. Our call centers that operate in nine languages, provides regional, national and international support to our customers to ensure sustained value for them. During 2016-2017 we used the Net Promoter Score (NPS), an international indicator of customer satisfaction to measure how willing our customers would be to recommend the Havells brand to others. We conducted a customer satisfaction survey with a total of 13,193 customers. Of which 89% reported satisfaction with our products.

These results were extremely useful for us to assess and identify areas of improvement across our value chain based on the feedback received. We will continue to strengthen our customer delivery channels and invest in staff training as well as in our customer relationship management systems to improve our NPS score.

Currently there are no cases filed by any stakeholder regarding unfair trade practices, irresponsible advertising or anti-competitive behaviour. A total of 21 customer complaints were filed related to minor defects in products, out of which 9 were resolved and 12 are under active resolution procedures.

We will continue to strengthen our customer delivery channels and invest in staff training as well as in our customer relationship management systems.

Nurturing Communities, Strengthening Society: One Step at a Time

At Havells, we believe in the power of small actions to create transformational and positive impact for society. Creating positive a social impact on the communities we work with and on the society at large, is intrinsic to our corporate ethos. Our CSR efforts are built upon six pillars – Health & Nutrition, Sanitation, Education, Environment, Skill Development and Heritage Conservation.

Corporate Social Responsibility

One of the key stakeholders for our CSR activities are the communities linked with our manufacturing operations. We are committed to creating initiatives that provide social and economic benefits to them. Our projects assess community needs in close interaction with our local teams to ensure that our interventions are contextual and relevant and can create real impact in the lives of people. Our commitment to CSR is not only a matter of taking responsibility for our stakeholders, but is also an effort to support the nation's goal of inclusive growth and the United Nations Sustainable Development Goals.

Mid-Day Meal Program Feeds Over 58,000 Children Per Day

Hunger is one of the most heartbreaking challenges in the world today. Despite the fact that enough food is produced on the planet to feed the globe's population, 795 million people, i.e., one in nine still go to bed on an empty stomach each night and one in three suffer from malnutrition. Not only do hunger and malnutrition cause suffering and poor health but they also lead society into a negative downward spiral affecting many other factors of sustainable development. Therefore addressing these two crucial issues remains one of our key focus areas.

We began our work on addressing hunger in 2005 when the issue was highlighted to us through research about our communities around the Alwar plant. We discovered the heart-breaking truth that children from nearby villages were not sent to school because of economic pressures that kept them engaged in farms and other jobs to support their family's income. We realized that if we could provide food for these children, we could address this problem. We joined hands with the Government of Rajasthan to provide mid-day meals in Government schools of the Alwar district.

The mid-day meal program is one of our most successful and long-running social impact programs. We attribute the success of this program to our ownership of the entire mid-day meal value chain all the way from procurement of food materials to preparing the food with strict hygiene, storing and

delivering it to the schools which enables us to ensure that neither the quality nor the quantity of the food is compromised.

The kitchen where the food is made is spread over an area of 4 acres, and has a staff of 160 including cooks, helpers and drivers. Our fleet of 26 vans, ensures hassle-free and timely delivery of the meals every day. So far we have served 66 million nutritious meals to children.

Impact Assessment of the Mid-Day Meal program

On the 10th anniversary of the mid-day meal program, Havells conducted a comprehensive Impact Assessment study of the program in schools. Students, parents and teachers were interviewed as part of the assessment. To get a comparable sense of the achievements of the program, partner and non-partner schools were also included in the study. The key findings are as follows:

1. Impact on Improvement of Nutritional Intake: There has been notable improvement in Body Mass Index (BMI) amongst girls studying in schools where the Havells mid-day meal program has been running for more than five years. The BMI averaged 14.3 which is higher than the 13.7 average for girls in other schools where the program has been running for past 3 years.

2. Impact on Enrollment Rate: There has been a 10-15% average growth in enrollment in the schools where Havells is conducting the program. The head teachers, SMC members and parents interviewed for the study attributed this growth to nutritious and tasty food provided in the school as it appealed to both parents and students.

3. Impact on Dropout Rate: Average number of dropouts in the partner schools declined over three consecutive academic years (2013 to 2016). Considerable decrease was seen in average dropout rate of girls in upper primary section as it came down to 6 in academic year 2015-2016 from 24 (2014-2015). Similarly, average dropout rate of boys in primary sections saw a steady decline from 9 to 4 over the three years.

4. Improved School attendance: As shared by parents and Head Teachers, student's interest in going to school increased over the years. Of the interviewed parents 67% stated that their children are keen to go to school especially due to availability of better quality and variety of food.

5. Quality, Quantity and Variety of Food: All the interviewed students (100%) liked the quality of food served under the Havells MDM program. 97% of students were satisfied with the quantity of food served.

6. Impact on Academic Performance: The Havells MDM Program helped improve student's concentration and thereby academic performance. 44% of the interviewed parents stated that because hunger does not plague their children and they do not need to return home to eat lunch, they study with better concentration and willingness.

7. Reduced Burden on Teachers: Head Teachers of the sample schools shared that with Havells taking charge of the mid-day meals, teachers now spend more time on teaching than on the MDM, thus contributing to improving the quality of education in their schools. In 2015, the Havells mid-day meal program was honored with the Child Rights Champion Award by C.R.Y. (Child Rights and You).

Sanitation

Schools partly determine children's health and well-being by providing a healthy or unhealthy environment. Although water and sanitation facilities in schools are increasingly recognized as fundamental for promoting good hygiene behaviour and children's well-being, many schools have very poor facilities. Conditions vary from inappropriate and inadequate sanitary facilities to the outright lack of toilets and safe water for drinking and hygiene. This situation contributes to absenteeism and the high drop-out rates amongst children especially girls. Similarly children would prefer to stay back home on days they had dysentery due to lack of toilets or clean toilets.

Understanding this, we started building eco-friendly bio-toilets in schools in Alwar district of Rajasthan where we already serve mid-day meal. Aligned with the government's Swachh Bharat Mission, the project started in 2014 and we have built over 2000 bio-toilets in about 250 government schools till date. These bio-toilets use special bacteria developed by DRDO (Defence Research & Development Organisation) to convert human waste into biogas and water. This water can be used for gardening, cleaning or ground water recharge.

Our over decade long association with schools also helped us understand that schools are also a key factor for initiating change and develop useful life skills on health and hygiene. Children are often eager to learn and willing to absorb new ideas. New hygiene behaviour learned at school can lead to life-long positive habits. Taking advantage of this fact, we started conducting behavioural change workshops on Sanitation that would help children inculcate good hygiene habits. To ensure that children get clean toilets, we moved a step further and intend to give grant to schools for the upkeep of these toilets. We would continue to invest in the education and health of our future generations.

We have built over 2,000 bio-toilets in 250 Government schools in Rajasthan so far.

Sensitization Towards Behaviour Change

Building the eco-toilets is only the first step towards creating lasting change. For lasting change, it is important to sensitize students as well as teachers about the importance of WASH (Water, Health and Hygiene) and why implementing these practices will lead to holistic development. We invested in behavioral change sensitization workshops not only for the children but also for the school teachers who could further educate parents and the public at large about the importance of sanitation, cleanliness and hygiene in particular.

The implementation of behaviour change workshops aims to inculcate good hygiene habits amongst children from a young age onwards.

Through interactive activities such as songs, wall paintings, rhymes, quizzes, painting competitions, we helped children understand the WASH concepts so that they can also take this learning to their parents and bring positive change in the family.

We also addressed a key aspect of a WASH initiative which is post-installation maintenance and upkeep. We matched the government's contribution to keep the toilets regularly clean. We have helped implement a strict supervision feedback method to ensure proper use of funds. We are proud of the fact that our MDM and WASH initiatives have significantly improved school attendance and contributed to health and cognitive development.

These initiatives have also increased girls' participation, established positive hygiene behaviour and introduced better WASH practices in families and communities. Together these impacts have created a cycle of positive change in society.

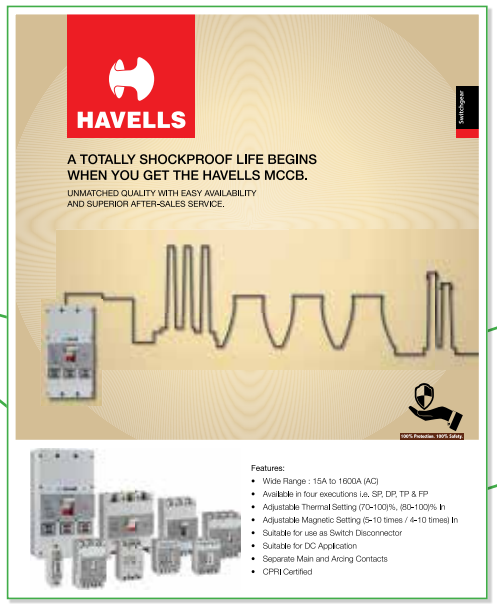
In addition, our school bench donation program has helped improve educational environments for schools within our plants' vicinity. We also undertook direct plantation activities this year. We planted a total of 2000 trees across our plants and are currently considering a larger plantation drive to contribute to carbon mitigation in India.

Responsible Communications

The Havells brand considers itself an engine of inspiration and motivation for the betterment of society. To this end, we have always ensured that our advertising is wrapped around messaging and storytelling that resonates with socially relevant issues of our times and imbibes positive emotions to motivate people to always strive for the best both as individuals and as members of society. We observe high standards of social and ethical responsibility across all our marketing and communications to ensure that our messaging always remains positive. We follow the guidelines and standards set by ASCI (Advertising Standards Council of India). During the reporting period, there was one complaint lodged with ASCI.

Our emphasis on multi-lingual outreach and customer support celebrates the diversity of culture in India. We are committed to continue our work as a responsible corporation both in India and around the world and will continue to align our initiatives with the priorities of the government to help create vibrant and healthy planet and society.

We have always ensured that our advertising is wrapped around messaging and storytelling that resonates with socially relevant issues.



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Annexure 1

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Independent Limited Assurance Statement to Havells India Limited on their Corporate Sustainability Report 2016-17

To the Management of Havells India Limited, Noida,

Havells India Limited (the 'Company' or 'HIL') has requested KPMG in India to provide an independent assurance on its Sustainability Report 2016-17 ('the Report'). The Company's management is responsible for identifying its key material issues, engaging with its stakeholders and developing the content of the Report. KPMG's responsibility is to provide limited assurance on the Report content as described in the scope of assurance.

Reporting Criteria

HIL applies sustainability performance reporting criteria, based on Sustainability Reporting Guidelines (G4) of Global Reporting Initiative (GRI) and National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVG), as detailed in the 'Scope, Boundary and Limitations'.

Assurance Standards Used

We conducted limited assurance in accordance with the requirements of International Federation of Accountants (IFAC) International Standard on Assurance Engagement [(ISAE) 3000, (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information]. Under this standard, we have reviewed the selected information presented in the Report against the criteria of relevance, completeness, reliability, neutrality and understandability.

Scope, Boundary and Limitations

The following is covered under the scope and boundary of the assurance engagement:

- The scope of assurance covers HIL's sustainability performance disclosures for the period of 01 April 2016 to 31 March 2017, as per the table below.
- The scope of assurance also covers HIL's performance disclosures against the nine principles of NVG mapped in the Report.
- The boundary of the report includes the data and information from HIL sites as mentioned in the Report section – Reporting Boundary. We verified select key performance data through site visits to operational locations at Neemrana, Haridwar, Baddi, Alwar and its Corporate Office in Noida.

The assurance scope excludes:

- Data and information outside the defined reporting period and boundary;
- The Company's financial performance;
- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention and assertions related to Intellectual Property Rights; and
- Aspects of the report other than those mentioned below;

The General and Specific Standard Disclosures subject to assurance were as follows:

General Standard Disclosures	Specific Standard Disclosures
• Strategy and Analysis- G4-1 • Organizational Profile – G4-3 to G4-16 • Identified Material Aspects and Boundaries- G4-17 to G4-23 • Stakeholder Engagement- G4-24 to G4- 27 • Report Profile- G4-28 to G4-33 • Governance- G4-34 • Ethics and Integrity- G4-56	• Environment- Material used by weight or volume (G4-EN1), Energy Consumption Within the Organization (G4- EN3), Energy Intensity (G4-EN5), Reduction of Energy Consumption (G4-EN6), Reductions in energy requirements of products and services (G4-EN7), Direct GHG Emissions (G4-EN15), Energy Indirect GHG Emissions (G4-EN16), Emissions of ozone-depleting substances (ODS) (G4 EN20), NO_x, SO_x and other significant air emissions (G4-EN21), Total Weight of Waste by Type and Disposal Method (G4-EN23), Total environmental protection expenditures and investments by type (G4-EN31) • Labor Practice and Decent work - Total Number and Rates of New Employee Hires and Employee Turnover by Age Group, Gender and Region (G4-LA1), Return to Work and Retention Rates after Parental Leaves, by Gender (G4-LA3), Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender (G4-LA6) • Product responsibility - Percentage of significant product and service categories for which health and safety impacts are assessed for improvement (G4-PR1), Results of Surveys Measuring Customer Satisfaction (G4-PR5), Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes (G4-PR7)

Methodology Adopted for Assurance

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

- Assessing that the report is prepared in accordance with the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI G4 – in accordance "Core" criteria).
- Reviewing the Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings.
- Reviewing the materiality and stakeholder engagement framework deployed at HIL.
- Understanding the appropriateness of various assumptions used for estimation of data by HIL.
- Assessing the systems used for data collection and reporting of the General Standard Disclosures and Specific Standard Disclosures of material aspects as listed in the assurance scope above.
- Verifying systems and procedures used for quantification, collation and analysis of sustainability performance indicators included in the Report.
- Testing on a sample basis, the evidence supporting the data and information.
- Holding discussion with senior executives at the plant locations and at the corporate office to understand the risks and opportunities from a sustainability perspective including the strategy that HIL has adopted to address the same.
- Assessing data reliability and accuracy.
- Verifying select key performance data through site visits to operational locations and corporate office for:
  - Testing reliability and accuracy of data on a sample basis.
  - Assessing stakeholder engagement process through interactions with relevant internal stakeholders and review of related documentation.
  - Limited review of the materiality assessment process.
  - Reviewing the processes deployed for collection, compilation and reporting of sustainability performance indicators at corporate and plant level.

Appropriate documentary evidence was obtained on a sample basis to support our conclusions on the information and data verified. Where such documentary evidence could not be collected due to sensitive nature of information, our team verified the same at HIL's premises.

Conclusions
We have reviewed the Sustainability Report of HIL. Based on our review and procedures performed as described above, nothing has come to our attention that causes us not to believe that the sustainability data and information presented in the Report is appropriately stated, in material aspects, and in accordance with the sustainability reporting guidelines (G4) of the Global Reporting Initiative

We have provided our observation to the company in a separate management letter. These, do not, however, affect our conclusions regarding the Report.

Independence
The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in verifying environmental, social and economic information in line with the requirements of ISAE 3000 (Revised) standard. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behavior. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC 1 and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

Responsibilities
HIL is responsible for developing the Report contents. HIL is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the Management of HIL in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to HIL those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than HIL for our work, for this Report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.

Santhosh Jayaram
Partner
KPMG
May 25, 2017

Annexure 2

Priority issues identified by Havells Employees

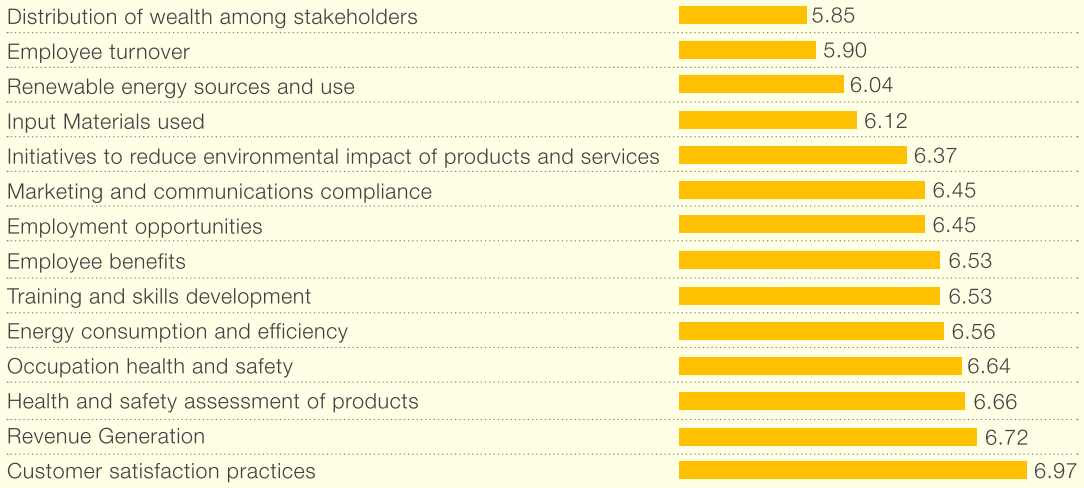
A structured sustainability survey questionnaire was used to gather the feedback of the employees of the Company on the aspects, they deem as most important for the business strategy of the Company.

The methodology used for analysis of the survey results:

The approach involved calculating and comparing the weighted average of participant's response to each issue.

The issues were subsequently ranked on the basis of the weighted average score achieved by each issue.

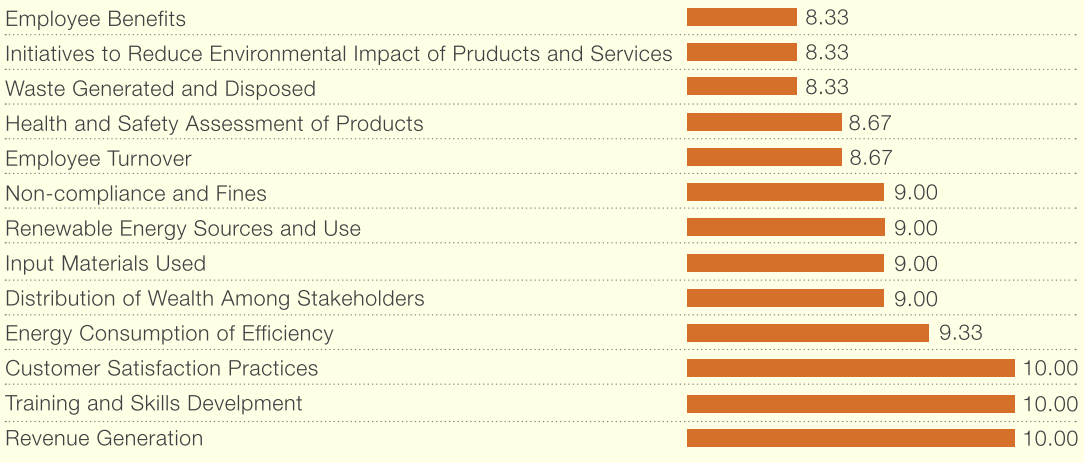
Top 15 Issues (by average priority weightage given by the employees)



Priority issues identified by Havells top Management

The same survey questionnaire was used to gather the feedback of the top management of the Company i.e. the Board, on the sustainability aspects they deem as most important for the business strategy of the Company.

Top 16 Issues (by average priority weightage given by the top Management)



Annexure 3

Water Inventory Verification Statement Number F530101/GUR/ENV/C000039

Water balance inventory in the period 1st April 2015 – 31st March 2016 for

Havells India Limited

Corporate Office: 2-D, Sec-126, Expressway, Noida 201304, India

has been verified against the requirements of the following criteria

Transparency, Relevance, Completeness, Consistency & Accuracy

To represent a total water balance inventory as:

- **Havells India Limited is Water Positive by 6,500 KL**
- **Total direct water consumption (water debit) quantity 139,269 KL**
- **Total water conservation/ recharged (water credit) quantity 145,769 KL**

Lead Assessor: Nilesh Poige
Assessor: Vishal Goyal
Technical Reviewer: Ajoy Gupta

For the following activities:
Pan India Based Fast Moving Electrical Goods Manufacturing Units

The organizational boundary was established adopting concept of operational and maintenance control by Havells India Limited on the facilities.

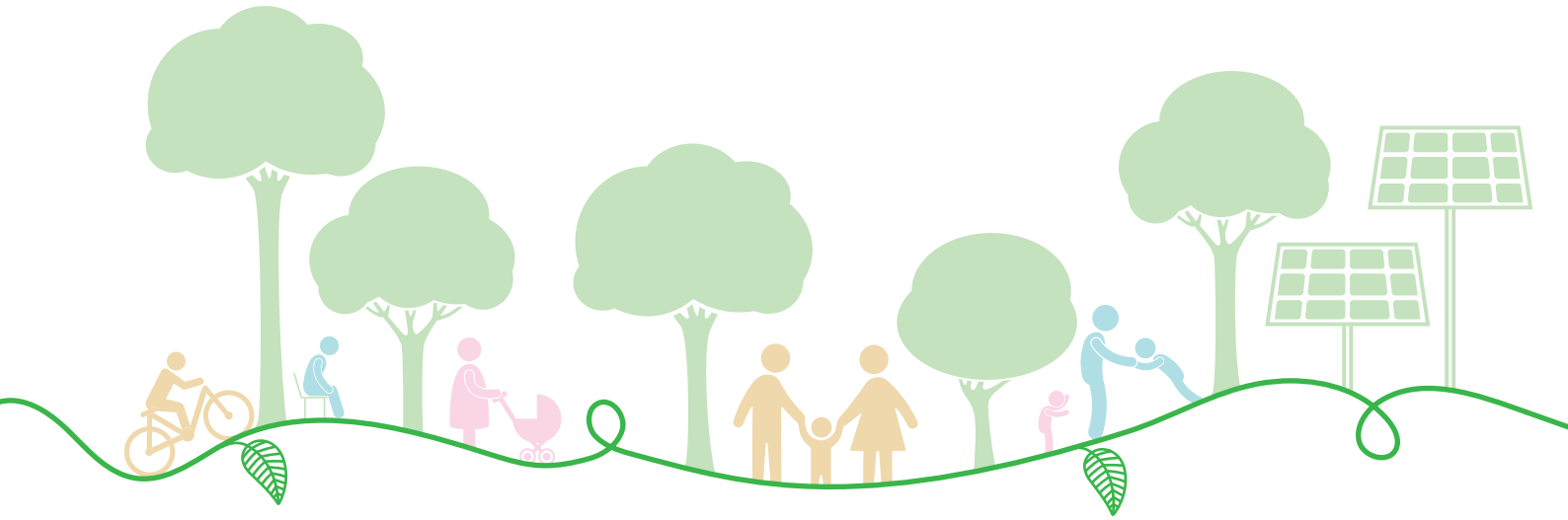
Verification Statement Date: 21st February 2017

Authorised by

Dipjyoti Banerjee
Business Director,
Environment, Health and Safety
Date: 21st February 2017
SGS India Private Limited, 226 Udyog Vihar, Phase I, Gurgaon 122 016 Haryana, India

This Statement is not valid without the full verification scope, objectives, criteria and findings available on pages 2 to 5 of this Statement.

Creative Agency: Vertiver



HAVELLS

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