



## Governance, Commitments & Engagements

The philosophy of the company in relation to corporate governance is to ensure transparency, disclosures and reporting that conforms fully to laws, regulations and guidelines, and to promote ethical conduct throughout the organization, with the primary objective of enhancing shareholders value while being a responsible corporate citizen. The company is committed to conforming to the standards of excellence in corporate governance in the country. It recognizes that the Board is accountable to all shareholders and that each member of the Board owes his/her first duty to protecting and furthering the interest of the company.

As on 31st March, 2009 the Board of directors of SAIL comprised a full time Chairman, 9 whole time directors and 8 non-Executive Directors (including 6 independence Director). During the year 15 Board Meetings were held. Nomination of Board of Directors has been carried out as per the guidelines and directives of Govt of India. Corporate governance has been carried in accordance with the clause 49 of Listing Agreement.. The Directors are selected through the well established procedure of Public Selection Enterprises Board. The Board of Directors is guided by organization's vision & credo. The board members regularly review the performance of the organization on economic, environmental & social issues. SAIL being a public sector enterprise, the compensation to the board of directors, executives and other employees is provided as per the negotiated agreements at different time intervals as decided by the govt of India. Performance of individual unit is also taken into consideration in disbursing incentives & rewards to the employees.

The minutes are prepared for proceedings of Annual General Meeting. These minutes include the suggestions, comments and feedback from the shareholders. The concern of shareholders are discussed in the Board Meeting and after prioritisation of these concerns, management integrates the same in business decision.

The SAIL Board committees are SAIL Audit Committee, Shareholders Investors Grievance Committee of SAIL, and Committee of the Board (COB).

The company has in place a Code of Conduct applicable to the Board Members as well as the senior management and the same is posted on the company's website. All the Board members and the senior management personnel have affirmed compliance with the Code of Conduct as on 31<sup>st</sup> March 2009. There were no instances of non-compliance by the Company. No penalties/strictures are imposed on the company by Stock Exchange or SEBI or any statutory authority, on any matter related to capital, during the last three years.

The Corporate Vision and CREDO guide the formulation of organizational objectives at BSP as well as the plant level policies (PI refer back-in cover), which reflect the organization's intent in its journey towards excellence. Major current and future challenges of BSP have been studied through SWOT analysis.

Vision, Sustainability Principles, Values, Challenges and Relationships are the overall umbrella under which the strategy evolution takes place. Directors' Workshops are held from time to time wherein the top management analyses business results and sets strategic direction keeping in view the anticipated market/customer requirements. Strategy for future growth also takes into account necessary HR interventions and process/ technology improvements that are required to sustain growth. ERP and KM integrate these business and functional strategies.. The overall strategy evolution process is a multilevel process in line with company's vision and corporate guidelines. The long term strategies with a time horizon of five years have been worked out and a planning exercise is going on to finalise a road map for 2020. These strategies are focused on volume growth, operational efficiency and value-added product-mix aimed at making Bhilai Steel Plant a leading integrated steel producer with a low-cost positioning.

Our approach to sustainability: “Corporate sustainability is a business approach that creates long-term shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments.” BSP has identified key sustainability issues for its activities, products and services.



## Key Sustainability Themes and Principal Issues

	Key Themes	Principle Issues
Economic	<b>1.0 Profitability and Growth</b>	Improved Productivity Consistent profit growth
	1.1 Earn return on investment and thus generate resources for development	Employee satisfaction Supplier satisfaction
	1.2 Promote redistribution of income and wealth	Customer satisfaction Minimising defects
	1.3 Create employment opportunities	Delivery compliance Cost competitiveness
	1.4 Promote balanced regional development	Raw material availability and cost. Labour Productivity
	1.5 Assist the development of small scale and ancillary industries	Stock Price of Company Exports
	1.6 Help in the rapid growth and industrialization of the country and create the necessary infrastructure for economic development.	Value added Operating cost
	1.7 Inclusive Growth	Return on capital employed Revenue growth Investment on new products and processes New product development Process management and technological parameters Expenditure on Research and Development Investment and strategic planning,
Environment	<b>2.0 Effective protection of environment</b>	Legal Compliance Energy use and efficiency
	2.1 Resource Conservation	Resource efficiency Waste management and recycling,
	2.2 Byproduct Management	Land use and Biodiversity Reduction of CO <sub>2</sub> emissions
	2.3 Pollutants reduction	Reduction of ozone depleting substances Hazardous waste management
	2.4 Hazardous waste management	Green belt development Water Conservation
	2.5 GHG reduction and carbon management, CDM	Environment Accounting High Functionality environment friendly steel products
	2.6 Environmental Studies	Life Cycle Assessment Green Supply Chain
	2.7 Eco-Products	



	Key Themes	Principle Issues
Social	<b>3.0 Social progress which recognizes the needs of every one</b>	Training and skill development of employees Attract and retain the employees Equal opportunities Freedom of association and collective bargaining Equitable terms and conditions Maintaining morale and employee satisfaction Code of conduct and ethics Participation in decision making Quality of life
	3.1 Respect for employee, his health & safety	Stakeholder engagement and accountability Expenditure on community development, education Health and infrastructure Value creating partnership Human rights issues Job opportunities
	3.2 Working with community	
	3.3 Partnership working	

Various groups working in BSP for collecting and analyzing information - both internal and external - and making specific recommendations in each area for reviewing and updating policies and strategies. The external environment is scanned with the help of market research group of CMO, Business Planning Group in Corporate Office, Cross-functional teams and Consultants.

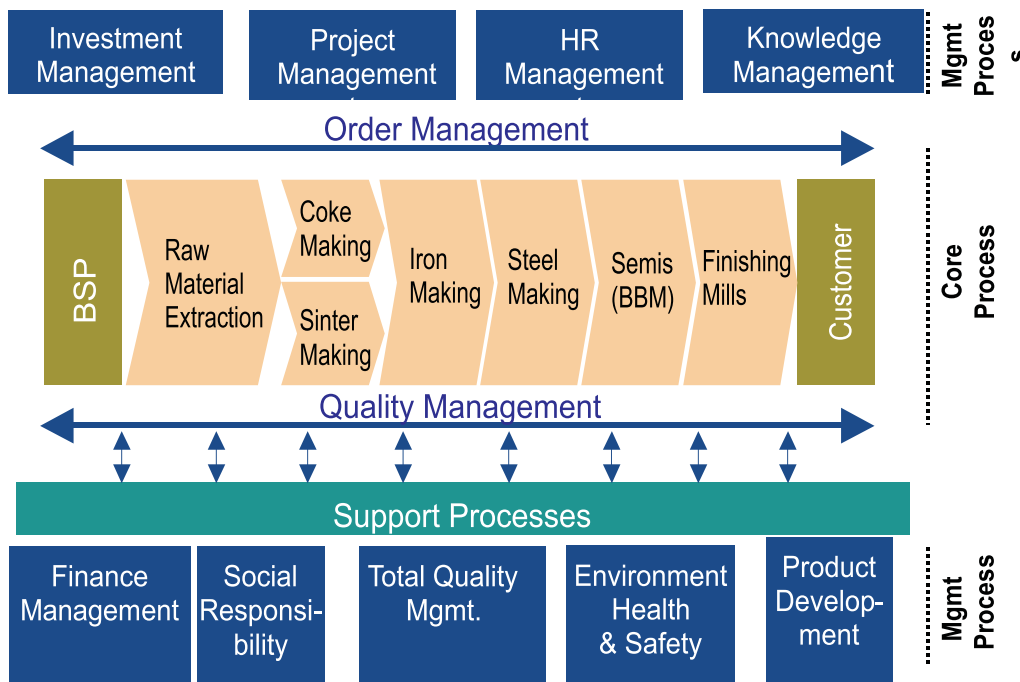
#### Various Groups in BSP for collecting & analyzing information for making domain specific recommendations

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| <ul style="list-style-type: none"> <li>● Expert committees             <ul style="list-style-type: none"> <li>● Maximum capacity utilization</li> <li>● Iron Making</li> <li>● Steel Making</li> <li>● Utilities</li> <li>● Rolling</li> <li>● Traffic</li> </ul> </li> <li>● Product Development Group</li> <li>● Environment &amp; Energy Management group</li> <li>● Training &amp; Development</li> <li>● Joint Venture Task Forces</li> <li>● Statistical Quality Control &amp; OR Group</li> <li>● Cost Control Group</li> </ul> | <ul style="list-style-type: none"> <li>● Taxation Cell (Impact of Tax &amp; Excise Changes )</li> <li>● Import Cell ( Exim Policy )</li> <li>● Total Quality Management Group</li> <li>● Knowledge Management Task Force.</li> <li>● Task Force for Six Sigma Deployment</li> <li>● Financial Management</li> <li>● Project Management Group</li> <li>● ERP Task Force</li> <li>● MES Core Group</li> <li>● Task force for logistics for sustaining growth plan.</li> <li>● Task force for e-procurement and e-payment.</li> </ul> |
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At BSP, the policies and strategies are deployed through a framework of identified processes



### Flow of core processes, their interactions with support processes and Management Processes.



### Management tools and concepts adopted by BSP

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| <ul style="list-style-type: none"> <li>Quality Management Systems (ISO 9001:2000)</li> <li>Quality Circles</li> <li>Knowledge Management</li> <li>Six Sigma</li> <li>Benchmarking</li> <li>ERP/MES</li> </ul> | <ul style="list-style-type: none"> <li>Environment Management Systems as per ISO 14001</li> <li>Environment Performance Evaluation</li> <li>Life Cycle Assessment</li> <li>Environment Management Information System</li> <li>Clean Development Mechanism</li> <li>Environmental Accounting</li> </ul> | <ul style="list-style-type: none"> <li>Clean Technology/ Pollution Prevention</li> <li>Environment consideration at Design stage</li> <li>Environment Impact Assessment</li> <li>Sustainability Reporting</li> <li>Occupational health &amp; Safety (OHSAS 18001)</li> <li>Social Accountability (SA 8000)</li> </ul> |
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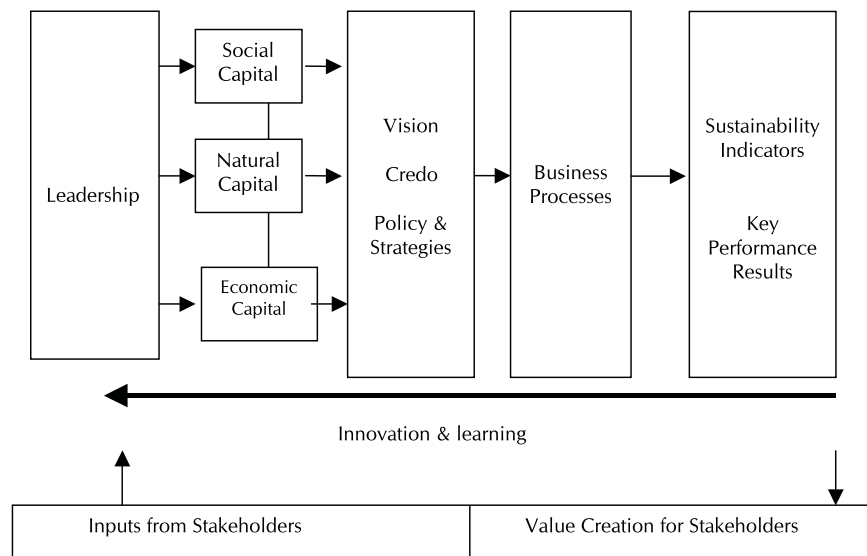
Leadership of the organization at various level gives emphasis on balanced approach towards economic, natural and social capital. The utilization of these resources has been done in such a manner that the impact of the operations are minimized and the value creation is maximized. Assessment of impacts on the resources provides direction towards formulation of company's vision, goal, policies and strategies. These strategies are subsequently implemented across the various business processes of the organization. Key performance results are monitored by the management at various level through systematic identification of sustainability performance indicators. Indicators provide fuel to the employees for innovation and learning, which is again used as feedback for re-envisioning and updation of strategies. Stakeholders of the company play a predominant role in identification of key sustainability issues. Inputs of the stakeholders are used for preparation of sustainability objectives and targets. After implementation of objectives and targets, the value creation is evaluated and communicated to the stakeholders.







## Sustainability Model of BSP



## Sustainability Strategy

Bhilai Steel Plant's sustainability strategy aims to integrate the economic, environmental and social aspects. BSP not only focuses exclusively on improving the production, sales results and performance but also give thrust to achieve improvements on all fronts including safety and health of employees, environment and the all round development of nearby areas.

BSP has been committed to the major challenge towards its contribution to the welfare and well being of current generation without compromising the potential for a better quality of life of future generations. BSP has targeted itself to adopt environment friendly technology and ensure high level of health and safety standards for workers and communities while implementing the strategy to enhance shareholder value and ensure long term viability to the company. The business strategies alongwith environment, social and innovation approach adopted at BSP are summarized below

## Business Strategies

- Profitability with sustained growth
- Retain/Enhance market share and deliver world class products
- Enhancing shareholders value and adherence to financial discipline
- Sustainable growth through investment in state of art technologies and timely completion of projects
- Ensuring profit through Innovation and new technologies
- Reducing cost of production
- Increasing the operational efficiencies and process yield
- Quality improvement and ISO 9001 implementation
- Flexibility to suit market dynamics and customer needs
- Customer & Supplier Partnership
- New product development to meet market/societal needs

## Environment Strategies

- Implementation of EMS-ISO 14001 standard
- Reducing Particulate emission, effluent discharges
- Enhancing solid waste recycling and toxicity reduction
- Resource Conservation
- Improving energy efficiency and reducing CO<sub>2</sub> emissions
- Biodiversity Afforestation
- Water conservation and recycling
- Life Cycle Assessment and Benchmarking



- Rainwater harvesting
- Opting for renewables
- Development of CDM projects
- Creating Environment Awareness and skill development

## Social Strategies

- Compliance to SA 8000:2001, ILO conventions and GRI
- Health and Safety of employees Implementation of OHSAS - 18001
- Attract and secure human resource skills and propagating the culture of Learning
- ★ Structured stakeholder engagement & Providing services to the community
- Conduct business with high ethical standards
- Sports and Cultural activities
- Ancillary development
- Community Initiatives
- Employment Generation and sustainable livelihood
- Medical & Health Care
- Education
- Infrastructure Development
- AIDS Control
- Water and Sanitation
- Women Empowerment

## Innovation

- Process Innovation - Larger Blast Furnaces, Coal dust injection, continuous casting, walking beam furnaces, Yield improvement, energy efficiency improvement projects
- Material Innovation- Use of Iron ore fines, application of slag, recycling
- Product Innovation- High functionality steel products, light weight , high strength, longer service life, high temperature and fire resistant
- Management Innovation- Benchmarking, IMS, Six sigma, Knowledge management, ERP
- Application Innovation- Ship building, construction, ATM, boiler quality plates, long rails
- R&D in product & process development, material & energy conservation

## Identification of Key Sustainability Indicators

For evaluating the sustainable performance of steel industry, all the three pillars of sustainability viz. economic, environmental and societal performance are addressed. The sustainability indicators for the corresponding sustainability issues have been identified. Quantitative indicators were selected for the various dimensions of sustainability. The identified key sustainability indicators for economic, environmental performance and societal performance are discussed in their respective chapters.

## Stakeholders Engagement

Engagement is an essential element of our business. The aim of the engagement is to ensure benefit to both stakeholders and company. It helps us to learn from stakeholders to identify and manage risks, to build trust and strong relationships, and to identify ways to improve our performance. Stakeholders are defined broadly as those groups or individuals, that can reasonably be expected to be significantly affected by the organisation's activities, products and/or services and whose actions can reasonably be expected to affect the ability of the organisation to successfully implement its strategies and achieve its objectives.

It is important to identify people and organisations relevant to each specific issue. The draft Accountability Engagement standard (AA 1000SES) states: "engagements may range from micro-level (organisation-stakeholder specific) to macro-level engagements on major societal concerns". The engagement takes many forms. Some are part of our routine business relationships with stakeholders such as employees , Government, regulators, customers and suppliers. In other cases we arrange engagement specifically in the context of corporate sustainability for example with society. We want engagement to meet the following principles (from the AA1000 Assurance Standard)

**Completeness:** knowing and understanding stakeholders and providing complete and balanced reporting of practices and performance.







**Materiality** : assessing the significance to stakeholders and to management and deciding what to report on;

**Responsiveness**: involving, responding, providing access to information on management decision. The aim is to meet the requirements of AA1000SES for “ Thinking and Planning”, “ Preparing and Engaging”, and “Responding and Measuring”.

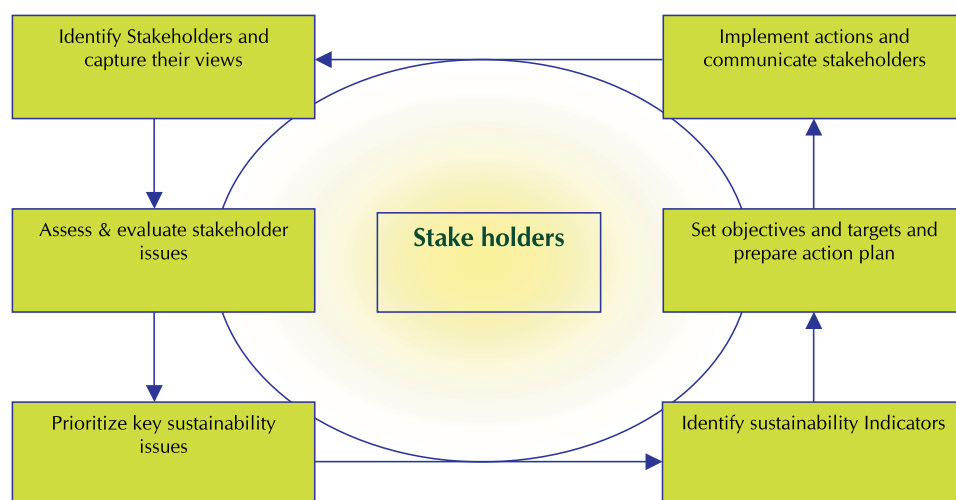
Right since inception of BSP, social responsibility has been embedded in our management system, which enables us to give prime importance to society. The identification of stakeholders originates from the vision of the company. The vision indicates that all efforts shall be directed towards profitability, customer satisfaction, employee satisfaction, establishing value partnership with suppliers and social development through contributing to nation. Thus the stakeholder base of the company encompasses Government, Shareholders, Customers, Suppliers, Community and the Employees.

Based on the feedback from various levels of the organization and stakeholder's perceptions, their concerns are identified and prioritized which are described. The information related to sustainability is gathered from stakeholders by concerned / designated departments of BSP. Key sustainability issues are prioritized by Management. Objectives and targets are set for the corresponding sustainability indicators and budgets are allocated for its implementation.

### Stakeholder Concerns, Responsibilities & their Benefits

	Prioritised Stakeholder Concerns/perceptions	Responsibility (Process Owners)	Benefits*
Shareholder	Profitability of the company, Creation of wealth, Stock price, Grievances & complaints	Core, support & mgmt Processes, Marketing, Finance	Wealth creation for shareholders
Employees	Safe and healthy working condition, Good remuneration packages & professional growth, Quality of life & welfare measures, Training & career development	Personnel, Town Services, HRD, Safety & Health	Motivated, satisfied and enthused workforce
Suppliers	Partnership with value creation, Timely payment, % of local suppliers, Supplier satisfaction	Materials management, Finance, AD&VD	Satisfied suppliers
Customers	Partnership with value creation, Product Quality, delivery compliance & customer satisfaction, Complaints, Consumer privacy	Marketing, RCL, Concerned shops	Lasting relationship, satisfied customers
Community	Quality of life, Job opportunities, Education, Welfare measures, Medical facilities	Personnel, CSR, Town Services, M&HS	Socio-economic development of the region, Partnership in progress
Government	Revenue and tax distribution, Profitability, Employment & contribution to GDP, Safe working & environment compliance	Core, support & mgmt processes, EHS	Contribution to exchequer to Govt, employment opportunities, import independence
Banks & Insurers	Financial risk, Debts and borrowings, Potential liabilities, Compliance to statutory requirements	Finance, Law, Projects	Safe investment, contribution to economy
NGOs	Environment quality, Human rights issues, Freedom of association, Compliance to Child & forced labour	Personnel & Admn, EHS, PRO	Safe and healthy workforce, environment friendly operations, ethical operation, compliance to standards
Regulators	Environmental compliance, Human rights issues, Number of accidents, Compliance to ILO conventions	EHS, Personnel & Admn, Law	Legal Compliance, beyond compliance
Professional	Partnership with value creation, Employment & contribution to GDP, Training & development, Ethics violations	HRD, CSR, EHS, Personnel & Admin	Knowledge building, value creation, collaboration
	Knowledge sharing, Partnership with value creation, Anti competitive behaviour,	Core, support & mgmt Processes,	Knowledge sharing, best practices, ethical business

## Stake Holder Engagement Process



## Communication Mechanism for Stakeholder Engagement

Stakeholder	Forum for Assessing Requirements, Communicating Directions & Receiving Feedback	Frequency
Shareholders*	Annual General Meetings; Quarterly and half-yearly reports to shareholders; Shareholder Relations; Meets, Investors Survey	Annual As per plan As per Plan
Customer	Customer meet; MD's conferences with customer groups, Sales Visits to Customer & Customer Visit Report, Customer Satisfaction Survey, Prime Minister Trophy survey and feedback	Annual & or As per plan
Suppliers	Vendor meeting, Meeting with Suppliers,	As per plan
External Public/ Govt./regulators	Meetings with Central & State Govt./Steel Ministry/ Trade Bodies, Industry Association, NGOs, Visit of Parliamentary committee, PM's Trophy team, Visit of central and state Govt. officials, Ministry of Environment & Forests etc.	Regularly through meeting / publications
Community	Community meeting, Mahila Samaj Meeting, Interaction of Doctors on health issues, Involvement of senior Officials as a chief guest in local society functions (education, health, sports, culture etc)	As per plan
Employees	Production committee meeting, Safety and welfare committee meeting.	As per plan
NGOs/ Professional bodies	Communication with employees discussed in social performance indicators Visit to plant, seminars, conferences	As per plan

\* BSP as such does not directly communicate with shareholders. Communication is being done at SAIL level.

The following information is generated by stakeholder consultation/ engagement:

- Shareholders** essentially provide a feedback on the overall performance of the SAIL and its implications as regards market capitalization and creation of shareholder value. The process primarily aims to serve as a platform for the shareholders to express their opinion, views, suggestions, etc., to understand the influencing factors in their investment decision making process, to gauge the communication gap, if any, and to build and strengthen the relationship between the Company and its shareholders.
- Employees:** The communication channel with employees at different levels and the issues discussed are given above. The information on civic amenities in the town like hospital services, water supply and electric supply, education, etc. is received from the employees during the discussions and is used in business decision-making process.





- **Supplier** engagement aims to create win-win collaboration between BSP and the suppliers, who are increasingly being seen as business partners rather than suppliers.
- **Customer** engagement provides information essentially on the user needs; need satisfaction and product quality and functionality.
- **Society** : Top Management reviews the status of the efforts undertaken by BSP for community and rural development. The ED (P&A) carries out the regular reviews of jobs undertaken by Town Services Department for peripheral development and the activities for the welfare of women.
- **Government and External Public**: The meetings with Government, Steel Ministry, Environment Ministry, Trade Bodies are aimed at understanding the requirement under statutes related to steel and allied business. The new legislations/ordinances are analysed and incorporated with business decision during strategic planning. This also includes the meetings with Factory Inspector, Labour Commissioner, Police, District Administration, State Pollution Control Board, State Electricity Boards, Electrical Inspector, and Boiler Inspector etc.

In addition to above, at unit level, different specific committees are also functioning, e.g Committees for Township, Finance, Health, Canteen, Grievance and so on.

## Use of information from stakeholder engagements

The feedback received from shareholders at SAIL level is often manifested in the market capitalization and share price performance of the company. This feedback forms one of the significant inputs to the strategic plan development and the consequent strategic objective setting. The inputs received from customers form the basis for product improvement and products & services development initiatives, necessary for customer retention, market penetration and development. The information generated during supplier engagement essentially focuses on identifying areas with conflicting goals such as payments, material rejection information etc. This has a bearing on Working Capital Management and inventory management primarily. The feedback is also used to finetune the vendor rating and evaluation procedure.. The expectations of employees are also systematically captured and actions are initiated to align the goal of company and that of the individual for ensuring professional growth, retainment and motivation. The feed back from these stakeholders is inherent in the performance indicators like, Customer Satisfaction Index & Employee Satisfaction Index The feedback received from the villagers, local people is used to plan for their development in the areas of road, health & hygiene, sanitation, drinking water, irrigation, etc. The feed back from Government officials is used to implement the guidelines and directives from central and local authorities.



## Board Level Committees (SAIL)

### Audit Committee

The primary function of the Audit Committee is to assist the Board of Directors in fulfilling its oversight responsibilities by reviewing the financial reports; the Company's systems of internal controls regarding finance, accounting and legal compliance that management and the Board have established, and the Company's auditing, accounting and financial reporting process generally. The Audit Committee reviews reports of the Internal Auditors, meets Statutory Auditors and discusses their findings, suggestions and other related matters and reviews major accounting policies followed by the Company. The Audit Committee reviews with management, the quarterly and annual financial statements before their submission to the Board. The minutes of the audit committee meetings are circulated to the Board, discussed and taken note of.

### Shareholders/Investors Grievance Committee

A Shareholders/Investors Grievance Committee under the Chairmanship of a non-executive Director comprising of two whole time Directors as members is functioning to look into the redressal of shareholders and investors complaints like non-transfer of shares, non receipt of balance sheet, non receipt of declared dividend etc. Number of shareholders complaints received during the year was 62. And all, 62 complaints were resolved during the year. During the year, the committee met 8 times.

### Committee of Board

The terms of reference of the Committee of the Board (COB) are to approve capital expenditure schemes within the stipulated limits and also to periodically review the Company's business plans and future strategies. Being a Government company the nomination and fixation of terms and conditions for appointment as Director is made by Government of India. As such, the Compensation Committee has not been constituted. The Non-Executive Directors are paid only sitting fees for each Board/Board Sub-committee Meetings attended by them. The salary of the whole time directors is fixed and does not include performance linked incentive except amount payable as per the Productivity Linked Incentive Scheme of the Company.

The whole time directors are nominated by Government of India for appointment as Director for a period of 5 years or till the age of Superannuation, which ever is earlier. They are initially appointed by the Board as Additional Director and thereafter as Directors by the shareholders in the Annual General Meeting in terms of the provisions of the Companies Act, 1956. The appointment may, however, be terminated by either side on three months notice or on payment of three months salary in lieu thereof.

There were no transactions of material nature by the Company with promoters, the directors or the management, their subsidiaries or relatives etc that may have potential conflict with the interests of company at large. The non-executive Directors had no pecuniary relationships or transactions vis-à-vis the company during the year except receipt of sitting fee for attending the meetings of the Board/Board Sub-Committee. There were no instances of non-compliance by the Company, penalties, strictures imposed on the company by Stock Exchange or SEBI or any statutory authority, on any matter related to capital, during the last three years.

Quarterly results are published in prominent daily newspapers as per requirements. The quarterly/Annual results are made available at the website of the Company. The Management's Discussion & Analysis Report forms part of the annual report. Any shareholder including small scale investors are communicated about annual general meeting.

The company has in place a Code of Conduct applicable to the Board Members as well as the senior management and the same has been hosted on the company's website. All the Board members and the senior management personnel have affirmed compliance with the Code of Conduct as on 31<sup>st</sup> March 2009.

### Governance System & Policy

The various issues pertaining to management of economic, environmental and social areas collected, compiled & monitored through various Divisions of Corporate SAIL Office. For the Board meeting, the agenda papers along with status report on economic, environment and social performance including legal compliance are made with the help of information provided by various units in advance to all the Board Members before meeting for review, comments and suggestions during the meeting. The







feedback from board members is analysed by the top management and considered for business decision-making. The financial benefits are based on the performance of the individual shops in the form of incentives. Incentives are fixed on the basis of the performance & quality targets finalized during the beginning of the year. Non financial benefits include various motivation schemes & awards.

### Overarching Policies and Management Systems

Precautionary approach is the main principle of every policy or guideline formulated at BSP. National's interest shall be the top most concern for the organization, which is duly reflected through the Company rules. The essence of the public sector is to provide a platform for enhancing the socio and cultural development of the region. To achieve this goal BSP has adopted management systems like ISO9001, ISO14001, SA8000 and OHSAS18001. BSP has also adopted sustainability policy derived from vision statement of WSA (refer back inside for organisational policies). The organization is committed to follow the govt guidelines pertaining to Central Vigilance Committee (CVC). To this end the company has organised many vigilance awareness programmes for employees, vendors and customers. Thrust has been given to e-commerce & e-payment. This has increased transparency in company's mode of conducting business.

### Programme and Procedure for Sustainable Development

The various departments of BSP like Personnel and Administration, Environment Management, Safety, Occupational Health Services, Town Services, Finance, Medical and Health services etc have programmes and procedures for achieving the sustainability objectives and goals. For addressing the triple bottom line, programmes and procedures are described for societal, environmental and economic aspects of BSP. The practices and measures for the improvement of economic, environmental and social performances of Bhilai Steel Plant are described in Disclosure Management Approach of respective sections.

### Environmental & Social Programs for Contractors

Stringent procedures have been detailed under Environment and works safety policy guideline for contractors, including strong punitive actions for defaulters. Such norms and guidelines are communicated to all the contractors. These issues are discussed at different levels of the management. All new "entrants" from the contractors are taken through a Safety and Environment Induction training without which gate passes are not issued to them for working inside the Works premises.

### Product & Services Stewardship Initiatives

As a part of ISO 14040 series, Life Cycle Assessment is carried out from cradle to gate for all steel products to systematically analyse the inputs and outputs which can have adverse impact on environment. Targets are set as a part of annual business plan to continually improve the environmental and Qualitative aspects of our products, services and activities through standard operating practices and technological intervention.

