

DLF Cyber City Developers Limited
Sustainability Report FY 2024-25



**IMAGINE
BUILD
SUSTAIN**





TABLE OF CONTENTS

1. Corporate Portrait	5	Sustainable Construction & Brand Management	64
About the Report	6	Sustainable Supply Chain Management	66
Leadership Note	8	5. Sustaining Green Growth	67
About DLF Cyber City Developers Limited	10	Climate Change Strategy	68
Operations & Geographic Footprint	12	Water & Wastewater Management	71
Economic Performance	13	Energy Efficiency	75
Affiliations & Collaborations	14	GHG Emission Management	79
Awards & Certifications	16	Resource Efficiency and Waste Management	81
2. Performance Highlight	21	Biodiversity Protection & Conservation	84
Sustainability Performance Highlights FY25	22	6. Imagining a Better Tomorrow	86
3. Sustainability at DLF Cyber City Developers Limited	24	Occupational Health & Safety	87
Net Zero Commitment	28	Employee Engagement and Development	93
Our Journey Towards Sustainability	29	Diversity and Inclusion	98
Governance of Sustainability	30	Human Rights	100
Stakeholder Engagement	32	Customer Engagement	101
Materiality Assessment	39	Corporate Social Responsibility	102
Targets and Commitments	44	7. Independent Assurance Statement	106
4. Building Pillars of Trust	45	8. GRI Index	110
Corporate Governance	46		
Business Ethics	57		
Risk Management	62		





CORPORATE PORTRAIT





About the Report

We take immense pleasure in presenting our inaugural sustainability report for fiscal year 2024-2025. The report outlines our structured approach to present our sustainability journey and throws a light on how we have integrated sustainability into our policies, operations, and employee practices.

We are aware of the environmental impact of our operations and we intent to use this report as our platform to highlight our commitments towards sustaining the ecosystem.

The report highlights the key material issues of DLF Cyber City Developers Limited along with the targets and progress against each KPI. Furthermore, the report incorporates relevant issues which holds importance for our stakeholders and our methods of addressing those issues.

We have taken immense care to ensure that all the facts provided in this report is true to our knowledge and in accordance with best practices.

The theme of our FY25 report is 'Imagine, Build, Sustain'. The theme encompasses envisioning innovative and sustainable designs for future generations, constructing these projects with a focus on quality and environmental responsibility, and ensuring their longevity through eco-friendly practices. This theme reflects DCCDL's commitment to creating high-quality developments that benefit both people and the planet.

Reporting Boundary

This Sustainability Report covers financial and non-financial performance disclosures from April 1st, 2024, to March 31st, 2025, primarily focusing on DLF Cyber City Developers Limited (DCCDL). Comparative figures from the past one to two years have been incorporated to provide a comprehensive perspective. The reporting boundary encompasses all quantitative and qualitative information for the entire DCCDL portfolio for FY25, excluding the Kolkata location, as the project was sold off in November 2024. For this specific project, data from April 2024 to November 2024 has been included to ensure accurate reporting of its performance. Additionally, the reporting boundary evaluates strategic narratives related to our current project sites in India, while also considering significant risks, opportunities, and outcomes from entities and stakeholders that may influence our ability to create value—even if they are not directly connected to the financial or non-financial reporting entity through control or significant influence, but rather through their proximity and impact on these factors.

Reporting Principle & Framework

The financial and statutory data presented in this sustainability report is in line with the requirements of Companies Act, 2013, and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. The report has been prepared in reference to the following standards and requirements of:

- ▲ GRI
- ▲ GRESB





Management's Responsibility

The report has been reviewed by the senior leadership of DCCDL including the Vice Chairman and Managing Director, Mr. Sriram Khattar.

All queries pertaining to this report shall be directed to the Company Secretary and Compliance Officer Ms. Priya Jain.

Email: jain-priya@dlf.in

Telephone: +91 124-456 8900

Assurance Statement

Authenticity of the data and systems disclosed in our report has been assured by SGS India Private Limited, an independent third-party assurance provider. This assurance was conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) and ISAE 3410. [Please click to view the assurance statement.](#)





Leadership Note

Eco-Conscious Leadership: Transforming Real Estate for a Better World



I am delighted to present DCCDL's inaugural sustainability report FY25, "Image, Build, Sustain." As we navigate the evolving landscape of our industry, we remain committed to integrating innovation and sustainability into our core strategies. Our vision is clear—to create lasting value, foster growth, empower communities, and champion environmental stewardship, ensuring a resilient and responsible future for all. At DCCDL, we have consistently upheld the highest ethical standards, with trust serving as the foundation of our success. Our commitment to integrity ensures that we continue to earn and maintain the confidence of our stakeholders. As we advance, we remain focused on fostering transparency, accountability, and sustainable growth. Reflecting our strong performance, we closed the year with a revenue of INR 634,574 lakhs from operations, reinforcing our dedication to excellence and value creation.

At DCCDL, sustainability is a driving force behind our operations, shaping the way we develop and innovate across all projects. Our efforts towards

environmental responsibility and operational excellence have earned us numerous prestigious recognitions, underscoring our leadership in sustainable practices. Among the many accolades we have received, DLF Cyber City Developers Limited, DLF Limited was honored with The GEEF Global WaterTech Award 2024 for Water Efficiency Management Company of the Year, acknowledging our expertise in efficient water management. Additionally, DLF Downtown Gurugram was recognized as the Commercial Project of the Year at the GRI Awards 2024, while DLF Downtown Chennai was celebrated as the Iconic Commercial Project of the Year at the Economic Times Real Estate Awards 2025. As part of our continued efforts toward sustainability, DLF Cyber City Chennai operates on 85% green power, significantly reducing its environmental footprint. DLF Cyber City Hyderabad has gone a step further, being 100% green-powered, exemplifying our dedication to clean energy solutions. Our properties also maintain exceptional health and safety standards, earning the distinguished





British Sword of Honor, which recognizes excellence in safety management, environmental responsibility, and emergency preparedness.

On the sustainability front, we are proud to share that DCCDL has received a prestigious 4-star rating from the Global Real Estate Sustainability Benchmark (GRESB), reaffirming our commitment to sustainable development and industry-leading environmental practices. As part of our commitment to sustainability, we take great pride in the fact that almost all our buildings have been awarded LEED (Operation & Maintenance) Platinum certification, the highest distinction for sustainable building practices.

Looking ahead, we are inspired by the opportunity to drive innovation in sustainable real estate. We envision a future where buildings integrate effortlessly with their natural surroundings, fostering thriving, eco-conscious communities. Committed to redefining industry standards, we continue to push boundaries in sustainable development, embracing our responsibility as leaders to create a lasting, positive impact for generations to come.

Sriram Khattar

Vice Chairman and Managing Director



Our Vision

To contribute significantly to building India and to become the world's most valuable real estate company.



Our Mission

To build world-class real-estate assets with the highest standards of professionalism, ethics, quality and customer service

**The Vision and Mission are established by DLF Group, and DCCDL aligns itself with these guiding principles.*





About DLF Cyber City Developers Limited



DLF is India's leading real estate developer and has more than seven decades of track record of sustained growth, customer satisfaction, and innovation. DLF is primarily engaged in the business of the development and leasing of commercial and retail properties (the "Rental Business") and the development and sale of residential properties (the "Development Business"). DLF and GIC, Singapore's sovereign wealth fund (Government of Singapore), had entered a strategic partnership in 2017 to develop a rental assets portfolio with GIC as a 1/3rd partner, under the consolidated portfolio of DLF Cyber City Developers Ltd (DCCDL), a subsidiary of DLF Ltd. DCCDL's operational portfolio today is approx. 44.6 Mn. Sq. Ft. with commercial offices spanning across 40.6 Mn. Sq. Ft. and Retail for approx. 4 Mn. Sq. Ft. and 12 Mn. Sq. Ft. is under construction.

DCCDL's operational rental portfolio of 39.71 Mn. Sq. Ft. is U.S. Green Building Council (USGBC) LEED Platinum certified and has 32 LEED Zero Water Certified projects, making it a global leader. The British Safety Council also awarded DCCDL 21 Swords of Honour in 2024. DCCDL possesses a high-quality land bank and has created integrated ecosystems offering superior products, leading to significant value creation for all stakeholders. DCCDL is contributing to the cause of sustainability in its own humble way. Our Sustainability and ESG best practices are recognized globally. Sustainability is a way of life at DCCDL, and it has achieved numerous accreditations to stamp its authority as the most sustainable office space globally.





Few of the accreditations are listed below:

- ▲ LEED Platinum certification for Cities and Communities for DLF Cyber City Gurugram and DLF Cyber City Chennai
- ▲ LEED Zero water certifications for the entire portfolio
- ▲ LEED Zero waste certifications for workspaces, making it a leader globally
- ▲ GRESB awarded Green Star and 4 stars in the standing investment & development portfolio
- ▲ WiredScore platinum certification for its workspaces and is among the world's best connected- workspaces

DLF Cyber City Developers Limited stands as a leader in India's commercial real estate sector, combining DLF's legacy in property development. With a diversified portfolio, strong financial performance, and a commitment to sustainability, DCCDL is well-positioned to capitalize on the growing demand for premium office and retail spaces in India.

Key Business Priorities

Maintaining Leadership position by delivering Consistent, Competitive & Profitable Growth Value Creation Levers and Identified Action Plans

At DCCDL, our commitment to driving sustainable growth and maximizing stakeholder value is underpinned by a strategic focus on key value creation levers. These levers include optimizing operational efficiencies, leveraging technological advancements, and enhancing our portfolio through strategic acquisitions and developments. Our identified plan of action is designed to capitalize on these levers, ensuring robust financial performance, increased market competitiveness, and long-term resilience. By aligning our initiatives with these strategic priorities, we aim to deliver exceptional value to our shareholders, customers, and communities.

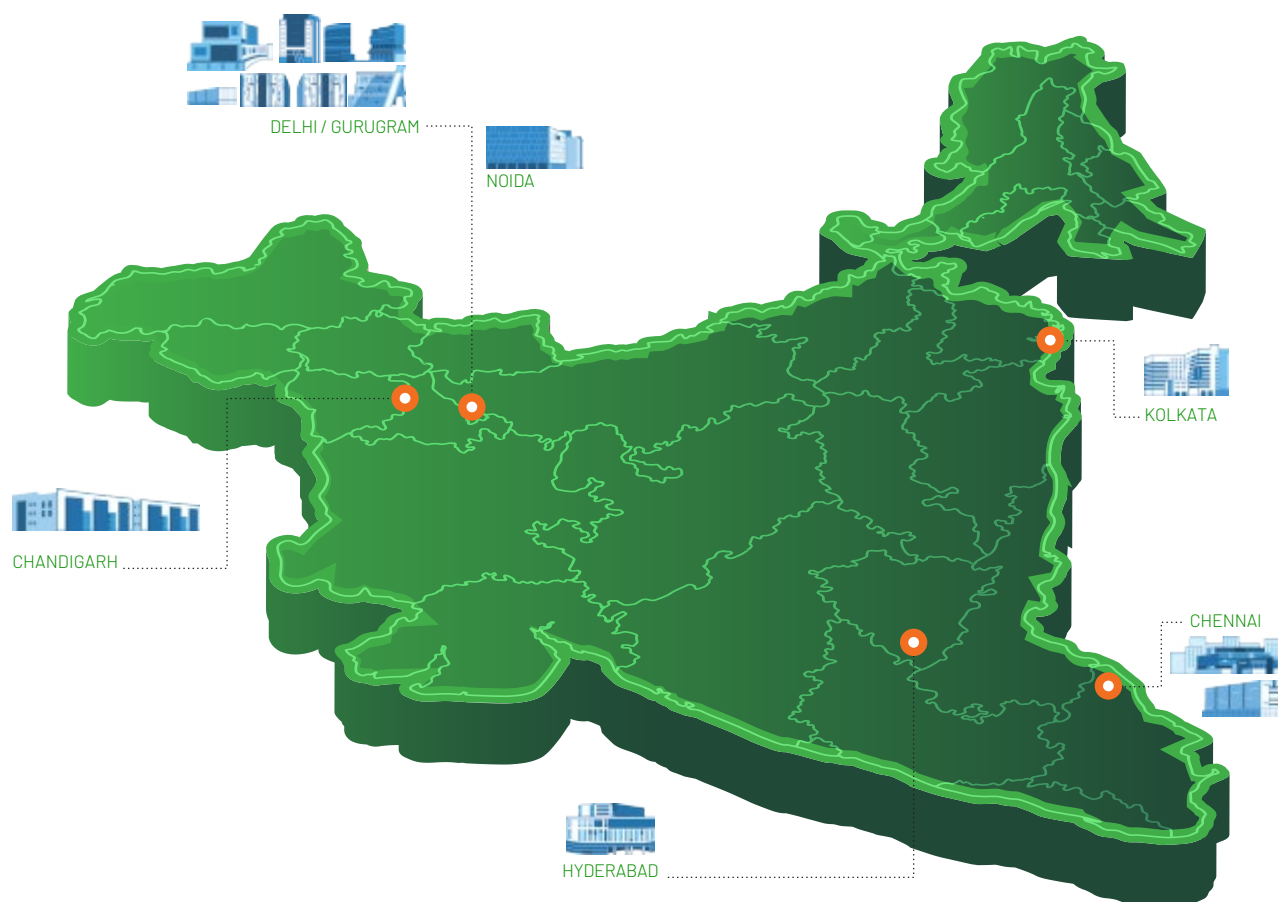
- ▲ **Development Business:** The rental portfolio has robust future development potential with licensed, freehold land available for future expansion in both Gurugram & New Gurugram, Chennai and Hyderabad. We are in the planning stage in other geographies like Hyderabad and New Gurugram.
- ▲ **Rental Business:** DCCDL is targeting a 50–60% growth in its rental business over the next 4 to 5 years. This ambitious expansion plan underscores our confidence in the strength and scalability of our portfolio. Reinforcing our financial credibility, two leading credit rating agencies—CRISIL (a subsidiary of S&P Global) and ICRA (a subsidiary of Moody's)—have awarded DCCDL the highest possible credit rating of AAA with a stable outlook. This recognition places us among a very select group of non-listed corporates with such exceptional credit metrics, reflecting robust fundamentals and a resilient business model.
- ▲ **Cash Management:** Maintain consistent growth in free cash flow generation. Continue to enhance the net cash positive position in the development business.
- ▲ **Profitability / Shareholder returns:** Enhance profitability with a target of steady double-digit PAT growth annually. Improve shareholder returns and ROE.
- ▲ **Organization:** Build organizational capabilities by strengthening project management and sales teams and enhancing digital capabilities to improve efficiency and controls. Optimize organizational overheads to remain competitive and aligned with our growth plans.





Operations & Geographic Footprint

DCCDL's philosophy embodies innovation, sustainability, strong leadership and excellence within the real estate industry. Each of our developments seamlessly integrates 78 years of legacy of trust and excellence with a steadfast commitment to cutting-edge design and technology.



Asset Name	Asset Size (Sq. Ft.)
Operational	
1) DLF Cybercity, Gurugram	1,48,94,387
Building - 1(Forum)	
Building - 2 (Cyber Green)	
Building - 3 (Infinity)	
Building - 5 (Epitome)	
Building - 7A	
Building - 7B	
Building - 8	
Building - 9A	
Building - 9B	
Building - 10	
Building - 6	
Building - 14	
2) World Tech Park	22,20,255
3) DLF Cybercity, Chennai	84,00,373
4) DLF Cybercity, Hyderabad	32,97,665
5) DLF IT Park, Kolkata	15,00,000
6) DLF IT Park, Chandigarh	7,41,337
7) DLF Mall of India, Noida	19,68,354
8) DLF Avenue	5,20,675
9) DLF Promenade	4,81,648
10) DLF Cyber Hub	5,07,844
11) DLF Emporio	3,05,760
12) DLF City Centre	1,87,401
13) DLF Cyber Park	28,98,285
14) DLF DownTown 2&3, Gurugram	16,78,258
15) DLF Downtown 1&2 Chennai	23,08,372
16) One Horizon Center	8,24,276
Under Construction	
17) DLF DownTown 4, Gurugram	19,15,950
18) DLF Downtown 3 Chennai	11,35,467
19) DLF DownTown 7, Gurugram	23,17,657
20) DLF DownTown 5,6 & 8 Gurugram	30,00,000
21) DLF Downtown 4&5 Chennai	35,00,000
22) Mall of India Gurgaon	20,00,000











Economic Performance

At DCCDL, we strive to achieve sustainable financial returns for our stakeholders while integrating sustainability across all business operations. This approach is crucial in fulfilling stakeholder expectations and is regarded as a key measure of success. Our financial data exclusively covers this entity, as we do not own any other subsidiaries. Additionally, we have not received any financial assistance from the government. We adhere to a transparent and compliant tax strategy, ensuring that all financial operations strictly follow applicable laws and regulations. We are committed to fulfilling our tax obligations responsibly, with all taxes paid within due dates as per legal requirements. Our approach aligns with industry best practices, reinforcing our dedication to ethical financial management and corporate accountability. This section provides a concise summary of our economic performance. For a more detailed analysis, please refer to our Annual Report FY25.

Table No. 1: Direct Economic Value Generated and Distributed - In INR Lakhs (FY 2024-2025)

 634,574 Revenue	 129,824 Operating costs
 20,118 Employee wages & benefits	 137,375 Payments to providers of capital
 2,892 Community investments	 347,258 Economic value retained





Affiliations & Collaborations

At DCCDL, our affiliations and collaborations play a crucial role in driving our strategic objectives and enhancing our capabilities. These partnerships span various domains, including academic partnerships, joint ventures, and industry associations, all aimed at achieving mutual benefits and fostering innovation. We recognize the importance of collaborations and partnerships in driving sustainable growth and innovation.

▲ Joint Ventures

A joint venture is a business arrangement where two or more parties create a new entity by contributing equity. This new entity operates independently, and the parent companies share profits, losses, and control. DCCDL's collaboration with GIC (Singapore's sovereign wealth fund, Government of Singapore) in this sector exemplifies our commitment to leveraging synergies for mutual benefit. GIC invested in this platform in 2017, acquiring 33.34% equity stakes. As a 33.34% owner, GIC is part of the DCCDL board and actively participates in monthly discussions and business plan deliberations.



▲ Industry Consortia and Associations

Industry consortia and associations are groups of organizations within the same industry that come together to address common challenges, set standards, and promote industry-wide initiatives. These affiliations help members stay competitive and informed. Our top management actively participates in associations like APREA, ASSOCHAM, and CII, which represent real estate interests to Government bodies and ministries. These platforms enable us to be heard, and the initiatives we undertake reach the Government effectively, strengthening our industry presence and influence.

▲ CSR Partnerships

CSR partnerships involve collaborations between government and other organizations to address social and environmental issues. These partnerships aim to create positive impact on society while aligning with the company's values and goals. Our CSR





initiatives, primarily implemented through the DLF Foundation, DLF QEC Educational Charitable Trust and other Trusts, reflect our dedication to community development and sustainability. Partnerships for CSR Programmes were established with Gurugram Metropolitan Authority (GMDA), National Highways Authority of India (NHAI) and Greater Chennai Corporation (GCC). For the CSR Education Programme, there were multiple partnerships with I Dream Careers (iDC), Lotus Petal Charitable Foundation, and ACER (Australian Council for Educational Research) India.

▲ Supplier and Vendor Associations

Supplier and vendor relationships are affiliations between a company and its suppliers or vendors. These relationships are crucial for ensuring a steady supply of goods and services, maintaining quality, and optimizing costs. We collaborate with many internationally renowned and prominent Indian suppliers and vendors on various projects to create world-class buildings. Notable partners include KONE, OTIS, Cummins, Honeywell, Siemens, Reliance, Sika, and Pidilite.

▲ Marketing and Distribution Agreements

Marketing and distribution agreements facilitate collaboration to expand market reach, boost sales, and enhance brand visibility. We partner with communication agencies to craft content on sustainability initiatives and tenant benefits, while digital publishers like Google and LinkedIn help us engage with social media audiences and the real estate industry effectively.

Through these collaborations, DCCDL continues to build a resilient and sustainable future, reinforcing our commitment to excellence and innovation in every endeavor. These affiliations and collaborations enable DCCDL to leverage complementary strengths, share risks, and achieve our strategic objectives more effectively, ensuring sustained growth and innovation.





Awards & Accolades

At DCCDL, we take immense pride in our achievements and the recognition we have received over the years. Our commitment to excellence, innovation, and sustainability has been acknowledged through numerous prestigious awards and accolades. These honors reflect our dedication to delivering world-class real estate projects and our focus on quality, customer satisfaction, and responsible business practices. Each award and certification serve as a testament to the hard work and passion of our team and motivates us to continue setting new benchmarks in the industry.

- ▲ DLF Cyber City, Chennai has been recognized for its outstanding achievements at the INFHRA 1st edition of Corporate Excellence Conference & Awards 2024, receiving honors in three key categories—Excellence in ESG (IT Park), Excellence in Water Management (IT Park), and Excellence in Workplace Security (IT Park). Additionally, reinforcing its commitment to sustainability, DLF Cyber City, Chennai was also awarded the prestigious Sustainability Award at the RICS South Asia Awards 2024, further cementing its leadership in responsible and forward-thinking development.
- ▲ DLF continues to set benchmarks in the real estate sector, earning multiple prestigious accolades across various categories. DLF Cyber City Developers Limited, DLF Limited has been recognized with the GEEF

Global WaterTech Award 2024 for Water Efficiency Management Company of the Year. DLF Downtown Gurugram received the Commercial Project of the Year at the GRI Awards 2024, while DLF Downtown Chennai was honored with the Iconic Commercial Project of the Year at the Economic Times Real Estate Awards 2025. Further strengthening its industry leadership, DLF Cyber City, Gurugram won Commercial Project of the Year at the Realty+ Excellence Awards 2024, North. DLF Offices also secured multiple recognitions at the IBE Property Awards 2025, including Developer of the Year 2025 - Commercial Development, Commercial Project of the Year 2025 - DLF Cyberpark, and Sustainable Project of the Year 2025 - DLF Cybercity Hyderabad.





▲ In the retail segment, DLF Cyber Hub was acknowledged at the IMAGES Shopping Centre Awards 2024, winning Most Admired Shopping Centre of the Year – Experiential Mall (for Retailtainment Innovation) and Most Admired Specialty Shopping Centre of the Year. Similarly, DLF Mall of India Noida won Most Admired Shopping Centre of the Year – Best ROI & Trading Density – North (Metros) and Most Admired Shopping Centre of the Year – for its ESG Initiatives (for Environmental Best Practices).

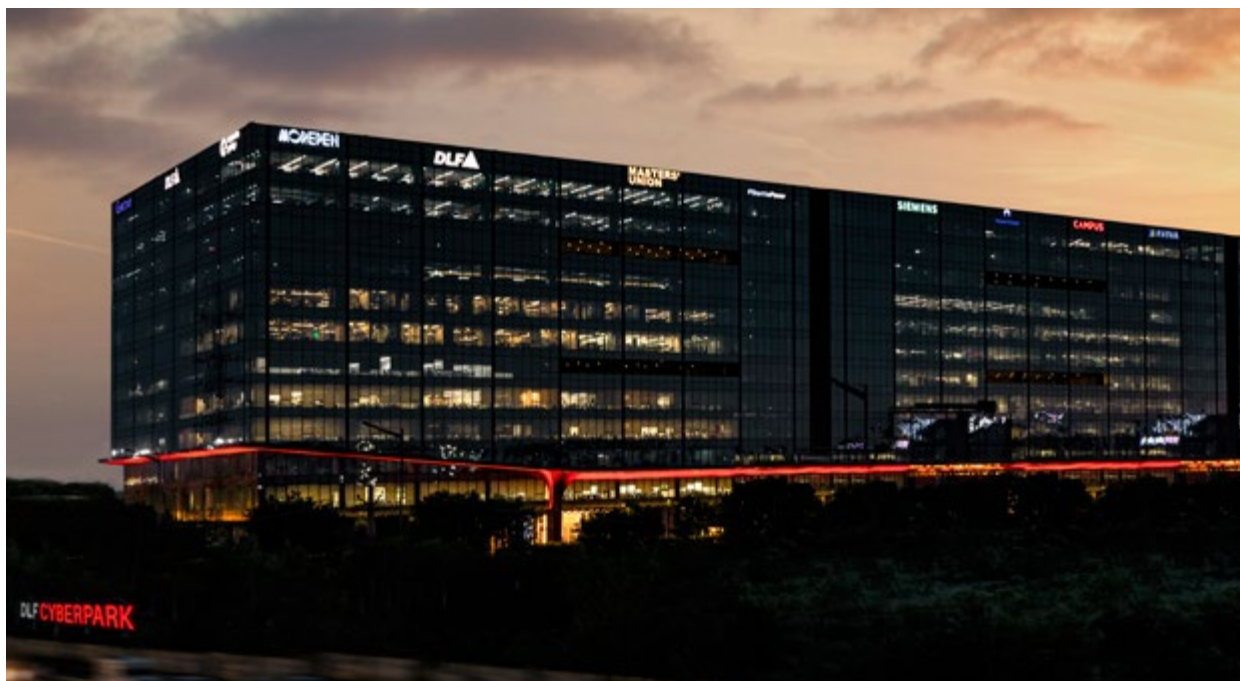
▲ All operational buildings have received the British Sword of Honor, which celebrates outstanding health and safety management. This award is given to organizations that achieve the highest standards in health, safety, and environmental management, demonstrating a proven track record of excellence.

▲ Furthermore, many of the buildings have achieved LEED Platinum certification, the highest level of recognition for sustainable building practices. This certification is awarded to buildings that demonstrate exceptional performance in areas such as energy efficiency, water conservation, and indoor environmental quality. Notably, buildings like DLF Cyber City Chennai,









DLF Cyber City Hyderabad, and DLF Cyber City, Gurgaon, have also been awarded LEED Zero Water, LEED Zero Waste, TRUE Platinum certifications, and LEED Zero Energy (Hyderabad). The LEED Zero Water certification recognizes buildings that achieve a potable water use balance of zero over a period of 12 months, while the TRUE Platinum certification is awarded to buildings that achieve a minimum of 90% waste diversion from landfills and incineration, demonstrating a commitment to zero waste practices.

Cyber Park and Downtown (2DT & 3DT) in Cyber City, Gurgaon, along with 1DT & 2DT in Taramani, Chennai, have been awarded the Widescore Platinum Certificate, recognizing their excellence in sustainable and high-performance building standards.

▲ Additionally, all DCCDL properties are certified with ISO 9001, ISO 14001, and ISO 45001, reaffirming the company's dedication to quality management, environmental sustainability, and occupational health and safety.











**Table No. 2: Certifications received by the properties of DCCDL****Cyber City**

Building Name	Location	British Sword of Honor	LEED Platinum	LEED Zero water	TRUE Platinum	LEED Zero waste	BEE Certificate
							
Building - 1(Forum)	Cyber City, Gurgaon	✓	✓	✓	✓	✓	
Building - 2 (Cyber Green)	Cyber City, Gurgaon	✓	✓	✓	✓	✓	✓
Building - 3(Infinity)	Cyber City, Gurgaon	✓	✓	✓	✓	✓	✓
Building - 5(Epitome)	Cyber City, Gurgaon	✓	✓	✓	✓	✓	✓
Building - 7A	Cyber City, Gurgaon	✓	✓	✓	✓	✓	
Building - 7B	Cyber City, Gurgaon	✓	✓	✓	✓	✓	
Building - 8	Cyber City, Gurgaon	✓	✓	✓	✓	✓	
Building - 9A	Cyber City, Gurgaon	✓	✓	✓	✓	✓	✓
Building - 9B	Cyber City, Gurgaon	✓	✓	✓	✓	✓	✓
Building - 10	Cyber City, Gurgaon	✓	✓	✓	✓	✓	✓
Cyber Park	Cyber City, Gurgaon	✓	✓	✓	✓	✓	✓
Downtown - Gurgaon							
2DT	Cyber City, Gurgaon	✓	✓		✓	✓	
3DT	Cyber City, Gurgaon	✓	✓		✓	✓	
4DT	Cyber City, Gurgaon		✓				





IT - SEZ, CYBERCITY GURGAON

Building Name	Location	British Sword of Honor	LEED Platinum	LEED Zero water	TRUE Platinum	LEED Zero waste	BEE Certificate
							
Building 6	Cyber City, Gurgaon	✓	✓	✓	✓	✓	✓
Building 14	Cyber City, Gurgaon	✓	✓	✓	✓	✓	✓









Other Properties of DCCDL

One Horizon Centre	DLF Phase V, Gurgaon	✓	✓	✓			✓
SEZ Silokhera	Silokhera, Gurgaon	✓	✓	✓			✓
DLF IT Park Chandigarh	Chandigarh	✓	✓	✓			
Downtown Taramani 1DT & 2DT	Taramani, Chennai	✓	✓				
Downtown Taramani 3DT	Taramani, Chennai		✓				
DLF IT Park, Manapakkam Chennai (SEZ)	Manapakkam, Chennai	✓	✓	✓	✓	✓	
Block 12 Manapakkam (Chennai)	Manapakkam, Chennai	✓	✓		✓	✓	
DLF Cyber City Hyderabad (SEZ)	Hyderabad	✓	✓	✓	✓	✓	





Retail

Building Name	Location	British Sword of Honor	LEED Platinum	LEED Zero water	TRUE Platinum	LEED Zero waste	BEE Certificate
							
Emporio	Vasant Kunj, New Delhi	✓	✓	✓			
Promenade	Vasant Kunj, New Delhi	✓	✓	✓			
Mall of India	Sector 18, Noida	✓	✓	✓			
DLF Avenue, Saket	Saket, Delhi	✓	✓	✓			
Cyber Hub	Cyber City, Gurgaon	✓					
City Centre Mall, Chandigarh	Chandigarh	✓					





PERFORMANCE HIGHLIGHT

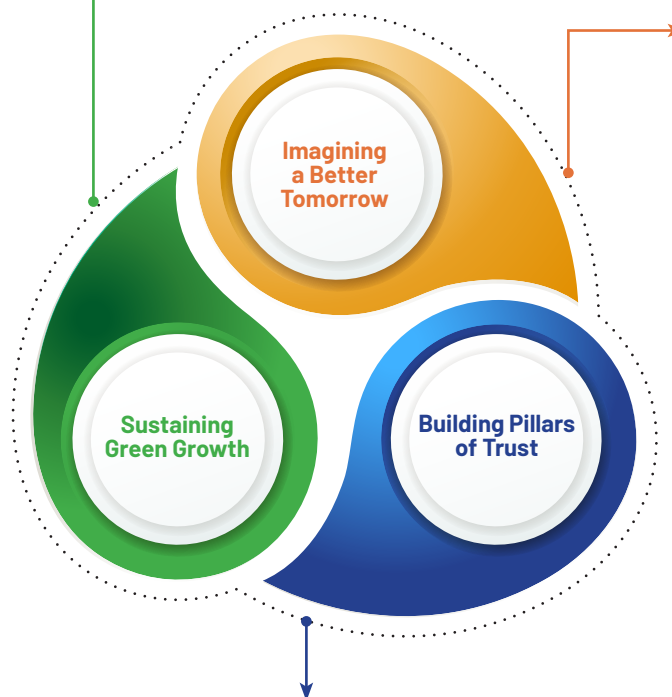




Sustainability Performance Highlights FY25

Creating value for stakeholders

- ▲ **8,033 MT** waste recycled daily
- ▲ The majority of our waste consists of non-hazardous materials (92.62%), and an impressive **98.18%** of this waste is successfully diverted from disposal.
- ▲ **21,29,850 KL** of water recycled annually
- ▲ **85.33%** of water was recycled in FY25
- ▲ **6,63,202 KL** of rainwater harvested annually
- ▲ Cybercity Chennai is implementing condensate water utilization, which refers to the practice of collecting and reusing water formed through condensation, typically from air handling units (total number of AHUs: 537). This practice has gained attention due to its potential environmental and economic benefits, such as saving around ₹18 lakh per year.
- ▲ **27.24%** of our total energy consumption is sourced from renewable resources
- ▲ DCCDL consumed **193.38 TJ** of renewable energy in FY25
- ▲ **18%** lesser energy consumption with regenerative drive elevators
- ▲ All DCCDL properties are certified with ISO 14001 and ISO 9001 certificates
- ▲ In FY 25, energy, water and waste intensity were **0.0011 TJ/INR Lakhs**, **3.79 KL/INR Lakhs** and **0.0129 MT/INR Lakhs** respectively
- ▲ In FY25, GHG emission intensity was **0.438 tCO2e/INR Lakhs**



- ▲ As on 31st March 2025, the Board comprises 9 (nine) directors, with combination of **2 (two)** Executive and **7 (seven)** Non-Executive Directors including **3 (three)** Independent Directors
- ▲ Female representation accounts for **20%** of the Board, reflecting the organization's commitment to promoting gender diversity at the leadership level.
- ▲ As per the rules and guidelines set by MoEFCC, DCCDL conducts Environmental Impact Assessment (EIA) and has an Environment Management Plan before commencing a project, with approvals from SEAC/SEIAA

- ▲ In FY 25, DCCDL recorded zero work related injuries. Furthermore, TRIFR rate was **0.188** in FY25
- ▲ All commercial and retail buildings achieved **WELL Health-Safety Rating**
- ▲ **DCCDL** is equipped with round-the-clock fire station and ambulance services to ensure immediate emergency response and occupant safety across its premises.
- ▲ **DCCDL** operates a state-of-the-art Command Centre equipped with advanced monitoring and rapid response systems to ensure real-time oversight.
- ▲ In FY 25, Employee turnover rate was at **19%**
- ▲ All employees participated in the employee satisfaction survey, with an **83%** response rate and an **81%** satisfaction score recorded
- ▲ **100%** of our employees have attended various training programs during FY25
- ▲ Average **salary of women is higher** than men in executive and management levels. Whereas in non-management level it is at par with men
- ▲ **7% of women employees** are in STEM-related positions
- ▲ DCCDL Group invested **INR 39.35 Crore** in CSR activities in FY25
- ▲ All DCCDL properties are certified with Iso **45001 certificates**



Green Building Standards

DCCDL's pursuit of operational excellence and environmental stewardship is validated through a range of green building certifications, covering significant certified areas that underscore its industry leadership in sustainability.

Table No. 3: Overview of Sustainability Certifications by Type and Certified Area

Certification Type	Description	Certified Area (Mn. Sq. Ft.)
LEED Platinum	DCCDL has the LEED Platinum Certified portfolio	39.71
LEED Zero Water	DLF's rental business recognized as world leader in LEED Zero Water	39.71
LEED Zero Waste	DLF's rental business recognized as world leader in LEED Zero Waste	31.16
BEE 5 Star	DCCDL has the BEE 5 Star Rated Certified portfolio	18.52

Globally Recognized Safety Honours

DCCDL's steadfast commitment to health, safety, and well-being is demonstrated through globally recognized safety certifications, reflecting extensive coverage across its commercial and retail portfolio.

Table No. 4: Overview of Sustainability Certifications by Type and Certified Area

Certification	Description	Coverage (Mn. Sq. Ft.)	% of Portfolio
British Sword of Honor	Operational portfolio awarded by British Safety Council	43.13	100%





Corporate Portrait

Performance Highlight

Sustainability at DLF Cyber City Developers Limited

Building Pillars of Trust

Sustaining Green Growth

Imagining a Better Tomorrow

SUSTAINABILITY AT DLF CYBER CITY DEVELOPERS LIMITED





At DCCDL, our strategic pillars are centered around a relentless commitment to quality and a customer-first approach. We strive to deliver best-in-class products, superior quality, and consistent customer service. We foster a winning culture by rewarding open mindsets, consistent collaboration, and an organization-first approach. Our goal is to achieve disruptive growth through robust business development, sales, and delivery, supported by investments in capabilities and technology. We focus on profitable growth through strong asset management, adopting a bottom-up approach to profit delivery and capital efficiency, with consistent margin expansion from deal underwriting to delivery, coupled with strong cost management. Our dedication to operational excellence is driven by innovative strategies for faster execution, aiming to deliver our best through investments in construction methods, technology, procurement strategies, and execution models.

We have embraced environmental sustainability as a cornerstone of its operations. Its strategy focuses on reducing environmental impact through innovation, efficiency, and adherence to international standards.

Our operational strategy is designed to drive market share acceleration through business development, aspirational launches, and



accelerated time-to-market, supported by superior products, diversified future-ready channels, and a disproportionate focus on quality. We aim to increase the speed of execution by enhancing our capabilities through long-term contractor and supplier relationships, innovation in execution technology, and efficient collection mechanisms. Margin expansion is achieved through robust asset and portfolio management, focusing on cost structure and contracting strategies to unlock supply chain value, resulting in better profitability. We continuously adopt initiatives to upgrade our

internal processes and capabilities, enabling greater scale through strategic initiatives such as product innovation, quality management systems, and risk management frameworks.

It is now widely recognized that businesses must understand and address ESG (Environmental, Social, and Governance) issues relevant to their operations, as a strong ESG approach can enhance long-term performance. As a leader in transforming India's urban landscape with best-in-class buildings, DCCDL is committed to creating sustained value for all stakeholders.





Aligned with our values, DCCDL, as a purpose-driven and sustainable business, is mindful of the needs of all its stakeholders. We aim to create a built environment that makes a lasting positive impact on our communities and planet, providing exceptional experiences for our people now and in the future.

Our sustainability strategy is deeply rooted in the design and execution of environmentally responsible projects. The company has adopted cutting-edge practices to minimize its ecological footprint across its residential, commercial, and retail developments.

This strategy is built around 5 key pillars:

01. Sustainability

02. Customer Centricity

03. Safety & Security

04. Infrastructure

05. Amenities

To advance these objectives and strengthen our ESG performance, we have adopted the 3R approach: Resilient Business, Responsible Operations, and Reliable Engagements.

We integrate ESG considerations into all our decisions, with specific objectives to manage significant impact areas, including:



Ensuring compliance with all regulatory requirements



Ensuring broad oversight on ESG-specific aspects



Minimizing negative environmental impacts



Improving resource efficiency, including energy and water



Enhancing the use of greener energy in our energy mix



Ensuring the health, safety and well-being of all stakeholders, including employees, tenants, customers, and communities





Our commitment to making visible and tangible contributions to communities and the environment is governed by our policies and long-term targets. We have defined our targets to ensure responsible operations, recognizing that we operate in a resource-intensive sector that requires shifts in land-use patterns. Our well-defined environmental policy guides our business decisions and daily activities. Additionally, our Corporate Social Responsibility (CSR) Policy integrates economic, environmental, and social objectives with operations and growth for the common good. We are dedicated to continuous innovation to create safer workplaces, green and intelligent buildings, and energy-efficient, smarter

cities for sustainable communities across India, aiming to achieve long-term stakeholder value.

As DCCDL looks to expand and strengthen its digital footprint, its commitment to sustainability remains unwavering. By continuing to innovate and collaborate, DCCDL is not only shaping India's urban future but also inspiring a global movement towards greener, more inclusive cities. Through its strategic focus on sustainability, DCCDL is seeding a legacy of progress that enriches land, life, and communities for generations to come.





Net zero commitment

At DCCDL, we embrace the responsibility of driving sustainable urban development through our comprehensive Net Zero Policy. This policy underscores our commitment to balancing greenhouse gas emissions with equivalent reductions or removals, ensuring that our operations—from construction to day-to-day activities—actively contribute to the planet's well-being.

By leveraging innovative technologies and embedding sustainable practices, DCCDL aims to minimize its carbon footprint while enhancing energy efficiency across all properties. Our aspiration is to achieve net zero emissions, aligned with global climate action goals, and to foster environmental stewardship. The policy has been established to drive impactful changes towards sustainable urban development and carbon neutrality. Towards this end, and to strengthen its net zero commitments, DCCDL will take proactive measures to set short-term, medium-term, and long-term goals aimed at systematically reducing and neutralizing its carbon footprint. By actively engaging

stakeholders and implementing effective monitoring mechanisms, DCCDL ensures that these efforts remain on track while aligning with global climate objectives.

DCCDL focuses on enhancing energy efficiency, adopting renewable energy, and integrating sustainable practices across procurement and supply chains. Scope 1 and Scope 2 emissions are diligently monitored, ensuring accountability and progress in reducing the company's carbon footprint. DCCDL is reporting on Scope 3 emissions for the financial year FY25, reinforcing its commitment to transparency and comprehensive carbon accounting. The company has developed structured templates to systematically track these emissions, ensuring accurate and detailed disclosures. The relevant data can be found in the sections below of the report. To advance these reporting, DCCDL invests in innovative technologies, fosters transparent reporting, and educates employees about sustainable practices, creating a resilient and environmentally conscious operational framework.

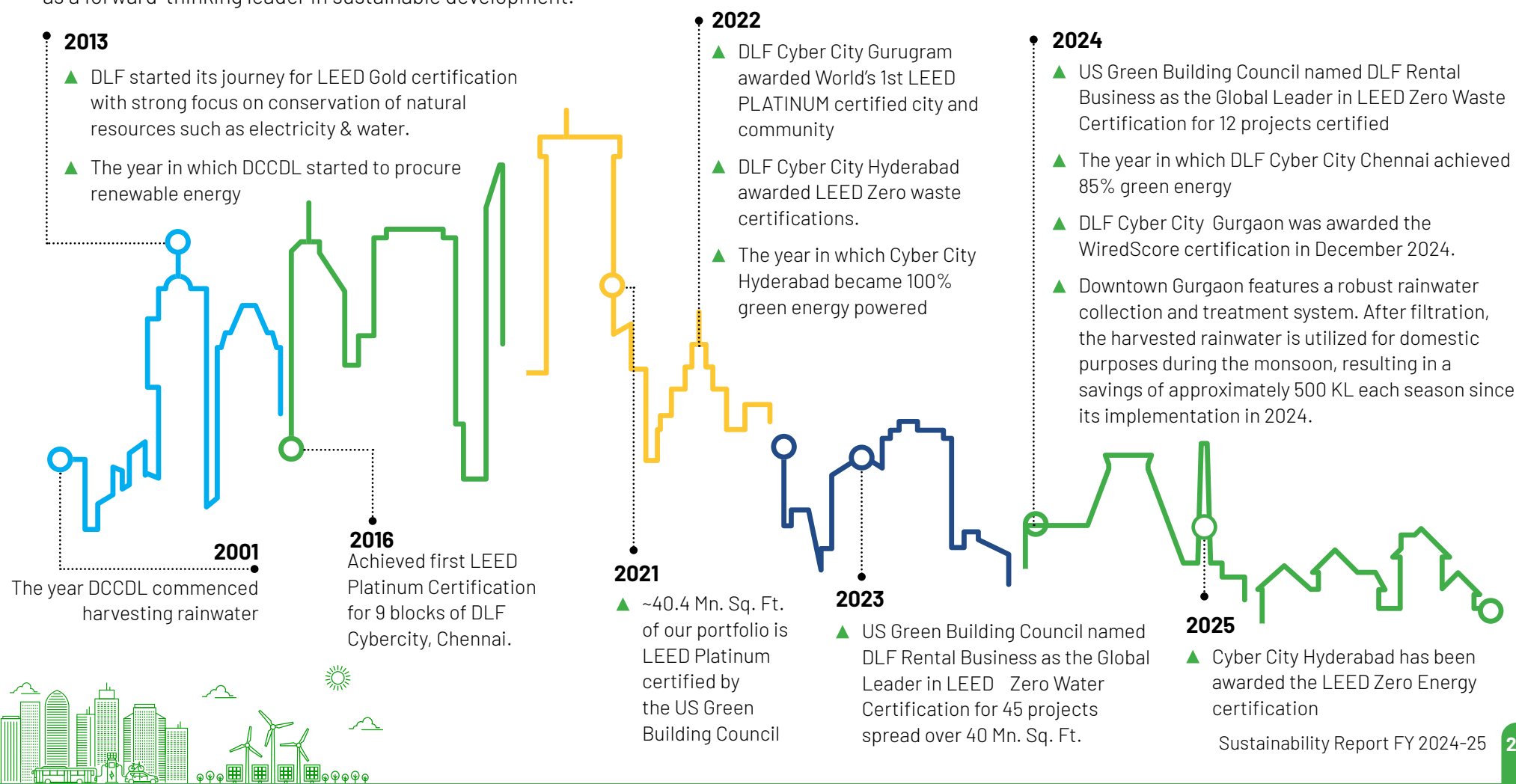
The governance of the Net Zero Policy is overseen by the Senior Executive Director (Technical), who is responsible for establishing strategies, setting targets, monitoring progress, and maintaining alignment with sustainability standards. By integrating net zero goals into broader environmental initiatives, this leadership enhances DCCDL's social and environmental accountability. Through the Net Zero Policy, DCCDL reaffirms its dedication to fostering a sustainable future for its stakeholders and the communities it serves.





Our Journey Towards Sustainability

Looking back, DCCDL's sustainability journey has been marked by several groundbreaking milestones that have set new benchmarks in urban development. The distinction of being the first developer-led city to earn LEED Platinum certification for Cities and Communities stands as a testament to its commitment to sustainable urban planning. Further cementing its global leadership, DCCDL has excelled in achieving LEED Zero Water, LEED Zero Energy and LEED Zero Waste certifications, demonstrating an unwavering focus on resource efficiency and environmental responsibility. Through pioneering comprehensive sustainability initiatives across all key areas, DCCDL has not only redefined industry standards but also reinforced its position as a forward-thinking leader in sustainable development.





Governance of Sustainability

Upholding a strong sustainability commitment throughout our businesses remains an important priority. We understand that a robust and effective governance is required to sustain a Company's sustainability journey and to create a standardized approach towards meticulously monitoring KPIs and undertaking targets to achieve on a set timeline. We operate with integrity and transparency, complying with all national and local laws wherever applicable. Our aspirations focus on proactive sustainability risk management, rigorous compliance and driving forward our sustainability goals. Through these goals, we aim to embody ethical practices and responsible business conduct while fostering positive societal and environmental impacts.

THE GOVERNANCE OF SUSTAINABILITY AT DCCDL IS GUIDED BY



TRANSPARENCY



**ALIGNING EFFORTS WITH
UN SDGs**



**ACHIEVING SUSTAINABILITY
MILESTONES**



**BECOMING INDUSTRY
LEADERS**





Roles and Responsibilities

Our strategy is anchored on three fundamental pillars: Sustainable Business, Environmental Stewardship, and Social Stewardship. To achieve these goals and enhance our ESG performance, we have implemented the 3R approach: Resilient Business, Responsible Operations, and Reliable Engagements. DCCDL's sustainability efforts are strategically led by the Senior Executive Director (Technical), under the guidance of the Vice Chairman & Managing Director (VC & MD), with quarterly reviews conducted by the Board of Directors. This leadership ensures the identification of ESG priorities, the establishment of measurable targets, and the development of a strategic roadmap to integrate sustainability into company policies and operations.

To effectively execute these initiatives, DCCDL relies on its internal Sustainability Team, responsible for implementing various ESG programs and overseeing environmental,

health, and safety (EHS) functions. Their cross-functional expertise facilitates well-rounded decision-making, reinforcing the company's commitment to sustainable and responsible business practices. In addition to executing ESG initiatives, the Sustainability Team also drives social and environmental responsibility efforts, ensuring DCCDL's operations create a positive impact on communities and the environment, while also identifying and mitigating risks—including ESG-related concerns—to safeguard business continuity and resilience. Through this structured approach, sustainability is embedded into core business practices, promoting accountability and transparency.





Stakeholder Engagement

Stakeholder engagement is integral to our business operations. Embracing the diverse needs of our stakeholders drives our progress. It's our endeavor to engage with our stakeholders on an ongoing basis, as it is essential to identify issues, risks, and opportunities impacting our

business and brand. Proactively managing these factors with key stakeholders is critical. We continuously gather stakeholders' views, leveraging them as valuable insights for our decision-making processes. Engaging diverse stakeholders through various methods, such

as partnerships, surveys, discussions, and in-person events, ensures inclusivity and respect. The feedback we receive is vital in identifying our material topics and guiding us to maximize our impact.

Outlined below is our thorough process for identifying and engaging stakeholders:

01

Identification of stakeholder

We systematically identify stakeholders by evaluating their influence on and interest in our projects. By understanding their needs and concerns, we ensure effective engagement and collaboration, which are essential for our sustainable growth and success.

02

Stakeholder prioritization

Stakeholder prioritization is a critical process that ensures we effectively allocate our resources and attention to those who have the most significant impact on our business. We prioritize stakeholders based on their influence, interest, and the potential impact they have on our projects and operations.

03

Engagement & collaboration with stakeholders

We employ a variety of methods to ensure meaningful interactions, including partnerships, surveys, discussions, and in-person events. These engagements allow us to gather valuable insights, address concerns, and identify opportunities and risks.

04

Understanding & addressing stakeholder expectation

We continuously engage in dialogues which helps us identify key issues, risks, and opportunities that impact our business. By proactively addressing these expectations, we build trust and foster strong relationships with our stakeholders.





Our Stakeholder Matrix

Importance to DCCDL



Board of Directors

The Board of Directors is pivotal to our strategic direction and governance. Their leadership and oversight ensure that we adhere to the highest standards of corporate governance, fostering transparency and ethical conduct. The Board's diverse expertise and experience guide our decision-making processes, helping us navigate complex challenges and seize opportunities.



Government & Regulators

Government and regulatory bodies play a crucial role in shaping our business environment. Their regulations and policies ensure that we operate within a framework that promotes fairness, safety, and accountability. Compliance with these regulations helps us maintain high standards of quality and sustainability in our projects. Government and regulators also provide guidelines that protect the interests of our stakeholders, including customers, employees, and the community.



Investors & Shareholders

Our investors and shareholders are fundamental to our growth and sustainability. Their financial support and confidence enable us to undertake ambitious projects and expand our portfolio. By providing capital, they help us innovate and maintain our competitive edge in the market. Investors and shareholders also play a crucial role in governance, ensuring that we adhere to best practices and maintain transparency.



Employees

At DLF Cyber City Developers Limited (DCCDL), our employees are the cornerstone of our success, driving innovation, operational efficiency, and customer satisfaction. Their diverse skills and dedication foster a positive corporate culture and adaptability, ensuring we remain competitive. By valuing and supporting our employees, we enhance business performance and contribute to a sustainable and inclusive future.





Engagement Mechanism

Board of Directors

Board and Committee Meetings

Government & Regulators

1. Monthly Compliance Meeting with IPC Compliance Team & IPC Account Director.
2. Submission of Monthly Compliance Tracker by the IPC to Central Compliance Team with copies of all renewed licenses/registration and filings by and to Statutory Authorities.
3. Quarterly Compliance Submission on PWC Automation Tool with uploading latest licenses/registration etc.
4. Audit and Compliance Review by third party auditor (PWC) & Group Compliance Team followed by discussion, review and closure of observations (if any) by Compliance/Operation & maintenance team
5. Monthly update of Compliance Checklist by PWC Team through legal patch w.r.t. latest notifications/circulars (if any).

Investors & Shareholders

Annual and Extra-ordinary General Meetings, subject to prior consent of shareholders i.e. DLF Limited and Reco Diamond Private Limited in respect of Affirmative Vote Matters as per the SPSHA.

Employees

1. Marketing emailers are regularly shared with employees to provide updates on new assets, awards, accreditations, client welcomes, events, and activities.
2. Lobby and lift TV screens across office buildings are updated monthly with project information, client updates, campus news, awards, and event highlights to keep employees informed.
3. Occasional celebrations like Women's Day, Diwali Pooja, and engagement activities such as fun games, contests, birthday celebrations, and the annual party form part of the employee entertainment and engagement plan.
4. The DLF Capability Building team focuses on employee learning and development. Monthly calendars are shared, inviting nominations for workshops, sessions, and online courses to foster growth and development.





Frequency of Engagement

Board of Directors

Quarterly, Half yearly and annually

Government & Regulators

Monthly / Quarterly

Investors & Shareholders

Annually/Need basis

Employees

Active engagements and meetings (Need basis)

Critical issues Discussed

1. Financial Results (Quarterly & Annual)
2. Annual Business Plans
3. Appointment of Directors, Key Managerial Personnel including their remuneration
4. Raising of funds (Capital/ Debt etc.)
5. Merger/ Amalgamation of group companies
6. Declaration of Dividend
7. Approval of CSR Projects
8. Other statutory, regulatory and business-related matters.

1. PWC, our third-party auditor conducts quarterly audit & inspection of sites covering the documentation as well as the onsite implementation of conditions laid under various Acts/Rules and various license and raise the audit report which is shared & reviewed with the top management. Similar to this the Group Compliance Team also conducts separate audit & inspection, and the report is shared and discussed with Management.
2. The Compliance Gap Annexure, detailing any instances of non-compliance (if applicable), is submitted and presented during the quarterly Board meeting.
3. All the high-risk observations raised by third party auditors are discussed and presented in the Internal Audit Committee meeting.

1. Obtaining prior consent of shareholders i.e. DLF Limited and Reco Diamond Private Limited, in respect of Affirmative Vote Matters as per SPSHA.
2. Adoption of Financial Statements.
3. Declaration of Dividend
4. Appointment/ reappointment of directors Appointment of auditors and deciding the auditor's remuneration.
5. Other statutory/ regulatory matters as approved by Board.

Employee engagement happens across key platforms such as Well-being, Team Building & Social Engagement, and Learning & Development. These initiatives are guided by scheduled calendars.





Importance to DCCDL



Tenants

Tenants are the lifeblood of our commercial real estate business. Their presence and satisfaction drive our rental income and overall financial performance. By maintaining strong relationships with our tenants, we ensure high occupancy rates and long-term leases, which provide stability and predictability to our revenue streams.



Contractors

Contractors are essential partners in our construction and development projects. Their expertise, reliability, and efficiency ensure that our projects are completed on time, within budget, and to the highest quality standards. By collaborating closely with skilled contractors, we can innovate and implement sustainable building practices, enhancing the overall value and impact of our developments.



Suppliers & Vendors

Suppliers and vendors are critical to our operational success and efficiency. They provide the essential materials, services, and components that enable us to deliver high-quality projects. By maintaining strong relationships with reliable suppliers and vendors, we ensure timely delivery and cost-effective procurement, which are vital for our project timelines and budget management.



Community

Engaging with the community helps us understand local needs and priorities, ensuring our projects have a positive impact. By fostering strong relationships with community members, we promote social cohesion and inclusivity. Community feedback and participation guide our development strategies, making our initiatives more effective and responsive.





Engagement Mechanism

Tenants

1. Regular tenant engagement across locations ensures expectations are met and properties are enhanced. Teams like building operations, asset experience, and customer services collaborate through meetings to gather feedback and share planned improvements.
2. Environment, safety, health, and wellness events such as medical check-ups, blood donation drives, and tree plantations are organized. Safety and mock drills, including a security threat drill with NSG and 'Fire Safety Week,' ensure emergency readiness.
3. Awareness emailers inform tenants about emergency services and workplace amenities like ambulances, shuttles, and retail outlets.
4. Quarterly newsletters highlight updates on projects, awards, and other developments at DLF Offices.
5. Atrium TV screens showcase LEED certifications, live Air Quality Index data, and other well-being initiatives using MERV-14 filters.
6. Cultural and social events such as stand-up comedy, movie screenings, festivals, and artisanal markets foster tenant engagement. Recent activities included music festivals and concerts at Gurugram campuses.

Contractors

The IPCs (C&W, JLL, CBRE) operate under a principal-to-principal agreement to manage contractor engagement directly. DCCDL remains uninvolved in these engagements, as the contracting parties themselves handle all matters related to Contractors.

Suppliers & Vendors

Through detailed email communications and personalized in-person meetings.

Community

Through website, emails, campaigns and workshops





Frequency of Engagement

Tenants

Regular engagements- monthly/ quarterly basis the activity

Suppliers & Vendors

Emails are sent daily, and in-person meetings are conducted weekly.

Community

Quarterly / need basis

Critical issues Discussed

Tenants

Safety & Security, Health & Wellness, Sustainability and Environment

Suppliers & Vendors

1. Engagement kickoff meetings discussions on scope of work
2. Refresher training meetings on safety practices to be followed on-site
3. Toolbox meeting on start of every activity
4. Discussions on technical issues
5. Detailed discussions on work progress
7. In addition to the above, we engage with our suppliers to discuss any other issues they might be facing on-site

Community

During community engagement, DCCDL focuses on key issues such as infrastructure development, environmental sustainability, social impact, transparency, and public safety. Discussions include the effects of projects on local communities, green initiatives, employment opportunities, ethical governance, and security measures to ensure safe living spaces.





Materiality Assessment

For the inaugural sustainability report of DCCDL, we have undertaken a comprehensive materiality assessment for the first time. This assessment is a critical step in identifying and prioritizing the environmental, social, and governance (ESG)

issues that matter most to our business. This assessment marks a significant milestone in our commitment to transparency, accountability, and continuous improvement in our sustainability

journey. Through this process, we aim to align our business practices with global sustainability standards and create lasting value for all our stakeholders.

Our materiality assessment used a comprehensive 3-step approach which culminated in identifying the final list of material issues for DCCDL.

Step 1

Initial analysis & literature review

As part of our materiality assessment, DCCDL conducted comprehensive literature review and analysis. This process involved identifying relevant Environmental, Social, and Governance (ESG) topics by referencing global frameworks such as the Sustainability Accounting Standards Board (SASB), MSCI ESG Industry Materiality Map, and Corporate Sustainability Assessments (DJSI Weights). By leveraging these established frameworks, we ensured a robust and thorough evaluation of material ESG issues pertinent to our operations and stakeholders.

Step 2

Review & consultation with senior management

Following the initial phase of identifying relevant ESG topics, DCCDL proceeded to the next step by conducting a thorough review and consultation with senior management. This involved a series of meetings where key findings from the research were discussed in detail. Senior management provided valuable insights and feedback, ensuring that the identified ESG topics were aligned with the company's strategic priorities and stakeholder expectations. This collaborative approach helped refine and validate the materiality assessment, ensuring its relevance and comprehensiveness.

Step 3

Finalization of material issues











In the final step of the materiality assessment, DCCDL focused on the finalization of material issues. This involved synthesizing the insights gathered from both the desktop-based research and the consultations with senior management. The team carefully reviewed and prioritized the identified ESG topics, ensuring they accurately reflected the company's strategic objectives and stakeholder concerns. This comprehensive process culminated in the formal documentation and approval of the material issues, providing a clear roadmap for DCCDL's sustainability initiatives moving forward.





Below are the material issues for DCCDL, mapped with their importance to the company and their alignment with the United Nations Sustainable Development Goals (UN SDGs).

Table No.5: Material Issues of DCCDL: Strategic Rationale and Alignment with UN SDGs

Material Issues	Rationale	Priority to DCCDL	Alignment with UN SDGs
Energy Management (Environment) 	Energy management, including the use of renewable energy, is crucial for DCCDL as it reduces operational costs, enhances profitability, and minimizes environmental impact, supporting sustainable development and regulatory compliance.	High	
Climate Change & GHG Management (Environment) 	Managing the carbon footprint is crucial for DCCDL as it significantly impacts environmental sustainability and business operations. DCCDL strives to align its efforts with environmental regulations, mitigating risks associated with rising energy costs and future regulatory changes. Addressing climate change is essential for mitigating environmental risks and ensuring regulatory compliance. Proactive measures against climate change enhance the company's resilience and operational efficiency, aligning it with global sustainability goals.	High	 
Water Management (Environment) 	It is essential for DCCDL to strive for water conservation practices to achieve sustainable growth, ensure regulatory compliance, maintain cost efficiency, and meet stakeholder expectations.	High	 
Waste Management (Environment) 	Effective waste management is essential for DCCDL as it minimizes environmental impact and promotes sustainable development.	High	





Material Issues

Rationale

Priority to DCCDL

Alignment with UN SDGs

Green Buildings & Innovations
(Governance)

Green buildings exemplify our commitment to sustainability and environmental responsibility. They reduce energy consumption, lower operating costs, and minimize the carbon footprint, contributing to healthier living and working environments while enhancing occupant satisfaction and well-being.

High



Occupational Health & Safety (Social)



Health and safety are critical in the real estate sector to protect the well-being of workers and occupants. Prioritizing safety minimizes the risk of accidents and injuries, reducing potential legal liabilities and project delays, thus enhancing operational efficiency. Furthermore, a strong safety record reinforces DCCDL's reputation as a responsible and reliable developer, fostering trust among stakeholders.

High

Corporate Governance & Ethics
(Governance)

Business ethics and corporate governance are critical for DCCDL as they establish a foundation of trust, transparency, and accountability. Upholding high ethical standards ensures that DCCDL remains compliant with evolving norms and regulations, thereby mitigating risks, ensuring regulatory compliance, and enhancing decision-making processes.

High



Human Rights and DEI (Social)



DCCDL strives to adhere to international labor standards, ensuring fair treatment, safe working conditions, and equitable opportunities across its workforce. Integrating human rights principles into business operations reinforces DCCDL's commitment to responsible business practices and sustainable growth.

Medium





Material Issues

Rationale

Priority to DCCDL

Alignment with UN SDGs

Risk Management
(Governance)



Risk management is a critical material issue for DCCDL, particularly in the real estate sector, where various uncertainties can significantly impact operations and profitability.

Medium



Employee
Engagement &
Empowerment
(Social)



Investing in employee health and wellness programs fosters a positive work environment, reduces absenteeism, and enhances overall job satisfaction. Additionally, continuous learning and development opportunities ensures skill enhancement and career growth, which are crucial for attracting and retaining top talent in the real estate industry.

Medium



Tenants &
Community
(Social)



Tenant and occupant satisfaction are crucial for client retention and the long-term success of DCCDL. High satisfaction levels lead to positive word-of-mouth referrals, which are vital for growth in a competitive market. By prioritizing seamless interactions and excellent service, DCCDL enhances customer retention and attracts new clients. Additionally, DCCDL's commitment to Corporate Social Responsibility (CSR) initiatives further strengthens its reputation, fostering trust and loyalty among stakeholders.

Medium



Economic
Performance & Tax
Strategy
(Governance)



This material issue drives profitability, growth, and long-term sustainability. Strong economic performance ensures financial stability, attracts investors, and supports strategic initiatives, reinforcing DCCDL's market position. A robust tax strategy enhances compliance, optimizes liabilities, and improves financial efficiency, strengthening overall business success.

Medium





Material Issues	Rationale	Priority to DCCDL	Alignment with UN SDGs
Brand Management (Governance) 	Brand management is essential for DCCDL as it establishes trust, sets the company apart in a competitive market, and enhances client loyalty. A strong brand identity attracts new clients, fosters positive perceptions, and supports long-term business success.	Low	
Supply Chain Management (Governance) 	A sustainable supply chain is essential for DCCDL as it ensures the procurement of environmentally friendly and ethically produced materials. This approach reduces environmental impact, supports fair labor practices, aligns with global sustainability standards, and mitigates risks associated with supply disruptions and regulatory non-compliance.	Low	
Data Privacy & Cybersecurity (Governance) 	Given the nature of DCCDL's business, Data Privacy & Cybersecurity is a critical material issue not only for operational security but also from a tenant's perspective. Tenants rely on secure digital infrastructure to protect sensitive business and personal data, ensuring confidentiality, trust, and seamless operations.	Low	
Biodiversity Management (Environment) 	This material issue ensures ecosystem sustainability, supports long-term business viability, and enhances corporate reputation. It helps mitigate climate change impacts, preserves natural resources, and complies with regulatory requirements. Prioritizing biodiversity also contributes to global conservation efforts.	Low	





Targets and Commitments

Sustainability is a fundamental pillar of DCCDL's strategic vision, shaping every decision we make to drive responsible growth, environmental stewardship, and long-term resilience. We are committed to integrating responsible environmental and social practices into our operations to foster long-term resilience and positive impact. Our initiatives focus on reducing environmental footprints, ensuring social responsibility, and advancing green and sustainable buildings to create a future that is both sustainable and progressive.

Environmental Stewardship

We strive to minimize our environmental impact through efficient resource management and renewable energy adoption:

- ▲ Reducing energy intensity in our rental assets by **15%** by 2030, using FY 2019-20 as the baseline.
- ▲ Increase the renewable energy intensity of rental assets by **60%** by 2030, using FY 2019-20 as the baseline.
- ▲ Aiming for a 38% reduction in Scope 1, Scope 2, and Scope 3* emissions by 2030, with FY 2019-20 serving as the baseline year.
- ▲ Reducing water intensity in our rental assets by **15%** by 2030, using FY 2019-20 as the baseline.



Social Stewardship

Our commitment extends to the well-being and safety of our workforce and communities:

- ▲ Striving for zero harm each year, ensuring no fatalities across operations, including asset maintenance and development activities.
- ▲ The average training hours per employee are targeted to increase by **5%** by the year 2028.



Green and Sustainable Buildings

- ▲ Ensuring new buildings comply with green building certification guidelines.
- ▲ By 2030, achieving Green Building certification for at least **90%** of our total rental portfolio.
- ▲ Ensure that **50%** of our buildings achieve BEE certification by 2028.



DCCDL incorporates ESG performance objectives into its yearly appraisal and rewards structure for both senior management and operational staff. These ESG-linked incentives aim to acknowledge and reward those spearheading sustainability efforts, underscoring the company's dedication to environmentally responsible and ethical business conduct.

**Scope 3 emissions are limited to downstream leased assets.*





BUILDING PILLARS OF TRUST





Corporate Governance

We strive to uphold a strong corporate governance framework that is built upon the expertise and knowledge of our skillful management team and Board of Directors. The Board plays an immense role in overseeing the Company's strategic direction and overall performance. To enhance effectiveness, the Board has established various committees in accordance with applicable laws and regulations. These committees are crucial in assessing the initiative, decisions and implementation of actions and fulfils its diligently.

Our governance framework is strictly aligned with the requirements of Companies Act, 2013 and of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (SEBI Listing Regulations). Furthermore, our Board strives to maintain the highest standards of ethical conduct, accountability and transparency. Not only the Board but also the entire staff of DCCDL adheres to internal codes and procedures of conduct particularly designed to foster a culture of inclusivity, integrity, growth and prosperity. In addition to the existing policies which are further discussed in the chapters below, the Senior Management stays updated on about the new regulation and undergoes performance evaluations to continue to improve decision making and stay relevant in a dynamic business environment. This foresighted approach enables us to stay ahead of regulatory requirements and stay at par with industry best practices, furthering our commitments and adherence to exemplary corporate governance practices.

Below are our core elements of our corporate governance



**Compliance with government
and regulatory bodies**

**Adherence to Corporate Code of Conduct
and ethical practices**



Lead with purpose, not just profit

**Earn stakeholder trust through consistent
and principled governance**



**Scrutinize every decision thoroughly and
maintain utmost transparency**





Governance Structure

DCCDL's Board is a blend of professionalism, knowledge, and experience, enabling it to fulfill its fiduciary duties and responsibilities effectively. The Company Secretary serves as the Secretary to all Committees. The Vice Chairman & Managing Director, supported by a team of senior executives, is empowered to manage day-to-day operations, with clearly assigned roles and responsibilities from the Board. Additionally, the Share Purchase and Shareholders' Agreement (SPSHA) between DLF and Reco outlines the overall governance elements, defining the roles and responsibilities of both shareholders. None of the Directors on the Board have been debarred or disqualified from being appointed or continuing as Directors by SEBI, the Ministry of Corporate Affairs (MCA), or any other statutory authority.

▲ Internal Audit Function

The Company has established a strong and robust internal audit framework to enhance the effectiveness of risk management, control, and governance processes. The Internal Audit Function systematically evaluates the adequacy and effectiveness of internal control systems. Significant findings related to internal control and process weaknesses, along with the

necessary action plans, are presented to the Audit Committee. To ensure objectivity and an independent perspective, the Company has also appointed independent Internal Auditors.

▲ Company Secretary's Role in Governance Practices

As the Key Managerial Personnel and Compliance Officer, the Company Secretary plays a crucial role in ensuring that the Board's procedures, including those of its committees, are consistently followed and reviewed. The Company Secretary's primary responsibilities include assisting and advising the Board in conducting the Company's affairs effectively and efficiently, ensuring compliance with statutory and regulatory requirements such as the SEBI Listing Regulations, the Companies Act, 2013, and Secretarial Standards. Additionally, the Company Secretary, facilitates the convening of meetings, and ensures that all relevant information, details, records, and documents are made available to the Directors and senior management in a timely manner for effective decision-making during meetings.





Board of Directors

The Board is comprised of competent members having requisite skills, qualifications and virtuosity to contribute to the smooth functioning of the Board. The Company requires skills/ expertise/ competencies in the areas of asset & business management, customer centricity, architecture, finance & taxation, legal, marketing, office leasing, product development, project development & management, retail management, risk management, strategic planning, sustainability etc. to efficiently carry on its core businesses. All Independent Directors are persons of eminence and bring a wide range of expertise and experience to the Board thereby ensuring the best interests of stakeholders and the Company. As on 31st March 2025, the Board comprises 9 (nine) directors, with combination of 2 (two) Executive and 7 (seven) Non-Executive Directors including 3 (three) Independent Directors. The board is chaired by an Independent Director. The Board has 2 (two) Non-executive women Directors (including one Independent Director). The composition of the Board of Directors is in conformity with the SEBI Listing Regulations and the Companies Act, 2013 read with the rules made thereunder.

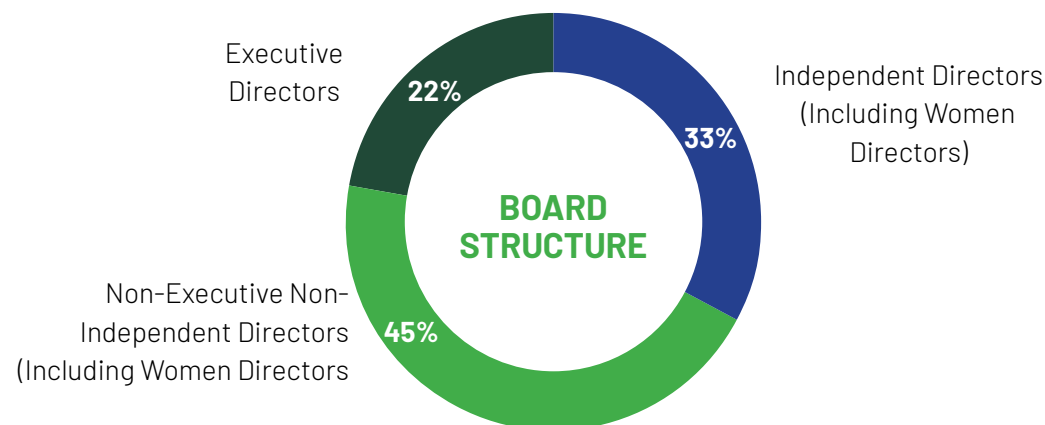


Table No. 6: Diversity and Governance Attributes – Board of Directors

Parameters	
Board of Directors (age group distribution)	40-75 Years
Board Tenure	The tenure of the Managing Director and Whole-Time Directors is three years, while Non-Executive Directors do not have a fixed term, Whereas, the term for Independent Directors determined in accordance with the provisions of the Companies Act, 2013.
Board of Directors (Gender Ratio)	The Board of Directors comprises seven male and two female members, reflecting a gender distribution of 78% male and 22% female representation of the total number of Board members.
International background	One member of the Board of Directors has an international background, contributing to diverse global perspectives in board deliberations.





Directors' Profile



Mr. Pramod Bhasin

Chairman & Independent Director

Mr. Pramod Bhasin (Chairman & Independent Director), is a Chartered Accountant from England and Wales and an alumni of Shri Ram College of Commerce, Delhi University. He is the founder of Genpact LLC (NYSE:G) and considered the pioneer of the Business Process Outsourcing industry in India. Mr. Bhasin as the President and CEO of GE Capital in India from 1994 to 2005 and GE Capital Asia from 1998 to 2001. He was with the General Electric Corporation in UK, USA and Asia for over 25 years. He is currently the Chairperson of ICRIER (Indian Council for Research on International Economic Relations). He is also the Chairperson of the Data Security Council of

India. He is the Co-founder of Clix Capital, a financial services business in India and of Asha Ventures-a pioneering fund focused on social impact investments and advocacy in key areas such as education, waste management, healthcare and financial inclusions. He is the Chairperson of the American Friends of Help Age, which aims to raise support and advocacy for the underprivileged elderly in India. He has been the Chairman of NASSCOM, the industry association for the IT and BPO industry in India and was voted IT Man of the Year in 2010 by DataQuest. He served on the Governing Board of Help Age India and was also the President of TIE, NCR.



Mr. Sriram Khattar

Vice Chairman & Managing Director

Mr. Sriram Khattar (Vice Chairman & Managing Director) is a fellow member of the Institute of Chartered Accountants of India and a batch topper from Hindu College, University of Delhi. With a prolific career spanning around four decades, he has discharged leadership responsibilities at the group corporate level and as business head. Currently, as the Vice Chairman & Managing Director of the Company, he manages and is responsible for the rental portfolio for the largest real estate developer in India. Mr. Khattar provides strategic direction and leadership to the overall rental portfolio of about 44.6 Mn. Sq. Ft. across the country. He has been instrumental

in creating an integrated business model, bringing together a motivated team committed to creating global benchmarks in safety, sustainability, ESG and customer centricity across the Offices and Retail rental portfolio of DLF Group, whilst assuring achievement of business plans. He is Deputy Chairman of Asia Pacific Real Assets Association (APREA) and Co-Chair of CII National Committee on Real Estate and Housing. Mr. Khattar has held numerous senior leadership roles with reputed organizations like ITC (India and Singapore), Escorts Group and Ferguson Consulting.





Mr. Lim Ming Yan
Independent Director

Mr. Lim Ming Yan (Independent Director) is a graduate from the University of Birmingham, UK with a Bachelor of Science (First Class Honours) in Mechanical Engineering and Economics. Thereafter, in 2002 he attended the Advanced Management Programme at Harvard Business School. He is an Independent/ Non-executive Director on the Boards of SembCorp Industries Limited and China Vanke Co. Limited. He is also the Chairman of the Singapore Business Federation (SBF), a Board member of Enterprise Singapore and Singapore Non-Resident High Commissioner to the Republic of Mauritius.

Mr. Lim Ming Yan is also the Non-Executive Chairman of Changi Airport Group (CAG). Mr. Lim has served as the President

and Group CEO of CapitaLand, one of Asia's largest real estates Company. He resigned from this role in June 2018 and relinquished all his responsibilities in December 2018. He also served as Chief Operating Officer from May 2011 to December 2012. He also held position of CEO of The Ascott Limited from 2009 to 2012, including a nine-year stint in China as the CEO of CapitaLand China Holdings where he played a key role in establishing the group's footprint in China.



Ms. Priya Paul
Independent Director

Ms. Priya Paul (Independent Director) an economics graduate from Wellesley College, U.S.A., attended Harvard Business School and INSEAD. Ms. Paul possesses over three decades of rich experience in hospitality and multifarious management functions to her credit. She started her career as the Marketing Manager of The Park, New Delhi and presently holds the position of Chairperson of the Apeejay Surrendra Park Hotels Limited. Ms. Paul is actively involved on the Boards of Hotel Association of India and World Travel and Tourism Council - India Initiative. She serves on numerous Philanthropic and Advisory Boards. She was conferred with the Padma Shri in 2012 for her contribution to trade and industry by the Hon'ble President of India. She was conferred with awards like Insignia

of Chevalier de l'Ordre National du Merite (National Order of Merit) by President of France, 'Aatithya Ratna Award' by Hotel Investment Forum India, 'Hall of Fame 2011' by Hotelier India and is recognized by Fortune magazine as one of the India's 50 most powerful businesswomen. Her area of expertise includes leadership, hospitality business, asset management, business synergies, risk management, customer services etc. She is on the Board of Apeejay Shipping Limited, Apeejay Surrendra Park Hotels Limited and DLF Limited.





Mr. Ashok Kumar Tyagi
Director

Mr. Ashok Kumar Tyagi (Director) an alumnus of IIT, Roorkee and IIM, Ahmedabad, possesses rich experience of over four decades in various capacities. He is the Managing Director of DLF Limited, holding company. Before joining DLF, he worked with Genpact, General Electric and IFFCO. Mr. Tyagi provides oversight to the functions of Finance, Accounts, Taxation, Corporate Affairs, Corporate Legal, Internal Audit, Information Technology and Human Resources of DLF group.



Mr. Amit Mathur
Director

Mr. Amit Mathur (Director) heads real estate in India for GIC. As a founding member of the GIC RE investment management team in India, he has been deeply involved in driving the investment focus and strategy for India real estate. Prior to GIC, Mr. Mathur has worked with Kotak Realty Fund, Ascendas, K Raheja Corp and Shapoorji Pallonji Group. He has led some pioneering investments in his career. He is a Bachelor of Architecture with a postgraduate qualification in Management (MBA) from the University of Sheffield.



Mr. Raj Urvish Shah
Director

Mr. Raj Urvish Shah (Director) is a qualified Chartered Accountant. He has experience of more than 18 years in Real Estate Investment Management. He had joined the GIC Real Estate team in January 2020 and is currently a senior member of the GIC Real Estate investment team in India. Prior to GIC, Mr. Shah had worked with Kotak Realty Fund.



Mr. Karun Varma
Whole-time Director

Mr. Karun Varma (Whole-time Director) is a seasoned commercial real estate professional with over 28 years' experience. He has held numerous leadership roles with reputed organizations like Jones Land LaSalle (JLL) and Cushman & Wakefield (C&W). Mr. Varma joined the Company in 2016 and currently he leads the Company's Offices portfolio, pan India, of approximately 38.6 million sq. ft. Mr. Varma has rich and varied experience in asset management, customer experience enhancement, research and business analytics and capital market. Mr. Varma is an economics graduate from University of Delhi and a postgraduate in Management. He is also an alumnus of the Harvard Business School.



**Ms. Pushpa Bector**

Director

Ms. Pushpa Bector (Director) graduated from Oberoi Centre for Learning and Development and is also an alumnus of the Harvard Business School. She started her career at Oberoi Hotels and Resorts before going on to work for Jubilant FoodWorks as Marketing Head for Domino's Pizza. Currently, she leads the Company's Retail division and is overall responsible for the revenue, operations and customer experience for all retail assets which include 6 Premium, 2 Luxury Malls and office amenities. Ms. Bector is leading the Company's retail portfolio, pan India, of approximately 4.5 million sq. ft. With over 31 years of experience, she is recognized as an industry captain and a distinguished veteran who has institutionalized and shaped the Indian retail industry. An outstanding professional who has driven growth consistently, led innovation and taken customer satisfaction to new heights. She is currently a member of CII - National Committee of Retail and PHD Chamber of Commerce. She is a frequent speaker at various international and national retail conclaves and industry forums.

Familiarization Programme for Independent Directors

The Board members are provided with the necessary information, documents, reports, and internal policies to familiarize them with the Company's procedures and practices. Senior management makes presentations at regular intervals covering areas such as operations, the business environment, budget, strategy, and associated risks. Updates on relevant statutory and regulatory changes, including important laws and regulations applicable to the Company, are circulated to the Directors. The induction process is designed to build an understanding of the Company, its business, and

the regulatory environment in which it operates. It aims to provide an appreciation of the role and responsibility of the Directors, equip them to perform their roles effectively, and develop an understanding of the Company's people and its key stakeholder relationships.

Upon appointment, Independent Directors receive a detailed letter of appointment outlining the terms of their appointment, duties, responsibilities, and indicative time commitment. The Company's Code of Conduct and obligations on disclosures are also issued

for the acceptance of the Independent Directors. The details of familiarization programs for Independent Directors are posted on the Company's website and can be accessed via this link <https://www.dlf.in/dccd/>

Performance Evaluation of Board of Directors

In accordance with the provisions of the Companies Act, 2013, and of the SEBI Listing Regulations, and the Guidance Note on Board Evaluation issued by SEBI, the Nomination





and Remuneration Committee has established criteria for evaluating the performance of Directors, including Independent Directors. The evaluation considered various factors such as experience, attendance, familiarity with the business, effective participation, vision and strategy, contribution, and independent judgment. The Board has conducted its annual performance evaluation, assessing its own performance, as well as that of its Committees and Directors. The evaluation process focused on several aspects of the Board and Committees' functioning, including their composition, experience and competencies, performance of specific duties and obligations, corporate governance, and compliance management.

Board Membership Criteria

The Board holds the responsibility for selecting its members, with the Nomination and Remuneration Committee overseeing the process. This committee adheres to established criteria to identify, evaluate, recruit, and recommend candidates for election as Directors. The criteria for Board appointments include:

- ▲ Board diversity to ensure varied perspectives.
- ▲ Relevant expertise and experience in fields such as finance, law, management, sales, marketing, administration, research,

corporate governance, technical operations, or other areas pertinent to the Company's business and role requirements.

- ▲ Strong personal and professional ethics, integrity, values, and stature.
- ▲ Commitment to dedicating sufficient time and effort in fulfilling duties and responsibilities effectively.
- ▲ Avoidance of conflicts of interest—whether present or potential.

These criteria aim to uphold high standards of governance and ensure that the Board is equipped to guide the Company's strategic direction and operations.

Board Committees

Board committees are integral to the governance framework of a company, serving as specialized groups entrusted with key responsibilities. They function to enhance decision-making, ensure transparency, and uphold accountability across various aspects of the organization. By focusing on specific areas such as audit, nominations, remuneration, risk management, and corporate social responsibility, these committees play a crucial role in aligning the company's operations with its strategic goals and regulatory requirements. Comprised of experienced and

diverse members, the committees provide invaluable oversight and expertise, reinforcing the organization's commitment to ethical practices and sustainable growth. Their structured approach enables effective collaboration and ensures that the Board remains agile and informed in guiding the company's long-term success.





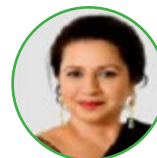
Below are the details of our committees, outlining their specific roles and contributions.

Board of Directors

Mr. Pramod Bhasin
AC | RMC | NRC |



Ms. Priya Paul
NRC | SRC | AC



Mr. Amit Mathur



Mr. Sriram Khattar
SAC | CSR | RMC |



Mr. Ashok Kumar Tyagi
NRC | AC | SRC | SAC



Mr. Raj Urvish Shah



Mr. Lim Ming Yan
NRC | AC | CSR | RMC



Ms. Pushpa Bector
SRC | SAC | CSR |



Mr. Karun Varma



Board Committees

Chairperson ● Member ●

Audit Committee

(AC) ● ●

Risk Management Committee

(RMC) ● ●

Nomination and Remuneration Committee (NRC)

(NRC) ● ●

Stakeholder Relationship Committee

(SRC) ● ●

Corporate Social Responsibility Committee

(CSRC) ● ●

Securities Allotment Committee

(SAC) ● ●





Audit Committee

The Audit Committee plays a pivotal role in reinforcing an effective internal control environment and ensuring the integrity, transparency, and quality of financial reporting. It oversees the company's financial reporting process to ensure the correctness, sufficiency, and credibility of financial statements, while recommending the appointment, reappointment, or removal of statutory auditors, along with approving their fees and additional services. The Committee closely collaborates with management to review annual financial statements and audit reports prior to Board approval, focusing on compliance with accounting practices, significant adjustments, disclosure of related party transactions, and legal requirements. It also evaluates internal financial controls, risk management systems, and performance of auditors while ensuring the adequacy of the internal audit function.

Additionally, the Audit Committee reviews inter-corporate loans and investments, scrutinizes significant related party transactions, monitors whistleblower mechanisms, and assesses compliance with insider trading regulations. It actively addresses concerns related to defaults, investigates internal audit findings, and ensures transparent communication across all levels of

operation. Through its structured oversight, the Audit Committee contributes to the company's accountability, financial integrity, and adherence to regulatory standards.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee plays a critical role in ensuring effective governance related to the remuneration and appointment of Directors, key managerial personnel, and senior management. It recommends remuneration packages to the Board, which may include salary, perquisites, sitting fees, commission, stock options, sweat equity, or other forms of compensation, tailored to attract and retain high-quality professionals. The Committee also formulates comprehensive policies for compensation structures, encompassing salaries, bonuses, incentives, benefits, stock options, and performance targets for executives. Further, it establishes criteria for determining qualifications, independence, and positive attributes of Directors, ensuring alignment with the Company's goals. By evaluating Independent Directors, assessing the composition of the Board, and devising policies on Board diversity, the Committee facilitates the identification, appointment, and removal of qualified individuals for leadership and senior management roles.

In performing its duties, the Committee ensures remuneration is reasonable, performance-linked, and balances fixed, and incentive pay, reflecting both short-term and long-term objectives. It evaluates the balance of skills and capabilities required for Independent Directors, recommends policies to enhance diversity, and ensures compliance with statutory requirements such as the Companies Act, 2013 and SEBI Listing regulations. Through its structured approach, the Nomination and Remuneration Committee contributes to the Board's strategic oversight and ensures transparency, equity, and accountability in compensation and appointments. It also addresses additional delegated functions or regulatory requirements to uphold the highest governance standards.

Corporate Social Responsible Committee

The CSR Committee is responsible for driving social and environmental initiatives, ensuring that our operations positively impact both the community and the environment. Its key responsibilities include formulating and refining the CSR Policy, which outlines company-led projects and programs as specified in Schedule VII of the Companies Act, recommending budget allocations to ensure impactful CSR initiatives, establishing a transparent monitoring framework





to oversee the effective implementation of CSR projects, and carrying out additional functions assigned by the Board in alignment with corporate objectives. Through these efforts, the committee reinforces our commitment to sustainability and corporate social responsibility.

Securities Allotment Committee

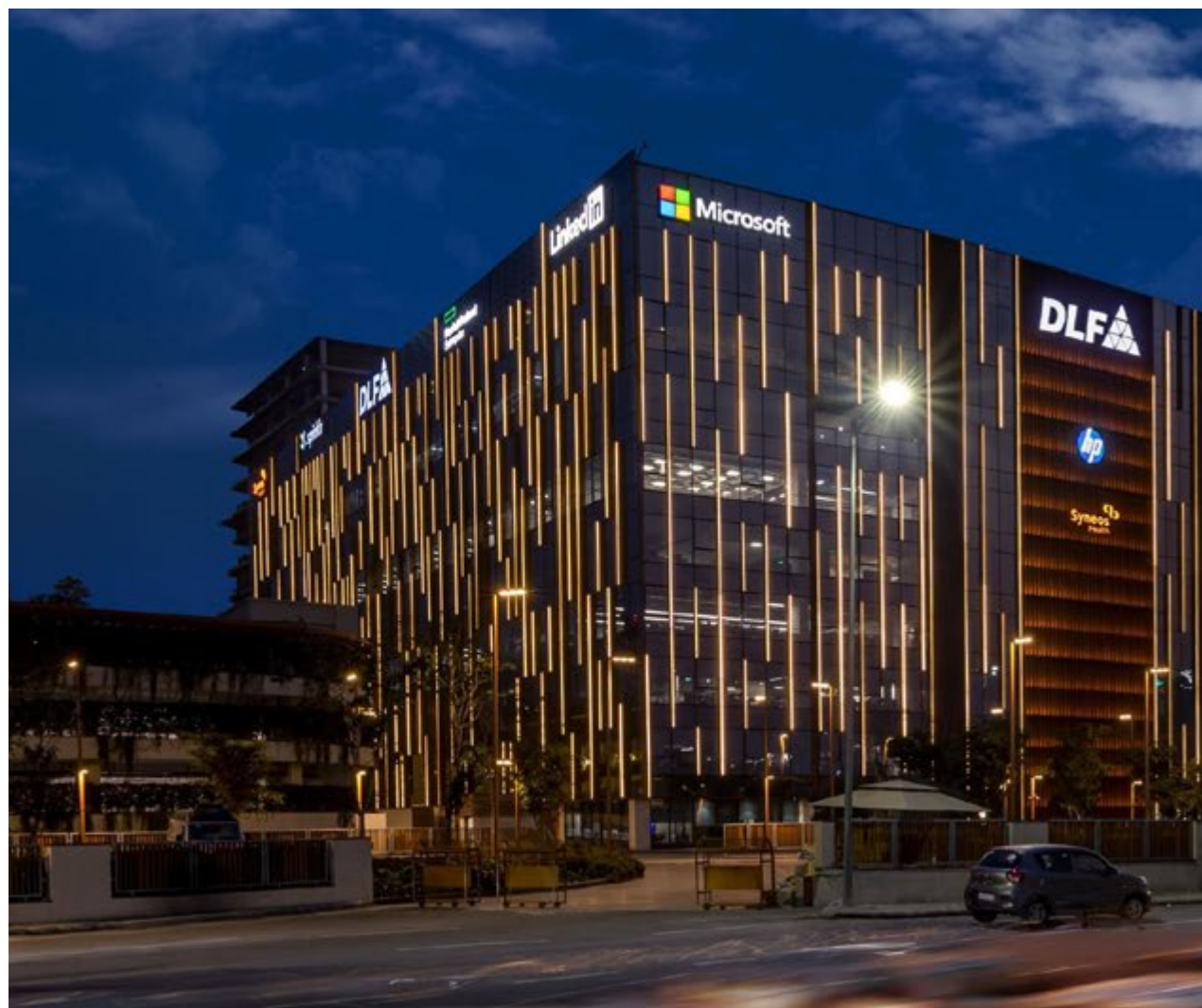
The Securities Allotment Committee is entrusted with the responsibility of managing all aspects related to the issuance and allotment of securities authorized by the Board. This includes ensuring a transparent, efficient, and compliant process for the allotment of shares, debentures, or other securities as directed by the Board's resolutions.

Risk Management Committee

The Risk Management Committee at DCCDL is responsible for identifying, evaluating, and mitigating key business risks to safeguard stakeholder value.

Stakeholder Relationship Committee

The Stakeholder Relationship Committee of DCCDL is entrusted with ensuring transparent and timely communication with stakeholders.





Business Ethics

Corporate Governance Practice

▲ Adheres to the Highest Standards of Corporate Governance

The Company adheres to the highest standards of corporate governance, believing that corporate governance is a journey of constant improvement in sustainable value-creation. Some of the best-implemented governance norms within the Company include the constitution of independent Board Committees for matters related to corporate social responsibility, risk management, stakeholders' interface, and the nomination of Board members. Independent auditors conduct the Company's internal audit, and the Company and its material subsidiaries undergo secretarial audits conducted by independent Company Secretaries in Practice. These secretarial audit reports are placed before the Audit Committee and the Board. Additionally, the Company has appointed Independent Directors in its material unlisted subsidiary companies, wherever applicable. Our Code of Conduct serves as a guiding framework for Independent Directors, Directors, Senior Management, and Employees, emphasizing adherence to ethical practices and the

prevention of bribery and corruption. We strictly comply with regulatory requirements, ensuring that projects are initiated only after obtaining all necessary approvals.

▲ Conflict of Interest

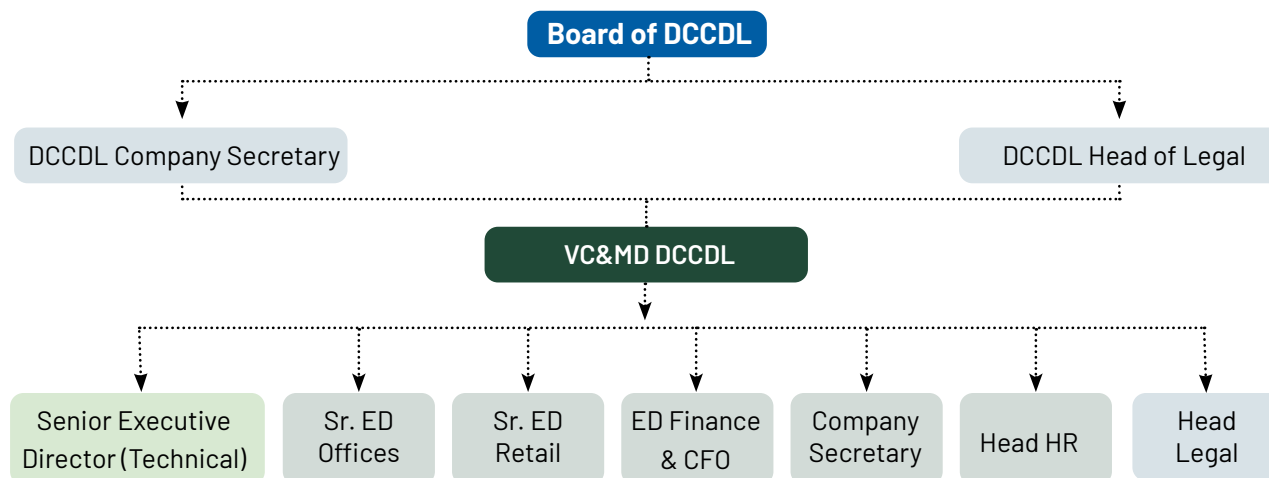
The company's Code of Conduct policy and guidelines establish clear directives for identifying, disclosing, and mitigating conflicts of interest across all levels, including Board members and employees. If an employee encounters a conflict of interest, they must promptly disclose it in writing to the Company Secretary, who will compile the disclosures for review by the Managing Director. Following the review, the Managing Director may instruct the employee to avoid, resolve, or take appropriate remedial action as necessary. For Directors, any potential conflicts of interest must be disclosed to the Board of Directors or its committees, and the Director must abstain from decision-making or influencing outcomes in areas where conflicts arise, in compliance with the Companies Act, 2013. Additionally, Directors are required to submit periodic disclosures as mandated by the Board or its committees. The company also places a strong emphasis on managing conflicts

of interest in Related Party Transactions through its Policy on Related Party Transactions. This policy outlines the procedures for identification, approval, and disclosure of transactions with related parties. It expressly prohibits any Director with a potential conflict from participating in discussions or voting on such transactions, ensuring fairness, transparency, and accountability in corporate decision-making.

▲ Compliance Initiatives

At DCCDL Group, compliance is a fundamental aspect of our operations. Our compliance priorities are designed to meet continuously evolving requirements and changing market conditions, reflecting our commitment to excellence. The Company regularly reviews compliance risks to ensure they are effectively managed. We have established a robust, institutionalized, and integrated compliance framework that provides reasonable assurance to the management and Board regarding the effectiveness of our compliance management systems. These systems are reviewed by an expert independent agency, which also advises on additions and rationalization of the compliance checklist.





Our team is well-versed in the legal obligations that define our duties and responsibilities, and we diligently execute our roles while upholding these obligations. To reinforce our commitment to compliance, we have established an in-house regulatory risk management process, which continuously monitors and addresses emerging regulations. This enables us to adapt seamlessly to changes in the regulatory landscape while maintaining our dedication to ethical practices.





Policy & Accountability

At DCCDL, policy and accountability form the backbone of our governance framework. By establishing clear policies and robust accountability mechanisms, we ensure transparency, ethical practices, and compliance across all operations. Few of our marquee policies are detailed out below and to further access our other policies in details please refer to our website [DLF Limited Policies](#) and [DCCDL Policies](#).

Code of Conduct

The Code of Conduct at DCCDL embodies the organization's commitment to ethical business practices and integrity, serving as a guiding framework for its Directors, Senior Management, and Employees. It emphasizes strict compliance with applicable laws and regulations while upholding the company's rigorous ethical standards. Transparency is prioritized through accurate financial reporting, avoidance of conflicts of interest, and safeguarding of confidential information. Employees and Directors are expected to act in the company's best interests by responsibly utilizing its assets, maintaining fair competition, and refraining from insider trading or anti-competitive practices.

DCCDL fosters a safe and healthy working environment, ensuring adherence to environmental preservation and compliance with regulations. The policy underscores equal opportunities, fair treatment, and the prohibition of harassment in the workplace. It further regulates the acceptance of gifts and donations, promoting integrity and ethical decision-making. Public communication about the company's activities is restricted to authorized personnel, and the use of electronic resource is strictly for business purposes, with monitoring in place to ensure compliance. This Code ensures that every aspect of the company's operations aligns with its core values of integrity, fairness, and accountability, reflecting DCCDL's dedication to responsible and transparent governance.

Nomination & Remuneration Policy

The Nomination and Remuneration Policy at DCCDL outlines a framework for the nomination, appointment, evaluation, and remuneration of Directors, Key Managerial Personnel (KMP), Senior Management (SM), and employees. It ensures fair, competitive, and performance-linked compensation aligned with industry standards and sustainability goals. The policy emphasizes merit-based selection, board diversity, and adherence to legal regulations while promoting transparency and

accountability. It includes guidelines for assessing performance, defining tenure limits, and managing remuneration for Executive and Non-Executive Directors. Remuneration guidelines balance fixed and variable pay, linking compensation to key performance benchmarks and corporate objectives.

For Non-Executive Directors, remuneration includes sitting fees and commission, subject to shareholder approval for higher payouts. The policy also accommodates severance pay, insurance coverage, and grade-based remuneration for employees, ensuring flexibility to adapt to changes in industry practices and regulations. By integrating best practices in governance and accountability, the Nomination and Remuneration Policy reinforces DCCDL's commitment to attracting and retaining talent, promoting transparency, and driving sustainable growth.

Corporate Social Responsibility Policy

DCCDL has a strong track record of over 14 years in sustained growth, customer satisfaction, and innovation, with a focus on developing commercial properties and building a robust asset base of leased assets. Its Corporate Social Responsibility (CSR) Policy defines the framework for integrating economic, environmental, and social objectives





into operations, ensuring tangible societal benefits and compliance with applicable laws.

The CSR activities span various areas, including eradicating hunger, promoting healthcare and sanitation, advancing education and vocational skills, empowering women and underprivileged groups, ensuring environmental sustainability, preserving cultural heritage, and supporting veterans and their dependents. Additional initiatives include promoting sports, contributing to national relief funds, fostering research and development, supporting rural and urban development projects, and engaging in disaster management activities.

The CSR Committee formulates an Annual Action Plan detailing each project or program, with flexibility for adjustments as recommended by the Board. DCCDL prioritizes local areas for CSR implementation, aiming to improve the quality of life while actively supporting sustainable development goals and creating lasting impact within communities.

Vigil Mechanism Policy

The Vigil Mechanism Policy at DCCDL establishes a framework for reporting unethical or improper conduct within the company. It outlines procedures for disclosure, safeguards for whistleblowers, and mechanisms for

investigation and corrective actions. The policy ensures confidentiality of whistleblowers' identities and protection against unfair treatment, discrimination, or retaliation due to disclosures made in good faith. By promoting transparency, ethical conduct, and corporate governance, the policy encourages employees, directors, vendors, and customers to report concerns based on factual and specific information. The Audit Committee oversees investigations and ensures appropriate actions while maintaining strict confidentiality, except where disclosures are legally required. This policy reflects DCCDL's commitment to fostering a culture of integrity, accountability, and ethical business practices, ensuring that all operations are aligned with its core values and governance standards.

Environment Policy

DCCDL is committed to environmental stewardship and sustainability. The Environmental Policy focuses on compliance with environmental regulations, optimizing resource use, enriching biodiversity, and minimizing pollution and waste across operations. Key initiatives include promoting energy efficiency, deploying water management strategies like rainwater harvesting and wastewater recycling, and addressing climate change risks through adaptation measures.

The company integrates biodiversity management by enhancing green landscapes, restoring ecosystems, and creating ecologically diverse zones. Waste management emphasizes segregation and responsible disposal of hazardous and e-waste, along with recycling and composting practices. Pollution control measures ensure emissions monitoring and adherence to ambient air quality standards.

Portfolio management involves environmental due diligence, efficient resource use, stakeholder engagement, and preparedness for natural disasters. Sustainable material sourcing and periodic policy reviews reinforce the company's dedication to reducing its environmental footprint. This Environmental Policy is a group-level policy of DLF Limited, and DCCDL adheres to its principles as part of its commitment to sustainable business practices and environmental responsibility.

Human Rights Policy

The Human Rights Policy at DLF Limited demonstrates the company's commitment to respecting the human rights of its workforce, stakeholders, and communities affected by its operations. Guided by national and international standards like the Protection of Human Rights Act, 1993, UN Guiding Principles, and ILO Declarations, the policy outlines expectations for employees,





contractors, suppliers, and business partners to uphold ethical practices and avoid adverse human rights impacts. The policy emphasizes equal opportunity, non-discrimination, fair working conditions, and safeguarding customer and employee privacy. It prohibits child and forced labor, supports health and safety initiatives, and commits to respecting the rights of indigenous and disadvantaged communities through social programs for education, health, and employment. Grievance mechanisms are in place to address human rights concerns, with resolutions guaranteed within 14 working days, ensuring transparency and accountability.

This group-level policy at DLF Limited is adhered to by DCCDL, reinforcing the company's dedication to protecting human rights and promoting responsible business practices.

Customer Satisfaction Policy

DLF Limited, at the group level, has established a comprehensive Customer Satisfaction Policy, which DCCDL fully adheres to in its operations. DCCDL is committed to creating shared value for both customers and the organization through this robust policy, ensuring continuous enhancement of customer experience and product/service quality across its operational boundaries, including its subsidiaries and associates. Key aspects of the policy include

acting promptly on customer feedback and grievances with transparency and fairness, while maintaining confidentiality. Products are designed to meet customer expectations, and customer service personnel are trained to address queries effectively and implement corrective measures. A dedicated team is responsible for handling customer complaints, ensuring timely resolution and reinforcing DCCDL's commitment to customer satisfaction and excellence. By tracking market trends and adopting technological advancements, DCCDL delivers a state-of-the-art experience throughout the customer journey. Regular engagement with customers enables the company to gauge expectations, drive improvements, and enhance overall satisfaction. This policy reflects DCCDL's unwavering commitment to fostering long-term relationships by prioritizing customer needs and delivering superior experiences.

Stakeholder Engagement Policy

DCCDL values stakeholder engagement as a cornerstone of its sustainable growth strategy. The company fosters trust and collaboration by regularly engaging with key stakeholders, including investors, customers, employees, and communities, to address their needs and expectations.

Guided by DLF Limited's Stakeholder Engagement Policy, DCCDL ensures inclusiveness, transparency, and accountability through structured processes like surveys, meetings, and feedback mechanisms. The policy emphasizes fair grievance resolution, alignment with stakeholder priorities, and timely reporting of outcomes.

Business Responsibility and Sustainability Policy

DCCDL aligns with DLF Limited's Business Responsibility and Sustainability Policy, which establishes principles and guidelines for promoting sustainable business practices and creating value for stakeholders. This policy applies to DLF Limited, its subsidiaries, associates, and joint ventures, and encourages value chain partners, including suppliers, vendors, and service providers, to adhere to its provisions. The policy outlines information and guidelines for each of the nine principles of the National Guidelines on Responsible Business Conduct (NGBRC), ensuring responsible business conduct across all operations. It serves as a comprehensive framework to drive sustainability and accountability while fostering ethical practices and stakeholder engagement. To access the policy in detail, visit this link: [DLF-Business-Responsibility-Policy.pdf](#)





Risk Management



DCCDL recognizes that the business landscape is constantly evolving due to shifting customer expectations, regulatory changes, and economic volatility. Our ability to create sustainable value depends on identifying and effectively managing key risks that impact our operations. To support this, we have implemented a comprehensive Risk Management program that focuses on proactive risk identification and mitigation. It is designed to ensure that risks are known, prioritized, and mitigated, enabling informed decision-making that balances risk and opportunity while driving long-term growth. The Risk Management Policy and Framework have been developed and implemented at the group level by DLF Limited, ensuring a structured and consistent approach to risk governance. DCCDL adheres to this framework, integrating its principles into operations to enhance resilience, safeguard value, and maintain long-term sustainability. Furthermore, DCCDL focuses on identifying and capitalizing on sound business opportunities while maintaining a structured approach to compliance with corporate governance standards and regulatory requirements.

Risk Management Framework

The framework has been developed into a structured Risk Management process by incorporating leading industry standards and best practices. The focus is on ensuring relevance to business realities while maintaining a practical approach to implementation. The Risk Management Framework defines the key activities and enablers that the company utilizes to assess, prioritize, mitigate, and monitor risks. It consists of:

- ▲ **Risk Management process** that facilitates the identification, prioritization, and management of risks across the organization.
- ▲ **Risk Management Governance structure** that outlines roles and responsibilities for effective implementation.

Risk Management Process

Regardless of whether risks are internal or external to the company, or whether they can be directly influenced or managed, they are addressed through a standardized





Risk Management process. This process is conducted:

- ▲ Annually as part of the business planning exercise.
- ▲ As needed in response to significant internal or external changes affecting business operations.
- ▲ When undertaking non-routine transactions such as acquisitions or entering new business segments.

The Risk Management process consists of the following key stage:

- 1 Establishing the Context:** Defining the company's objectives and identifying risks within this framework to prioritize them effectively.
- 2 Risk Assessment (Identification & Prioritization):**
 - ▲ *Risk Identification:* Recognizing risks that may hinder the achievement of strategic goals.
 - ▲ *Risk Prioritization:* Evaluating risks based on potential impact and likelihood to determine the key risks.

3 Risk Mitigation: Designing and implementing strategies to manage risks within acceptable limits, assessing the effectiveness of existing mitigation measures, and defining ownership, responsibilities, and milestones for prioritized risks.

4 Monitoring & Reporting: A formalized process to update the Board of Directors and the Senior Executive Director (Technical) on the company's risk profile and the effectiveness of mitigation strategies.

Risk Management Governance

At DCCDL, risk management governance is driven by a top-down approach, with the Board of Directors playing a pivotal leadership role. The Board is actively involved in identifying, assessing, and overseeing key risks that could impact the company's strategic, operational, financial, and compliance objectives. Through periodic reviews, the Board ensures the implementation of a robust risk management framework, fostering a culture of accountability, resilience, and informed decision-making across all levels of the organization.

Emerging Risk and Mitigation

Emerging risks for DCCDL stem from multiple factors, including macroeconomic fluctuations, regulatory changes, environmental sustainability concerns, and technological disruptions. The company's ability to maintain high occupancy rates and rental growth is influenced by broader economic conditions, while regulatory shifts in real estate policies and taxation could impact its financial outlook. Additionally, climate-related risks, such as extreme weather events and increasing sustainability expectations, pose challenges for long-term asset management. Furthermore, technological advancements and the rise of flexible workspaces are reshaping tenant preferences, requiring DCCDL to adapt its offerings to remain competitive. Cybersecurity threats also loom large, given the increasing reliance on digital infrastructure for property management and tenant services. DCCDL encounters various risks throughout its business operations, some anticipated and others unforeseen. Regardless of their nature, the company proactively assesses and categorizes each risk based on its potential impact. In alignment with the risk management plan, appropriate forward-looking measures are implemented to mitigate or minimize the effects of these risks.





Sustainable Construction & Brand Management



DCCDL's commitment to ESG in its development projects highlights the significance of sustainability in modern construction practices. We continue to integrate sustainable practices into our operations, from design to construction, ensuring that our developments contribute positively to the environment and society, reinforcing our position as a leader in sustainable urban development. During our site selection and land use planning, our actions are guided by the objectives of environmental protection and sustainable land use. DCCDL actively integrates sustainable site selection criteria into its development projects, ensuring minimal environmental impact while enhancing connectivity and resilience. As per the rules and guidelines set by MoEFCC, DCCDL conducts Environmental Impact Assessments (EIA) and prepares Environment Management Plans before commencing a project, with approvals from SEAC/SEIAA. The company prioritizes linking developments with multi-modal transit networks, reducing carbon emissions and improving accessibility. By locating projects within existing urban areas, DCCDL optimizes land use, avoids unnecessary expansion, and

supports responsible urban growth. Additionally, DCCDL is committed to protecting, restoring, and conserving aquatic ecosystems, floodplain functions, and habitats for native, threatened, and endangered species, aligning with global sustainability standards like LEED certification. The company also safeguards historical and heritage sites, preserving cultural continuity while fostering sustainable development. Redeveloping brownfield sites is another key focus, allowing DCCDL to revitalize previously contaminated or underutilized land, contributing to urban regeneration.

DCCDL prioritizes waste management by diverting construction and demolition materials, as well as reusable vegetation, rocks, and soil from disposal, reducing landfill impact. The company actively undertakes measures to minimize light and noise pollution to help maintain harmony with surrounding communities, enhancing livability. As part of its approach, it utilizes downlight streetlights, which are effective in reducing light pollution. Unlike traditional streetlights that emit light in multiple directions, downlight fixtures are





designed to direct illumination downward, minimizing unnecessary light spill into the sky. This helps reduce skyglow, which obscures stars, and prevents light trespass, which can disrupt ecosystems and human health.

Additionally, the company is committed to protecting air quality during construction, restoring habitats and soils disturbed by development, and safeguarding surface water and aquatic ecosystems by controlling and retaining construction pollutants. The company prioritizes environmental and health attributes in its selection of building materials, ensuring minimal adverse impacts on both the environment and the well-being of its people. It actively incorporates locally extracted or recovered materials to reduce transportation emissions and support regional sustainability. We also seek environmental and health certifications for key materials where applicable. Additionally, we give preference to the procurement of FSC-certified wood-based materials and products, ensuring compliance with global sustainability standards and responsible forestry practices. The company prioritizes adoption of low-carbon

alternative construction materials produced from industrial by-products, further lowering its environmental footprint. Additionally, the company selects low-emitting VOC materials to enhance indoor air quality and minimize health risks. Strengthening its commitment to responsible sourcing, the company carefully

selects construction materials with recyclable composition and packaging, minimizing waste generation. It emphasizes transparency in material selection by requiring disclosures on potential health hazards and strictly adhering to a "Red List" that prohibits substances posing risks to human health and the environment.





Sustainable Supply Chain Management

The Supplier Code of Conduct serves as a fundamental framework to ensure that DCCDL and its associated vendors, suppliers, contractors, and service providers adhere to ethical, environmental, and social standards. DCCDL expects its suppliers to comply with all international, national, and local environmental regulations while striving to incorporate sustainable business practices. Suppliers are encouraged to implement an Environmental Management System (EMS) aligned with global benchmarks such as ISO 14001. They must actively work towards reducing emissions, increasing the use of renewable energy, minimizing waste generation, and adopting water conservation strategies. Furthermore, suppliers should integrate sustainable procurement policies to ensure that raw materials are sourced responsibly, contributing to a greener supply chain.

Human rights and fair labor practices are central to DCCDL's ethical supply chain commitments. The company strictly prohibits child labor,

requiring that all employees engaged by suppliers be at least 15 years old, or comply with higher age requirements set by local laws. Those between 16 and 18 years old are classified as young workers and must be employed under conditions that guarantee fair wages and regulated working hours. Suppliers are also expected to eliminate any form of forced or bonded labor, including human trafficking and coercion, ensuring that employment is based on free will. Additionally, workplace discrimination, whether in hiring, compensation, promotions, or retirement policies, is strictly forbidden. Suppliers must uphold basic human rights principles, including the right to collective bargaining and freedom of association, ensuring a fair and equitable work environment. Suppliers are required to pay their employees at least the minimum wage or industry-standard wages, whichever is higher, and must adhere to all legal wage requirements. Health and safety programs should be proactively implemented, with periodic training provided to employees to ensure adherence to occupational safety standards. Integrity, transparency,

and ethical business practices are non-negotiable values within DCCDL's supply chain. Suppliers must actively prohibit corruption and bribery, implementing robust monitoring mechanisms to identify and prevent unethical practices. Business transactions must align with competitive laws, ensuring that no anti-competitive or fraudulent actions take place.

Suppliers are expected to cooperate fully, providing necessary documentation and supporting evidence to verify adherence to the Supplier Code of Conduct. If any supplier is found in violation of these standards, corrective action plans will be mandated within a specific timeframe, with monitoring procedures in place to ensure compliance. DCCDL actively conducts awareness sessions and training programs to educate suppliers on ethical business practices and environmental stewardship, ensuring that sustainability principles are deeply embedded within the supply chain.





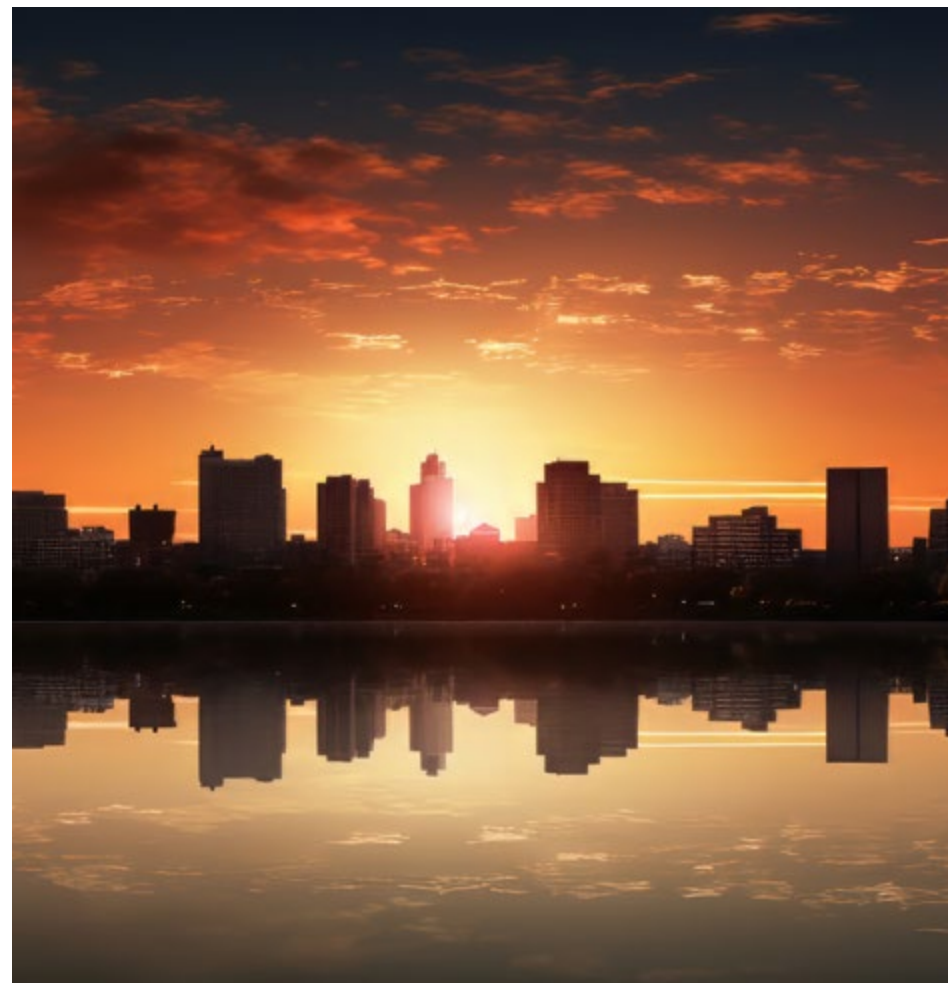
SUSTAINING GREEN GROWTH





Climate Change Strategy

At DCCDL, our commitment to addressing the global challenge of climate change is rooted in a comprehensive and forward-thinking approach. We have integrated a robust Climate Change Strategy into the core principles that define our operations, ensuring that our actions go beyond regulatory compliance to embody proactive environmental stewardship. DCCDL conducted a climate risk assessment in line with the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD) framework. As part of this assessment, we evaluated both physical and transition risks, reviewing our portfolio under various climate scenarios to assess resilience, identify vulnerabilities, and guide risk mitigation strategies. We also evaluated the potential financial risks and opportunities arising from these scenarios to inform our strategic planning and long-term sustainability goals. This approach embeds climate considerations into our day-to-day operations. Demonstrating this commitment further, we conducted a comprehensive Climate Risk Assessment during FY24, employing scenario analysis to deepen our understanding of these risks. For physical risks, we considered SSP 2-4.5 (middle-of-the-road scenario) and SSP 5-8.5 (fossil fuel-driven development scenario), while for transition risks, we analyzed the implications of varying stringency levels through the International Energy Agency's (IEA) Stated Policies Scenario (STEPS) and Sustainable Development Scenario (SDS). Through this rigorous assessment, we are not only mitigating climate-related risks but also positioning ourselves as pioneers in sustainable development—setting ambitious benchmarks, reducing our environmental footprint, and advancing industry standards beyond conventional achievements.





Physical Risk Strategy

Physical risks at DCCDL stem from the direct consequences of climate change, including the escalating occurrence of extreme weather events such as inland floods, cyclones, water shortages, strong winds, coastal flooding, and extreme heat. To address these challenges:

- ▲ **Risk Assessment and Monitoring:** We continuously monitor climate data and predictions to assess potential impacts on our assets. This ongoing assessment helps us update and adapt our risk mitigation strategies effectively.
- ▲ **Resilient Infrastructure:** We are committed to developing resilient infrastructure that can withstand extreme weather events. This involves adopting construction standards that go beyond current regulations and incorporating climate resilience into our design and development process.
- ▲ **Emergency Preparedness:** Enhancing our emergency preparedness and response plans is key to minimizing the impact of sudden climatic events on our operations and stakeholders.

Transition Risk Strategy

Transition risks stem from the economic and regulatory changes associated with transitioning to a low-carbon economy. DCCDL's strategy includes:

- ▲ **Regulatory Compliance and Advocacy:** We collaborate with policy-makers to remain up to date on evolving regulations, ensuring that we align with emerging policies while actively contributing to a more sustainable and responsible regulatory framework.
- ▲ **Market Alignment:** Our strategy aligns with evolving market demands for green buildings and energy efficiency. By leveraging criteria from recognized standards like LEED and GRESB, we enhance the marketability and sustainability of our projects.
- ▲ **Technological Innovation:** We invest in advanced technologies to reduce our carbon footprint and energy dependence. This includes large-scale implementation of renewable energy solutions and energy-efficient building systems.

Implementation of Renewable Energy and Energy Efficiency

DCCDL's strategy is centered on a bold transition toward renewable energy, aiming to increase the renewable energy intensity of our rental assets to 60% by 2030, using FY2019-20 as the baseline year. This aggressive shift underscores our commitment to sustainability by prioritizing the expansion of renewable initiatives across our operations. This shift is supported by strategic alliances with renewable energy providers and investments in scalable solar and wind energy projects, reflecting our comprehensive approach to sustainable energy usage. In tandem, our properties are equipped with modern, effective energy-saving technologies such as IoT-enabled smart systems, environmentally friendly lighting, and adaptive HVAC systems. These not only optimize energy use but are also continuously refined through ongoing monitoring, ensuring alignment with the latest in energy efficiency innovations.





Sustainable Practices and Stakeholder Involvement

Sustainability resonates through every project undertaken by DCCDL, right from the planning stage to construction, operations, and management. We utilize recycled materials and follow responsible sourcing practices to ensure that our buildings meet stringent environmental benchmarks like LEED and GRESB. In doing so, our buildings are not just sustainable but also enhance occupant well-being. Our proactive stakeholder engagement strategy further fortifies our commitments, where we maintain robust dialogues with customers, investors, communities, and employees, integrating their insights to refine our strategies and promote broader environmental stewardship. Regular participation in community programs and the cultivation of customer feedback mechanisms are central to our approach, allowing us to address environmental impacts effectively and inclusively.

Resilience, Policy Advocacy, and Continuous Improvement

Our climate strategy also includes comprehensive adaptation measures and resilience plans to anticipate and combat potential climate-induced challenges, ensuring that our developments can withstand various environmental stresses while maintaining operational continuity. As leaders in real estate development, DCCDL actively participates in policy development and industry forums to promote and support sustainable practices across the board. This proactive policy advocacy helps us shape a sustainably conducive regulatory environment for the industry. Our commitment to transparency

and accountability is underscored through meticulous internal audits, external assessments, and detailed reporting of our performances, challenges, and adaptive strategies in our annual sustainability reports. These reports not only demonstrate our progress but also keep us aligned with our goal of continuous improvement in sustainable development.

The DCCDL Climate Change Strategy is integral to our mission, reinforcing our dedication to sustainable development and establishing us as a benchmark in the real estate sector for environmental responsibility. Each facet of our strategy helps reduce our carbon footprint and promotes a sustainable operating model, ensuring that DCCDL leads the way in the industry's fight against climate change. This comprehensive strategy serves as a foundation for further detailed discussions on our environmental initiatives, in subsequent sections focusing on our multifaceted approach to 'Sustaining Green Growth'.





Water & Wastewater Management

In the context of escalating global water scarcity, the importance of water conservation and sustainable management has never been more pronounced. Real estate developments are scrutinized for their environmental impact, especially concerning water use and management, making these factors critical in shaping public perception and investor confidence. Stakeholders—including regulatory bodies, customers, and communities—increasingly expect us to demonstrate stewardship over this precious resource. Balancing water conservation with the demands of urban development challenges the sector to innovate and transform traditional practices into sustainable solutions.

At DCCDL, effective and responsible water management forms a core pillar of our environmental sustainability initiatives. We perceive water management as a critical responsibility towards the ecosystems we operate within and a strategic business imperative that enhances our operational resilience and sustainability. Our comprehensive water and wastewater strategies are meticulously designed to optimize water use,

increase the efficiency of water consumption, and ensure high standards of wastewater treatment. These efforts are underpinned by rigorous adherence to international standards such as LEED Zero Water and ISO 14001, which affirm our commitment to leading the industry in sustainable water practices.

Strategic Water Conservation and Management

With operations across varied geographical locations, our approach is both localized and holistic, ensuring adaptability and effectiveness in water management practices.

▲ Water Withdrawal

Our strategy prioritizes the reduction of groundwater dependency by advancing rainwater harvesting and maximizing municipal water use. This approach is aligned with our goal to mitigate over-reliance on any single source, especially in water-stressed regions. Through innovative water conservation techniques and technologies, such as low-flow faucets and fixtures, water-efficient landscaping,

and IoT-based water management systems, we have significantly reduced water consumption across our properties. These initiatives not only reduce our total water intake but also diminish the operational costs associated with water use, creating a sustainable model of resource use that benefits both the environment and our business.



**Table No. 7: Water Withdrawal**

Water Withdrawal Source	Quantity (Million KL)	% of total Withdrawal
Municipal water	1.98	82.5%
Third Party Water (Tanker Water)	0.42	17.5%
Total	2.40	-
Intensity (KL of Water Withdrawal per INR Lakh of Revenue)	3.79	-

▲ Wastewater Management

Managing the wastewater output is as crucial as managing water intake. At DCCDL, our focus extends to effective wastewater treatment, ensuring minimal environmental discharge. Utilizing advanced Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs), we processed a substantial volume of wastewater, with an inlet volume at ETP/STP recorded at 2.49 Million KL. The advanced treatment processes allow us to recycle and reuse a considerable portion of our treated water, primarily for gardening and secondary cleaning processes.

In total, we have managed to recycle and reuse approximately 2.13 Million KL of water, which corresponds to an exceptional overall recycling rate of 85.33%. This not only evidences our effective water management strategies but also highlights our commitment to reducing the consumption of fresh water and minimizing wastewater discharge into the environment.

▲ Water Discharge

All of DCCDL's properties operate as Zero Liquid Discharge (ZLD) facilities, ensuring that no untreated wastewater is released into the environment. Our stringent standards and processes guarantee that all water is treated and repurposed for beneficial uses within our operations, fully aligning with local and international environmental regulations.

Table No. 8: Overview of Water Consumption, Generation, Reuse and Recycle

Description	Quantity (Million KL)
Water Consumed / Used	4.53*
Wastewater Generated (Inlet for ETP/ STP)	2.49
Total Water recycled and reused (Outlet of ETP/ STP/ RO/ MEE)(back to process/ gardening)	2.13
Total Rainwater Harvested	0.66
% Water Recycled	85.33%

**Total water consumed is considered as sum of the total water withdrawn and the total water recycled and reused.*





Excellence in Achieving LEED Zero Water and adhering to ISO standards

The pursuit of LEED Zero Water certification by DCCDL is a key highlight of our water management strategy, showcasing our dedication to achieving the highest standards of water conservation and sustainability. LEED (Leadership in Energy and Environmental Design) provides a comprehensive framework that encourages and recognizes exceptional environmental responsibility and efficient use of resources in buildings. Achieving Zero Water certification under the LEED program specifically underscores our commitment to maximizing water efficiency and minimizing waste.

LEED Zero Water Certification necessitates that buildings demonstrate an ability to achieve a net-zero water usage balance. This essentially means that the total quantity of water used on-site is completely offset by non-potable water generated on-site, through strategies such as rainwater harvesting, stormwater management, water recycling, and the use of onsite treated wastewater. This ambitious goal aligns with our broader environmental strategy to significantly reduce reliance on municipal water sources and to entirely negate the impact of our operations on the natural water cycle.

Key Components of Our LEED Zero Water Strategies Include:

- ▲ **Advanced Water Recycling Systems:** Our facilities are equipped with state-of-the-art water treatment plants that incorporate technologies such as membrane bioreactors (MBR), reverse osmosis (RO), and advanced oxidation processes. These systems treat wastewater to a quality suitable for reuse in irrigation, toilet flushing, and cooling towers, significantly reducing the demand for potable water.
- ▲ **Rainwater Harvesting and Storage:** We implement large-scale rainwater harvesting systems that capture runoff from rooftops and pavements. The collected water is treated and stored in dedicated tanks for non-potable uses, which helps in maintaining groundwater levels and reducing stormwater runoff, a major contributor to urban flooding. Downtown Gurgaon features a robust rainwater collection and treatment system. After filtration, the harvested rainwater is utilized for domestic purposes during the monsoon, resulting in a savings of approximately 500 KL each season since its implementation in 2024.
- ▲ **Optimizing Water Efficiency Through Condensate Utilization:** Cybercity Chennai is implementing condensate water utilization, which refers to the practice of collecting and reusing water formed through condensation, typically from air handling units (total number of AHUs: 537). This practice has gained attention due to its potential environmental and economic benefits, such as saving around ₹18 lakh per year.
- ▲ **Smart Water Metering and Management:** Utilizing IoT-based smart water meters, we continuously monitor and manage water usage across our properties. This technology allows for real-time data collection and analysis, helping us to quickly identify and address leaks or spikes in water usage, thereby ensuring optimal water efficiency.
- ▲ **Public Awareness and Stakeholder Engagement:** We engage with tenants, maintenance staff, and other stakeholders through workshops and training programs to promote water-saving practices. Educating users about the importance of water conservation is crucial to achieving our water usage goals.





The success in achieving LEED Zero Water certification across multiple properties not only reflects our technical capabilities but also our organizational commitment to sustainable development. These certifications are not merely accolades but a reflection of our actionable commitment to preserving vital water resources and enhancing the sustainability of our built environment.

Impact and Continuous Improvement:

As part of our commitment to continuous improvement, our LEED-certified buildings informs our sustainability strategies moving forward. We consistently review and adapt our water management practices based on performance outcomes, striving to extend LEED principles across our new and existing developments. Through vigilant management, innovative technologies, and community engagement, DCCDL aims to maintain its leadership in sustainable building practices and contribute positively to global efforts in water conservation. Through these focused efforts, DCCDL not only leads in compliance but also pioneers in environmental stewardship, setting a benchmark for others in the industry to follow. Our adherence to ISO 14001 for environmental management standardizes our approach across all operations, ensuring consistent achievement of regulatory requirements and continual environmental performance improvement. Through such frameworks, we establish precise targets, implement effective policies, and engage in periodic reviews to enhance our water conservation and wastewater management strategies continually.





Energy Efficiency

In the contemporary global context, where sustainability and environmental preservation are paramount, the significance of energy efficiency within the real-estate sector emerges as a focal point of discussion. At DCCDL, we recognize this imperative and have strategically positioned energy efficiency at the core of our operational ethos. As urban developers, our responsibility extends beyond constructing spaces; it encompasses creating environments that are sustainable, cost-effective, and ecologically responsible. Energy efficiency in our building operations directly contributes to a substantial reduction in carbon footprint, promotes substantial cost savings through reduced energy consumption, and significantly enhances the asset value, making properties more attractive to eco-conscious investors and tenants. Furthermore, with rigorous environmental policies shaping business landscapes, DCCDL's commitment to energy-efficient practices ensures compliance with both national and global environmental standards, while simultaneously addressing the demands of various stakeholders, including

regulatory bodies, environmental groups, and the communities we serve. This section of our sustainability report outlines our strategic approach to integrating advanced energy management practices across our properties, reinforcing our dedication to promoting sustainability and reducing environmental impact through intelligent energy use.

Strategic Implementation of Energy Efficiency Measures

Our approach to energy management is meticulous and multifaceted, combining state-of-the-art technology with innovative building designs to optimize energy consumption across all operations. Energy efficiency is not simply a component of our business strategy; it is integrated into the very fabric of our development projects. We employ a variety of energy-saving technologies and design strategies aimed at reducing our buildings' operational energy requirements substantially. For instance, our adoption of advanced HVAC systems that adjust cooling and heating based

DLF Cyber City Chennai is 85% Green Powered





DLF Cyber City Hyderabad is 100% Green Powered

Renewable Wind and Solar power is used to operate the project.



on real-time occupancy and weather data has led to significant energy savings. The transition to LED lighting across all common areas, along with the use of energy-efficient windows and enhanced insulation materials, has significantly minimized energy wastage while improving the thermal comfort of our buildings. Additionally, the adoption of regenerative drive elevators has led to an 18% reduction in energy consumption, and our renewable energy initiatives generate 2,70,000 kW of green energy annually. As part of our long-term strategy, we aim to ensure that at least 90% of our total rental portfolio is Green Building certified by 2030. Many of our buildings already hold a Bureau of Energy Efficiency (BEE) Certification, which underscores our commitment to energy-efficient practices and sustainable development, helping us align with national energy conservation standards while reducing our overall carbon footprint. The benefits of these initiatives extend beyond energy savings, positively impacting air quality and fostering

healthier workspaces for tenants. This, in turn, enhances workplace productivity and satisfaction. The BEE certification, which evaluates buildings based on energy consumption patterns, efficiency measures, and overall sustainability, further reinforces these advantages by ensuring adherence to rigorous energy conservation standards. Through these combined efforts, DCCDL continues to drive development while creating high-performing, environmentally responsible spaces.

Moreover, DCCDL has made considerable investments in renewable energy sources, which play a critical role in our energy strategy. Our properties increasingly rely on solar and wind energy installations to supplement our energy needs, aiming to reduce dependency on the traditional power grid and minimize our carbon emissions. Here's a summarized depiction of our energy consumption for the past year, highlighting the split between non-renewable and renewable sources:




Table No. 9: Energy Consumption from various sources

Type of Source	Source	Unit	DCCDL Consumption	% of Total Energy	Tenant Consumption
Non-Renewable Source	Grid	TJ	485.54	68.38%	945.42
	Diesel	TJ	24.13	3.40%	-
	PNG	TJ	6.97	0.98%	-
	Total	TJ	516.64	72.76%	945.42
Renewable Source	Solar	TJ	14.75	2.08%	-
	Grid & PPA	TJ	178.63	25.16%	220.87
	Total	TJ	193.38	27.24%	220.87
Total Energy Consumption		TJ	710.02		-
Intensity (TJ of Energy used per INR Lakh of revenue generated)		TJ / INR Lakh	0.0011		





Leading the Energy Efficiency and Sustainable Lighting Practices

▲ **LEED Platinum Certification:** At DCCDL, we have strategically embraced LEED Platinum certification to enhance our building's operational efficiency and sustainability. As the most prestigious rating achievable under the US Green Building Council's Leadership in Energy and Environmental Design (LEED), Platinum certification reflects adherence to the highest standards of energy conservation and environmental design. In practice, LEED Platinum certification guides the architectural design and construction phases at DCCDL. This includes optimizing site potentials, minimizing non-renewable energy consumption, and using environmentally preferred materials. For instance, our buildings incorporate highly efficient glazing and insulation in the building envelope to reduce thermal losses. HVAC systems are chosen based on their ability to reduce energy consumption substantially below the baseline level defined by standard practices. Moreover, DCCDL's approach to achieving LEED Platinum involves stringent monitoring and verification of energy usage. Buildings are equipped with advanced metering infrastructure that provides real-time data

on energy consumption, allowing for adaptive energy management strategies that respond to peak demand and usage patterns. The integration of renewable energy sources, like solar panels and possibly wind turbines, is maximized to contribute to the buildings' energy needs, hence reducing reliance on non-renewable grid electricity.

▲ **ISO 14001 Environmental Management System:** ISO 14001 certification is fundamental to DCCDL's operational framework, enhancing not just our environmental sustainability but also fortifying our energy management systems. This global standard provides a structured approach to environmental and energy management, requiring consistent review and improvement, which aligns perfectly with our commitment to sustainability. For DCCDL, ISO 14001 influences energy conservation measures by integrating them with environmental management policies. This includes the tactical use of technology to reduce the carbon footprint and carefully selected waste management and recycling protocols that indirectly affect energy use by reducing the energy intensive processes of waste handling and disposal.

DCCDL's robust approach to energy efficiency encapsulates our dedication to sustainability and showcases our proactive efforts in leading the real estate sector towards greener operational practices. Through intelligent design, strategic investments in technology, and a steadfast commitment to global environmental standards, we continue to build on our legacy as a frontrunner in sustainable development. As we move forward, DCCDL is committed to continuing its journey of innovation and improvement in energy efficiency, ensuring that each project not only meets but exceeds the evolving standards of environmental stewardship, thereby delivering value to our stakeholders and contributing positively to the global ecological landscape.





GHG Emission Management

As part of our overarching commitment to sustainability and environmental responsibility, DCCDL has initiated aggressive strategies aimed at reducing greenhouse gas (GHG) emissions within our operational purview. We

have embarked on a comprehensive strategy to diminish our carbon footprint significantly. This strategy encompasses a dual approach: optimizing energy efficiency across our building portfolio and expanding the use of renewable

energy sources. Such efforts align with our broader commitment to achieving Net Zero emissions, demonstrating our dedication to sustainable development and environmental stewardship.

Table No. 10: Consolidated GHG Emissions

Type of Emissions	Unit	Quantity	% of total	Intensity (tCO ₂ e per INR Lakhs of Revenue)
Scope 1 Emissions	ktCO ₂ e	11.78	4%	0.017
Scope 2 Emissions (Location Based)	ktCO ₂ e	98.05	36%	0.160
Scope 3 Emissions	ktCO ₂ e	190.92	60%	0.261
Total GHG Emissions	ktCO₂e	300.75		0.438

Emission Reduction Initiatives at DCCDL

To achieve notable GHG emission reductions, DCCDL is focusing on two primary fronts: enhancing energy efficiency and increasing the use of renewable energy sources. By implementing these strategies, we have made a significant stride towards our goal of Net Zero

emissions. Strengthening this commitment, we have established a Net Zero Policy, which includes tracking Scope 1 and Scope 2 emissions while initiating comprehensive Scope 3 monitoring, collaborating with tenants, suppliers, and stakeholders to drive sustainable practices, and ensuring transparent reporting on our progress. Through these efforts, we are aligning

with global climate goals and continuously advancing our sustainability initiatives.

- ▲ **Enhanced Energy Efficiency in Buildings:** We conduct regular comprehensive energy audits which are pivotal in identifying the most effective upgrades and interventions needed to reduce energy consumption and





GHG emissions. We've transitioned to sensor-based lighting systems across multiple properties, alongside adopting state-of-the-art, energy-efficient lighting and HVAC systems. These technologies not only curtail our energy usage but are vital in mitigating our overall environmental impact.

▲ **Adoption of Renewable Energy:** We have made significant investments in solar energy with current installations capable of generating up to 4 MW from various building rooftops. This strategy marks a critical shift toward on-site generation of renewable energy, drastically reducing our dependency on the conventional power grid and lowering our operational carbon emissions. Additionally, some of our retail properties have taken pioneering steps by adopting wind-generated electricity and open access power schemes, further diversifying our energy mix and solidifying our commitment to renewable energy solutions.

Impact and Future Goals

The initiatives we've launched have significantly mitigated our GHG emissions, propelling us towards our ambitious goal of achieving Net Zero emissions. As we move forward, DCCDL remains steadfast in its commitment to integrating

innovative solutions and technologies. We are determined to continually explore and incorporate cutting-edge technologies and innovative methodologies that can significantly lessen our environmental impact. We also place high importance on regular evaluation and refinement of our energy strategies, ensuring our position as a leader in environmental sustainability within the real estate sector. Adaptability in our practices to emergent technologies, market trends, and legislative changes is paramount in enhancing our environmental responsiveness and overall sustainability profile.

Major achievements

Our site in Hyderabad acts as a beacon of our renewable efforts, now operating entirely on renewable electricity. This full-scale conversion to 100% renewable energy is a major milestone in our sustainability journey, showcasing our capability and resolve for comprehensive renewable integration. Moreover, our Chennai IT Park and Mall of India in Noida exemplify our progressive energy strategy, utilizing 85% and 50% renewable electricity, respectively. We closely monitor their performance to optimize energy usage continually and elevate the proportion of renewable energy sources in their energy mix.





Resource Efficiency and Waste Management

At DCCDL, we embrace a holistic and proactive approach to resource efficiency and waste management, deeply embedded in the principles of the circular economy. Our strategies are designed to minimize waste generation and maximize resource utilization across all operational aspects. This commitment is integral to our goal of achieving significant environmental stewardship and aligns with our broader sustainability objectives. Our dedicated approach encompasses the entire lifecycle of resources used in our operations, from procurement through to disposal, ensuring that every step is managed with the utmost responsibility and efficiency. We strive to exceed the regulatory compliances, adopting a 'go beyond compliance' philosophy that showcase .

Waste Management Performance & our strategies to minimize waste

At DCCDL, waste reduction begins at the source. By implementing stringent procurement policies, we focus on purchasing

recycled and recyclable materials and work closely with suppliers who share our commitment to sustainability. Our operational procedures are continually reviewed and optimized to prevent excess waste generation, emphasizing reuse and recycling wherever possible.

Table No. 11: Waste Generated

Description	Waste Generated (MT)	% of total Waste
Hazardous Waste	709.28	8.67%
Non-Hazardous Waste	7,472.68	91.33%
Total	8,181.96	-
Intensity (MT of Waste Generated per INR Lakh of Revenue)	0.0129	

In tackling the diverse waste streams generated across our properties, we employ a variety of innovative and effective waste management practices. These include partnering with authorized waste disposal vendors for the safe and sustainable handling of hazardous materials & e-waste as per the regulatory guidelines,

and implementing organic waste composting systems that convert biodegradable waste into valuable compost for landscaping purposes. Furthermore, our shift towards digital solutions, like the e-visitor management system, helps us reduce paper waste and fostering a more sustainable operational environment.



**Table No.12: Waste Diverted from Disposal**

Description	Waste Diverted from Disposal (MT)	% of total Waste Generated
Recycled	7,844.00	95.87%
Reused	189.43	2.32%
Total	8,033.43	98.18%

A total of 8,181.96 metric tons of waste was generated across DCCDL's operations. Of this, we successfully diverted an impressive 98.18% of total waste generated from disposal. This substantial portion was either recycled, reused within our operations, or recovered in a manner that furthers our sustainability goals. This achievement not only highlights our capability in managing waste efficiently but also our dedication to environmental conservation. This high diversion rate is the result of our meticulous approach to managing the lifecycle of resources utilized in our operations. By implementing robust segmentation and treatment processes, we ensure that the majority of waste materials are processed in a way that either brings them back into use or converts them into valuable new forms.

Table No.13: Waste Diverted to Disposal

Description	Waste Diverted to Disposal (MT)	% of total Waste
Incinerated	0.91	0.011%
Landfilling	147.50	1.803%
Other Disposal Method	0.11	0.001%
Total	148.52	1.815%

Marginally 1.8% of the total waste which cannot be recycled or reused, has been responsibly sent to disposal. We ensure that this disposal is carried out in strict alignment with the guidelines set forth by the Central Pollution Control Board (CPCB), maintaining the highest standards of environmental safety. To manage this facet of our waste stream, we engage with government-authorized vendors who are equipped to handle waste disposal safely and share our commitment to sustainability. These partnerships remain crucial for us to ensure that even the impact of waste disposal remains minimum.





LEED Zero Waste Certification Across DCCDL's Assets

We proudly sustain the achievement of LEED Zero Waste Certification across the majority of our assets, a testament to our unwavering commitment toward the highest standards of sustainability. This prestigious recognition not only showcases our proficiency in resource management but also emphasizes our capability to effectively implement and consistently maintain rigorous environmental practices. With LEED Zero Waste Certification we underscore our dedication and methodical approach to sustainable waste management. Achieving this certification involves a comprehensive strategy encompassing waste reduction, meticulous segregation, and robust recycling practices. Our facilities are rigorously evaluated on various fronts, including waste prevention strategies, the efficiency of material utilization, and a profound commitment to sustainability throughout all operational areas. By meeting these stringent criteria year after year, we affirm our ongoing commitment to operational excellence and steadfast dedication to environmental sustainability.

Our Waste Management Strategies:

▲ Comprehensive Recycling Programs:

One of the cornerstones of our LEED Zero Waste Certification is our extensive

recycling efforts. We have implemented comprehensive recycling programs that cover a wide range of materials, from standard recyclables like paper and plastics to more complex items like electronics and construction debris. This broad approach ensures that the majority of waste generated is redirected back into productive use.

- ▲ **Advanced Segregation Systems:** Another practice that significantly contributes to retaining our LEED certification is our advanced waste segregation systems installed at source points. These systems are designed to minimize contamination and maximize the quality of recyclable materials collected. By ensuring that waste is properly sorted at the source, we increase the efficiency of our recycling programs and reduce the volume of waste that requires disposal.
- ▲ **Employee Training and Engagement:** Regular training sessions are conducted to educate our employees about sustainability principles, proper waste handling, and segregation practices. Engaging our staff is crucial as it fosters a culture of sustainability within the organization and ensures compliance with our waste management protocols on a day-to-day basis.
- ▲ **Vendor Partnerships for Sustainable Disposal:** For waste that cannot be recycled

or reused, we partner with certified sustainable disposal companies that adhere to the highest environmental standards. These partnerships are essential in ensuring that the disposal processes are as environmentally friendly as possible, aligning with the stringent requirements of LEED certification.

▲ Innovation and Continuous Improvement:

We are committed to continuous improvement in our waste management strategies. By leveraging the latest technologies and innovative practices, we consistently enhance our waste reduction efforts. This proactive approach in adapting and evolving our methods is key to maintaining our LEED Zero Waste status.

As we uphold our LEED Zero Waste Certification and continue to push the boundaries of what is achievable in sustainable waste management, at DCCDL we are dedicated to further elevating our environmental practices. The integration of comprehensive waste management systems, adherence to LEED Zero Waste standards, and a culture of sustainability are instrumental to our success at DCCDL. As we move forward, we remain firmly committed to enhancing our sustainability initiatives, aiming to set even higher standards in waste management and resource efficiency in the real estate industry.





Biodiversity Protection & Conservation

In alignment with the biodiversity management practices initiated at DLF Group, DCCDL adheres to these established protocols, embedding them into the fabric of our business operations. With a deep awareness of our environmental responsibilities, we are dedicated to placing biodiversity conservation at the forefront of our strategic vision.

Strategic Commitment to Biodiversity

DLF Group is committed to safeguarding environmentally sensitive areas, including globally and nationally recognized heritage and protected zones. This approach reflects our broader dedication to responsible development and environmental stewardship.

Comprehensive Biodiversity Enhancement Methods

To facilitate a harmonious balance between development and nature conservation, DLF Group implements several strategic actions across the lifecycle of our projects:

▲ **Green Landscaping and Afforestation Initiatives:** We have invested in green landscaping to ensure that each of our projects contributes positively to local biodiversity. This involves extensive tree planting and the introduction of varied plant species that support native wildlife, enhance air quality, and beautify our developments.

▲ **Biodiversity-Focused Design and Construction:** Our construction and design practices are meticulously planned to minimize environmental disturbances. We adopt sustainable building practices that use environmentally friendly materials and techniques to preserve soil health, water resources, and overall site integrity during construction activities.

Implementing Mitigation Hierarchy for Biodiversity Impact

Our approach to biodiversity management is structured around a rigorously applied

mitigation hierarchy aimed at maximizing conservation outcomes:

▲ **Damage and Disturbance Avoidance:** New projects are strategically planned to avoid environmentally sensitive areas, thereby preserving their ecological richness and reducing the risk of habitat fragmentation.



- ▲ **Impact Minimization:** Our operations are conducted in a manner that reduces our ecological footprint. Techniques include controlling erosion, rainwater harvesting, and reducing light and noise pollution, all of which contribute to minimizing our impact on local ecosystems.
- ▲ **Partnerships for Conservation:** Recognizing that biodiversity conservation is a collaborative endeavor, we partner with wildlife conservation organizations, academic institutions, and government agencies to develop and implement effective biodiversity strategies.
- ▲ **No Net Loss Goals:** In alignment with DLF Group's commitment to achieving 'No Net Loss' in biodiversity and, wherever possible, we aim for net positive impacts through proactive conservation and enhancement measures.

By prioritizing biodiversity in our sustainability agenda, we fulfill our environmental responsibilities and make efforts to enhance the livability and appeal of its developments. Our dedicated efforts ensure that we continue to lead as a responsible developer, firmly committed to preserving and enriching the natural environments that surround and sustain our communities. Through these comprehensive strategies, we are enduring a legacy of sustainability and stewardship for future generations.





IMAGINING A BETTER TOMORROW





Occupational Health & Safety

DCCDL ensures that every individual within its ecosystem benefits from a secure, healthy, and enabling work environment. Through robust risk assessments, emergency preparedness plans, and continuous employee training, the company aims to minimize occupational hazards and reinforce a culture of safety excellence. Further reinforcing its commitment to safety, DCCDL properties hold the prestigious British Safety Council Sword of Honour, a recognition awarded to organizations that demonstrate excellence in health and safety management. This distinction underscores DCCDL's dedication to maintaining world-class safety standards.

Occupational Health & Safety Management

DCCDL has implemented a Five-Star Occupational Health and Safety Management System and an ISO 45001-certified OH&S management system, ensuring a structured approach to workplace safety and risk mitigation. This robust framework is based on the Deming Cycle—Plan, Do, Check, Act, emphasizing continual improvement in health, safety, and environmental (HSE) performance. Through this system, DCCDL consistently evaluates workplace hazards, refines safety strategies, and enhances operational efficiency to foster a secure and risk-free environment.

The OHSMS framework covers all Occupational Health & Safety Management Systems within DCCDL's operational areas, with a structured

approach to workforce roles and responsibilities. Each area consists of specialized teams responsible for maintaining key safety and operational functions. Technical teams are entrusted with maintaining plant and equipment, ensuring uninterrupted service for clients, while security personnel oversee premises protection and parking management. The fire prevention team conducts routine safety activities to mitigate potential hazards, and housekeeping personnel ensure cleanliness and hygiene across all designated areas.

Additionally, pantry personnel provide daily refreshments, supporting employee well-being and workplace productivity. DCCDL's safety framework extends across critical infrastructure zones, including pump rooms, utility rooms, air conditioning and electrical supply rooms (high

and low voltage), basements, terraces, and lift lobbies. The company has established backup systems, such as battery rooms, storerooms, and fan rooms, which play a vital role in air circulation and emergency preparedness—particularly in cases of fire incidents. It is important to note that safety audits and recommendations from risk assessments apply specifically to common areas of DCCDL's buildings, ensuring compliance with industry safety standards and reinforcing best practices across its properties. The following section highlights DCCDL's proactive approach to workplace safety, showcasing initiatives that reinforce its dedication to health, security, and risk mitigation in all its properties.





Indoor Air Quality & Ventilation Standards at DCCDL

Maintaining high indoor air quality within office spaces is essential for ensuring a healthy and productive work environment. Air pollution inside buildings can stem from both natural agents, such as mold spores, and synthetic chemicals, including cleaning fluids. Poor air circulation and contamination can lead to respiratory discomfort, and other potential health risks. To mitigate these concerns, DCCDL emphasizes the importance of adequate ventilation systems that deliver fresh, high-quality indoor air while maintaining comfortable humidity and temperature levels. To uphold stringent air quality standards, office machines and ventilation system components undergo regular inspections and maintenance, following protocols outlined in our internal IMS-COVID19-SOP. All office machines and equipment are installed according to manufacturer's guidelines and best practices to ensure optimal performance and safety. Additionally, food and beverages are restricted to designated areas, such as the pantry, cafeteria, and breakout zones, to minimize air contamination risks. In alignment with environmentally responsible practices, DCCDL ensures that only human- and eco-friendly pest control chemicals are used across its properties. Air Handling Units (AHUs) are configured to maintain a minimum of 10% fresh air intake, allowing consistent circulation of outdoor air into office spaces. Temperature control plays a vital role in indoor comfort, with an optimal range of 24°-25°C ensuring a pleasant work atmosphere. Likewise, maintaining air humidity levels between 50-60%, with no excessive drafts, further enhances workplace well-being and sustainability.



Fire & Electrical Safety Standards

Ensuring fire and electrical safety within office spaces and commercial properties is a top priority for DCCDL. The presence of large amounts of combustible materials, such as paper, furniture, and carpeting, increases the risk of fire hazards, making it imperative to implement stringent preventive measures. Proper fire extinguisher placement, alarm systems, and fire hazard control mechanisms ensure that emergencies can be managed effectively. Automatic sprinklers and sensors are maintained without obstruction, and space heaters, except for oil-based models, are strictly prohibited to prevent accidental ignition. To further mitigate risks, office interiors utilize flame-retardant materials, ensuring compliance with safety guidelines. All access-controlled doors are seamlessly integrated with the fire alarm system and Emergency Door Release (EDR) mechanisms for swift evacuation during emergencies. Every individual within DCCDL's properties is educated on emergency response protocols, including how to report a fire or other emergencies, the location of fire alarm pull stations, proper fire extinguisher usage, emergency exit locations, and designated assembly areas. Any voltage above 50V is considered hazardous, necessitating proper grounding of all equipment through 30mA RCCB-powered systems to avoid electric shocks. Employees are encouraged to use portable power battery-operated devices, reducing dependency on direct electrical connections and minimizing risks. Power strips are securely mounted, and daisy chaining of electrical outlets is strictly prohibited to prevent overheating and electrical failures. To further enhance workplace safety, ISI-certified metallic extension boards are mandated, ensuring reliability and durability.





Employee Safety Monitoring: A Three-Year Overview

Over the past three years, DCCDL has consistently monitored workplace safety indicators, ensuring a secure and risk-free environment for employees. By systematically tracking key metrics such as absentee rate, injury frequency, and lost day rate, the organization has maintained an exemplary safety record, with zero incidents reported across all monitored categories.

Table No. 14: Summary of Safety related incidents for employees

Indicator	FY2024-25	FY2023-24	FY2022-23
Work related Injuries	0	0	0
Total Recordable Injury Frequency Rate (TRIFR)	0	0	0
Fatalities	0	0	0
High-consequence work-related injuries	0	0	0

Table No. 15: Summary of Safety related incidents for workers who work on properties controlled by DCCDL

Indicator	FY2024-25	FY2023-24	FY2022-23
Work related Injuries	7	6	4
Manhours Worked	21,208,299	22,113,083	24,791,083
Total Recordable Injury Frequency Rate (TRIFR)	0.188	0.045	0.121
Fatalities	0	0	0
High-consequence work-related injuries	0	0	0

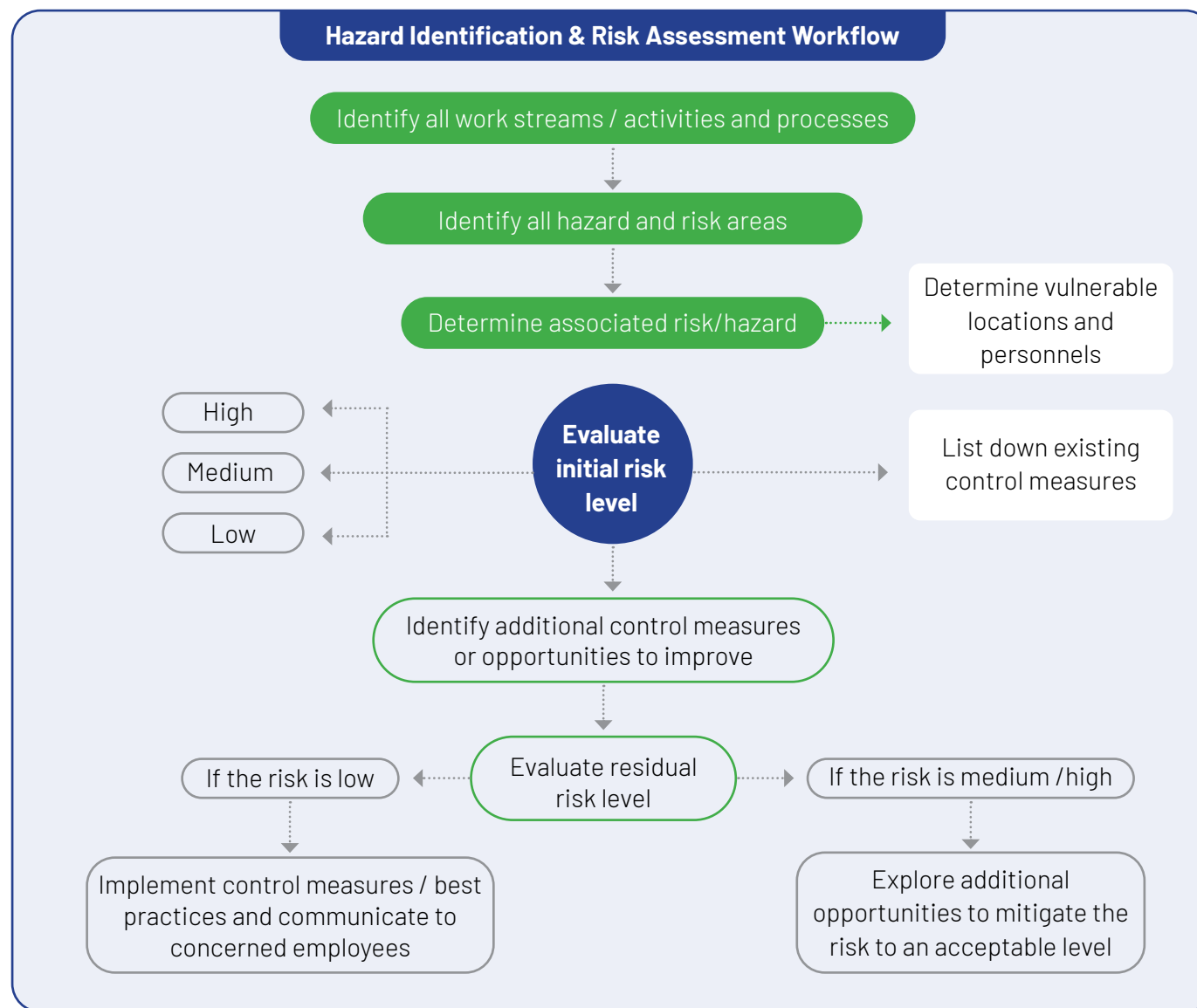
* Please note that at DCCDL, we document work-related injuries under two broad categories: injuries requiring medical treatment and injuries requiring first aid. The former recorded four injuries in FY25, while the latter also recorded three injuries in FY25.





Safety Risk and Hazard Assessment

The company follows a structured risk management process that defines the roles and responsibilities of management while ensuring that both routine and non-routine activities undergo thorough evaluation. DCCDL's risk assessment approach includes several specialized evaluations, such as Hazard Identification & Risk Assessment (HIRA), Control of Substances Hazardous to Health (CoSHH) Risk Assessment, Manual Handling Risk Assessment, Fire Risk Assessment, and Display Screen Equipment Risk Assessment, ensuring a robust and systematic method for addressing workplace safety concerns. Through its HSSE-Risk Management & SOP-07, DCCDL establishes stringent safety standards, guiding its approach to hazard assessment and risk control. Once controls are implemented, follow-up risk assessments are conducted to confirm their effectiveness and ensure risks remain within acceptable limits.





To maintain continuous oversight, DCCDL deploys both active and reactive safety systems, ensuring comprehensive workplace protection. Planned preventative maintenance (PPM) schedules cover essential equipment servicing, while employee-driven suggestion schemes, routine safety checks, and structured daily hazard reporting enhance workplace vigilance. Internal audits are conducted by the System and Process Audit Department (SPAD), with an annual Five Star OH&S audit by the British Safety Council, supplemented by third-party audits from reputed firms like MARSH India, Chola MS Risk, and BVIL. Fire safety evaluations and safety observation tours by trained safety teams further strengthen occupational risk management. In addition, incident investigations, near-miss reports, and non-conformance reports allow for continuous learning and improvement in hazard control measures. Mock drills form a critical part of DCCDL's emergency preparedness strategy, ensuring personnel are trained in evacuation procedures and crisis response. Drills are conducted biannually across all sites, with more frequent reviews in high-risk zones such as Gurgaon, where drills occur every three months. Each drill is systematically evaluated, generating a post-drill report to identify

areas for improvement, ensuring that DCCDL maintains a world-class safety standard. All workplace activities undergo a priority-based assessment, where high-risk tasks are given precedence in safety planning. A standardized risk rating formula (Likelihood × Severity) is used to determine overall risk levels, ensuring that existing controls are reviewed for adequacy and improved where necessary. Additionally, DCCDL ensures that hazard and risk communication is effectively delivered in multiple languages, including English, Hindi, Punjabi, Bengali, Tamil, and Telugu, enhancing employee awareness and understanding.

Reporting Workplace Hazards

The Hazard Reporting of the Day (HROD) initiative allows employees to submit daily observations, with designated personnel conducting facility rounds and submitting reports to building managers. The Safety Suggestion Scheme provides opportunities for employees to propose improvements to workplace safety, while the Spot the Hazard Scheme encourages proactive hazard identification across different operational zones. To motivate participation, reward and recognition programs are implemented, acknowledging employees who actively contribute to workplace safety.

Incident Investigation, Worker Participation & Corrective Action Implementation

To facilitate continuous engagement, DCCDL has formed two key safety committees: the Employee Consultation Forum (ECF) and the Operations Head HSE Review Committee. These bodies oversee the development and implementation of safety policies, hazard identification programs, risk assessments, and incident reporting procedures, ensuring that workplace safety remains a priority. The Operations Head HSE Review Committee, chaired by the Operations Head, evaluates workplace safety performance, identifying gaps, risks, and corrective actions while overseeing safety audits, compliance with legal regulations, and the implementation of occupational health objectives.

The Employee Consultation Forum (ECF) plays a vital role in ensuring employees have a voice in workplace safety discussions. The committee members include facility managers, fire safety officers, security personnel, housekeeping teams, and technicians, all of whom contribute insights on occupational safety concerns and preventive strategies. The forum meets monthly, discussing workplace hazards, evaluating safety equipment, reviewing incidents, and refining workplace safety procedures. The minutes from these meetings are circulated, posted on notice boards, and communicated to all employees, reinforcing transparency and accessibility.





Promoting Employee and Worker Well-Being

The company has a well-defined OH&S framework, supported by a dedicated Occupational Health Practitioner (OHP) responsible for overseeing employee well-being initiatives, conducting medical check-ups, and providing health surveillance services. The OHP visits sites during working hours, ensuring workers receive timely access to occupational health resources, with information communicated in multiple languages for better understanding. DCCDL's OH&S Wellbeing Plan focuses on preventive health measures, including pre-employment medical examinations, annual health assessments, and specialized check-ups for employees exposed to high-risk environments such as noise-intensive zones, heights, sewage treatment plants (STPs), and pantry operations. Comprehensive health awareness programs are regularly conducted on topics such as HIV/AIDS, STDs, alcohol and drug abuse, tobacco consumption, stress management, cancer awareness, and hygiene practices, ensuring employees are well-informed about potential health risks. To further support employee well-being, health insurance cards are provided, along with confidential counseling services, including an after-hours telephone support system.

To further strengthen employee safety, DCCDL provides structured occupational health & safety training. Refresher courses are also conducted to update knowledge on critical workplace activities, legislative changes, and risk prevention techniques. Training is delivered free of cost, during working hours, and facilitated by DuPont/

ERM-certified trainers in regional languages, ensuring accessibility. Employee State Insurance (ESI) provides additional healthcare access through a network of hospitals and dispensaries across India, with medical insurance cards issued to all employees for seamless access to health services.





Employee Engagement and Development

The tables below provide a detailed workforce breakdown, presenting data on age, gender, and regional distribution, along with insights into annual turnover and total hires for the reporting period.

At DCCDL, we believe that our employees are the foundation of our success, and their growth, engagement, and well-being remain a top priority. By fostering a culture of continuous learning, empowerment, and inclusivity, we ensure that every team member feels valued, motivated, and equipped to thrive. Our approach to employee engagement and development is built on structured initiatives designed to enhance skill sets, encourage leadership, and promote professional growth. Through comprehensive training programs, mentorship opportunities, and career advancement frameworks, we provide employees with the tools needed to excel in their roles while supporting their long-term aspirations.

DCCDL is home to 549 employees, with 463 males and 86 females. In FY25, the company hired 109 new employees, ensuring a strong talent pipeline and fostering a workplace where employees are encouraged to develop their skills and grow within the company. DCCDL believes that career

satisfaction and growth opportunities inspire employees to build long-term relationships with the company. As a result, the total employee turnover rate for the reporting year was 19.08%, corresponding to 105 employees exiting the organization.

DCCDL prioritizes employee well-being and satisfaction through structured initiatives that foster a positive workplace environment. In line with applicable regulations, DCCDL also provides maternity leave benefits to its employees, promoting work-life balance and supporting family responsibilities. Apart from this, we provide health insurance and accident insurance coverage to our employees, ensuring their financial security and access to quality medical care. A program is in place to promote health and well-being, ensuring employees receive necessary support. Significant operational changes that could impact employees come with a minimum four-week notice. An independent third-party employee satisfaction survey was

conducted in 2024, covering 100% of employees with an 83% response rate. Metrics included Trust Index and Culture Audit, with an overall satisfaction score of 81%. Based on the survey results, DCCDL has implemented a structured improvement plan covering engagement initiative, action plan development, program implementation, review and evaluation, and feedback sessions with department heads (HODs). The tables below provide a detailed workforce breakdown, presenting data on age, gender, and regional distributions along with insights into annual turnover and total hires for the reporting period.





Table No. 16: Workforce Bifurcation by Gender

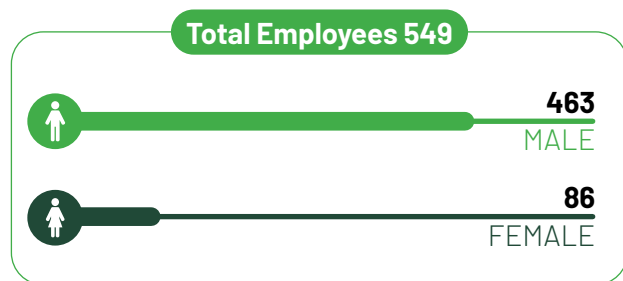


Table No. 17: Workforce Bifurcation by Age Group

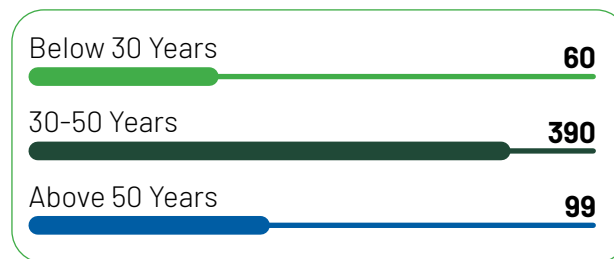


Table No. 18: Workforce Bifurcation by Region

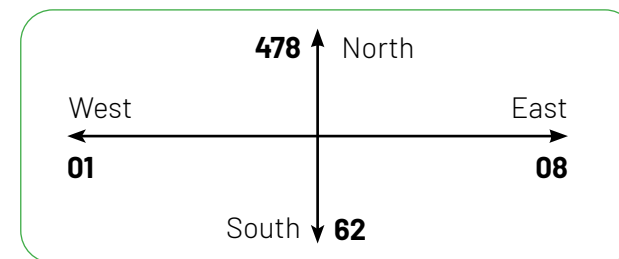


Table No. 19: Employee Hiring Details by Gender

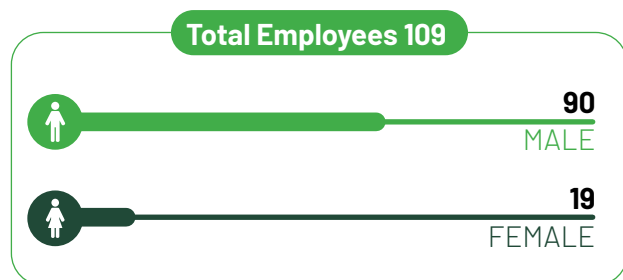


Table No. 20: Employee Hiring Details by Age Group

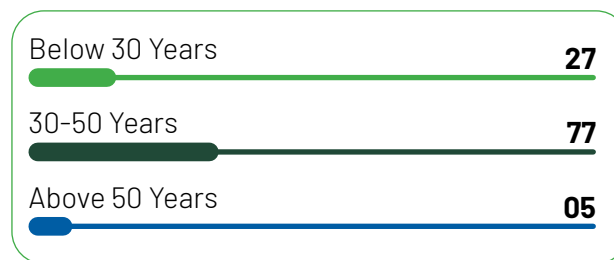


Table No. 21: Employee Hiring Details by Region

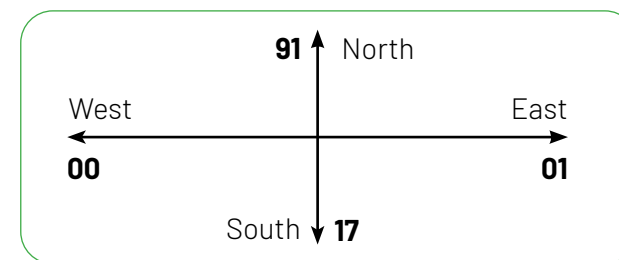


Table No. 22: Employee Turnover Details by Gender

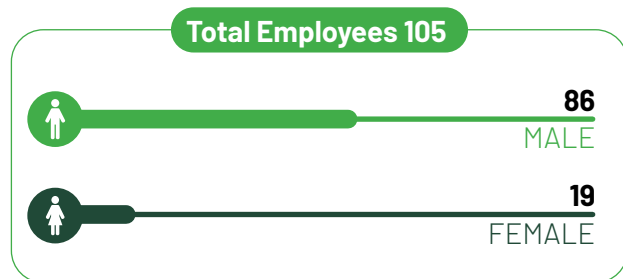


Table No. 23: Employee Turnover Details by Age Group

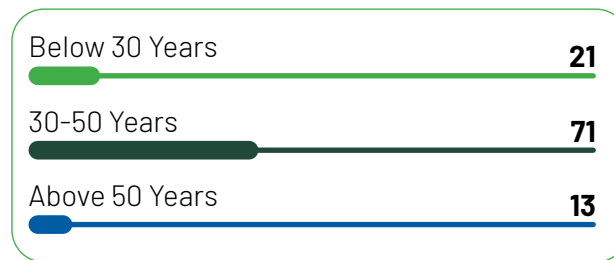
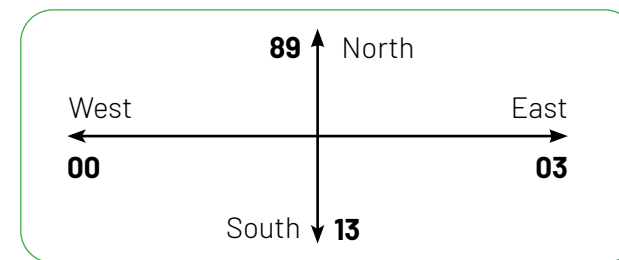


Table No. 24: Employee Turnover Details by Region





At DCCDL, we go beyond simply providing employment—we prioritize the growth, well-being, and professional development of our workforce. Through comprehensive benefits programs and a strong commitment to upskilling,

we ensure employees are well-prepared for the future. Our focus on internal career planning, professional development, and learning opportunities enables employees to expand their expertise and excel in their roles. In FY25,

the total training hours per employee stood at 1,865 hours, with female employees receiving 268 hours per employee and male employees receiving 1,597 hours per employee. A detailed breakdown of training hours by management level is provided in the accompanying table.

Table No. 25: Average hours of training undertaken during the reporting period by Management Category

Category	Unit	Total Training Hours
Senior Management	Hours /Employee	550
Middle Management	Hours /Employee	1621
Junior Management	Hours /Employee	491

In FY25, 100% of our employees—a total headcount of 549—attended various training sessions conducted by DCCDL, demonstrating our commitment to continuous learning and skill enhancement. These programs covered diverse areas, equipping employees with valuable expertise to support their professional growth and development. These sessions covered topics such as Assertiveness Skills Workshop, Power Communications Workshop, Compliance Tool Training, Electricity Laws Training, POSH E-Learning Module, Advanced MS Excel, Power BI Fundamentals, Mastering Negotiation Skills Workshop, Self-Leadership Workshop, Team Leadership L.E.A.P, AutoCAD Workshop, Contract Management Pathway, Fire Protection System (MEP), First Aid Training, and ISO 45001:2018 Orientation, among others. Additional details on training initiatives, workforce bifurcation, and development programs are provided in the accompanying tables.





Training Programs at DCCDL Categorized by Type

Behavioral Trainings

- ▲ Assertiveness Skills Workshop
- ▲ Power Communications Workshop

Compliance Trainings

- ▲ Compliance tool training
- ▲ Electricity Laws Training
- ▲ Empower Her
- ▲ POSH E-Learning Module
- ▲ Waste Management Rules workshop

Functional Trainings

- ▲ Advanced MS Excel Workshop
- ▲ Advanced PowerPoint Workshop
- ▲ MS Excel: Advanced
- ▲ MS Excel-Intermediate
- ▲ MS Outlook Advanced Workshop
- ▲ Power BI Fundamentals
- ▲ Power BI Fundamentals Workshop
- ▲ Power BI Workshop

GET/GAT Trainings

- ▲ GET/GAT Closing Ceremony
- ▲ Mastering Negotiation Skills Workshop
- ▲ Mastering Solutions Workshop
- ▲ Powerful Presentations
- ▲ Result Orientation Workshop

Leadership Trainings

- ▲ Advancing Leaders Program
- ▲ Self-Leadership Workshop
- ▲ Team Leadership L.E.A. P
- ▲ Team Leadership Workshop
- ▲ Young Leaders Program

New Employee Training

- ▲ Discover DLF

Technical Trainings

- ▲ AutoCAD Workshop
- ▲ Bare Shell to Warm Shell Workshop
- ▲ Building & Services Workshop
- ▲ Building Finishes Workshop
- ▲ Building Services - 1 Vertical Transportation
- ▲ Contract Clauses & Termination Workshop
- ▲ Contract Management
- ▲ Contract Management Pathway
- ▲ Cost Estimation workshop
- ▲ DLF KMP Portal - Introductory session
- ▲ Electrical Systems Workshop
- ▲ Facade Cladding & Cleaning Systems
- ▲ Facade Fundamentals
- ▲ Finishing and Services Workshop
- ▲ Fire Alarm System & BMS Workshop

- ▲ Fire Protecting System (MEP)
- ▲ First Aid Training
- ▲ Google Sketchup Workshop
- ▲ ISO 45001:2018 Orientation
- ▲ Light weight concrete Workshop
- ▲ Plumbing System Workshop (MEP)
- ▲ RCC-Rebars Reinforcement Workshop
- ▲ Selection, Protection & Maintenance of Transformer
- ▲ Soil Protection workshop
- ▲ STP Technologies & Best Practices





Employee Engagement through Festivities & Celebrations at DCCDL's Offices

At DLF Offices, celebrations aren't just events—they are immersive experiences that bring employees together, fostering joy, unity, and a shared sense of belonging. Through vibrant initiatives, employees, clients, and partners come together to revel in thoughtfully curated festivities, marking new beginnings, cultural richness, and collective enthusiasm.

Aarambh: Embracing Festive Transitions

Aarambh, meaning "new beginnings," encapsulates the essence of transition into a brighter, more meaningful new year. Kicking off with Christmas and continuing into the New Year, this initiative embodies renewal and joy. Employees across 7 cities and all DLF Offices participate in a series of engaging activities such as exclusive movie screenings, Christmas carnivals, games, and delectable feasts, ensuring the spirit of celebration extends beyond the workplace. Employee Engagement: ~2.5 Lakh employees Event Video Reach: Over 555,936 views online.

Lohri, Makar Sankranti & Pongal Festivities

As the harvest festivals paint the skies with vibrant kites and warm bonfires, employees across 4 cities and 8 offices engage in celebrations filled with cultural resonance. Through specially designed activities, employees embrace tradition while strengthening workplace bonds. Employee Engagement: ~1.5 Lakh employees Event Video Reach: 120,000 views generated online

Holi: The Color Carnival of Togetherness

Holi at DLF Offices is an explosion of color, joy, and community bonding. Symbolizing the arrival of spring and triumph of togetherness, this grand festivity invites employees to immerse themselves in playful revelry across 3 cities and 8 offices. Employee Engagement: ~16,000 employees Event Video Reach: 132,000 views generated online.

From Aarambh to Holi, each celebration reflects the vibrancy of a workplace that values fun, culture, and collective spirit—making every festive moment a memorable experience.



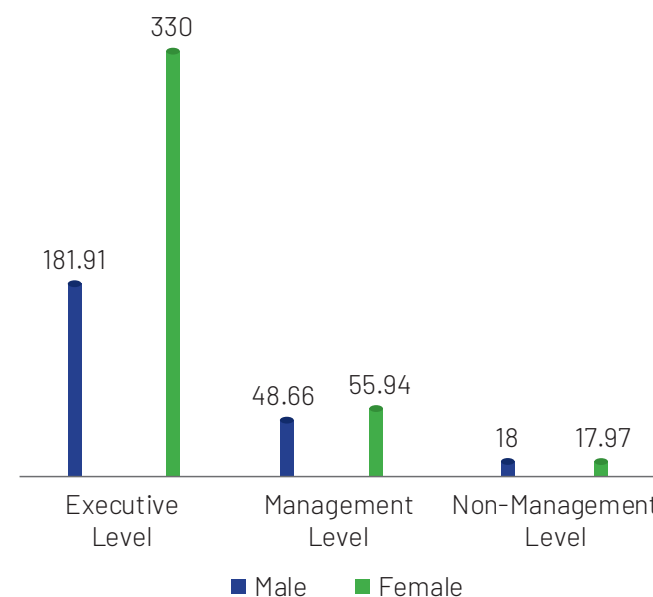


Diversity and Inclusion

At DCCDL, we are committed to fostering a culturally inclusive workplace that embraces diversity across multiple dimensions, including cultural background, country of origin, gender identity, and age. By cultivating an environment where everyone feels valued and respected, we strengthen our ability to innovate, collaborate, and drive meaningful impact. Our commitment extends beyond representation, as we actively celebrate ethnic and religious festivities, reinforcing a workplace that honors differences and promotes a sense of belonging for all employees. Through ongoing efforts, we strive to ensure that diversity, equity, and inclusion remain at the core of our organizational culture. DCCDL ensures equitable pay for male and female employees across its organizational structure, based on merit, aptitude, and experience. Our performance-based reward system is gender-neutral, ensuring fairness in compensation. Additionally, staff salaries are benchmarked against market standards, reinforcing a commitment to competitive and unbiased remuneration.

Regardless of gender, race, or nationality, DCCDL is committed to fostering diversity and inclusion within the workplace. DCCDL values diversity, expertise, and experience as key drivers of innovation and success, ensuring that employees across all roles can make meaningful contributions to the organization. A diverse workforce at every level enhances decision-making and fosters inclusive business and stakeholder engagement. Notably, all employees working with DCCDL are of Indian nationality, reflecting the organization's domestic talent focus. Reflecting its commitment to equitable opportunities, female employees are well-represented across management levels, with 14% holding top leadership positions—defined as a maximum of two levels away from the CEO or comparable roles. Additionally, 7% of women employees are in STEM-related positions, reinforcing DCCDL's focus on gender diversity in technical and revenue-generating functions. Further details on the workforce distribution based on gender and age categories across different management levels are provided in the table.

Average Annual Salaries of our Employees in FY25 (In INR Lakhs)



Nationality of Employees at DCCDL




Table No. 26: Workforce distribution based on Gender and Age

SI No.	Category	Number of Male Employees	Number of Female Employees	Total Employees	Less than 30 years of Age	30-50 Years of Age	Above 50 Years of Age
1	Senior Management	34	2	36	0	18	18
2	Middle Management	94	17	111	0	79	32
3	Junior Management	340	58	398	41	296	61





Human Rights

At DCCDL, safeguarding human rights remains a fundamental principle woven into our corporate policies, influencing the way we operate, interact with stakeholders, and engage with value chain partners. Given the scale and complexity of our workforce—both directly and indirectly associated with our business—we recognize the inherent risks of human rights violations. As a result, we take proactive measures to ensure compliance across our operations, supply chains, and communities while fostering ethical business relationships. Our commitment to human rights protection is enforced through comprehensive policies, including the Human Rights Policy, Code of Business Conduct, Code of Conduct for Suppliers, and CSR Policy. These frameworks establish clear expectations for employees, suppliers, and business partners, aligning with national labor laws and internationally recognized standards such as the U.N. Guiding Principles on Business and Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

We are committed to fostering an inclusive, diverse, and discrimination-free workplace, ensuring equal opportunity in employment

decisions based solely on merit, performance, and capability. A zero-tolerance policy on harassment and discrimination reinforces our dedication to a respectful work environment, empowering employees to report concerns confidentially through our Whistleblower Policy. In FY25, there were no reported complaints related to discrimination—an encouraging reflection of our inclusive culture and effective preventive practices. Fair compensation practices uphold equal pay for equal work, aligning with legal and market standards. We strictly prohibit child labor, forced labor, slavery, and human trafficking, requiring all partners to maintain ethical standards. Respect for local communities, especially vulnerable and marginalized groups, is central to our corporate social responsibility, with targeted initiatives in healthcare, education, skill development, infrastructure, and employment to enhance community welfare.

Human Rights Risk Management

DLF Group conducts comprehensive human rights risk assessments, ensuring ethical practices across its operations. DCCDL adheres to all established protocols, integrating human rights considerations into its activities and aligning with the group's due diligence framework to promote responsible business conduct.





Customer Engagement

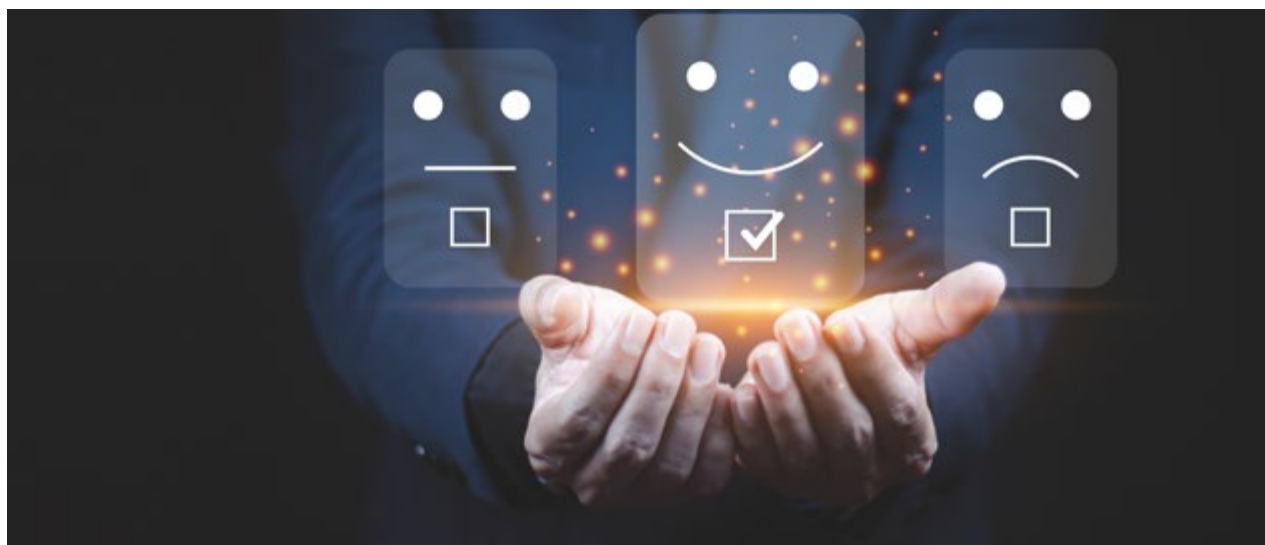
At DCCDL, customer engagement is at the core of our business philosophy.

We believe that building strong, lasting relationships with our customers is essential for delivering exceptional experiences and maintaining our reputation as a leader in the real estate sector. Our approach to customer engagement is driven by a commitment to understanding customer needs, ensuring satisfaction, and fostering a culture of transparency, responsiveness, and innovation. DCCDL actively listens to its customers through structured feedback mechanisms, regular interactions, and data-driven insights. In FY25, due to our strong cybersecurity management and proactive risk mitigation strategies, there have been no breaches of customer data—underscoring our commitment to safeguarding customer trust and privacy. Whether it's tenants of our commercial spaces, corporate partners, or retail visitors, we strive to anticipate expectations and tailor solutions accordingly.

To enhance tenant experience, DCCDL conducts regular engagement initiatives across locations, facilitated by teams from building operations, asset experience, and customer services who collaborate through meetings

to gather feedback and discuss planned improvements. A range of environmental, health, safety, and wellness programs are organized, including medical check-ups, blood donation drives, tree plantations, and emergency preparedness activities such as mock safety drills, security threat drills with NSG, and Fire Safety Week. To keep tenants informed, awareness emailers detail emergency services and workplace amenities like ambulances, shuttles, and retail outlets, while quarterly newsletters provide updates on key projects,

awards, and developments at DLF Offices. DCCDL also integrates digital engagement through Atrium TV screens, which display LEED certifications, live Air Quality Index data, and well-being initiatives supported by MERV-14 filters. Furthermore, cultural and social activities, including stand-up comedy shows, movie screenings, festivals, and artisanal markets, enrich tenant engagement, with recent events featuring music festivals and concerts at Gurugram campuses.





Corporate Social Responsibility

At DCCDL, we understand that our ability to generate long-term value is deeply tied to the strength of our relationships with the communities around us. As a real estate company, our success is closely linked to both the land and the people who shape our environment and we aim to transform communities by creating public community facilities. This drives our commitment to fostering and supporting the communities in which we operate. To ensure meaningful contributions to social development, DCCDL has established a dedicated CSR policy that reinforces its commitment to creating a common good for all. With a focus on tangible and visible contributions, DCCDL carefully identifies initiatives—both in urban and rural areas—that enhance quality of life and drive sustainable impact. DCCDL has instituted a robust community impact monitoring framework to assess and manage the effects of its development and operational activities on surrounding communities. This comprehensive approach encompasses the creation and execution of a structured communication plan, a detailed community monitoring plan, and a proactive risk assessment and mitigation

strategy. Together, these measures ensure that community concerns are addressed transparently, and that DCCDL's projects are aligned with responsible and inclusive development practices.

CSR activities, identified by the CSR Committee and approved by the Board, are executed by the Company and through its philanthropic entities like DLF Foundation, DLF QEC Educational Charitable Trust, and other Charitable Trusts. In FY 2024 -25, DCCDL Group allocated INR 39.35 crore toward diverse CSR programs, reinforcing its commitment to sustainable and meaningful change. Through well-planned initiatives, DCCDL

actively supports communities, and promotes inclusivity. The Programme highlight DCCDL's significant contributions, demonstrating its dedication to sustainable and transformative progress across various domains.

Table No. 27: CSR budget allocation over the financial years

Financial Year	CSR Fund (in INR Crores)
FY 2022-23	30.80
FY2023-24	32.47
FY2024-25	39.35





DLF Foundation CSR Initiatives

1) Adoption of Public Green Belt & Maintenance

As part of its Greening and Environment Programme, DLF Foundation continues to spearhead large-scale plantation and greening initiatives by adopting and maintaining public green belts in collaboration with the Government.

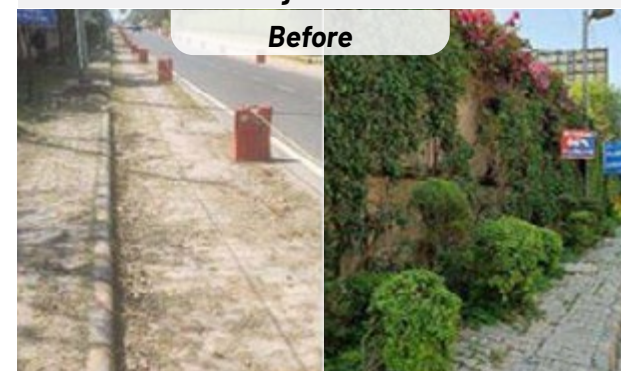
- ▲ **In Hyderabad**, DLF Foundation, in partnership with the Greater Hyderabad Municipal Corporation, remains committed to the upkeep of public green belts spanning IIIT Junction to Raddison Junction and Jayabheri Enclave. This initiative involves extensive earthwork, plantation, watering, fencing, security enhancements, signage installation, and ongoing maintenance. During the year, approximately **3,200 square meters of green space** were actively preserved.



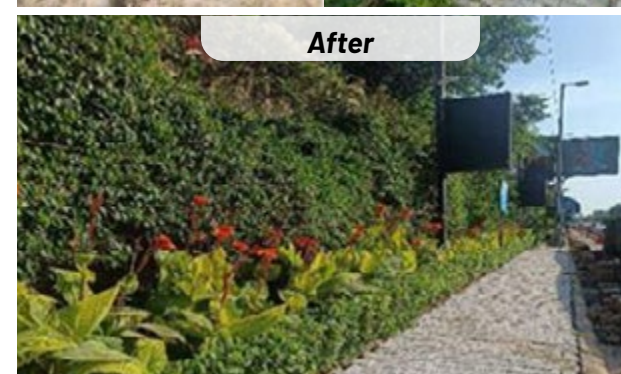
- ▲ **In Delhi**, development of a public green belt at Nelson Mandela Marg in Vasant Kunj is in progress. The project has received government approval from MCD and PWD, and on-ground development work has commenced.

Vasant Kunj Public Green Belt

Before



After





- ▲ **In Chennai**, DLF Foundation is working on the adoption and maintenance of public green belts in Taramani over a **1km stretch** and in Manapakkam covering approximately **4.3 acres**. By expanding green cover through strategic plantations, these initiatives play a vital role in maintaining ecological balance, fostering environmental sustainability, supporting local biodiversity, and mitigating air pollution through natural air purification.



Adoption of Public Green Belt & Maintenance - Manapakkam, Chennai

2) Saving Lives Through Safer Roads

Ensuring pedestrian safety and enhancing urban mobility are critical components of sustainable infrastructure development. As part of this commitment, DLF Foundation, in collaboration with government agencies, is implementing key initiatives to create safer walkways, crossings, and pedestrian-friendly spaces in high-traffic areas. These efforts, including Foot over Bridges (FOBs), pedestrian subways, and walkways, aim to reduce accidents and improve accessibility for all, particularly senior citizens and differently-abled individuals. By prioritizing structured development and strategic planning, these projects contribute to a safer, more connected urban landscape, reinforcing the Foundation's dedication to inclusive and secure public spaces.

DLF Foundation is undertaking multiple pedestrian safety projects, including:

- ▲ **Enhancing Pedestrian Safety and Urban Mobility in Gurugram:** In Gurugram, DLF Foundation is actively advancing pedestrian safety and urban mobility through strategic partnership with the Government and expert agencies. This includes the construction of a Foot over Bridge (FOB) at Raghvendra Marg, which has been completed and recorded in **3.46 Lakh pedestrian footfall in the last four months of FY 2024-25**, reinforcing its role in improving accessibility.

Additionally the Pedestrian Subway at Shankar Chowk, NH-48, designed to

connect Udyog Vihar with Moulisari Avenue Metro Station in partnership with GMDA and NHAI, is expected to be completed soon, strengthening Gurugram's pedestrian infrastructure. Through these structured initiatives, DLF Foundation continues to reinforce its commitment to pedestrian safety, ensuring that public spaces infrastructure aligns with urban mobility needs while prioritizing accessibility and security for all.

- ▲ **In Chennai**, DLF Foundation is actively advancing pedestrian safety and urban sustainability through multiple initiatives. A





Foot over Bridge (FOB) project is under implementation in partnership with the government, connecting Ramapuram Metro Station to Manapakkam Station, spanning 430 meters, to enhance pedestrian accessibility while reducing traffic risks. These initiatives collectively reinforce DLF Foundation's commitment to safer urban pathways and greener public spaces, ensuring enhanced connectivity and environmental sustainability for Chennai.

3) DLF CARES Programme

The DLF CARES Scholarship Programme continues to expand, providing financial assistance to scholars in India. Designed to support children from economically weaker sections, the program facilitates access to quality education at school and college level by creating strategic partnership with identified schools. By ensuring a smooth transition into tertiary education, including undergraduate, vocational, and professional courses, the initiative lays a strong foundation for future employment opportunities.

Impact of this programme:



3000+

Students awarded scholarship through DLF CARES



20+

States with active presence

The DLF CARES Programme is currently providing support to 3000+ students across 20+ states in India. The CARES Programme ensures success of all scholars through teacher training, continuous assessments, and a child-centered learning approach. The comprehensive implementation of the National Education Policy has significantly enhanced the schools with which partnership have been established, fostering improved educational outcomes.





Independent Assurance Statement



SGS India Private Limited
4B, Adi Shankaracharya Marg,
Vikhroli (West), Mumbai – 400083

+91 080 6938 8888
+91 22 6640 8888
www.sgs.com

INDEPENDENT REASONABLE ASSURANCE STATEMENT

Independent Assurance Statement to DLF Cyber City Developers Limited on its GRESB Reporting for the FY 2024-25

The Board of Directors,

DLF Cyber City Developers Limited,

3rd Floor, Shopping Mall Complex
Arijun Marg, DLF PHASE-I
Gurgaon Haryana (06) 122002 India

Nature of the Assurance

SGS India Private Limited (hereinafter referred to as 'SGS India') was engaged by DLF Cyber City Developers Limited (the 'Company' or 'DLF') to conduct an independent assurance of the Company's GRESB reporting (the 'Report') pertaining to the reporting period of April 1, 2024, to March 31, 2025. SGS India has conducted a Reasonable level of Assurance for GRESB Disclosure. This assurance engagement was conducted in accordance with "International Standard on Assurance Engagements (ISAE) 3000 (Revised) and ISAE 3410.

Reporting Framework

The Report has been prepared following the

- 1) Greenhouse Gas Protocol standard
- 2) GRESB Real Estate Assessment 2025

Intended Users of this Assurance Statement

This Assurance Statement is provided with the intention of informing all DLF Cyber City Developers Limited's Stakeholders.

Responsibilities

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

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

Assurance Standard

SGS has conducted a Reasonable level of Assurance for the disclosure made to GRESB. This engagement was performed in accordance with the International Standard on Assurance Engagement (ISAE) 3000(revised) and ISAE 3410 (Assurance Engagements other than Audits or Reviews of Historical Financial Information). Our evidence-gathering procedures were designed to obtain a 'Reasonable' level of assurance, which is a high level of assurance in accordance with ISAE 3000(revised) standard but is not absolute certainty. It involves obtaining sufficient appropriate evidence to support the conclusion that the information presented in the report is fairly stated and is free from material misstatements.





SGS India Private Limited
4B, Adi Shankaracharya Marg,
Vikhroli (West), Mumbai – 400083
+91 080 6938 8888
+91 22 6640 8888
www.sgs.com

Statement of Independence and Competence

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

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

Scope of Assurance

The assurance process involved assessing the quality, accuracy, and reliability of Environmental Indicators within the report for the period April 1, 2024, to March 31, 2025. The reporting scope and boundaries are 22 sites spread across all over India (attached in Annexure A)

On-site verification of data and internal controls at the following locations:

1. DLF Building 5 Gurugram
2. DLF Building 6 Gurugram
3. DLF Building 7 Gurugram
4. DLF Downtown Block 2 & Block 3, Gurugram
5. DLF Avenue Mall Sake

Assurance Methodology

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

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

Limitations

The assurance scope excludes:

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

SGS India verified data on a sample basis; the responsibility for the authenticity of the data entirely lies with the Company. The



SGS India Private Limited
4B, Adi Shankaracharya Marg,
Vikhroli (West), Mumbai - 400083
+91 080 6938 8888
+91 22 6640 8888
www.sgs.com

assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions. SGS India has not been involved in the evaluation or assessment of any financial data/performance of the company. Our opinion on financial indicators is based on the third-party audited financial reports of the Company. SGS India does not take any responsibility for the financial data reported in the audited financial reports of the Company.





Findings and Conclusions:

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the information presented by the Company in its report, on the environmental Indicators, is complete, accurate, reliable, has been fairly stated in all material respects, and is prepared in line with the GRESB requirements

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

- Energy Consumption data reported in the EN1 GRESB indicator;
- Water Use data reported in the WT1 GRESB indicator;
- Waste Management data reported in the WS1 GRESB indicator; and
- GHG Emissions data (Scope 1, 2 & 3) reported in the GH1 GRESB indicator.

For and on behalf of SGS India Private Limited

 	 A.M. Joshi	
Ashwini K. Mavinkurve, Head – ESG & Sustainability Services, SGS India Pune, India 27 th June 2025	Abhijit Joshi Technical reviewer– ESG & Sustainability Services, SGS India Pune, India	Harishanker Tiwari Lead Verifier – ESG & Sustainability Services, SGS India Gurgaon India Team Member: Ms. Muskan Jain





SGS India Private Limited
4B, Adi Shankaracharya Marg,
Vikhroli (West), Mumbai – 400083
+91 080 6938 8888
+91 22 6640 8888
www.sgs.com

Annexure A

- DLF Cybercity, Gurugram
- World Tech Park
- DLF Cybercity, Chennai
- DLF Cybercity, Hyderabad
- DLF IT Park, Kolkata
- DLF IT Park, Chandigarh
- DLF Mall of India, Noida
- DLF Avenue
- DLF Promenade
- DLF Cyber Hub
- DLF Emporio
- DLF City Centre
- DLF Cyber Park
- DLF Downtown 2&3, Gurugram
- DLF Downtown 1&2 Chennai
- One Horizon Center
- DLF Downtown 4, Gurugram
- DLF Downtown 3 Chennai
- DLF Downtown 7, Gurugram
- DLF Downtown 5,6 & 8 Gurugram
- DLF Downtown 4&5 Chennai
- Mall of India Gurgaon





GRI Index

GRI STANDARD	DISCLOSURE	Reference Section	Page Number
GRI 2: General Disclosures 2021	2-1 Organizational details	About DLF Cyber City Developers Limited	10
	2-2 Entities included in the organization's sustainability reporting	About the Report	6
	2-3 Reporting period, frequency and contact point	About the Report	6
	2-4 Restatements of information	Not Applicable	There have been no restatements of information in the sustainability report of FY25.
	2-5 External assurance	About the Report	7 & 106-109
	2-6 Activities, value chain and other business relationships	About DLF Cyber City Developers Limited	10-11
	2-7 Employees	Employee Engagement and Development	94
	2-9 Governance structure and composition	Corporate Governance	48
	2-10 Nomination and selection of the highest governance body	Corporate Governance	53 & 55
	2-11 Chair of the highest governance body	Corporate Governance	47
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance	57-58
	2-13 Delegation of responsibility for managing impacts	Corporate Governance	57-58





GRI STANDARD	DISCLOSURE	Reference Section	Page Number
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Governance of Sustainability	30-31
	2-15 Conflicts of interest	Business Ethics	57
	2-16 Communication of critical concerns	Business Ethics	58 & 60
	2-17 Collective knowledge of the highest governance body	Corporate Governance	49-52
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance	52-53
	2-19 Remuneration policies	Business Ethics	59
	2-20 Process to determine remuneration	Business Ethics	55 & 59
	2-22 Statement on sustainable development strategy	Sustainability at DLF Cyber City Developers Limited	25-27
	2-23 Policy commitments	Business Ethics	59-61
	2-24 Embedding policy commitments	Business Ethics	59-61
	2-25 Processes to remediate negative impacts	Risk Management	62-63
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics	60
	2-27 Compliance with laws and regulations	Business Ethics	46 & 57
	2-28 Membership associations	Affiliations & Collaborations	14-15
	2-29 Approach to stakeholder engagement	Business Ethics	32-38
	2-30 Collective bargaining agreements	Sustainable Supply Chain Management	68





GRI STANDARD	DISCLOSURE	Reference Section	Page Number
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment	39
	3-2 List of material topics	Materiality Assessment	40-43
	3-3 Management of material topics	Materiality Assessment	40-43, 45, 67 & 86
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity Protection & Conservation	84-85
	304-3 Habitats protected or restored	Biodiversity Protection & Conservation	84-85
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity Protection & Conservation	84-85
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance	13
	201-2 Financial implications and other risks and opportunities due to climate change	Climate Change Strategy	68
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Operations & Geographic Footprint	12
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Corporate Social Responsibility	102
	203-2 Significant indirect economic impacts	Corporate Social Responsibility	102-105
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics	57 & 59
GRI 207: Tax 2019	207-1 Approach to tax	Economic Performance	13





GRI STANDARD	DISCLOSURE	Reference Section	Page Number
GRI 301: Materials 2016	301-2 Recycled input materials used	"Resource Efficiency and Waste Management Sustainable Construction & Brand Management"	64-65 & 82
	301-3 Reclaimed products and their packaging materials	Sustainable Construction & Brand Management	64-65
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Efficiency	75-78
	302-2 Energy consumption outside of the organization	Energy Efficiency	79
	302-3 Energy intensity	Energy Efficiency	77
	302-4 Reduction of energy consumption	Energy Efficiency	75-76
	302-5 Reductions in energy requirements of products and services	Energy Efficiency	75-76
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water & Wastewater Management	71-74
	303-3 Water withdrawal	Water & Wastewater Management	72
	303-4 Water discharge	Water & Wastewater Management	72 (All of DCCDL's properties operate as ZLD facilities)
	303-5 Water consumption	Water & Wastewater Management	72
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG Emission Management	79
	305-2 Energy indirect (Scope 2) GHG emissions	GHG Emission Management	79
	305-3 Other indirect (Scope 3) GHG emissions	GHG Emission Management	79
	305-4 GHG emissions intensity	GHG Emission Management	79





GRI STANDARD	DISCLOSURE	Reference Section	Page Number
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Resource Efficiency and Waste Management	81-83
	306-3 Waste generated	Resource Efficiency and Waste Management	81
	306-4 Waste diverted from disposal	Resource Efficiency and Waste Management	82
	306-5 Waste directed to disposal	Resource Efficiency and Waste Management	82
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Engagement and Development	94
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Engagement and Development	93
	401-3 Parental leave	Employee Engagement and Development	93
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Employee Engagement and Development	93
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health & Safety	87-92
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health & Safety	90-91
	403-3 Occupational health services	Occupational Health & Safety	92
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health & Safety	91-92
	403-5 Worker training on occupational health and safety	Occupational Health & Safety	95-96





GRI STANDARD	DISCLOSURE	Reference Section	Page Number
	403-6 Promotion of worker health	Occupational Health & Safety	92
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health & Safety	91
	403-8 Workers covered by an occupational health and safety management system	Occupational Health & Safety	17
	403-9 Work-related injuries	Occupational Health & Safety	89
	403-10 Work-related ill health	Occupational Health & Safety	89
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Engagement and Development	95
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Engagement and Development	96
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance	48
	405-2 Ratio of basic salary and remuneration of women to men	Diversity and Inclusion	98
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Rights	100
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights	100
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility	102-105
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer Engagement	101
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Engagement	101





DLFA

DLFA