Sustainability Report 2021-22  
1  
One Midtown, New Delhi   
(Artist Impression)  
TABLE OF  
CONTENTS  
About the report   
4  
-   
Message from the Chairman   
6  
-   
Corporate Overview   
7  
-   
Performance Highlights 2021 - 2022   
8  
Snapshot of DLF   
9  
-   
Awards & Recognitions   
10  
-   
Economic Performance   
12  
Sustainability Approach   
15  
-   
Our Approach to Sustainability   
16  
-   
Creating Value & Alignment with UN SDGs   
17  
-   
Stakeholder Engagement   
20  
-   
Materiality Assessment   
22  
-   
Targets & Commitments   
24  
Governance   
25  
-   
Corporate Governance   
26  
-   
Board of Directors   
27  
-   
Business Ethics   
29  
-   
Risk & Opportunity Management   
31  
-   
Sustainable Construction   
37  
-   
Sustainable Supply Chain   
38  
-   
Customer Engagement   
41  
Valuing Our Ecosystem   
44  
-   
Climate Change and GHG Emissions   
45  
-   
Air Emissions   
47  
-   
Energy Management   
49  
-   
Water Stewardship   
51  
-   
Waste Management   
53  
-   
Biodiversity   
55  
Nurturing People   
57  
-   
Working at DLF: Diversity and Inclusion   
58  
-   
Employee Engagement and Development   
61  
-   
Occupational Health and Safety   
65  
-   
Corporate Social Responsibility   
70  
-   
Human Rights   
76  
-�  
Risk�Identification�in�Value�Chain�  
80  
Assurance Statement   
81  
GRI Content Index   
85  
Sustainability Report 2021-22  
4  
Sustainability Report 2021-22  
4  
About the  
REPORT  
DLF integrates various aspects of environmental,   
social, and governance practices into its   
operations. We are aware of the direct impact of   
our business on ecosystems. For us, sustainability   
reports are a way to effectively communicate not   
only with our most important stakeholders but   
with society. This disclosure is a platform that   
DLF intends to use to confirm its commitment to   
responsible practices in its business operations to   
have a positive impact on our thriving ecosystem.  
The fourth edition of the Annual Sustainability   
Report presents a sustainability approach   
focused on outstanding operational efforts   
while aiming for environmentally and socially   
sustainable growth. Therefore, our sustainability   
strategy focuses on three main pillars: sustainable   
management, environmental protection, and social   
responsibility. This Sustainability Report has been   
prepared on the basis of the Global Reporting   
Initiative(GRI) Standards and meets the “In   
Accordance - Core” criteria.  
This report aims to showcase our Environmental,   
Social, and Governance (ESG) initiatives and   
achievements in the reporting year, as well as the   
progress we are making and the roadmap for the   
future. The information disclosed in the report   
pertains to the period 1 April 2021 – 31 March 2022,   
unless stated otherwise. This report covers all our   
operations, businesses and assets of the company   
that fall under reporting boundary. For further   
details about the report, please write to us at:   
investor-relations@dlf.in.  
The fourth edition of the   
Annual Sustainability   
Report presents a   
sustainability approach   
focused on outstanding   
operational efforts   
while aiming for   
environmentally and   
socially sustainable   
growth.  
Sustainability Report 2021-22  
5  
Reporting Boundary for 2021-22  
Gurugram  
Chandigarh  
New Delhi  
Kolkata  
OFFICE SPACE  
• DLF Cybercity  
• Gateway Tower  
• World Tech Park  
• Amex Building  
• ReNew Building  
• One Horizon Center  
• DLF Cyber Park  
RETAIL SPACES  
• DLF Cyberhub  
UNDERDEVELOPMENT  
• DLF Downtown  
HOSPITALITY  
• DLF Golf & Country   
Club  
• DLF Magnolias Club  
• DLF Aralias Club  
• DLF Club Vita  
• DLF Club 3  
• DLF Club 4  
• DLF Club 5  
• The Camellias Club  
HOSPITALITY  
• Lodhi Hotel  
• Hilton Hotel  
MULTI-LEVEL CAR PARKING  
• Capitol Point  
• South Square  
RESIDENTIAL  
• One Midtown  
OFFICE SPACE  
• IT Park  
RETAIL SPACES  
• DLF City Center  
RETAIL SPACES  
• Mall of India  
UNDERDEVELOPMENT  
• Noida Tech Park   
OFFICE SPACE  
• IT Park I  
• IT Park I  
OFFICE SPACE  
• DLF Cybercity  
UNDERDEVELOPMENT  
• DLF DownTown  
OFFICE SPACE  
• DLF Center  
RETAIL SPACES  
• DLF Promenade  
• DLF Emporio  
• DLF Avenue  
• The Chanakya  
OFFICE SPACE  
• DLF Cybercity  
Chennai  
Noida  
Hyderabad  
Our Rental business and the Hospitality businesses are the   
Standing investments. Our Development Business includes the   
New Construction Projects, both residential and commercial.  
Sustainability Report 2021-22  
6  
Message from the  
CHAIRMAN  
We continue to put enhanced focus on our ESG   
initiatives, and we take absolute pride in sharing   
our FY22 report that highlights the relentless   
effort we are putting to become an enterprise   
that is ready for today and for the future.  
With our Leadership commitment and   
operational excellence, we are creating value on   
the environmental and social fronts. This vision   
reinforces our strategy for the betterment of our   
stakeholders and society at large.  
As one of the leading real estate companies   
in India, we shoulder the responsibility to   
contribute to the country’s growth and   
development. For this, we are resolute that this   
development should be green and inclusive.   
Since, buildings are currently responsible for   
39% of global energy-related carbon emissions:   
28% from operational emissions, from the   
energy needed to heat, cool, and power them,   
and the remaining 11% from materials and   
construction1. We have identified immense   
potential and opportunities to work with   
our stakeholders and to bring long-lasting   
change with our value chain to reduce the   
environmental footprint of our buildings.   
In FY 2021-22, among the many achievements,   
we were recognized as a member of the DJSI   
Emerging Markets for the second consecutive   
year. We were also awarded a 5-star rating for   
GRESB and Overall Regional Sector leader in   
2021.   
Community development is still at the core of   
what we do. We continue to develop positive   
relationships with the communities that   
surround our assets, enhancing their quality of   
life through CSR initiatives, job openings, and   
social and economic recovery.  
Strong governance that follows the principles   
of honesty, accountability, and transparency   
guides our actions in support of the   
environment and society. DLF is dedicated   
to ensuring that the organization has the   
necessary culture and procedures to manage   
risk while upholding the greatest standards   
of ethics, justice, and equality, which is   
represented in the Board’s approach to effective   
governance.  
We strive to ensure that our policies and   
practices, support ethical business conduct. This   
has been made possible with the support of our   
stakeholders.  
We are grateful for the crucial role that all   
stakeholders played in our journey, including   
our customers who depend on our ability to   
develop sustainable developments, partners   
and communities that support our operations,   
investors who see our potential to create long-  
term value, and our employees, who continue to   
relentlessly support this success.  
Rajiv Singh   
Chairman  
1https://www.worldgbc.org/embodied-carbon  
Sustainability Report 2021-22  
7  
Corporate   
OVERVIEW  
DLF is one of India’s leading real estate   
companies with a strong track record of   
more than 75 years. Its activities cover all   
aspects of real estate development from   
land identification and acquisition to design,   
execution, construction, project marketing, etc.   
DLF continues to contribute towards India’s   
socio-economic progress and sustainable   
urbanization with a diverse portfolio of assets   
such as offices, apartments, shopping malls,   
and recreational spaces.  
DLF has contributed significantly to the   
transformation of urban spaces, shopping,   
retail complexes, and residential areas.   
Headquartered in Gurgaon, DLF has developed   
more than 150 real estate projects spread over   
an area more than 330 msf across the country.   
Operational rental portfolio across the group   
is currently 40 msf (approximately) and is well   
complemented by a strong development   
pipeline. DLF continues to steadily scale up its   
operations in the residential business.   
DLF’s asset portfolio is managed under DLF   
Limited and its subsidiary - DCCDL (DLF   
Cyber City Developers Ltd.). The organization   
caters to two major operational models: asset   
development and asset management.  
In the previous year, DLF was recognized   
globally for its sustainability performance   
as a member of Dow Jones Sustainability   
Index (DJSI) by S&P Global in the emerging   
markets category for the second consecutive   
year. DLF continued to be the only Indian real   
estate company to be included in the index.   
In addition, DLF was also awarded sector   
leader 2021 and 5- star rating by GRESB. DLF   
continues to be a constituent in FTSE4Good   
Emerging Index as well.  
DLF has developed more than 150 real estate projects spread   
over an area more than 330 msf across the country.  
DLF Gateway Tower, DLF Cybercity, Gurugram  
Sustainability Report 2021-22  
8  
Performance   
2021 – 2022   
HIGHLIGHTS   
Recognised as   
a member of   
DJSI Emerging   
Markets for the 2nd   
Consecutive Year  
5-star rating for   
GRESB and a   
sector Leader   
in 2021  
LEED Zero Water   
Certifications   
through USGBC  
INR 15.9 cr   
allocated to   
CSR initivaitves  
Installation of   
MERV-14 filters   
across office   
portfolio  
Alignment to   
TCFD framework   
to streamline   
climate action  
Consistent ongoing   
contribution   
towards eleven   
UN Sustainable   
Development Goals  
British Safety   
Council   
 Swords of Honor  
1  
6  
7  
8  
9  
2  
3  
4  
5  
Total   
LEED Platinum   
Certified   
area is approx.   
39 million sq. ft.   
through USGBC  
DLF Cybercity, Foot over bridge  
SNAPSHOT OF DLF  
Sustainability Report 2021-22  
10  
Awards &  
Recognitions  
In the field of managing and developing real estate, DLF has been working nonstop. We have established   
ourselves as leaders in our sector over the past seven decades. Our efforts in several programmes were   
suitably acknowledged throughout the year. The accolades and recognitions we won in the previous year are   
a testament to our efforts in ensuring that each one of our customers has a positive experience while also   
demonstrating our dedication to sustainable business practices.  
DLF Cyber City, Gurugram has achieved   
World’s highest recognition of   
LEED for Cities & Communities   
in Platinum Category   
from U.S. Green Building   
Council (USGBC)  
DLF is the first developer in the world to   
achieve this platinum certification for Cities   
& Communities.  
British Safety Council  
United States Green Building   
Council (USGBC)  
British Safety Council  
India Fashion Awards 2021  
International WELL Building   
Institute (IWBI)  
through USGBC   
17 Sword of   
Honour Awards  
LEED Platinum in   
Operation and   
Maintenance   
Category  
COVID-19 Assurance   
Statement  
Popular   
Destination of   
the Year   
Awarded to:   
DLF Avenue  
WELL Health-  
Safety Rating   
for Facility   
Operations and   
Management  
LEED Zero   
water   
Sustainability Report 2021-22  
11  
IMAGES Shopping Centre   
Awards 2021  
Hon’ble Governor of Haryana  
13th Realty+ Conclave &   
Excellence Awards 2021 (South)  
Retail Asia Awards 2021  
Great Place to Work Institute  
13th Realty+ Conclave &   
Excellence Awards 2021 (South)  
Travel+Leisure India’s   
Best Awards  
CSR Times Award 2021  
MAPIC India 2022  
Condé Nast Traveller Readers’   
Travel Awards  
Police Commissionerate, Gautam   
Budh Nagar, Uttar Pradesh  
14th Realty+ Conclave &   
Excellence Awards 2022 (East)  
The Economic Times World CSR   
Congress  
Telangana Social Impact Group   
(T-SIG)  
Confederation of   
Indian Industry (CII)  
Most Admired   
Shopping Centre:   
Turnaround Story   
Award   
Awarded to:   
DLF Avenue  
Certificate of   
appreciation for   
valuable contribution   
in combating the   
COVID-19   
Most Environment   
Friendly   
Commercial Space   
of the Year  
Brand   
Transformation of   
the Year – India  
One of India’s Best   
Leaders in Times of   
Crisis 2021  
The Developer   
of the year –   
Commercial for   
DLF Assets Limited   
Best   
Luxury Hotel   
in India  
Awarded to:   
The Lodhi  
CSR Project in   
COVID Category   
– Outstanding   
Work During COVID   
Pandemic  
Most Admired   
CSR – Compliant   
Philanthropist   
Shopping Centre of   
the Year  
Favourite   
Indian Hotel for   
Design  
Unstinting Support   
to Police in Fighting   
the COVID-19   
Pandemic  
Most   
Environment-  
Friendly   
Commercial /   
Office Space  
CSR Leadership   
Award 2020   
for best COVID-19   
relief work  
Certificate of   
Appreciation – T-SIG   
COVID-19 Warriors   
Recognition  
national   
award for   
excellence   
in water  
Sustainability Report 2021-22  
12  
Economic  
PERFORMANCE  
Our business exhibited strong performance   
during the fiscal. Strong delivery in line with   
our guidance across all parameters. We   
remain committed to achieving consistent   
delivery of our business goals. Our sustained   
growth is supported by our solid financial   
performance. On a consolidated basis,   
revenue for FY 2021–22 was Rs. 6,138 crores, a   
3% increase from Rs. 5,945 crores in the prior   
year.   
Housing Demand continues to exhibit a   
structural upswing across segments and   
geographies. Residential business exhibited   
a record performance in the fiscal with New   
Sales bookings of Rs 7,273 crore, reflecting   
a Y-o-Y growth of 136%. The office business   
delivered strong collections at 100%. We   
continue to witness a gradual ramp-up in   
the return of occupiers to their workplaces   
and expect these trends to further improve   
in the next few months.  
A few more Financial Highlights in   
the reporting period for DLF Limited   
(Consolidated)  
   
The earnings before interest, taxes,   
depreciation, and amortization   
(EBITDA) stood at Rs 2,163 crore,   
reflecting a year-on-year increase of 11%;   
Margins improved by 200 bps  
   
Net Profit at Rs 1,513 crore, reflecting a   
year-on-year growth of 38%; driven by   
higher EBITDA margins   
   
The Board recommended a dividend   
of Rs 3 per share for the approval of the   
shareholders; 150% as compared to last   
year.  
For the fiscal years 2021-22 and 2020-21, respectively, the total   
comprehensive income attributable to equity shareholders was   
INR 1513 crore and 1097 crore.   
Financial Highlights for the reporting period of   
FY 2021-22 for DLF Cyber City Developers Limited   
(Consolidated) have been mentioned below:  
   
Rental income grew 10% year-on-year;   
supported by a 67% rebound in retail income  
   
Consolidated Revenue of Rs 4,533 crore as   
compared to Rs 4,385 crore last year, reflecting   
a 3% year-on-year growth  
   
The earnings before interest, taxes,   
depreciation, and amortization (EBITDA) stood   
at Rs 3,488 crore as compared to Rs 3,417 crore   
last year, Y-o-Y growth of 2%  
   
Net Profit at Rs 1,002 crore, reflecting year-on-  
year growth of 10%.  
Sustainability Report 2021-22  
13  
DLF’s credit rating was upgraded to AA- with a stable outlook by ICRA and   
CRISIL. DCCDL has been assigned AA rating with a stable outlook by ICRA  
The Company maintains a strong and healthy balance sheet with a net   
worth of ₹ 36,382 crore and a healthy leverage ratio owing to low leverage   
of the Group at 0.07.  
The revenue generated was Rs 6138 crores in FY 2021-22 as opposed to Rs   
5945 crores last year. The operational cost was Rs 3975 crores and Net debt   
was Rs 2680 crores in FY 2021-22 as compared to Rs 3163 crores and Rs   
4885 crores in FY 2020-21 respectively.  
View of DLF Golf & Country Club, Gurugram  
74.95%  
15.39%  
Shareholding   
Percentage as   
on   
31st March 2022   
2.99%  
4.80%  
1.87%  
Promoter &   
Promoter Group  
Foreign Portfolio   
Investments/ Foreign   
Institutional Investors  
Mutual funds  
Resident Individuals -   
Public  
Others (includes other Finan-  
cial Institutions, QIB,Bodies   
Corporates, Clearing members,   
Employees etc.)  
Sustainability Report 2021-22  
14  
Fire & Safety Drill at DLF Cyber CIty Gurugram  
The Lodhi, New Delhi  
SUSTAINABILITY   
APPROACH  
Sustainability Report 2021-22  
16  
Our Approach to   
Sustainability  
Every business must understand the ESG issues that are   
relevant to their operations. The right approach towards ESG   
can enhance and reinforce long-term performance.  
DLF is known for being the forefront for transforming large   
urban landscapes of India with best in-class buildings,   
hence it has the responsibility to create sustained value for   
all stakeholders. DLF being a purpose and a sustainable led   
business is conscious of the needs of all its stakeholders. We   
aim to build and create a sustainable environment that has   
a positive impact on our planet, a lasting contribution to our   
communities and provides an exceptional experience to our   
people now, and in future.  
Our sustainable strategy is centered around three key pillars:  
To strengthen our ESG performance we   
continue our 3R approach:  
   
Resilient Business  
   
Responsible Operations  
   
Reliable Engagements  
Our commitment to making tangible   
contribution to communities and   
environment is governed by our policies   
and long-term targets.  
We have a well-defined environment   
policy and implement a Corporate Social   
Responsibility (CSR) Policy to integrate   
economic, environmental, and social   
objectives with operations and growth for   
the common good.  
We are focused and determined to   
constantly create safer workplaces,   
green and intelligent buildings, energy-   
efficient and smarter cities for sustainable   
ecosystems across our developments.  
Sustainable   
Business  
Environmental   
Stewardship  
Social   
Stewardship  
Every action we make considers   
ESG issues. The following are our   
ESG goals for managing the key   
impact areas:  
 Ensuring compliance to all the   
regulatory requirements  
 Ensuring board oversight of   
matters related to ESG.  
 Reducing the harmful effects on   
the environment  
 Enhancing the efficient use of   
resources, such as water and   
electricity  
 Enhancing the use of renewable   
energy  
 Ensuring the health and   
wellbeing of all parties involved,   
including the community, our   
renters, and consumers  
Sustainability Report 2021-22  
17  
Creating value & alignment with UN SDGs  
The United Nations introduced the Sustainable Development Goals   
(SDGs). These are a set of 17 global development objectives which   
aims at tackling the most pressing issues by the year 2030.Nation has   
already started devising the policies and strategies for the same and   
the corporates are expected to catalyse the efforts.   
At DLF, we have started to define and formulate the responsibilities   
in accordance to the SDGs to align our strategic goals with   
globally agreed sustainability principles and nationally determined   
contributions.   
DLF knows it can play an important role in building India’s strength   
by contributing to designing of sustainable cities and infrastructure.   
We have aligned our work with the most relevant SDGs and are   
developing indicators to map our performance towards these goals.   
SDG 11:   
Sustainable Cities and   
Communities  
Our business involves development of urban spaces in the form of integrated ecosystems comprising   
residential, commercial, and retail properties which offer the best design, safety standards and sustainable   
ecosystems  
SDG 13:   
Climate Action  
We are aware of the risk presented by climate change to our business operations and assess the potential   
physical and transitional risks associated with it. We continue to integrate the TCFD framework in our business   
strategy to streamline our climate action. Our focus remains on creating sustainable assets.  
SDG 12:   
Responsible   
Consumption and   
Production  
To reduce emissions due to transport and logistics, DLF promotes local sourcing of raw materials within the   
organization and its supply chain partners.  
SDG 10:   
Reduced   
Inequalities  
We ensure inclusive design of our buildings to accommodate people with special abilities. We even promote   
gender diversity and inter-generational among our workforces.  
SDG 8:   
Decent Work and   
Economic Growth  
We are committed to upgrading the skills and performance of our employees. We have a planned system for   
feedback on performance, rewards, and recognition. Also, we strive to maintain the highest levels of health   
and safety for all our stakeholders.  
Sustainability Report 2021-22  
18  
SDG 6:   
Clean Water And   
Sanitation  
We practice effective management of water quality and usage across the lifecycle of our assets. We ensure   
water is recycled and reused wherever possible and apply the 4R principle across all our projects.  
SDG 5:   
Gender Equality  
Through our CSR programmes, gender equality is promoted. Quality is ensured at all phases of the   
employee life cycle. We ensure equality in communities we operate in, such as the CSR initiatives for women   
empowerment like enhancing women safety and awareness sessions.  
SDG 3:   
Good Health and   
Wellbeing  
We have a well-defined health safety and environment policy and Safety Management System (SMS).  
SDG 9:   
Industry, Innovation, And   
Infrastructure  
DLF enables best practices in terms of design expertise, technology, advanced safety systems, and   
sustainability across its portfolio:  
   
An integrated mix of office spaces including food and beverage as well as leisure amenities.   
   
Residences in master-planned neighborhoods and exceptional high rises designed with a customer-  
centric approach.  
   
 Innovative structures that have helped transformed the way people interact, connect, and experience   
the retail landscape.  
SDG 7:   
Affordable And Clean   
Energy  
We are committed to reducing the dependence on conventional sources of energy and increasing the   
share of renewable energy across our portfolio. In our pursuit to increase our renewable energy mix, we have   
installed solar panels at all our rental assets.  
SDG 4:   
Quality Education  
Different kinds of social programs are undertaken under our community initiatives including health,   
education, social infrastructure, skilling, and employment. Initiatives regarding education are focused on   
students from economically weaker backgrounds, school infrastructure up-gradation and digitization of   
education.  
Sustainability Report 2021-22  
19  
DLF Golf Links, DLF 5, Gurugram   
Sustainability Report 2021-22  
20  
Stakeholder   
ENGAGEMENT  
At DLF, we believe that engaging with our stakeholders is paramount   
in enhancing stakeholder value and nurturing relationships. Our goal   
is to consistently enhance value for our stakeholders. To meet this goal   
DLF has established stakeholder engagement process, which focuses on   
promoting collaborative and mutually beneficial engagement through   
wide variety of activities and communication channels. We strive for   
productive relationships with all our stakeholders, who are critical to the   
Company’s success.   
The below table consists of the various categories of stakeholders, the mode of interaction for each group, the level of interactions undertaken, and the   
key issues discussed.  
Our stakeholders are identified and prioritized based on specific criteria,   
which are as follows:  
   
Stakeholders that are affected by the activities of our company   
either directly or indirectly.  
   
Stakeholders that have an impact on our business.  
Stakeholder group  
Mode of engagement/communication  
Key topics of concern raised  
Investors  
   
Annual General meetings   
   
Website, periodic disclosures including Quarterly presentations   
   
Pro-active interactions through meetings and conferences   
   
Press releases and newsletters  
   
Economic performance and growth   
   
Competition, market, and other risks   
   
Dividend payments  
Employees  
   
Employee newsletters, Intranet portal   
   
Trainings Performance review meetings   
   
Emails, and other written communication   
   
Cultural events   
   
Various functional committee meetings  
   
Career advancement opportunities   
   
Health and safety   
   
Training and development   
   
Transparent communication and grievance   
redressal   
   
Performance evaluation Rewards and   
recognition  
Sustainability Report 2021-22  
21  
Stakeholder group  
Mode of engagement/communication  
Key topics of concern raised  
Customers  
   
Direct customer calls  
   
Complaint handling and feedback  
   
Assured quality   
   
Timely delivery   
   
Grievance redressal  
Community  
   
Community meetings and visits   
   
CSR interventions and initiatives   
   
Awareness camps  
   
Land degradation   
   
Local infrastructure facilities   
   
Providing employment  
   
Impact on communities  
Contractors  
   
Periodical reviews   
   
Meetings   
   
Regular interaction  
   
Pricing and payment terms  
   
 Delivery time  
Government  
   
Annual report   
   
Communication with regulatory bodies   
   
Formal dialogues  
   
Regulatory compliance   
   
CSR activities and compliance of spending  
   
Federation of Indian Chambers of Commers and Industry (FICCI)  
   
Associated Chambers of Commerce of India (ASSOCHAM)  
   
PHD Chamber of Commerce and Industry (PHDCCI)  
   
Asia Pacific Real Estate Association (APREA)  
   
Confederation of Real Estate Developers Associations of India   
(CREDAI)  
   
National Real Estate Development Council (NAREDCO)  
   
National Association of Software and Service Companies   
(NASSCOM)  
DLF is also associated with various trade bodies, chambers and associations such as:  
We constantly engage through these trade bodies to advocate sector specific policy reforms and improved transparency and governance.  
Sustainability Report 2021-22  
22  
Materiality   
ASSESSMENT  
Materiality is the principle of defining the   
sustainability topics that matter most to an   
organization’s business and their stakeholders.   
Materiality enables the organizations to identify and   
prioritize ESG issues that impact their business.  
At DLF, our ESG strategy is shaped by our material   
priorities/ issues that impacts our business’s long-  
term success. We conduct a comprehensive   
materiality assessment periodically to re-evaluate and   
prioritise our material topics. The process is centred   
at the intersection of organisational relevance and   
stakeholder priorities.   
The key issues are identified by engaging the   
internal as well as the external stakeholders, and   
benchmarking against the industry peers.  
Prioritisation of these material topics is guided by the   
management, to align with the company’s overall   
business goals and objectives.  
Approach taken to finalize the Material Topics at DLF:  
�  
Identification of Material Topics: A comprehensive desk review is   
undertaken to identify a set of material topics relevant for the real   
estate sector. This includes review of current and emerging industry   
trends, business risks and priorities and practices of peer companies. A   
preliminary list of material topics is identified based on this assessment.  
   
Stakeholder Engagement: Key internal and external stakeholder groups   
are identified and consulted with, in order to seek their feedback for   
prioritizing the identified material topics and incorporate their concerns   
and expectations in the materiality assessment.  
   
Data Analysis: Insights gathered through stakeholder engagement are   
analyzed and synthesized with the findings from desk review to develop   
the materiality matrix and arrive at the final list of material topics,   
categorized as per level of priority.  
The identified material topics are then mapped on a matrix to list the   
ESG aspects, based on their significance to both the stakeholders and the   
company. The materiality map helps facilitate informed decision-making in   
our efforts to integrate sustainability within DLF’s business strategy.  
Sustainability Report 2021-22  
23  
 Climate Change Impacts   
 Water & Wastewater   
Management   
 Energy Efficiency  
 GHG Emission Reduction   
 Resource Efficiency & Waste   
Management   
 Biodiversity Protection &   
Conservation  
 Health, Safety & Security   
 Employee Engagement &   
Development   
 Diversity and Inclusion   
 Human Rights   
 Customer Engagement   
 Community Engagement  
 Wellness   
ENVIRONMENT  
DLF Material Topics  
SOCIAL  
 Corporate Governance  
 Economic Performance   
 Business Ethics   
 Sustainable Construction   
 Sustainable Supply Chain  
ESG  
GOVERNANCE  
Sustainability Report 2021-22  
24  
To emerge as a sustainability steward, we have defined targets that support our   
commitment to being more resilient, responsible, and reliable. These targets are aligned   
with our material issues which allow us to monitor our ESG progress to consistently   
improve our performance.  
Environmental Stewardship:  
   
While designing and developing new buildings, ensuring their compliance with the   
green building certification guidelines.  
   
By 2030, to reduce energy intensity in our rental Assets (energy consumption per   
square foot of rental portfolio) by 15% using FY 2019-20 as the baseline.  
   
By 2025, increase renewable energy intensity in our rental assets by 20% using FY   
2019-20 as baseline.  
   
By 2025, reduce water intensity in our rental assets (freshwater consumption per   
square foot of rental portfolio) by 10% using FY 2019-20 as baseline.  
Social Stewardship:  
   
To ensure zero harm each year, i.e., zero fatalities resulting from our operations, each   
year, including both operation and maintenance of our portfolio and development of   
our assets (construction).   
Sustainable Business:  
   
Ensure compliance with all regulatory requirements.   
   
By 2030, ensure that at least 90% of our total rental portfolio is Green Building   
certified.  
Targets &  
COMMITMENTS   
DLF Cyber Hub, Gurugram  
GOVERNANCE  
Sustainability Report 2021-22  
26  
Corporate   
GOVERNANCE   
With the goal of achieving continuous,   
competitive, responsive growth and creating   
long-term stakeholder value, DLF’s Board and   
management are committed to the highest   
standards of accountability, transparency, social   
responsiveness, operational efficiency, and good   
ethics.  
The Company is dedicated to good corporate   
governance and compliance with all applicable   
laws and regulations. DLF’s approach to   
successful governance is evident in the Board’s   
dedication to ensuring that the company   
has the right culture and systems in place   
to manage risk while upholding the highest   
standards of ethics, justice, and equality. We   
will remain one of the industry’s top firms, the   
Board believes, by combining the greatest   
ethical standards with our unrivalled brand,   
knowledge, and skill. Good governance,   
according to the Board, is also critical for   
maintaining and strengthening stakeholder   
trust. The Company views governance as a   
stewardship, a philosophy to promote, a value to   
treasure, and an ideology to live.  
DLF has established strong governance   
practices and continues to strengthen its   
position as a good corporate citizen by adopting   
all the procedures prescribed by the SEBI   
Listing Regulations. DLF is certified to ISO 9001:   
Quality Management System ensuring constant   
improvement of the core business area of the   
organization.   
Our governance structure and policies are built   
with processes and internal controls in mind,   
so that we can grow more robust in the future.   
The Board of Directors is appointed by DLF’s   
shareholders. The Board has established several   
committees to help it carry out its obligations   
effectively. All committees have a secretary,   
which is the Company Secretary. The Chairman   
provides the Board with strategic direction   
and guidance. The Board has given the Chief   
Executive Officer(s) and a group of senior   
executives’ individual authority over day-to-  
day operations, with commensurate roles and   
responsibilities.  
The Board represents an ideal blend of skill,   
knowledge, and experience, allowing it to   
provide effective leadership for the attainment of   
our long-term objective while also maintaining   
the highest governance standards. Our Board   
of Directors now consists of 14 members, 7 of   
whom are independent. Mr. Rajiv Singh presided   
over the Board, while Mr. Ved Kumar Jain was   
named as the Lead Independent Director.  
During the reporting period, the Board met   
four times. Our board members are skilled and   
knowledgeable in the economic, environmental,   
and social realms, all of which have an impact on   
the firm.  
We will remain one of the   
industry’s top firms, the Board   
believes, by combining the   
greatest ethical standards with   
our unrivalled brand, knowledge,   
and skill.  
Sustainability Report 2021-22  
27  
Board of   
DIRECTORS  
Executive Directors  
   
Mr. Rajiv Singh, Chairman  
   
Mr. Ashok Kumar Tyagi, CEO, and Whole-  
time Director  
   
Mr. Devinder Singh, CEO, and Whole-time   
Director  
Non-executive & Non-Independent Directors  
   
Ms. Pia Singh  
   
Mr. G.S. Talwar  
   
Ms. Savitri Devi Singh, (w.e.f. 11.06.2021)  
   
Ms. Anushka Singh, (w.e.f. 11.06.2021)  
Independent Directors  
   
Mr. Ved Kumar Jain,   
Lead Independent Director  
   
Mr. Pramod Bhasin  
   
Mr. Rajiv Krishan Luthra  
   
Lt. Gen. Aditya Singh (Retd.)  
   
Mr. A.S. Minocha  
   
Mr. Vivek Mehra  
   
Ms. Priya Paul  
The Nomination and Remuneration   
Committee develops our Nomination and   
Remuneration Policy, which governs the   
appointment and remuneration of the   
Board. The Directors conduct an annual   
performance appraisal of the Board of   
Directors and other key management staff   
in compliance with the Companies Act   
of 2013 and the Listing Regulations. Our   
annual report for FY 2021-22 contains more   
information on performance evaluation and   
its outcomes.  
At DLF, the leadership oversight for ESG   
areas is part of the organisation structure and   
governance framework that is accountable   
for overall business operations. Several   
committees have been constituted to analyse   
and evaluate the organization’s position on   
issues that are vital to our operations. The   
committees report to the company’s Board   
of Directors on a regular basis to assess the   
risks and possibilities in each domain. The   
following are the details of the committees:  
Audit Committees  
By supervising the financial reporting   
process, the audit committee, led by an   
Independent Director, monitors, and   
assures the Board of Directors of the   
existence of an effective internal control   
environment.  
Corporate Governance   
Committee  
This committee promotes the best-in-class   
corporate governance procedures now in   
use around the world for adoption, as well   
as analyzing audit reports and making   
recommendations for improvements.  
Corporate Social Responsibility   
Committee  
This committee develops and monitors   
the organization’s Corporate Social   
Responsibility (CSR) projects.  
Sustainability Report 2021-22  
28  
Finance Committee  
This committee looks at the company’s   
financial policies, strategies, and capital   
structure, as well as working capital,   
cash flow management, banking, and   
cash management, as well as operations   
authorization.  
Risk Management   
Committee  
Risk Management Committee is   
responsible for framing, implementing,   
monitoring the risk management plan/   
policy including ESG and ensuring its   
effectiveness for the Company in line   
with the SEBI Listing Regulations.   
Risk evaluation and its management   
is an on-going process within the   
organisation. The Company has a   
robust risk management framework   
to identify, evaluate, mitigate, monitor,   
and minimize risks to achieve business   
objectives.  
Stakeholder Relationship   
Committee  
This committee addresses security   
holders’ issues and evaluates measures   
made to ensure that shareholders can   
exercise their voting rights effectively,   
conform to service standards, and limit   
the number of unclaimed dividends.  
Sustainability Report 2021-22  
29  
Business   
ETHICS  
DLF believes that to maintain economic   
value, a strong and robust basis of ethics   
and accountability is required. As a result,   
we’ve worked hard to go above and beyond   
legal obligations, ensuring that policies and   
processes supporting responsible business   
practices are followed to the letter.  
The Company’s Code of Business Conduct   
reaffirms our commitment to operate with   
the highest level of integrity, building on the   
Company’s history of fair, transparent, and   
ethical governance processes. It establishes   
a framework for expected ethical conduct   
and behavior among employees and other   
individuals associated with the Company. To   
guarantee effective adherence to the Code of   
Conduct, all divisions and group companies   
have systemically defined responsibilities,   
accountabilities, and reporting lines. The   
Company has in place Code including   
duties of Independent Directors. The Code is   
comprehensive and ensures good governance   
and provides for ethical standards of conduct   
on matters including conflict of interest,   
acceptance of positions of responsibility,   
treatment of business opportunities.   
Our Code of Conduct forbids bribes,   
kickbacks, and improper payments, as well   
as discrimination, anti-competitive acts, and   
insider trading. The Company has put in place   
required measures as part of its corporate   
governance framework and Code of Conduct to   
avoid any conflicts of interest.  
The Code of Conduct (Code) is applicable to   
all Directors and employees of the Company   
including its subsidiaries, suppliers and   
contractors. Employees are also required to   
undergo an annual training on the Code of   
Conduct to enhance their understanding   
The Company’s Code of Business   
Conduct reaffirms our commitment   
to operate with the highest level of   
integrity, building on the Company’s   
history of fair, transparent, and   
ethical governance processes.   
Sustainability Report 2021-22  
30  
of the same and to commit to inculcate the   
principles defined in it. Ensuring compliance   
to the Code of Conduct forms an essential part   
of employee performance evaluation and any   
misconduct is taken into account, which can   
impact employee appraisals, performance   
rewards and remuneration. DLF’s Whistleblower   
Policy permits employees, contractors, and   
vendors to file a complaint without fear of   
retaliation to ensure proper application of   
its Code of Conduct. The Company follows   
a systematic mechanism to handle and   
examine such complaints, and in the event of   
substantiated violations, the Company takes   
disciplinary action, which may include warnings,   
counselling, penalties, and even termination of   
employees, depending on the severity of the   
violation. Such misbehavior is reported to the   
Audit Committee on a regular basis. During   
the reporting year, there were no violations or   
breaches to our code of conduct.  
The Company has also created a robust and   
integrated compliance framework to give   
management and the Board reasonable   
certainty regarding the effectiveness of its   
compliance management systems. For more   
effective internal control, the compliance   
management systems are being automated.   
Independent verification of compliance system   
is undertaken through external verification   
agencies.  
As per the Code of Conduct, all employees   
must comply with the applicable laws of the   
country which includes prevention of corruption   
and bribery, wherein corruption and bribery   
are punishable offences. The Company’s   
Directors and employees are expected to be   
aware of applicable laws and shall not offer or   
accept bribe in any form including improper   
payments or kickback as well as discourage   
any improper behavior that seeks to gain an   
advantage through unlawful means. Company   
does not undertake any political contributions   
or charitable donations for receiving business   
advantage. In addition, any political or   
charitable donations made by the company, are   
undertaken in accordance with applicable laws   
and regulations post receiving approval from   
the board of the company. All such relevant   
expenditure requires to be fully documented,   
recorded in the company’s records and publicly   
reported.  
Clubhouse at The Camellias, DLF5, Gurugram  
Sustainability Report 2021-22  
31  
Risk & Opportunity   
MANAGEMENT  
At DLF, risk management has always been   
an important aspect of the company’s   
operations. From a technological and regulatory   
standpoint, the markets in which we operate   
are subject to increasing competition and   
evolution. We have a well-defined centralized   
risk management framework that focuses on   
developing a comprehensive risk profile that   
helps us understand our risks and manage   
uncertainties, identify, and pursue sound   
business opportunities including various   
aspects of ESG, and improve compliance   
with corporate governance guidelines and   
regulations. We keep a close eye on how   
we’re doing in terms of various risk areas. We   
evaluate leading risk management standards   
and practices when creating and developing a   
defined risk management approach.  
Risk Management Committee of the Board is   
responsible for reviewing the implementation   
of the risk management framework across   
the organization, reviewing risk assessments,   
monitoring the results of risk management   
plans and reporting on the efficacy of risk   
management to the Board of Directors. The   
committee met twice during the financial   
year to identify and evaluate various risks and   
mitigation strategies.  
The Board of Directors oversees the risk   
management committee’s implementation   
of the risk management framework. Regular   
risk management training is provided to all   
board of directors. The Internal Audit team (IA)   
oversees reviewing and providing independent   
assurance on the Risk Management process’   
overall efficacy and efficiency. While all risks   
cannot be audited, the Audit Committee   
or the Risk Management Committee may   
entrust Corporate Internal Audit, External   
Audit, Insurance, or any other function(s) to   
offer independent assurance on the success of   
stated risk mitigation procedures for selected   
areas. Furthermore, these functions may   
uncover additional hazards because of their   
frequent audit/fieldwork at various levels, which   
will be used as input for the subsequent risk   
identification and assessment process.  
Our risk management system focuses on   
assessing (i.e., identifying and prioritizing)   
hazards as well as implementing risk   
mitigation plans. We identify pertinent   
risks that may jeopardize our objectives’   
achievement during risk identification. We   
examine the relative priority of each risk   
in risk prioritization to select the risks that   
matter (‘RTM’). This also includes thinking   
about the risk’s possible impact and chance of   
recurrence. Our risk mitigation programmes   
entail the creation and implementation of   
activities that aid in the reduction of risks to a   
manageable level. This entails assessing the   
current maturity of the management process   
to mitigate risks and improve it. We officially   
identify risk ownership, mitigation activities,   
responsibilities, and milestones for the risks   
that matter.  
The Internal Audit team   
(IA) oversees reviewing and   
providing independent   
assurance on the Risk   
Management process’ overall   
efficacy and efficiency.   
Sustainability Report 2021-22  
32  
The real estate industry’s transition, which has seen rapid technology advancement and innovation,   
necessitates the adoption of new, agile, and adaptable business models. We live at a period where   
physical and transition risks due to climate change are increasing because of businesses’ exposure   
to climate related regulations, market changes and extreme weather events.At DLF, we strive   
to build our deeper understanding of these risks by conducting periodic risk assessments w.r.t   
climate change for our operations thereby charting a more sustainable, equitable and prosperous   
future. In order to manage climate change impact on the real estate landscape, we have adopted   
a framework that explicitly represents the main relationship between scenario variables and   
the types of risks and opportunities there by clearly articulating the operational approaches to   
managing them, comprising of mitigation and adaptation measures. Our approach to assessing   
the material impact of physical risks comprises of three broad phases, i.e.  
(1)   
Screening of our assets that are in range of weather hazards to prioritize deeper investigation   
on the high-risk assets and charting out a mitigation strategy.  
(2) Assessing the various type of impacts of weather hazards that drive our asset value.  
(3) Investigating and assessing asset level material hazards which impact our asset value due to   
climate change and extreme weather events.  
Emerging Risks:  
1. Meeting future customer and societal demands.  
Type  
Detail  
Potential Impact  
Demand   
Risk  
With changing customer preferences   
and community expectations, our ability   
to meet future customer demand and   
remain competitive may be subject to risk   
in the coming years. With the changing   
demographics in India and increasing   
population of more environmentally   
and socially conscious millennials, our   
products need to continually evolve to   
deliver experiences that meet the changing   
mindsets and lifestyles.  
We acknowledge the need to develop   
assets that meet future customer   
and societal demands. This is crucial   
to the sustainability of our business,   
and the inability to do so will directly   
impact our market share and financial   
performance.  
Mitigation Measures:  
Strengthening our culture of innovation and   
deepening our customer insights to stay up   
to date with customer demands and lifestyle   
choices. In order to do so, we have undertaken   
the following measures:  
   
Conducting periodic comprehensive   
customer studies to capture and analyze   
customer feedback, benchmarking   
against leading/ best-in class practices,   
measuring quality and identifying specific   
improvement areas. Following a formal   
process for customer management, which   
includes:  
   
o   
Customer touch points,   
communication and response   
procedures (prospect, handover and   
operational requirements Service   
Levels/ Turn-around time defined   
to respond to customer queries/  
complaints as part of our robust   
customer complaint handling and   
escalation management process)  
   
o   
Defining emergency response   
procedures and testing them on a   
periodic basis.  
Sustainability Report 2021-22  
33  
   
o   
Formalizing the process for cross-  
functional reviews on customer issues,   
not only for their timely resolution, but   
also for devising strategies for their   
minimization.  
   
Creating sustainable communities and   
assets, resilient to changes in climate.  
   
Enhancing our design excellence and   
providing greater functionality and value   
for money that meet the demands of our   
diverse customer groups.  
   
Strengthening measures to account   
for the socio- economic impact of our   
development projects on the community   
in the planning and pre-construction   
phases. For instance, assessing Livability   
score for our portfolio.  
2. Climate Change Related Risks:  
Extreme events and change in climate exposes   
us to prolonged unavailability of assets and   
infrastructure, cost of restoration and impact   
on customer buying behavior. As we grow, we   
aim to develop a strong risk averse strategy that   
helps in hedging our performance on climate   
change related risks. We conduct a portfolio   
assessment of our assets by developing   
mitigation plans for transition and physical risks   
of climate change and extreme weather events.  
Type  
Detail  
Potential Impact  
Transition   
Risks  
Policy and Legal Risk   
Regulations to address climate change are   
fast evolving and can pose more stringent   
requirements such as emission reporting   
obligations, tougher building standards,   
carbon pricing etc. which might interfere   
with the realization of our operational,   
financial and compliance objectives.  
   
Increased operating costs due   
to increased regulatory and   
compliance requirements, such   
as new disclosure requirements  
   
Additional capital investment to   
comply with stricter regulation  
Market Risk   
The risk stems from the possibility that   
markets vulnerable to climate change   
will become less desirable over time. This   
is especially expected in case of coastal   
regions.  
   
Reduced economic activity in   
vulnerable markets  
   
Reduced occupier demand for   
properties and reduced asset   
value  
Risk of Resource Availability   
Changes in the availability of key resources   
such as energy and water, including water   
scarcity.  
   
Increased costs and reduced net   
operating income due to higher   
prices  
   
Additional capital expenditures to   
adapt buildings to operate with   
alternative resources  
Reputational Risk   
Growing stakeholder preference to work   
with companies incorporating climate risk   
into investment decisions, and consumer   
preference for real estate properties   
incorporating climate mitigation.  
   
Risk to company brand and   
reputation if no action is taken  
   
Lower liquidity and/or reduced   
attractiveness of assets that   
have not incorporated climate   
mitigation  
Sustainability Report 2021-22  
34  
Type  
Detail  
Potential Impact  
Physical   
Risks  
Catastrophic Events   
Increased severity of extreme weather events   
such as floods, cyclones, earthquakes etc.  
   
Costs to repair or replace   
damaged or destroyed assets;   
value impairment  
   
Property downtime and business   
disruption  
   
Potential for increased insurance   
costs or reduced insurance  
Changes in Weather Patterns   
Rising mean temperatures, rising sea levels   
and increase in precipitation.  
   
Potential for increased insurance   
costs or reduced insurance   
availability  
   
Increased wear and tear on or   
damage to buildings, leading to   
increased maintenance costs  
   
Cost of investment in adaptation   
measures, such as elevating   
buildings or incorporating   
additional cooling methods  
We realize the considerable negative impact   
that climate change can have on our   
business, and have begun taking efforts to   
better understand, prepare for and respond   
to the risks posed by climate change. As   
part of our mitigation strategy, we aim to   
map physical risks for current portfolios and   
future development projects, followed by   
the incorporation of physical adaptation and   
mitigation measures for assets that might be at   
risk. In addition, we aim to incorporate climate   
resilience as key criterion in site selection.  
   
We have reduced our energy consumption   
through measures such as use of energy   
efficient lighting and equipment, use of   
HVAC systems, etc.  
   
All our buildings are designed for a seismic   
zone higher than the zone of the area   
that they are built in, to ensure greater   
resilience in the event of an earthquake.  
   
Smart grid / smart building technologies   
installed in our properties.  
   
Automation system upgrades/  
replacements.  
   
Installation of high-efficiency equipment   
and appliances, such as replacement of   
conventional lights with LED lights.  
   
Wall / roof insulation in our buildings.  
   
Systems commissioning or retro   
commissioning in our buildings.  
   
DLF Rental business (Standing   
investments) achieved a unique milestone   
of “LEED Zero water” for DLF Cyber City,   
Gurugram from the U.S. Green Building   
Council (‘USGBC’) along with DLF Cyber   
City Chennai.  
Following are some of the measures that we   
have taken to mitigate both transition and   
physical risks arising from climate change:  
   
We design our buildings to comply with   
the Green Buildings norms and be energy   
efficient. At the same time, we have   
incorporated the use of greener energy   
for our operations, including solar energy,   
wind energy..  
   
We have adopted green energy solutions   
through installation of rooftop solar panels.  
We seek to map physical risks   
for current portfolios and future   
development projects, then   
add physical adaptation and   
mitigation measures for assets   
that may be at danger.  
Sustainability Report 2021-22  
35  
The other major risks identified along with the mitigation strategies from the assessment performed in FY 2021–22 are detailed below:  
Type  
Impact and Mitigation Strategy  
Economic impact   
of pandemic on the   
business  
   
Unprecedented impact of pandemic on the economy and business (significant uncertainty)  
   
Developing clear action plans for safeguarding the economic impact of pandemic and ensuring effective monitoring of   
progress  
Talent development   
and retention -   
Including succession   
planning  
   
Identification & retention of critical talent in lieu of growth phase and competition (including global players / investors)  
   
Upskilling and development of employees on emerging technologies (digital upskilling)  
   
Succession planning for key roles across the organization  
   
Talent development and retention is key to realize the ‘New phase of growth for DLF’  
   
DLF being the industry leader offers easy access to talent pool  
Cyber security and   
data privacy  
   
Increased threat of cyber-attacks, ransomware, hacking due to remote working and data privacy laws (sensitive data   
leakage & legal action by tenants)  
   
IT policies and infrastructure not geared up to remote working  
   
New normal (work from home / anywhere), significant increase in cyber-attacks and data privacy regulations  
   
Key IT applications have been hosted on Azure cloud  
   
Key functions such as finance and IT have been developed in-house  
Safety, Health and   
Environment (SHE) -   
Including COVID  
   
Terrorism (Offices, Malls) – inherent risk of terror attacks / threat from Non-State Actors  
   
Health and safety of workers at construction site and tenants / visitors at office premises (including COVID protocols)  
   
Natural disaster, erosion of natural resources and environmental pollution  
   
Health and safety is one of the key priorities for DLF and core for any real estate business  
   
Significant SHE focusses by regulatory bodies  
   
The Company has a partnership with DuPont to strengthen system and processes for reducing safety incidents  
   
Most projects implemented by the organization are LEED- Platinum certified to ensure minimal environmental impact  
Sustainability Report 2021-22  
36  
Type  
Impact and Mitigation Strategy  
Regulatory   
Compliance   
(Including RERA and   
Project Approvals)  
   
Delayed project approvals and compliance by third party subcontractors / service providers (Principal employer   
obligations)  
   
Compliance with central, state, and municipal laws & regulatory guidelines (such as new Labor code, NGT, construction   
approvals, COVID guidelines, SEBI)  
   
Frequent changes in laws and regulations, decentralization of business and RERA obligations (change in strategy i.e.,   
sale of residential units during construction)  
   
DLF engages with professional consultants to evaluate the existing systems and processes in accordance with the   
applicable laws and regulations to identify gaps and areas for improvement for strengthening compliance  
Project Management   
(Schedule and Cost)  
   
Effective use of emerging technologies to control cost and accelerate speed of construction (e.g., PropTech)  
   
High dependence on external sub-contractors (scarcity of labor)  
   
Increase in cost of construction due to government policies (e.g., social security)  
   
Several new projects envisaged across geographies in the ‘New phase of growth for DLF’  
   
DLF engages with national and international organizations to ensure that the quality, cost, and timelines of projects are   
maintained  
   
DLF also conducts routine audits to ensure that project modalities are in line with organizational commitments  
Innovation and   
Diversification  
   
Disruptive / innovative business models to address current / future needs of customers and portfolio diversification  
   
Newer business models explored by clients to reconfigure their business post pandemic (such as Co-working, pay per   
seat, flexible workspace and managed office spaces)  
   
Fast changing business models and customer preferences (asset light models, speed of delivery, millennials population)  
Environmental, Social   
and Governance   
(ESG)  
   
Creating and managing long term value for stakeholders through an effective ESG framework  
   
Regulatory policies and disclosure requirements (likely enforcement by regulators / government - ESG is gaining   
significant momentum globally)  
   
Growing investor interest in ESG helping to support the ‘green recovery’ agenda  
Customer   
Management  
   
Customer preferences and needs not assessed appropriately leading to mismatch in expectations  
   
Brand standards not defined or complied to while dealing with customers  
   
Frequent changes in the customer’s profile (millennials) and preferences (flexi work environment and vibrant spaces)  
Sustainability Report 2021-22  
37  
Sustainable   
CONSTRUCTION  
DLF is dedicated to responsibly sourcing   
fundamental building supplies and materials.   
It is well understood that environmental   
& ethical sourcing, health consequences,   
and resource efficiency are all factors to be   
considered. Construction supply networks, on   
the other hand, are frequently fragmented and   
temporary. We design and build cutting-edge,   
environmentally friendly homes that exceed our   
clients’ expectations.   
We take up in-depth interactions with   
specialist contractors to influence design and   
specification from the beginning itself, and we   
request information from suppliers to promote   
openness in our decision-making across our   
development pipelines.   
Wherever possible, we use natural low-  
carbon materials that can be found locally   
for our material finishes. DLF promotes the   
use of certified wood as well as other more   
environmentally friendly wood materials and   
products such as composite wood, engineered   
We also have ISO 14001 Certification for many   
of our buildings. Apart from this we maintain   
a level of health & safety and have been given   
ISO 45001 Certification for the same, as well as   
ISO 9001 Certification for our effective quality   
management system.   
wood, and bamboo. Interior finishes for several   
of DLF’s projects use composite or engineered   
wood. Wherever possible, we use FSC-certified   
wood. Furthermore, we believe in obtaining as   
much locally extracted and recovered material   
as feasible.   
The following was the material consumption in   
the reporting period: Welding rods was about   
585 MT, cement at 9044 MT, ready-mix concrete   
was 18875 MT, TMT was 6443 vMT with Mortal   
consumption at around 98 MT. The amount of   
ply board used was 2155 sq. m. Around 16100   
solid blocks and 67740 fly ash bricks were also   
used.  
Furthermore, we are committed to ensuring   
that a significant portion of our developments   
meet Green Building Standards and are energy   
efficient. At the same time, we’ve embraced the   
usage of more environmentally friendly energy   
in our operations. Our rental portfolio is LEED   
Platinum certified area is approx. 39 million sq.   
ft. This is for completed & operational portfolio.   
Sustainability Report 2021-22  
38  
Sustainable   
SUPPLY CHAIN  
Our business strategy at DLF is to cultivate   
mutually beneficial partnerships with all of our   
value chain partners, including suppliers and   
contractors. We’ve developed a strong supply   
chain strategy that will help us achieve our   
business goals, better service our customers,   
and remain ahead of the competition.  
Our supply chain strategy is based on working   
with suppliers who can help us maintain   
competitiveness by delivering exceptional   
customer service while also ensuring cost-  
efficiency and prudent risk management.   
Therefore, as part of this strategy, our priorities   
include partnering with suppliers who   
provide goods/services at supreme quality   
and competitive cost, in addition to a short   
lead time. Furthermore, they must also have a   
strong focus on innovation, risk mitigation and   
agility to evolve with the dynamically changing   
customer needs. As a result, we continually try   
to maintain an efficient procurement process   
that operates under good governance and   
ensures that both we and our suppliers comply   
with all applicable rules and regulations.  
We work with suppliers whose products and   
services comply with our business ethics and   
quality standards. To encourage ESG practices   
in our supply chain, we created a Supplier Code   
of Conduct that establishes minimum ESG   
criteria or thresholds for all our suppliers. These   
requirements or thresholds cover the following   
important areas:  
   
All our suppliers should ensure compliance   
with all national and local environmental   
laws, regulations and permits, as   
applicable to their business operations,and   
should strive toward implementing an   
Environmental Management System   
based on international standards such as   
ISO 14001  
   
Suppliers should work to establish   
procedures for environmental   
improvement, such as reducing emissions   
through operations, increasing the   
share of renewable energy, reducing   
waste production and treating waste   
generated through operations, reducing   
water consumption and adopting water   
conservation measures, and so on.; and   
   
All stakeholders’ fundamental human   
rights must be respected and upheld by   
suppliers.   
   
Suppliers should work to develop their   
own sustainable procurement policy and   
ensure that raw materials are procured in a   
sustainable manner.  
Supplier Selection and   
Categorization  
Sustainable supply chain management is one   
of our key material issues. We adopt a long-  
term approach to managing and maintaining   
supplier relationships through a robust set   
of business procedures which guide supplier   
screening, selection and engagement.  
   
Our suppliers and contractors undergo   
screening at the time of selection through   
a comprehensive due diligence process   
to ascertain the commercial feasibility of   
collaboration and ensure compliances   
We’ve developed a strong   
supply chain strategy that will   
help us achieve our business   
goals, better service our   
customers, and remain ahead   
of the competition.  
Sustainability Report 2021-22  
39  
to statutory laws such as the labor laws   
(working conditions, minimum wages and   
benefits, etc.) and evaluate the suppliers on   
parameters such as price competitiveness,   
quality, response time and ESG criteria   
such as health and safety, environmental   
standards, working conditions etc.  
   
Apart from this, adherence to DLF’s   
Supplier Code of Conduct is also evaluated,   
which consists of guidelines on health   
and safety, human rights, environmental   
protection, sustainable procurement,   
etc. Such ESG practices are paramount   
to ensure our business sustainability and   
enable us to contribute toward sustainable   
development. Hence, we outline such   
contract clauses before enlisting any   
supplier/contractor and target to empanel   
100% suppliers through these contract   
clauses each year.  
   
Health and safety are of significant   
priority in our own operations, as well as   
in our value chain. Therefore, contractors   
engaged for construction of our properties   
are required to adhere to our Health and   
Safety Manual and appoint a Site Safety   
Officer to implement a Site Safety Plan.   
Periodic safety audits are also conducted to   
ensure adherence to all safety guidelines,   
which have helped us to ensure prevention   
of safety incidents and injuries at our   
construction sites. We aim to ensure zero   
harm for our contractors, i.e. zero incidents,   
resulting in lost-time injuries or fatalities   
each year.  
   
Further, the contractors are required   
to develop and implement a Site   
Environment Plan, including measures   
to reduce adverse environmental impact   
from our operations such as minimizing   
air pollution, waste management and   
protection of biodiversity.  
   
We primarily source from local suppliers,   
i.e. most of our suppliers are based in India.   
The following table depicts an overview of   
our suppliers in the reporting year.  
Majority of our suppliers are based out of   
India and can be categorised into contractors   
and consultants which includes project   
management companies, manpower   
contractors, material suppliers and providers of   
other goods and services.   
We identify critical suppliers that are strategic   
to our performance, competitive advantage and   
market success. These are mainly suppliers with   
whom we have a long-standing engagement   
Category of   
Suppliers  
No. of   
suppliers  
Spend   
(INR Cr.)  
Contractors  
1118  
2194.0  
Consultants  
402  
163.3  
Total  
1520  
2357.3  
and that meet our requirements in terms of   
time, cost and quality of service. Largely, these   
include suppliers providing:  
   
High Value and high-volume Goods and   
Services  
   
Critical/Core Products and Services  
   
Non-substitutable Suppliers  
DLF worked with 1476 tier 1 suppliers in FY 2021-  
22 with 36 significant suppliers accounting for   
78% of total procurement spending.   
Supply Chain Risk Assessment  
We closely monitor the performance of our   
suppliers, especially contractors engaged for   
construction and project management. These   
suppliers are required to provide data around   
various ESG factors, such as health and safety,   
labor management, resource consumption   
and waste generation, which are monitored   
at periodic intervals. Further, regular supplier   
assessments are undertaken through site audits   
for identification and assessment of any risks in   
the supply chain. Our approach to supplier risk   
assessment is derived from our enterprise risk   
management framework, as depicted below:  
1.   
Reviewing the entire business   
environment - internal and external for   
identifying potential risks  
2.   
Classifying the various risks in terms of   
probability, impact and nature  
Sustainability Report 2021-22  
40  
3.   
Developing objective measurement methodology for such risks  
4.   
Conducting Supplier Risk Assessments and implementing corrective actions for the issues identified  
At DLF, we identify potential risks in supply chain through undertaking a review of entire business environment and evaluating the existing regulatory,   
market, environmental and socio-economic trends in the sector and geographies where our key suppliers operate. These risks are classified in terms   
of nature, probability of occurrence and severity of impact. The prioritized potential risks are then periodically reviewed through supplier audits. Some   
of these potential risks include on-site health and safety, compliance to labor laws, environmental protection, waste and wastewater management.   
Periodic supplier audits are conducted through site visits, which include risk assessments to ensure compliance to statutory requirements, DLF’s   
Supplier Code of Conduct and the ESG criteria outlined in supplier contracts. Any non-compliances identified are addressed through implementation   
of corrective action plans, which are then periodically reviewed.In order to ensure prudent risk mitigation and ensure sustainable operations ,we target   
to assess 5% fo our total tier-1 suppliers through sustainability risk assessments by FY 2024-25.  
Actual Image-One Midtown, New Delhi  
Sustainability Report 2021-22  
41  
Customer   
ENGAGEMENT  
DLF places a high importance on good   
customer relationships to promote client loyalty,   
which is critical for business continuity and   
success. As a result, one of the keys aims in   
all commercial operations in our subsidiaries,   
which have entire authority to operate in   
accordance with their competitive strategy, is to   
ensure customer pleasure.  
DLF’s aim is to become the world’s premier   
real estate company, renowned for client   
centricity and exceeding industry standards on   
a constant basis. Our Customer Promise guides   
our business and helps us achieve our objective   
of becoming the chosen workplace partner.   
We understand that customers are more likely   
to be satisfied if we listen to and address their   
problems. Our customer-centric strategy is   
backed up by our Customer Promise, which   
commits us to listening to, understanding,   
and responding to customer needs, as well as   
streamlining procedures and innovating to   
improve the customer experience.  
To increase portfolio performance and reduce   
forward lease expiration, we use an active   
leasing strategy. Our simple and easy’ lease   
is built on a common-sense strategy that   
emphasizes creating a relationship with our   
clients during the lease’s execution to speed up   
talks. Our portfolio-wide approach to forward   
leasing allows us to address customers’ needs   
throughout the Group’s asset base, resulting in   
higher customer retention and less downtime.   
We cherish our customers’ comments and are   
actively involved in assessing their satisfaction,   
collecting performance feedback, and   
gathering insights to drive innovation.  
DLF’s product and service solutions are aimed   
at providing a simplified, efficient customer   
experience that increases client satisfaction with   
their workplace and property management. We   
understand that satisfied clients are more likely   
to renew their leases with us for longer periods   
of time and refer us to their connections.  
Our goal to continually improve the customer   
experience drives our customer engagement.   
Our operations strive to build world-class   
urban surroundings as we endeavor to solve   
our clients’ problems. To increase customer   
satisfaction and engagement, we adhere to a   
customer satisfaction policy that includes the   
following:  
   
Customer feedback, questions, and   
complaints are handled in a prompt,   
transparent, objective, and fair manner   
while keeping complete anonymity.  
   
Modelling our products to match customer   
expectations and needs.  
   
Our customer service representatives are   
being trained on how to handle customer   
feedback, questions, and complaints, as   
well as how to efficiently meet customer   
expectations and take the necessary   
corrective and preventive action.  
Sustainability Report 2021-22  
42  
   
A dedicated team of qualified customer   
support personnel handles client   
complaints.  
   
Following the latest industry trends and   
technical breakthroughs in order to   
present our consumers with a cutting-  
edge experience throughout their   
interaction.  
Our tenant engagement approach also involves   
building/asset communication, feedback   
sessions with individual renters, and delivering   
energy and water consumption feedback to   
tenants, among other things. We also offer a   
tenant fit-out and refurbishment programme,   
which includes assistance in reaching   
minimum fit-out standards, as well as tenant   
fit-out recommendations.  
We cater to a diverse spectrum of customers,   
from individuals to businesses. We personalize   
our approach to ensure that they have a   
memorable experience while remaining safe   
and healthy. Our buildings incorporate internal   
green areas and water components while   
being energy and water efficient to help our   
clients connect with nature while performing   
business or shopping. Along with improving   
interior quality and experience, DLF believes   
that mounting concerns about energy usage   
and the transition to a more sustainable   
way of living must be addressed. Porsche, in   
collaboration with DLF Emporio and Chanakya   
malls, has installed e-charging stations for   
charging electric and hybrid automobiles   
throughout the malls.  
We will continue to gather feedback from   
our clients, both tenants and occupiers, to   
continuously improve our goods and services.   
We have progressed from a customer   
satisfaction model to a one based on Net   
Promoter Score (NPS). We use top-down NPS   
methodologies to provide a comprehensive   
picture of our customers’ perceptions. In   
FY 2021-22, tenant satisfaction survey was   
conducted for our rental assets which revealed   
a NPS of 50.  
We are convinced that our consumer contact   
efforts across all of our projects must answer   
to societal expectations. To engage with our   
customers in a more inclusive way, we’ve   
created special programmes. In addition   
to these one-of-a-kind events, each of our   
retail projects features ongoing consumer   
engagement campaigns centred on a monthly   
theme. For example, we’ve designed festival-  
themed advertisements.  
We also keep an eye on the air quality within   
our buildings to protect the individuals who use   
them. We have devised and embraced several   
methods aimed at maintaining cleanliness   
and minimizing pollution in accordance   
with this. These operations include indoor air   
quality monitoring and reporting, as well as   
maintaining hygiene throughout our facilities   
and assets through regular cleaning initiatives.   
All our offices are in the process of upgrading   
to Merv-14 filters. In DLF Cybercity, e-charging   
stations have been installed. To improve the   
client experience, we modify our facilities on a   
regular basis. Over the last few years, we’ve also   
been updating our facilities to guarantee that   
all our clients receive prompt service.  
#EachforEqual is a movement   
that celebrates women and their   
accomplishments. During the   
week of International Women’s   
Day, the campaign included   
special incentives for female   
customers at shopping centres.  
VALUING OUR   
ECOSYSTEM  
View of DLF Golf & Country Club, DLF 5, Gurugram  
Sustainability Report 2021-22  
44  
Valuing  
OUR ECOSYSTEM  
As we grow our footprint, we recognize the growing impact we can create in   
protecting�and�enriching�the�environment�by�improving�resource�efficiency�  
and enhancing our efforts in minimizing the negative impacts. These efforts,   
in our understanding, will help us not only strengthen growth parameters   
but also help us create a shared value in the areas of our operations. Being   
a responsible organization, our goal is to ensure that we are progressing   
in terms of business growth whilst also conserving natural resources. Our   
organization is in adherence to all the environmental norms that apply   
and utilize environmental management practices and endeavors to drive a   
performance�that�is�above�and�beyond�the�legal�mandate.�We�confirm�that�  
there�were�no�fines�imposed�on�us�on�account�of�any�non-compliance�with�  
respect to Environmental Laws.  
We aim to build a safe, sustainable, and inclusive future for all our   
stakeholders and are committed to conducting our activities in a way that   
supports the environment and promotes inclusive development. For this   
purpose, we have undergone an assessment to identify material issues and   
risks.  
We have built an Environment Management System (EMS) aligned to   
ISO 14001, ISO 45001 and ISO 9001 standards, applicable to the standing   
investment portfolio, to control our environmental performance. TUV SUD,   
SGS�global�auditing,�and�certifications�service�provider�has�audited�the�EMS.  
Our Environmental Policy establishes our goals and provides direction for   
our operations and business decisions. It establishes our values in the areas   
of biodiversity, waste management, pollution control, water management,   
climate change, and sustainable sourcing.  
Figure 1: Performance on KPIs  
Waste   
Management  
Biodiversity  
Air Emissions  
Greenhouse Gas   
Emissions  
Water   
Stewardship  
Energy   
Management  
Sustainability Report 2021-22  
45  
We realize that one step at a time is enough to   
slow down the rate of climate change. With this   
in mind, we have taken a holistic approach to   
reduce emissions when designing, building, and   
managing urban spaces. Our holistic approach   
to integrating sustainable business planning   
into decision-making has helped us strike a   
strategic balance between social, economic,   
and environmental aspects considerations.   
Emissions management is a central element   
of our climate change mitigation strategy. We   
used a multi-pronged approach to emissions   
management that encouraged the adoption   
of clean energy alternatives, supported energy-  
saving measures, and offset emissions through   
afforestation and active land-use projects.   
Climate change and   
GHG EMISSIONS  
Statistical Data of SCOPE 1 emissions (million tCO2e)  
Statistical Data of SCOPE 2 emissions (million tCO2e)  
We used a multi-pronged approach   
to emissions management that   
encouraged the adoption of clean   
energy alternatives, supported   
energy-saving measures, and offset   
emissions through afforestation   
and active land-use projects.  
0.009  
0.003  
0.005  
0.003  
0.001  
0.001  
0.002  
0.0003  
0.0005  
0  
0.01  
0.02  
0.03  
0.04  
0.05  
0.06  
0.07  
0.08  
0.09  
0.010  
2019-2020  
2020-21  
2021-22  
Rental Business  
Development Business  
Hospitality Business  
0.227  
0.21  
0.21  
0.006  
0.001  
0  
0.02  
0.008  
0.001  
0  
0.05  
0.1  
0.15  
0.2  
0.25  
2019-2020  
2020-21  
2021-22  
Rental Business  
Development Business  
Hospitality Business  
According to the World Economic   
Forum’s (WEF) Global Risk Report   
2021, extreme weather, failure of   
climate action, and human-caused   
environmental damage are among   
the risks could happen in the next 10   
years. We understand the growing   
environmental and social challenges   
posed by climate impacts on the   
environment and their effects on our   
communities and are aware of our   
role in limiting the long-term effects   
of anthropogenic climate, consistent   
with the objectives of the Paris   
Agreement.   
At DLF, we are in the process of   
developing and managing our   
asset portfolio to incorporate all   
possible measures for promoting   
climate-resilient operations. Climate   
risk has the potential to affect our   
industry in two ways: physically,   
through changing weather patterns   
or rising sea levels, or transitionally,   
through legislative changes related   
to the transition to a low-carbon   
Sustainability Report 2021-22  
46  
economy. At DLF, we are aware of the threat   
climate change poses to our business activities.   
We have examined the possible impact of   
physical and transitional risks associated with   
climate change and are implementing various   
strategies to adapt. We have set targets to   
considerably reduce our carbon emissions over   
the next five to ten years and developed risk   
adaptation strategies that include a variety   
of energy efficiency and emission reduction   
methods.  
We continue to integrate the Task Force on   
Climate-Related Financial Disclosure (TCFD)   
framework into our business strategy to further   
streamline our climate action. The TCFD   
aims at guiding companies in incorporating   
the considerations of the effects of climate   
change into business and financial decisions   
to help facilitate the transition to a more   
sustainable, low-carbon economy. We had   
previously assessed our practices against   
the recommendations and developed an   
implementation roadmap for alignment. In FY   
2021–22, we made progress on several initiatives   
on our implementation roadmap related to   
climate strategy, risk management, and metrics   
and targets.  
We have also linked climate change metrics   
to the performance review of our employees.   
Our technical team, comprising 35% of the   
total workforce has energy saving, emission   
reduction, and effective waste management,   
among others, as part of its KRA (key   
responsibility areas.)  
Sustainability Report 2021-22  
47  
We monitor air emissions at our campuses and   
project sites and ensure that our emissions stay   
within permissible limits. Our principal sources   
of air emission are diesel generator sets and   
fugitive emissions during establishment phase.   
To reduce pollution caused by air movement,   
different actions are taken on our sites:   
   
All dust-producing construction materials   
are transported to the job site with a   
suitable cover.   
   
Water spray has been applied in dusty   
construction sites to reduce the impact of   
air pollution.   
   
Building boundaries are demarcated   
before construction begins and a 3m high   
barrier is installed.   
   
Vehicles transporting construction waste   
away from the construction site are still   
covered with cloth to minimize dust when   
moving.  
   
All dusty construction materials such as   
cement are stored in construction sites to   
minimize dust.   
Air   
EMISSIONS  
   
Dust generated in situ by materials such as sand is minimized by regular watering or adequate   
mulching.  
   
Tire washing equipment for material transport vehicles is available at the entrance and exit of   
the concrete plant area to minimize dust outside the site boundary.   
   
The speed limit for construction vehicles is limited within the construction limit of 10 km/h and   
is observed by security guards.   
   
All chimneys of diesel generating sets are placed at a height and orientation so that the smoke   
does not harm the operator or the surrounding environment.  
   
Along with these initiatives, DG exhaust stack emissions testing is performed every six months   
at all our properties.  
We have also taken a number of initiatives to reduce pollution around our properties. The Rapid   
Metro, which is electrically operated (thus environmentally friendly) is functional in Cybercity,   
Gurugram. It is directly connected to different parts of the National Capital Region (NCR) through   
the Delhi metro. This mode of public transportation has helped to reduce car pollution in and   
around Cybercity, while providing great convenience for employees. We also engage with e-car   
service providers for seamless last-mile connections between DLF buildings and the nearest   
metro stations. We are also promoting CNG based shuttles (mass transport) to run between   
Cybercity, Gurugram and various locations in the NCR. This has reduced car pollution as well as   
traffic congestion. Carpooling, promoted via mobile devices are widely used by the occupants of   
the buildings, which has helped to reduce traffic congestion, fuel consumption and their carbon   
footprints.  
Sustainability Report 2021-22  
48  
STP DLF 5 Gurugram   
Sustainability Report 2021-22  
49  
DLF understands that developing and   
managing real estate requires a significant   
reliance on natural resources, including   
timber, water, and energy. To develop in a   
more sustainable and responsible direction,   
DLF is committed to reducing dependence on   
conventional energy sources and increasing   
the share of renewable energy in the energy   
mix each year. As we focus on switching to   
greener sources of energy, optimizing energy   
use is also a priority. We have designed our   
buildings to proactively address energy   
efficiency through conservation initiatives   
and the deployment of renewable energy. We   
continuously apply innovative and effective   
techniques to our growing portfolio.   
We regularly review energy efficiency plans   
for all our properties and launch initiatives   
to address areas for improvement. We also   
track and drive improvements in efficiency   
and energy reduction through tracking   
development project goals and performance.   
Some of the initiatives taken for energy-saving measures in our buildings are:  
   
Lightening optimization using LED lights.  
   
Installation of high-efficiency equipment pumps and lifts such as HVAC equipment.  
   
Wall and roof insulation.  
   
Automatic meter readings and other smart building technologies.  
With the desire to increase our mix of renewable energies, we have installed solar panels on all our   
rental properties. We also supply wind power to our IT site in Chennai. Open-access energy is used   
from a hydroelectric plant in the retail properties.  
Energy Data Rental business (Standing investments) MwH  
Energy  
MANAGEMENT  
Total Non Renewable Energy  
Consumption  
Total Renewable Energy  
Consumption  
Diesel  
Natural Gas  
FY 2021 - 22  
FY 2020 - 21  
FY 2019 - 20  
268386  
57080.5  
7496  
12.21  
232355  
65918  
1743  
0  
312759  
54847  
21275  
18105  
Sustainability Report 2021-22  
50  
The energy intensity of our rental properties decreased by 27% in the reporting year compared to   
the fiscal year 2019-20. Besides our energy efficiency measures, our consumption was also reduced   
because of the shutdown of commercial spaces due to COVID-19 and revision in total leasable area.  
Energy - Development Business (New Construction Project) MwH  
Energy - Hospitality Business (Standing Investment) MwH  
Total Non Renewable  
Energy Consumption  
Total Renewable Energy  
Consumption  
Diesel  
Natural Gas  
FY 2021 - 22  
FY 2020 - 21  
FY 2019 - 20  
3002.13  
1916  
0  
0  
31  
0  
0  
0  
17209  
2732.85  
290  
10254  
Total Non Renewable  
Energy Consumption  
Total Renewable Energy  
Consumption  
Diesel  
Natural Gas  
FY 2021 - 22  
FY 2020 - 21  
FY 2019 - 20  
20801.05  
9558  
3946  
1178.95  
2467  
6.72  
0  
8011  
179  
34771  
0  
0  
Sustainability Report 2021-22  
51  
The scarcity of usable water supplies is becoming a   
global issue. Water is a crucial element in construction   
activities, and as a real estate company, DLF   
understands the importance of using it wisely. The   
real estate sector is dependent on water input for   
construction activities. As these projects are usually in   
urban or semi-urban areas, the community could face   
potential issues of water security.   
Being a responsible company, we have adopted   
sustainable water management initiatives across our   
operations to optimize water consumption. To find   
areas for improvement, we examine our utility bills   
both quarterly and annually. Our core business units   
regularly monitor monthly water usage to spot any   
patterns that need further investigation. To ensure   
water efficiency, we implement the 4R (reduce,   
recycle, reuse, and replenish) philosophy in all our   
projects.  
Consequently, our water intensity in rental assets has   
decreased by 41.8 % in the reporting year as compared   
to FY 2019-20. Besides our conservation measures, our   
intensity was also reduced because of a reduction in   
per capita water consumption in commercial spaces   
on account of the COVID-19 pandemic and revision in   
total leasable area. The total wastewater recycled for all   
the DLF assets was calculated to be 1726349 KL for the   
FY 2021-22.  
Water  
STEWARDSHIP  
Being a responsible company, we have adopted sustainable   
water management initiatives across our operations to   
optimize water consumption.   
Indicates water consumption by the business for DLF Assets  
FY 21-22  
FY 20-21  
FY 19-20  
FY 21-22  
FY 20-21  
FY 19-20  
FY 21-22  
FY 20-21  
FY 19-20  
Municipal  
Borewell  
Tankers  
TOTAL (IN KL) Rental  
TOTAL (IN KL) Hospitality  
TOTAL (IN KL) Development  
1138056  
1053357  
2,027,651  
94845  
22202  
419798  
359969  
210018  
103077  
103240  
87532  
82,559  
46760  
61777  
55098  
907  
7479  
125  
35430  
57719  
7,479  
0  
0  
0  
124671  
14965  
29001  
Sustainability Report 2021-22  
52  
We have undertaken various measures to conserve   
water at our sites. Some of the important water   
conservation initiatives undertaken are as follows:  
In addition, we have installed zero-discharge STPs at multiple sites across our portfolio. Treated   
storm water and grey water is utilized for irrigation of landscape, sanitation, and make-up water   
for cooling towers. Dual pipe plumbing systems of the buildings helps in using recycled treated   
water for flushing purpose. Even sludge coming from STPs is used as manure for horticulture.   
Meter and sub-meter installations at every   
consumption point to monitor and improve   
water consumption patterns at regular intervals.  
Leak detection systems and timely repair of   
leakage and overflows.  
Reuse of Air Handling Unit’s condensed drain   
water as makeup water in cooling towers   
and regular cleaning and maintenance of all   
plumbing fixtures  
Pressure Reducing Valve (PRV) settings of 1.5–2   
kg/cm2.  
Aerator for a maximum flow of 2.8 litres per   
minute and 6 litres per minute installed in   
wash basin taps and pantry taps, respectively.  
Optimum efficiency of R.O. plant through   
reject recirculation  
Low flow taps & faucets with aerators to   
reduce the flow rate by 50- 60%.  
Sensor based and high efficiency fixtures   
used for urinals and taps in wash basins as   
well as waterless urinals in common areas of   
commercial buildings.  
DLF Rentco achieved a unique milestone of “LEED Zero water” for DLF   
Cyber City, Gurugram from the U.S. Green Building Council (‘USGBC’)   
along with DLF Cyber City Chennai. To obtain LEED Zero Water   
certification, a project must achieve a potable water use balance of zero   
for the past year. DLF has been working on multiple initiatives to minimize   
its water losses and is the first organization in India to achieve the   
LEED Zero Water certification. Today, five DLF malls have obtained this   
certification and are the first malls in the world to do so.  
The total wastewater recycled for all the DLF assets was calculated to be   
1726349 KL for the FY 2021-22.  
DLF Cybercity, Gurugram  
Sustainability Report 2021-22  
53  
We are committed to a circular economy and   
have incorporated this dedicated approach into   
our operations to address material sourcing   
and waste management. Our team works to   
reduce waste at the source and use dedicated   
methods to dispose of it safely and sustainably.   
We ensure strict compliance with regulations   
regarding waste management and take a ‘go   
beyond compliance’ approach to minimizing   
the environmental impact of the waste we   
generate. Given the nature of our operations,   
DLF’s standard operating procedures for waste   
management include measures to manage   
various types of waste that are created across   
our operational area. To treat hazardous waste,   
we have partnered with authorized vendors.   
Furthermore, we have appointed vendors   
to manage the e-waste generated by our   
operations. The organic waste composting   
machine is used to compost biodegradable   
waste. To encourage the use of paper as   
little as possible, we have built an e-visitor   
management system to reduce paper usage   
and waste.   
Waste  
MANAGEMENT  
Project-specific targets on waste reduction,   
recycling or reuse are set for most projects.   
We also collaborate with customers and waste   
contractors to introduce recycling systems   
within our tenancies. Furthermore, contractors   
are incentivized to recover, reuse and recycle   
building materials through avoided costs   
associated with sending waste to landfills and   
allowing contractors to retain revenue and   
savings from material recovery. We educate   
our employees and contractors on appropriate   
waste management techniques and support   
contractors to deliver waste management   
education at our development sites, as required.   
DLF regularly buys from or sells to recycled-  
products exchanges  
In the FY 2021 – 22, recycling of our waste   
was the forefront objective to reduce our   
environmental footprint. Rental business   
recycled 2,575 tonnes of waste, Hospitality   
business recycled 455 tonnes of waste and   
Development business recycled 9,706 tonnes of   
waste. Therefore, we recycled 12,737 tonnes of   
waste for the FY 2021 – 22.  
Our teams work to reduce   
waste at source and use   
dedicated methods to   
dispose it off safely and   
sustainably.  
We also work with customers and waste   
disposal companies to introduce recycling   
systems into our leases. Additionally, contractors   
are encouraged to recover, re-use, and   
recycle building materials, avoiding the costs   
associated with sending waste to landfills   
and allowing them to retain revenue and   
savings from material recovery. We train our   
employees and contractors on appropriate   
waste management practices and assist   
contractors in providing waste management   
training at our development sites as needed. All   
waste generated from our business activities,   
including rental, development, and hospitality,   
are recycled, reused, composted, treated for   
energy recovery, or sold to authorized recyclers.   
Sustainability Report 2021-22  
54  
No waste generated in the past three years has   
been landfilled or incinerated without energy   
recovery. 100% of the non-hazardous waste   
generated by our rental property is recycled or   
utilized as compost.  
At most of our locations, we have established   
dedicated waste collection areas and waste   
separation facilities. For our rental properties,   
organic waste is collected at the source   
through separate bins for dry and wet waste.   
The wet waste is then transferred to the   
provided organic waste composter on-site for   
composting. The manure generated from this   
process is used as a fertilizer in the landscape.   
Solid waste undergoes segregation in specific   
assigned areas, where it is directed to plants for   
reuse, recycling, or energy recovery, depending   
on the type of waste. In addition, to divert   
waste from landfills, we try to source or sell   
to recycling facilities. For example, we have a   
battery buyback policy.  
DLF MyPad, Lucknow  
Rental Business   
(Standing investments  
Hospitality business   
(Standing Investments)   
Development Business   
(New Construction Project)  
2,575  
455  
9,706  
Total Waste Recycled – 12,737 tonnes  
Sent to authorised   
third- party   
recyclers in line with   
regulations  
Composting is undertaken and   
the resulting manure is utilised for   
project landscaping and in our plant   
nursery. At some places, it is handed   
to authorised agencies  
Metal scrap is sent to authorized   
recyclers. Soil is sued either for   
backfilling or sent to authorized   
landfill. Construction debris are sent   
to municipality-authorized agencies   
in line with regulations.   
HAZARDOUS WASTE  
NON-HAZARDOUS   
(ORGANIC WASTE)  
NON-HAZARDOUS   
(OTHER CATEGORIES)  
Waste Recycled (Tonnes) FY 2021 - 22  
Rental business (Standing investments) -   
Waste Generated (Tonnes)  
Development Business (New Construction   
Project) - Waste Generated (Tonnes)  
Hospitality business (Standing Investments) -   
Waste Generated (Tonnes)  
49  
25  
35  
2595  
3,703  
13,069  
0  
2000  
4000  
6000  
8000  
10000  
12000  
14000  
FY 2021 - 22  
FY 2020 - 21  
FY 2019 - 20  
Hazardous Waste  
Non-hazardous Waste  
8,720  
1  
0.7  
986  
3,017  
0  
0  
1000  
2000  
3000  
4000  
5000  
6000  
7000  
8000  
9000  
10000  
FY 2021 - 22  
FY 2020 - 21  
FY 2019 - 20  
Hazardous Waste  
Non-hazardous Waste  
4  
15  
3  
464  
237  
374  
0  
100  
200  
300  
400  
500  
FY 2021 - 22  
FY 2020 - 21  
FY 2019 - 20  
Hazardous Waste  
Non-hazardous Waste  
Sustainability Report 2021-22  
55  
The delicate balance and innate rhythms   
of natural ecosystems are the pulses of   
environmental wellness. We are aware of the   
potential impact of our activities and have   
taken a systematic approach to preserve   
and rejuvenating natural ecosystems   
through our development. An environmental   
impact assessment is carried out at each   
of our operating sites prior to commencing   
construction activities.  
We are committed to preserving the biodiversity   
of the sites in which we operate. We are also   
aware of the ecological value in and around   
our properties and take steps to minimize the   
impact of our business practices. We continue   
to monitor the ecological impacts of our project   
areas after development to minimize negative   
impacts on the local ecosystem. During the   
reporting year, none of our project sites were in   
environmentally sensitive areas or in proximity   
to critical biodiversity and no significant   
negative impacts were observed/reported on   
biodiversity.  
BIODIVERSITY  
Biodiversity risk assessment is undertaken   
during the due diligence process for site   
selection and as part of periodic evaluations   
around our operational sites. We undertake   
environmental impact assessments to   
understand the proximity of our properties and   
associated possible impact on biodiversity. The   
results of the assessment form the basis of the   
development of biodiversity management plans   
(BMPs). The BMP covers actions to minimize   
any adverse impact from our operations, and   
initiatives to enhance the biodiversity value   
around our assets. In addition, we comply with   
all applicable forest related regulations and   
mandatory standards across all our operations.  
We are constantly working to protect and   
enhance the biodiversity/ecosystem around   
our operations. We are committed to not   
operate in and around World Heritage areas   
and IUCN Category I-IV protected areas along   
with any ecologically sensitive area of global   
and/or national importance and encourage   
our suppliers to adhere to the same. We are   
In the reporting period, we   
have managed large public   
parks in New Delhi, which   
were developed as model   
parks. The transformation   
of these parks began by   
introducing landscaped   
greens, seasonal plants,   
ground coverage,   
manicured hedges,   
aromatic herbs and new   
tree species.  
committed to ensuring there is no net loss of   
biodiversity or net deforestation on the land   
under our responsibility, across all operations.  
Our approach is to apply the mitigation   
hierarchy (avoid, minimize, restore and offset)   
Sustainability Report 2021-22  
56  
if operating in areas with close proximity   
to critical biodiversity, of global or national   
importance. We undertake measures to ensure   
there is no net deforestation, such as through   
reforestation and transplantation of trees. We   
also engage with external partners to leverage   
their expertise in augmenting our efforts   
toward biodiversity protection.  
Our buildings have been designed and   
adapted to serve as a safe habitat for local   
and migratory birds. We also conduct various   
tree-planting campaigns as part of our   
community initiatives. The plantation was   
done in the surrounding public spaces   
works in Hyderabad, Gurugram, and Delhi to   
enhance the value of biodiversity. In addition,   
a series of plantation drives were organized   
along the public roads, including Southern   
Peripheral Road and Raghavendra Marg in   
Gurugram. In Delhi, two large public parks   
have been adopted for development into   
model parks.  
As an organization, we pride ourselves on working   
intensively to improve our footprint in biodiversity   
restoration. Many native plant species have been   
planted on the golf course to highlight cover in   
green. Over the years, Gurugram Golf Course has   
become home to several migratory birds along   
with more than 40 native bird species. Large lakes,   
waterfalls, and shaded areas provide habitat for   
fish, frogs, ducks, and many other species. This has   
increased over the years along with the increase in   
green areas.  
Biodiversity - DLF Golf and Country Club, DLF 5, DLF Gurugram  
NURTURING   
PEOPLE  
Covid Care Centre-III  
Sustainability Report 2021-22  
58  
Working at DLF  
Diversity and Inclusion  
At DLF, we believe in setting up our   
mission, policies, and strategies in a way   
that creates and encourages an inclusive   
workplace attracting a diverse pool of   
talent. We respect and support ‘the full   
spectrum of human differences’ be it on   
the lines of gender, sexual orientation,   
age, ethnicity, religious beliefs, geographic   
location, class, culture, physical abilities,   
etc. We believe in covering each   
dimension of diversity whether it be   
internal, external, organizational diversity   
or worldview. At DLF we believe in   
employees’ experience, skills and potential   
and support our human capital to help   
them in making a more meaningful   
contributions. Our diverse pool of talented   
employees has been an asset to DLF, and   
we ensure that we as a team make sound   
business and stakeholder choices.   
10.75%   
Share of women in   
total workforce  
10%   
Share of women in STEM-  
related positions  
10.75%   
Share of women in all   
management positions,   
including junior, middle   
and top management  
10.9%   
Share of women in junior   
management positions, i.e.   
first level of management  
12%   
Share of women in   
management positions   
in revenue-generating   
functions  
10%   
Share of women in top   
management positions,   
i.e. maximum two levels   
away from the CEO or   
comparable positions  
Sustainability Report 2021-22  
59  
As per the World Economic Forum Report on Global Gender Gap, we   
see an increase in delay in reaching gender parity. We are globally   
making very slow progress when it comes to closing the Economic   
Average Salaries   
Participation and Opportunity Gap. DLF aims to promote a culture that is   
progressive and inclusive regardless of gender. We promote gender diversity   
at all levels of management & non-management and aim for achieving a   
reasonable proportion. During FY 2021-22, our total employees were 2,065.   
Female representation in our total workforce is 10.75%. Share of women in   
all management positions including junior middle and top management   
is 10.75%. The share of women in junior management positions was 10.9%,   
whereas in top management positions was 10% during the reporting year.   
Moreover, the share of women in management positions in revenue-  
generating functions (e.g., sales) was 12%. Further, 10% of total STEM   
positions were taken up by women. Details on the number of employees   
based on gender and age categories at different management levels are   
shown in the figure below. Also, all our employees in the reporting year were   
Indian. Further, there were no specially/differently-abled employees.  
We also endorse equal employment opportunity for all and our human   
capital comprises differently-abled people in various functions like   
housekeeping, customer services, operations etc. and we support each of   
our employees to enhance their potential. Therefore, DLF equitably pays   
male and female employees for equivalent jobs across the organization’s   
structure based on merit, aptitude, and experience. Our performancebased   
reward scheme is gender-neutral. Staff pay is also benchmarked against the   
market standards.  
133  
22.33  
6.69  
171.81  
24.81  
7.15  
Executive level  
Management level  
Non-  
management  
level  
Figures in INR Lacs  
Average Women Salary  
Average Men Salary  
Number (Male)  
Number (Female)  
Total  
Less than   
30 age  
30-50 age  
Above   
50 age  
Senior Management  
92  
10  
102  
00  
49  
53  
Middle Management  
305  
34  
339  
02  
245  
92  
Junior Management  
1446  
178  
1624  
262  
1112  
250  
Sustainability Report 2021-22  
60  
DLF CyberCity, Chennai  
INCLUSIVE INFRASTRUCTURE  
DLF as an organization is constantly trying   
to be more inclusive and we approach it in   
possible ways. Our building is designed in   
a manner that it is convenient for everyone   
including people with special abilities such as   
ramps and designated spots for wheelchairs.   
In addition to this, we have also ensured that   
our buildings have amenities like toilets for   
especially abled individuals, wheelchairs and   
various other amenities required to meet the   
needs of differently abled. DLF is aware of the   
importance of healthy workplace culture in   
luring, inspiring, and keeping talent. Its overall   
well-being programme encourages individual   
growth, good health, and balance between   
work and personal life. The program’s initiatives   
include, among others, flexible work schedules,   
a flexible medical and benefits plan, and worker   
engagement programmes. On a case-by-  
case basis, the corporation allows employees   
to request flexible work schedules and home   
office options.  
SAFER WORKPLACE  
We practice non-tolerance towards any kind   
of sexual harassment and our Prevention   
of Sexual Harassment at Workplace policy   
(POSH) policy is formulated in a way that we   
it covers any kind of violation of such acts. We   
protect women’s rights and ensure that there   
are no such breaches to the POSH Policy. We   
practice non-tolerance towards any kind of   
sexual harassment and our Prevention of Sexual   
Harassment at Workplace policy (POSH) policy   
is formulated in a way that we it covers any kind   
of violation of such acts. We protect women’s   
rights and ensure that there are no such   
breaches to the POSH Policy.  
Sustainability Report 2021-22  
61  
At DLF, we believe in upgrading our employees   
core competencies and equip them with   
necessary skillset so that they can assume new   
responsibilities and elevate their performance in   
the current role. With the world of work which is   
transforming at a rapid scale, we acknowledge   
that our organization’s growth is critically   
dependent on the capabilities of our employees   
and their dedication toward fulfillment of our   
vision and mission.   
New Hires in FY 2021-22  
Employee Engagement and   
DEVELOPMENT  
In FY 2021-22, a total of 597 new employees   
joined the organization and no internal hires.   
The total employee turnover rate was 16% and   
the voluntary employee turnover rate was also   
16%. Further, granulated data with an age-wise   
and gender-wise break up across the different   
management levels have been shown in the   
tables here.  
Category  
FY 2021 - 22  
< 30 years  
30 - 50 years  
>50 years  
Male  
Female  
Senior Management  
00  
12  
07  
18  
1  
Middle Management  
02  
67  
09  
72  
6  
Junior Management  
154  
341  
05  
436  
64  
Learning And Development   
(FY 2021-22)  
Number   
(Male)  
Man-Hours   
(Male)  
Number   
(Female)  
Man-Hours   
(Female)  
Senior Management  
2  
12  
6  
14.5  
Middle Management  
325  
1153  
153  
374  
Junior Management  
267  
870  
93  
187  
Gender break-up of man-hours training provided across different management levels has been   
mentioned below.  
Sustainability Report 2021-22  
62  
INR 1000: Average hours per FTE on   
training and development  
New Hires Turnover in FY 2021-22  
Total Workforce Turnover in FY 2021-22 (Age Wise)  
2.9: Average hours per FTE on   
training and development  
Category  
FY 2021 - 22  
< 30 years  
30 - 50 years  
>50 years  
Male  
Female  
Senior Management  
0  
3  
0  
3  
0  
Middle Management  
0  
5  
0  
5  
0  
Junior Management  
10  
36  
0  
42  
4  
Category  
FY 2021 - 22  
< 30 years  
30 - 50 years  
>50 years  
Male  
Female  
Senior Management  
0  
4  
9  
13  
0  
Middle Management  
0  
28  
8  
34  
2  
Junior Management  
56  
142  
26  
178  
46  
We try to achieve learning and development   
objective for our employees in both directly   
as well as and indirectly via learning and   
development program designed for all our   
employees and through diversity and inclusion   
which enables peer learning in multiple ways.   
The learning and Development program   
has trainings which spread across technical,   
behavioral and safety aspects. Some of the   
topics on which trainings were conducted   
included Time Management, Business   
Communication, Powerpoint Training Sessions,   
Microsoft Excel, Email Writing Training,   
RICS Training and Digital Marketing. Other   
training titled Developing a Growth Mindset,   
Young Leaders Programme, Winning with   
Accountability, Build your Brand were also   
provided. Our Diversity and Inclusion approach   
aims at creating a culture of excellence for   
our staff. Our people management policy   
emphasizes on diversity in the workforce.  
In addition to this, DLF practices regular   
performance and career development   
review for employees which can help their in   
assessing their career trajectory along with   
improving firm’s performance. During the   
reporting year FY 2021-22, all our employees   
received performance feedback and career   
advancement reviews via the Company’s   
appraisal system.  
Programs for Leadership Development  
Employees are groomed for leadership   
development roles as part of our leadership   
development programmes.  
Leaders of Today: This category covers   
employees who are either preparing for or   
have already assumed the job of Business   
Leader.  
Leaders of Tomorrow: Employees that are   
already shouldering a wide variety of duties   
and are being groomed as future Business   
Leaders.  
Fast Track Functional leaders: Those who   
can take on more duties in the future.  
Performance Feedback  
Male  
Female  
Senior Management  
44  
5  
Middle Management  
133  
9  
Junior Management  
600  
68  
Sustainability Report 2021-22  
63  
DLF’s employee engagement activities are   
conducted throughout the year which includes   
health and wellbeing camps, sports, and other   
activities. These include celebrating various   
cultural events and activities to promote   
leadership and work-life balance.  
At DLF, we are aware that employee health and   
well-being is essential to ensuring employee   
productivity and engagement. Therefore, we   
have devised various policies and measures   
to foster employee well-being and help them   
maintain a healthy work life balance.  
(1)   
Flexible Working Hours and Work-from-  
Home: Employees are eligible to avail   
flexible working hours and work from   
home option, on a case-to-case basis.   
Special considerations are also made for   
working mothers. As part of our Maternity   
Return Program, employees can avail   
work from home option after the period of   
maternity leave is over, to enable them to   
maintain reasonable work life balance in   
their early days of motherhood.  
(2) Parental Leave: As per DLF’s parental   
leave policy, staff members are entitled to   
parental leave.  
(3) Childcare facilities: DLF has tie-ups with   
third parties that provide childcare facilities   
such as a creche, in the vicinity of all its   
offices. The facility can be availed by all   
employees.   
In FY 2021-22, two eligible female employees   
availed of parental leave.  
As a part of the health and well-being   
initiatives, the organization has responded   
to the emerging needs of the employees to   
enhance their understanding of ergonomics at   
workplace and annual health check-ups. These   
include eye check-up camp, blood donation   
camp, general health check-up, physiotherapy,   
dental check-up camp and yoga camp. DLF’s   
employee-centric cricket tournament is an   
annual event where employees from different   
business verticals compete in friendly matches   
with each other. This year, 10 teams competed   
for the DLF EPL Trophy.  
 As a part of the health and well-being   
initiatives, the organization has responded   
to the emerging needs of the employees to   
enhance their understanding of ergonomics at   
workplace and annual health check-ups. These   
include eye check-up camp, blood donation   
camp, general health check-up, physiotherapy,   
dental check-up camp and yoga camp. DLF’s   
employee-centric cricket tournament is an   
annual event where employees from different   
business verticals compete in friendly matches   
with each other. This year, 10 teams competed   
for the DLF EPL Trophy.  
Sustainability Report 2021-22  
64  
The objective of this program is to equip first time Managers with the skills & mindset required for successful transition to managerial roles & enhance   
their own and their team’s performance. Also, the program was aimed at setting the expectations from a new manager, building basic managerial   
capabilities & creating comfort & a support network for new managers.  
The training journey of the participants spanned across 4 weeks and was a mix of virtual and in – person group sessions  
The program was virtually launched on 7th Sep ‘21 and ended on 30th Sep’21. The program was divided into 4 sessions, with 16 hrs. of training (3   
Virtual sessions of 2.5 - 3 hrs. each and 1 in person session of 8 hrs.)  
The first batch of YLP was attended by 15 employees at managerial levels. Participants from diverse backgrounds and departments such as Sales &   
Marketing, Leasing, Finance , Approvals, Planning , HR were part of the program  
Building Teams  
 Understanding different   
personality types and   
managing them  
 Building Trust,   
commitment and   
retaining conversations  
Managing Teams  
 Building Trust  
 Building Commitment  
 Retention   
Conversations  
 Identifying   
Conflicts  
 Types of Conflict  
 Knowing your own   
style of conflict   
management  
 Resolving the   
conflict  
 Assess your own   
leadership style  
 Managing   
Performance using   
the right style  
 Role Plays  
 Understanding how   
to motivate and get   
work done  
 Identify the role   
demands from   
Internal and External   
Stakeholders  
 Competencies of   
supervisor  
 Critical Performance   
Indicators  
 Setting and Managing   
Expectations and   
Goals  
 Identifying Team   
members - Top/Mid/  
Bottom performers   
and managing them   
 Provide effective   
feedback  
 EQ vs IQ  
 Bringing in   
Emotional Maturity  
 Dealing with   
negative emotions in   
the team  
 Building resilience   
and managing stress  
S1  
Role of a   
Manager  
S2  
Building &   
Managing   
Teams  
S3  
Driving   
Performance  
S4  
Conflict   
Management  
S5  
Emotional   
Intelligence  
S6  
Situational   
Leadership  
Case Study: Young Leaders Program  
Broad Themes of the Sessions  
Sustainability Report 2021-22  
65  
DLF considers occupational health and safety to   
be one of the most important indicators when it   
comes to listing factors to achieve our business   
objectives. Employee safety at DLF is seen as a   
moral and legal obligation and we try our best   
to ensure our employees do not have concerns   
regarding safety and security at workplace.   
We implement our Health, Safety and Security   
policy via our strong leadership team and   
Safety Management System (SMS) portal   
and aim to seek continuous improvement of   
our Occupational Health and Safety (OH&S)   
performance.   
Our commitment to health and safety is   
reinforced by our Occupational Health and   
Safety Policy, endorsed by the Board. The policy   
is applicable to the entire operations including   
all employees as well as contractors and sets   
forth our commitment to continually improve   
the performance of our OHS management   
system, through targeted action plans.   
As per our policy, we are committed to   
Occupational  
HEALTH AND SAFETY   
operating in compliance with applicable   
health and safety laws, regulation, and leading   
industry practices. Our health and safety   
management system is certified to ISO 45001   
standard and has been awarded the Five Star   
Rating for Occupational Health and Safety as   
per audit conducted by British Safety Council.   
In addition, we establish quantitative targets   
supported by specific action plans to improve   
performance on OHS performance metrics. We   
are also committed to working in collaboration   
with employees and workers, seeking their   
consultation and participation to improve our   
OHS performance.  
To achieve the highest standards of safety, DLF   
has identified a few important Health & Safety   
objectives and targets for the year (2021-22). A   
few of the major objectives include complying   
with legal and regulatory requirements,   
implementing cleaning and maintenance   
standards, reviewing risk assessments,   
enhancing employee occupational health and   
safety among others. The targets have been   
listed below:   
   
100% implementation of legal and   
regulatory requirements  
   
100% implementation of façade cleaning   
and maintenance standards by Dec. 2022  
   
100% of our employees should be aware/  
trained on precautions for infectious   
diseases  
   
100% review of risk assessment  
   
100% employee training coverage as per TNI  
   
To cover 100% of our employees under our   
Occupational Health & Well Being plan  
   
Ensure that investigation of all incidents are   
conducted and reviewed by the Incident   
Investigation Committee (IISC) and 100%   
implementation of recommendations  
   
We have achieved the highest number   
of Sword of honor in one year and this is   
awarded through an independent jury of   
British Safety Council.  
Sustainability Report 2021-22  
66  
DLF upholds health, safety, and security as a core value in the conduct of its business. We are committed to creating and maintaining a safe, healthy,   
and environment-friendly workplace, and conforming to and, if possible, exceeding all relevant codes and standards. We believe that all injuries and   
accidents are preventable. DLF’s HSE policy states that identifying and providing adequate control of the health and safety risks arising from work   
activities to prevent incidents and cases of work-related ill health lie at the forefront. This policy covers all employees and workers. We have set up a   
well-defined process for reporting and investigating any incidents related to health and safety. This procedure is provided to effectively implement the   
incident investigation procedure. Our process of incident investigation is based on the ‘Why-Why’ tree analysis to identify the root cause.  
Initiative Snapshot:  
Awareness Sessions on Stress Management,   
Mental Health, Covid 19, and First Aid Training.  
OBJECTIVES:  
To introduce to employees techniques for   
effectively managing workplace stress and   
improve productivity and personal well being.  
To provide a comprehensive stress   
management training course that offers   
practical solutions to reduce and manage   
workplace stress, mental Heath and well being,   
COVID 19 awareness and first aid training.  
ATTENDEES: BM, Department Heads, Central   
Team, AM-Technical, Shift I/C Engineer, HK in   
Charge, Security Officer, Fire Officer  
TOPICS: Early Detection of Occupational Illness, Stress Management, Covid 19 and Mental Health   
Well-Being, Lifestyle Moderation.  
FACULTY: Dr. Dharmendra Kumar – MBBS, MD  
DLF has set processes for reporting of incident, investigate the incidents. This procedure (HSE-CTN-HPP-IR-005) is provided to effectively implement   
Incident Investigation Procedure. This procedure is developed to outline the process for reporting, recording, and investigating an incident,   
recommending corrective and preventive actions and to communicate the lessons learned to prevent recurrence of similar incidents.   
Sustainability Report 2021-22  
67  
Incidents Reported  
Number of Fatalities  
0 Employees;   
0 Contractors  
Lost Time Injury Frequency   
Rate  
0 Employees;   
0 Contractors  
Number of Restricted Work   
Cases  
1  
Number of Medical   
Treatment Cases  
9  
Number of First aid cases  
1  
Absentee Rate  
0  
Number of Fire Incidents  
16  
Number of Near Misses   
Reported  
957  
In FY 2021-22 there were no absentee days   
recorded for both employees and contractors   
resulting in an absentee rate of 0.   
The procedure is intended to provide a   
systematic, in-depth approach of incident   
investigation on health and safety including   
fire hazards, with an emphasis on the following   
Management responsibilities.   
   
Selection of the investigation team.   
Investigation process.  
   
Risk assessment.  
   
Development of corrective and preventive   
recommendations based on hierarchy of   
control.  
   
Communication of the investigation’s findings.   
   
Follow-up system for the investigation’s findings.   
   
Audit of the recommendations and their   
implementation.   
   
Management systems.  
The process of incident investigation uses ROOT CAUSE   
ANALYSIS, FAULT TREE & detailed investigation analysis   
to identify the actual cause of the incident.   
Sustainability Report 2021-22  
68  
DLF has a well-developed procedure (IMS-  
OH&SP-9-Risk Management) for identification   
of work-related hazards, routine and non-  
routine activities, additional controls, and   
assessment of risk and implementation of   
recommendation as per hierarchy of controls   
to eliminate hazards and minimize risks.   
This includes regular internal inspections of   
existing operating procedures and annual   
health and safety audits to identify any gaps.   
This is followed by implementation of action   
plans with quantified targets to address   
the identified risks. In addition, emergency   
response procedures have been defined and   
disseminated across operations to prepare   
for and respond to any emergency situations.   
Every year, risk assessments are assessed   
for any reported incidents or near-misses,   
requirements from enforcement bodies,   
insurers, or auditors, requests from the safety   
A total of 47 DLF personnel were given training, with every participant receiving an average of 3   
hours of training, thus totaling 141 hours of training  
Safety Management System  
Safety is the core value of our business, and we   
aim to achieve ‘Zero Harm’ for our employees   
at our workplace. For this, we have a safety   
management system solely intended to ensure   
proper management of Occupational Health   
and Safety at our workplace. It is based on   
“Plan-Do-Check-Act” principle to meet the   
possible gaps between planning safety and its   
implementation. Our Rental business (Standing   
investments) has HSE Policy which commits to   
employee safety. The SMS specifies the areas of   
its implementation in the organization, covering   
all work-related activities, ensuring continual   
improvement through a logical, stepwise   
method to decide what needs to be done,   
how best to do it, monitor progress toward the   
established goals, evaluate how well it is done   
and identifying areas for improvement.  
Critical Safety Standards   
DLF has the following critical safety standard   
and have taken DuPont certified trainers for   
employees. .   
   
Permit to Work Safety Standard  
   
Confined Space Entry Safety Standard  
   
Lockout & Tagout Safety Standard  
   
Electrical Safety Management Standard  
   
Management of Change Standard  
   
Hot Work Safety Standard  
committee, and adjustments to the procedure,   
safety standards, or regulatory requirements.   
Recommendations are implemented   
across the BUs to prevent recurrence of   
similar incidents. health and safety audits   
are conducted for DLF’s rental properties   
by independent agencies as per ISO 45001   
standard. In addition, safety performance   
audits are also conducted by external agency-   
DuPont for rental facilities.   
There are various DLF schemes for the   
workers to report work-related hazards and   
hazardous situations: Safety Inspector of the   
Day (SIOD); Safety Suggestion scheme; Spot   
the Hazard scheme.  
Mall of India, Noida  
Sustainability Report 2021-22  
69  
WELL Health-  
Safety Rating   
for Facility   
Operations and   
Management  
Horizon Plaza; DLF Promenade; DLF Mall of India, DLF   
Avenue, DLF City Centre; DLF Emporio; The Chanakya;   
DLF CyberHub; DLF Cyber City Gurugram, Chennai,   
Hyderabad; Iparks Kolkata; IT Park Chandigarh;   
Multilevel Car Parking; Lodhi Hotel; Magnolias; Aralias,   
Camelias and Crest.  
International   
WELL Building   
Institute (IWBI)  
Worker’s Right to privacy in regard with Health   
and Safety by DLF  
All the Occupational health services are   
expected to respect workers’ right to privacy.   
DLF ensures that the workers personal health   
related information and participation in any   
occupational health services remains private   
and is not disclosed to third party, all the   
sensitive information pertaining to the worker’s   
health and their participation in Occupational   
Certifications for Health and Safety  
   
Use and handling of lifting equipment  
   
Use and handling of Pressure system  
   
Safe Use & Handling of Work Equipment  
   
Management of Noise & Vibration  
   
Handling & Storage of materials  
   
Personal Protective Equipment  
   
Display Screen Equipment Risk   
Assessment (DSERA)  
   
Fire Risk Assessment (FRA)  
   
Control of Substances Hazardous to Health   
(COSHH)  
   
Manual Handling Risk Assessment (MHRA)  
   
Work at Height & Façade Cradle Safety   
Standard  
   
Safety Observations  
   
Incident Investigation  
For FY 2021-22, DLF managed to surpass its   
training coverage goals for the 9 critical safety   
standards identified above. A total of 4368   
employees received DuPoint-certified training   
against a target of 3198.  
Standard Safety training modules, which   
include Fitout Safety; Scaffolding; Barricading;   
and Emergency Response Plans, among others   
saw a coverage of over 95% for the reporting   
year. Parallelly, training programmes for   
modules on Standard Operating Procedures   
as well as Occupational Health & Safety   
assessment metrics saw a coverage of over   
100% in the former (3870 trained against 3940   
identified) and almost 200% in the latter (11218   
trained against 6879 identified).  
DLF has also received certifications for its stringent application of its OHS management system:   
They have received ‘Five STAR Rating’ for Occupational Health and Safety as per audit conducted   
by British Safety Council and implemented the ISO 45001 — OH&S management system. The scope   
covers Occupational Health & Safety Management Systems of DLF.  
Health Services remain confidential between   
HR and company appointed Occupational   
Health Practitioner (OHP).  
Occupational Health & Safety Procedures  
DLF has the adopted following occupational   
health and safety standards (OHSS) for its   
employees and provided following training with   
the help of professional trainers and central   
team:   
Sustainability Report 2021-22  
70  
By tackling the most pressing issues, our   
corporate citizenship plan takes a holistic   
approach to encourage inclusive growth and   
contribute to the needs of the neighbouring   
community to their liberation.  
Our corporate citizenship policy takes a   
comprehensive approach to promote inclusive   
growth by addressing the most pressing needs   
of the communities in which we operate and   
contributing to their empowerment. Our   
CSR policy covers our vision and approach to   
community participation, as well as our primary   
priority areas, which have been carefully chosen   
to help with all important aspects of social   
development. DLF Foundation, our charity   
arm, is leading the charge. DLF Foundation   
addresses Social Development Projects with an   
integrated holistic approach to ensure that its   
programs impact critical aspects of the lives of   
the underserved in key focus areas of Education,   
Healthcare and Social Sustainability .and puts   
enhanced focus on environment sustainability.   
It collaborates closely with the government,   
civic society, and communities to address   
some of the most pressing development issues   
HEALTHCARE   
INTERVENTIONS  
EDUCATION   
INITIATIVES  
WOMEN  
EMPOWERMENT   
PROMOTION   
OF SPORTS  
ANIMAL   
WELFARE  
ENVIRONMENTAL   
SUSTAINABILITY  
₹ 15.90   
crore  
Corporate Social   
RESPONSIBILITY  
that communities in the vicinity of our operations confront. These programmes are developed in   
collaboration with communities after a thorough needs assessment, and they include a wide range   
of topics such as education, healthcare, social infrastructure, and environmental sustainability.  
The Company has spent the prescribed CSR expenditure amounting to ₹ 15.90 crore in FY 2021-22,   
which is 2% of the average net profit of the Company made during the preceding three years, as   
mandated in the Companies Act, 2013.   
Sustainability Report 2021-22  
71  
DLF‘s interventions in Healthcare, Education,   
Women empowerment, Environment, Sports   
and Social infrastructure are coupled together   
to ensure upliftment of marginalized local   
communities residing in and around our   
project. We value each of our stakeholders   
and recognize their contribution in our overall   
growth story.   
Our CSR initiatives were lauded for the positive   
impact they brought, and we have been   
felicitated with Responsible Business Award for   
Best Community Programme Leadership by   
World CSR Asian Confederation of Businesses,   
Transformational Leadership Award for   
Sustainability by Global Compact Network, Gold   
Award for Best CSR – Practices – 2018 by the   
Hon’ble Chief Minister, Haryana, CSR Initiative of   
the year Award by ET Now and CSR Initiative of   
the Year Award by DNA.  
HEALTHCARE INTERVENTIONS  
1,000 patients got access to   
emergency medical care  
6000 beneficiaries examined  
DLF Foundation’s Ambulance Project  
   
A series of Ambulances were deployed   
at strategic locations in Gurugram for   
the emergency evacuation of poor   
patients from urban slums and villages   
of Gurugram to nearby hospitals. This   
ensured immediate medical care for   
critically ill patients  
01  
02  
Health Screening Camps:  
   
DLF Foundation delivered quality   
healthcare through experienced   
doctors and paramedics at the DLF   
primary health center in Delhi  
DLF Foundation’s CSR   
policy is in line with Global   
Sustainable Goal 3: Good   
health and well-being.   
Healthcare projects   
undertaken during the year   
under review benefited the   
underserved communities in   
the National Capital Region   
of Delhi, Faridabad, Noida   
and Gurugram and most   
DLF project sites.  
Senior Citizens’ Care:  
Senior Citizen Recreation Centre in DLF Phase-ll Community Centre. was set up by DLF Foundation   
to support elderly care in the targeted region. The initiative aims to provide a platform for senior   
citizens to interact socially, build a support network, boost self-esteem, and lead an active life. The   
initiative is in collaboration with Dignity foundation, and it organizes activities for senior citizens   
each evening through the year.   
Sustainability Report 2021-22  
72  
EDUCATION  
In line with SDG Goal 4 & Goal 5, i.e. Quality education   
& Gender equality, DLF has initiated programs In the   
direction of achieving better education facilities to the   
urban & rural area.   
Programme Highlight: DLF CARES   
The aim of the DLF CARES program is to educate, empower and groom underprivileged   
children by sponsoring their education in quality schools. Not only do they get access to   
better teachers, better facilities and infrastructure, this initiative broadens their horizons   
and helps them aim for higher goals. They are often first-generation learners in their   
families and the opportunity to attend a good school imparts them the knowledge and   
skills that would otherwise have been beyond their reach.   
Our intervention does not end with enrolling the students in good schools. We understand   
that the children need a higher degree of emotional support than their peers, in the   
face of their life circumstances. The Foundation has a team of trained counsellors and   
academicians who mentor the students and counsel their families on a regular basis and   
guide them in diverse aspects of their school and personal lives.  
Over the past year, we awarded scholarships to 396 new students in the backdrop of   
the COVID-19 pandemic. We now have almost 1,300 students whose education we are   
sponsoring for their complete learning journey right until finishing the 12th grade.  
The Counselling cell at the DLF Foundation is staffed with psychologists, academicians   
and social counsellors who continuously engage with our scholars, identify learning and   
psychological gaps and strive to bring out the best in these scholars. Existing DLF CARES   
scholars were also counselled, either individually or in groups. Issues that are discussed   
include behavioural changes due to the pandemic and the lockdown, adapting to the new   
norms, getting accustomed to online classes, etc. Our counsellors monitor their emotional   
well-being and provide guidance and mentoring for maximum impact.  
Several webinars were conducted to help the students and parents tackle the challenges   
thrown up by the COVID-19 pandemic. Over 700 students and their parents attended the   
webinars and the recordings were shared with them. To ensure that the lack of a digital   
device did not hamper their schooling, DLF Foundation distributed 673 tablets pre-loaded   
with educational material to students from Class VI and higher.  
Remedial classes focusing on literacy and numeracy for students of Classes II, IV and V   
were started in August 2021. Two qualified teachers have been appointed to conduct these   
classes. This has proved to be a boon for children who would otherwise have struggled to   
keep up with the lessons.  
Impacted 6416 students of class 12   
through education enhancement   
initiatives  
2456 students have received digital   
content through laptop provision  
Govt. School Support Program, NOIDA  
   
The partnership addresses sanitation needs in   
school premises, construction of toilets for girls,   
boys and teachers, repairing of school building,   
whitewashing, fencing out school boundary,   
and also addressing safe drinking water   
requirements of the school through provisions   
for safe drinking water.  
Digitization of Education through Extra Marks   
Foundation  
   
Project focuses on providing digital learning   
tools to students and enable smart learning   
through 3D animations, AV aids, Live-streaming   
and stories to teach subjects like Math and   
Science and is periodically monitored and   
assessed for its impact  
03  
04  
Sustainability Report 2021-22  
73  
To enable the students access to higher   
education, we partnered with Vidya Mandir   
to prepare promising students of Class XI   
for NEET and JEE examinations. In addition,   
students of Class XII were encouraged to apply   
for various skill-based diplomas, vocational and   
bachelor’s degree courses at the New Delhi   
Skill and Entrepreneurship University (DSEU).   
Those selected by DSEU will be provided 50%   
scholarship support.  
Additionally, we were happy to see that   
71 scholars completed their graduation   
successfully and exited our Beyond – School   
Programme. We organised a series of webinars   
to help them in their job search. They were   
trained in writing resumes, applying for jobs   
both online and offline, creating profiles on   
LinkedIn and more. Our students have been   
placed in various organisations like Accenture,   
Vembsys, World-Wide Technology, Kellton,   
Samsung and others, with annual packages of   
upto ₹ 22 lakhs.  
ENVIRONMENT SUSTAINABILITY  
Environment sustainability is one of the   
most important factors to support health   
and well-being now and in the future. DLF   
Foundation has taken efforts towards ensuring   
environment sustainability and it aims to   
strengthen its efforts in this thematic area. It   
considers impacts of rapid urbanization on the   
environment and counters its measures by   
efforts aimed at afforestation. DLF plantation   
drives are spread across various belts in   
Gurugram, Hyderabad and Delhi. Southern   
periphery and Rajendra Marg in Gurugram   
and two parks in greater Kailash which a   
geographic spread of 7 acres are part of this   
and we have committed to ensure plantation   
and maintained of these parks. Additionally,   
8 dustbins have been installed across the two   
parks. DLF Foundation has partnered with the   
Greater Hyderabad Municipal Corporation for   
building and maintaining green corridors in the   
city. These Projects have created tremendous   
impact in creating green corridors and   
augmenting the environment.  
“Say No to Plastic” campaign  
On an average 350 million tonnes of plastic gets   
used every year, and we recycle only a fraction   
of it, thereby DLF Foundation has organized ‘Say   
No to Plastic”. The campaign is across different   
locations including malls and office locations.   
DLF has been practicing various strategies like   
street plays and community interactions to   
spread the message to larger public.   
WOMEN EMPOWERMENT  
Women safety has been a concerning issue in   
NCR Region in Delhi and efforts have been put   
up by various bodies to counter those. DLF has   
been conscious about it and to ensure Women   
Safety in NCR, DLF Foundation provided   
3 Scorpio vehicles to Gurugram Police for   
patrolling and surveillance. This community   
safety efforts is specifically to help women in   
distress and for identifying and taking early   
preventive action in case of women abuse in   
public areas in Gurugram. In addition to this,   
Women Safety Workshops were organized to   
create awareness on sexual abuse and women   
safety. The workshops ensured counselling of   
the attendees on –  
   
Identification of High-risk areas in the   
region  
   
Action to be taken in case of sexual abuse  
   
Steps to be taken to prevent sexual abuse  
   
POSH trainings provided to employees  
In addition, DLF Foundation installed CCTV   
Cameras on public roads to ensure surveillance   
and safety of women.  
Park at GK, New Delhi  
Sustainability Report 2021-22  
74  
CGS VETERINARY HOSPITAL  
The CGS Hospital provides a complete health   
care solution for dogs and cats in Delhi NCR.   
The state-of-the-art facility at CGS Hospital is   
spread over 1.25 acres of land in Gurugram,   
with a covered area of 17000 sq. ft. The   
hospital has provisions for ultrasonography,   
echocardiography, laparoscopy, video and fiber   
optic endoscopy services, a well-equipped   
laboratory, CO2 laser surgery and computed   
radiography along with an in-house pharmacy.   
In addition to the veterinary care units (in-  
patient), the hospital has separate boarding   
facilities for dogs & cats.  
In the past year, the hospital lived up to its   
reputation even in these uncertain times. Aside   
from animals lucky enough to have a loving   
home, we are also committed to stray animals   
that often fall sick or get injured. To treat them,   
we have set up the Pasha Wing, where we offer   
concessional outpatient treatment and free or   
concessional surgeries for stray dogs and cats.  
During the financial year, 4,721 destitute   
dogs and cats were treated and 329 surgeries   
were conducted in the Pasha Wing, which is   
a dedicated facility working for out-patient   
treatment and free/ concessional surgeries   
for stray dogs and cats. Under this wing 1,658   
vaccines were administered to strays, 638 cases   
were given radiological diagnostics, while 1,620   
laboratory tests were done. These treatments   
were either free of cost or highly subsidised.   
Additionally, around 78,000 free meals were   
provided to strays in Gurugram. In April, 2021, we   
launched a free ambulance service for destitute   
dogs and cats.  
In August 2021, we introduced the blood   
transfusion programme both in the CGS   
Hospital and the Pasha Wing. Throughout the   
year, thousands of animals were treated and   
hundreds rescued by our team of committed   
workers. Additionally, more than 21,000 street   
animals were vaccinated for free as part of the   
CGS Hospital vaccination drive.  
Apart from pro bono treatment, general   
awareness of zoonotic diseases, pet care and   
management information were imparted to   
pet parents and visiting school children. The   
Ophthalmology unit and State- of-the- art   
CT Scan unit has seen a surge in associated   
cases. The hospital staff is highly skilled and   
our veterenians National and International   
Veterinary trainings and Conferences and have   
won Appreciation awards. Best Multi-specialty   
Hospital of the Year 2022 Award was conferred   
on the hospital by World Health Care Achievers   
Ltd.  
Partnership with ACGS (All Creatures Great   
and Small)   
DLF Foundation has partnered with ACGS, an   
NGO working in the space of animal welfare,   
supporting their animal welfare initiatives to   
provide shelter, medical and nutritional care to   
animals in distress. Over the course of the last   
year, with the support of DLF Foundation, ACGS   
vaccinated close to 6,000 animals, including   
over 5,000 dogs. In addition to this, over   
2,000 animals were dewormed and a Rabies   
vaccination drive was carried out in Faridabad,   
Gurugram and Delhi, covering over 1,800 dogs.   
All in all over the last year, DLF Foundation   
supported ACGS to provide care and support to   
over 9,000 animals in need.  
SAVING LIVES THROUGH SAFER ROADS  
DLF has partnered with Government for the   
construction of 5 pedestrian public foot over   
bridges in Gurugram. Gurugram today has   
large residential, commercial and industrial   
developments on both sides of the 16 lane   
road. The initiative “Saving lives through safer   
roads” aims to reduce the hassle caused to   
pedestrians due to heavy traffic condition in the   
area. National Highway Authority of India and   
Gurugram Metropolitan Development Authority   
(GMDA) have supported the implementation of   
the project.   
Apart from pro bono   
treatment, general   
awareness of zoonotic   
diseases, pet care and   
management information   
were imparted to pet   
parents and visiting school   
children.   
Sustainability Report 2021-22  
75  
CREMATORIUM PROJECT  
DLF Foundation is developing a state-of-the-  
art crematorium in Sector 72A, Gurugram on   
land earmarked by the Haryana Government.   
In addition to the crematorium for humans, a   
Smriti Van is also being developed as a green   
corridor in remembrance of the departed souls.   
This project has been designed to combine   
state-of-the-art facilities with environment-  
friendly cremation pyres in an aesthetic setting   
with well-designed landscaped gardens and   
water bodies. The crematorium design includes   
CNG pyres, waiting areas and prayer hall,   
preparatory pavilions, administrative block,   
residential quarters, digital urn lockers, and   
multiple parking bays. Built to the highest   
environmental standards, the facility will deploy   
the latest techniques in cremation and clean   
technology with CNG pyres and ventilation   
systems conforming to pollution norms.  
Each pyre will be a standalone unit with its   
independent waiting and gathering area. The   
project, developed on 6.26 acres in Sector 72A,   
Gurugram, once completed, will be the largest   
in Gurugram along with being India’s first   
environment-friendly crematorium.  
GOLF EXCELLENCE PROGRAM  
This program was instituted in 2017 in   
partnership with the DLF Golf Academy and   
K&A Golf Pvt Ltd. The approach is to support   
and encourage talented young boys and girls   
to pursue golf as a professional sport. Junior   
golfers in the age group of 12 – 18 years are   
identified and supported for their coaching,   
equipment, fitness, nutrition, and participation   
in tournaments. Currently there are 12 players   
being supported in the Golf Excellence   
Program.   
Internationally recognized coaches visit the   
DLF Golf Academy periodically to conduct   
regular assessments and suggest the way   
forward. Several coaching camps were   
organised to focus on individual golf lessons   
and assessments, including short game   
lessons, on-course planning and lectures on   
course management. The program undertakes   
interactions and feedback from parents, fitness   
professionals and coaches.   
The students from the academy held top   
positions on the Golf leader boards nationally   
and internationally. Few accomplishments from   
the Golf Excellence Program are:  
   
Kartik Sharma, Jahanvi Bakshi, Hitaashee   
Bakshi, Sunhit Bishnoi and Daksh Shokeen   
have risen to the Professional ranks.  
�  
Jahanvi Bakshi has won four tournaments   
as a Professional and is currently #3 on the   
Order of Merit.  
�  
Hitaashee Bakshi has won three   
tournaments as a Professional and is   
currently #2 on the Order of Merit.  
�  
Kartik Sharma was awarded the ‘PGTI   
Emerging Player of the Year’ for 2021 and   
has recorded nine top -10 finishes on the   
Professional Golf Tour of India, with the   
best finish being Runner-up at the Pune   
Open Championship 2021.  
COMBATTING COVID-19  
In 2021, faced with the devastating second   
wave of Covid-19 and at the same time enabled   
by vaccinations and greater resilience in   
understanding and combating the various   
variants, DLF worked tirelessly to vaccinate   
the masses, augment medical facilities, and   
continue the fight against COVID 19. Two   
Covid-Care facilities were set-up and housed   
temporarily in DLF Community Centres in   
Gurugram. They were equipped with 3 oxygen   
generation plants, 300 oxygen concentrators,   
120 oxygen cylinders, doffing stations, 100   
electric beds, nebulizers, and more.  
DLF Foundation partnered with leading   
hospitals like Narayana Super Speciality,   
Manipal, Fortis and Medanta to organise a   
series of vaccination camps in Gurugram, Delhi,   
Noida, Kolkata, Chandigarh and Chennai. DLF   
Foundation also organised ‘Drive through   
Vaccinations’ in our shopping malls, ensuring   
a smooth and safe experience. So far, the   
foundation has succeeded in vaccinating over   
28,000 and its efforts are ongoing.  
Lastly, DLF Foundation contributed medical   
equipment to government hospitals to assist   
them during the COVID-19 pandemic. It   
donated a state-of-the-art CT Scan Facility   
and a C-arm machine to the Civil Hospital in   
Mussoorie. DLF Foundation also donated 10,000   
oximeters and ventilators to the Haryana and   
Uttarakhand Governments.  
Sustainability Report 2021-22  
76  
Human Rights  
DLF believes in conducting business   
responsibly and tries to take every stakeholder   
involved in the business with utmost sincerely.   
For this we have committed to respecting   
human rights and this is formally dealt in via   
our corporate policy. We take responsibility   
for our huge workforce across our entire value   
chain and proactively take measures to address   
human rights concerns across our operations,   
supply chains, communities, and business   
relationship as we form a complex network of   
stakeholders at various levels.   
Our commitment to human rights is translated   
into action through guidelines set forth in   
our Human Rights Policy, as well as Code   
of Business Conduct, Code of Conduct for   
Suppliers and the CSR Policy. They lay down our   
operating principles for our business, as well as   
expectations from our suppliers and business   
partners, in accordance with applicable labour   
laws and internationally accepted standards,   
including U.N. Guiding Principles on Business   
and Human Rights and International Labor   
Organization’s Declaration on Fundamental   
Principles and Rights at Work.   
Human  
RIGHTS  
The following guidelines are applicable to all   
our employees and anyone doing business   
for or with DLF and other material third-party   
contractors  
Equal Opportunity and Non-Discrimination:  
Our inclusion and diversity policy helps us in   
enabling a working atmosphere that is just   
and prohibits discrimination on the grounds   
of any diversity. We have created a workplace   
for our employees that is inclusive, diverse, and   
free for discrimination based on gender, caste,   
race, ethnicity, nationality, political opinion,   
sexual orientation, diversity, etc. Our workforce   
represents diversity. Selection and employee   
development of our workforce is basis the   
criteria of merit, capability and employee   
performance.   
Health and Safety   
Our multiple policies to ensure employee health   
and safety institutionalize health and safety   
processes. We aim to that provide a working   
environment which is safe for all our employees   
and implement measures to prevent any   
workplace injuries and ill health, with special   
focus on emergency response and preventive   
health and safety measures. All our stakeholder,   
including local communities are considered   
while working on and implementing any such   
policy.   
Anti-Harassment   
DLF practices a zero-tolerance policy for   
discrimination and harassment. Our diversity   
and inclusion approach is in-line with our anti-  
harassment policy and we prohibit all forms   
of harassment, both sexual and non-sexual   
harassment, whether physical, psychological,   
verbal or written.   
DLF believes in conducting   
business responsibly and tries   
to take every stakeholder   
involved in the business   
with utmost sincerely. For   
this we have committed to   
respecting human rights and   
this is formally dealt in via our   
corporate policy.   
Sustainability Report 2021-22  
77  
We ensure that each employee may file a   
complaint or report a concern as per the   
process defined in our Whistle Blower Policy.   
DLF has a policy on Prevention of Sexual   
Harassment (POSH), and any such incidents   
can be reported to the POSH Committee as   
per the process defined in the policy. All such   
complaints are dealt with utmost seriousness   
and kept confidential. Complaints are handled   
and if proven right, disciplinary action is taken   
against the responsible employees. which   
may include warning, dismissal, or legal action   
against the responsible employee(s).  
Equal Remuneration   
DLF offers competitive performance-based   
compensation to all of its employees, which   
is in compliance with the applicable laws,   
regulations and market standards. In line with   
or equal opportunity policies, we also ensure   
that our employees receive equal pay for equal   
work, irrespective of their gender or any other   
bias.  
Prohibition of Child Labor and Forced Labor  
We strictly prohibit child labour or forced labour,   
including bonded labour, slavery and human   
trafficking, in our offices, and project sites and   
require our suppliers and partners to prohibit   
the same in their operations.  
Respecting the rights of Local Communities   
DLF strives to respect and uphold   
the human rights of the vulnerable,   
disadvantaged, and local communities   
surrounding our offices and project sites,   
especially indigenous communities, women   
and children. We assess the impact of our   
operations on these communities to identify   
any existing human rights-related risks and   
take corrective actions. Moreover, we are   
undertaking various social programmes   
on health, education, social infrastructure,   
skilling, and employment for the betterment   
of the surrounding communities.  
Data Privacy   
Our stakeholder’s privacy is handled with   
care at DLF and we protect data and   
information to safeguard privacy concerns   
of our customers and employees. Our   
collected data is protected through regular   
security upgrades and adequate employee   
training is provided to ensure safeguarding   
of sensitive information. Without explicit   
consent of the concerned party, we do not   
engage in sharing any information to third   
parties. As preventive measure, we have   
optimal security system for data leakages   
and incident management.   
One Horizon Centre, DLF 5, Gurugram  
Sustainability Report 2021-22  
78  
the risk management programme for their   
respective businesses, supported by the office   
of Company Secretary, through an annual   
risk assessment as depicted in the figure   
below. Furthermore, they are supported by   
the department heads who participate in the   
identification and prioritization of the risks and   
are responsible for overseeing the development   
and implementation of mitigation plans for the   
prioritized risks.  
Human Rights Risk Assessment Framework  
Our Human Rights Risk Assessment Framework   
involves following stages:   
   
Establishing the context: This comprises   
of an annual review of the business   
objectives along with the business   
environment, nature of our business   
activities, business relationships and the   
operating context. Our human rights   
priorities are also considered, which the   
Company seeks to safeguard  
   
Identifying Potential Human Rights   
Risks: This comprises of an annual review   
of the business objectives along with   
the business environment, nature of our   
business activities, business relationships   
and the operating context. Our human   
rights priorities are also taken into account,   
which the Company seeks to safeguard   
result from changes in our business   
environment, strategy, new business   
relationships or operations. Based on the   
identified risks, a risk library is prepared,   
which categorises them based on source of   
risk (internal or external), nature of business   
and function.  
   
Prioritization of Human Rights Risks:   
Each identified risk is assessed to identify   
its relative priority, in order to arrive at   
key risks for the business or ‘Risks That   
Matter’ (RTM). This is undertaken through   
a risk mapping exercise which includes   
evaluating the potential impact and   
likelihood of occurrence of the risk, and to   
rate each risk as high, medium or low.  
   
Risk Competency Scans: A risk   
competency scan is performed to identify   
the extent to which the potential human   
rights risks are currently managed, through   
evaluation of the existing risk management   
strategies / techniques. This helps in   
Human Rights Risk Management  
All employees at DLF undergo training on the   
Code of Conduct, Human Rights Policy and   
other DLF policies at the time of induction,   
as well as an annual refresher training, to   
ensure that employee behavior is in line   
with the principles upheld by the Company.   
Furthermore, our Supplier Code of Conduct   
defines similar guidelines for all suppliers and   
partners to uphold human rights. This serves   
as the first step toward our commitment to   
prevent risks related to human rights.  
Additionally, to identify and address potential   
risks in our operations and value chain, we   
proactively undertake a human rights due   
diligence process, which is based on our   
group-wide risk management framework,   
supported by a robust governance structure.   
As per the framework, the business unit   
heads are responsible for implementing   
Sustainability Report 2021-22  
79  
identifying any gaps in the existing system   
and determining areas of improvement for   
reducing the risk.  
   
Risk Mitigation Plan: Based on findings of   
the risk competency scans, risk mitigation   
plans are devised in consultation with the   
business heads. Mitigation plans can range   
from risk prevention, through awareness   
sessions and precautionary measures; risk   
reduction through building capacity and   
safeguards or risk elimination through   
modifications in the business process.   
Each mitigation plan is assigned a risk   
owner along with responsibilities and   
milestones, which are then periodically   
monitored.,  
   
Risk Monitoring and Reporting: The risk   
mitigation plans are reviewed quarterly   
by the business and department heads,   
to assess how well the identified potential   
risks are being managed and, if any   
additional risk has emerged that can   
adversely affect the business operations.   
Risk identification and prioritisation   
includes undertaking internal group-  
wide audits, which are often facilitated   
by independent third parties and   
include a detailed assessment of all our   
sites, including all operations, to track   
performance on various human rights-  
related subjects including adherence   
to applicable labour laws, ensuring   
prohibition of child labour, forced   
labour, modern slavery and human   
trafficking, working conditions, freedom   
of association, equal remuneration, non-  
discrimination and health and safety. This   
assessment is undertaken for employees   
across all operations, third party contracted   
labour (which includes migrant workers)   
and contractors. This is assessed for our   
employees and contract workers. These   
assessments enable us to identify ‘risk hot   
spots’ or areas where potential human   
rights issues can occur in our operations,   
as well as target group of stakeholders i.e.,   
groups most vulnerable to the identified   
risks.  
Business Objectives,   
Human Rights Priorties  
INPUT  
PROCESS  
OUTPUT  
Human Rights Risk   
Universe  
Risk Prioritization   
Framework  
Existing Risk Mitigation   
Plans  
Establishing the   
Context  
Indentifying Potential   
Human Rights Risks  
Prioritization Human   
Rights Risks  
Risk Competency Scans  
Risk Mitigation Plan  
Risk Montitoring &   
Reporting  
Human Rights Risk   
Library  
Human Rights Risk that   
Matter (RTM)  
Project/Asset Level   
Plans  
Progress againts Key  
Performance Indicators  
Human Rights Risk Assessment Framework  
Sustainability Report 2021-22  
80  
It is our endeavor to not only prohibit   
undesirable practices, but to not associate   
with any partner who is in dissonance with   
our principles of ethical practices. DLF has   
measures throughout its procurement   
procedures, including in contracts, to ensure   
respect for human rights. Prior to selection,   
every contractor and supplier undergo a   
comprehensive screening where compliance   
to labour laws and human rights such as child   
labour, working conditions, remuneration,   
freedom of association, health and safety   
practices etc. is assessed. The suppliers post   
on-boarding, are assessed at regular intervals   
in line with our due diligence process, to   
ensure timely identification and addressal of   
any existing risks. The details of supplier risk   
assessment are provided in the section on   
Responsible Supply Chain Management.  
Grievance Redressal Framework  
We have institutionalised a mechanism   
to allow for reporting and remediation of   
all human rights violations through our   
ombudsman process and whistle blower   
policy. This allows all our stakeholders   
including our employees, suppliers, customers,   
business partners and communities to   
report any human right-related concerns. All   
reported allegations are addressed, and we   
strive to resolve any human right issue within   
14 working days. All substantiated violations   
are dealt seriously with remediation actions   
depending upon the severity of violation and   
can also include termination of employees and   
business contracts.  
Over the last three years, 100% of our   
operations have been assessed for risks related   
to human rights. As the Company manages   
a significant portfolio of real estate assets,   
health and safety is identified as a potential   
risk for both rental and Development Business   
(New Construction Project) of DLF, which may   
impact tenants, occupants, employees and   
contractors. Robust mitigation plans have   
been devised separately for both businesses,   
which are consistently implemented across   
all assets. For instance, the Rental business   
(Standing investments) of DLF engaged with   
DuPont to establish and implement a robust   
EHS framework for its rental assets, including   
documented standard protocols for health and   
Risk Identification in   
VALUE CHAIN  
safety, establishment of five safety committees   
for monitoring the adherence to protocols,   
development of appropriate infrastructure and   
training programmes, safety management   
certifications for assets, in addition to periodic   
audits by external agencies.  
The Development Business (New Construction   
Project) of DLF has undertaken measures   
such as preparation and implementation of   
standardised health and safety manual for all   
sites, monthly reporting by contractors on safety   
aspects, periodic safety audits at construction   
sites and deployment of safety engineers.  
Furthermore, there were no actual violations   
of human rights in FY 2020-21, including   
no complaints around child labour, forced/  
involuntary labour, or discriminatory   
employment were reported.  
Sustainability Report 2021-22  
81  
   
   
   
   
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Marg, Mahalaxmi, Mumbai - 400011   
   
   
Independent Limited Assurance Statement to DLF Limited on sustainability parameters of   
Sustainability Report FY 2021-22   
   
To   
The Management of DLF Limited,   
Shopping Mall, 3rd Floor, Arjun Marg, Phase-I,   
DLF City, Gurugram - 122 002,   
Haryana.   
   
Introduction   
   
We, KPMG Assurance and Consulting Services LLP (‘KPMG’), have been engaged for the purpose of providing   
assurance on the selected sustainability parameters of Sustainability Report FY 2021-22 (‘the Report’) of DLF   
Limited (‘the Company’ or ‘DLF’) for FY 2021-22. Our responsibility was to provide assurance on the selected   
aspects of the Report as described under ‘boundary, scope, and limitations’ below.   
   
Reporting Criteria   
   
The Company applies non-financial performance criteria for developing its report derived from the following:   
•   
Global Reporting Initiative (GRI) Standards “in accordance – Core option”.   
Assurance standards used   
   
We conducted the assurance in accordance with   
•   
Assurance requirements of International Federation of Accountants’ (IFAC) International Standard on   
Assurance Engagement (ISAE) 3000 (revised) – Assurance Engagements Other than Audits or Reviews of   
Historical Financial Information, to select non-financial sustainability disclosures in the Report.   
o   
Under this standard, we have reviewed the information presented in the Report against the   
characteristics of relevance, completeness, reliability, neutrality, and understandability.   
o   
Limited assurance consists primarily of enquiries and analytical procedures. The procedures   
performed in a limited assurance engagement vary in nature and timing and are less in extent than   
for a reasonable assurance engagement.   
Scope, Boundary and Limitations   
   
The following is covered under the scope and boundary of the assurance engagement:   
•   
The scope of assurance covers the non-financial performance data as presented in the DLF's   
Sustainability Report for the period of 01 April 2021 to 31 March 2022, as per the table below.   
•   
Following selected non-financial sustainability disclosures in ‘the Report’ were subjected to limited   
assurance:   
GRI Standards: General Disclosures   
•   
Organizational Profile (2016): GRI 102-8 and   
GRI 102-13   
•   
Strategy and Analysis (2016): GRI 102-14   
•   
Ethics and Integrity (2016): GRI 102-16   
•   
Governance (2016): GRI 102-18   
•   
Stakeholder Engagement (2016): GRI 102-40,   
102-42, 102-43 and 102-44   
•   
Reporting Practice (2016): GRI 102-45 to GRI   
102-47 and GRI 102-50 to GRI 102-56   
•   
Management Approach (2016): 103-1 to 103-3.   
GRI Standards: Topic Specific Standards: Environmental   
•   
Energy (2016): 302-1   
•   
Water (2018): 303-3, 303-4, 303-5   
•   
Emissions (2016): 305-1, 305-2   
GRI Standards: Topic Specific Standards: Social   
•   
Employment (2016): 401-1, 401-2, 401-3.   
•   
Occupational Health and Safety (2018): 403-9, 403-10.   
•   
Training and Education (2016): 404-1, 404-2.   
•   
Diversity and Equal Opportunity (2016): 405-1, 405-2.   
   
Sustainability Report 2021-22  
82  
   
   
   
   
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Marg, Mahalaxmi, Mumbai - 400011   
   
   
•   
The boundary of the report includes the data and information from DLF sites as mentioned in the Report   
section – Reporting Boundary   
•   
Data review and validation for the following sites was performed through physical site visits:   
o   
DLF Mall of India Noida   
o   
DLF Cybercity Building no.8 Gurugram   
o   
DLF Cyber Park Gurugram   
o   
DLF DownTown Gurugram   
o   
DLF Gateway Tower Gurugram (HR - Head office)   
•   
The assurance scope excludes:   
o   
Data related to Company’s financial performance.   
o   
The Company’s statements that describe expression of opinion, belief, aspiration,   
expectation, aim or future intention and assertions related to intellectual property rights and   
other competitive issues.   
o   
Data and information outside the defined reporting period.   
o   
Strategy, regulatory compliance, and other related linkages expressed in the Report.   
Assurance procedures   
Our assurance process involves performing procedures to obtain evidence about the reliability of specified   
disclosures. The nature, timing, and extent of procedures selected depend on our judgment, including the   
assessment of the risks of material misstatement of the selected sustainability disclosures whether due to fraud   
or error. In making those risk assessments, we have considered internal controls relevant to the preparation of   
the Report to design assurance procedures that are appropriate in the circumstances.   
Our assurance procedures also included:   
o   
Assessment of the Company’s reporting procedures regarding their consistency with the   
respect to reporting criteria.   
o   
Evaluating the appropriateness of various assumptions, estimations, and materiality   
thresholds used by the Company for data analysis.   
o   
Evaluating the appropriateness of the quantification methods used to arrive at the   
sustainability disclosures presented in the Report.   
o   
Review of systems and procedures used for quantification, collation, and analysis of   
sustainability disclosures included in the Report.   
o   
Discussions with the personnel at the corporate and business unit level responsible for the   
data and information presented in the Report.   
o   
Assessment of data reliability and accuracy.   
Appropriate documentary evidences were reviewed on sampling basis to support our conclusions on the   
information and data verified. Where such documentary evidence could not be collected due to the sensitive   
nature of the information, our team reviewed the same with the relevant authority at select sites and at the   
corporate office.   
   
Conclusions   
   
Based on our assurance procedures and in line with the boundary, scope, and limitations, we conclude that, for   
the selected performance data subjected to limited assurance procedures as defined under the scope of   
assurance, nothing has come to our attention that causes us not to believe that these are appropriately stated in   
all material respects, in line with the reporting principles of the GRI Standards.   
We have provided our observation to the Company in a separate management letter. These do not, however,   
affect our conclusions regarding the Report.   
   
Independence   
   
The assurance was conducted by a multidisciplinary team including professionals with suitable skills and   
experience in auditing environmental, social, and economic information in line with the requirements of the ISAE   
3000 (revised) standard. Our work was performed in conformance to the requirements of the IFAC Code of Ethics   
for Professional Accountants, which requires, among other requirements, that the members of the assurance   
team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client,   
in relation to the scope of this assurance engagement, including not being involved in writing the Report. The   
Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional   
competence and due care, confidentiality, and professional behavior. KPMG has systems and processes in place   
to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies   
International Standard on Quality Control (ISQC) 1 and the practitioner complies with the applicable   
   
Sustainability Report 2021-22  
83  
   
   
   
   
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independence and other ethical requirements of the International Ethics Standards Board for Accountants   
(IESBA) code.   
   
Responsibilities   
   
DLF is responsible for developing the Report contents. DLF is also responsible for identification of material   
sustainability issues, establishing and maintaining appropriate performance management and internal control   
systems and derivation of performance data reported. This statement is made solely to the Management of DLF   
in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken   
so that we might state to DLF those matters for which we have been engaged to state in this statement and for   
no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone   
other than DLF for our work, for this Report, or for the conclusions expressed in this independent assurance   
statement. The assurance engagement is based on the assumption that the data and information provided to us   
is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity   
would make based on this assurance statement. By reading this assurance statement, stakeholders acknowledge   
and agree to the limitations and disclaimers mentioned above.   
   
   
   
   
Apurba Mitra   
Associate Partner   
KPMG Assurance and Consulting Services LLP   
Dated: 20th July 2022   
   
   
   
   
   
   
   
GRI CONTENT   
INDEX  
Clubhouse at The Camellias, DLF5, Gurugram  
Sustainability Report 2021-22  
85  
GRI Content Index  
GRI   
Standard  
GRI Indicator  
Reference Section  
Page Number  
Organizational Profile  
102-1  
Name of the organization  
Title page  
01  
102-2  
Activities, brands, products, and services  
Corporate Overview  
07  
102-3  
Location of headquarters  
Corporate Overview  
07  
102-4  
Location of operations  
Corporate Overview  
07  
102-5  
Ownership and legal form  
 -  
Public Limited   
Company  
102-6  
Markets served  
Reporting Boundary  
05  
102-7  
Scale of the organization  
Employee Engagement & Development  
61  
102-8  
Information on employees and other workers  
Employee Engagement & Development, Diversity and   
Equal Opportunity  
58, 61  
102-9  
Supply chain  
Sustainable Supply Chain  
38  
102-10  
Significant changes to the organization and its   
supply chain  
Corporate Overview  
07  
102-11  
Precautionary Principle or approach  
NA  
102-12  
External initiatives  
Creating Value & Alignment with UN SDGs  
17  
102-13  
Membership of associations  
Stakeholder Engagement  
20  
Sustainability Report 2021-22  
86  
Strategy  
102-14  
Statement from senior decision-maker  
Message from Chairman  
06  
Ethics & Integrity  
102-16  
Values, principles, standards, and norms of behaviour  
Corporate Overview  
07  
Governance  
102-18  
Governance structure  
Corporate Governance  
26  
Stakeholder Engagement  
102-40  
List of stakeholder groups  
Stakeholder Engagement  
20  
102-41  
Collective bargaining agreements  
NA  
NA  
102-42  
Identifying and selecting stakeholders  
Stakeholder Engagement  
20  
102-43  
Approach to stakeholder engagement  
Stakeholder Engagement  
20  
102-44  
Key topics and concerns raised  
Stakeholder Engagement  
20  
Reporting Practice  
102-45  
Entities included in the consolidated financial   
statements  
Annual Report  
Annual Report  
102-46  
Defining report content and topic Boundaries  
About the Report  
04  
102-47  
List of material topics  
Materiality Assessment  
23  
102-48  
Restatements of information  
NA  
NA  
102-49  
Changes in reporting  
NA  
NA  
102-50  
Reporting period  
About the report  
04  
102-51  
Date of most recent report  
About the report  
04  
GRI   
Standard  
GRI Indicator  
Reference Section  
Page   
Number  
Sustainability Report 2021-22  
87  
GRI   
Standard  
GRI Indicator  
Reference Section  
Page   
Number  
102-52  
Reporting cycle  
About the report  
04  
102-53  
Contact point for questions regarding the report  
About the report  
04  
102-54  
Claims of reporting in accordance with the GRI   
standards  
About the report  
04  
102-55  
GRI content index  
GRI Index  
85  
102-56  
External assurance  
Assurance statement  
81  
Management Approach  
103  
Management Approach  
Our Approach to Sustainability  
16  
Economic Performance  
201-1  
Direct economic value generated and distributed  
Economic Performance  
12  
Procurement Practices  
204-1  
Proportion of spending on local suppliers  
Sustainable Supply Chain  
38  
103  
Management Approach  
Valuing Our Ecosystem  
44  
Materials  
301-1  
Materials used by weight or volume  
Sustainable Construction  
37  
Energy  
302-1  
Energy consumption within the organization  
Energy Management  
49-50  
Water  
303-3  
Water withdrawal  
Water Stewardship  
51  
303-4  
Water discharge  
Water Stewardship  
51  
303-5  
Water consumption within the organization  
Water Stewardship  
51  
Sustainability Report 2021-22  
88  
GRI   
Standard  
GRI Indicator  
Reference Section  
Page   
Number  
Biodiversity  
304-1  
Operational sites owned, leased, managed in, or   
adjacent to, protected areas and areas of high   
biodiversity value outside protected areas  
Biodiversity  
55  
Emission  
305-1  
Direct (Scope 1) GHG emissions  
Climate Change and GHG emissions  
45  
305-2  
Energy indirect (Scope 2) GHG emissions  
Climate Change and GHG emissions  
45  
Effluents�and�Waste  
306-2  
Waste by type and disposal method  
Waste Management  
53  
Environmental compliance  
307-1  
Non-compliance with environmental laws and   
regulations  
Valuing Our Ecosystem  
44  
103  
Management Approach  
Governance  
Employment  
401-1  
New employee hires and employee turnover  
Employee engagement and development  
61  
401-2  
Benefits provided to full-time employees that are   
not provided to temporary or part-time employees  
Employee engagement and development  
61  
401-3  
Parental leave  
Employee engagement and development  
61  
Occupational Health and Safety  
403-1  
Occupational health and safety management   
system  
Occupational Health and Safety   
65  
Sustainability Report 2021-22  
89  
GRI   
Standard  
GRI Indicator  
Reference Section  
Page   
Number  
403-2  
Hazard identification, risk assessment, and incident   
investigation  
Occupational Health and Safety   
65  
403-3  
Occupational health services  
Occupational Health and Safety   
65  
403-4  
Worker participation, consultation, and   
communication on occupational health and safety  
Occupational Health and Safety   
65  
403-5  
Worker training on occupational health and safety  
Occupational Health and Safety   
65  
403-6  
Promotion of worker health  
Occupational Health and Safety   
65  
403-9  
Work-related injuries  
Occupational Health and Safety   
67  
403-10  
Work-related ill health  
Occupational Health and Safety   
67  
Training and Education  
404-1  
Average hours of training per year per employee  
Employee engagement and development  
61  
Training and Education  
404-2  
Programmes for upgrading employee skills and   
transition assistance programmes  
Employee engagement and development  
62  
404-3  
Percentage of employees receiving regular   
performance and career development reviews  
Employee engagement and development  
62  
Diversity and Equal Opportunity  
405-1  
Diversity of governance bodies and employees  
Working at DLF: Diversity and Inclusion  
58  
405-2  
Ratio of basic salary and remuneration of women to   
men  
Working at DLF: Diversity and Inclusion  
58  
Sustainability Report 2021-22  
90  
GRI   
Standard  
GRI Indicator  
Reference Section  
Page   
Number  
Non- discrimination  
406-1  
Operations and suppliers at significant risk for   
discrimination  
Human Rights  
76  
Child Labour  
408-1  
Operations and suppliers at significant risk for   
incidents of child labour  
Human Rights  
76  
Forced or Compulsory Labour  
409-1  
Operations and suppliers at significant risk for   
incidents of forced or compulsory labour  
Human Rights  
76  
409-2  
Operations with local community engagement,   
impact assessments, and development programmes  
Corporate Social Responsibility  
70  
DLF Cybercity, Gurugram  
Sustainability Report 2021-22  
92