



Building Strong Foundations for the Future through a Sustainable Vision

Table of Content

About the Report	04	Driving Social Good with Purpose	65
Key Performance Highlights for FY 2024-25	06	Occupational Health and Safety	69
Reflections from Senior Leadership	08	Talent Development	81
Skipper at a Glance	18	Employee Engagement and Wellbeing	93
Stakeholder Engagement and Materiality	32	Diversity, Equity and Inclusion	95
Stakeholder Engagement	33	Human & Labor Rights	97
Materiality Assessment	35	Local Communities	99
Governance	38	Supply Chain Management	105
Corporate Governance	39	Economic Performance	108
ESG Governance	40	Economic Value Generated and Distributed Performance	110
Digitalisation and IT Infrastructure	41	Product Quality and Safety	111
Environmental Stewardship	45	GRI Index	113
Climate Change and Energy Management	48		
Water and Effluent Management	56		
Waste and Pollutant Management	59		
Air Emission Management	63		



About the Report

Sustainability is the foundation for future growth. Intensifying environmental, social and governance keeps highlighting this fact and the perpetuation and growth of human societies depend on productive activities becoming sustainable. Therefore, businesses must embed sustainability as a basic principle of functioning.



Skipper Limited (hereafter referred to as Skipper) has adopted an integrated approach to sustainability. We ensure that our product portfolio and operational footprint remains environment friendly. We remain committed to contributing to the nation's economic progress and to building an "Atmanirbhar Bharat" while simultaneously conforming with the country's Net Zero goals. We prioritize on employee wellbeing and safety and on helping to create

a society that is more equitable and empowered.

This Sustainability Report provides a clear account of Skipper's sustainability journey our context, governance, stakeholder priorities, and performance highlights for the reporting period. It establishes the baseline of where we stand today and how we manage the issues most material to our business.

This report unfolds our priorities and strategies as we take on the task of integrating sustainability deeply within each of our business processes and setting up standards for measuring and evaluating outcomes. Our sustainability agenda spans across our business segments: Engineering, Infrastructure, and Polymers. As we straddle a growing market and address different customer segments, we are committed to transparently tracking the sustainability performance of our divergent product streams.

Our first report presents both quantitative and qualitative insights into our key non-financial performance indicators, offering stakeholders a comprehensive view of our ESG efforts till now. This report captures how we are aligning our strategy with environmental and social priorities, thus translating intent into action and building a resilient, future-ready organisation.

Scope, Boundary, and Reporting Period

This report covers all activities fully consolidated for financial reporting purposes and encompasses our five operational sites across the Engineering, Infrastructure, and Polymers business units. The reporting period is April 1, 2024 to March 31, 2025, and forms part of our annual disclosure commitment. Environmental data for our Engineering, Procurement, and Construction (EPC) projects is excluded from this report.

Reporting Standards and Frameworks

This report is prepared with reference to the Global Reporting Initiative (GRI) Standards, 2021 update, and aligns with the principles of the Business Responsibility and Sustainability Reporting (BRSR) framework and the National Guidelines on Responsible Business Conduct (NGRBC). Additionally, our ESG initiatives and disclosures are mapped to the United Nations Sustainable Development Goals (UN SDGs), demonstrating our commitment to advancing global development priorities.

Although the report is developed using robust

internal controls, the non-financial disclosures have not undergone third-party assurance.

Statement of Responsibility

The Board of Directors affirms that this report presents a balanced and comprehensive overview of the sustainability performance, priorities, and strategy of Skipper Limited. It reflects key material topics identified through a systematic engagement process with internal and external stakeholders. The disclosures herein are intended to support informed decision-making and reinforce our commitment to long-term, sustainable value creation.

Restatement of Information

Certain metrics from prior reporting cycles have been restated due to changes in expanded data coverage and refinements in measurement methodologies. All restatements are clearly flagged in the report and footnotes, with explanations of the rationale and the resulting impacts on prior-year and trend figures.

Forward-Looking Statement

This report contains forward-looking statements that outline Skipper Limited's aspirations, strategic direction, and anticipated performance. While these projections are grounded in sound assumptions and past trends, they remain subject to uncertainties including regulatory changes, market dynamics, technological shifts, and global developments.

Contact Information

For feedback, queries, or further information related to this report, please contact:

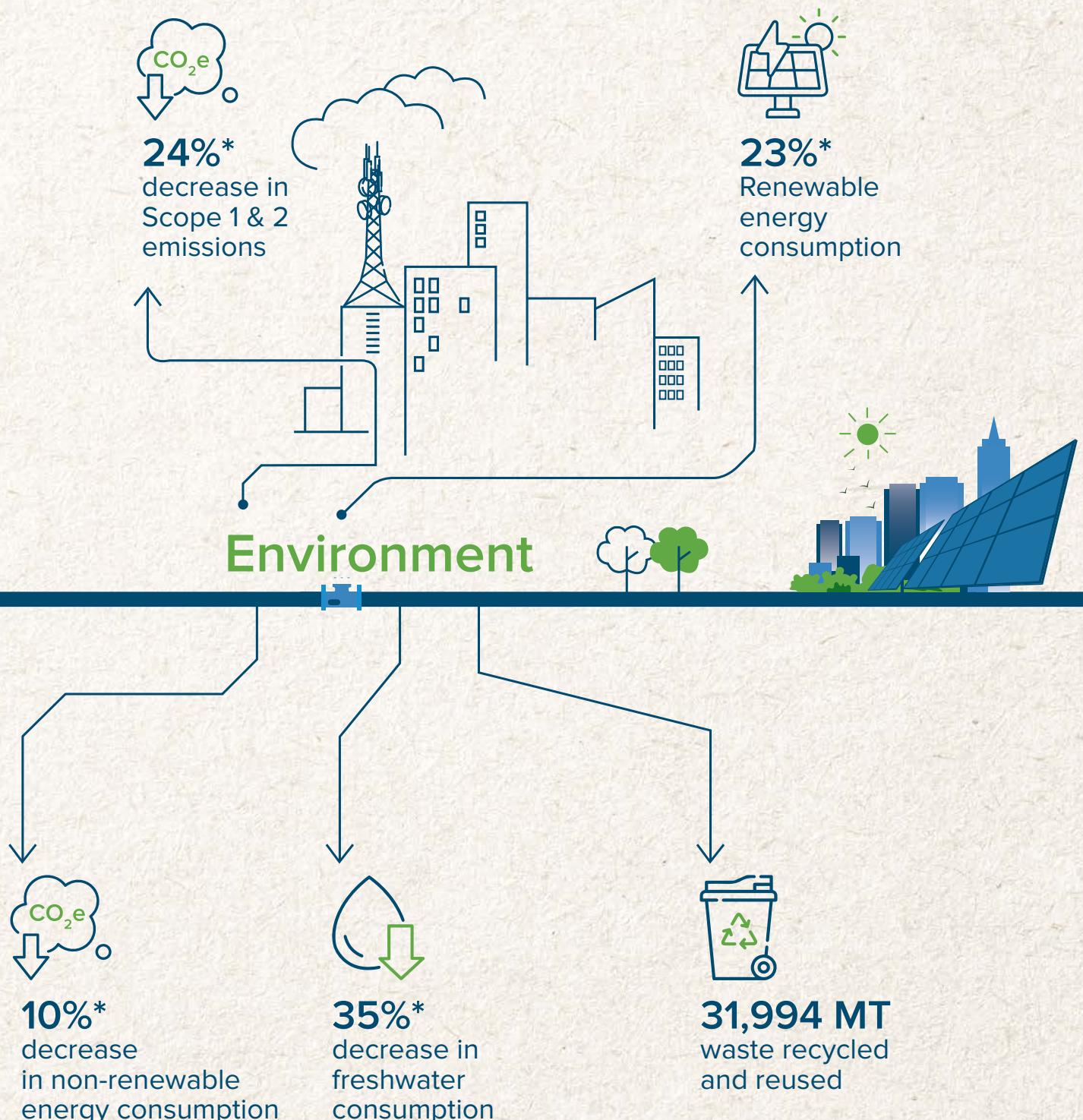
Investor Relations

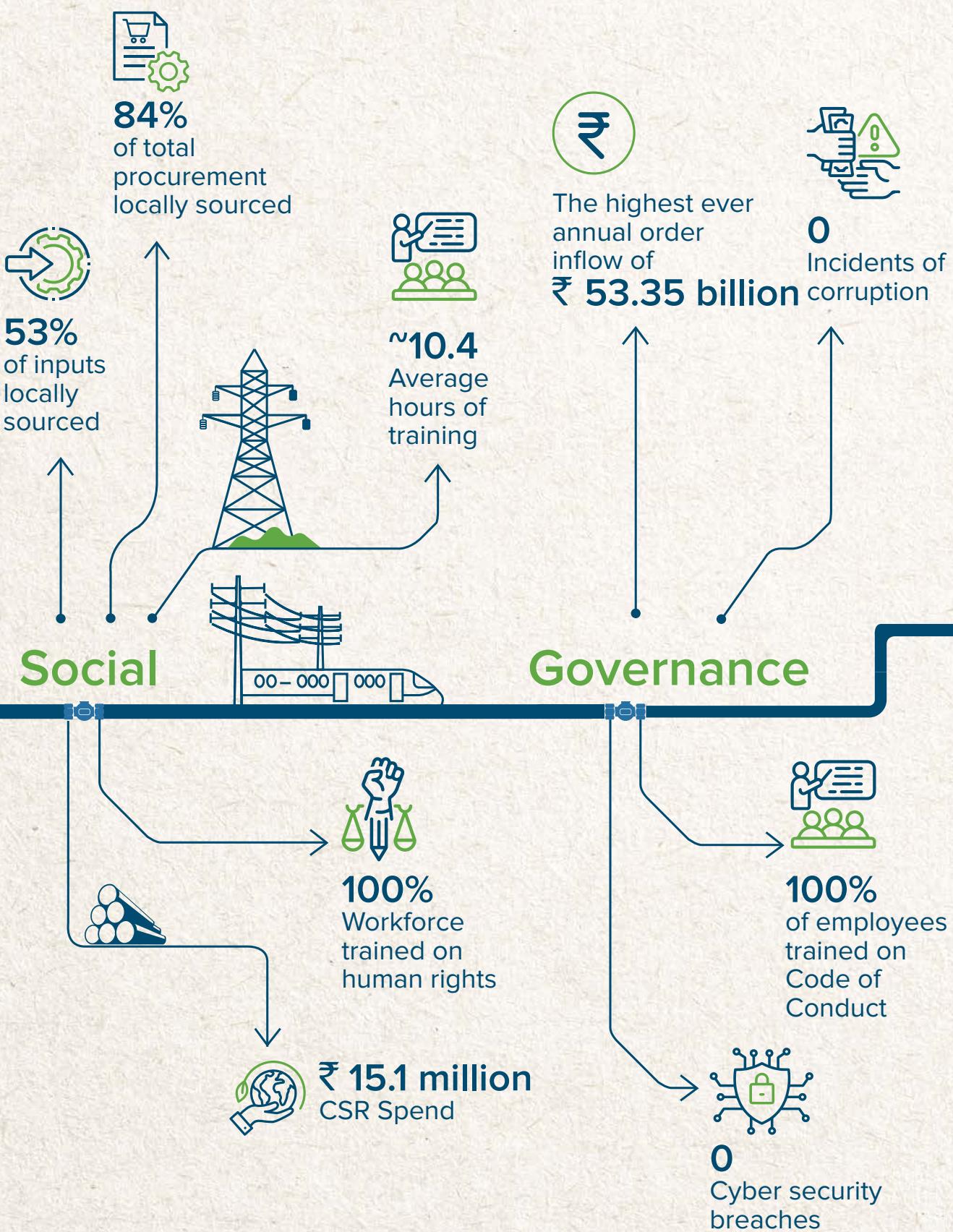
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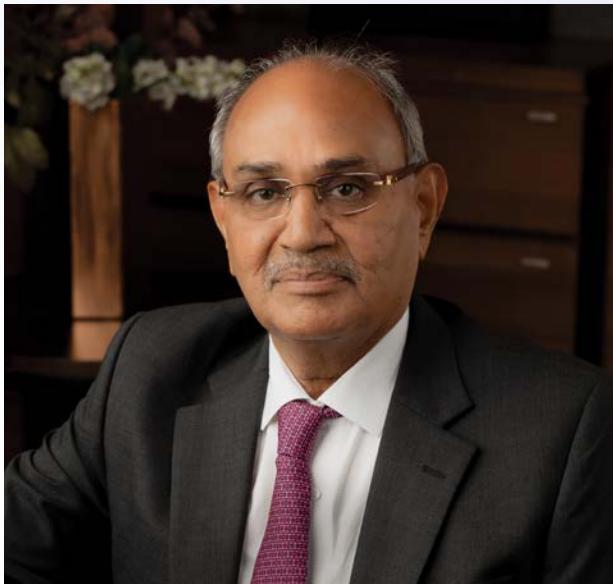
Key Performance Highlights for FY 2024-25





Reflections from Senior Leadership

Message from our Chairman & Managing Director



Sajan Kumar Bansal
Chairman & Managing Director

**“Engineering solutions
for a world that
demands resilience
and responsibility.”**

Dear Stakeholders,

Skipper stands at a turning point in our journey as an organisation. This year, for the first time in our history, Skipper has achieved record-breaking revenue and profitability, with a 95% year-on-year growth in net profit – marking a culmination of our four decades of leadership across the Transmission & Distribution (T&D) sector, the Engineering, Procurement & Construction (EPC) industry. This year, we are also launching our inaugural sustainability report, underscoring the importance of tying sustainability with the growth momentum. The wave of transformation that is changing the T&D industry worldwide involves renewables, grid modernisation and efficient transmission networks. India too reflects this shift. The Government of India's National Electricity Policy emphasizes energy security, access and sustainability. In the telecom space, rollout of 5G networks is creating opportunities through network densification, tower upgrades, greater modularisation and increased penetration. As an outcome, Skipper is witnessing dynamic growth in both domestic and international markets.

We have closed the year with our largest-ever order book totalling ₹ 53,353 million. Over the next few years, we hope to emerge as a leading provider of advanced grid technologies, and to deepen our presence across Africa, Europe and the Middle East.

We are proud architects of change as India expands its energy coverage and also

transitions to cleaner energy options. This year, we received our single-largest EPC order worth ₹ 7,370 million from Power Grid Corporation of India Ltd (PGCIL). We also made significant breakthroughs in the West by securing our first major pole supply order. These wins not only display the customer trust that we enjoy across the world but also the competencies that are required of large-scale power equipment suppliers. In response, we are relying on the triple engines of manufacturing capabilities, digitalisation and our R&D edge to solidify our product promise. Our testing capabilities remain one of the best globally.

It is also our ambition to lead the T&D, EPC and polymer industries in sustainability by adopting low-carbon manufacturing and circular economy principles. We are growing our renewable energy capacity, introducing measures to reduce emissions, optimizing product design and switching to low loss materials; reducing and repurposing waste, and introducing closed-loop water systems. In line with Industry 5.0 we also envisage integrating digital twin and AI innovation technologies that support lean and clean manufacturing and also help in the development of cutting-edge digital solutions for our products.

Being a responsible employer and social citizen is equally a part of who we are at Skipper. We run safe production processes that observe high safety standards, with

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regular audits and rigorous checks. Our long-standing initiatives in education of girl children, healthcare, animal welfare and protection of symbols of national culture and heritage contribute towards a more humane and diverse society.

Our inaugural Sustainability Report for FY 2024-25 presents all these different aspects of Skipper's sustainability vision and actions, and how we are decoupling growth and scale needs from harmful environmental impacts. We remain committed to making a difference in the lives of people who work with us and the society we belong to, as we progress on our journey of becoming a leading global player.

Sajan Kumar Bansal
Chairman & Managing Director

Message from our Director



Sharan Bansal
Director

“Designing Infrastructure for a Low-Carbon Future”

Dear Stakeholders,

The energy sector is undergoing a structural transformation. Rapid growth in renewable capacity and accelerating electrification are creating strong opportunities for Transmission and Distribution (T&D). Skipper is well positioned at the center of this transition with a clear focus on sustainable growth.

We closed FY 2024-25 on a strong note with solid growth in EPC and polymer revenues. The next phase will be led by our T&D business, which we expect to contribute more than 80% of revenues. Demand is rising for

We have accelerated capacity expansion and target a total installed capacity of 450,000 MTPA by FY 2026-27. With a bidding pipeline of ₹ 300 billion and significant capacity roll out, we are ready to meet growing demand responsibly.

high voltage and complex T&D installations as grids become cleaner, more efficient, and digitally enabled, and we are seeing traction with large orders.

We have accelerated capacity expansion and target a total installed capacity of 450,000 MTPA by FY 2026-27. With a bidding pipeline of ₹ 300 billion and significant capacity roll out, we are ready to meet growing demand responsibly.

Our strategy places sustainability at the core of execution. We design solutions that enable renewable integration, improve grid reliability, and reduce losses. We aim to operate with efficient use of resources, responsible sourcing, and a strong culture of safety and governance. By partnering with customers and communities, we intend to deliver long term value while supporting national and global climate goals.

These drivers underpin Skipper’s long term vision to become the largest T&D manufacturer globally. The future of energy is being built today, and we are proud to help shape a greener tomorrow for all.

Best regards,

Sharan Bansal
Director

Message from our Director & Chairman of ESG Committee



Devesh Bansal
Director & Chairman
of ESG Committee

**“Building the Future
with Technology,
Customer Centricity
and Product
Innovation.”**

Dear Stakeholders,

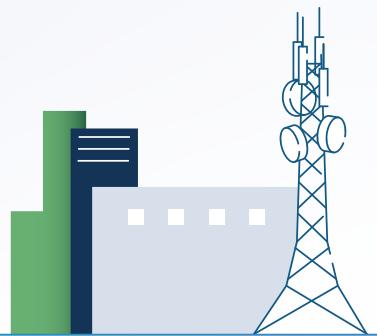
In today's urbanised, technology-driven world, electricity is the lifeblood pumping through economies. Every consecutive year, the world's appetite for electricity rises nearly 2x times the energy demand, feeding increased cooling needs, industry requirements, transport electrification and data centre demand. The majority of this rise is being met from low-emissions sources like solar PV. This clean energy transition presents a prime opportunity to scale.

Global ambitions, stronger fundamentals

Skipper is strategically positioned to support this shift through our convergence of modern technology, automated state-of-the-art equipment, and a culture of continuous innovation - thereby enabling best-in-class products, faster project delivery and greater cost-competitiveness. These advantages directly benefit our customers by accelerating their time to market, and reducing project costs. Such strengths make us envisage a future where India can become a global sourcing hub for the power and telecom industries. With this goal in sight, we have been consolidating our engineering and design skills with a focus on enhancing ease of installation, durability and safety. Our ability to provide end-to-end solutions - from structural design to galvanizing, component fabrication and onsite support, is a true differentiator reducing customers' dependency on third parties and drastically improving control over project timelines.



We continue to enhance the capabilities of our in-house R&D Centre which is a Department of Scientific and Industrial Research (DSIR)-approved innovation hub and has successfully improved the performance of our products with every passing year.



Integrating sustainability into our Product Manufacturing DNA

Internally too, we are constantly improving our production processes to become more sustainable. Skipper has begun the GreenCo certification process which will cover our complete production value chain. We have also adopted Life Cycle Assessment and Environmental Product Declarations, and these approaches are helping us better monitor and mitigate our energy efficiency and emissions. Many of our products now publish the environmental impact of production.

These initiatives have also thrown up insights for better water conservation, waste management, material conservation and recycling. We are instituting changes along different aspects of our production processes - from improving material use to logistics.

As the world slowly builds an alternate green ecosystem for societies to reduce their environmental impact, Skipper is taking the

initiative of addressing a number of sustainability goals - from manufacturing and installing greener infrastructure to realizing India's growth potential and ensuring a carbon-light, development pathway for its billion-plus citizens.

Our work goes beyond infrastructure; we're crafting the future.

With best wishes,

Devesh Bansal
Director & Chairman
of ESG Committee

Message from our Director



Siddharth Bansal
Director

“Building a solid foundation for progress”

FY 2024-25 was a landmark year for our polymer division as we significantly expanded our product portfolio in response to changing market needs and customer demand, as the infrastructure and housing sectors in India continue to mature and deepen. We added High-Density Polyethylene (HDPE) pipes, chrome-plated bath fittings, accessories, and water storage tanks to our portfolio, and also secured approvals to enter the Medium-Density Polyethylene (MDPE) gas pipeline segment, exemplifying our ability to diversify into high-potential adjacencies through focused R&D and consistent efforts to build.

Our product and market expansion efforts remain underpinned by our sustainability

objectives and our entire pipes range is made from 100% lead-free polymer helping ensure safe and healthy transportation of potable water as India expands its drinking water infrastructure. We have received the GreenPro Certification from CII-IGBC this year which reaffirms our commitment to sustainability.

India's polymer industry is set for strong momentum in FY 2025-26. Industry revenues crossed ₹ 500 billion in FY 2024-25 and are projected to grow ~10–12% in FY 2026–27, implying a mid-₹ 500 billion market this year, driven by water, sanitation, housing, and irrigation spends (ICRA, March 2025).

Flagship government initiatives continue to act as strong demand drivers. The Jal Jeevan Mission is expanding rural tap water connectivity, while AMRUT 2.0 (ongoing till FY 2025–26) is accelerating urban water and wastewater infrastructure upgrades. Additionally, the Pradhan Mantri Awas Yojana – Urban (extended till December 2025) continues to bolster last-mile plumbing demand.

Our readiness to capture this opportunity is unparalleled:

- Installed capacity of 62,000 MTPA
- One of India's most structured and extensive distribution networks
- Presence across 33,000+ retail outlets
- 4 state-of-the-art fulfillment centers

From strong regional roots to a nationally respected brand, we are ready for the next growth cycle. Anchored on R&D, customer trust, and distribution strength, we are set to elevate both profitability and brand equity and cement our position among India's leading polymer brands.

Best regards,

Siddharth Bansal
Director

Message from our Chief Financial Officer



Shiv Shankar Gupta
Chief Financial Officer

**“Driving Resilience
through Strategic
Investments and
Fiscal Prudence”**

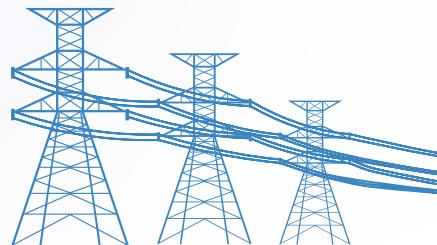
Dear Stakeholders,

This has been a transformational year for Skipper, marked by a record-breaking financial performance, operational milestones and strategic wins that foreshadow great potential for multi-year growth.

Skipper delivered its highest-ever annual revenue of ₹ 46,245 million, reflecting an enormous 41% year-on-year growth (YoY), driven by strong execution across segments and geographies. Of this, the engineering segment accounted for ₹ 35,185 million - growing by 58% YoY - propelled by healthy delivery across both domestic and international orders and accelerating capacity building across economies. The polymer and infrastructure segments too registered their highest quarterly revenues, with polymer volumes rebounding and infrastructure revenues touching ₹ 6,740 million. Our consolidated EBITDA stood at ₹ 4,510 million, with margins sustained at 9.8%. The PAT surged by 83% YoY, touching ₹ 1,493 million, underlining our growing profitability, increasing fiscal discipline and margin improvement.

We are witnessing powerful growth tailwinds in both domestic and global markets. For India, the Central Electricity Authority (CEA) has projected a ₹ 90,000 billion investment in transmission infrastructure by 2032. States like Gujarat, Rajasthan, Maharashtra, and Tamil Nadu are expected to lead this capacity expansion, providing significant opportunities for Skipper's engineering and EPC solutions. Internationally, we made a landmark breakthrough in the USA, securing a US \$15 million order from a leading EPC player. We remain well-positioned to compete effectively, regardless of trade restrictions, thanks to cost-efficient manufacturing and supply chain agility. Export revenues grew 21% YoY to ₹ 7,703 million, now contributing 22% to our

For India, the Central Electricity Authority (CEA) has projected a ₹ 90,000 billion investment in transmission infrastructure by 2032, supporting the country's net-zero ambitions and renewable energy integration.



engineering segment. With our expanded 75,000 MT capacity now operational, we are well-positioned to serve growing international demand under the China Plus One strategy and support larger, more complex EPC and substation projects.

What makes this year's performance even more remarkable is the significant improvement in financial management despite aggressive growth and capex.

- Net debt reduced by ₹ 1,110 million YoY to ₹ 10,160 million - even as revenues grew by 41%.
- Return on Capital Employed (ROCE) improved to 21.7% from 19.1% last year, reflecting stronger capital efficiency.
- Our finance cost-to-sales ratio is trending towards 4%, down from 4.4%, with a clear roadmap to further improvement.

Crucially, our capex needs are being met through a prudent mix of internal accruals and debt, keeping leverage well within comfort levels. With an annual capex investment totaling around ₹ 8,000 million over four years (₹ 2,000 million per annum), we are investing judiciously in areas that directly support revenue scalability.

With a record order inflow of ₹ 53,353 million in FY 2024-25 and a highest-ever closing order book of ₹ 74,584 million, Skipper has now entered a high-growth runway that catapults us amongst the world's largest players in the power and EPC sectors. Looking ahead, our focus remains on bidding for higher-margin projects, executing with operational excellence, and ensuring optimal financial leverage. The convergence of strong sectoral demand, growing international footprint, capacity addition, and disciplined capital allocation makes us well-placed to unlock Skipper's full potential.

With best wishes,

Shiv Shankar Gupta
Chief Financial Officer

Message from our President, Business Excellence



Jalaj Malpani
President - Business Excellence

**“Shaping Tomorrow
with Smarter
Operations.”**

Dear Stakeholders,

Success comes with preparation, and achievement lies in the details. As Skipper prepares for robust growth and global leadership in the energy and infrastructure sectors we are focusing on driving operational excellence and high performance. Sustainable and carbon-light operations, a high technology backbone, circularity, high levels of worker safety, fast product ramp up and supply chain agility are some key aspects of our business excellence journey, and we have been making considerable progress.

How operational efficiencies are fuelling growth

We have implemented the IGBC-certified Green Factory concept accompanied by transformations like deploying hybrid furnace technology that integrates electricity and LPG as dual energy sources; and also made installations for waste heat capture and reuse. Multiple energy efficiency measures have also been introduced. Additionally, we are solarising our facilities with solar power generation contributing close to 21,000+ KWH annually. In total, through all these efforts we have achieved a remarkable 305,000 KWH in annual energy savings, thereby significantly enhancing cost efficiencies and environmental impact.

Product and process enhancements

This year, we completed a comprehensive Life Cycle Assessment (LCA) and Environmental Product Declaration (EPD) across poles & towers, providing end-to-end visibility into the environmental impact of our products and processes. These insights have driven more efficient material and resource use, enhanced recycling efforts, and uncovered new opportunities for process optimisation and product innovation.

Making our workplaces safe and productive is of the highest priority and we have launched several initiatives. A key milestone has been the shift from LPG cylinder heating to electric oil bath systems in our PVC fabrication line. This has improved safety, reduced emissions, and increased productivity by > 11%. Further, we follow elaborate safety management protocols to minimize shopfloor risks. Technology upgradations are also underway in line with our Industry 5.0 objectives.

Innovation as a competitive differentiator

The global energy transition towards net-zero is expected to run over decades and as the transmission conditions change, continuous R&D will be necessary to guide evolution. Our DSIR-approved R&D Centre in Howrah, West Bengal, acts as the innovation hub for next-generation product development and customisation. We have created world-class facilities through our state-of-the-art NABL-accredited testing labs that support rigorous prototype testing, design simulation, and performance validation. Further, our in-house design teams continuously improve on ways to optimize material use and reduce costs.

Digitalisation for greater customer centricity and engagement

This year, we initiated the development of a dedicated digital platform to deliver superior customer experience, making interactions more intuitive and data driven. A Customer Experience Centre is being established at our manufacturing facility, to provide real-time view of our operations.

Multiple energy efficiency measures have also been introduced. Additionally, we are solarizing our facilities with solar power generation contributing close to 21,000+ KWH annually. In total, through all these efforts we have achieved a remarkable 305,000 KWH in annual energy savings, thereby significantly enhancing cost efficiencies and environmental impact.

Our ESG and safety compliance initiatives are also tracked through advanced systems enhancing transparency, real-time reporting, and accountability across functions.

Our relentless efforts towards process improvements, quality advancements and customer centricity have contributed to our products gaining widespread acceptance and appeal. Business excellence directly contributes to a high-performance culture and we are building that each day.

With Best Regards,

Jalaj Malpani
President - Business Excellence

Skipper at a Glance

Skipper Limited, referred as Skipper stands at the forefront of India's infrastructure transformation, led by its Engineering and Polymers businesses. From manufacturing high-performance transmission structures and engineered components to delivering advanced polymer piping solutions, Skipper blends engineering excellence with resource efficiency, renewable energy adoption, and responsible manufacturing to strengthen the nation's backbone and enable a connected, resilient, and sustainable future. Complementing these core strengths, Skipper's EPC capabilities spanning large-scale power transmission projects and railway electrification extend our impact from factory to field, ensuring reliable execution and a cleaner, more self-reliant tomorrow.



Backbone for progress: Mobilising core sectors of the economy and building self-reliance

Skipper is a global market leader in engineered transmission and distribution structures, with a strong portfolio in advanced polymer piping solutions. Complementing these core businesses, our EPC capabilities make us a preferred partner for executing large and complex infrastructure projects. We are also recognised as a leading

player in the polymer segment and are a core supplier of irrigation, drainage and storage infrastructure systems. Headquartered in Kolkata, West Bengal, with a turnover exceeding ₹ 46,044 million, our market footprint extends across the globe. In India, we are present across 28 states and 7 union territories. Our global reach spans 31 countries, ensuring consistent value and impact in every geography we serve.

With more than four decades of relentless dedication to research-led innovation and manufacturing excellence, Skipper has been leading India's electrification and telecom growth. Our products transmission towers and poles, railway electrification structures, hot rolled sections, and polymer pipes and fittings dot India's vast hinterland, connecting millions and bringing enablement where none existed.

We are helping to energise and add capacity, stabilising grids, accelerating agricultural development, and opening up new worlds of connectivity and opportunity. In addition to the core sectors that we service, we are expanding into synergistic consumer segments that help us tap into India's growing retail markets; our expansion into sanitaryware and drip irrigation infrastructure is testimony to this. Our robust supply chain supports our growing presence through strategic sourcing of raw materials and efficient product delivery across diverse markets while continuing to uphold our sustainability commitments to local procurement and a low carbon footprint.



**Our
Vision**



**Our
Mission**

To produce world-class quality products ensuring resilient National Infrastructure development and making India the preferred sourcing hub for Global Infrastructure needs.

- Continue to add value-added products and services to portfolio.
- Continue to focus on sectors of power and water as per contemporary global demands.
- Continue expanding into new geographies to build on our existing markets.
- To ensure the greater scale and technology, the greater longevity of the product, and introduce more efficient technologies for a longer duration of existence.
- To reduce carbon footprints and evolve towards reduced consumption of hydrocarbons and non-conventional renewable energy sources.

Scaling up towards boundless possibilities

Headquarters in Kolkata, West Bengal

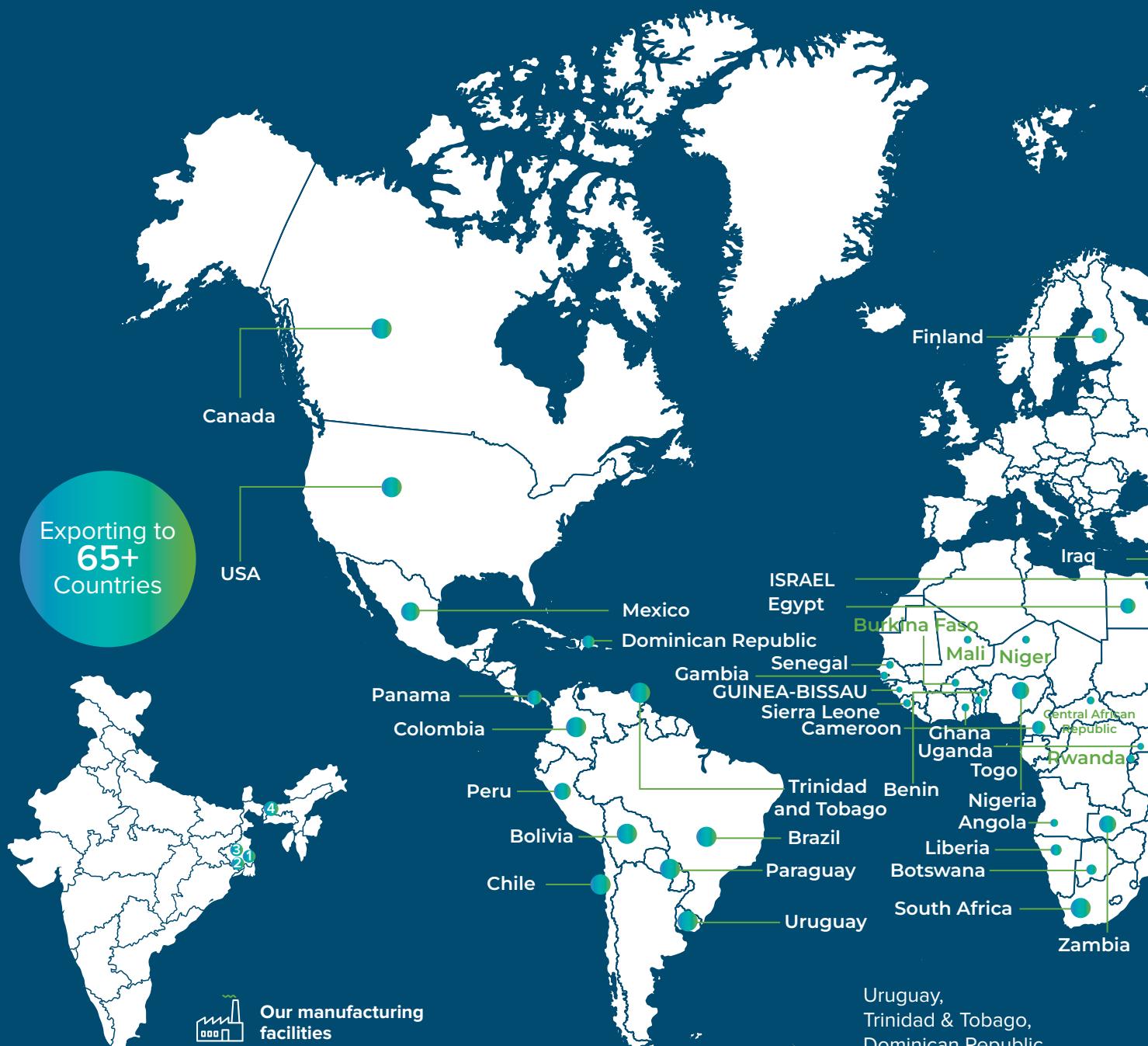
Domestic reach

Across 28 states,
7 Union Territories

International spread

65+ countries
across the world

Over the years, we have strategically expanded our global footprint, entering new markets and business segments to strengthen our presence. Our goal is to serve a wider client base and reinforce our position as a trusted, high-performing global leader.



① Uluberia - Kolkata, (WB)

● 1,87,000 MTPA

● 55,000 MTPA

② Unit 1 - Kolkata (WB)

● 75,000 MTPA

● 3 BCTL - Kolkata (WB)

● 38,000 MTPA

④ 4 Guwahati - Assam

● 7,000 MTPA

● Engineering products

● Polymer Pipes & Fittings products

**South America**

Colombia, Peru, Paraguay, Uruguay, Chile, Bolivia, Trinidad & Tobago, Panama, Brazil, Dominican Republic

Europe

Finland

Africa

Kenya, Egypt, Ghana, Nigeria, Zambia, Sierra Leone, Guinea, South Africa, Botswana, Burundi, Angola, Liberia, Tanzania, Togo, Mali, Uganda, Senegal, Niger, Malawi, Gambia, Benin, Cameroon, Mozambique, Rwanda, Central African Republic, Burkina Faso

Middle East

Qatar, Bahrain, Jordan, Saudi Arabia, UAE, Israel, Oman, Kuwait, Iraq

South and South East Asia

India, Nepal, Bangladesh, Sri Lanka, Indonesia, Philippines, Malaysia and Myanmar

Oceania

Australia and New Zealand

North America

USA, Canada and Mexico

Our Business Segments and Well-Established Product Portfolio

Engineering



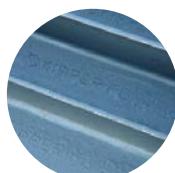
Power
Transmission
Towers



Railway
Electrification
Structures



Transmission
Line Monopoles



Mild Steel
and High
Tensile Angles



Light & Distribution
Poles (Swaged,
High Mast and
Octagonal)



D-shackles
and hangars



Telecom Towers/
Monopoles



Bolts and
Nuts

Infrastructure



Transmission
Line EPC



Railway
Electrification



Poles EPC



Water EPC

Market Leadership & Global Reach

Largest T&D structure manufacturer in India.
Amongst the top 10 in the world

Market Leadership & Global Reach

Strong global presence through
partnerships with 150+ EPC
players worldwide

Key Sectors Serviced



Telecom



Power

Key Sectors Serviced



Power



Railways



Irrigation



Sewerage/
Sanitation

Annual revenue of
₹ 35,185 Million

Annual revenue of
₹ 6,743 Million

76.08%
Share of Business

14.58%
Share of Business

Polymer



Plumbing

CPVC Pipes
& FittingsBath
Accessories

Borewell

SWR Pipes
& Fittings

Tanks



Sewage

Agriculture
PipesUPVC Pipes
& Fittings

Agriculture

Borewell Pipes
& Fittings

HDPE Pipes

Market Leadership & Global Reach

Strong national presence through a distribution network of 250+ partners and 30,000+ retailers in the polymer segment

Key Sectors Serviced



Agriculture



Sanitation



Sewerage

Urban and
rural housing

Retail

Annual revenue of
₹ 4,317 Million

9.34%
Share of Business

What is fuelling growth

Energy:

Steady electricity demand growth in India driven by rural electrification, infra expansion, industrialisation, capacity additions, and RE transition.

Telecom:

Data surge, 4G saturation, and 5G rollout fueling network densification, fiberisation, and low-latency solutions.

Global Trend:

Rising energy & telecom demand worldwide; replacement demand and energy transition driving growth in mature markets.

Water:

Strong budget push for Jal Jeevan Mission to expand tap water access.

What sets us apart

Reliable Partner in Power & Infrastructure

- Trusted provider across transmission, distribution & EPC with proven execution.
- Robust bidding pipeline backed by innovation & client-centric engineering.
- Strong financials: profitable, deleveraged, consistent growth, margin expansion.
- Long-term focus on sustainable, responsible growth.

Integrated Value Chain & Customer Focus

- End-to-end capabilities: design, engineering, procurement, manufacturing & testing.
- In-house products, accessories & services enable one-stop customer solutions.
- Broad portfolio, strong talent pool, strategically located facilities.
- 150+ EPC clients with long-term relationships driving customer stickiness.

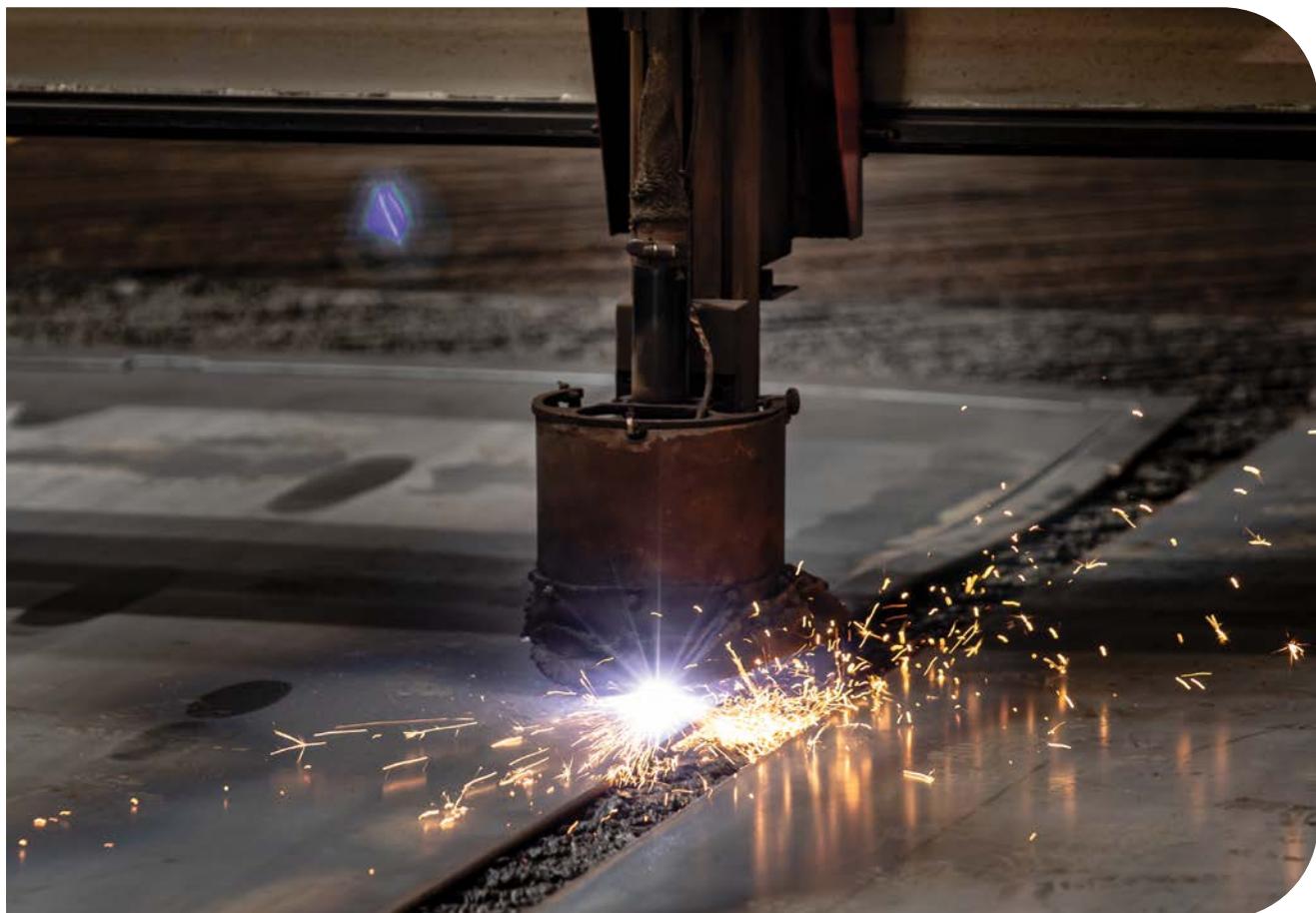
Competitive Advantage

- Hard-to-beat cost structure: low-cost labour, local procurement, infra-linked plants.
- Large product portfolio with design & manufacturing synergies.
- Consistent capacity expansion (75,000 MTPA added) with Power Grid & global certifications.
- Strong bidding pipeline for large-scale projects.

Innovation & Technology Edge

- DSIR-approved R&D centre for next-gen product development.
- NABL-accredited labs for faster, efficient testing.
- Focus on sustainable, next-gen technology integration.

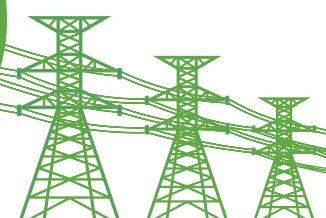
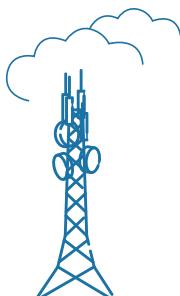
Resilient and Responsible Value Chain



Resilient and
responsible
value chain

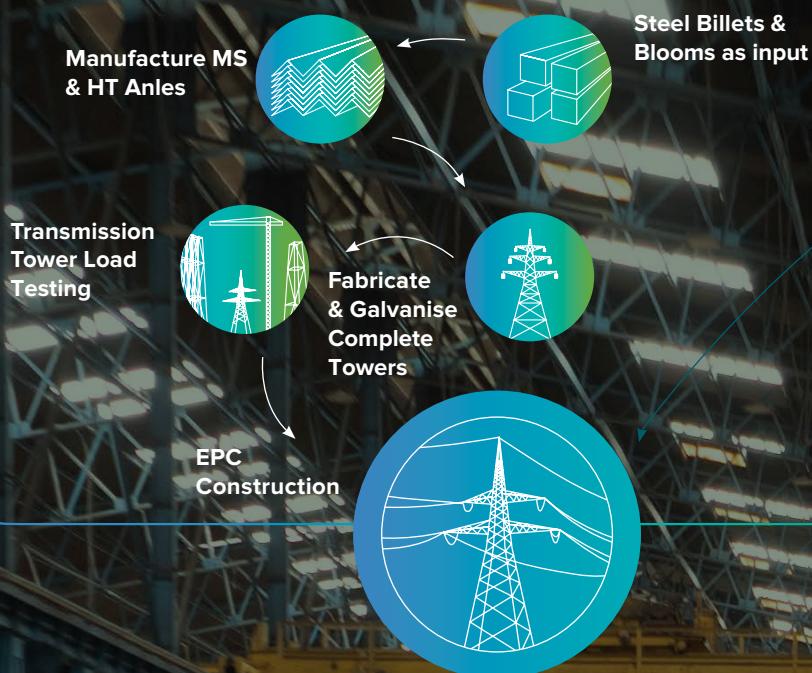
Strong
competencies in
R&D, innovation
and engineering
excellence

Rigorous culture
of high quality
that meets global
standards



Our value chain seamlessly integrates sustainability with operational excellence to deliver just what our customers want. From local procurement to strategic global partnerships and efficient last-mile delivery, our vast supply chain delivers effectively, with each link optimized for speed, low-carbon impact, cost efficacy and customer satisfaction.

Engineering



Upstream Value Chain

Raw material inputs

Steel (Both Semis and Finished)

Zinc

Polymers like PVC resin, HDPE granules, and CPVC compounds

Long-term sourcing contracts with reputed suppliers

Primary Integrated Steel Producers

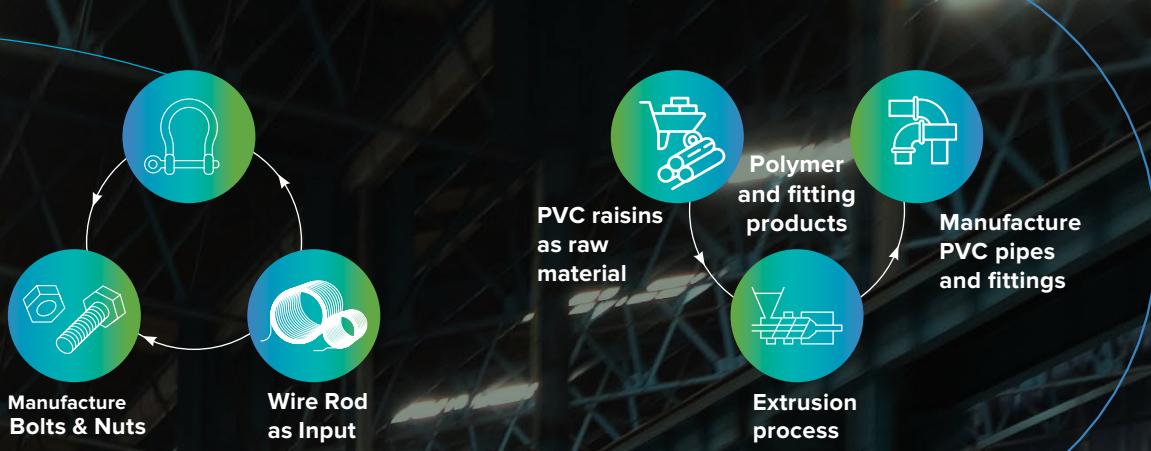
Domestic & International Suppliers

Domestic & International Suppliers

Partnering with purpose-driven, sustainable suppliers

91% raw materials domestically sourced; 4% from locations close to plants

Our manufacturing value chain is consistently ramping up on sustainability by growing local skill bases and input material sources, in addition to the many internal transformations underway in terms of lowering energy consumption and energy intensity, reducing material loss and integrating material recyclability, and conserving and recycling water.



Downstream Value Chain

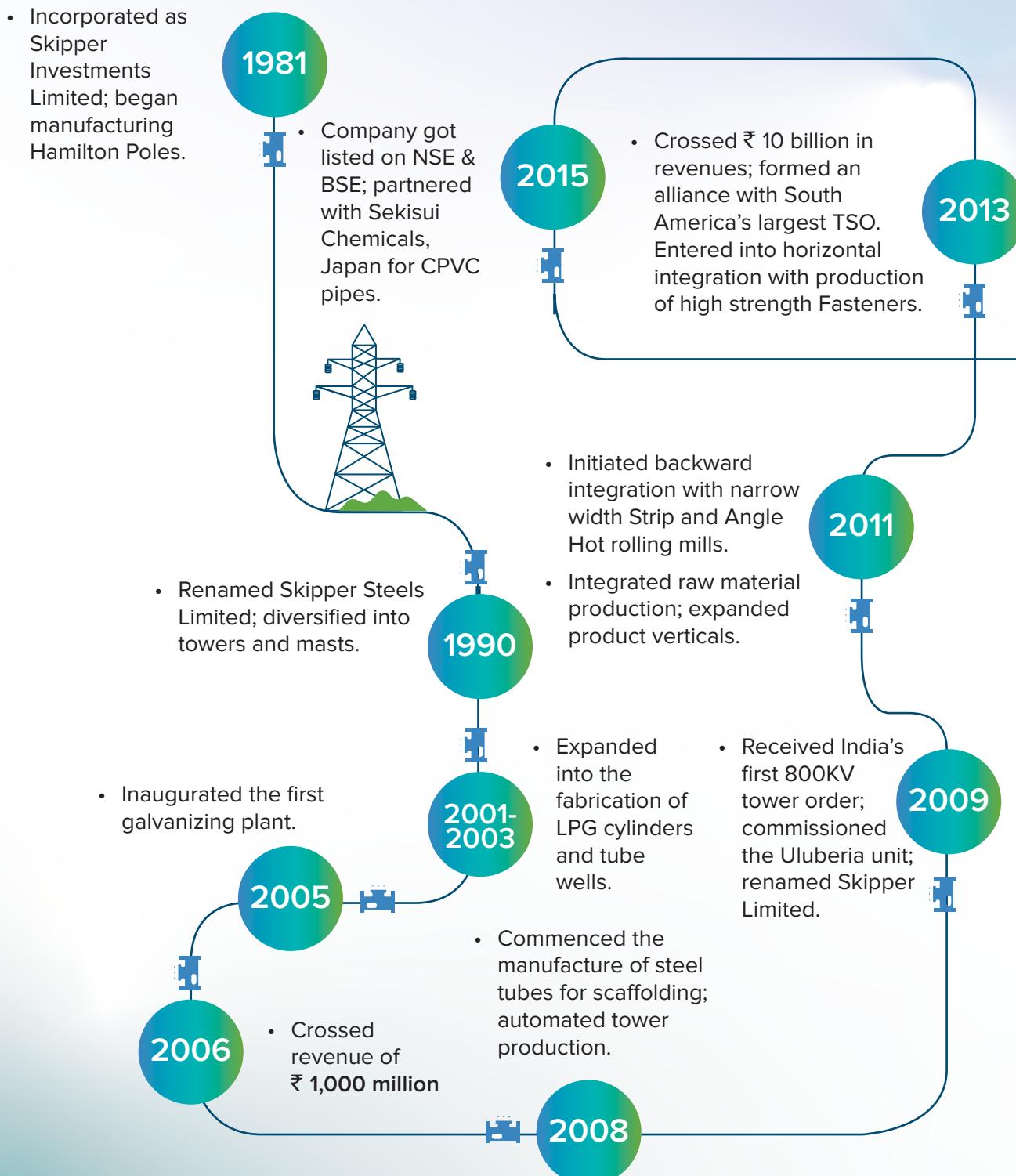
B2B

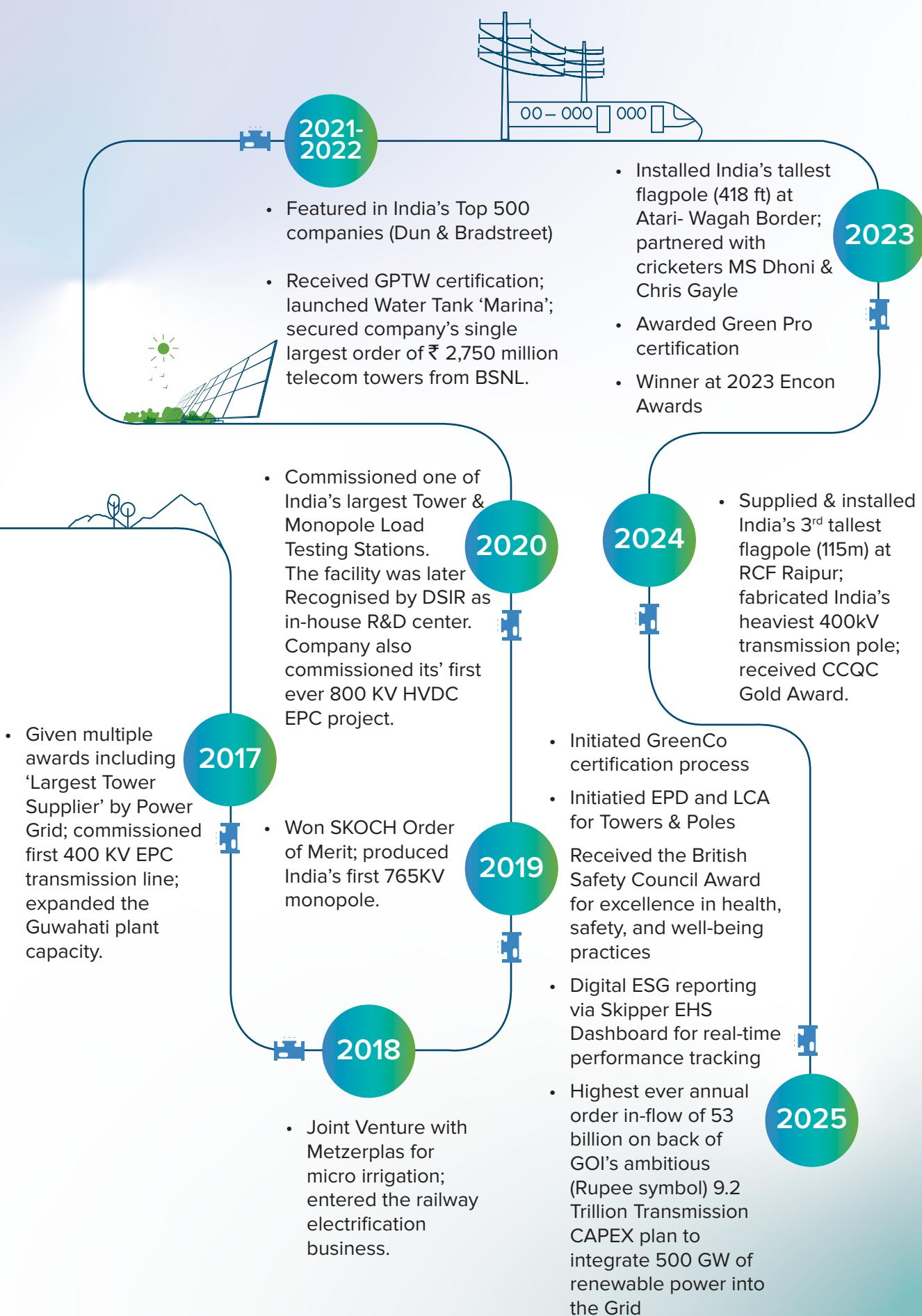
Transmission & distribution
EPC
Clients in the telecom and power sectors

B2C

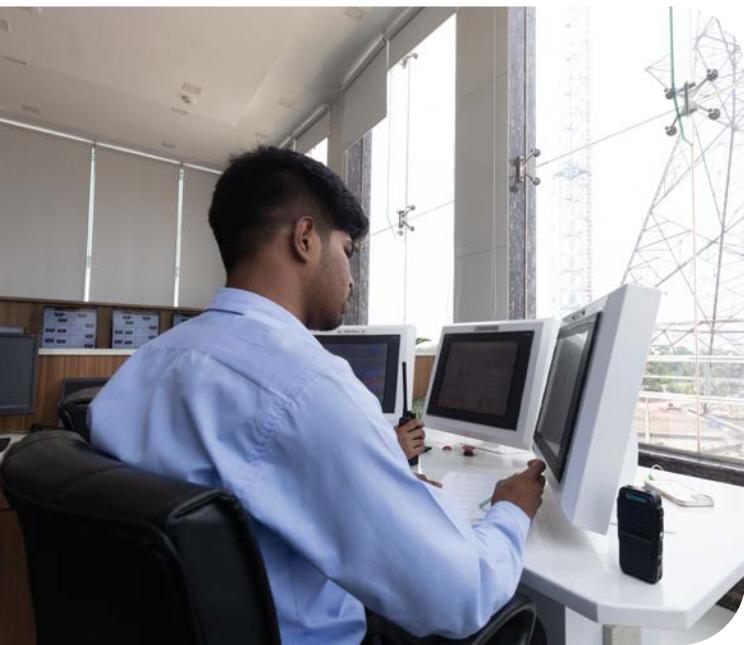
Polymer
Retail market presence
Network of 250+ distributors and 30,000+ retailers

Resilient through Time: Our Journey So Far





Strong Competencies in R&D, Innovation and Engineering Excellence



Advancing Innovation through R&D Leadership

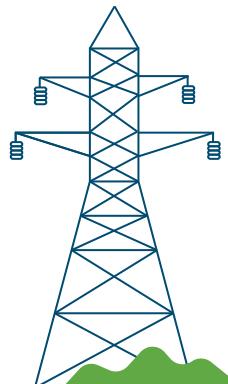
Our Research & Development Centre located in Howrah, West Bengal, recognised by the Department of Scientific and Industrial Research (DSIR), forms the backbone of our R&D capabilities, enabling us to meet complex specifications with rigorous product testing and tailored engineering.

Our advanced testing infrastructure has become a trusted hub for OHTL contractors and tower manufacturers, ensuring every design is rigorously evaluated and deployment-ready.

Accredited by NABL and complied to ISO 17025:2017, the facility reflects our commitment to the highest national standards of testing accuracy and reliability. As the first of its kind in Eastern India, it is engineered to enhance tower performance, support swift customisation, and improve overall customer satisfaction. The facility plays a pivotal role in validating the structural integrity of various tower types including lattice towers, monopoles, and guyed towers under real world load conditions.

FY 2024–25 was a year of accelerated innovation at Skipper. We embedded rigorous product refinement and in-house load and prototype testing into our core engineering, raising performance and structural safety standards. Our design and R&D teams led this push, delivering high-performance and customised solutions. Through every test, tower, and challenge overcome, we remain committed to engineering excellence strengthening trust with every solution we deliver.

The R&D Centre is recognised by the Department of Scientific and Industrial Research (DSIR) & houses one of the world's largest full-scale load testing stations, spread across a 14 acres site.



Global-Grade Standards and Quality Assurance

Our full portfolio complies with segment-specific statutory requirements and International Organisation of Standards (ISO). We proudly supply products that meet the stringent requirements of European and North American markets, as well as other international and domestic customers. Adherence to these standards ensures high quality, efficient manufacturing and use, and a lower carbon footprint across the product lifecycle.

Our certifications: Stamp of unvarying product quality

Management Systems	Head Office: Kolkata, WB	Uluberia Plant: Howrah, WB	Unit 01: Jangalpur, Howrah, WB	BCTL Unit: Jangalpur, Howrah, WB	TTS: Bagnan Unit, Howrah, WB	Palashbari, Guwahati, Assam
ISO 9001:2015	✓	✓	✓	✓	✓	✓
ISO 14001:2015	✓	✓	✓	✓	✓	✓
ISO 45001:2018	✓	✓	✓	✓	✓	✓



Memberships & Associations

At Skipper, we actively collaborate with trade associations and industry bodies to promote inclusive growth and shared prosperity for both business and society. Our advocacy efforts are focused on creating long-term value for stakeholders while safeguarding environmental interests. Through active participation, we contribute to shaping policies across trade, energy, sustainability, and climate action. These engagements also help us stay prepared for evolving regulatory landscapes.

Our advocacy efforts are focused on creating long-term value for stakeholders while safeguarding environmental interests.



Stakeholder Engagement and Materiality

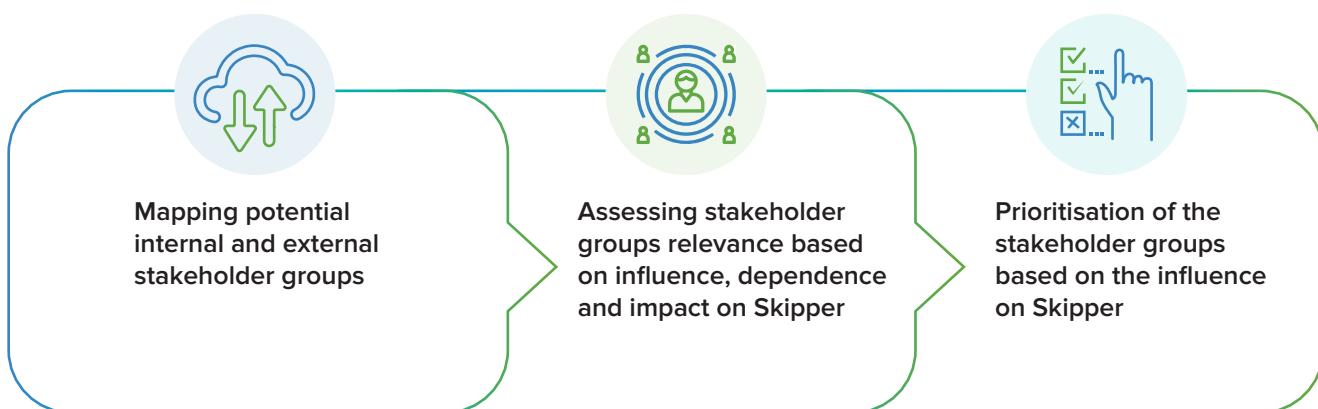


Stakeholder Engagement

Strong stakeholder relationships are integral to how we operate and grow. By actively engaging with those who are connected to or impacted by our work, we build trust, share perspectives, enhance understanding, encourage collaboration, and ensure our decisions reflect shared expectations and responsibilities.



Stakeholder groups mapping process



Stakeholder Groups	Channels of Communication	Purpose of Engagement	Frequency of Engagement
 Investors: External	<ul style="list-style-type: none"> • Website • E-mails • Quarterly Financial Results • Annual Reports • Investor Presentations & Meetings • Annual General Meeting • Newspapers 	Shareholder support and input play a vital role in guiding our management and governance practices. Transparent communication with analysts and the investor community ensures strong engagement and trust in the leadership. Proactively addressing ESG issues remains a key priority for our shareholders.	Annually /quarterly or need-based
 Employees/ Workers: Internal	<ul style="list-style-type: none"> • Online/offline Training E-mails • Newsletters & HRMS Portal • Team and Staff Meetings • Performance Appraisal Reviews • Committee engagements 	To ascertain job satisfaction; Career development and training; Health and safety; Rewards and recognition; Maintain good work environment; Diversity and Inclusion	Regular and continuous engagement
 Customers: External	<ul style="list-style-type: none"> • Advertisements • Exhibitions and Events • Digital and Social Media Connect • Brochures and catalogues • Website • E-mails • Phone calls • Visit to Customer Locations 	Strengthen brand visibility and reputation; Drive recognition, trust, and preference; Measure customer satisfaction and feedback Product safety and quality	Regular and continuous engagement
 Suppliers: External	<ul style="list-style-type: none"> • Supplier Questionnaires and Onboarding Platform • E-mails • Phone Calls • Meets • Supplier Audits 	Alignment of quality standards; Cost efficiency; Delivery timelines; Sustainable Supply Chain; Fostering long-term partnerships and strategic synergies	Regular and continuous engagement
 Regulators: External	<ul style="list-style-type: none"> • E-mails • Regulatory Filings • Statutory Compliance • Inspections • Annual reports 	Adherence with various norms and regulations. For eg. Tax revenues, CPCB norms, etc.	Regular and continuous engagement
 Community: External	<ul style="list-style-type: none"> • Community Meetings • CSR programs, Reviews, and Feedback Discussions 	Community development; Address societal concerns; Maintain the environment	Regular and continuous engagement

Materiality Assessment

Double materiality assessment links ESG impacts on financial performance with our influence on environment and society, offering a comprehensive view to guide strategy, strengthen reporting, and build resilience against evolving expectations.



In FY 2024-25, we conducted a double materiality assessment with internal and external stakeholders to align with the most relevant ESG topics. As part of this, we carried out an extensive stakeholder survey to gather diverse perspectives. This process helped us identify areas where our actions can have the greatest impact and where key risks or opportunities may emerge. The assessment evaluated how ESG issues affect our financial performance and how our operations influence the environment and society, offering a comprehensive view of risks and opportunities for both the business and broader stakeholders. The insights from this exercise are guiding our ESG priorities, informing our reporting, and strengthening our ability to meet evolving expectations and business challenges.

Our approach to identifying material topics

Identifying the Universe of Material Topics

The process of identifying industry-specific material topics followed a step-by-step approach. We started by outlining ESG themes relevant to our business, drawing from internal discussions, previous assessments, and frameworks like GRI and SASB. We also reviewed disclosures from peer companies to stay in tune with sector trends. The list was then streamlined from the perspective of relevance of the topics to our context and reporting focus.

Capturing Stakeholder Perspectives

After identifying the initial list of material topics, we engaged key internal and external stakeholders to capture their perspectives. This included employees, investors, suppliers, customer, local communities' representatives. Feedback was collected through surveys and discussions, helping us capture a balanced perspective on what stakeholders consider significant.

Assessing Business Relevance and Exposure

We carried out a detailed review of the identified topics to understand how they impact our business performance and priorities. The evaluation considered potential risks, compliance needs, stakeholder concerns, and their link to future growth. This helped us focus on issues that are most critical to our operations and strategic direction.

Prioritising and Scoring Material Issues

We assessed each topic through double materiality, considering both:

Impact materiality (inside-out): The topic's actual or potential impacts on people and the environment across our value chain. We scored severity (scale, scope, and irremediability) and likelihood.

Financial materiality (outside-in): The degree to which the topic could reasonably affect enterprise value over the short, medium, or long term. We scored magnitude and likelihood of financial effects and considered time horizon.

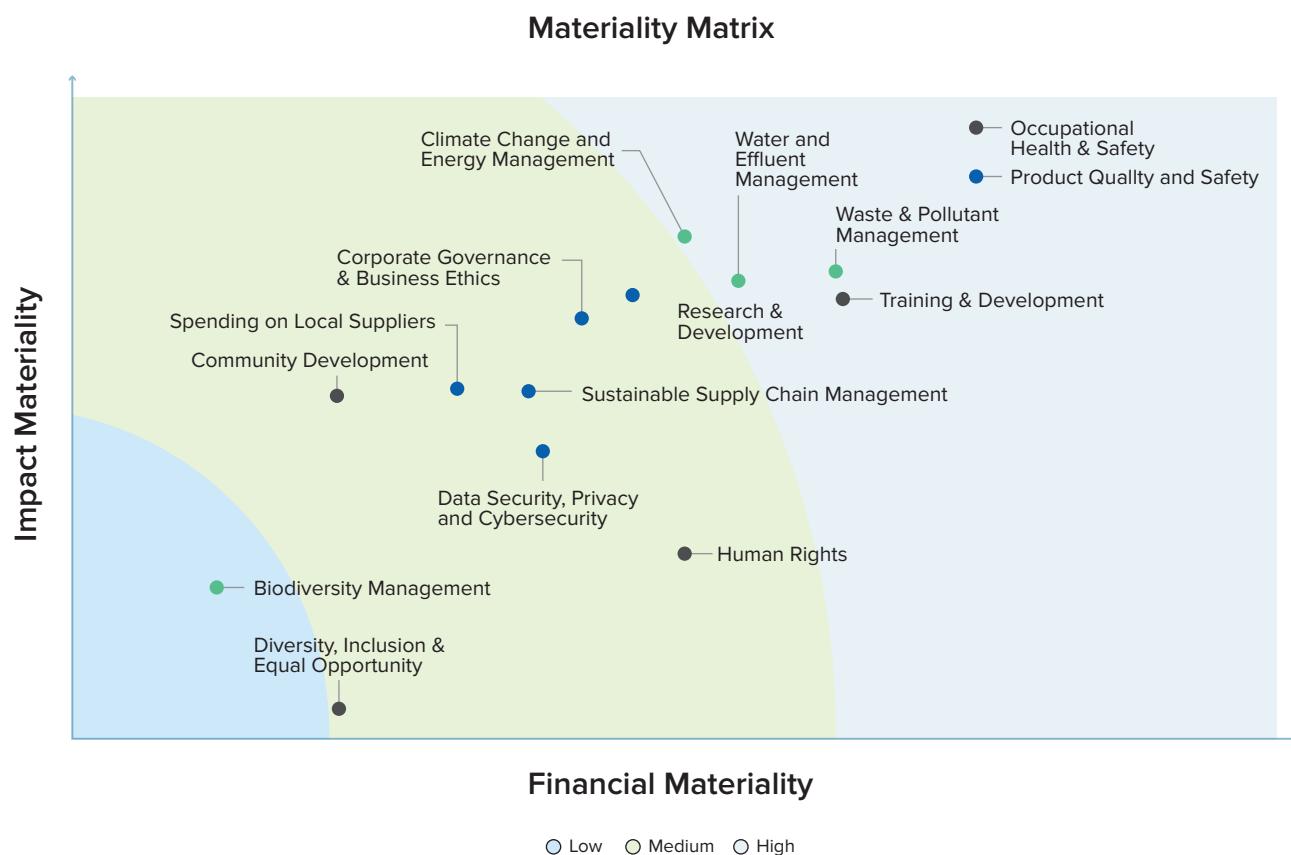
Stakeholder input and internal evaluations informed both dimensions. Scores were combined and then used to categorise topics as Absolute, High, Moderate, or Low priority based on predefined thresholds.

Plotting Topics on the Materiality Matrix

We mapped topics on a two-axis X-axis is Impact materiality and Y-axis is Financial materiality. This visualisation highlights where attention is most needed. The upper-right quadrant (high on both axes) contains High material topics that anchor our sustainability strategy, target-setting, risk management, and disclosures. Topics high on signal important management and monitoring priorities and guide our ESG reporting focus.

Validating and Aligning Final Matrix

After the materiality matrix was developed, the EHS team validated the identified topics aligned with Skipper's business context and operational priorities.



Environment

- Waste & Pollutant Management
- Climate Change and Energy Management
- Water and Effluent Management
- Biodiversity Management

Social

- Occupational Health & Safety
- Training & Development
- Community Development
- Human Rights
- Diversity, Inclusion & Equal Opportunity

Governance

- Product Quality and Safety
- Research & Development
- Corporate Governance & Business Ethics
- Sustainable Supply Chain Management
- Spending on Local Suppliers
- Data Security, Privacy and Cybersecurity

Shift in material topics from last year

Unlike previous years, where our material topics were identified based on traditional stakeholder engagement and industry benchmarking, the double materiality assessment framework enabled us to assess both the impact materiality (our company's impact on the environment and society) and financial materiality (sustainability issues that could influence Skipper's financial performance).

Over year, our material focus sharpened. Core priorities are Health & Safety, Community Development, Human Rights, R&D remain unchanged. Environmental topics were reframed into Climate & Energy, Water & Effluent, and Waste & Pollutants, with Biodiversity newly material. Governance and social expanded with Product Quality & Safety, Business Ethics, Sustainable Supply Chains, Local Sourcing, Data Security, Training and DEI elevated.



Governance



Corporate Governance
ESG Governance at Skipper

Corporate Governance

At Skipper, we believe that resilient corporate governance is the cornerstone of long-term business sustainability, operational excellence, and stakeholder trust. Our governance framework is designed to ensure fairness, transparency, and ethical conduct in every aspect of our operations.



Our highly accomplished Board of Directors provides strategic oversight and steers the company's governance practices in line with the best global standards. The Board comprises a balanced mix of Executive, Non-Executive, and Independent Directors, ensuring diversity of experience and independence of judgment. Independent Directors bring external perspectives, enhancing accountability and fairness in decision-making.

The Board is supported by well-defined Committees, including the Audit Committee, Nomination & Remuneration Committee, Stakeholders' Relationship Committee, Risk Management Committee, Corporate Social Responsibility Committee and the ESG Committee. Each Committee functions with a clear charter, enabling effective oversight of financial reporting, risk management, ESG integration, and stakeholder engagement. The Board meets regularly to review performance, assess risk, and guide the company's strategic direction, with an emphasis on safeguarding stakeholder interests and building long-term value.

Ethical Conduct

Ethical business conduct is central to Skipper's corporate governance philosophy. Our Code of Conduct applies to all employees, directors, and contract workers, setting clear standards on governance, conflict of interest, confidentiality, equality, compliance with laws, and financial transparency. The Code is publicly accessible on our corporate website and is reinforced through annual declarations of compliance by all members of the Board and employees.

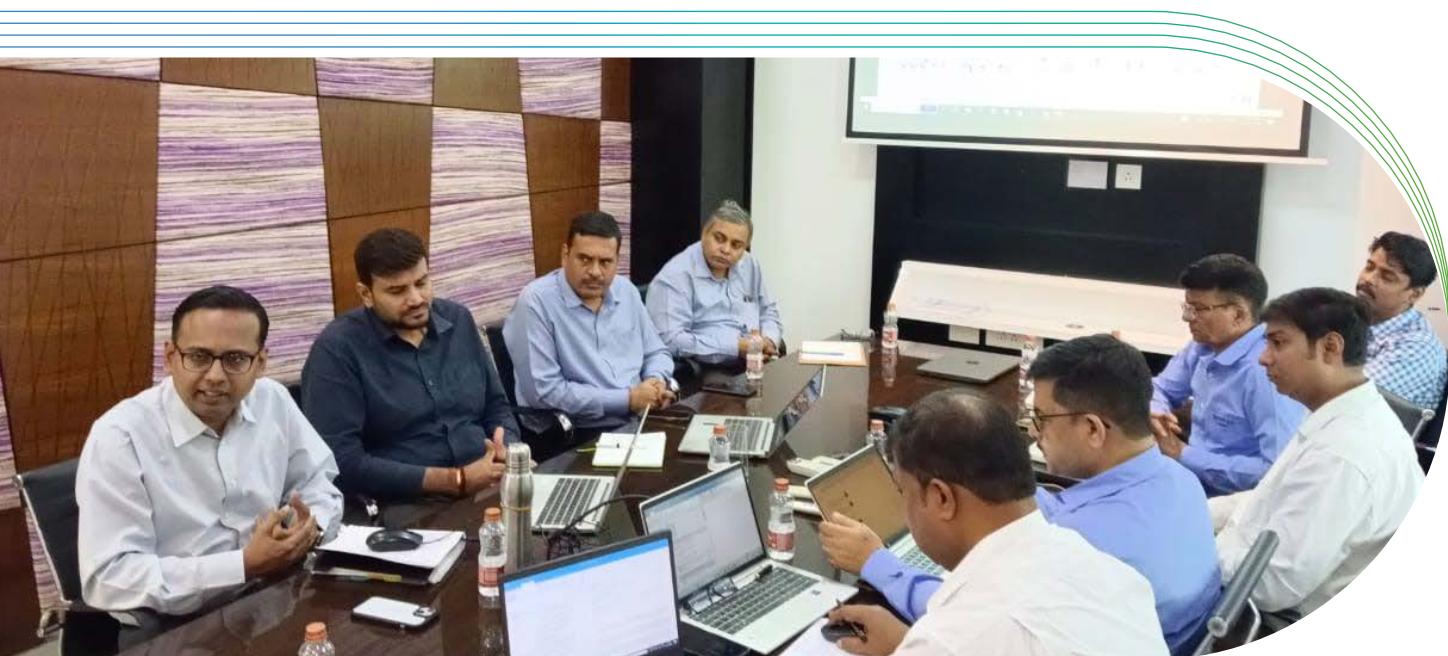
In FY 2024-25, 100% of our employees were trained on the Code of Conduct, which included modules on anti-bribery, anti-corruption, and ethical decision-making. These trainings aim to raise awareness, strengthen compliance, and embed a culture of integrity across the organisation. We maintain a strict zero-tolerance policy for bribery, corruption, fraud, or unethical practices, in full compliance with the Prevention of Corruption Act, 1988, and other applicable laws. No cases of ethical misconduct were reported during the reporting period.

Whistleblower Mechanism

We operate a Whistleblower Policy that provides secure, confidential, and accessible channels for employees and external stakeholders to raise concerns on unethical behaviour, misconduct, or suspected violations. Reports can be made without fear of retaliation, and all submissions are investigated promptly and fairly. To reinforce this framework, regular internal audits of procurement, financial approvals, and third-party engagements are undertaken to assess the effectiveness of anti-bribery and corruption safeguards.

ESG Governance

Oversight and strategic direction on ESG matters are driven by a dedicated ESG Committee, reflecting the company's recognition of sustainability as a core business priority. The ESG Committee is comprised of four members, including two Executive Directors, one Independent Non-Executive Director, and the Senior Management Personnel. This diverse and experienced composition ensures a balanced perspective on ESG opportunities and risks and operating realities, and enables effective decision-making aligned with our strategic objectives.



The ESG Committee plays a pivotal role in shaping sustainability priorities. It guides the identification of material ESG risks, interprets evolving regulatory sustainability landscapes and stakeholder expectations, and steers the integration of sustainability into enterprise strategy. The Committee also works closely with other Board-level committees-such as the Nomination and Remuneration Committee and the Risk Management Committee-to ensure ESG is embedded into leadership frameworks, executive remuneration, and risk governance.

Additionally, the HR team supports policy development and implementation, ensuring that sustainability and ethical practices are

integrated across all levels of the organisation. This process ensures that sustainability is embedded in decision-making across all levels and functions of the organisation, fostering a culture of environmentally and socially responsible business practices.

The HR team supports the creation and implementation of ESG policies and initiatives. This process ensures that sustainability is embedded in decision-making across all levels and functions of the organisation, fostering a culture of environmentally and socially responsible business practices.

Digitalisation and IT Infrastructure



Cybersecurity & Data Privacy

Strengthening Customer Engagement
Through Digital Enablement

Cybersecurity & Data Privacy

As we adopt digital-first operations, cybersecurity and data protection remain foundational to our risk management approach. These are no longer standalone IT concerns but strategic priorities essential to safeguarding stakeholder trust, business continuity, and reputational integrity.



We have instituted a formal IT Policy that defines the responsible use of information systems, data protection practices, and risk mitigation protocols. This policy is applicable across all departments and functions and reflects our zero-tolerance approach towards the misuse, loss, or unauthorised disclosure of sensitive information.

All new employees undergo mandatory IT and cybersecurity training during onboarding, equipping them with basic awareness and compliance skills for safe digital conduct.

Highlights for FY 2024-25

100% New employees are trained on IT and cybersecurity protocols as part of their onboarding process.

An ITSM (IT Service Management) tool is deployed to systematically manage all reported IT-related incidents, including cybersecurity breaches and change management requests.

This structured mechanism ensures prompt identification, tracking, and resolution of digital issues in alignment with governance protocols.

Highlights for FY 2024-25

0 whistleblower complaints received related to Information Security

0 Incident of data breaches reported

Additionally, information security due diligence is conducted for third-party partners to ensure their data handling practices align with Skipper's cybersecurity expectations. We have also instituted formal procedures for safeguarding third-party data from misuse or unauthorised access.

Skipper is in the process of aligning its systems with ISO/IEC 27001:2022, the global benchmark for information security management. As part of this process, information security risk registers have been developed and are currently under internal review for approval. Further, Information Technology General Controls (ITGC) audits are conducted annually by an independent third party to assess and drive continuous improvement.

During the year, we implemented multiple cybersecurity measures to strengthen our infrastructure. These included:

- Advanced email security protocols deployed to protect against malware, phishing, ransomware, and other threats

- Network Traffic Analysis tools deployed for continuous monitoring of both inbound and outbound activity, helping identify potential risks proactively
- Up-to-Date IT Infrastructure maintained with regular patches and system updates to minimise security vulnerabilities
- ITSM that ensures every IT asset is tracked, secured, and maintained as per cybersecurity standards
- ITSM tool that supports structured delivery of IT services and promotes adherence to internal controls in managing any kind of incidents including IT security and change in management
- Formal audits of IT control procedures conducted to ensure resilience of cybersecurity safeguards and continuous adherence to defined standards
- An Incident Response Procedure (IRP) to manage and contain any breach of confidential information, with clear escalation protocols and remediation timelines
- A consent procedure that governs the collection, processing, and usage of personal and sensitive data, in line with applicable data protection regulations
- A records retention schedule implemented to ensure secure, compliant, and timely disposal of digital records, with manufacturing and design synergies

Internal audits on Information Security are being aligned with ISO 27001:2022. Operational sites are in the process of being brought under the audit framework in upcoming cycles.

We also conduct cybersecurity sensitisation sessions for Independent Directors, focusing on regulatory themes such as the Data Protection Act, SEBI LODR updates, corporate cyber risk, governance expectations, and emerging technologies like Artificial Intelligence. These initiatives help reinforce Board-level oversight

of cyber risk and strengthen enterprise-wide digital governance.

Migration to Microsoft Office 365 for Enhanced Digital Collaboration

As part of the organisation's digital transformation journey, a strategic migration was undertaken from Gmail Workplace to Microsoft Office 365 to strengthen collaboration, productivity, and data security.

Microsoft Office 365 enables both web-based and offline access to email via the Outlook application, while offering a suite of integrated tools designed to enhance teamwork and communication. Key features include:

- **Collaborative Communication Tools:** Seamless audio and video conferencing capabilities that support virtual meetings and real-time team interactions.
- **Web-Based Document Collaboration:** Access to online versions of Word, Excel, PowerPoint, and OneNote, allowing employees to co-author and collaborate on documents in real time.
- **Microsoft Forms:** Enables the creation of surveys, quizzes, and polls, facilitating efficient feedback collection from internal and external stakeholders.
- **Microsoft Stream:** A secure video-sharing platform that allows for the uploading, management, and internal distribution of corporate videos.

In addition to productivity enhancements, Office 365 strengthens the organisation's IT posture with robust features including:

- Advanced Data Protection and Threat Detection (ATP)
- Information Protection and Governance
- Legal Hold and Compliance Tools
- Security and Compliance Frameworks

This migration supports the organisation's commitment to digital innovation, operational efficiency, and secure data governance.

At Skipper, we continue to fortify our digital foundation to enhance business agility, operational resilience, and future-readiness. In alignment with our Industry 4.0 aspirations, we have undertaken a series of structured digital initiatives focused on ERP transformation, infrastructure modernisation, and workforce enablement.

A key milestone was our transition to SAP S4HANA Rise, marking a strategic shift from legacy ERP systems to a more agile, cloud-based enterprise solution. This migration is enabling streamlined operations, faster decision-making through advanced data analytics, and improved responsiveness across the value chain.

To support this transformation, we launched a dedicated digital learning platform that serves as a knowledge hub for employees, building essential digital competencies and ensuring readiness for technology-enabled workflows.

Our key digital enablers



AI-Powered Attendance System

Introduced a facial recognition-based 'no-touch' attendance system, reducing manual processes and enhancing workplace efficiencies.



Upgraded Internet Bandwidth

Scaled up bandwidth across all sites to ensure faster, more reliable connectivity and uninterrupted access to critical systems.



Modernised IT Assets

Refreshed all core IT equipment-laptops, desktops, and peripherals-to meet current standards and support long-term digital needs.



Digital Collaboration Tools

Deployed tools such as Google Meet, Microsoft Teams, and Zoom to ensure consistent communication and team collaboration across the organisation.

Customer Engagement through Digital Enablement

Digitalisation improved customer experience while also leading to a deeper and richer understanding of customer behaviours and preferences for the business.

This year, we have begun planning for a dedicated platform designed to make interactions more intuitive, responsive, and efficient for our customers. To further this objective, a Customer Experience Centre is also being developed at our manufacturing facility. This service will offer clients a closer view of our operations and reinforce our commitment to openness and service quality. These initiatives reflect our intent of delivering value to our customers through accessible, technology-driven engagement.

Environmental Stewardship



- Stewarding Resources with Precision and Purpose
- Climate Change and Energy Management
- Water and Effluent Management
- Waste and Pollutant Management
- Air Emission Management

Stewarding Resources with Precision and Purpose



The global industrial landscape is steadily evolving towards more sustainable practices, driven by accelerating climate change, increasing environmental consciousness and tightening regulatory frameworks.



Consumers now seek products that are not only high in quality but also low in environmental impact. As a part of the engineering and infrastructural products industry, our manufacturing processes involve significant resource use and emissions, and we are fully cognizant of the need to actively balance our growth ambitions with curbing impact. We have moved well beyond merely aligning with existing norms and we strive to set new benchmarks in environmental stewardship.

Highlights for FY 2024-25

23% increase in renewable energy consumption

35% of freshwater consumption is reduced in the operation

Why is it Material for Skipper?

Our Manufacturing of Towers & Poles and Polymer are moderately energy intensive,

By adopting energy-efficient production methods, we meet stakeholder expectations and compliance needs while preparing for evolving legislation such as CBAM regulations applicable to the Engineering and Polymer business. A slower transition to energy-efficient technologies increases vulnerabilities to fossil fuel costs, penalties, compliance expenses, and trade barriers like import taxes or limited market access.

We operate in a long-gestation, labour-intensive industry, where community trust and support form a critical backbone of our business. The

use and disposal of shared resources such as water is therefore crucial to maintaining long-term relationships. Two of our facilities at Uluberia and Barunda are located in water-stressed regions, which necessitates water management. We have installed multiple effluent treatment plants on-site and implemented measures such as greywater reuse to control our water footprint. Fluctuating water availability can create risks of conflicts with stakeholders, reduced operational efficiency, reputational damage from legal disputes, and increased financial burden due to rising water costs. Non-compliance with effluent treatment norms similarly exposes the company to regulatory penalties.

We manage hazardous waste strictly in accordance with applicable environmental regulations and are implementing waste recycling initiatives for non-hazardous production waste. Through careful and committed management of our environmental footprint, we aim to optimise opportunities such as cost reduction and lean production while continuously working to minimise negative consequences.

Our Management Approach

Today, the primary industries that we serve power and telecom are both witnessing high levels of growth.

Against this backdrop, we have been integrating sustainability into every aspect of our operations. We do this by monitoring performance, regularly reviewing data, identifying risks early, and implementing practical solutions that reduce environmental impact. From adopting renewable energy and cleaner fuels to investing in closed-loop water systems and emission control, each action is aligned with our long-term goal of building resilient and responsible manufacturing processes that minimise and mitigate negative

impact while accommodating increased production needs.

In all these areas we have established proactive procedures to measure, monitor, control and judiciously replace our impact generating process flows. From consistent scaling up of renewable energy sources, to treatment and reuse of wastewater and sludge, and use of more beneficial raw material inputs, we are mitigating our impact in various ways. Simultaneously, we are using technology and innovation to optimize our processes so that less achieves more.

Our focus is on using resources efficiently, reducing emissions, managing waste responsibly, conserving water and energy.



Climate and Energy Management

(GRI 302-1, 302-2, 302-3, 302-4, 302-5)

Climate and Energy Management is central to Skipper's manufacturing lifecycle, from materials processing to fabrication. To improve operational efficiency and shrink our environmental footprint, we follow an integrated Climate and Energy Management approach built on three levers Monitor, Minimise, and Decarbonise.



Monitor

Monitor energy consumption patterns, define clear targets and develop improvement strategies

Minimise

Minimise reliance on high energy systems by applying efficient technologies and reusing waste heat

Decarbonise

Reduce our carbon footprint by adopting to renewable energy source

Monitor

Skipper has instituted systems to regularly monitor energy consumption across all relevant processes. This helps us identify energy flows through operations and detect shifts in usage patterns in real time.

By tracking these patterns, we confirm the impact of trends and take practical decisions to improve further. This process guides future energy planning, helping set realistic reduction targets and implement phased energy-saving measures. During the reporting year, our total energy consumption stood at 7,61,567 GJ, of which 1.2% was renewable energy and 99.8% from non-renewable energy source.

The data below shows three-year trends in our annual energy use, highlighting y-o-y decline in energy intensity, reflecting more efficient production and increased use of clean energy.

Total energy consumption by source

	Units	FY 2024-25	FY 2023-24	FY 2022-23
Renewable Energy				
 Solar	GJ	9,142	7,403	1,980
Total	GJ	9,142	7,403	1,960
Non-Renewable Energy				
 Grid	GJ	191,692	182,930	147,910
 Fuels	GJ	560,733	653,548	472,061
Total	GJ	752,425	836,478	663,223

Energy Intensity

	Units	FY 2024-25	FY 2023-24	FY 2022-23
Energy intensity per rupee of turnover	GJ/revenue from operations	0.00001654	0.000000257	0.000000314
Energy intensity in terms of physical output	GJ/total production	2.04	2.03	2.31
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	GJ/revenue from operations adjusted for PPP	0.0003382	0.00000522	0.00000635

Despite higher production, our total energy consumption fell 9.7% in FY 2024-25 from previous year, while energy intensity slightly increase due to changes in production mix, maintaining a focus on efficiency and clean energy use.

Minimise & Decarbonise

We remain committed to reducing overall energy consumption by using resources more responsibly.

To minimise energy consumption at the operational level, we are following a four-pronged approach to optimised manufacturing. These involve:

- Material Selection:** Use of high-quality, low-loss materials for production of T&D equipment as these can significantly reduce energy losses during operation.
- Improving manufacturing processes:** Efficient manufacturing processes can minimise energy consumption during the production of T&D equipment.
- Design Optimisation:** Optimising of T&D equipment design can lead to improved performance and reduced energy consumption during operation.
- Energy use at the factory level:** The manufacturing process consumes significant energy for machinery, lighting, HVAC, and

Over the years, we have progressively scaled up our clean energy capacities and in FY 2023–24, we installed a 400 KW solar system at our Uluberia facility and a 750 KW system at our Guwahati plant.

other operations. Skipper continuously optimises these processes using innovative technology and design to reduce overall energy consumption.

Adoption of Renewable Energy

The other route to mitigating impact and reducing our carbon footprint involves the adoption of renewable energy. We are steadily integrating renewable energy across our operations to support the transition to lower-impact manufacturing. These additions brought our total installed solar capacity to 2.59 MW, strengthening our ability to meet part of our energy demand through non-fossil sources.

Shift to low-carbon fuel alternatives

As a part of our multi-pronged strategy to aggressively reduce our carbon footprint even as energy needs keep increasing in a high-demand scenario, we have moved away from high-emission fuels like furnace oil to lower-carbon fuel alternatives like Light Diesel Oil (LDO), Low Sulphur Heavy Stock (LSHS), and primarily LPG. This transition has helped limit further rise in emissions. To further support this goal, we are actively assessing the feasibility of replacing gas-based furnaces with induction furnaces in our tower bending processes.

Energy sourced from solar
9,142 GJ

Energy saved through conservation
initiative 9,142 GJ

Total Energy Consumption
761,567 GJ

Adoption of Energy Efficient Measures

Across our facilities, we have instituted a number of energy efficiency measures like introduction of variable frequency drives (VFDs) across our hydraulic power pack and EOT crane helping to prolong equipment life, stabilize electricity variability and save energy

totalling nearly 65,600 kWh annually. Older lights have all been replaced by LED lights which has caused an additional annual energy savings of 74898 kWh. In keeping with our Industry 5.0 ambitions, we are increasingly mechanising our operations and our motorised trolleys, automatic start-stop functionality for cooling tower fans and motor pump cutouts are examples of this.

	Units	FY 2024-25	FY 2023-24
Energy from solar plants	kWh	2,539,394	2,056,280
Replacement of CFL lights with LEDs	kWh	74,898	1,328,832
Installation of VFDs	kWh	14,118	4,306,210
Equipment upgradation	kWh	38,688	5,029,526
Total energy units saved	kWh	2,667,098	12,720,848



Decarbonisation in welding processes

At our Uluberia unit, the phased replacement of CO₂ gas with Argon-CO₂ (80:20) gas mix has been initiated for MIG welding. Argon mix offers a lower carbon footprint compared to conventional CO₂ usage. Our CO₂ use has steadily decreased from 381.135 MT in FY 2022–23 to 98.250 MT in FY 2024–25. Through this initiative alone, we expect to eliminate approximately 200–250 MT of CO₂ emissions annually which will

contribute considerably towards greater process sustainability, marking a real progress towards our emission reduction targets.



GHG Inventorisation

We began our GHG inventorisation initiative in FY 2021-22 and it is helping us build an empirical, data-driven route to greater operational transparency and informed decision-making. By tracking emissions consistently, we are better equipped to identify reduction opportunities, align with evolving climate regulations, and contribute meaningfully to national and global decarbonisation efforts. This GHG inventory is calculated in alignment with the Global GHG Protocol Standard. For Scope 1 emissions, we apply the IPCC 2006 Guidelines to quantify direct emissions while Scope 2 emissions (indirect emissions from purchased grid electricity) are calculated using the Central Electricity Authority (CEA) emission factors, accounting for non-renewable electricity consumption.

Our Scope 1 emissions¹ have shown a marked reduction in emission from last year due to

reduction of coal consumption in operation. Scope 2² emissions have seen a major increase during the reporting period due to higher production volumes.

In recognition of these sustained efforts, our Uluberia Unit received the “Winner” award at the 2025 Aschochem for Carbon Management.

Skipper has begun the GreenCo Certification process. The GreenCo Rating System is a framework developed by the Confederation of Indian Industry (CII) for evaluating and improving its environmental performance. The certification process that we have embarked on is a strategic step towards achieving our Net-Zero carbon emissions and waste goals, and also enhancing water efficiency, greening the supply chain and building product lifecycle sustainability.



¹ Scope 1 emissions arise from sources directly owned or controlled by the organisation including on-site fuel combustion, company-operated vehicles, and fugitive releases.

² Scope 2 emissions are attributable to purchased grid electricity (non-renewable sources).

Total: Greenhouse Gas Emissions - Scope 1 & 2

GHG Emission	Units	FY 2024-25	FY 2023-24	FY 2022-23
Scope 1	tCO ₂ e	51,854	59,248	40,277
Scope 2	tCO ₂ e	38,496	36,383	32,740
Total Scope 1 & 2	tCO₂e	90,350	95,631	73,017

Emission Intensity (Scope 1 & 2)

Emission Intensity	Units	FY 2024-25	FY 2023-24	FY 2022-23
Emission intensity per rupee of turnover	tCO ₂ e/ revenue from operations	0.000000196	0.0000000291	0.0000000369
Emission intensity in terms of physical output	tCO ₂ e/ total production	0.24	0.23	0.25
Emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	tCO ₂ e/ revenue from operations adjusted for PPP	0.00004013	0.000000591	0.000000748

Tracking Emissions of Ozone Depleting Substances

We also monitor the emissions of Ozone Depleting Substances (ODS) from refrigerants used in air-conditioning systems and chiller plants at their primary source. The refrigerants currently in use include R22, R32, R134A, R407C, and R410A. In alignment with international standards, R22 has been progressively replaced with alternatives such as R134A and R404A. During the reporting year, the total recharge quantity of ODS, expressed as 1,531 tCO₂e.

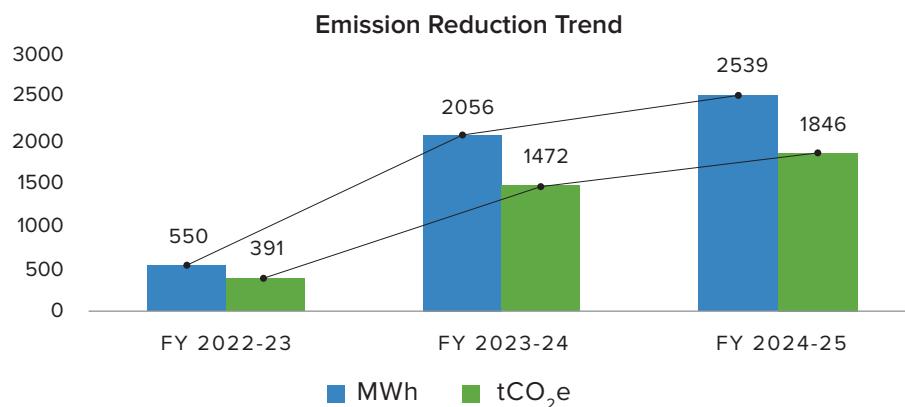
Other Energy Saving Measures

To decouple growth and increased production volumes from emissions, we are implementing targeted emission reduction strategies like shift to rooftop solar PV systems and the phased replacement of CFL lighting with energy-efficient LED alternatives. These initiatives are part of our long-term strategy of transitioning to renewable energy and reducing energy intensity of our operations.

Renewable Energy Mix and Avoided Emissions will come after the above writeup with the graph

Renewable Energy Mix and Avoided Emissions

To reduce reliance on conventional grid electricity, we have steadily expanded the use of in-house solar power across our operations. This transition not only supports cleaner energy consumption but also delivers significant reductions in greenhouse gas emissions. The following chart highlights our year-on-year progress in solar energy utilisation and the corresponding emission savings.



Heat Recovery & Reuse of Heat

Skipper initiated a sustainability project to address excessive heat loss from flue gases and high coal consumption in its rolling mills. The project commenced in December 2024 and was completed in April 2025.

Through the installation of recuperators, high-temperature waste heat (400-450 °C) from flue gases is now recovered and reused to preheat furnaces. This adaptation of a known concept in a new operational form has led to significant energy conservation and cost efficiency.

Key Outcomes:

- Heat recovery from flue gases
- Reduced coal consumption and operational costs

- Lower carbon emissions and energy savings

Impact:

- Coal Savings: ~4,800 MT/year
- GHG Abatement: ~11,760 MT eCO₂/year
- Environmental Benefit: Reduced energy use and air pollution

By effectively capturing and reusing waste heat, Skipper Limited has demonstrated its commitment to sustainable industrial practices, lowering its carbon footprint while achieving tangible economic gains. This initiative reinforces the company's role as a responsible industry leader in energy efficiency and climate action.

Leveraging LCA and EPD to Advance Decarbonisation at Skipper

At Skipper, we recognise that meaningful climate action begins with understanding the full environmental footprint of our products. To guide our decarbonisation efforts, we have adopted the LCA and EPD approach-two powerful tools that help us measure and manage GHG emissions across the entire life cycle of our offerings.

Through this "cradle-to-grave" methodology, we assess environmental impacts from raw material extraction, material processing, and manufacturing, through to product usage, distribution, and eventual disposal or recycling. This detailed evaluation enables us to identify the carbon-intensive stages of the value chain and prioritise action where it matters most.

By publishing EPDs in accordance with ISO 14025:2006 and EN 15804, we bring

transparency to our sustainability efforts and communicate verified product-level environmental information to stakeholders. For instance, our Hot Dip Galvanised Poles and High Masts now carry EPDs that detail emissions from processes like cutting, shaping, zinc coating, and transportation.

The LCA driven insights have allowed us to set targeted decarbonisation levers from improving material efficiency and reducing process energy, to optimising logistics. This approach ensures that every product decision supports our larger vision of climate responsibility, operational efficiency, and regulatory alignment.



Water and Effluent Management

(GRI 303-1, 303-2, 303-3, 303-4)

Water plays a vital role in our manufacturing operations right from material preparation to cooling systems and cleaning processes.



Highlights for FY 2024-25

68,046
KL Water consumed across
all operations

55,745
KL Water recycled

79,606
KL Freshwater withdrawal

We are committed to achieving freshwater neutrality in our operations in the short term and have introduced several measures to reach this goal. To assess and understand our water risks better, the WRI Aqueduct tool was used for reviewing the water stress levels at all our sites. Two out of our five of our manufacturing facilities (40%) at Uluberia and Barunda in West Bengal, were identified as being in high water-stress regions. These findings have been used to design appropriate measures for

addressing water-related risks across our operations.

A foundational aspect of our water management strategy is adopting different routes for water conservation. Our water withdrawal approach is tailored to the needs of each operational segment. For manufacturing units, groundwater remains the main source due to process requirements such as cooling, cleaning, and material treatment. In contrast, our EPC projects rely on water supplied by third-party vendors like local municipalities, helping us manage local water availability and reduce direct extraction. For our corporate offices, we estimate water requirements based on the Central Ground Water Authority (CGWA) guidelines and follow the recommended methodology for domestic and drinking water usage. This structured approach ensures that our water use is aligned with regulatory expectations while supporting long-term resource conservation.

Effluent Treatment Initiatives

At Skipper, we recognise the critical link between water stewardship and effective waste management. We have established robust systems for treating all effluents generated from our manufacturing operations and recycling the treated water for specific purposes. By doing so, we ensure sustainable resource management and regulatory compliance.

The various initiatives include:

- **Advanced water recycling and freshwater neutrality:** Our Uluberia unit, which is in a water-stressed region, has installed state-of-the-art systems to treat greywater from galvanising, rolling mills, and polymer processing. Treated water is reused for non-potable purposes such as:
 - GI-acid dilution
 - Machine cooling
 - Industrial cleaning and,
 - Landscape irrigation
- **Sewage Treatment Plant (STP) for treating biodegradable waste:** Wastewater carrying biodegradable waste is treated separately and we have established a 60 KLD capacity STP at Uluberia for this purpose. This plant uses zero-sludge, chemical-free

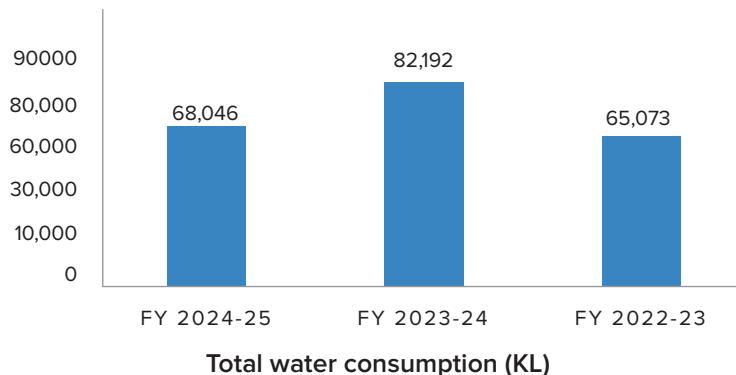
biotechnology with engineered bacteria to treat the dissolved waste. The treated water is recycled and reused within the facility for various process applications, aligning with our water conservation goals.

Our multimodal approach to water management highlights the adaptive philosophy that we follow to optimise water conservation by considering the nature of water sources, the water stress profile of the region, our own consumption needs and the nature of wastewater to design customised interventions that not only conform with regulations but very importantly, maximise the conservation objective. Further, we conduct periodic tests at each site to reassess water-related vulnerabilities and adapt our strategies accordingly. We also carry out regular internal and external audits to identify the root causes of increased water demand that may be highlighted through our assessments or in the normal course of operations. This enables us to take corrective actions promptly. As is evident, we remain constantly vigilant about maximising our water conservation efforts. As a shared resource that is equally critical for our neighbouring communities, our water management initiatives are a means of ensuring that there is water equity and adequate availability of good quality water.



Sources	Units	FY 2024-25	FY 2023-24	FY 2022-23
Water Withdrawal				
Groundwater	KL	75,352	91,772	72,453
Third-party water	KL	4,254*	0	0
Total withdrawal	KL	79,606	91,772	72,453
Water Discharge				
Third-party water	KL	11,560	11,680	9,400
Total discharge	KL	11,560	11,680	9,400

*The significant increase in third-party water withdrawal due to change in calculation methodology.



Water Intensity

Parameter	Units	FY 2024-25	FY 2023-24	FY 2022-23
Water intensity per rupee of turnover	KL/ revenue from operations	0.000000015	0.0000000280	0.00000003286
Water intensity in terms of physical output	KL/ total production	0.18	0.22	0.25
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	KL/ revenue from operations adjusted for PPP	0.000000302	0.000000567	0.00000066640

Ensuring Safe and Sustainable Access to Drinking Water

In FY 2024–25, Skipper's Uluberia Unit commissioned a 1 KL/hr Reverse Osmosis (RO) system to provide safe, reliable drinking water for its workforce. The system removes solids, salts, contaminants, and microorganisms, ensuring potable water that meets prescribed standards. This initiative safeguards employee health, reduces waterborne disease risks, and reinforces our focus on workplace safety, hygiene, and sustainability. With continuous monitoring and preventive maintenance, the RO system ensures uninterrupted clean water, directly supporting well-being, productivity, and a healthier work environment, while aligning with SDG 3 (Good Health & Well-being) and SDG 6 (Clean Water & Sanitation).

Waste and Pollutant Management

(GRI 306-1, 306-2, 306-3)

At Skipper, responsible waste management remains central to our broader commitment to environmental sustainability and advancing of circular practices.



Highlights for FY 2024-25

86% Decrease in landfilling

4% Increase in recycle waste

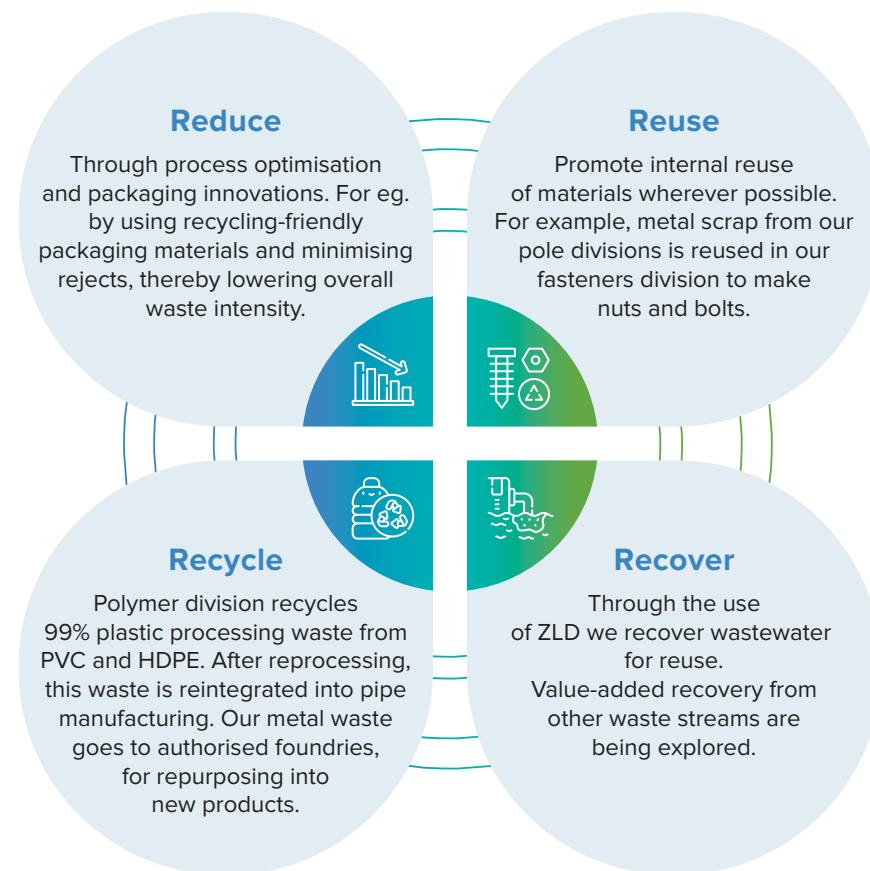
Our continuing focus remains on minimising waste at source, improving resource use efficiency, and strengthening our recovery and recycling efforts.

With the intent of taking a focused and targeted approach to waste reduction we have integrated the findings of Life Cycle Assessment (LCA) done across our production value chain to identify waste hotspots and

enable customised interventions for better resource utilisation and management.

Our approach is guided by the 4R principles-Reduce, Reuse, Recycle, and Recover-which serve as a practical framework driving us toward a zero-waste future.

4Rs Framework and its applicability for our Waste Management Strategy



Non-Hazardous Waste

Our non-hazardous waste primarily consists of process-related materials such as metal scrap and PVC waste, most of which is recycled or reused within our operations. Packaging waste is managed under our Extended Producer Responsibility (EPR) compliance framework, which includes systematic collection, segregation, and processing through authorized recyclers, in line with an action plan approved by the State Pollution Control Board (SPCB). For other categories of non-hazardous waste generated at our facilities, we have established partnerships with multiple authorized waste recyclers to ensure environmentally responsible disposal.

Regular training sessions are conducted for operational teams on waste segregation, safe handling, and adherence to EPR protocols to support this system.

To support this, regular training sessions are conducted for operational teams on waste segregation, safe handling, and compliance with EPR protocols.

HDPE scrap recycling and reuse

The scrap generated during the production of HDPE pipes in our polymer unit was earlier disposed as scrap. Adopting circularity, we now reuse this HDPE scrap by first cutting all the HDPE waste into small pieces and then pulverising in a shredder and grinder and subsequently converting into pellets. These pellets are then reused for making HDPE pipes. In FY 2024-25, we consumed 587.78 MT of pellets.

Hazardous Waste

Hazardous waste is managed in full compliance with applicable environmental regulations. We engage authorised vendors and certified third-party agencies for the safe transportation, recycling, and disposal of hazardous materials. Internally, we adhere to stringent protocols for the secure storage, handling, and documentation of all hazardous waste.

Employees handling such materials receive periodic training on hazardous waste management procedures, regulatory requirements, and emergency response practices to ensure safe and compliant operations. During the reporting period,

we recorded zero significant spills and maintained full compliance with all regulatory requirements.

Digital Tracking and Resource Optimisation Measures

Skipper's ERP system tracks hazardous and non-hazardous waste streams such as zinc ash, used oil, and ETP sludge disposed of via authorised agencies. Polymer waste has been reduced from 9% to 4%, with 99% of polymer waste recycled. The Effluent Treatment Plant (ETP) has been upgraded with Lamella and MBBR technologies for improved treatment efficiency. Additionally, pole scrap is reused in fastener manufacturing, further supporting waste reduction efforts.

Waste Disposed

Disposal Method	Units	FY 2024-25	FY 2023-24	FY 2022-23
Waste recycled / co-processed	MT	31,994	1,374	2,029
Waste disposed through landfill	MT	4,418	2,571	2,038
Waste incinerated	MT	0.00377	0	0
Other disposal operations	MT	0	30,914	22,650

In alignment with our 4R Strategy (Reduce, Reuse, Recycle, Recover), we continuously strive to minimise waste generation across all operations.

We follow a comprehensive waste management approach that emphasises safe handling, regulatory compliance, and strong recycling systems to minimise landfill disposal of both hazardous and non-hazardous waste.

Waste Intensity

Parameter	Units	FY 2024-25	FY 2023-24	FY 2022-23
Waste intensity per rupee of turnover	MT/ revenue from operations	0.000000792	0.0000000106	0.0000000135
Waste intensity in terms of physical output	MT/ revenue from operations	0.0975	0.08	0.09
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	MT/ revenue from operations	0.000015994	0.00000022	0.0000002735



Air Emissions Management

(GRI 305-7)

Though our manufacturing operations do not generate highly intense emissions of gases, chemicals and particulate matter we have taken all necessary steps maintain clean air around our operations, recognising it as a fundamental aspect of our environmental stewardship.



We have implemented advanced air pollution control systems across our facilities to ensure emissions remain well within the regulatory limits prescribed by the State Pollution Control Board. In our rolling mills, we have installed state-of-the-art Air Pollution Control Device (APCD) systems such as cyclone separators and bag filters. These help to capture and control airborne pollutants at the source.

Our galvanising units are equipped with acid scrubbers and turbo ventilators, effectively minimising the release of process-related emissions.

To ensure ongoing compliance and efficacy, we conduct annual stack emissions testing and continuously monitor key emission sources across all operational sites.

The use of advanced control systems enables us to limit the release of sulphur oxides (SOx), nitrogen oxides (NOx), and particulate matter (PM). Our decarbonisation strategy and the progressive shift to cleaner fuel alternatives has further helped to control and reduce air

emissions. We also regularly invest in system upgrades, reinforcing our commitment to reducing our environmental footprint and promoting healthier ambient air quality in and around our facilities.

Air Emission (Non-GHG Emission)

Parameters	Units	FY 2024-25
Respirable Particulate Matter (RPM/PM10)	Metric tons/ year	13.96
Sulphur Dioxide (as SO ₂)	Metric tons/ year	10.40
Oxides of Nitrogen (as NO ₂)	Metric tons/ year	33.79

Key Initiatives to Reduce Air Emissions

To advance our environmental sustainability goals, we are implementing a comprehensive Environment Protection Roadmap focused on decarbonisation, resource conservation, and waste management.

This strategic plan integrates clean energy transitions, ESG compliance, and digital solutions, while promoting circular economy practices and aiming for freshwater-neutral and plastic-free operations.

Environment Protection Roadmap

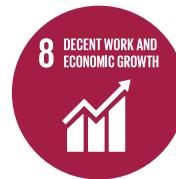
- Develop a strategic roadmap for ESG and carbon footprint reduction, focusing on decarbonisation, resource and water conservation, and waste management. Aim for freshwater-neutral operations.
- Implement clean energy initiatives by gradually replacing LDO and LSHS with LPG.
- Ensure compliance with ESG standards including BRSR, GRI, EPD, LCA, SA8000, and CBAM.
- Introduce digital solutions for water and energy management. Promote circular economy practices such as plastics and e-waste recycling, supporting business units in achieving EPR targets.
- Explore options for reducing and recycling plastic usage, aiming for zero plastic use in canteens, offices, and factories, including replacing mineral water bottles.

Driving Social Good with Purpose



- Occupational Health and Safety
- Talent Development
- Employee Engagement and Wellbeing
- Diversity, Equity and Inclusion
- Human & Labor Rights
- Local Communities

Driven by People, Defined by Purpose



Skipper's social responsibility is driven by the belief that progress begins with people. We focus on building inclusive, healthy, and growth-oriented environments, both within our workforce and across the communities we serve. From well-being and safety to learning, equity, and dignity, our initiatives are designed to empower individuals and create lasting impact.



Why is it Material for Skipper?

At Skipper, we have set the bar high. Our aspirations of being a world leader in the industries that we operate in are accompanied by an equally strong commitment towards exemplary social responsibility implemented both internally through our policies and practices, and externally through our engagement with society and our neighbouring communities.

Aspects such as Occupational Health & Safety, Product Quality & Safety and Training & Development are material to our business, and our future growth and public image. We prioritise on these aspects to ensure that our workers remain fully safe, protected and productive; our products prove reliable and worthy of customers' trust; our communities benefit from our success and can improve their lives and that we remain fair and accountable in the work conditions that we offer both to our own employees and to all those connected with us.

These four material issues within the social domain are all foundational in terms of the various organisational relationships that they represent which we work hard to safeguard and strengthen. The criticality of OHS originates from the risks posed by workplace injuries in terms of operational disruptions, reduced efficiencies, legal wrangles, compensation costs and reputational damage. Inadequate product quality can severely impact our customer relations and business, along with the risk of legal and compliance fallouts and damage to our brand image. It is equally important to maintain harmonious relations with our neighbouring communities and society at large as we operate our units within these areas and very often, our workers and employees are also drawn from the vicinity. Similarly, commitment to employee wellbeing help us to attract helps us attract and retain a good quality workforce that is motivated to perform, establishes our organisational reputation, and helps strengthen our long-term prospects.

Highlights for FY 2024-25

3567 Permanent employees

5087 Temporary workers

35 Permanent women employees

32% Permanent women workers

Our Management Approach

Skipper's social performance strategy is centred on creating long-term value for our employees, communities, vendors and suppliers and broader stakeholder ecosystem. We are guided by our organisational values of partnership, innovation and leadership to foster a workplace that prioritises employee health & safety, employee training & development and ethical labour practices. Our employees are part of a high-growth organisation and we actively create opportunities for them to learn and develop their innate potential and help them achieve their ambitions. Our approach to non-discrimination and diversity equity, and inclusion ensures that every individual is treated with fairness, dignity and respect, irrespective of background or identity.

We align our human rights and labour policies with national regulations, ensuring that our operations remain transparent, compliant, and socially responsible. Beyond the workplace, we extend our impact through meaningful engagement with local communities, focusing on capacity-building, education and inclusive development. In all these ways, we are setting the foundation for a socially responsible organisation that thrives on merit, functions with integrity and engages with empathy and understanding.



EHS Governance

Our three-tier EHS governance structure consist of the Apex Safety Committee, division-specific Divisional Implementation Committee (DIC) and our plant-level Safety Committees.



Components of our EHS Governance	Constituted of	Roles and Responsibilities
Apex Safety Committee	Comprises of Board members, Executive Director & President BE, EHS &S head	Reports to the senior leadership and the Board which is responsible for monitoring the health and safety performance of the company. Conducts monthly reviews through ManCom to ensure that all health and safety measures remain aligned with the company's goals and are continuously improved. Receives regular updates on EHS compliance and related challenges.
Divisional Implementation Committee (DIC)	Comprises of divisional heads, department heads and sectional leaders.	Consists of the Safety Management Review Committee & Apex Safety Policy Formulation Committee. The former is tasked with formulating the Safety Vision, long term planning and the Annual Safety Business Plan which articulates objectives, strategies and goals. These are then cascaded down to Apex Safety Policy formulation committee and DIC level.
Safety Committee	Chaired by divisional Heads of Departments (HODs), and consist of equal numbers of shopfloor workers & union representatives (50% representation) and executive-level personnel (50% representation). Contractual supervisors are also included.	Meets monthly to oversee safety performance and initiatives and reviews their implementation and impact. DIC is a platform for open discussion with all Zonal Leaders, Union representatives, HODs, Line managers with all critical safety incidents, pending CAPAs, Safety Kaizens being reviewed. These committee meetings are held monthly and serve as platforms to address workers concerns and foster a collaborative approach to safety management.

To bring safety-related topics closer to our employees we have started the Hamari Suraksha Kawach Health & Safety newsletter which provides regular updates on a host of safety happenings within the company.

These include:

- Safety essentials and knowledge sharing

- Division and factory-specific safety improvements and success stories
- Safety events, road safety, and logistics safety
- Management-level interventions and walkthroughs
- Safety KAIZEN and Apex and DIC glimpses
- Stakeholder management and contractors' safety

Occupational Health and Safety

Occupational Health and Safety (OHS) is a critical priority for Skipper, with any lapse posing risks of workplace injuries, operational disruptions and reduced efficiencies. Neglecting safety can also affect employee morale and increase legal liabilities in the form of compensation claims, medical expenses, litigation and reputational damage, while also inviting stricter oversight from authorities and stakeholders. At the same time, OHS represents our social commitment towards our workforce. We undertake to always safeguard their wellbeing while they are engaged in working for the company.

Highlights for FY 2024-25

686 EHS Trainings

66,587 Safety training hours

6 Mock Fire Drills

56 Safety Committee & Divisional
Implementation Committee
Meetings

100% Operational sites assessed
for employee health & safety risks

To proactively manage all OHS risks, we have implemented a resilient safety management system which forms a part of our Integrated Management System aligned with Occupational Health and Safety(45001:2018), Environmental Management (ISO 14001:2015), and Quality Management (ISO 9001:2015) and ISO 9001:2015 (Quality Management) standards. We are also committed to a 'Zero Lost Time Injury' and aim to become an industry leader in health and safety performance. This integrated approach reflects our commitment to global best practices, proactive risk management and regulatory compliance, allowing us to systematically identify, assess, and mitigate health, safety, and environmental hazards across all operations.

Our safety-first culture works across multiple levers to build, maintain and propagate high levels of safety at all times.

- 12 Safety Essentials to guide daily operations.
- Hazard Identification and Risk Assessment (HIRA), HAZOP studies, and a structured work permit system for systematic

identification, resolution and mitigation of safety incidents.

- Real-time reporting of unsafe conditions through the Safety Observation System (SOS).
- Job Safety Analysis (JSA), toolbox talks, and hands-on training programmes for shopfloor workers and other employees.
- Board-level oversight of safety performance.
- Comprehensive safety governance system.
- EHS engagement sessions for contracted staff, as well as, performance reviews.

Our high standards of safety have been lauded, and this year our Tower Testing and Palashbari Units received the esteemed International Safety Award 2025 from the British Safety Council.



The 12 Safety Essentials

Our Safety Essentials Guide cover twelve significant safety risks faced by employees and contractors.

Safety essentials - Mandatory compliance					
Approach towards making workplace safe!!!					
Hazard Identification, Risk Assessment & Control (HIRAC)	Valid work permit	Work at Height /Fall protection	Electrical Safety & LOTO (Lock out & Tag Out)	Cranes & Lifting Safety	Safe Distance from Suspended Load
					
Fire & Chemical Safety	Driver & Vehicle Safety	Machine Guarding, Safety Signages & Interlock	Potential Explosive Gas & Vapours	Use Personal Protective Equipment	Building & Infrastructure Safety
					

Together with the core behaviours they constitute a set of minimum requirements for monitoring activities, processes and for observing safe practices while working under hazardous working conditions.

1. Hazard Identification, Risk Assessment & Control (HIRAC)

Dedicated H&S teams run regular on-site HIRA, classify risks (low/medium/high), and drive corrective actions; toolbox talks are held every three days to reinforce controls.

2. Valid work permit

Working with a valid work permit ensures that any hazardous or high-risk job is carried out safely and in compliance with workplace regulations. Non-routine tasks proceed only after hazard identification and internal safety assessment under the OHSMS; workers are empowered to stop work and report hazards until controls are in place.

3. Work at Height /Fall protection

Working at height refers to any task performed at a level where a fall could cause injury, such as on ladders, scaffolds, rooftops, or platforms. It is one of the leading causes of workplace accidents. Height work at plants, project sites and the tower testing station (up to 120 m) is governed by ISO 45001:2018 OHSMS across operational and project sites, with training and supervision.

4. Electrical Safety & LOTO (Lock Out & Tag Out)

Electrical safety involves practices and precautions to prevent electric shocks, burns, fires, or equipment damage. Employees receive electrical-safety training; incidents trigger investigation, root-cause analysis, and corrective actions under the Incident Management process.

6. Cranes & Lifting Safety

Crane and lifting safety focuses on preventing accidents during material handling. Movement and lifting of large steel structures are controlled

through routine internal safety assessments and trained site teams; risks are identified and mitigated under OHSMS.

7. Safe distance from any suspended load

Staying clear of suspended loads is vital to prevent accidents from falling or swinging materials during lifting operations. Material handling protocols and safety supervision ensure workers maintain exclusion zones around suspended loads; hazards can be reported and work stopped until made safe.

8. Fire & Chemical Safety

Targeted trainings (e.g., gas cutting and gas handling) and periodic safety-equipment audits (fire hydrants, eye showers, hand washers) are conducted; medical support is available at sites.

9. Driver and Vehicle Safety

Driver and vehicle safety focuses on preventing road accidents and ensuring safe operation of vehicles. Project sites operate under the same ISO-aligned OHSMS as plants; site safety officers and committees oversee safe movement of people, materials and vehicles.

10. Machine guarding, Signage & Safety Interlocks

Machine guarding, signage, and safety interlocks are essential measures to prevent workplace

injuries. Internal safety audits identify shop-floor hazards; corrective actions (engineering/ administrative/PPE) are implemented and reinforced via frequent toolbox talks.

11. Potential Explosive Gas and Vapours

Explosive gases and vapours, such as LPG, methane, or solvent fumes, pose serious fire and explosion hazards when mixed with air and exposed to an ignition source. Training on gas cutting/handling and incident-reporting mechanisms (including anonymous options) are in place; events trigger investigation and preventive controls.

12. Use of Personal Protective Equipment for

Personal Protective Equipment (PPE) is essential for protecting workers from specific hazards during tasks such as welding, chemical handling, construction, or electrical work. Task-appropriate PPE helmets, safety shoes, goggles, earplugs, heat-resistant and hand gloves is provided to employees and workers.

13. Building & Infrastructure Safety

All units operate under an Integrated Management System (ISO 9001/14001/45001); each site has safety officers and paramedical staff, with a doctor at Uluberia and visiting doctors elsewhere; a Safety Apex Committee chaired by the MD provides governance.



Core Safety Behaviors

Actively addressing safety issues

Assessing risks and organising every job to prevent incidents

Discussing safe methods before starting work

Halting work immediately whenever safety is compromised

Adhering to safety protocols

Using the right tools correctly

Being mentally and physically alert

Being open to feedback on unsafe behaviors

Promptly reporting safety observations and incidents

Focusing on tasks without distractions

Incident Reporting

Skipper has established multiple channels for reporting unsafe conditions. Under our Safety Observation System, workers are encouraged to report hazards and unsafe incidents in real time. Once reports are received, Skipper's safety team investigates and takes necessary actions to address any identified risks.

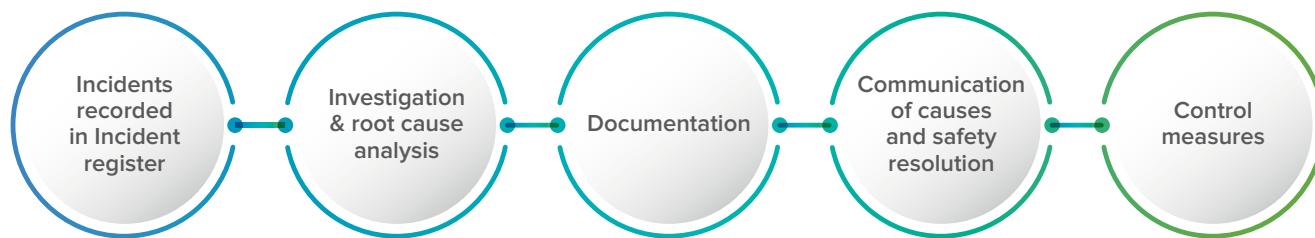
Hazard issues can be reported through various channels including:

- Daily Toolbox Talk Meetings (TBT)
- Weekly shop floor meetings
- Dedicated sessions on HIRA
- Divisional Implementation Committee (DIC) meetings
- Safety portals
- Safety committees, Safety engagement sessions, safety briefings
- Risk assessments, near-miss reports
- Safety compliance boxes are placed at key locations
- ManCom meetings
- Internal groups for direct reporting to the Safety team

Comprehensive System for Safety

Skipper follows a highly structured approach to incident management and resolution, ensuring all round high safety standards.

Incident Management System



Incident investigation and root cause analysis is done through structured evaluations conducted by competent internal and external assessors. The EHS team initiates the incident analysis process and anchors the exercise. These evaluations involve a wide group of stakeholders from zonal and process owners, department heads, to plant managers, supervisors, operators, safety appointees, worker representatives, and subject matter experts. Based on the findings of such evaluations and the documented incident reports, corrective actions are taken.

Safety-related incidents are also consistently monitored and reviewed by management, and presented quarterly to the Board to ensure ongoing attention and relevant corrective action.

Risk avoidance is the first priority

For any issues that represent a safety risk, we have clear stop work and step away guidelines. Operations resume only after the incident is reviewed, root cause is identified, and corrective actions are taken to prevent recurrence. This approach ensures that safety concerns are addressed promptly and incidents are avoided.



Hazard Identification, Risk Assessment & Control Management Systems

The Health and Safety team conducts regular site-level evaluations, HIRA, to proactively detect and address occupational risks. Each risk is analysed for its likelihood and severity, then categorised as low, medium, or high. Based on this classification, appropriate control measures are applied ranging from complete elimination and risk reduction to acceptance where residual risks are minimal.

These assessments are carried out through active participation of multiple stakeholders, including zonal and process owners, department heads, supervisors, plant managers, operators, OHS management appointees or representatives, workers' representatives, and subject matter experts.

Our HIRA framework is anchored in a structured, systematic methodology that ensures consistency and effectiveness across all business units:

- **Hazard Identification** - Thorough identification of physical, chemical, biological, ergonomic, and environmental hazards across manufacturing sites, logistics operations, and administrative functions.
- **Risk Assessment** - Measuring the likelihood and severity of hazards to prioritise risks and formulate effective mitigation strategies.
- **Control Implementation** - Deploying engineering controls, administrative practices, and personal protective equipment (PPE) to reduce exposure and safeguard operations.
- **Monitoring and Review** - Ongoing monitoring, regular safety audits, and periodic updates of the HIRA register to reflect new technologies, process changes, and emerging risk factors.

This is integrated into routine operations to enhance overall workplace efficiency and hazard control. Further, workers are also actively involved assessing environmental and safety aspects and impacts, setting safety objectives, and participating in emergency mock drills. Toolbox talks are conducted every day, as a part of each shift, to facilitate regular communication and awareness about site-specific safety topics.

Building Blocks for a Zero-Accident Culture

Senior management walkthroughs, periodic safety audits: At Skipper, absolute safety is viewed as a senior management responsibility. Driven by this perspective, our safety regime includes senior management walkthroughs, annual audits by specialized third party agencies, as well as a periodic scoring on a 5S checklist for maintaining consistent safety performance. Top management walkthroughs ensure that all remain alert about continuously and rigorously maintaining all recommended safety practices. Third-party audits of our Safety Management System assess the current state, identifies lapses and scope for improvements. Performance scoring on the 5S checklist scores safety performance at the point of evaluation. Such practices help us promptly identify shortcomings and address them. Routine audits of critical safety equipment such as fire hydrants, eye showers, and hand washers are conducted to maintain functionality and readiness.

Engineering and administrative controls: Based on such regular safety evaluations, Skipper takes proactive measures to integrate both engineering and administrative controls. Safety alerts on incidents that have occurred are disseminated promptly across the organisation through shopfloor briefings, email communication, and internal groups, detailing out the incident facts, root causes, and corrective actions. All incidents, including near misses and Level 1, Level 2, or Level 3 incidents, are documented and compiled into structured reports for review and learning. Department-specific or process-specific shortcomings are clearly identified and highlighted to the concerned department for necessary recourse.

Unified view through EHS tracking dashboard: For better transparency, we are integrating our ESG and EHS tracking systems and our EHS digital dashboard Safety Compass unifies and consolidates data on Environment, Health, and Safety (EHS) metrics across various divisions, departments, and activities. The system tracks both Leading (Proactive) and Lagging (Reactive) indicators, offering a comprehensive view on

compliance, safety performance, and risk management. The dashboard integrates real-time data from multiple sources, providing actionable insights for management and department-level stakeholders.

To ensure safeguards against role-specific hazards, a dedicated PPE matrix has been defined for each department. Based on this, appropriate PPE kits including heat-resistant gear and other specialised equipment are issued to workers.

Multiple safety interventions minimise the risk of incidents:

- Use of adequate material stackers to ensure safe storage
- Photo sensors on machinery and reverse cameras in mobile cranes to enhance visibility and reduce blind spot risks
- Designated loading and unloading zones, with back cameras on internal vehicles for better visibility
- Safe Load Indicators (SLI) with digital displays in EOT and Goliath cranes to prevent overloading
- Deployment of C-hooks for safe and balanced material handling
- Dedicated man lifters and fixed lifelines are provided for safe work at heights
- Interlocking arrangements have also been integrated into CNC machines to eliminate human-machine interface risks during operations.
- Light curtain sensors for machine safety
- Physical guards to prevent man-machine interface, interlocking guards, proximity sensors with danger signage, hazard communication boards, audio-visual alarms in hazardous areas, and clearly displayed work instructions along with a do's & don'ts list.
- Installation of safety lifelines and CCTV monitoring in strategic locations
- Regular monitoring of noise, illumination, and dust levels

Our standardised OHS guidelines and SOPs are consistently implemented across all sites, supported by trained personnel, reliable equipment, and secure infrastructure.

Safety Trainings

Skipper promotes a culture of safety through continuous worker engagement, safety meetings, training, toolbox talks and on-site interactions reinforced through special events such as National Safety Day, Fire Safety Week, Road Safety Week, and Doctors Day celebrations. Our Health and Safety policy is communicated through training sessions and prominently displayed at key locations and departments. The policy is available to all interested parties and exhibited in local languages for wider accessibility and understanding.

Safety training needs are identified by divisional heads and updated to address emerging risks and knowledge gaps. Programmes focus on key areas including PPE usage, safe machine operation, and compliance with SOPs.

Our Safety Training Centre, called Safety Park, offers audio-visual safety training programmes, including induction and job specific sessions.

Our training calendar ensures consistent delivery across departments, with sessions customised to specific job functions and hazards covering topics like chemical handling, working at heights, and fire hydrant operations. New recruits undergo comprehensive induction covering general and role-specific risks. Training delivery includes classroom learning, practical demonstrations, video presentations, and daily toolbox discussions, all led by qualified safety experts. To enhance comprehension, all safety trainings are

conducted in regional languages such as Hindi, Bengali, Odia, and Assamese. Training effectiveness is tracked through feedback mechanisms to ensure ongoing relevance and impact. Participation in these programmes is mandatory for all workers, reinforcing our commitment to a safe, informed, and prepared workforce.

Benchmarking our safety practices with leading companies

Under Skipper's Suraksha Kawach programme we have tied up with the Tata Group to benchmark and improve our own safety standards against those practiced at Tata facilities. Our top management makes selected factory visits, and dipstick audits are conducted by TATA representatives to assess Skipper's safety maturity score. Recommendations and suggestions are provided based on this which serves as guidelines for improvement.



Enhancing On-ground Safety at Uluberia Plant

To strengthen on-ground health and safety, all our facilities are equipped with an Occupational Health Centre staffed by an in-house doctor and paramedics, along with a designated Factory Medical Officer ensuring immediate attention in case of medical emergencies. Periodic health camps, screenings, and fitness assessments are organised to proactively monitor employee health and prevent occupational illnesses, and we have also implemented specific health protocols to manage non-routine activities, shift handovers, and operational changeovers.

- **Driving Safety Awareness through Participation:** To build a culture of behavioural safety, our Uluberia unit launched an immersive Road Safety Carnival during FY 2024-25 designed to raise awareness through hands-on, experiential learning, this initiative blended education with engagement to deliver safety messages in an impactful and memorable manner.
- **Road Signs Knowledge Test:** Strengthened understanding of traffic rules through interactive quizzes.

- **Drunken Walk Challenge:** Simulated effects of impaired driving, bringing awareness among workers and drivers.
- **Virtual Experience Zone:** Offered real-time exposure to road hazard scenarios through immersive simulations.
- **Street Play on Road Safety:** Used cultural storytelling to deliver critical safety messages in an accessible format.
- **Virtual Defensive Driving Training:** Focused on reaction time, speed limits, and road behaviour management.
- **Road Sign Knowledge Test:** Engaged participants in a fun way to refresh their knowledge of road signs and traffic rules.

The event witnessed enthusiastic participation across departments and saw the presence of senior leadership, underlining Skipper's top-down commitment to safety.

Skipper was honored with the prestigious International Safety Award 2025 for its Palashbari (Guwahati, Assam) facility and TTS Site – Bagnan Unit. This recognition highlights the exemplary safety practices and robust occupational health and safety standards implemented across our Tower Testing Station operations.

Health & Safety Initiatives

Skipper drives several safety initiatives to fully train our employees and workers in the best methods of handling heavy equipment and risk-prone tasks, first responses and precautionary actions. These are some of the role-specific safety trainings conducted during the year.

Crane Operator Certification

50 crane operators were trained and certified by TSIC, covering safe operation practices, load management, and hazard prevention critical for high-risk lifting activities.

Scaffolder's Training

20 nominated workers underwent hands-on scaffolding training, focusing on proper erection, inspection, and safe dismantling techniques in line with site safety protocols.

LOTO Training

18 nominated employees underwent intensive LOTO certification training, focusing on positive isolation, Machine Safety Procedure (MSP) & practical demonstration of both electrical & mechanical LOTO followed by written exam

Safety Induction Programme

12,630 workmen participated in structured induction sessions, familiarising them with site rules, emergency procedures, and personal protective equipment usage before deployment.

LPG Safety Training

The Central Maintenance and Security teams received training from OEM experts on safe LPG handling, emergency shutdown procedures, and fire response measures.

Fire Marshall Training

Specialised training conducted on pump house and hydrant systems to enhance site-level fire response readiness.

Basic First Aid Training

109 workmen underwent First Aid training, focusing on basic first aid on bleeding & burn, application of bandages & slings on fractures, demonstration of CPR.

All-round good health is a prerequisite for consistent productivity and an active work life. Skipper conducts a host of different health-focused initiatives to ensure the physical, mental and emotional wellbeing of our people.

Dental Health Check-up

25 GI workers and staff availed preventive dental screening, enabling early detection and awareness on oral hygiene practices.

Periodic Health Check-up

300 workers went through routine health assessments aimed at tracking vital indicators and promoting early intervention through on-site medical support.

Employee Assistance Programme (EAP)

Ongoing mental wellness support through counselling, mindfulness sessions, and CBT-based interventions.

Fit4Life Programme

Monthly sessions on lifestyle disorder management, vaccination drives, first aid training, yoga sessions, and dietician consultations.

OEM-led Training

Central Maintenance and Security teams received targeted technical training from Original Equipment Manufacturers to strengthen equipment handling and safety practices.



Emergency Preparedness

All our manufacturing plants are equipped with essential emergency preparedness systems. These include fire pump houses, a dedicated Occupational Health Centre with a fully equipped ambulance, and fire ponds with a storage capacity of 500,000 litres to support emergency firefighting needs.

To strengthen emergency response capabilities, regular trainings are conducted across all units. These include ambulance drills, fire marshal training for pump house operations, and hydrant operation training.

Such trainings ensure that employees are well-prepared to respond to an emergency. We are planning to further enhance Emergency Response Management by incorporating digital tools. We also have a major emergency and disaster management plan that is to be mandatorily followed at all our locations and EPC sites in case of any major emergency. This ensures a well-controlled and coordinated manner. All our on-premises staff and specially trained disaster management staff are regularly trained to act in accordance with this plan to ensure both manpower and equipment preparedness.

Ensuring readiness with our Major Emergency and Disaster Management Plan

Skipper's Business Continuity and Disaster Management Framework is designed to strengthen resilience and safeguard people, assets, and operations during crises. Central to this framework is the Onsite Emergency Preparedness and Response (OEPR) Plan, which provides clear guidance for all personnel in the event of an emergency.

The OEPR plan outlines:

- Emergency Definition & Protocols – Clear criteria for identifying major emergencies and standardised communication through a siren system, including “all clear” signals.
- Roles & Responsibilities – Defined duties for the EHS Officer, Project Head, engineers, security staff, and medical teams to ensure coordinated response.

- Guidelines for Personnel – Instructions for employees, contractors, and transporters covering evacuation, rescue, rehabilitation, and communication.
- Control & Coordination Points – Mapped locations such as Fire Control Rooms, Security Offices, Casualty Collection Points, and Assembly Areas for quick mobilisation.
- The plan also specifies immediate actions like alerting medical centers, evacuating affected areas, restricting access, and mobilising essential personnel. The ultimate objective is to minimise loss of life and property, ensure orderly crisis management and prevent panic or disruption.

Work-related injuries and work-related ill health

Number of fatalities

Parameter	Category	FY 2024-25	FY 2023-24	FY 2022-23
Total number of fatalities	Employees	0	1	0
	Workers	1	1	1

Number of Lost-Time Injury Frequency Rate

Total number of Lost-Time Injury Frequency Rate (LTIFR)	Employees	Workers
	0.24	2.21
	0.19	1.43
	0.20	1.41

Total Recordable Work-Related Injuries

Total number of recordable work-related injuries	Employees	Workers
	2	28
	2	15
	2	14

High Consequence Work – Related injury or Ill – Health

Parameter	Category	FY 2024-25	FY 2023-24	FY 2022-23
Total number of High consequences of work-related ill health (excluding fatalities)	Employees	0	0	0
	Workers	0	0	0



Talent Development - Building a Future-Ready Workforce

At Skipper, we believe that our people are the driving force behind our growth. Attracting and nurturing the right talent is not just a function, it is a strategic priority. As our business expands, especially in the EPC segment, we are focused on building a strong, future-ready workforce that shares our values and is equipped to take on new opportunities.



We work to create an environment where individuals can thrive, grow, and find meaning in their work. Our hiring approach is not just about filling positions it is about finding people whose skills and aspirations align with our long-term vision. We have scaled up recruitment across roles and geographies, bringing in skilled contractual workers and onboarding apprentices and Graduate Engineer Trainees (GETs) through targeted campus drives. Institutions like IEST Shibpur, Jadavpur University, ILead, and NIT Durgapur have been key partners in helping us tap into young, high-potential talent.

We are equally focused on helping our people grow and succeed over the long term. At every level of the organisation, we invest in structured initiatives that support learning, development, and internal mobility. For our middle management, rotational assignments and cross-functional exposure help expand their capabilities and prepare them for broader responsibilities. In parallel, we continue to raise

the bar through employee referral programs and targeted hiring, especially within our EPC division.

Through ongoing upskilling and reskilling programs, we give our teams the tools they need to take on new challenges and shape their own career paths. Our approach is rooted in fairness and trust-ensuring that everyone has a chance to learn, grow, and move forward. By matching the right people to the right roles and supporting them along the way, we are building more than a workforce-we are building a community that grows together with Skipper's purpose and vision.

Skipper proudly participated in the “Eastern India Job Fair & Career Expo 2025”, a key regional platform designed to connect top talent with leading employers from across the region and beyond. The event provided an opportunity to engage with a diverse pool of candidates and strengthen Skipper’s visibility as an employer of choice in the manufacturing and EPC sector.

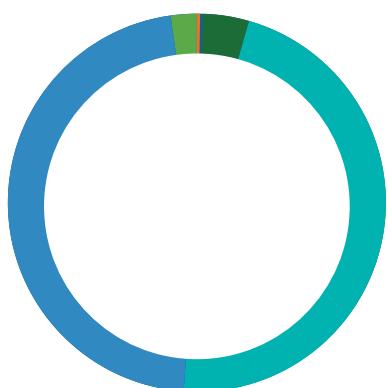
Total Workforce - Employees

Age categories	FY 2024-25		FY 2023-24	
	Male	Female	Male	Female
<30 years	938	17	1,324	13
30-50 years	2,330	18	1,865	8
>50 years	264	0	210	0
Sub - Total	3,532	35	3,399	21
Total	3,567		3,420	

Total Workforce - Workers

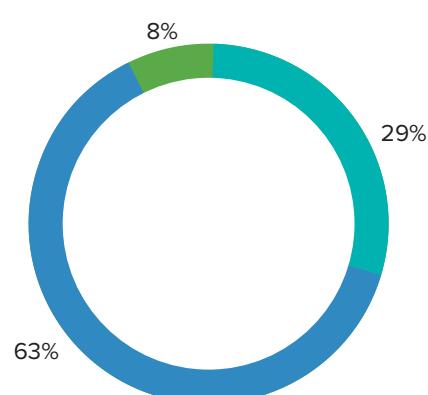
Age categories	FY 2024-25		FY 2023-24	
	Male	Female	Male	Female
<30 years	1,568	21	1,265	11
30-50 years	2,661	11	2,255	10
>50 years	826	0	600	0
Sub - Total	5,055	32	4,120	21
Total	5,087		4,141	

Share of Employees Management



- Top Management
- Senior Management
- Middle Management (Manager/Senior Manager)
- Junior Management
- Non-Management
- Employees on contract

Employees- Age Wise



- <30 years
- 30-50 years
- >50 years

New Hires

Management Categories	<30 years		30-50 years		>50 years	
	Male	Female	Male	Female	Male	Female
Top Management	0	0	8	0	9	0
Senior Management	0	0	70	4	47	0
Middle Management	3	1	164	1	36	0
Junior Management	178	16	630	13	63	0
Non-Management	757	0	1413	0	154	0
Employees on contract	97	0	11	0	139	0
Total			3675			

Strategic New Hires

At Skipper, we see early-career talent as a long-term investment—individuals we can nurture, grow, and align with the company's evolving goals. Alongside entry-level hiring, we have also brought in experienced professionals through lateral recruitment, tapping into their industry expertise to strengthen our capabilities. FY 2024–25

marked a milestone year for us - we onboarded 1,545 new employees, the highest ever in Skipper's history. Of these, 679 were under the age of 30, reflecting our commitment to building a youthful, dynamic, and future-ready workforce. These numbers are not just a reflection of hiring they represent the growth momentum we are building as we scale our operations and prepare for what lies ahead.



New Hires

Age categories	FY 2024-25		FY 2023-24		FY 2022-23	
	Male	Female	Male	Female	Male	Female
<30 years	664	15	165	8	108	8
30-50 years	808	13	843	6	822	9
>50 years	45	0	139	0	139	0
Sub - Total	1,517	28	1,147	14	1,069	17
	1,545		1,161		1,086	

Performance Management

Our performance evaluation framework is based on periodic goal setting, development needs assessment, and formal review cycles that are conducted at twelve-month intervals. We have adopted a competency-based, strategically aligned Balanced Scorecard approach to strengthen performance evaluation. This Balanced Scorecard approach was introduced in FY 2024-25 during the annual performance appraisal cycle. As a part of this process, employees are evaluated on KRAs and competencies, with the ABC rating methodology being used to rank performance. We use a rating methodology that categorises employees into three broad groups based on their performance, potential, or overall value to the organisation, with A representing our top performers. We assess our leaders against well-defined KRAs and competency parameters to ensure alignment with our organisational objectives. For shopfloor roles and other off-roll employees, the rating framework has been further enhanced to bring greater structure and consistency in the evaluation of performance in alignment with operational goals. At the senior level, leadership potential is evaluated through tools like 360-degree feedback, with focus on

behavioural development and role-specific competencies. To address gaps in leadership effectiveness we provide customised training that are designed and developed in partnership with reputed institutions.

Additionally, we are also using technology to make work simpler, more connected, and more meaningful for our people. Our HR platform, Adrenalin, brings together the entire employee journey - from onboarding to exit - into one seamless system. It makes performance reviews and development planning more structured and accessible, helping employees track their growth in real time. 100% of our employees, across all management levels, were assessed during the FY 2024-25.

We have also rolled out Skipper-DNA, an interactive tool that supports personalized learning and career development, ensuring people grow in step with the company. For our sales teams, ACE-DNS, a handheld automation tool, is helping streamline field operations. These tools aren't just about digital upgrades, they're about creating a workplace where people feel supported, empowered, and ready to grow.

Winning Appraisal Conversations Workshop

To build a more effective and growth-oriented performance culture, we conducted a workshop titled “Winning Appraisal Conversations” for plant and corporate employees at the Manager level and above. Held across five interactive batches, the session aimed to equip participants with a clear understanding of goal setting, performance reviews, and development planning.

The workshop focused on core principles for successful employee appraisals and introduced a structured approach to delivering feedback that is both constructive and motivating. Designed to be highly engaging, the sessions helped managers gain confidence in navigating appraisal conversations while fostering a culture of continuous improvement and open dialogue.

Winning Manager Workshop

To empower frontline leaders with the tools to drive performance and lead with impact, we conducted the Winning Manager Workshop across our Uluberia, Jangalpur, and Palashbari plants. Tailored for plant supervisors, the workshop focused on enhancing their leadership capabilities through practical insights on effective appraisal conversations, team collaboration, and performance management.

The sessions delved into the core competencies of a successful supervisor, understanding different behavioural response types, and fostering collaboration and teamwork. Designed to be highly interactive, the workshop helped supervisors reflect on their leadership style and equipped them to better engage, guide, and grow their teams.

Rewards & Recognition

We incentivise higher productivity and exceptional performance through performance-linked pay. Annual increments are merit-based, with top performers being recognised and rewarded. Additionally, eligible employees receive annual bonuses tied to both statutory provisions and our overall performance for the year. The payout is calculated based on salary or wages, number of working days, our financial performance, and the company’s allocable surplus, with bonus amounts ranging from a

minimum of 8.33% to a maximum of 20% of annual earnings, depending on our financial outcomes.

At Skipper, we believe great work deserves recognition. Our structured Rewards & Recognition (R&R) programme celebrates the contributions of both on-roll and off-roll employees, especially those below managerial level. The process is transparent and performance-driven, evaluated through a robust model: eight leadership competencies for mid-to-senior roles and four behavioural traits for junior-to-mid levels. Winners receive



a Certificate of Recognition, a badge, and a token of appreciation strengthening our culture of performance and appreciation.

For our off-roll shopfloor teams, the “Skipper Shining Star” initiative highlights everyday excellence, reinforcing a spirit of teamwork and appreciation. To keep engagement high and morale stronger, we also run a “Lottery Programme” at our Uluberia and Jangalpur plants, where consistently dedicated employees are celebrated in joyful, team-wide gatherings.

Fair Compensation

Fair compensation is central to our values of equity and respect. We are committed to ensuring equal pay for equal work, with transparent and merit-based remuneration practices across all levels aligned with the states’ Company Act, 2013. All Skipper employees receive wages that exceed applicable statutory minimum wage requirements at all our locations.

This approach reflects our broader focus on employee wellbeing and economic dignity, particularly for entry-level and operational roles.

Remuneration for FY 2024-25

Remuneration By Category	Average Male Salary (₹)	Average Female Salary (₹)	Ratio (F/M)
Senior Management (M1-M3)	2,776,556	1,940,293	0.70
Middle Management (M4-M5)	1,057,314	1,000,031	0.95
Junior Management (M6-M9)	470,693	492,480	1.05
Total Employees (All employees for that period)	500,630	680,410	1.36

Employee Turnover

As part of our commitment to workforce sustainability, we actively track employee turnover to spot patterns, understand underlying causes, and guide our long-term retention strategy. In the reporting period, the overall turnover rate for permanent employees was 25%.

To support retention, we have implemented a structured program that evaluates roles based on their criticality, business priorities, and continuity needs. In some cases, experienced senior employees have been retained as advisors post-retirement to ensure knowledge transfer and business continuity.

Employee turnover	FY 2024-25		FY 2023-24	
	Male	Female	Male	Female
<30 years	390	3	198	6
30-50 years	509	6	211	0
>50 years	28	0	15	0
Sub - Total	927	9	424	6
Total		936		430

Building Capabilities through Learning and Development

At Skipper, we believe that constant learning is vital to growth and staying ahead of the curve in today's dynamic business environment. We take a structured route to learning by conducting

yearly Training Needs Identification (TNI) for all our employees right from senior management to workmen. This assessment helps to identify knowledge and/or skill gaps vis-à-vis organisational goals and targets and specific role requirements thus making it easier design appropriate programmes.

Training Needs Identification: Driving Focused and Effective Learning Outcomes

- By determining the gap between current and desired employee skills, knowledge, and abilities
- By identifying the most critical areas for learning and development intervention
- Helping in the designing of effective employee development plans
- By ensuring that employees have the skills and knowledge to perform their jobs well

This methodical approach thus helps our organisation make informed decisions about training.

We have a varied portfolio of training initiatives that address a gamut of training and workforce development needs across our different business verticals, roles, functions and career cohorts.

Our training framework integrates video-based learning, classroom instruction and hands-on practical sessions to achieve the objective of delivering effective learning to a wide variety of employees, with a variety of learning needs and career goals.



Soft Skill Training

Enhances interpersonal and workplace competencies through sessions on resilience, stress management, communication, and time management, fostering agility, emotional intelligence, and team productivity.



Functional Training

Supports seamless onboarding and role alignment via programs like Product & Process Training, PVC/EPC Induction, and GET Batch onboarding, with department overviews, HOD interactions, plant visits, and on-the-job learning.



Quality Training

Promotes discipline and process efficiency through 5S practices, SOP adherence, and Quality Circle Methodologies for participative problem-solving and continuous improvement.



Technical Training

Hands-on Kaushal sessions on welding compliance, equipment handling, and production process awareness, aimed at strengthening technical capabilities across shopfloor operations.

Skill Enhancement for Our Operational Staff

At Skipper, we are committed to continuous skill development to build operational strength from the ground up. We have identified certain critical technical skills for workmen based on inputs from functional heads. We have partnered with institutes like Industrial Training Institute (ITIs) and National Skill Training Institute (NSTI) to conduct joint certification programmes for developing these skills in our workers.

For proper training of staff who are involved with operations, training needs assessment is also done from the Employee Health and Safety perspective. Based on this monthly training calendar is developed and shared with HR for conducting of trainings as per schedule. These trainings include both classroom based and practical sessions. Further, employees from project sites and factories undergo safety trainings that are, at times, conducted by

authorised training partners. Selected representatives from contractors also undergo such third-party trainings. Competent third party training agencies are also onboarded for certain mandatory certification courses and critical trainings. In addition, we also conduct tool box talks and safety trainings on daily basis to ensure high health and safety awareness among shop floor workers. Plant supervisors undergo leadership workshops on people management, conflict resolution, and decision-making.

Initiatives like Skipper Gurukul and our on-the-job training platform KAUSHAL embed learning into daily operations, promoting long-term capability building.



Top Leadership Stays Abreast

Skipper ensures that its senior-most leadership stays well-informed on evolving compliance requirements, industry regulations, and broader macro developments. To this end, periodic trainings are organised to keep them updated on the latest changes in compliance frameworks, emerging industry norms, and new national and

international legislation critical for maintaining competitiveness and leadership. During the reporting year, a familiarisation programme was conducted for Independent Directors, focusing on amendments to Regulation 30 of SEBI LODR, 2015. Additionally, Key Management Personnel, who play a pivotal role in critical functional decision-making, participated in 13 training sessions:

Our senior most leadership remains constantly informed on the latest compliance related changes and requirements, evolving industry norms and emerging national and international legislation. This is crucial for staying competitive and maintaining our leadership. During the year, the Board of Directors completed 14 trainings, and some of these included:

Data Governance	Corporate Financial Management	CSR Audit	Relevant Statutory Amendments	Risk Management	Corporate Data & IT security
Online Dispute Resolution	Corporate Risk Management Impact of the Data Protection Act		Corporate Compliance Management Guideline for Financial instruments		
Environment & Carbon Foot Printing		Recent Major Amendments in Context of Corporate Social Responsibility		Private Placement	
	Artificial Intelligence - A strategic asset for listed Companies.		Amendments as Introduced by SEBI		



Strengthening Digital Fluency at the Workplace

In FY 2024–25, we focused on building foundational digital and supervisory capabilities among employees. Corporate staff were trained in widely used tools such as MS Office, while workshops on Integrated Management Systems (IMS) and supervisory skill development helped enhance operational efficiency. We also collaborated with industrial institutes to provide apprenticeship and diploma programmes, offering hands-on training to shop-floor workers and supporting local talent development.

Looking ahead to FY 2025–26, we plan to integrate Power BI into our corporate training suite to further strengthen data management, dashboard creation, and document design capabilities. These initiatives aim to elevate employee performance and foster a digitally fluent, future-ready workforce across functions.

We continue to invest in structured initiatives that enable the identification and growth of talent across all levels of the organisation. For middle management, our approach includes rotational assignments and cross-functional exposure to strengthen internal capabilities. In parallel, we enhance workforce quality through employee referral programmes and targeted recruitment within the EPC division.

At the senior level, leadership potential is evaluated through comprehensive tools such as 360-degree feedback, enabling a sharper focus on behavioural development and role-specific competencies. These efforts are supported by customised training modules, including learning partnerships with reputed institutions, to ensure continuous enhancement of leadership effectiveness.

Training hours

Total no. of employees by category and gender	FY 2024-25		FY 2023-24		FY 2022-23			
		Male		Female		Male		Female
Top Management	224	0	152	0	108	0		
Senior Management	768	0	480	16	340	16		
Middle Management	1,896	72	1,396	24	856	24		
Junior Management	5,304	72	3,048	88	2,672	24		
Employees	7,860	300	4,696	24	3,832	48		
Trainees / Apprentice	1,340	20	0	0	0	0		
Workers	6,685	0	5,293	0	5,058	0		
Total	24,077	464	15,065	152	12,866	112		

Spotlighting Some Unique Training and Enablement Initiatives:

Skipper Gurukul

Skipper Gurukul is a comprehensive dashboard that helps strengthen employee engagement by providing seamless access to essential learning resources. Designed as a central hub for assignment delivery and continuous training, the platform plays a key role in advancing workforce capabilities across functions. Functional heads can nominate their sub-ordinates for training through this portal.

We have introduced tailored development programmes for those who work on the shopfloor to enhance their technical skills and operational efficiencies. In addition, structured training modules for supervisors and managerial personnel have also been implemented, ensuring meaningful upskilling across a significant portion of our workforce. 1,380 employees benefited from this initiative.



Skipper Skill Up Program

The Education Assistance Scheme has been launched under the aegis of the Skipper Skill Up programme to develop professional capabilities in alignment with organisational goals. Open to employees who have completed a minimum of 12 months' of service, the scheme covers 60% of the total course fee, making continued education more accessible.

The scheme supports professional courses from accredited institutes in areas such as leadership, management, finance, technology, data analytics, and related fields that are relevant to current or emerging roles. General academic degrees (e.g., BA, B.Com, MA, MSc) are excluded. This initiative reflects our focus on structured, role-specific development and our strategy of developing a workforce pipeline that converges with our business goals.



Kaushal Programme

The KAUSHAL initiative aims to enhance the technical capabilities of our workforce and to prepare them for more productive and future-ready roles. The programme is conducted through both classroom-based and onsite training sessions and is held on a monthly basis. KAUSHAL is inclusive in its reach, covering permanent employees, contractual staff, and workers across functions. During the reporting period, a total of 2,381 employees benefited from the programme.



Supervisory Development Programme and Effective Manager Workshop

As part of our continued focus on leadership capability building, we conducted the Supervisory Development Programme and the Effective Manager Workshop to strengthen supervisory skills and enhance managerial effectiveness across levels.

Supervisors are eligible to participate in the Supervisory Skill Development training, while employees at the level of Assistant Manager and above are covered under the Effective Manager Workshop. In FY 2024-25, 30 senior leaders participated in the Supervisory Development Programme, while 84 supervisors enhanced their capabilities through the Effective Manager Workshop.



Skipper's Intern Project

Employee Engagement and Wellbeing

At Skipper we firmly believe that employee well-being is central to our organisational growth and success. We are committed to creating an inclusive, safe, and empowering workplace where individuals can thrive physically, mentally, and emotionally.



Skipper offers a broad spectrum of employee-centric policies and programmes that promote well-being, personal growth, and work-life balance across all stages of the employee journey. We celebrated International Yoga Day to promote holistic health and offer benefits such as Mediclaim coverage for

employees, their families, and parents, along with a Critical Illness Benefit Policy for life-threatening conditions. To further support overall wellness, we conduct health check-ups and host meditation and wellness workshops. Below is a snapshot of some of our key initiatives.

Great Place to Work



Skipper has been certified as a Great Place to Work for the third consecutive year, with 80% of employees participating in the survey and an impressive NPI score of 85. This recognition reflects our strong people-centric culture and continued efforts to empower employees to grow, thrive, and realise their full potential.

- **Critical Illness Benefit**

A medical emergency/critical illness can lead to a serious and unforeseen situation requiring urgent medical attention and causing disruption of a family's finances. This initiative provides cover to employees against such sudden and life-changing situations by providing them with extensive benefits. The availability of such cover creates peace of mind for the employee making it easier to continue with his work without significant disruption.

- **Mediclaim Coverage**

We extend Mediclaim coverage to our employees and their families, with the facility covering both routine health needs and planned medical care. By promoting early access to treatment, the financial burden of healthcare is reduced, and in this way this initiative strengthens preventive care.

- **Wellness Initiatives**

A variety of wellness activities such as yoga, meditation, Zumba are organized within our premises and this helps our employees' recharge, manage stress, and stay active amid their busy daily lives.

- **Coffee with MD**

Coffee with MD continues to serve as a direct, informal channel for small-group interactions between employees and the Managing Director. These sessions foster open communication, encourage idea

sharing, and build personal connection-strengthening trust and reinforcing an interactive, open culture where every voice is heard and valued.

Leave Benefits Available to Employees

All our employees are eligible to statutory leaves like privilege leave, sick leave and casual leaves. In addition, women are eligible to take maternity leave as per statutory norms. Further, Skipper also offers relocation leave to all those who may be shifting base from their original place of residence to a new location in case of company transfers or when appointment given at a place other than recruit's place of residence. We also provide bereavement leave to all our full-time staff allowing them to grieve and come to terms with the death of their near and dear ones. Other attractive features are our leave carry forward and leave encashment policies. Employees who are unable to take their eligible leaves in the course of the year can carry their balance privilege and sick leaves forward to the next year. They can also choose to encash accumulated leaves subject to a ceiling.

During FY 2024–25, no female employees availed maternity leave. Accordingly, metrics such as the number of employees who returned and remained employed 12 months after returning, the return-to-work rate, and the retention rate are not applicable.



Diversity, Equity and Inclusion

At Skipper, diversity, equity, and inclusion (DE&I) is an essential aspect of a responsible and progressive organisation. Our DE&I policy upholds the principle of equal opportunity and respect for every individual, irrespective of gender, ethnicity, religion, disability, marital status, or background. By ensuring equality and inclusivity, we strive to create a work environment that affords fairness and dignity.



We continue to advance gender diversity across our offices, with the objective of building a workforce that mirrors the diversity of the communities we serve. The principles of DE&I are equally applicable for our partners, vendors and contractors, and by extending these principles to our value chain we ensure that none within our sphere of influence remains excluded from fair and equitable work conditions. Consistent communication and

implementation of the policy have contributed to a culture of mutual respect and understanding. The gender diversity within our workforce is on an upward trajectory, with an approximate increase of 60% during FY 2024-25 compares to previous year. No cases of discrimination were reported during the reporting year, reflecting the integrity of our systems and the collective commitment to upholding an inclusive workplace.

WOMENtoring: Empower. Include. Inspire.

As part of our DEI initiatives, Skipper introduced WOMENtoring, a structured, year-long mentorship programme designed by women, for women. Through this initiative, senior women leaders mentor their colleagues to guide them on career development, build confidence, and support leadership readiness. The programme fosters peer learning and helps create a supportive environment for women professionals across the organisation.

Ensuring a Discrimination-Free, Equitable Workplace

At Skipper, we fully embrace the principles of inclusiveness and equity, maintaining a strict zero-tolerance policy toward any form of discrimination, harassment, or inappropriate conduct at all levels. Our ESG policy aligns with the Rights of Persons with Disabilities Act, 2016, and our recruitment, performance evaluation, and promotion practices are entirely merit-based. We do not discriminate on the basis of caste, creed, gender, race, religion, disability, sexual orientation, or any other personal attribute.

Harassment

To uphold a fair and safe workplace, we have implemented comprehensive policies, including the POSH Policy, the Business Responsibility and Sustainability (BRS) Policy, and our overarching Code of Conduct. These frameworks apply to all employees, both permanent and contractual, and are reinforced through regular assessments to identify and address any violations.

Our POSH Committee is chaired by Senior Officer from HR Department including an external member who meets regularly to

oversee implementation. An Internal Complaints Committee (ICC) reviews all POSH-related cases, ensuring confidentiality, impartiality, and sensitivity throughout the process.

Rights of Persons with Disabilities

Skipper welcomes persons with disabilities and has implemented all necessary changes needed to make our premises fully accessible and supportive of special mobility needs. Presently, we have one disabilities male in our workforce.

Our recruitment, training and performance evaluation policies ensure that every person is viewed on the basis of merit and receives equal access to the facilities provided by the organisation to develop their innate abilities and grow their skills and fulfil their ambitions.

By doing so, we foster a non-discriminatory, inclusive work environment at Skipper. Some areas within our plants and corporate office may have restricted accessibility for our differently-abled employees due to safety and design constraints. Key inclusive facilities include braille-equipped elevators, ramps, touchless entry points, and wheelchair-accessible restrooms on the ground floor.

Human & Labour Rights

Respect for human rights is a core principle that guides our policies and operations across all levels of the organisation. Our Human Rights Policy aligns with national, local and regional statutory requirements.



Our commitment to upholding human and labour rights is embedded within our broader sustainability strategy and extends beyond our direct operations to partners, suppliers, and service providers, and even neighbouring communities. To ensure proper implementation, we have established structured mechanisms for reporting and addressing human rights concerns.

The Human Resources team serves as the central point of coordination, working closely

with key internal stakeholders to proactively identify, assess, and address any actual or potential human rights concerns. To ensure that every employee is aware and sensitive to human rights issues the familiarisation begins early with employee induction programmes including sessions on human rights. Furthermore, the company adheres strictly to all applicable human rights laws and regulations, demonstrating its dedication to ethical and responsible business conduct.

Prohibition of Child Labour and Forced Labour

We maintain a strict zero-tolerance approach towards child labour, forced labour, slavery, and human trafficking. Skipper does not employ any individual under the age of 18, and this principle primarily extends across our suppliers and contractors. Any violation leads to immediate removal of the third-party contractor. Our procurement and operational teams are sensitised to monitor compliance through due diligence, ensuring that no part of our value chain engages in exploitative labour practices. These standards are a non-negotiable part of our ethical framework and reflect our commitment to responsible business conduct. For FY 2024-25, no cases of child or forced labour were reported, reflecting our commitment to safeguarding our values.

Grievance Redressal Mechanisms

Skipper has established grievance redressal committees at both executive and operational levels to ensure comprehensive coverage

across the organisation. Employees can report any concerns / complaints that they may have in a completely confidential manner to their plant-level HR representatives or direct reporting managers, or via the dedicated email grievance.redressal@skipperlimited.com. Employees may also contact the designated Officer, as outlined in the grievance policy.

The grievance mechanisms cover a wide range of issues, including human rights violations such as child labour, forced labour, workplace discrimination, harassment, and concerns related to diversity, equity, and inclusion. All reported matters are addressed through a structured, impartial investigation process led by the HR team, with appropriate corrective and preventive actions implemented to ensure timely and effective resolution.

Highlights for FY 2024-25

0	Cases of child or forced labour
0	Grievance cases in Human & Labour Rights



Local Communities

GRI 413-1, GRI 413-2

At Skipper, our engagement with communities is rooted in trust, continuity, and impact. Whether it's enabling education in remote tribal belts, promoting rural livelihoods, or supporting grassroots healthcare, we work closely with local partners to ensure our efforts are relevant and responsive. Every initiative reflects our belief that sustainable development begins with listening, collaborating, and creating pathways for people to grow with dignity.



Skipper's Vision and Objective for CSR

Skipper views Corporate Social Responsibility (CSR) as an essential part of how it conducts business, embedded within its core model, not separate from it. The CSR Policy serves as an internal compass, guiding the company to uphold its ethical commitments and align daily operations with broader social and environmental responsibilities. It sets out a foundational framework that enables management to plan, implement, and monitor actions that reflect Skipper's values and contribute meaningfully to society.

Skipper's CSR Thematic Areas

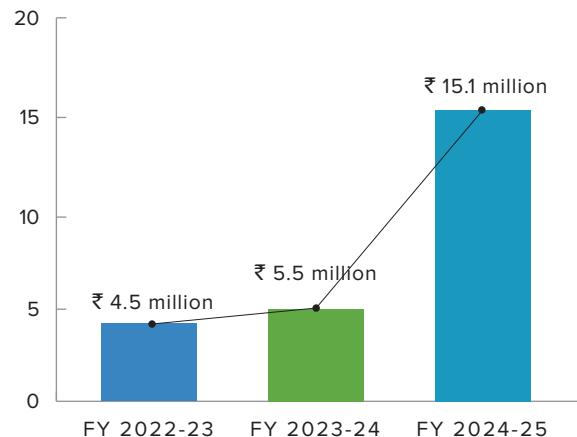
Rural Development



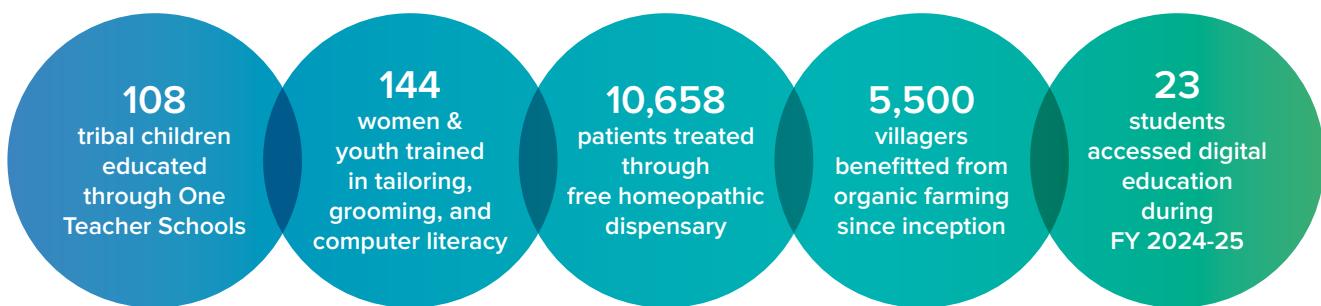
Skipper's CSR Policy outlines the company's commitment to social welfare and provides a structured framework for implementing its social initiatives, with oversight by a dedicated CSR Committee. Guided by this policy, our CSR approach goes beyond compliance or philanthropy, focusing on sustainable and inclusive development, particularly in tribal and rural areas. We prioritise building community self-reliance through targeted interventions in education, health, livelihoods, and infrastructure. By actively involving local stakeholders in the planning and execution of CSR projects, we ensure ownership, relevance, and long-term impact. This commitment is further strengthened by

partnerships with government bodies, NGOs, and grassroots leaders.

CSR Expenditure (Y-o-Y Trend Graph)



FY 2024-25 CSR beneficiaries



CSR Programme

Integrated Village Development Program (IVD)

Skipper's flagship IVD programme aims to build self-reliant rural communities across 100 villages through focused efforts in education, health, skill development, and digital access. Run in partnership with FTS, Arogya Foundation of India, and Sheo Bai Bansal Charitable Trust, the program brings together grassroots solutions with measurable outcomes.

Key Highlights

100 One Teacher Schools supported

23 students trained via Ekal on Wheel

30 villages covered under Arogyam

41 women trained in tailoring

32 women trained across tailoring sub-centres

11 women trained in beauty care

CSR Initiatives

One Teacher School (OTS)

Skipper has joined hands with Friends of Tribals Society (FTS) to promote primary education in tribal belts through the One Teacher School (OTS) initiative. These schools, also known as Ekal Vidyalayas, operates with a single local teacher and typically enrolls 25–30 children from classes I to III, ensuring basic literacy and value-based education. Skipper receives regular progress reports from the implementing partner to monitor learning outcomes, enrolment, and school functionality.

The initiative also emphasizes teacher training and community involvement, with teachers receiving orientation to handle multi-grade students.

Impact Created

100 central schools across Dumka, Jharkhand
2,902 children provided education under
OTS program in FY 2024-25
Support provided for literacy, cultural values,
and community upliftment

Prerna Foundation

As part of commitment to inclusive community development, Skipper extended support to Prerna Foundation for the repair and maintenance of the Hindu Burial Ground at Park Circus, Kolkata. The initiative focuses on environmental sustainability and the protection of cultural heritage. By improving infrastructure at the burial ground, we aim to uphold dignity, hygiene, and safety for the community, especially in urban areas with dense populations and limited civic facilities. Additionally, the upkeep of Aritolla Ghat is also undertaken through Prerna Foundation, reinforcing efforts to maintain clean and respectful public spaces.

Calcutta Pinjrapole Society

Skipper contributed to the Calcutta Pinjrapole Society's animal shelter in Gayespur, Kalyani (Nadia district, West Bengal) to support animal welfare initiatives. This support enhanced care for stray and abandoned animals by funding food, medical aid, and shelter improvements. The initiative also fostered local employment and strengthened rescue and rehabilitation efforts.

Impact Created

Skipper's support helped care for 5,836 Cows, upgraded 5 shelter units, enabled 14 rescues or adoptions, treated 338 nos. of cows during FY 2024-25 and created 259 local jobs.

Sheo Bai Bansal Charitable Trust: Skill Building at the Grassroots

Skipper, in collaboration with Sheo Bai Bansal Charitable Trust, continues to invest in building rural livelihoods at the Rammurti Bansal Kaushal Vikas Seva Kendra in Dumma, Deoghar. The centre provides no-cost training in tailoring, computer literacy, and beauty care, focusing on youth and women from surrounding villages. These programmes aim to equip participants with hands-on, income-generating skills relevant to their local environment. Alongside these efforts, the Trust also runs Ratanlal Sadhuram Bansal Saraswati Vidyamandir, a Junior High School in Dumma that offers affordable-and often free-education to children from nearby villages, with hostel facilities for students from remote areas. To further support students, the Trust regularly distributes books and study materials free of cost, ensuring access to education for all.

A well-equipped tailoring centre, housing 10 machines, offers six-month certified training programmes. Upon completion, each graduate is provided with a sewing machine to support self-employment and income generation. Since 2017, approximately 342 women have been trained at the main centre, including 41 in FY 2024-25. Additionally, three sub-centres have extended training to 202 women since inception, reaching 32 more in FY 2024-25 alone.

Similarly, a grooming (personal care) training centre offers a range of short-term courses in personal care services, aimed at fostering micro-entrepreneurship among local women. Since 2021, the programme has benefited 43 women.

The centre also includes a computer lab equipped with 10 systems, providing certified training under the Digital India Mission (in association with IIT Mumbai). Since 2017, a total of 585 students has successfully completed the programme including 100 females and 485 males.

Impact Created

Since 2017, a total of 1,245 tribal children have been provided with basic education, comprising 841 boys and 404 girls, including in FY 2024-25, the enrolled 108 tribal children across the tribal regions of in and around 10 kms from village Dumma, Jharkhand.

41 people were trained in tailoring and additionally 32 people benefitted from sub-centres across three villages during FY 2024-25.

At the grooming training centre, 11 women completed certified training for FY 2024-25. The computer training initiative supported 60 students for FY 2024-25, and 60 students certified through the central lab.

Skipper Foundation

With our focus on inclusive and sustainable development, Skipper extended support through the Skipper Foundation to improve access to basic healthcare, education for the girl child, and public sanitation. The initiative included educational support under the Beti Padhao Abhiyaan, and the upkeep of Ahiritolla Ghat, benefiting urban communities with limited civic infrastructure.

Impact Created

1,788 girls facilitated with education.

Aarogya Sewa: Strengthening Community Health Through Free Homeopathic Care

Our Charitable Homeo Dispensary at Santinagar has completed 15 years of community service. The dispensary offers free homeopathic treatment to patients from Kolkata and surrounding districts including North and South 24 Parganas, Burdwan, and Midnapore. The initiative is particularly accessed by women and families from economically weaker sections.

Impact Created

The dispensary treated 10,658 patients overall, offering consistent medical support to underserved populations. Additionally, a voluntary blood donation happened by 48 individuals, strengthening community health outreach.

Arogyam: Village Health Awareness Program

Under the Arogyam programme, a trained Arogya Sevika is assigned to each village to lead health awareness initiatives on anaemia, malnutrition, sanitation, hygiene, nutrition, and mother-child care. The programme currently operates across 30 villages, equipping rural communities with essential knowledge to improve health practices and prevent illness.

Impact Created

Over 100 villagers reached through regular health sessions across 30 villages, improving awareness on hygiene, nutrition, and maternal care.

Ekal on Wheel: Mobile Digital Literacy Drive

The Ekal on Wheel initiative aims to bridge the digital divide by providing computer education to rural children who lack access to digital learning resources in government schools. A mobile computer lab, equipped with 9 laptops, travels across 2–3 rural clusters, delivering hands-on digital learning. Since its inception in 2017, the programme has benefited 976 students, enabling access to foundational digital education.

Impact Created

This has reached 23 students, benefitting access of digital education for FY 2024-25.

Eye and Health Check-Up Camps

Eye and health check-up camps are conducted at regular intervals, offering essential medical support to underserved communities. So far, we have helped in early identification of health concerns and ensured timely access to basic treatment in remote areas.

Impact Created

Around 2,787 villagers have benefitted from these camps since 2017.

Organic Farming Training

A three-day residential training programme is conducted bringing together farmers from various villages. The sessions focus on soil health, water conservation, and organic farming practices. Trained farmers go on to serve as local resource persons, guiding others in their communities.

Impact Created

To date, the initiative has reached and benefited nearly 5,500 villagers since 2017.

Tube Well Installation

To address water scarcity, Skipper is installing tube wells in villages, improving access to reliable and safe water sources for community use.

Impact Created

5 Tubewells installed in the year 2018.

Carpenter Crash Course

Skipper, through its skill-building initiatives, facilitated short-term training programmes to support youth development. A crash course in carpentry was conducted with the participation of 9 male students

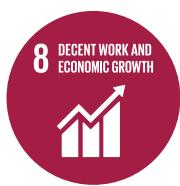
Navodaya Exam Preparation

Skipper supported a dedicated Navodaya exam preparation course aimed at strengthening academic readiness among rural students. A total of 13 students, 4 male and 9 female participated in the programme, receiving focused guidance to improve their chances of success.



Supply Chain Management





Our vendor relationships are guided by principles of fairness, safety, and inclusivity, with an emphasis on fair wages, safe working environments, and non-discriminatory practices. We maintain open and continuous communication with our vendor base to align on quality benchmarks, delivery timelines, cost effectiveness, and long-term growth objectives, creating a resilient and forward-looking supply network.



Highlights for FY 2024-25

23

Suppliers Assessed
on Sustainability Criteria

100%

of our suppliers comply
with our supplier code
of conduct

28%

of suppliers were assessed on
child labour, forced labour, sexual
harassment, discrimination at
workplace and wages

At Skipper, we are committed to building a responsible and resilient supply chain, we developed our Sustainable Sourcing Policy in FY 2024-25 aligned with ISO 20400:2015 and ISO 14001:2015 standards. We prioritize the procurement of responsibly sourced materials and work closely with suppliers that demonstrate ethical and sustainable business practices.

As part of its broader ESG roadmap, Skipper is enhancing supplier due diligence mechanisms to ensure compliance with local, regional,

and national sustainability regulations. Its procurement process is anchored in 5 principles of transparency, accountability, quality, cost-effectiveness, and regulatory adherence. Skipper also requires all its suppliers to comply with applicable labour laws, including strict prohibitions against child labour, forced or compulsory labour, and other statutory obligations. Looking ahead, the Skipper remains committed to evolving its sourcing strategies to support a more inclusive and equitable supply chain.

Growing Local Economies through Local Procurement

We strive to procure a large share of our material requirements locally, without compromising on costs and quality. Recognizing that procurement plays a key role in supporting local economies and building a more resilient supply chain, we aim to train and develop local vendors who can fulfill our needs. In FY 2024-25, 2% of input materials were sourced from within the same states where we run our manufacturing facilities, and 84% of our total procurement spend stayed within India. As part of our broader sustainability vision, we emphasise local value creation and the reduction of our environmental footprint through domestic sourcing. This approach strengthens regional economies and lowers carbon emissions from logistics. We work closely with vendors who meet our standards for quality and compliance, while also creating opportunities for MSMEs and rural enterprises, especially in states like West Bengal and Assam.

Materials sourced from within India

84%

FY 2024-25

84.09%

FY 2023-24

83.68%

FY 2022-23



Our Commitment towards Sustainable Sourcing

- All the suppliers are required to sign Skipper's Supplier Code of Conduct during onboard.
- Support suppliers in adopting sustainable practices aligned with Skipper's corporate sustainability objectives.
- Ensure compliance with applicable international, national, local and regional legal regulations for human rights, labour rights, health and safety, environmental protection, and Skipper's Supplier Code of Conduct.
- Prioritise local suppliers wherever feasible.

Supplier Assessment

Skipper follows a structured supplier screening process that focuses on verifying certifications such as BIS, ISO 14001: 2015, and ISO 45001:2018 along with a detailed review of the supplier's organisational profile, including collaboration background, scale of operations, and regional support capability. Standard operating procedures are carefully examined, and emphasis is placed on staff training records, quality systems, and calibration practices. The process also includes a thorough check of sampling plans, traceability systems, and customer complaint records. On-ground assessments form a key part of the screening, covering shop floor conditions, cleanliness, safety practices, PPE usage, and emergency preparedness. Finished goods and bundle samples are visually and technically checked to assess quality consistency.

As part of the qualification process, suppliers must achieve a minimum score above 50% aligned with Skipper Supplier Score. Those falling below this threshold may be retained for future reference but are not registered. Through this comprehensive approach, Skipper ensures its suppliers are technically capable, quality-driven, and aligned with its standards of safe and efficient operations.

Economic Performance



Driving Profitability with Purpose

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



At Skipper, we recognise that enduring business success goes beyond financial returns. It stems from creating long-term value for people, planet, and profit alike. Our economic performance is rooted in the belief that responsible growth must align with environmental stewardship and social well-being.



Highlights for FY 2024-25

Standalone Growth

41%↑ Revenue**44%↑** EBITDA**61%↑** PBT**95%↑** PAT**21%↑** Export revenue

sustainability imperatives. By embedding resource efficiency, ethical governance, and risk-aware planning into our operations, we not only strengthened our competitive advantage but also unlocked efficiencies that translated into measurable cost savings and productivity gains.

Through optimising material usage, reducing operational waste, and advancing cleaner technologies, our operations remained agile and resilient in the face of shifting market dynamics and regulatory expectations. These outcomes are a testament to our integrated approach where economic ambition is pursued without compromising ecological and societal priorities.

Our Management Approach

In FY 2024-25, Skipper's business strategy continued to evolve in step with global

Economic Value Generated and Distributed Performance

Financial metrics (₹ Millions)	FY 2024-25	FY 2023-24	FY 2022-23
Economic value generated			
Turnover	46,244.80	32,820.43	19,803
Other income	195.19	85.95	53.17
Profit before Finance Cost, Depreciation, and Tax			
Finance Cost	2,127.49	1,539.87	974.91
Depreciation	632.96	525.30	467.80
Profit Before Tax (PBT)			
Tax Expenses (Current & Deferred)	493.04	468.30	143.68
Profit After Tax (PAT)			
Other Comprehensive Income	(5.85)	(2.32)	7.64
Total Comprehensive Income	1,452.43	744.50	334.72



Product Quality and Safety



Commitment to Quality and Safety



Skipper recognises that product safety and quality are critical to maintaining customer trust, fulfilling regulatory obligations, and upholding its brand reputation.

Any deviation in quality standards can lead to customer dissatisfaction, legal liabilities, financial penalties, and potential business loss.

Conversely, consistently delivering safe, high-quality, and reliable products presents an opportunity to strengthen customer relationships, enhance brand credibility, and grow market share across domestic and international markets.



9001:2015
Quality Management



45001:2018
Occupational Health & Safety



14001:2015
Environmental Management System



IEC 7025-2017
Testing and Calibration Laboratories



3834-2:2021
Quality Requirements for Fusion Welding of Metallic Materials



DAST-022



EN1090-1 & EN1090-2



LAPEM



Powergrid
Certificate



Registration
Brazil



Ensuring the safety and quality of products is a critical responsibility across all operations. Every product is designed and manufactured to meet or exceed internationally recognised standards, backed by certifications that reflect compliance with global benchmarks.

Engineering designs undergo rigorous analysis using advanced simulation tools to identify and eliminate potential risks before deployment. To prevent fitment issues in the field, horizontal assembly checks are carried out on 100% of structural components. Full-scale load testing is performed when necessary to validate the strength and reliability of the final design.

In the polymer product segment, quality begins with material selection. Only high-grade ingredients and additives are used, supported by controlled extrusion processes and strict in-house testing protocols. These efforts ensure the finished products meet durability and performance requirements essential for long-term customer safety and satisfaction. In line with health and environmental priorities, the polymer range includes NSF 14-certified pipes designed to eliminate lead contamination in drinking water systems. Additionally, CPVC pipes and fittings carry GreenCo certification, reflecting adherence to eco-friendly design and manufacturing practices.

With over decades of engineering expertise, we have built a product portfolio that spans transmission towers, poles, railway electrification structures, hot-rolled sections, and polymer systems. Our advanced manufacturing facilities across multiple locations in India enable us to deliver precision, consistency, and scalability, allowing us to meet growing market demand without compromising on quality. Through sustained investment in innovation, process control, and certification, we continue to reinforce trust with our customers and stakeholders while staying aligned with evolving regulatory and performance expectations in the infrastructure sector.

GRI Index

GRI Standard	Disclosure	Page No
GRI 2: General Disclosures 2021	2-1 Organisational details	18 - 23
	2-2 Entities included in the organisation's sustainability reporting	5, 22, 23
	2-3 Reporting period, frequency and contact point	5
	2-4 Restatements of information	5
	2-5 External assurance	31
	2-6 Activities, value chain and other business relationships	25-27, 105-107
	2-7 Employees	82
	2-9 Governance structure and composition	40
	2-10 Nomination and selection of the highest governance body	39, 40
	2-11 Chair of the highest governance body	39, 40
	2-12 Role of the highest governance body in overseeing the management of impacts	39, 40
	2-13 Delegation of responsibility for managing impacts	40
	2-19 Remuneration policies	86
	2-20 Process to determine remuneration	86
	2-22 Statement on sustainable development strategy	40, 50, 53, 56, 60, 63, 64, 109
	2-23 Policy commitments	36, 68, 75, 93, 95, 96, 97, 99 106
	2-24 Embedding policy commitments	36, 68, 75, 93, 95, 96, 97, 99 106
	2-25 Processes to remediate negative impacts	39
	2-26 Mechanisms for seeking advice and raising concerns	39
	2-27 Compliance with laws and regulations	39

GRI Standard	Disclosure	Page No
	2-28 Membership associations	31
	2-29 Approach to stakeholder engagement	33, 34
GRI 3: Material Topics 2021	3-1 Process to determine material topics	35, 36
	3-2 List of material topics	37
	3-3 Management of material topics	35, 36, 37
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	109, 110
	201-3 Defined benefit plan obligations and other retirement plans	86
	201-4 Financial assistance received from government	109, 110
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	7
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	39
	205-2 Communication and training about anti-corruption policies and procedures	39
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	39
GRI 207: Tax 2019	207-1 Approach to tax	109, 110
	207-2 Tax governance, control, and risk management	34, 109, 110
	207-3 Stakeholder engagement and management of concerns related to tax	34, 109, 110
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	49
	302-2 Energy consumption outside of the organisation	49 - 51
	302-3 Energy intensity	49
	302-4 Reduction of energy consumption	50, 51
	302-5 Reductions in energy requirements of products and services	50, 51
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	56 - 58
	303-2 Management of water discharge-related impacts	56, 57
	303-3 Water withdrawal	58

GRI Standard	Disclosure	Page No
	303-4 Water discharge	58
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	53
	305-2 Energy indirect (Scope 2) GHG emissions	53
	305-3 Other indirect (Scope 3) GHG emissions	
	305-5 Reduction of GHG emissions	64
	305-7 Nitrogen oxides (NOx), sulfur oxides (Sox)	63, 64
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	59 - 62
	306-2 Management of significant waste-related impacts	59 - 62
	306-3 Waste generated	61
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	84, 86, 87
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	93, 94
	401-3 Parental leave	94
GRI 401: Employment 2016	403-1 Occupational health and safety management system	69 - 80
	403-2 Hazard identification, risk assessment, and incident investigation	73
	403-3 Occupational health services	69 - 80
	403-4 Worker participation, consultation, and communication on occupational health and safety	69 - 79
	403-5 Worker training on occupational health and safety	69, 75
	403-6 Promotion of worker health	69 - 80
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	69 - 80
	403-8 Workers covered by an occupational health and safety management system	69
	403-9 Work-related injuries	80
	403-10 Work-related ill health	80
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee we	7

GRI Standard	Disclosure	Page No
	404-2 Programs for upgrading employee skills and transition assistance programs	85, 88
	404-3 Percentage of employees receiving regular performance and career development reviews	84, 88
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	67, 82
	405-2 Ratio of basic salary and remuneration of women to men	86
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	96, 98
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	98, 106
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	98, 106
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	7
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	99 - 104



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