

# Our Strategic Pillars

Category develop existing portfolio	<b>94</b>
Funded by radical simplification	<b>128</b>
People and planet alongside profit	<b>174</b>

gic



INDIA'S FIRST  
★ GOVERNMENT ★  
**REGISTERED**  
Active based  
anti-mosquito  
agarbatti

*Good*  
**Good  
Knight™**

**Agarbatti**

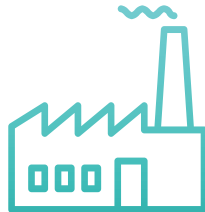
# Category develop existing portfolio



# Category develop existing portfolio



**Financial capital**



**Manufactured capital**



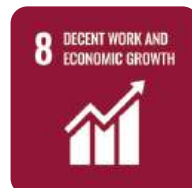
**Intellectual capital**

## Key enablers

- Global category structure
- Enhanced, digitally enabled consumer insights
- Democratising our brands
- Enhancing go-to-market
- Laying the foundation for future growth possibilities

## Risks identified

- Changing consumer preferences
- Hyperinflation and currency devaluation
- Commodity price volatility



We aim for steady, double-digit volume growth by leveraging our market leadership and expanding our category reach, ultimately creating lasting value for all stakeholders.

**12**

#1 brands  
across 4 clusters

**21%**

EBITDA  
growth

**15%**

Growth in  
Africa and USA  
e-commerce

**₹ 14,096**

Crore in  
Revenue

# Our chosen portfolio

At GCPL, our passion lies in crafting affordable, beautifully designed products with our customers at the core. As industry leaders, we focus on driving innovation-led growth and reshaping our product offerings. Accessibility and quality are paramount, especially in emerging markets where we have a strong presence.

Our footprint covers some of the largest and fastest-growing emerging economies globally. Despite this, key categories like Household Insecticides, Air Care, Hair Colour remain underdeveloped, presenting significant growth potential. We see this as a prime opportunity to leverage our expertise in product development, communication, and activations to create value. Our newly acquired categories, Deodorants and Sexual

Wellness, also present immense growth opportunity in India and other emerging markets.

Our goal is to achieve consistent, double-digit volume growth by leveraging our existing market leadership and expanding our category reach, ultimately benefiting all stakeholders in the long term.

## India & SAARC

- Launched van distribution program for expanding direct rural outreach to cover 3x villages
- Set up new chemist and cosmetic sales channel for accelerated growth.
- Modern trade channel in India delivered a **high double-digit growth trajectory**.
- E-commerce in India continued to be the fastest growing channel at >25% growth
- Doubled down our efforts on quick commerce.
- Geotagging of all general trade outlets in India, enabling optimal utilisation of our resources.

## Indonesia

- In Indonesia, we shifted to distributor led model in general trade and simultaneously increased our reach and reduced the cost of operations.
- Multiple initiatives have been launched to leverage digital technologies and build closer connections with different partners across the supply chain

Our robust product lineup in Home and Personal Care categories enables us to deliver health and beauty benefits to consumers in emerging markets.

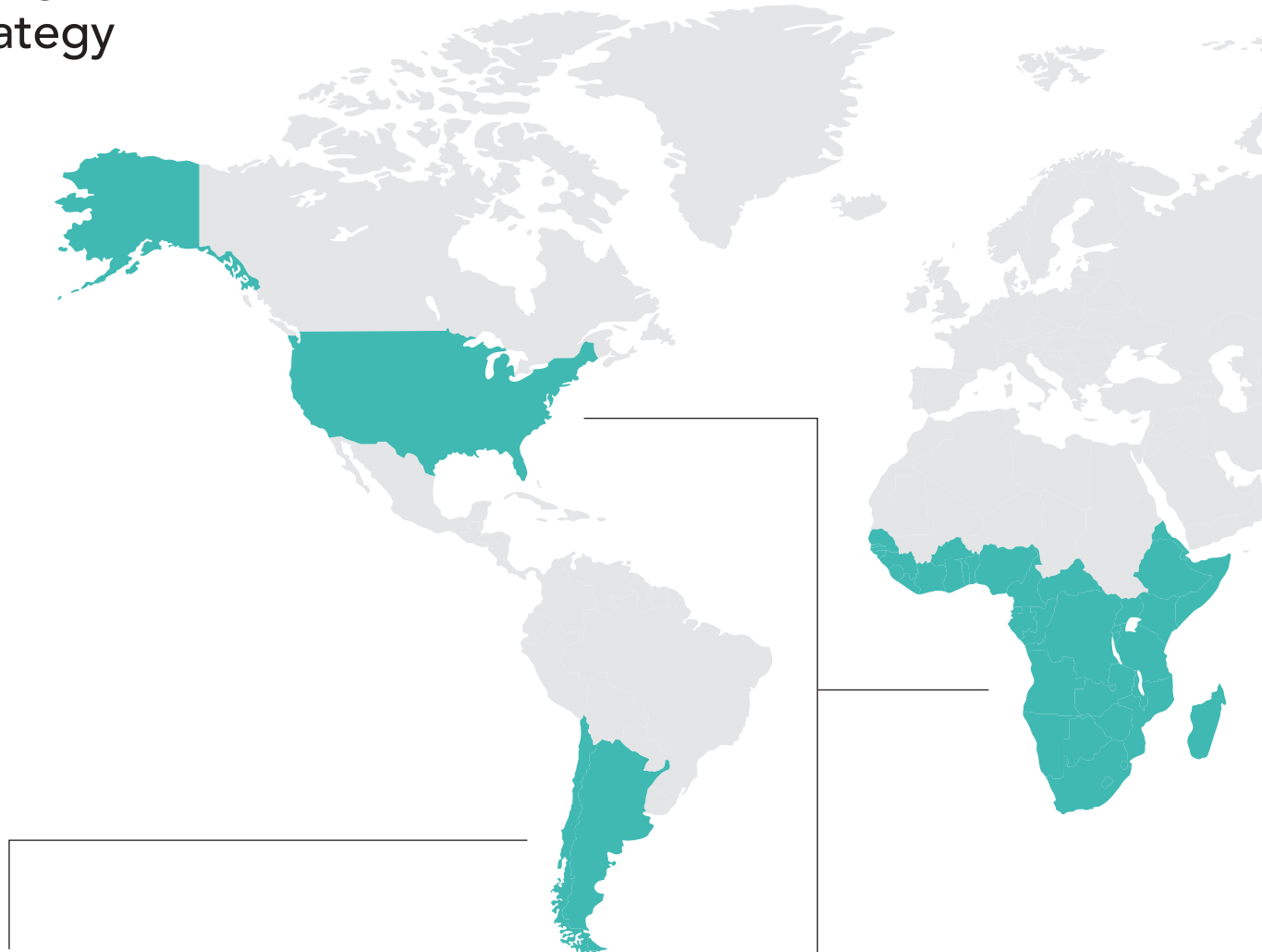
Our category development initiatives have yield motivating results in FY24, with penetration gains in most key categories. In India, Goodknight Liquid Vaporizer is penetrated ~25%, while in Indonesia and Africa, it ranges from 1% to 2%. In India, our mini Godrej Expert Rich Crème has helped grow Hair Color penetration by >500 bps. We will continue to invest in category development to boost growth in our current categories and generate long-term economic value.

As we innovate in emerging categories, we'll prioritize expanding the reach of our flagship products and categories, which boast high profitability and growth potential as market leaders. This involves intensifying marketing and distribution efforts to significantly boost volume growth over the next 5 years across all our markets.

## Africa & USA

- Strong e-commerce focus in the USA led to >15% growth across the channel accounting for ~8% of the total business
  - In West Africa, we shifted to the outsourced distribution model with a national distributor resulting in strong double digit jump in distribution
- 
- Our focus on growing our FMCG portfolio led to high double digit volume growth for Wet Hair in Africa

# Our globalisation strategy



## Latin America

- #1** Hair Colour (Argentina)
- #2** Hair Colour (Chile)
- #1** Premium Beauty and Professional Products (Hair fixing sprays | Argentina)\*\*
- #2** Premium Beauty and Professional Products (Hair styling products | Argentina)\*
- #1** Premium Beauty and Professional Products (Sun Care | Depilatory products | Chile)

## Sub-Saharan Africa & USA

- #1** Hair Colour (Ethnic hair | South Africa)
- #2** Premium Beauty and Professional Products (Hair extensions | Sub-Saharan Africa)

Source: \*Nielsen, \*\*Scentia, \*\*\*Minimarts



## India & SAARC

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- #1 Household Insecticides
- #1 Air Care
- #1 Hair Colour
- #2 Fabric Care
- #2 Personal Wash and Hygiene

## Indonesia\*\*\*

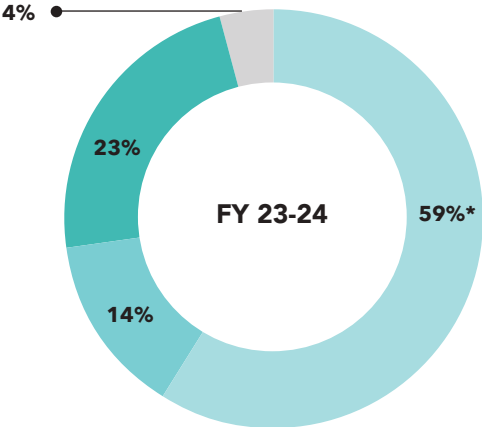
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- #1 Household Insecticides
- #1 Air Care
- #1 Baby Wipes
- #3 Hair Colour

# A broad emerging markets portfolio

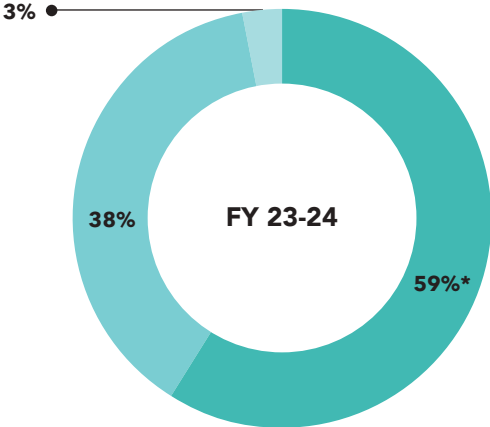
In the fiscal year 2023-24, 41% of our total revenue was generated from international operations.

**Geography Salience**



- India
- Indonesia
- Africa, USA, and Middle East
- Others

**Category Salience**



- Personal Care
- Home Care
- Others

\*Comprises inter-company eliminations and miscellaneous products

# Portfolio of our power brands

₹ 1,000 crore+



CINTHOL

₹ 500-1,000 crore



₹ 200-500 crore



# Strengthened brand positions across key markets and geographies

#1



**INECTO**

**ROBY**



AIR FRESHENER  
**Stella**



**ISSUE**

**Millefiori**  
*Makes you feel better*

#2



**CINTHOL**



**ilicit**  
color

**mitu**  
baby

# Renewed global category structure

Since fiscal year 2021-22, we established a global category framework. This structure drives our global categories in Household Insecticides, Air Care, Hair Colour, and Hygiene. It will focus on product development (innovation and renovation) and brand equity (brand strategy and advertising), fostering three key value drivers:

## Coherent global strategy and cross-geography synergies

- Goodknight Liquid Vapouriser, a long-standing success in India, is expanding its reach in the region and venturing into new markets like Indonesia, Bangladesh, and Nigeria.
- Godrej Shampoo Hair Colour, initially launched in India, then followed by Indonesia, has now entered the Argentina market with variations in product, packaging, and positioning while retaining its core technology.
- Products like Goodknight Smart Spray in India, Goodknight Power Shots in Africa, and HIT Fast Insect Killer share the same technology platform. These products have been successfully launched in various markets, with adaptations to suit local preferences.
- We have introduced Aer Matic from Indonesia to India with great success, and conversely, we are bringing Aer Power Pocket from India to Indonesia, Bangladesh, and the Middle East

Scaling up products across our categories and geographies



## Deeper capability on product and communication development

We have formalized our global innovation and renovation pipeline across categories, managed through a structured stage-gate process. Our focus is on revitalizing our core products to maintain a strong product portfolio.

Communication development is now centralized, supported by our in-house creative teams: Light Box (our media development studio) and Design Lab (leading new product development across geographies).

We are standardizing our advertising development approach globally. For instance, in Air Care, we capitalized on the insight that the category is often embraced during home visits. We incorporated the concept of “talking rooms” into advertisements in India (aer) and Indonesia (Stella).

## Better alignment across product development and brand equity

Our Product and Equity teams are streamlined and collaborative, reporting directly to the Head of Global Category and Innovation. They work closely together on most projects, engaging in cross-training activities focused on decision-making and functional skills. The aim is to ensure our Marketing team is proficient in all core principles of their role.

Brand leaders play a crucial role in strengthening brand consistency, acting as guides for both activities. We leverage insights into local consumer behaviour and preferences, drawing on global ideas and expertise to innovate and develop products tailored to the evolving needs of different regions and markets.

Our global presence is an asset as we apply our expertise to address shared challenges in diverse markets, despite their geographical differences. Additionally, we are committed to expanding operations and hiring locally in emerging markets to capitalize on regional expertise and experience.

# Enhanced, digitally enabled consumer insights

By taking a broad view of the landscape and considering current performance, trends, and shifts in consumer behavior, we gain insights into future possibilities for the evolution of both categories and brands to meet consumer needs. This approach helps us pinpoint

opportunities that align with the trifecta—beneficial for the consumer, brand, and category. From a technological standpoint, we are committed to investing in consumer research and data analytics to identify trends and propel category growth.

## Consumer obsession: A sustainability lens

Long-term brand tracking serves as a valuable tool to gauge the resonance of our brand values with consumers, translating into awareness, preference, and loyalty. Conducting brand perception surveys helps us identify our primary consumer segments and understand their priorities, shopping habits, and the most effective methods of capturing their attention. These insights contribute to a deeper understanding of consumer trends.

Traditional brand perception tracking involves scientifically selecting a relevant target group, often category users, and conducting surveys at their homes to gauge awareness, perception, and usage of brands in the category, along with the effectiveness of advertising.



Gathering consumer insights across various channels

In today's dynamic market, we are embracing a more agile approach. Leveraging new technologies, we continuously monitor brand performance and consumer sentiment, adapting as needed. This includes tracking preferences across various metrics, from awareness to product feedback, usage behaviour, and receptiveness to new ideas.

In the fiscal year 2023-24, we covered over 50,000 consumers and their perception of our brands. We reached these consumers through various channels, online and offline, randomly at their homes or at central locations to gather insights. This survey covered nearly 90% of our brands by revenue.

By incorporating a sustainability lens into our existing surveys, we gained a deeper understanding of the role sustainability plays in shaping consumer preferences.

We engaged our consumers to:



### **Assess attitudes towards sustainability**

We posed inquiries to gain insights into how sustainability aligns with our consumers' priorities and values, and its impact on their perception of our brand.



### **Identify opportunities for innovation**

We inquired about consumer values and preferences to uncover opportunities for brand differentiation and gain a competitive edge.

We conducted a brand perception survey among 21–45-year-olds in India. The results showed that 67% of respondents considered 'reusability' and 32% considered 'reducing plastic waste' to be important. This led to the perception of our product being eco-friendly among approximately two-thirds of consumers.

By adopting an agile approach to brand perception tracking, we are striving to keep our brands current and appealing to consumers. Our goal is to make well-informed decisions that support long-term growth, bolster our reputation, and contribute to a sustainable future.

# Democratising our brands

Our purpose has always been to serve the needs of consumers above everything else. We innovate continuously to create versions of our products in different sizes and at multiple price points to cater to as big a net of consumers as possible. Smaller value pack offerings such as Godrej Expert Rich Mini Crème and Godrej Selfie Shampoo Hair Color in India, , Goodknight Mini Liquid Vaporiser in India, and HIT Aerosol in Indonesia have revolutionised the market and made our products more accessible to a larger section of consumers. Our newly

launched GoodKnight Agarbatti, priced at an affordable INR 10, is the only Government Registered safe and effective alternative to illegal incense sticks in the market and aims to right structure the category. This also increases consumer loyalty, when they see a bespoke creation of a beloved brand that works for them specifically.

**2022**



Godrej Expert Rich Crème (India)

**2023**



Goodknight Mini Liquid Vaporiser (India)

**2024**



Goodknight Agarbatti (India)

# Revitalizing market reach

As we delve deeper into emerging markets, ensuring that consumers have access to our products on a regular basis is vital to our goal of achieving increased penetration. We are continuously expanding our distribution channels to increase our consumer reach, with a greater focus on unserved or poorly served rural and remote markets. Our van

distribution program “Vistaar” aims to reach 3X villages directly and exponentially expand our direct distribution in rural markets.

We are rapidly increasing our presence across multiple platforms—traditional and modern retail channels, e-commerce

including quick commerce, and digital marketplaces—to ensure our products are always available to serve our consumers, regardless of where they are located.

Expanding rural outreach through van distribution program.





Our leadership engages with our partners on ground

## Channels of the future

New technologies are transforming the sales and distribution landscape. In India, they are growing more than double than that of traditional channels, with quick commerce gaining significant popularity. Additionally, e-commerce has seen strong growth across India, Indonesia, and the USA, and modern trade, Cash and Carry, and, more recently, eB2B continue to grow. In India and Indonesia, we have also refocused attention on the role of

traditional kirana or neighbourhood convenience stores. Similarly, in Africa, we have seen the acceleration of proximity shopping to overcome the challenges posed by the pandemic. This has reinforced the importance of last-mile distribution. New models will now be omnichannel, straddling a pyramid of online and offline sales.

In Bangladesh, the focus continues to be

on building the traditional kirana (modir dukaan) backbone because modern trade and e-commerce are limited to urban centres. In Sri Lanka, we continue to focus on all channels, including traditional, modern trade, and e-commerce.

# Insights into consumer actions

India has been witnessing a K-shaped recovery of the economy with spends in the premium segments growing faster than the mass segment. Demand sentiment in rural has been weak. To cater to the fast growing premium segment, we have launched several premium innovations like Cinthol Foam Bodywash and AerO car fresheners. We have also entered new premium categories like Park Avenue Fine Fragrances and Kamasutra Sexual Wellness. For the mass segment, we are making our products more accessible and affordable. We launched access packs of

Godrej Expert Rich Crème, Godrej Selfie Shampoo Hair Color and Goodknight Mini Liquid Vaporizer, in India. In Indonesia, we relaunched an access pack of our hero brand HIT Aerosol. We also launched a low-cost hair colouring solution to cater to consumers' shopping through general trade.

## Partnerships

The interdependencies of our networks have always been crucial for the business. For the system to deliver successfully, we need all partners to be enabled and benefited. In addition to continuing our support towards our suppliers, distributors, wholesalers, and modern trade customers globally, we are establishing deeper partnerships with large scale salons across Africa.



Building partnerships with salons across Africa

# Expanding penetration and reach

In India, we continue to focus on deepening our penetration in traditional trade. Specifically, we aim to expand our reach in underpenetrated areas of the country by driving rural reach and penetration through the launch of lower priced stock-keeping units in our key categories, which will result in greater accessibility of our products to rural consumers. In the past year, we created a blueprint of the ideal rural coverage. Guided by this blueprint, we have rolled out **Project Vistaar** through which we have expanded the Rural distribution by 2x outlets and 3x villages. The scale up in Direct Distribution has enabled GCPL to enhance Direct Reach across white space rural markets & increase quality of coverage in grey space markets. To strengthen our in-market execution, we have geo-tagged 100% of the Direct Coverage, and strengthened our Retail efficiency metrics. We had initiated tracking of tertiary sales in rural areas (measuring sales from sub stockists to rural retailers) and using that as a key performance indicator (KPI) for rural sales team. We launched the tertiary sales tracking system in the past year, which made us one of the first FMCG companies that not only tracks tertiary sales but also uses this data as a crucial KPI for our rural sales ecosystem.

We have experimented with moving the frontline salesforce to third-party payroll, which has resulted in improved productivity and reduced attrition. We have now moved 80% of the frontline salesforce to third-party payroll and plan to continue this transition going forward. Tapping into the emerging opportunity of a growing the

chemist channel remains a key strategic lever for us. To achieve this goal, we have created a strong network of pharma/over-the-counter drug distributors, and accordingly, created a new revenue stream. This channel helps us expand our reach into the previously untapped chemist outlets and with the addition of the Sexual Wellness portfolio our Chemist Channel has emerged as a significant growth driver. We have added 1 lac+ chemist outlets into our Direct Coverage post the setup of the OTC channel. Post the Raymond's Consumer Business' integration we identified the need to build a cosmetic Channel to enhance our Direct Reach in the untapped Cosmetic network. This channel will help us strengthen our Distribution in the newly acquired Perfumes and Deodorants portfolio.

In Indonesia, we significantly accelerated our go-to-market transformation in general trade by outsourcing our direct operations to distributors. This transition has significantly reduced our operational complexity and released our Sales team's bandwidth to focus on business development activities. In addition, this has reduced the cost of operations and allowed us to deepen our direct coverage. We also initiated door-to-door sampling drive to build demand and educate consumers on our Household Insecticides portfolio. Going forward, we aim to continue the momentum on distribution expansion and double down on new outlets while maximising output from our existing distribution base. We are ramping up our go-to-market efforts across Africa. In West Africa, where trade is largely



unorganised and wholesale-led, we are scaling up our last-mile distribution through direct distribution model with a national distributor and driving salon advocacy. The transition to a national distributor has simplified our operational complexity and helped in increasing our reach significantly.

We continued our door-to-door sampling drive to build demand and educate consumers on our recently launched Household Insecticides portfolio, in addition to expanding distribution to modern trade. This resulted in a significant shift in our non-wholesale channel contribution. We aim to continue the momentum in Nigeria and strengthen fundamentals at an accelerated pace in South Africa to unlock the full potential over the next few years.

## Customer satisfaction measurement

Satisfaction measurement	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY23-24 target
Net promoter score (NPS = Promoters-Detractors)	50%	50%	50%	51%	50%
Data coverage	100				

# Enhancing Consumer Engagement through Door-to-Door Sampling

Our approach to one-to-one consumer engagement through Door-to-Door (D2D) sampling has evolved significantly, now expanding to other product categories such as Aer Pocket.

Central to the success of our D2D program is the personalized approach of our promoters with consumers. They engage consumers directly at their doorsteps, offering product demonstrations and explaining product features. This one-on-one interaction not only builds trust but also effectively addresses consumer queries & encourages a deeper connection with our brand.

To ensure consistency and effectiveness across all engagements, we have implemented robust audit systems and continuous training programs for our promoters. These initiatives empower them with the necessary skills and knowledge to deliver informative and engaging experiences in every consumer interaction.

Our outreach efforts are projected to impact a significant number of consumers nationwide, driving product trials and enhancing brand loyalty. By expanding and refining our efforts in other product categories, we aim to strengthen consumer relationships & increase product adoption.



## Start of Door-to-Door Sampling in Indonesia

In FY24, based on effective India model of door-to-door sampling we brought this lever of market development to Indonesia for our brands. We took the best practices from India business, supported by the central team and common technology know how to start the program. We adapted the model to suit the local nuances and scalability of the program.

We started with a pilot and post stabilization increased it to 2 cities. In FY 24 we reached ~1 million consumers through our door-to-door program. Seeing the

success, in terms of conversion and growth in those areas, we remain committed to invest and scale this program for formats which require market development. Like India, to ensure consistency and effectiveness across all engagements, we have implemented robust audit systems and continuous training programs for our promoters. These initiatives empower them with the necessary skills and knowledge to deliver informative and engaging experiences in every consumer interaction.

## Building tomorrow's growth: foundation stones



### Improving efficiencies

We are enhancing efficiency throughout the value chain and boosting sales productivity by utilizing analytics and technology. Key drivers for future growth include minimizing sales losses through auto-replenishment and optimizing salesforce effectiveness with technology.



### Building an omnichannel play

In response to evolving shopper trends and environments, we are strengthening our capabilities to meet the demands of omnichannel retailing. This involves addressing and resolving channel conflicts externally, and internally, establishing the appropriate team structure to effectively serve this channel with flexibility.



### Rapid Simplification

In Africa & US, we continue to focus on driving profitability further by continuing the focus on simplification. We have significantly reduced the number of factories and SKUs in the last 2 years. Going forward, our transition into India based 3PL manufacturing for USA will lead to remarkable improvement in profitability



### Exploring new go-to-market formats

In West Africa, we are actively focusing on increasing our distribution coverage through direct distribution model via a national distributor. This has enabled us to achieve strong increase in coverage and increase in volumes despite high inflation

# Transforming modern commerce

Modern trade is a key driver of growth across geographies, and we intend to ramp this up. Building blocks include account and portfolio prioritisation, category management, fill rate improvement, and strong partnerships with customers through joint business planning. In India, we are investing in category management to build new-age categories such as Air Care, Household Insecticides and Liquid Detergents. To this end, our teams are sharing and learning on category management best practices from our Indonesian and Latin American businesses.

We are also investing in developing modern trade-specific analytics and shopper marketing capabilities. Modern trade accounts for nearly 65% of our business in Indonesia. In FY24, we successfully moved to re-distribution model in Indonesia for general trade while continuing direct services to Key accounts and E-com. It has allowed us to increase our range to general trade outlets and overall increase in the

outlets covered on a regular basis. We believe that structurally this will lead us to strengthen our brand presence in general trade system along with our enhanced investment on key brand formats in mass media. Performance in FY24 has been encouraging with active outlets increase of ~10% and underlying volume growth in high teens. We continued our long-term journey to drive modern trade excellence, with a continued thrust on strategic investments, prioritising winning accounts, and focusing on joint business partnerships. In Africa, given that modern trade continues to be key, we are leveraging availability, strong in-store presence, and competitive pricing to build on the opportunity, particularly in South Africa. Our entire business in the USA is modern trade-led, with the channel split into retail and beauty stores. We continue to leverage strong channel partnerships and joint business planning to drive distribution and new product listing, compelling in-store presence, and competitive pricing.

## Empowering frontline excellence: Training & skill development

Equipping our team members to best serve the changing landscape is critical. We continue to drive multiple capability building initiatives, which were enhanced over the past year and were moved online.

In India, our in-house training academy, the 'Godrej Sales Academy', has been moved online to encourage easy access and on-the-go learning. In other geographies too, we have leveraged online training modules for continuous skillset improvement in a tough macroenvironment, while also focusing on team engagement and motivation.

# Accelerating e-commerce

In India, we fully integrated e-commerce more closely with our overall sales structure, building synergies on the omnichannel nature of shopper behaviour of our customer base. We embarked on the journey of leveraging e-commerce to expand our more premium categories such as Air Care, Household Insecticides, Liquid Detergents and saw some great results. This encouraged us to explore more of the channel's potential to sharply target an audience base with higher spending capacity along with a bigger appetite for experimentation. E-commerce represents strong opportunities to win in a fast-growing channel, while leveraging its unique reach to bring innovative products and brands to market.

Underpinning this benefit, in India, we are building a strong data backbone to leverage the data-rich environment of e-commerce and drive our efficiency and effectiveness across the board. We are investing in expanding capabilities in the e-commerce function by insourcing capabilities such as graphic design, content writing, and search engine optimisation as well as performance marketing. We have a dedicated Shopper Marketing team to distil insights from e-commerce brands and platforms to extract the maximum efficiency from our visibility and promo spends. To improve operational efficiencies, we have automated our processes from the order-receiving stage to the billing stage and are using data analytics to improve our forecasting methods. We have been able to improve our margins in the e-commerce channel through a better mix and optimisation of operational efficiencies and continue to further improve it.

Through joint business planning, promotion strategies, and online content, we have made substantial upgrades to our capabilities, which are yielding results in terms of on-platform conversion rates and off-takes. We continue to deliver strong performance on e-com-focused product innovations such as Goodknight Mosquito Nets, HIT Anti-mosquito Racquet, HIT Anti Roach Gel and Aer Matic.

In Indonesia, the focus is on our main platforms where we are collaborating for joint business partnerships, which have translated into new product launches, catalogues, and programmes. Driving focused digital activity on online and offline platforms helps in creating a seamless consumer experience: from digital awareness to e-commerce purchases. In the USA, our efforts to strengthen e-commerce fundamentals paid off with the business growing strongly to become nearly 8% of our overall USA business this year. We also began creating special e-commerce only products to serve large online consumer segments, thereby increasing the basket size across transactions. We have established a new e-commerce team in Latin America and are investing in multiple ways to grow our presence on different digital platforms and marketplaces.

# Unlocking brand advocacy

In 2022, Godrej Expert Rich Crème introduced a mini pack priced at Rs. 15 to make the Crème format more affordable and accessible across all consumer segments. The primary objective was to increase penetration, particularly in rural India where adoption of this format lagged behind urban areas.

To capitalize on this opportunity, we focused on key rural regions such as Uttar Pradesh, Madhya Pradesh, Chhattisgarh, Maharashtra, and Bihar, which offered substantial market potential and room for expansion. Recognizing that traditional TV advertising alone would not suffice due to low TV penetration in these areas, we devised two strategic approaches to reach these “TV dark” consumers.

Firstly, we leveraged the increasing penetration of smartphones and internet services in these regions. Partnering with YouTube, we employed geo-targeting strategies to specifically reach consumers in rural areas with populations of less than 100,000. This digital approach ensured targeted outreach and engagement.

Secondly, we complemented our digital efforts with large-scale wall painting campaigns in villages with populations exceeding 5,000. These initiatives were designed to enhance awareness about the benefits and affordability of the Crème format priced at Rs. 15.

As a result of these initiatives, we successfully connected with previously untapped consumers in rural markets across these regions. The growth rates in these rural markets exceeded three times that of the national average, demonstrating the effectiveness of our targeted strategies in expanding market reach and penetration.



# The HIT newspaper

When encountering a cockroach, people instinctively grab the nearest object, often a newspaper, to eliminate it. However, this age-old practice underutilizes newspapers, which have historically served to educate, inform, and influence. Laal HIT, as a market leader in cockroach solutions, took a unique approach to redefine this scenario.

We transformed the competition into an ally through the HIT Newspaper. This innovative concept involved delivering a rolled-up newspaper encased in a cover with a rubber cockroach attached. As unsuspecting individuals reached for their morning paper,

they encountered the fake cockroach and instinctively attempted to swat it with the newspaper. This unexpected prank proved more effective than their morning coffee, turning the act into an engaging household game.

Upon unfolding the newspaper, consumers discovered a message: "Maarooo! Newspaper se nahi, Laal HIT se" (Swat it! Not with the newspaper, but with Laal HIT). The clever campaign sparked widespread delight among consumers, prompting them to share their experiences through videos, reels, and stories on social media.

This campaign not only creatively utilized print media but also effectively engaged and amused consumers, earning accolades for its ingenuity and impact.



The success of this initiative was recognized by the industry:



**Gold at the EMVIES for Best Media Innovation in Out of Home & Ambient Media & Cinema**



**Silver at the EMVIES for Best Media Innovation in Print – Dailies and Magazines**



**Silver at GoaFest for Innovative Use of Print**

## HIT makes a comeback in Indonesia

In FY24, we built on the inherent strengths of our biggest brand to drive growth. Brand HIT was relaunched in Aerosol with an enhanced formulation which is now ~5x more effective. This along with a packaging refresh, introduction of 2 new fragrances and heightened media investments and on-ground activation grew consumer franchise. Penetration grew ~90bps with significant underlying volume growth.

Liquid vaporizers (LV) continue to gain penetration backed by increased media investments throughout the year and measured distribution drives. An underpenetrated market in LV gives ample opportunity to shift consumers from burning formats to safer, effective and attractive cost per night format and remains an attractive opportunity.



## NYU colouring its way in Indonesia

NYU hair colour business shined for this year with aggressive double digit volume growth and increased share in available stores. With local manufacturing, enhanced media investment and focus on general trade for distribution, the format is poised for interesting actions. Brand mind measures and equity has been consistently

improving across different regions. Our advertisement is focussed on building relevance while our distribution drives have led to an increase by ~4x in active outlets. We remain committed to scaling up NYU brand through enhanced investment in media and physical distribution.

## Innovating dengue prevention and protection

India faces an annual threat from dengue outbreaks, necessitating robust measures to safeguard communities. Our brand, HIT, launched a campaign aimed at raising awareness among consumers about the increasing incidence of dengue and encouraging them to adopt preventive measures through our "Flying Insect Killer Spray" AKA Kala Hit. Leveraging Google signals, we were able to strategically deploy targeted advertising to individuals actively seeking information on mosquito solutions, dengue and related topics.

Our approach was twofold: digital and traditional. Online, we strategically placed advertisements to reach concerned consumers precisely when they were searching for protective measures against dengue-carrying mosquitoes. Targeted YouTube campaigns enhanced brand recall and spurred consumer intent to purchase. We also collaborated with influencers who had personal experiences with dengue, which underscored the campaign's message on prevention urgency.



In Argentina, our Hair Styling brand Roby started a campaign to strengthen our consumers' self-esteem to embrace whoever they want to be. The brand launched a campaign called 'You Have All What You Need' and built partnerships with

influencers by using our products to achieve different types of hairstyles to enhance their unique personalities. We partnered with nano, micro, and macro influencers, which allowed us to reach a larger audience in an organic manner.

In Argentina, we have been focused on raising awareness on breast cancer prevention with our annual Let's Dye October Pink campaign. In the last few years, our team has reached out to 3 million consumers annually and actively helped women understand the importance of early detection and diagnosis with the help of our brand Issue. We have also made donations to NGOs and other institutions that help breast cancer patients.

In Oct-2023, we introduced "The Pink Movement" - A breast cancer prevention campaign in Argentina. 80% of breast cancer cases in Argentina are diagnosed late and the chances of curing it is as low as 27%.

We supported this campaign in digital (social media ads and influencers) reaching +3.7M impacts.

Issue's 'Let's Dye October Pink' campaign



First-party data has become more relevant than ever before. Our Villeneuve brand has been gathering simple but important information on visitors. This tiny step will allow us to enhance consumer experience by providing relevant and personalised messages.

## Harnessing technology and analytics

We have implemented various technology solutions throughout our value chain in India, starting with our sales team and extending to our channel partners. We continue to invest on technology led field force productivity improvements. We have geo-tagged our entire outlet universe which has enabled scientific redesign of salesmen routes and drive geo-adhered visits. We have launched a sales control centre which gives real time view of sales team performance and automated nudges to drive productivity. Predictive analytics empowers our urban sales teams to offer the right products in stores. In Modern Trade, our merchandisers are enabled through a AI based image recognition tool to detect and drive on-shelf-availability of our products. We have significantly enhanced our Media planning and deployment capabilities with ROMI based Media budget allocation across brands and scientific allocation across different media vehicles to optimise cost per reach.

Technology enabled Supply chain has been another key area of focus. Automated distributor order management has been implemented to improve fill rates. Technology solutions have been implemented for distribution planning and execution. Robust analytics platform to forecast sales more accurately, factoring in external and internal variables and also automation of financial forecasting has helped improve predictability and operational efficiency.

We recently completed a successful migration of our SAP ERP to S/4 HANA. We have adopted a cloud first approach and all our applications including our SAP ERP are now migrated to cloud. We are also transitioning our analytics platforms to cloud to drive business decision making.

Technology remains integral in enhancing field-force productivity within our Indonesian operations. Hand-held terminals facilitate and monitor on-ground decision-making, while analytics and dashboards drive more precise execution. Our online portal connects and supports regional distributors, simplifying e-claim settlements.

Additionally, a trade spend optimizer tool boosts returns on in-store investments for modern trade. Our goal is to further integrate technology across all execution touchpoints. Furthermore, We have strengthened our e-commerce analytics visibility on Amazon, translating insights into actionable strategies.

In the SAARC region, we harness the potential of tech partnerships and analytics to bolster our traditional trade expansion. We utilize cloud-based document management systems, micro-targeting, SOQ, and TPM to enhance efficiency and effectiveness.

Through this approach, we aim to expand distribution in traditional trade in both Bangladesh and Sri Lanka while enhancing efficiencies in existing stores. Automation is being utilized to streamline inventory and claims management processes.

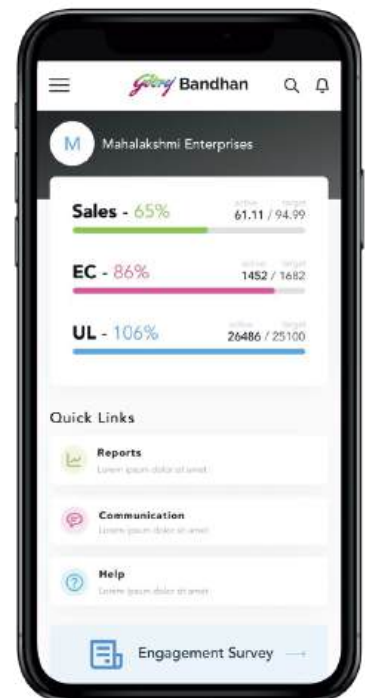
In Africa, we have started the journey to simplify and automate business processes with the implementation of SAP in South Africa, Mozambique and Zambia. We continue this journey and cover all African markets next year. Salesforce automation now covers most field personnel in Nigeria and Ghana, enhancing coverage and brand visibility in the region. Our focus is on expanding distribution, improving efficiencies, and enhancing accountability across channels and regions.

Technology has also played a crucial role in consumer insights, leveraging data from the D2C channel in Nigeria to optimize product bundles and pricing strategies. Virtual interactions with consumers and stylists help us stay attuned to market trends and facilitate agile action planning.

## Nurturing win-win partnerships

We enhanced digital connectivity by expanding our leading-edge android app 'Bandhan,' serving as a centralized hub for GCPL-related updates, communication, and distributor training. We have also adopted a holistic strategy to boost distributors' return on investment to foster better engagement.

Bandhan, our industry-first app, that fosters better connect with distributors



# Investment in media and communication

In the era of information overload, it's crucial to communicate our brand, values, and offerings consistently and clearly across various platforms. In fiscal year 2023-24, we continued to boost investments in brand communication across diverse media to maintain an ongoing dialogue with our consumers.

Being the market leader in Air Fresheners, Aer has always been at the forefront at building relevance for the category through awareness creation. As the most affluent consumers form the major portion of the target group, one of the key tasks was to devise a media strategy that reaches out to this set of consumers extensively and efficiently. They have seen significant changes in their media consumption habits. Many of them have either disconnected their regular TV connection or have started spending very little time on it, which is deemed inadequate to reach them solely through Linear TV.

To address the same, Aer leveraged on the Connected TV (users who watch OTT apps like Youtube, Netflix etc on their smart TVs) as a new medium. Equipped with the insight that a large portion of affluent audiences have reduced their linear TV viewing, and now utilize CTV as their primary form of entertainment, we piloted campaigns on CTV across formats.



CTV for reaching affluent audience

The results immediately validated the approach with instant upliftment in sales, specially across Organized Trade (Modern Trade and E-com) as a majority of affluent audiences are both CTV viewers and OT shoppers. Significant blips were also recorded in the Google Share of Search (Gsos) parameter which is an indicator of our campaigns reaching out to newer audiences and the viewers considering us for purchase.

We launched Godrej Aer-O (A hanging car air freshener at an attractive price point of Rs 99) and decided to leverage CTV extensively to build awareness after success in the earlier campaigns. Leveraging the finding that there is a strong correlation between CTV viewers and car owners, we designed a campaign which targeted a significant portion of car owners through one single but highly relevant medium. The campaign resulted in sizeable gains for Aer-O across all the top geographies.

# Aermatic tunnel activation

As Godrej Aer Matic hit new milestones during the year, we realized that the pleasurable experience of our signature fragrances should not be limited to living spaces. We also strove to captivate consumers during their outdoor celebrations, aiming to transcend mere branding and create a more immersive, engaging experience beyond the conventional advertising methods.

Unpleasant odours in densely populated areas, like certain localities in Mumbai, can diminish the festive atmosphere, Godrej Aer Matic’s campaign aimed to “Remedy the unspoken bad.” The strategy involved targeting areas with prevalent bad smells, such as fish markets and crowded festival sites, through a blend of traditional and digital media. The campaign employed engaging visual and audio advertisements to highlight how Godrej Aer Matic can transform the ambiance of any room or space, making it more inviting. Collaborations with local influencers and community leaders helped amplify the message, particularly during festivals, when the need for a fresh environment is most apparent

In Khardanda, known for its fishy odors, Godrej AER Matic introduced a fragrance tunnel, transforming the area’s aroma, especially during the intense monsoon season coinciding with Ganesh Chaturthi. At Lalbaugh Ganesh Pandal, a festive hub, the campaign created an immersive aromatic experience with life-size AER Matic prototypes emitting signature fragrances. This initiative exceeded brand visibility, providing experiential insights into the product’s convenience and efficacy.

The consumers responded positively to the campaign, sharing their feedback and applauding Godrej AER for making festivals more fragrant. We directly engaged with approximately 2 million people as they walked through the tunnel. These engagements led to new trials as well as market share gains in these geographies.

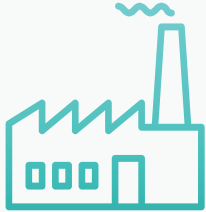




A woman wearing a dark blue hijab and a purple face mask with a white star pattern is working in a factory. She is focused on handling a long strip of colorful candy packaging, which features various brands and colors like purple, yellow, and red. The background shows other workers in similar attire and a large industrial facility with a high ceiling and structural beams. The text "Funded by radical simplification" is overlaid on the image in a white, sans-serif font.

**Funded by radical  
simplification**

# Funded by radical simplification



**Manufactured capital**



**Intellectual capital**

## Key enablers

- Leveraging economies of scale
- Improve speed-to-market
- Reduce our environmental impact

## Risks identified

- Changing consumer preferences
- Hyperinflation and currency devaluation
- Commodity price volatility
- Regulatory



We are streamlining our product line and reassessing our innovation methods to concentrate on core priorities. Our strategy involves using our production capabilities to emphasize high-profit items and optimize inventory. Additionally, we are enhancing operational efficiency through sustainable manufacturing practices, Industry 4.0 technologies, and rigorous quality management.

**33%**

Reduction in  
Africa SKUs

**Zero**

Waste to landfill  
since 2019

**130 Km**

Distance reduced  
to transport  
Finished Goods  
over last 2 years

**Plastic  
neutral**

in India

**Net  
zero**

by 2035 for  
Scope 1 and 2  
emissions

# Streamlining product offerings and enhancing process efficiencies

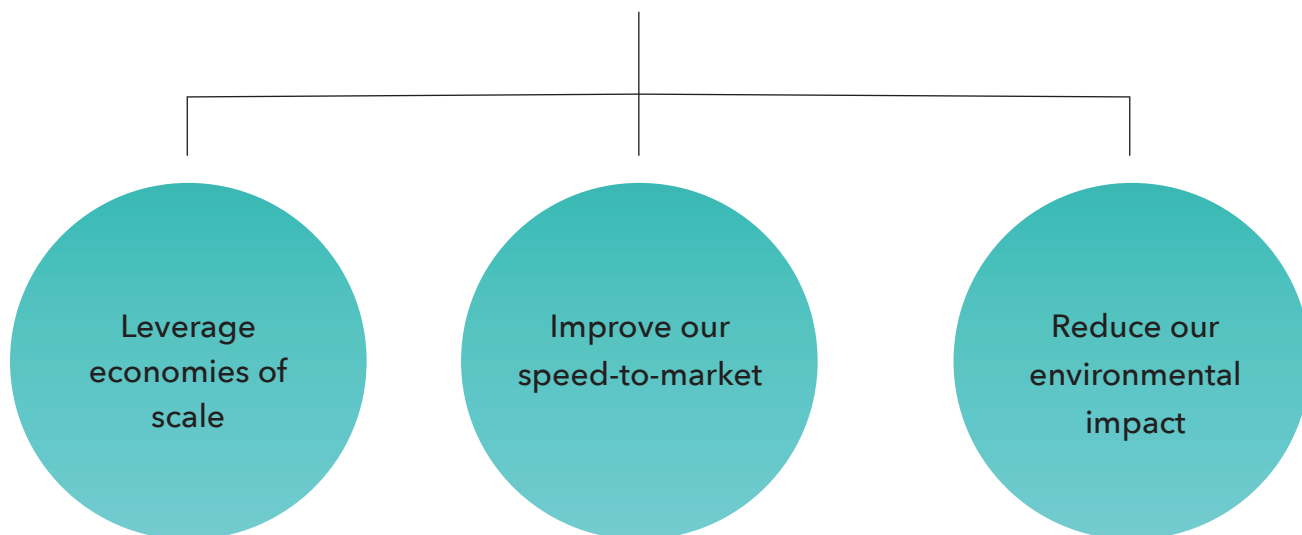
We have centered our operations on innovation from the start. Our approach to product innovation and enhancement has been redefined, focusing on high-impact opportunities that generate significant long-term value for our stakeholders. Our refined innovation strategy prioritizes the introduction of fewer but more impactful New Product Developments (NPDs) capable of driving substantial growth.

To drive our innovation capabilities, We have embraced key principles:

- A 'Less is more' principle: Prioritizing fewer, larger, and superior innovations.
- Enhanced consumer-centricity: Utilizing deep insights, with a focus on consumer input in decision-making.
- 100% Objectivity: Employing a rigorous stage-gate process with proper governance.
- Global integration: Efficiently harnessing synergies for global impact.
- Sustainability integration: Ensuring sustainability is ingrained in our products from inception.

While new brand development remains pivotal for value creation, we plan to phase out smaller brands where it aligns with our broader value realization strategy.

Our manufacturing investments and initiatives have a three-point focus



These initiatives will help us enhance our competitiveness in the market and promote sustainability throughout our value chain.

Factories across our locations in India, Africa, Latin America, and Indonesia



# Critical enablers

## 1. SKU rationalisation

We have prioritized resource optimization and operational efficiency through a Stock Keeping Unit (SKU) rationalization strategy across our product lines, focusing particularly on high-performing products. This approach has streamlined our portfolio, resulting in notable improvements in manufacturing efficiency and waste reduction.

In March 2023, we had 1414 SKUs in Africa, comprising 1140 SKUs in hair fashion (a 36% rationalization) and 274 SKUs in wet hair products (a 10% rationalization). By February 2024, we reduced the SKUs to 1229, with 999 SKUs in hair fashion and 230 SKUs in wet hair products, achieving a 12% optimization in hair fashion and a 16% optimization in wet hair products for fiscal year 2024. This reduction reflects a 13% decrease in SKUs for the fiscal year, driven by our SKU rationalization efforts.

Our optimization initiatives resulted in reducing overall inventory levels from 93 days to 67 days. SKU rationalization has aligned our inventory more closely with actual demand, making our supply chain more efficient by reducing excess inventory and lowering the risk of overstocking and associated costs. We have also improved the accuracy of demand forecasts and refined planning processes to better predict customer demand.

Overall, in the GAUM regions (Africa, Middle East, and US), we improved our SKU rationalization significantly by 33% in fiscal year 2023 compared to fiscal year 2022. This improvement resulted in a decrease in SKUs produced from 4,910 in fiscal year 2022 to 3,280 in fiscal year 2023.

In Indonesia, our Product Range Simplification initiative is an ongoing effort that commenced last year, resulting in a 50% reduction in our product portfolio. The initiatives deployed during fiscal year 2023 have yielded significant benefits in fiscal year 2024. These include a further reduction of 10 days in inventory turnover, ensuring zero generation of new slow-moving and obsolete stock during the current year, and achieving tighter control over the entire supply chain. This streamlined approach has enhanced our operational efficiency and strengthened our inventory management practices, contributing to a more agile and responsive supply chain system.

## 2. Inventory optimisation

In our ongoing quest for operational excellence, we have achieved a significant milestone by reducing our inventory days. This strategic improvement in working capital management enhances our ability to respond to market fluctuations and align our supply chain more effectively with consumer demand. To achieve this, we have implemented various digital initiatives throughout our manufacturing and supply chain processes. One such initiative is the adoption of a Transportation Management System, which has improved our transportation operations, optimized routes and loads, and reduced freight costs.

Additionally, we have streamlined scheduling and planning procedures through automation, creating a seamless supply chain that enables immediate decision-making and enhances overall efficiency. Significant advancements have been achieved in critical initiatives, including the establishment of a future network layout for our distribution system and the adoption of sales strategies driven by replenishment for our distributors.

Concurrently, we are continually enhancing our demand forecasting capabilities using advanced analytics and historical sales data. This approach enables us to forecast future demand more accurately, adjust inventory levels proactively, and minimize the risk of stock-outs or excess inventory.

Our commitment to optimizing inventory remains unwavering as we explore and implement innovative solutions to drive efficiency, cut costs, and elevate customer satisfaction globally.

Engaging with shopfloor employees



### 3. Industry 4.0

We have made strategic investments in advanced automation technologies and IT systems to optimize our manufacturing processes, minimize manual intervention, and enhance operational efficiency.

In our North Cluster, we have installed an Energy and Utility Management System (EMS/UMS) at our Kathua plant. This system facilitates the daily monitoring and analysis of plant and utility energy consumption data, helping us to identify energy-saving opportunities and undertake timely corrective actions. Since the deployment of the EMS, specific energy consumption has been reduced by a commendable 35%, demonstrating the effectiveness of our initiatives. Real-time tracking and analysis of energy consumption data enable us to make informed decisions, ensuring optimal equipment performance and energy efficiency.

Additionally, at both the Katha and Kathua plants, we have executed several utility projects aimed at further enhancing energy efficiency. Our investments in automation have led to significant improvements in productivity and resource utilization. The installation of robotic pelletizers, advanced die sets, and productivity dashboards has streamlined our manufacturing processes, resulting in notable manpower savings and improved productivity by 10%. Moreover, our focus on continuous improvement extends to quality management, with the implementation of real-time quality inspection dashboards and standardized work procedures.

Our Industry 4.0 digitization initiatives have not only boosted productivity but also led to lower energy expenses. These initiatives are in line with our environmental goals while extending the lifespan of our equipment.

In the South Cluster, our focus on operational excellence and sustainability is evident through the deployment of advanced technologies and initiatives aimed at enhancing efficiency and reducing environmental impact. To enhance production monitoring and performance, we have integrated online IoT sensors into the Refill Line at our South Cluster. These sensors provide real-time data on production count, runtime, downtime, quality loss, and overall performance, enabling proactive decision-making and process optimization.

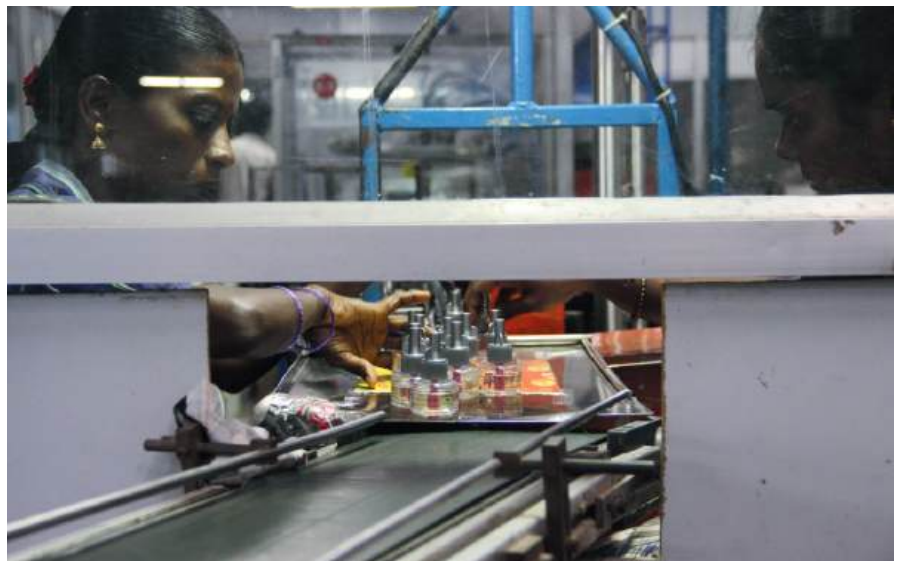
To streamline attendance management, we have installed Attendance Face Reader systems across all locations. This innovative technology enables employees to punch their attendance conveniently, regardless of their base location, while integration with our payment portal is underway to further enhance efficiency.

Our commitment to automation extends to various areas, including production lines and material handling processes. We have installed an Auto Hanger Feeding system, resulting in a reduction of 9 manpower/day. Similarly, the introduction of Auto Cartonning and Auto Coil Pick & Place machines in the Coil Packing process has led to significant manpower savings of 18/day. Moreover, the deployment of an Automatic Finished Goods Loading Conveyor has streamlined operation.

In the Northeast Cluster, we have made significant strides in automation by installing an Auto Leaflet Feeder. This implementation has led to manpower savings of 3 individuals per day, streamlining our operations and enhancing efficiency. At Lokhra 2 unit, we have implemented Ezee 20 gm online flow wrapping technology, coupled with a traffic management system, optimizing manpower by 12 individuals per day, reflecting our commitment to continuous improvement. Additionally, we have successfully converted the Omori 200 UPM LLP flow wrap machine for Fast card flow wrapping at the Lokhra 2 unit, incorporating a new booklet and leaflet feeder. This modification has resulted in a reduction of 9 manpower requirements per day, further enhancing operational efficiency. We have installed an online flow wrap machine with a leaflet feeder at Coil-8, leading to manpower savings of 12 individuals per day. Moreover, we have invested in infrastructure enhancement by installing a new 2.5-ton Hydraulic lift at our NC-53 unit, enabling us to utilize the 3rd floor as a raw material and packaging material store. This strategic move has facilitated the release of one external godown, contributing to operational streamlining and cost efficiency.



IoT implementation at our manufacturing facilities



In the Central West Cluster, our Malanpur plant now operates an Energy and Utility Management System (EMS/UMS), enabling daily monitoring and analysis of plant and utility energy consumption (electrical and steam) against daily targets. This system offers insights for immediate corrective actions to reduce energy consumption, resulting in a notable 7% reduction in specific energy consumption since implementation. Real-time tracking and analysis of energy usage guide our decisions, optimizing equipment performance and energy efficiency.

Additionally, IoT integration in RO1 & RO2 for tank heating has saved steam, with plans for effective steam trap monitoring, blowdown management, and digitalization of boiler flue gases. Digital displays across Soap lines 1 to 5 provide real-time production data, machine speeds, wrapping machine performance, and quality defect videos for safety awareness. The ongoing implementation of IoT for Overall Plant Efficiency (OPE) calculation in line 5 promises online monitoring of Availability, Performance, and Quality loss, enhancing line efficiency. To ensure consistent soap noodle output from CSP3, we have added standby SCADA, augmenting Mazzone's single provision.

In Indonesia, our integration of IoT technology has significantly enhanced data capture from our manufacturing lines, particularly in HIT aerosol and wipes production. This data plays a crucial role in setting precise baselines, identifying system-wide losses, and implementing corrective actions for mitigation. As a direct outcome, we have reduced spares and maintenance costs by 8% for fiscal year 2024. Furthermore, this initiative has improved machine efficiency, resulting in increased capacity and subsequent Capex savings due to process enhancements.

In our manufacturing operations, we have deployed SMART coil feeding systems across Coil-6, Coil-7, and Coil-9 units to reduce manpower needs. Additionally, an IoT-based flow-wrapping system with smart feeding has been integrated into Line-2 of Coil-9 to lessen reliance on manual labour. At our Conso facility, an IoT-linked servo capper has been installed in the refill line, addressing quality issues caused by broken wicks.

In the Northeast cluster, we have initiated 27 automation projects, including flow wrap, cartoning, and filling machines, resulting in reduced manpower requirements and enhanced Overall Equipment Effectiveness (OEE). Notably, OEE for Godrej Expert Rich Crème and aer lines has increased by 13% and 7.6%, respectively.

Within the Central West cluster, we have executed 8 automation projects, including flow wrap machines, soap banding machines, and electric stackers, leading to reduced manpower needs and substantial cost savings.

#### 4. Sustainable manufacturing

Our commitment to sustainability extends to optimizing manufacturing processes, reducing waste, and adopting energy-efficient technologies. These efforts aim to minimize our environmental impact and support a sustainable future. We are implementing sustainability initiatives throughout our supply chain and extending them to vendors via our Sustainable Procurement Policy.

Aligned with our Good & Green vision, we have set environmental sustainability goals for 2025-26. These include making one-third of our products greener than those in 2020, sourcing at least 35% of our energy from renewables, and maintaining zero waste to landfill status. We are also aiming to double our energy productivity by 2030 as per our EP100 commitment.

We monitor energy, emissions, water, and renewable data across locations under our full operational control. Incorporating carbon and water pricing helps us assess the financial impacts of our activities, guiding sustainability decisions throughout the value chain.

To track progress against our environmental goals, we follow the 'IPCC Guidelines for National Greenhouse Gas Inventories, 2006' and the 'IPCC AR6 Assessment Report'. Our sustainability team at the corporate level oversees performance, supported by manufacturing cluster heads and team members at each site.

For further information, please refer to our Sustainable Procurement Policy.



**Our processes include:**

- Conducting extensive meetings with various stakeholders to align priorities, budgets, and anticipated benefits for the fiscal year.
- Establishing targets aimed at enhancing environmental sustainability across our manufacturing processes and product lines.
- Incorporating sustainability goals into the core responsibilities of designated 'Green Champions' within our annual operational plan.
- Utilizing an internal sustainability tracking tool for data collection and analysis, producing monthly reports that focus on key metrics, including carbon emissions following the GHG protocol.
- Sharing and promoting best practices through multiple channels for broader adoption.
- Implementing a robust governance framework to monitor, assess, and enhance sustainability performance.
- Strategically planning improvements for underperforming units.
- Establishing an innovation unit to explore advanced sustainability solutions for the medium to long term.
- Participating in various ESG disclosures to benchmark our performance against industry peers, engaging external consultants as needed for specialized initiatives like materiality assessments or climate risk evaluations.

Enhancing our manufacturing processes to support a more sustainable future





# Our goals and progress

01

**Energy\***



Reduce specific energy consumption by 40% by 2025 (v. 2011 baseline)

Increase renewable energy portfolio to 35% by 2025 (v. 2011 baseline)

## Our Approach

- Process enhancements leading to enhanced system efficiency.
- Integration of renewable energy sources like solar and biomass
- Technology advancements and upgrades



- Reduced our specific energy consumption by 35%
- Increased renewable energy portfolio to 27%

02

**Water\*\***



Reduce water intensity by 40% by 2025 (v. 2011 baseline) while maintaining water positivity

## Our Approach

- Revolutionary water management systems, advancements in technology, and the comprehensive integrated watershed management initiative.



- Reduced water intensity by 39% and achieved 15x water positivity (through rainwater harvesting within our facilities and our community watershed programme, we are conserving 15 times more water than we use in our operations).

03

**Emissions\*\*\***



Reduce GHG emission intensity by 45% by 2025 (v. 2011 baseline)

## Our Approach

- Integrating sustainable energy sources like biomass and ongoing enhancements in operational efficiencies.



- Reduced our GHG emission intensity by 41%

# 04

## Waste



### Sustainable packaging commitment

- Maintain zero waste to landfill and achieve zero liquid discharge
- Collect and recycle 100% of pre- and post-consumer plastic
- Minimum 50-microns thickness of plastic product labelling to include the thickness of plastic and extended producer responsibility (EPR) registration details
- 20% reduction in packaging intensity
- 80% of plastic used to be recyclable
- Rigid plastics to be replaced by 30% recycled plastic by the fiscal year 2025-26. Flexible plastics to be replaced by 10% recycled plastic by the fiscal year 2026-27 and multi-layer plastics to be replaced by 5% recycled plastic by the fiscal year 2026-27.

### Our Approach

- Strategically leveraging materials through innovative practices such as reuse and recycling, promoting greater circularity.
- Implementing a robust monitoring framework to oversee and execute initiatives aimed at reducing plastic packaging consumption and intensity.
- Engaging with vendors and businesses to enhance our utilization of PCR plastic in place of virgin plastic, contributing to sustainability goals and environmental stewardship.



- Our waste to landfill has reduced by 100% (diverted 100% waste from landfill)
- We are plastic neutral in India and collect and recycle 100% of pre- and post-consumer plastic that we send out

*\*Energy use is calculated by specific energy consumption per tonne of production.*

*\*\*Water usage is calculated by specific water consumption per tonne of production.*

*\*\*\*Emissions are tracked for Scope 1 and 2 and calculated by specific GHG emissions per tonne of production.*

*Note: For India operations*

# 1. Energy

2023 was warmest the year on record since 1850 serving as a stark reminder of the escalating climate crisis. In the face of this daunting reality there are challenges, but also opportunities to innovate, and to build a more resilient and sustainable world in which businesses like ours, have a crucial role to play. Moreover, fossil fuels are finite resources, their prices can be volatile. For us, energy efficiency and renewable are at the heart of our operations. By using less energy, we are able to lower our costs and by switching to renewables sources of energy we are able to get long-term cost savings and reduce operational expenses.

We follow a comprehensive approach that includes upgrading to more efficient equipment, switching to renewable technologies, and implementing energy-efficient practices across all our manufacturing sites.

The 2025 targets are taken up by each of our manufacturing sites. Every plant head's annual operating plan has targets to reduce energy consumption, increase renewable energy use and ensure savings and lower emissions.

Our approach includes emphasising process enhancements to improve energy efficiency and adopting renewable energy sources such as solar and biomass among others. We carry out periodic energy audits to help us identify areas where energy is wasted or inefficiently used. We analyse our processes, equipment, and systems, to uncover opportunities for improvement. Energy audits also highlight equipment maintenance needs that ensure they are serviced regularly and operate more efficiently, preventing unexpected breakdowns and production delays.

## By 2025, we aim to –



Reduce specific energy consumption by

**40%**

compared to the 2011 baseline.



Increase renewable energy usage to

**35%**

compared to the 2011 baseline.

## As of FY24, we have achieved –



**35%** reduction in specific energy consumption from FY 2011

**27%** Renewable energy used in operations

Our energy initiatives include –

1. In our Central West manufacturing cluster, we approached setting up our new soap plant with energy efficient systems in design. We installed an energy efficient CSP in the new soap expansion plant. This resulted in savings of Rs.200 lakhs. We have also installed energy efficient vacuum pumps, heat exchangers and IOT-based systems in RO to reduce our energy consumption.
2. Most of our lighting motion-sensor based and we have switched to LED and solar lights. We have also switched to energy-efficient BLDC Fans in our South cluster plants to reduce our energy use.
3. To reduce energy consumption, we have introduced innovative technologies like Fluid Bed Dryers (FBD) and Three-phase power factor controllers in our Northeast and South clusters respectively, leading to significant energy savings.

4. Through energy audits we identified and addressed multiple leakage points in our compressed air systems in the Northeast cluster. We invested in replacing the default valves and pipes and plug the leakages.
5. Several of our manufacturing sites have installed rooftop and shed solar panels that add to our renewable energy portfolio. We also use renewable biomass briquettes in our boilers instead of furnace oil.

Twice a year, we organise a green manufacturing conference where our green champions from various manufacturing sites gather to learn and share best environmental practices. During these conferences, we increase awareness about energy efficiency programmes and offer training on latest technology solutions for energy efficiency, conservation and renewables. We also bring in industry experts to share their insights and advancements, enhancing our team's knowledge and skills in sustainable practices.

Sustainability goals are a part of the manufacturing head's annual KPIs. The Green Manufacturing Governing Council is led by the Managing Director of Godrej Industries Group and GCPL's board-level ESG Committee reviews the environmental progress on a quarterly basis. Our sustainability monitoring tool records the performance of individual manufacturing units and analyses the data on a periodic basis. The portal accounts for key parameters such as production, materials, water and energy consumed, and waste generated, both hazardous and non-hazardous. The tool also calculates the respective carbon footprint as per the set GHG protocols. We devise a strategic action plan for underperforming units post discussion with the plant head to improve sustainability performance.



## Impact initiative

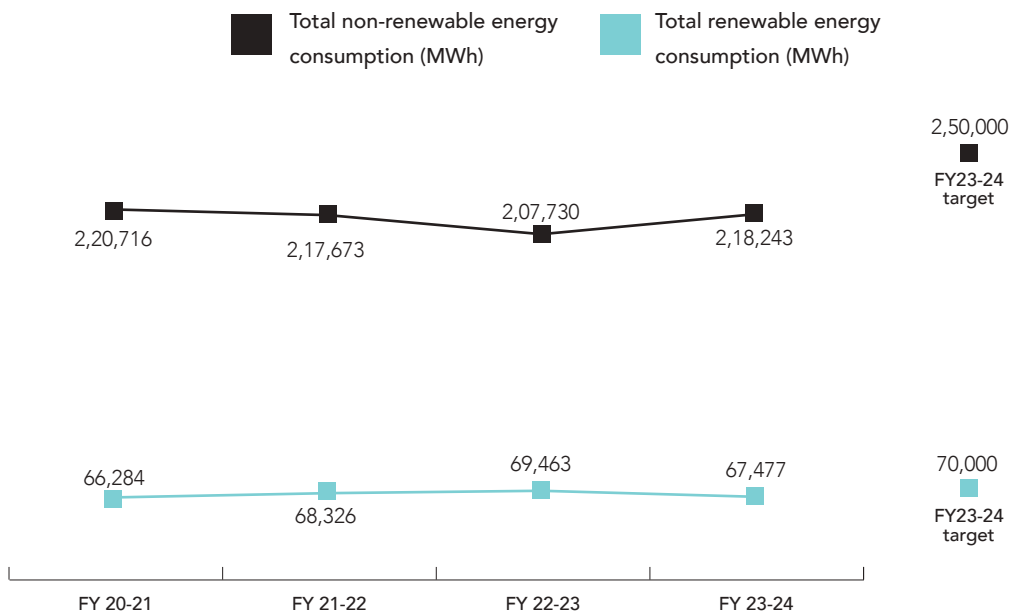
### **Biomass briquettes in boilers**

We have shifted from using fossil fuels to using clean energy sources in our manufacturing. Biomass briquettes are derived from organic materials like agricultural waste, wood chips, or sawdust. Unlike finite fossil fuels such as furnace oil, biomass is renewable and abundant. They have a far lower carbon footprint and lower impact on air quality. Moreover, they are locally available and cost-efficient. Most of our boilers now use biomass briquettes as fuel and this has helped increase our renewable energy portfolio.

We are compliant with all the relevant environmental laws and regulations in the regions in which we operate. We ensure to follow all the rules of the land. Our energy intensity is 2,111 MJ/MT of product. Majority of our manufacturing facilities are ISO 14001 and ISO 9001 compliant.

## Our energy consumption

### Global energy consumption (in MWh)



### Global energy consumption - 1,05,41,10,885 MJ

Non-renewable sources (in MJ)		Renewable sources (in MJ)	
Liquified Petroleum Gases	32,72,498	Briquette	15,27,57,595
HSD	4,94,10,847	Wood Biomass	6,24,18,221
Natural gas	31,09,64,213	Solar Electricity	73,49,944
Petcoke	3,32,50,750	Green Electricity	2,03,90,306
Furnace Oil	19,04,68,878	<b>Total renewable</b>	<b>24,29,16,066</b>
Grid Electricity	22,38,27,632		
<b>Total non-renewable</b>	<b>81,11,94,819</b>		

## 2. Water

About half of the world’s population experiences severe water scarcity for at least part of the year. Rainfall extremes have been increasing worldwide, as have the frequency, duration and intensity of droughts. Climate change is projected to intensify the global water cycle, and to further increase the frequency and severity of droughts and floods. In emerging economies where we operate, poor water quality is mainly due to low levels of wastewater treatment. In the face of this daunting reality there are opportunities to innovate and to build resilience.

At GCPL, we focus on reducing our water footprint and impact across all our manufacturing operations, in the products we make, and in the communities we operate.

We have focussed on reducing our water use across our value chain. Each of our manufacturing sites have annual environmental targets that includes reducing water use. We are also focussing on safeguarding water resources in drought-prone regions and water stress areas where we operate.

We carry out water use assessment to quantify water use in our manufacturing process, in our products, and of the regions where we operate. We organise regular water audits to measure our water use in manufacturing and identify hotspot areas for optimising water use. Through detailed life-cycle assessments we map water footprint from raw material sourcing to end-of-use for our products. We have also carried out a Task Force on Climate-related Financial Disclosures (TCFD) assessment and examined key parameters such as temperature, water scarcity, and precipitation, all of which will have a crucial role in shaping the impact of climate change on our business.

Our water management initiatives at manufacturing include –

1. Across all our manufacturing plants in India, we have adopted a zero-liquid discharge process. Through comprehensive wastewater treatment and water recycling processes such as tertiary reverse osmosis to improve wastewater quality, we ensure that all water used in our manufacturing process is recycled and repurposed.
2. We have invested in a number of rainwater harvesting structures in South, North, and Central West clusters that helps us harvest over 20,53,390 KL of water/annum and reduce our freshwater withdrawal.
3. To reduce water consumption, we installed 365 eco taps in our North East cluster that helps us save 626 KL of water/annum.
4. We have identified and eliminated leakages from fire hydrant lines on our North cluster. With 4 other water conservation projects North cluster has achieved saving of 6,900 KL of water/annum.
5. We have implemented sensor-based water taps in South cluster to further reduce our water use.

### By 2025, we aim to –



Reduce our water intensity by  
**40%**  
from FY11



Maintain  
**water positivity**

### As of FY2024, we have achieved –

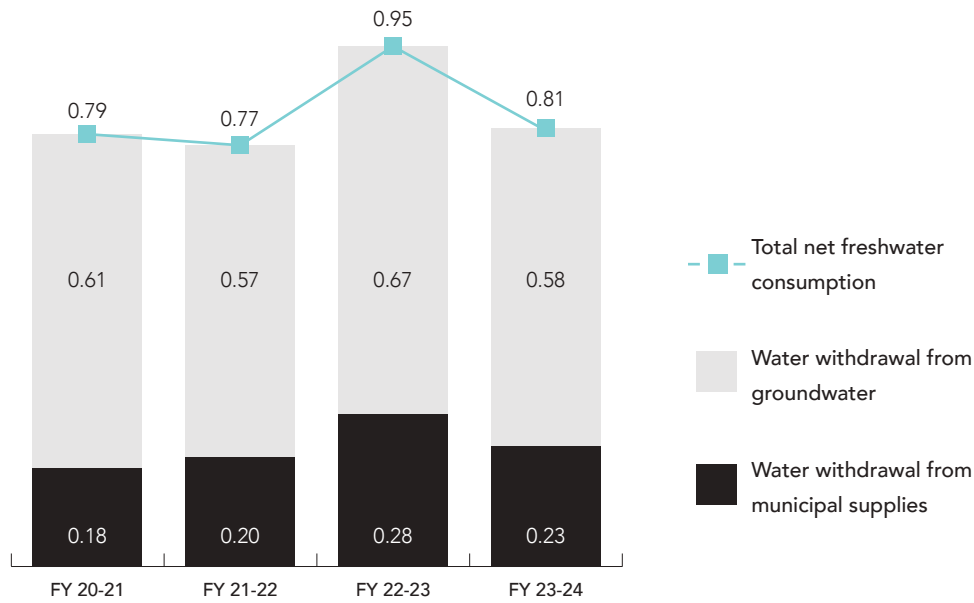


**39%** reduction in our water intensity from FY11

**15x** water positive

Twice a year we organise green manufacturing conference where all our green champions from across manufacturing sites gather for learning and sharing best environmental practices. As part of the learning, we create awareness on water efficiency programmes and bring in industry experts to share state-of-the-art technology solutions for water efficiency, treatment, and recycling.

### Global water withdrawal (in million cubic meters)



### Global water consumption (in Megalitres)

Ground water	579.60
Third party water	224
<b>Total water withdrawal</b>	<b>803.42</b>
Rainwater	2,053
<b>Total water consumption</b>	<b>2,857</b>

### Global water consumption from water stress areas (in Megalitres)

Ground water	458.62
Third party water	164.46
<b>Total water withdrawal</b>	<b>623.08</b>
Rainwater	517.10
<b>Total water consumption</b>	<b>1,140.18</b>



### Impact initiative


Our Godrej magic range of personal care products is reconstituted formulation that reduces water, plastic and transportation costs. Due to high water content of personal care products, tonnes of water is shipped before production and makes the finished product heavier while it is transported. Our magic handwash is powder to liquid handwash that uses half the plastic to package than regular handwash refill, along with significant water, fuel and paper savings.

### Integrated community watershed management

Our integrated watershed development project is dedicated to restoring the ecological balance in the drought-prone district of Siddipet in Telangana. Currently, groundwater levels in many areas are below 400 feet, placing significant pressure on farmers. To address this, we have joined forces with NABARD and a local NGO to rejuvenate the land, replenish groundwater levels, facilitate essential irrigation, prolong cropping cycles, enhance both the quality and quantity of produce, improve livelihoods, and promote sustainable agricultural practices.

We have successfully treated 2,950 hectares of land, covering the total project area. To date, we have distributed over 8.5 lakh saplings for direct planting and seed dibbling. Additionally, the project

has established 39 pandals and installed 25 drip irrigation systems on farmers' lands, with a 30% contribution from the beneficiary farmers. We have also trained over 100 farmers in alternative agricultural practices.



Water conserved –  
9.20 million m<sup>3</sup> making GCPL

**15x**  
water positive

### 3. Emissions

Extreme weather events due to climate change is one of the top global risks both in the short and the long-term. The effects of climate change are non-linear and exponential causing devastating impacts on countries in vulnerable regions. We are committed to be a part of the solution. We understand the magnitude of the task at hand and are unwavering in our dedication to reduce our emissions. Our commitment is rooted in actions that are guided by our comprehensive climate change mitigation strategy, clear targets, and regular assessments of our progress and impacts.

We monitor greenhouse gas (GHG) emissions, set short-term reduction targets, aim for long-term net-zero Scope 1 and 2 emissions, and reduction of Scope 3 emissions through supplier engagement in line Paris Agreement’s goal of limiting average global warming to 1.5 degrees Celsius. We have also instituted a robust energy efficiency program with specific targets for energy reduction. Our aim is to double our energy productivity by 2030 compared to the 2018 baseline, aligning with the Climate Group’s EP100 initiative. We also strive to reduce our air emissions from our manufacturing processes.

Here’s how we are greening our operations and lowering our emissions -

1. We are increasing our renewable energy portfolio by switching to biomass briquettes instead of furnace oil or diesel for majority of boilers. We have invested in captive solar at our premises and are also purchasing green power from third party PPAs and open access systems. We have also invested in a cogeneration plant at our largest manufacturing site in Malanpur which will significantly boost our renewable energy consumption.
2. We have investing in energy efficiency improvements by replacing old motors with energy efficient ones, installing variable frequency devices to optimise our energy and make process modifications to improve productive and reduce energy consumption. Installation of solar lights, LED lights, and motion sensor systems further help reduce our energy consumption.

3. Our transport management system plays a crucial role in our overall emission impact. We are optimising our logistics and transportation to reduce our carbon footprint. This includes optimizing delivery routes to reduce mileage, and even exploring alternative, greener modes of transport and fuel-efficient vehicles. We work closely with our partners to ensure they align with our environmental standards. We have invested in a transport management system to improve route planning, vehicle loading, and delivery scheduling, further optimising travel and emissions.

We are advocates of the goals of the Paris Agreement and are aligned with limiting average global warming to 1.5 degrees Celsius.

#### Emission reduction targets



Target:  
**Scope 1+2  
combined**



Base Year:  
**2020**  
  
Target Year:  
**2035**



Base Year  
Emissions:  
**95,432**  
tCO<sub>2</sub>e



Percentage  
of Total Base  
Year Emissions:  
**100%**

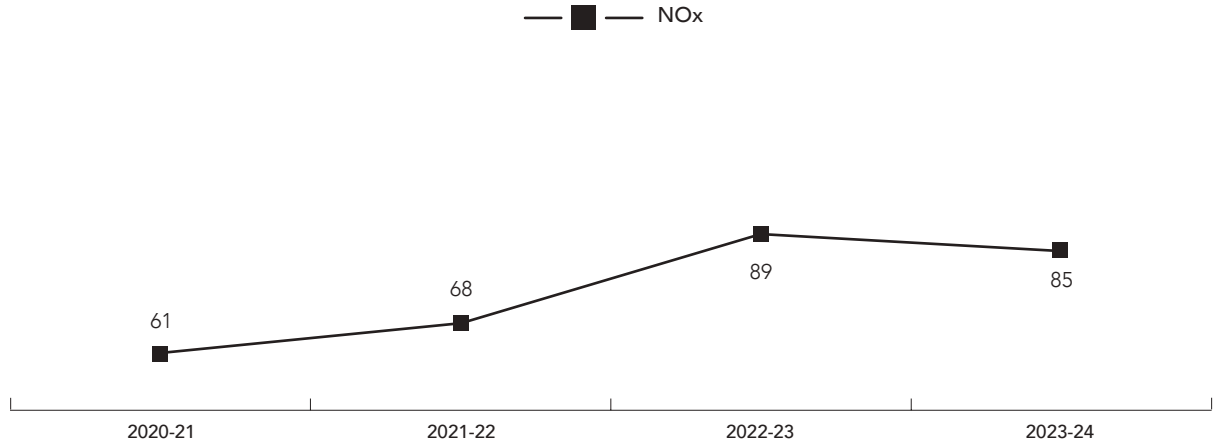


Percentage  
Reduction  
Target From  
Base Year:  
**37.5**



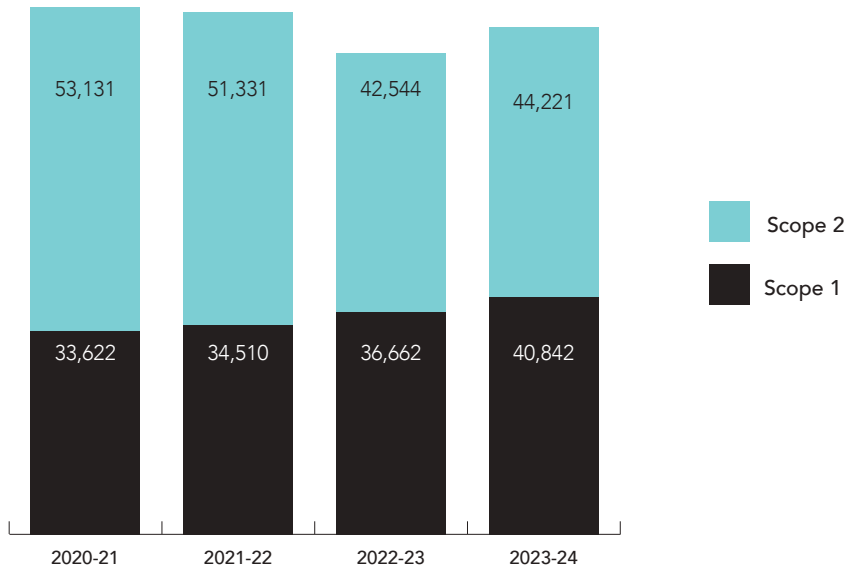
We have set these targets in line with the WB2DS scenario set by SBTi and we consider them to be science-based.

### NOx emissions - India (MT NOx equivalent)



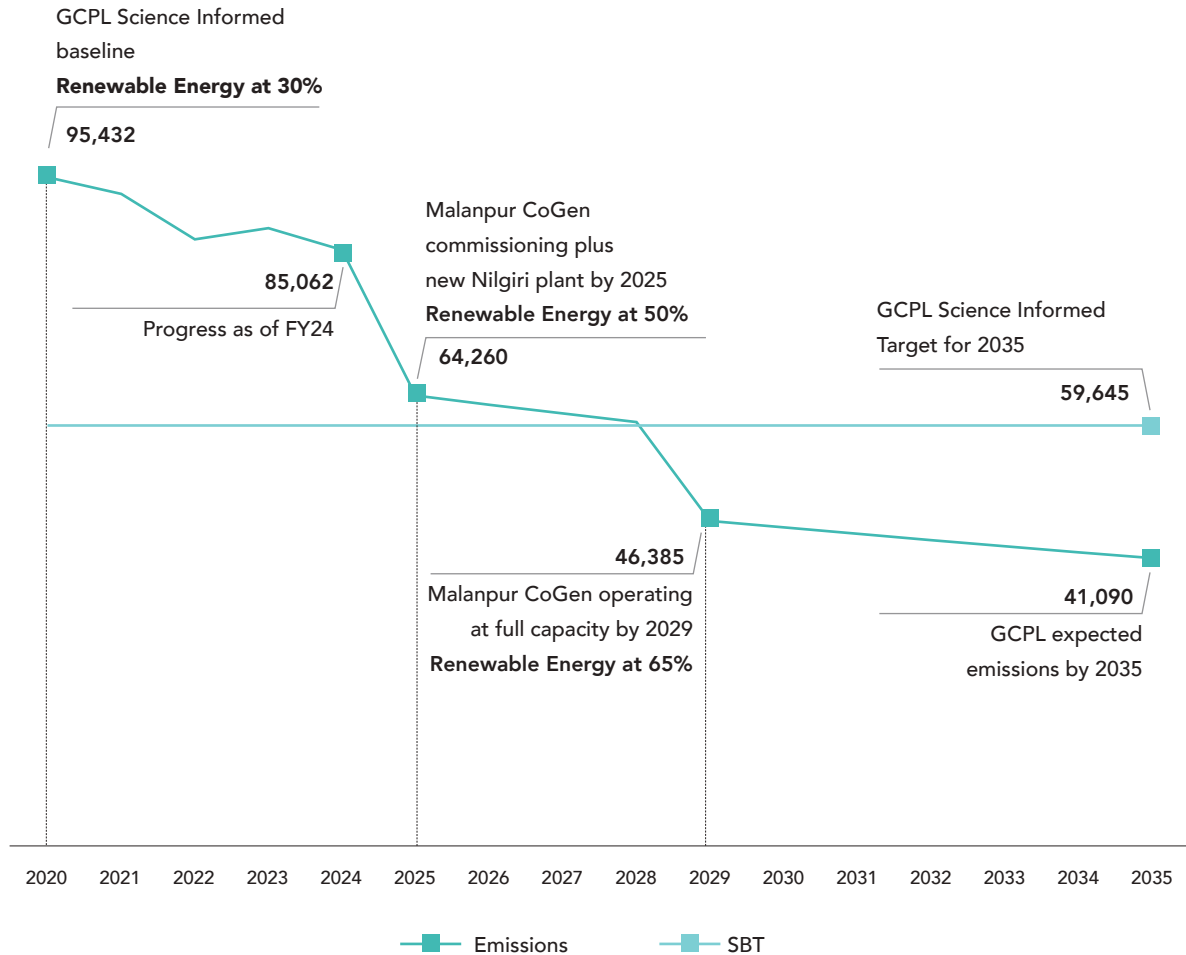
### Global Scope 1 and 2 emissions (tCO<sub>2</sub> equivalent)

Note: The calculation for the FY22-23 & FY23-24 in tCO<sub>2</sub>e and previous years is in tCO<sub>2</sub>



For FY23-24, our Scope 1 energy intensity is 0.082 tCO<sub>2</sub>e/MT of product, our Scope 2 energy intensity is 0.089 tCO<sub>2</sub>e/MT of product.

## Our scope 1 and 2 net-zero roadmap till 2035



We have a three-pronged approach towards reducing our emissions and moving towards a net-zero future. Along with energy efficiency initiatives, and increasing use of renewable energy, we are also investing in community projects.

Through our waste management projects we are diverting organic waste from landfills and converting waste for biomass production. We have also invested in afforestation projects in degraded land parcels for carbon sink creation and carbon sequestration in our existing watershed

projects. This not only conserves water and stores carbon but also reinvigorates natural ecosystems, preserves biodiversity, and improves livelihoods for local farmers. We are currently neutralizing 20,000 MT annually of emission equivalents through these projects. Based on the total annual emissions abatement from these initiatives and our reductions in absolute emissions, we will further invest in projects for neutralisation by our target year.

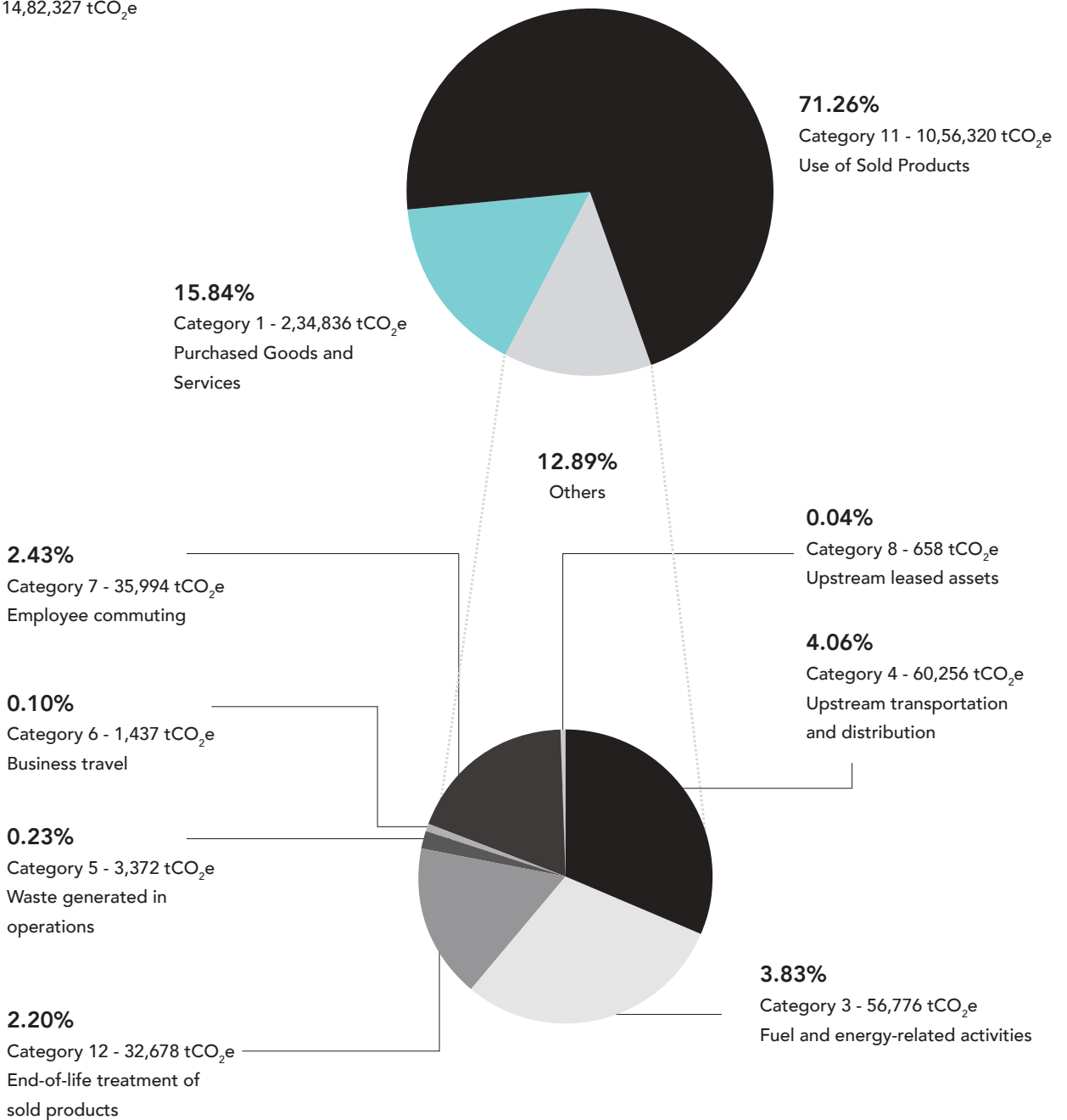
We are also reducing our Scope 3 emissions through supplier engagement.

### Scope 3 emissions - India (tCO<sub>2</sub> equivalent) for FY 23-24

FY 21-22: 16,46,782 tCO<sub>2</sub>e

FY 22-23: 13,33,796 tCO<sub>2</sub>e

FY 23-24: 14,82,327 tCO<sub>2</sub>e



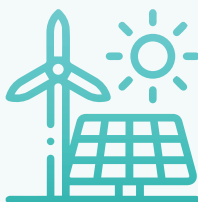
Our strategy for reducing emissions and moving towards net zero carbon or carbon neutrality encompasses three key approaches :



### **Improving Energy Efficiency**

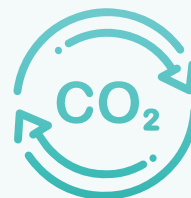
We enhance resource efficiency across our operations to minimize energy, water, and raw material usage while maximizing productivity. This includes optimizing equipment capacity and transitioning to briquette-fired boilers over furnace oil-based ones. Collaboration with our supply chain partners under our Sustainable Supply Chain program allows for the sharing of best practices and sustainability audits.

As signatories to the EP100 global framework, developed by the Climate Group, we've committed to halving our operational energy intensity by 2030 compared to the 2012 baseline. With a current reduction of close to 40%, we are on track to meet this target well before 2030.



### **Increasing Use of Renewable Energy**

We are ramping up our utilization of renewable energy sources such as briquette-fired boilers, microturbines, and solar PV installations. Additionally, we sell biomass ash to local farmers for use as fertilizer, promoting circularity in our operations.



### **Offsets**

Through community-based waste management projects, we divert organic waste from landfills and invest in afforestation initiatives to create carbon sinks. These efforts not only reduce emissions but also contribute to water conservation, biodiversity preservation, and livelihood improvement for local communities.

## 4. Waste

Every year more than 2 billion tonnes of solid waste is generated globally, of which less than 15% is recycled. The recycling rate for plastic waste is even lower as only 9% of all plastic waste has been recycled. Waste has a significant impact on climate change. It contributes notably to greenhouse gas emissions, particularly methane from landfills.

Inefficient waste management strains our resources and results in pollution, affecting the quality of air, water, and soil. Moreover, it negatively impacts local communities and ecosystems, posing health risks and reducing the overall quality of life. It is imperative for us to implement effective waste management practices to conserve resources and protect the environment.

### Scope of waste management

We manage all our waste throughout our value chain – from sourcing, manufacturing, packaging and post-consumer disposal. We aim to generate as little waste, reuse as much as possible and safely dispose the rest. Lowering our waste footprint enables us to not only reduce our environmental impact but also helps reduce our costs.

### Waste we manage



#### Sourcing

- sustainable procurement policy that includes waste reduction and management



#### Manufacturing

- reducing, reusing and recycling waste
- adopting zero waste to landfill initiatives



#### Packaging

- reduce plastic packaging intensity, improve PCR usage and improve recyclability of packaging



#### Post-consumer

- Engage consumer on packaging waste disposal
- extended producer responsibility initiatives
- community waste management programmes

**By 2027, we aim to –**



Maintain zero waste to landfill in India and achieve

**zero**

liquid discharge in our manufacturing



Collect and recycle

**100%**

of pre and post-consumer plastic



**20%**

reduction in packaging intensity



**80%**

of plastic used to be recyclable



Rigid plastics to be replaced by

**30%**

recycled plastic



Replace flexible plastics with

**10%**

recycled plastic



Replace multi-layer plastics with

**5%**

recycled plastic

**Our progress as of FY24 –**



Collect and recycle

**100%**

of post-consumer plastic

**40%**

of the plastic we use is recyclable

**22%**

reduction in plastic intensity

Completed Life Cycle Assessments (LCAs) for

**60%**

of our products by revenue and 8 trials and testing completed for addition of post-consumer recycled plastics and plastic intensity reduction

## Manufacturing waste

Across our manufacturing plants, we carry out waste assessments to collect and analyse data on our waste generation, disposal practices and areas of improvement. These waste audits help us identify existing waste management practices across our operations and build action plans as per best-in-class approach. Through detailed life-cycle assessments we map waste footprint of our products from raw material sourcing to end-of-use disposal.

Each of our manufacturing sites have annual quantifiable environmental targets that includes reducing waste and diverting waste from landfills. These targets and action plans are reviewed quarterly at the plant and at the corporate level. Every six months the progress is reviewed by the Board ESG committee on our environmental goals.

We have taken several measures to reduce waste generation and adopted recycling measures to divert waste from landfills.

Some of our key initiatives include –

1. Our flagship Malanpur plant recycles Effluent Treatment Plant (ETP) sludge and send it for co-processing at a cement plant, helping us achieve zero waste to landfill status for our India operations.
2. Our investments in R&D are focused on reducing plastic waste. We conducted successful trials with several vendors to eliminate cap poly bag liners from HIT aerosol. As a result, we were able to eliminate the liners and reduce our plastic consumption by 7.4 MT / annum.
3. In Nigeria, Kenya, South Africa and Mozambique, we divert waste materials from our manufacturing plants and send for recycling. Globally, we have been able to lower our waste to landfill year-on-year.
4. We maintain full compliance with Extended Producer Responsibility (EPR) regulations. Our plastic packaging footprint in India amounts to approximately 17,995 metric tons (MT). We have been maintaining plastic neutrality since FY2021, ensuring we take back of an equivalent amount of plastic that we send to our consumers. Furthermore, we actively invest in community solid waste management programmes.

### **Reduce, Recycle, Replace approach to sustainable packaging**

Implementing a Reduce, Recycle, Replace approach to sustainable packaging is a key focus area for us. Currently, over 40% of our plastic is recyclable, and we have successfully reduced our plastic packaging intensity by 22% since the fiscal year 2019-20.

In addition to our overarching good and green targets, we have set specific sustainable packaging goals at the company level. You can find detailed information about our commitment and progress against these targets in the Radical Simplification section under Sustainable Packaging Commitment .

### **Highlights in sustainable packaging for the fiscal year 2023-24**

Highlights from our sustainable packaging efforts in the fiscal year 2023-24 include significant achievements in reducing plastic consumption. For instance, by converting metalized cartons to non-metalized ones for our Goodknight Liquid Vapouriser refills, we not only reduced plastic packaging consumption by 3,500 MT but also decreased our Extended Producer Responsibility (EPR) obligation and achieved substantial cost savings.

## **Innovating for good and green products**

We are dedicated to innovating for environmentally responsible products within our core categories through our ESG-first product portfolio, focusing on reconstitution and naturals ranges. By the fiscal year 2025-26, we aim to conduct Life Cycle Assessments (LCAs) for 80% of our revenue-generating products. These assessments will inform our efforts to manufacture greener products and establish a sustainable framework for all new product developments.

To further reduce our environmental impact, we are exploring alternate packaging materials and increasing the utilization of Post-Consumer Recycled (PCR) plastic to minimize our reliance on virgin plastic. Our focus extends beyond regulatory compliance with EPR guidelines to include innovations in formulation, design, and delivery models aimed at reducing our plastic footprint.

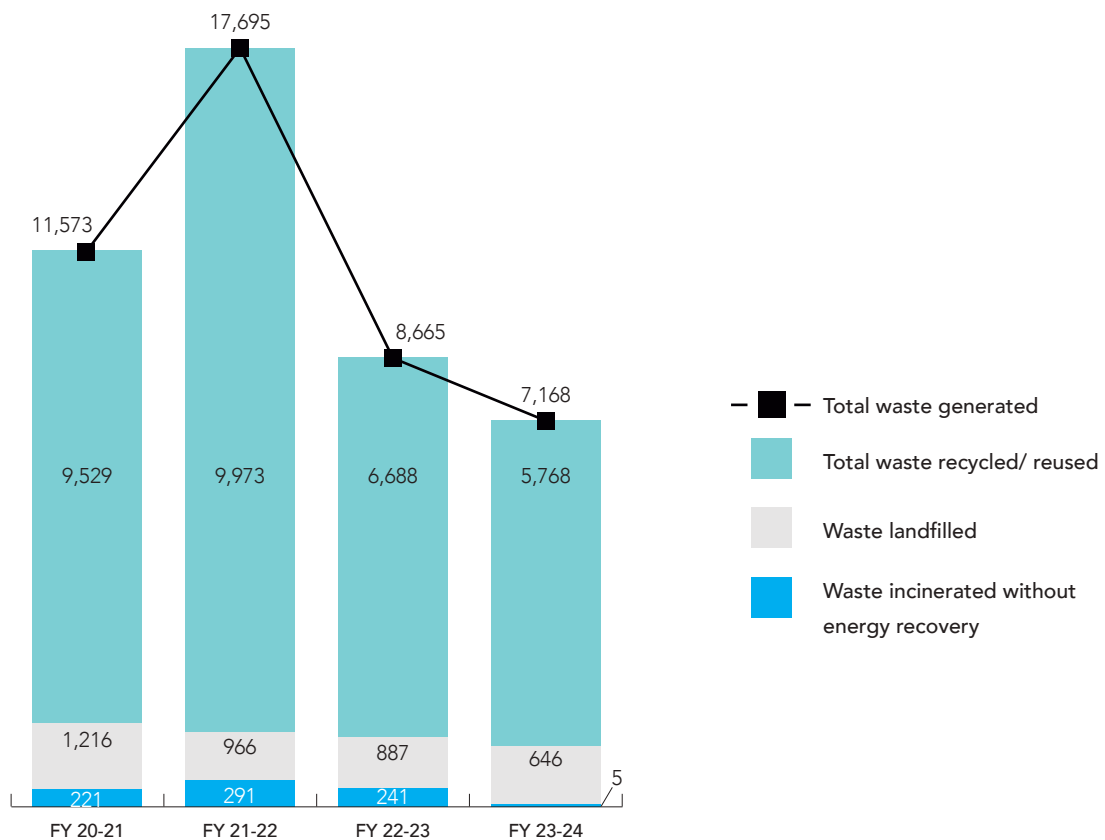
### **Highlights from the fiscal year 2023-24**

Highlights from the year 2023-24 include completing LCAs for six products, accounting for over 50% of our revenue. Additionally, we conducted trials using PCR plastic for Goodknight Coils poly bags and explored PCR PET sources for Goodknight Xpress Liquid Vapouriser, demonstrating our commitment to green innovation and sustainable products.

You can learn more about these initiatives in the Radical Simplification section under Sustainability Built into Our Products from Day 1.

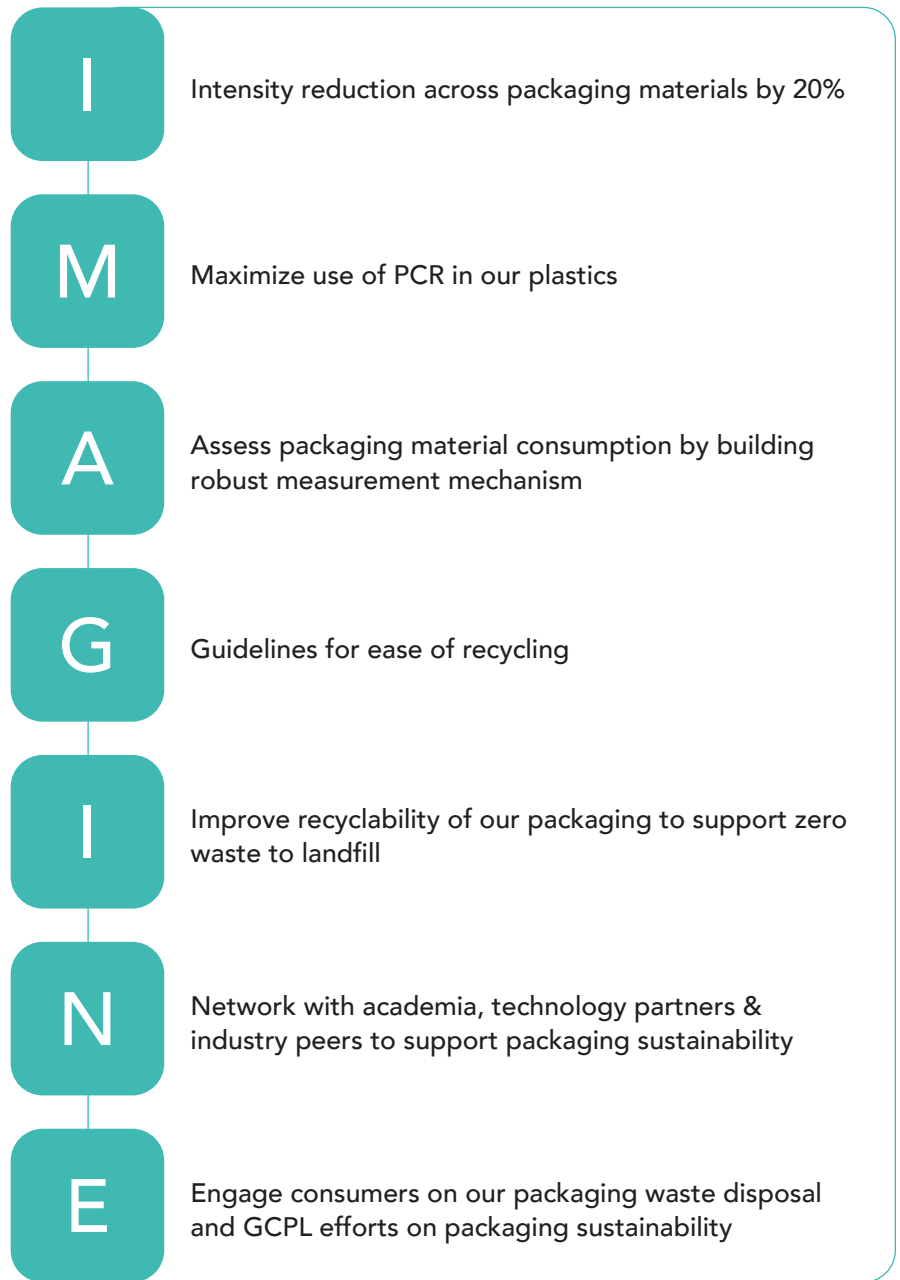
Twice a year we organise green manufacturing conference where all our green champions from across manufacturing sites gather for learning and sharing best environmental practices. As part of the learning, we create awareness on waste management programmes and bring in industry experts to share state-of-the-art technology solutions for waste reduction, and recycling. For FY2023-24, our global non-hazardous waste generated was 6,411 MT and hazardous waste was 757 MT.

### Waste performance - Global (MT)



## Sustainable packaging

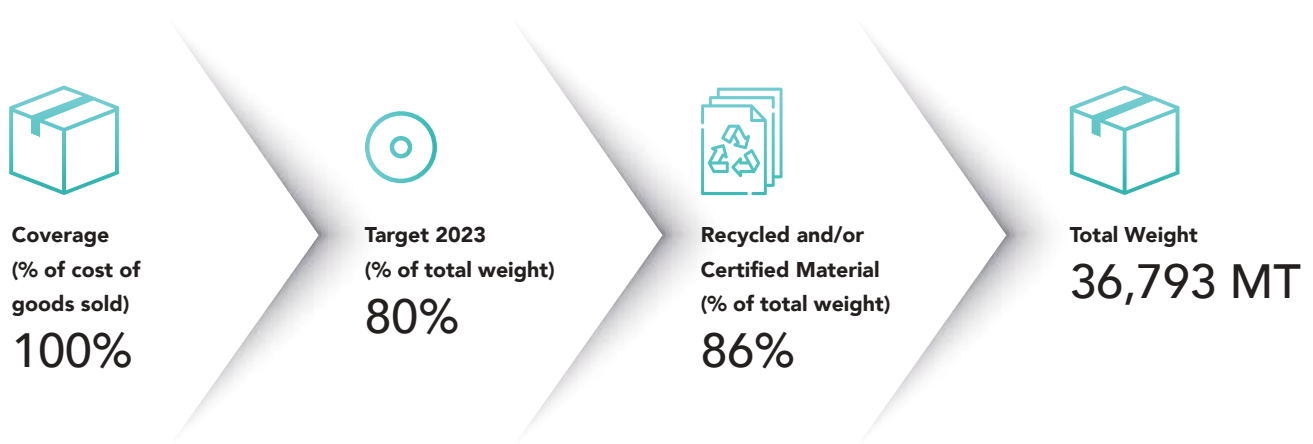
As a consumer products company, all of our products are consumable, however we have a vital role to play in reducing the plastics and the packaging we send out. We have set clear targets to reduce our plastic usage and improve the addition of post-consumer recycled (PCR) plastics in our packaging. We have already exceeded our plastic intensity reduction targets and we are stepping up with PCR inclusion and explore alternatives to plastic. We have developed a 7-point agenda to achieve this –



We have invested our R&D resources in making our packaging more sustainable. Moreover, the executive compensation of all GCPL leaders comprises of 15% of people & planet goals. They are in line with the company's vision to foster an inspiring workplace and build an equitable and greener planet. For sustainable packaging, goals for executive compensation include using better plastics, reducing plastic usage, replacing virgin plastics with post-consumer recycled plastics. Our plastics and packaging programmes include –

1. Increasing use of recyclable packaging - We aim to have 80% of our plastic packaging recyclable and we are currently at about 40%. We have mapped 16 products in our portfolio to achieve our target by switching to recyclable packaging material like aqueous coatings, paperboards and BOPP.
2. Using reusable packaging – The cartons, bags and corrugated boxes that are used in our supply chain are reused multiple times in our operations. For example, corrugated boxes that we use are recycled and they are reused at least four times to lower our environmental impact.
3. Inclusion of recycled materials – We are testing and running trials to include PCR in our packaging. In our products such as Ezee liquid detergent bottle, Good knight LV bottles, HIT cap, we are testing to replace 10%-50% virgin plastic with PCR.
4. Phasing out single-use plastic – From our offices and manufacturing plants we are phasing out single-use plastics. At our head office we have already phased out single-use plastics. All our garbage bags, stationery and office use items are recyclable or made from biodegradable materials. We are now working with our suppliers to ensure we phase out single-use raw material packaging that we use in our operations.

### Packaging Materials - Wood/Paper fiber packaging



## Plastic packaging

	FY 2020	FY 2021	FY 2022	FY 2023	What was your target for FY 2023?
A. Total weight (tonnes) of all plastic packaging	19,541	19,500	18,750	17,995	18,500
B. Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	30	30	34	40	40
Coverage (as a % of cost of goods sold)			100%		



## Impact initiative

Our Godrej Magic Floor Cleaner offers an affordable and sustainable solution. By mixing one sachet with water one can create a 500ml bottle of floor cleaner at a budget-friendly price. Our product drastically reduces plastic waste and energy consumption. Compared to traditional cleaners, it uses 94% less plastic and 72% less paper in packaging. Moreover, its compact gel-based sachets allow more units per truck, reducing transportation and emissions and lowering our environmental impact.

## Post-consumer packaging waste and community solid waste and plastic management

As a global FMCG player and responsible corporate, we commit to reducing waste across all our plants, processes, products, and supply chain. For the past five financial years, we have achieved zero waste to landfills from our manufacturing in India. Beyond managing our manufacturing waste, we recognise our responsibility to work with communities to manage waste. We collect 100% of the plastic waste we generate each year, as per Indian EPR laws, and collaborate with civic agencies, social enterprises, and citizens' groups to promote material reuse and recycling.

We also invest in helping communities around our offices and plant locations to identify and address their waste-related issues using circular economy principles. Since FY 2020-21, we have partnered with the Puducherry Municipal Corporation on a community waste management project. We digitally track waste management processes, raise awareness on door-to-door collection and source segregation, and have diverted over 1,400 MT of waste from landfills through clean-up drives and door-to-door collection. We established a sanitation park processing 4 TPD of waste and provided medical camps for over 1,100 waste workers. Our detailed project plan for sustainable waste management has influenced new tenders from the Government of Puducherry.

Our three-year project with Malanpur Nagar Parishad covers all 15 wards, aiming for zero waste to landfill and breaking even on operational costs by the third year. As of FY 2023-24, we diverted over 1,300 MT of waste from landfills.

Our integrated decentralized solid waste management system in Palashbari Municipal Board, Kamrup district, Assam. This project, covers all 10 municipality wards and surrounding commercial zones, aiming to break even on operational costs. Till FY 2023-24, it diverted over 2,200 MT of waste from landfills.

In In Kasauli, Solan district, Himachal Pradesh, we launched a municipal waste management project to tackle the increasing garbage issues impacting the area's natural beauty. In FY 2022-23, we conducted a baseline assessment in the Kasauli cantonment area and five surrounding Panchayats. In FY23-24 we organised cleaning drives, established waste-themed art installations, and engaged school children to raise awareness, diverting 652 kgs of waste.

In Goa, we partnered with the Goa State Pollution Control Board and Goa Waste Management Corporation on a three-year waste management project with Bicholim and Sattari Municipal Councils. Implemented by the Mineral Foundation of Goa and Sampurn(E)arth. As of FY 2023-24, we diverted over 1,400 MT of waste from landfills.

Overall, our community solid waste management programmes ensured that recyclable packaging is actually recycled through scientific waste management systems and collaboration with municipalities and urban local bodies. We helped diverted 7,200 MT of waste from landfills since 2019 and our goal is to transform waste management systems in five municipalities and divert over 8,000 MT of waste from landfills by FY 2025-26 through collaborative partnership.

## **Establishing winning products in new geographies**

GCPL's presence spans some of the largest and most rapidly expanding emerging economies globally. Despite this, our primary categories in these regions, such as Household Insecticides, Air Care, and Hair Colour, remain relatively untapped, presenting significant growth potential. We view this as an opportunity for generating value by applying our strategies for category development, leveraging our expertise in product innovation, communication, and activations.

Our focus is on crafting products that resonate with local market preferences while also possessing the potential for global appeal. This approach allows us to harness our resources to create breakthrough innovations capable of traversing international boundaries, seizing global market opportunities, and ensuring sustained competitiveness in the long term.

We have already set the groundwork to realize this objective by introducing Magic, our innovative powder-to-liquid handwash, across diverse regions including India, Africa, Indonesia, and Latin America, establishing it as our maiden global offering. Similarly, our entry into the Household Insecticides segment in Africa through the introduction of Goodknight Power Shots exemplifies our commitment to this strategic direction.

## Addressing unmet consumer needs

We value our consistent track record of disruptive innovations, enabling us to venture into new categories and cater to unfulfilled consumer demands. This endeavour has frequently resulted in the creation of new, unique brands that leave a lasting impression.

Our innovation evaluation process is rigorous, incorporating extensive consumer trials and test markets. This stringent approach guarantees that only the most promising products make it to market. By doing so, we enhance the likelihood of success, ultimately yielding higher returns on investment and fostering long-term value for our stakeholders.

We launched a new liquid detergent brand - Godrej Fab - for mass market



## Enhanced, digitally enabled consumer insight

Continuing our commitment to consumer-centricity, our innovation strategy remains focused on enhancing consumer insight capabilities. This empowers our innovation team to craft products and solutions that precisely align with consumer needs and preferences.

Key aspects of our enhanced consumer insight capabilities include:



### 1. Global Structure

We maintain a global category structure that encourages the exchange of insights and expertise across the organization. This fosters better-informed decision-making and strategic planning by tapping into a wealth of knowledge.



### 2. Standardised testing protocols

Clear global testing protocols and action standards ensure consistent, high-quality evaluation of our products and innovations. This minimizes risks and enhances our chances of success in the market.



### 3. Strong agency partnerships

Strengthening our relationships with critical agency partners enables us to leverage their expertise and global reach. This enriches our intellectual capital and aids in developing products tailored to diverse consumer preferences.



### 4. Digital techniques

Harnessing modern digital techniques for consumer insights allows us to gather real-time data and identify emerging trends swiftly. This agility provides us with a competitive edge and enhances our long-term growth potential.

## Investments in R&D, design, technology, and skills

Situated at our global headquarters, Godrej One, in Mumbai, our state-of-the-art R&D centre is a cornerstone of our innovation ecosystem. Supported by local R&D teams, it fosters collaboration across geographies, facilitating the sharing of insights and best practices.

At our in-house global Design Lab, we seamlessly integrate design thinking into our processes, thereby enhancing our product capabilities. Unlike the common practice in the FMCG industry, where this capability is often outsourced, we have chosen to cultivate it internally, turning it into a distinct competitive advantage.

Comprising highly skilled graphic and industrial designers from various regions, the lab functions as a hub for collaborative projects, driving innovation and creativity across our product portfolio.

Our state-of-the-art global R&D centre at our headquarters, Godrej One in Mumbai is where we lead new product development.



## Sustainability built into our products from Day 1

We maintain a continuous focus on the sustainability of our products, examining their life cycle to refine and bolster our NPD framework. This process is enriched by both quantitative and qualitative insights gathered from market research, focus groups, consumer panels, and analytics.

Our R&D remains pivotal in crafting innovative, high-quality products that serve the dual purpose of benefiting people and the planet.

## 1. Reconstitution portfolio

Our reconstitution portfolio holds a significant position in our endeavor to create innovative, top-quality products that offer advantages to both our customers and the environment. Recognizing the considerable water content in personal care products, we address the associated environmental impact of shipping water-intensive products. Our Magic Handwash and Magic Bodywash exemplify this

approach. They are designed as powder-to-liquid or concentrate solutions, empowering consumers to add water themselves, thereby transforming the product into a usable liquid form. This innovative strategy not only reduces transportation weight but also lessens the environmental footprint typically associated with traditional product formulations.

With Magic powder-to-liquid handwash, our sustainable and affordable solution to handwashing, we are driving change in consumer behaviour and fostering a greener, more responsible market.



This approach brings significant benefits to the environment. Firstly, by eliminating water from our products, we reduce their overall weight, enabling us to transport larger quantities with fewer packaging materials. As a result, our reconstituted products require 84% less plastic packaging compared to their traditional liquid counterparts of the same volume. This reduction in packaging not only minimizes plastic waste but also contributes to a more sustainable supply chain. Secondly, the lighter weight of our reconstituted products leads to a 44% decrease in fuel consumption during transportation, subsequently reducing emissions by the same percentage. By curbing packaging, fuel consumption, and emissions, we actively promote environmental well-being while maintaining our commitment to delivering top-notch products to our consumers.

Usually, environmentally friendly products and packaging are associated with higher prices, appealing mainly to a niche market of environmentally conscious consumers. However, we firmly believe in making sustainable choices accessible to a wider audience. Our products are affordably priced, and we are dedicated to offering our innovative, eco-friendly products at a "green discount" rather than at a premium. We aim to make sustainable options more appealing and affordable, instigating positive changes in consumer behaviour and nurturing a greener, more responsible market.

## 2. Natural portfolio

We have dedicated ourselves to developing products crafted primarily with natural ingredients, a move aimed at setting our offerings apart from those already saturating the market and improving our position within it. Across our product categories, we have ensured the introduction of at least one natural product.

In the realm of Household Insecticides, a category subject to stringent regulations, we encounter a proliferation of counterfeit mosquito-repellent incense sticks (agarbattis) flooding the market. These products often conceal ingredients and harbour harmful chemicals, failing to meet the safety standards set by the Government of India. Their regular inhalation poses significant health risks, particularly to vulnerable demographics such as children and the elderly. In contrast, our Goodnight Naturals Neem Agarbatti is formulated with 100% natural neem and turmeric, effectively repelling mosquitoes while adhering to all requisite governmental approvals. Additionally, our commitment to natural ingredients extends across our Household Insecticide range, including Goodnight coils, liquid vaporizers, and personal mosquito repellents.

Furthermore, our hair colour brand, Godrej Nupur, boasts a natural henna-based formula. In regions like Africa and Indonesia, represented by brands such as TCB, Megagrowth, African Pride, Stella, and Mitu, we offer variants enriched with natural ingredients like aloe vera and almond. This concerted effort underscores our dedication to providing safe, effective products infused with the goodness of nature.

Goodnight Naturals Neem Agarbatti is made of 100% natural neem and turmeric



## Supply chain sustainability

Aligned with our Good & Green goals, established in 2015, we have established clear sustainability criteria for our suppliers, outlined in the GCPL Sustainable Procurement Policy. We hold all key suppliers accountable for adhering to these standards and are dedicated to supporting them in achieving compliance. Both existing and prospective suppliers are required to meet the outlined expectations delineated in the Policy.

Our commitment extends to assisting our suppliers in enhancing the sustainability of their operations, with a particular focus on four key parameters:



### Ethically driven

- Business integrity and ethics
- Human rights
- Accountability and responsibility
- Legal and regulatory compliance



### Social focused

- Responsible conduct with stakeholders
- Employee health and safety
- Local community development



### Green inspired

- Green products and processes
- Reduce, reuse, and recycle
- Adopting green initiatives and practices



### Quality Centred

- Quality management systems
- Facility and machinery
- GMP and quality controls
- Material management

Within our supplier evaluation framework, we have gathered both qualitative and quantitative data to formulate a comprehensive composite score derived from supplier responses. To drive continual adherence, we have instituted self-declarations from suppliers, supplemented by external audits conducted by a reputable consultant. Moreover, we have delineated category-specific targets, disseminated industry benchmarks, and recommended corrective measures and enhancement strategies.

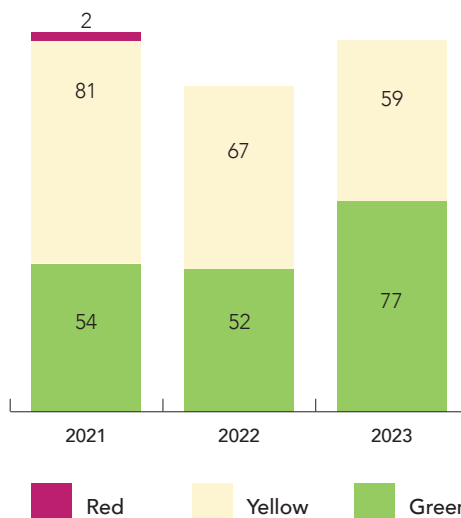
The Board ESG Committee receives regular updates on the progress of supplier evaluations, underscoring our commitment to accountability. Through these measures, we ensure suppliers align with our Sustainable Procurement Policy and its accompanying code, thereby mitigating any potential conflicts with ESG requirement.

As part of our supplier evaluations in India, we assessed 136 suppliers during the fiscal year 2023-24, representing approximately 76% of our procurement expenditures. Of the 136, we organised on-site assessment for 8 suppliers. These assessments, conducted by an external consultant, adhered to global standards such as ISO 9001, 28000, 45001, SEDEX, EcoVadis, and SEBI's Business Responsibility and Sustainability Reporting framework. The assessments focused on alignment with our sustainable procurement policy and our commitments to quality, ethical practices, environmental consciousness, and social responsibility. Our assessments consider ESG risks from suppliers based on country, sector, and commodity, including chemicals, corrugated boxes, dyes and colours, ceramic components, aluminium tins, and electrical components. Among 106 vendors with historical scores, 42% showed improvement in their average scores. Notably, none of the vendors exhibited non-compliance or significant negative impacts hence no suppliers were put on corrective plan or were terminated.

We initiated capacity building for suppliers and internal stakeholders to advance their sustainability journey. 71 unique suppliers, representing 52% of our Tier-1 suppliers, participated in training covering sustainability, ESG initiatives, human rights, biodiversity, and environmental parameters like extended producer responsibility and greenhouse gas emissions.

We share industry best practices and recommended actions for improvement. Sustainability assessments through a self-declaration questionnaire are part of our new vendor initiation protocol, reinforcing our commitment to sustainable practices. We annually review procurement practices to ensure alignment with our Sustainable Procurement Policy and track supplier progress to the green zone. In FY23-24, 25.4% of suppliers achieved more than a 25% score increase, with over 56% in the green zone.

### Score category -wise no. of suppliers



**Supplier screening for fiscal year 2023-24**

**552**

Total number of Tier-1 suppliers

**136**

Total number of significant suppliers in Tier-1

**76%**

Total spend on significant suppliers in Tier-1

**0**

Total number of significant suppliers in non-Tier-1

**136**

Total number of significant suppliers (Tier-1 and non-Tier-1)

**136**

Total number of suppliers assessed covering 100% of significant suppliers

**100%**

Percentage of unique significant suppliers assessed



**People and planet  
alongside profit**



# People and planet alongside profit



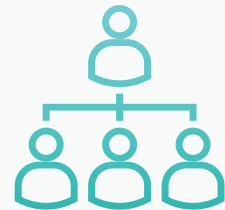
**Environmental capital**



**Natural capital**



**Human capital**



**Social and relationship capital**

## Key enablers

- Developing a high-performing and diverse workforce
- Making greener products
- Investing in the health and well-being of communities

## Risks identified

- Changing consumer preferences
- Regulatory
- Climate change



Maintaining our status as a socially responsible company is important to us. A decade ago, we committed to fostering a more employable and environmentally sustainable world, prioritizing both people and the planet alongside financial gain. Today, we have entrenched this commitment at the heart of our strategic framework.

**4.52**

Global human capital return on investment

**23%**

Women in senior leadership

**76%**

Suppliers assessed for ESG

**15x**

Water positive

**5,225**

Malaria-free villages

**ESG**

Focused product portfolio

# The biggest challenges of our time

Climate change and inequality stand as the biggest challenges facing humanity. Their combined impact is heightening global volatility, affecting businesses, supply chains, and communities. As emphasized by the Intergovernmental Panel on Climate Change (IPCC), urgent action is required, in the reduction of global emissions by more than half by 2030 to steer clear of a scenario where global warming exceeds 1.5 degrees Celsius by 2050. Moreover, the disproportionate burden of climate change falls heavily on emerging markets, including those within our operational scope, due to historical and escalating inequalities.

The latest IPCC report AR6 underscores the urgency of the situation, projecting a 1.5-degree global warming over pre-industrial levels by 2035 if current emission rates persist—a stark deviation from the targeted threshold set for 2050. Furthermore, globally, women's participation in labour markets remains lower than that of men, with the figure dipping below 25% in India specifically. Public health issues, compounded by preventable diseases such as malaria and dengue, continue to take a toll on the economies of the regions we serve.

Recognizing our pivotal role in effecting change, we acknowledge that the realms of society, environment, and business are inextricably intertwined. As a responsible entity, our obligations extend beyond financial performance to encompass broader stakeholder interests. Sustainability has long been embedded within our ethos, exemplified by our significant investment in Godrej Trusts,

which channel resources into education, environmental conservation, and healthcare initiatives.

In navigating an increasingly uncertain landscape, we initiated our sustainability journey a decade ago under the banner of our "good and green" vision. We pledged to foster a more employable and environmentally conscious world, prioritizing the well-being of both people and the planet alongside financial prosperity. Today, this commitment forms the cornerstone of our strategic approach.

This strategic pillar is fortified by three fundamental levers, each poised to facilitate our steadfast dedication to placing people and the planet alongside profit.

As per the World Business Council for Sustainable Development (WBCSD) Vision 2050 report, income inequality has witnessed a dramatic surge since 1980, manifesting both between and within nations. The report highlights that the wealthiest 1% of the global population has captured 27% of economic advancements, against 12% captured by the poorest 50%. Moreover, this elite 1% now commands 44% of global wealth, whereas the bottom 50% possesses a mere 2%. Furthermore, gender parity remains elusive, with women projected to achieve equality with men nearly a century from now. Widespread discrimination persists across various sectors of society, and an alarming estimate suggests that over 40 million individuals are trapped in modern-day slavery.

## CLIMATE CHANGE



As per the most recent IPCC report AR6, if global greenhouse gas (GHG) emissions persist at their current rate, we can anticipate a 1.5-degree increase in global warming above pre-industrial levels by the year 2035. This projection notably exceeds the targeted threshold for 2050 by a margin of 15 years.



Read the IPCC report AR6

## INEQUALITY



Globally, women's engagement in labour markets typically lags behind that of men. In India specifically, the participation of women in the labour force falls below 25%. Public health issues significantly affect the overall well-being of a nation. The economic repercussions of preventable diseases like malaria and dengue persistently afflict many of the regions where we conduct operations.

## Developing a high-performing and diverse workforce



Our workforce serves as the foundation of our company. We prioritize investments in our human capital and remain committed to creating an environment that fosters inspiration. Our objectives include striving for zero fatalities in all our operations, achieving a representation of women at 30% in senior leadership positions\*, and consistently optimizing our human capital return on investment (HCROI).

1. We have reported zero fatalities across all our operations.
2. Women represent 48% of the total workforce.
3. Women represent 23% of senior leadership position.
4. Our global HCROI is 4.52.

\* Senior leadership comprises of L3 and L4 positions

## Making greener products



We remain dedicated to steadily diminishing the environmental footprint of both our products and operations while continually evaluating the sustainability of our products from a comprehensive lifecycle perspective. These insights are integral to our product development endeavours, ensuring that the goods we create are beneficial for both people and the planet. Additionally, we are committed to achieving Scope 1 and 2 net zero emissions by 2035.

1. Reduce, Recycle, Replace approach to sustainable packaging: 40% of our plastic is recyclable, with a 22% reduction in the packaging intensity from the fiscal year 2019-20.
2. Completed life-cycle assessments (LCAs) of products constituting over 60% of our revenue.
3. Innovating for greener products by building an ESG first product portfolio within our core categories to fulfil environmental imperatives.

## Investing in the health and well-being of communities



In our efforts to fortify our social and relationship capital, we are directing our attention towards three primary areas of focus: health and well-being. Our objectives include fostering sustainable growth to cultivate a more inclusive and equitable world, nurturing robust relationships with our stakeholders, and making positive contributions to the communities where we operate.

1. Partnerships that protect people from vector-borne diseases: Our flagship Elimination of Mosquito-Borne Endemic Diseases (EMBED) programme, supported by the Governments of Madhya Pradesh, Uttar Pradesh, and Chhattisgarh, has reduced malaria incidence by 54% since 2015.
2. Waste and water stewardship: Our waste programmes cover 6,34,000 people with source segregation activities, processed 7,278 tonnes of waste annually.
3. Championing human rights: We have developed and rolled out a human rights due diligence tool based on the UN Guiding Principles. We have assessed 100% of our owned operations.

# Developing a high performance and diverse workforce

Our people serve as the cornerstone of our company. We prioritize investments in our human capital and remain dedicated to cultivating an environment that inspires and motivates our employees.

Investing in the well-being of our people



Our company is committed to employee health and wellness, through comprehensive caregiving and support initiatives. For primary caregivers, we offer 6 months (24 weeks) of paid leave, nationwide daycare support, and flexible return-to-work options post-maternity leave, including up to 6 months (24 weeks) of unpaid leave if needed, along with specialized Employee Assistance Program (EAP) support. Secondary caregivers receive 2 months (8 weeks) of paid leave and EAP support. Additionally, we provide elder care benefits with two weeks of paid leave and access to elder care support services. Our health and wellness benefits extend further with coverage for gender reassignment surgery, childbirth/IVF, preventive health, and care for persons with disabilities (PWD). We also offer outpatient department (OPD) coverage up to INR 25,000, which includes clinic consultations, diagnostics, medicines, vaccinations, dental, and vision care. Psychiatric consultations are covered up to INR 30,000, over and above the OPD limit. Moreover, employees have access to unlimited tele-consultations available through both reimbursement and cashless models.

In the realm of health and wellness, where the pursuit of well-being is paramount, the role of resolute teams cannot be overstated. Through innovative programs, personalized care, and a holistic approach, our team has transcended traditional healthcare paradigms in trying to create a healthier organization. In today's fast-paced world, where stress and anxiety permeate every aspect of life, the Health and Wellness Team has emerged as a transformative force, championing initiatives that prioritize mental, physical, and emotional health. Their dedication to creating an environment of positivity and empowerment has not only

improved outcomes but has also instilled a sense of positivity and confidence in the organisation.

One of the team's key strengths lies in their ability to tailor solutions to meet the diverse needs of their community. From implementing targeted wellness programs to offering personalized coaching and support, they have demonstrated an unparalleled level of adaptability and empathy, ensuring that every individual feels valued and supported on their journey towards optimal health.

Furthermore, the team's innovative approach to wellness has set them apart as trailblazers in the field. Whether through the integration of cutting-edge technology, the implementation of evidence-based practices, or the cultivation of partnerships with like-minded organizations, they have continuously tried to push the boundaries. Beyond their professional accomplishments, the Health and Wellness Team embodies the spirit of collaboration and compassion. Their cohesive teamwork, genuine empathy, and unwavering dedication to their mission have created a culture of trust and belonging, fostering deep connections and meaningful relationships with those they serve. The health, and Wellness Team's outstanding contributions through their tireless efforts, innovative spirit, and unwavering dedication, have not only improved the lives of individuals but have also set a benchmark in workplace wellness.

## Employee support programmes:



### Workplace stress management

- We have collaborated with Amaha, a mental health platform, to establish an Employee Assistance Programme for confidential mental wellness services.
- Over 100 consultations, 50+ awareness materials, and 10+ group sessions completed ranging from cognitive behaviour therapy, queer affirmative therapy, psychotherapy, relationship dynamics, emotive responsiveness, and mindfulness.
- Unlimited trust-based sick leaves.
- We offer psychiatric consultations reimbursements up to INR 30,000, over and above OPD and hospitalisation coverage.
- Our mental health awareness sessions in plants for both white-collar and workmen population has received positive feedback.
- We have piloted a study to understand the mental health index and integrating it into the Health Risk Assessment.

We are developing mental health allies and tailored stress management modules to provide anytime access to resources for all our employees.

- Our focus on mental wellness is evident through comprehensive self-care programs, abundant resources, and accessible counselling services.
- A major mental health literacy campaign had 350 participations.
- Mental health session in factory locations for both white-collar and workmen populations, receiving positive feedback.



### Sport and health initiatives

- Our Godrej One headquarters houses a state-of-the-art fitness facility with full-time fitness instructors.
- We have a nutritionist at our headquarters that provides support on health food habits, meal planning and nutrition care programs.
- Every year we organise a Godrej group-wide men's and women's cricket tournament that runs for 2-months. People across locations come together and we encourage active participation to drive a culture of sports and fitness.
- Godrej health and wellness application for medicine delivery, booking diagnostics, medical consultations, and accessing hospital/home care assistance.
- Condition management programme with tailored fitness plans, nutritional guidance, or mental health support.
- We also organise periodic health sessions.



### **Working-from-home arrangements**

- Hybrid working model offering remote work for roles that do not require constant office presence.
- Our work from home model offers the option to work in the office for three days a week, with additional flexibility on an as-needed basis

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### **Part-time working options**

- Our flexible work arrangements include part-time options.
- We offer three options – 3 days' work week, 4 days' work week or half the work hours every day. Employees can avail any of the options as per their convenience.

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### **Flexible working hours**

- We offer flexible work arrangements, including remote work and part-time options, enabling our employees to maintain a healthy work-life balance.
- We follow core working hours between 10am – 4pm and offer flexibility to our employees to choose how they complete their 42.5 working hours in a week.



### **Paid Parental leave for the primary caregiver**

- 26 weeks of paid leave for primary caregivers. A primary caregiver may be a birthing parent, a commissioning parent (in case of surrogacy) or an adoptive parent who identifies as a primary caregiver.
- We offer flexible return-to-work options post-maternity leave, including up to 26 weeks of unpaid leave if needed.

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### **Paid parental leave for the non-primary caregiver**

- Secondary caregivers receive 8 weeks of paid leave that can be availed within a year from the birth / adoption of the child.

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### **Paid family or Care leave beyond parental leave**

- Care benefits with 2 weeks of paid leave to care for any member of the family.
- Access to elder care support services.
- Robust health insurance plans for employees' families, along with top-up options for enhanced coverage.
- Support extended to the dependents of employees, including parents, parents-in-laws, partners, siblings, and children.



### **Childcare facilities or contributions**

- We offer childcare / daycare facilities in our head office and across all our manufacturing sites.
- Children of all our employees and workers can avail the facilities.

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### **Breast-feeding/lactation facilities or benefits**

- We have a dedicated space for women's rest and breastfeeding at our headquarters.
- New mothers can bring a caregiver and children under one year old on work-related travels.

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### **Additional Initiatives and Campaigns**

- Coverage for gender reassignment surgery, childbirth/IVF, preventive health, and care for persons with disabilities (PWD).
- Our OPD coverage includes clinic consultations, prescribed diagnostics, medicines, vaccinations, dental, and vision, available through reimbursement and cashless models.
- AI-enabled health kiosk for preventive and curative health checkups.
- Onsite medical centre across all offices and manufacturing sites.

## Employee wellness programmes



### Personalized health campaigns

The team realized that made-to-order health campaigns were essential for engaging and empowering employees towards their health. They designed an in-house health risk assessment toolkit that provides insights into physical and mental well-being, as well as future heart health and mental resilience. This unique tool has positioned Godrej as a market leader in evidence-based health assessments. The insights from the assessments led to the creation of targeted campaigns like "Stop the Snore," which reached over 200 employees across 50 locations, with 90 individuals identified as high-risk and comprehensive solutions provided to 7 of them. Another notable campaign was the "Pride Health Month," which focused on providing management support to the LGBTQ+ community, including a health session with one of India's first transgender doctors and comprehensive health checkups with expert consultations.



### Mental health initiatives

Over the past year, the team has been dedicated to enhancing mental health literacy and psychoeducation within Godrej Industries Limited. The mental well-being chapter has been proactive with over 100 consultations, 50+ awareness materials, and 10+ group sessions ranging from cognitive behaviour therapy, queer affirmative therapy, psychotherapy, relationship dynamics, emotive responsiveness, and mindfulness. A major campaign towards increasing mental health literacy had 350 participations. The team has assisted individuals in improving their mental health by addressing key areas such as work-life balance, relationship management, self-esteem, self-compassion, LGBTQIA+ stressors, and stress management. A recent highlight includes a successful mental health session in factory locations for both white-collar and workmen populations, which received positive feedback. Furthermore, the team has initiated a pilot study to understand the mental health index and has integrated it into the Health Risk Assessment. To integrate personalization in their compassionate care, they are conducting a comprehensive analysis of the mental health index across business units to identify strengths and areas for improvement in each unit. They are also developing mental health allies and tailored stress management modules to align with the specific needs of the organization.



### Godrej health and wellness application

In response to the COVID-19 pandemic, the team realized the importance of having a go-to place where employees could order home delivery of medicines, book diagnostics, get medical consultations, or access hospital or home care assistance. Godrej now has a health and wellness application that provides medicine delivery to over 2500 pin codes and offers home blood collection and diagnostics at clinics. With about one thousand downloads and a 4.3 rating, Godrej is among the few conglomerates in the world to have such a unique project. The app's shortest delivery time is 20 minutes.



### **Condition management programme**

The team ensures that every person's unique needs and preferences are considered through tailored fitness plans, nutritional guidance, or mental health support. This is evident from the condition management program that they have rolled out, with approximately 70+ participants, 3500+ parameters evaluated, and 100+ consultations completed. This personalized approach fosters a sense of trust and rapport while empowering individuals to take ownership of their well-being journey.



### **AI-enabled health kiosk**

As an organization with an expansive presence both nationally and internationally, health checkups for all employees should not only be easily accessible but uniform, quick, and efficient. Leveraging technology was the way to go. This has led to the genesis of an AI-enabled compact ATM-like kiosk for a health check both preventive and curative. The vision is to get health screening of up to 60+ parameters in less than 15 minutes, including a cardiac and respiratory workup with a remote doctor consult at all of their hubs. A prototype has already been installed at Godrej One, and the vision is to install similar kinds at all of their units.



### **Voluntary blood donation drive**

The team has led the organisation towards a place in the India book of records and Asia book of records with the maximum number of voluntary blood donations in a single day by any organization. GILAC is now a Arogya healthy workplace platinum certification and has been the finalist of the global healthy workplace.



The Art of living workshop

Healthcare challenges in emerging economies are a matter of global concern, particularly as they disproportionately affect women due to intricate socioeconomic dynamics that often result in limited access to preventive diagnosis and suitable care. In alignment with our commitment to fostering enduring change, we sought to stimulate meaningful dialogue on underserved areas of women's health and take concrete steps to directly support female team members and their dependents.

At our headquarters in Mumbai, we have established an onsite medical center, hospital facilities, a children's daycare facility, and a dedicated space for women's rest and breastfeeding.

Arogya healthy workplace session on call for obesity



Health and wellness camp at Baddi





Patient safety Day



Women's Day-2024



Blood donation 2024

We have collaborated with Amaha, a mental health platform, to establish an Employee Assistance Programme aimed at providing confidential mental wellness services. Through this program, our team members have access to personalised plans featuring a variety of resources, including self-help tools, short daily courses, informative articles, engaging activities, and the option to consult with trained therapists. We have also extended this support to the dependents of our employees,

encompassing parents, partners, siblings, and children.

We are actively fostering open dialogue surrounding the significance of mental health by organising webinars featuring senior therapists and leaders. These sessions cover a range of topics, including self-care strategies, strengthening relationships, navigating social media, and mental health awareness, among others.

Team bonding activities



## Occupational health and safety

We remain dedicated to fostering a culture centered on safety and health, striving to establish an organization free from incidents. To uphold this vision, we prioritize investments in top-tier safety infrastructure and the implementation of industry-leading safety systems. Our Occupational Health and Safety (OHS) Policy serves as a guiding framework, ensuring the maintenance of a safe and healthy workplace environment.

This framework encompasses various facets, including the establishment of a competent OHS organization, fostering a culture of safety awareness, conducting thorough hazard identification and risk assessments, implementing robust risk mitigation measures, and maintaining a focus on continual improvement, loss prevention, accident investigation, emergency management, health, and hygiene, as well as utilising safety performance measurement tools.

To gauge the effectiveness and comprehensiveness of our OHS management system, we have introduced an innovative assessment and scoring matrix. This tool enables us to evaluate the seamless integration of the four pillars into our operations.

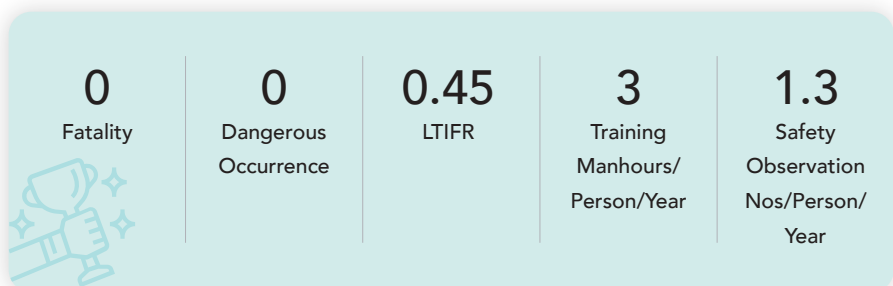
Furthermore, in our pursuit of ongoing improvement, We have established a well-defined and measurable internal and external audit system. This process enables us to identify best practices and uncover opportunities for enhancement, thereby contributing to the continuous improvement of our health and safety initiatives.

We believe that people are the key to build a strong safety culture and as a company we should strive to connect each and every employee by using innovative ways like hands on trainings, skits and safety competitions. We have focused on improving safety awareness among all employees and contractual workforce. We arrange over 300 safety training programmes across plants and cover over 1,15,000 employees and contractual workforce every year.

### Target 2027



### FY 24 Status



As per our commitment to close gaps on identified critical to safety areas, we have been investing in improving our safety infrastructure and systems. Some of key projects covered in last two years are around – Fall protection system, Electrical system upgrades, Machine Guarding & LOTO provisions and Fire prevention & protection system upgrade.

Automation and AI is the new way of working & we believe it can help us making our operation safer. As a company we are looking of all such opportunities. Last year we have used Drone for inspection of boiler stacks health. This has helped us in reducing the risk significantly.

Our safety and health improvement plan has four pillars:



**1. People and culture**



**2. Safety infrastructure**



**3. Automation, technology, and artificial intelligence**



**4. OHS management system**

(based on various health and safety standards, including ISO 45001)



**97**

**Recordable work-related injuries**



**ZERO Employee fatalities**



**ZERO Contractor fatalities**

We reported zero employee and contractor fatalities in the last 4 years across our geographies

All our manufacturing sites of are ISO 45001 certified. We have a detailed safety & health management system (SHMS) which is based on recognised standards such as ISO 45001. In addition to it, company's safety and health management system (SHMS) covers all the legal requirements pertaining to companies operations. SHMS system covers all site operations, employees, contractors & other stakeholder associated with sites' operations.

We have established a system to check the system effectiveness based on findings from audits, inspection (internal & external), accident CAPA (Internal & external), legal changes. Company also reviews and assess SHMS system every 3 years and add best of the industrial practices in it.

We follow Hazard identification & risk assessment (HIRA) process based on ISO 45001 standard. We use specific techniques such as HAZOP, QRA for specific operations and risk. Employees, contractor and all other stakeholder takes part in HIRA process. We have a trained team to carry out HIRA for all our site operations.

All non-routine activities are controlled through a strong work permit system. We ensure any new project or any change in terms of infrastructure, system or people goes through a detailed assessment for safety & health risk assessment.

We have identified and created a list of significant risk and named it as "Critical To Safety". A detailed action plan to mitigate these risk at all sites is prepared and it's status is reviewed up to board level.

We understand and value and power of employee participation for improvement in safety and health condition. We encourage worker participation in hazard identification related to work activities. Workers are trained for identifying hazards, near miss, safety related incident. We also organise various safety celebrations throughout the year to increase safety awareness at all levels.

We have several feedback and reporting mechanisms such as a mobile base reporting app named as I Safe, Safety suggestion box, and hazard register. Employees and workers can also report any hazard through their safety committee representative. All sites of our sites have safety committee with equal representation from workers and contractors. We also check effectiveness of hazard reporting system and safety committee effectiveness through SHMS evaluation system. Company safety policy gives right to all employee, contractor and stake holder freedom to take appropriate actions to save themselves from any hazard arising out of

company work related activities. Moreover health and safety criteria is a part of our contractual requirements and also part of our sustainable procurement policy.

All our manufacturing sites have access to non-occupational medical and healthcare services either on-site or through tie-ups with reputed medical entities in close proximity. In addition, trained first aiders are available to respond appropriately to medical.

Over the past few years, we have implemented significant revisions to our incident reporting protocol, transitioning from the Indian standard of reportable accidents to LTI reporting. In addition to leadership focus, we have heightened awareness at all organizational levels regarding incident classification and reporting, with reporting all incidents being a cardinal rule for us. These efforts have greatly enhanced our reporting capabilities.

As a company, we have made substantial investments in upgrading our safety infrastructure. As a result, we have maintained a zero-fatality record for the past 4 years, along with with no major fires or significant property damage reported. In the fiscal year 2023-24, we achieved a notable 50% reduction in LTIFR cases, and we aim to sustain it since FY 2023.

<b>Lost time injury frequency rate</b> (Global consolidated data)	<b>Unit</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>
<b>Employees and contractors</b>	LTIFR (n/million hours worked)	0.185	0.716	0.987	0.45
	LTIR (n/200,000 hours worked)				

We are committed to creating a culture of safety across all our operations



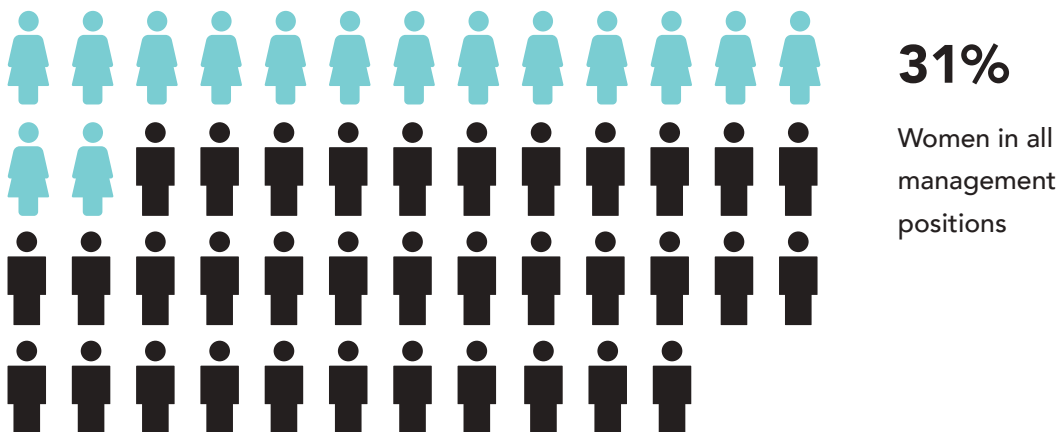
### Critical enablers: Diversity, equity, and inclusion

We believe that fostering a diverse and inclusive workforce is fundamental to sustaining and advancing our competitive advantage. This approach enables us to harness a wider array of perspectives, skills, and experiences, thereby enhancing our ability to comprehend and cater to the diverse needs of our consumers. As a global conglomerate with a vision to delight over 2 billion consumers, becoming inclusive is not just in our DNA and the right thing to do, but it also makes excellent business sense.

We take pride in our status as an equal-opportunity employer. Merit is our guiding principle, and we actively promote diversity while upholding the human rights of every individual. Our commitment to non-discrimination extends across various dimensions, including gender, sexual orientation, religion, nationality, race, disability, age, and other personal characteristics. We do not tolerate disrespectful or inappropriate behaviour, harassment, intimidation, unfair treatment, or any form of retaliation.

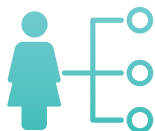
## Women and Leadership

Women comprise 48% of our total workforce, reflecting our concerted efforts to cultivate an inclusive workplace. Across all white-collar positions, women hold a 26% share. In management positions, women hold a 31% share, while in senior management roles, the representation stands at 23%. We aspire to achieve a 30% representation of women in senior leadership roles, aligning with our commitment to diversity.



**33%**

women in junior management positions



**23%**

Women in senior management positions



**22%**

Women in revenue-generating management positions



**41%**

Women in STEM-related positions

## DEI Fundamental Workshop

In February 2024, we started a DEI fundamental workshop. Recognizing the importance of leadership buy-in, the initiative began with comprehensive DEI fundamental workshops for all leaders across Sales and Manufacturing functions. These workshops served as a springboard for broader awareness, equipping leaders with the knowledge and skills to champion inclusivity within their teams.

Leveraging insights from focus group discussions with women in Sales and Manufacturing, the workshops explored critical topics including privilege, unconscious bias, and microaggressions. By directly addressing these often-subtle barriers, the workshops aimed to create a more open and supportive work environment for all. The content, carefully tailored based on the focus group discussions, ensured its direct relevance to the experiences and concerns of our employees. Further enriching the learning experience, the workshops incorporated case study discussions based on real-life scenarios. These exercises provided participants with practical tools to identify and navigate potential biases in everyday situations. By equipping leaders, managers and employees with a solid foundation in DEI principles, we are paving the way for a more inclusive and collaborative future for our organisation.

## Building the next generation of women in leadership in Sales

Organisations like ours have encountered a significant challenge regarding the underrepresentation of women in roles such as field sales. In our India operations, we have actively pursued strategies to address this disparity by prioritizing the recruitment of more women in field sales positions. However, we have encountered persistent difficulties in establishing and nurturing a sustainable talent pool over time.

### Aarambh

Aarambh is an affirmative hiring programme initiated in 2022, with a view to increase gender representation in our Sales function. To achieve a larger goal of 100 Women in Sales by 2025, Aarambh is a specially crafted program that involves a Trainee model of hiring women who are Freshers/ from a non-FMCG sales background and making them ready as Field officers for sales stint across the country. The 6-month trainee period consists of class-room training facilitated by various functional heads, assigned mentors at mid-managerial levels, who support the functional learning and frequent HR connects to address queries and help Aarambh trainees feel integrated into the system. Trainees are also supported with frequent connects from HRBPs. 25 Sales trainees have been hired through this programme, a variation of the Aarambh trainee program has been launched in the form of an internship program to increase scale of hiring from this pool.

## Menstrual wellness for women in field sales roles

We believe in nurturing a culture defined by trust, respect, and inclusivity. Through ongoing dialogues concerning the diverse needs of men and women, we have recognized the importance of accommodating women's needs for time off during menstruation. This necessity is particularly acute for women in field roles, where the physical demands of outdoor work, combined with limited access to clean and hygienic washrooms, can lead to significant discomfort.

To provide support to our female team members, we are implementing the following measures:

- Encouraging women to utilise our unlimited sick leave policy whenever necessary.
- Facilitating opportunities for women to work from home, especially in field sales roles.
- Enhancing existing infrastructure, including ensuring the availability of clean washrooms at our major distributor points

Additionally, our Sales Leadership Team has organized sensitization workshops to address menstruation-related challenges faced by women in field sales roles.

### Sharing the experience of an Aarambh trainee, as quoted by her:

*"Being an Aarambh Trainee at GCPL has been a great opportunity to learn and grow as an individual. As much as the classroom sessions in Head office were informative, the practicality of those sessions when implemented in the market also teaches you a lot of things and the challenges you face while implementing those ideas also play an important role in making you ready to handle your own HQ."*

### An inclusive ecosystem of policies and awareness-building

In addition to our existing maternity benefits and day care facilities, we have implemented a Caregiver Travel Policy designed to support new mothers. This policy enables our women employees to bring along a caregiver and children up to 1 year of age for essential work-related travel.

To foster a culture of inclusion among our senior leaders and managers, we recently conducted a workshop titled 'Winning with Empathy'. This workshop utilised conversation and reflection as key tools to address unconscious biases. We aimed to raise awareness of unconscious biases among team managers, enhance the emotional intelligence of our people managers, and establish an inclusive framework for managerial practices.

### Gender pay analysis

We understand the importance of cultivating a workplace that is fair and inclusive, which involves tackling the issue of gender pay disparity head-on.

Our commitment is to ensure that all team members receive fair and equal compensation, irrespective of their gender. To uphold this commitment, we regularly conduct gender pay gap analyses across all levels of our organisation. These evaluations are aimed at pinpointing any discrepancies in pay between male and female employees that cannot be explained by consistent merit-based criteria.

In response to any identified pay disparities, we take proactive measures, including:

- Continuously reviewing our compensation policies and practices to ensure they are fair and transparent.
- Implementing targeted initiatives, such as training programs and career development opportunities, to support the advancement of female employees.

- Cultivating a culture of diversity and inclusion through effective communication, education, and employee engagement efforts.

By addressing the gender pay gap, we not only promote fairness and equality within our workforce but also foster an environment conducive to innovation and long-term success.

We remain steadfast in our commitment to intensifying our efforts to eliminate the gender pay gap and nurture a workplace where every employee has equal opportunities for growth and success.

### People with disabilities



11

PwDs across our operations

### India gender pay parity for FY 23-24



Mean gender pay gap

(-) 8%



Mean bonus gap

(-) 4%



Median gender pay gap

2%



Median bonus gap

14%

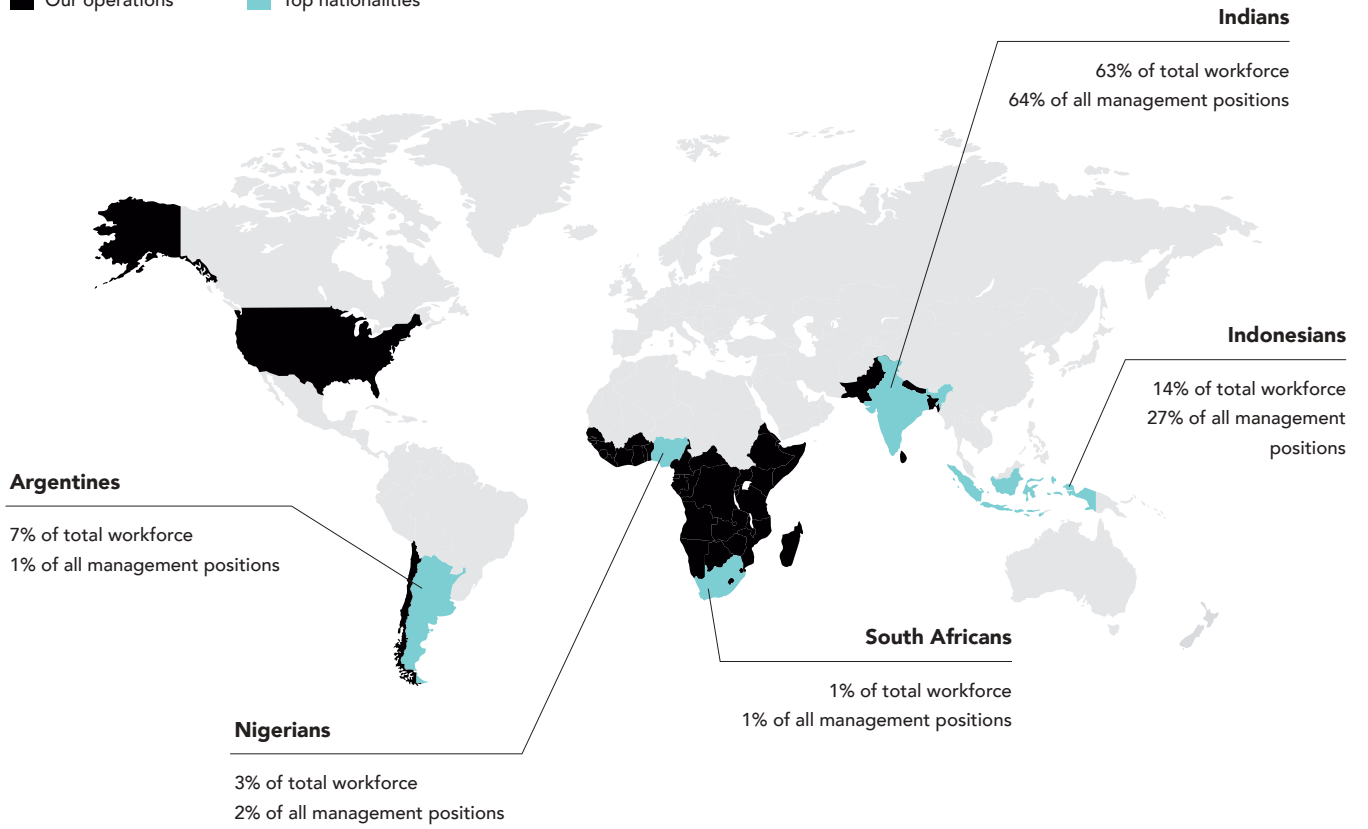


## Top 5 workforce nationalities

Note: Based on white-collar employees

■ Our operations

■ Top nationalities



## Becoming More Diverse and Inclusive

### Women in manufacturing

Women GeT is our affirmative hiring program for women in our manufacturing. In FY23-24 we hired 11 Women GeT in manufacturing units across. Given there is usually a shortage of women talent, finishing a Masters course with a Supply Chain/ Manufacturing background, the GeT programme was initiated with the objective of hiring women engineering graduates from IT and other engineering colleges such as Chemical & Electronics among other engineering streams to groom them into junior-management roles in our plant operations. There have been many learnings from the programme which will help us to make it more effective for the young women engineering professionals. We also have a differentiated Employee Referral Reward for women, LGBTQ and Persons with Disabilities (PwD) candidates.

### Inclusive factories framework

As part of building lighthouse factory operations in the country, we have created a framework around building and sustaining inclusive factories. Work has commenced for two upcoming greenfields projects in India, where the commitment is to hire a gender-balanced workforce at white-collar, blue-collar and contractual levels, along with at least 5% of employees coming from the PwD & LGBTIQ+ community. This philosophy has led to the teams thinking about accessibility and inclusive design from the civil & design stage to machinery procurement, accessible technology, re-think safety workflows, map hiring & talent attraction processes, followed by the integration journey.

Currently, workflows are ongoing across all the above-mentioned streams, including designing a robust capability building programme. The machinery at the plants will be state-of-the-art high-speed lines and our 60-day capability programme will ensure seamless integration of our diverse workforce into key operational roles in the shopfloor operations.

We are also in the process of outlining long-term talent building within the marginalised communities in the area of Mechanical & Digital operations. All the above operations, including hiring have commenced, and while the first line in one greenfield in Madhya Pradesh is set to launch in Jul 2024, the greenfield in Tamil Nadu is set to be launched towards end of 2024. This framework will also form the bedrock of greenfield operations, across the GCPL's global manufacturing operations.

### LGBT+ Inclusion

Our commitment to diversity and inclusion is evident in our comprehensive Equal Opportunity Policy and Gender-neutral Anti-sexual Harassment Policy. These policies are designed to protect the rights of all team members, including those who identify as lesbian, gay, bisexual, transgender, queer, and intersex (LGBT+). We extend medical benefits, such as hospitalisation cover, to domestic partners of our employees, allowing any team member to designate their spouse/domestic partner as a dependent, regardless of gender or sexual orientation. This inclusive approach also covers same-sex dependents, individuals with AIDS, and those undergoing fertility treatments. Moreover, our Adoption Policy is structured to support a gender-neutral primary caregiver.

We provide support to team members who wish to undergo gender transition through our Gender Affirmation Policy, which offers reimbursements for non-cosmetic surgeries and hormone replacement therapy. Additionally, we are actively reviewing our amenities and infrastructure to better cater to the needs of LGBT+ team members. As a proactive step, we have established two gender-neutral washrooms at our headquarters, Godrej One, in Mumbai.

## DEI in Manufacturing and Sales

At GCPL, Manufacturing and Sales are two important focus areas for Diversity Equity and Inclusion.

Over the year, in our flagship Malanpur plant, we've witnessed improvement in both white-collar and blue-collar diversity. From just 9 females in white-collar positions in FY21, we've seen an increase to 22 in FY24, taking the overall white-collar diversity from 12.2% to 20%. Similarly, for our blue-collar diversity we have moved from 5 female workers in FY21 to 45 in FY24. This has elevated our blue-collar diversity share from a mere 1.3% to 8%. Our other manufacturing sites, like Conso in Pondicherry, Coil 6 in Karaikal & MM Nagar in Chennai also reflect 80%+ representation of women in contractual workforce.

As a part of Aarambh initiative, we have onboarded total 25 saleswomen trainee across locations. Both the Sales & Manufacturing functions have been reporting an increasing trend in gender-representation over the last two years.

## Prevention of Sexual Harassment

At Godrej, ensuring a safe and inclusive workspace for all is a top priority. This year, we have fortified our Anti-sexual Harassment Policy and procedures across all our locations, with the invaluable support of local HR teams and legal experts. Our policy is explicitly gender-neutral and extends protection to individuals of all genders, gender identities, and sexual orientations who may encounter harassment. To facilitate a streamlined complaint process, we have introduced an online platform for redressal, promoting transparency and accountability in addressing grievances. Additionally, we conduct mandatory training sessions for our Redressal Committee members and all Godrej team members at regular intervals to enhance awareness and comprehension of our policies and protocols.

Our updated anti-sexual harassment training module emphasizes raising awareness about sexual harassment in the workplace.

<b>Complaints on sexual harassment</b>	<b>Complaints filed</b>	<b>Pending resolution at the end of the year</b>
<b>FY 21-22</b>	4	0
<b>FY 22-23</b>	5	2
<b>FY 23-24</b>	4	1

**Complaints overview**  
Number of cases at different stages

**Complaint distribution**  
Stage of active cases

**Upcoming actions**  
Upcoming actions required from you as an IC member

**Your meetings**  
Upcoming meetings related to complaints will show up here as they get scheduled

**Parties**  
Details of a Complainant and Respondent

**Appointed Quorum**  
Quorum members appointed to this case

**Your meetings**  
Upcoming scheduled meetings

**Tasks**  
Different steps during an investigation

Our online platform for redressal and POSH case management

## Critical Enablers: Talent Development

At GCPL, we prioritize the continuous training and development of our employees, ensuring they possess the skills and knowledge necessary to excel in their roles. Our focus is on nurturing value-based, high-performing leaders who can effectively guide our growth ambitions. We achieve this by enhancing leadership effectiveness and establishing a future-ready leadership pipeline.

### Living the 'Godrej Way'

The 'Godrej Way' serves as the foundation of our culture, encompassing our purpose and values, guiding our decisions and actions. We are committed to continuously exploring ways to build a more purposeful Godrej for all stakeholders. Our employee value proposition is centred around creating an inspiring workplace with an agile and high-performance culture, aimed at attracting, developing, and retaining top global talent.

We are significantly scaling up our development efforts with the Godrej Learning University, uniting various learning tracks: fundamental skills, behavioral and functional programs, flagship capability journeys, mentoring and coaching opportunities, and on-the-job learning.

### Building superior functional capabilities

With the aim of strengthening critical functional and technical capabilities across levels, we have crafted comprehensive, high-impact functional programmes for key functions across geographies.

'Raise The Floor' created for the Marketing function, focuses on sharpening foundational marketing skills and is complemented by Media 101 sessions for a deeper understanding of media practices at Godrej. 'Business Finance 101' is for managers and leaders, as it aims to reinforce financial understanding and improve decision-making tied to financial performance. Our HR Academy comprises a diverse set of programmes that cover all HR facets, strives to expand knowledge and sharpen core skills for business partnering and Center of Excellence roles.

## Leadership growth through the Godrej Capability Factors (GCFs)

To consistently shape present and future leaders, our tiered, level-differentiated capability development framework rooted in the GCFs aims to strengthen global leadership skills across levels, through curated, best-in-class offerings.

The 'Leading Self' programme run across clusters, seeks to enhance self-awareness, guiding participants on a journey of personal growth. With a view to strengthen

capabilities in leading others, our 'Leading Teams for Impact' programmes focus on equipping people managers to drive team performance, motivation, engagement and development. Additionally, the 'High Impact Conversations' programmes aim to sharpen conversational intelligence in people managers, enabling meaningful career, development, and coaching dialogues with team members.

### Leveraging executive coaching for senior leaders Capability Factors (GCFs)

We strongly believe that executive coaching plays a key role in leadership development, specifically in relation to strategic self-reflection and targeted individual development. Over a 6-8 month coaching journey with expert coaches, GLF and select succession pools systematically

address their goals, emphasising critical capabilities for success in current and future roles. Our senior leadership consistently rates executive coaching as a highly meaningful and effective developmental tool, creating sustained impact in their roles.

## Our beliefs on leadership, careers, and capability development

### Talent and Leadership Development

Build from within

Bet on solid performance and demonstrated potential

Representation matters

Leaders enable leaders

Feedback is the breakfast of champions

Build to last



### Careers and Capability Development

Careers are crafted in partnership and trust, by you and the organization

Tough Love: Bet in potential over experience; back with capability development

Capability development must be purposeful

Appropriate learning cycles are important

Careers are a sum of varied learning experiences

### Leadership development across levels

We offer customized development journeys for key cohorts at various leadership levels, integrating multidisciplinary elements for immersive experiences. These journeys include reflective conversations with mentors and coaches, structured forums for perspective sharing, facilitator-led masterclasses, self-paced learning modules, and capstone projects for applying learning on-the-job. Our programs are designed in collaboration with internal and external

stakeholders, incorporating best practices from other organizations and addressing common developmental themes within Godrej. The development tracks consist of both cohort-based learning, where participants engage collectively, and individual tracks tailored to specific learning needs of participants.

Our Accel and Insignia training programmes





## PROPEL

### Mid-level managers

Propel, a 12-month leadership development journey, targets mid-level managers. Initially launched in India with 21 participants, it will soon be rolled out across all our global locations.

The primary business benefit of this initiative is to enable participants to drive value across all Godrej Capability Factors, which are integral to our leadership capability framework. This comprehensive developmental journey includes masterclasses, mentorship from our leadership team, and immersive learning experiences through active involvement in strategic projects.

37% promoted to next level

3%



## ACCEL

### Senior leadership

Accel, a 12-month developmental opportunity, is tailored for senior leaders within Godrej Industries. This program seeks to deepen their understanding of the capabilities needed for progression to the next leadership level and equip them with the skills to drive change through capstone projects.

Participants benefit from a comprehensive program comprising masterclasses, personalized coaching by external mentors, mentorship from internal leaders, and hands-on implementation of change projects through capstone projects. Additionally, Accel facilitates the establishment of strong networks throughout the organization.

40% role change/ promoted to executive-level roles

1%



## insignia

### Management trainees

Insignia is a 12-18 month learning journey tailored for management trainees recruited from esteemed business schools.

By offering structured business inductions and cross-functional learning opportunities, this program simultaneously fosters the early development of critical capabilities and boosts participant engagement.

Improved engagement and retention of critical talent in the organisation

1%

#### Business benefits of the program

#### Quantitative impact of business benefits (monetary or non-monetary)

#### % of FTEs participating in the program

We prioritise investing in our employees through tailored Learning and Development (L&D) programs. On average, each employee dedicates 22 hours to training and upskilling initiatives. We allocate an average of ₹ 39,758 per employee for training in skill enhancement, health and safety protocols, prevention of sexual harassment, and other human rights issues.

#### Employee Training by Gender and Management Level

#### Average hours per FTE of training and development

Level	Women	Men	Total
L1	4.6	2.5	7.1
L2	10	10	20
L3	13	15	28
L4	18	15	23

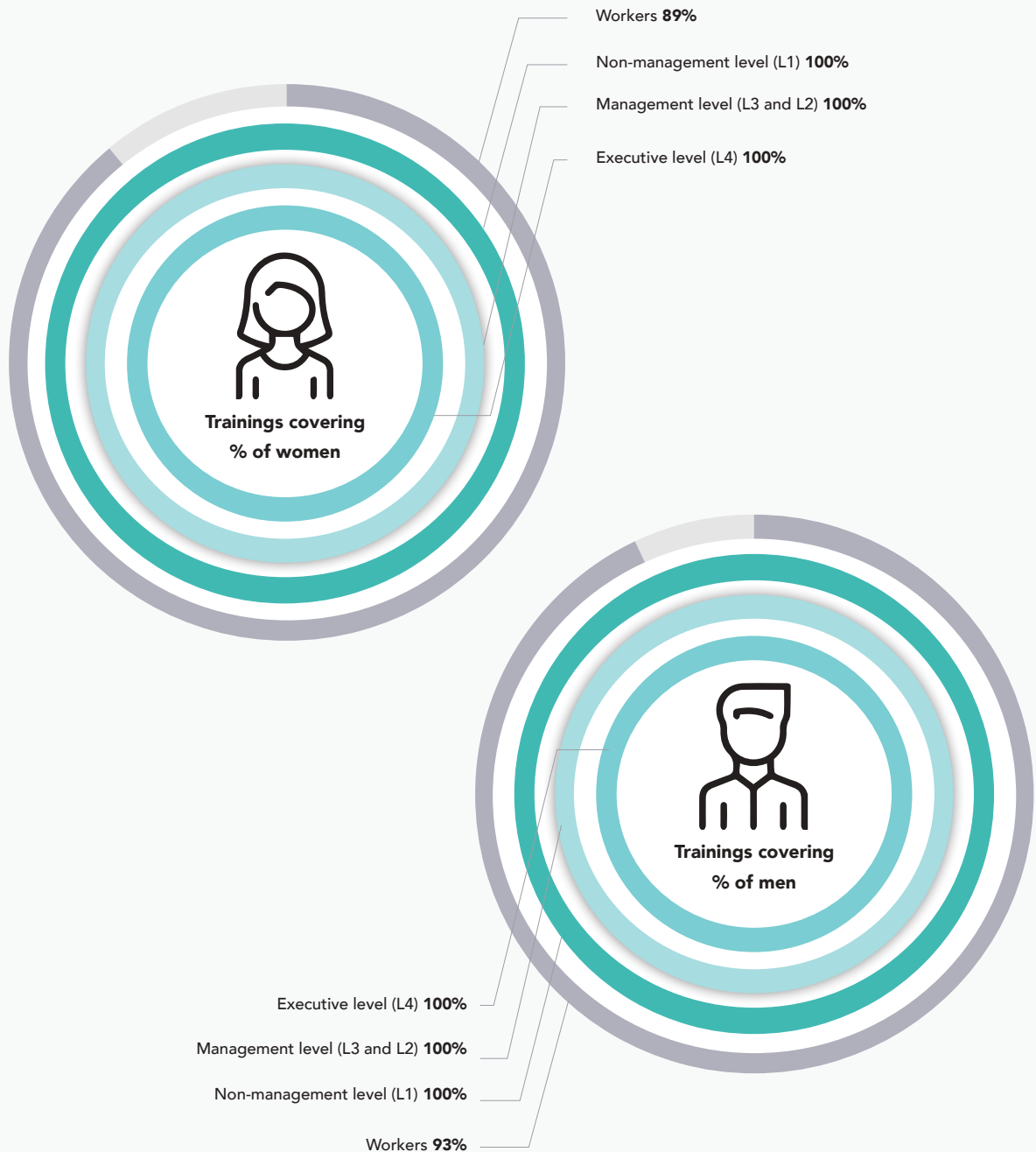
#### Average amount spent per FTE on training and development (In INR)

Level	Women	Men	Total
L1	875	450	1,325
L2	9436	12,297	21,733
L3	28,833	33,585	62,418
L4	23,613	49,946	73,559

We at GCPL integrate a range of training programs to ensure comprehensive skill development and adherence to critical aspects such as health, safety, and human rights. Our focus lies in enhancing skilling and leadership capabilities through active programs, leveraging 360-degree feedback for holistic leadership development. We

provide our employees access to digital learning platforms that offer a vast array of global learning resources. Our coaching and mentorship initiatives are instrumental in nurturing talent and fostering professional growth.

Additionally, our new managers undergo regular Enterprise Risk Management training to effectively navigate complex risk scenarios. We continuously update our cybersecurity training to proactively address evolving threats. Our teams work closely together, engaging in cross-training to enhance decision-making abilities and functional expertise. Through online platforms like the 'Godrej Sales Academy' and specialized programs such as Aarambh for women, we actively promote continuous learning, skill enhancement, and leadership development throughout the organization.



## HCROI

At the Company, we deeply value the contributions of our employees and are dedicated to maximizing their potential to propel our growth and success. To assess the effectiveness of our investments in human capital, we measure our Human Capital Return on Investment (HCROI), a pivotal metric that provides insights into the profitability of our organization relative to total employee costs.

A higher HCROI signifies that we are efficiently utilizing our human capital to

generate greater value from our workforce. By consistently monitoring and analysing our HCROI, we gain valuable insights into trends, evaluate the efficacy of our human capital strategies, and make informed, data-driven decisions to enhance the value derived from our workforce. This approach enables us to optimize our investments in talent development, recruitment, and retention, ensuring that we continue to cultivate a skilled, engaged, and diverse workforce that propels our company forward.

	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>
<b>Total revenue</b>	110,286,200,000	122,765,000,000	133,159,700,000	140,961,100,000
<b>Total operating expenses</b>	78,523,000,000	90,340,000,000	97,912,900,000	96,895,300,000
<b>Total employee- related expenses</b> (salaries + benefits)	11,233,400,000	11,041,400,000	11,114,800,000	12,493,400,000
<b>Global HCROI (a-(b-c))/c</b>	3.827	3.937	4.171	4.527
<b>Total Employees</b>	10,000	9,488	8,580	8,670

### **Engaging meaningfully**

Our senior leadership team actively engages with employees through various platforms, including town halls and one-on-one conversations. To maintain a real-time understanding of our company's pulse and take immediate action, we have transitioned from static, point-in-time conversations and surveys to a culture of continuous listening.

We leverage Amber, a chatbot, to connect with team members across different geographic locations, reaching out to all of our global employees. Through this platform, we capture employees' experiences at defined intervals based on their tenure with the company. The feedback obtained through Amber enables us to promptly address individual concerns and implement organisational-level changes based on emerging themes.

We know that our employees are our greatest asset. We strive to create an environment where our team members feel valued and satisfied with their work. We regularly ask our employees about their likelihood to recommend us as a great place to work, their intent to stay with us, and their perception of the fairness of our performance evaluation process. Our goal is to ensure that our employees feel satisfied and engaged in their roles.

A clear sense of purpose is crucial for employees to feel motivated and committed. We regularly gauge our employees' excitement towards our strategic narrative and their trust in the decisions made by our senior leaders. We also ask them about the clarity of their goals and their contribution to business outcomes.

We are committed to fostering a happy and inclusive work environment. We regularly check in with our employees to ensure that we recognise and reward those who contribute to our success. We also ask our employees about their perception of our work environment's inclusivity and respect for diversity, and the extent to which they see the Godrej values lived out in everyday work and behaviours.

We recognise that stress can significantly impact our employees' well-being and productivity. We regularly ask our employees about the level of trust across the organisation, the collaboration between different work groups, and the clarity of processes and systems for contributing towards improvement ideas. We aim to identify and address sources of stress in our workplace, ensuring that our employees can perform at their best in a safe and supportive environment.

## Trend of employee wellbeing

Godrej Consumer Products consistently surpasses industry benchmarks in employee well-being. As we utilise engagement data to gain insights and plan actions, our goal is to maintain high engagement scores year after year.

	Unit	FY 20-21	FY 21-22	FY 22-23	FY 23-24	Target for FY 23-24
<b>Employee engagement</b>	% of employees with top level of engagement, satisfaction, well-being, or employee net promoter score (eNPS)	86	86	85	86	85
<b>Data coverage</b>	% of employees who responded to the survey			100		

## Employee turnover rate

	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>Total employee turnover rate</b>	17.1	11.5	23	26	22
<b>Voluntary employee turnover rate</b>	9.1	4.9	15	15.8	14.7
<b>Data Coverage (as % of all FTEs globally)</b>				100	

Workplace by Facebook serves as our internal social media and engagement platform, facilitating global connectivity with our teams. In the past year, we achieved a 56% active user rate and 12.6% engagement rate, demonstrating significant participation and interaction among our workforce.

### A Glimpse at GLF 2024

Our annual leadership conclave, the Godrej Leadership Forum (GLF), is where senior leaders from across our Group companies come together for two days of collective learning. GLF 2024 delved into the theme 'The Seen, The Unseen,' sparking two days of profound sharing and strategic visioning, with thought leaders including Dr. Raghuram Rajan - Former RBI Governor and Professor at the University of Chicago, Sandeep Bakhshi - Managing Director and CEO of ICICI Bank Limited, Sunil Bharti Mittal - Chairman of Bharti Enterprises, and many more.

Learning and sharing at the Godrej Leadership Forum



### Our GCPL Leadership meet

The GCPL Leadership Meet brings together Godrej leaders from our business locations across the globe for a day of learning and sharing. Our leadership spent time sharing reflections from the past year and setting in place ambitions for the next. The event also included a special session

dedicated to enabling our leaders to explore their respective leadership styles, while continuing to stay committed to our operating philosophy.

Senior Godrej leaders convene for our annual GCPL Leadership Meet



### **Freedom of association**

We highly value our employees' ability to express their concerns, opinions, and suggestions. Facilitating open dialogue between employees and management is key to fostering a more engaged, empowered, and productive workforce. As part of this commitment, over 90% of our eligible employees are affiliated with recognized employee associations or collective bargaining groups. Our steadfast dedication to upholding an open and inclusive work environment ensures that every employee has a platform to voice their perspectives and actively contribute to shaping company policies and practices.

Through continuous engagement with employee representatives, we address a wide range of workplace concerns, including working conditions, health and safety measures, and opportunities for professional growth. This collaborative approach enables us to consistently refine our workplace policies and practices, ensuring they remain relevant, fair, and supportive of our employees' evolving needs and aspirations.

Our goal is to establish a workplace where every employee feels valued, heard, and empowered to perform at their best. By fostering strong relationships with employee associations, we effectively address the diverse needs of our workforce, fostering a thriving workplace culture that generates long-term value for all stakeholders.

### Innovative recruitment approach

On another front, we are dedicated to cultivating an engaging and inclusive employer brand on business school campuses. Building upon insights from previous years, we revitalized Godrej LOUD (Live Out Ur Dream), our engagement platform, into an immersive experience that incorporates various engagement opportunities.

This initiative attracted 62 students from 10 prestigious business schools across India to participate in a curated program featuring leadership discussions and business immersions. From this group, we selected 23 students, with two-thirds of them being women. Through meaningful conversations, we encouraged these young individuals to reflect on their personal purpose, values, and potential to drive positive change in our world. Our belief is rooted in the notion that purpose-driven, determined young individuals can evolve into future leaders at Godrej.

Engaging with business school students at Godrej LOUD



## Hiring for potential: Programme NEO

To attract and integrate talent from diverse academic and professional backgrounds, we introduced Programme NEO in FY23. This initiative welcomed applications from seasoned professionals who had graduated from prestigious universities and sought to redefine their career paths. Candidates

were evaluated based on their potential and alignment with our values, leading to the recruitment and onboarding of 10 individuals across departments such as Sales and Marketing, Supply Chain, IT, and HR.

Over the past year, we have concentrated on providing a diverse array of upskilling and training opportunities to equip individuals with the necessary skills for the roles they were hired for.

	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>Total number of new employee hires</b>	261	462	481	406
<b>Percentage of open positions filled by internal candidates</b> (internal hires)	7.8	5.4	11.9	35.2
<b>Average hiring cost (₹)</b>	1,11,000	1,66,965	56,772	34,553

## Recognising and celebrating high performance

Ensuring employee growth, development, and success requires regular performance evaluations and feedback. To support our employees in excelling in their roles, we have established a robust performance review system. All eligible employees undergo annual performance reviews, aiming to offer constructive feedback, define clear objectives for the upcoming year, and pinpoint opportunities for personal and professional growth.

These performance evaluations facilitate meaningful discussions between employees and their managers regarding past achievements, areas for enhancement, and future aspirations.

For mid-management and higher levels, we enhance the performance review process with a 360-degree feedback system. This comprehensive approach collects feedback from an employee's peers, subordinates, managers, and sometimes clients, providing a well-rounded assessment of an individual's performance, leadership abilities, and interpersonal skills.

**Performance and career development reviews of employees:**

<b>Management level</b>	<b>Management appraisals by objectives (%)</b>	<b>360-degree feedback (%)</b>	<b>Team-based performance appraisal (%)</b>	<b>Agile conversations (&gt;bi-annual reviews/ conversations) (%)</b>
<b>Executive level (L4)</b>	100	100	100	100
<b>Management level (L3)</b>	100	100	100	100
<b>Management level (L2)</b>	100	0	100	100
<b>Non-management level (L1)</b>	100	0	100	100

**The Godrej way awards**

These awards are dedicated to recognizing individuals whose behaviors align with our core values—Trust, Be Bold, Show Respect, Own It, Be Humble, and Create Delight. Held quarterly in India, the Godrej Way Awards honor outstanding contributors who exemplify our values in their actions.

**Superstar awards**

Recognised as the most prestigious awards at GCPL in India, the Superstar Awards commend the excellence of team members across all business functions, highlighting their exceptional performance and contributions.

**The Godrej awards 2024**

Organized across the entire Godrej Group, these awards celebrate exceptional performers within our organization. Winners were honored at a special event held at our Mumbai headquarters, acknowledging their remarkable contributions.

**Ranked among the Best Companies to Work for:**

Our commitment to fostering a high-trust, high-performance culture has earned us recognition our efforts towards promoting diversity and inclusion were acknowledged when we were named one of the Best Organizations for Women in 2023 by the Economic Times.

**Initiatives for sustainability**

We are committed to reducing the environmental footprint of our products and operations while evaluating their sustainability throughout their lifecycle. Insights gathered from this assessment inform our product development process, enabling us to create environmentally friendly products that benefit both people and the planet.



Recognising talent and performance at the Godrej Awards



Ranked among the Best Companies to Work for: We are recognised as one of Great Place to Work® Institute (Indonesia) 2024

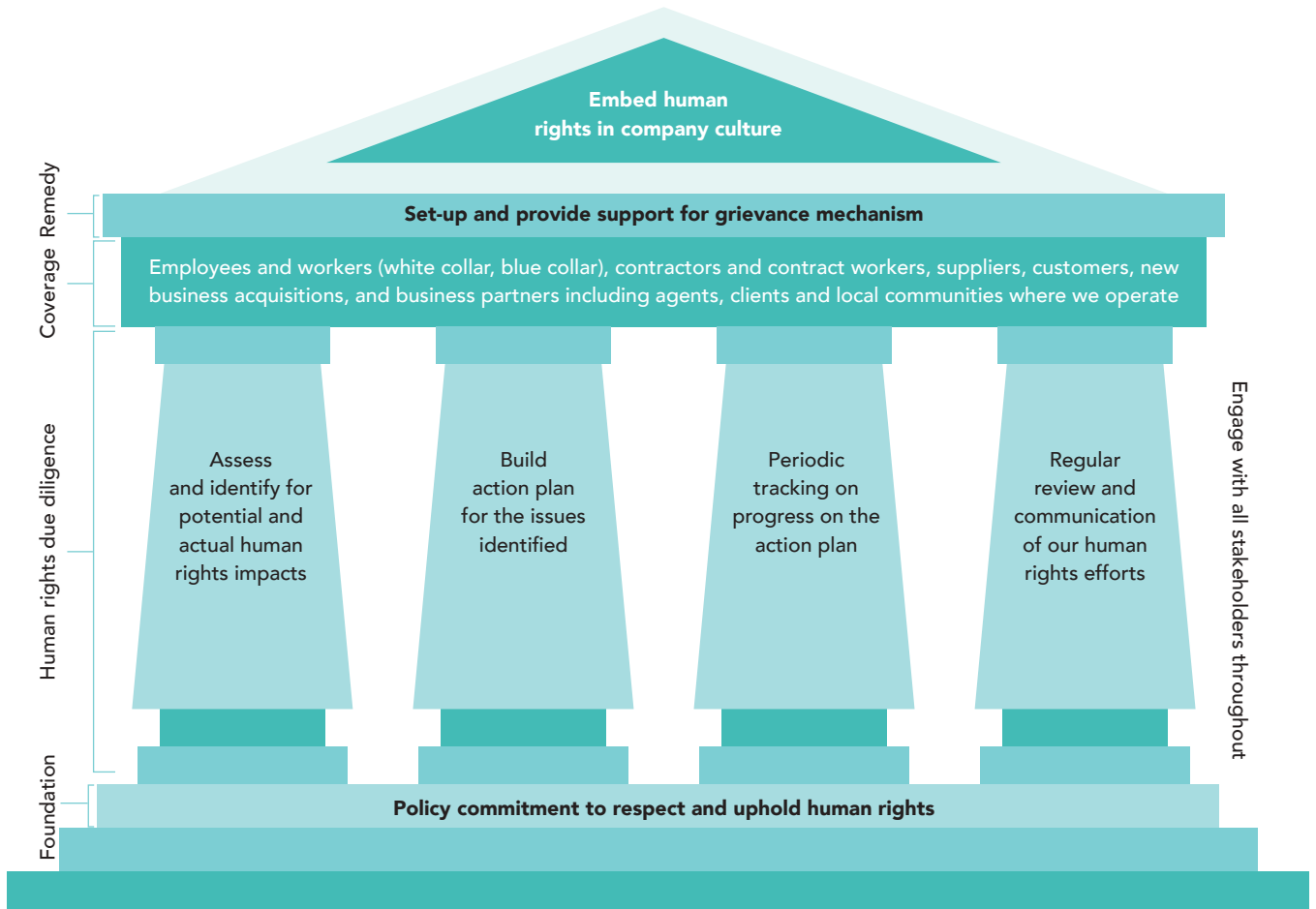


# Upholding human rights in the workplace

GCPL is committed to upholding human rights as an integral part of our vision for a more equitable, inclusive, and greener world. Our deep respect for human rights is embedded in our corporate values, driving our obligations to our employees, our suppliers, customers, consumers and new business acquisitions and business partners including agents, clients and local communities where we operate.

We actively address human rights risks within our operations and supply chain, focusing on preventing labour rights violations such as child labour, forced labour and unsafe working conditions. We ensure to go beyond compliance and build accountability by adhering to international standards like the United Nations Guiding Principles on Business and Human Rights.

## Our human rights framework



# Foundation

## Human rights policy

To translate our commitment into action, we have established a robust Human Rights policy. It is aligned with the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and our commitment extends to upholding the Human Rights Principles of the United Nations Global Compact and implementing the Voluntary Principles on Security and Human Rights. We adhere to all applicable human rights laws wherever we operate. However, where those laws and international human rights standards vary, we follow the higher standard. Where they differ, we adhere to the law of the land while seeking ways to respect international human rights to the greatest extent possible.

We value diversity, equality of opportunity and fair treatment. We respect every individual's human rights and do not discriminate on the basis of race, colour, caste, class, gender, sexual orientation, gender identity, religion, political opinion, nationality, ethnicity, social origin and status, indigenous status, disability, age or any other personal characteristic or status. We do not tolerate disrespectful or inappropriate behaviour, harassment, intimidation or unfair treatment, or retaliation of any kind by our employees or those of our suppliers and business partners. We offer safeguards to our employees, suppliers, customers, consumers, new business acquisitions, and business partners including agents, clients, and local communities and maintain them with respect for their privacy and dignity.

We prohibit the employment of individuals under the age of 18 years. We forbid the use of all forms of force in the workplace. Further we prohibit child, adolescent, bonded or compulsory labour, including any form of human trafficking. We compensate employees in relation to the industry and local labour markets, and comply with relevant wage, work hours, overtime and benefits laws or prevailing industry standards. We do not discriminate between men and women and pay equal remuneration for same work or work of similar nature. We respect our employees' right to freedom of association and collective bargaining and ensure that they can choose to do so without fear of reprisal, intimidation or harassment. We are committed to establishing constructive dialogue with employee labour representatives and bargaining with them in good faith. We are dedicated to maintaining a safe, hygienic and healthy workplace that complies with applicable health and safety laws, and minimizes the possibility of accidents, injury and exposure to health risks. We engage with employees to continually improve health and safety practices, including identifying and remediating health and safety hazards and issues.

We recognise the importance of land rights and are committed to the principle of free, prior and informed consent, and support its implementation by relevant national authorities within their legal frameworks. Further, we respect the culture and heritage of the local communities where we operate, including socially and economically vulnerable groups, and work towards developing constructive relationships with them.

We have also mainstreamed human rights into 4 other policies and procedures across our operations worldwide. It makes human rights a core requirement in our policies like Sustainable Procurement Policy, Anti-Sexual Harassment Policy, Safety and Health Policy and our Codes of Conduct.

Through these measures, we demonstrate an unwavering commitment to promote and safeguard human rights across all facets of our operations.

# Human rights due diligence

## 1. Assess and identify for potential and actual human rights impacts

We assess and identify for actual and potential human rights impacts by regularly organising systematic human rights risk assessments. Our robust assessment deep dives into our operations and mirror the reality on ground. Working closely with our

key stakeholders we identified 10 salient human rights issues in our operations. These are the most important human rights at risk of negative impacts in our business operations and activities.

### Our 10 salient human rights issues

01



Child labour

02



Forced labour

03



Discrimination

04



Freedom of Association and collective bargaining

05



Health and Safety

06



Working hours, wages and leaves

07



Fair treatment and equal remuneration

08



Community impact

09



Reporting and feedback

10



Worker welfare

Between fiscal year 2022-2024, we assessed close to 20,000 employees, workers, contract workers and community members across 36 manufacturing plants in 9 countries which covers 100% of our owned operations. We also assessed suppliers covering 76% of our procurement spends for human rights impacts. The assessments covered our own employees, third-party and contract employees, women, children, migrant workers, and local communities.

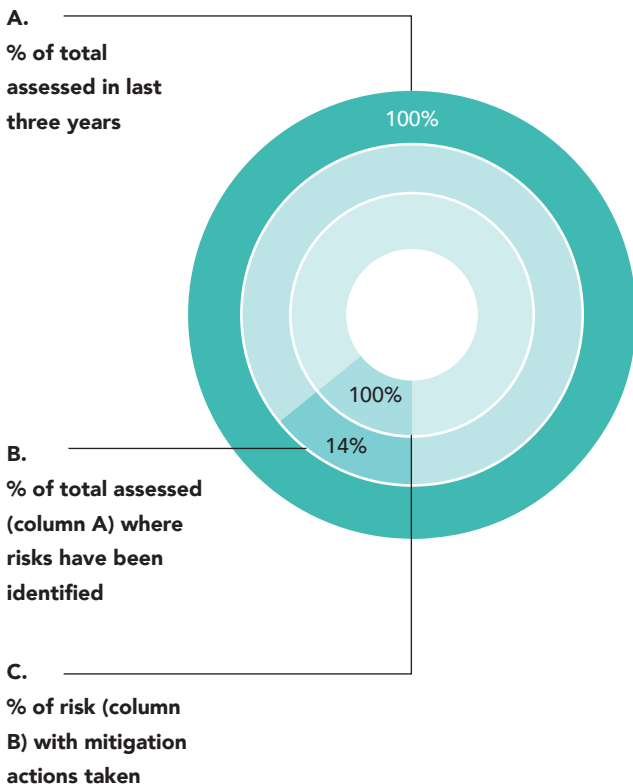
The assessment helps us to develop effective action plans that will contribute positively to people and communities across our operations. These assessments are key in improving our due diligence system and refining our policy and procedures.

### Our human rights assessment between FY 2022 – FY 2024

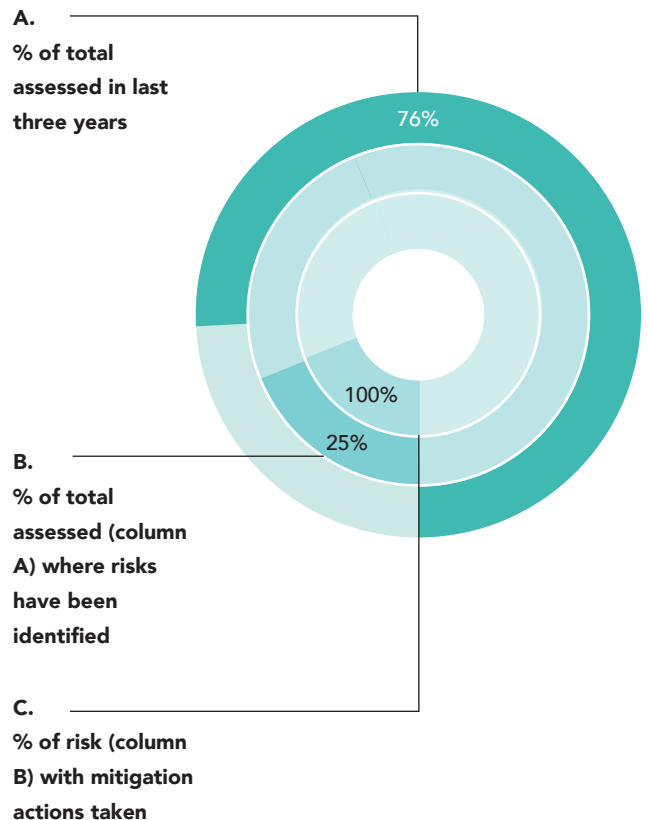
We have evaluated our own operations and supply chain in terms of human rights. Contractors, labourers, full-time employees, and Tier I suppliers are all included in this. This assessment does not cover joint ventures.

#### Own Operations and supply chain

##### Full-time employees, workers and contract workforce



##### Contractors and Tier I Suppliers (as a % of contractors or Tier I Suppliers)








## 2. Building action plans

We have developed action plans for our 10 salient issues. These plans are customised for each region based on their assessment scores and they lay out our strategy to address, and strengthen our response

on every parameter. The plan defines the actions our teams and supply chain needs to take on ground. The plan takes into consideration the best-in-class standards and international laws of human rights.

### Our action plan

Salient issue	Relevance	Our action
 <p><b>Child labour</b></p>	 <p>Child labour is work by a child or adolescent below 18 years of age that is harmful to their physical and mental health and deprives them of education. We play an important role to address this especially in emerging markets and communities we operate where poverty is rampant.</p>	 <p>We have added a 'no-child' clause in all our agreements with contractors. Moreover, we are further making our monitoring process robust to ensure there are no child labourers employed in operations across our value chain.</p>
 <p><b>Forced labour</b></p>	<p>Forced labour is work coerced under threat and for which the person has not agreed voluntarily. It can be due to vulnerability, abuse, deception, retention of identity documents, withholding wages, debt bondage, harmful living condition or excessive overtime that impacts health and well-being.</p>	<p>We are creating awareness in our workforce and getting declarations signed by them in their local languages to ensure there is no form of forced labour.</p>
 <p><b>Discrimination</b></p>	<p>Non-discrimination is foundational to our Godrej values and we firmly practice that everyone that works with and for us feels safe and speaks up against any discrimination they face</p>	<p>We are standardising maternity cover across all regions.</p>

**Salient issue**



**Relevance**



**Our action**

**Freedom of Association and collective bargaining**



A founding principle of the International Labour Organisation (ILO), all our employees and workers have the right to voluntarily establish unions and/or join one of their choice. These unions or collective bargaining agreements can engage in transparent negotiations about working conditions, pay, terms of employment and regulate relations between employees, workers and our organisation.

We are raising awareness in our contractors and workers that no disciplinary action will be taken against them for participating in collective bargaining or unions. Employees and workers are free to engage through them in case of any challenges that are not addressed by the company. Internally we are documenting shopfloor meetings and proactively working on worker concerns.

**Health and Safety**



Safe and healthy working environment is crucial to protect rights of workers. We follow the best global standards and guidelines for safety that leads to high-morale and trust among our employees and workers.

We have a robust Health & Safety policy and strong SOPs to ensure highest adherence to health and safety, and a governance mechanism to ensure any incidents are duly investigated and resolved for the future. We ensure periodic review of safety procedures and the Central Safety Committee and committees at plants review monthly data for occupational health and safety. We are now upgrading our infrastructure to accommodate people with disabilities.

**Working hours, wages and leaves**



ILO recommends limited hours of work and adequate rest periods for workers. This ensure high productivity while safeguarding workers' physical and mental health. They are also important instruments for addressing issues as job creation and promoting equality between men and women.

Across our operations we are installing a biometric system that records real time data of each worker ensuring everyone works adequately and are given periodic rest, leaves and fair wages.

**Fair treatment and equal remuneration**



All our employees and workers are evaluated on basis of merit only. Everyone is provided equitable pay with equal job roles and delivering equal work value.

We are in the process of implementing end-contract compensation to cover all third-party contract workers.

**Salient issue**



**Relevance**



**Our action**

**Community impact**



Security is the first point of physical contact for anyone entering our workplace premises. We are committed to ensuring that requisite systems are in place and security teams conduct is in line with our commitment to Human Rights. This commitment covers all areas in and around our business operations and covers all contract workforce, suppliers and vendors working in our company premises.

We are in the process to create a manual and SOP as per international standards to train our security teams on Human Rights.

**Reporting and feedback**



Reporting is an essential element of the Human Rights monitoring cycle as stated by the Office of the United Nations High Commissioner for Human Rights (OHCHR). Through a redressal mechanism we will ensure transparency, accountability, and empathy towards affected parties.

We are committed to instituting a Human Rights Grievance Redressal mechanism. We commit to exercising this Grievance Redressal mechanism to present findings from fact-finding activities, express concern about a human rights problem, engage with duty bearers, advocate positive change, and propose recommendations for corrective action in accordance with the OHCHR standards.

**Worker welfare**



Effective social security systems guarantee income security and health protection, thereby contributing to the prevention and reduction of poverty and inequality, and the promotion of social inclusion and human dignity. Social security helps to maintain a stable workforce that can adapt to changes. More importantly, it reinforces social cohesion and therefore contributes to building social peace, inclusive societies and a fair globalization by ensuring decent living conditions for all.

We are committed to the well-being of all employees and workers by upholding worker welfare schemes and policies across all our operations.

We are also planning to setup designated area for creche facilities and hiring of local qualified personnel to run it.

We have appointed Human Rights champions across all our business clusters to take the charge of implementing the action plan in their region. Our cluster champions along with HR teams are implementing the action plan phase-wise.

### 3. Periodic tracking and progress on action plan

In line with our commitment to human rights, we are actively strengthening systems and processes. This includes improving our labour contracts for our contract workers, improving our physical infrastructure for people with disabilities and creating awareness on human rights among others. We are also revising supplier contracts to include human rights clauses, and are collaborating with suppliers to implement corrective actions and capacity-building initiatives where necessary. We have organised a number of ESG awareness trainings for our suppliers in FY2023-24 which included training sessions on human rights.

To track and progress on our human rights action plan, we have established a cross-functional working committee comprising representatives from departments and clusters. This committee is entrusted with implementing human rights mitigation plans across our operations.

As of March 2024, all 14% of our manufacturing sites where we need to strengthen our human rights actions have successfully integrated our human rights action plan. We are committed to expanding our plan, ensuring that all our facilities adhere to the highest standards of human rights and equitable labour practices.

### 4. Regular review and communication of our human rights efforts

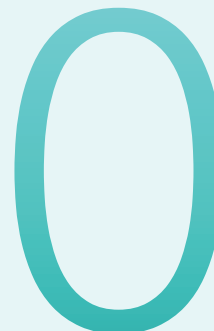
Across our operations, human rights considerations are seamlessly integrated, from oversight by the Board to implementation by operational teams, with diligent monitoring conducted by audit teams and steadfast support provided by HR at all levels.

We have established a dedicated Board-level committee focused on ESG, with human rights as a pivotal area of discussion. This committee convenes bi-annually to assess ESG risks, devise mitigation strategies, identify emerging focus areas, and monitor progress on the action plan.

Our Internal Audit team oversees compliance with local laws and will provide oversight on our Human Rights action plan implementation. They conduct regular reviews of operations across all geographical locations to uphold the highest standards of adherence.

Looking ahead, we are determined to address key human rights commitments with the support of our stakeholders. In the fiscal year 2024-25, we will -

- Develop action plans for all sites and suppliers to achieve our human rights objectives
- Report progress against the assessment and actions plans that have been rolled out



**Zero tolerance**  
for discrimination

**Zero tolerance**  
for forced labour, with an emphasis on not withholding workers' ID papers, no recruitment fees, and ensuring no workers are indebted or coerced to work in any manner.

## CSR initiatives

We started Project EMBED (Elimination of Mosquito Borne Endemic Diseases) in 2015 in Madhya Pradesh in collaboration with the Ministry of Health and Family Welfare's National Centre for Vector-borne Diseases Control (erstwhile NCVBDC), with a focus on malaria elimination, aligning with the Government of India's mission to eradicate malaria by 2030. Over the past six years, we expanded our initiative to include Uttar Pradesh, Chhattisgarh and Maharashtra. Collaborating with the state governments of Madhya Pradesh, Uttar Pradesh, Chhattisgarh, and Maharashtra as well as with our NGO partners, we conducted intensive behaviour change programmes in regions with high annual parasite indexes, where the case burden is most significant. We operated in each location for three years, raising awareness among households and vulnerable and marginalised groups.

In the fiscal year 2023-24, our malaria elimination initiative extended to ten districts: Balaghat, Sheopur, and Shivpuri in Madhya Pradesh; Badaun, Bareilly, Mirzapur, and Sonbhadra in Uttar Pradesh; Bastar and Kondagaon in Chhattisgarh; Gadchiroli in Maharashtra. Recognitions from the state governments of Madhya Pradesh and Uttar Pradesh underscored our role in aiding Madhya Pradesh's transition from a Category 3 to a Category 1 state in malaria elimination and assisting Uttar Pradesh in advancing from Category 2 to Category 1.

Furthermore, in the fiscal year 2020-21, we initiated interventions targeting dengue and chikungunya prevention in urban areas of Uttar Pradesh, Madhya Pradesh and Chhattisgarh. In fiscal year 2023-24 we scaled the urban intervention to Maharashtra. Our urban dengue and chikungunya project, spanning eleven cities, aims to heighten awareness among urban poor communities about mosquito-borne diseases and educate them on protecting their families and neighbourhoods. This project currently operates in Bhopal, Gwalior, Indore, and Jabalpur in Madhya Pradesh; Lucknow, Kanpur, Agra, and Meerut in Uttar Pradesh; Raipur in Chhattisgarh; and Palghar and Thane in Maharashtra with the objective of reducing dengue and chikungunya cases and associated mortality.

Interventions under this project include:

- Home visits to provide education and raise awareness about diseases and prevention.
- Community campaigns for widespread awareness.
- Digital outreach through SMS, WhatsApp, interactive voice response, and community radio.
- Mobilization and training of community volunteers to act as health advocates.
- Training of public healthcare providers in managing neglected tropical diseases like dengue and chikungunya.
- Engagement with private healthcare practitioners.
- Collaboration with local public health authorities, educational institutions, resident welfare associations, and professional associations.

Our third project under EMBED focuses on providing technical support to the Government of India and Government of Uttar Pradesh in developing an integrated vector management protocol and facilitating its implementation in endemic states.

This project aims to:

- Develop Integrated Vector Management (IVM) protocols for short-term and long-term interventions.
- Conduct information, education, and communication activities targeting at-risk communities using an IVM approach for vector-borne disease control.
- Strengthen existing health systems and providers through capacity building on case identification, treatment, and referral, along with providing technical support.
- Foster sustainable partnerships among multisectoral stakeholders to adopt a collaborative approach.
- Enhance the capacity of the state and district for outbreak investigation and management.

A third-party impact assessment of the rural malaria intervention was conducted in the fiscal year 2021-22. The assessment covered four districts of Madhya Pradesh—Shivpuri, Sheopur, Alirajpur, and Jhabua—1.5 years after the project's completion and exit from December 2021 to February 2022. The study revealed high community awareness about malaria symptoms (98%) and frequent testing (70%) among respondents with fever, leading to timely treatment and faster recovery. Additionally, 92% of participating households actively maintain cleanliness to prevent mosquito breeding. The Social Return on Investment (SROI) value for the overall program is ₹ 12.57, indicating that for every Rupee invested, the program generates a value of ₹ 12.57.



Protecting communities and spreading awareness around vector-borne diseases through Project EMBED



## Outreach

- During the fiscal year 2023-24, our rural malaria initiatives extended to 17,46,922 households across 11,000 villages in 11 districts spanning Madhya Pradesh, Uttar Pradesh, Chhattisgarh and Maharashtra.

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- Our urban dengue program engaged with 3,88,366 households in more than 2,000 urban settlements across 11 cities in Uttar Pradesh, Madhya Pradesh, and Chhattisgarh.

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- Through the successful execution of all three projects, we reached out to over 28.4 million individuals by the end of the fiscal year 2023-24.

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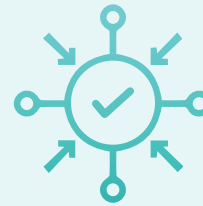
- A total of 3,452 Accredited Social Health Activist (ASHA) workers received training in vector-borne disease prevention and control methods.

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- 137 participants underwent training on entomological surveillance, clinical management of malaria, and outbreak investigation across 29 States and Union Territories.

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- A Collaboration with the National Centre for Vector-Borne Diseases Control (NCVBDC) and GoUP, we conducted 20 outbreak surveillance visits to manage dengue and Zika outbreaks.



## Impact

- In our rural malaria initiatives, we achieved 80% reduction in cases across 11 districts. Additionally, we observed a 45% increase in testing, with 5,225 villages out of 11,000 villages becoming malaria free in fiscal year 2023-24.

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- Fever testing saw a notable 71% increase, accompanied by a 65% reduction in dengue cases in areas where we implemented interventions in fiscal year 2023-24. This success is largely attributed to our effective community integration and collaboration among various municipal departments. Moreover, we collaborated with NCVBDC to host a 'Technical Symposium on Dengue' in New Delhi, chaired by the ASMD- National Health Mission, Ministry of Health and Family Welfare on March 18, 2023. The primary aim was to develop a strategic plan and roadmap for dengue control in India, with inputs from endemic states. The plan has been formulated and finalized. It is being implemented by the states and serves as a foundational framework for GoI and endemic states in managing and controlling dengue, chikungunya, and Zika-related diseases.

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- By the fiscal year 2025-26, our objective is to safeguard 30 million people against vector-borne diseases.

# Transforming solid waste and plastic management

As a global FMCG player and responsible corporate, we commit to reducing waste across all our plants, processes, products, and supply chain. For the past five financial years, we have achieved zero waste to landfills from our manufacturing units. Beyond managing our manufacturing waste, we recognize our responsibility to work with communities to manage waste. We collect 100% of the plastic waste we generate each year, as per Indian EPR laws, and collaborate with civic agencies, social enterprises, and citizens' groups to promote material reuse and recycling.

We invest in helping communities around our offices and plant locations to identify and address their waste-related issues using circular economy principles. Since FY 2020-21, we have partnered with the Puducherry Municipal Corporation on a community waste management project, reaching over 200,000 people. We digitally track waste management processes, raise awareness on door-to-door collection and source segregation, and have diverted over

1500 MT of waste from landfills through clean-up drives and door to door collection. We established a sanitation park processing 4 TPD of waste and provided medical camps for 1,104 waste workers. Our detailed project plan for sustainable waste management has influenced new tenders from the Government of Puducherry.

Our three-year project with Malanpur Nagar Parishad covers all 15 wards, aiming for zero waste to landfill and breaking even on operational costs by the third year. As of FY 2023-24, we diverted 1,329MT of waste from landfills.

Our integrated decentralized solid waste management system in the Palashbari Municipal Board, Kamrup district, Assam, covers all 10 municipal wards and surrounding commercial zones. The project aims to break even on operational costs. Till FY 2023-24, it diverted 2,214MT of waste from landfills.

In Kasauli, Solan district, Himachal Pradesh, we launched a municipal waste management project to tackle the increasing garbage issues impacting the area's natural beauty. In FY 2022-23, we conducted a baseline assessment in the Kasauli cantonment area and five surrounding Panchayats. In FY23-24 we organized cleaning drives, established waste-themed art installations, and engaged school children to raise awareness, diverting 652 kgs of waste.

In Goa, we partnered with the Goa State Pollution Control Board and Goa Waste Management Corporation on a three-year waste management project with Bicholim and Sattari Municipal Councils. Implemented by the Mineral Foundation of Goa and Sampurn(E)arth, this project serves approximately 2.9 lakh people. In FY 2023-24, we diverted 1,449 MT of waste from landfills.

Overall, we diverted 7,278 MT of waste from landfills since 2019 and our goal is to transform waste management systems in five municipalities and divert over 8,000 MT of waste from landfills by FY2025-26 through collaborative partnership.

# Integrated watershed management

Our integrated watershed development project is dedicated to restoring the ecological balance in the drought-prone district of Siddipet in Telangana. To address the water scarcity issue, we've joined forces with NABARD and a local NGO to rejuvenate the land, replenish groundwater levels, facilitate essential irrigation, prolong cropping cycles, enhance both the quality and quantity of produce, improve livelihoods, and promote sustainable agricultural practices.

We have successfully treated 2,950 hectares of land, covering the total project area. To date, we've distributed over 8.5 lakh saplings for direct planting and seed dibbling. Additionally, the project has established 39 pandals and installed 25 drip irrigation systems on farmers' lands, with a 30% contribution from the beneficiary farmers. We have also trained over 100 farmers in alternative agricultural practices. Through this project we will sequester 30,000 metric tons of CO<sub>2</sub> per year and enhancing the entire community's capacity in water management and sustainable agriculture .

Investing in watershed management to help restore ecological balance

