

# Our Strategic Pillars

- 44** Extending leadership in our core categories and geographies
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FLASH

MORNING

Good knight

# Extending leadership in our core categories and geographies

Goodknight Gold Flash,  
India's most powerful liquid vapouriser

## Extending leadership in our core categories and geographies

### Capitals Impacted



Social and Relationship Capital



Financial Capital



Human Capital



Intellectual Capital

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### Risks

- Macroeconomic factors
- Exchange rate volatility
- Competitive market conditions and new entrants to the market

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### Enablers

- Focused 3 by 3 growth strategy
- Growth potential in priority markets
- Superior-quality, affordable products that provide great value

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### Key Focus Area

Building leadership in hair care, home care and personal care in Asia, Africa, and Latin America

# Value Created

We have enhanced value creation through organic and inorganic growth and in line with our 3 by 3 growth strategy. Consequently, **Social and Relationship Capital**, as measured in leadership market positions, category penetration, and consumption rates, has improved. This has led to our **Financial Capital** metrics being strengthened.

Our multi-local strategy translates into serving diverse geographies, consumer preferences, and socio-economic contexts. As a result, we have significantly diversified our **Human Capital**. Today, we have over 11,257 team members across 23 countries. We continue to build diversity as a competitive advantage. In line with our approach to democratising categories, we are making world-class products available at affordable prices. We do this through ramping up our design-driven innovation, capabilities, and **Intellectual Capital**, measured through patents, brand valuation, and R&D investments.

# Our globalisation strategy

Our globalisation strategy (named '3 by 3') has been very deliberate. Guided by this, over the last decade, we have created significant value through M&A and established strong beachheads in three categories (home care, hair care, and personal care) in three emerging geographies (Asia, Africa, and Latin America).



## Latin America

- #1 Hair colour (Argentina)
- #1 Depilatory products (Chile)
- #1 Hair fixing sprays (Argentina)
- #2 Hair styling products (Argentina)

## Africa and USA

- #1 Ethnic hair colour (sub-Saharan Africa)
- #1 Hair relaxers (sub-Saharan Africa)
- #3 Caucasian hair colour (South Africa)



### India

- #1 Household insecticides
- #1 Air fresheners
- #1 Hair colour
- #2 Soaps

### Indonesia

- #1 Household insecticides
- #1 Air fresheners
- #1 Wet wipes

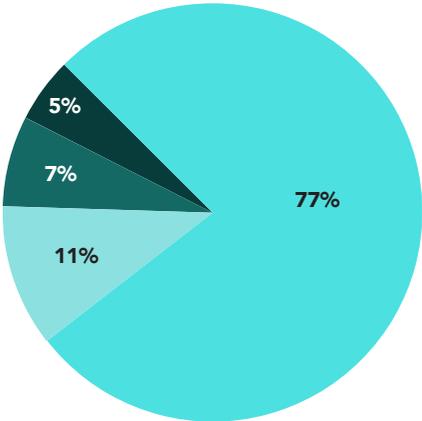
**#1** Hair extensions  
(sub-Saharan Africa)

Leader in wet hair care  
(USA)

# A broad emerging markets portfolio

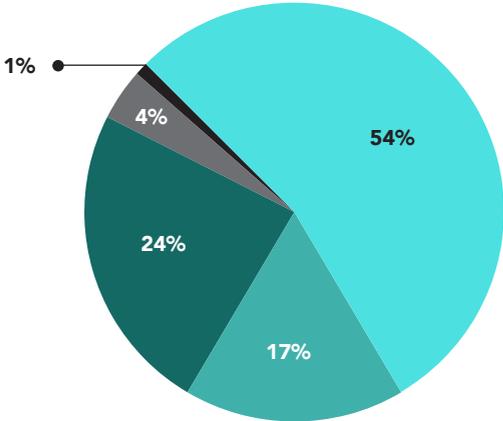
In fiscal year 2010, 23 per cent of our overall revenues were derived from international businesses. In fiscal year 2020, it is 46 per cent, with Indonesia and Africa accounting for 41 per cent.

**Geography Saliience (FY10)**



- India
- UK
- South Africa
- Middle East and Others

**Geography Saliience (FY20)**

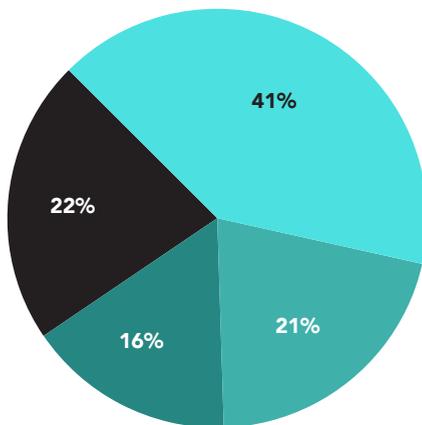


- India
- Indonesia
- Africa, USA, and Middle East
- Latin America
- Others

## A focused approach to category choices

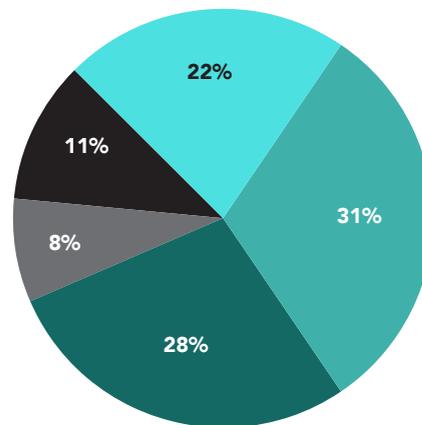
We have moved from an over 50 per cent soaps portfolio in 2010 to a more balanced and strategic category portfolio. Today, we have three core categories, namely household insecticides, personal wash, and hair care. We have entered into a new category to serve the hair care needs of African women. Air care, which we forayed into a few years ago in India, has now become the fourth global category for us.

Category Salienc (FY10)



- Personal wash
- Hair care
- Household insecticides
- Others

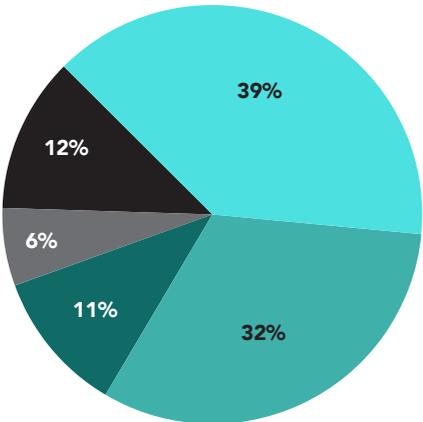
Category Salienc (FY20)



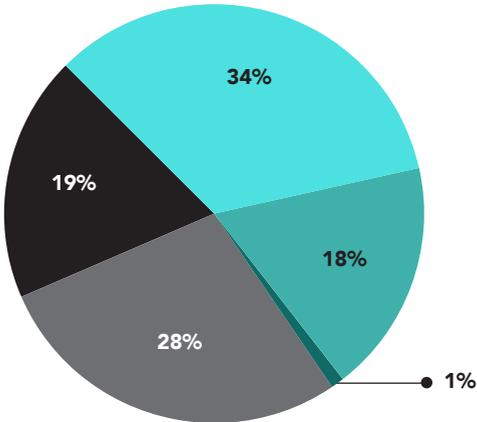
- Personal wash
- Hair care
- Household insecticides
- Air care
- Others

# Diversified category portfolios within geographies

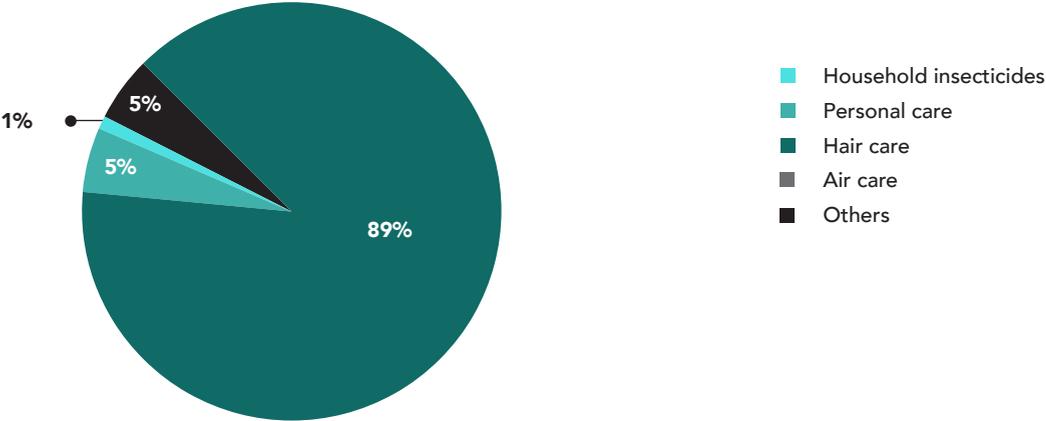
India (FY20)



Indonesia (FY20)



Africa, USA, and Middle East (FY20)



## A portfolio of power brands

₹ 1,000 Crore+



₹ 500-1,000 Crore



CINTHOL



₹ 250-500 Crore



AIR FRESHENER  
Stella



Top 10 brands contribute ~70 per cent of revenue

# Strengthened brand positions across key markets and geographies

#1				
#2				
>#2				
#2				
>#2				

# India and SAARC

- #1 Household insecticides
- #1 Hair colour
- #1 Air fresheners
- #2 Soaps

Source: Management estimates

Range of home care and personal care products, household insecticides, hair colour, liquid detergents, soaps, and air fresheners

## Personal Care



Cinthol, built on the high-energy proposition of 'alive is awesome', with premium international fragrances and innovative designs



Godrej No.1, a leading Grade 1 quality soap offers 'Nature's way to beauty'



Godrej protekt, a delightful, differentiated and efficacious range of products across health, wellness, and personal protection

# Hair Care



Godrej Expert, India's largest selling hair colour, democratizes hair colouring with disruptive products



Godrej Nupur, India's largest Henna brand, offers a great hair colouring experience with the goodness of natural ingredients



Godrej Professional, a range of professional colour, care, and styling products created especially for Indian hair, including revolutionary ammonia-free fashionable shades



BBLUNT's range of shampoos, conditioners, hair colours, and styling products are especially created for Indian hair and weather

# Home Care



Goodnight, India's most trusted and highly penetrated mosquito repellent brand, protects happy moments with innovative, affordable products



HIT's powerful and efficacious products kill disease-causing pests that threaten the well-being of your family



Godrej Ezee, India's largest selling liquid detergent, keeps your woollens soft and shiny, ensuring you and your family look your best

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# Air Care



Godrej aer, a delightful range of air fresheners, enhances spaces and delivers superior fragrances in great designs

# Sub-Saharan Africa and USA

- #1 Ethnic hair colour (sub-Saharan Africa)
- #1 Hair extensions (sub-Saharan Africa)
- #1 Hair relaxers (sub-Saharan Africa)
- #3 Caucasian hair colour (South Africa)
- Leader in wet hair care (USA)

Source: Management estimates

Range of products across hair extensions, hair care, hair colour, personal wash, home care, and household insecticides



Darling, the leader in hair extensions in sub-Saharan Africa, enables the unstoppable African woman to always look trendy and on point



TCB Naturals' everyday hair care gives African women the confidence to go out and shine in life's every moment



MegaGrowth celebrates strong African women whose hair is their crown; makes hair strong from the inside and beautiful from the outside



Just For Me, an expert and the leader in hair care for kids, offers the Curl Peace range of natural ingredient based products for easy care for kinks, curls, and coils



African Pride Moisture Miracle, made with premium natural ingredients and superior formulations, democratizes moisture plus care for natural hair



Inecto, South Africa's number 1 tried and trusted hair colour, with its easy-to-use, affordable, and quality colours, is perfect for every adventure



Renew's colour-sure technology offers quality and guaranteed colour while nourishing hair

# Indonesia

- #1 Household insecticides
- #1 Air fresheners
- #1 Wet wipes

Source: Management estimates

Range of household and personal care products – household insecticides, air fresheners, hair colour, and wet wipes



HIT, the leader in household insecticides, offers peace of mind to health-conscious Indonesian mothers through effective, safe, and innovative solutions to prevent insect-related problems



Stella, the leader in air fresheners, spreads happiness in Indonesian homes with long-lasting, memorable fragrances and irresistible formats



Mitu, the number one player in baby wipes, brings joy to motherhood with its innovative, yet simple and practical solutions



NYU empowers Indonesian women with the freedom to transform without fear through accessible products with tangible results

# Latin America

Range of hair colour, hair care, depilatory products, and colour cosmetics

- #1 Hair colour (Argentina)
- #1 Depilatory products (Chile)
- #1 Hair fixing sprays\*\* (Argentina)
- #2 Hair styling products\* (Argentina)

Source: \*Nielsen, \*\*Scientia



Issue is the friend you can rely on for everything; this is a line of innovative hair colour and care products that offers the best quality at the best price



Roby helps you express who you are through high-quality styling products



Licit, Chile's leading hair colour, offers a range of high-performing colours, emphasising to Latin American women that they 'deserve to shine'



Millefiori, built on the empowering proposition of 'never stop', has a wide range of innovative, natural ingredient-based products



Pamela Grant, with a legacy of over 70 years in makeup, skincare, fragrances, and hair colour, makes beauty more accessible



Accelerating  
innovation  
and building  
purposeful  
brands



Inside the R&D labs at our headquarters in Mumbai

# Strategic Priorities

- Nurturing memorable, relevant, and purposeful brands
- Strengthening the core, creating new vectors of growth, and entering attractive adjacencies

## Capitals Impacted



Intellectual  
Capital



Financial  
Capital

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## Risks

- Competitive market conditions
- New local players gain geographic dominance

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## Enablers

- Integrated RIDE (R&D + Innovation + Design + Expertise) structure
- Dedicated category experts in a centralised Innovation team
- Investments in R&D
- In-house design lab

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## Key Focus Areas

- A two-pronged approach to innovation, including democratisation and creating new vectors of growth
- Leveraging our cross-functional RIDE structure
- Investments in design, technology, and skills
- Building global partnerships
- Fostering a culture of innovation

# Value Created

Our continued focus on driving innovation and R&D has resulted in the creation of significant **Intellectual Capital**.

Accelerating our innovation pipeline is critical to our success. Therefore, across geographies, we are ramping up new product development and doubling down on strategic priorities. This effort is evident in stronger long-term **Financial Capital** metrics.

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## India

- Number of **new products** launched in the last two years has **doubled** in comparison with previous years
- Focus on **upgrades and premiumisation** led to the launch of disruptive devices across categories
- Incubated premium portfolios in organic baby care and 100 per cent natural household insecticides, riding on trends of health and wellness
- Growing significance of e-commerce as a channel resulted in new products specifically co-created and launched as **e-commerce first products**

## Indonesia

- Injected **new growth levers** in household insecticides with the launch of new roach and rodent solutions as a part of the Other Pests portfolio, in line with strategic priorities

## Africa

- New products in wet hair care have **increased two-fold in revenue** this year
- Wet hair **innovation rate** has **more than doubled**
- **New styles** have been brought in dry hair care, led by braids and crochets; this made it fashion-forward, following emerging trends

## A two-pronged approach to innovation

Innovation is core to our strategy. As category leaders, we are very focused on driving innovation-led growth and seeking new ways to disrupt our categories. Democratizing while making superior-quality, delightfully designed products is particularly important given our focus on emerging markets. At the same time, we are also pursuing attractive adjacencies and creating new engines of growth to broaden our portfolio.

Our central innovation team leads new product development across global categories



We follow a multifaceted process of design thinking, consumer centricity, and market analytics to accelerate, populate, and deliver our innovation pipeline, thereby enabling us to reimagine our brands and create new ones. We are also ramping up capabilities, investing significantly in R&D, and cross-pollinating learning and products across geographies.

Within a two-year period, we have doubled our product launches in India. Our focus on premiumisation has led to embracing cutting-edge technology. With the launch of India's first smart air freshener, we have paved the way for affordable and advanced connected devices in the FMCG domain. Riding on trends in health and wellness, we have incubated premium portfolios in organic baby care and 100 per cent natural household insecticides. The growing significance of e-commerce as a channel, has resulted in new products specifically co-created and launched as e-commerce first products.

In Africa, compared with the previous year, new products in wet hair care have multiplied in revenue, thereby leading to a two-fold increase in the wet hair innovation rates. New styles in dry hair care, as led by braids and crochets, are fashion-forward and draw from emerging trends. Building on strategic priorities, our Indonesia business sharply grew its Other Pests portfolio in household insecticides, with the launch of new roach and rodent solutions.





Applying design-thinking to reimagine brands at our global design lab in Mumbai

## Leveraging our cross-functional RIDE structure

RIDE is an integrated platform that brings together key functions involved in new product development. Through this, we are able to drive dynamic innovation and ensure agile execution. Our central innovation team leads new product development in global categories across India, Indonesia, Africa, and the USA.

They also offer strategic thinking input for brand architecture, enable cross-pollination and sharing of product ideas and processes, while constantly keeping tabs on trending patents and new technologies in the consumer goods space globally.

## Investments in design, technology, and skills

Our state-of-the-art global R&D centre at our Mumbai headquarters, is supported by local R&D centres in our different geographies. Similar to this, we have global, local, and category-specific R&D teams who partner across geographies and share learning opportunities.

We have built an in-house global design lab to integrate design thinking and transform product capabilities. The lab consists of highly skilled graphic and industrial designers from across geographies who collaborate on projects.

Our global R&D center cross-pollinates learning from across geographies



Experimenting with new styles at our Africa R&D center in Johannesburg

# Building global partnerships

Hosting our global partners from Bayer at our Mumbai headquarters

We have employed a two-pronged approach to innovation, namely, in-house and collaboration based. The former leverages internal expertise and know-how to deliver high-quality products. The latter capitalises on external, tried-and-tested technologies, which when combined with our in-house expertise, scale, reach, and equity, results in delivering our promise of truly memorable and relevant products to value-seeking consumers.

Through our different strategic global partnerships, we are leveraging various cutting-edge technologies and processes. Some of our key partners include Bayer AG, Sumitomo Corporation, Kanekalon, and Firmenich.



# Upscaling natural product portfolios

We continue to upscale our portfolios of products created primarily with natural ingredients. This includes our leading soap brands in India, Godrej No.1 and Cinthol, which are made with vegetable oils, and natural products in our Household Insecticides range, including Good knight coils, incense sticks, fly spray, liquid vapouriser, and personal mosquito repellent. Our hair colour range in India includes brands such as Godrej Nupur, which is a henna-based hair dye.



Our Goodknight Naturals range has been made using 100 per cent natural active ingredients

Together, these brands contribute close to 45 per cent of sales revenue in India. Our international brands in Africa (TCB, MegaGrowth and African Pride) and Indonesia (Stella and Mitu) have variants

that include natural ingredients such as aloe vera and almond. More recently, in fiscal year 2021, we have launched a new brand, goodness.me in India, which is a certified organic baby product range.

# Fostering a culture of innovation

Over the last few years, we have sharpened our approach to agile innovation – accelerated our innovation pipeline, ramped up internal capabilities, invested significantly in R&D, and shared learning across geographies to create innovative products. The core RIDE team collaborates

with cross-functional teams from across marketing, sourcing, demand planning, and logistics to drive disruptive on-time innovation projects. Being ‘whole brained’ enables us to leverage contrary approaches, encourage disruptive thinking and create amazing products.

Our focus has been on fostering a conducive environment for continuous experimentation and prototyping to create a culture of thought leadership and lateral thinking. There has been a consistent drive to push entrepreneurial spirit across teams that translates into a culture of innovation.

Following the unprecedented spread of the COVID-19 pandemic, and the need for greater availability of essential hand hygiene products, our teams across the globe cross-pollinated ideas and technology to launch new sanitiser and hand wash ranges in record speed, ranging from 10 days to a month. This completely reimagines our approach to innovation and new product development and will help us rejig our systems. In India and Bangladesh, we launched new alcohol-based protekt hand sanitisers; in Indonesia we launched an entire range of hand sanitisers called Saniter; in Kenya, we added to our Lavik portfolio with hand sanitisers and hand washes; in South Africa, we launched new protekt hand washes; in Argentina, we introduced hand washes and hand sanitisers; and in the USA, we initiated a new range of hand sanitisers.



India and Bangladesh

Ensuring the availability of essential hygiene products through the launch of sanitisers and hand washes



# Goodknight Gold Flash

India



- Most powerful liquid vapouriser in India
- Disruptive heat-based technology and visible efficacy through flash vapours
- Redefining the ₹2,200 crore liquid vapouriser market in India
- Upgrading users of formats such as coils and burning solutions such as incense sticks

# Goodknight Neem Agarbatti

India



- 100 per cent natural mosquito repellent agarbatti (incense stick)
- Potent natural ingredients, such as neem and turmeric, which can repel mosquitoes and provide effective protection
- Very effective and safe alternative to illegal agarbatti brands

# Godrej Expert Easy 5 Minute Shampoo-based Hair Colour

India



- Innovative hair colouring solution, which makes colouring as easy as shampooing
- Convenient, quick alternative to conventional hair colouring
- Enriched with the benefits of amla and shikakai

# aer Smart Matic

India



- India's first app-controlled smart home fragrance
- The app ensures customised and uninterrupted freshness at your fingertips
- Pre-set spray schedules that can be customised
- Bluetooth enabled to control from anywhere in the house
- Low refill and low battery alerts ensure uninterrupted freshness

# HIT Anti-roach Aerosol

Indonesia



- 
- Highly efficacious and eliminates roaches instantly
  - Special nozzle helps reach deep hidden corners

# HIT Anti-roach Gel

Indonesia



- Innovative gel solution
- Unique because it eliminates the roach nest
- Promises long-term relief from roaches up to 45 days

# Stella Fabric Spray

Indonesia



- Indonesia's first air freshener spray that promises to eliminate musty smells
- Odour Fighting Formula kills 99.9 per cent musty odour causing germs and bacteria
- This can be used across fabric surfaces such as carpets, sofas, curtains, and rugs

# Darling Zuri Braid

Africa



- 
- Launched in Kenya; one of the most successful braid launches this year
  - Rapid success was achieved, given its superior twist style braids and harder texture
  - Its performance has helped Kenya expand its portfolio of braids

# Darling Naturi Braid

Africa



- 
- Part of the expansion of our braid portfolio in South Africa through value-added offerings
  - First braid infused with shea and cocoa butter fragrance
  - Naturi Anti-bacterial Braid is 99.99 per cent certified: it has an anti-bacterial formula that is developed in-house and coated on the fibre

# Afro Sheen

USA



- Enabling inspiration and self-expression through styling versatility
- Multi-benefit/multi-use range for kinky, curly, coily hair, and beard care
- Gender neutral range for men and women
- Multi-generational appeal

# Issue Ammonia-free Hair Colour

Argentina



- Ammonia free range; it offers 100 per cent grey coverage with a pleasant fragrance and long-lasting results
- Based on the 'free from' and natural products trends
- Includes a post colour treatment with natural oils for better colour
- Available in 16 shades, and kits and sachets

# Issue Crazy Colour

Argentina



- Designed to wow the ever-demanding younger consumers
- Builds Issue as a more on-trend, vibrant brand; in reach yet quirky

# Roby Be Prof

Argentina



- New styling brand under the umbrella of Roby, the hair spray leader in mass markets
- Capitalises on the leadership of Roby; extends it to the professional market
- Range of sprays, gels, and waxes
- Improved formulas, which are tested by styling professionals

# Roby Gels

Argentina



- Expands the Roby portfolio into gels; gels comprise 75 per cent of the styling category
- Bold, unique, and differentiated designs
- Offers three different fixing levels

# Ilicit Keratin Mask

Chile



- The expertise of Ilicit, which is now available in a hair care treatment for dry, damaged, and frizzy hair
- Benefits of keratin, enriched with natural ingredients, coconut, avocado, and macadamia oil
- Option to use as a styling cream or conditioner too
- Salt, sulphates and paraben free
- 100 per cent cruelty free

# Millefiori Detox Mask

Chile



- Merging skin care benefits with the best hair removal offering
- Value-added innovation in the depilatory category; it helps recruit new consumers for waxes
- Offers three different formats: wax can, wax pearls refill, and the microwave formula
- 100 per cent cruelty free

# Pamela Grant Skin Food

Chile



- A range of vegan products with natural ingredients for all skin types; provides hydration, purity, and luminosity
- Includes 3-in-1 moisturisers, tissue masks, micellar waters and biphase make-up removers to clean and tone in-depth
- Cruelty free, vegan, paraben free, and hypoallergenic

# Leveraging digital



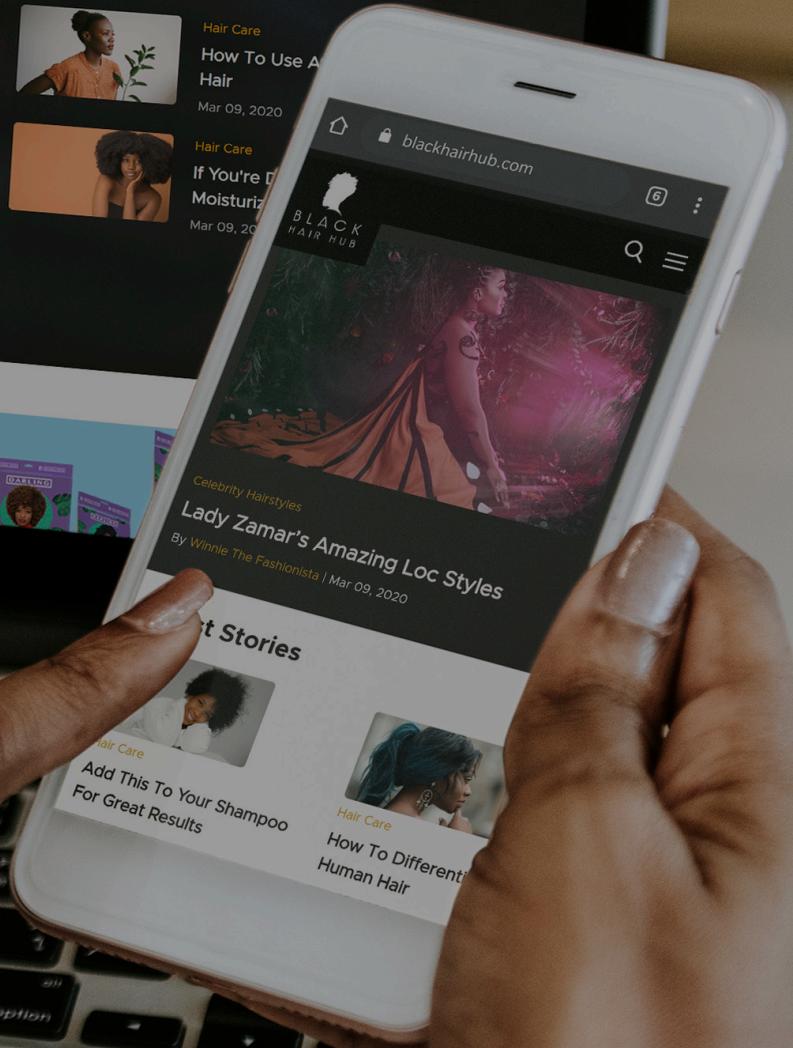


### Latest Stories

-  **Hair Care**  
**Add This To Your Shampoo For Great Results**  
Mar 09, 2020
-  **Hair Care**  
**How To Differentiate Real Human Hair**  
Mar 09, 2020
-  **Hair Care**  
**How To Use A Hair**  
Mar 09, 2020
-  **Hair Care**  
**If You're D Moisturiz**  
Mar 09, 2020



WIN!



# Strategic Priority

Building e-commerce competencies, an in-house content creation studio, and a first foray into direct-to-consumer (D2C) retailing

## Capitals Impacted



Social and  
Relationship  
Capital



Intellectual  
Capital

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## Risks

- Nimble e-commerce/digital-first brands
- Impact of economic environments on consumer behaviour

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## Enablers

- Strong internal, global, and regional structures to support bold ambitions
- Strategic engagement with internationally acclaimed agencies to improve brand awareness
- Smaller performance marketing agencies to focus on conversion
- Bespoke approach: Country roadmaps to reflect brand and regional stages of development
- Agile test-and-learn approach
- Future-proofing the business by spending time with tech giants and start-ups

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## Key Focus Areas

- Building dedicated digital and e-commerce teams
- Leveraging global partnerships
- Selling D2C
- Ramping up e-commerce
- Investing in content and infrastructure
- Leveraging consumer-generated content
- Doubling down on data

# Value Created

We are increasingly integrating digital capabilities with different aspects of our business – how we manufacture, market, and engage with our consumers. Through these efforts, we are building stronger **Social and Relationship Capital** through partnerships and more meaningful consumer connect.

We are also investing in building internal capabilities and **Intellectual Capital** through focused talent, trainings, and infrastructure.

- 
- **77 per cent** increase in e-commerce business
  - **81 per cent** increase in our team's digital knowledge
  - **Three** D2C websites live
  - **Data management platform** live

# Building dedicated e-commerce teams

We have equipped our e-commerce teams to take advantage of the rapidly evolving digital landscape. Our Global E-com Cell brings together e-commerce managers from across geographies to share ideas

and learning. We have grown our e-commerce business by 77 per cent year-on-year. In addition, we have also equipped our Digi Cell teams to share digital best practices.

Our commitment to education continues with executive training modules for our senior leaders as well as through our online learning tie up with Circus Street. This has led to an 81 per cent increase in digital knowledge of our marketing teams.



A Circus Street training session for our Jakarta team

# Leveraging global partnerships

We are building and leveraging global partnerships (such as Google, Amazon, and Shopalyst) to accelerate learning and experimentation. Our strategic partnership with Google has helped us understand digital best practices, which have been useful for our senior team members.

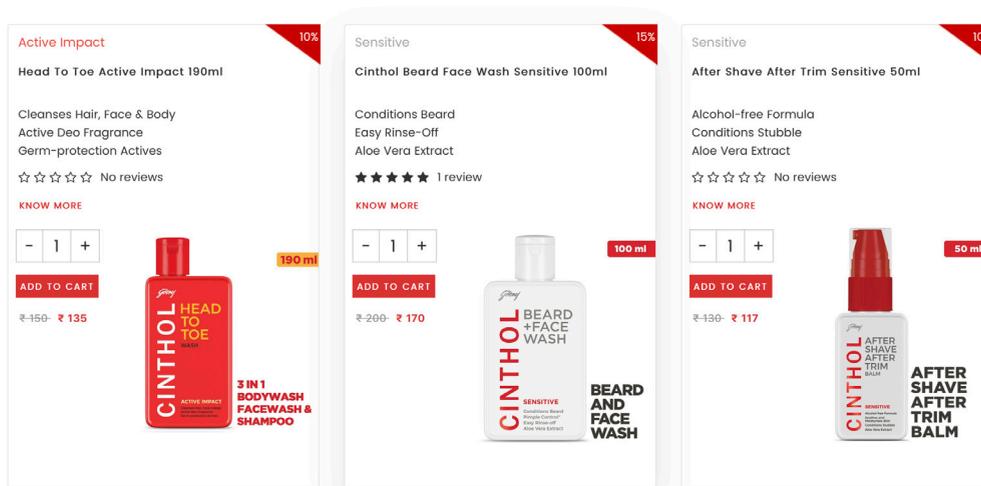
In October 2019, our E-com Cell and Digi Cell participated in an Amazon training conference in London to understand the nuances and levers of the platform. They also met performance marketing agencies that focus on online consumer conversion marketing. Some of these agencies are now our new partners.

# Selling direct-to-consumer

D2C selling through our own websites is not without its challenges; however, it provides incredibly rich consumer data. In order to capitalise on this, we have forayed into the world of D2C with three of our India brands (Cinhol, BBLUNT and Godrej aer).

The initial traction has been very encouraging, and we are already applying the data (consumer profiling, purchase frequency habits, and consumer search behaviour) that we have collected. We plan to roll out this approach to other brands that might benefit from closer consumer connect.

Our D2C foray with Cinhol



Our E-com Cell and Digi Cell team members at an Amazon training conference in London



## Ramping up e-commerce

We have set up an independent e-commerce business unit in India with separate P&L accountability and fully functional capabilities across sales, marketing, innovation, supply chain, and finance. This structure will deliver the agility and consumer focus required to win in this fast-evolving space. The team is now fully operational and has witnessed over 75 per cent year-on-year growth. We have tested exclusive e-commerce variants of our current brands (our Hit Anti-Mosquito Racquet has been a notable success) and have developed digital-first brands that are due to be launched. In parallel to the work on innovation, we aim to build our core brands on e-commerce through superior execution coupled with strong, strategic retailer engagement.

We have created a dedicated e-commerce team in the USA that has shown success over a short period of time (over 125 per cent year-on-year). In Indonesia too, we recorded a 78 per cent increase in our e-commerce business. Our teams share learnings as well as agency partners through our E-com Cell.

The Black Box, our Digital Command Centre in Mumbai, measures real-time performance of brands



The Light Box, our photographic, audio and film production studio

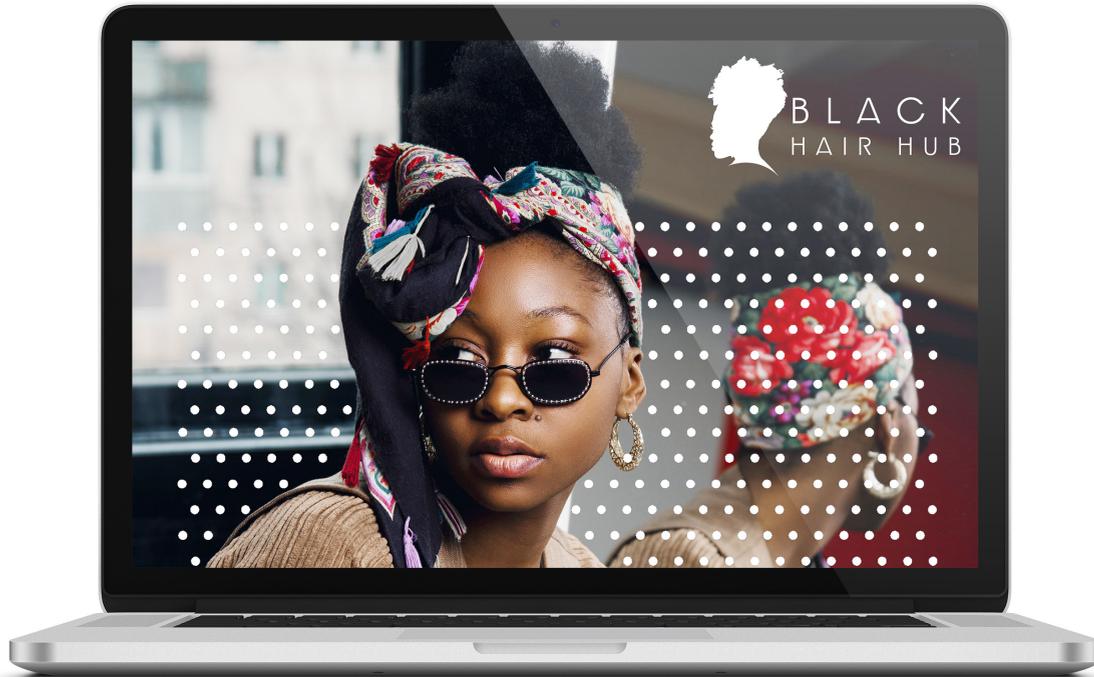
## Investing in content and infrastructure

We continue to leverage the Black Box, a physical digital command centre at our headquarters in Mumbai, where we monitor live digital activity across our brands. It helps evaluate brand conversations and we use it to respond to issues and gather consumer insights for campaigns and new product development.

This year we launched The Light Box, an in-house photographic, audio, and film production studio. It allows us to quickly create quick high-quality content for digital use (for e-commerce websites, social media pages, and even print media titles) by partnering with external and internal talents.



The Black Hair Hub,  
our black hair information and  
inspiration platform



## Leveraging consumer- generated content

We continue to leverage the power of peer-to-peer recommendation through social media. By working with influencers across the world, we ensure that our products are viewed by our target demographic on platforms that they often visit

(Instagram, Facebook, and YouTube). The content generated for consumers is authentic and believable, as well as in a tone and language that our consumers connect with. We continue to ramp this up across geographies. A great example is our black hair information and inspiration platform, [www.blackhairhub.com](http://www.blackhairhub.com). The Black Hair Hub houses African blogger and consumer-generated content on our social media handles and our website. The website had over 1.5 million visits this year, and its social media following is highly engaged. It is the perfect platform to gain consumer insight and promote our products.

# Doubling down on data

We must grow our consumer data pool to enable the personalisation of communications at scale. We have launched a data management platform in India to collect first-party consumer data. This data will allow us to deploy marketing campaigns based on detailed consumer preferences, personas, and archetypes.



Since launching our data management platforms, we have managed to collect over 1 million first-party data points, with a good distribution across the country. We will seek to aggressively build on this number so that we can launch meaningful marketing campaigns in fiscal year 2021.

Winning at the  
Maddies 2019

A man with dark hair and glasses, wearing a light pink button-down shirt, is smiling and looking to his right. He is in a brightly lit store with shelves of colorful products in the background. The text "Enhancing go-to market" is overlaid in white on the lower half of the image.

Enhancing  
go-to  
market



Ramping up our  
go-to-market approach in India

# Strategic Priority

Integrating the go-to-market approach and leveraging technology for strategic decision-making

## Capitals Impacted



Intellectual Capital



Manufactured Capital



Social and Relationship Capital



Financial Capital

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## Risks

- Competitive market conditions
- New entrants into the market
- New online, offline, and omni-channel go-to-market models and channels, such as e-commerce

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## Enablers

- Brand reputation
- Affordable pricing
- Superior-quality products
- Continuous innovation in products and processes
- Strong long-term partnering focus
- Distribution footprint

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## Key Focus Areas

- Enhancing our go-to-market strategy
- Laying the foundation for future growth priorities
- Ramping up e-commerce
- Leveraging technology and data analytics
- Fostering win-win partnerships

# Value Created

Our agile go-to-market approach, which is tailored to specific geographic contexts, is the backbone of our business. By leveraging technology and analytics, innovating for local contexts, and building more agility in our supply chain, we are able to serve our consumers with greater precision and purpose.

We will continue to invest in enhancing our **Intellectual Capital**, making our **Manufactured Capital** more agile, and creating joint value with our partners to maximise **Social and Relationship Capital**. This, in turn, will translate into stronger **Financial Capital** value.

- 
- Rural direct distribution reach through **8 million outlets** in India across 66,000 villages
  - **Cash and carry channel** in India grew by **22 per cent**
  - Number of **active outlets in Indonesia** increased by **17 per cent**, resulting in 1,10,000 monthly outlet transactions
  - **Ramped up e-commerce** business across countries



Our Godrej Indonesia Sales team  
at a promotion activity for the  
HIT Expert Pyramida

## Enhancing our go-to-market strategy

We believe there is tremendous potential for long-term growth in emerging markets. This will power global consumption and growth over the next couple of decades. Accordingly, we have centred our growth strategy on targeting these markets and the emergent consuming class. As incomes increase, purchasing power will improve and these markets will mature. The new distribution systems will enable greater reach and, to leverage this, we are ramping up our go-to-market strategy.

In India, we have deepened penetration in traditional trade. Our focus is now on strengthening growth in newly acquired stores through an assortment mix. In urban India, future store expansion will be through opportunity-based micro-segmentation. Rural penetration will continue to be critical. We aim to expand direct presence to 80,000 villages over the next 3 years, focusing on sub-5,000 population villages in key states.

We have a strategic, focused approach to conquer 'micro markets'. Through extensive data and analytics, we have defined and segmented micro markets (usually, a specific cluster of districts) for each of our brands. This helps in prioritising marketing and distribution efforts. We can now track performance and provide actionable insights at granular levels. In modern trade, growth will be enabled through chain state group prioritisation and joint business planning with key customers.

In our SAARC businesses, the Bangladesh team is expanding direct reach to 1,00,000 outlets and driving sales force automation through handheld devices for salespeople. In Sri Lanka, the team is building our own distribution network, which is backed by a distributor management system and sales force automation.

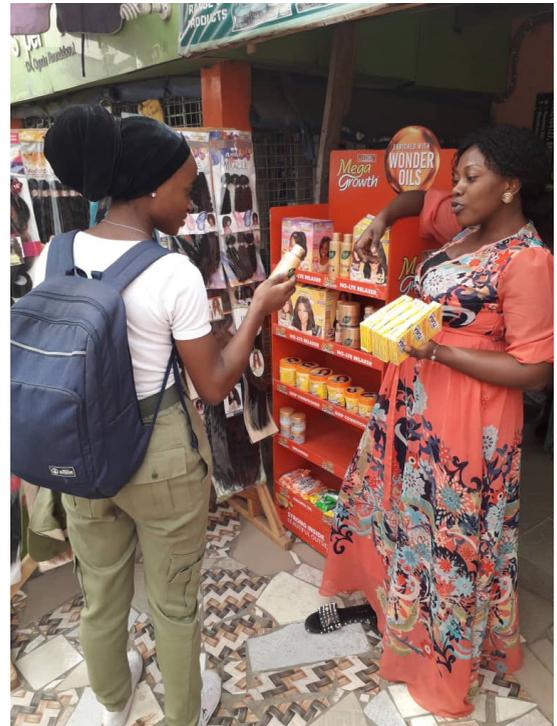
Our Indonesian team continues to build on a go-to-market transformation. Consequently, the number of active outlets has increased by 17 per cent, thereby resulting in 1,10,000 monthly outlet transactions. This was enabled by significant additions to the number of salespeople on ground and, productivity improvements. Through improved collaborations with regional distributor partners, we are enhancing focus on general trade and local modern trade channels. We have shifted the coverage of key accounts in modern trade to third-party logistics partners.

Vivek Gambhir, our Managing Director, visits markets in Jakarta and Kenya with our sales teams



Ramping up  
go-to-market activations  
in Nigeria

We are ramping up our go-to-market efforts across Africa. In Nigeria, where trade is largely unorganised and wholesale-led, we are scaling up reach through a more intensive redistribution network. The team is also driving higher same-store throughputs with improvements in range and quality of execution. Generating demand through new product seeding models will help initial retail penetration.



Enhancing shopper experience through  
the Perfect Store pilot in South Africa



In Kenya, we continued scaling up distribution expansion through a combination of various models (sub-distributor, van sales, and wholesale-assist). We have shifted focus significantly from primary sales to secondary sales, through strong partnerships with distributors and by monitoring the distributor ERP system. For frontline sales in dry hair care, where product knowledge is a key differentiator, we have a ready talent pool from blue collar factory workers.

In South Africa, we piloted a 'Perfect Stores' programme to increase sales by enhancing shopper experience and maximising shopper conversion opportunities. This was done across the top 40 stores that contribute to 80 per cent to our turnover, and it was activated through impactful branded point-of-sale communication and trained beauty advisors.



Our Executive Chairperson,  
Nisaba Godrej,  
visits a market in South Africa

# Laying the foundations for future growth priorities

## Improving efficiencies

We are driving efficiency across the value chain and improving sales productivity by leveraging analytics and technology. In particular, improving assortment and reducing sales losses through auto replenishment and enhancing sales force effectiveness through technology will be critical levers of future growth.

## Transforming modern trade

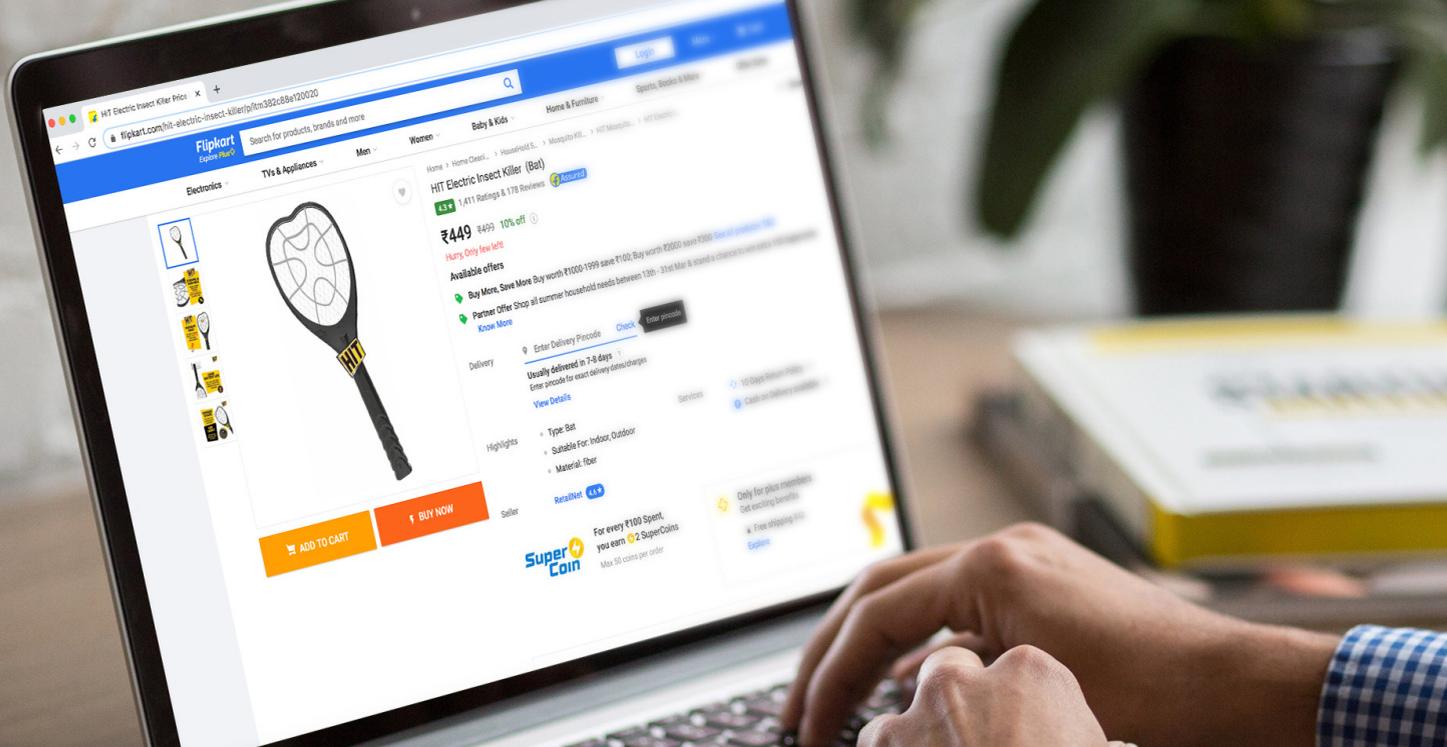
Modern trade has been a key driver of growth in India, and we aim to ramp this up. Building blocks will include account and portfolio prioritisation, chain state group prioritisation, category management, fill rate improvement, and stronger partnerships with customers through joint business planning. We will also invest in developing modern trade-specific analytics and shopper marketing capabilities.

Similarly, in Indonesia, we are using joint business planning to secure key calendar promotion slots.

Modern trade continues to be a critical channel in Nigeria. Hence, we are leveraging continuous visibility, availability, and competitive pricing to build on the opportunity.

## Building on the salon channel

The restructuring of our salon channel in Africa will be a big focus. Salon education programmes are key to building influence and generating demand in the dry hair care category. Pilots on the wet hair salon programme in Kenya have shown early success, and we will be scaling this up.



HIT Anti-mosquito Racquet, an e-commerce focused product innovation

## Ramping up e-commerce

E-commerce represents a strong opportunity for us to win in a fast-growing channel and leverage the unique reach of this channel for bringing innovative products and brands to market. In order to capitalise on this, we have set up an independent e-commerce business unit in India with separate P&L accountability and fully functional capabilities across sales, marketing, innovation, supply chain, and finance. This structure will deliver the agility and consumer focus required to win in this fast-evolving space. The team is now fully operational and seeing results with over 75 per cent year-on-year growth.

Underpinning this, we are building a strong data backbone in order to leverage the data-rich environment of e-commerce and drive our efficiency and effectiveness across the board. We are targeting growth from e-commerce focused product innovation and digital native brands.

A good example of this is the HIT Anti-mosquito Racquet, which was launched in September 2019 and has shown encouraging sales traction. In parallel to the work on innovation, we aim to drive our core brands more strongly on e-commerce through superior execution coupled with strong, strategic retailer engagement.

Through joint business planning, promotion strategies, and online content, we have made significant upgrades to our capabilities, which are yielding results in terms of on-platform conversion rates and off-takes.

We have created a dedicated e-commerce team in the USA that has shown success over a short period of time (over 125 per cent year-on-year). In Indonesia too, we have recorded a 78 per cent increase in our e-commerce business.

In Africa, our Dry Hair and Wet Hair categories are a natural fit for digital engagement and e-commerce traction. Our black hair information and inspiration platform, [www.blackhairhub.com](http://www.blackhairhub.com), hosts African blogger and consumer-generated content on our social media handles and our website. It is a perfect medium to gain consumer insight as well as to promote our products.

Going forward, we will be experimenting with two different e-commerce models for the premium hair and hair care categories direct-to-consumer (D2C) platforms (in Nigeria), and brand-managed stores on popular e-commerce platforms (in Kenya and South Africa). This will add to our existing extensive e-commerce platform presence and help increase the online visibility of our brands.



Leveraging micro marketing to launch the Godrej No. 1 Abhyang Snan soap

## Leveraging technology and analytics

Innovations and start-up efforts in FMCG last mile distribution have started altering the overall landscape of sales and distribution. To leverage the benefits, we are strengthening internal capabilities. We have integrated different technology solutions across the value chain, starting with our salespeople on ground through to our many channel partners. Predictive analytics enables our urban salespeople to sell the right assortment in a store. At the same time, GPS-enabled hand-held terminals help us track our distribution network and uncover efficiency gaps. We plan to expand this to our rural networks as well for stronger in-market execution. Analytics is also helping us improve distributor replenishment by minimising sales losses due to stock-outs.

Our micro-marketing approach in India helps combat inefficiencies and focuses spending on targeted markets, rather than spreading it thin across larger segments. For example, we had a successful targeted Maharashtra launch for our Godrej No. 1 Abhyang Snan soap range, the first regional soap launch by a leading national brand, which was supported by on-ground and TV/digital campaigns. For Godrej Expert Rich Crème, we wanted to target consumers during the festive season, so we created #NayaAvatar, a localised Maharashtra campaign during Ganpati festival. Through regionally contextual print ads, a big digital push to crowdsource a #NayaAvatar of the popular Ganesh Arti and a special TVC for the Marathi audience, we were able to build relevance for the category that had a marked rub-off on brand markers in the months ahead. We also invested in focused weighted distribution initiatives in priority micro markets in Uttar Pradesh, Maharashtra, and West Bengal.

In Africa, salesforce automation has helped expand coverage and improve brand visibility across the subcontinent. Following the roll-out across the general trade and salon channels, the focus will now be on scaling up distribution, extracting efficiencies and building accountability.

Technology has played a key role in improving field-force productivity in our Indonesian business. Hand-held terminals guide and track on-ground decision-making, and analytics help drive sharper execution. Regional distributors are connected and serviced through an online portal with simplified e-claim settlements.

Predictive analytics and data-driven decision making play a key role in boosting sales



## Fostering win-win partnerships

One of our biggest priorities in India is channel partner engagement through our 'Unnati' and 'Bandhan' loyalty programmes. We also meet and share ideas and feedback at forums such as new product launches and outbound meetings. Going forward, we want to further strengthen these programmes and enable our partners to grow alongside emerging disruptive distribution models. We will continue to seek for more meaningful ways to create shared value for our partners. In modern trade, for example, it will be through joint

business planning with key partners. For long-term loyalty programmes such as Parivaar and Golden Club, we will pilot initiatives such as WhatsApp connect forums and direct transfer of pay-outs. Our regional distributor network in Indonesia contributes a significant share to the business. Therefore, we are exploring different ways to enhance these partnerships, including leveraging technology for better efficiencies.

Salons and stylists are our key partners in the hair care category in Africa. In addition to initiating training programmes for stylists, which help them become self-employed, we are scaling up salon connect programmes to drive penetration and usage and build engagement and advocacy.



Engaging with  
our salon partners in Africa

A person wearing a blue long-sleeved shirt is operating a white industrial sewing machine. The person's hands are visible, adjusting a component of the machine. The background is a factory floor with many bright, out-of-focus lights, creating a bokeh effect. The overall scene is a close-up of the manufacturing process.

Making our  
supply chain  
best-in-class



72 per cent of our team members  
in Africa are women

# Strategic Priorities

- High customer service levels through ready availability of a diverse product range
- Freshness of products supplied to consumers

## Capitals Impacted



Financial Capital



Manufactured Capital



Human Capital



Financial Capital



Social and Relationship Capital

## Risks

- Potential disruption of operations due to geo-political and geo-medical risks
- Currency fluctuations resulting in uncertainty over viability of imports
- Local competition
- Labour-intensive product portfolios in some geographies
- Regulations

## Enablers

- Demand-driven supply chain
- Shop floor employee engagement and the creation of a safe workplace
- Localised manufacturing technology
- Engagement with our business partners and suppliers
- Good & Green vision

## Key Focus Areas

- Customer service
- Employee engagement and productivity improvement
- Industry 4.0
- Sustainability of the process

## Key Impact Areas

- Top line growth
- Bottom line growth
- Environment
- Community

# Value Created

Our future-ready investments are aimed at achieving process efficiencies, leveraging economies of scale, and helping us be more competitive in the market, and directly impacting our **Manufactured Capital**, and consequently strengthening our **Financial Capital**.

We are enhancing **Intellectual Capital** by scaling up technology and capabilities and evolving best practices. Smarter, safer work environments, in line with

global standards, enable our team members to deliver more efficiently and improve **Human Capital**.

The resultant impact of reaching a wider consumer base and enhanced employee capabilities, together with close partnership with our suppliers, builds **Social and Relationship Capital**.

All our efforts are grounded in improving sustainability and making a positive impact on **Natural Capital**.

## United Nations' Sustainable Development Goals (SDGs)

[For more details, refer to the SDG mapping on our website](#)



- 
- Saved over **₹2.80 crore** in fiscal year 2020 through sustainable manufacturing
  - India obsolescence reduced to **0.13 per cent**
  - Stock availability in India is **98.04 per cent**



## Supply chain strategic priorities

1. Introducing best practices across geographies to become more agile
2. Strengthening supply chain processes in international businesses
3. Extending shop floor employee engagement initiatives to international businesses
4. Building a safe workplace through training and capability building
5. Sustainable manufacturing and supply chain practices, thereby resulting in significant improvements in energy and water consumption, carbon footprint, waste generation and renewable energy
6. Mapping cutting-edge replenishment practices to the Advanced Planning and Optimisation module of SAP
7. Responding to constantly changing consumer demand patterns, thereby leading to high fill rates
8. Improving 'freshness' of products at time of sale, better logistics practices, product traceability, and reduced obsolescence
9. Enhancing manufacturing capacity across geographies through fresh investments and de-bottlenecking of capacities
10. Initiating the IoT in manufacturing and logistics



Our state-of-the-art  
hair extensions factory at Mozambique

## Key focus areas and initiatives

### 1. Customer Service

Enabled through agile fulfilment initiatives to respond efficiently to changing consumer demands

### 3. Industry 4.0

Making future-ready investments to further improve productivity

### 2. Employee engagement and productivity improvement

Extending best practices and shop floor employee engagement globally

### 4. Sustainability of the process

Driving sustainability initiatives across the supply chain and extending them to key vendors through sustainable procurement policies

## 1. Customer Service

**Introducing agile fulfilment initiatives to respond efficiently to changing consumer demands**

We continuously focus on making our manufacturing delivery and logistics operations more agile, to facilitate responses to the constantly changing consumer demand patterns.

We have achieved high fill rates in most of our key geographies, ranging between 92 and 99 per cent.

### Fill rates across geographies (%)

India	98.04
Indonesia	98.10
Argentina	98.36
Chile	93.80
Kenya	97.20
South Africa	94.30
Nigeria	92.50
Ghana	95.60
USA	94.40
Tanzania	99.30
Mozambique	97.10

In line with increasing demand patterns, we have enhanced manufacturing capacity across geographies.

We have also increased the number of customised packs for organised trade and improved fill rates for organised trade.



A look inside our Issue hair colour factory in Latin America



Our largest soap factory at Malanpur in India

## 2. Employee engagement and productivity improvement

### Extending best practices and shop floor employee engagement globally

To become more competitive, we have adopted best-in-class manufacturing practices across our global supply chain - from procurement through to manufacturing and shipping, including demand-driven supply chain, Theory of Constraints, total productive maintenance (TPM), lean, six sigma, kaizen, and low-cost automation.

We are constantly exploring new technologies and solutions to improve the utilisation of our assets and materials and ensure improved freshness of our products.

#### A. Total quality management

We drive total quality management through shop floor employee engagement initiatives across geographies. As part of this, we train all shop floor employees in TPM, lean, quality circles, task force, and kaizen.

#### B. Productivity improvement

In fiscal year 2020, we engaged with over 22,000 shop floor employees to improve manufacturing process, productivity per person, and employee connect and relations.

### Productivity improvement across locations

Country	Product	Improvement (%)
India	Godrej aer pocket	20.5
	Godrej Expert Rich Crème	6
	Goodknight Fast Card	3.7
Tanzania	Braids	4.44
Uganda	Crochet (Afro kinky)	15.71
Kenya	PC Weaves	23.53
	N. Abuja Braids	4.65
Mozambique	Weaves	104.76
Nigeria	Crochet (Wet Wave)	87.81
	Braids	4.43
Ghana	Natural twist	29.67
	Braids	7.91
Indonesia	Mitu Mega 1	0.64

All team members are encouraged to suggest changes to improve process efficiencies. We ran an employee suggestion scheme and got over 12,269 suggestions, 63 per cent of which were implementable. So far, we have implemented 69 per cent of the implementable suggestions and the others are in process.

Our team members also registered 92 kaizens for performance improvement across our African and Indonesian manufacturing plants. All 92 have been implemented. Shop floor employees across Indonesia and Africa are helping solve problems related to their own jobs through

quality circles, a participatory management technique. Currently, we run 32 quality circles in Indonesia, Kenya, Ghana, and Mozambique.



Shop floor engagement activities at our Kenya and Mozambique factories



### 3. Industry 4.0

#### Making future-ready investments to further improve productivity

We are making future-ready investments in Industry 4.0 technologies and processes to improve productivity and quality.

In fiscal year 2020, we implemented IoT at our refill lines at our new Conso unit in Guwahati, North East Cluster. This helped improve line productivity by 18 per cent.

In the North Cluster, we implemented IoT

at the soap line at our Katha and Thana unit. The real-time monitoring of different machines helped us in de-bottlenecking, thereby improving productivity by 3 per cent.

We implemented IoT at our Lokhra unit in the North East Cluster at our hair crème lines. In the South Cluster, we implemented IoT at our coil line, at our Coil 9 plant. Both these initiatives have significantly improved line productivity.

We have also piloted the implementation of digital twins at two of our plants.

At our Coli 9 plant, we implemented a digital twin for our coil drying system to improve throughput and reduce energy consumption. At Lokhra 2 plant, a digital twin was implemented for plant layout optimisation to maximise production lines and increase GST benefits.

To address ongoing inflation and depreciation of local currency, we are constantly exploring ways to maintain and improve product costs. We have recently rolled out a value engineering workshop for the Southern Africa business to identify opportunities, mitigate inflation, and increase the value of our products. We are also developing our local team to incorporate this technique in our production process.

### 4. Sustainability of the process

#### Driving sustainability initiatives across manufacturing processes and the supply chain

##### *Manufacturing*

As part of our Good & Green vision, we have identified five environmental sustainability goals to be achieved by fiscal year 2021 – we aim to be carbon neutral, achieve water positivity, send zero waste to landfill, reduce specific energy consumption by 30 per cent, and have 30 per cent of total energy from renewable sources. Our performance is guided and tracked by the Sustainability Team at the corporate centre and driven by manufacturing cluster heads and team members at each location.

We track emissions and data calculations for all locations where we have 100 per cent operational control.

We are in the process of adopting carbon and water pricing to capture the financial implications of our emissions and water use, and further our focus on sustainable growth.

## Supply chain

Since 2015, we have defined our sustainability commitment expectations for suppliers, linked to our Good & Green goals. This is detailed in the [GCPL Sustainable Procurement Policy](#). All our key suppliers are expected to align with this. The current ESG parameters are also applicable to our existing suppliers.

We are committed to helping our suppliers make their operations more sustainable through the following:

- We assist in reducing specific energy and specific water consumption, waste to landfill and specific CO<sub>2</sub> emissions
- We encourage them to identify and mitigate ESG concerns

- We help enhance process efficiency, reduce use of hazardous and toxic materials and responsibly dispose toxic waste, if any
- We recommend the use of renewable sources of energy, wherever possible

We work with over 600 suppliers. As a part of supplier assessments, we have evaluated 132 suppliers so far (accounting for 67 per cent of our procurement spends) on being quality centred, ethically driven, green inspired, and socially focused. Eighty-seven of these vendors who had historical scores showed 61 per cent improvement. None of the vendors showed any non-compliances towards ethical policies. We have per cent of the evaluated suppliers in sustainability risk zone.

To drive continuous adherence, we have shared industry best practices and suggested actions. Additionally, sustainability assessment through a self-declared questionnaire has become part of our new vendor initiation protocol.

In Indonesia, we are in the process of evaluating 18 of our exclusive vendors (accounting for 65 per cent of our purchases). In Chile, we are covering 13 exclusive vendors (accounting for 40 per cent of our purchases). In Argentina, we are assessing 13 exclusive vendors (accounting for 47 per cent of our purchases).

Engaging with our supplier partners at our annual Global Business Partner Conference 2019



As part of our process, we collate qualitative and quantitative data, and develop a composite score on the basis of the responses. To drive continuous adherence, we have scheduled self-declarations from suppliers, as well as external audits, identified category-wise targets, and are sharing industry best practices and suggested actions.

At the National Convention on Quality Concepts (NCQC) 2019, our North East cluster won 9 awards, North cluster won 16 awards, and Central cluster won 16 awards.





We are deeply committed to  
fostering an inclusive Godrej

A photograph of a man in a dark blue shirt sitting at a table, looking thoughtful with his hand to his face. He is surrounded by other people, including a woman in a red top and a person in a purple top. There are white mugs on the table. The background is blurred, showing greenery and a white fence.

# Fostering an inclusive, agile, and high-performance culture

# Strategic Priority

Attracting, developing, engaging, and retaining high-quality talent

## Capitals Impacted



Human Capital



Intellectual Capital



Social and Relationship Capital

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## Risks

- Competitive market conditions and new entrants leading to attrition enablers

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## Enablers

- The Godrej Way: Our purpose and values
- Our Employee Value Proposition (Tough Love, Whole Self and Your Canvas)
- Our leadership behaviours anchored in the Godrej Capability Factors
- An entrepreneurial and inclusive culture backed by enabling people practices
- Our global footprint and the option to build global careers in emerging markets in three continents
- Competitive remuneration based on the principle of sharing value created

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## Key Focus Areas

- Living 'The Godrej Way'
- Building a culture of agility and experimentation
- Fostering a diverse and inclusive GCPL
- Investing in leadership development
- Creating a strong talent pipeline for the future
- Prioritising safety
- Being among the best companies to work for in all our geographies

# Value Created

We are committed to building an inspiring place to work, grounded in The Godrej Way. Our culture aims at fostering diversity, agility, and experimentation. Through our people, policies, and processes, we are empowering our team members, enhancing capabilities in line with business ambitions, and thereby creating more impactful **Human Capital** and **Intellectual Capital**.

A lot of our engagement translates through **Social and Relationship Capital** - partnerships and enhanced employee connect, especially in the context of our multi-geography presence.

- 
- **11,257** direct team members
  - **36** nationalities
  - Team members in **23** countries
  - **76 per cent** of team members based outside India
  - Average age of team members (white collar) is **39.9** years
  - **25 per cent** of white-collar and **56.5 per cent** of blue-collar team members are women
  - **21 per cent** women in senior leadership roles (Vice President and above)
  - Consistently ranked in the top quartile of best employers in internal employee engagement survey scores
  - **5,816** training man-hours in fiscal year 2020
  - Workplace by Facebook helps engage and connect **2,950** people across geographies



Our Indonesia team explores personal and brand purpose at their *Winning with Purpose* workshop in Jakarta

## Living 'The Godrej Way'

### A culture around 'The Godrej Way'

The Godrej Way, our purpose and values, is the cultural cornerstone that guides our choices and actions. As we grow and become more global, we need to ensure that the current and future generations of Godrejites fully embrace and live our

distinctive purpose and values. Over the last couple of years, we have integrated our values with key people policies and processes. We are also exploring ways to bring our purpose alive and build a more meaningful Godrej for all our stakeholders.

## **Our Employee Value Proposition**

We take much pride in fostering an inspiring workplace with an agile and high-performance culture to attract, develop, and retain the best global talent.



### **Your Canvas**

Our exciting and ambitious growth plans allow us to offer unparalleled career opportunities relatively early on.



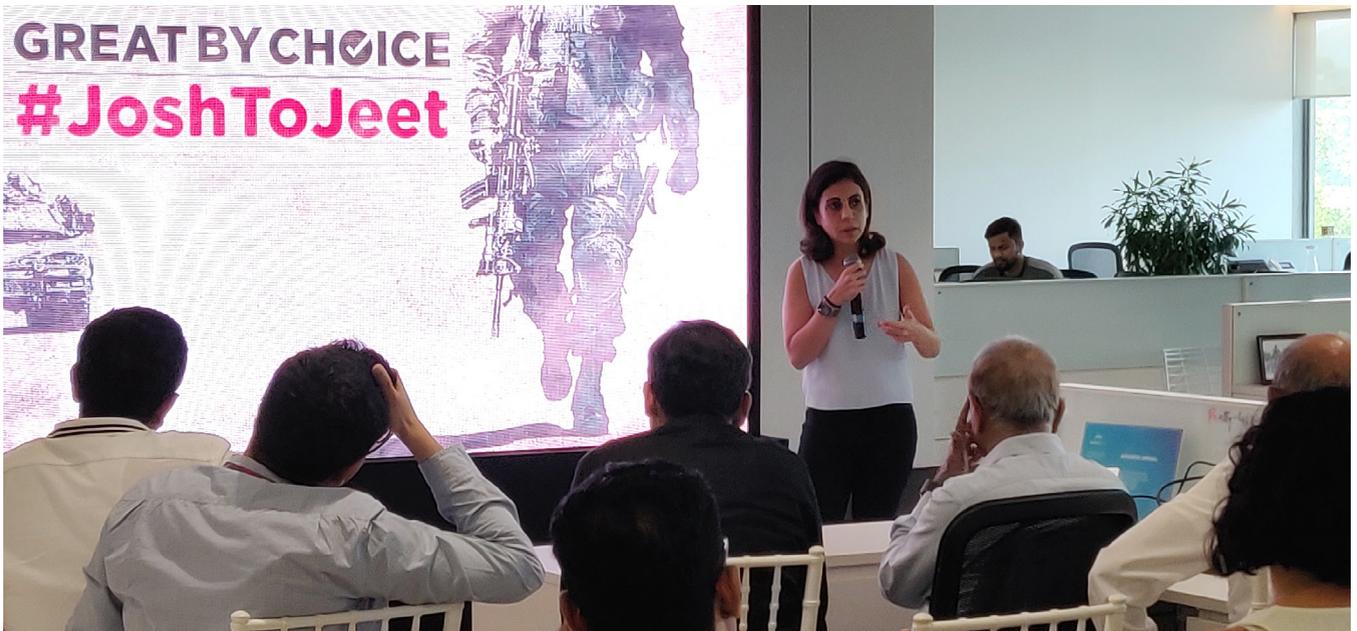
### **Tough Love**

We expect a lot from our team members, differentiate on the basis of performance and potential through career opportunities and rewards, and lay particular emphasis on developing, mentoring, and training.



### **Whole Self**

We believe that passionate, well-rounded individuals with diverse interests make for better Godrejites. We understand that our team members play multi-faceted roles. Therefore, not only do we encourage them to explore their whole selves, but also create an enabling space for them to do so. Our commitment to being an equal opportunities employer and have flexible working policies around part-time work, work from home, flexible working hours, employee self-help resources, and professional counselling, are designed to enable better productivity and effectiveness.



Sharing business updates at our #JoshToJeet town hall in Mumbai

### Godrej Capability Factors

All our people policies and practices are founded on the leadership capability factors of 'Leading Self', 'Leading Others', and 'Leading Business'.

### Authentic conversations

Our senior leadership engages through different platforms, including town halls and one-on-one conversations.

We are making a shift from static point-in-time conversations and surveys to a culture of continuous listening. The aim is to understand the pulse of our company in real-time and take immediate action. Earlier this year, we introduced Amber, a chat bot, to interact with team members across geographies. Over 1,300 people were engaged with as part of the first wave of interactions.



(Left) Our Indonesia team reinforces their commitment to excel at the #MakeItHappen town hall in Jakarta,

(Down) At our Talk to the Management Committee Members breakfast session in Latin America





(Left) Introducing Amber, our chatbot, to teams across Africa, (Down) Connecting our global teams on Workplace by Facebook, our in-house social media platform



## Building a culture of agility, ownership, and experimentation

### Our unique multi-local operating model

Our international growth has been through acquisitions. Unlike traditional multi-nationals, we have a multi-local operating model centred on value-based partnering and operational autonomy at the local level. This helps sustain the agile, entrepreneurial spirit that made these companies successful while providing the benefits of strong processes and scale that Godrej brings. Striking a balance between our global identity and the ability to appreciate the local flavour and respond to changing consumer needs is our competitive advantage.

### Cluster-function ways of working

In line with our operating model, we are building stronger collaboration across geographical clusters and function teams through shared accountability and clearly defined ways of working.

### Teams and projects

'Project Nimble' is a self-managed team of young leaders who work on ideas across functions to make GCPL more agile. As part of the '10xers Programme', cross-functional teams work on challenging business-critical projects sponsored by senior leadership team members. 'Project Nimble' is a self-managed team of young leaders who work on ideas across functions to make GCPL more agile. As part of the '10xers Programme', cross-functional teams work on challenging business-critical projects sponsored by senior leadership team members.

# Fostering a diverse and inclusive GCPL

As a global conglomerate, delighting over a billion consumers, becoming more inclusive isn't just in our DNA and the right thing to do – it makes excellent business sense. We take pride in being an equal opportunities employer. We recognise merit and encourage diversity.

We do not tolerate any form of discrimination on the basis of nationality, race, colour, religion, caste, gender identity or expression, sexual orientation, disability, age, or marital status and ensure equal opportunities for all our team members.

## Diversity Council

The Diversity Council of the Godrej Group, which comprises business leaders and senior team members who champion diversity and inclusiveness, meets every quarter to strategise and discuss initiatives to further drive our diversity and inclusion agenda.

## Diversity champions in Africa

Sub-Saharan Africa is a key geographic cluster for us. Given the diversity in gender, nationality, race, and educational background, we perceive see tremendous opportunity in leveraging synergies. We have a representative council that spearheads targeted interactive sessions, online and offline, to build appreciation and awareness around diversity. Based on the recommendations of this council, we have refreshed our people policies and processes.

## Women and leadership

We foster a holistic, supportive workplace for women. As a result of these efforts, the percentage of women in GCPL has increased to approximately 25 per cent, and the percentage of women in senior leadership (Vice President and above) to approximately 21 per cent, today. Apart from our maternity benefits and daycare facilities, we have a Caregiver Travel Policy, which enables new mothers to bring a caregiver and children up to 1 year of age, for necessary work-related travel. Through Careers 2.0, our second careers programme, we provide women who have taken a career break a chance to return to the workplace. It offers aspirational and challenging projects across sectors and functions with added flexibility to help women balance their careers and personal needs.

**H** HR GCPL GAUM is with Riju Dutta and 17 others. 30 January #HUMANSOFGAUM

"Growing up as the 'middle child', I always felt the need to prove my independence and individuality. Whatever my older sister did, I was determined to do better. Whatever my younger sister got away with, I wanted to make sure I was the one to catch her in the act. As I grew, I channeled the desire to be independent very positively. I utilized that same determination to more tangible things. I had developed a greater drive to win and a, next level, sense of determination.

Neither of my parents went to college. They both worked hard and took up 'blue collar' jobs. We weren't a family of means; but I never felt poor or deprived of anything. We had our share of ups and downs and I witnessed the struggles we faced many a time, but nothing took away the feeling of having just enough for a descent living and being sufficient. But with growing children, the needs and requirements grew and by the time I reached high school I was fully aware of our financial situation. I had accepted that my parents weren't able to fund my education. I knew they would have been concerned not just about my education, but also about my younger sister's. Although I was sensitive to this condition, I knew that I had to attend college and was determined to take all strides towards completing my education. I realized that I had to take that burden off from my mom's shoulder and be an example to my younger sister as well. Thankfully, with a lot of hard work, focus, and the generosity of the 'Bill and Melinda Gates foundation', I was able to achieve my goal without any financial burden for college. It may seem like a small feat, but it meant the world to me. Being able to achieve this on my own and take away my mother's stress was a complete joy.

My determination for independence, as a kid, has played a very important role in shaping me and making me the person I am today. Overtime, that childhood need has evolved into a drive for growth, and hunger for knowledge. I still love to win and it's still fun to catch my little sister in the act 😊.

I am grateful for the experiences life gave me through the moments of joy and tough times I faced at an early age. They have helped me appreciate my journey and made me realize that I can achieve anything with grit."

#HUMANSOFGAUM

"Appreciate everything that happens in your life; each experience has something new to learn from"

MORRISHANE COLLINS  
Head of Distributor Sales-  
Strength of Nature

10 1 comment Seen by 133

(Left) #HumansOfGAUM is a powerful platform to build appreciation for diversity across Africa, (Down) We have day care facilities in Indonesia, Africa, and India





Participating in recruiting drives for Project Rainbow

## LGBT+ inclusion

Our well-defined equal opportunity policy and a gender-neutral anti-harassment policy protect the rights of our lesbian, gay, bisexual, transgender, queer, and intersex team members.

We have extended medical benefits, such as hospitalisation cover, to domestic partners of Godrejites. We offer a choice to any team member to choose a spouse/domestic partner as a dependent. This also covers same-sex dependents, AIDS patients, and fertility treatments. Our adoption policy too is designed with a gender-neutral primary caregiver in mind. We have a Gender Affirmation Policy to support team members who wish to undergo gender transition. Godrejites can claim reimbursements towards non-cosmetic surgeries and hormone replacement therapy.

We are reviewing amenities and infrastructure facilities for LGBT+ team members. As a first step, we have set up two gender-neutral washrooms at our headquarters, Godrej One, in Mumbai. On December 13, 2018, we launched a 'Manifesto for Trans Inclusion in the Indian Workplace'. Through this, we aim to highlight the position and circumstances of trans people in the Indian society and steps corporate India can take to improve them.

The recently introduced Project Rainbow is a focused platform to empower people from the LGBT+ community to join Godrej.

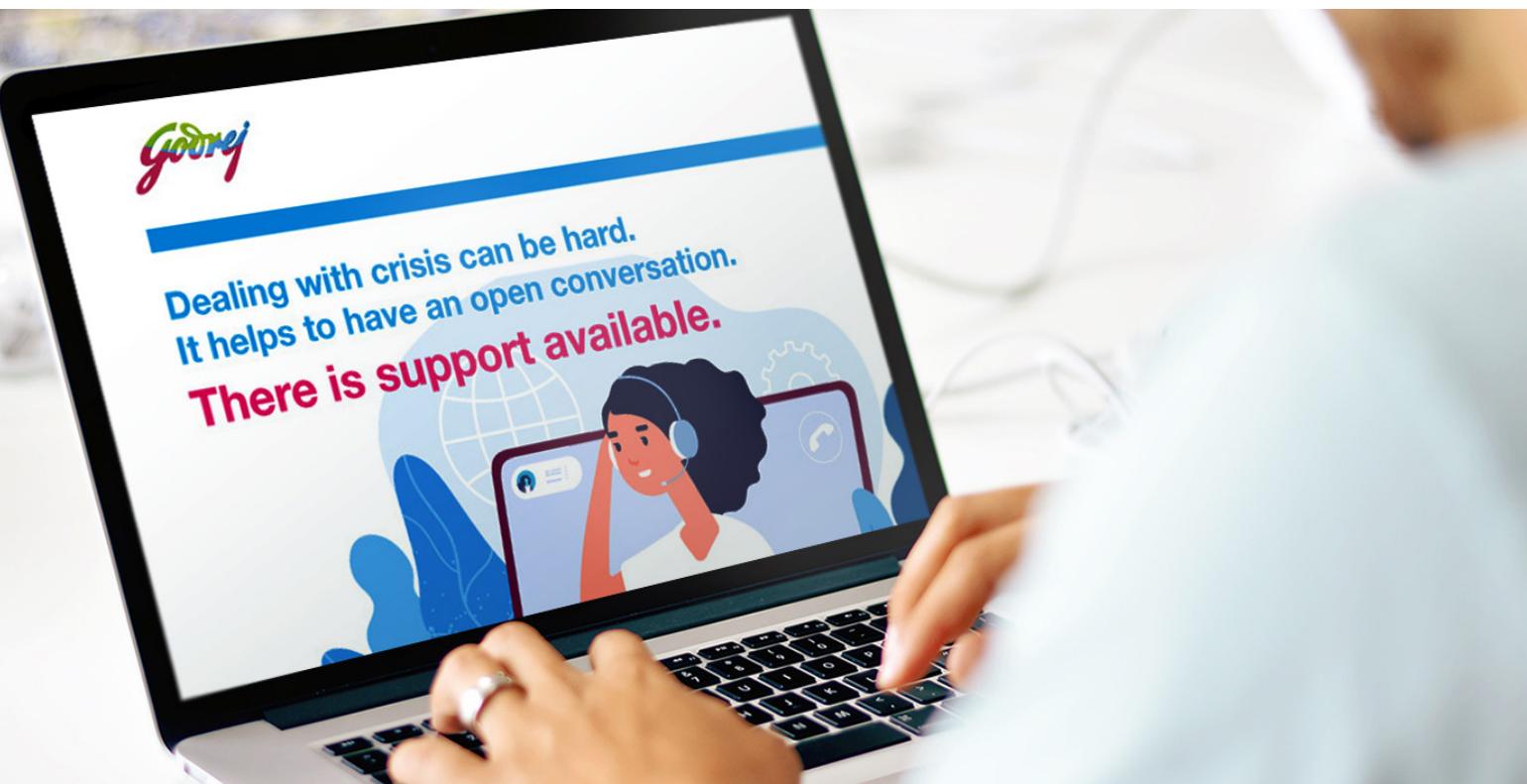
## Prevention of sexual harassment

We are committed to creating a workplace where everyone feels respected and included. We ensure that our team members are protected against sexual harassment while prioritising the redressal of all complaints in connected matters. To build awareness, we organise compulsory prevention of sexual harassment sensitisation sessions at regular intervals and have an e-learning module available for ready reference.

## Mental wellness

Our Employee Assistance Programme offers a confidential service to enable mental wellness. We have partnered with 1to1help and have a mix of reliable self-help resources and personalised counselling sessions to choose from.

Building awareness and communication around mental wellness



# Investing in leadership development

We believe that learning is a continuous process and happens on-the-job, through a combination of challenging assignments and a variety of roles. Our approach to leadership development is built around the Godrej Capability Factors. We are investing in high-quality learning through a mix of

programmes led by world-class faculty from Harvard Business School and the Indian School of Business, as well as a host of internal Godrej trainers. In total, 5,816 training man-hours were recorded in fiscal year 2020.

## Managerial capabilities

### **Leading Self**

Much of our success depends on whether we are able to unleash the unique and powerful individual potential of each Godrejite. An in-house programme built around our Godrej Capability Factors called the pillar of Leading Self enables people to introspect and better understand and channelise personal drive.

### **Leading Teams**

Leading Teams is an important skillset that both helps drive performance, and organisational growth. This year, we focused on building people management capabilities through an in-house programme, 'Leading Teams for Impact'.

### **Leading Business**

Strategic orientation and execution are emerging learning needs at middle management levels. We enable this through a blended learning approach with on-the-job implementation.



*Leading Teams for Impact workshop*

## Enterprise leadership

Our global programme on sharpening P&L leadership capabilities involves a multi-phase learning journey of 18 months. The fiscal year 2020 focused on facilitating on-the-job projects and enabling tailored career and development journeys.

Building coaching skills at a leadership programme for women in Jakarta



## Women leadership

We are committed to building a strong pipeline of women leaders. 'Accel', a comprehensive leadership development programme, created an intensive immersive learning experience for 20 high potential women team members across geographies. The year-long leadership journey used multiple learning mediums such as classroom sessions, on-the-job projects, senior leadership interactions, and digital learning modules. Participants are also mentored by key women leaders on the basis of individual learning needs.

Godrej Indonesia also hosted a 6-month leadership programme designed for new women managers.

## Continuous learning through high impact e-content

We have partnered with Harvard Business School Online to offer access to Harvard's case study content on areas such as strategy, innovation, and leadership, as part of a targeted learning investment for 100 team members.

Bringing together high potential women team members from across geographies to train at Accel





The Game of Thrones themed induction for our summer intern batch in India

## Creating a strong talent pipeline for the future

### Future-ready functional capabilities

We are building capabilities around new and emergent skillsets and focus areas. Frontline sales managers play an important role in driving business growth. To ramp up focused capabilities across our sales organisation, we hosted tailored sales capability trainings across India, Indonesia and Africa. In India, the focus was on data-based decision-making and people management. In Indonesia, we partnered with Kantar Singapore for training in account management. In Africa, the modules covered basic selling essentials and team management.

Similarly, we are ramping up our digital and analytics capabilities and investing in new channels of growth, such as e-commerce, consumer marketing intelligence, and the professional salon business. In India, we run an expert series to build digital and consumer marketing intelligence capability inputs. In Indonesia, we partnered with the Marketing Institute of Singapore to train in enhancing marketing capabilities.



Launching Godrej LOUD  
at business schools  
in India

**Innovative approach  
to recruitment**

Godrej LOUD (Live Out Ur Dream), our radically different approach to business school recruitment, encourages students to live out their unfulfilled personal dreams and offers sponsorship and internships with Godrej. LOUD has been hosted successfully across India, Indonesia, and Africa.



Visit the Godrej  
LOUD website

# Occupational health and safety

As part of the Godrej Group, we foster a strong culture of continuous improvement in training, health, and safety. Our people are the key to building a strong safety culture, and we regularly strive to connect with all of our team members to enable this.

As part of training initiatives, we host practical sessions, role plays, and safety competitions. Over the last few years, we have focused on improving safety awareness among all team members, including our contractual workforce. Quality Circles are one of our most impactful initiatives in driving safety and improving productivity. They give our team members a platform to showcase their ideas and solutions to the Management Committee, and have helped us transform operations across our factories.

At Malanpur - our largest factory in India - approximately 400 team members (93 per cent of the team) participate in Quality Circles. Across our international geographies, we have 40 Quality Circles, contributing to an annual saving of approximately ₹ 1.74 crore. Of these, 14 have participated in and won various regional and national awards.

Our factory teams following essential safety protocols amidst the COVID-19 pandemic

Key priorities	2018-19	2019-20
Number of people trained on safety (global data for employees + contractors)	65,842	73,039
Injury rate (global data)	0.541	0.35
Lost-time injury frequency rate (LTIFR)	0.149	0.103
Disabling incidents (global data)	0	0
Number of fatalities (global data)	0	1*
First aid/medical kits (global data)	511	434
Number of LTIs (global data)	15	15
Safe man-hours	54.61 Million	64.99 Million
Increase in near-miss reporting	-37%	18%

\*In FY 2019-20, we witnessed one fatal incident involving a contract worker. We offered mental, social, and financial help to the family of deceased, and we carried out a thorough investigation of the incident and implemented all the corrective actions across all the manufacturing sites. We are in process of completing all the preventive actions. We have further strengthened our systems and process to prevent such issues in future.



# Being among the best companies to work for in all our geographies

We have consistently been recognised among the best companies to work for across our geographies. We were also recognised on *Great Place to Work® Institute (India)'s 'Best Workplaces in Manufacturing – 2020'* list, and awarded the *Best Employer Brand Award* at Indonesia's 14th *Employer Branding Awards 2019*.

Godrej In Tune, our engagement survey, hosted in partnership with Aon Hewitt, measures engagement levels across teams and geographies against identified parameters. We use the insights generated to co-create targeted interventions with specific teams.



Godrej Indonesia is awarded the 'Best Employer Brand Award' at Indonesia's 14th Employer Branding Awards 2019



Building  
a more inclusive  
and greener world



A view of the 2,100 acres of mangrove forests that the Godrej Group maintains and protects in and around Vikhroli, Mumbai

# Strategic Priority

Building an inclusive and greener world

## Capitals Impacted



Intellectual Capital



Manufactured Capital



Human Capital



Natural Capital



Social and Relationship Capital

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## Risks

- Regulatory compliance
- Social license to operate
- Community unrest

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## Enablers

- Godrej purpose
- Good & Green vision
- Godrej values
- Godrej legacy of philanthropy

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## Key Focus Areas

- Ensuring judicious use of natural resources
- Innovating for sustainable packaging
- Enhancing employability
- Partnering with the Indian Government to eliminate malaria by 2030
- Enabling sustainable communities
- Fostering volunteerism

# Value Created

We are conscious of both our dependence on and responsibility towards our communities and the environment, across the value chain and lifecycle of our products. We remain committed to innovating, exploring new technologies, and improving our processes to become more sustainable through enhanced **Manufactured Capital** and **Intellectual Capital**.

We are working closely with our communities and investing in social programmes to achieve our goals. We are also leveraging our **Human Capital** through employee engagement and volunteering efforts to maximise **Natural Capital** and **Social and Relationship Capital**.

## United Nations' Sustainable Development Goals (SDGs)

[For more details, refer to the SDG mapping on our website](#)



# Godrej Trusts

Approximately 23 per cent of the promoter holding of the Godrej Group is held in trusts that invest in the environment, healthcare, and education.

## Environment

We are proud to protect, develop, and maintain the largest privately managed belt of mangrove forests in Mumbai since the 1940s.

## Education

The Godrej Udayachal pre-primary and primary schools focus on the all-round development of children. The Udayachal High School has been accredited with the International School Award in recognition its global education curriculum and innovative in-classroom teaching.

We also support Teach For India, a nationwide movement involving outstanding college graduates and young professionals, who commit two years to full-time teaching in under-resourced schools and become lifelong leaders working towards the pursuit of equity in education.

## Healthcare

The Godrej Memorial Hospital aims to provide high-quality healthcare at affordable costs. One such initiative is our partnership with Smile Train, a US-based NGO, which helps in performing corrective cleft lip and palate surgery in children from low-income families. We offer surgery and hospitalisation to these children free of cost.

Inside the Godrej Udayachal school in Mumbai



# Good & Green



Know more about our CSR policy

Sustainability at GCPL is guided by the Godrej Group's Good & Green vision of creating a more inclusive and greener world.

We have a comprehensive CSR policy that outlines programmes and projects to create a positive impact on our stakeholders. Our CSR committee reviews, monitors and provides strategic inputs on our sustainability efforts.

Over the years, we have aligned our initiatives with the United Nations' SDGs, the Government of India's social development priorities, and the needs of our local communities to deliver high-impact programmes.

## Key focus areas and corresponding initiatives



### ***Ensuring judicious use of natural resources***

Driving environmental sustainability initiatives at manufacturing plants through Green projects



### ***Innovating for sustainable packaging***

Incorporating sustainable packaging initiatives through innovation and technology upgradation to minimise the impact of our packaging on the environment



### ***Enhancing employability***

Implementing economic empowerment efforts to build inclusive and prosperous communities



### ***Partnering with the Government of India to eliminate malaria by 2030***

Through Project EMBED (Elimination of Mosquito Borne Endemic Diseases) that supports the Government's efforts to eradicate insectborne diseases



### ***Enabling sustainable communities***

Implementing a range of environmental sustainability and community development initiatives



### ***Fostering volunteerism***

Initiatives for Godrejites to connect more meaningfully with our communities



# I. Ensuring judicious use of natural resources

As part of our Good & Green vision, we have established five environmental sustainability goals to be achieved by fiscal year 2021. The standards, methodologies, and assumptions used for our calculations were obtained from the 'IPCC Guidelines for National Greenhouse Gas Inventories, 2006' and the 'IPCC AR5 Assessment Report'.

Our overall approach and process is detailed in our FY 2018-19 report: **Building a more inclusive and greener world > Good & Green > [Optimum use of natural resources](#)**

### Notes:

\* Performance as on March 2020 against fiscal year 2010-11 baseline

# Energy use is calculated by specific energy consumption per tonne of production

## Water usage is calculated by specific water consumption per tonne of production

### Waste generated is calculated by specific waste to landfill per tonne of production

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

## Our goals and performance

### 1. Energy

- Reduce specific energy consumption by 30 per cent
- Increase renewable energy portfolio to 30 per cent

#### Approach

- Improvements in processes and increase in efficiency of systems
- Adopting green energy sources such as solar and biomass

#### Performance##

- Reduced our specific energy consumption by 27.7 per cent
- Increased renewable energy portfolio to 30 per cent

### 2. Water - Become water positive

#### Approach

- Innovative water management systems and technological improvements

#### Performance\*\*

- Reduced our specific water consumption by 32 per cent

### 3. Waste - Achieve zero waste to landfill

#### Approach

- Judicious and innovative use of materials, including reuse and recycling

#### Performance\*\*\*

- Reduced our specific waste to landfill by 99.5 per cent

### 4. Emission - Become carbon neutral

#### Approach

- Adopting cleaner fuels such as biomass

#### Performance\*\*\*\*

- Reduced our specific GHG emissions by 37 per cent

## 1. Energy

In fiscal year 2020 we have undertaken 70 energy efficiency initiatives to reduce our energy consumption and dependence on conventional energy sources, in relation to our manufacturing scale.

### Key initiatives in India in fiscal year 2020:

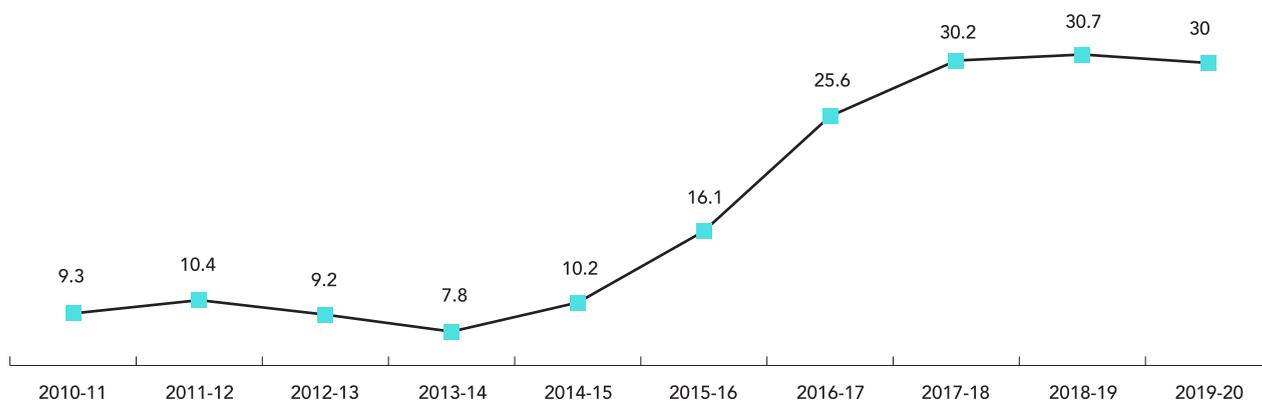
- Malanpur:
  - Installed water-based vacuum system to replace a steam based vacuum system that helped reduce fuel consumption by 48 metric tonne.
  - Replaced the old chiller with a new, efficient one that helped save 1.4 lakh kWh.
  - Installed a new energy efficient compressor that reduced energy consumption by 2.8 lakh kWh.

- North cluster:
  - Replaced old motors with new IE4 motors that helped save 82,000 kWh.
  - Reduced roll mill frequency that saved 27,000 kWh.
- North East cluster:
  - Installed VFDs and capacitor banks at the Meghalaya coil plant that helped save over 1 lakh kWh.
  - Optimised compressed air pressure and installed limit switch, motion sensor, and timer control saved 35,000 kWh.
- South cluster:
  - Replaced pneumatic cylinders with servo motors that saved 1.5 lakh kWh.
  - Installed energy saving devices for air conditioning.

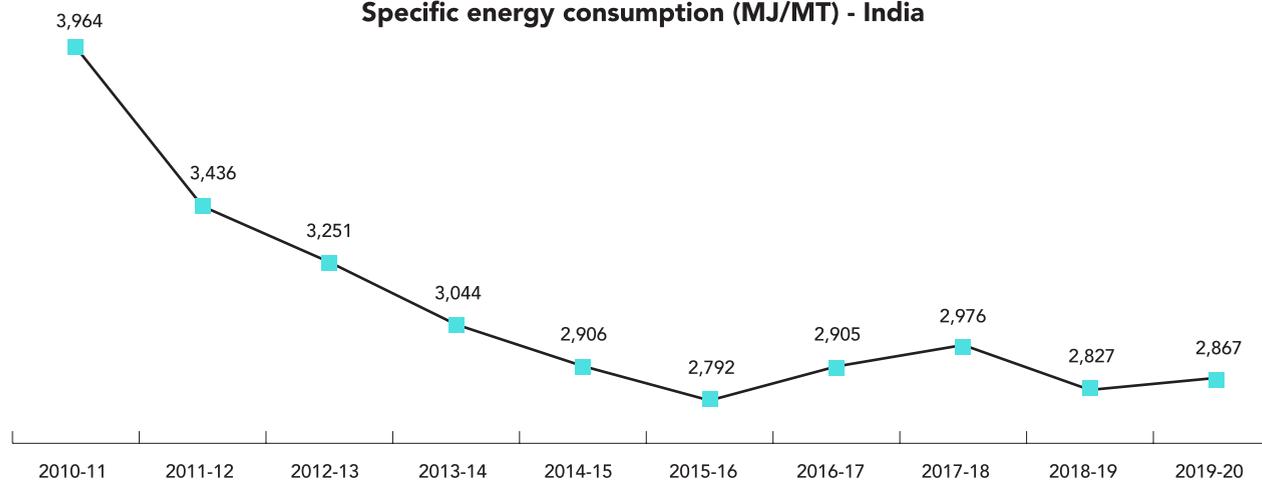
Reasons for rise in specific energy consumption in fiscal year 2020 include the following:

- Increased fat splitting activity in-house, which has consumed additional 250 metric tonne of fuel and 188,750 kWh of electricity. This has resulted in 1.4 per cent increase in specific energy consumption, and 1.3 per cent increase in specific GHG emissions.
- In Malanpur, due to high production demand, we ran our old FSP1 and FADP 1 plants. This resulted in 210 metric tonne of additional fuel consumption. We have already made investments to improve these plants' energy efficiency.

Share of renewable energy in energy mix (%) - India

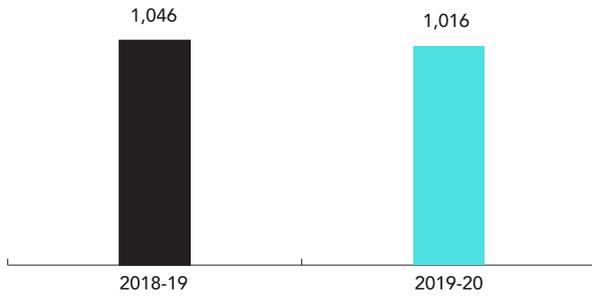


Specific energy consumption (MJ/MT) - India

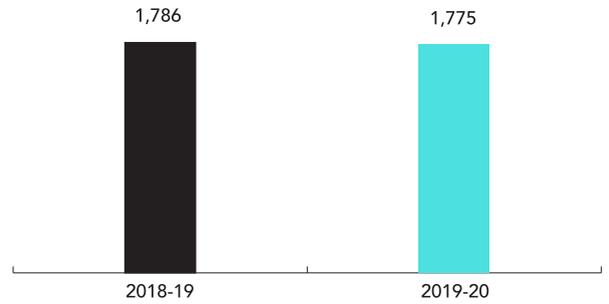


## Energy report - Global

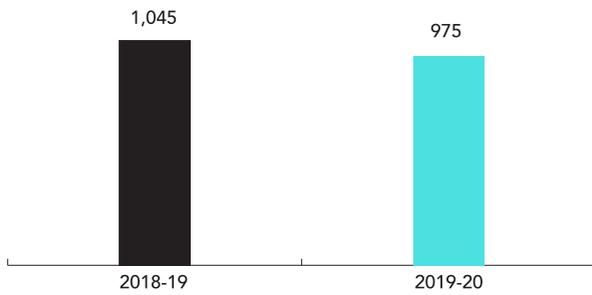
Indonesia - Specific energy by product [MJ/t]



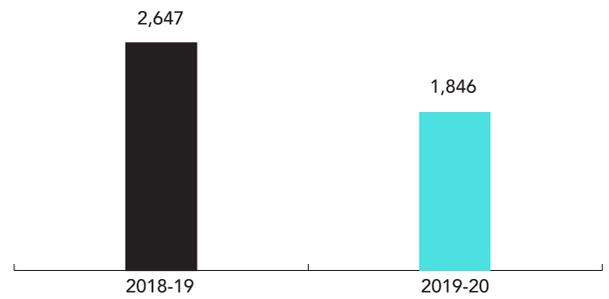
Africa - Specific energy by product [MJ/t]



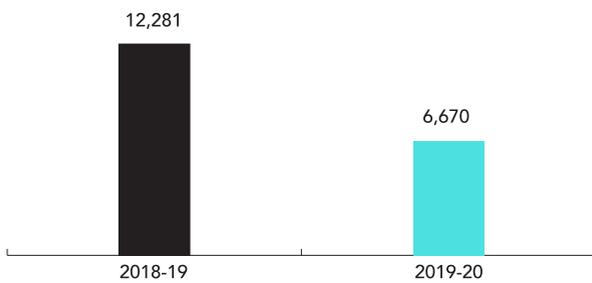
Latin America - Specific energy by product [MJ/t]



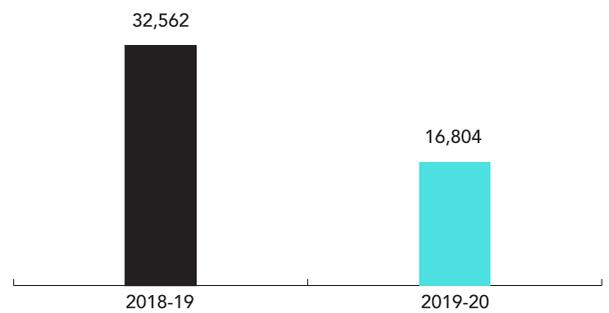
USA - Specific energy by product [MJ/t]



Bangladesh - Specific energy by product [MJ/t]



Sri Lanka - Specific energy by product [MJ/t]



## 2. Water

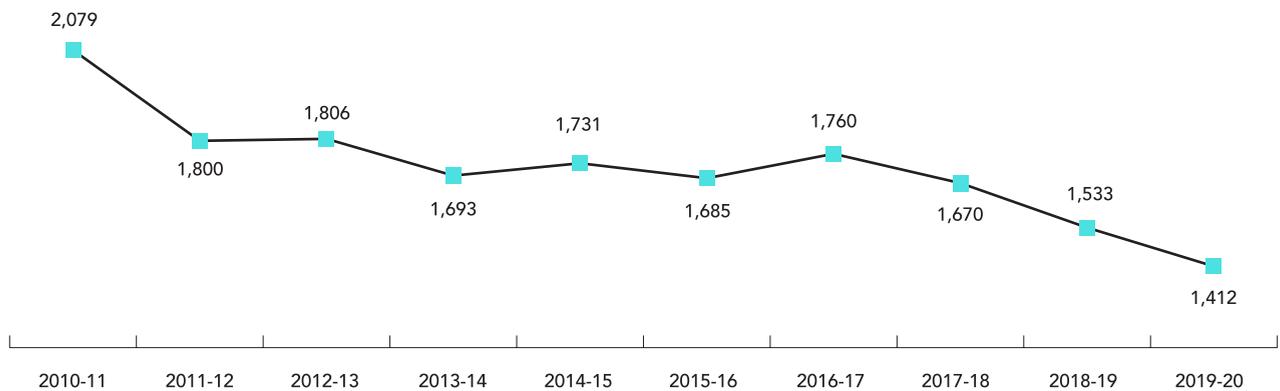
We continually evaluate and implement innovative projects to reduce specific water consumption. We continue to source our water from sustainable sources. We have also supported integrated watershed projects to replenish groundwater levels.

To know more about our watershed programme, refer to our FY 2018-19 report: **Building a more inclusive and greener world > Good & Green > [Enabling sustainable communities](#)**

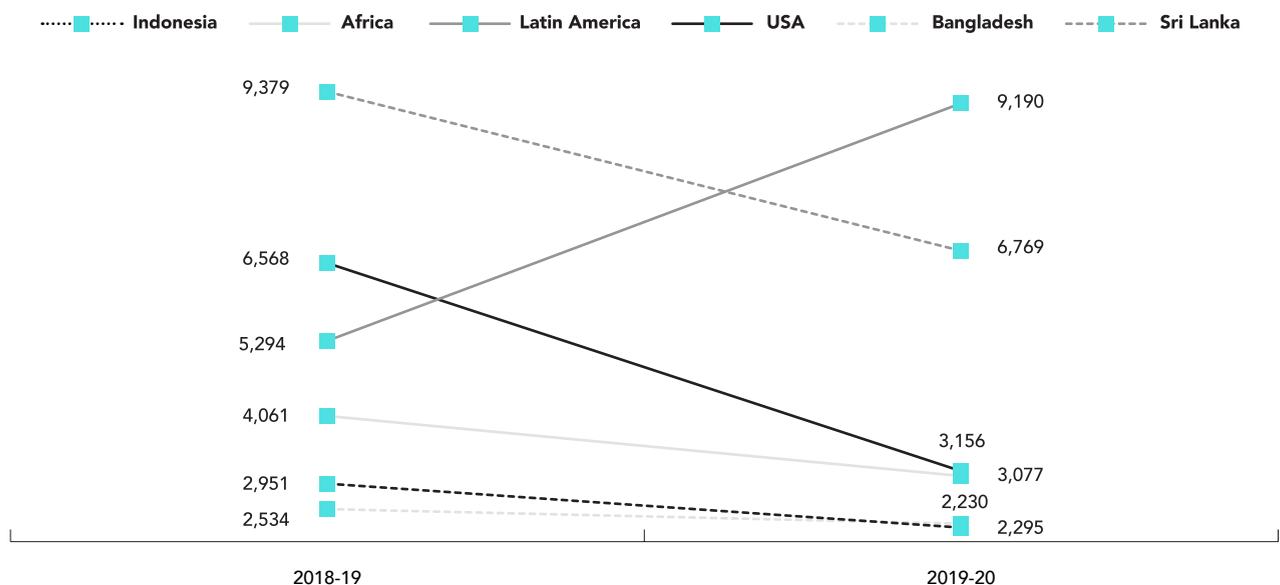
### Key initiatives in India in fiscal year 2020:

- In India, installed rainwater harvesting and load men bath water treatment at Coil units in the South cluster that saved 2,700 kL of water/annum
- In Indonesia, we implemented a 30 kLD effluent treatment plant and a rainwater harvesting system in 1,451 sq. meters of roof that provides 1.3 kL of water/annum of rainwater
- In Chile and USA, we improved effluents treatment systems

Specific water withdrawal per metric tonne of production (litre/MT) - India



Specific water withdrawal per tonne of product (litre/MT) - Global



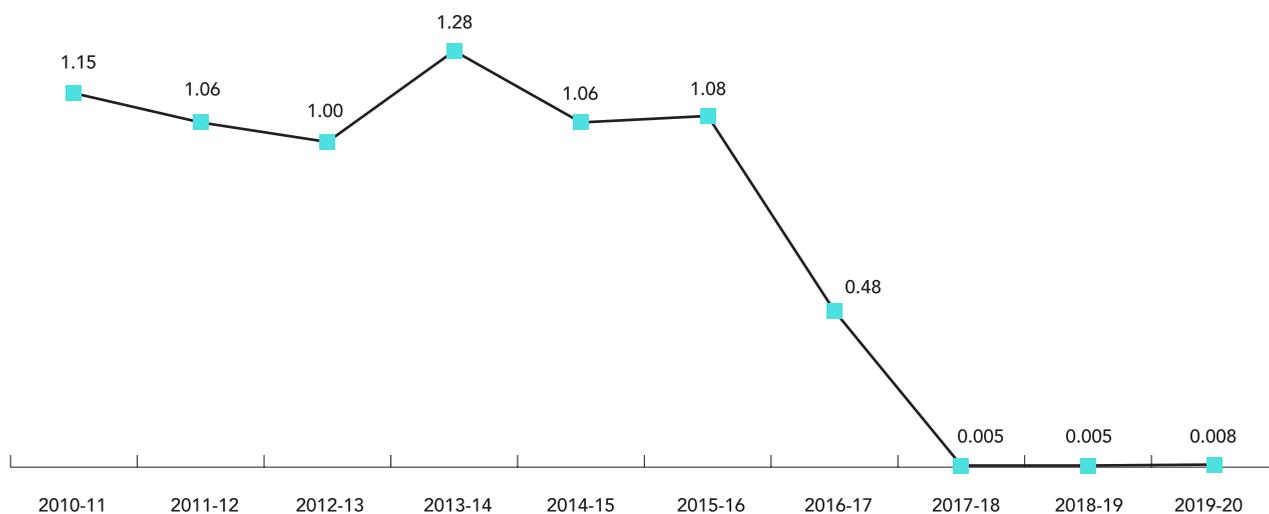
### 3. Waste

We have undertaken several initiatives to reduce waste generation and divert the waste from landfills to gainful applications. We continue to divert our Malanpur plant's ETP sludge from landfills to co-processing at a cement plant. As a result, we have already achieved over 99 per cent reduction in waste to landfill. We are also on track with our extended producer responsibility (EPR) commitment.

#### Key initiatives in fiscal year 2020:

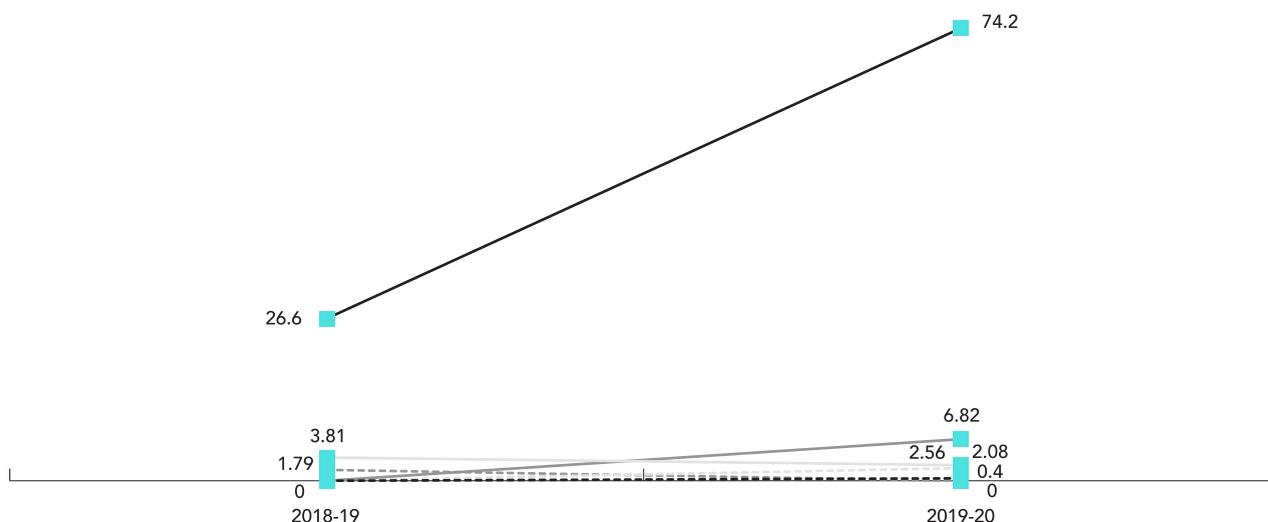
- In Chile, close to 100 per cent of non-hazardous waste is recycled and hazardous waste is sent for co-processing
- In India, collected 8,000 metric tonne of plastic waste, which is equivalent to 73 per cent of our post-consumer plastic packaging

Specific waste to landfill (kg/MT) - India



Specific waste to landfill (kg/MT) - Global

Indonesia Africa Latin America USA Bangladesh Sri Lanka



#### 4. Emission

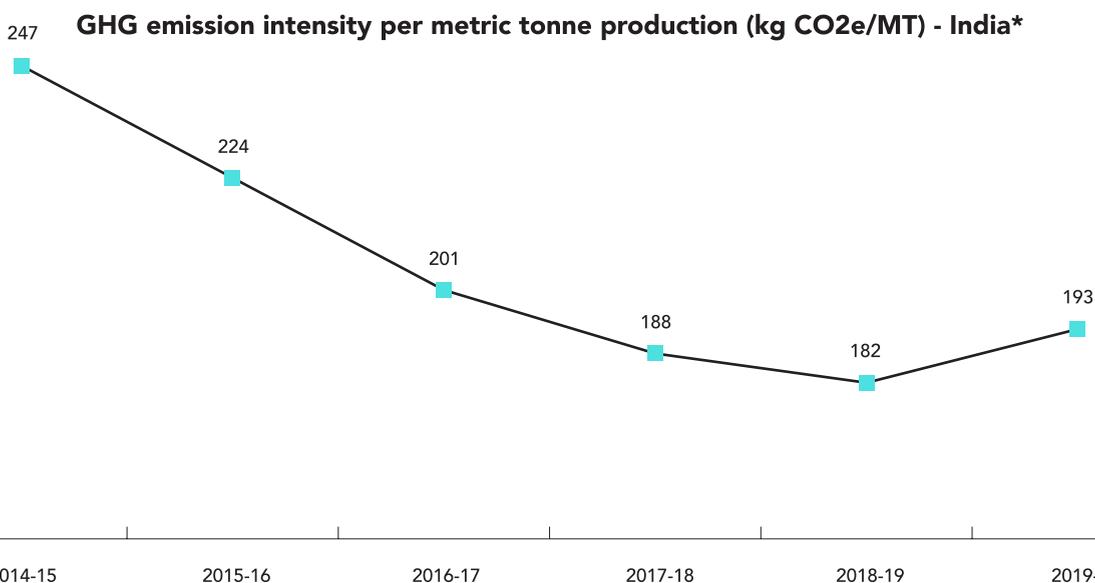
All our manufacturing units monitor their GHG emissions, and we have set short-term targets to reduce emission and achieve carbon neutrality. Our energy efficiency initiatives contribute to GHG emission reductions. They include switching to renewable biomass for boilers, procurement of renewable energy, flue gas heat recovery from boilers and utilisation in the process, and installation of energy-efficient equipment.

In fiscal year 2020, we reported a higher emission trend. The main reason for this was:

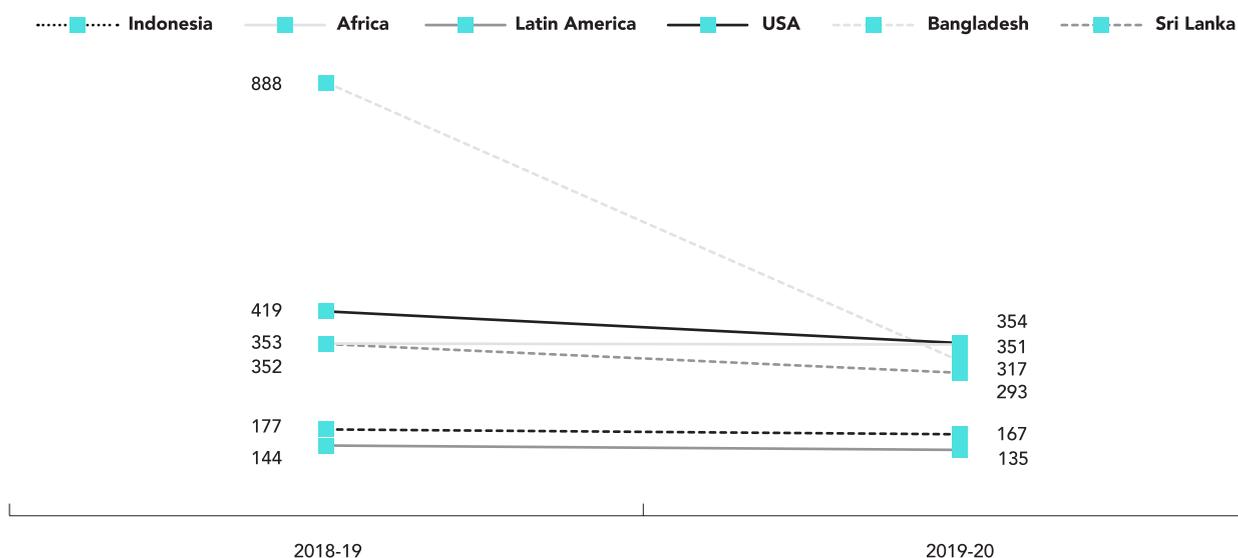
- India's prolonged monsoon, which led to solar power generation of less than 18 lakh units

We are undertaking different measures to address this, including the following:

- Increasing the share of solar-based electricity
- Installing a water jet vacuum system in FADP 1 to reduce fuel consumption (this has been completed)
- Continuing to invest in energy efficiency initiatives to reduce our specific GHG emissions



#### Specific GHG emissions per tonne production (kg CO<sub>2</sub>e/MT) - Global



\* Emission calculated from energy consumption within our operations



## II. Innovating for sustainable packaging

In a FMCG business, packaging plays a very important role in maintaining product integrity. We use delightful design and packaging as a way to differentiate our products - and we aim to do this in an eco-friendly way. A number of our products are known for unique packaging, which balances utility and recyclability.

In addition to our Good & Green targets, at a company level, we have identified sustainable packaging targets for fiscal year 2025.

### Our goals

#### **1. Reduce packaging consumption per unit of production by 20 per cent from the base year of fiscal year 2018**

##### Approach

- Process improvements to make packaging more efficient

#### **2. Ensure that 100 per cent of the packaging material is recyclable, reusable, recoverable, or compostable**

##### Approach

- Upgrade to newer technologies and innovate packaging raw materials

#### **3. Use at least 10 per cent post-consumer recycled (PCR) content in plastic packaging**

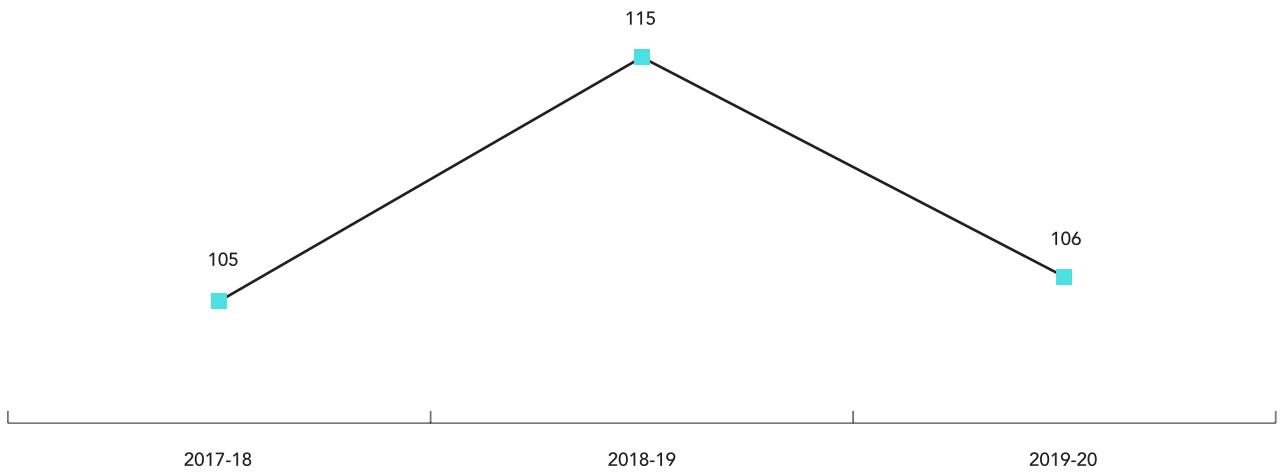
##### Approach

- Partner with research organisations and start-up enterprises to develop packaging materials as alternatives to plastic and enable the use of recycled plastic instead of virgin material

**Key initiatives in fiscal year 2020:**

- Efficient packaging of Expert Powder Hair Dye helped saved 9 metric tonne annum of material
- We saved 19 metric tonne of material by reducing the thickness of our Cinthol soap wrapper.
- Redesigned the Cinthol Deo spray cap from a 3-piece cap to single-piece cap that helped save 8 metric tonne per of material

**Specific packaging consumption (kg/tonne)**





### III. Enhancing employability

Our livelihood programmes focus on economic empowerment and are a part of our CSR initiatives. They are guided by our Good & Green vision and our CSR policy, and are reported under Schedule VII, Section 135 of the Companies Act, 2013 in the Directors' Report.

We follow a shared value approach that addresses critical economic needs of marginalised and underprivileged sections of society, while strengthening our competitive advantage.

To know more about the need for women employability, details of our trainees, our approach, and our journey, refer to our FY 2018-19 report: **Building a more inclusive and greener world > Good & Green > Building inclusive and prosperous communities > Livelihood**

#### 1. Salon-i and Beautypreneur in India

##### Salon-i

**Overview:**

Our flagship social initiative, Salon-i, is a vocational training programme for women. It is designed entirely in-house to train young women in basic cosmetic skills, skin and hair care, and mehendi application. In addition, life skills and entrepreneurship development modules enable women to take up jobs or pursue self-employment, depending on their unique skillsets and circumstances. Compared with the country's overall need, Salon-i's employability goal is small; however, the programme is unique as it specifically aims at employability, entrepreneurship, and empowerment of women. Since fiscal year 2013, we have trained over 2,27,094 young women and continue to invest in their initiatives.

**Impact:**

Our third-party impact assessment of Salon-i showed a three-fold increase in our trainees participating in paid work – from 14 to 45 per cent, of which 78 per cent were first time entrants in the workforce. Our trainees contributed between 15 and 50 per cent of their household income, depending on nature and location of their work. The median monthly salary for salon workers was ₹4,000 and ₹2,500 for those working at home. This income was nearly three times higher than what the trainees earned before the training. Forty per cent of the trainees also reported saving a part of their income for their financial security and purchase of assets. Qualitatively, the majority of the trainees attributed a

sense of selfworth and confidence to face challenges as a key benefit of training. Trainees with difficult circumstances at home were more appreciative of the life skills curriculum that helped them negotiate social barriers

##### Beautypreneur

**Overview:**

As an extension of Salon-i, we reached out to women micro-entrepreneurs in the beauty and wellness sector in various parts of the country and set up the Beautypreneur platform. Beautypreneur aims at incubating beauty and wellness entrepreneurship in women, thereby enabling them to train other women. This is in addition to their regular salon business and therefore, helps them expand their enterprise. Since fiscal year 2017, we have supported over 4,210 women entrepreneurs and continue to expand our reach.

**Impact:**

A third-party Social Return on Investment (SROI) study of Beautypreneur showed an overall social return of ₹6.46 on the programme for every ₹1 invested. Beautypreneurs reported a 50 per cent increase in their revenue after training, achieved with a mix of lower expenses and higher sales of their services.



We have trained over  
2,27,094 young women  
through our Salon-i programme

#### Sadhna Tilvania, Indore, Madhya Pradesh

“ Sadhna, a mother of two, is a beautician by profession, and runs a small beauty parlour in a slum, while her husband works in a local clothing shop. She managed to earn only ₹2,000-₹3,000 per month, and it was becoming a challenge to run her business. In 2018, our non-profit partner met Sadhana and briefed her about the Beautypreneur programme with Godrej Expert Rich Crème. She enrolled and found the training immensely useful. Armed with new-found knowledge and renewed confidence, she built new income sources such as organising seminars in her area and utilising the leaner business months to focus on training students. Both strategies boosted her income by three-fold to ₹8,000 per month. ”

#### Priyanka Chalke, Mumbai

“ Priyanka had to drop out school and start working as a teenager to support her family. From being a domestic help to working as a caterer to being a security guard – she’s done all that she could find, and tried to balance the needs of her family on a small wage. At 23, she got married and found support from her husband. However, her husband’s health deteriorated, and monetary issues grew. This time around, Priyanka was on the lookout to skill herself and find an opportunity to gain a steady income. She came across the Salon-i beauty and wellness training course and enrolled for it. After completing the course, she began home services and building her clientele. Her dedication stood out, and our non-profit partner offered her a full-time job as a beauty trainer. She is now able to manage the needs of her family, and is training young girls to build their skills and confidence. ”

Our Beautypreneur programme works  
with micro-entrepreneurs in the beauty  
and wellness sector





We are stepping up efforts through hairdressing training in Kenya

## 2. Darling hair and beauty skills training in Kenya

### Overview:

We run hairdressing training for young women from underprivileged backgrounds at 34 training centres in Kenya, of which 30 centres are run in partnership with local county polytechnics.

### Output:

We have trained over 4,200 women in five years. We are motivated by the successes so far reported by our alumni, several of whom have gone on to set up their own businesses (salons). We would like to facilitate the same for many more.

### Mercy Hamisi, Nairobi

“ Like many other Kenyan youth, Mercy too had no formal training, and no source of income, which made her vulnerable to exploitation. A neighbour told her about the Darling hairdressing training programme and she enrolled with the hope of securing a steady income source. She trained for three months at the Likoni centre, where she learned technical hair dressing skills, and communication and client engagement. After training, she landed a job at the Lucky Salon in Nairobi, and has been able to meet the financial needs of her and her family. Today, she is able to provide for her food, pay school fees for her siblings, and also support her parents, including paying for rents at her family home. She has become an organic brand ambassador for our programme and has inspired 10 girls from her hometown to enrol for training. ”



## IV. Partnering with the Government of India to eliminate malaria by 2030

### ***Elimination of Mosquito-Borne Endemic Diseases (EMBED)***

#### **Overview:**

EMBED is a great example of a CSR initiative built on the principle of shared value. It was initiated in Madhya Pradesh in 2015 in partnership with the Ministry of Health and Family Welfare's National Vectors Borne Disease Control Programme (NVBDCP); we have also recently expanded to Uttar Pradesh and Chhattisgarh.

Through EMBED, we collaborate with non-profit organisations and the state government to run intensive behaviour change programmes in seven districts of Madhya Pradesh, and two districts each in Uttar Pradesh and Chhattisgarh. The focus is on building awareness in households for people at the bottom of the pyramid and for vulnerable and marginalised groups in tribal, hilly, and hard-to-reach areas. The programme has achieved full coverage in 830 villages across these 11 districts.

Project EMBED aims to eliminate malaria by creating awareness and driving behaviour change



**Impact:**

- An independent SROI study of the programme revealed that every ₹1 invested in the programme created social impact worth ₹8.38.
- Close to 63 per cent of the community is taking steps to prevent malaria after increasing their awareness by participating in sessions.
- Around 75 per cent of the community healthcare workers reported an increase in their knowledge and diagnosis and treatment of malaria.
- Post malaria treatment, a 32 per cent improvement in overall health was reported that resulted in 17 per cent increase in productivity and 22 per cent decrease in school/work absenteeism.

**Dukhiram Yadav, Chindwara Ryat, Mandla**

“ Dukhiram Yadav is a 50-year-old farmer and daily wage labourer. Like many in his village, he was diagnosed with malaria in 2015. Being a daily wage earner, his productivity and income took a hit. Soon after, his wife caught the disease, quickly followed by the children, and soon the whole household was suffering together. They had almost no awareness about the disease, the causes of disease, or how it could be prevented. Dukhiram mentioned that the workers spreading awareness about malaria in his village by visiting households helped him to be better protected against mosquito-borne diseases that he feels much safer with their precautionary measures. He now regularly uses bed nets provided by the village panchayat and keeps his surroundings clean. Since then, there has not been any malaria incident in their home.

”



## V. Enabling sustainable communities

A significant focus of our CSR programmes is to work towards the sustainable development of communities, ensuring that current needs are met without compromising future requirements. We aim to address the challenges of climate change, urbanisation and economic growth.

To know more about the need and approach of our waste management and watershed programmes, please refer to our FY 2018-19 report:

**Building a more inclusive and greener world > Good & Green > [Building inclusive and prosperous communities](#)**

### 1. Waste management

#### Overview:

Our efforts towards solid waste management extend beyond our manufacturing plants and immediate areas of operations. As part of our CSR efforts, we run community waste management projects using circular economy principles. In the past, we have collaborated with the Hyderabad and Kalyan-Dombivali Municipal Corporations. Most recently, we have partnered with the Pondicherry Municipal Corporation to implement a community waste management project. We are working with a social enterprise in Guwahati to convert plastic waste into fuel. We are partnering with another enterprise in Assam that recycles forest and agricultural residue to produce briquettes to be used as biofuel. Together, through these projects, we aim to process and divert up to 50 metric tonne of waste from landfills per day.

### 2. Watershed management

#### Overview:

Our integrated watershed development project is helping restore the ecological balance in the drought-prone district of Siddipet in Telangana. Currently, groundwater levels are lower than 400 ft in many areas, and as a result, farmers are under acute pressure. In partnership with NABARD and a local NGO, we are treating land to replenish groundwater levels, improve irrigation, develop plantations, and ensure sustainable agriculture practices.

#### Output:

We have treated 870 hectares of land and carried out plantations through 3 lakh direct seedlings and over 38,000 direct saplings. We have worked with over 300 farmers to diversify their livelihood and build their capacity on sustainable farming. We have also captured about 1 million kL of water in the region in fiscal year 2020.

### 3. Community initiatives

#### Overview:

We work closely in communities around our manufacturing plants, implementing community development initiatives that focus on improving education, health, and sanitation, access, and availability of water, and skill building. Through this, we reach out to and directly impact over 6,500 people annually.

#### Key initiatives in India:

- In the North cluster, we partner with government schools in Himachal Pradesh and Jammu. In Baddi, we have provided a sanitary napkin vending machine in a senior secondary school and supported the complete flooring of the assembly area. We have also supported the construction of a playground in the Himachal Pradesh Police Line. In a Thana senior secondary school, we have supported the repairs of toilets and installed a sanitary napkin vending machine. In Kathua, we have supported the repairs and maintenance of the Chack Ram Singh government primary school, installed a reverse osmosis system, and provided utensils for mid-day meals. In Bari Brahmana, we have renovated two classrooms of the government girls middle school and installed a water filter.

- In the North East cluster, we are working with schools in Sikkim. We have provided computers to the Mamring high school, supported construction of bio-toilets in Pasi LP school, and constructed a fence around the school to ensure safety of the children.
- In the Central cluster, we are working with the community around our flagship plant in Malanpur. We have supported painting and leveling work at the local middle school. We have supported the local community hospital for plumbing, lighting, painting, and furniture. We are also implementing a 'Youth ki awaaz' programme, which is a water, health, and sanitation behaviour change programme that works with young people to drive change.

#### Donations:

Every year, we make strategic donations to support skill development, employability, sports, arts and culture, and critical cancer ailment support. For more details, please refer to the Director's Report.



Volunteers from our Indonesia team on Godrej Global Volunteering Day



Pledging to eliminate single use plastic as part of Godrej Global Volunteering Day



## VI. Fostering volunteerism

Our multi-faceted volunteering platform provides a range of opportunities for Godrejites to contribute their time and skills to community activities.

### 1. Godrej Global Volunteering Day

This is our annual day of community service. In 2019, close to 1,700 of our team members across the globe volunteered their time to eliminate single use plastic from their workplaces and lives. Godrejites participated in awareness sessions and clean-up drives in their offices and public places. Across Godrej Industries, we collected over 15.5 metric tonne of solid waste, which is equivalent to the waste generated by 11,000 people in a day. Of this, they sorted 9 metric tonne of plastic waste, and sent it for recycling.

### 2. Brighter Giving

These are long-term volunteering opportunities to help make a meaningful impact. Every year, volunteers take up projects that provide mentorship to students. We partner with iVolunteer to connect these students with our team members. Our volunteers provide career counselling, academic mentoring, and even sports coaching.



Godrejites run for  
Teach For India at the  
Tata Mumbai Marathon

### 3. Mumbai Marathon

In January 2020, 53 Godrejites completed the Tata Mumbai Marathon in support of Teach for India and raised over ₹14,00,000 to bring quality education to children from low-income families across India.

### 4. World Environment Day

Every year, on World Environment Day, our team members host celebrations and spread awareness about the effects of our actions on the environment. We organise tree plantation drives around the communities of our manufacturing plants,

cleanliness drives in collaboration with local panchayat and municipal corporations, and awareness sessions in local schools, among other activities. In fiscal year 2020, over 2,350 Godrejites participated in these activities and planted over 6,200 saplings around the globe.

Spreading awareness around World  
Environment Day in 2019



## 5. Payroll Giving

Our team members support our three non-profit partners directly through payroll giving. In fiscal year 2020, 132 Godrejites across the Group registered for the first time, and 149 continued their support. Together, they contributed over ₹9,00,000 in support of education, health and safety of children, and environment preservation and conservation.

As a part of our disaster relief efforts, we provide support to areas affected by natural disasters through contributions from Godrejites and matching grants from the Group. In 2019, we provided support for flood relief efforts.

We were recognised  
on the Dow Jones  
Sustainability Index 2019

## Awards and Recognition



MEMBER OF  
**Dow Jones  
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Dow Jones Sustainability Index for  
Emerging Markets 2019



Efficiency in Energy Usage in  
Chemical sector, FICCI Chemicals and  
Petrochemicals Awards 2019