

# Our Strategic Pillars

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**Extending leadership  
in our core categories  
and geographies**





200ml

Godrej



+ 99.9% germ protection~  
+ gentle on hands

magic

powder to liquid

HANDWASH

# Strategic Priority

Extending leadership in our  
core categories and geographies

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## Capitals Impacted



Social &  
Relationship  
Capital



Financial  
Capital



Human  
Capital



Intellectual  
Capital

## Risks

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

## Enablers

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

## Key Focus Area

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

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## Material Issues Impacted

- Responsible marketing and communication
- Skill development and training

# 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**, 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 11,000 team members across 17 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 Research & Development investments.



### Latin America

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

### Sub-Saharan Africa & USA

- #1** Ethnic hair colour (Sub-Saharan Africa)
- #1** Hair extensions (Sub-Saharan Africa)



### India & SAARC

**#1** Household insecticides

**#2** Air fresheners

**#1** Hair colour

**#2** Soaps

**#2** Liquid detergents

### Indonesia

**#1** Household insecticides

**#1** Air fresheners

**#1** Wet wipes

**#3** Caucasian hair colour (South Africa)

Leader in hair care and maintenance products (Africa & USA)

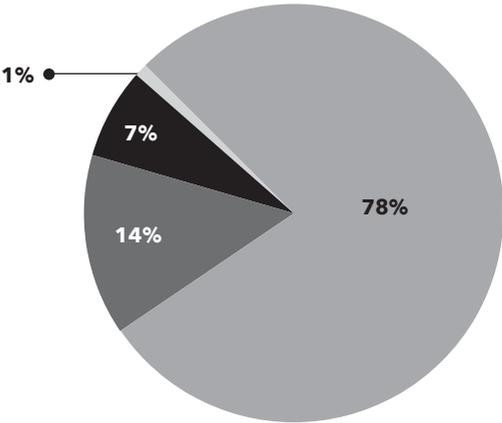
## Our globalisation strategy

Our globalisation strategy (called '3 by 3') has been very deliberate. Guided by this, over the past 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).

# A broad emerging markets portfolio

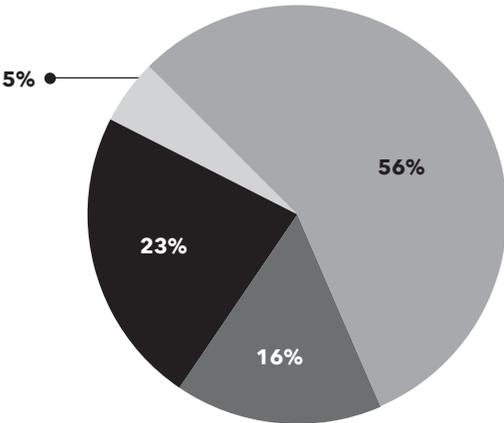
In fiscal year 2008-09, 22 per cent of our overall revenues came from international businesses. In fiscal year 2020-21, it is 44 per cent.

Geography Salience (FY 08-09)



- India
- UK
- South Africa
- Middle East

Geography Salience (FY 20-21)

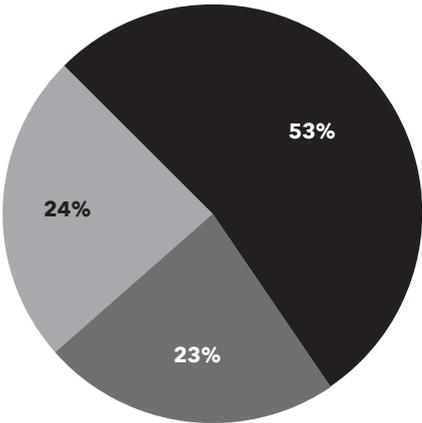


- India
- Indonesia
- Africa, USA, and Middle East
- Others

# A focused approach to category choices

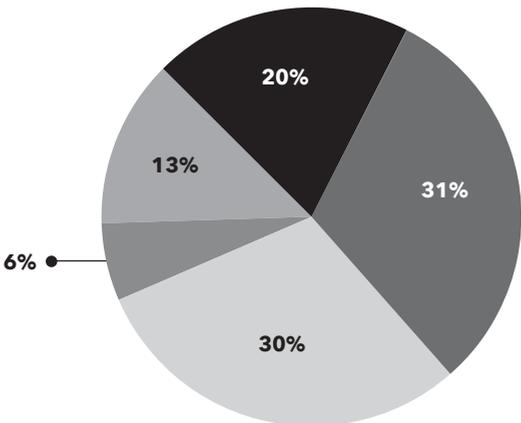
We have moved from an over 50 per cent soaps portfolio in 2009 to a more balanced and strategic category portfolio. Today, we have three core categories: household insecticides, personal wash, and hair care. We are a leading global player serving the hair care needs of African women. Air care, which we forayed into a few years ago in India, has now become the fourth global category for us.

Category Saliency (FY 08-09)



- Personal wash
- Hair care
- Others

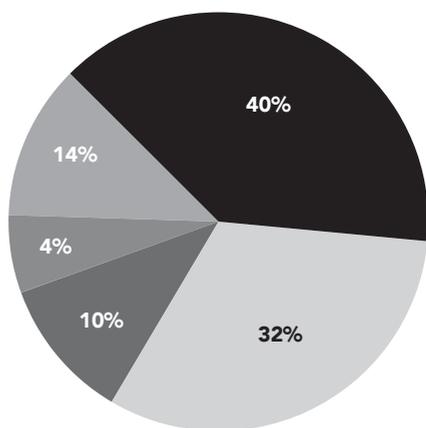
Category Saliency (FY 20-21)



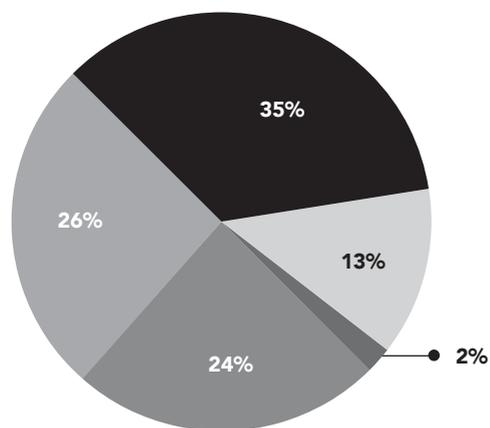
- Personal wash
- Hair care
- Household insecticides
- Air care
- Others

# Diversified category portfolios within geographies

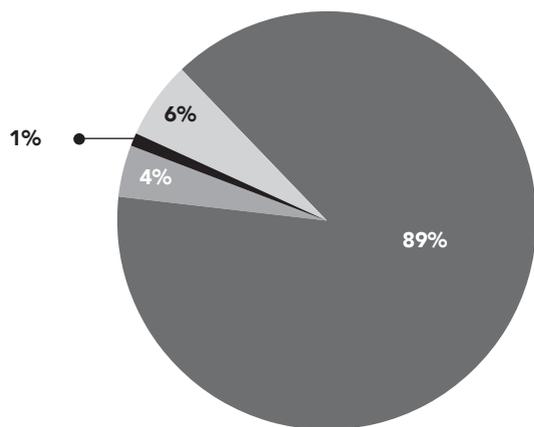
India (FY 20-21)



Indonesia (FY 20-21)



Africa, USA, and Middle East (FY 20-21)



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

# A portfolio of power brands

₹ 1,000 Crore+



₹ 500-1,000 Crore



CINTHOL



₹ 250-500 Crore



AIR FRESHENER  
Stella



Top 10 brands contribute ~66% of revenue

# Strengthened brand positions across key markets and geographies

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

\* Roby Sprays only

# India & SAARC

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

Source: Management estimates

Range of personal care and hygiene 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 protect, 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 a disruptive product portfolio



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 specially created for Indian hair and weather

## Air care



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

# Household insecticides



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

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# Others



Godrej Ezee, India's largest selling liquid detergent, keeps everything from your regular clothes to your woolens clean, shiny and fragrant all year round



Godrej ProClean marks our foray into the floor and toilet cleaning segment, tapping into the consumer need to keep homes clean and germ-free

# Sub-Saharan Africa & USA

- #1 Ethnic hair colour (Sub-Saharan Africa)
  - #1 Hair extensions (Sub-Saharan Africa)
  - #3 Caucasian hair colour (South Africa)
- Leader in hair care and maintenance products (Africa & 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



Saniter's innovative range of products, from personal care to home care, protect Indonesians at home, work, and while travelling



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, colour cosmetics, and hygiene products

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

Source: \*Nielsen, \*\*Scentsia



Issue is the friend you can rely on for everything; 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



llicit, 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



Bidex offers a range of alcohol-based gels and sprays that addresses out-of-home hygiene needs





**Accelerating  
innovation and building  
purposeful brands**

# Strategic Priorities

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

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## Capitals Impacted



Intellectual Capital



Financial Capital

## Risks

- Competitive market conditions
- New local players gaining geographic dominance
- Disruptions due to outbreaks of infectious diseases

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## Material Issues Impacted

- Sustainable packaging
- Research & Development
- Responsible marketing and communication

## Enablers

- Integrated RIDE structure
- Dedicated category experts in a centralised Innovation team
- Investments in Research & Development
- In-house Design Lab

## Key Focus Areas

- A two-pronged approach to innovation: democratising categories and creating new vectors of growth
- Leveraging our cross-functional RIDE structure
- Investments in design, technology, and skills
- Building global partnerships
- Upscaling natural product portfolios
- Fostering a culture of innovation

# Value created

Accelerating our innovation pipeline, democratising categories, and creating new vectors of growth continue to be key to our success. Building on our strategic priorities in innovation and Research & Development across geographies has resulted in the creation of significant **Intellectual Capital** and stronger long-term **Financial Capital** metrics.

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## India

- Accelerated product development; entered **5 new categories and launched over 10 new products**
- **Cross-pollinated Godrej protekt Magic** in Africa, Indonesia, and Latin America, making it our first-ever global product
- **Forayed into the floor and toilet cleaner category** with the launch of our new brand, ProClean
- Focus on **upgrades and premiumisation** led to the launch of disruptive devices across categories

## Indonesia

- Built **Saniter** into an **₹ 150 crore** brand within a year of launch
- Injected **new growth levers in household insecticides** with the launch HIT Expert Piramida 4 hours

## Africa

- Growth propelled by **new product launches in wet hair**
- **Wet hair innovation rate 2X** of previous year

# A two-pronged approach to innovation

As category leaders, our strategy is to ramp up innovation-led growth and find new ways to disrupt our categories. Democratising categories to make them more affordable and accessible, while creating superior-quality, delightfully designed products, is particularly important given our focus on emerging markets.

The COVID-19 pandemic accelerated product development and led us to create new engines of growth. Our key priority has been to develop affordable and effective products that directly cater to the hygiene needs of our consumers and communities.

We launched over 10 new products across five categories in India. We developed an entire range of home and personal hygiene products as part of our Godrej protekt range and diversified into the floor and toilet cleaners segment with the launch of a new brand, ProClean.

Our Indonesia business built Saniter into a strong ₹150 crore brand by offering our consumers a range of hygiene essentials. From hand wash and sanitiser to soap, which we developed for the first time ever in Indonesia, we have expanded into a diverse portfolio in 12 months.

In Chile, we launched Bidex, a new range of sanitisation products that cater specifically to out-of-home hygiene needs. In Argentina, the USA, and Africa too, we introduced new hygiene products, including hand washes and hand sanitisers.



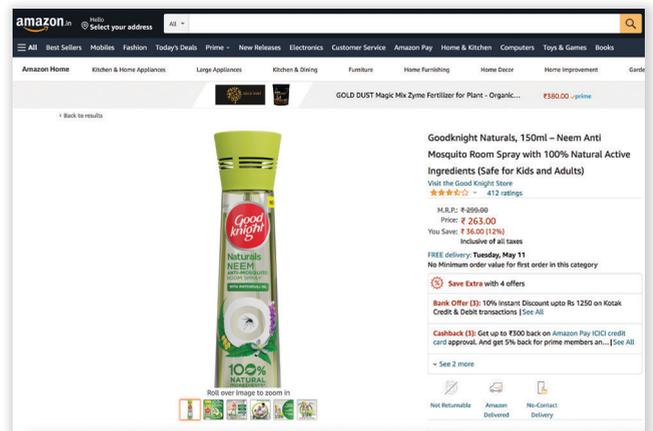
Our all-new Godrej protekt range in India



We marked our foray into the floor and toilet cleaners segment in India with the launch of ProClean



Goodnight Naturals, our e-commerce first innovation



Given our focus on premiumisation, we are also experimenting with cutting-edge technology. Following the launch of India's first smart air freshener, we opened up the space for affordable and advanced connected devices in FMCG. Building on emerging trends in health and wellness, we incubated premium portfolios in organic baby care under our goodness.me brand and 100 per cent natural household insecticides with the Goodnight Naturals range.

To tap into the growing significance of e-commerce as a channel, we have new products specifically co-created and launched as e-commerce first products.



Goodknight Power Shots marks our foray into the household insecticides category in Africa

We follow a multifaceted process of design thinking, consumer centricity, and market analytics to accelerate, populate, and deliver our innovation pipeline, enabling us to reimagine our brands and create new ones. We continue to ramp up capabilities, invest significantly in Research & Development, and cross-pollinate learning and products across geographies. We launched Goodknight Smart Spray in India, the first aerosol in household insecticides to be formulated without gas.

We also leveraged our learnings in household insecticides from India and Indonesia, where we are market leaders, and forayed into the category in Africa with the launch of Goodknight Power Shots. Built on a revolutionary 'stay inside, spray inside' proposition, it completely transforms the way insecticides have been used in the sub-continent.

In South Africa, our Inecto brand launched a range of vibrant conditioning colours to attract and strengthen brand connect with a younger consumer base.

## Leveraging our cross-functional RIDE structure

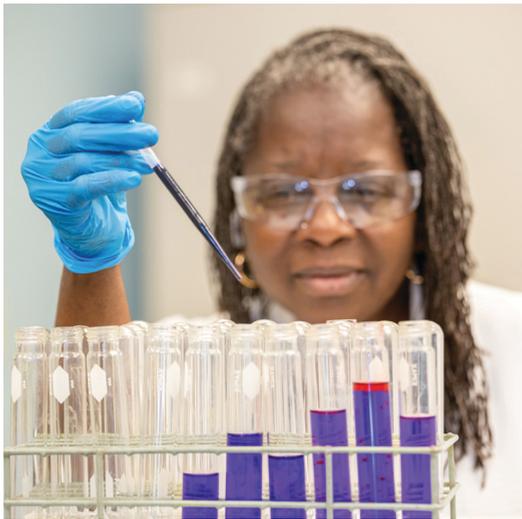
Our integrated RIDE platform brings together key functions involved in new product development. Through this structure, we are able to drive dynamic innovation and ensure agile execution.

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 and facilitate cross-pollination of ideas and processes, while tracking trending patents and new technologies in consumer goods.

# Investments in design, technology, and skills

Our state-of-the-art global Research & Development centre at our global headquarters in Mumbai, is supported by local Research & Development centres in our different geographies. We have global, local, and category-specific Research & Development teams who partner across geographies and share learning opportunities.

At our in-house global design lab, we integrate design thinking and transform product capabilities. While this is usually a capability outsourced in FMCG, we have chosen to build it internally and make it a competitive advantage. The lab comprises highly skilled graphic and industrial designers from across geographies who collaborate on projects.



Inside our Research & Development and Design Labs



## Building global partnerships

We have a two-pronged approach that is in-house and collaboration based. Through the former, we leverage internal expertise and know-how to deliver high-quality products. The latter is focused on external, tried-and-tested technologies, which when combined with our in-house expertise, scale, reach, and equity, help us create truly memorable and relevant products.

We are using our different strategic global partnerships, including those with Bayer AG, Sumitomo Corporation, Kanekalon, and Firmenich, to leverage various cutting-edge technologies and processes.

## Upscaling our natural portfolio

We continue to upscale our product portfolios which are crafted primarily with natural ingredients. This includes Godrej No.1 and Cinthol, our leading soap brands in India, which are made with vegetable oils, and our natural household insecticides products, Goodknight coils, incense sticks, fly spray, liquid vapouriser, and personal mosquito repellent. Our hair colour portfolio in India includes brands such as Godrej Nupur, which is a henna-based hair dye. Together, these brands contribute close to 45 per cent of sales revenue in India.

Our 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, we launched a certified organic baby product range in India, goodness.me.



(Left) Our Goodnight Naturals range of household insecticides  
(Bottom) Goodness.me, our baby care brand, is crafted from the finest natural ingredients



## Fostering a culture of innovation

This has been our busiest year for innovations, focused on developing essential products to serve our communities and making them available in record time. It has helped us accelerate our innovation pipeline and expand our hygiene portfolio across eight countries with the development of localised brands such as Godrej protekt in India, Saniter in Indonesia, and Bidex in Chile.

Our focus continues to be on fostering a conducive environment for continuous experimentation and prototyping to create a culture of thought leadership and lateral thinking. Our RIDE team collaborates with cross-functional teams from across marketing, sourcing, demand planning, and logistics to drive these disruptive on-time innovation projects. Being 'whole brained' enables us to leverage contrary approaches, encourage disruptive thinking, and create amazing products.

# Magic, our first-ever global product



India & SAARC



Indonesia



**South Africa**



**Chile**



**Argentina**

- Cross-pollinating the revolutionary Godrej protekt Magic from India across Africa, Indonesia, and Latin America
- Innovative powder-to-liquid formula offers 99.9% germ protection

# Godrej protekt

India & SAARC





- One of India's most comprehensive hygiene ranges; developed in a record 60 days
- Following the success of Godrej protekt hand sanitisers and hand wash, we widen our personal care portfolio and foray into the home and kitchen segment
- Portfolio of 12 new products including hand wash, health soap, face mask, instant hand sanitiser, germ protection dish wash, germ protection fruit and vegetable wash, surface and skin wipes, air and surface disinfectant spray, multipurpose disinfectant cleaner, on-the-go disinfectant spray, and multipurpose disinfectant liquid

# Ezee 2-in-1 Liquid Detergent and Fabric Sanitiser

India & SAARC



- 
- Marks Ezee's foray as a liquid detergent for daily wear; previously catering to special fabrics such as woollens, silks, and chiffons
  - Addresses the consumer need for clean, disinfected clothes
  - Removes dirt and keeps clothes protected long after wash

# ProClean

India & SAARC



- Marks our foray into the home cleaning segment, tapping into the consumer need to keep homes clean and germ-free
- Offers 99% germ protection
- Includes disinfectant bathroom cleaner, toilet cleaner, and floor cleaner variants

# Goodness.me

India & SAARC



- Range of natural baby care products, crafted from the finest organic ingredients
- Approved by ECOCERT (France), one of the world's largest organic certification organisations
- Paediatrician recommended
- Chemical free

# Goodknight Smart Spray

India & SAARC



- 
- First no-gas aerosol solution in India
  - India's first household insecticide, offering instant, long-lasting protection from insects
  - Acts instantly, offering up to 8 hours of uninterrupted protection

# aer Fresh + Safe

India & SAARC



- Taps into the consumer need for air and surface sanitisers that double up as fresheners
- Offers 99.9% germ protection

# aer Power Pocket

India & SAARC



- Power-packed range of bathroom fragrances
- Formulated with unique gel technology that provides long-lasting freshness for up to 30 days
- Available in 4 unique scents: berry rush, fresh blossom, sea breeze, and lavender bloom

# Saniter Health Soap

Indonesia



- Dermatologically tested health soap that cleans and moisturises
- QA active formula provides 99.9% protection from germs and viruses
- Aloe vera extract keeps skin soft and moist
- Available in 3 refreshing variants: Energising Clean, Lemon Fresh, and Cool Fresh

# Saniter Instant Hand Sanitiser

Indonesia



- Highly effective and non-sticky, 70% alcohol-based sanitiser
- Clinically proven to instantly kill germs
- Moisturising properties keep skin from becoming dry

# Saniter Air and Surface Sanitiser

Indonesia



- Indonesia's first multi-function air and surface disinfectant
- 70% alcohol-based formula
- Instantly kill germs

# HIT Expert Piramida 4 Hours

Indonesia



- New and improved paper-based pyramid-shaped coil that burns for hours, offering better efficacy
- Kills mosquitoes 4X faster
- Emits less smoke

# NYU Natural Bleach

Indonesia



- 
- First hair bleach to offer one-of-a-kind, crème formula; safer than powder
  - Makes hair more vibrant, combined with any colour
  - Super fruit extracts protect and nourish hair
  - Ammonia-free formula keeps hair strong

# NYU Shampoo Hair Colour

Indonesia



- Covers greys with effortless 10-minute application; as easy as shampooing
- Contains 10 natural herbal extracts that protect and nourish hair
- Ammonia-free formula keeps hair healthy

# Stella Fresh + Protect Disinfectant Spray

Indonesia



- 
- Innovative new formula with two-in-one action of a sanitiser and air freshener
  - Effectively kills germs in the air and on surfaces

# Stella Smart Matic

Indonesia



- Indonesia's first app-controlled smart air freshener
- Bluetooth-enabled for control from anywhere in the house
- Comes with 4 unique features: smart controller, smart schedule, real-time refill, and battery-level alerts

# Stella Parfum'ist Home

Indonesia



- 
- Premium-quality air fresheners for the home
  - Available in Japanese Sakura and Secret Lavender fragrances

# Goodknight Power Shots

Africa



- Leveraging expertise from India and Indonesia to foray into the household insecticides category in Africa
- Unique concentrated no-gas spray format
- Multi-insect solution, strong efficacy against mosquitoes, flies, cockroaches, and ants

# Darling Empress collection

Africa



- 
- All-new premium human hair quality hair extensions
  - Available at an accessible price point
  - Enables African women to set trends for the world to follow

# Villeneuve Liquid Soaps

Argentina



- Marks our foray into the hygiene category in Argentina
- Formulated with natural ingredients
- Paraben free and cruelty free

# Villeneuve Sun Care

Argentina



- An effective yet affordable sun care range, including sunscreen and self-tanning lotions
- New and improved formula with reduced viscosity and a dry, matte finish
- Self-tanning lotion, infused with coconut oil and Vitamin E, offers an even tan for up to 2 days

# Issue Professional Colour Copper Accent Mix

Argentina



- 
- Provides trendy new hair colours and intensifies copper shades
  - Developed with Protesil, protects hair and ensures softness and long-lasting colour
  - Available in 5 shades

# Issue Saloon Professional Blondes

Argentina



- Professional hair care line that protects blonde hair colour
- The Golden Blonde line enhances golden highlights, giving warmer tones
- The Silver Blonde line neutralises yellow or orange highlights, providing cooler and ashier tones
- Available in a range of variants, including shampoos and masks
- Created for both professional stylists and mass market consumers

# Roby Fixing Sprays

Argentina



- New and improved range of fragrance sprays
- Normal Fixing Spray: gives a natural effect, reduces frizz, and offers bounce
- Strong Fixing Spray: adds volume, creates curls, and defines waves
- Extra Strong Fixing Spray: provides long-lasting hold

# Bidex Alcohol Gel and Sprays

Chile



- Our foray into hygiene in Chile; developed to address out-of-home hygiene needs
- Offers a range of alcohol-based gels and sprays
- Formulated with 70% alcohol for enhanced efficacy
- Enriched with glycerin
- Paraben free and cruelty free

# Bidex Antibacterial Liquid Soap

Chile



- An ideal addition to Bidex's at-home hygiene range
- Launch positions Bidex as a brand that offers a complete portfolio of products for out-of-home and at-home use
- Formulated with nourishing aloe vera
- Paraben free and cruelty free

# Ilicit Perfect Oil

Chile



- 
- A first-of-its-kind multi-benefit oil for every hair type
  - Infused with coconut oil and Vitamin E
  - Cruelty free and vegan

# Ilicit Cica Mask and Mist

Chile



- Complete hair care range, formulated specially for dry and damaged hair
- Enriched with hydrating hyaluronic acid
- Mask doubles up as styling cream and conditioner; repairs damage, protects from UV rays, and nourishes hair
- Mist eliminates frizz, seals cuticles, and prevents breakage
- Sulphate free, paraben free, cruelty free, vegan

# Ilicit Naturals

Chile



- First-of-its-kind leading hair colour brand to offer natural ingredient-based product in the semi-permanent segment
- Positions Ilicit as a brand with a complete range of hair colours for every tier and segment
- Infused with rice protein, almond oil, rosehip oil, and shea butter
- Available in 3 trendy shades
- Sulphate, paraben free, cruelty free, and vegan

# Pamela Grant Skin Food

Chile



- Range of vegan products, offering deep cleansing and moisturising benefits
- Micellar Milk and Face Toner nourishes skin while also cleansing it
- Moisturising Mist gently hydrates skin and is the first such variant available in the mass market
- Silicone free, sulphate free, paraben free, and cruelty free



Leveraging  
digital

**GOODNESSME CERTIFIED ORGANIC DIAPER RASH CREAM BABY CREAM**

20%

50G



MULTI-PURPOSE BABY CREAM, 50GM

~~RS. 350.00~~ - RS. 280.00

ADD TO CART

**GOODNESSME MADE WITH ORGANIC MULTI-PURPOSE CLEANER**

475ML



MULTI-PURPOSE CLEANER FOR BABY BOTTLES, TOYS, FRUITS & VEGETABLES, 475ML

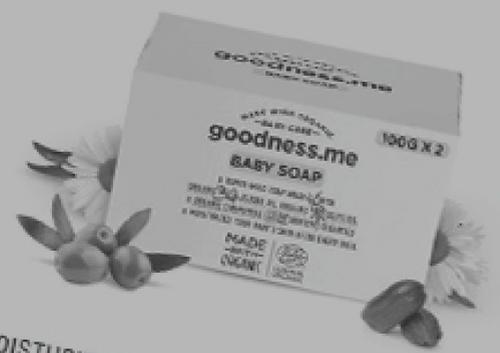
RS. 300.00

ADD TO CART

**GOODNESSME CERTIFIED ORGANIC BABY SOAP**

20%

100G X 2U



MOISTURIZING BABY BATH SOAP (2 X 100GM)

~~RS. 400.00~~ - RS. 320.00

ADD TO CART



# Strategic Priority

Scaling up e-businesses, direct-to-consumer (D2C) and e-commerce, and digital communication with brilliant basics, increased investments, the highest level of customer experience, and agile execution

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## Capitals Impacted



Social & Relationship Capital



Intellectual Capital

## Risks

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

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## Material Issues Impacted

- Responsible marketing and communication
- Skill development and training

## Enablers

- Strong internal, global, and regional structures to support bold ambitions
- Agility of the teams to execute plans quicker
- Scaling up of media investments to drive growth and penetration
- Bespoke approach: Country roadmaps to reflect brand and regional stages of development
- Agile test-and-learn approach
- Upskilling marketing teams to have a digital-first approach

## Key Focus Areas

- Building an e-commerce business organisation
- Launching and scaling D2C
- Doubling down on data-driven marketing
- Leveraging digital brand advocacy
- Scaling up brand communities

# Value created

The acceleration in digital adoption over the past year has been a shot in the arm for our digital ambitions. We are integrating and ramping up capabilities across different aspects of our business, with a focus on building relevant digital platforms for the future and 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.

- 
- **E-commerce business in Indonesia grew at 4X** post-COVID-19
  - **E-commerce business in USA** becomes nearly **3% of our overall USA business**
  - **3 new D2C brand channels** added in **India**
  - **D2C channel launched in Nigeria clocks USD 2,50,000 in top line sales** since July 2020 with an impressive 20% repeat customer rate and 10% saliency in the launch of premium new products across categories
  - **Over 10 million first-party data points** from consumers and users in **India**
  - **Over 60,000 stylists connected** through brand community platforms in **Africa**

# Building an e-commerce business organisation

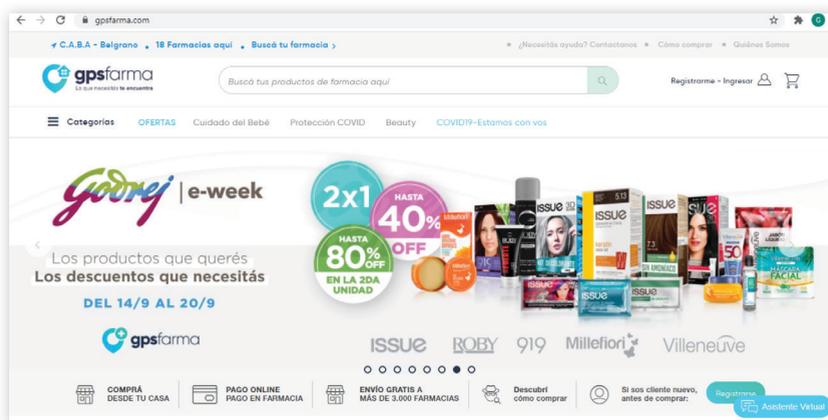
Our independent e-commerce business unit in India has separate P&L accountability and fully functional capabilities across sales, marketing, innovation, supply chain, and finance. This allows us the agility and consumer focus required to win in this fast-evolving space. We are targeting growth from e-commerce-focused product innovation and digital native brands. Some of our new products focused for this format have done especially well, like the HIT Anti-mosquito Racquet, Godrej aer matic, and Godrej protekt masks.

In Indonesia, our e-commerce business grew 4X post-COVID-19. We have significantly scaled up our investments in key platforms backed by strong joint business partnering, new product launches, strong cataloguing and store management, and a steep jump in leveraging analytics. Driving focused digital activities both on platform and off platforms helps create seamless consumer experiences: from awareness in digital to purchase in e-commerce. Stella Smart Matic Parfumist, for example, was launched exclusively on Shopee. Our new Saniter brand levered digital technology to generate stronger sales through e-commerce. We have also started developing e-commerce-only products to cater to the big segments online, starting with the HIT Anti-mosquito Racquet.

Our Africa cluster has evolved its structure from a digital-first marketing function to an 'e-business' function, which combines digital marketing and e-commerce in a holistic approach to leverage and scale our digital capabilities. We are now building dedicated e-business teams across all our key markets and a central team to drive our overall e-business strategy for the cluster.

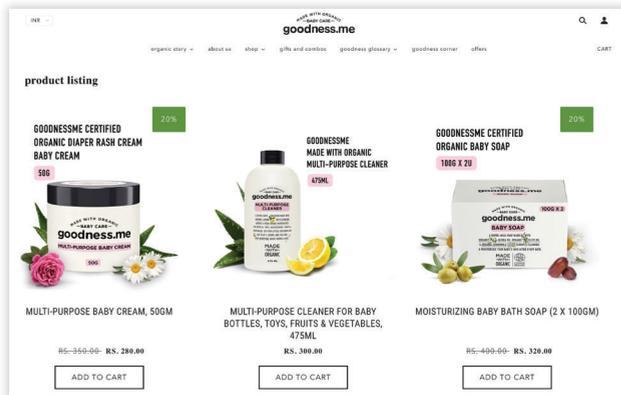
In the USA, e-commerce is now nearly 3 per cent of our business in an acceleration made possible by the investments and groundwork in previous years.

We have set up a new e-commerce team in Latin America and are investing in multiple ways to grow our presence on different digital platforms and marketplaces.



E-commerce activations for our products in Latin America

Our new D2C platform for  
goodness.me in India



## Launching and scaling D2C

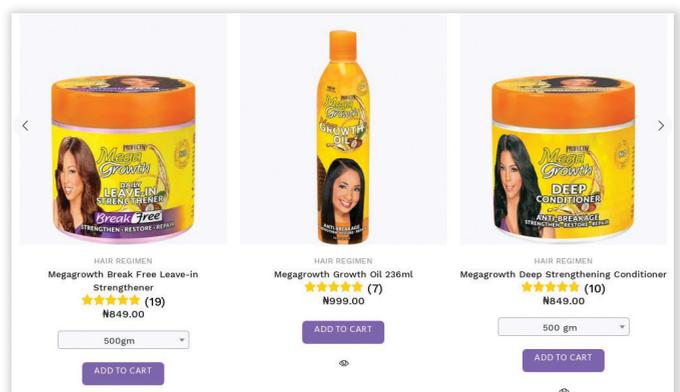
In line with our increased focus on building first-party data and the need to have a complete view of a consumer's purchase journey, we successfully launched a new adjacent business channel for D2C in India in 2019. Cinthol and Godrej aer were amongst our first brands to introduce D2C platforms. This year, we added D2C channels for BBLUNT, goodness.me, and Godrej Professional.

Following the pandemic, consumer trends like online shopping have accelerated with significant momentum. More consumers are now turning to online shopping and choosing to interact with brands directly through their D2C channels. The traction has been very encouraging, and we have been able to derive learnings across multiple brands and categories. Our return on ad spend has been very encouraging. We have also experimented with the exclusive launch of some of our new variants on these platforms to positive consumer response.

In Africa, with offline markets closing down, our team quickly tested and launched a D2C platform in Nigeria. It has delivered upwards of USD 2,50,000 in top line sales since July 2020 with an impressive 20 per cent repeat customer rate.

It has also clocked upwards of 10 per cent saliency in the launch of premium new products across categories. We will leverage this extensively to test and launch new products and gather customer intelligence going forward. This learning from Nigeria will help us launch our D2C platform for South Africa.

Our new D2C platform  
in Nigeria



# Doubling down on data-driven marketing

In the past year, we have collected data from across multiple platforms through our in-house cloud-based data management system in India. We now have over 10 million first-party data points from consumers and users. We aim to scale this to over 15 million by the end of March 2022.

These rich and actionable insights based on audience interests, shopping/purchase behaviour, demography, appography, and location history are critical for us.

In the past couple of months, we have piloted a few campaigns through our data management platform to further enhance consumer data and measure the effectiveness of campaigns based on sharp audience segments.

We also work very closely with partners with rich data signals (second-party) to identify life stage, user intent, and location and to enhance consumer experience by providing relevant and personalised messaging.

## Leveraging digital brand advocacy

The exponential increase in time spent on social media and content platforms in the past year focused on the importance of digital brand advocacy. We have leveraged this to make digital brand advocacy a key pillar in our overall marketing and communication strategy.

In India, we partnered with Bollywood celebrities like Karan Johar and Neha Dhupia on Godrej Expert Rich Crème to establish the ease of colouring at home when salons were shut. We tailor our approach-based focus markets and partner with regional content creators on YouTube and social media platforms.

We have leveraged large digital content platforms like Glamrs (Indian beauty, style, fitness, and lifestyle video platform for women) for Godrej Expert and Shitty Ideas Trending (YouTube channel with funny relationship sketches) for Goodknight. Food has been a big trend this year, and therefore, we partnered with celebrity chefs.

We also used mommy networks to build expertise and credentials for relevant brands and travel influencers to build Cinthol's 'alive is awesome' philosophy.



Watch Karan Johar demonstrate the use of Godrej Expert Riche Crème, as part of our brand advocacy campaign

In Africa, our categories are heavily driven by visual content and influencers. We plan to scale up our strategy of co-creating content with influencers to enhance believability and impact, while driving new products and styles. We are partnering with influencer marketing specialists across markets and also putting media spends behind this content for more reach.



Watch how we are co-creating content with influencers in Africa to enhance believability and impact

## Scaling up brand communities

With online communities becoming the next big thing on the digital platform, we want to scale up our brand communities and tribes. One of our key brand launches this year in Africa will be from a black hair community which we had started building three years ago.

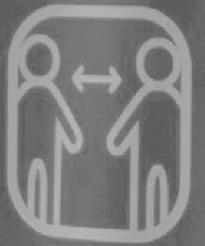
Our other brands will also build communities by using Facebook groups, WhatsApp, etc. Currently, we have stylist Facebook group communities in Kenya, South Africa, and Nigeria with over 60,000 stylists connected through the platform. We will double down on efforts to build these communities and create long-lasting, meaningful relationships with our consumers and partners.



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## Enhancing go-to-market

J3K Kesehatan  
In partnership with: **sanifer**

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# Strategic Priority

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

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## Capitals Impacted



Intellectual Capital



Manufactured Capital



Social & Relationship Capital



Financial Capital

## 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

## Enablers

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

## Key Focus Areas

- Enhancing our go-to-market strategy in the context of the COVID-19 pandemic
- Expanding penetration and reach
- Laying the foundation for future growth priorities
- Ramping up e-commerce
- Leveraging technology and data analytics
- Fostering win-win partnerships

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## Material Issue Impacted

- Sustainable packaging

# Value created

Our agile go-to-market approach is the backbone of our business. We are leveraging data and technology, innovating for local contexts, and building more agility across multiple routes-to-markets to serve our consumers with greater purpose and focus.

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.

- 
- Aim to expand our **reach in India** from **6 million outlets to 7 million** outlets in the next 2 years
  - **Rural sub-stockist network in India** grew by **30%**
  - **Direct distribution**, through active registered outlets, in **Indonesia** continued to grow strongly to reach nearly **1,60,000** outlets
  - **E-commerce business in Indonesia** grew at **4X** post-COVID-19
  - **E-commerce business in USA** becomes nearly **3% of our overall USA business**
  - Multiple **initiatives** launched to **leverage digital and build closer connect** with different partners

# Enhancing our go-to-market strategy in the context of the COVID-19 pandemic

Innovations and start-up efforts in FMCG last mile distribution have been altering the overall sales and distribution landscape over the past couple of years. Shifts in consumer behaviour and digital acceleration following the COVID-19 pandemic have only added to this, opening up significant opportunities to scale, transform, and make our sales organisation more future-ready.

We are adapting and innovating, leveraging technology across our operations, and building new capabilities, especially the muscle to be more agile. Our approach hinges on close connect with our markets, consumers, partners, and communities, to understand and better serve evolving needs.

## Channels of the future

New technologies are transforming the sales and distribution landscape. Additionally, e-commerce has seen strong growth across India, Indonesia, and the USA, and modern trade, Cash & Carry, and, more recently, eB2B continue to grow. COVID-19 has accelerated digital adoption across shoppers, retailers, and the FMCG network.

In India and Indonesia, it has also refocused attention on the role of traditional kirana or neighbourhood convenience stores. Similarly, in Africa, we have seen the acceleration of proximity shopping to overcome the challenges of the pandemic. This has reinforced the importance of last mile distribution. New models will now be omni-channel, straddling a pyramid of online and offline.

In Bangladesh, the focus continues to be on building the traditional kirana backbone, since e-commerce is still at a very nascent stage and modern trade is only limited to urban centres. In Sri Lanka, we continue to focus on all channels, including traditional, modern trade, and, more recently, the e-commerce channel too, which is seeing exponential growth.



Akhil Chandra, Business Head of Godrej Indonesia, joins his team in the market to launch our new products

Nisaba Godrej, our Chairperson and Managing Director, spends time with our team in the market in Delhi, India, to understand how channels are evolving



## Shopper behaviour

Social distancing has become a norm, and in-person shopping trips have significantly reduced following multiple lockdowns. In India and Indonesia, modern trade stores were directly impacted due to a drop in footfalls. Simultaneously, volatility was observed in the assortment mix, with consumer preferences shifting towards hygiene and essential products and larger value packs.

In Africa, consumers also shifted to multi-category store formats from exclusive beauty stores. Women reduced their dependence on salons and shifted to more do-it-yourself and maintenance products across hair categories, like braids and twists, and maintenance hair care products. While the demand for hygiene products spiked, it was more for multi-purpose products. Consumers opted for smaller packs to minimise outlay, given financial stress.

Consumers in the USA shifted significantly towards e-commerce and multi-category retail, and beauty-focused retail declined sharply. Shopper behaviour saw a shift to fewer shopping trips and consolidated buying. Women also switched more to do-it-yourself or at-home options for personal and hair care products.

While some of these shifts began easing during the latter part of the year, they will remain relevant given the continuing impact of the pandemic.

## Partnerships

The interdependencies of our networks, which are always important, were highlighted. For the system to deliver successfully, we need all partners to be enabled and benefited.

The shortage of manpower on ground was one of the biggest challenges. In India, from salespeople to delivery personnel, the feet on street reduced everywhere due to reverse migration from cities to villages. From a low of 60 per cent manpower in April 2020, we recovered close to 90 per cent in June.

This significantly impacted our urban channel, and reaching out to retailers remotely became critical. Our distributors were also adversely impacted with uncertainties around the business impacting return on investment.



Across Indonesia, Africa, and the USA too, our suppliers, distributors, wholesalers, modern trade customers, and salon partners were all adversely affected by business uncertainty. We have and continue to partner closely with them on win-win solutions and turning these crises into opportunities.

Sunil Kataria, CEO of our India and SAARC business, in conversation with our team members and trade partners

## Expanding penetration and reach

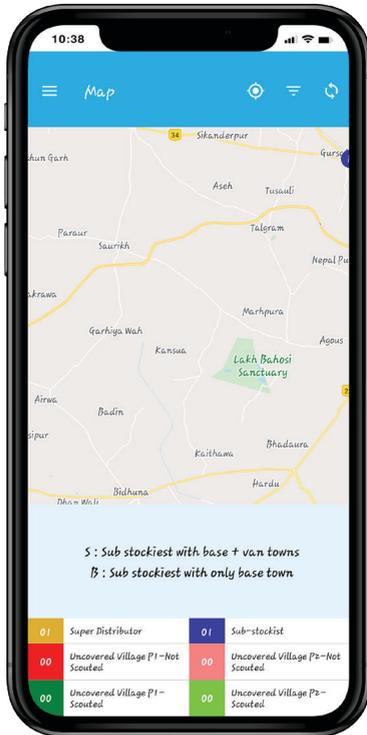
In India, we continue to focus on deepening penetration in traditional trade. Along with this, we are strengthening growth in newly acquired stores through an assortment mix. In urban India, future store expansion will be through opportunity-based micro-segmentation. Rural penetration will continue to be critical. We aim to expand our total reach from 6 million outlets to 7 million outlets in the next two years.

In the past year, we have grown our rural sub-stockist network by 30 per cent, on the back of our counter sub-stockist strategy. The strategy has been aided by tech enablement of our frontline rural salesmen through an in-house app called QUEST. The app has guided them to priority villages which they need to survey and appoint as the new sub-stockists. We have also leveraged external partnerships in rural India and worked closely with an emerging player in the rural eB2B space. The partnership has helped us reach villages with a population below 3,000, where we don't reach directly through our sub-stockist network. This has significantly complemented our rural distribution. The pilot in Maharashtra has been expanded and is now well established in Madhya Pradesh and some states in south India, with a plan to expand in the north in the coming year.

To strengthen our in-market execution, we started tracking tertiary sales in rural areas, measuring sales from sub-stockists to rural retailers, and using that as a key performance indicator for rural sales team members. This makes us one of the first FMCG companies that not only tracks tertiary sales, but also uses it as a crucial performance KPI for our rural sales ecosystem.

'Mission Mukhiya' led by our Bihar Sales team helped reach rural consumers





Our new QUEST mobile app designed to aid interim sales representatives in rural India

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.

Tapping into the emerging opportunity of a growing chemist channel remains a key strategic lever for us. Towards this goal, we have created a strong distributor network of pharma/OTC distributors and through them created a new revenue stream. This channel fits well into our plans for our hygiene portfolio and its new NPDs.

Our Bangladesh team is expanding direct reach to 1,00,000 outlets and driving salesforce automation through handheld devices for salespeople. Our focus remains on becoming one of the top FMCG companies in terms of reach. We are also piloting various tech-based interventions to increase our width of sales in the stores that we reach. This will help us in improving our returns tremendously.

In Sri Lanka, the team is building its own distribution network, which is backed by a cloud-based distributor management system and salesforce automation. Our focus is to ensure that we reach a good mix of traditional and modern trade stores across the country.

In Indonesia, we significantly accelerated our go-to-market transformation. Our efforts on route-to-market consolidation in the previous year have stabilised well. Direct distribution, through active registered outlets, in Indonesia continued to grow strongly to reach nearly 1,60,000 outlets. This was fuelled by strong reach expansion led by two key initiatives—dedicated salesmen to add and nurture new outlets, and motorist salesmen to identify and further expand last mile distribution. In addition to this, our existing distribution base too billed frequently. We have also expanded alternate channel distribution in pharma and health and beauty, which have strong synergies with our baby care and hair colour portfolios.

Going forward, we will continue the momentum on distribution expansion and double down on new outlets while maximising throughput from our existing distribution base.

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 our last mile distribution through van models, sub-distributor models, and salon advocacy.

We have also had some other experiments with breakout success this year. We launched a direct-to-consumer (D2C) channel aimed at seeding new products, experimenting with untested price points and product bundles, leveraging consumer analytics, and potentially providing distribution in white space regions with retailers coming onto the platform.

We also launched a door-to-door (D2D) sampling drive to build demand and educate consumers on our recently launched household insecticides portfolio. This resulted in a significant shift in our non-wholesale channel contribution. We will continue the momentum in Nigeria and strengthen fundamentals at an accelerated pace in South Africa and Kenya to unlock the full potential over the next few years.



Go-to-market activations for our hair extension brands in South Africa



A key highlight for us this year in the USA was the Darling-Walmart partnership. We forayed into hair extensions with an exclusive launch at Walmart.

Hair extensions is a USD 1 billion market in the USA, and this provides us a tremendous opportunity with significant consumer synergies. We are the only hair extensions and hair care player to cater to the African community in the USA.

# 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 salesforce effectiveness through technology will be critical levers of future growth.

## Building an omni-channel play

Given the changing shopper trends and environments, we are ramping up capabilities to service the demands of an omni-channel play. Externally, this translates into servicing and solving for channel conflicts. Internally, it means putting the right team structure in place to service this channel with agility.

## Exploring new go-to-market formats

The many disruptions through COVID-19 encouraged experimentation and new go-to-market formats and opportunities. In India, we introduced new projects to explore emergent models like outreach to building apartment complexes, D2C disruptor partnerships (like with Swiggy and Zomato), remote ordering through tele-calling and SMS/WhatsApp, and third-party options for delivery-to-trade.

Gojek and Kereta Commuter Indonesia partnerships for our Saniter brand



Experimenting with new partnerships and delivery-to-trade options for Goodnight Power Shots in Nigeria and Magic in South Africa



Online consumer interactions in India and Africa



In Indonesia, we tested alternate B2B models like web-based-ordering for outlets, product delivery via logistics providers, and alternate B2C models around last mile delivery to customers.

In Nigeria, we explored the D2C channel with strong wins, particularly given the overall shopper preference for online purchasing that they could trust.

Across India and Africa, we also went completely online with our consumer/stylist research interactions, enabling a strong pulse of the emerging trends in the market and translating them to agile actions.

## Transforming modern trade

Modern trade is a key driver of growth across geographies, and we aim to ramp this up. Building blocks include account and portfolio prioritisation, chain state group prioritisation, category management, fill rate improvement, and strong partnerships with customers through joint business planning.

In India, we are accelerating joint business planning in pharmacy chains, even as the shopper environment evolves into pharmacy + OTC + FMCG personal care. Our teams are sharing and learning from our Indonesia and Latin America businesses on category management. We are also investing in developing modern trade-specific analytics and shopper marketing capabilities.

Sri Lanka boasts of a strong modern trade-driven FMCG space, and our objective remains to ensure we optimise our efforts to ensure that we take full advantage of the opportunities through driving visibility, focused marketing interventions, in-store sampling, etc. We also aim at deepening our partnerships with chains through strong mutual plans.

Modern trade accounts for nearly 70 per cent of our business in Indonesia. We continued our long-term journey to drive modern trade excellence, with a continued thrust on strategic investments, prioritising winning accounts, which was particularly relevant with shopper shifts post-COVID-19, and focusing on joint business partnerships, which was crucial to win in an unprecedented macro environment. This resulted in a successful foray into the hygiene category. Our Saniter brand ramp up was primarily driven by modern trade and crossed unprecedented milestones.

Given modern trade continues to be key, particularly in South Africa, we are leveraging availability, strong in-store presence, and competitive pricing to build on the opportunity.

Our entire business in the USA is modern trade led, with the channel split into retail and beauty stores. We continue to leverage strong channel partnerships and joint-business planning to drive distribution and new products listing, compelling in-store presence and competitive pricing.

## Building on the salon channel

The restructuring of our salon channel in Africa will be a big focus. Salon partnership programmes are key to building influence and generating demand in hair care.



Inside our Darling Professional Stylists' Academy in Nigeria



## Training and capability building for frontline teams

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

In India, our in-house training academy, the 'Godrej Sales Academy', moved completely online to encourage easy access and on-the-go learning.

In other geographies too, we have leveraged online training modules for continuous skillset improvement in a tough macro environment, while also focusing on team engagement and motivation.

## Ramping up e-commerce

E-commerce represents strong opportunities to win in a fast-growing channel, while leveraging its unique reach to bring innovative products and brands to market.

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.

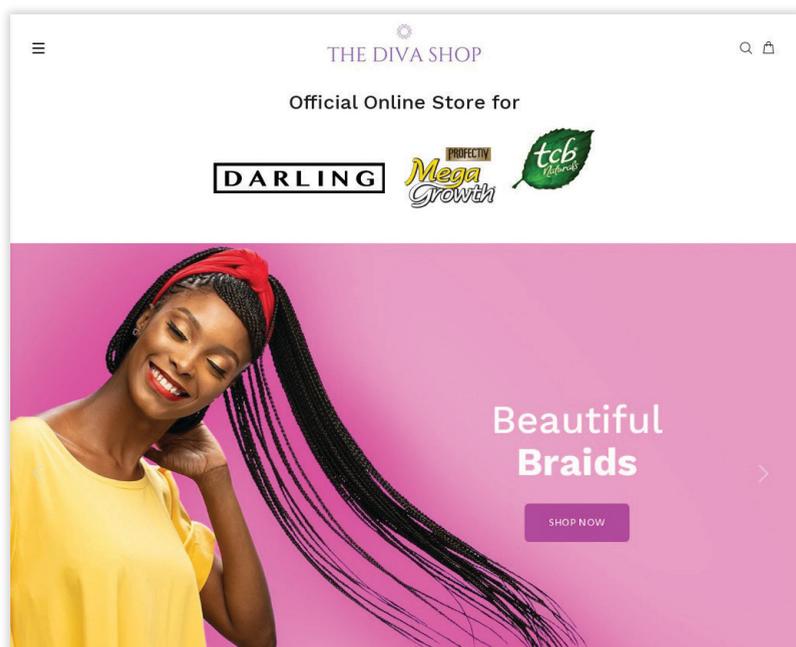
Underpinning this, we are building a strong data backbone to leverage the data-rich environment of e-commerce and drive our efficiency and effectiveness across the board. We are targeting growth from e-commerce-focused product innovation and digital native brands.

Some of our new products focused on this format have done especially well, like the HIT Anti-mosquito Racquet, Godrej aer matic, and Godrej protekt masks.

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.

Our e-commerce business in Indonesia grew 4X post-COVID-19. We have significantly scaled up our efforts and investments with a focus on winning platforms backed by strong joint business partnering, big bang new product launches like Saniter, strong cataloguing and store management, investments with robust returns, and a step jump in leveraging analytics.

Our newly launched D2C channel in Nigeria



In the USA, our efforts to strengthen e-commerce fundamentals paid off with the business growing at a break-out pace to become nearly 3 per cent of our overall USA business this year.

E-commerce in Africa has significant headroom for growth, particularly in the fashion and beauty segments. Given limited resident traffic on third-party platforms in Africa (unlike in India, Indonesia, and the USA), we launched our own D2C platform in Nigeria.

This has been more than just a sales channel, with significant upsides to leverage, like the immediate availability of new products, controlled brand building, consumer data, seeding new products, ability to cross-sell/upsell, experiment with untested product bundles and price points, media attribution and efficiency assessment, and opportunities for focused consumer research.

We have set up a new e-commerce team in Latin America and are investing multiple ways to grow our presence on different digital platforms and marketplaces.

## Leveraging technology and analytics

We have integrated different technology solutions across the value chain in India, starting with our salespeople on ground, through our many channel partners.

Predictive analytics enables our urban salespeople to sell the right assortment in a store. We are moving our distributor billing software and handheld terminals to cloud-based servers to bring in more agility to the sales ecosystem. We have completed cloud transformation for our rural business and we plan to cover our urban business in the coming year too. We are currently exploring the usage of GPS locations to drive in-market execution of our sales team both in urban and rural markets.

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. Over the past year, we leveraged these capabilities for focused rural marketing initiatives.

For example, our 'Magic dangal' drive, on protekt Magic hand wash in rural markets, focused on driving hand wash education, along with canter activations and D2D sampling, coupled with building mass awareness through television, print, and extensive rural retail visibility.

Given the growth trends in hair colours in rural markets, we enhanced our product reach through direct and indirect distribution. We activated largescale wholesale programmes in key states and changed our television channel mix. Mehendi has higher appeal in rural India, and so, we launched Nupur Mehendi at ₹10. Because hair colouring picks up in the festive season, and with beauty salons still not fully operational, we helped educate rural consumers on do-it-yourself beauty products through local celebrity and multiple micro-influencer partnerships.

Technology continues to play a key role in improving field-force productivity in our Indonesia business. Hand-held terminals guide and track on-ground decision-making, and analytics and dashboards help drive sharper execution. Regional distributors are connected and serviced through an online portal with simplified e-claim settlements. A trade spend optimiser tool helps drive return on in-store investments for modern trade. We will continue to integrate technology across all execution touch points. We have also built stronger visibility in e-commerce analytics on Amazon, which we are translating into action points.

In SAARC, we are leveraging potential tech partnerships and analytics to help augment our traditional trade expansion through systems like cloud-based DMS, micro targeting, SOQ, and TPM. Through this, we want to ensure that our primary aim remains to expand distribution in traditional trade in both Bangladesh and Sri Lanka and drive efficiencies as well as leverage penetrated stores by expansion.

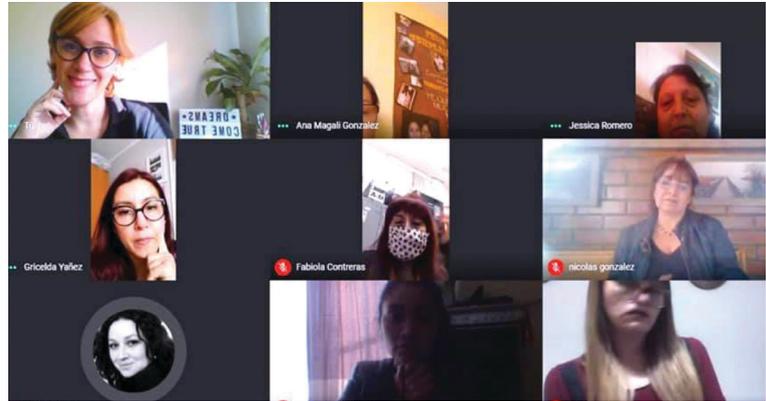
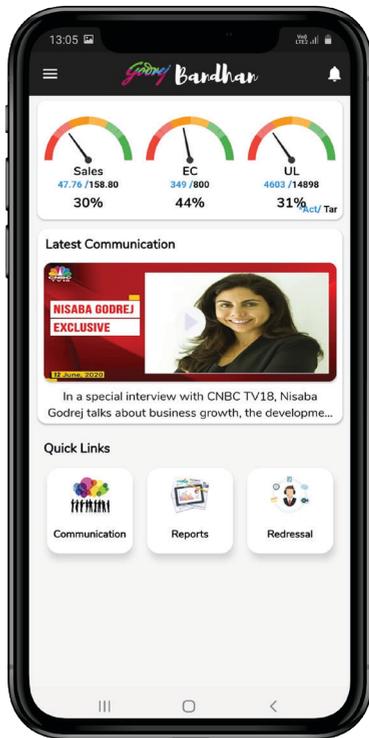
In Africa, salesforce automation has helped expand coverage and improve brand visibility across the sub-continent. Following the roll-out across the general trade and salon channels, the focus will now be on scaling up distribution, extracting efficiencies, and building accountability. We have also leveraged technology in consumer insighting, like taking consumer insights from the D2C channel in Nigeria to product bundles and price points that can work, and shifting to virtual consumer and stylist interactions to continue having a strong pulse of the on-ground trends and for agile action planning.

## Fostering win-win partnerships

We ramped up channel partner engagement significantly over the past year, even as distribution networks broke down. One of our foremost priorities was to ensure the health and safety of our partners and their networks.

In India, we introduced COVID-19 medical insurance and life insurance for our salespeople and distributor staff in extended networks, reaching 7,500 members. We have a comprehensive approach to improve return on investment for our distributors to enhance engagement.

To increase digital connect, we also introduced an industry first, an Android app called 'Bandhan', a one stop for all GCPL-related information, communication updates, and trainings for all our distributors.



(Top) Online hair and makeup trainings for our partners in Chile  
 (Left) Connecting with partners in India through our Bandhan app



Partnering with Walmart in the USA to launch our Darling hair extensions brand

Our regional distributor network in Indonesia contributes a significant share to the business. 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.

Our partnership with Walmart in the USA marked an exclusive foray into hair extensions for both Godrej and Walmart. Walmart offers a significant distribution network and unparalleled shopper footprint, and we have strong consumer understanding as the only hair extension brand in the USA with African roots and the only player with an integrated hair care portfolio. This provides a great opportunity for a lasting win-win partnership, unlocking tremendous value for the overall category while serving our consumers.





**Making  
our supply chain  
best-in-class**

# Strategic Priorities

- High customer service levels through ready availability of a diverse product range
- Best-in-class value delivery to customers at optimised costs
- Freshness of products supplied to consumers

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## Capitals Impacted



Manufactured Capital



Financial Capital



Human Capital



Intellectual Capital



Social & Relationship Capital



Natural Capital

## Risks

- Supply chain risks due to the pandemic
- Commodity inflation
- Labour-intensive product portfolios in some geographies
- Potential disruption due to political risks
- Localised competition
- Regulation non-compliance

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## Material Issues Impacted

- Research & Development
- Building inclusive and prosperous communities
- Occupational health and safety
- Governance and accountability

## Enablers

- Shop floor employee engagement and workplace safety
- Localised manufacturing technology
- Dispersed manufacturing footprint
- 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

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## Key Impact Areas

- Bottom line growth
- Customer service
- Environment
- Community

# Value created

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

We are enhancing our **Intellectual Capital** by scaling up technology, increasing capabilities, and evolving best practices. We are also building smarter, safer work environments in line with global standards to enable our team members to deliver more efficiently and improve **Human Capital**.

We work closely with our partners and suppliers and together reach out to our wide consumer base and build **Social and Relationship Capital**. Our work impacts the environment, and we are constantly working to improve the sustainability of our process and make a positive impact on **Natural Capital**.

## United Nations' Sustainable Development Goals

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



- 
- Saved over ₹ **2.30 crore** through sustainable manufacturing
  - Stock availability in India is **88%**

# Supply chain strategic priorities

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

## Key focus areas and initiatives

### 1. Customer service

Focusing on agile fulfilment initiatives to respond efficiently to changing consumer demands

### 2. Employee engagement and productivity improvement

Extending best practices and shop floor employee engagement globally

### 3. Industry 4.0

Making future-ready investments to further improve productivity

### 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

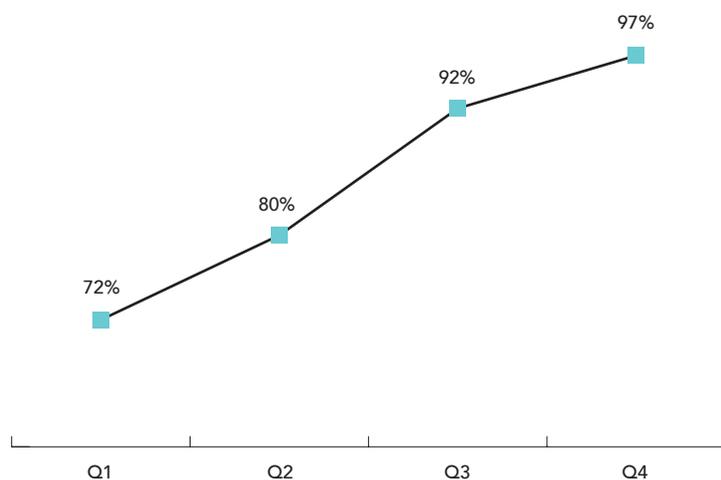
### ***Focusing on agile fulfilment initiatives to respond efficiently to changing consumer demands***

Across all our regions, our customer fill rates took a hit in this unprecedented year of operations. The first two quarters were especially affected as we experienced lockdowns across our key geographies, and several of our units could not operate at full capacity once open.

Despite challenges, we bounced back strongly by ramping up production at record speed. By the third quarter, we were clocking fill rates in line with pre-COVID-19 levels.

In India, post the third quarter, we achieved new highs on fill rates with most of our organised trade partners.

### **Quarter-wise improvement in fill rates in our India operations**



### **Cumulative fill rates across geographies**

Country	Fill rate of FY 20-21 (%)
India	88
Indonesia	97.20
Argentina	95.90
Chile	91.40
Kenya	96.20
South Africa	95.56
Nigeria	82.75
Ghana	89.72
Tanzania	97.10
Mozambique	97.36
USA	88.30

In line with demand patterns, we focused on improving the agility of our manufacturing capacity across geographies.

We adopted dynamic network planning to ensure we have a backup for any impacted node in the network. This helped us manage business continuity, and we had minimal disruption in the year despite challenges on ground. We managed to fast track some movements by dispatching directly and billing from plant locations.

For organised trade channels, we rolled out pilots with multiple companies who had experience in working as aggregators and reducing choking issues at customer locations. This was a win-win solution

as we had a faster turnaround time and freight savings and our customers had lesser load as we gave them consolidated consignments.

We also extended support by providing direct-to-store deliveries during the start-up phase when there was a need to replenish the stores after a hiatus of lockdown. We managed to be among the fastest growing non-food FMCG companies in a few key retail chains. Our resilient fulfilment options helped us surpass our previous performance on fill rates across all chains.

## 2. Employee engagement and productivity improvement

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

We have adopted best-in-class manufacturing practices such as Theory of Constraints, TPM, Lean, Kaizen, and Low-cost Automation across our global supply chain from procurement to manufacturing and shipping.

We are constantly exploring new technologies and solutions to improve the utilisation of our assets, materials, and resources to 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.



Shop floor engagement strengthening employee relations through participation in sporting activities in Ghana

## B. Productivity improvement

In fiscal year 2020-21, we engaged with over 16,000 shop floor team members to improve manufacturing processes, productivity per person, and employee connect and relations.

All team members are encouraged to suggest changes to improve process efficiencies. Like every year, we ran an employee suggestion scheme and got over 7,459 suggestions, 58 per cent of which were implementable. So far, we have implemented 93 per cent of the implementable suggestions, and the others are in process.

Our team members also registered 104 Kaizens for performance improvement across our Africa and Indonesia manufacturing plants. All 104 have been implemented.

Shop floor team members 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.



(Top) Total quality management training session in Indonesia  
(Left) Improving teamwork through regular trainings in Kenya

## Productivity improvement across locations

Country	Product	Improvement (%)
India	Godrej aer Power Pocket	3.8
	Godrej Expert Rich Crème	5
	Goodknight Fast Card	4.8
	Goodknight Refill	7
Tanzania	Braids	12.55
Uganda	Fluffy Kinky	22
	Afro Kinky	37
	Afro Baby	55
	Elite Curls	104
Kenya	Adara	42
	Afro Baby	75
	Elite Curls	33
	Spring Twist	50
Mozambique	Dry hair category	32.6
Nigeria	Natural Twist	23
	Wet Wave	22
	Kinky Straight	15
Ghana	Kinky	9.8
	Natural Twist	16.6
Indonesia	Mitu Mega 1	0.95

Our Darling hair extensions  
factory in Mozambique



### 3. Industry 4.0

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

In our North East Cluster, data insights from IoT in our Lokhra unit at our hair crème lines helped us identify and act on minor and medium downtime. We improved the overall equipment effectiveness (OEE) by 5 per cent compared to last year. IoT at the refill lines at our New Conso unit improved OEE by 15 per cent on line 7 and by 8 per cent on line 8. We also conducted digital twins for one of our crème factories, which facilitated changes in layout for improved efficiency, transfer of material, reduction in manpower, energy savings, and better space utilisation.

Data insights from IoT in our Baddi and Katha soap lines in our North Cluster helped reduce downtimes in wrapping, stamping, and banding and resulted in improved line synchronisation. In Katha, our average soap production rate increased by over 8 per cent from the baseline before IoT, and the soap line number 2 average production (MT/day) was up by 7 per cent. Productivity of 100 gm Cinthol improved to 40.5 MT/day from 36.4 MT/day and 50 gm Godrej No.1 soap improved to 27.8 MT/day from 25.6 MT/day.

In our Central Cluster, we implemented several IoT projects at our Malanpur Soap plant and saved over ₹ 22 lakhs. We installed IoT in LP Boiler 3 that helped in taking decisions for cleaning and control of various process parameters. IoT in the soap noodle plant 2 helped in data monitoring and analysing the specific utility consumption. IoT in one of the chilling units monitored critical parameters of the compressor and helped us take action accordingly. IoT in the RO unloading section helped in reducing steam consumption and saved ₹ 22 lakh per annum. To combat COVID-19, we installed an automatic temperature scanner that measures temperature through face detection.

In Argentina, we recently installed a flow-packing machine for an in-house core stock keeping unit that was earlier outsourced. We are also investing in a new case-packaging machine to increase in-house capacity. With these, we will be able to produce 100 per cent of volume in-house without depending on a third party.

Our Indonesia team had one of our vendors install their manufacturing unit inside our plant premise. This increased the flexibility of operation in our largest product category. As a first step towards industry 4.0, we have started digitising manufacturing records.

## 4. Sustainability of the process

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

#### **Manufacturing**

As part of our Good & Green vision, we have identified five environmental sustainability goals to be achieved by fiscal year 2020-21 — 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 energy, emissions, water, waste, and renewable data 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 build sustainability into decision-making at every point in the value chain.

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

To measure our progress against our environmental goals, we obtained standards, methodologies, and assumptions used for the purpose of our calculations from the 'IPCC Guidelines for National Greenhouse Gas Inventories, 2006' and the 'IPCC AR5 Assessment Report'.

Our data calculations are performed for all locations where we have 100 per cent operational control. All our manufacturing plants strive to achieve these goals by fiscal year 2020-21. Our performance is guided by the sustainability team at the corporate level and driven by manufacturing cluster heads and team members at each of our manufacturing locations.

Our process includes the following:

- Extensive meetings with multiple stakeholders to align on priorities, budgets, and expected benefits for the year
- Setting targets to help drive environmental sustainability in our manufacturing process
- Cascading an annual operating plan where sustainability targets are made part of the Key Responsibility Areas for 'Green Champions'
- An internal sustainability monitoring tool collects and analyses data, and monthly reports are generated highlighting key indicators, including the carbon footprint as per the set GHG protocol
- Identifying and circulating best practices on multiple platforms for wider adoption
- Strategic improvement planning for underperforming units

## Our goals and performance - India

### 1. Energy

- Reduce specific energy consumption by 30%
- Increase renewable energy portfolio to 30%

#### 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 28.4%
- Increased renewable energy portfolio to 28.9%

### 2. Water

Become water positive

#### Approach

- Innovative water management systems and technological improvements

#### Performance\*\*#

- Achieved water positivity (reduced our specific water consumption by 30.3% and conserved more water than we use in our operations through rainwater harvesting within our facilities and community watershed programme)

### 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 100% (diverted 100% waste from landfill)

### 4. Emission

Become carbon neutral

#### Approach

- Adopting cleaner fuels such as biomass

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

- Reduced our specific GHG emissions by 37.4%

#Performance as of March 2021 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 Scopes 1 and 2 and calculated by specific GHG emissions per tonne of production

# 1. Energy

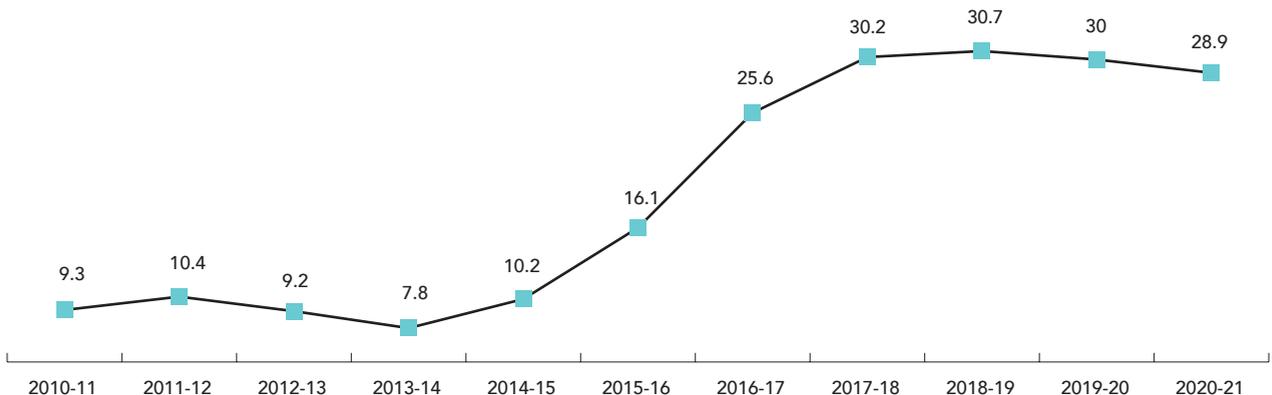
This year, our energy performance for the year was affected due to COVID-19 disruptions and intermittent start-stop operations. This also caused delays in all new energy and renewable initiatives that had been planned. Despite the challenges, we implemented 54 energy efficiency initiatives across all our locations.

## Key initiatives in fiscal year 2020-21:

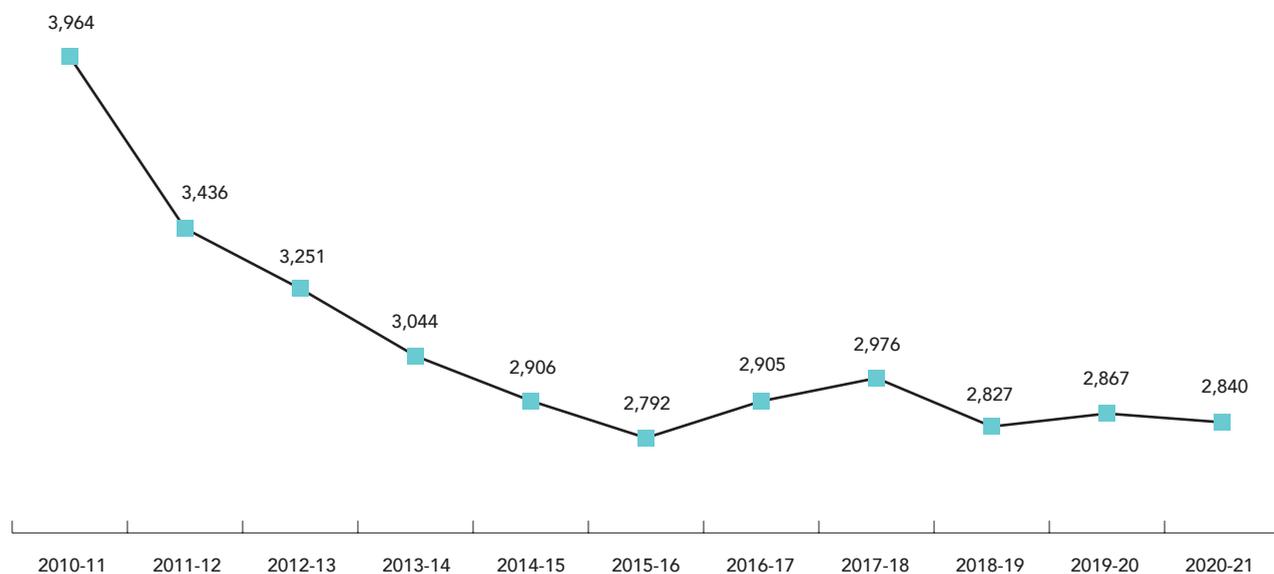
- At Malanpur, we installed energy efficient (IE3) motors and LED lighting. This has helped reduce energy consumption by 1,50,000 kWh annually. We also installed a Vapour Liquid Separator in the soap dryer that helped us save 12 MT of fuel (FO). We provided a jacketed pipe with NRV on oil tankers that helped to save 43 MT of fuel.
- In our North Cluster, we signed rooftop solar power purchase agreement for our Katha and Thana units. They will be commissioned in May 2021 and help us increase our renewable energy portfolio by 0.8 per cent.
- Our North East Cluster installed lower size nozzle for boiler at Lokhra-II plant that will help us save 19 kL of diesel.
- In our South Cluster, we signed rooftop solar power purchase agreement for our Conso unit. It will be commissioned in May 2021. We also installed a servo system for mould push and punching cylinders in the stamping machines that will help save 2,28,000 kWh of energy annually.

Though our overall performance was hit, we were able to get back on track as the year progressed, evident in the improving performance from the first to the further quarter.

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



### Specific energy consumption (MJ/MT) - India

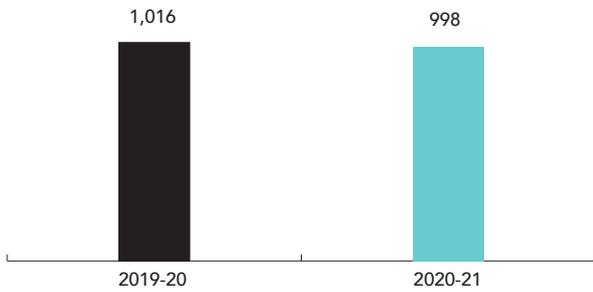


### Quarter-wise improvement in energy performance

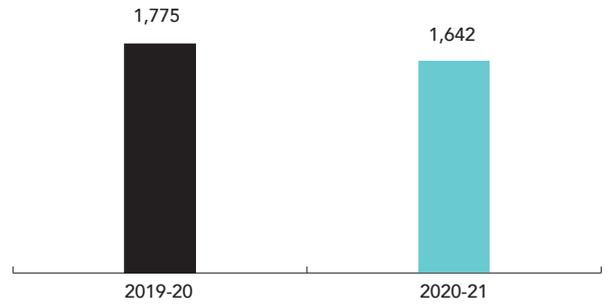
Quarter of FY 20-21	Specific energy in comparison with same quarters of FY 19-20 (%)	Renewable energy (%)
Q1	+ 6.1	27.1
Q2	- 0.7	27.8
Q3	- 5.9	29.3
Q4	- 3.8	31.0

## Energy report - Global

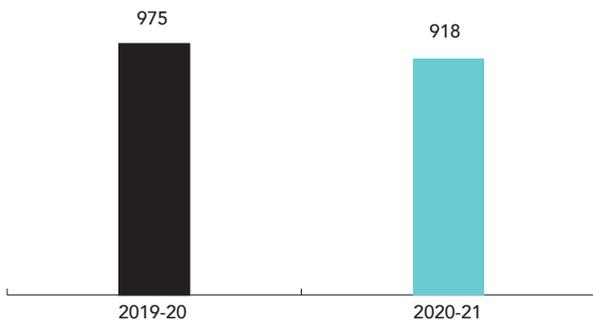
Indonesia - Specific energy consumption (MJ/MT)



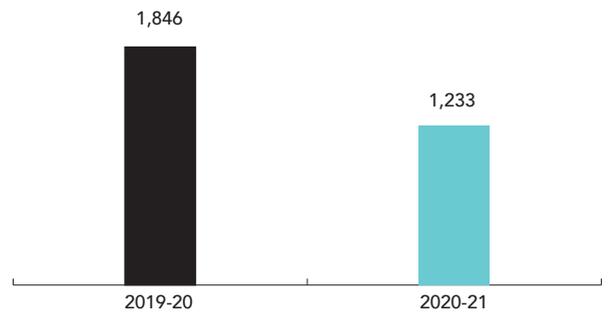
Africa - Specific energy consumption (MJ/MT)



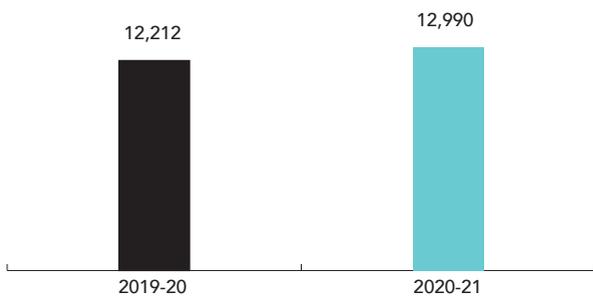
Latin America - Specific energy consumption (MJ/MT)



USA - Specific energy consumption (MJ/MT)



SAARC - Specific energy consumption (MJ/MT)



## 2. Water

We evaluate and implement innovative projects to reduce our specific water consumption. However, this year, our overall water consumption increased across all locations due to increased cleaning and sanitation requirements to fight COVID-19. Additionally, at a few locations, there was an increase in the manufacturing of water-intensive products such as hand wash and sanitisers.

Meanwhile, we continue to source our water from sustainable sources and have also supported integrated watershed projects to replenish groundwater levels.

### Key initiatives in fiscal year 2020-21:

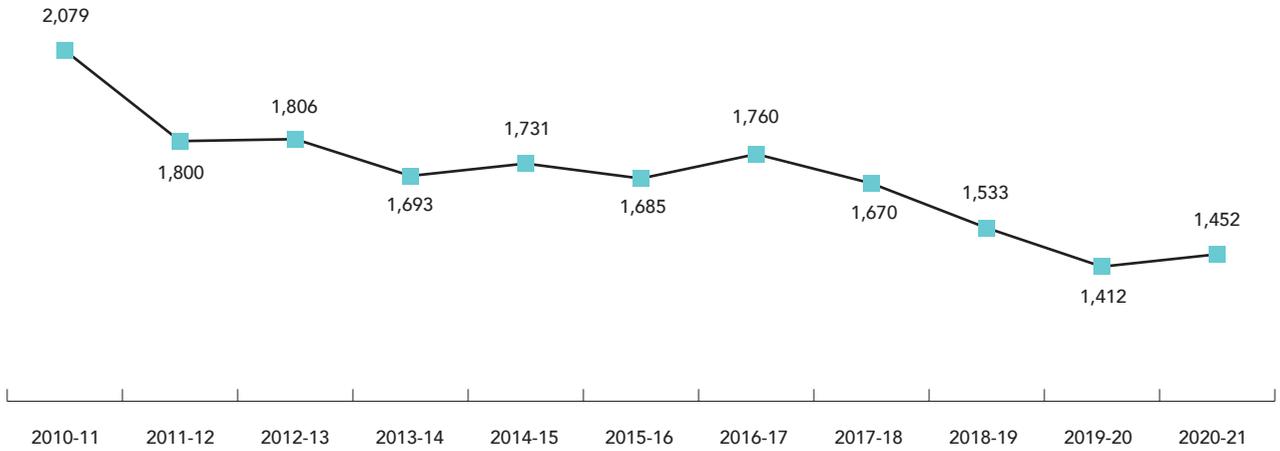
- In India, at the Kalapahar Coil unit, we have installed rainwater harvesting system to conserve 120 kL of water annually. In our North Cluster, we installed water-efficient taps and were able to save 200 kL of water annually.
- In Indonesia, we replaced normal water taps with water-efficient ones in Megasari Plant 1. Given the increased need of water for domestic sanitation, this will help use reduce water use by 20 per cent.
- In Kenya, although the water consumption for the process is very small, we implemented a 2 kLD effluent treatment plant to improve the effluent quality.

With the continuing focus on health and safety and the continuing impact of the pandemic, our water consumption is likely to be high in the next fiscal year too. However, our performance did show gradual improvement from the first to the fourth quarter.

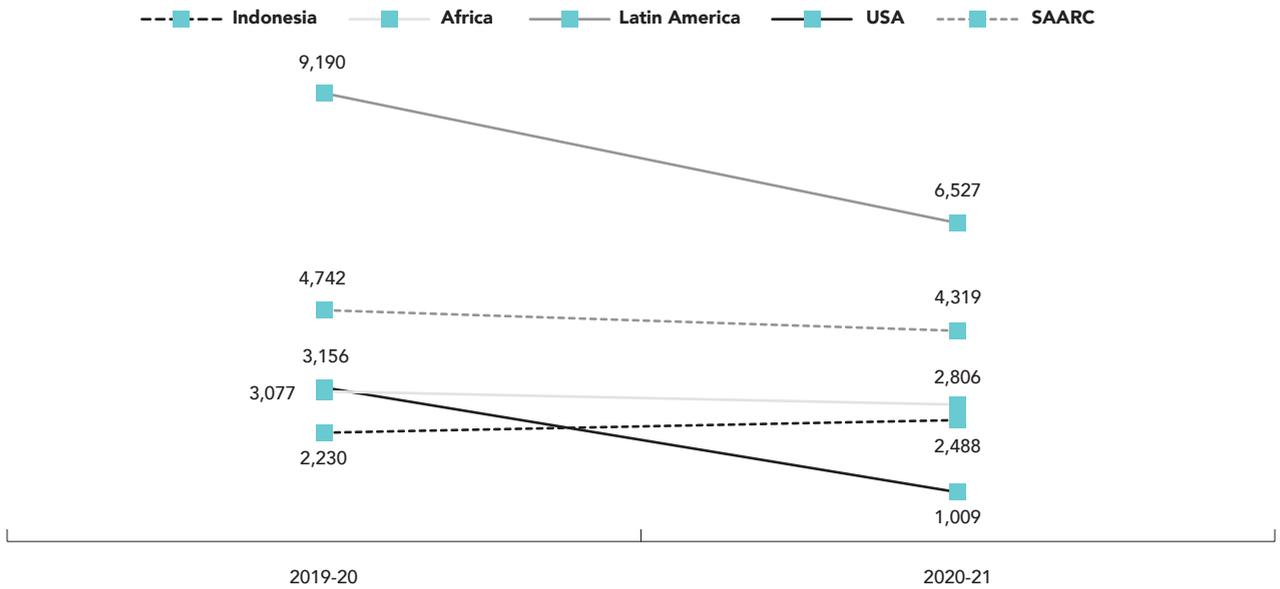
### Quarter-wise improvement in water performance

Quarter of FY 20-21	Water performance for FY 20-21 in comparison with same quarters of FY 19-20 (%)
Q1 FY 20-21	+ 10.7
Q2 FY 20-21	+ 1.9
Q3 FY 20-21	- 1.7
Q4 FY 20-21	+ 2.4

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



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



# 3. Waste

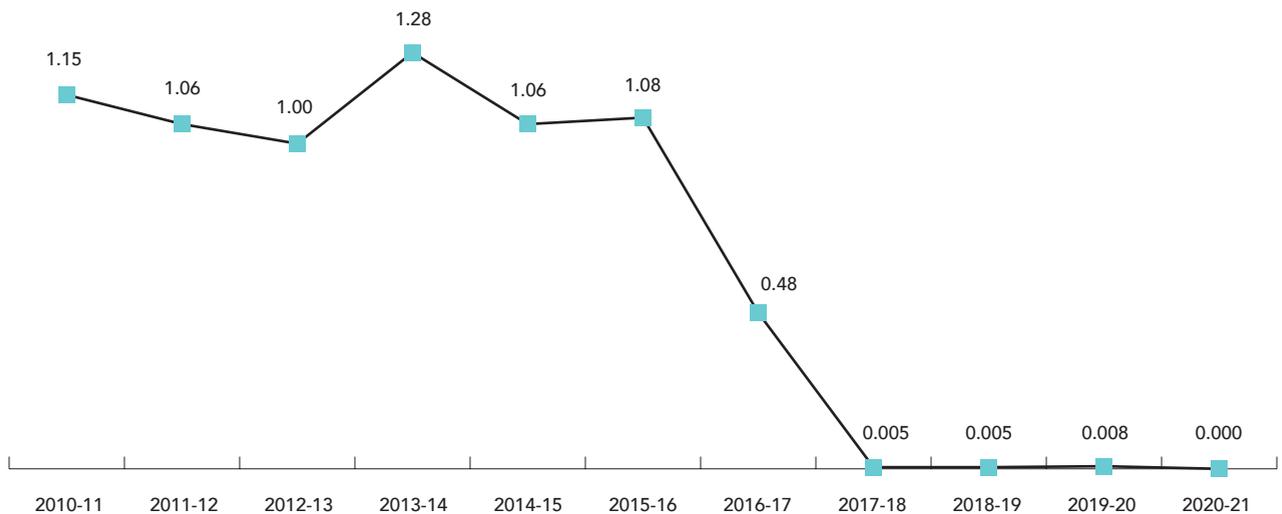
Despite this challenging year, we undertook several initiatives to reduce waste generation and divert waste from landfill. By continuing to send ETP sludge from our Malanpur plant to co-processing at a cement plant, we already achieved over 99 per cent reduction in waste to landfill, and our India operations is zero waste to landfill.

We are also on track with our extended producer responsibility (EPR) commitment. We use just over 20,000 MT of plastic packaging for our products. We are now plastic neutral, which means we take back the equivalent amount of plastic that we send out to our consumers. In addition, we also continue to invest in community solid waste management programmes.

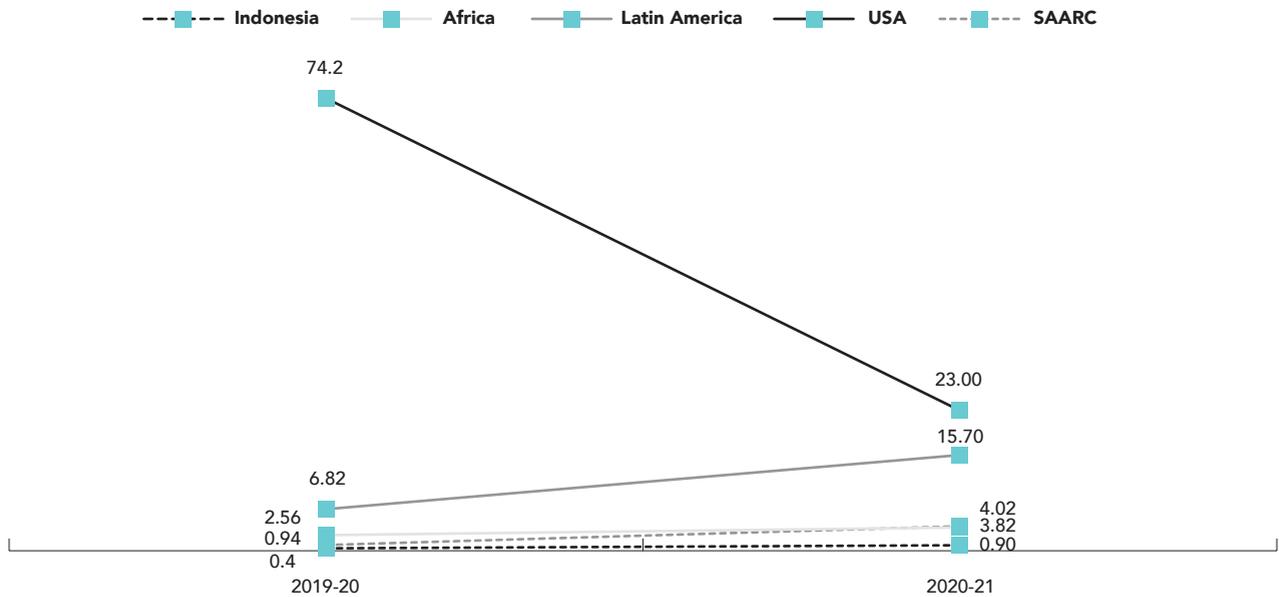
## Key initiatives in fiscal year 2020-21:

- In Chile, we implemented a waste management system that covers our entire plant and has helped us achieve complete segregation of waste, where we allocate more than 50 per cent of the waste generated to recycling. Up to 100 per cent of our hazardous waste was destroyed. We sent just over 10 per cent of the waste to landfills.
- In Kenya, we have started reusing corrugated boxes for repacking other goods. Through this, we are reusing 2.8 million cartons annually. It not only helps us in conserving material resources but also results in monetary benefits.

Specific waste to landfill (kg/MT) - India



## Specific waste to landfill (kg/MT) - Global



## 4. Emission

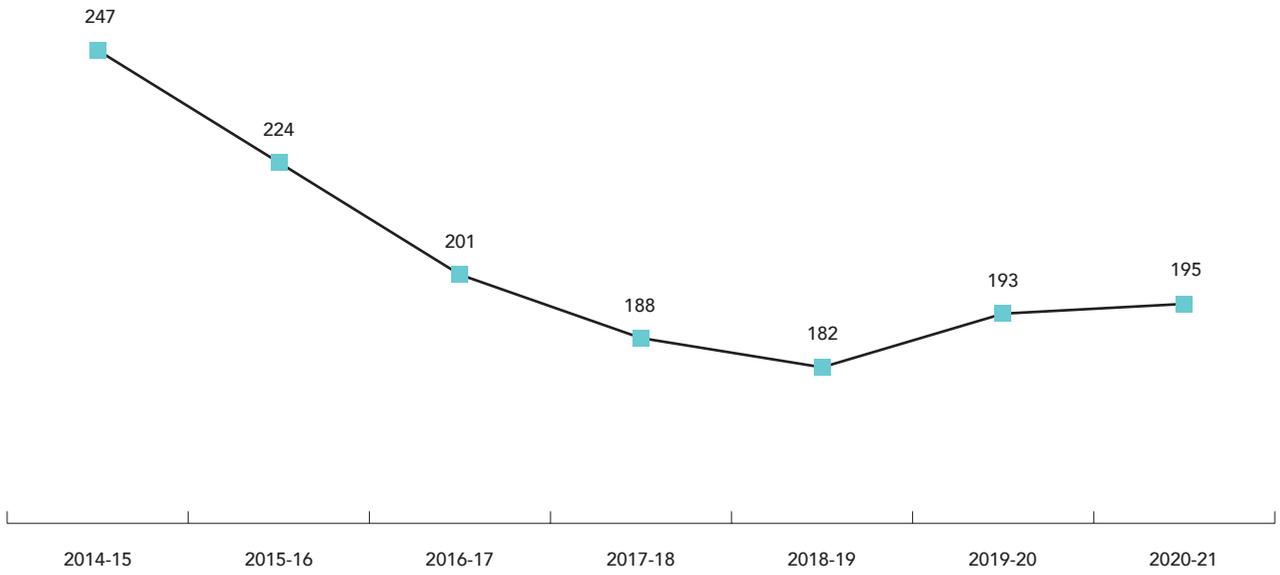
All our manufacturing units have systems in place for monitoring GHG emissions and short-term reduction targets with the long-term aim of achieving carbon neutrality. Our initiatives on improving energy mix and reducing specific consumption have helped us reduce our GHG emissions. Some

of these initiatives include switching to renewable biomass for boilers, increased procurement of renewable energy, flue gas heat recovery from boilers for process utilisation, and installation of energy-efficient equipment, among others.

### Key initiatives in fiscal year 2020-21:

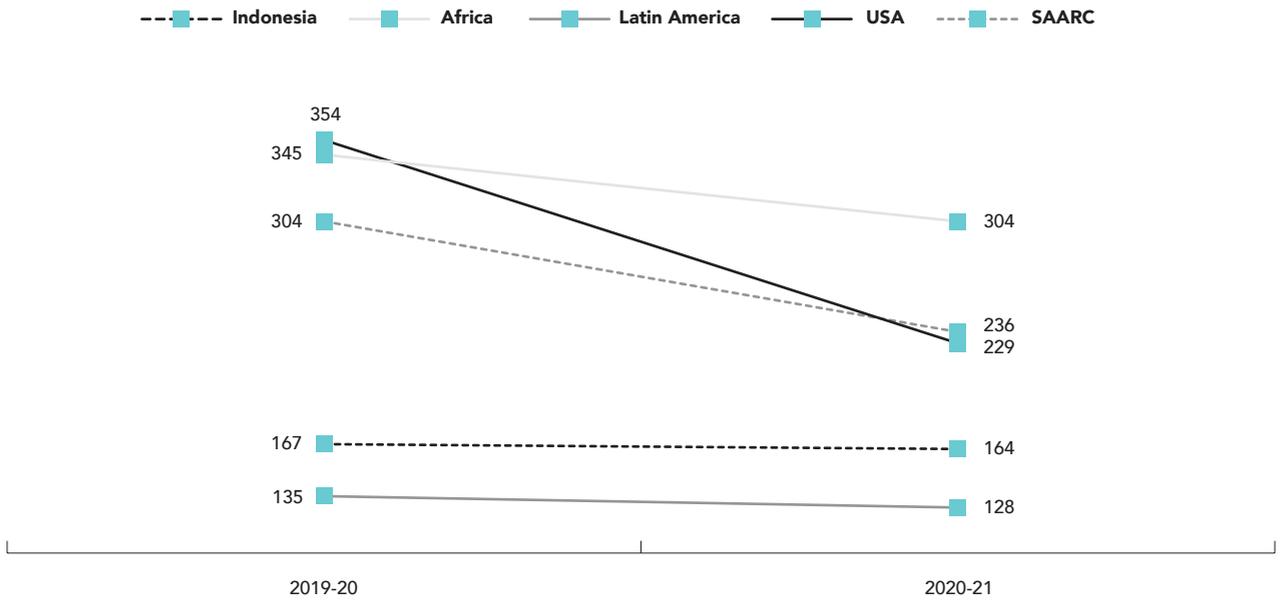
- In Indonesia, we replaced LPG with natural gas in thermic fluid heaters. It will help us in mitigating 198 tCO<sub>2</sub>e per annum.
  - We received lower solar power units for our Malanpur plant, and this affected the renewable energy portfolio and thereby GHG emission intensity.
  - Reduction in coil production at our North East and South Clusters where we use renewable fuel has affected GHG emission intensity.
- In fiscal year 2020-21, we reported a higher emission trend in India. The main reasons for this performance deviation are as follows:
- In our flagship plant in Malanpur, the biomass briquette boiler was not available for the month of August because it was due for inspection, and the factory inspector was unable to visit due to COVID-19 travel restrictions.

### Specific GHG emissions per tonne production (kg CO2e/MT) - India\*



\*Represents Scopes 1 and 2 emission intensity due to fuel and electricity consumption within our operations

### Specific GHG emissions per tonne production (kg CO2e/MT) - Global



## Innovating sustainable packaging

As an FMCG business, packaging plays a very important role in maintaining product integrity. We use delightful design and packaging to differentiate our products, and we aim to do this in an eco-friendly way. Several 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 2024-25.

## Our goals and performance

### **1. Reduce packaging consumption per unit of production by 20% from the base year of FY 17-18**

Approach

- Process improvements and collaboration with packaging vendors to make packaging more efficient

### **2. Have 100% of the packaging material be recyclable, reusable, recoverable, or compostable**

Approach

- Upgrade to newer technologies and innovate for alternate packaging materials

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

Approach

- Partner with vendors and start-up enterprises to enable the use of PCR plastic in place of virgin plastic

### **Key initiatives in fiscal year 2020-21:**

As part of our goal to replace 10 per cent of all virgin plastic with PCR plastic, we ran a pilot with Goodknight coil poly bags made out of 90 per cent PCR plastic for our South Coil units. This is a first of its kind project in India on circular economy. The recycled granules used to make the poly bags are sourced from our solid waste management project in Hyderabad. We collect PCR waste as part of our EPR obligation, get it processed in a facility that was co-funded by us, and use it back in our packaging. We could successfully complete the pilot implementation after several trials and detailed assessment. We aim to replace 600 tons of virgin plastic through this initiative on full-scale implementation.

## 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, and we are committed to enabling them to get there. Existing and new suppliers are expected to conform to the expectations listed under the policy. We are committed to helping our suppliers make their operations more sustainable through the following:

- Assist in reducing specific energy and specific water consumption, waste to landfill and specific CO<sub>2</sub> emissions
- Encourage to identify and mitigate Environmental, Social, and Governance (ESG) concerns
- Help enhance process efficiency, reduce use of hazardous and toxic materials, and responsibly dispose toxic waste, if any
- Recommend the use of renewable sources of energy, wherever possible

As part of our supplier scoring process, we collate qualitative and quantitative data and develop a composite score based on the responses. To drive continuous adherence, we schedule self-declarations from suppliers, as well as external audits, identify category-wise targets, and share industry best practices and suggested actions.

As a part of supplier assessments in India, we have evaluated 128 suppliers so far (accounting for around 70 per cent of our procurement spends) on being quality centred, ethically driven, green inspired, and socially focused.

Due to the pandemic, we conducted only paper audits and no physical site visits. Of 128 vendors with historical scores, 120 showed 8 per cent improvement. None of the vendors showed any noncompliance on ethical policies. We flagged 3 per cent of the evaluated suppliers in the sustainability risk zone.

To drive continuous improvement, 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 Argentina, we are assessing over 10 exclusive vendors (accounting for close to 50 per cent of our purchases) who comprise raw material suppliers, co-packers, and local material vendors. Our onsite audit plan is on hold until COVID-19 concerns fade; however, we have made efforts to execute an online audit of our vendors and have been monitoring their issues and risks.

Last year, in Indonesia, we covered 18 of our exclusive vendors (accounting for 65 per cent of our purchases), and in Chile, we covered 13 exclusive vendors (accounting for close to 50 per cent of our purchases). Due to the pandemic, we halted our engagement on supply chain sustainability in these regions and have renewed our work on it since May 2021.



Know more about  
our Sustainable  
Procurement Policy



PAKET EKONOMI

HEMAT 26%

HI HIT

gratis

HI HIT

gratis



HI HIT



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

# Strategic Priority

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

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## Capitals Impacted



Human Capital



Intellectual Capital



Social & Relationship Capital

## Risk

- Competitive market conditions and new entrants leading to attrition enablers

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## Material Issues Impacted

- Governance and accountability
- Occupational health and safety
- Skill development and training

## 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

## Key Focus Areas

- Living the 'Godrej Way'
- Prioritising wellness and safety
- Building a culture of agility and experimentation
- Fostering a diverse and inclusive GCPL
- Enabling bespoke learning
- Leveraging digital to engage meaningfully
- Being among the best companies to work for

# 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 values, 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 team member connect, especially in the context of our multi-geography presence.

- 
- Over **11,000 direct team members**
  - **~36 nationalities**
  - Team members in **17 countries**
  - **75%** of team members **based outside India**
  - **Average age** of team members (white collar) is **39.9 years**
  - **25% of white collar** and **56.5% of blue collar** team members are women
  - **21% women** in senior leadership roles (Vice President and above)
  - Great Place to Work® Institute's (India) Best Workplaces in Manufacturing (2021)
  - Won 'gold' in India's first LGBT+ work quality index by British LGBT+ advocacy group Stonewall, India's LGBT+ rights Keshav Suri Foundation and LGBT+ inclusion consultancy Pride Circle
  - Great Place to Work® Institute's (India) top-ranked FMCG company to work for (2020)
  - 2021 Indonesian Best Employer Brand Award for the second consecutive year
  - Business World Pure: Purpose + Resilience Company Award 2020
  - Consistently ranked in the top quartile of best employers in internal employee engagement survey scores
  - **Workplace by Facebook** helps engage and **connect 6,373 people** across geographies

# Living the 'Godrej Way'

## Culture around the 'Godrej Way'

The Godrej Way, our purpose and values, is the cultural cornerstone that guides our choices and actions. Over the past year, we have recommitted to fully embrace and live our distinctive purpose and values and are exploring ways to bring this alive and build a more meaningful Godrej for all our stakeholders.

## People-first approach

We believe that our strong value system, rooted in the Godrej Way, is helping us support our people better to emerge stronger from COVID-19. We adopted a people-first approach to support Godrejites working at our various global offices as well as in factories and on ground. Through this, the health and safety of our people has been a top priority, even as we ensured our business priorities remained in focus and we continued to serve our consumers and communities.

Keeping our people safe while  
continuing to serve our communities



## 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 based on 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.

## Godrej Capability Factors

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

### **Leading Self**

Much of our success depends on whether we can 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 Others**

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



Ramping up safety measures at our offices and factories across the world

# Prioritising wellness and safety

## Safety

We shifted to remote work for all our office-based team members well before it was mandated by governments. This allowed us to prioritise the safety of our team members, while also doing our bit towards controlling the spread of the virus.

To help our people ease into this new working format, we introduced several safety measures across offices and factories, and for those on field.

## Health and medical support

Ensuring the health and well-being of our teams is crucial. Given the categories we operate in, our business was classified an essential service and we were required to keep our manufacturing facilities operational and ensure that our products reached markets on time.

Apart from the existing hospitalisation and medical policies we have for all Godrejites, we introduced additional measures for partners in our extended networks in India. We introduced COVID-19 medical insurance and life insurance to our

extended workforce, including salesmen on distributor rolls, CFAs, and drivers and computer operators. We also covered home quarantine expenses, which are not part of regular hospitalisation policies, for team members in frontline roles in manufacturing, Research & Development, and sales.

We also tied up with Apollo, a healthcare service provider, for tele consultation services in India.





Watch Nisaba Godrej,  
our Chairperson and  
Managing Director, host a  
conversation on mental wellness



Inner Hour, a mental health platform that offers personalised plans with multiple self-help resources



## Mental wellness

Our Employee Assistance Programme offers a confidential mental wellness platform and services. We have also partnered with Inner Hour, a mental health platform that offers personalised plans with multiple resources like self-help, short daily courses, articles, activities, and access to trained therapists. We have extending the services of Inner Hour to the dependents of Godrejites, including parents, partners, siblings, and children.

We are encouraging open conversations around the importance of mental health by organising webinars with senior therapists and leadership on self-care strategies, strengthening relationships, social media and mental health, among other themes.

## Striking a balance while working from home

We are deeply committed to ensuring that our team members continue to bring their 'whole selves' to work, even if it is from home. Enabling and equipping them to navigate the challenges of working from home has been key. We launched a slew of measures to support and truly trust and show respect.

Introducing  
meeting-free  
Thursdays



Some of these were as follows:

- Regulating work hours: Encouraging our teams to avoid scheduling meetings before 9 AM, between 1 PM and 2 PM, and post 7 PM
- Silent weekends: Respecting weekends and public holidays
- Meeting-free Thursdays: Rescheduling any meetings planned in the first half of the day for better focus and deep-thinking work
- 'A day to myself': A mandatory day off once a month to recharge and reset
- Leadership role modelling: Senior leadership leading from the front on these behaviour changes

## Occupational health and safety

At GCPL, we are committed to building an incident-free organisation by creating a strong culture around the safety and health for all our employees and stakeholders.

In order to achieve this, we have adopted a four pillar approach towards safety.

These four pillars include:

1. People and culture
2. Safety infrastructure
3. OHS management system
4. Automation, technology, and AI

Our people are at the forefront of our company and we are very focused on ensuring that they are equipped with necessary safety know-how. We are doing this by organising hands-on trainings, and skits and safety competitions. In fiscal year 2020-21, we focused on improving safety awareness among all our employees as well as our contractual workforce. We arranged over 21,704 safety training programmes across our plants, covering over 83,000 of our team members.

Due to COVID-19, we conducted these programmes online and in small in-person focus groups, following safety protocols.



On-the-job safety trainings ensuring COVID-19 protocols

As per our commitment to bridge the identified gaps across critical safety areas, we have been investing in improving our safety infrastructure and systems. Some of the key projects in fiscal year 2020-21 were around the installation of fall protection systems, electrical system upgrades, and machine guarding and LOTO provisions.

Fall protection equipment and infrastructure at various factories



Automation and AI are new ways of working and we believe that they can help us in making our operations safer. This year, we used drones as tools to inspect the health of our boiler stacks, which helped us in reducing risks significantly.

We won eight external recognitions for safety this year, and our safety performance was also recognised by various renowned national agencies such as the National Safety Council and Confederation of Indian Industry.

Leveraging AI-powered drones to inspect boiler stack health



Key priorities	FY 19-20	FY 20-21
Number of people trained on safety (global data for employees and contractors)	73,039	83,395
Injury rate (global data)	0.35	0.51*
Disabling incidents (global data)	0	3
Number of fatalities (global data)	1	1**
First aid/medical kits (global data)	434	101
Number of LTIs (global data)	21	21
Safe man-hours	64.99 Million	50.86 Million***
Increase in near-miss reporting	18%	19.1%

\*Injury rate is calculated as per IS 3786: Number of reportable accident\*1,000/average number of employees

Reason for increase in injury rate is as follows:

India and SAARC, and Indonesia and Latin America have shown a reduction of 29% in injury rate, whereas in Africa, we have seen an exponential rise due to an increase in awareness and reporting and our endeavour to build a strong safety culture.

\*\* This year we witnessed one fatal incident at one of our sites in Africa. As a company, we have ensured mental, social, and financial help to the family of the deceased. We have conducted a detailed investigation of the incident and implemented corrective actions across all our manufacturing sites. We are also in the process of completing all preventive actions and have further strengthened our systems and process to prevent such issues in the future.

\*\*\*Overall man-hours worked in FY 20-21 has reduced due to factories being shut and the shifts being curtailed during the pandemic

# 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 strong collaboration across geographical clusters and function teams through shared accountability and clearly defined ways of working.

## Fostering a diverse and inclusive GCPL

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

We do not tolerate any form of discrimination based on 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 and inclusion council

We recently launched a Diversity and Inclusion Council at GCPL to anchor and drive conversations around gender and race. It comprises business leaders and senior team members who champion and drive our diversity and inclusion agenda.

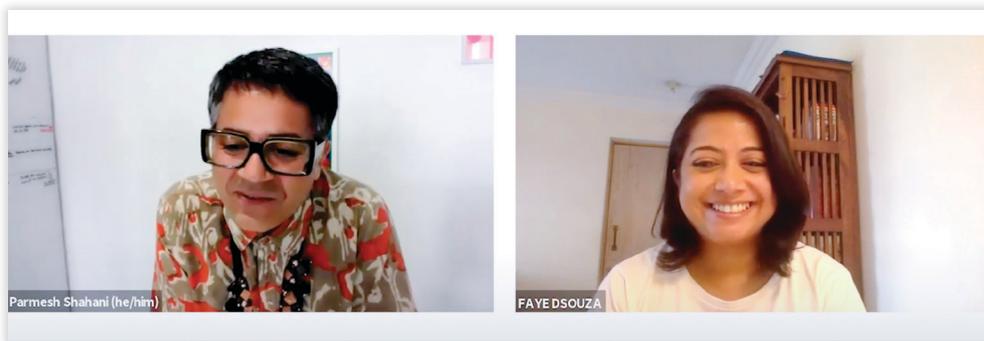
### Diversity champions in Africa

Sub-Saharan Africa is a key geographic cluster for us. Given the diversity in gender, nationality, race, and educational background, we 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 their recommendations, we have refreshed our people policies and processes.

## Employee resource group for women in sales

We launched 'Manch', our first women-only employee resource group in India, built on peer-to-peer networking and senior leadership support. Through this, we aim to build trusted professional and personal relationships to share ideas and learn and co-create tangible solutions to challenges faced by women in sales.



Watch Parmesh Shahani in conversation with journalist Faye D'souza on Women's Day 2021

## Women and leadership

We foster a holistic, supportive workplace for women. As a result of these efforts, the percentages of women in GCPL and senior leadership (Vice President and above) have increased to approximately 25 per cent and 21 per cent, respectively, today.

Apart from our maternity benefits and day care facilities, we have a Caregiver Travel Policy, which enables new mothers to bring a caregiver and children up to one 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.

## 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. The Godrej Group was also one out of two Indian companies to win 'gold' in India's first LGBT+ work quality index by British LGBT+ advocacy group Stonewall, India's LGBT+ rights Keshav Suri Foundation, and LGBT+ inclusion consultancy Pride Circle.

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.

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.

# Enabling bespoke learning

We believe that learning is a continuous process and happens on the job, through a combination of challenging assignments and varying roles. This year, we saw a big shift in our ways of working. The move to completely virtual environments meant that we had to shift our approach towards learning and transform its design and delivery methodologies. We used leading e-learning platforms and designed several in-house training programs around a blended-learning methodology to drive learning.

## Online learning

To upskill our team members in functional and behavioural capabilities, we partnered with best-in-class online learning platforms, such as Udemy, Coursera, and EdX, and leveraged our Learning Management System to drive learning. We covered nearly 60 per cent of our people, with a steady increase of 5-10 per cent of learners every quarter.

### Udemy

With a vast library of well-structured courses across various domains, Udemy was the most sought-after learning platform. Close to 1,000 unique learners signed up for several courses, around both functional and behavioural areas. In addition, we also utilised courses for our blended learning initiatives.

### Coursera and EdX

We leveraged these platforms to improve the capabilities of middle and senior management team members, who actively signed up for courses offered by some of the best institutes globally. High-quality content along with regular assessments ensured that the learning retention was high. As a result, several people could develop critical capabilities in areas such as digital marketing, project management, and strategic orientation.

### Harvard Business School Online

We continued our partnership with Harvard Business School Online, which offers access to Harvard's world class case study content on areas such as strategy, innovation, leadership, negotiation, business analytics, and entrepreneurship. The programmes, designed to bring the Harvard Business School Classroom to participants, follow an interactive and case-based study approach, which keeps participants highly engaged and allows them to think from the lens of a business leader. In total, 100 Godrejites signed up for courses.

### My Learning Space

Our in-house learning platform has a library of approximately 500 courses on the Godrej Capability Factors. More than 2,000 courses were completed this year.

We used digital content extensively through focused campaigns. In April 2020, we launched a Lockdown Learning Challenge, which drew participation from over 300 team members. We also organised several group-focused campaigns to promote online courses. After analysing improvement areas emerging from past review data, various courses were recommended to specific groups from different functions.

Our Lockdown Learning Challenge to promote online learning

**WIN THE**  
**LOCKDOWN LEARNING CHALLENGE**  
**WITH 3 EASY STEPS**

- 1**  
ENROLL FOR A COURSE ON UDEMY BY 22<sup>ND</sup> APRIL
- 2**  
POST ABOUT THE COURSE YOU ARE DOING
- 3**  
TAG 5 PEOPLE AND GET THEM TO ENROLL

POST AND TAG PEOPLE ON YOUR WORKPLACE OR WHATSAPP GROUPS

**JOIN THE CHALLENGE TODAY!**  
#LOCKDOWNLEARNING

## **Role transition programmes**

Our transition programmes followed a blended-learning approach, with learners completing a self-paced course followed by a group-based learning session. We hosted two transition programmes this year.

### ***Discover, a transition programme for new leaders***

A blended learning programme for the transition to a General Manager role, this six-month programme focused on building critical capabilities and equipping people with necessary tools to transition into their new roles.

### ***Evolve, a transition programme for new managers***

Designed to manage the transition of people to managerial roles, this programme focuses on building critical capabilities around acting strategically, leading teams, influencing, and emotional and social awareness.

## **Leading teams for impact**

We designed and delivered this customised people management programme virtually, focused on key aspects of effective leadership. The sessions were run in six segments, each focusing on a particular skill, and leveraged a mix of technological platforms and brainstorming tools, interactive tools, and learner engagement platforms. It was hosted for people managers across different levels, covering nearly 100 managers, and customised based on the scope and complexity of each level. It received strong positive feedback with an average Net Promoter Score of 88.

## **Leadership development programmes**

We are committed to building a strong pipeline of women leaders. We understand that women leaders face a unique set of challenges as they prepare for leadership positions, some of which include unconscious biases, scarcity of role models, and a peer group that continually shrinks the more senior they become. So, we launched 'Accel', a comprehensive leadership development programme, and created an intensive immersive learning experience for 20 high-potential women team members across geographies. It focused on building capabilities around strategic thinking, emotional intelligence, influencing, and people management. We also used different psychometric tools, such as OPQ, influencing styles inventory, and FIRO-B, to enable self-awareness and reflection.

## Reframed careers

Our career philosophy draws from the key pillars of our people philosophy and focuses on providing fair growth opportunities. Based on the feedback and concerns shared around career opportunities and guidance through engagement surveys, continuous listening, and leadership connect, we identified the need to reframe careers.

As part of this, we have taken 5 key steps:

- **Outline a career credo:** List beliefs around career and growth and how they are interpreted, viewed, and leveraged to make career decisions
- **Revise process timelines:** Dissociate career dialogues from performance dialogues and give it due time and investment for both the manager and the individual
- **Shift in talent meetings:** Call for discussions between senior leaders and function, business, and HR heads before a people manager has a dialogue with an individual so that the manager is equipped with accurate information, clarity, and an aligned perspective on the individual
- **Encourage deeper reflections:** Enable deeper reflections on performance, careers and aspirations by re-designing annual self-reflection forms
- **Build capabilities:** Hold capability sessions with leaders who will facilitate the career dialogue to ensure they walk in with the requisite tools, techniques, and skills to facilitate meaningful and impactful conversations

The reframed career approach was communicated to all managers through Learning Cafés, sessions led by business and HR heads.

(Right) High-impact courses on digital marketing recommended for brand managers  
(Bottom) Creative and fun campaigns to encourage people to sign up for online learning,

### WE HAVE BEEN FINDING WHAT IS BEST FOR YOU!

Dear all,

In the last few months, the organization has taken many steps to provide learning opportunities. Platforms like Udemy, Coursera and EdX offer a plethora of courses around digital marketing, and range from basics to advanced content.

Altamash and I have been browsing the multitude of courses available and have short-listed a few which we believe will be of most use to you.

I hope you do not let go of this chance to learn something of value! Get in touch with me or Altamash to know more, or reach out to Sneha and get started.

Capability Area	 coursera	 Udemy	 edX
Data Driven Marketing	<b>Digital Analytics for Marketing Professionals: Marketing Analytics in Theory - University of Illinois</b> Learn the science of web analytics, analytics techniques, pros and cons of being data-driven and apply them to real world challenges.	<b>Data Driven Marketing A-Z: Improve your campaign performance by Super Data Science Team</b> Learn advanced analytics and important factors contributing to a campaign effectiveness and how to map ROI for your campaigns.	<b>Marketing Analytics by Columbia University</b> Develop quantitative models that leverage business data to forecast sales and support important marketing decisions. <a href="https://www.edx.org/course/marketing-analytics">https://www.edx.org/course/marketing-analytics</a>
Influencer Marketing	<b>Influencer Marketing Strategy by Rutgers State University</b> Learn tactics on how to tailor influencer marketing strategy one for a wide variety of B2B, B2C, and nonprofit organizations using the two-step flow model of communication.	<b>10 Influencer Marketing Strategies by Nik Swami</b> Learn about 10 step by step strategies from planning to onboarding users to evaluating returns.	<b>Online Marketing Strategies by Curtin University</b> Learn about online marketing opportunities and how to use the Internet, social media, and digital analytics to successfully market your business.
Digital Media Campaigns	<b>Digital Media and Marketing Strategies by University of Illinois</b> Gain a deeper understanding of core processes of planning a digital marketing campaign and the role of various digital channels (online, video, social, email) in an integrated marketing communication.		
Programmatic Buying	<b>Introduction to the Digital Advertising Landscape by University of Illinois</b> Learn the major forms of digital advertising, from banner display ads to search to cutting-edge programmatic advertising concepts and how to strategically identify digital advertising opportunities.	<b>Introduction to Programmatic Advertising - Digital Marketing by Alexios Vassileadis</b> Learn about the entire ecosystem of programmatic advertising - Eight main components of the ecosystem, ways of buying media programmatically, six programmatic advertising formats, prospecting and remarketing tactics followed by advertisers.	
	<b>Digital Media and Marketing Principles by University of Colorado Boulder</b> Learn about the impacts of digital technologies on marketing communication strategies and practices. Understand the underlying processes of marketing communication and the core features of new media technologies, to deliver the right message at the right time.	<b>Artificial Intelligence in Digital Marketing by Phillip Mac</b> Get an understanding of Artificial Intelligence and its application in Digital Marketing. Learn concepts such as semantic search, Developing AI Skills, Big Data, Advertising, Chatbots.	



Yeh humari device hai



Aur ye hum hai



Ye humari learning ho rahi hai

## DON'T MISS OUT ON WHAT IS TRENDING

Sign up for a course to learn the latest skills and stay relevant.  
Write back to find a course that best suits you.

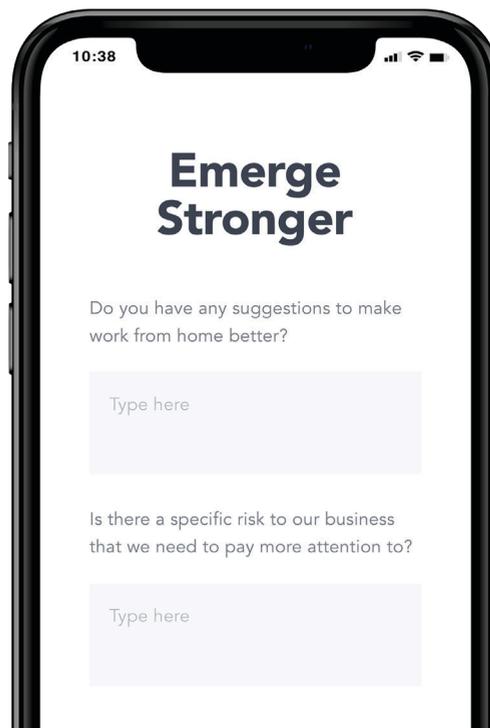
# Leveraging digital to engage meaningfully

## Authentic conversations

Our senior leadership team 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, aimed at understanding the pulse of our company in real-time for taking immediate action. These conversations have been extremely crucial in the context of navigating the COVID-19 pandemic.

Earlier this year, our Chairperson and Managing Director introduced the Emerge Stronger app as a way to tap into the collective wisdom our people and seek direct feedback, suggestions, and ideas to navigate the pandemic with agility and effectiveness. The app functions as a feedback tool primarily aimed at collecting business ideas and suggestions for improvement and business growth. It allows for specific targeting with customised questions that can be sent at predetermined frequencies. Based on emerging themes, she connects with people in small groups to discuss challenges and solutions.

We continue to leverage Amber, a chat bot, to interact with team members across geographies. Over 1,300 people were engaged as part of the first wave of interactions. Through this, we capture people's experiences at a defined frequency based on their tenure in the company. The feedback has helped us take both faster individual actions and make organisation-level changes based on emerging themes.

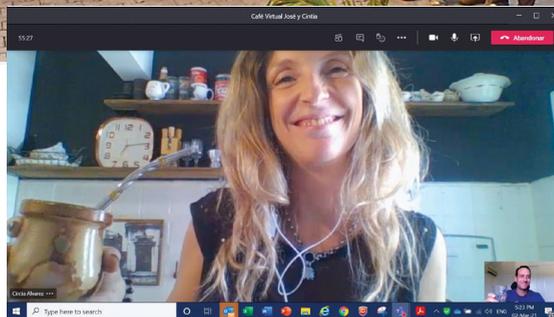


The new Emerge Stronger feedback app

## Leadership connect

COVID-19 lockdowns encouraged our leadership teams to reimagine new ways to connect. In Latin America, our CEO José Toscano introduced Café Virtual, an online catch-up over coffee session with team members from across the business. Our India and SAARC CEO Sunil Kataria connected with managers each month for the first three months to understand how people were doing.

As lockdowns eased, our leadership teams gradually resumed market visits and spending time with our sales and manufacturing teams. Our on-ground teams, including our suppliers and partners, have been our true heroes through the pandemic, ensuring that we continue to serve our consumers and communities through some of the toughest lockdowns.



(Top) Nisaba Godrej, our Chairperson and Managing Director, visits sales and factory teams in India  
(Bottom) Hosting Café Virtual in Latin America

## Leveraging technology to connect

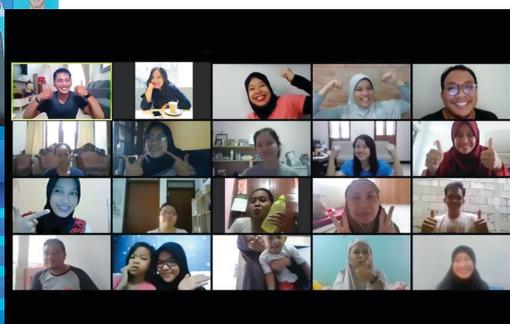
Our business heads regularly engage through town halls at our offices and one-on-one conversations. This year, however, we had to completely relook at how we connect due to the global lockdowns.

We pivoted to virtual town halls to share our business performance on a quarterly basis and hosted online interactive sessions to answer questions and share feedback and ideas.

We also continued to host the Real Deal, our in-house talk show that encourages open conversations on important topics. Some of the topics we covered this year included mental wellness, working from home, and the importance of the Godrej values.



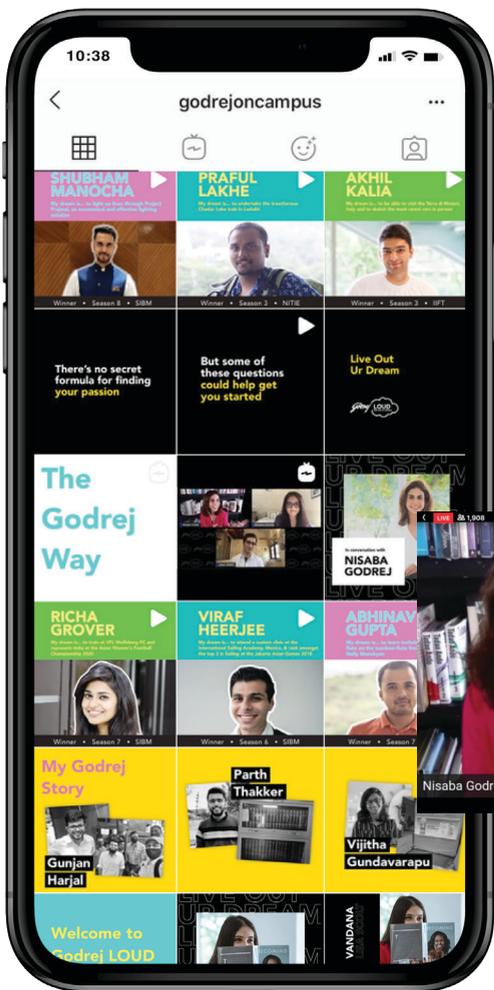
(Left) Godrej Indonesia hosts a virtual townhall  
(Bottom) Introducing different online engagement platforms



## 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.

This year, we adopted an all-digital format for LOUD, leveraging technology to forge deep connections with business school students. We garnered greater reach than before, engaging with 5,500 students from 17 business schools over 40 days. Given our multi-pronged platform approach, the accessibility of the conversations went much beyond participating business schools, drawing in a large, relevant audience.



Watch the highlights of our all-digital Godrej LOUD 2020



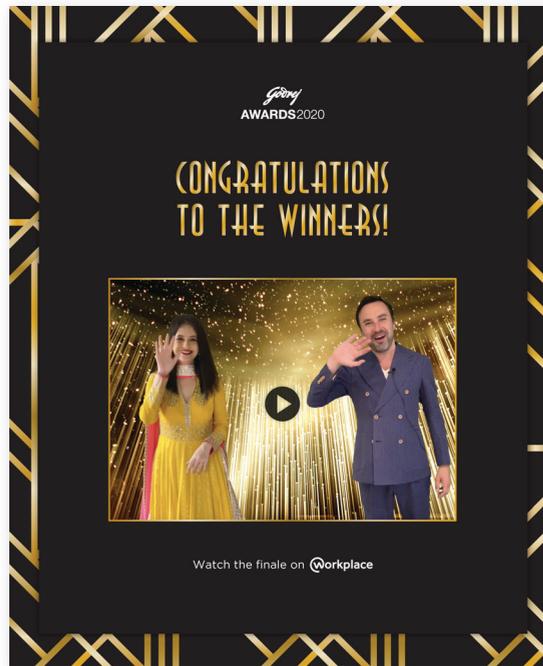
## Connecting with our global teams

Workplace by Facebook is our in-house social media and engagement platform used to stay connected with our teams globally. This year, we saw 11 per cent increase in new users on the platform and 10 per cent increase in engagement rates.

## Recognising and celebrating high performance

### **The Godrej Awards**

Our annual Godrej Awards ceremony, organised across the Godrej Group, is dedicated to recognising outstanding performers. We shifted to a completely virtual format, recorded from our team members' homes across the globe on mobile devices.



Watch our virtually organised Godrej Awards 2020

### **The Godrej Way Awards**

Organised every quarter, the Godrej Way Awards are where we recognise people for behaviours in line with our values — trust, be bold, show respect, own it, be humble, and create delight.

### **Challenger Club Spot Recognition**

To motivate our team members in India amidst a highly challenging environment, we selected the theme 'unleash the challenger' and defined five challenger behaviours, including: (1) overcoming fear, (2) possibility thinking, (3) hyper agile execution, (4) leading from the front, and

(5) thriving in beautiful constraints. This helped us set the tone for the year and ensure a clear sense of direction within teams. As part of this, we also launched the Challenger Club Spot Recognition to recognise employees displaying these challenger behaviours.

### **Superstar Awards**

One of the most prestigious awards within GCPL, the Superstar Awards recognise the excellence of our team members across all our business functions.

## Godrej Leadership Forum

At our annual Godrej Leadership Forum, leaders from across Godrej businesses come together to share perspectives and interact with global change makers across. We reimagined the standard 2-day conclave format, went all-digital, and hosted online sessions with some incredible leaders on how to build resilience and emerge stronger. Nandan Nilekani, Co-founder and Chairman of Infosys, highlighted the importance of a compelling, energising vision for the future.

Author and professor, Chinmay Tumbe, reminded us that we first made soap in the year of the Spanish flu pandemic and asked what our contribution in the year of COVID-19 would be. Sanjiv Bajaj, Chairman and Managing Director of Bajaj Finserv, discussed how crises could change the way we look at productivity and efficiency going ahead. Historian and professor, Nancy Koehn, pointed out why crises are amazing crucibles or greenhouses for leadership growth.

Watch our first-ever digital Godrej Leadership Forum

## Volunteering, the socially distanced way

This year, we moved our annual Godrej Global Volunteering Day online. Not only did we go completely digital but we also made it a week-long activity that could be completed at home and while socially distancing too. Our theme was centred around sustainable living, through which we encouraged our team members across the globe to make tiny lifestyle changes that could be done from anywhere and at any time.

We offered 56 volunteering tasks and hosted them on the Aimeo App. Over 1,320 Godrejites volunteered and posted their updates on the app. On an average, our volunteers completed 28 tasks and contributed 2,400 hours to volunteering in just one week!



Watch our socially distanced Godrej Global Volunteering Week 2020



# Being among the best companies to work for

We have been consistently recognised among the best companies to work for. We were recognised on Great Place to Work® Institute's (India) Best Workplaces in Manufacturing (2021) for creating a high-trust, high-performance culture, and we were also part of Great Place to Work® Institute's (India) top-ranked FMCG companies for building a purposeful and agile workplace for our people. Our Godrej Indonesia business was awarded the 2021 Indonesian Best Employer Brand Award by the Employer Branding Institute, World HRD Congress for the second consecutive year.

In addition, we were also awarded the 'Business World Pure: Purpose + Resilience Company Award 2020, for bringing alive our purpose and showing resilience in a challenging year.

Godrej InTune, our engagement survey, hosted in partnership with Willis Towers Watson, measures engagement levels and seeks feedback from 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 2021 Indonesian Best Employer Brand Award



# Human rights in the workplace

GCPL is committed to uplifting human rights as part of our vision to help build a more equitable, inclusive and greener world. Our respect for and commitment to human rights is central to our values. We believe our main human rights responsibilities are to our employees, the communities where we operate, suppliers and business partners, and customers and consumers. Our commitment to human rights is reflected in our Human Rights Policy, Sustainable Procurement Policy, Policy on Prevention of Sexual Harassment at the Workplace, and Code of Conduct for Employees, Senior Management, and Directors.

The Human Rights Policy was adopted in 2017 and since then we have focused on the following aspects:

- All new recruits certify that they understand and accept the GCPL Code of Conduct, which includes our human rights commitment
- Conducted a self-assessment across our plants and locations in India to ensure compliance with the policy
- Our Sustainable Supply Chain Policy focuses on responsible conduct with all stakeholders, employee health and safety, local community development, business integrity and ethics, and human rights. In India, we have conducted third-party audits comprising 128 suppliers so far (accounting for around 70 per cent of our procurement spends). None of the suppliers were non-compliant.

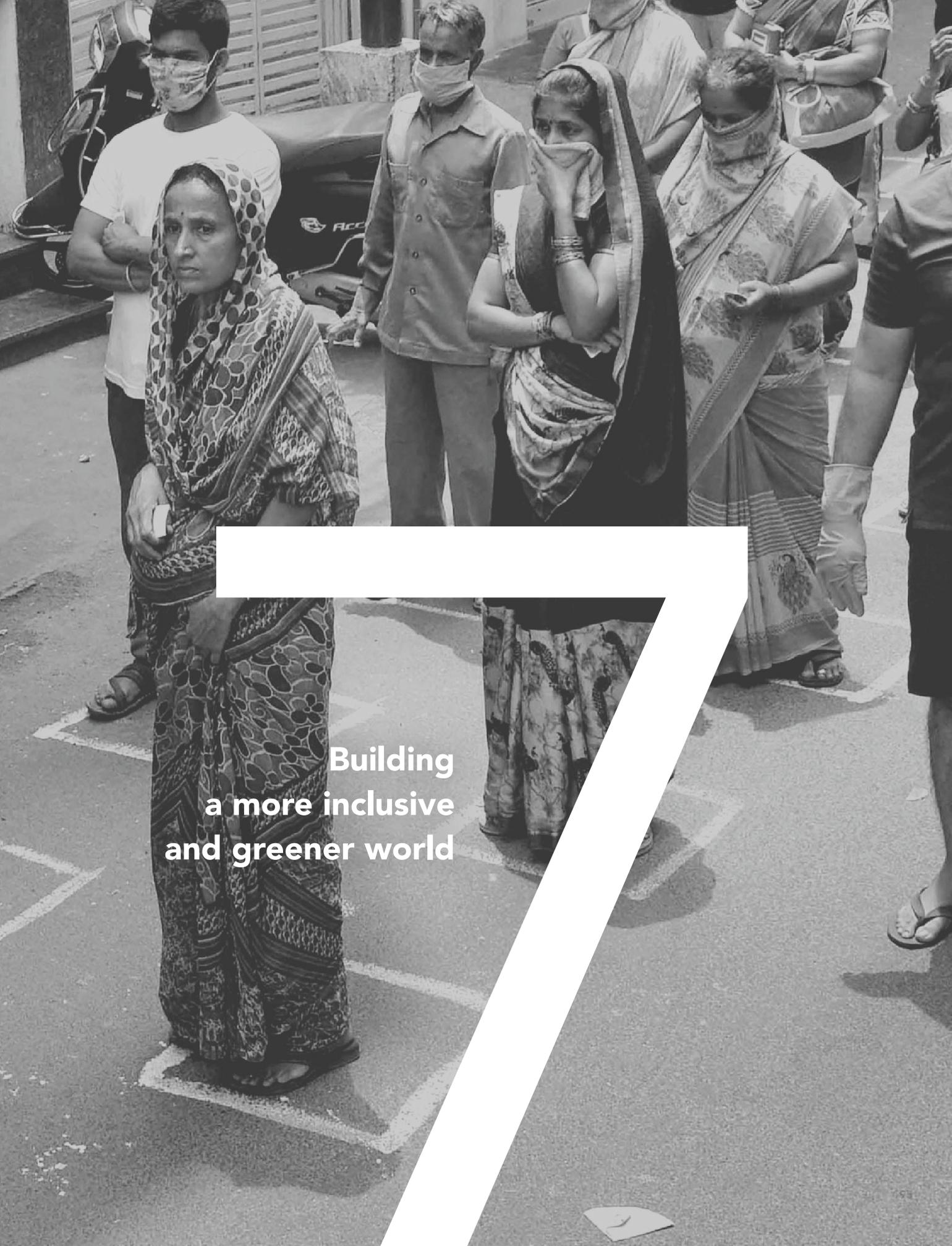
Going forward, we aim to work on some of our salient human rights with the support of our stakeholders. In 2021, we are committed to:

1. Identifying our salient human rights issues across our businesses and geographies through stakeholder engagements
2. Carrying out self-assessments to identify to identify and resolve critical issues
3. Articulating our ambition to work on select salient aspects with our team members by 2025 and creating an action plan to help us achieve the stated ambition



Visit our website to view our Codes and Policies





**Building  
a more inclusive  
and greener world**

# Strategic Priority

Building an inclusive and greener world

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## Capitals Impacted



Intellectual Capital



Manufactured Capital



Human Capital



Natural Capital



Social & Relationship Capital

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## Risks

- Disruptions due to outbreaks of infectious diseases
- Regulatory non-compliance
- Loss of social licence to operate
- Community unrest

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## Material Issues Impacted

- Building inclusive and prosperous communities
- Sustainable packaging
- Research & Development

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## Enablers

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

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## Key Focus Areas

- Providing COVID-19 relief and recovery solutions to protect lives and livelihoods
- Ensuring judicious use of natural resources
- Innovating sustainable packaging
- Enhancing employability of beauty professionals
- Protecting people from vector-borne diseases
- Enabling sustainable communities
- Fostering volunteerism

# Value created

We channelled most of our resources to address the urgent need for relief at the start of the pandemic between March and September 2020. We took on the responsibility of providing food and hygiene essentials to communities around our operations across the world. This directly impacted our **Social and Relationship Capital**.

Meanwhile, we continue to remain committed to innovating, exploring new technologies, and improving our processes to become more sustainable through enhanced **Manufactured Capital** and **Intellectual Capital**.

After September 2020, we continued to focus on and invest in social programmes that align with our goals. We continue to leverage our **Human Capital** through volunteering efforts to maximise **Natural Capital** and **Social and Relationship Capital**.

## United Nations' Sustainable Development Goals

[For more details, refer to the sustainable development goal 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 all-round development of children. The Udayachal high school has been accredited with the International School Award in recognition of its global education curriculum and innovation 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. In 2020, the movement covered 260 schools, with over 900 fellows impacting over 32,000 children. Teach For India has a strong network of over 3,400 alumni serving over 33 million children. A recent study also revealed that the alumni community has founded over 150 organisations.

## Healthcare

The Godrej Memorial Hospital aims to provide high-quality healthcare at affordable costs. One such initiative is our partnership with Smile Train, a USA-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.

An aerial view of the mangrove forests around our headquarters Godrej One in Mumbai



# Good & Green

## Our key focus areas and corresponding initiatives

Sustainability at GCPL is guided by our 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' Sustainable Development Goals, the Government of India's social development priorities, and the needs of our local communities to deliver high-impact programmes.

In fiscal year 2020-21, we recognised the urgent need for philanthropic and corporate support to ensure immediate COVID-19 relief for our communities. We pivoted our initiatives to consider this, supporting a wide range of programmes with the government and local municipal bodies, civil society organisations, and citizen initiatives to reach the most vulnerable communities in our ecosystem. We also invested in medium- to long-term recovery initiatives.



### ***Providing COVID-19 relief and recovery to protect lives and livelihoods***

- Supporting the most vulnerable people in our ecosystem
- Strengthening public healthcare
- Supporting government efforts
- Conducting product donations
- Enabling economic relief and supporting livelihood recovery



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

- Green projects to conserve energy, water, and materials and provide environmental sustainability at our manufacturing plants
- Sustainable supply chain initiatives
- Product sustainability through life cycle assessment (LCA)
- Extended producer responsibility compliance and exploring circular economy
- Innovation of sustainable packaging



### ***Enhancing employability of beauty professionals***

Enabling economic empowerment and building resilience among micro and nano beauty entrepreneurs



### ***Protecting people from vector-borne diseases***

Project Elimination of Mosquito Borne Endemic Diseases (EMBED) to support the government's initiatives to eradicate insect-borne diseases



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

Implementing a range of environmental sustainability and community development initiatives



### ***Fostering volunteerism***

Initiatives to get our team members to connect more meaningfully with our communities



Know more about our CSR Policy



# I. Providing COVID-19 relief and recovery solutions to protect lives and livelihoods

The impact of COVID-19 has not only been felt in terms of a public health crisis of unprecedented proportions but also as a long-term economic disaster impacting the lives and livelihoods of billions of people worldwide. In emerging markets where GCPL operates, this is further complicated by pre-existing inequalities.

The Godrej Group was one of the first companies in India to respond to the crises in terms of a plan of action for our own people and business, as well for our communities and country. In addition, we began to plan for a similar response across all our international locations as well.

## Our initial response had two phases:

### Phase I

#### *Immediate relief*

(March-September 2020)

### Phase II

#### *Mid to long-term recovery*

(October 2020 onwards)

## Phase I

When the pandemic began, the safety and well-being of our team members was our top priority. While our office staff continues to work from home, our manufacturing facilities serve our consumers by manufacturing and delivering essential products such as soaps, hand wash, sanitisers, and household insecticides.

We follow strict protocols of social distancing, sanitation, and hygiene across all our sites and offices. At the same time, we also ensure our upstream and downstream transport teams and sales and distribution teams use the necessary safety kits and follow standard protocols to keep themselves safe. Beyond our business operations, we have reached out to vulnerable communities across our ecosystem.



Donating food supplies among local communities in India

## Key initiatives:

- **Providing relief to the worst affected populations**

- In India, we provided food supplies and safety kits to over 1,37,000 migrant labourers and urban poor through our NGO partners. Our partners also helped in unlocking funds from government relief packages for vulnerable members in our ecosystem.
- In Indonesia, we distributed food kits to impacted families and nursing and disability homes.
- In Zambia, our team provided over 700 face masks to students and staff of a local primary school.
- In Ghana, our team organised a voluntary fundraiser through which they were able to provide food packages for 100 widows and aged people and to community and contract workers.



(Left) Distributing face masks at a school in Zambia  
(Bottom) Supporting local communities in Indonesia



We donated 38 ICU beds to a hospital in Guwahati



- **Strengthening public healthcare**

- In India, we supported the public healthcare system in Mumbai, Maharashtra, and Guwahati, Assam, by donating medical equipment (beds, ventilators, ICU equipment, testing kits, and mobile testing auto rickshaws, among other support) worth ₹2.36 crore.

- **Conducting product donations**

- In India, we donated 21,69,975 units of sanitation products in response to requests from local authorities, hospitals, and NGOs for frontline workers and communities.
- In Nepal, we distributed 3,820 Godrej No. 1 soaps, 2,750 Goodknight coils, and 820 Magic hand wash bottles among vulnerable communities, 44 hospitals, 47 police stations, and various other government offices.
- In Argentina, we distributed 10,000 sanitisers and liquid hand washes to NGOs.
- In the USA, we distributed 1,50,000 sanitisers to 100 charities.
- In Indonesia, we donated products among local communities and 74 hospitals.
- In Kenya, we provided 504 Lavik hand washes (252 litres), 5 Lavik disinfectants (40 litres), and 1,000 face masks to the Mlolongo Primary School for over 1,500 children and 30 staff members.



(Top) Donating face masks to support national relief efforts in South Africa  
(Bottom) Donating our products like soap, mosquito coils, and hand wash in Nepal

- **Supporting government efforts**

- In India, our team members contributed to the PM Cares Fund, and we matched their contribution. We also provided safety kits to frontline and health workers.
- In South Africa, our team members contributed towards national relief efforts. Our team also donated face masks to the government.
- In Uganda, we donated ₹40 lakh to the government to support their efforts.
- In Kenya, our team raised money in support of local communities and government efforts.
- In Mozambique, our team raised funds in support of local government efforts. They also manufactured masks and donated one disinfectant tunnel to the government.

- **Protecting people in our ecosystem**

- In India, we provided safety kits to over 46,120 people, including contract workers, GCPL transporters, field sales personnel, and Godrej Professional salonists. We also made direct cash transfers to 250 market research agents to help meet the basic needs of their families.
- In Nigeria, our team made voluntary contributions that helped provide cash support to 500 out-of-work hair stylists.
- In Kenya, we supported salons by providing 1,00,000 re-usable masks, 20,000 litres of disinfectants, 10,000 litres of liquid hand wash, and 3,000 face shields and conducting weekly disinfection drives.
- In Tanzania, we distributed sanitisers to 60 local customers.

## Phase II

National and state governments have announced relief packages for those who have been hit the hardest, and we are working with our non-profit partners to unlock these funds through government schemes for our Beautypreneurs. We helped unlock ₹2.5 lakh in government schemes for 171 Beautypreneurs.

Post-lockdown, we have also started providing need-based livelihood support such as returnable grants, insurance cover against COVID-19-related medical expenses, training on business recovery post lockdown, and incubating nano and micro entrepreneurs in key geographies.

In Kolkata and Guwahati, we are providing livelihood recovery training and support to 5,000 street vendors — one of the most vulnerable and at-risk occupation groups within the informal sector workers. We are training them on health, hygiene, safe product handling, proper waste disposal, business and financial literacy, and digital payment methods. We are also building awareness on various social entitlements and social protection schemes available to them.

In Thane and Palghar, we are working to establish micro enterprises in rural areas, which will positively impact over 600 people and help them in setting up market platforms. The project has a special focus on enterprises led by women and returned migrant workers. It is developing entrepreneurship and enterprises in farm produce value addition, aggregation, and trading. We are also creating marketplaces for rural entrepreneurs by setting up farmer markets. These pop-up marketplaces will help connect buyers (from urban India) and sellers (from rural India), leading to responsible consumption and production.

In Mumbai, we are supporting 250 women to access livelihood options through a network of 50 community childcare centres, providing safe and affordable childcare services. The project will help women establish, rebuild, and renew the centres by diversifying and exploring related business opportunities. It will also link women to government welfare schemes for availing entitlements and to skill partners for gaining livelihood opportunities.

In Malanpur, we are setting up an entitlement facilitation centre to ensure people get access to and avail their basic entitlements of various state and central government welfare schemes. The project is identifying individuals, capacitating and training them, and handholding them to avail entitlements.

In Baddi, Jammu, Pune, and Lucknow, we are working with 750 out-of-work adults and 350 adolescents who are dropping out of school. We are supporting the out-of-work adults to get formal and semi-formal jobs and handholding them to set up micro enterprises. With adolescents, we are identifying dropouts, providing learning opportunities, enhancing their life-skills, and building their resilience.



## II. 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 2020-21. Our data calculations are performed for all locations where we have 100 per cent operational control. Our performance is guided by the sustainability team at the corporate level and driven by manufacturing cluster heads and team members at each of our manufacturing locations.

At a product level, we have started monitoring green parameters for 12 products and are working on LCAs for three of our products. Our teams are working on implementing the opportunities identified in these LCA reports.

We have also extended our ESG parameters to our supply chain and are working closely with around 130 of our suppliers (covering 70 per cent of our procurement spends) on improving their sustainability performance.

**For more information on initiatives, please refer to the following:**

Making our supply chain best-in-class > Sustainability of the process

### Our goals and performance

#### 1. Energy

- Reduce specific energy consumption by 30%
- Increase renewable energy portfolio to 30%

##### 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 28.4%
- Increased renewable energy portfolio to 28.9%

#### 2. Water

Become water positive

##### Approach

- Innovative water management systems and technological improvements

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

- Reduced our specific water consumption by 30.3%

#### 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 100% (diverted 100% waste from landfill)

#### 4. Emission

Become carbon neutral

##### Approach

- Adopting cleaner fuels such as biomass

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

- Reduced our specific GHG emissions by 37.4%

\*Performance as on March 2021 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 Scopes 1 and 2 and calculated by specific GHG emissions per tonne of production



### III. Enhancing employability for beauty professionals

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 by leveraging our expertise.

#### Salon-i and Beautypreneur in India

Salon-i and Beautypreneur are our flagship programmes that train and work with women in the beauty industry.

Salon-i is a vocational training programme for women. It is designed entirely in house to train young women in basic skills of beauty, skin, 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. Though Salon-i's employability goal is small compared to the country's overall need, the programme is unique as it specifically aims at employability, entrepreneurship, and empowerment of women. Since fiscal year 2012-13, we have trained over 2,84,000 women. This includes the young women trained by our Beautypreneurs.

A third-party impact assessment of Salon-i showed a threefold increase in our trainees participating in paid work — from 14 per cent to 45 per cent, of which 78 per cent were first-time entrants in the workforce.

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 start training other girls. This is in addition to their regular salon business, which helps them expand their enterprise. Since fiscal year 2016-17, we have supported over 4,210 women entrepreneurs.

A third-party Social Return on Investment study of the Beautypreneur programme 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.

## COVID-19 impact

The beauty and wellness industry has been badly hit during the pandemic. As per the Ministry of Micro, Small and Medium Enterprises, the sector has suffered over 70 lakh job losses during the lockdown. Healthcare concerns over the very nature of beauty operations have kept customers away from accessing beauty and wellness services.

Over two-thirds of the jobs in the sector are held by women and young girls from low-income groups. Moreover, a McKinsey study revealed that female job loss rates owing to COVID-19 are about 1.8 times higher than male job loss rates globally.

Our partner, Samhita Social Ventures, in its study revealed that income of small beauty parlours led by women is down by 50 per cent, even six months after lockdown. These micro businesses are dependent on daily cash inflow to run their business. Moreover, their savings were exhausted during the lockdown and many even reported that their spouses are out of jobs, leaving them cash crunched.



Providing personal safety kits to Beautypreneurs

## COVID-19 pivot

We used the lockdown as an opportunity to refresh the domain skills of our Beautypreneurs. Our Godrej Professional hair team also volunteered to host advanced training sessions to further help them. We communicated extensively on health and hygiene awareness, providing them with personal safety kits and sharing guidelines that need to be followed as salons reopen. We are also helping them explore ways they can diversify their income through homemade beauty products and wellness solutions.

As lockdown measures eased, we tied up with Samhita's Revive initiative — a returnable grant model that provides access to timely grants and technical assistance to people and small businesses. We supported 440 Beautypreneurs by rolling out interest-free returnable grants to them. In addition, 46 per cent of the women are borrowing for the first time, and hence, we have issued small loans of ₹ 5,000 and ₹ 10,000 to be repaid in 12 months.

The loans are used to buy safety equipment and salon consumables and, in some cases, to diversify into a new income stream such as tailoring or catering. Through this process, the women have also learned important digital and financial skills. The returnable grants have approximately 96 per cent return rate. The repaid amount will be used to fund other deserving Beautypreneurs and later for reskilling programmes to help increase their incomes.

During fiscal year 2020-21, we did not train any new young girls as part of Salon-i. We ran a small pilot in the third quarter to train 40 barbers in Gujarat and Rajasthan and will expand on it in the next year.

In December, our Innovation and Sustainability teams came together to build a community panel in Mumbai. Together, we worked with Salon-i alumni to train Beautypreneurs and upskill them to become research facilitators and bring community insights and a fresh neutral perspective. We have now successfully established two consumer panels at Dharavi and Virar. The panels help us engage with and access their communities and give us an opportunity to understand their specific behaviours towards life in general and health and hygiene habits in particular.

Given the negative impact of the pandemic on lives and livelihoods, we have been able to support these cash crunched individuals and their communities with an alternate source of income. Beautypreneurs working with us were able to earn approximately ₹ 15,000 each since the start of our project in December 2020. We are looking at expanding this initiative to other parts of the country to not only enrich communities but also enhance our proprietary insights that tie back to our shared value approach.

## **Training programmes in Africa**

### **Kenya**

The Wezesha Kenya Youth Empowerment Programme is a way of providing support to young mothers and girls from poor backgrounds who dropped out of school with no formal skills or stable income sources. The programme aims at youth empowerment through employability to tackle poverty.

As part of the initiative, we run a programme on hair dressing and beauty therapy. Along with core domain skills, we provide soft skills, entrepreneurial skills, financial literacy, and basic business skills as part of the training. We also provide post-training support and handhold them as they start out on their own. We run training for young women at 34 vocational training centres in Kenya, of which 30 centres are run in partnership with local county polytechnics. We have trained over 4,200 women in the past five years.

In fiscal year 2020-21, we scaled down the programme and organised refresher training of the trainers in September after COVID-19 lockdown restrictions eased. We also completed online training of 479 trainees to help them complete the course and start working at a job or build their own salon.

## Ghana

COVID-19 lockdown measures in Ghana disrupted employment opportunities for young people and triggered labour shortage for our manufacturing plants. To find a solution that bridges both these problems, our team reached out to United Nations Habitat, a multi-lateral agency, who connected us with the NGO Federation of Urban Poor that works with people from 278 communities, primarily working in Ghana's informal sector. We partnered with the NGO to mobilise workers for the plant and build work sheds in densely populated areas to manufacture dry hair.

We set up a new manufacturing facility in Tema, Accra, to scale up our production after lockdown and the NGO helped mobilise over 200 workers from the local slums in the first week itself. The facility now operates with over 450 workers and is ramping up operations.

Going forward, to minimise the local commute costs and keeping in mind the health the safety of the workers, the project will build work sheds in densely populated urban areas where we will provide raw material, manufacturing equipment, and offer quality supervision. This will ensure higher pay out to workers, while enabling us to meet production targets.

## Nigeria

In November, we launched Darling Nigeria's Professional Stylists' Academy in partnership with MegaGrowth and Make Me Beauty Salon. This joint effort has helped in setting up a state-of-the-art academy for passionate and talented Nigerian stylists who want to advance their careers in the hair industry but do not have the means or resources for formal training. The academy offers a robust curriculum with training in the areas of hair, hair styling, hair trends, product knowledge, entrepreneurship development, and personal development. We are working with 40 stylists and helping them get better at hair styling skills.



The Darling Professional Stylists' Academy in Nigeria



## IV. Protecting people from vector-borne diseases

### Overview

Project EMBED started in 2015 in Madhya Pradesh in partnership with the Ministry of Health & Family Welfare's National Vector Borne Disease Control Programme (NVBDCP). This year, we extended our initiative to Uttar Pradesh and Chhattisgarh. We have also started an urban dengue and chikungunya project in four cities under the Integrated Vector Management project with the NVBDCP. Despite challenges, our programme covered 824 villages, and we have met all our coverage targets for the year.

We collaborate with NGOs and state governments to run intensive behaviour change programmes in regions with a high annual parasite index, where malaria transmission risks are the highest. We work in each village for two years, spreading awareness among households and people at the bottom of the pyramid and vulnerable and marginalised groups in tribal, hilly, and hard-to-reach areas.

### COVID-19 pivot

At the peak of COVID-19 in the first quarter of the year, the risk of malaria outbreak was looming large in India as the monsoon season was about to set in. While healthcare systems were grappling with COVID-19 cases, there was a dire need to keep a check on malaria outbreaks and double down on precautions.

Our pre-season preparedness and awareness activities started as early as April 2020 during the initial lockdown. At the same time, we also extended our support to local health departments to spread awareness on COVID-19. We provided support to local health workers, relaying information back to primary or community health centres and following up of at-risk, suspected, and quarantined persons.

A big challenge is that fever is a common symptom of both malaria and COVID-19. Testing for malaria has taken a back seat due to the pandemic. Our programme played a vital role in ensuring people are aware, take precautions, and seek medical support at the right time.

### Impact

- By the end of fiscal year 2020-21, 24 per cent of 824 villages became malaria free.
- We started EMBED interventions in 400 new villages; however, we continue to see cases appear in year one, with malaria-free outcomes expected from year two onwards.



Supporting local health bodies to spread awareness on malaria and COVID-19



## V. Enabling sustainable communities

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

### 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. Due to COVID-19, the project was delayed, but it was launched in the third quarter with a beach clean-up drive. We are digitally tracking the waste management process and achieved 100 per cent door-to-door collection and 20 per

cent source segregation in the pilot area of the project. Through the project, we aim to scientifically manage 140 MT of waste per day from Pondicherry to establish a circular economy.

We are also working with a social enterprise in Guwahati to convert plastic waste into fuel, and with another partner in Assam to recycle forest and agri residue into briquettes for use as biofuel. Through these projects, we currently process 25 MT of waste per day, with a goal to scale it up to divert 50 MT of waste per day from landfill by 2023.

## 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. We are partnering with NABARD and a local NGO to rejuvenate the land and recharge groundwater levels to facilitate necessary irrigation, increase cropping cycles, improve quality and quantity of produce, enhance livelihoods, and ensure sustainable agriculture practices.

### Output

We have completed treating 1,362 hectares of land covering 42 per cent of the total area under the project. Till date we have provided over 5 lakh saplings for direct plantation and seeds for dibbling. Due to the pandemic, the livelihoods of farmers were impacted. We provided financial assistance to 174 farmers through returnable grants to support their livelihoods. We also captured 3 million KL of water in fiscal year 2020-21 which is 3.5X of our water use at GCPL.

By 2023, we aim to treat 3,234 hectares of land as well as build capacity of the whole community on water management and sustainable agriculture.

## Community initiatives

### Overview

Another focus of our CSR programme is working closely in communities around our manufacturing plants. All of our efforts this year were diverted to COVID-19 response. We provided 4,400 food packets to the communities around our manufacturing sites, reaching out to 22,000 people.

Around our flagship plant in Malanpur, we had rolled a 'Youth ki awaaz' initiative, which is a water, health, and sanitation behaviour change programme that works with young people to drive change. We had enrolled 81 young people at the start of 2020. With the COVID-19 outbreak, the team supported COVID-19 surveillance and prevention of the outbreak in the intervention villages we had planned for. The project team was issued identity cards from the health department and has been working in close coordination with Gram Panchayats, Panchayat Secretaries, Public Distribution Shops, Accredited Social Health Activist (ASHA), and Anganwadi workers for the following:

- Reaching out to vulnerable and disadvantaged families, including persons with disabilities, elderly, women in distress (including pregnant women), and children and linking them with existing available services and government benefits
- Raising door-to-door awareness regarding maintaining social distancing at shops, public distribution schemes, and water collection points, using masks and hand wash, and following restrictions of the lockdown
- Tracking households where any family member has come from outside the state/district
- Supporting ASHA and other frontline workers in tracking and community awareness on prevention from COVID-19
- Reporting suspected COVID-19 cases to the closest Primary Health Centre/Community Health Centre and following up with persons in home quarantine

The youth reached out to 1,123 households in four villages through these initiatives. The project also trained 300 adolescent girls on menstrual health and hygiene and provided them sanitary pads.



## VI. Fostering volunteering

Our multi-faceted volunteering platform provides a range of opportunities for Godrejites to contribute their time and skills in community activities. However, this year, we had limited our volunteering opportunities to the digital medium.

### Godrej Global Volunteering Day

This is our annual day of community service. In 2020, close to 320 of our team members across the globe volunteered from their homes. We tweaked our volunteering week to focus on tiny tasks on sustainable living, hosted on the Aimeo app that could be done from anywhere and at any time. This was the first time we experimented with hosting volunteering week online, and the response was truly inspiring.

Of the 56 tasks we hosted on the app, each volunteer, on average, completed 28 tasks. Across the Group, we had 1,320 volunteers that helped save 67,560 litres of water and 13,658 kWh of electricity and recycle 2,735 kg of waste. We also got healthier as we burned 1,77,500 calories and took time off for self-care.

### Brighter Giving

These are one-time volunteering opportunities to help make a meaningful impact with your skills. We partner with Goodera to scope out relevant volunteering opportunities and connect with our team members. Our volunteers provide career counselling, give academic mentoring, take an online fitness class, and help record an audiobook, among other activities. In fiscal year 2020-21, 100 of our team members across the Group volunteered for a range of virtual volunteering activities.

The Godrej Corona Quilt Project  
on public display in Mumbai, India



### Godrej Corona Quilt Project

We partnered with the Corona Quilt Project that collates people's experience of the pandemic on digital squares. These squares are weaved together in a massive quilt and showcased publicly across Mumbai. Over 292 Godrejites have shared their experience of the pandemic in the form of an artwork. We have also received over 700 submissions from our NGO partners, and together our squares will be displayed at our headquarters in Godrej One, Mumbai, after they are returned from the public showcase.

## **World Environment Day**

We celebrated World Environment Week online during the week of June 5, 2020 and explored the theme of biodiversity. We hosted a webinar on how individuals can connect with the nature around them and hosted photography and quiz contests. Over 800 of our team members participated over the week.

## **Daan Utsav and Payroll Giving**

In total, 72 Godrejites across the Group participated in Daan Utsav through one-time donations, buying hand-made products from our NGO partner, participating in awareness session webinar, volunteering and signing up for Workplace Giving, and supporting our NGO partners with a fixed monthly donation.

## **Awards**

- Ranked among the top 15% in our industry for excellence in sustainability as part of The Sustainability Yearbook 2021 by S&P Global CSA
- Ranked among the top 15 in India in the leadership index of the Climate Disclosure Project CDP; scored an 'A-' rating in climate disclosure, making us part of the top 25% of all global companies
- Ranked fourth in Businessworld India's Most Sustainable Companies rankings
- Ranked among India's top 10 Companies for Sustainability and CSR 2020 by Futurescape