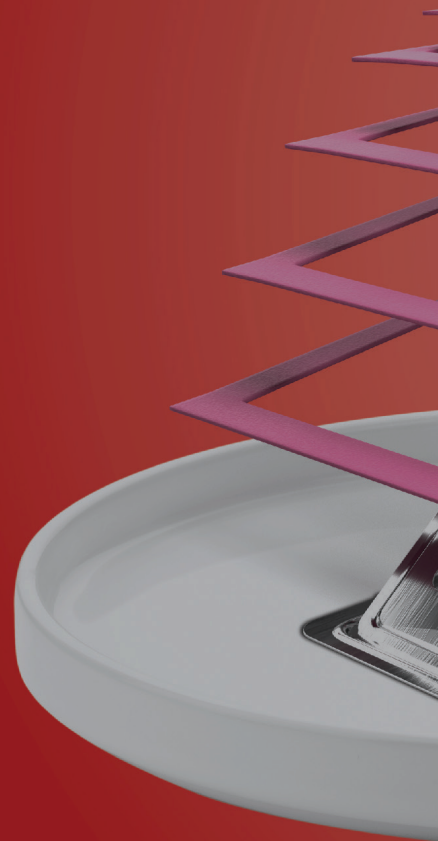


Our Strategic Pillars

Extending leadership in our core categories and geographies	64
Accelerating innovation and building purposeful brands	85
Leveraging digital	112
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Making our supply chain best-in-class	136
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gic

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



Godrej



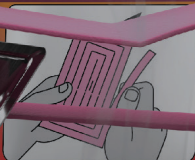
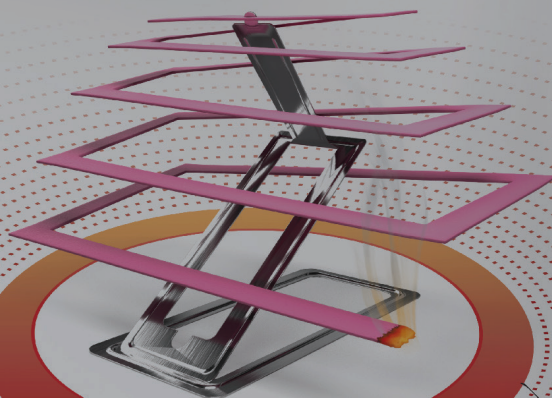
JUMBO FAST CARD

Anti-mosquito card

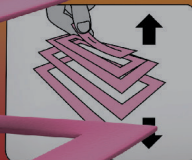
⚡ FAST ACTION ⚡
PLEASANT SMELL

UP TO
4 HOURS
PROTECTION

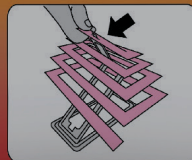
₹15
For 10 cards



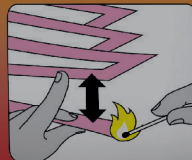
1 Separate



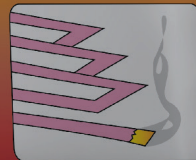
2 Pull the
card apart



3 Insert the
card on stand



4 Light up tip
with safe gap



5 Blow out the
flame from tip

Strategic Priority

Extending leadership in our core categories and geographies

Capitals Impacted



Social and 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

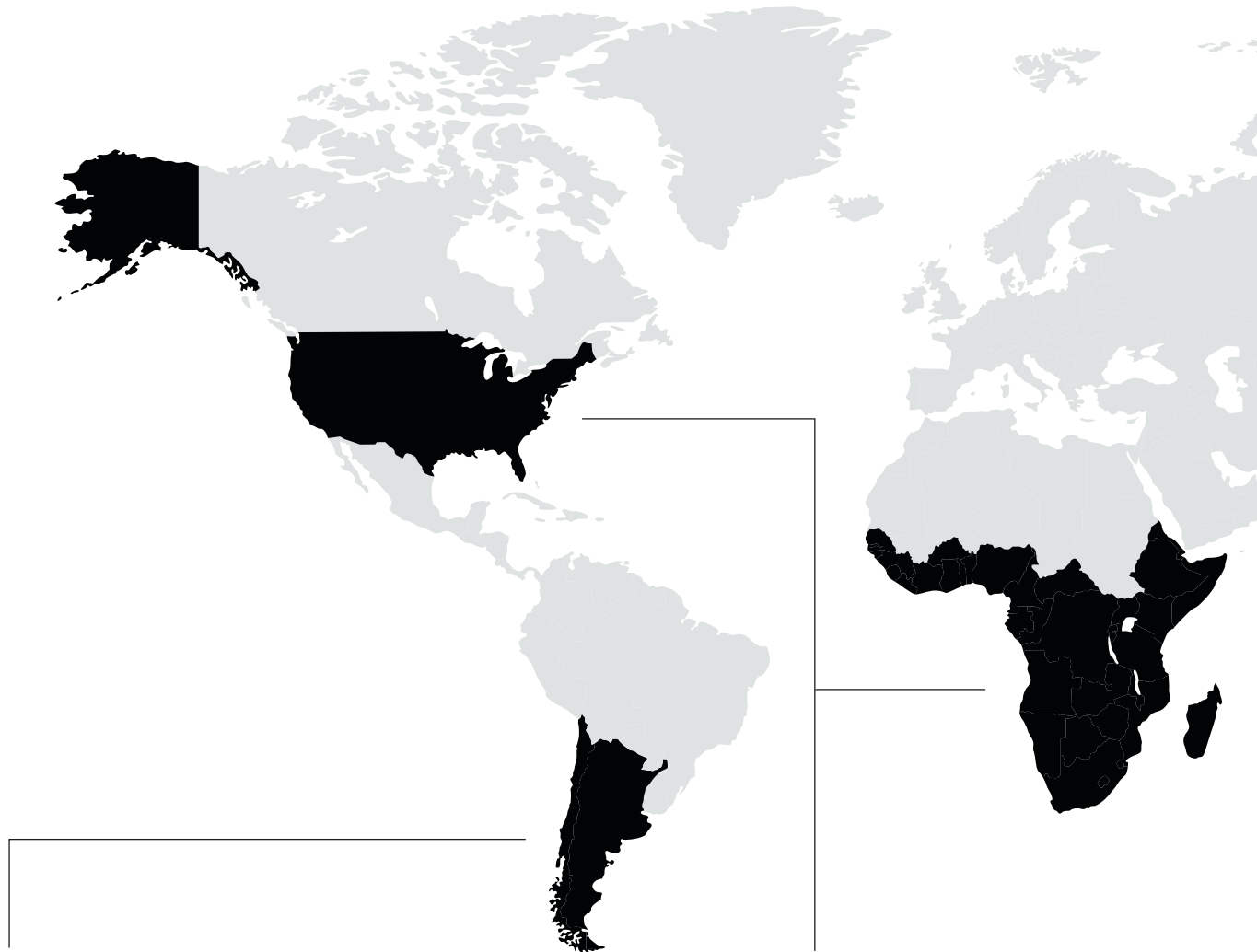
Material Issues Impacted

- 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 through leadership market positions, category penetration, and consumption rates, has improved. This has led to the strengthening of our **Financial Capital** metrics.

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 10,000 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 R&D investments.



Latin America

#1

Hair Colour
(Argentina)

#2

Hair Colour
(Chile)

#1

Premium Beauty and
Professional Products
(Hair fixing sprays |
Argentina)**

#2

Premium Beauty and
Professional Products
(Hair styling products |
Argentina)*

#1

Premium Beauty and
Professional Products
(Depilatory products | Chile)

Sub-Saharan Africa & USA

#1

Hair Colour
(Ethnic hair | Sub-Saharan Africa)

#1

Premium Beauty and
Professional Products
Hair extensions |
Sub-Saharan Africa)

Source: *Nielsen, **Scentsia



India & SAARC

#1

Household
Insecticides

#2

Air Care

#1

Hair Colour

#2

Fabric Care

#2

Personal Wash
and Hygiene

#3

Hair Colour
(Caucasian hair colour | South Africa)

Leader in Premium Beauty
and Professional Products
(Hair care and maintenance
products | Africa & USA)

Indonesia

#1

Household
Insecticides

#2

Personal Wash
and Hygiene

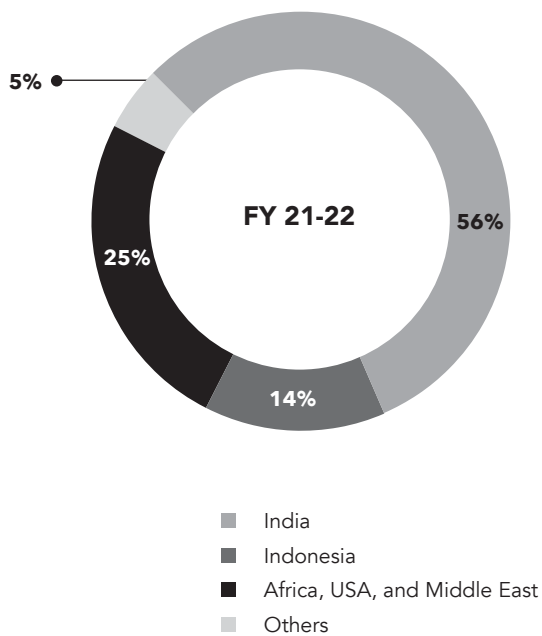
#1

Air Care

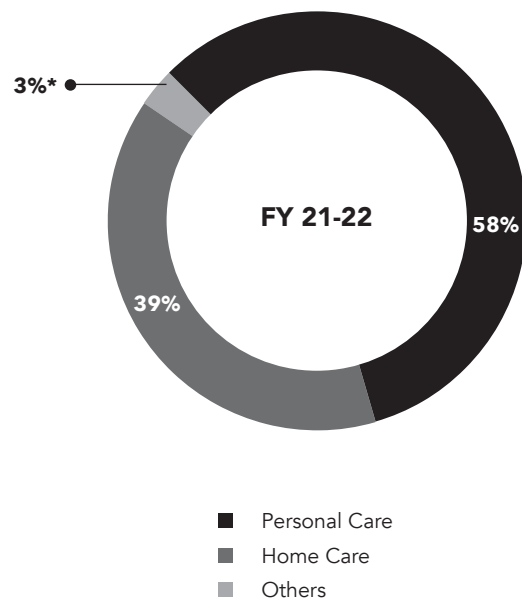
A broad emerging markets portfolio

In fiscal year 2011-12, 22% of our overall revenues came from international businesses. In fiscal year 2021-22, it is 44%.

Geography Salience



Category Salience



*Comprises inter-company eliminations and miscellaneous products

A portfolio of power brands

₹ 1,000 crore+



₹ 500-1,000 crore



CINTHOL



₹ 200-500 crore



AIR FRESHENER
Stella



Top 10 brands contribute ~70% of revenue

Strengthened brand positions across key markets and geographies

#1



INECTO



ISSUE



#2



CINTHOL



*Roby Sprays only

Range of products across Household Insecticides, Air Care, Fabric Care, and Home Hygiene

Goodnight

A collection of Good Knight disinfectant and mosquito coil products. The products shown include:

- FAST CARB**: A white packet with a red and white circular logo.
- PATCHES**: A blue box with a yellow circular logo.
- FABRIC SOLUTION**: Three bottles in blue, green, and orange packaging.
- GOLD FLASH**: A box with a woman's face and a yellow circular logo.
- POWER ACT**: A yellow spray bottle.
- NATURALS NEEM**: A green spray bottle.
- GREEN SHARK**: A green box with a shark logo.
- AGARBATTI**: A green box with a mosquito coil logo.

The image displays a variety of HIT brand pest control products. On the left is a box of HIT bait station with a red applicator. Next to it are three aerosol sprays: 'FRESH FRAGRANCE' (black can), 'MIND READER' (red can), and 'LIME MINT' (yellow can). All three sprays feature a '50 ml' label and a 'NEW' badge. To the right of the sprays is a black racket with a white mesh head and a 'HIT' logo on the handle. Further right is a box of 'RAT GLUE PAD' (18 pads) and a small box of 'RAT BAIT STATION'.

Ezee

India & SAARC



ProClean

India & SAARC



Indonesia
#1 Household Insecticides
#1 Air Care
#2 Personal Wash and Hygiene

Source: Management estimates

HIT

Indonesia



Stella

Indonesia



Mitu

Indonesia



Saniter

Indonesia



Bidex

Latin America



Personal Care

Range of products across Personal Wash and Hygiene, Hair Colour, and Premium Beauty and Professional Products

India & SAARC
#1 Hair Colour
#2 Personal Wash and Hygiene

Cinthol

India & SAARC



Godrej No.1

India & SAARC



Godrej Protekt

India & SAARC



Godrej Expert

India & SAARC



Godrej Professional

India & SAARC



Sub-Saharan Africa & USA

#1 Hair Colour

(Ethnic hair | Sub-Saharan Africa))

#1 Premium Beauty and Professional Products

(Hair extensions | Sub-Saharan Africa)

#3 Hair Colour (Caucasian hair colour | South Africa)

Leader in Premium Beauty and Professional Products

(Hair care and maintenance products | Africa & USA)

Source: Management estimates

Darling

Sub-Saharan Africa & USA



TCB Naturals

Sub-Saharan Africa & USA



MegaGrowth

Sub-Saharan Africa & USA



Just For Me

Sub-Saharan Africa & USA



African Pride Moisture Miracle

Sub-Saharan Africa & USA



Sub-Saharan Africa & USA

Sub-Saharan Africa & USA



Sub-Saharan Africa & USA

Sub-Saharan Africa & USA



Indonesia

Indonesia



(Chile)

Ilicit

Latin America



Millefiori

Latin America



Pamela Grant

Latin America







**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

Capitals Impacted



Intellectual
Capital



Financial
Capital

Risks

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

Enablers

- Global category structure
- Enhanced, digitally enabled consumer insight capability
- Investments in R&D, design, technology, and skills

Key Focus Areas

We have 3 priorities towards value creation via innovation:

- Democratising categories
- Establishing winning products in new geographies
- Addressing unmet consumer needs

This value creation is underpinned by the following critical activities:

- Structured identification of unmet consumer needs
- Technology-led push innovations
- Rigorous, consumer-focused stage-gate pipeline processes
- Truly global innovation management
- Investments in design, technology, and skills
- New brand development

Material Issues Impacted

- Sustainable packaging
- R&D
- Responsible marketing and communication

Value Created

After an intense period of innovation in fiscal year 2020-21, characterised by the pandemic and our commitment to bolster new **product development**, we took the opportunity to undertake a strategic reset of our **product innovation** and new **brand development** activities over the last year.

While continuing to leverage our unique **RIDE** structure, we intend to drive our innovation capabilities to the next level by adopting the following key principles:

- A **'less is more'** approach: fewer, bigger, better innovations
- Even more **consumer-centric**: deeper insights, prioritising the voice of our consumers in decision-making
- **100% objectivity**: rigorous stage-gate process, right governance
- **Become truly global**: efficiently delivering synergies
- **Sustainability**: sustainability built into our products from Day 1

While **new brand development** will continue to be an important capability and driver of value, we aim to discontinue with smaller brands where it makes sense from a better parentage/value realisation perspective.

Creating value through innovation

Democratising categories

As category leaders, our strategy is to ramp up innovation-led growth and discover new ways to disrupt our categories. Democratisation and accessibility, while creating superior quality, delightfully designed products, are particularly important, given our focus on emerging markets.

Establishing winning products in new geographies

GCPL's geographic footprint comprises some of the largest and fastest growth emerging economies in the world. However, our top categories in these countries, such as Household Insecticides, Air Care, and Hair Colour, are underdeveloped, with significant headroom for growth. We see this as a huge opportunity for value creation via application of our winning strategies for category development through our know-how in product, communications, and activations.

Magic, our first-ever global product



India & SAARC



Indonesia

We have already laid the foundation for achieving this goal, cross-pollinating Magic—our revolutionary powder-to-liquid handwash, from India, Africa, Indonesia, and Latin America, making it our first-ever global product. Similarly, we forayed into the Household Insecticides category in Africa with the launch of Goodnight Power Shots. Our next big priority is building Goodnight Gold Flash liquid vaporiser into a global product, too.

Addressing unmet consumer needs

We are proud of our strong track record of disruptive innovations, which has taken us into new categories and allowed us to address unmet consumer needs. Often, this work has also involved the development of new, distinctive memorable brands. We are looking forward to continue this trend, while enhancing our consumer insight capabilities and bringing more structure to the process of need identification and solution development.



South Africa



Chile



Argentina



Godrej Expert 5-minute Shampoo-based hair colour addresses the consumer need for quick, hassle-free hair colouring at home

Critical enablers

Global category structure

In fiscal year 2021-22, we led the creation of an empowered global category structure. This new structure will power our global categories in Household Insecticides, Air care, Hair Colour, and Hygiene and will build on product development (innovation and renovation) and brand equity (brand strategy and advertisement), enabling 3 critical sources of value:

- Coherent global category strategy and cross-geography synergies
- Deeper capability in product and communication development
- Better alignment across product development and brand equity

Our design and consumer insight functions have also evolved to be more global in nature and report into the category structure.

Enhanced, digitally enabled consumer insight

In keeping with our core principle of consumer centricity, we are augmenting our consumer insight capabilities in several ways:

- Global structure allowing the sharing of insights and know-how
- Clear definition of global testing protocols and action standards
- Deeper relationships with critical agency partners, given the global scale
- Leverage new-age digital techniques for consumer insights

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

Our state-of-the-art R&D centre at our global headquarter, Godrej One, in Mumbai, is supported by local R&D teams who partner across geographies and share learnings. 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 across geographies who collaborate on projects.

Our in-house global Design Lab integrates design thinking into product development



Strengthening business outcomes

Innovating for greener products

The need

Goodknight Gold Flash—one of our latest innovations—comes with a patented novel device system with a timer-based circuit, powerful heaters, and high-temperature stable wicks. The technology used in the wicks was imported at a high cost from a monopoly vendor. In addition, the wicks were made from a non-biodegradable and non-reusable material.

The solution

Seeing this as an opportunity, the team started to explore and develop an indigenous wick that could deliver the need at better cost and lower environmental impact. After evaluating materials such as glass wool, carbon fibres, plant fibres, and other low-density materials like wood dust and silicone dust, the team narrowed on a specific grade of plant fibres with better thickness and tensile strength than others.

The new 100% biodegradable wick is a GCPL-owned patented indigenous formulation. It's not dependent on a single vendor and is feasible to manufacture in-house at our regular clay wick vendor sites. It's also 70% cheaper than the imported wick and reduces our plastic usage by more than 300 tonnes a year.



Goodknight Gold Flash,
India's most powerful liquid vapouriser
with visible vapours



Goodknight Jumbo Fast Card

India & SAARC



- Acts instantly, delivering over 4 hours of protection from mosquitoes
- Powered with the advanced TFT technology for uninterrupted protection
- Available at an affordable price of ₹10 for 10 cards

aer Power Pocket

India & SAARC



-
- A refreshing range of bathroom fragrances
 - Developed with a unique gel technology that provides long-lasting freshness for up to 30 days
 - Available in an all-new variant: Tangy Delight

Stella Parfum'ist Home

Indonesia



-
- Premium-quality air fresheners for the home
 - Available in 2 new fragrances: Cananga Lullaby and Warm Verbena

Saniter Powder-to-liquid Handwash

Indonesia



-
- Innovative powder-to-liquid handwash that offers 99.9% protection from disease-causing germs
 - Packed with DH active and aloe vera for soft hands
 - Available in an all-new variant: Fresh Clean

Darling Asili Locs

Africa



- A premium crochet style from Darling's Supreme Collection
- Available in 4 stunning ombré and blended colours
- Enables African women to elevate their style

Megagrowth Anti-dandruff

Africa



- A scientifically formulated multi-active anti-dandruff range enriched with coconut, menthol, and tea tree oil
- This simple 3-step routine promises to eliminate flakes, relieve scalp irritation, and reduce dryness
- Includes a shampoo, spray, and treatment

Villeneuve Body Lotion

Argentina



- A range of body creams that offers an instant dose nutrition to skin
- Available in 3 variants, including Avocado, Almond, and Coconut, that are safe for use on normal, dry, and very dry skin types
- Made with natural ingredients
- Cruelty-free and paraben-free

Issue Restyling Bleaching Kit

Argentina



- A complete semi-permanent hair colour kit, comprising tonaliser, bleaching powder, applicator, nutrition mask, and gloves
- Available in a trendy new shade: H2O Blue

Bidex Hypoallergenic Neutral Liquid Soap

Chile



- An all-new addition to our Bidex range of hygiene products
- Formulated with the exclusive clean and care complex that combines hyaluronic acid and glycerine for moisturised and hydrated skin
- Dermatologically tested for hypoallergenicity and maintenance of pH balance in the skin

Bidex Moisturising Liquid Soap

Chile



- Formulated with the exclusive clean and care complex that combines hyaluronic acid and glycerine for moisturised and hydrated skin
- Developed with chamomile extract for smooth and moisturised hands
- Hypoallergenic

Ilicit Perfect Oil

Chile



-
- A unique hair oil that offers incredible benefits for every hair type
 - Formulated with thermoprotection that seals in moisture from root to tip and argan oil that repairs and deeply nourishes hair

Ilicit Kera-V

Chile



- A range of shampoos and conditioners developed with plant-derived keratin and a mix of amino acids that strengthens hair fibre and improves hair quality
- Certified cruelty-free and vegan, with over 93% natural ingredients

Millefiori Body Mask

Chile



- A depilatory body mask made from natural clay
- Available in 2 variants: Care (Natural Clay and Aloe Vera) and Detox (Natural Clay and Charcoal)
- Cruelty-free

Millefiori Waxing Strip

Chile



- All-new gel-based depilatory strips that offer ease of use
- Available in 3 combinations: Argan Oil and Jojoba, Acai and Goji, and Charcoal and Coconut
- Vegan and cruelty-free

Millefiori Microwavable Hair Removal Wax

Chile



- A new, unique at-home hair removal wax that saves time and is easy to use
- It removes hair from the root for smooth and radiant skin that lasts for up to 4 weeks

Araucana Rosehip Regenerating Cream

Chile



-
- An anti-spot cream with boldo and rosehip extract that regenerates, repairs, and evens out skin tone

Colourplex

Chile





- Our new range of hair colour brings home the salon experience
- Developed with a strong bond concentrate that protects hair without altering the final result
- Available in 16 beautiful shades



Leveraging
digital



← **GO BACK TO ALL PRODUCTS**

HOME > PRODUCTS > HIT RACQUET

HIT RACQUET

Intelligently designed electric racquet with higher coverage area and unique shape to reach corners effectively. Inclusive of 6 months warranty.



Dangerous mosquitoes that spread diseases like Dengue, Chikungunya, Malaria etc hide in dark corners of your home. To keep you and your family protected, use the HIT Anti Mosquito Racquet for instant kill of mosquitoes. Created out of top-notch ABS plastic, the Godrej Hit mosquito racket killer will take into account your requirements for quite a long time owing to the durability.

BUY NOW

WARRANTY

**BUY
NOW**

PRODUCTS

ENGLISH



Strategic Priority

Our objective is to capitalise on the ongoing consumer shift towards digital media consumption and digital commerce by assuring brilliant basics, effectively leveraging data, maintaining the highest levels of customer experience, and ensuring agile execution. We are also making digital investments in a focused and balanced manner, in accordance with our overall brand strategies and consumer tasks.

Capitals Impacted



Social and Relationship Capital



Intellectual Capital

Risks

- Nimble e-commerce/digital-first brands
- Emergence of consolidated customers owning first-party consumer data
- Impact of economic environments on consumer behaviour

Material Issues Impacted

- Responsible marketing and communication
- Skill development and training

Enablers

- Strong internal, global, and regional structures to support bold ambitions
- Agility of teams to rapidly execute plans
- Selective media investments to drive growth and penetration
- Bespoke approach: Country roadmaps to reflect brand and regional stages of development
- An 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 up direct-to-consumer (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 connects. We are also investing in building internal capabilities and **Intellectual Capital** through focused talent, trainings, and infrastructure.

-
- In India, the e-commerce business now contributes **5%** to the overall business.
 - The HIT Anti-mosquito Racquet, our e-commerce only launch, has garnered an **80%** market share online and has scaled up to **USD 5 million** in top line sales across online and offline platforms.
 - E-commerce business in Indonesia has grown by **25%** post COVID-19.
 - E-commerce business in the USA has become nearly **4%** of the overall USA business.
 - 3 new D2C brand channels have been introduced in India, including Godrej aer, which has seen **USD 6,50,000** in top line sales in spite of COVID-19-related disruptions.
 - D2C in Nigeria sees an exponential growth:
 - Top line revenue grew by **45%** YoY to USD **3,80,000**, while traffic grew by **52%**.
 - The conversion rate increased to **0.82%** from 0.66% in fiscal year 2021-22.
 - The repeat customer rate increased to **25%** from 14% in fiscal year 2020-21.
 - D2C had a **7%** contribution to key NPDs across Premium Beauty and Professional Product categories.
 - D2C contributed to **37%** of Hair Care combo pack NPD sales launched for modern trade and e-commerce in Nigeria.
 - D2C business launched in South Africa witnessed a **20%** QoQ growth since its launch.
 - Approximately **10 million** first-party data points have been gathered from consumers and users in India.
 - Over **60,000** stylists connected through brand community platforms in Africa.
 - Darling reached over **27 million** women across Africa through various digital campaigns.

Building an e-commerce business organisation

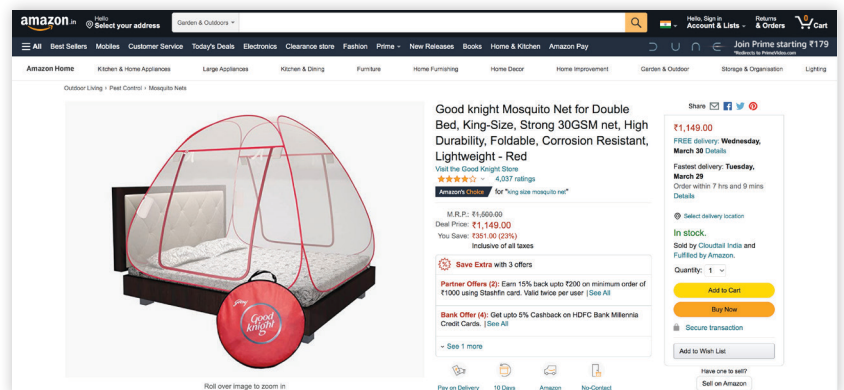
In India, our incubation of e-commerce as a separate business unit has enhanced our e-commerce capabilities and salience and significantly improved profitability. Capabilities have matured to the point where we can now re-integrate e-commerce more closely together with our overall sales structure, reflecting the increasingly omnichannel nature of shopper behaviour and our customer base. We continue to support significant e-commerce-first product launches such as our HIT Anti-mosquito Racquet, Goodknight Mosquito Net, and aer Smart Matic room freshener.

In Indonesia, our e-commerce business grew by 25% 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 on both online and offline 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 to leverage and scale our digital capabilities.

In the USA, e-commerce is now nearly 4% of our business in an acceleration made possible by the investments and ground work in previous years.

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



Goodknight Mosquito Net, our latest e-commerce-first launch

Launching and scaling D2C

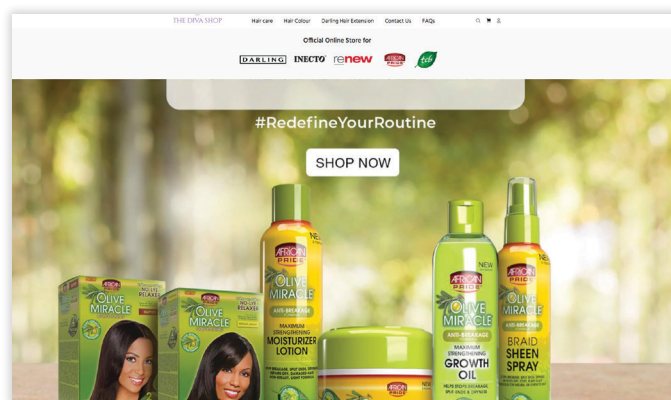
In line with our increased focus on building first-party data and the need to have a complete view of a consumer's purchase journey, we have been successfully launching new adjacent business channels for D2C.

We leveraged D2C for Godrej aer, conducting an exclusive launch of Smart Matic, one of the brand's best-selling products. Since its launch in September 2019, aer has clocked top line sales of USD 6,50,000, with an above industry benchmark ROAS and healthy repeat customer rate of 15%.

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. This 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, too. We have also experimented with exclusive launches of some of our new product variants on these platforms, through which we have witnessed a positive consumer response.

In Africa, we scaled up our Nigeria D2C business to a 45% year-on-year top line growth, while also providing world-class customer experience, which resulted in an impressive 25% repeat customer rate. This year, we further scaled up our D2C businesses; we launched Diva Store, a D2C store in South Africa, and entered into a partnership with a beauty and personal care online marketplace, 'BeautyClick', in Kenya to further our e-business ambitions.

It has also clocked upwards of 10% saliency in the launch of premium new products across categories. We aim to leverage this extensively to test and launch new products and gather customer intelligence going forward.



Diva Shop, our multi-brand D2C platform

Doubling down on data-driven marketing

In the past year, we collected first-party data from multiple platforms through our in-house cloud-based Central Data Platform in India. We now have over 10 million first-party data points from consumers and users, which we are expecting to further scale-up.

These rich and actionable insights based on audience interests, shopping/purchase behaviour, demography, appography, and location history are critical for us. Backed by this data, we are now building

use cases, which have not only helped us optimise our media for efficiency and effectiveness but also allowed us to gain a deeper understanding about our end users, establish cross-brand interest, and further expand our user base.

We are now working on an Audience Intelligence Platform to further enrich the collected data, which will help us deliver actionable insights for our brands and categories and enhance consumer experience by providing relevant and personalised messaging.

Leveraging digital brand advocacy

An exponential increase in time spent on social media and content platforms in the past year has reinforced the importance of digital brand advocacy, propelling us to make it a key pillar in our overall marketing and communication strategy.

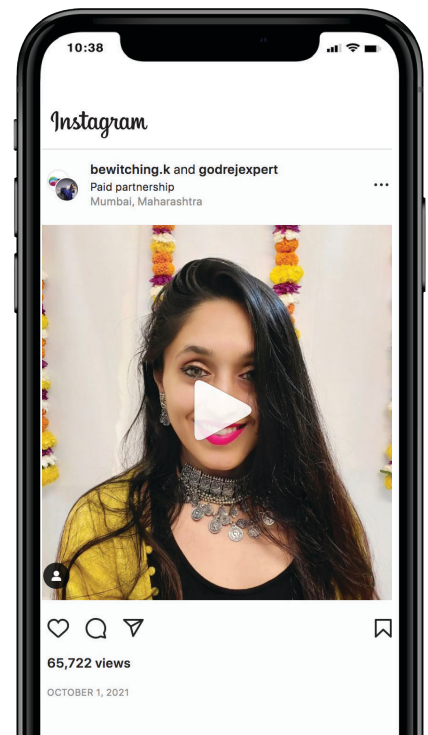
In addition to partnering celebrities and influencers to drive key messaging around our brands, we are also tailoring our approach to focused markets and are collaborating with regional content creators on YouTube and social media platforms.

We have leveraged large digital content platforms like Glamrs (Indian beauty, style, fitness, and lifestyle video platforms 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 also partnered with celebrity chefs.

Mothers in the age group of 25-44 years are a key target audience for our different brands. We have been actively engaging with large-scale mom communities to drive brand advocacy across categories, specifically for Hair Colour. We partnered mom influencers to create content ideas that address the specific barriers to trial for Hair Colour, driving occasion-led triggers and establishing the beauty imagery for Godrej Expert.



Partnering mom influencers to build advocacy around Godrej Expert

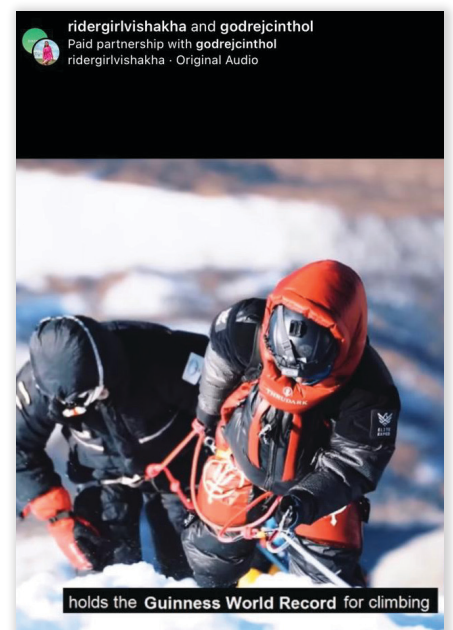
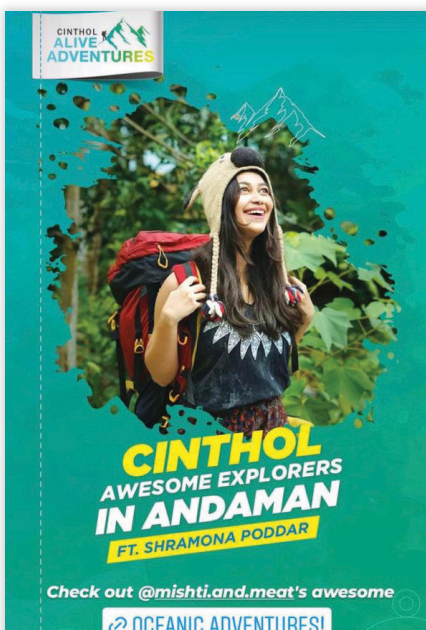




Collaborations with regional content creators in India for Goodknight and HIT

For Cinthol, we have been actively working on creating a community of Cinthol Awesome Explorers, a tribe comprising off-beat travellers, adventure sports enthusiasts, mountaineers, rock climbers, surfers, etc. from India who are bringing to life the 'Alive is Awesome' philosophy.

This is a small example of how we are using influencer marketing in a highly integrated manner to build the brand's exploratory image.



Our Cinthol Awesome Explorers community partners with off-beat travellers

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 have partnered with macro, micro, and nano influencers across markets to drive new product awareness and considerations.

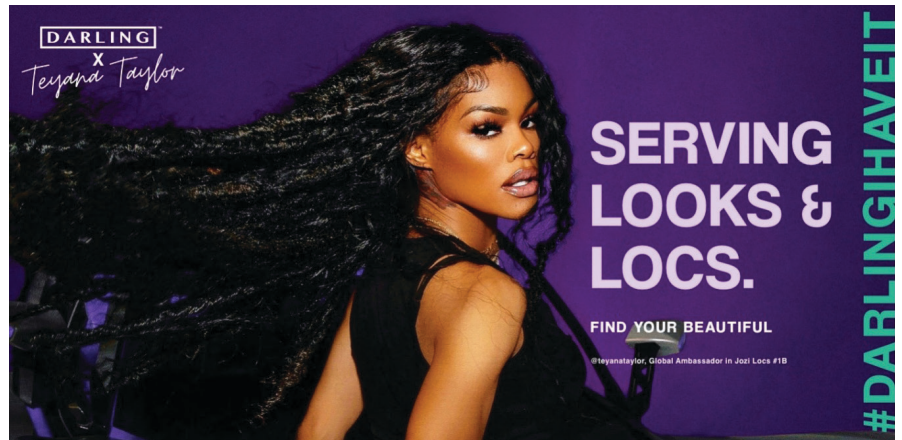
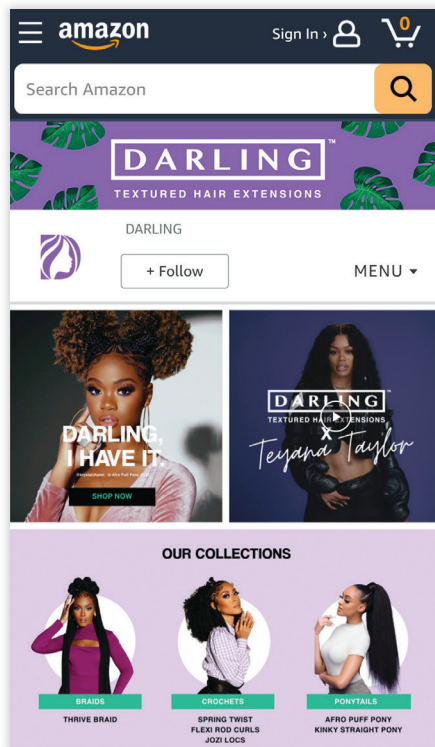
We have also partnered with popular women-centric communities like 'She Leads Africa' to create a series of stories

about women who have become successful despite facing societal and personal challenges. This was followed by a free course for our community on how to prepare for job interviews and an online summit where experts spoke about various topics on building confidence, upskilling, and being prepared for the real world. This was a year-long programme by Darling in partnership with 'She Leads Africa', where we were able to help over 5 million women across Kenya, Nigeria, and South Africa.



A teaser from the 'She Leads Africa campaign' in partnership with Darling

In the USA, we launched the Darling brand store on Amazon USA and a brand campaign with popstar Teyana Taylor for the launch of our Hair Fashion category.



Our Darling brand campaign with popstar Teyana Taylor

We launched the Darling brand store on Amazon USA

Scaling up brand communities

With online communities becoming the next big thing on digital platforms, we aim to scale-up our brand communities and tribes.

Our other brands will also build communities by using social media platforms such as Facebook groups and WhatsApp.

Currently, we have stylist Facebook group communities in Kenya, South Africa, and Nigeria, with over 60,000 stylists connected through the platform. We aim to double down on efforts to build these communities and create long-lasting, meaningful relationships with our consumers and partners.





Strategic Priority

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

Capitals Impacted



Intellectual
Capital



Manufactured
Capital



Social and
Relationship
Capital



Financial
Capital

Risks

- Competitive market conditions
- New entrants into the market
- New online, offline, and omnichannel 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 the e-commerce business
- Leveraging technology and data analytics
- Fostering win-win partnerships

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

-
- With continued focus on strengthening our distribution reach in urban and rural India; we increased our chemist distributors by nearly **30%**.
 - The modern trade channel in India has bounced back, growing at high double-digit values after contracting in the past year.
 - Direct distribution, through active registered outlets, in Indonesia continued to grow strongly to reach nearly **1,75,000** outlets.
 - Rural sub-stockist network grew by **5%**.
 - We continued our focus on last-mile distribution.
 - Nigeria's van model has increased our direct reach significantly, gaining salience at a breakout pace. The contribution of van sales to the Nigerian business has almost doubled.
 - E-commerce in India continues to grow faster than traditional channels, with a 2-year CAGR of approximately **60%**.
 - Strong e-commerce focus in the USA, accounting for nearly **4%** of the total business.
 - Multiple initiatives launched to leverage digital technologies and build closer connections with different partners.

Enhancing our go-to-market strategy in a post COVID-19 world

Innovations and start-up efforts in the last-mile distribution of FMCG 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, particularly the muscle to be more agile. Our approach hinges on close connections 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, attention has been refocused 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 omnichannel, straddling a pyramid of online and offline sales.

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

We continue to leverage traditional kirana stores as a sales channel in India



Our leadership actively connects
with our partners on ground



Shopper behaviour

The fiscal year 2021-22 saw a partial return to normal business operation in India and Indonesia, interspersed with milder COVID-19 waves, as compared with the previous year, which was affected severely by the pandemic. Africa and the USA were minimally affected, except for South Africa that witnessed 2 COVID-19 waves.

In terms of an assortment mix, the shift of shoppers' basket to health and hygiene that we witnessed in fiscal year 2020-21 across markets sharply reversed this year, with consumers spending heavily on these only during the COVID-19 waves. In India, for example, the spike in both handwash penetration and Household Insecticides consumption during the peak of COVID-19 began tapering off significantly in fiscal year 2021-22.

High inflation together with the global economic slowdown is affecting consumer purchasing power, adversely impacting volumes across geographies.

Partnerships

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

Expanding penetration and reach

In India, we continue to focus on deepening penetration in traditional trade. We aim to expand our total reach from 6 million outlets in fiscal year 2020-21 to 7 million outlets in the next 2 years. We are, particularly, focused on driving rural reach and penetration by launching lower priced stock-keeping units in our key categories, which will result in greater accessibility of our products for rural consumers.

In the past year, we created a blueprint of the ideal rural coverage along with our external partners. Guided by this, we have grown our rural sub-stockist network by 5%. We have further 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 of less than 3,000, where we could not reach directly through our sub-stockist network. This has significantly complemented our rural distribution, and the initiative has now been expanded to approximately 15 states in India.

To strengthen our in-market execution, we are now tracking tertiary sales in rural areas, measuring sales from sub-stockists to rural retailers, and using that as a KPI for rural sales team members. Tertiary sales tracking was launched by us in the past year, which made us one of the first FMCG companies that not only tracks tertiary sales but also uses it as a crucial KPI for our rural sales ecosystem.

We have experimented with moving the frontline salesforce to third-party payroll, which has resulted in improved productivity and reduced attrition. The pilot was successfully completed in Mumbai, and we are now scaling up this model to towns with a population of over 1 million.

Tapping into the emerging opportunity of a growing chemist channel remains a key strategic lever for us. To achieve this goal, we have created a strong distributor network of pharma/over-the-counter drugs distributors and through them created a new revenue stream. This channel helps us expand our reach into previous untapped chemist outlets.

Our Bangladesh team is expanding its 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. Moreover, we are 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.

Leveraging technology to enhance last-mile distribution



In Sri Lanka, our team is driving productivity and increasing reach through 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, continued to grow strongly to reach nearly 1,75,000 outlets. 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 aim to 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.

Our experiment of launching a 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, has been faring well.

We continued our door-to-door sampling drive to build demand and educate consumers on our recently launched Household Insecticides portfolio in addition to expanding distribution to modern trade.

This resulted in a significant shift in our non-wholesale channel contribution. We 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.

We have expanded the distribution of our Hair Extensions business in the USA. Alongside Walmart, we have now expanded into other retail partnerships such as Target. Hair extensions is a USD 1 billion market in the USA, and this offers a tremendous opportunity with significant consumer synergies. We are the only end-to-end hair player (Hair Extensions and Hair Care) catering to the African-American community.

Partnerships with Walgreens and Target in the USA to launch our range of hair products



Laying the foundations for future growth priorities

Improving efficiencies

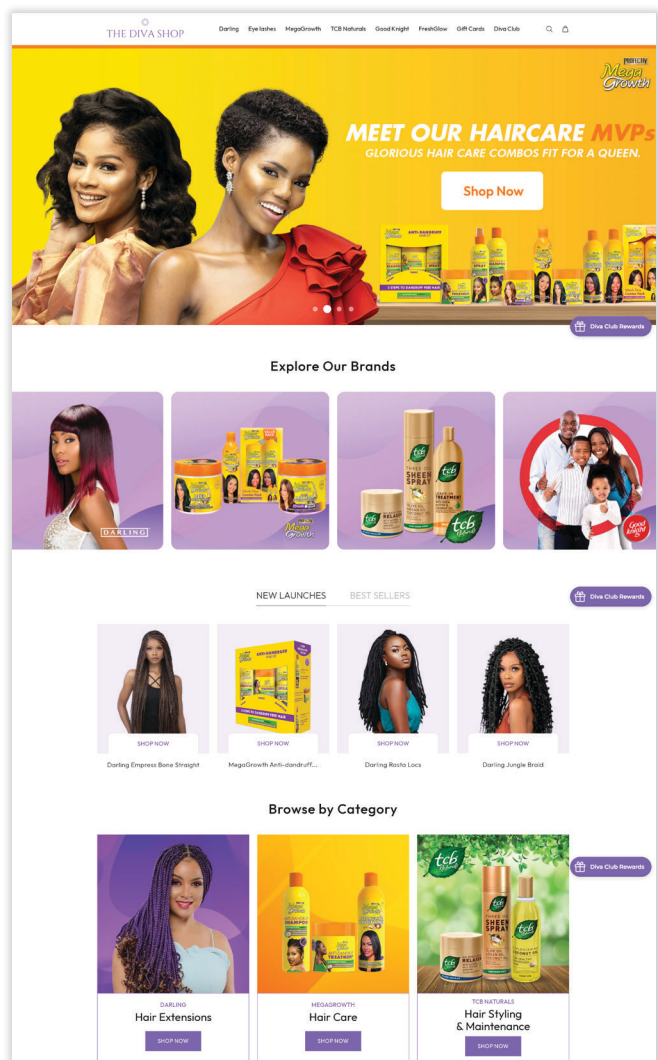
We are driving efficiency across the value chain and improving sales productivity by leveraging analytics and technology. Reducing sales losses through auto-replenishment and enhancing salesforce effectiveness through technology will be critical levers of future growth.

Building an omnichannel play

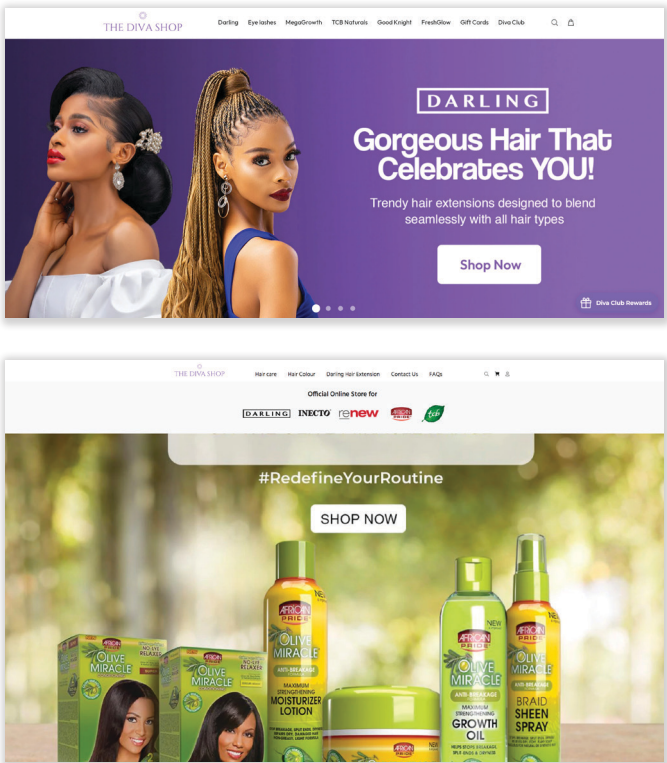
Given the changing shopper trends and environments, we are ramping up capabilities to service the demands of an omnichannel play. Externally, this translates into servicing and solving channel conflicts. Internally, it means putting the right team structure in place to service this channel with agility.

Exploring new go-to-market formats

In Nigeria, we continue to explore the D2C channel and are seeing strong wins, given the overall shopper preference for online purchasing.



The Diva Shop, our D2C channel in Africa



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, category management, fill rate improvement, and strong partnerships with customers through joint business planning.

In India, we are investing in category management to build new-age categories such as Air Care and Household Insecticides. To this end, our teams are sharing and learning from our Indonesian and Latin American businesses on category management best practices. We are also investing in developing modern trade-specific analytics and shopper marketing capabilities.

Sri Lanka boasts a strong modern trade-driven FMCG space, and our objective is to optimise efforts to ensure that we take full advantage of the opportunities by 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% 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 were crucial to winning 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.

In Africa, given modern trade continues to be the key, we are leveraging availability, strong in-store presence, and competitive pricing to build on the opportunity, particularly in South Africa. Our entire business in the USA is modern trade-led, with the channel split into retail and beauty stores. We continue to leverage strong channel partnerships and joint business planning to drive distribution and new product listing, compelling in-store presence, and competitive pricing.

Leveraging modern trade to boost sales



Building on the salon channel

We are moving beyond traditional retail to build other new-age channels such as salons. The restructuring of our salon channel in Africa will be a big focus as salon partnership programmes are key to building influence, driving penetration, and generating demand in Hair Fashion as well as Hair Care. We also intend to leverage this channel to drive last-mile distribution.

Inside our Darling Professional Stylists' Academy in Nigeria



Training and capability building for frontline teams

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

In India, our in-house training academy, the 'Godrej Sales Academy', 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.

Underpinning this, in India, we are building a strong data backbone to leverage the data-rich environment of e-commerce and drive our efficiency and effectiveness across the board. We are investing in ramping up capabilities in the e-commerce function by insourcing capabilities like graphic design, content writing, and search engine optimisation as well as performance marketing. We have a dedicated shopper marketing team to distil insights from e-commerce brands and platforms to extract maximum efficiency from our visibility and promo spends. To improve operational efficiencies, we are also automating our processes from the order receiving stage to the billing stage and leveraging data analytics to improve our forecasting methods. Our objective is to improve margins in the e-commerce channel through a better mix and optimisation of operational efficiencies.

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

Our e-commerce business in Indonesia continued to have strong growth. We have significantly scaled up our efforts and investments with a focus on winning platforms backed by strong joint business partnering, new product launches, strong cataloguing and store management, and a step jump in leveraging analytics. In the USA, our efforts to strengthen e-commerce fundamentals paid off with the business growing strongly to become nearly 4% of our overall US business this year.

E-commerce in Africa has significant headroom for growth, particularly in the fashion and beauty segments. Given limited resident traffic on the 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 assessment, and opportunities for focused consumer research. 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-first innovations such as the HIT Anti-mosquito Racquet continue to deliver strong performance



Leveraging technology and analytics

We have integrated different technology solutions across the value chain in India, starting with our sales people on the ground, through our many channel partners. Predictive analytics enables our urban sales people to sell the right assortment at a store. We are moving our distributor billing software and handheld terminals to cloud-based servers to bring more agility to the sales ecosystem. We have completed cloud transformation for our urban and rural businesses. We are currently exploring the usage of Global Policy and Strategy locations to drive the in-market execution of our sales team in both urban and rural markets. We also have plans in place to move our distributors to an automated replenishment system by the end of the coming year, which will enable us to minimise sales loss due to stock-outs.

Going forward, we are building a strong analytics platform to forecast sales with higher levels of accuracy by considering external as well as internal factors. This is a key organisational priority and will enable us to predict demand better and thus improve operational efficiency.

Technology continues to play a key role in improving field-force productivity in our Indonesian business. Handheld 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 touchpoints. 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 document management systems, micro-targeting, SOQ, and TPM. Through this, we aim to ensure that our primary aim remains to expand distribution in traditional trade in both Bangladesh and Sri Lanka and drive efficiencies in penetrated stores.

We are also leveraging automation to streamline other functions such as inventory management and claims management.

In Africa, salesforce automation has been expanded to cover most feet-on-street in South Africa and Nigeria. This has helped expand coverage and improve brand visibility across the subcontinent. The focus will now be on scaling up distribution, extracting efficiencies, and building accountability across all channels and regions.

We have also leveraged technology in consumer insights, 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

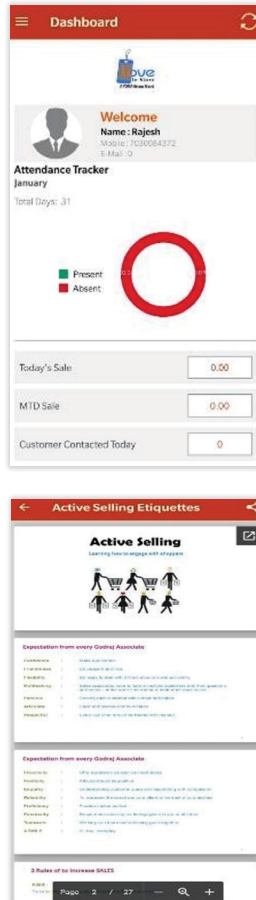
We ramped up channel partner engagement over the past 2 years. One of our foremost priorities has been to ensure the health and safety of our partners and their networks.

In India, we have introduced a medical insurance policy for all our sales people in extended networks. This initiative is one of the first in the industry wherein sales people on our distributor payrolls will also receive the benefit of our medical insurance policy. To increase digital connect, we scaled up

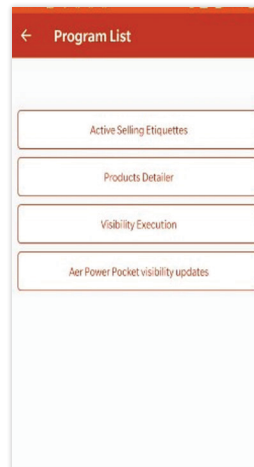
our industry-pioneer Android app called 'Bandhan', which is a one-stop for all GCPL-related information, communication updates, and training for all our distributors. We also have a comprehensive approach to improve return on investment for our distributors to enhance engagement.



Leveraging our Bandhan app to connect and engage with distributors on ground




Engaging with in-store associates through Roanto, our merchandising app



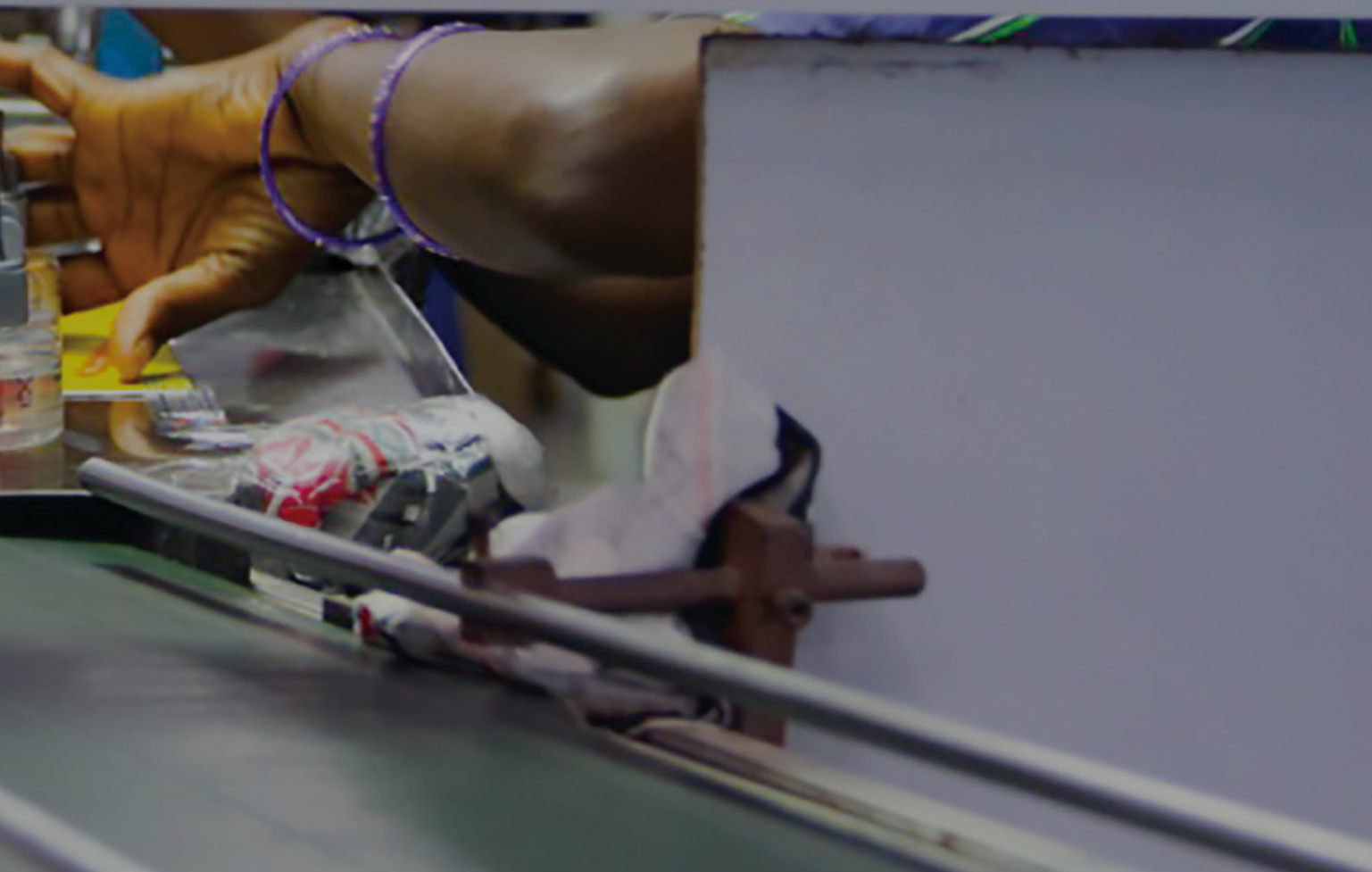
Our regional distributor network in Indonesia contributed a significant share to the business. We continued to partner to help drive stronger returns and coverage. We supported our salesforce and distributors with timely medical assistance during COVID-19 waves.

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 as well as build engagement and advocacy.

Our partnership with retail chains in the USA marked an exclusive foray into Hair Extensions for both Godrej and organised retail. Walmart and Target offer 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

Capitals Impacted



Manufactured Capital



Financial Capital



Human Capital



Intellectual Capital



Social and 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
- Regulations

Material Issues Impacted

- Sustainable packaging
- R&D
- Building inclusive and prosperous communities
- Occupational health and safety

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

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 being 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 and 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 **₹3 crore** in fiscal year 2021-22 through sustainable manufacturing
 - Stock availability in India is **96.84%**

Supply chain strategic priorities

1. Incorporating 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 the 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

3. Industry 4.0

Making future-ready investments to further improve productivity

2. Employee engagement and productivity improvement

Extending best practices and shop floor employee engagement globally

4. Sustainability of the process

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

1. Customer service

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

We had a strong rebound in our service level across all our regions. This helped us mitigate the disruptions caused by the pandemic.

We rolled out multiple digitisation initiatives at our manufacturing and supply chains. We setup the Transportation Management System in our logistics to manage our entire transportation operations, lower freight costs, and optimise routes and loads. We automated scheduling and planning to integrate our supply chain to run majority of processes and decisions in real-time. We have also made progress on crucial projects on future network footprint for our distribution network and replenishment-driven sales for our distributors.

Cumulative fill rates across geographies

Country	Fill rate of FY 21-22 (%)
India	96.84
Indonesia	98.80
Argentina	98.70
Chile	95.00
Kenya	95.20
South Africa	82.59
Nigeria	89.00
Ghana	87.60
Tanzania	94.40
Mozambique	97.00
USA	92.70

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

In our manufacturing and supply chain, we have also adopted sustainable practices such as using renewable energy resources at our manufacturing sites and increasing rail mode of transportation for our stocks, among many other initiatives.

To cater to the shifts in consumer purchasing habits, we have enabled demand-led forecasts for growing our organised trade channels.

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 through manufacturing and shipping.

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

A. Total quality management

We drive total quality management through shop floor employee engagement initiatives across geographies. As a part of this initiative, we train all shop floor employees in TPM, Lean, Quality Circles, Task Force, and Kaizen.

Our leaders engage with shopfloor employees



B. Productivity and safety improvement

In fiscal year 2022, we engaged with nearly 26,700 shop floor team members in Africa to improve manufacturing safety processes, employee connects, and relations.

All team members are encouraged to suggest changes to improve process safety. Our key activities included the launch of safety month, emergency evacuation trainings, safety trainings and interactions, and safety-related communication, among others.

Shop floor team members across India, Indonesia, and Africa are helping solve problems related to their own jobs through quality circles, a participatory management technique.

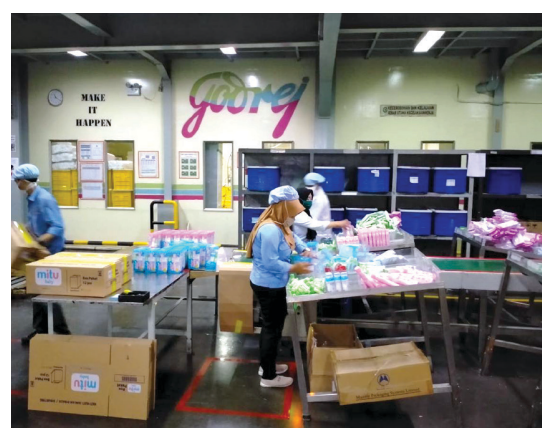


Safety awareness initiatives organised by our Africa and Indonesia factory teams

His Excellency, Mozambique's President Filipe Jacinto Nyusi, inaugurates Beleza—our manufacturing plant in Mozambique



Our factories across our locations in India,
Africa, Latin America, and Indonesia



3. Industry 4.0

Making future-ready investments to further improve productivity

In our North East Cluster, data insights from IoT in our New Conso unit's LV refill lines and Lokhra unit's Godrej Expert Rich Crème and Goodknight Jumbo Fast Card lines helped us identify issues in production and arrange for preventive maintenance. IoT at the refill lines at our New Conso unit improved the Overall Equipment Effectiveness (OEE) by 1.4%. We installed an online inspection system in LV refill lines that helps in streamlining the detection of defects and reducing faults during operation. We also trained our operators to focus on improvement of machines and productivity. At our Lokhra 2 units where we manufacture Crème and Ezee, we started monitoring data machine-wise and improved the OEE of the Crème developer machine and autopack machine by 2.64% and 8.42%, respectively. We installed digital twins in the Ezee section, which facilitated changes in layout for improved efficiency in the transfer of material, reduction in manpower, energy savings, and better space utilisation. We also installed an energy management system at our New Conso unit that will help us achieve 5%-6% saving in electrical energy consumption.

Data insights from IoT in our Baddi and Katha soap lines in our North Cluster helped in taking timely decisions to improve efficiency and reduce downtime. In Katha soap line number 1, our OEE improved by 5%. We recently installed IoT in soap line number 3 that helped to improve the OEE by 3%.

In our Central Cluster, we implemented several IoT projects at our Malanpur Soap plant. We installed a Programmable Logic Controller (PLC)-based Supervisory Control and Data Acquisition (SCADA) system in our Soap Noodle plant 1 for monitoring and controlling. This resulted in improvement in noodle productivity by 2 MT/day. We installed a PLC-based temperature control system in 11 RO storage tanks that resulted in the reduction of steam consumption, helping us save ₹ 6.9 lakh/annum. We provided online monitoring of electrical parameters on SCADA of the HT section to take immediate actions. We also automated the flapper system in the Gum Taping machine and overwrapping machines for promotional offer packs. This helped reduce the manpower requirement.

In our South Cluster, we installed IoT in the LV line at the Conso plant in Puducherry that will help in monitoring real-time data and taking timely decisions, thereby improving the OEE by 2%. We implemented a manufacturing portal in all the Coil lines of our KKL plants and Coil-9 plant. It helps track and analyse breakdowns and enables Auto SAP booking. As a result, we are receiving an auto email with production and downtime details for monitoring and improvement. We installed a coil inner wrapping with auto coil feeding and auto leaflet feeding systems in lines 1, 3, and 4 at the Coil-9 unit. We also installed several automation projects such as a vision camera in our Conso plant's domestic refill line to detect and eject defective products in all sections.

We reduced the manpower requirement by installing an auto flow wrapping line with a leaflet feeder in the KKL plants, installing auto screwing system in MMN plant's device assembly line, a case erector at the Conso plant, and auto inner carton stacker in Coil-7 plant.

In Argentina, under our 'Make or Buy' (MoB) initiative, we operationalised the new flow-packing machine that was installed the previous year. This helped us achieve significant savings and remove our dependency on a third party. We also operationalised a new case packer machine that helps eliminate manual labour and solves the capacity constraint to produce hair colour kits. We made several improvements in our powder mixing area to increase the capacity to attend customer demand, improve people and product safety, and improve productivity. This included mixer automation, installation of a new system to handle raw materials, layout redesign, and recipe redesign.

In Indonesia, after the digitisation of shift logbooks, we will be leveraging IoT in the production line. This will allow more accurate analysis, eliminating human intervention. Through this initiative, we are expecting to improve the OEE by 5%-8%.

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 environmental sustainability goals to be achieved by fiscal year 2025-26. We aim to make one-third of all our products greener than those in 2020. We also aim to be neutral on Scopes 1 and 2 carbon emissions, source at least 35% of our energy mix from renewable sources, improve energy efficiency by 100% in line with our EP100 commitment, and maintain our water positivity and zero waste to landfill status. Most significantly, we intend to announce our commitment towards the global Science-Based Targets initiative (SBTi) and publish our roadmap and targets for emission reduction in line with the globally agreed 1.5-degree reduction scenario.

We track energy, emissions, water, waste, and renewable data for all the locations where we have 100% operational control. We are in the process of validating and imbibing 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 use the standards, methodologies, and assumptions entailed in the 'IPCC Guidelines for National Greenhouse Gas Inventories, 2006' and the 'IPCC AR5 Assessment Report'. 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 and brands
- 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 highlighting key indicators are generated, including the carbon footprint as per the set GHG protocol
- Identifying and circulating best practices on multiple platforms for wider adoption
- A strong governance mechanism to monitor, review, and improve sustainability performance
- Strategic improvement planning for underperforming units
- An innovation cell to look at bleeding-edge sustainability solutions for the medium to long term
- Participating in multiple ESG disclosures to measure our performance against peers engaging external consultants when required for specific initiatives like materiality or climate risk assessments

Our goals and performance for 2025-26

1. Energy

- Reduce specific energy consumption by 40% by 2025 (vs 2011 baseline)
- Increase renewable energy portfolio to 35% by 2025 (vs 2011 baseline)

Approach

- Improvements in processes and increase in the efficiency of systems
- Adoption of green energy sources such as solar and biomass
- Upgradation of technologies

Performance**

- Reduced our specific energy consumption by 33%
- Increased the renewable energy portfolio to 29.4%

2. Water

Reduced water intensity by 40% by 2025 (vs 2011 baseline) while maintaining water positivity

Approach

Innovative water management systems, technological improvements, and integrated watershed management programme

Performance**

- Reduced water intensity by 38% and achieved water positivity (we are conserving three times more water than we use in our operations through rainwater harvesting within our facilities and our community watershed programme).

3. Waste

Maintain zero waste to landfill and achieve zero liquid discharge

Approach

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

Performance***

- Our specific waste to landfill has reduced by 100% (diverted 100% waste from landfill); we have assessed the quantity of liquid discharge and developed a plan to achieve zero liquid discharge

4. Emission

Reduced GHG emission intensity by 45% by 2025 (vs 2011 baseline) and carbon neutrality for Scopes 1 and 2 emissions

Approach

- Adopting cleaner fuels such as biomass and continually improve process efficiencies

Performance****

- Reduced our GHG emission intensity by 42%

5. Greener products

Ensure a third of all our products are greener than those in 2020

Approach

- Carry out LCAs for products covering 80% of revenue
- Implement findings from LCA to reduce the environmental impact from our products, thus making them 'greener'

Performance*****

- LCA carried out for products covering 50% of revenue

#Performance as of March 2022 against the 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

*****LCAs for products covered by India revenue

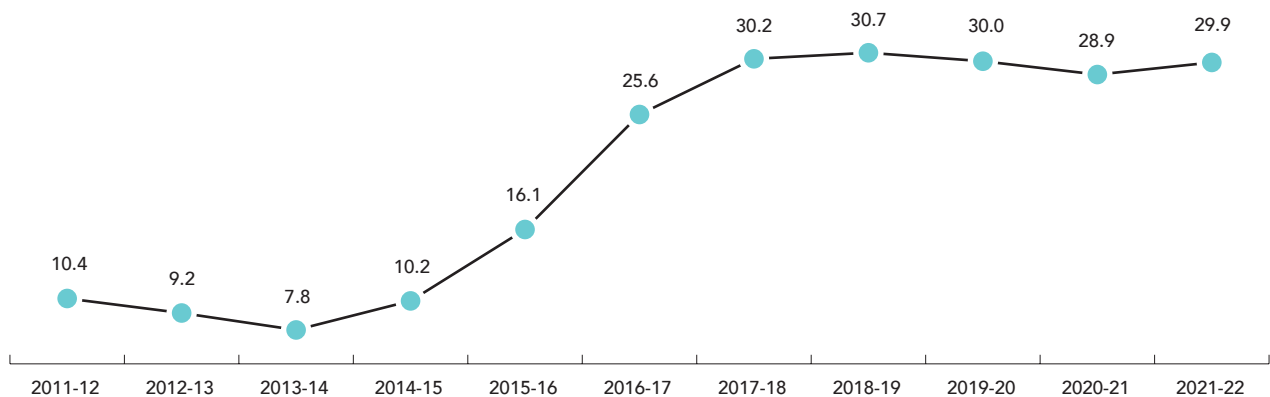
1. Energy

Our energy performance this year is on track with our vision 2025. We have recovered from the delays of last year's COVID-19 impact. We implemented 80 green initiatives across all our locations.

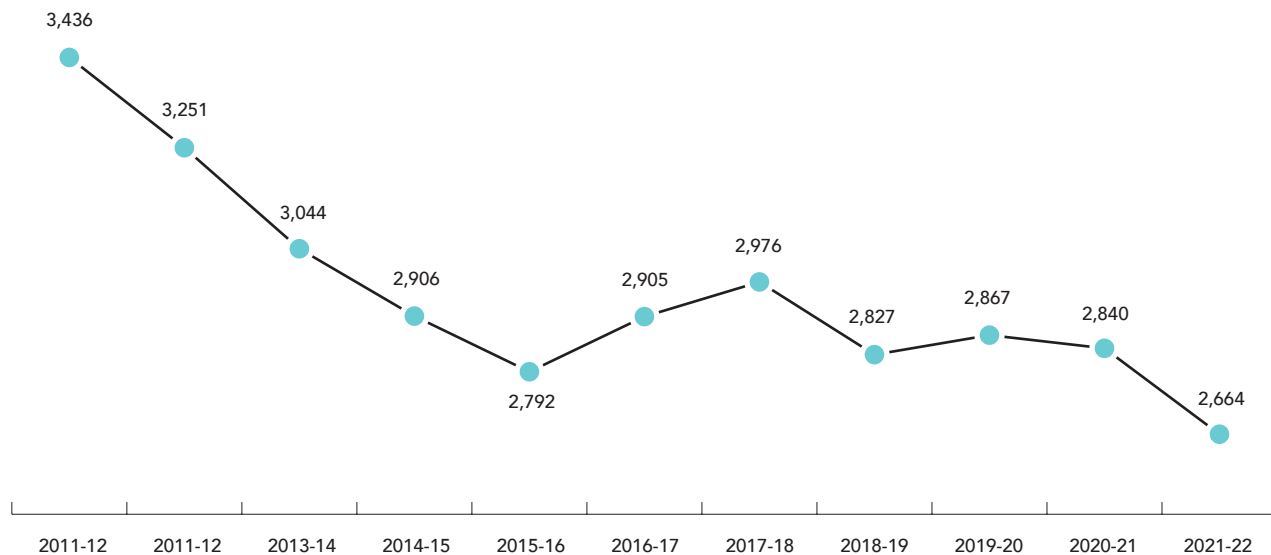
Highlights from fiscal year 2021-22:

- In Ghana, we installed a BOOT model rooftop solar power plant. The installation does not involve any capex, and the unit rate of power is 15% cheaper. The plant will serve nearly 50% of the energy load of the Spintex plant. The solar plant will help us save nearly USD 1 million over the project life.
- In India's North East Cluster, we replaced the thermal drying system with a dehumidifier at our Kalapahar Coil plant. This helped reduce specific energy consumption by 45%.
- In India, we have installed solar rooftop PV plants at Katha and Thana in the North Cluster and at Conso in the South Cluster to further add to our renewable energy portfolio.
- In Indonesia, we have replaced diesel fuel with comparatively cleaner natural gas for our oil heaters.

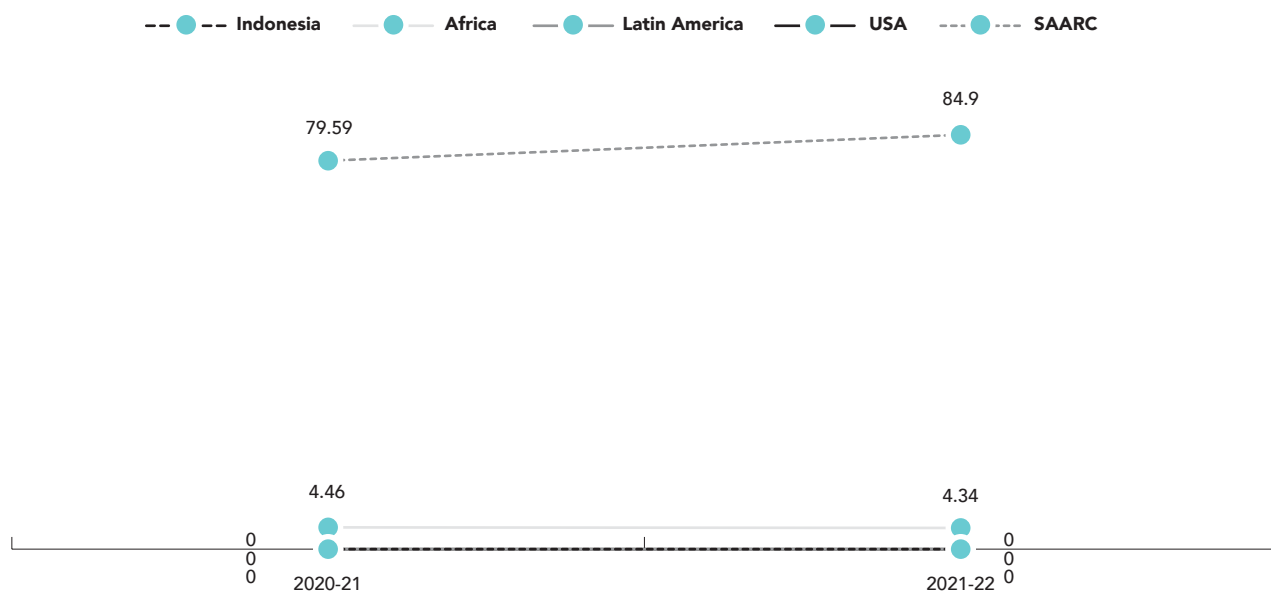
Share of renewable energy in energy mix (%) - India



Specific energy consumption (MJ/MT) - India

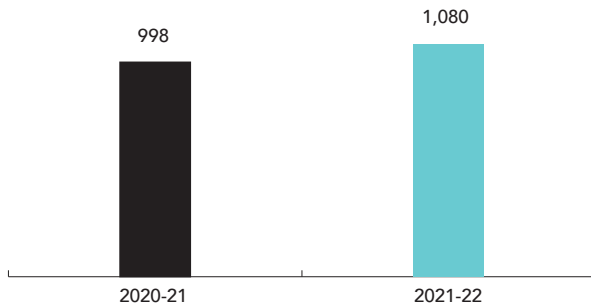


Share of renewable energy in energy mix (%) - Global

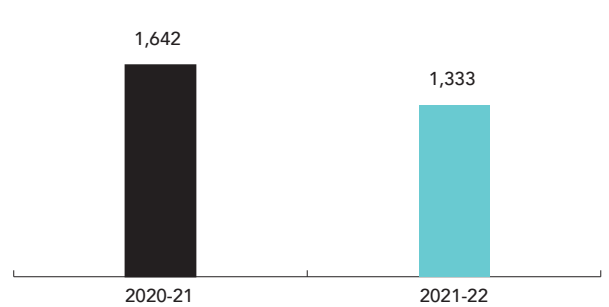


Energy report - Global

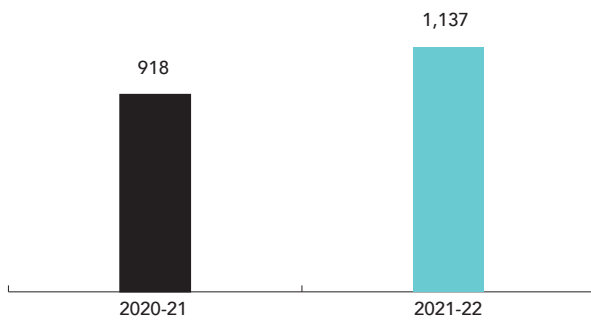
Indonesia - Specific energy consumption (MJ/MT)



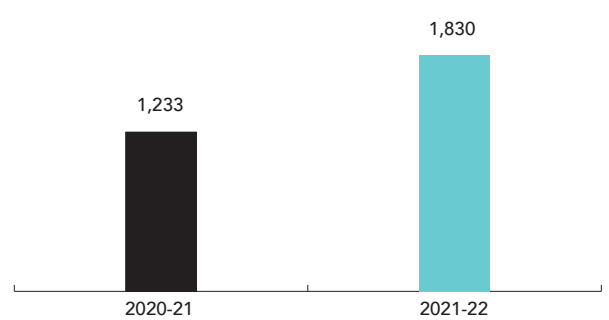
Africa - Specific energy consumption (MJ/MT)



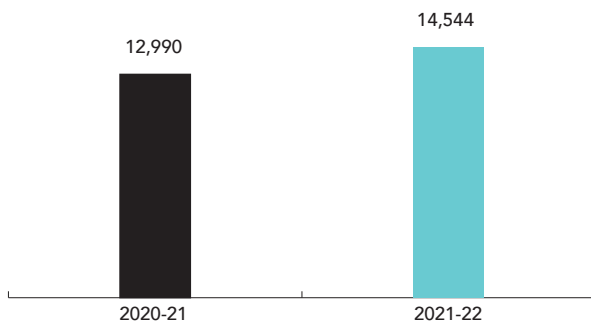
Latin America - Specific energy consumption (MJ/MT)



USA - Specific energy consumption (MJ/MT)



SAARC - Specific energy consumption (MJ/MT)



2. Water

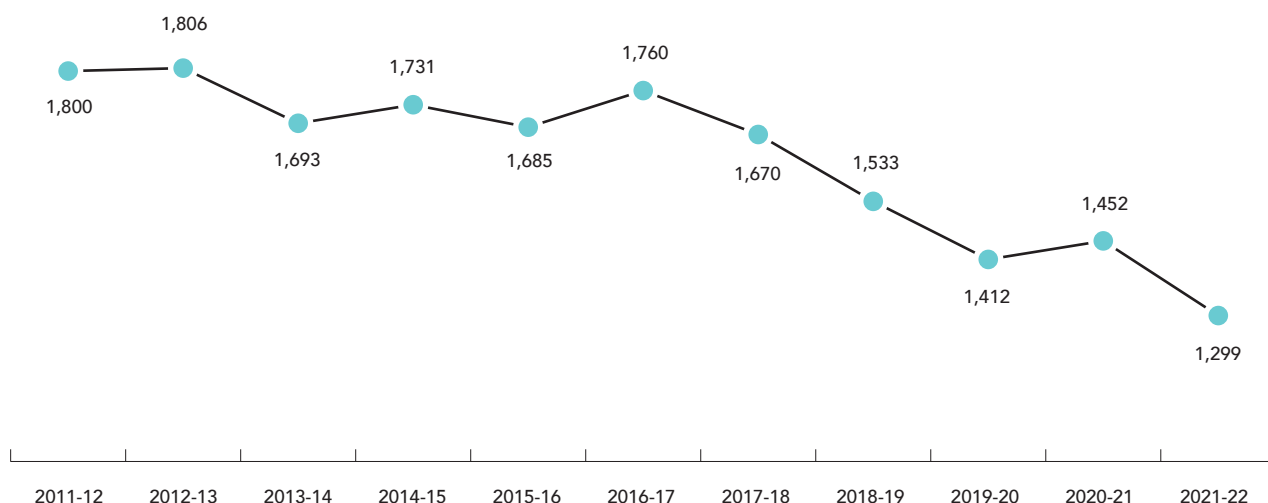
We evaluate and implement innovative projects to reduce our specific water consumption. Our performance is in line with our set targets.

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

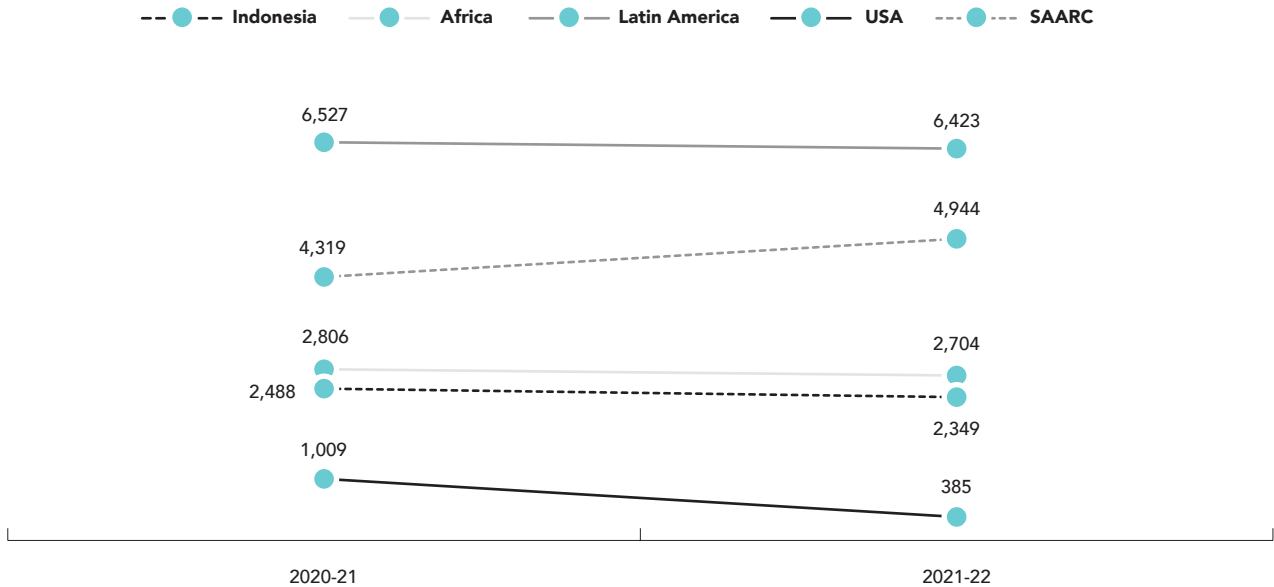
Highlights from fiscal year 2021-22:

- In Indonesia, we reduced chemical usage in the demineralisation water plant with the help of RO. We have diverted the water rejected from RO to be used for plantation and other domestic usages.
- In Argentina, our team developed a new washing system to reduce water consumption during Mespac machine cleaning. This initiative also helped increase our capacity in the main packing line of our operation.
- In Sri Lanka, our water consumption has increased due to manufacturing of new products such as water-based air freshener and shampoo.

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



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



3. Waste

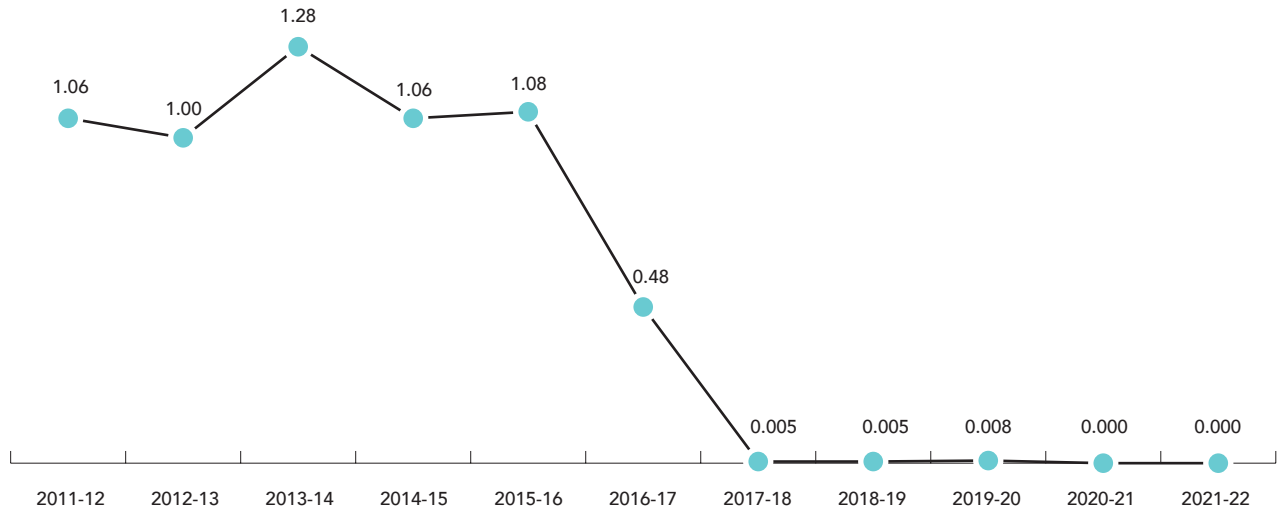
We undertook several initiatives to reduce waste generation and divert waste from landfill. We continue to send ETP sludge from our Malanpur plant to co-processing at a cement plant and have already achieved zero waste to landfill in our India operations.

We are also on track with our EPR commitment. We use approximately 19,500 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 continue to invest in community solid waste management programmes.

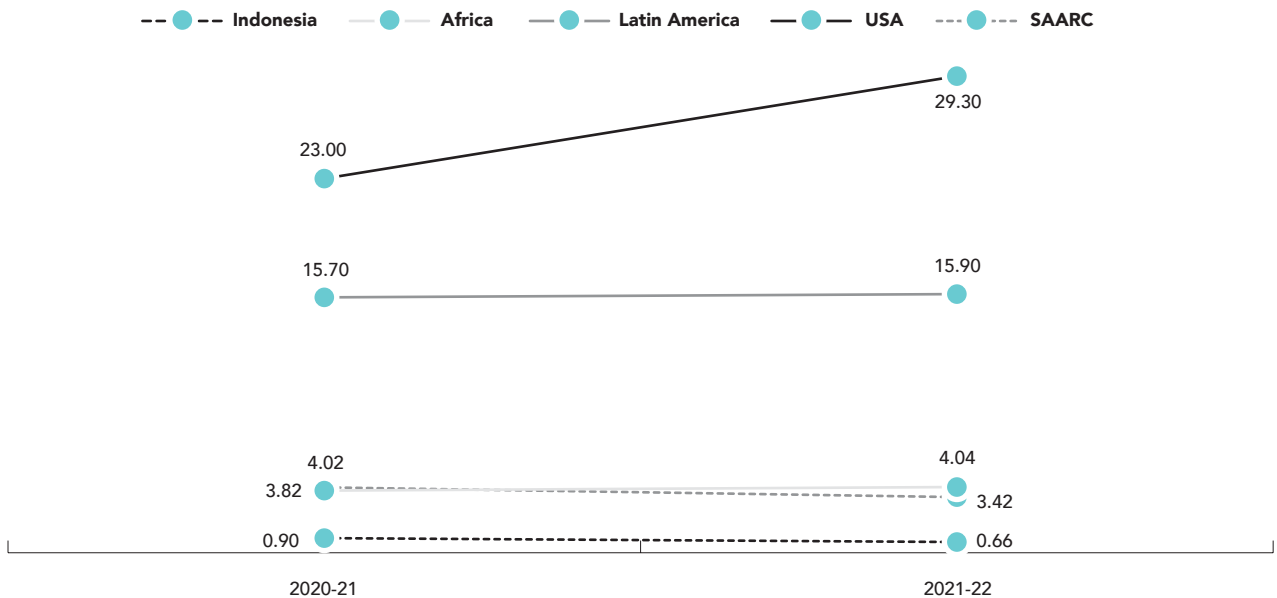
Highlights from fiscal year 2021-22:

- In Chile, we continue to segregate and manage our solid waste. We have destroyed 100% of our hazardous waste with minimal effect. In addition, we have lowered the proportion of hazardous waste, with respect to the total waste generated, from 9% fiscal year 2021 to only 1.65% in fiscal year 2022. We continue to increase the proportion of waste sent for recycling. In fiscal year 2021-22, we recycled paper and cardboard, glass, metals, and other materials that constitute 45% of the total waste generated.
- In Mozambique, we have started diverting waste to recycling.

Specific waste to landfill (kg/MT) - India



Specific waste to landfill (kg/MT) - Global



4. Emission

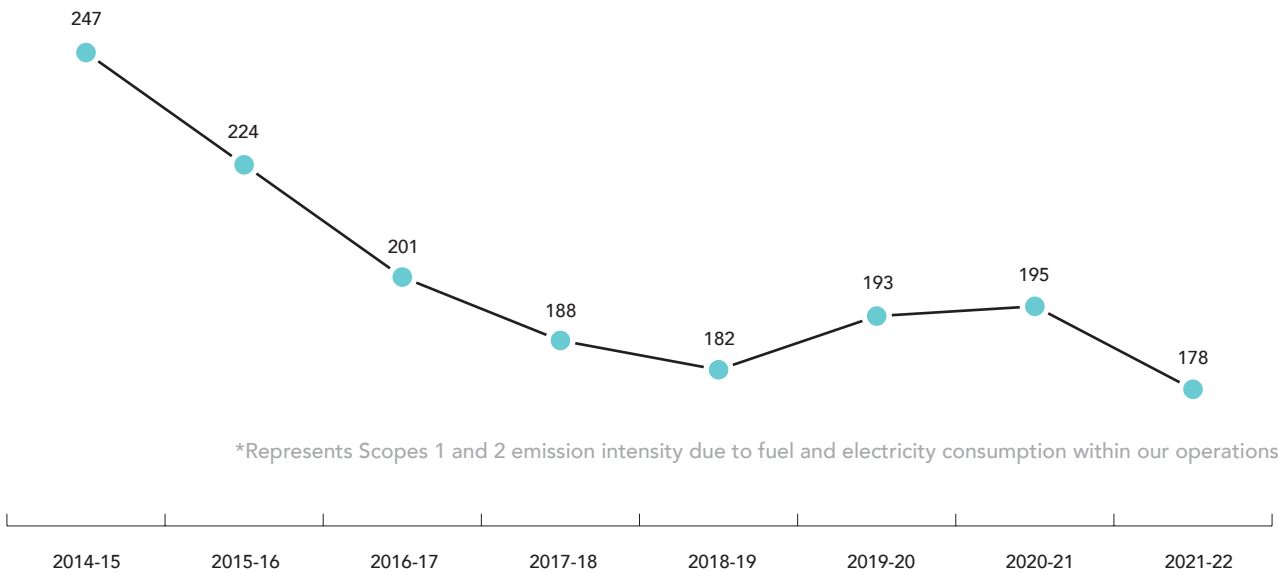
All our manufacturing units have systems in place for monitoring GHG emissions and short-term reduction targets with the long-term aim of achieving Scopes 1 and 2 carbon neutrality. Our initiatives on improving energy mix and reducing specific consumption have helped us reduce our GHG emissions. Some 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. In addition, we continue to invest in community carbon mitigation programmes.

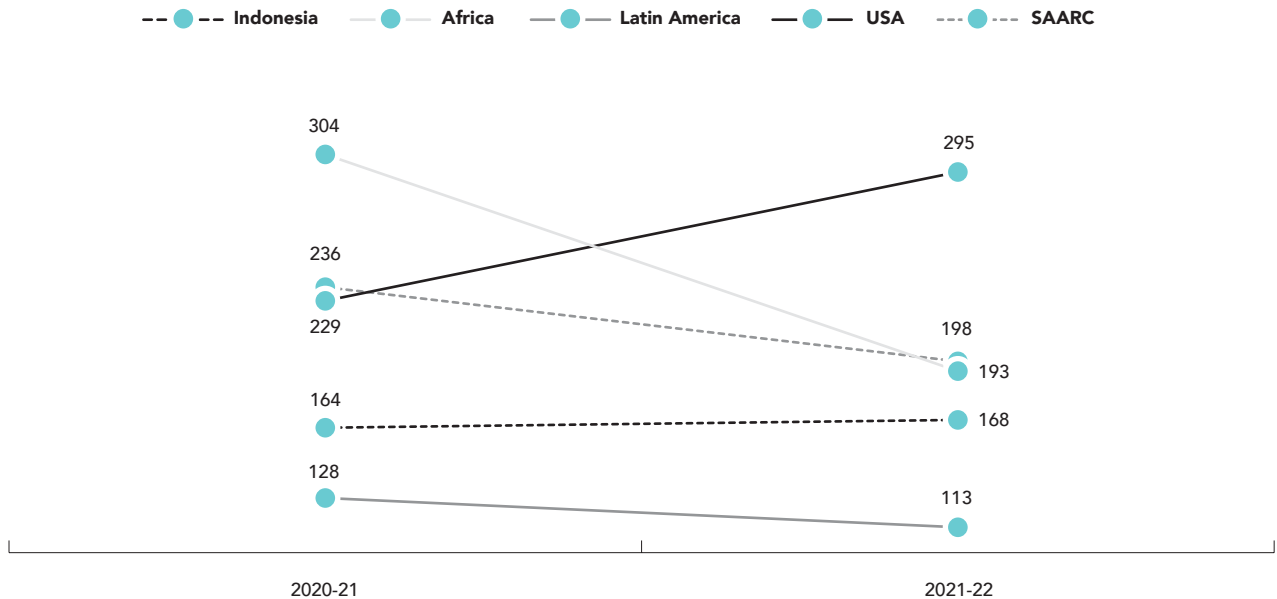
Highlights from fiscal year 2021-22:

- In Ghana, we installed a BOOT model rooftop solar power plant. The solar plant will help reduce the GHG footprint by approximately 126 tonnes of CO₂ equivalent per annum.

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



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



5. Greener products

Besides greening our manufacturing process, we aim to make a third of our products greener than they were in 2020.

We also aim to carry out LCAs for our major products that cover 80% of our revenue by fiscal year 2025-26. Furthermore, we aim to implement the findings of the assessment to manufacture greener products and implement a sustainable framework for all new product developments.

Highlights from fiscal year 2021-22:

- We completed LCA for 5 products—Godrej No.1, Goodknight Gold Flash liquid vapouriser, Godrej Expert Rich Creme, and Godrej Ezee, Goodknight Jumbo Coil—which constitute approximately 50% of India revenue.
- For Goodknight Activ liquid vapouriser, we have started trials using PCR for the bottle and cap.

Innovating sustainable packaging

As an FMCG business, packaging plays an extremely 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 manner. 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.

Strengthening business outcomes

Moving towards green packaging

The need

India generates over 3.4 million tonnes of plastic waste annually, of which only one-fourth is recycled. As an FMCG company, we use close to 20,000 MT of plastic packaging every year. We collect 100% of post-consumer plastic waste as part of our EPR compliance. We also aim to reuse this PCR plastic back in our packaging and replace the virgin plastic we use.

Our aim for this eco-friendly switch is to be cost-effective, ensure the same or superior quality, and that it continues to provide a delightful experience for our consumers.

The solution

We made Goodknight coil poly bags out of 90% PCR plastic for our South Coil units. This is our first successful attempt on a circular economy project. The recycled granules used to make the poly bags are sourced from a solid waste management site in Hyderabad and are processed at a facility that was co-funded by us. We also use them back in our packaging. We successfully implemented the replacement after several trials and detailed assessment.

We have replaced 50% of all our South Coil unit's requirement with this initiative, and aim to replace 600 tonnes of virgin plastic on full-scale implementation.



Our goals and performance

1. Reduce packaging consumption per unit of production by 20% from the base year of fiscal year 2017-18

Approach

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

Performance

- Established a monitoring system to track and implement initiatives to reduce consumption; reduced packaging intensity by 6%

2. Ensured 100% of the packaging material be recyclable, reusable, recoverable, or compostable

Approach

- Upgrade to newer technologies and innovate for alternate packaging materials

Performance

Assessing status of packaging materials

3. Use at least 10% PCR content in plastic packaging (this target will be revised based on the new, more stringent plastic use guidelines)

Approach

- Partner with vendors and enterprises to enable the use of PCR plastic instead of virgin plastic

Performance

- Using 3.5% PCR content in plastic packaging

Highlights from fiscal year 2021-22:

- We made Goodknight coil poly bags out of 90% PCR plastic for our South Coil units. This project is a first of its kind on circular economy in India. The recycled granules used to make the poly bags are sourced from our solid waste management project in Hyderabad. We collect the post-consumer plastic 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 successfully completed the pilot implementation after several trials and detailed assessment. We have replaced 50% of our virgin plastic need for coil poly bag manufacturing in our South Cluster.
- Optimised Godrej Protekt's refill pouch dimensions for the 1.5 litre pack, resulting in annual savings of ₹ 1.8 crore.
- All material and weight-saving sustainable packaging initiatives resulted in an annual plastic saving of 1,706 MT, paper savings of 169 MT, tin savings of 144 MT, and total cost savings of approximately ₹ 25 crore.

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 ways:

- Assist in reducing specific energy and specific water consumption, waste discharge to landfill, and specific CO₂ emissions
- Identify and mitigate ESG concerns
- Help enhance process efficiency, reduce the 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 135 suppliers so far (accounting for around 72% 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 125 vendors with historical scores, 51 vendors showed a positive improvement, however at an overall level, the average scores remained flat. None of the vendors showed any non-compliance on ethical policies. We flagged 1% 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 a part of our new vendor initiation protocol.

In Argentina, we are assessing 14 vendors (accounting for nearly 50% of our purchases), including raw materials suppliers, packaging suppliers, and local material vendors. We have made efforts to execute an online audit of our vendors and have been monitoring their issues and risks.

In Chile, we are assessing 8 vendors (accounting for nearly 27% of our purchases). We are auditing our vendors for sustainability of their process and have been monitoring their issues and risks.

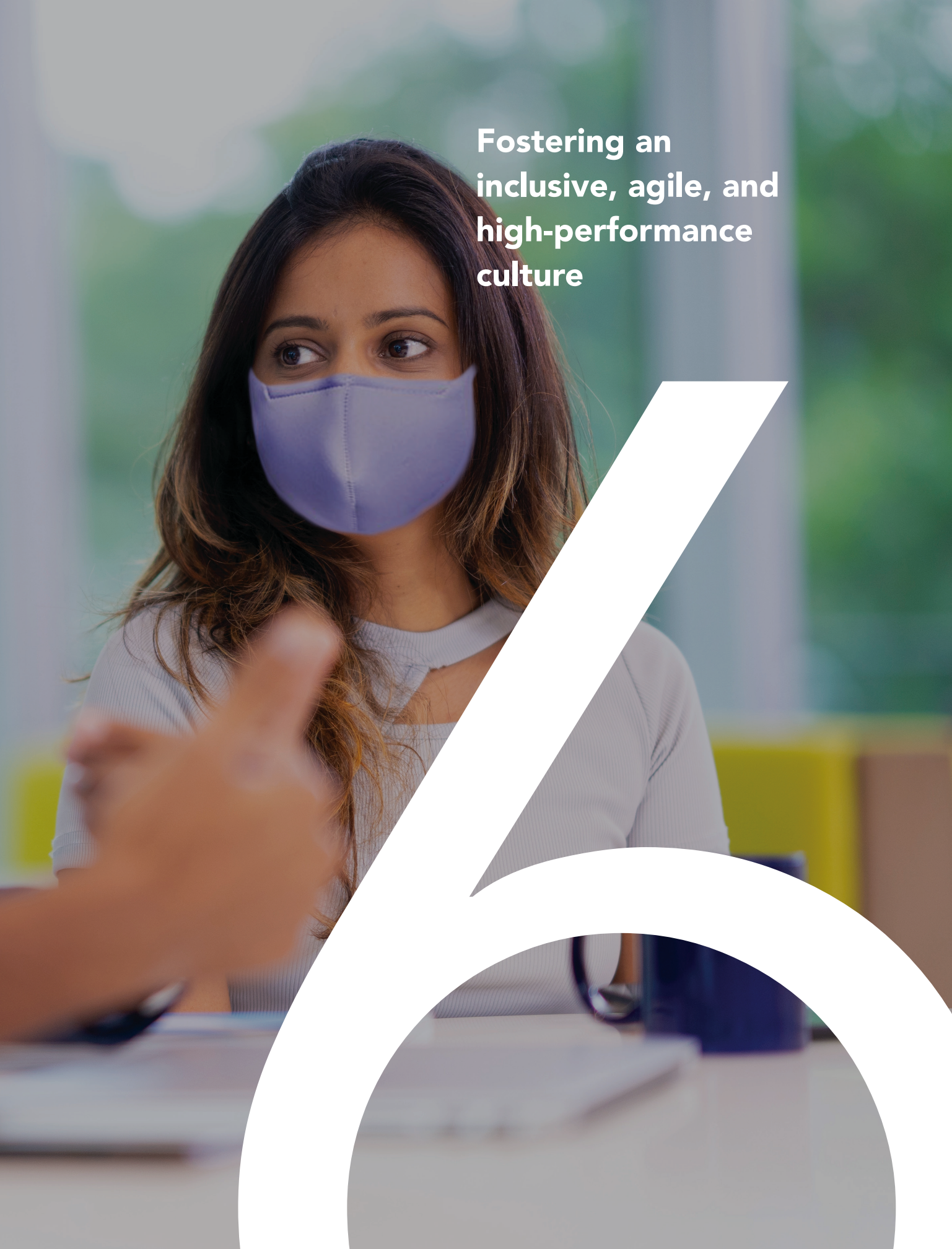
In Indonesia, we continue to work with 18 of our vendors (accounting for 65% of our purchases) to monitor sustainability of their process.



Know more about
our Sustainable
Procurement Policy



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



Strategic Priority

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

Capitals Impacted



Human Capital



Intellectual Capital



Social and Relationship Capital

Risk

- Competitive market conditions and new entrants leading to attrition enablers

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, thereby creating more impactful **Human Capital** and **Intellectual Capital**.

Most of our engagement translates through **Social and Relationship Capital** partnerships and enhanced team member connects, especially in the context of our multi-geography presence.

-
- Over **10,000** direct team members
 - **~34** nationalities
 - Team members from **17** countries
 - **76%** of team members are based outside India
 - Average age of team members (white collar) is **40 years**
 - **26.3%** of white collar and **51.8%** of blue collar team members are women
 - **27%** women are in senior leadership roles (Vice President and above)
 - Helped **1.35 lakh** people get vaccinated against COVID-19 in India
 - Great Place to Work® Institute's (India) Best Workplaces in Manufacturing (2022)
 - Received the 2022 Indonesian Best Employer Brand Award for the third consecutive year
 - Workplace by Facebook helps engage and connect **~3,000** people across geographies

Living the 'Godrej Way'

Culture around the Godrej Way

The Godrej Way, which we call our purpose and values, is the cultural cornerstone that guides our choices and actions. Over the past year, we have done our best to truly embrace and live our distinctive purpose and values. We continue to explore ways to build a more purposeful Godrej for all our stakeholders.

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, we not only encourage them to explore their whole selves but also create an enabling space for them to do so. We are committed to being an equal opportunity employer and have flexible working policies around part-time work, work from home, working hours, employee self-help resources, and professional counselling 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 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 ensure this through a blended learning approach with on-the-job implementation.

Prioritising wellness and safety

Vaccination

We strongly believe that vaccination is the first and most effective line of defence against the COVID-19 pandemic. We consistently ensured that our people (on-roll and off-roll), business partners, their families, household helpers, and our communities, across geographies, have access to vaccination.

We hosted several vaccination drives and engaged in partnerships to ensure access to vaccination for all. We also shared extensive information around vaccination to build more awareness. In India, we helped 1.35 lakh people get vaccinated.

Vaccination drives hosted across
our geographies



Safety

We introduced and enhanced several safety measures across our offices and factories and for our Sales team members on ground. This included extensive sanitisation measures, safety kits and protocol, redesigning floor layouts, and formulating working plans to ensure social distancing measures. In line with local government guidelines, we shifted to remote work for our team members, as and when required.



Sanitation efforts at Godrej One, our headquarters in Mumbai

'Back to Godrej One', our ready-reckoner on hygiene best practices as our people return to the office

Back to Godrej One

Version: January 2022

Toolkit 3

Using face masks

Use a fabric mask (reusable/washable) or a N95 respiratory mask

Do not let it hang loose

Hybrid Meetings

10

Virtual meeting link
For all meetings (less than 10 invitees: MS Teams, more than 10 invitees: Zoom)

Strong Start
Make proper introductions, remote participants to have video on whenever possible

Meeting Buddy
An in-person participant to pay attention to what is being seen/ heard remotely

Remote first philosophy
When seeking input, start with remote participants. Pause regularly for inputs from remote participants.

Toolkit 1

Download Aarogya Setu App

15

Available on the App Store

GET IT ON Google Play

Mandatory to download if you are traveling to Godrej One

Critical step by the Government of India to help us overcome the spread through contact tracing

The app will alert you if you have come in contact with someone who has tested positive for COVID-19

It also has important tips around how you can keep yourself safe and healthy

This will likely become an e-pass for enabling people to move around going forward

Health and medical support

Ensuring health and well-being of our teams has continued to be our key priority. Given the categories we operate in, our business was classified an essential service. We had to keep our manufacturing facilities operational to ensure that our products reach our consumers and markets on time.

Apart from expanding the existing hospitalisation and medical policies for all Godrejites, we introduced additional measures for partners in our extended networks in India, for example:

- Introduced COVID-19 medical insurance and life insurance to our extended workforce, including salesmen on distributor rolls, CFAs, and drivers and computer operators.
- Covered home quarantine expenses, which are not a part of regular hospitalisation policies, for team members in frontline roles in Manufacturing, R&D, and Sales.
- Introduced safety measures around commuting to work.
- Partnered with Apollo, a healthcare service provider, for a 24x7 doctor-on-call service in India, and with Fab Hotels for hotel quarantine facilities in India.

We realised early on that while our central and local teams were doing their best to help our people, given the magnitude of the crisis, especially during the second wave of the pandemic in India, our collective reach and empathy as a company could make a significant difference. Therefore, we set up platforms to leverage our shared network at Godrej.

- A COVID-19 support helpdesk leveraged internal resources and the Godrej networks to help.
- A COVID-19 support group on Workplace by Facebook, our internal social media platform, and Microsoft Teams amplified requests for help and shared resources related to COVID-19 support.
- Godrejites volunteered their time to help with essential medicines and supplies (including the availability of oxygen and plasma), hospital beds, and other support.

Our COVID-19 support group on Workplace by Facebook



Internal communication around vaccination, and partnerships with Apollo Healthcare and Fab Hotels

Mental wellness



Ensuring the well-being of our team members continues to be our key priority. In line with this objective, we have partnered with Inner Hour, a mental health platform, to create an Employee Assistance Programme that offers confidential mental wellness services. Through this service, our team members can avail personalised plans with multiple resources such as self-help, short daily courses, articles, activities, and access to trained therapists.


We have extended 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 leaders 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 when working from home. Enabling and equipping them to navigate the challenges of working from home has been the key objective. We launched a series of initiatives to support them, including regulating work hours, respecting weekends and 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), and importantly, leadership role modelling for all these goals.

Mental wellness webinars held by senior therapists



Take a minute to think about your daily routine...

What are some things you do everyday, without even thinking about it, but just as a habit?
Do you have any habits you wish you could let go of?
Would you like to build healthier habits instead?

Human beings are creatures of habit. Once we have formed a habit, we find it difficult to let go - whether they are good or bad for us.

But while it is difficult, it isn't impossible to break our bad habits, and replace them with good healthier ones instead!

Attend our webinar on:


Building Healthy Habits

Therapist: Ms. Pratishtha Trivedi Mirza


Take Away


- Scientific techniques to build healthy habits
- Methods to challenge thoughts that stop you from forming healthy habits
- Strategies to break free from negative habits


📅 20th Jan 2022, Thursday ⌚ 04:00 PM-05:00PM



+91 20 71171501
 support@theinnerhour.com







As the world deals with the health crisis, many of us have been struggling to sleep through the night.

We either lie awake all night, wake up frequently through the night, or feel tired and cranky despite getting a full night's sleep.

We're here to help you sleep better!

Watch our LIVE WEBINAR and learn how you can develop healthy sleep habits with InnerHour's expert, Ms. Pratishtha Trivedi Mirza.


Attend InnerHour's webinar on

Sleep Strategies for the Pandemic


Watch Ms. Pratishtha Trivedi Mirza discuss:

- Different kinds of sleep concerns
- Causes of sleep disturbance
- Strategies to sleep better


📅 16th July 2021, Friday ⌚ 11:00 AM to 12:00 PM



+91 20 71171501
 support@theinnerhour.com

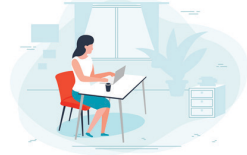


Work from home initiatives launched during the lockdowns



Switch off... weekends are for family
Rejuvenate yourself!

#noweekendmeetings
Maintain the boundaries of work hours



Find the time to 'do'

Address queries, problems and concerns awaiting attention in your inbox

#nomeetingthursdays
9 AM – 2 PM



**STEP AWAY
TAKE A BREAK
EAT YOUR LUNCH!**

#closedforlunch
1PM – 2PM

Occupational health and safety

We continue to focus on inculcating a culture of safety and health and creating an incident-free organisation. We are committed to providing a safe and healthy work environment for the well-being of all our employees and stakeholders. In addition to this, our focus is on investing in world-class safety infrastructure and implementing the best safety systems. Throughout the year, we organised various safety campaigns across all our operations, with our employees across levels actively participating in them.

Fiscal year 2021-22 started with a safety cascade, where we launched a series of cardinal rules around safety and shared our vision and commitment for the year. More than 500 employees across our India and SAARC business pledged for safety improvement. This was followed by the launch of our behaviour-based safety (BBS) programme at one of our factories in Malanpur.

Our Africa manufacturing team led the initiatives from the front and celebrated safety month with the launch of Leadership Attributes for Safety and the Safety GEMBA Walk. Through these initiatives, we have covered more than 30,000 employees.



SAFETY CASCADE

26th April, 2:30 PM – 3:30 PM
MS Teams

AGENDA:

- ❖ Safety vision and commitment
- ❖ Journey so far and way forward
- ❖ Safety Zero Tolerance Policy

Committing to a culture of safety and health at our operations in India

Safety initiatives organised by our Africa team



In the last quarter of fiscal year 2021-22, we celebrated Road and Occupational Safety initiatives, with active participation from all our site teams. We witnessed some of the most innovative communications and awareness initiatives such as safety songs and training material prepared by our teams.

The key highlight of this campaign was the involvement of our leadership team and their continued drive towards ensuring the 'Score Zero' safety vision.

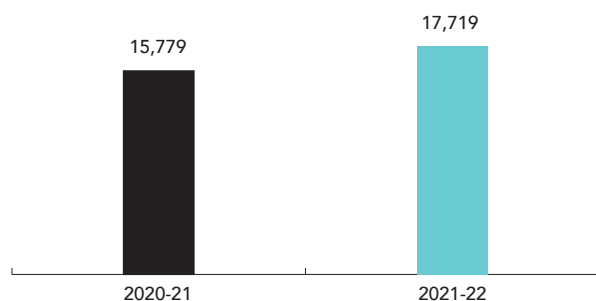
Road and Occupational Safety initiatives organised across all our operations



These initiatives have played a key role in early identification and closure of safety issues.

More importantly, we are seeing improvements in employee involvement at all levels and leading indicator reporting across the company.

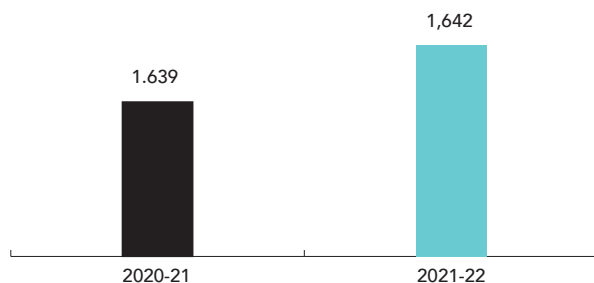
Unsafe act and condition identification



11%
Improvement across GCPL

158%
Improvement in GAUM

Near-miss reporting



27%
Improvement across GCPL

750%
Improvement in GAUM

Leading safety indicators across our offices

Our safety performance was also recognised by various renowned national agencies, and we won 10 external recognitions. Godrej aer's Guwahati plant received the prestigious **National Safety Award** by the Government of India, and the Godrej Maraimalai Nagar unit in Chennai received the 'Bronze' award at the CII EHS Excellence Award 2021.



Our Maraimalai Nagar unit in Chennai received the 'Bronze' award at the CII EHS Excellence Award 2021

Key priorities		FY 20-21	FY 21-22
Number of people trained on safety (employees and contractors)	Global data (except GAUM)	27,552	28,848
	GAUM	54,288	1,15,410
Increase in near-miss reporting	Global data (except GAUM)	19.1%	22%
	GAUM	-67%	750%
Injury rate*	Global data (except GAUM)	2.02	0.56
	GAUM	0.53	1.69
Disabling incidents	Global data (except GAUM)	3	0
	GAUM	0	0
Number of fatalities	Global data (except GAUM)	0	0
	GAUM	1	0
Number of LTIs	Global data (except GAUM)	16	5
	GAUM	8	32

*Injury rate is calculated as per IS 3786: Number of reportable accidents*1,000/Average number of employees

Reason for increase in injury rate in GAUM is as follows:

India & SAARC, Indonesia, and Latin America have shown a reduction of over 60% in injury rate due to significant efforts.

In Africa, this year, we have restructured our safety system and lots of focus is given on safety awareness and reporting.

We have seen good results of our efforts and the number of safety incident reporting is increasing as expected.

We are focusing on Africa in a big way to build a strong safety culture.

Strengthening business outcomes

Use of drones for stack inspection

The need

In an industrial chimney, smoke stack thickness inspection is critical to identify the health and predict any future breakdown of the equipment. However, it's a tedious and risky operation as it requires the setting up of temporary scaffolding up to a height of 35 meters to reach the chimney. There is also the need to shut down operations for 2-3 days and supervise the process continuously. In addition, it's difficult to hire trained workers to perform this job and there's always a risk of mishap.

The solution

We knew that the use of technology could help us in resolving this need safely. Therefore, after exploring several options, we were able to find a vendor that provided drones for this inspection. Using these drones, we've been able to eliminate high risks while continuing to collect more accurate data. As the time for inspection reduced significantly and the physical presence of any person was not required, we didn't need to shut down operations while we carried out the inspection.



Using drones for smoke stack inspection at our industrial chimneys



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 brought by Godrej.

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 collaborations across geographical clusters and function teams through shared accountability and clearly defined ways of working.

Introducing a hybrid work approach

Over the last couple of years, there have been significant shifts underway in the way we work. Many of our team members spent the better part of their time working remotely and reimagining how we run our businesses and collaborate with our teams. As we initiate a return to more full-time work at offices, we have the opportunity to create new ways of hybrid working to make Godrej a more inclusive and agile place to work at.

Going forward, we do not believe there will be a one-size-fits-all approach to how we work because there are some teams and types of work that require people to be together in a physical space, while some other types of work require people to come together at specific moments. Working remotely can offer several benefits, including the flexibility for people to invest more time in their 'whole selves' and improving productivity by allowing them to work in a more focused way. At the same time, there are collaborations and conversations that require in-person interactions for a greater impact.

We are rethinking flexibility around the nature of work by:

- Redefining our current work arrangement models to be more flexible and outcome-focused
- Making our people processes and policies more agile to support these changing work models
- Introducing new ways of working, including how we collaborate and conduct meetings, to make hybrid work models more effective

As a part of these efforts, we intend to introduce new initiatives around flexibility, starting with a hybrid work approach.

Internal communication
around hybrid work

Acing Hybrid Ways of Working (AHWoW)
TLDR – Too Long; Didn't Read

Optimizing Productivity in a Time of Hybrid Work (Video)
By MIT Sloan Management Review
Approx. Time Required: 60 min

3 BEST PRACTICES

- The goal of high productivity in a hybrid environment is influenced by both individual and systemic factors
- Maximizing productivity on individual- and team-level requires high energy, directed focus, goal-orientation and high cooperation
- Optimizing productivity is different for each individual—each individual has personal preferences around managing their time & environment

2 REFLECTION QUESTIONS

- Given your sources of productivity, what context works best for you i.e. what ensures highest possible energy, focus, coordination and cooperation?
- What are 3 boundaries you can set in your home and at office to maximise your productivity?

1 QUOTE

"As we go hybrid, it raises fundamental questions and requires self-reflection about how work gets done, where it gets done, and actually, if it needs to be done at all"

Interested in learning more? [CLICK HERE](#) to read the full article

Questions / Comments / Feedback ?
Write to gaurav.mehta@godrejinds.com & akhila.singha@godrejinds.com

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 an excellent business sense. We take pride in being an equal opportunity employer. We recognise merits and encourage diversity.

We respect human rights of every individual. We do not discriminate on the basis of gender, sexual orientation, gender identity, religion, political opinion, nationality, race, colour, social origin and status, indigenous status, disability, age, or any other personal characteristic or status. We do not tolerate disrespectful or inappropriate behaviours, harassments, intimidation or unfair treatment, or retaliation of any kind.

We hosted Towards Inclusive Leadership, an exclusive programme for our senior leaders

Diversity and Inclusion Council

Our Diversity and Inclusion Council, comprising business leaders and senior team members, anchors and drives conversations around different dimensions of diversity.

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 are extremely focused on building a diverse talent pool, enabling local, ethnic hiring for all open positions across roles and designations.

Building senior leader sponsorship

Towards Inclusive Leadership is an exclusive programme we hosted for some of our most senior team members (for example: CEOs, CHROs, CXOs). Through this, we aimed to make them more mindful of the power that resides with them as change agents and inspire them to find ways of using that power to further diversity, equity, and inclusion (DEI) in their teams and serve as better allies to women, persons with disabilities, LGBTQIA+, and other dimensions of diversity.

The programme had two core elements: (1) Diversity perspectives from the corporate world and (2) A deeper empathy journey. Hosted across 6 months, we have had a mix of conversations and sharing sessions with DEI experts and practitioners. This has served as an incredible learning experience for our leaders, who are now building on their reflections from this journey and translating it into bold bets in their businesses.



Employee resource group for women in sales

'Manch', our first women-only employee resource group in India, is built on peer-to-peer networking and senior leadership support. Through this group, we are building trusted professional and personal relationships to share ideas and learn and co-create tangible solutions to challenges faced by women in sales. The team focused on two big areas this year: building awareness around menstrual wellness and networking.

Menstrual wellness for women in field sales roles

We believe in fostering a culture of trust, respect, and acceptance. Through our conversations regarding different needs of men and women, we identified the need for women to be able to take time off from travel or work during menstruation. This need was more pronounced for women in field roles, where the exertion of outdoor work, coupled with limited or no access to clean and hygienic washrooms, causes extreme discomfort.

To support our women team members, we have introduced the following concepts:

- Encouraging women to make use of our Unlimited Sick Leave Policy, whenever required
- Availing 'work from home' options in field sales roles
- Improving the existing infrastructure like the availability of clean washrooms at our major distributor points.

Our Sales Leadership Team also hosted sensitisation workshops on menstruation-linked challenges faced by women in field sales roles.

Networking

Through the year, we organised a series of virtual networking events with women leaders from across the FMCG sector. We believe that this sharing of experiences will inspire our young managers to share and build their own networks.



"Success is not final, failure is not fatal. It is the courage to continue that counts"

A woman who "has it all" by being a mother, a singer and a successful woman in the corporate world.

17 December, 5PM – 6PM on
vivo **LIVE**
Link to be shared soon

GEETHA RADHAKRISHNAN
Director - Customer Marketing & Sales Strategy, Indian Beverages
PepsiCo



Lifting Up the Next Generation Women

As a woman it's important we learn the art of negotiation workplace for personal & professional success

18 October, 5PM – 6 PM on

GARIMA DIKSHIT
Head - E Commerce & Modern Trade
Mondelez India Food

Networking series organised for our women team members

Women and leadership

As a result of our efforts to foster a holistic, supportive workplace for women, the representation of women managers and senior leadership (Vice President and above) has increased to approximately 28% and 23%, respectively.

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 1 year of age, for necessary work-related travel.

To help build a culture of inclusion among senior leaders and managers, we organised 'Winning with Empathy', a conversational- and reflection-based workshop on unconscious biases. Through the workshop, we focused on bringing unconscious biases among team managers to the surface, building the emotional intelligence of our people managers, and creating an inclusion framework for managers.

LGBTQIA+ inclusion

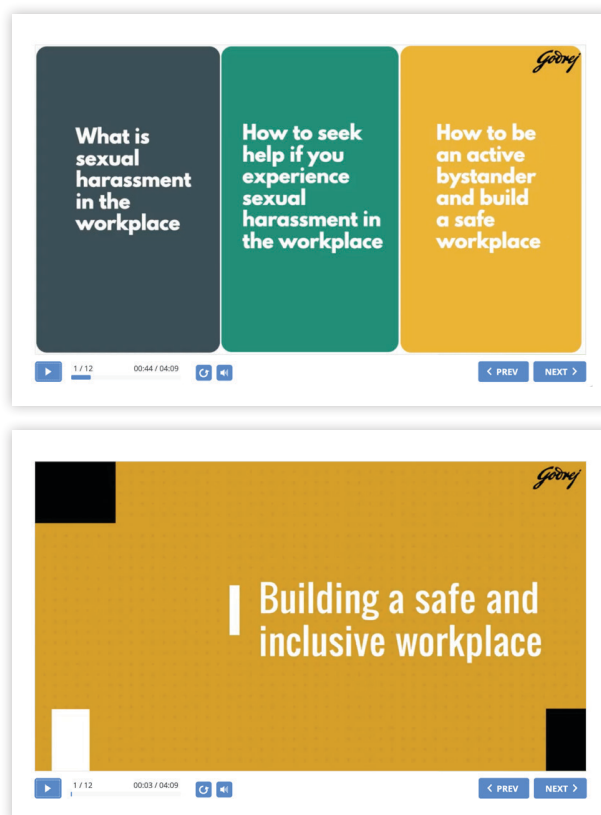
Our well-defined Equal Opportunity Policy and a Gender-neutral Anti-harassment Policy protect the rights of our lesbian, gay, bisexual, transgender, queer, and intersex team members. We have extended medical benefits, such as hospitalisation cover, to domestic partners of Godrejites. We offer a choice 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 LGBTQIA+ team members. As the first step, we have set up 2 gender-neutral washrooms at our headquarters, Godrej One, in Mumbai. The Godrej Group was also one 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 programme, we aimed to highlight the position and circumstances of trans people in the Indian society and the steps corporate India can take to improve them.

Prevention of sexual harassment

At Godrej, we are deeply committed towards enabling a safe and inclusive workspace for all our team members, and by extension, for our customers, clients, partners, visitors, and other members of our communities and ecosystem, who interact with us. We recently reviewed and strengthened our policy and processes around the prohibition, prevention, and redressal of sexual harassment, in each of the countries where we operate. We have also introduced an online platform for redressal to ensure stronger governance.

We continue to build awareness through specially designed, compulsory trainings for our Redressal Committee members and all Godrejites at regular intervals.



Our anti-sexual harassment training module focuses on building awareness around sexual harassment at the workplace

Enabling bespoke learning

As we stepped into the second year of the pandemic and with reimagined ways of working and learning, our philosophy of continuous learning has become more robust. This year, we merged our e-learning solutions with in-house training programmes, enabling a blended learning approach that benefited several of our key employee groups.

E-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 50% of our people through various learning initiatives centred around knowledge gained through adoption of these platforms.

With a vast library of well-structured courses across various domains, Udemy was a popular learning platform. Nearly 1,000 unique learners signed up for several courses related to both functional and behavioural areas. We also introduced courses for our blended learning initiatives.

We leveraged Coursera and EdX 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 of our team members honed critical capabilities in areas such as digital marketing, project management, and strategic thinking.

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 programme is highly engaging and allows participants to think from the lens of a business leader.

My Learning Space

The platform houses 500 courses on the Godrej Capability Factors. We organised several group-focused campaigns to promote online courses and witnessed more than 490 enrolments through the year. Functions like HR, logistics, manufacturing, procurement, sales, and sourcing had focused learning campaigns relevant to their areas of work. We used available data to identify areas of improvement and recommend courses.

SAP MIT Digital Library


As a step towards offering best-in-class learning solutions coupled with a seamless user experience, we partnered with the SAP MIT Digital Library to offer curated employee learning resources on leadership and digital transformation. In total, 200 Godrejites across various functions, levels, and geographies had access to a range of learning resources related to formats such as articles, courses, videos, e-books, and audiobooks.

The courses on leadership are curated by the MIT Sloan Management Review. Learning resources on digital transformation have been designed by thought leaders, with a focus on digital as a mindset and business strategy, and cover new-age digital technologies such as big data, analytics, artificial intelligence, and machine learning.

Learning through simulations

Venturing beyond traditional solutions for e-learning, we partnered with Knolskape to introduce learning through simulations. This is being used in conjunction with existing training programmes and learning interventions to build on key concepts in an engaging and meaningful manner. The gamification of learning brings us a step closer to realising the true potential of non-conventional modes of digital learning.

Encouraging team members to sign up for online learning




ONE DAY or DAY ONE

YOU DECIDE!

Choose from a library of 1500, high-quality courses on **Coursera, EdX and Udemy**

Write to us with your choice of course to enroll

Online courses to foster remote working



ACE WORKING REMOTELY

HERE'S TWO COURSES THAT CAN HELP YOU LEARN HOW TO MANAGE REMOTE TEAMS & DRIVE PRODUCTIVITY

[View this at full-length on your laptop](#)
[Click on the course to browse more details](#)

Role transition programmes

Our transition programmes followed a blended learning approach, with learners completing a self-paced course, followed by group-based learning sessions. We hosted 2 transition programmes this year.

Discover

A 6-month blended learning programme for people transitioning to the role of General Manager, focused on building critical capabilities and equipping people with the necessary tools to help them in their new roles.

Evolve

We designed this programme to manage the transition of people to managerial roles, with a focus on building critical capabilities around the Godrej Capability Factors of Acting Strategically, Leading Teams, Influencing, and Emotional and Social Awareness.

Leading Teams for Impact

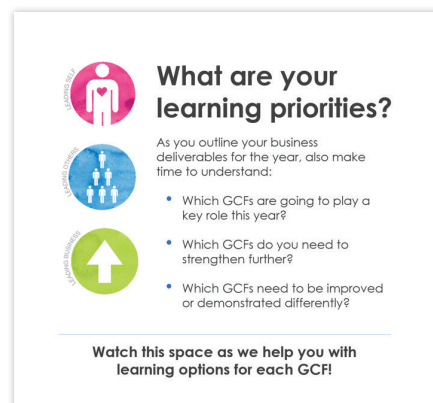
We designed and delivered this customised people management programme virtually, with a focus on key aspects of effective leadership. The sessions were run in 6 segments, with each focusing on a particular skill and leveraging a mix of technological platforms and brainstorming tools, interactive tools, and learner engagement platforms. It was hosted for people managers across different levels, covering nearly 70 managers, and customised to the scope and complexity of each level.

Leading Teams for Impact is our customised people management programme designed to build leadership skills



Focused capability development initiatives

To bolster our learning efforts, we also organised training workshops via video calls by partnering with external vendors and facilitators. Internal training programmes facilitated by the Learning and Development team allowed for increased customisation of instructional design and learning interventions.



What are your learning priorities?

As you outline your business deliverables for the year, also make time to understand:

- Which GCFs are going to play a key role this year?
- Which GCFs do you need to strengthen further?
- Which GCFs need to be improved or demonstrated differently?

Watch this space as we help you with learning options for each GCF!

Online courses around the
Godrej Capability Factors

Negotiation skills

15 of our key supply chain team members, who negotiate deals for the company with our vendors and partners, participated in a 4-day workshop on negotiation skills training.

Mastering finance for business decisions

To further build their financial acumen and P&L understanding, 14 mid-managerial sales leaders participated in a 3-month learning journey that comprised online modules, case studies, and a 1-day in-person workshop.

Building brand mastery

Approximately 110 team members from our marketing and allied teams all across the globe participated in virtual training workshops of several hours to further craft their understanding on building brands and creating a lasting legacy.

Accelerate

Focused on building crucial capabilities for data-based decision-making and leading teams of sales managers, Accelerate is a blended learning journey that is anchored internally and comprises online simulations, virtual workshops, and projects. About 33 managers participated in Accelerate this year.

Train the trainer

Thirty of our quality control team members were trained in skills of content design and facilitation for use in quality control-related workshops across various plant locations in the country.

Building women leaders

Accel is a specially crafted 9-month development opportunity for women leaders across Godrej Industries. It is designed to sharpen women's to their ability to deliver value across all the Godrej Capability Factors through a journey of holistic development: a mix of masterclasses and one-on-one coaching with industry-leading faculty, mentoring by Godrej Leadership Forum members, and self-paced online learning content.

It allowed the participants to deeply understand the capabilities required for the next leadership level and learn to action the change through capstone projects. It was a significant opportunity for them to build strong networks with peers across the Group.



Accel is our exclusive cohort for women leaders across Godrej Industries

Strengthening business outcomes

Enabling a culture of self-paced learning

The need

As we stepped into the second year of the pandemic, ways of working and learning were reconceptualised. It became crucial to strengthen our philosophy of continuous learning. There was a transition from working from home to a hybrid mode of working, which put a strain on employees' bandwidth to learn, in turn forcing us to redirect our conventional learning campaigns to become more learner-friendly.

The solution

Our goal was to ensure that a majority of people in the organisation—across levels and functions—benefited from learning initiatives. We planned to drive this goal with specific e-learning campaigns and tools.

A holistic learning needs approach was adopted through the following four levers:

1. Functional

Courses specific to each function were evaluated and campaigns were launched by the Head of each function to highlight the importance of functional training. Some of these campaigns were as follows:

- a. Learning marathon: An e-learning competition among the 4 manufacturing clusters across months, with recognition given to the winners
- b. R&D learning hub: A 2-month long e-learning campaign with specific courses given to R&D employees according to their learning needs
- c. Other functional learning campaigns: e-learning courses from various platforms were assigned to employees from Supply chain, Sales, and HR functions

2. Behavioural

The need of honing behavioural skills around the work environment prompted us to launch the following campaigns:

- a. GCF campaign: A 3-month long campaign to provide 6 MOOC courses on the Godrej Capability Factors
- b. Simulation modules: With a focus on building skills such as leading teams, influencing etc., participants of our virtual workshops were provided simulation licences that bolstered learning

3. Technical

We recognised the importance of enhancing on our employees' technical skills, and so we launched:

Learning Spotlight: We highlighted specific learning areas each week (MS Excel, MS PowerPoint) and selected the best available technical course across all MOOC platforms. At the end of each course, learners also earned credits.

4. Topical

The shift in working was a cue to introduce courses that made living in the new normal easier:

- a. Remote working: Courses related to working from home and the skills needed to manage remote work and team management.
- b. Mental health and well-being: A month-long campaign releasing courses that emphasised wellness, mental health, and promoted a healthy work culture.

Through these learning courses, our team members learned several skills which were applicable in their daily life as well as work areas and, as a result, they were able to find a good balance between work and training.

Leveraging digital to engage meaningfully

Authentic conversations

Our senior leadership team engages through different platforms, including town halls and one-on-one conversations. We made a shift and continued to move from static point in-time conversations and surveys to a culture of continuous listening, with an aim to understand 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.

We continue to leverage Amber, a chat bot, to interact with team members across geographies. Currently, 1,800 people are being reached out to via Amber. Through this platform, 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.

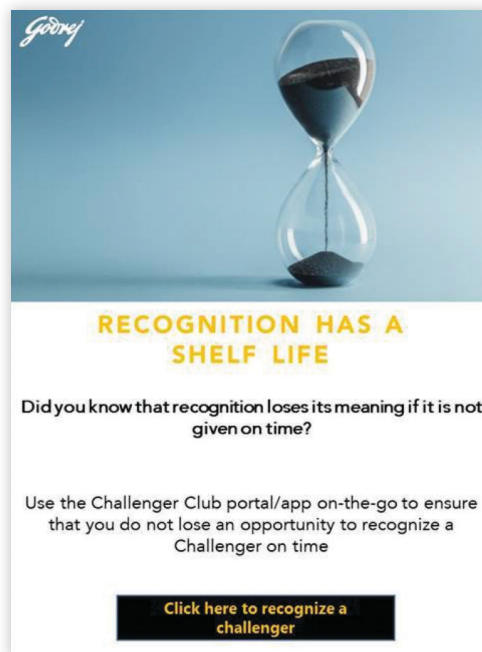
Leadership connects

COVID-19 lockdowns encouraged our leadership teams to reimagine new ways to connect. As lockdowns eased, our leadership teams gradually resumed market visits and spent time with our Sales and Manufacturing teams. Our on-ground teams, including our suppliers and partners, have been our true heroes throughout the pandemic, serving our consumers and communities through some of the toughest lockdowns.

Our leadership engaging and connecting with teams on ground



As the lines between work and home blurred due to lockdowns and employees continued working from home, we introduced initiatives to promote work-life balance. Initiatives such as 'No meeting Thursday mornings', one day off a month, and 'No weekend working' were all aimed at enabling employees to find the right balance. As a part of our recognition programme, we also ran 'Thank you Thursdays' to ensure that appreciation does not take a backseat in the virtual world and our employees continue to stay motivated.



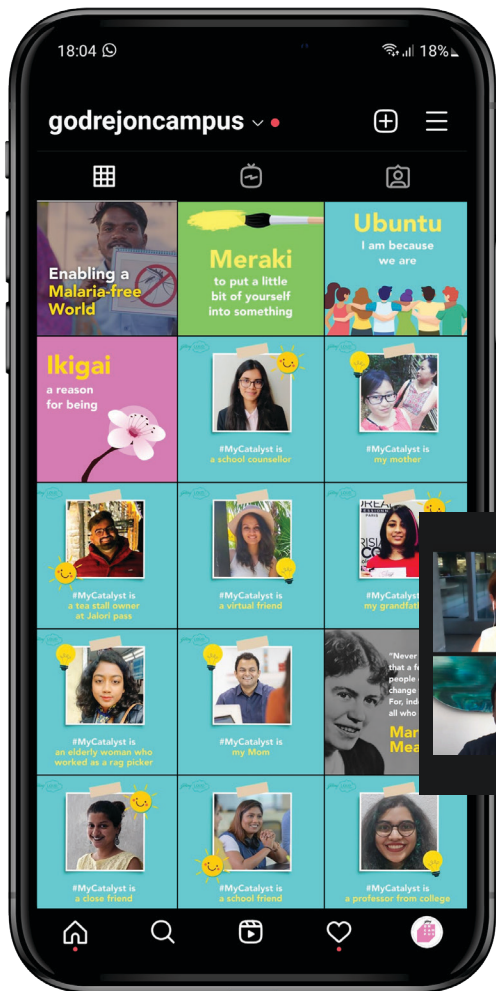
Appreciating our team members through the 'Thank you Thursdays' initiative

Leveraging technology to connect

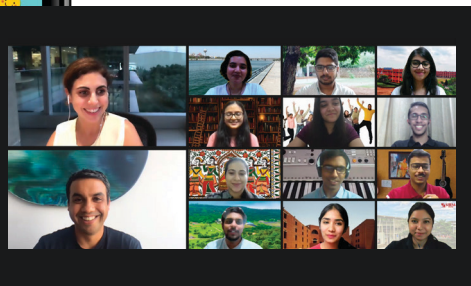
Our business heads regularly engage through town halls at our offices and one-on-one conversations. However, this year, due to the global lockdowns, we had to completely relook at how we connect.

We continued to conduct 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 that we covered this year were: mental wellness, dealing with grief during COVID-19, and working from home.



Watch the highlights of
a very special edition of
Godrej LOUD 2021



Innovative approach to recruitment

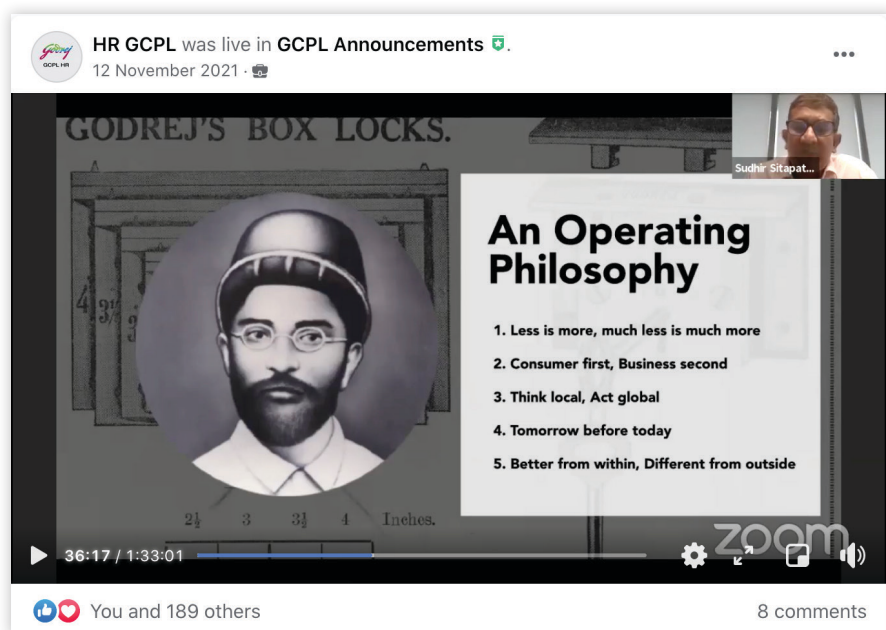
We continue to build an engaging, inclusive employer brand on business school campuses. In line with reflections from the previous year, we recrafted Godrej LOUD (Live Out Ur Dream), our engagement platform, as a immersive experience around various touchpoints. The all-digital format allowed us to engage closely with 5,500 students from 16 business schools for over 40 days.

Through our conversations, we encouraged these young people to reflect on their personal purpose and values and the kind of change they can drive in our world. The conversations were driven by the belief that purposeful, determined young people can grow into the future leaders at Godrej.

Connecting with our global teams

Workplace by Facebook is our in-house social media and engagement platform that helps us stay connected with our teams globally. This year, we had 56% active users and 12.6% engaged users.

Engaging with
our global teams
through town halls



Recognising and celebrating high performance

The Godrej Way Awards

To recognise people for behaviours in line with our values—Trust, Be Bold, Show Respect, Own It, Be Humble, and Create Delight—we organise the Godrej Way Awards every quarter.

Superstar Awards

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

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, namely (1) Overcoming fear, (2) Possibility thinking, (3) Hyper agile execution, (4) Leading from the front, and (5) Thriving in beautiful constraints. This programme helped us set the tone for the year and ensure a clear sense of direction within teams. We also launched the Challenger Club Spot Recognition, as a part of this programme, to recognise employees displaying these challenger behaviours.

The Godrej Awards 2022

The Godrej Awards, organised across the Godrej Group, is dedicated to recognising outstanding performers. After 2 years of the pandemic, we brought back our in-person celebration and facilitated our winning team members at a special event at our headquarters Godrej One in Mumbai.

Recognising talent and performance
at the Godrej Awards 2022



The Godrej Leadership Forum

The Godrej Leadership Forum is our annual leadership conclave that brings together senior leaders from across Godrej businesses for a day of learning, sharing, and reflections.

Themed around 'Back to the Future', this was our first in-person GLF since 2019 where our leaders came together to not only reflect on the year that was, but also collectively reinforce our ambitions for the future, including our commitment towards becoming more sustainable and inclusive.

The Godrej Leadership Forum is our annual conclave that brings together senior leaders from across the Godrej Group for a day of learning, sharing, and reflection



Volunteering, the socially distanced way

For the second consecutive year, we conducted our annual Godrej Global Volunteering Week online. Our week-long initiative encouraged teams across Godrej to participate in small, sustainable living tasks that could be performed from anywhere and at any time.

Being among the best companies to work for

We have been among the best companies to work for. We were recognised on Great Place to Work® Institute's (India) Best Workplaces in Manufacturing (2022) for creating a high-trust, high-performance culture. Our Godrej Indonesia business was awarded the 2022 Indonesian Best Employer Brand Award by the Employer Branding Institute, World HRD Congress, for the third consecutive year.



Godrej Indonesia won the 2022
Indonesian Best Employer Brand Award

Human rights in the workplace

GCPL is committed to ensuring that human rights are core to our vision of helping build a more equitable, inclusive, and greener world. Our respect for and commitment to human rights is central to our values. We believe our primary human rights responsibilities are to our employees, the communities where we operate in, our suppliers and business partners, and customers and consumers. Our commitment to human rights are reflected in our Human Rights Policy; Sustainable Supply Chain Policy; Anti-sexual Harassment Policy; and Code of Conduct for Employees, Senior Managers, and Directors, all of which are available on our website. We adopted the Human Rights Policy in 2017, and have since then focused on the following aspects:

- Ensuring that all new recruits certify that they understand and accept the GCPL Code of Conduct, which includes our human rights commitment.
- Conducting a self-assessment across our plants and locations in India to ensure compliance with the policy.
- Conducting a self-assessment across our plants and location in our GAUM cluster covering 7 countries.
- Our Sustainable Supply Chain Policy focuses on responsible conduct with all stakeholders and ensures employee health and safety, local community development, business integrity and ethics, and human rights. In India, we have conducted third-party audits comprising 135 suppliers thus far (accounting for around 72% of our procurement spends), and none of our suppliers were non-compliant. Please refer to the Making our supply chain best-in-class section.

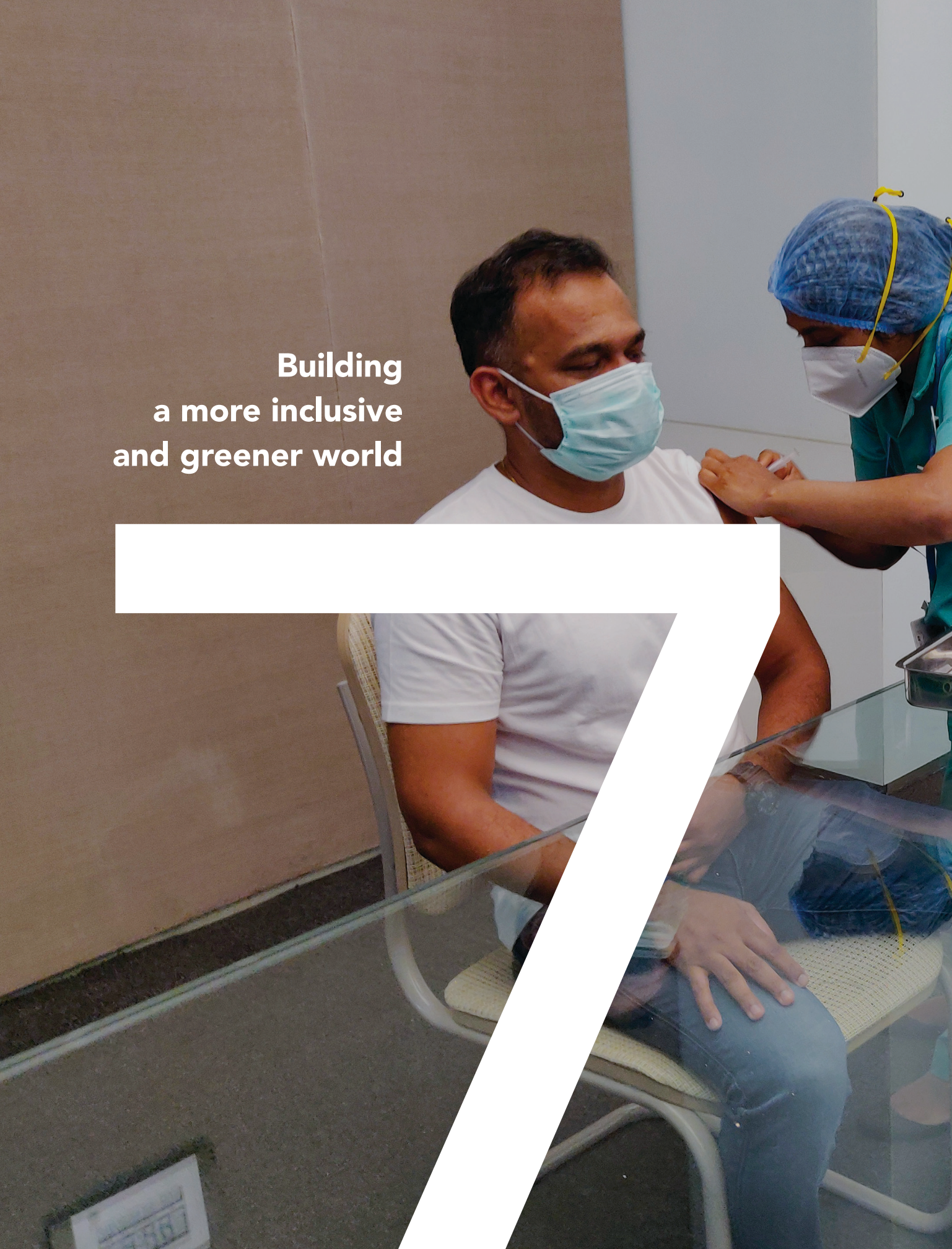
Going forward, we aim to work on some of our salient human rights with the support of our stakeholders. In fiscal year 2022-23, we commit to:

1. Carrying out self-assessments to identify and resolve critical issues across our remaining clusters
2. Articulate our ambition to work on select salient aspects from stakeholders by 2030
3. Create 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

Capitals Impacted



Intellectual Capital



Manufactured Capital



Human Capital



Natural Capital



Social and Relationship Capital

Risks

- Disruptions due to outbreaks of infectious diseases
- Regulatory compliance
- Social licence to operate
- Community unrest

Material Issues Impacted

- Building inclusive and prosperous communities

Enablers

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

Key Focus Areas

- Establishing COVID-19 recovery initiatives to revive livelihoods and spread COVID-19 vaccination awareness
- Ensuring judicious use of natural resources
- Enhancing employability of beauty professionals
- Protecting people from vector-borne diseases
- Enabling sustainable communities
- Fostering volunteerism

Value Created

We channelled one-third of our resources to support livelihood recovery from the pandemic for nano and micro entrepreneurs and communities working in the informal sector. We also took on the responsibility of vaccination awareness drives that helped reach out to low-income and underserved communities around our manufacturing locations, offices, and warehouses. This directly impacted our **Social** and **Relationship Capital**.

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

We continued to focus on and invest in social programmes that align with our CSR and sustainability goals. We continued 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% 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.

The Godrej Udayachal school focuses on the holistic development of its students

Education

The Godrej Udayachal pre-primary and primary schools focus on the all-round development of children. The Udayachal high school has been accredited with the International School Award in recognition 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 2 years to full-time teaching in under-resourced schools and become lifelong leaders working towards the pursuit of equity in education. In fiscal year 2021-22, the movement covered 250 under-resourced schools in India, with over 900 fellows impacting over 28,000 children. Teach For India has a strong network of over 6,200 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.

We own and care for 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 2025 that aims to create a more inclusive, equitable, and greener world. As a part of this, we will work with over 33 million people in the regions where we operate.

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.

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 2021-22, we continued to support COVID-19 recovery programmes for livelihood revival and added vaccination awareness drives.



COVID-19 recovery initiatives to revive livelihoods and COVID-19 vaccination awareness

- Ensuring food relief to the most vulnerable communities during the second wave in India
- Supporting livelihood recovery and revival programmes
- Raising vaccination awareness among the most vulnerable people in our ecosystem
- Enabling economic relief by enabling unlocking of government entitlements for underserved communities around our manufacturing plants, offices, and warehouses



Ensuring judicious use of natural resources

- Green projects to conserve energy, water, and materials and improve environmental sustainability at our manufacturing plants
- Sustainable supply chain initiatives
- Product sustainability through LCAs
- EPR compliance and exploring circular economy
- Innovation for sustainable packaging



Enhancing employability of beauty professionals

- Building resilience and providing support to micro and nano beauty entrepreneurs
- Enabling economic empowerment



Protecting people from vector-borne diseases

- Through our Elimination of Mosquito Borne Endemic Diseases (EMBED) project, we support the Government's initiatives to eradicate mosquito-borne diseases
- Strengthen public healthcare systems in 3 states of India



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. COVID-19 recovery initiatives to revive livelihoods and COVID-19 vaccination awareness

The impact of COVID-19 has been felt as a public health crisis of unprecedented proportions. It is also a long-term economic disaster impacting the lives and livelihoods of billions of people worldwide. Even when vaccinations began, people from low-income and underserved communities were left behind. In emerging markets where GCPL operates, this is further complicated by pre-existing inequalities.

Livelihood recovery and revival programmes

We provided need-based food relief kits to the most vulnerable in the geographies of key interest, such as around our manufacturing units, offices, and warehousing facilities. Furthermore, we provided support such as livelihood recovery training, access to returnable grants, training on business recovery, and handholding nano and micro entrepreneurs to ensure they were able to successfully emerge from the second and third COVID-19 waves in India.

Responding to the need of the most vulnerable communities such as informal sector workers, domestic help, and other such communities, we provided 6,365 food kits to people across Goa, Gujarat, Jammu & Kashmir, Karnataka, Kerala, Maharashtra, Rajasthan, Uttar Pradesh, Uttarakhand, and West Bengal. Moreover, we donated medical equipment (such as ventilators, oxygen concentrators, hospital beds, and intensive-care-unit monitors) and consumables worth ₹2.5 crore to 20 hospitals in key locations for GCPL pan-India. Finally, 4.94 lakh units of masks, sanitisers, and soaps were distributed during the second wave to frontline workers and the most vulnerable communities.



Donating food supplies among local communities in India

In Kolkata and Guwahati, we provided livelihood recovery training and support to 7,166 street vendors—one of the most vulnerable and at-risk occupation groups within the informal sector workers. We trained them on health, hygiene, safe product handling, proper waste disposal, business and financial literacy, and digital payment methods. We also raised awareness on various social entitlements and social protection schemes available to them, and over 1,600 people applied for various schemes and entitlements.

In Thane and Palghar, we mobilised 90 entrepreneurs to establish micro enterprises in rural areas that will positively impact over 600 people and help them set up market platforms. The project has a special focus on women and returned migrant worker-led enterprises. We developed 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 (urban India) and sellers (from rural India), leading to responsible consumption and production. Close to 75% of the entrepreneurs are active, and we are enabling their access to finance and government schemes.

In Baddi, Jammu, Pune, and Lucknow, we helped provide formal sector jobs to 3,353 out-of-work adults and enabled 1,575 adolescents to stay in school. We placed 3,228 people in the formal sector with an average salary of ₹11,367. We engaged with adolescents and provided learning opportunities, enhancing their life skills, and building their resilience



We provided relief packages and hygiene essentials to people from vulnerable communities



We donated critical medical equipment to hospitals across India



Enabling access to entitlements

National and state governments have announced various welfare schemes for those who have been hit the hardest by the pandemic, and we are working with our non-profit partners to unlock these funds.

In Mumbai, we provided support to 4,993 individuals to get government identity documents (IDs) and avail access to entitlements. This has unlocked over ₹34 lakhs for the people and their families.

In Malanpur, we set 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 identified individuals and capacitated, trained, and handheld them to avail entitlements. We helped submit over 700 applications, which unlocked close to ₹1.3 lakhs in provident fund claims, savings of ₹2.5 lakhs, and insurance cover of ₹2.45 crore.

Raising vaccination awareness

As vaccines are our best bet to fight COVID-19, we started vaccination awareness drives in communities around several of our manufacturing plants and warehousing facilities across 6 states of India.

In Andhra Pradesh, Karnataka, Puducherry, Telangana, Tamil Nadu, and Assam, we partnered with NGOs and local government healthcare workers to raise awareness and enable door-to-door vaccination services to low-income and underserved communities that have so far been left out. We have reached out to over 1,05,000 people and helped them get vaccinated.

Building vaccine awareness among underserved and vulnerable communities



Strengthening business outcomes

Ensuring vaccination for all

The need

Vaccination is our best defence against severe symptoms and implications of COVID-19. The Government of India's campaign to drive vaccination was massive, but there were significant delays in reaching the most vulnerable people such as those with disabilities, transgenders, fisherfolk communities, migrants, street vendors, construction workers, daily wagers, and domestic help, among others, who have specific requirements and beliefs, and therefore get underserved. At GCPL, we fully appreciated the fact that without accelerated vaccination, we wouldn't be able to fight the pandemic, and the vaccination process might have kept rolling on for years.

The solution

To support vulnerable communities around our factories and warehouses, we partnered with Swasti Health Catalyst to help vaccinate over 1,05,000 vulnerable people. This includes 30,000 people in Cuddalore and Karaikal blocks of Puducherry who faced barriers to access the vaccine and were at higher risk of contracting COVID-19.

We adopted an agile, inclusive, and community-centric approach and engaged local community champions, leaders, and influencers (including faith-based organisations) to effectively facilitate end-to-end vaccination by mobilising people to vaccination sites and camps, providing logistic support for organising the camps, navigation support to members to reach the vaccine sites, and enrolling/registration assistance for people.

The programme aimed to bridge the gap by catering to the needs of individuals and tailored the interventions to suit their requirements, including completing necessary documentations such as enrollment/registration assistance for visually impaired people, enabling infrastructure (wheelchair-friendly centers) and doorstep vaccination, and facilitating the entire vaccination process with empathy by putting not just individuals but entire communities at the forefront.

Partnering with local healthcare workers to offer door-to-door vaccination services





II. Ensuring judicious use of natural resources

As part of our Good & Green vision, we have identified environmental sustainability goals to be achieved by fiscal year 2025-26. We will ensure one-third of all our products are greener than they were in 2020. We aim to be neutral on Scopes 1 and 2 carbon emissions, source at least 35% of our energy mix from renewable sources, improve energy efficiency by 100% in line with our EP100 commitment, and maintain our water positivity and zero waste to landfill status. Most significantly, we will also announce our commitment to the global science-based targets initiative and publish our roadmap and targets for emission reduction in line with the globally agreed 1.5-degree reduction scenario.

We track energy, emissions, water, waste, and renewable data for all the locations where we have 100% operational control. We are in the process of validating and imbibing 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.

At the product level, we have started monitoring green parameters and are working on LCAs for products comprising 50% of our India revenue. Our teams are working on implementing opportunities identified in these LCA reports.

We have also extended our ESG parameters to our supply chain and are working closely with around 135 of our suppliers (covering 72% 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 40% (vs 2011 baseline)
- Increase renewable energy portfolio to 35% (vs 2011 baseline)

Approach

- Improve processes and increase the efficiency of systems
- Adopt green energy sources, such as solar and biomass
- Technology upgradation

Performance**

- Reduced our specific energy consumption by 33%
- Increased our renewable energy portfolio to 29.4%

2. Water

Reduce water intensity by 40% (vs 2011 baseline) while maintaining water positivity

Approach

- Innovative water management systems, technological improvements, and integrated watershed management programme

Performance**

- Reduced water intensity by 38% and achieved water positivity (we are conserving three times more water than we use in our operations through rainwater harvesting within our facilities and our community watershed programme).

3. Waste

Maintain zero waste to landfill and achieve zero liquid discharge

Approach

- Judicious and innovative use of materials, including reuse and recycle and greater circularity

Performance***

- Reduced our specific waste to landfill by 100% (diverted 100% waste from landfill and have assessed the quantity of liquid discharge and developed a plan to achieve zero liquid discharge)

4. Emission

Reduce GHG emission intensity by 45% (vs 2011 baseline) and carbon neutrality for Scope 1 and 2 emissions

Approach

- Adopt cleaner fuels such as biomass and continually increase process efficiencies

Performance****

- Reduced our GHG emissions intensity by 42%

5. Greener products

Ensure one-third of all our products are greener than they were in 2020

Approach

- Perform LCAs for products covering 80% of revenue
- Implement findings from LCA to reduce the environmental impact of our products, thus making them greener

Performance*****

- LCA conducted for products covering 50% of revenue

#Performance as on March 2022 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

*****LCAs for products covered by India revenue



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 the critical economic needs of marginalised and underprivileged sections of society by leveraging our expertise. By fiscal year 2025-26, we aim to empower another 2,00,000 women with beauty skills in emerging economies.

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 with the country's overall need, the programme is unique as it specifically aims at employability, entrepreneurship, and empowerment of women. From 2012-13, we have trained over 2,27,300 young women. During fiscal year 2021-22, we restarted Salon-i after 18 months due to the impact of COVID-19 on the beauty sector. We trained a small batch of over 588 young girls this year.

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

As an extension of Salon-i, we support women micro entrepreneurs in the beauty and wellness sector in various parts of the country to grow their businesses. The Beautypreneur project aims to handhold nano entrepreneurs to help them stabilise and expand their enterprises. Since fiscal year 2016-17, we have supported over 4,910 women entrepreneurs and in 2021-22 we welcomed 750 new entrepreneurs to the cohort. In addition, we have expanded our work with barbers and have trained and supported over 130 young men in advanced hair styling skills and enterprise development.

A third-party impact assessment undertaken this year found that despite the pandemic, our programme saw a return of ₹7.75 for every rupee invested. Further, the study found:

- The median peak season monthly income of the entrepreneurs went up from ₹11,857 to ₹18,780 post the programme.

- Their average annual savings also rose over 40%, from ₹16,022 before the training to ₹22,683.
- Several Beautypreneurs stated that their technical skills have improved post training. Additionally, 83% rated their technical skills between 8 and 10 post training in comparison to pre-training, which was 24%.
- The average number of services a customer availed per visit before attending the training was 5.55, while the average number of services a customer availed after receiving the training was 6.90.
- 91% of Beautypreneurs stated that their business management skills have improved post training in comparison to 30% before training.

These results were achieved by introducing them to a package of practices to rationalise their service rates, personal care and hygiene standards, share ideas on how to attract and retain a client base, and train them on record keeping.



As part of our Beautypreneur and Barber programme, we have trained and supported hundreds of small-scale entrepreneurs

COVID-19 pivot

Our partner—Samhita Social Ventures—in their study revealed that the income of small beauty parlours led by women was down by 50% at 6 months after the first lockdown. These micro businesses are dependent on daily cash inflow to run their business. Moreover, their savings were exhausted during the first lockdown, and many reported job loss of their spouses, leaving them cash crunched. The second wave in India further compounded the scenario with many losing family members and/or having to deal with high medical bills.

In continuation of our partnership 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 681 Beautypreneurs in fiscal year 2021-22. The financial assistance, ranging between ₹5,000 and ₹20,000 with a repayment period of 12 months, was 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. More than 75% of the Beautypreneurs have repaid the returnable grants they have availed. After the devastating second wave of COVID-19, we issued a moratorium to ease the burden of repayment.

Supporting small beauty parlours through COVID-19 with returnable grants assistance



Training programmes in Africa

Our Darling Academy (hairstyling skills training for youth) programme is aimed at youth empowerment through employability to tackle unemployment and poverty in Africa. The programme originally began in Kenya, and this year, it has expanded to Nigeria and the Republic of South Africa.

The Darling Stylists' Academy focuses on skilling youth from poor socio-economic backgrounds. To have a uniform transformative experience for all trainees, the GCPL GAUM CSR and brand teams have crafted and standardised training manuals for trainee experience, training centre operation, and governance. In addition to training, the trainees are provided start-up kits and avenues for placement within our salon network. Across the cluster, we are aiming to train 20,000 new stylists by 2025.

In Kenya, the 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 runs 27 centres, and over the years, it has helped over 5,350 women start working at a job or build their own salon. In fiscal year 2021-22, we trained 1,050 young women. In addition to our own centres and partnerships with county government vocational training centres, the team set up a knowledge partnership with a local NGO, and this year, it trained 27 students of whom 10 have been placed in salons.

In Nigeria, we have trained 128 women, and a survey of 30 alumni revealed that 97% of alumni experienced an increase in their income and attributed it to the Darling Academy training.

In South Africa, the team started its first batch with 20 young women from weak socio-economic backgrounds. In total, 18 trainees completed the 3-month intense programme after successfully meeting the training outcomes. Most of the women are looking to set up their own hairstyling businesses. Our South Africa brand team has provided them with a start-up kit and will continue to support them by exploring avenues of placement in our salon network.



The Darling Stylists' Academy focuses on skilling of youth from poor socio-economic backgrounds in Africa



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 Centre for Vector Borne Diseases Control (erstwhile NVBDCP) focusing on malaria elimination in line with the Government of India's mission. Over the past 6 years, we extended our initiative to Uttar Pradesh and Chhattisgarh, and in the fiscal year 2020-21, we also focused on dengue and chikungunya prevention in urban areas. We collaborate with NGOs and state governments to run intensive behaviour change programmes in regions with a high annual parasite index, where the case burden is the highest. We work in each location for 3 years, spreading awareness among households and people at the bottom of the pyramid and those from vulnerable and marginalised groups.

Our urban dengue and chikungunya project in four cities focuses on increasing the awareness of urban poor communities regarding the spread of mosquito-borne diseases and educating them regarding how to keep their families and communities safe. The project currently runs in Bhopal and Gwalior in Madhya Pradesh and Lucknow and Kanpur in Uttar Pradesh. It aims to reduce dengue and chikungunya cases and associated mortality.

The interventions under this project cover:

- Home visits to provide education and awareness on the diseases and prevention
- Community campaigns for mass awareness
- Digital outreach with SMS, WhatsApp, interactive voice response, and community radio
- Training public healthcare providers
- Engaging with private healthcare practitioners
- Engaging with local public health authorities, schools and colleges, resident welfare associations, and professional associations

Our third project under EMBED focused on providing technical support to the Government of India and Government of Uttar Pradesh to help develop an integrated vector management protocol and support the roll out of the same in endemic states. This project aims to:

- Develop integrated vector management (IVM) protocols for short and long-term interventions
- Information, education, and communication of and behaviour change communication activities for at-risk communities by using an IVM approach to vector-borne disease control

- Strengthen existing health systems and providers through capacity building on case identification, treatment, and referral and providing technical support
- Foster sustainable partnerships across multi-sectoral stakeholders to employ a collaborative approach
- Built the capacity of the state and district for outbreak investigation and management

In 2015, Madhya Pradesh was a Category 3 state with high malaria incidence. In 2021, it has been declared a Category 1 state and is well on its way to eliminate malaria. Our EMBED programme has been the only private-funded malaria elimination programme running in Madhya Pradesh since 2015 in partnership with the Government of Madhya Pradesh. Between 2015 and 2020, the malaria caseload in the state has reduced by 93.28%, with malaria deaths reducing by 95.83%. This is the highest percentage drop in malaria cases in a state in India during this time period.

Through the successful implementation of all three projects, by the fiscal year 2025-26, we aim to protect 30 million people against vector-borne diseases.

COVID-19 pivot

During the second wave of COVID-19 from April to June 2021, we distributed hand sanitizers to frontline workers, healthcare providers, and community members. We raised awareness and mobilised communities for COVID-19 vaccination and following COVID-19-appropriate behaviour. Numerous people were vaccinated due to the mobilisation carried out by our programme team. Additionally, we supported fever screening along with healthcare providers, linking fever cases for testing and treatment services and following up home isolation cases with local healthcare (Accredited Social Health Activist, ASHA) workers.

We conducted a third-party impact assessment of the rural malaria intervention in 4 districts of Madhya Pradesh, namely Shivpuri, Sheopur, Alirajpur, and Jhabua—one and a half years post completion of project from December 2021 to February 2022. The study revealed that community awareness about malaria symptoms remains high at 98%, and testing for malaria when people have fever is at 70% among the respondents.

This has led to frequent testing, timely treatment, and faster recovery. Of the households that participated in the study, 92% are actively taking measures to keep their house and surroundings clean to ensure there are no mosquito-breeding spaces in the community.

The SROI value for the overall programme is ₹12.57, that is, for every rupee invested, the programme provides a value of ₹12.57.

Outreach

- In fiscal year 2021-22, our rural malaria programmes reached out to 1,32,759 households in 778 villages in 7 districts across Madhya Pradesh, Uttar Pradesh, and Chattisgarh.
- Our urban dengue programme reached out to 71,199 households in 406 urban settlements and 4 cities in Uttar Pradesh and Madhya Pradesh.
- Through technical support we offered to the Government of India and Government of Uttar Pradesh on the integrated vector management project, we reached out to 7 million people.

- In total, 1,083 ASHA workers were trained in the prevention and control methods of vector-borne diseases.
- In total, 522 participants attended training on entomological surveillance, clinical management of malaria, and outbreak investigation.
- We carried out 10 outbreak surveillance visits with the NVBDCP and the Government of Uttar Pradesh to manage dengue and Zika outbreaks.

Impact

- In our rural malaria project, while we have met the target of zero malaria cases in 2 of 7 districts (Shivpuri and Sheopur). Additionally, all districts have shown a remarkable drop in the number of positive malaria cases (between 12% and 95% across districts). Similarly, the slide positivity rate has also reduced in all intervention districts (56%-98%) and testing rates have increased by anywhere between 8% and 510% across the districts.
- In our urban dengue project, dengue outbreaks occurred across all intervention geographies, with Zika occurring in a couple of locations. Changing rainfall patterns and intermittent preventive measures due to focus on COVID-19 created perfect conditions for mosquitoes to thrive. Our implementation partners worked in tandem with the local government to carry out outbreak surveillance and management, identify and implement strategies for source reduction, and train local teams including domestic breeder checkers, ASHA workers, and community volunteers to help contain the outbreaks and limit damage.



Creating awareness around vector-borne diseases through Project EMBED



V. Enabling sustainable communities

A significant focus of our CSR programmes is to work towards the 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 support community waste management projects, in partnership with local civic authorities, by using circular economy principles.

Since fiscal year 2020-21, we have partnered with the Puducherry Municipal Corporation to implement a community waste management project. We have reached out to 16 wards in 3 zones of Puducherry covering over 35,000 people. We are digitally tracking the waste management process and raising awareness on door-to-door collection and source segregation.

We have diverted over 7,300 kg of waste from landfills through clean-up drives and have established a sanitation park. We provided 204 waste workers with occupational ID cards, and 26 workers enrolled on the PMJAY welfare scheme, which has unlocked a cover of ₹5 lakhs per family per year.

Under the project, we have established a sanitation park or advanced segregation centre, in partnership with the Municipal Corporation. Through this centre, we aim to scientifically manage 140 metric tonnes of waste per day from Puducherry to work towards a circular economy ecosystem for the city.

We are also working with a social enterprise in Guwahati to recycle forest and agri residue into briquettes for use as biofuel, and in another project to convert plastic waste into fuel. Through this project, we aim to divert 50 metric tonnes of waste per day from landfills by 2023. The facility is currently under construction and will be operational in fiscal year 2022-23.

Strengthening business outcomes

Scientific waste management

The need

Puducherry generates close to 170 MT of waste per day. The region is known for tourism and, as a result, experiences severe issues with littering. No waste was being segregated and everything ended up in landfills. There have been reports of fire outbreaks in the landfills, and residents often complain of constant filth, stench, and serious health issues they face due to their proximity to the landfill.

Before we initiated the waste management programme in partnership with the Puducherry Municipal Corporation and Recity (our implementation partner), the unsegregated waste was collected by the appointed Collection and Transportation Concessionaire, M/s Swachatha Corporation, and was deposited at the landfill. From the waste, the recyclable material was salvaged by waste collectors and sold to vendors in the informal market for recycling. Due to this, the remainder material was often of low value and, therefore, left behind, further increasing the burden of waste and disease.

The solution

Our integrated waste management programme approach is three-fold. It aims to divert waste from landfills, professionalise waste workers, and ensure a sustainable waste management business model. To divert the waste from landfill, we built a sanitation park with our partner, Recity.

This sanitation park has been scientifically planned and ensures that the segregated waste is sorted into different material types, baled to ensure optimal logistics, and sent to appropriate end-of-life solutions through various partnerships. The Facility Management Solutions helps keep record of material movement offering insights on eliminating redundancies and deriving maximum visibility of snags, if any. By July 2022, the sanitation park will process 4 MT waste/day.

Sanitation Park at Puducherry



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, recharge groundwater levels, facilitate necessary irrigation, increase cropping cycles, improve the quality and quantity of produce, enhance livelihoods, and ensure sustainable agriculture practices.

Output

We have completed treating 1,486 hectares of land covering 46% of the total area under the project. To date, we have provided over 6 lakh saplings for direct and seed dibbling.

We brought 150 acres of barren land into cultivation through water table improvement by approximately 15 ft. Vegetable cultivation also increased from 5 acres of land to 23 acres. To diversify their income, we enabled 40 women farmers to avail livelihood loans between ₹20,000 and ₹50,000 for dairy farming, setting up general stores, etc.

We also captured 1.5 million KL of water in fiscal year 2021-22, which has helped GCPL become a water-positive company.

By fiscal year 2023-24, we aim to treat 3,234 hectares of land, conserve 3.5 million KL of water per year, sink 30,000 tCO₂ per annum, as well as build the capacity of the whole community on water management and sustainable agriculture.

Watershed structures in Siddipet, Telangana



Community initiatives

Overview

Another focus of our CSR programme is working closely in communities around our manufacturing plants.

Around our flagship plant in Malanpur, we rolled out a WASH initiative led by youth called 'Youth ki Awaaz'. The project aims to bring about behavioural change regarding hygiene, sanitation, and waste management. It is led by young people to bring about change in overall public health parameters in the three villages around our plant.

In response to the second wave of COVID-19, the project pivoted to a local response initiative led by 81 young people to mobilise and raise awareness on vaccinations by reaching out to over 2,000 people in intervention villages. The project team was issued identity cards from the health department and has been working closely with Gram Panchayats, Panchayat Secretaries, Public Distribution Shops, and ASHA and Anganwadi workers.

Youth from the local villages participated in water and sanitation activities such as repairing handpumps, cleaning drainage, cleaning garbage dumps, and engaging school children to reduce single-use plastic. The programme also organised adolescent health and menstrual hygiene awareness camps. Over 300 girls were trained, and sanitary napkins were made available to them. The youth also raised community awareness on single-use plastic and reached out to over 1,100 households. In addition, we engaged school children on various WASH activities and awareness drives.

Around our Baddi plant in our North Cluster, we recently built a public toilet and washroom facility for the community centre around our plant. The community centre caters to the people of Baddi and neighbouring villages and can accommodate close to 450 people. The maintenance of public toilets is usually a concern as the structures depreciate quickly because of the lack of water, proper drainage, and/or regular maintenance.

We're working closely with the local community to put in place systems for maintenance of the community centre, as well as the toilet facility. We've ensured adequate water and sewage connections for ease of use. This is a permanent structure and our team on ground will make periodic visits and volunteer to ensure the facilities are maintained properly.



(Top) Training young community volunteers as part of our YUVA initiative

(Bottom) Community toilet constructed in Baddi



VI. Fostering volunteerism

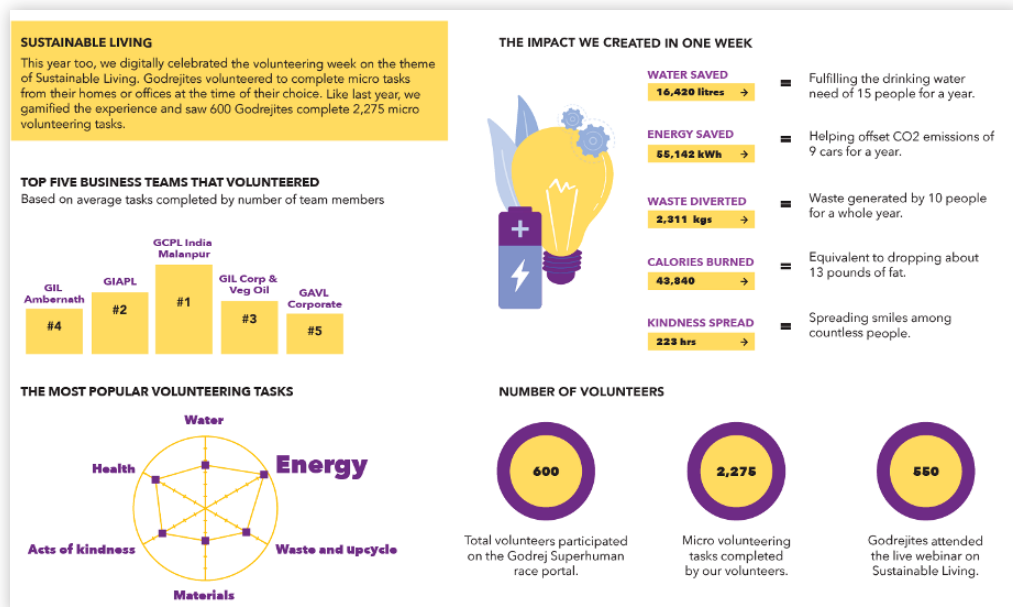
Our multi-faceted volunteering platform provides a range of opportunities for Godrejites to contribute their time and skills in community activities. Like the last year, we had limited our volunteering opportunities to the digital medium.

Godrej Global Volunteering Day

This is our annual day of community service across the Godrej Industries Group. Since 2020, we have moved the activities online to adhere to COVID-19 safety protocols and to keep our teams and communities safe. Our theme for the past 2 years has been sustainable living in line with our 2025 Good & Green goals, and we ran the challenge across 1 week in December. In 2021, over 220 of our team members across the globe volunteered from their homes. Our volunteering week focused on tiny tasks on sustainable living that could be done from anywhere and at any time.

We hosted 60 tasks on the portal, and across the Group, we had over 1,800 volunteers that helped save 16,420 litres of water, 55,142 kWh of electricity, and 2,311 kg of waste. We also got healthier, as we burned 43,840 calories and took time off for self-care.

Impact we created through our virtual Godrej Global Volunteering Week 2021



Brighter Giving

These are one-time volunteering opportunities to help make a meaningful impact with your skills. Our volunteers provided career counselling, academic mentoring, and online fitness or a creative class, among other activities. In fiscal year 2021-22, 55 of our team members across our teams volunteered for a range of virtual volunteering activities.

World Environment Day

We celebrated World Environment Week online during the week of June 5, 2021 and explored the theme of biodiversity. We hosted a webinar on how individuals can connect with nature around them and hosted a photography and quiz contest. Over 200 of our team members participated over the week.

Daan Utsav and Payroll Giving

In total, 87 of our GCPL team members participated in Daan Utsav through one-time donations, buying hand-made products from our NGO partner, participating in awareness session webinars, volunteering and signing up for Workplace Giving, and supporting our NGO partners with a fixed monthly donation.

Awards

- Awarded ESG India Leadership Award 2021 for Leadership in Governance Issues by ESG Risk Assessments & Insights.
- Ranked #1 in CSR Journal's annual ranking of companies for CSR and Sustainability
- Ranked India's top Company for Sustainability and CSR 2021 by Futurescape
- One of BW Businessworld India's Most Sustainable Companies 2022

We were one of BW Businessworld India's Most Sustainable Companies 2022

