

# Our Strategic Pillars

Category develop existing portfolio	<b>70</b>
Funded by radical simplification	<b>100</b>
People and planet alongside profit	<b>130</b>

gic





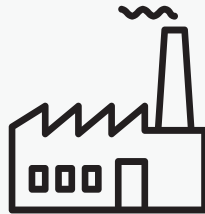
**Category develop  
existing portfolio**



# Category develop existing portfolio



**Financial  
Capital**



**Manufactured  
Capital**



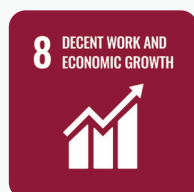
**Intellectual  
Capital**

## Key enablers

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

## Risks identified

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



Our aim is to achieve consistent, double-digit volume growth by capitalising on our existing market leadership and deepening category penetration, thereby creating long-term value for all our stakeholders.

**10**

#1 brands  
across 4 clusters

**13.34%**

Return  
on equity

**33%**

Growth in  
e-commerce  
in India

**₹13,199**

Crore in  
revenue

# Our chosen portfolio

At GCPL, we are deeply driven to create affordable, delightfully designed products. Our consumers are at the heart of everything we do, and serving them is what makes it all worthwhile.

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

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

Our aim is to achieve consistent, double-digit volume growth by capitalising on our existing market leadership and deepening category penetration, thereby creating long-term value for all our stakeholders.

## India & SAARC

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>Improved distribution reach, with a focus on enhancing coverage in underpenetrated areas</li></ul> | <ul style="list-style-type: none"><li>Rural substockist network in India grew by <b>10%</b></li></ul>   |
| <ul style="list-style-type: none"><li>Modern trade channel in India delivered a <b>high double-digit growth trajectory</b></li></ul>     | <ul style="list-style-type: none"><li>E-commerce in India grew at <b>33%</b> with a 2-year CAGR</li></ul>   |
| <ul style="list-style-type: none"><li>Doubled down our efforts on quick commerce</li></ul>   | <ul style="list-style-type: none"><li>In India, we have geo-tagged all our general trade urban outlets, enabling optimal utilisation of our resources</li></ul> |

## Indonesia

- In Indonesia, we outsourced the entire distribution for general trade to large-scale distributors to reduce operational complexity, significantly increase direct coverage, and reduce the cost of operations
- Multiple initiatives have been launched to leverage digital technologies and build closer connections with different partners

Our strong product portfolio in the Home and Personal Care categories continues to help us bring the goodness of health and beauty to consumers in emerging markets.

However, in terms of market penetration, we are not where we would like to be. Goodknight Liquid Vaporizer's market penetration in India is still only 25%, and in Indonesia and Africa, it is between 1% and 2%. We view this as a tremendous opportunity to accelerate growth in our existing categories and to foster long-term economic value creation.

While we continue to innovate and create brilliant products in our emerging categories, we will focus heavily on increasing the footprint of our flagship products and categories, which, as market leaders, have high profitability and growth potential. This will be driven by doubling down on our marketing and distribution to really accelerate volume growth in these sectors over the next 5 years, in all the markets in which we operate.

## Africa & USA

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>Strong e-commerce focus in the USA, accounting for ~6% of the total business</li> </ul>   | <ul style="list-style-type: none"> <li>Nigeria's van model continues to increase our direct reach</li> </ul>  | <ul style="list-style-type: none"> <li>Top line online revenue grew by <b>11% YoY</b> to USD <b>3,60,000</b>, while traffic remained flat</li> </ul> |
| <ul style="list-style-type: none"> <li>We moved to a self-sustainable model in which the platform was funding itself by spending the profit for next months' expenses and marketing</li> </ul> |   | <ul style="list-style-type: none"> <li>The advertising cost of sales reduced from 100% to 30%, which made the platform profitable</li> </ul>         |
| <ul style="list-style-type: none"> <li>Repeat customer rate increased to <b>25%</b> from 19% in the fiscal year 2021-22</li> </ul>   | <ul style="list-style-type: none"> <li>Direct-to-consumer (D2C) made a <b>16%</b> contribution to key NPDs across Premium Beauty and Professional Product categories</li> </ul> |  |

# Our globalisation strategy



## Latin America

- |  |  |
|--|--|
| <div>#1</div> <div>Hair Colour<br/>(Argentina)</div>   | <div>#2</div> <div>Hair Colour<br/>(Chile)</div>   |
| <div>#1</div> <div>Premium Beauty and Professional Products<br/>(Hair fixing sprays   Argentina)**</div> | <div>#2</div> <div>Premium Beauty and Professional Products<br/>(Hair styling products   Argentina)*</div> |
| <div>#1</div> <div>Premium Beauty and Professional Products<br/>(Depilatory products   Chile)</div>      |  |

## Sub-Saharan Africa & USA

- |  |
|--|
| <div>#1</div> <div>Hair Colour<br/>(Ethnic hair   Sub-Saharan Africa)</div>                                  |
| <div>#2</div> <div>Premium Beauty and Professional Products<br/>(Hair extensions   Sub-Saharan Africa)</div> |

Source: \*Nielsen, \*\*Scentia



## India & SAARC

#1

Household  
Insecticides

#2

Fabric Care

#1

Air Care

#2

Personal Wash  
and Hygiene

#1

Hair Colour

#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

#3

Hair Colour

#1

Air Care

#1

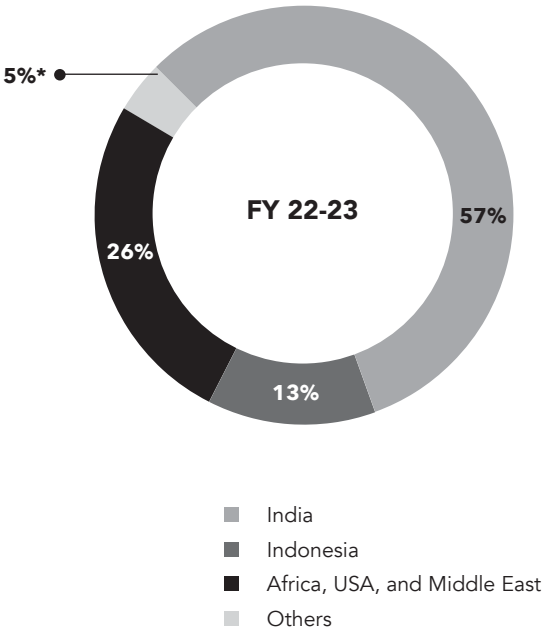
Baby Wipes



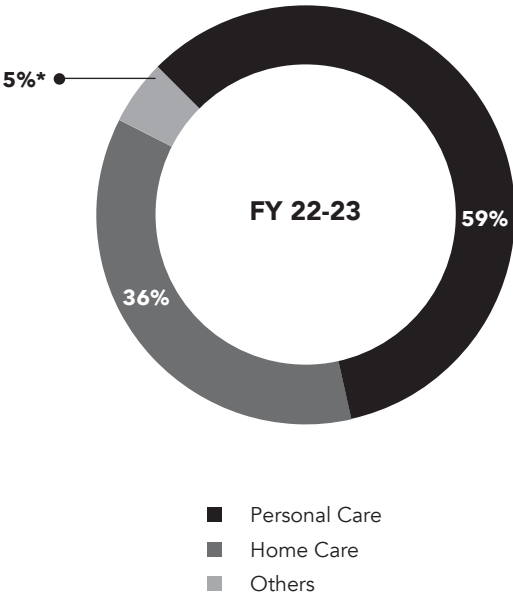
# A broad emerging markets portfolio

In the fiscal year 2012-13, 44% of our overall revenues came from international businesses.  
In the fiscal year 2022-23, it was 44%.

Geography Salience



Category Salience



\*Comprises inter-company eliminations and miscellaneous products

## Portfolio of our power brands

₹ 1,000 crore+



CINTHOL

₹ 500-1,000 crore



AIR FRESHENER  
Stella

₹ 200-500 crore



**Top 11 brands contribute ~75% of revenue**

# Strengthened brand positions across key markets and geographies

#1



**INECTO**



ISSUE



**Millefiori**  
*Makes you feel better*

#2



**CINTHOL**



\*Roby Sprays only

# Renewed global category structure

In the fiscal year 2021-22, we created a renewed 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 three critical sources of value:

## Coherent global strategy and cross-geography synergies

- Goodknight Liquid Vapouriser, a successful product in India for the last decade, is now being further scaled up in the region, as well as in new markets like Indonesia, Bangladesh, and Nigeria.
- Godrej Shampoo Hair Colour, which is currently being scaled in India, has now been launched in Indonesia too, with the same basic technology but significant variations in product, packaging, and positioning.
- Goodknight Smart Spray in India, Goodknight Power Shots in Africa, and HIT Fast Insect Killer have all been created using the same technology. Launched in India with Smart Spray, the product has seen success in Nigeria with Power Shots, and we're now back in India with a smaller SKU, which is being further developed for other geographies.
- We cross-pollinated aer Matic from Indonesia to India, and with great success; alternatively, we are taking aer Power Pocket from India to Indonesia, along with Bangladesh and the Middle East.



Scaling up products across our categories and geographies

## Deeper capability on product and communication development

We are very focused on formalising our global innovation and renovation pipeline across categories, which is being managed through a structured stage-gate process.

There is a renewed focus on renovating our core to ensure a winning product portfolio.

We are centralising communication development with the help of in-house creative teams: Light Box (our media development studio) and Design Lab (a creative space that leads new product development across geographies).

Globally, we are standardising our approach to advertising development. For example, in Air Care, we built on the insight that the category is typically adopted when guests visit home. So we took the idea of 'talking rooms' and used it in advertisements in India (aer) and Indonesia (Stella).

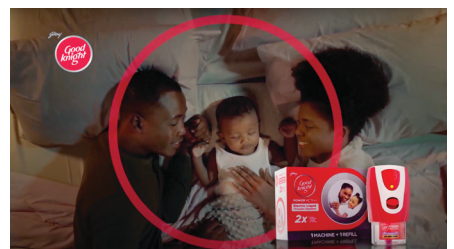
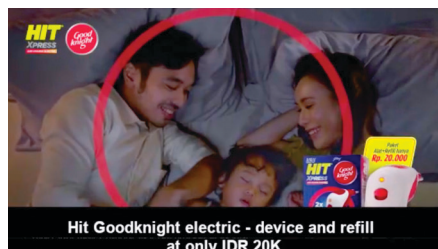
## Better alignment across product development and brand equity

Our Product and Equity teams are structured to be lean and flat with both reporting to the Head of Global Category and Innovation and work jointly on most projects. Cross-training efforts include training on operating principles for decision-making and other functional training. The basic principle is to train our Marketing team on all core principles of the function.

Strengthening of brand codification also occurs with brand leaders acting as guardrails for both sets of activities.

We understand local consumers' behaviour and preferences and use ideas and know-how from around the globe to innovate and develop products that cater to the evolving needs specific to regions and markets.

Our global footprint is our asset as we use our experience to solve common challenges across similar markets, which may be worlds apart on a map. We are also investing heavily in expanding operations and recruiting locally for our emerging markets to leverage local expertise and experience.



Adopting global synergies for product development

# Enhanced, digitally enabled consumer insights

By taking a step back and looking at the landscape more broadly, considering current performance, trends, and changes in consumer behaviour, we could understand how things might pan out, and how both categories and brands can evolve to meet consumer needs in the future. This helps us identify

opportunities to achieve the trifecta—right for the consumer, right for the brand, and right for the category. From the technology perspective, we aim to continue to invest in consumer research and data analytics, which will allow us to identify trends and drive category growth.

## Consumer obsession: A sustainability lens

Long-term brand tracking is a valuable tool for measuring if our brand values resonate with our consumers and translate into awareness, preference, and ultimately, loyalty.

Brand perception surveys help us to define our top consumer segments and understand what they care about, why they shop, and the best way to capture their attention. These insights enable us to better comprehend the trends of consumers.

Brand perception tracking is traditionally performed through a scientific process of meeting a randomly selected relevant target group (typically category users) at their homes. A survey is conducted to understand their levels of awareness, perception, and usage of brands in the category, as well as their salience of advertising for the brands.

In today's rapidly changing market, we are also adopting a more agile approach. Our company is leveraging new technologies to continuously measure brand performance and tap into consumers' sentiment, whenever required. We are tracking consumer preferences on various metrics—from awareness to product feedback to usage behaviour and appeal for various new ideas.

In the fiscal year 2022-23, we covered over 50,000 consumers and their perception of our brands. We reached these consumers through various channels, online and offline, randomly at their homes or at central locations to gather insights. This survey covered nearly 60% of our brands by revenue.



Gathering consumer insights across various channels

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

We engaged our consumers to:



### **1. Assess attitudes towards sustainability**

We asked questions that helped us understand how sustainability factors into our consumers' priorities and values, and how it influences their perception of our brand.



### **2. Identify opportunities for innovation**

We asked questions to explore consumer values and preferences that could drive brand differentiation and provide us with a competitive advantage.

We recently commissioned a brand perception survey among 21-45 year olds in India. In the survey, 67% of the people found 'reusability' and 32% found 'less plastic waste' to be relevant. This drove a perception of being an eco-friendly product among about two thirds consumers.

Using an agile brand perception-tracking approach, we are working to ensure that our brands remain relevant and resonate with our consumers. We aim to make more informed decisions that foster long-term growth, enhance our reputation, and contribute to a more sustainable future for all.

# Democratising our brands

Our purpose has always been to serve the needs of consumers above everything else. We innovate continuously to create versions of our products in different sizes and at multiple price points to cater to as big a net of consumers as possible. Smaller value pack offerings such as HIT No-gas Spray in India and Indonesia, Goodknight Mini Liquid Vaporiser in India, and Godrej Expert Rich Crème in India have revolutionised the market and made our products more accessible to a larger section of consumers. This also increases consumer loyalty, when they see a bespoke creation of a beloved brand that works for them specifically.

We are democratising our brands by creating smaller value packs

HIT No-gas Spray (India)



Goodknight Mini Liquid Vaporiser (India)



Godrej Expert Rich Crème (India)



# Enhancing go-to-market

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

We are rapidly increasing our presence across multiple platforms—traditional and modern retail channels, e-commerce, and digital marketplaces—to ensure our products are always available to serve our consumers, regardless of where they are located.

We continue to leverage traditional kirana stores in India





# Channels of the future

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

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

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

Our leadership engages with our partners on ground



# Shopper behaviour

Regarding an assortment mix, the shift in shoppers' demand for health and hygiene that we witnessed in the fiscal year 2020-21 across markets sharply reversed this year. In India, for example, the spike in both handwash penetration and Household Insecticides consumption observed during the COVID-19 pandemic began tapering off significantly in the fiscal year 2022-23.

However, during the year, we have seen a global economic slowdown and high inflation impacting consumers' purchasing power. This has impacted volumes across geographies, as consumers have been

leaning more towards 'value' buys. We have been meeting this consumer need by making our products more accessible and affordable. We launched access packs of Godrej Expert Rich Crème, Goodknight Mini Liquid Vaporizer, and HIT No-gas Spray in India.

In Indonesia, we relaunched an access pack of our hero brand HIT Aerosol. We also launched a low-cost hair colouring solution to cater to consumers' shopping through general grade.

## Partnerships

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

Building partnerships with salons across Africa





# Expanding penetration and reach

In India, we continue to focus on deepening our penetration in traditional trade. Specifically, we aim to expand our reach in underpenetrated areas of the country by driving rural reach and penetration through the launch of lower priced stock-keeping units in our key categories, which will result in greater accessibility of our products to rural consumers.

In the past year, we created a blueprint of the ideal rural coverage along with our external partners. Guided by this blueprint, we have grown our rural substockist network by 10%. 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 substockist 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 substockists to rural retailers, and using that as a key performance indicator (KPI) for rural sales team members. We launched the tertiary sales tracking system in the past year, which made us one of the first FMCG companies that not only tracks tertiary sales but also uses this data as a crucial KPI for our rural sales ecosystem.

We have experimented with moving the frontline salesforce to third-party payroll, which has resulted in improved productivity and reduced attrition. We have now moved 40% of the business with frontline salesforce to third-party payroll and plan to continue this transition going forward.

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 network of pharma/over-the-counter drug distributors, and accordingly, created a new revenue stream. This channel helps us expand our reach into the previously untapped chemist outlets.

Our focus in Bangladesh remains on becoming one of the top FMCG companies through category development and strengthening of our go-to-market in the top 175 towns.

In Sri Lanka, our team is driving productivity and expanding 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.

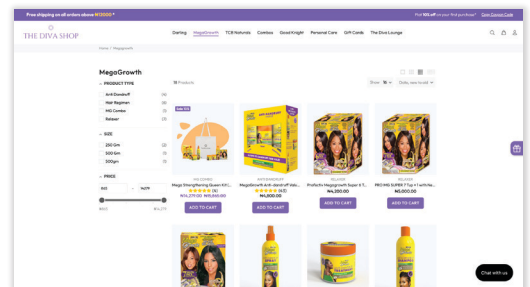
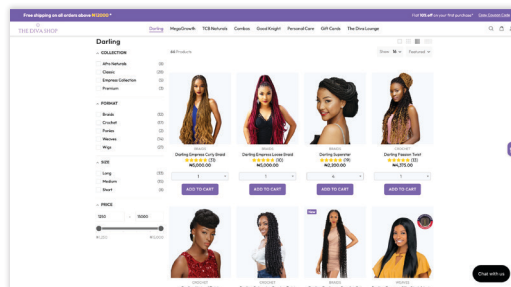
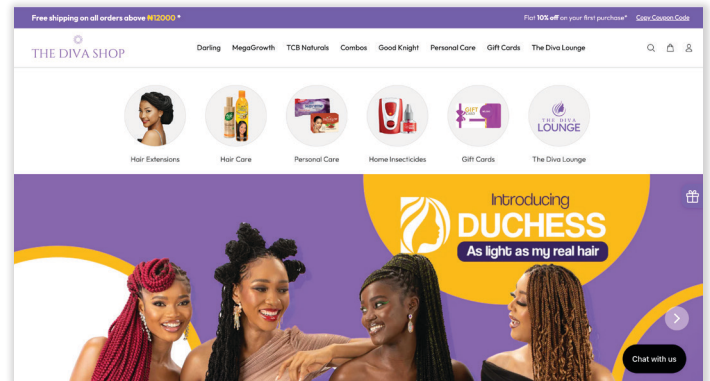
In Indonesia, we significantly accelerated our go-to-market transformation in general trade by outsourcing our direct operations to distributors. This transition has significantly reduced our operational complexity and released our Sales team's bandwidth to focus on business development activities. In addition, this has reduced the cost of operations and allowed us to deepen our direct coverage.

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

We are ramping up our go-to-market efforts across Africa. In Nigeria, where trade is largely unorganised and wholesale-led, we are scaling up our last-mile distribution through van models, subdistributor 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.

Diva Shop, our multi-brand  
D2C channel



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

Expanding our Hair Extensions  
business in the USA



# Laying the foundations for future growth priorities



## Improving efficiencies

We are driving efficiency across the value chain and improving sales productivity by leveraging analytics and technology. Reducing sales losses through auto-replenishment and enhancing salesforce effectiveness through technology remain the 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 implementing the right team structure 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.

# Transforming modern trade

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

In India, we are investing in category management to build new-age categories such as Air Care and Household Insecticides. To this end, our teams are sharing and learning on category management best practices from our Indonesian and Latin American businesses.

We are also investing in developing modern trade-specific analytics and shopper marketing capabilities.

Modern trade accounts for nearly 65% of our business in Indonesia. 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 macroenvironment.

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

## Building on the salon channel

We are moving beyond traditional retail to build other new-age channels such as a salon. Restructuring of our salon channel in Africa will be a big focus as salon partnership programmes are key to creating influence, driving penetration, and generating demand in hair fashion as well as hair care. We intend to leverage this channel to drive last-mile distribution.

## 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', was 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 macroenvironment, while also focusing on team engagement and motivation.

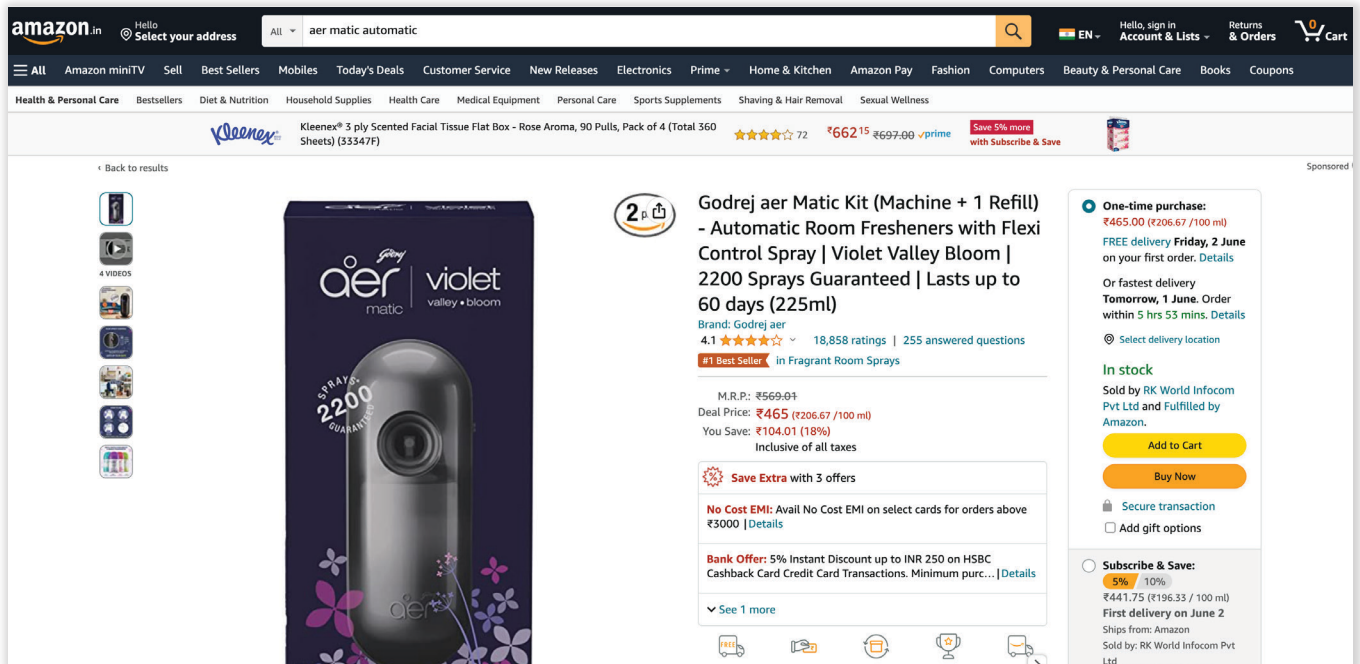
## Ramping up e-commerce

In India, we fully integrated e-commerce more closely with our overall sales structure, building synergies on the omnichannel nature of shopper behaviour of our customer base. We embarked on the journey of leveraging e-commerce to expand our more premium categories such as Air Care and Household Insecticides and saw some great results. This encouraged us to explore more of the channel's potential to sharply target an audience base with higher spending capacity along with a bigger appetite for experimentation.

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

Underpinning this benefit, in India, we are building a strong data backbone to leverage the data-rich environment of e-commerce and drive our efficiency and effectiveness across the board. We are investing in expanding capabilities in the e-commerce function by insourcing capabilities such as graphic design, content writing, and search engine optimisation as well as performance marketing. We have a dedicated Shopper Marketing team to distil insights from e-commerce brands and platforms to extract the maximum efficiency from our visibility and promo spends. To improve operational efficiencies, we 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 substantial upgrades to our capabilities, which are yielding results in terms of on-platform conversion rates and off-takes. We continue to deliver strong performance on e-com-focused product innovations such as Goodknight Mosquito Nets, HIT Anti-mosquito Racquet, and aer Matic.



In Indonesia, our e-commerce business grew by 40% after COVID-19. The focus has now shifted to our main platforms where we are collaborating for joint business partnerships, which have translated into new product launches, catalogues, and programmes. Driving focused digital activity on online and offline platforms helps in creating a seamless consumer experience: from digital awareness to e-commerce purchases. We also began creating special e-commerce-only products to serve large online consumer segments, thereby increasing the basket size across transactions.

In the USA, our efforts to strengthen e-commerce fundamentals paid off with the business growing strongly to become nearly 4% of our overall USA business this year.

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

This has been more than just a sales channel, with substantial 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, price assessment, and opportunities for focused consumer research. We have established a new e-commerce team in Latin America and are investing in multiple ways to grow our presence on different digital platforms and marketplaces.



# Leveraging brand advocacy

Car Fragrance is a 30% penetrated category in India. Headroom is available to grow the category by building relevance for the format and getting new triers into the category.

Digital as a medium gives one the opportunity to share their message with the target audience, while minimising wastage. For our brand Godrej aer Twist, we leveraged deterministic data signals on digital mediums, with the objective of maximising reach, while directly reaching out to the product users: car owners. We identified key platforms to target car owners through digital channels such as fuel payments and fast tag transactions. The results and learnings have been very encouraging.

Ampifying our digital presence in Indonesia

India's rural areas have a bigger and more rapidly expanding digital universe than urban areas. In line with our increased focus on scaling up our reach in rural markets, for brands like Godrej Expert Rich Crème and Godrej No.1, we continue to have sustained digital investments on leading video platforms. We have been actively leveraging advanced targeting capabilities, specifically designed to target rural markets, at scale, through negation of urban areas.

With consumer journeys becoming increasingly complex and non-linear, activating touchpoints and being present in consumers' purchase journey, when they are seeking decision-enabling information on digital mediums, are important.

Quora, being an intent-driven search platform, allows consumers to educate themselves on numerous topics, hence playing a key role in influencing purchase decisions. Consumers on the platform are at the mid stage of the funnel, and this makes Quora an apt platform for getting new users into the category, especially for a brand like Godrej Expert Rich Crème. Through a combination of targeting options and ad formats, we actively answered hair colouring-related queries and addressed top searched queries from consumers looking at covering grey hair.

Our digital penetration in Indonesia reached 77%, which is 10 million (5.2%) more than that in 2022. We partnered with content creators and influencers to create content that showcased our products. We also chose different personas for different brands that catered to different consumer interests.



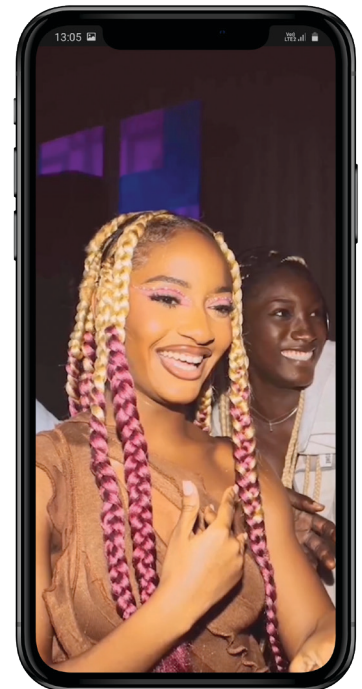
TikTok alone has been a big success in building our digital presence in Indonesia. Indonesia is now the second largest region with the most active users, after the USA. We leveraged the platform by using it to create content related to hair colouring for our Hair Colour brand NYU, whose target audience comprises women in their twenties, who also constitute a majority of TikTok's users.

In Africa, we moved our Nigeria D2C business to a self-sustained model, while continuing to provide world-class customer experience. This resulted in an impressive 25% repeat customer rate. It has also clocked upwards of 16% saliency in the launch of premium new products across categories.

In Africa, our categories are heavily driven by the 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 leveraged celebrity partnerships to amplify our digital presence. Darling Nigeria partnered with Ayra Starr, an international pop sensation from Nigeria, who is immensely popular among our core target audience of young women across Nigeria and other African markets.

Darling Nigeria collaborates with pop sensation Ayra Starr



Leveraging TikTok to build brand advocacy





In Argentina, our Hair Styling brand Roby started a campaign to strengthen our consumers' self-esteem to embrace whoever they want to be. The brand launched a campaign called 'You Have All What You Need' and built partnerships with influencers by using our products to achieve different types of hairstyles to enhance their unique personalities. We partnered with nano, micro, and macro influencers, which allowed us to reach a larger audience in an organic manner.



Issue's 'It's Natural to Choose' campaign



As a media best practice, in Latin America, we worked an ODR with Issue. On apps like Meta and TikTok, this tool capitalises on influencer-created content, helping to develop the credibility of the message with the public through collaboration. Consequently, we have seen double-digit growth in some of our main campaign KPIs. This consumer-centric way of thinking led Villeneuve to achieve a 2.5x growth in the number of Instagram followers, in addition to an improvement in content quality, leading to better delivery on KPIs.

Our Hair Styling brand Roby partners nano, micro, and macro influencers

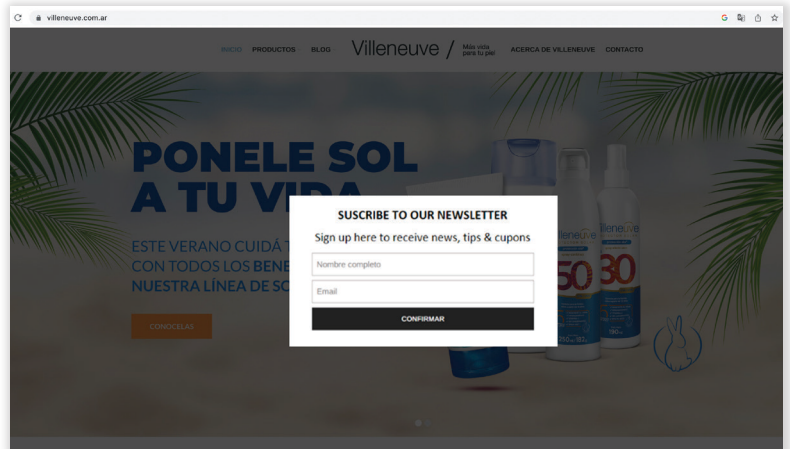
Our Hair Colour brand Issue launched the 'It's Natural to Choose' campaign, which amplified the reach of the brand, enabling other points of contact with the target audience and, as a whole, achieving better results than estimated.



Leveraging analytics to enhance campaign performance

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

Experimenting with customised content



## 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 in a store. We are moving our distributor billing software and hand-held 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 both in urban and rural markets. We also have ready plans to move our distributors to an automated replenishment system by the end of the coming year, thereby minimising sales loss due to stock-outs.

Going forward, we are building a strong analytics platform to forecast sales with higher accuracy levels by considering both external and 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. Hand-held terminals guide and track on-ground decision-making, and analytics and dashboards help drive sharper execution. Regional distributors are connected and serviced through an online portal with simplified e-claim settlements.

A trade spend optimiser tool helps drive return on in-store investments for modern trade. We aim to 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 the potential tech partnerships and analytics to help augment our traditional trade expansion through systems such as cloud-based document management systems, micro-targeting, SOQ, and TPM.

Through this, we intend 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.

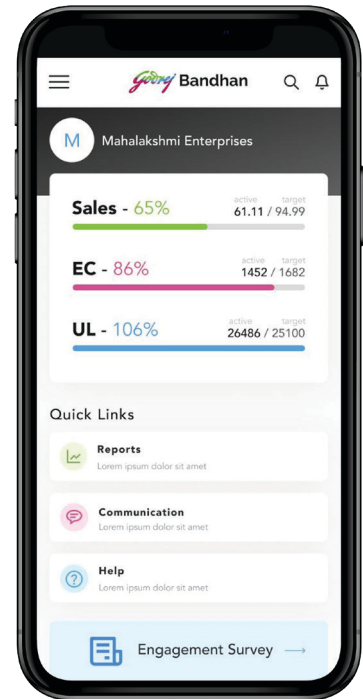
In Africa, salesforce automation has been expanded to cover most feet-on-street in South Africa and Nigeria. This has helped expand coverage and improve brand visibility across the subcontinent. We now focus on scaling up distribution, extracting efficiencies, and building accountability across all channels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

We have also leveraged technology in consumer insights, for example, 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

To increase digital connect, we scaled up our industry-pioneer android app called 'Bandhan', which is a one-stop app for all GCPL-related information, communication updates, and training for all our distributors. We have also adopted a comprehensive approach to improve return on investment for our distributors to enhance engagement.

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



## Investment in media and communication

In this age of information overload, it is absolutely critical to ensure that our brand, values, and offerings are communicated frequently, clearly, and through as many different platforms and media as possible. In the fiscal year 2022-23, we increased our investments in brand communication across multiple media to facilitate continuous dialogue with our consumers.

With the launch of Goodnight's new TVC 'Neendo Ko Nazar Na Lage', we launched a month-long social media campaign to invite user-generated content from parents who captured adorable papa-baccha sleeping moments. A large number of parents tuned into our endearing lullaby and

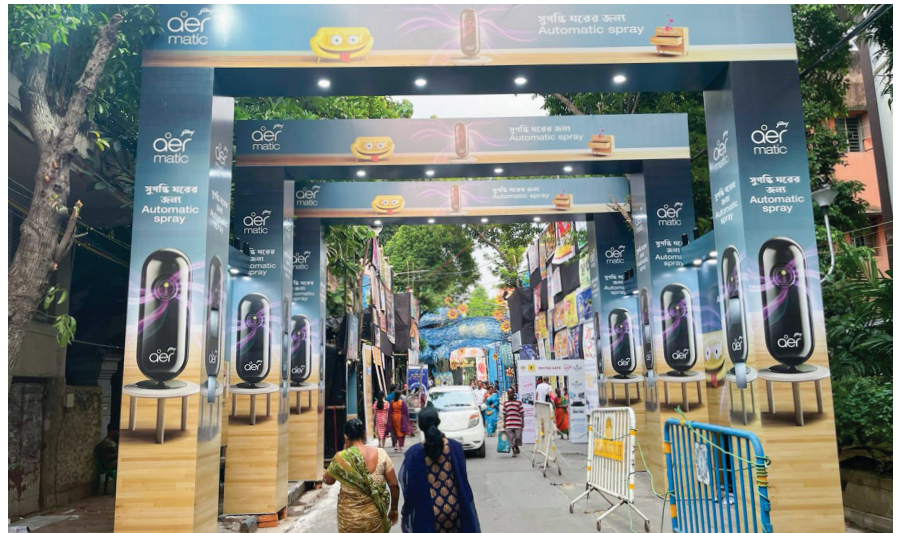
sent pictures and videos. We collated these beautiful moments through a digital film, stitched with the lullaby in the background and pictures and videos sent in by them, which were published on Goodnight's social media channels.



Goodnight's 'Neendo Ko Nazar Na Lage' social media campaign



Godrej aer Matic seized Durga Pujo as an opportunity to create a larger 360-degree campaign. In line with the objective of amalgamating digital and the Durga Pujo on-ground activation, the digital leg of the campaign leveraged polygon technology to retarget users who witnessed and experienced the on-ground activation at the pandals. This is one example of how we leveraged technology to create an impactful integrated marketing communication for the brand.



Godrej aer creates a special 360-degree marketing campaign for Durga Pujo



With communities becoming the next big thing on digital platforms, and consumers actively participating in them to seek information and advice, share their experiences, and be a part of conversations around a topic of interest, we leveraged women-centric Facebook communities around beauty and hair for Godrej Expert Rich Crème.

The campaign was executed during the wedding season, a time when new consumers are highly likely to enter the category. We enlisted group admins and evangelists to create a buzz around the category in the context of weddings. The activity propelled user-generated content, with users sharing their first-hand experiences related to hair colouring using Godrej Expert Rich Crème. This resulted in a positive movement in the share of voice and engagement metrics for the brand.



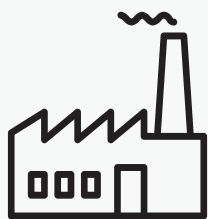




**Funded by radical  
simplification**



# Funded by radical simplification



**Manufactured Capital**



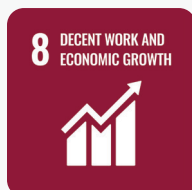
**Intellectual Capital**

## Key enablers

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

## Risks identified

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



We are simplifying our products and relooking at our innovation processes to focus on what truly matters. We are leveraging our manufactured capital to focus on high-margin products and inventory optimisation, and improving our process efficiency with sustainable manufacturing, industry 4.0, and quality management.

**17%**

Reduction in  
India SKUs

**Zero**

Waste to landfill  
since 2019

**48%**

Reduction in the  
GHG emission  
intensity since 2011

**Plastic  
neutral**

In India

**Net  
zero**

By 2035

# Simplifying products and improving process efficiencies

Innovation has always been at the heart of everything we do. We have redefined our approach towards product innovation and renovation to focus on high-impact opportunities that deliver substantial value to our stakeholders in the long term.

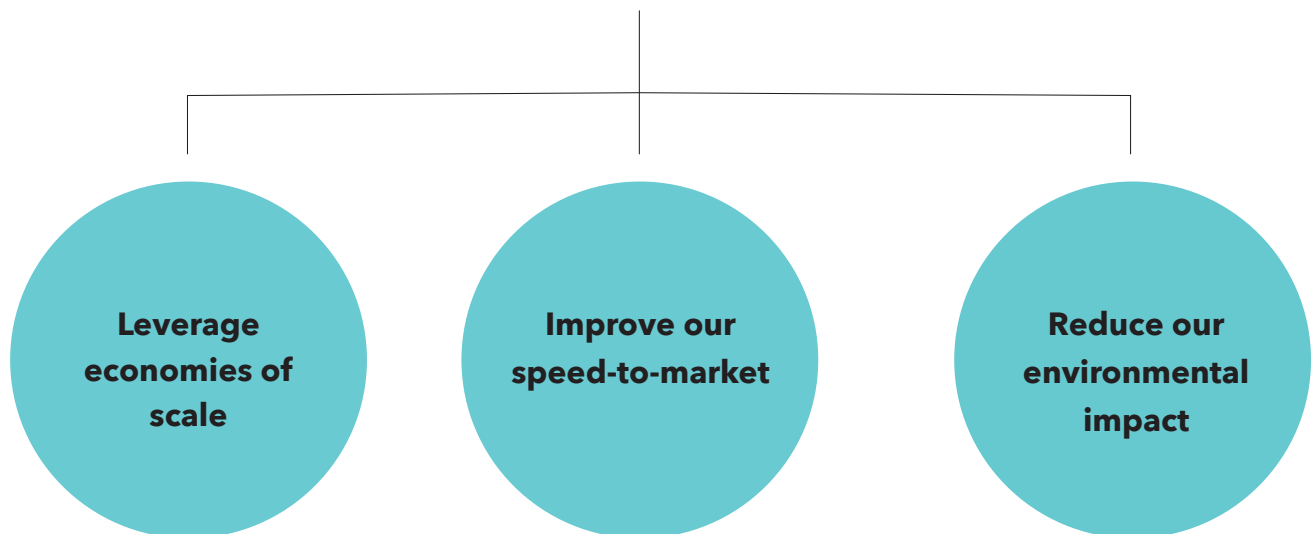
Our refined innovation framework emphasises the launch of fewer, yet more significant NPDs that have the potential to drive exceptional growth.

We 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 a crucial capability and driver of value, we aim to discontinue smaller brands, where it makes sense from a better parentage/value realisation perspective.

## All our manufacturing investments and initiatives have a three-point focus



These will help us become more competitive in the market while driving sustainability across our value chain.



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





# Critical enablers

## 1. SKU rationalisation

As part of our ongoing commitment to optimising resources and enhancing efficiency, we recently undertook a comprehensive SKU rationalisation exercise across all product portfolios. By streamlining our offerings and focusing on high-performing products, we have achieved significant improvements in manufacturing efficiency and waste reduction.

In India, we successfully rationalised our SKUs by 17% from the fiscal year 2022-23. Similarly, across our Africa, USA, and Middle East cluster, we rationalised our SKUs by 25% in the fiscal year 2022-23. This strategic initiative has enabled us to run a lean supply chain operation, resulting in better resource utilisation for higher value generation while minimising wastages.

In Indonesia, we have reduced our SKU production by more than 50% compared with January 2022. This consolidation has resulted in several benefits:

- Reduced sourcing of packing materials by 50%, resulting in less operational complexity and fewer manufacturing challenges
- Focused replenishments to our distributors, simplifying work processes at our customers' end by managing a smaller number of SKUs
- Reduced obsolete stock provisions by 10%, as we concentrate on running profitable SKUs and eliminating tail SKUs

# Strengthening business outcomes

## SKU rationalisation in Kenya

In 2021, our Kenyan operations produced approximately 3,000 SKUs spanning our Hair and Personal Care categories. Recognising the potential for improvement, we conducted an in-depth analysis of these SKUs and successfully reduced them by 80% over the subsequent years, arriving at just over 570 SKUs.

This strategic consolidation has yielded several noteworthy benefits, including reduction in inventory storage requirements and minimisation of wastage. The adage 'less is more' proved apt in this context, as our streamlined product offerings have allowed us to direct our resources and growth initiatives more effectively.

Moving forward, we will continue to assess and refine our SKU offerings to further drive focused growth and operational efficiency across all our global markets.

## 2. Inventory optimisation

In our continuous pursuit of operational excellence, we have achieved a noteworthy milestone of reducing our inventory days. This strategic enhancement in working capital management enables us to better adapt to fluctuating market conditions and align our supply chain more effectively with consumer demand. To achieve this, we have implemented several digitisation initiatives across our manufacturing and supply chain operations. Among these initiatives is the adoption of a Transportation Management System, which has helped us better manage our transportation operations, optimise routes and loads, and lower freight costs.

Additionally, we have automated the scheduling and planning processes, integrating our supply chain to allow real-time decision-making to improve the overall efficiency. We have made significant progress in key projects, including the development of a future network footprint for our distribution network and implementation of replenishment-driven sales strategies for our distributors.

In parallel, we are continuously refining our demand-forecasting capabilities by leveraging advanced analytics and historical sales data.

This approach allows us to predict future demand with greater precision and proactively adjust inventory levels, thus minimising the risk of stock-outs and excess inventory while ensuring the timely availability of our products to consumers.

Our commitment to inventory optimisation remains steadfast as we continue to explore and implement innovative solutions to drive efficiency, reduce costs, and enhance customer satisfaction across our global operations.

Engaging with shopfloor employees



### 3. Industry 4.0

We are investing in advanced automation technologies and IT systems to enhance our manufacturing processes, minimise manual intervention, and boost operational efficiency.

In our North Cluster, we implemented a cloud-based computerised maintenance management system software at our Katha plant to strengthen onsite maintenance practices. This system effectively manages maintenance and preventive maintenance activities by creating schedules, maintenance requests, and job plans. Consequently, we have optimised spare inventory and reduced maintenance costs.

Our Industry 4.0 digitisation initiatives have not only increased productivity but also reduced energy costs. These initiatives align with our environmental objectives while promoting longer equipment life.

To effectively monitor energy and utility consumption, we installed an energy and utility management (EMS) system at our Katha and Kathua plants. Daily tracking and analysis of plant energy data allow us to take timely corrective actions to reduce energy consumption, improve equipment health, and establish comparative analysis for various product SKUs.

Following the implementation of EMS, specific energy consumption has reduced by 5%. Moreover, the system has empowered our shop floor workers with reliable, on-demand access to data through hand-held devices, replacing manual methods.

We have successfully integrated IoT across all five soap lines in our North Cluster. IoT implementation in our production lines has enabled real-time data analysis and facilitated timely decision-making to improve equipment productivity, reduce manual intervention, minimise breakdowns, and enhance operational efficiency by identifying bottlenecks.

IoT implementation at our Katha soap plant has significantly improved critical decision-making based on data analytics, yielding a 6% increase in the plant's OEE. Similarly, we have incorporated IoT into both soap lines at our Kathua plant, yielding a 5% increase in plant OEE.

IoT implementation and digitisation initiatives play a crucial role in reducing change and set-up losses for all soap lines, analysing frequent minor stoppages, creating history cards for major equipment breakdowns, and guiding corrective and preventive actions.

In our South Cluster, we installed an online visual inspection system featuring 360-degree cameras in the LV line at our Conso plant in Puducherry. This system detects defects in real time and automatically ejects defective products, reducing the need for manual intervention and thus improving the quality of finished goods. At the same plant, we have implemented an automated finished goods loading conveyor system with automated counting, auto data push to SAP, and sales invoice operations in SAP. This automation tool has streamlined the booking process, reducing both time spent and manpower requirements.







## 4. Sustainable manufacturing

Furthermore, we have installed a SMART coil feeding system in each line of our Coil-6, Coil-7, and Coil-9 units to decrease manpower requirements. We have also incorporated an IoT-based flow-wrapping system with smart feeding in Line-2 of Coil-9 to reduce dependence on manual labour. At our Conso factory, we have installed an IoT-linked servo capper in the refill line, eliminating quality defects caused by broken wicks.

In the North East cluster, we have launched 27 automation projects, including the introduction of flow wrap machines, cartoning machines for LV lines, and filling machines. These initiatives have reduced manpower requirements and significantly improved the OEE of our operations. Specifically, we have seen 13% and 7.6% increases in the OEE of our Godrej Expert Rich Crème and aer lines, respectively.

In the Central West cluster, we have implemented 8 automation projects, including flow wrap machines, soap banding machine, and electric stackers for moving finished goods.

These initiatives have led to a reduction in manpower requirements and significant cost savings.

By optimising our manufacturing processes, reducing waste, and implementing energy-efficient technologies, we can minimise our environmental footprint and contribute to a more sustainable future. We are driving sustainability initiatives across the supply chain and even extending them to our vendors through our Sustainable Procurement Policy.

As part of our Good & Green vision, we have identified environmental sustainability goals to be achieved by the fiscal year 2025-26. We aim to make one-third of all our products greener than those in 2020. We intend to source at least 35% of our energy mix from renewable sources, improve energy efficiency by 100% in line with our EP100 commitment, and maintain a zero waste to landfill status.

We track energy, emissions, water, and renewable data for all the locations where we have 100% operational control. We are now 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.

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 AR6 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 processes include:

- 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 included in the key responsibility areas for 'Green Champions'
- Using an internal sustainability monitoring tool to collect and analyse data, and generating monthly reports highlighting key indicators, including the carbon footprint as per the established GHG protocol
- Identifying and circulating best practices on multiple platforms for wider adoption
- 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 such as materiality or climate risk assessments

Optimising our manufacturing processes towards contributing to a more sustainable future



# Our goals and performance for 2025-26

<div><b>Energy*</b></div> <div></div> <div></div> <div><p>Reduce specific energy consumption by 40% by 2025 (v. 2011 baseline)</p><p>Increase renewable energy portfolio to 35% by 2025 (v. 2011 baseline)</p><div><b>Approach</b></div><ul style="list-style-type: none"><li>Improvements in processes and increase in the efficiency of systems</li><li>Adoption of green energy sources such as solar and biomass</li><li>Upgradation of technologies</li></ul><div></div><div><p>Reduced our specific energy consumption by 39%</p><p>Increased renewable energy portfolio to 31.6%</p></div></div>	<div><b>Water**</b></div> <div></div> <div></div> <div><p>Reduce water intensity by 40% by 2025 (v. 2011 baseline) while maintaining water positivity</p><div><b>Approach</b></div><ul style="list-style-type: none"><li>Innovative water management systems, technological improvements, and the integrated watershed management programme</li></ul><div></div><div><p>Reduced water intensity by 30% and achieved water positivity (through rainwater harvesting within our facilities and our community watershed programme, we are conserving six times more water than we use in our operations).</p></div></div>	<div><b>Emissions***</b></div> <div></div> <div></div> <div><p>Reduce GHG emission intensity by 45% by 2025 (v. 2011 baseline)</p><div><b>Approach</b></div><ul style="list-style-type: none"><li>Adopting cleaner fuels such as biomass and continually improving process efficiencies</li></ul><div></div><div><p>Reduced our GHG emission intensity by 48%</p></div></div>
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## Waste\*\*\*\*



### Sustainable packaging commitment

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

### Approach

- Judicious and innovative use of materials, including reuse and recycling and greater circularity
- Establishment of a monitoring system to track and implement initiatives to reduce plastic packaging consumption and intensity.
- Exploring vendors and enterprises to increase our use of PCR plastic instead of virgin plastic



Our specific waste to landfill has reduced by 100%  
(diverted 100% waste from landfill)

We are plastic neutral in India and collect and recycle 100%  
of pre and post-consumer plastic that we send out

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

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

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

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

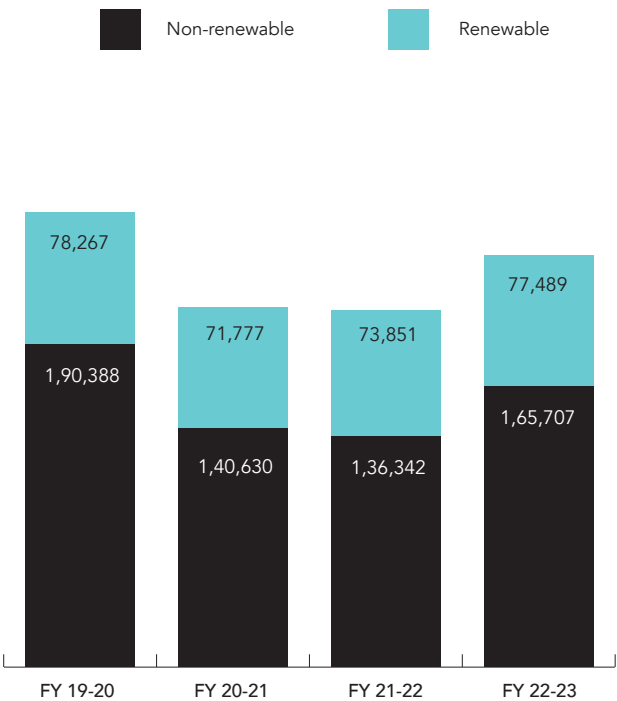
# 1. Energy

This year, our energy performance is on track with our vision 2025. We have implemented over 40 green initiatives across all our locations.

## Highlights from the fiscal year 2022-23:

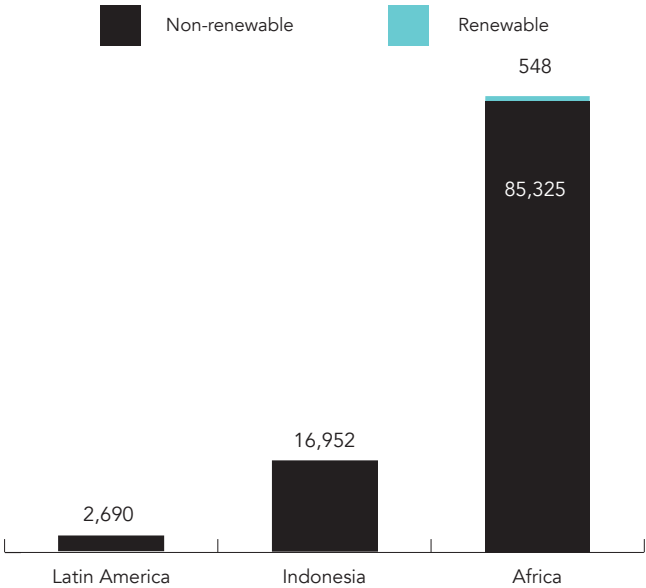
- In the South Cluster, we transited from IE1- to IE4-rated motors in our MM Nagar manufacturing plant. The high-efficiency motors offer benefits such as reduced power consumption, reduced operating temperatures, and decreased thermal stress on motor components. The switch to IE4 motors not only contributes to energy conservation but also extends the motor service life, thereby enhancing our overall operational efficiency. Installing the energy-efficient IE4 motors saves us over 71,600 kWh a year. This is equivalent to emission savings achieved by planting approximately 960 trees annually.
- In the North Cluster, we have installed 624- and 336-kWp capacity solar rooftop power plants in Kathua and Thana plants, respectively, which help us generate over 9 lakh units of clean energy per annum. This has built the renewable energy portfolios of Kathua and Thana plants to 17% and 46%, respectively.

Energy consumption (MWh) - India





Energy consumption (MWh) - Global FY 22-23



No renewable energy at Indonesia and Latin America

Adopting solar energy to power our factories



## 2. Water

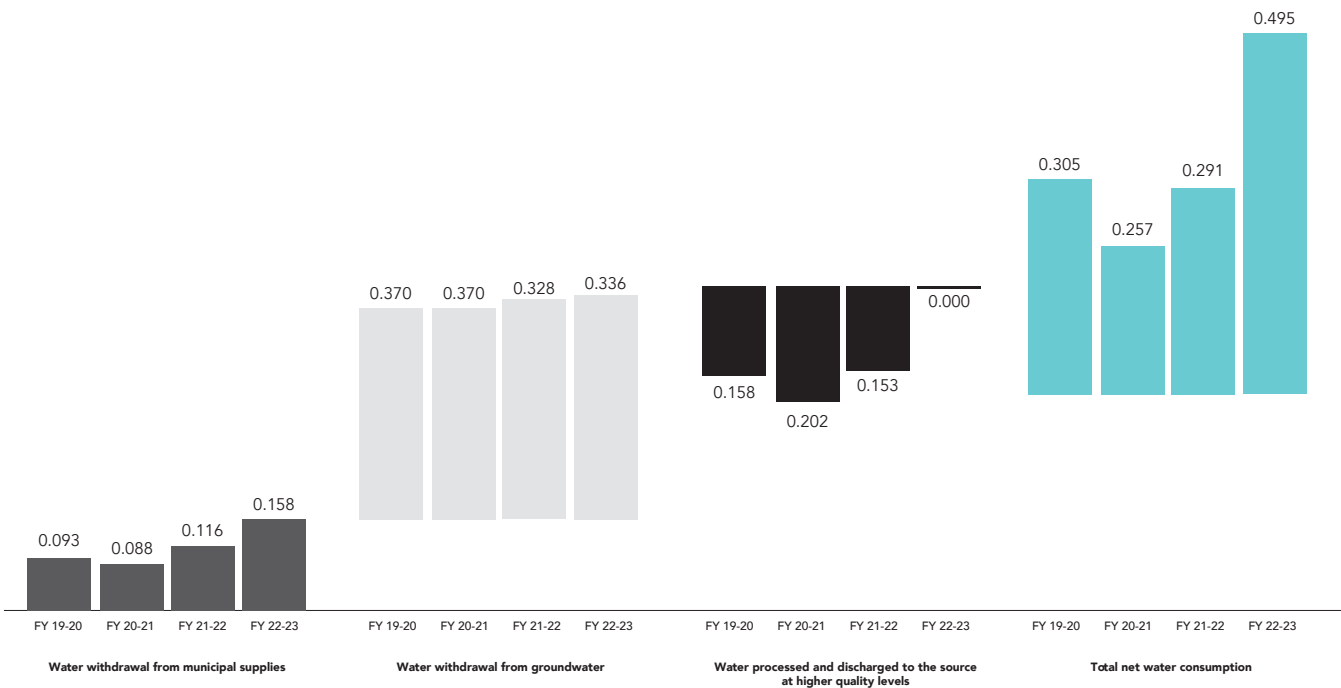
We have evaluated and implemented innovative projects to reduce our specific water consumption. Our performance is in line with our set targets. We continue

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

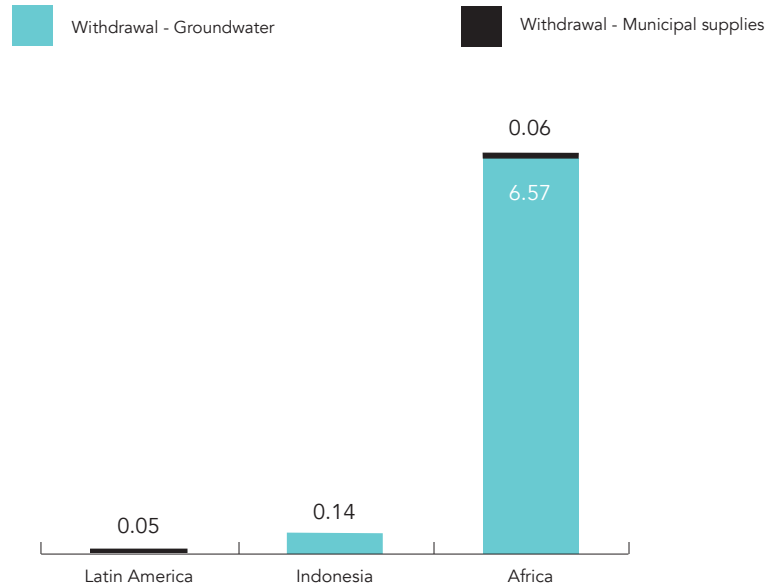
### Highlights from the fiscal year 2022-23:

- In India, we have established a zero liquid discharge process at each of our plant locations. In the North Cluster, water processed through the common effluent treatment and the ETP/STP-treated water is recycled and used for domestic purposes in our plants.
- Similarly, in the South Cluster, we generate no process waste water. Our STP treats all waste water and recycles it for domestic use. We ensure no waste is discharged out of our plants.
- In the Central West Cluster, we have installed a rainwater harvesting system in our new soap plant. This has resulted in harvesting of approximately 15 lakh litres of water per annum.
- In Argentina, our team has implemented several measures to reduce water consumption in our processes.

Water consumption (million cubic meters) - India



## Water consumption (million cubic meters) - Global FY 22-23



## 3. Emission

All our manufacturing units have implemented systems for monitoring GHG emissions and short-term reduction targets with the long-term aim of achieving Scope 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.

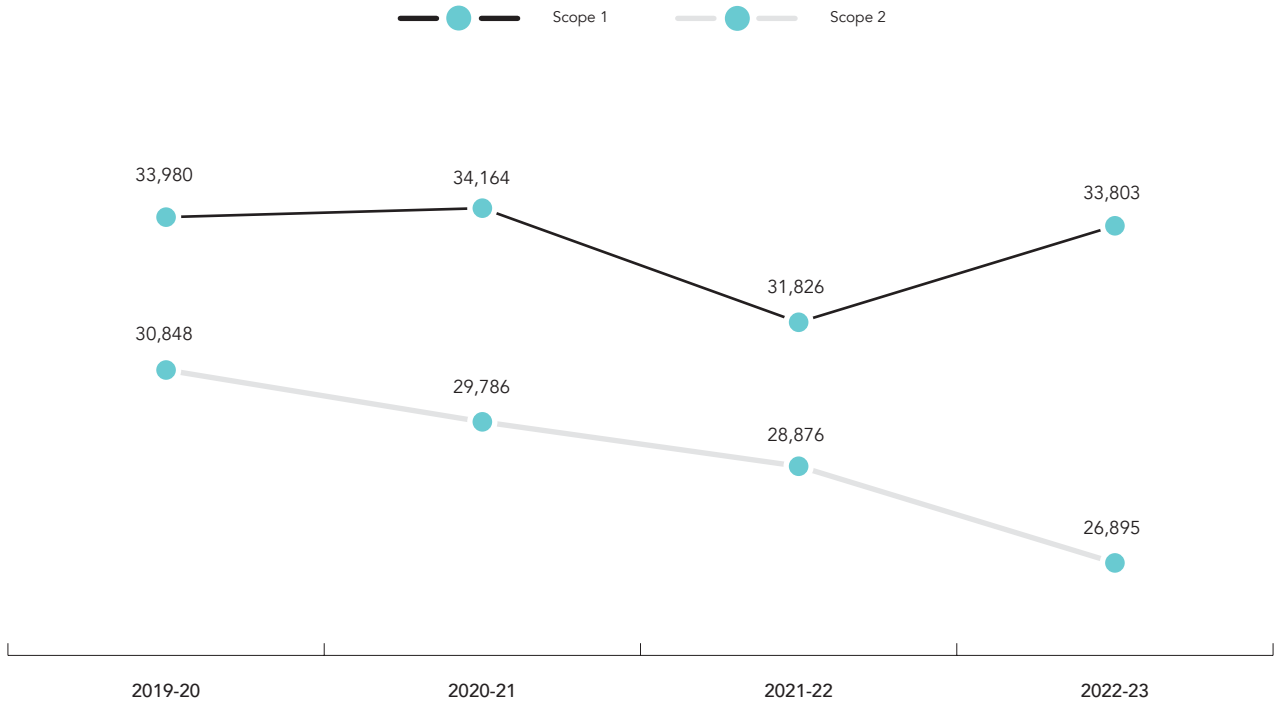
### Highlights from the fiscal year 2022-23:

- In the Central West Cluster, we have installed 1,700-kWp shed solar panels. This installation has resulted in the generation of 25 lakh units of power per annum, thereby helping us reduce our GHG emissions.
- In addition to increasing renewable energy consumption, we have implemented a strong energy efficiency programme and set specific energy reduction targets. To double our energy productivity by 2030 as against the 2018 baseline, we are committed to the Climate Group's EP100 initiative.
- We are committed to reducing our emissions in line with the global Science Based Targets initiative (SBTi) and have set and submitted science-based reduction targets for emissions aligned with the Well Below 2 Degrees Scenario, which are currently being validated by the SBTi committee.
- We have set an internal science-based commitment to be Scope 1 and 2 net zero by 2035. We have already implemented initiatives such as community carbon mitigation programmes to be on track to net zero.

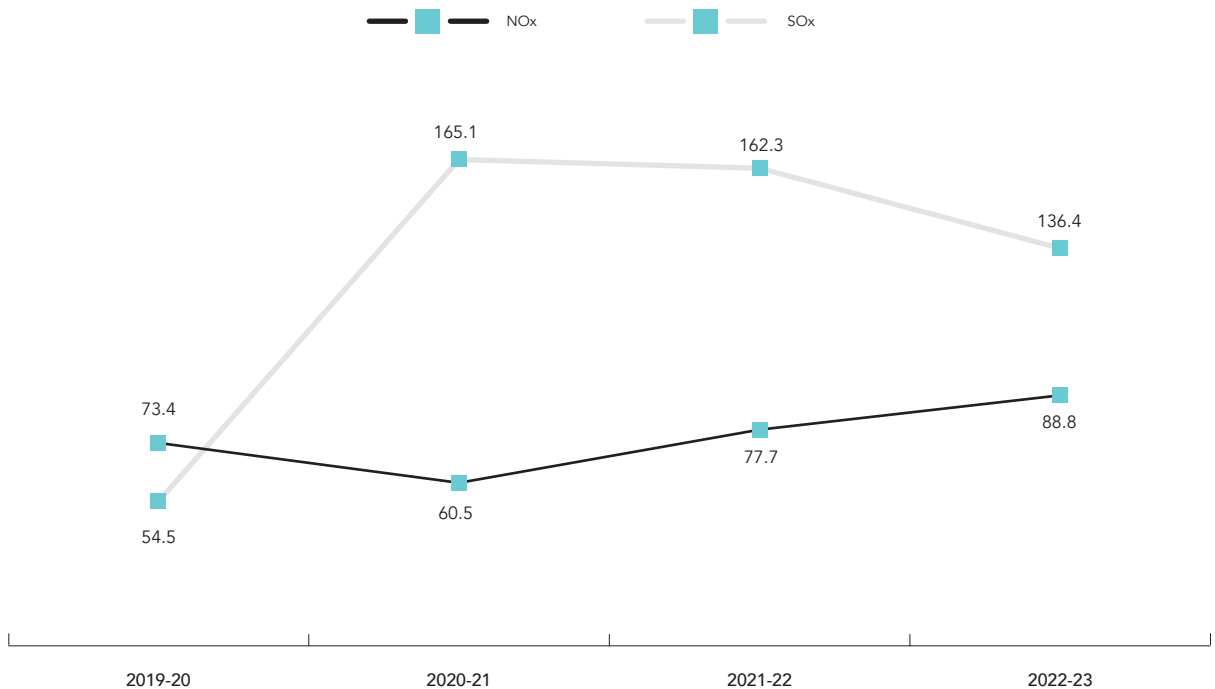
*More details on our net zero by 2035 commitments in the pillar 'People and planet alongside profit'.*



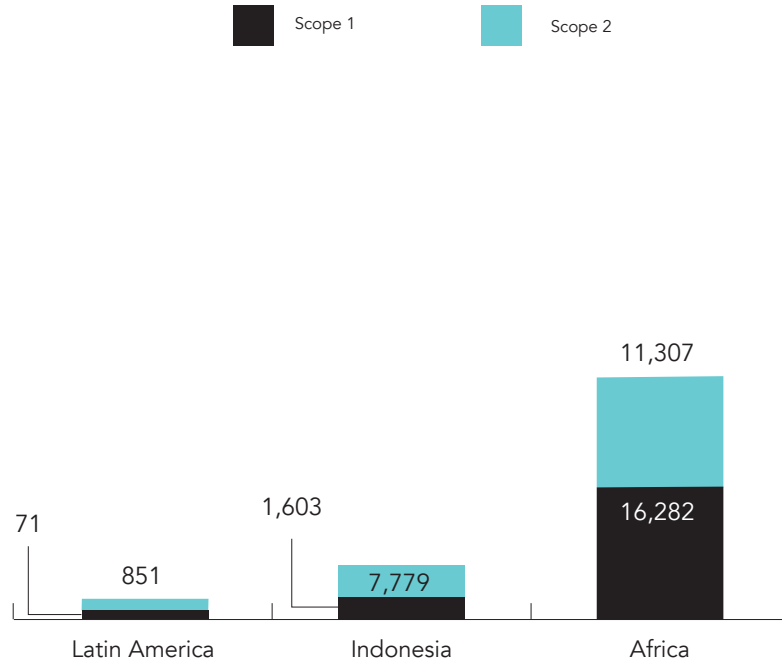
### Scope 1 and 2 emissions (MT CO<sub>2</sub> equivalent) - India



### NO<sub>x</sub> and SO<sub>x</sub> emissions (MT NO<sub>x</sub> and SO<sub>x</sub> equivalent) - India



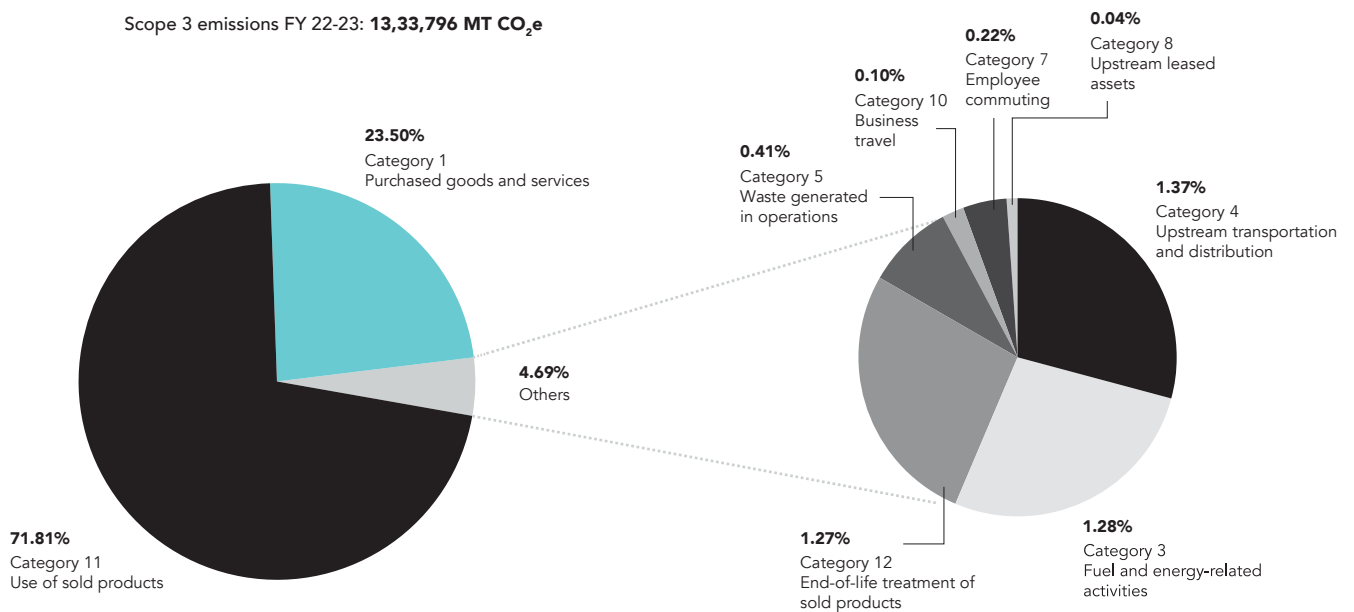
## Scope 1 and 2 emissions (MT CO<sub>2</sub> equivalent) - Global FY 22-23



## Scope 3 emissions (MT CO<sub>2</sub> equivalent) - Global FY 22-23

Scope 3 emissions FY 21-22: 16,46,782 MT CO<sub>2</sub>e

Scope 3 emissions FY 22-23: **13,33,796 MT CO<sub>2</sub>e**



# 4. Waste

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

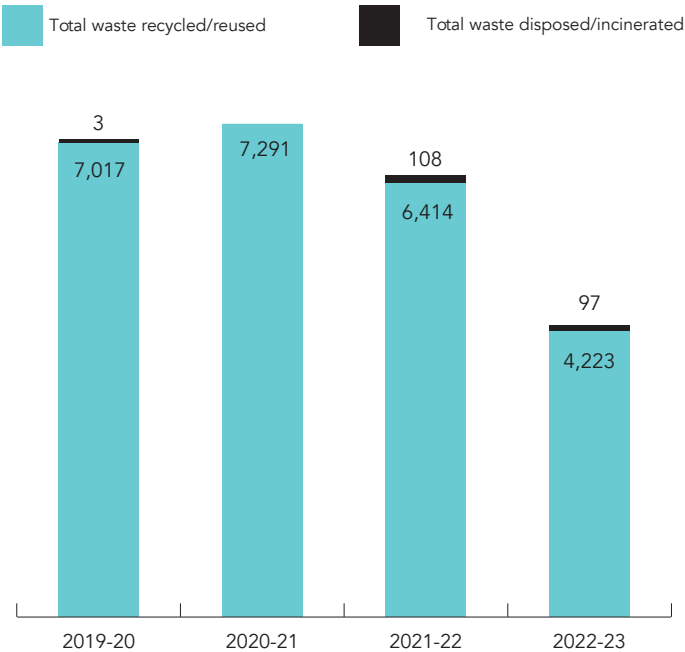
We are fully compliant with our EPR regulations. Our plastic packaging footprint is approximately 18,750 MT in India. We are plastic neutral, which means we take back the equivalent amount of plastic that we send out to our consumers. In addition, we continue to invest in community solid waste management programmes.

## Highlights from the fiscal year 2022-23:

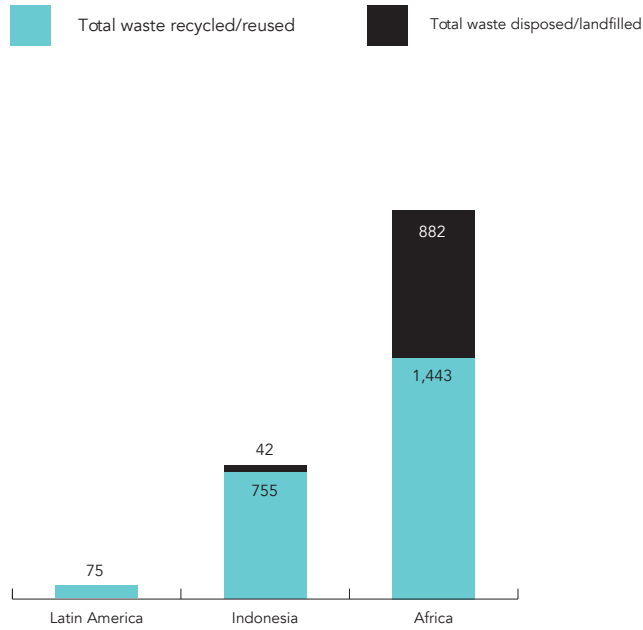
- In Nigeria, we have started diverting waste materials from our manufacturing plants to recycling and in the process we earned over ₹2.9 crore.
- In India, we continue to maintain the zero waste to landfill status.
- In Kenya, South Africa, and Mozambique, we have started diverting waste to recycling.

Moreover, we have reduced our plastic intensity by 17% from 2017. We also intend to use PCR content within our plastic packaging.

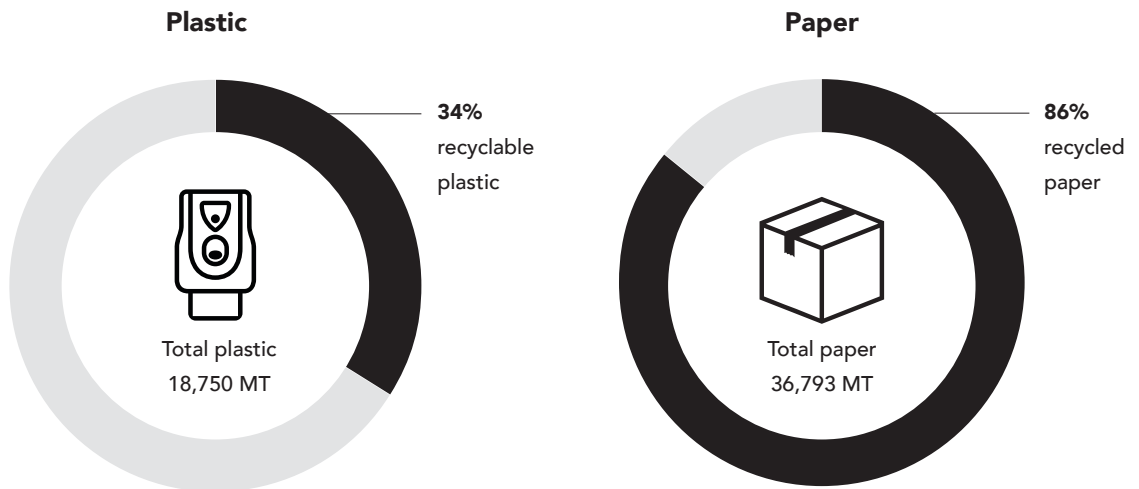
## Waste disposal (MT) - India



## Waste disposal (MT) - Global



## Packaging materials (MT) - India



## Addressing unmet consumer needs

We are proud of our strong track record of disruptive innovations, which has allowed us to enter new categories and address unmet consumer needs. Often, this work has also led to the development of new, distinctive memorable brands.

We have adopted a stringent innovation evaluation process that includes rigorous consumer trials and test markets. This process ensures that only the most promising products enter the market. This approach maximises the chances of success, leading to higher returns on investment and long-term value creation for our stakeholders.

## Establishing winning products in new geographies

GCPL's geographic footprint comprises some of the largest and fastest growing 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 available for growth. We see this as a huge opportunity for value creation via the application of our winning strategies for category development through our know-how in product, communications, and activations.

We are focusing on designing products that cater to local market preferences while also having the potential for global appeal. This enables us to leverage our intellectual capital to create blockbuster innovations that can travel across the world, capitalising on global market opportunities and ensuring long-term competitiveness.

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.

We forayed into the Household Insecticide category in Africa with the launch of Goodnight Power Shots



## Enhanced, digitally enabled consumer insight

Central to our innovation strategy is our commitment to consumer centricity. By augmenting our consumer insight capabilities, we empower our innovation team to develop products and solutions that resonate with consumer needs and preferences.

Our enhanced consumer insight capabilities include:



### 1. Global structure

By fostering a global category structure that promotes the sharing of insights and know-how across the organisation, we tap into a wealth of knowledge that drives better-informed decision-making and strategic planning.



### 2. Standardised testing protocols

Implementing clear global testing protocols and action standards ensures consistent, high-quality evaluation of our products and innovations, minimising risks and maximising the chances of success in the market.



### 3. Strong agency partnerships

Building deeper relationships with critical agency partners helps us leverage their expertise and global scale, further enriching our intellectual capital and supporting the development of products that cater to diverse consumer preferences.



### 4. Digital techniques

Harnessing new-age digital techniques for consumer insights allows us to gather real-time data, identify emerging trends, and react swiftly to changing consumer demands. This agility contributes to our competitive advantage and long-term growth potential.



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

Our state-of-the-art R&D centre at our global headquarters, 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 collaborating on projects.

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



## Sustainability built into our products from Day 1

We continuously assess the sustainability of our products from a life cycle perspective and use the insights to constantly re-shape and strengthen our NPD framework. This is also informed by the quantitative and qualitative insights received through market research, focus groups, consumer panels,

and analytics. Our R&D will continue to play a crucial role in creating innovative, high-quality products that are good for the people and the planet.

## 1. Reconstitution portfolio

Our reconstitution portfolio plays a critical role in creating innovative, high-quality products that benefit both our customers and the environment.

Due to the high-water content of personal care products, tonnes of water are shipped before production, and the finished product is heavier while it is transported.

Magic handwash is a powder-to-liquid handwash, and Magic Bodywash are liquid concentrate products that allow consumers to themselves add water to the concentrate, transforming the product into a usable liquid form.

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



This approach has several substantial advantages for the planet. First, by removing water from our products, we reduce the overall weight of our product. This allows us to transport larger quantities of our products with reduced packaging requirements. Consequently, our reconstituted products require 84% less plastic packaging compared with the traditional liquid versions of the same quantity. This reduction in packaging minimises plastic waste as well as leads to a more sustainable supply chain.

Second, the lighter weight of our reconstituted products results in a 44% reduction in fuel consumption during transportation. In turn, this translates to a 44% decrease in emissions caused by the transportation of our products to consumers. By reducing packaging, fuel consumption, and emissions, we are ensuring positive impacts on the environment while continuing to deliver high-quality, delightful products to our consumers.

Usually, environmentally friendly products and packaging often come at a premium price, catering primarily to a niche market of environmentally conscious consumers.

However, we firmly believe that the future belongs to sustainable products accessible to a larger audience. Our products are priced affordably, and we are committed to offering our innovative, eco-friendly products at a green discount rather than a premium price. We intend to make sustainable choices more appealing and affordable, driving a positive change in consumer behaviour and fostering a greener, more responsible market.

## 2. Natural portfolio

We have developed products that are crafted primarily with natural ingredients to differentiate our products from those already available in the market and improve our market position. We have developed at least one natural product in each of our categories.

Household Insecticides belong to a highly regulated product category that needs adequate regulatory approvals before launch. However, many spurious mosquito repellent incense sticks (agarbattis) are available in the market today.

They do not declare all ingredients and contain harmful chemicals. They are not approved by the Government of India's safety norms. When inhaled regularly, they can cause respiratory problems, especially in children and elders. Our Goodknight Naturals Neem Agarbatti is composed of 100% natural neem and turmeric. It repels mosquitoes effectively and is safe for use as it meets all necessary governmental approvals.

Our other examples include our natural Household Insecticide products, Goodknight coils, liquid vapouriser, and personal mosquito repellent. Our Hair Colour brand, Godrej Nupur, is a natural henna-based hair dye. Our brands in Africa (TCB, Megagrowth, and African Pride) and Indonesia (Stella and Mitu) have variants that contain natural ingredients such as aloe vera and almond.

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



**Supply chain  
sustainability**

According to our Good & Green goals, which we defined in 2015, we have put in place our sustainability commitment expectations for our suppliers. This is detailed in the GCPL Sustainable Procurement Policy. All our key suppliers are expected to align with it 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 with a focus on four parameters:



**Ethically driven**

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Business integrity and ethics</li></ul>     | <ul style="list-style-type: none"><li>• Human rights</li></ul> |
| <hr/>   |  |
| <ul style="list-style-type: none"><li>• Accountability and responsibility</li></ul> |  |
| <hr/>   |  |
| <ul style="list-style-type: none"><li>• Legal and regulatory compliance</li></ul>   |  |



**Social focused**

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



**Green inspired**

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



**Quality Centred**

- Quality management systems
- 
- Facility and machinery
- 
- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• GMP and quality controls</li></ul> | <ul style="list-style-type: none"><li>• Material management</li></ul> |
|--|---|

As part of our supplier scoring process, we have collated qualitative and quantitative data and developed a composite score based on the responses. To drive continuous adherence, we have scheduled self-declarations from suppliers, as well as external audits by a consultant. We have identified category-wise targets, shared industry best practices, and suggested corrective actions and improvement plans.

The progress on supplier assessment is periodically shared with the Board ESG Committee. With this accountability, we ensure suppliers are aligned to our Sustainable Procurement Policy and its code, and there are no conflicts with ESG requirements.

### Supplier screening for fiscal year 2022-23

538

Total number of  
Tier-1 suppliers

125

Total number of  
significant suppliers  
in Tier-1

125

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

As part of supplier assessments in India, we evaluated 119 suppliers in the fiscal year 2022-23 (accounting for approximately 71% of our procurement spends) on being quality-centred, ethically driven, green inspired, and socially focused.

Of 114 vendors with historical scores, we saw an overall average 7.8% improvement in scores and 63 vendors exhibited a positive improvement. None of the vendors exhibited any non-compliance or substantial actual and potential negative impacts. Hence, no suppliers were put on corrective plan or were terminated.

To drive continuous improvement, we have shared industry best practices and suggested actions. We are also going to start capacity building of suppliers with whom we engage to help them further their sustainability journey. Additionally, the sustainability assessment conducted using a self-declared questionnaire has become part of our new vendor initiation protocol.

71%

Total spend on  
significant suppliers  
in Tier-1

0

Total number of  
significant suppliers  
in non-Tier-1

119

Total number of suppliers assessed  
covering 95% of significant suppliers





**People and planet  
alongside profit**





डिण्डौरी  
Dreji



# People and planet alongside profit



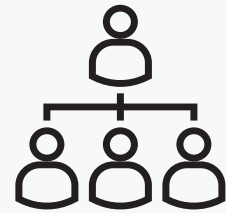
**Environmental Capital**



**Natural Capital**



**Human Capital**



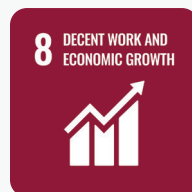
**Social and relationship capital**

## Key enablers

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

## Risks identified

- Changing consumer preferences
- Regulatory
- Climate change



Being a 'good' company is very important to us. Ten years ago, we made a promise to build a more employable and greener world, and put people and planet alongside profit. Today, we have placed this promise at the core of our strategy.

**5.72**

Human capital  
return on  
investment

**25%**

Women  
in senior  
leadership

**71%**

Suppliers  
assessed  
for ESG

**6x**

Water  
positive

**17%**

Reduction in  
plastic intensity

**1,598**

Malaria-free  
villages

**ESG**

Focused product  
portfolio

# The biggest challenges of our time

Climate change and inequality are the biggest challenges facing humanity. Together, these challenges are making the world more volatile, affecting businesses, supply chains, and communities. The Intergovernmental Panel on Climate Change (IPCC) reaffirms that we need to cut our global emissions by more than half by 2030 to ensure a WB2DS scenario of global warming by 2050. Due to historical and rising inequality, the impact of climate change is disproportionately higher in emerging markets such as the ones where we operate.

According to the latest IPCC report AR6, global GHG emissions at the current rate will result in 1.5 degrees of global warming over pre-industrial levels by 2035. This is 15 years ahead of the 2050 threshold.

The world over, the participation of women in labour markets tends to be lower than that of men. In India, participation of women in labour is less than 25%. Public health concerns have an impact on the health of a nation. Wage loss due to preventable diseases such as malaria and dengue continues to plague many of the geographies we operate in.

We believe we have a critical role to play in changing this scenario. Society, environment, and business cannot operate in silos. Being a responsible business, we are accountable for much more to stakeholders, besides our financial performance. Sustainability is not new to us. We have always maintained a sizeable part of our promoter holdings in Godrej Trusts that invests in education, environment, and healthcare.

In this increasingly uncertain world, we began our sustainability journey with the good and green vision. Ten years ago, we made a promise to build a more employable and greener world, and put people and planet alongside profit.

Today, we have placed this promise at the core of our strategy.

This strategic pillar is underpinned by three key levers that will enable us to deliver on our promise of placing people and planet alongside profit.

According to the World Business Council for Sustainable Development (WBCSD) Vision 2050 report, 'Income inequality has risen sharply since 1980 – both between and within countries. The richest 1% of the global population has captured 27% of economic gains, while the poorest 50% has captured only 12%. The richest 1% now own 44% of global wealth. The poorest 50% own a mere 2%. Meanwhile, women remain nearly 100 years away from equality with men, discrimination remains rife in many corners of society and more than 40 million people are estimated to be trapped in modern slavery'.

## CLIMATE CHANGE

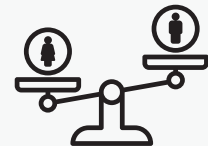


According to the latest IPCC report AR6, global GHG emissions at the current rate will result in 1.5 degrees of global warming over pre-industrial levels by 2035. This is 15 years ahead of the 2050 threshold.



Read the IPCC report AR6

## INEQUALITY



The world over, the participation of women in labour markets tends to be lower than that of men. In India, participation of women in labour is less than 25%. Public health concerns have an impact on the health of a nation. Wage loss due to preventable diseases such as malaria and dengue continues to plague many of the geographies we operate in.

## Developing a high-performing and diverse workforce



Our people are the bedrock of our company. We are investing in our human capital and are committed to building an inspiring workplace. We aim to have zero fatalities across our operations, have women represent 30% of our senior leadership positions\*, and continue maximising our human capital return on investment (HCROI).



1. We have reported zero fatalities across all our operations
2. Women represent 47% of the total workforce
3. Women represent 25% of senior leadership position
4. Our HCROI is 5.7222

## Making greener products



We are continuously reducing the environmental impact of our products and operations and assessing the sustainability of our products from a lifecycle perspective. We use these insights in our product development process to ensure that the products created are good for both the people and the planet. We aim to be Scope 1 and 2 net zero by 2035.



1. Reduce, Recycle, Replace approach to sustainable packaging: 34% of our plastic is recyclable, with a 17% reduction in the packaging intensity from the fiscal year 2019-20
2. Completed life-cycle assessments (LCAs) of products constituting over 50% of our revenue
3. Innovating for greener products by building an ESG-first product portfolio within our core categories to fulfil environmental imperatives and cater to the changing consumer preferences through our reconstitution and naturals range

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



In our quest to strengthen our social and relationship capital, we are focusing on three key areas of health and well-being. We aim to create a more inclusive and equitable world by fostering sustainable growth, build strong relationships with our stakeholders, and contribute positively to the communities we operate in.



1. Partnerships that protect people from vector-borne diseases: Our flagship Elimination of Mosquito-Borne Endemic Diseases (EMBED) programme, supported by the Governments of Madhya Pradesh, Uttar Pradesh, and Chhattisgarh, has reduced malaria incidence by 54% since 2015.
2. Waste and water stewardship: Our waste programmes cover 6,34,000 people with source segregation activities, process 1,786 tonnes of waste annually, and recycle 535 tonnes of plastics per annum.
3. Championing human rights: We have developed and rolled out a human rights due diligence tool based on the UN Guiding Principles. We have assessed over 95% of our owned operations.

\* Senior leadership comprises of L3 and L4 positions

# Developing a high-performing and diverse workforce

Our people are the bedrock of our company. We are investing in our human capital and are committed to building an inspiring place to work.

1. We have reported zero fatalities across all our operations
2. Women represent 47% of the total workforce
3. Women represent 25% of senior leadership positions
4. Our HCROI is 5.722

## Critical enablers: Health, safety, and wellness

### Health and mental wellness support

Ensuring the health and well-being of our teams has continued to be our key priority. One of the areas we are focusing on is leveraging digitisation to make healthcare more accessible. The Godrej Health and Wellness app has been launched as a one-stop application for all preventive healthcare needs across locations in India. Some of the services as part of this offering include a Doctor On-call service, medicine delivery, as well as laboratory

and diagnostic facilities. An emergency ambulance on call service has also been enabled. The coverage extends to over 2,500 pin codes and has recorded over 1,000 downloads, with an average rating of 4.3/5. We have conducted extensive awareness building sessions for this, especially at our factories, to engage our blue collar employees.

Health in emerging economies is of pronounced concern globally. The consequences are more severe for women

'Stop the Snore' campaign organised to spread awareness around obstructive sleep apnea



## Stop the Snore

A campaign designed to help you sleep better

Join us for a fire side chat

15 December 2022 at 4:00 PM  
Godrej One, Auditorium

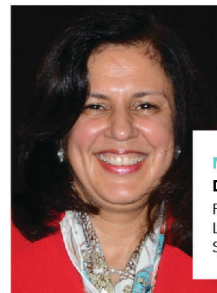
Opening address by

**Sumit Mitra**

Head - Group HR and Corporate Services,  
Godrej Industries and Associate Companies  
Head - HR, Godrej Consumer Products

Live streaming on @workplace

For any queries, please drop a mail to:  
[healthcentre-HO@godrejinds.com](mailto:healthcentre-HO@godrejinds.com)



Moderated by  
**Dr Rati Godrej**  
Preventive and  
Lifestyle Medicine  
Specialist



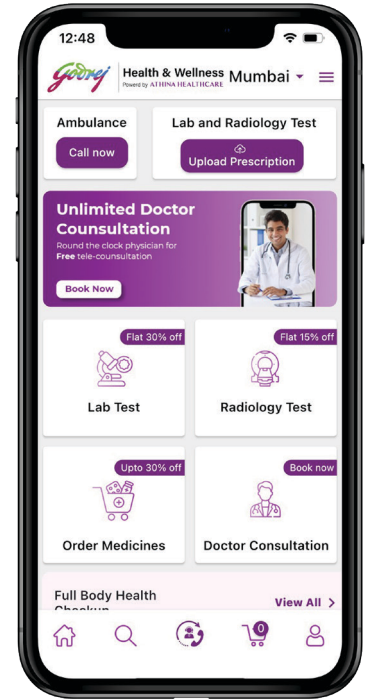
Our Expert  
**Dr Joy Desai**  
Director of  
Neurology -  
Jaslok Hospital



Our Expert  
**Dr Anuradha Shah**  
Chest and Sleep  
Physician Bhatia  
Hospital



Godrej Health and Wellness,  
our one-stop app for all  
preventative healthcare needs



because of complex socioeconomic structures that lead to the lack of preventive diagnosis and appropriate care. In line with our intent to create lasting impact, we wanted to nurture active conversations around areas of women's health that are underserved and initiate tangible steps to directly impact women team members and women dependents.

We launched EmpowerHer that conducts awareness drives and health camps for issues such as biases against women, menstruation, PCOS, menopause, gender transitioning, and mental well-being. It also has tie-ups with healthcare professionals.

We also organised multiple health sessions across our offices to create holistic health awareness. A major campaign around obstructive sleep apnea called 'Stop the Snore' was conducted across all locations.

Furthermore, we have an onsite medical centre, hospital, children's day care facility, and women's resting and breast-feeding facility at our headquarters in Mumbai.

Health camps for our women employees



Women and Wellness, an internal awareness campaign around International Women's Day 2023

**Menopause is inevitable**  
yet many women don't prepare for it.

Did you know?  
**73% women don't treat their menopause symptoms?**  
\*Source: The State of Menopause Study

**What is menopause?**  
When a woman permanently stops having menstrual periods marking the end of her reproductive years, she enters a new stage of life, called as menopause. While it is a normal part of aging, it can cause a variety of health issues.

**Symptoms include:**

- Hot and cold flashes
- Weight gain
- Trouble sleeping
- Night sweats
- Bladder control
- Brain fog
- Vaginal dryness
- Hormonal vertigo
- Facial hair

Menopause can increase a woman's risk of developing heart disease, certain types of cancer and osteoporosis (a condition in which bones become weak and brittle). It's important to get regular check-ups, exercise daily and maintain a healthy diet to cope with any symptoms.

**Watch the video and share it with someone**

**What you can do:**

- Get an annual full-body health check-up
- Prioritise your mental wellbeing with Anahita, our mental health partner

**135.7**  
per 100,000 women lose their lives to cancer\*.  
\*Source: National Cancer Institute

Yet many women skip their regular medical check-ups. Let's learn about the types of cancer that are commonly prevalent in women.

**Most common types of cancer in women:**

**Breast**  
1 in 4 women are detected with breast cancer. It's that common. The earlier it gets diagnosed through a mammogram, the quicker it is to treat.

**Cervical**  
It's the fourth most common cancer in women. Caused by human papillomavirus (HPV) infection, it develops in the cervix with symptoms like abnormal vaginal bleeding, pelvic pain and pain during intercourse. A regular pap smear can help detect it early.

**Ovarian**  
Ovarian cancer is usually difficult to detect in early stages. Common symptoms include abdominal bloating, pelvic pain and changes in bowel or bladder function. Women with a family history of ovarian cancer are at a higher risk.

**Thyroid**  
A growth of cells that starts in the thyroid, it does not cause symptoms in the early stages. But as it grows, symptoms such as swelling in the neck, voice changes and difficulty in swallowing might be experienced. Several types of thyroid cancer exist, but most can be cured with treatment.

**Watch the video and share it with someone**

**Be your whole self, with open hearts and minds**

**Being transgender is not just a medical transition. It's about discovering who you are, living your life authentically, loving yourself, and spreading that love towards other people and accepting one another.**  
— Jazz Jennings, LGBTQ+ rights activist and public figure

Gender transition is different for different people. For some, it might involve changing a name and pronouns, while for others it might include medical transitions such as hormone therapy or surgery. There are many ways to do this and each experience is unique. It's important to be aware about some of the challenges that trans people might face.

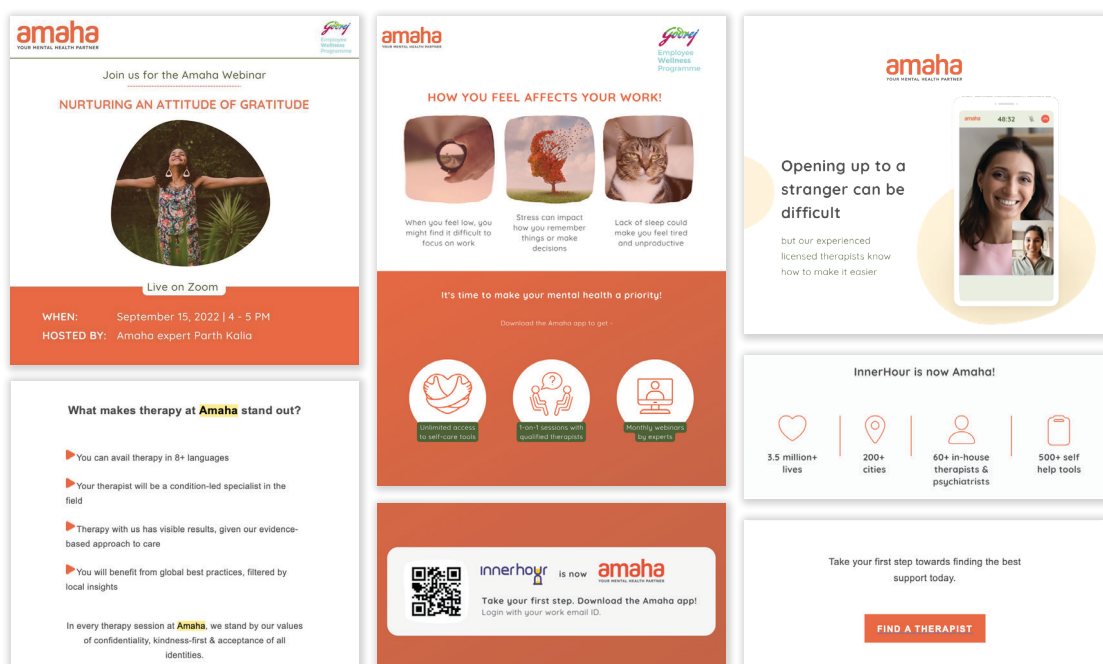
**Watch the video and share it with someone**

**Supportive work policies at Godrej**

- Gender Affirmation Policy
- Gender neutral Anti-sexual Harassment Policy
- Mental wellness and self-care programmes, resources and counselling

We have partnered with Amaha, 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 this to dependents of Godrejites, including parents, partners, siblings, and children. We are also 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.



Wellness initiatives in collaboration with Amaha, our mental wellness partner

### Hybrid ways of working

As the COVID-19 pandemic situation across our locations improved, we restarted our hybrid working approach for team members in roles where work could be delivered remotely and did not require continued physical presence in office.

This meant working in office for 3 days a week, with added flexibility on a need-to basis. We stay committed to making Godrej a more agile and inclusive workplace, and at the same time, improving productivity in a more focused manner.

## Occupational health and safety

We continue to focus on inculcating a culture of safety and health and creating an incident-free organisation. In line with this vision, we invest in world-class safety infrastructure and implement best-in-class safety systems. Occupational Health and Safety (OHS) Policy serves as a guiding framework to ensure a safe and healthy workplace.

This encompasses aspects such as competent OHS organisation, safety culture and awareness, hazard identification and risk assessment, risk mitigation and controls, continual improvement, loss prevention, accident investigation, emergency management, health and hygiene, and safety performance measurement tools.

We have implemented an innovative assessment and scoring matrix to evaluate the performance of our OHS management system—to gauge the comprehensiveness and effective implementation of the four pillars and ensure its seamless integration into our operations.

To support our ongoing improvement efforts, we have established a well-defined and measurable internal and external audit system. This process has allowed us to identify best practices and uncover enhancement opportunities that in turn contribute to the continuous improvement of our health and safety initiatives.

Our safety and health improvement plan has four pillars:



### 1. People and culture



### 2. Safety infrastructure



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



### 4. OHS management system

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



**ZERO**  
Employee  
fatalities



**ZERO**  
Contractor  
fatalities

We reported zero employee and contractor fatalities in the last 3 years across our geographies

In last few years, we have made significant changes in our incident reporting protocol, including moving from Indian standard of reportable accident to LTI reporting. Along with leadership focus, we have also increased awareness at all levels around incident classification and reporting. Reporting all incidents is a cardinal rule for us. All these have helped us enhance our reporting.

As a company, we have been investing heavily to upgrade our safety infrastructure. Consequently, we are at a zero-fatality record since the last 2 years. We have also not had any major fire or any other significant property damage.

In fiscal year 2022-23, we were also able to ensure a 20% reduction in LTI numbers in GAUM. Most of our sites in India and SAARC and Indonesia also sustained zero LTI in the last 2 years.

However, we have seen an increase in LTI numbers at one site each in India and Latin America. We have taken all the corrective and preventive actions across all our manufacturing sites to prevent any reoccurrence.

<b>Lost-time injury frequency rate</b>	<b>Unit</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>
(Global consolidated data)					

<b>Employees and contractors</b>	LTIFR (n/million hours worked)	0.103	0.185	0.716	0.987
	LTIR (n/200,000 hours worked)				



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



## Critical enablers: Diversity, equity, and inclusion

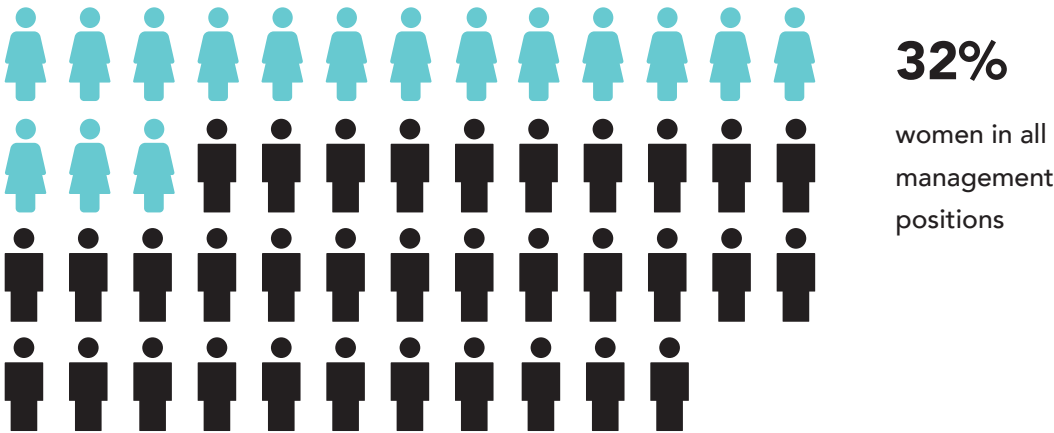
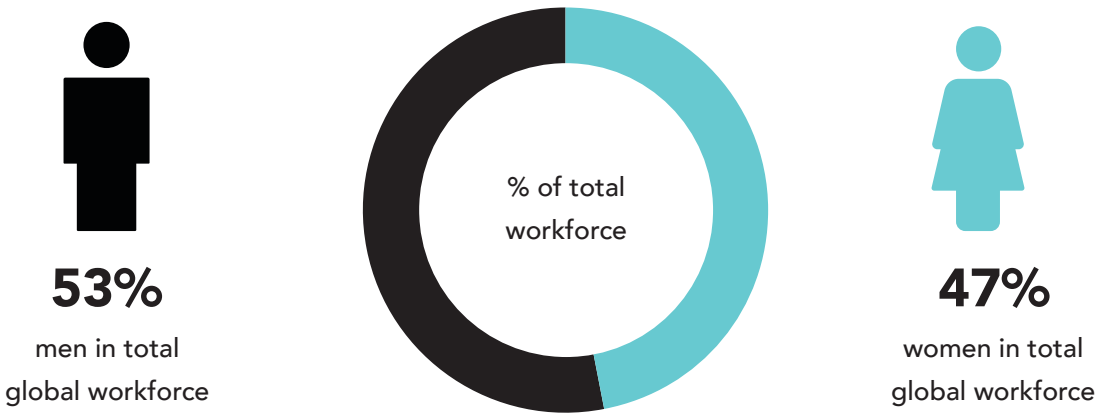
We believe that a diverse and inclusive workforce is core to drive and maintain our competitive edge. It allows us to tap into a broader range of perspectives, skills, and experiences, which, in turn, helps us to better understand and cater to the needs of our consumers. As a global conglomerate, with a vision to delight over 2 billion consumers, becoming inclusive is not just in our DNA and the right thing to do, but it also makes an excellent business sense.

We take pride in being an equal opportunity employer. We recognise merit 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, harassment, intimidation or unfair treatment, or retaliation of any kind.

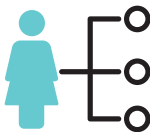


Women and leadership

Women represent 47% of our total workforce. Because of our efforts to foster a holistic, supportive workplace, the share of women in all management positions is 32% and that in top management positions is 25%. We are committed to fostering a diverse GCPL and aim to have 30% women representation at senior leadership.



**35%**  
women in junior  
management  
positions



**25%**  
women in senior  
management  
positions



**26%**  
women in revenue-  
generating management  
positions



**41%**  
women in  
STEM-related  
positions

## Building the next generation of women leadership in Sales

A challenge faced by organisations like ours has been the lack of women representation in functions like field sales. In our India business, we have actively tried to bridge this gap by focusing on hiring more women in field sales roles, but we have found it increasingly difficult to build and nurture this talent pool over a sustained period. To hire, train, and induct more women into Sales, we have launched Aarambh, a sales training programme built exclusively

for women. The goal of this programme is to onboard a selected cohort of women talent and train them in functional skills through on-the-job learning and leadership guidance. We hosted an open source hiring to tap into new MBA graduates and lateral hires from across industries.

Our cohort of trainees engage with the Godrej leadership as part of Aarambh, our sales training programme built exclusively for women



## 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 are:

- Encouraging women to make use of our unlimited sick leave, whenever required
- Encouraging women to avail work from home options in field sales roles
- Improving the existing infrastructure such as 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.

## An inclusive ecosystem of policies and awareness building

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.

Gender pay analysis

We recognise the significance of fostering an equitable and inclusive work environment, which includes addressing the issue of gender pay disparity.

We are committed to ensuring fair and equal compensation for all our team members, regardless of their gender.

We conduct regular gender pay gap analysis for all our employees at all levels of our company. These assessments are designed to identify any pay discrepancies that may exist between male and female employees, which cannot be explained by merit-based criteria applied consistently over the years.

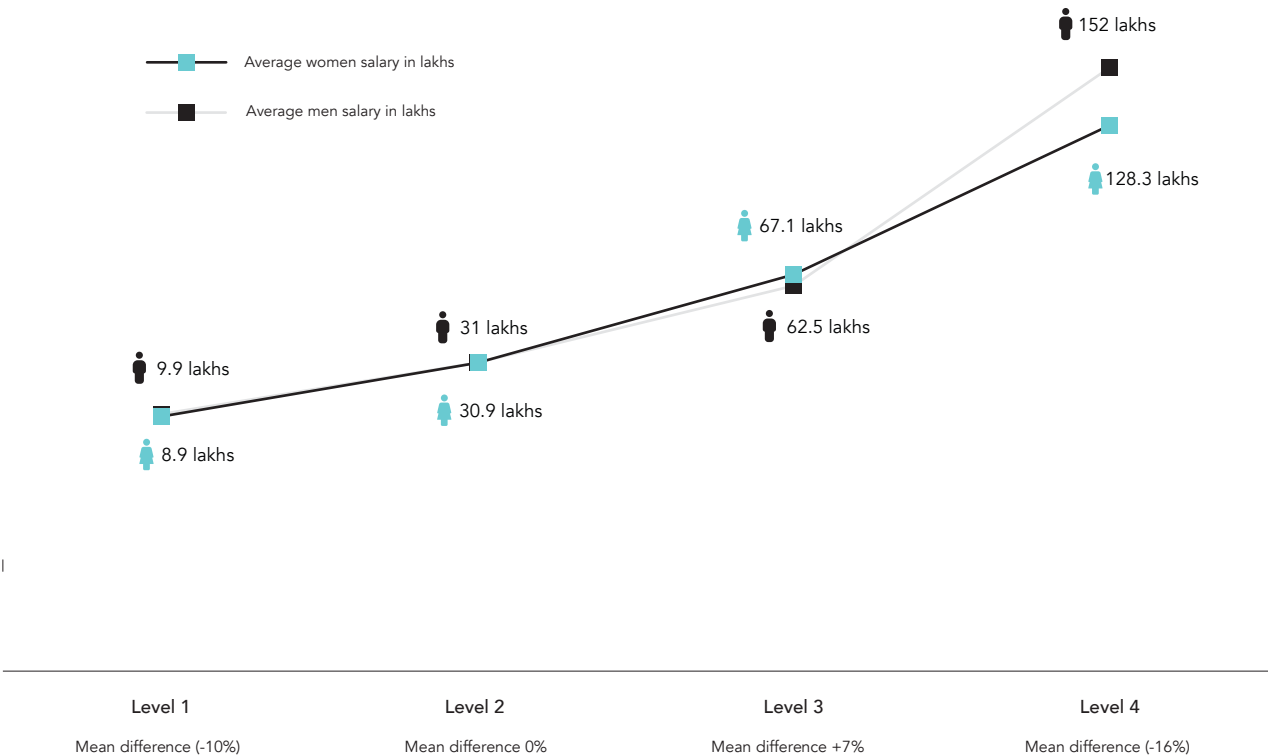
We are taking proactive steps to address any identified pay disparities. Our approach includes:

- Continuously reviewing our compensation policies and practices to ensure fairness and transparency
- Implementing targeted measures, such as training programmes and career development initiatives, to support the growth and advancement of our female employees
- Fostering a culture of diversity and inclusion through effective communication, education, and employee engagement initiatives

By addressing the gender pay gap, we are not only promoting fairness and equality within our workforce but also creating a more inclusive environment that will drive innovation and contribute to our long-term success.

We remain dedicated to enhancing our efforts to close the gender pay gap and foster a workplace where all employees have equal opportunities to grow and succeed.

India gender pay parity

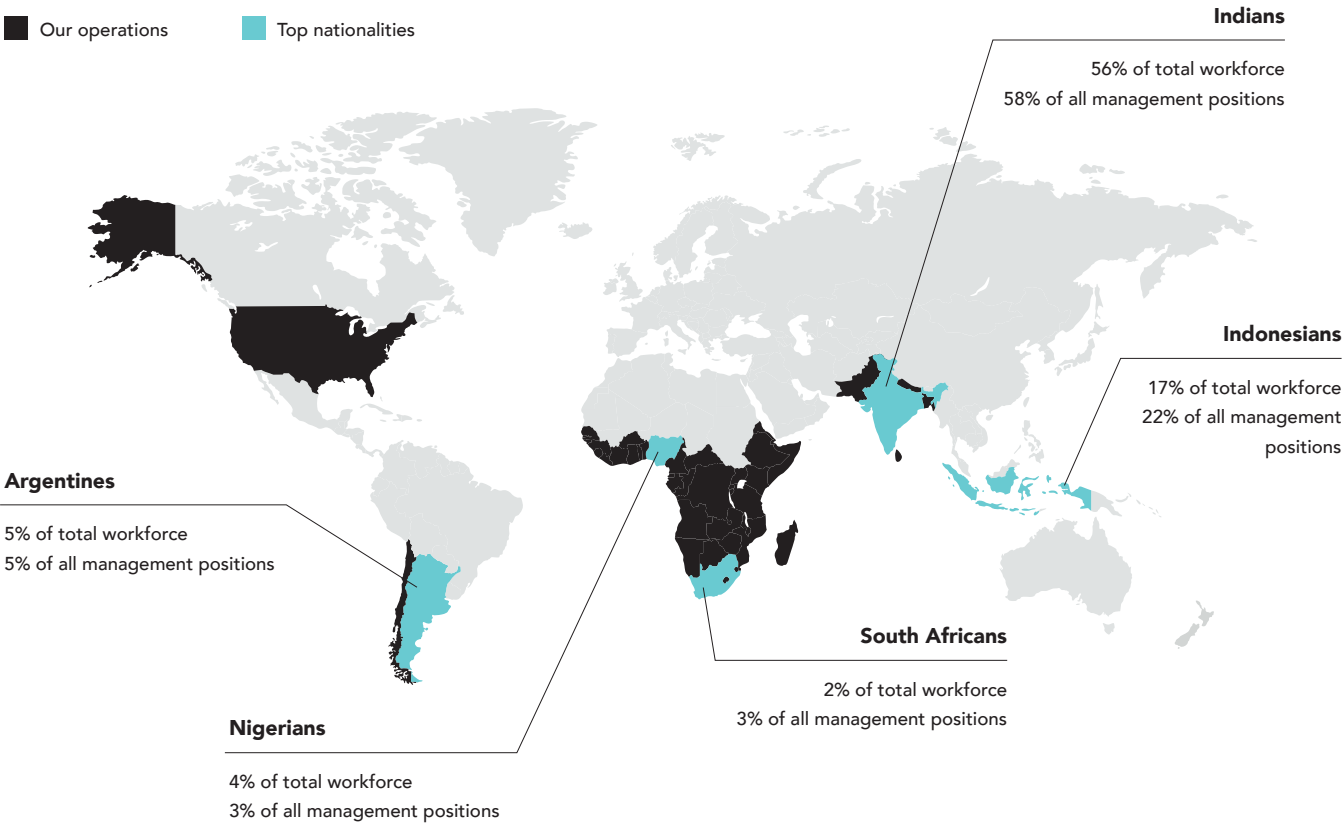


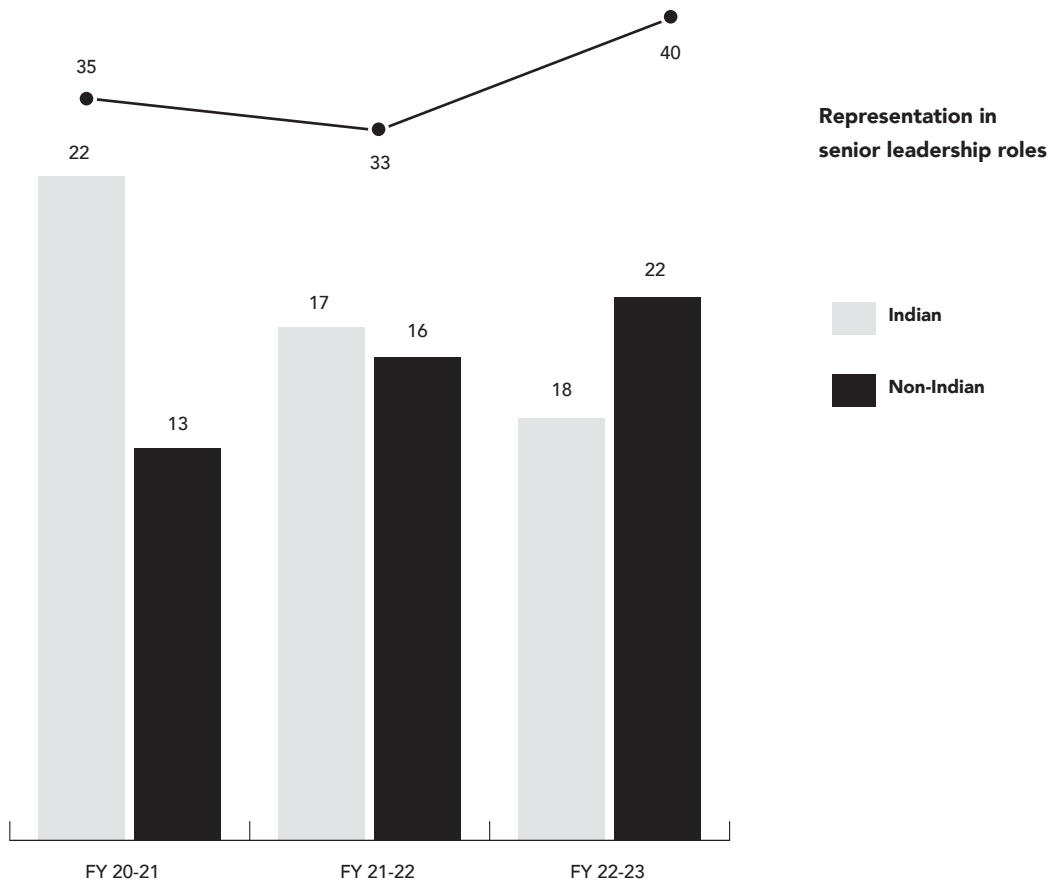
Building ethnic representation

Sub-Saharan Africa is a key geographic cluster for us. We are deeply committed to building a very purposeful and successful company in Africa. Given the nature of the business that we are operating in, building a representative, diverse talent

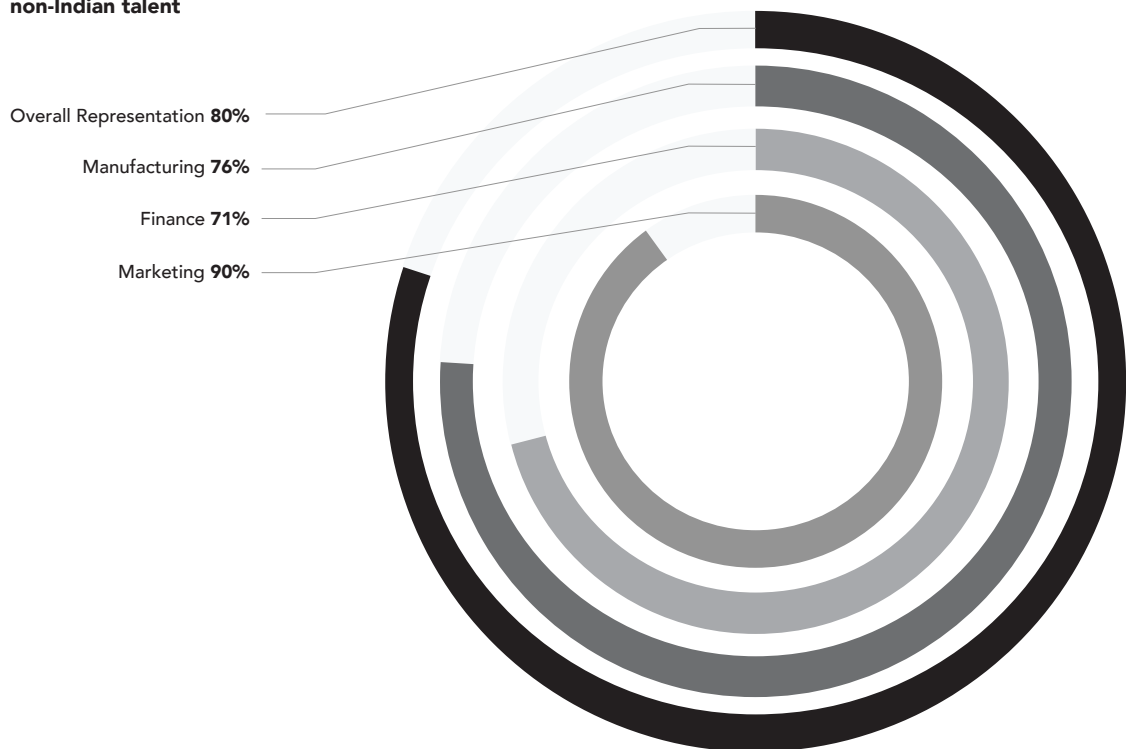
pool is critical. Therefore, we are actively encouraging local, ethnic hiring across roles. Non-Indian representation in senior leadership roles has increased from 33% in the fiscal year 2021-22 to 40% in the fiscal year 2022-23.

Top 5 workforce nationalities





**Representation of non-Indian talent**





Becoming more diverse and inclusive

LGBT+ inclusion

Our well-defined Equal Opportunity Policy and a Gender-neutral Anti-sexual Harassment Policy aim to 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 allow 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 keeping a gender-neutral primary caregiver in mind. We have a Gender Affirmation Policy to support team members who wish to undergo gender transition. Godrejites can claim reimbursements towards non-cosmetic surgeries and hormone replacement therapy.

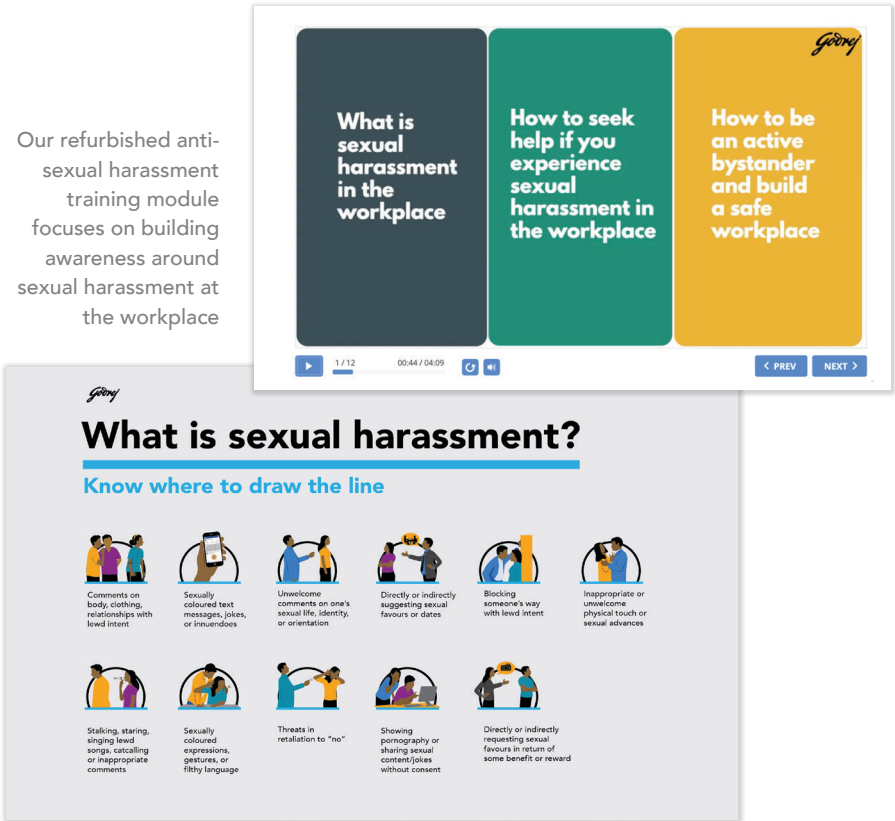
We are reviewing amenities and infrastructure facilities for LGBT+ team members. As the first step, we have established two gender-neutral washrooms at our headquarters, Godrej One, in Mumbai. The Godrej Group was also one of the two Indian companies to win 'gold' in India's first LGBT+ work quality index by the British LGBT+ advocacy group Stonewall, India's LGBT+ rights Keshav Suri Foundation, and LGBT+ inclusion consultancy Pride Circle. On 13 December 2018, we launched a 'Manifesto for Trans Inclusion in the Indian Workplace'. Through this programme, we highlighted 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, customers, clients, partners, visitors, and other members of our communities and ecosystem, who interact with us. This year, we reviewed and strengthened our Anti-sexual Harassment Policy and processes across our geographies with the help of local HR teams and legal experts. Our policy is gender-neutral and not limited to women.

People of all genders, gender identities, and sexual orientations can file complaints. We have 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 refurbished anti-sexual harassment training module focuses on building awareness around sexual harassment at the workplace



Complaints on sexual harassment	Complaints filed	Pending resolution at the end of the year
FY 21-22	4	0
FY 22-23	5	2

Critical enablers:  
Talent development

We invest in the continuous training and development of our employees, ensuring they possess the skills and knowledge required to excel in their roles. We aim to nurture value-based, high-performing leaders to guide our growth ambitions by enhancing the effectiveness of leadership and building a future-ready leadership pipeline.

Living the ‘Godrej Way’

The Godrej Way, which we call our purpose and values, is the cultural cornerstone that guides our choices and actions. We continue to explore ways to build a more purposeful Godrej for all our stakeholders.

Our employee value proposition takes much pride in fostering an inspiring workplace with an agile and high-performance culture to attract, develop, and retain the best global talent.

Our beliefs on leadership, careers, and capability development

Talent and Leadership Development		
1 Build from within	2 Bet on solid performance and demonstrated potential	3 Representation matters
4 Leaders enable leaders	5 Feedback is the breakfast of champions	6 Build to last
Careers and Capability Development		
1 Careers are crafted in partnership and trust, by you and the organisation	2 Tough Love: Bet on potential over experience; back with capability development	3 Capability development must be purposeful
4 Appropriate learning cycles are important	5 Careers are a sum of varied learning experiences	

Leadership development across levels

We host customised journeys for key cohorts at different leadership levels, which incorporate multidisciplinary elements for immersive experiences: reflective conversations with mentors and coaches, perspective sharing through structured forums, facilitator-led masterclasses, self-paced learning, and differentiated experiences through capstone projects to apply learning on-the-job.

These programmes are designed with inputs from internal and external stakeholders, best practices from other organisations doing contemporary work in this space, as well as the common developmental themes emerging at Godrej. There are two tracks—a cohort track where the entire batch comes together—and an individual track customised to a participant’s specific learning needs.

## insignia

### Management trainees

Insignia is a 12-18 month learning journey for management trainees who join us from business schools. While they undergo structured business inductions and cross-functional learning stints, this learning programme, which runs in parallel, initiates the early development of critical capabilities and strengthens engagement.

## PROPEL

### Mid-level managers

Propel is a 12-month leadership development journey for mid-level managers. Currently introduced in India for 21 participants, it will now be implemented across all geographies. The aim of this programme is to help participants sharpen their ability to deliver value across all Godrej Capability Factors (our leadership capability framework) through a journey of holistic development—masterclasses, mentoring by the leadership team, and immersive learning through exposure to strategic projects.

## ACCEL

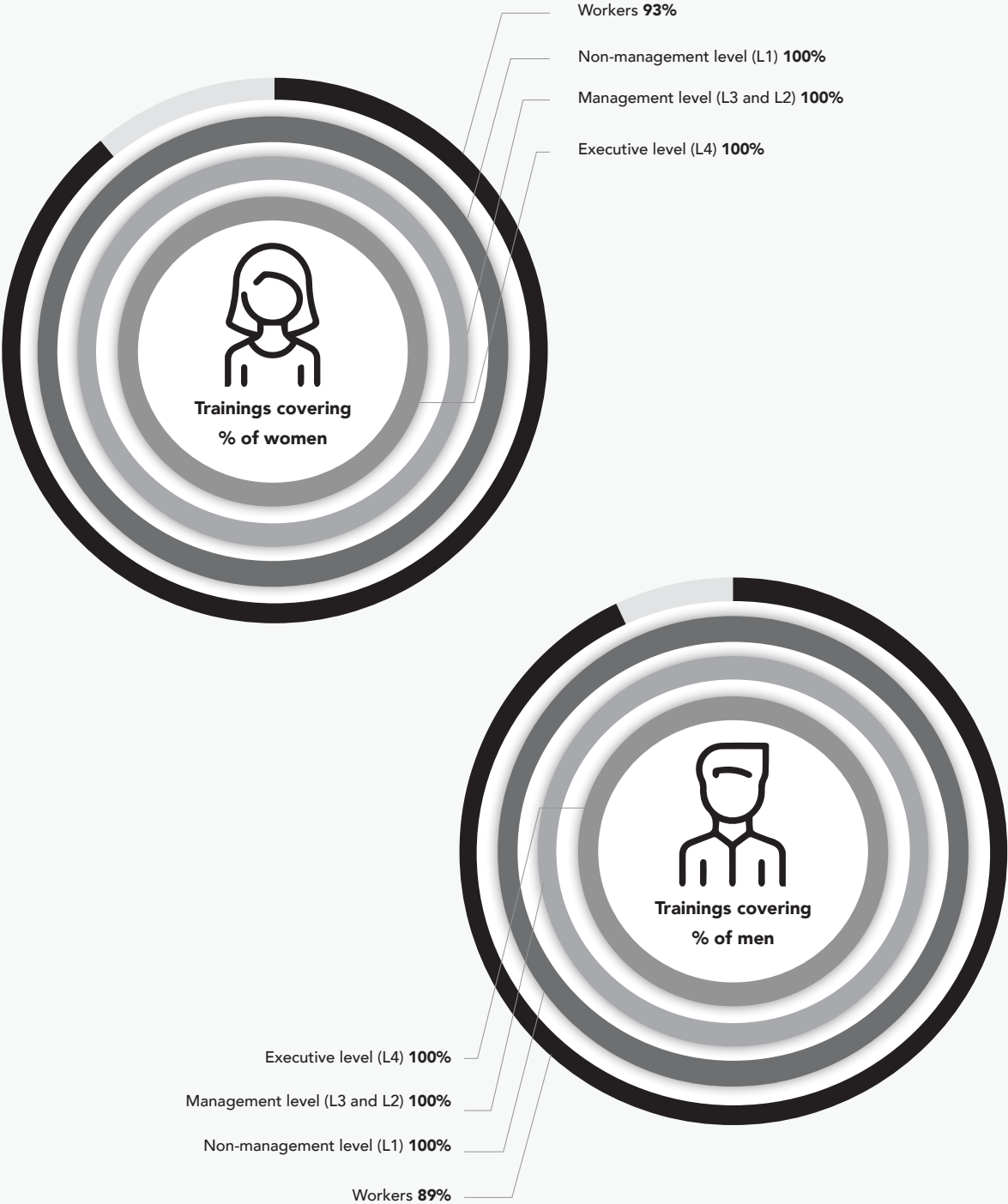
### Senior leadership

Accel is a 12-month development opportunity for senior leaders at Godrej Industries. This programme helps them understand more deeply the capabilities required for the next leadership level and learn to action the change through capstone projects. This programme involves a mix of masterclasses and one-on-one coaching with external coaches, mentoring by Godrej leaders, and actioning change through capstone projects. It is also an opportunity to build strong networks across the Group.

Investing in our people through  
customised L&D programmes



On average, our employees spend 77 hours on training and upskilling. We spend an average of ₹4,33,000 for training every employee on skill upgradation, health and safety, prevention of sexual harassment, and other human rights issues.



## HCROI

We recognise the value that our employees bring in and are committed to maximising their potential to drive our growth and success. To gain insights into the effectiveness of our human capital investments, we measure our HCROI, a key metric that helps us understand the profitability of our organisation in relation to total employee costs.

A higher HCROI indicates that we are effectively leveraging our human capital to generate greater value from our workforce.

By regularly monitoring and analysing our HCROI, we are better equipped to identify trends, evaluate the effectiveness of our human capital strategies, and make data-driven decisions to enhance the value derived from our workforce. This approach allows us to optimise our investments in talent development, recruitment, and retention, thereby ensuring we continue to build a skilled, engaged, and diverse workforce that drives us forward.

	FY 19-20	FY 20-21	FY 21-22	FY 22-23
<b>Total revenue</b>	54,744,508,957	62,543,352,310	69,515,608,458	76,671,727,945
<b>Total operating expenses</b>	41,660,800,000	47,097,701,698	53,165,052,855	59,094,502,111
<b>Total employee- related expenses</b> (salaries + benefits)	10,091,600,000	4,170,900,000	3,475,176,893	3,721,832,838
<b>HCROI (a – (b–c))/c</b>	2.296	4.703	5.704	5.722

## Engaging meaningfully

Our senior leadership team engages through different platforms, including town halls and one-on-one conversations. To understand the pulse of our company in real-time for taking immediate action, we made a shift and continued to move from static point in-time conversations and surveys to a culture of continuous listening aim.

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



### Trend of employee well-being

We are above the industry benchmarks. While we use engagement data for insights and action planning, our intent is to maintain engagement scores year-on-year.

	Unit	FY 19-20	FY 20-21	FY 21-22	FY 22-23
<b>Employee engagement</b>	% of employees with top level of engagement, satisfaction, well-being, or employee net promoter score (eNPS)	77	86	86	85

### Employee turnover rate

	FY 19-20	FY 20-21	FY 21-22	FY 22-23
<b>Total employee turnover rate</b>	17.1	11.5	23	27.4
<b>Voluntary employee turnover rate</b>	9.1	4.9	15	15.8

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.

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 'Asking the right questions?', 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.

Learning and sharing at the Godrej Leadership Forum



The GCPL Leadership Meet themed on 'Lead and Inspire' brought together the senior leadership team from across geographies to reflect on the year and key priorities to build on going forward.

A large part of the day was spent in a workshop on identifying and crafting the legacy that each leader wants to create in the role they are.

GCPL Leadership Meet brings together senior leadership from across the globe



## Freedom of association

We recognise the importance of our employees having the opportunity to voice their concerns, opinions, and suggestions. By fostering a strong dialogue between employees and management, we can create a more engaged, empowered, and productive workforce.

In line with this commitment, over 90% of our eligible employees are members of recognised employee associations or collective bargaining groups.

We are dedicated to maintaining an open and inclusive work environment, where all employees have a platform to express their views and actively participate in shaping company policies and practices.

Through our ongoing engagement with employee representatives, we strive to address various workplace concerns, such as working conditions, health and safety, and growth development opportunities. This collaborative approach enables us to continually enhance our workplace policies and practices, ensuring they remain relevant, equitable, and supportive of our employees' needs and aspirations.

We are committed to build a workplace where all our employees feel valued, heard, and empowered to contribute their best. We maintain strong relationships with employee associations to address the diverse needs of our workforce and create a thriving workplace culture that drives long-term value for our stakeholders.

## 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 an immersive experience around various touchpoints. We had 99 students from 8 business schools in India who joined us for a curated experience comprising leadership discussions and business immersions. Of them, we selected 34 students, and 50% of them are women. 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 future leaders at Godrej.

Engaging with business school students at Godrej LOUD



## Hiring for potential: Programme NEO

To hire and onboard talent from diverse academic and work experience backgrounds, we launched Programme NEO. Through NEO, we invited applications from experienced professionals who had studied at top universities and wished to reimagine their career journey. Assessed

on potential and value-fitment, we hired and onboarded 10 candidates who joined functions such as Sales and Marketing, Supply Chain, IT, and HR. The batch has received various upskilling and training inputs, such as FMCG masterclasses,

senior leadership connects, value chain immersions across Sales and Supply Chain, and classroom sessions, to build competency on key behavioural aspects essential to the role.

	FY 19-20	FY 20-21	FY 21-22	FY 22-23
<b>Total number of new employee hires</b>	360	261	462	481
<b>Percentage of open positions filled by internal candidates</b> (internal hires)	12.1	7.8	5.4	11.9
<b>Average hiring cost (₹)</b>	1,33,000	1,11,000	1,66,965	56,772

## Recognising and celebrating high performance

Regular performance evaluations and feedback are essential for employee growth, development, and success. To ensure our employees receive the support required to excel in their roles, we have implemented a robust performance review system.

All eligible employees undergo annual performance reviews, which are designed to provide constructive feedback, set clear objectives for the coming year, and identify opportunities for personal and professional development.

These performance reviews enable our employees and their managers to engage in meaningful conversations about past accomplishments, areas for improvement, and future aspirations.

For mid-management and above levels, we complement the performance review process with a 360-degree feedback system. This holistic approach gathers

feedback from an employee's peers, subordinates, managers, and sometimes even clients, providing a well-rounded perspective on an individual's performance, leadership capabilities, and interpersonal skills.



## Performance and career development reviews of employees

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

### 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 in India.

### Superstar Awards

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

### The Godrej Awards 2023

The Godrej Awards, organised across the Godrej Group, is dedicated to recognising outstanding performers. We felicitated our winning team members at a special event in our Mumbai headquarters.

### Being among the best companies to work for

We have been among the best companies to work for. We were one of Great Place to Work® Institute's (India) Best Workplaces in Manufacturing (2022) for creating a high-trust, high-performance culture. We were also recognised as one of the Best Organisations for Women 2023 by the Economic Times for our efforts towards creating a diverse and inclusive GCPL.

### Making greener products

We are continuously reducing the environmental impact of our products and operations and assessing the sustainability of our products from a lifecycle perspective. We use these insights in our product development process to create products that are good for both the people and the planet.



Recognising talent and performance  
at the Godrej Awards 2023



We were one of  
Great Place to Work®  
Institute's (India)  
Best Workplaces in  
Manufacturing (2022)



Our commitment to SBTi

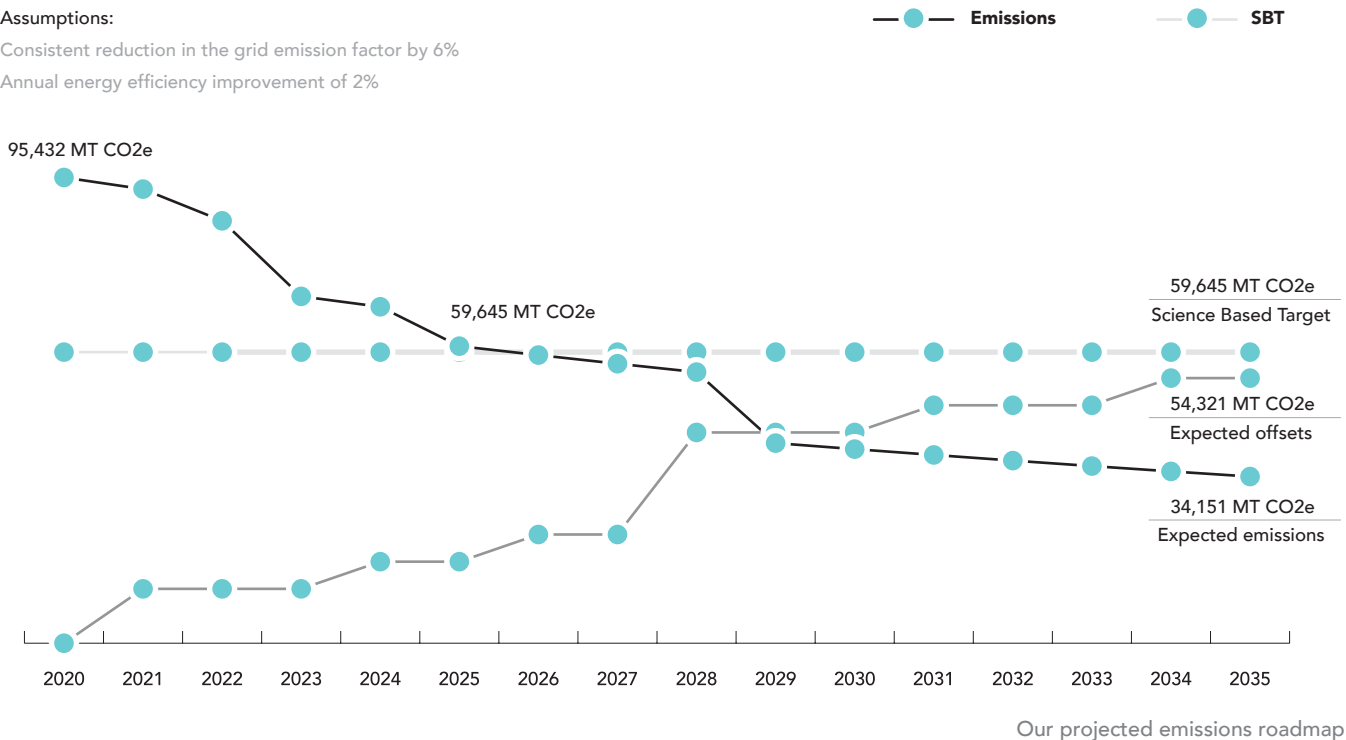
We have submitted GHG emission reduction targets to SBTi for validation. We have evaluated the reductions required in our emissions (Scope 1+2+3) and have committed to reducing these emissions in line with the global target determined by the SBTi standards committee.

SBTi's standards are the world's first science-based certification of companies' emissions reduction targets in line with the Paris Agreement's goal of keeping planetary warming to 1.5 degrees Celsius. The targets provide a clearly defined pathway for companies to reduce GHG emissions and help prevent the worst impacts of climate change.

We aim to continue reducing emissions by continuously upgrading to energy efficient technologies and processes and increasing the use of clean energy by shifting from fossil fuels to renewable fuels, such as biomass, captive solar, rooftop solar, open access purchase, cogeneration, and green storage. We are also exploring low-energy water recovery systems and nature-based climate solutions for carbon capture.

Net zero by 2035

We have set an internal science-based commitment to be Scope 1 and 2 net zero by 2035. We have already implemented initiatives such as community carbon mitigation programmes to be on track to net zero.

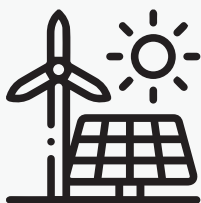


We have a three-pronged approach towards reducing our emissions and are moving towards net zero carbon or carbon neutrality:



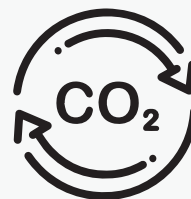
#### **Improving energy efficiency**

We reduce emissions by improving the resource efficiency of all our processes, thereby minimising the use of energy, water, and raw materials despite increasing productivity. We also streamline the capacity of our equipment to ensure optimal utilisation and transition to the use of briquette-fired boilers rather than furnace oil-based boilers at our facilities. We believe in open collaboration with our supply chain partners and share our best practices and experiences with them through our Sustainable Supply Chain programme. This programme also includes periodic audits of their sustainability performance.



#### **Increasing use of renewable energy**

We increase the use of renewable energy by using briquette-fired boilers and microturbines for steam, investing in solar PV installation, and applying for green tariffs where available. To further improve circularity in this area, we enrich and sell biomass ash generated by the briquette boilers to local farmers for use as a fertiliser.



#### **Offsets**

We reduce emissions through community-based waste management projects to divert organic waste from landfills or to incinerate and use them for biomass production. We invest in afforestation in degraded land parcels for carbon sink creation and carbon sequestration in our existing watershed projects. This not only conserves water and stores carbon but also reinvigorates natural ecosystems, preserves biodiversity, and improves livelihoods for local farmers.

We are also signatories to the EP100 global framework developed by the Climate Group, where we have committed to halving the energy intensity of our operations by 2030, as against the baseline set in 2012. Currently, we have reduced our emissions by close to 40% and intend to reach the 50% target well before 2030.

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

Over 34% of our plastic is recyclable. We have reduced our plastic packaging intensity by 17% since the fiscal year 2019-20.

In addition to our good and green targets, at a company level, we have identified sustainable packaging targets.

*Read more about our commitment and progress against targets in Radical simplification > Sustainable Packaging Commitment*

### **Highlights in sustainable packaging for the fiscal year 2022-23**

Carton packaging for our Goodknight Liquid Vapouriser refills contributed to 3,500 MT of our plastic packaging. It falls under category III plastic under the EPR regulations. We converted these metalised cartons to non-metalised cartons. This resulted in three-fold benefit—one, we reduced our plastic packaging consumption by 3,500 MT. Two, we reduced our EPR obligation by 3,500 MT, and three, we achieved significant cost savings over this project.

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

This involves building an ESG-first product portfolio within our core categories to fulfil environmental imperatives and cater to the changing consumer preferences through our reconstitution and naturals ranges.

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

### **Highlights from the fiscal year 2022-23**

- We completed LCAs for 6 products that constitute over 50% of our revenue
- For Goodknight Coils, we completed trials using PCR plastic for Coil poly bags
- For Goodknight Xpress Liquid Vapouriser, we explored PCR PET sources and tested trails.

We aim to complete LCAs of more than 80% of our products by revenue by 2025. LCAs help us assess the step in the value chain at which we can minimise our environmental impact on all fronts—energy, water, plastic, and waste. We are also identifying and testing alternate packaging materials and increasing the use of PCR plastic to move away from virgin plastic. Apart from just regulatory compliance with the EPR plastic waste management guidelines, we are working on innovations in formulation, design, and delivery models to lower our plastic footprint.

*Read more about our green innovation and green products in Radical simplification > Sustainability built into our products from day 1*



## Human rights in the workplace

GCPL is committed to ensuring human rights as part of our vision to help build a more equitable, inclusive, and greener world. Our respect for and commitment to human rights is central to our values. We believe that our primary human rights responsibilities are towards our employees, the communities where we operate, suppliers and business partners, and customers and consumers.

Our commitment to human rights is reflected in our Human Rights Policy, Sustainable Supply Chain Policy, Anti-sexual Harassment Policy, and Code of Conduct for Employees, Senior Managers, and Directors. These policies are available on our website.

GCPL has integrated human rights across its businesses by creating a multi-pronged approach starting from Board oversight to implementation by operations teams, monitoring by audit teams, and ably supported by HR at all levels.

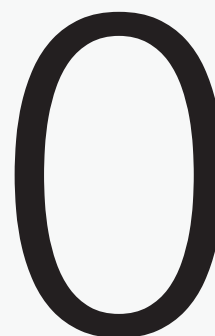
- GCPL has a dedicated Board-level committee for ESG where human rights is the key topic of discussion. The committee meets bi-annually to review the risks associated with ESG, mitigation strategies, and emerging areas of focus.
- The Internal Audit team is responsible for compliance to all local laws and our Human Rights Policy. They periodically review operations across all geographies and help ensure the highest levels of adherence.

- Undercutting all this is the culture of Godrej, and the HR team plays a stewardship role in enabling a culture of respect, dignity, and empathy. Our culture is encapsulated in our values and is part of how Godrejites are assessed and evaluated on an annual basis.
- Our Sustainable Supply Chain policy focuses on responsible conduct with all stakeholders, employee health and safety, local community development, business integrity and ethics, and human rights. The PSO team works with suppliers to ensure adherence to the policy. While a third party is involved in the audits, the PSO team regularly engages with the suppliers to encourage and share best practices.

In the fiscal year 2022-23, GCPL undertook the following activities to ensure that human rights commitments are met:

- All new recruits certified that they understand and accept the GCPL Code of Conduct, which includes our Human Rights Commitment.
- We conducted a self-assessment across our plants and locations in India and Indonesia, covering 93% of our blue collar workforce.
- In India, we have conducted third-party audits comprising 128 suppliers so far (accounting for approximately 70% of our procurement spends). None of the suppliers were non-compliant.

In accordance with our ongoing commitment to upholding human rights in our operations, we have identified and addressed gaps through self-assessments and have taken proactive measures to strengthen labour contracts for our contract workers in India. In addition to adhering to local labour laws, we have introduced stricter terms and conditions, focusing on:



**Zero tolerance**  
for discrimination

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



To further our human rights mitigation and remediation efforts, we have established a cross-functional working committee consisting of representatives from various functions and clusters. This committee is responsible for driving the implementation of human rights mitigation plans across our operations.

As of April 2023, 29% of our manufacturing sites have successfully incorporated these human rights mitigation plans. Our aim is to continue expanding these efforts, ensuring that all our facilities adhere to the highest standards of human rights and fair labour practices, thereby demonstrating our unwavering dedication to creating a positive, inclusive, and empowering work environment for all our employees and partners.

Going forward, we aim to work on some of our salient human rights commitments with the support of our stakeholders. In the fiscal year 2023-24, we commit to:

- Articulate our ambition to work on select salient aspects such as ensuring our own processes and supply chain are free from forced labour
- Create an action plan for all sites to achieve the stated ambition
- Use the fiscal year 2022-23 self-assessment data as baseline and report progress

## Protecting people from vector-borne diseases

Project EMBED was started in 2015 in Madhya Pradesh in partnership with the Ministry of Health and Family Welfare's National Centre for Vector-borne Diseases Control (erstwhile NCVBDC), focusing on malaria elimination, in line with the Government of India's mission to eliminate malaria by 2030. Over the past 6 years, we extended our initiative to Uttar Pradesh and Chhattisgarh. We collaborated with the state governments of Madhya Pradesh, Uttar Pradesh, and Chhattisgarh and our NGO partner to run intensive behaviour change programmes in regions with a high annual parasite index, where the case burden is the highest.

We worked in each location for 3 years, spreading awareness among households and people at the bottom of the pyramid and vulnerable and marginalised groups. In the fiscal year 2022-23, the malaria elimination project ran across 9 districts: Balaghat, Sheopur, and Shivpuri in Madhya Pradesh; Badaun, Bareilly, Mirzapur, and Sonbhadra in Uttar Pradesh; and Bastar and Kondagaon in Chhattisgarh. We received formal acknowledgement from the state governments of Madhya Pradesh and Uttar Pradesh in recognition of our efforts to help Madhya Pradesh move from a Category 3 to a Category 1 state in malaria elimination. Similarly, we supported Uttar Pradesh to move from Category 2 to Category 1.

In the fiscal year 2020-21, we initiated interventions on dengue and chikungunya prevention in urban areas of the aforementioned three states. Our urban dengue and chikungunya project, spread across nine 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, Gwalior, Indore, and Jabalpur in Madhya Pradesh; Lucknow, Kanpur, Agra, and Meerut in Uttar Pradesh; and Raipur in Chhattisgarh. It aims to reduce dengue and chikungunya cases and associated mortality.

The interventions under this project cover the following:

- 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
- Mobilisation and training of community volunteers who act as health champions in intervention communities
- Training public healthcare providers on neglected tropical diseases such as dengue and chikungunya
- Engagement with private healthcare practitioners
- Engagement with local public health authorities, schools and colleges, resident welfare associations, and professional associations

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

This project aims to:

- Develop integrated vector management (IVM) protocols for short-term and long-term interventions
- Provide information, education, and communicate behaviour change activities for at-risk communities by using an IVM approach for 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 multisectoral stakeholders to employ a collaborative approach
- Build the capacity of the state and district for outbreak investigation and management

A third-party impact assessment of the rural malaria intervention was conducted in the fiscal year 2021-22. The survey ran across 4 districts of Madhya Pradesh, namely Shivpuri, Sheopur, Alirajpur, and Jhabua—1.5 years after the completion of the project and exit from December 2021 to February 2022. The study revealed that community awareness about malaria symptoms remains high at 98% and that for malaria testing 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 home and surroundings clean to ensure no mosquito-breeding spaces exist 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.

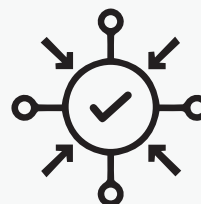


Protecting communities and spreading awareness around vector-borne diseases through Project EMBED



### Outreach

- In the fiscal year 2022-23, our rural malaria programmes reached out to 194,918 households in 1,129 villages in 9 districts across Madhya Pradesh, Uttar Pradesh, and Chhattisgarh.
- 
- Our urban dengue programme reached out to 280,500 households in over 2,000 urban settlements in 9 cities in Uttar Pradesh, Madhya Pradesh, and Chhattisgarh.
- 
- Via our technical support to Gol and GoUP on the integrated vector management project, approximately 20 million people were covered.
- 
- In total, 3,452 ASHA workers were trained in the prevention and control methods for vector-borne diseases
- 
- In total, 372 participants attended training on entomological surveillance, clinical management of malaria, and outbreak investigation.
- 
- A total of 20 outbreak surveillance visits were carried out with NCVBDC and GoUP to manage dengue and Zika outbreaks.



### Impact

- In our rural malaria project, we have met the target of zero malaria cases in 4 out of 9 districts (Mirzapur and Sonbhadra in Uttar Pradesh and Sheopur and Shivpuri in Madhya Pradesh). Further, we have seen a 44% reduction in SPR, and the treatment completion rate is up by 18%.
- 
- Fever testing has increased by 332%, and a 36% reduction in dengue cases has been reported in geographies where we carried out the intervention. This has, to a large extent, been due to our successful integration with communities and cross linkages between different municipal departments. Finally, we partnered with the NCVBDC to organise a 'Technical Symposium on Dengue' in New Delhi on 22 and 23 March 2023 under the Chairmanship of Union Secretary, Ministry of Health and Family Welfare. The main objective of this symposium was to develop a strategic plan and roadmap for dengue control in India along with inputs from endemic states. A draft plan has been created and will be finalised and implemented by August 2023. This framework will become the foundation for Gol and all endemic states to manage and control dengue, chikungunya, and Zika type diseases.
- 
- Through the successful implementation of all three projects, we have reached out to over 28.2 million people at the end of the fiscal year 2022-23, and by the fiscal year 2025-26, we aim to protect 30 million people against vector-borne diseases.

## Transforming solid waste and plastic management

As a global FMCG player and responsible corporate citizen, GCPL is committed to reducing waste across all its plants, processes, products, and supply chain. To this end, we have been sending zero waste to landfills from our manufacturing units for the last 4 financial years. Beyond addressing the waste from our manufacturing processes, GCPL recognises its responsibility to work with communities to manage waste. We do this not just by collecting back 100% of the plastic waste generated by us every year as per Indian EPR laws; we go beyond and work with civic agencies, social enterprises, and citizens' groups to ensure that we work as partners to increase the reuse of material and recycle as much as possible.

To this end, we have invested in helping communities around our offices and plant locations to identify and mitigate their waste-related issues through various interventions by using circular economy principles.

Since the fiscal year 2020-21, we have partnered with the Puducherry Municipal Corporation to implement a community waste management project, thus reaching out to over 200,000 people. We are digitally tracking the waste management process and creating awareness on door-to-door collection and source segregation. We have diverted over 541 MT of waste from landfills through clean-up drives and established a sanitation park that now processes 4TPD of waste.

We have provided access to medical camps to 385 waste workers. Further, the implementation team has proposed a detailed project plan to the Government of Puducherry. It also includes the action plan for sustainable waste management solutions for the state. This DPR has become the basis for the new tenders being released by the government.

In September 2022, we initiated an end-to-end waste management project in the newly formed Malanpur Nagar Parishad, where one of GCPL's oldest and biggest factories is based. The 3-year project will operate in all 15 wards of the Nagar Parishad, with the aim of sending zero waste to landfill and breaking even on the operational cost of solid waste management by the third year. In the fiscal year 2022-23, the project has diverted 383 MT of waste from landfills.

GCPL has initiated an integrated decentralised solid waste management system in Palashbari Municipal Board in Kamrup district of Assam in October 2022. The Kamrup district currently houses several GCPL manufacturing units. To reach optimal capacity and break even from an operational cost perspective, the project will cover all 10 municipality wards as well as the surrounding commercial zones that are open to partnering. In the fiscal year 2022-23, the project has diverted 125 MT of waste from landfills.



Baddi in Solan district of Himachal Pradesh houses two GCPL factories. Kasauli is one of the well-known tourist destinations in Solan district. A municipal waste management project was initiated to tackle the growing garbage issue in the region that mars the natural beauty of the geography. In the fiscal year 2022-23, we undertook a detailed baseline assessment in the Kasauli cantonment area and five surrounding Panchayats (local population from the 2011 census is approximately 8,000 + 35,000 tourists annually). In addition to the baseline, we conducted several cleaning drives around garbage blackspots, established waste-themed art installations to create interest in citizens and tourists, and worked with school children to build awareness about the issue. Through various cleaning drives in this project, we have diverted 325 kg of waste. The full-scale implementation will begin in the fiscal year 2023-24.

The state of Goa is one of the largest tourist hubs in the country and therefore needs to continually focus on waste management to ensure no negative impact on its natural beauty. In the fiscal year 2022-23, GCPL in partnership with the Goa State Pollution Control Board and Goa Waste Management Corporation initiated a 3-year waste management project with Bicholim and Sattari Municipal Councils. The project is being implemented by the Mineral Foundation of Goa in partnership with Sampurna Earth. This project will cater to approximately 2.9 lakh people in the region. In the fiscal year 2022-23, the project has diverted 678 MT of waste from landfill.

Through the successful implementation, we intend to transform waste management systems of 7 municipalities and divert over 5,000 MT of waste from landfills by 2025-26.

We are actively working in our communities to manage solid waste and recycle as much as possible





## Integrated watershed management

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. Consequently, 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 the treatment of 1,778 hectares of land, covering 66% of the total area under the project. To date, we have provided over 8.5 lakh saplings for direct and seed dibbling. The project has developed 39 pandals and installed 25 drip irrigation systems at farmer lands, with a 30% contribution from the beneficiary farmer. We have trained over 100 farmers on alternate agricultural practices, and the income impact of this training will be reported in the fiscal year 2023-24.

By the 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 tCO<sub>2</sub> per annum, as well as build the capacity of the whole community on water management and sustainable agriculture.

Investing in watershed management to help restore ecological balance

