

GCPL ESG Factbook

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About the ESG Factbook

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About the Company

Godrej Consumer Products, a member of the 126-year-young Godrej Group, upholds strong values like trust, integrity, and respect. As an emerging markets company, we are experiencing rapid growth and pursuing innovative goals. Our purpose is Bringing the goodness of health and beauty to consumers in emerging markets.

About the ESG Factbook

The ESG data book contains an additional of relevant information and material ESG disclosures (Environmental, Social, and Governance). It complements our Annual Integrated Report FY2023-24 and supplements our voluntary disclosures for Corporate Sustainability Assessment by S&P Global.

Scope & Reporting Boundary

The reporting boundary for this ESG factbook covers our global operations unless otherwise stated. All monetary figures, unless specifically stated, are in INR.

ECONOMIC DIMENSION

1. Corporate Governance

Board Type – One-tier system

| | Number of members |
|-------------------------------|-------------------|
| Executive directors | 2 |
| Independent directors | 6 |
| Other non-executive directors | 3 |
| Total board size | 11 |

We have a one-tier system with 11 board members, of which 2 are Executive, 3 are non-executive and rest are Independent Directors. The total size of the board is 11 members and 55% of our board is independent.

Board Effectiveness (including Board Mandates & Board Performance)

| | Indicators/ Measures | Indicator/ Numerical value |
|--|---|--|
| Board Meeting Attendance Number of meetings attended in percentage last business/fiscal year. | Average board meeting attendance (% of meetings of board of directors/supervisory board). | 90.26% |
| | Minimum of attendance for all members required, at least (in %) | 50% |
| Board Mandates Number of other mandates of the board of directors/supervisory board members. This only applies to non-executive and independent directors, not executive directors or employee representatives. | Number of non-executive/independent directors with 4 or less other mandates | 6 |
| | Please provide the names of these directors | Ndidi Nwuneli, Ireena Vittal, Omkar Goswami, Pippa Tubman Armerding, Sumeet Narang and Shalini Puchalapalli |
| | Number of other mandates for non-executive/independent directors restricted to | 7 |
| Board Performance Review Performance assessment of board of directors/supervisory board members | Regular self-assessment of board performance. Please specify or provide documents | We conduct a formal Board Effectiveness Review as mandated by the Companies Act, 2013, and the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015. This review is designed and executed by our Corporate HR team in collaboration with the Chairperson and the Nomination and Remuneration Committee of the Board. Each Board member completes a confidential online questionnaire, providing feedback on the |

| | | |
|-------------------------------|---|---|
| | | Board's operations and potential improvement areas. Additionally, they perform a self-assessment of their effectiveness, ensuring a comprehensive and balanced evaluation of the Board's performance. |
| | Regular independent assessment of board performance. Please specify or provide supporting documents | None |
| Board Election Process | Board members are elected and re-elected on an annual basis | One third of the non-executive directors (other than independent directors) retire every year and their candidature is considered for re-appointment by the shareholders. |
| | Board members are elected individually (as opposed to elected by slate) | Independent Directors are appointed individually by shareholders for a tenure not exceeding 5 years. Executive Directors are appointed for a term as per the individual contracts. |

CEO-to-Employee Ratio

| CEO Compensation | Total CEO Compensation | |
|---|-------------------------------------|-----------------------------------|
| Please indicate the total annual compensation* of the Chief Executive Officer (or any equivalent position): | 19,02,00,000 | |
| | Median Employee Compensation | Mean Employee Compensation |
| Employee Compensation | INR 5,25,000 | INR 20,31,000 |
| The ratio between the total annual compensation of the Chief Executive Officer and the mean or median employee compensation: | 362 | 93 |

Note: Total compensation includes fixed and variable compensation as well as all other parts of compensation which are required to be included in total remuneration reporting according to national accounting standards

Management ownership

| Position | Names | Multiples of base salary |
|--|--|---------------------------------|
| Chief Executive Officer | Sudhir Sitapati | 7 times |
| Average across other executive committee members owning shares | Omar Momin, Venkateshwarra Y, Vijaykumar Kannan, Robert Menzies, and Aasif Malbari | 2 times |

2. Business Ethics

2.1. Codes of conduct: systems and procedures

In our commitment to uphold the highest standards of integrity and ethical conduct, we have established a direct link between adherence to our Code of Conduct and the remuneration of our employees. We firmly believe that this linkage is essential to foster a culture of ethical behaviour and accountability across our organisation.

Any breach of our Code of Conduct can have significant implications on various elements of the remuneration package of the concerned individual. This could range from a reduction in bonuses to a reconsideration of salary increments, among other potential consequences.

Our performance appraisal cycle also includes this measure to further reinforce the importance of our Code of Conduct and encourage all employees to act in the best interests of our stakeholders and the communities we serve.

2.2. Reporting on Breaches

| Reporting areas | Number of breaches in FY 2023-24 |
|-------------------------------------|----------------------------------|
| Corruption or Bribery | 0 |
| Discrimination or Harassment | 4 |
| Customer Privacy Data | 0 |
| Conflicts of Interest | 0 |
| Money Laundering or Insider trading | 0 |

3. Policy Influence

3.1. Contributions & Other Spending

| | FY2020 | FY2021 | FY2022 | FY2023 |
|--|----------|----------|-----------|-------------|
| Lobbying, interest representation or similar | 0 | 0 | 0 | 0 |
| Local, regional or national political campaigns / organizations / candidates | 0 | 0 | 0 | 0 |
| Trade associations or tax-exempt groups (e.g. think tanks) | 5,26,325 | 2,10,307 | 17,60,192 | 1,50,87,424 |
| Other (e.g. spending related to ballot measures or referendums) | 0 | 0 | 0 | 0 |

| | | | | |
|---|----------|----------|-----------|-------------|
| Total contributions and other spending | 5,26,325 | 2,10,307 | 17,60,192 | 1,50,87,424 |
| INR - Indian Rupee | | | | |
| Data coverage (as % of denominator, indicating the organizational scope of the reported data) | 100% | 100% | 100% | 100% |
| Revenues | | | | |

3.2. Largest Contributions & Expenses

| Issue or Topic | Corporate position | Description of Position / Engagement | Total spend in FY 2023-24 |
|---|---------------------------|--|----------------------------------|
| Promoting safe use of household insecticides in India | Support | Promoting safe use of household insecticides in India by demanding to stop on buying or selling of illegal mosquito repellent incense sticks laced with unapproved harmful chemicals (insecticides/ pesticides). This can cause health issues such as asthma, bronchitis, reactive airways disease and other respiratory ailments. | 0 |
| Circular economy of plastics | Support | We are one of the founding members of the India Plastic Pact that aims to promote a circular economy of plastics through public-private collaboration. We collaborating to find innovative ways to eliminate, reuse, or recycle the plastic packaging across the plastics value chain and collectively achieve the long-term target of plastic intensity reduction and increasing the use of post-consumer recycled plastics in our packaging. | 0 |

Note: We support for the above public advocacy through our trade association memberships.

Other Large Expenditures

| Name of organization, candidate or topic | Type of organization | Total amount paid in FY 2023-24 |
|--|--|---------------------------------|
| Federation of Indian Chambers of Commerce and Industry | Trade association, annual membership fees and research collaboration | 80,45,924 |
| Home Insect Control Association | Trade association, annual membership fees | 22,67,200 |
| Advertising Standards Council of India | Trade association, annual membership fees | 19,79,400 |

4. Supply Chain Management

4.1. KPIs for Supplier Screening

| Supplier Screening | FY2023-24 |
|---|-----------|
| 1.1 Total number of Tier-1 suppliers | 552 |
| 1.2 Total number of significant suppliers in Tier-1 | 136 |
| 1.3 % of total spend on significant suppliers in Tier-1 | 76% |
| 1.4 Total number of significant suppliers in non Tier-1 | 0 |
| 1.5 Total number of significant suppliers (Tier-1 and non Tier-1) | 136 |

4.2. KPIs for Supplier Assessment and/or Development

| Supplier Assessment | FY 2023-24 | Target for FY 2024 |
|--|------------|--------------------|
| Total number of suppliers assessed via desk assessments/on-site assessments | 136 | |
| % of unique significant suppliers assessed | 100% | 95% |
| Number of suppliers assessed with substantial actual/potential negative impacts | | |
| % of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan | 0% | |
| Number of suppliers with substantial actual/potential negative impacts that were terminated | 0% | |

| Corrective action plan support | FY 2023 | Target for FY 2023 |
|---|---------|--------------------|
| Total number of suppliers supported in corrective action plan implementation | 0 | |
| % of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation | 0% | |

| Capacity building programs | FY 2023 | Target for FY 2023 |
|---|---------|--------------------------|
| Total number of suppliers in capacity building program | 71 | Number of suppliers - 50 |
| % of unique significant suppliers in capacity building programs | 52% | |

5. Tax Strategy

5.1. Effective Tax Rate

| Financial Reporting | FY 2022-23 | FY 2023-24 | Calculated Average Rate |
|--|------------|------------|-------------------------|
| Earnings before Tax | 2,132.73 | 198.23 | |
| Reported Taxes | 430.27 | 758.78 | |
| Cumulative acceptable adjustments* (see below) | 0 | 0 | |
| Effective Tax Rate (in %) | 20.17% | 382.78% | 51.01% |
| Cash Taxes Paid | 418.45 | 373.9 | |
| Cash Tax Rate (in %) | 19.62% | 188.62% | 33.99% |

6. IT Security/ Cybersecurity Governance

The Board-level oversight on Cybersecurity governance is led by the Board Risk Management Committee, led by independent director, Dr. Omkar Goswami. Cybersecurity risks are reviewed at least twice annually.

7. Product Quality & Recall Management

7.1. Product Recalls

| | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 |
|---|-----------|-----------|-----------|-----------|
| Number of product lines for which products were recalled: | 0 | 0 | 0 | 0 |
| Expenses incurred due to recalls issued in the | 0 | 0 | 0 | 0 |

| | | | | |
|--|-----------------|-----------------|-----------------|------------------|
| corresponding fiscal year | | | | |
| Currency: | | | | |
| Revenues | 110,286,200,000 | 122,765,000,000 | 133,159,700,000 | 1,409,611,00,000 |
| Cost of recalls as a percentage of annual revenues | 0 | 0 | 0 | 0 |

ENVIRONMENTAL DIMENSION

1.1. Energy

1.1.1. Energy Consumption

| Total energy consumption | Unit | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target for FY 2024? |
|--|-----------------------|-----------|-----------|-----------|-----------|---------------------|
| Total non-renewable energy consumption | MWh | 2,20,716 | 2,17,673 | 2,07,730 | 2,18,243 | 2,50,000 |
| Total renewable energy consumption | MWh | 66,284 | 68,326 | 69,463 | 67,477 | 70,000 |
| Data coverage (as % of denominator) | Percentage of revenue | 100% | 100% | 100% | 100% | 100% |

2. Packaging

2.1. Plastic Packaging

| | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | What was your target for FY 2024? |
|---|-----------|-----------|-----------|-----------|-----------------------------------|
| Total weight (tonnes) of all plastic packaging | 19,541 | 19,500 | 18,750 | 17,995 | 18,500 |
| % of recyclable plastic packaging (as a % of the total weight of all plastic packaging) | 30 | 30 | 34 | 40 | 40 |

| | | | | | |
|---|------|------|------|------|------|
| % of compostable plastic packaging (as a % of the total weight of all plastic packaging) | 0 | 0 | 0 | 0 | 0 |
| % of recycled content within your plastic packaging (as a % of the total weight of all plastic packaging) | 0 | 0 | 0 | 0 | 0 |
| Coverage (as a % of cost of goods sold) | 100% | 100% | 100% | 100% | 100% |

3. Waste & Pollutants

3.1. Waste Disposal

| | Unit | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target for FY 2024 |
|---|---------------|-----------|-----------|-----------|-----------|--------------------|
| Total waste recycled/reused | Metric Tonnes | 9,529 | 9,973 | 6,688 | 5,768 | |
| Total waste disposed | Metric Tonnes | 1,437 | 1,257 | 1,128 | 651 | 800 |
| - Waste landfilled | Metric Tonnes | 1,216 | 966 | 887 | 646 | |
| - Waste incinerated with energy recovery | Metric Tonnes | 0 | 0 | 0 | 0 | |
| - Waste incinerated without energy recovery | Metric Tonnes | 221 | 291 | 241 | 5 | |
| - Waste otherwise disposed | Metric Tonnes | 0 | 0 | 0 | 0 | |
| - Waste with unknown disposal method | Metric Tonnes | 0 | 0 | 0 | 0 | |
| Data coverage | %of: | 100% | 100% | 100% | 100% | 100% |

3.2. NOx Emissions

| Direct NOx emissions | Unit | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target for FY 2023? |
|----------------------------------|-----------------------|-----------|-----------|-----------|-----------|---------------------|
| Direct NOx emissions | metric tonnes | 61 | 68 | 89 | 85 | 85 |
| Data coverage (as % denominator) | percentage of revenue | 100% | 100% | 100% | 100% | |

4. Water

4.1. Water Consumption

| | Units | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 |
|--|----------------------|-----------|-----------|-----------|-----------|
| A. Water withdrawal (excluding saltwater) | Million cubic meters | 0.79 | 0.77 | 0.95 | 0.81 |
| B. Water discharge (excluding saltwater) | Million cubic meters | 0 | 0 | 0 | 0 |
| Total net fresh water consumption (A-B) | Million cubic meters | 0.79 | 0.77 | 0.95 | 0.81 |
| Data coverage | Percentage of | 100% | 100% | 100% | 100% |

5. Climate Strategy

5.1. Direct Greenhouse Gas Emissions (Scope 1)

| Direct GHG (Scope 1) | Unit | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target for FY 2024 |
|--------------------------------------|-------------------------------|-----------|-----------|-----------|-----------|--------------------|
| Total direct GHG emissions (Scope 1) | metric tonnes CO2 equivalents | 33,131 | 34,510 | 36,662 | 40,842 | 41,000 |
| Data coverage (as % of denominator) | percentage of | 100% | 100% | 100% | 100% | |

5.2. Indirect Greenhouse Gas Emissions (Scope 2)

| GHG (Scope 2) | Unit | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target for FY 2024 |
|-------------------------------------|----------------------------------|-----------|-----------|-----------|-----------|--------------------|
| Location-based | metric tonnes of CO2 | 53,131 | 51,331 | 42,544 | 44,221 | 45,000 |
| Data coverage (as % of denominator) | percentage | 100% | 100% | 100% | 100% | |
| Market-based | metric tonnes of CO2 equivalents | | | | | |
| Data coverage (as % of denominator) | percentage | | | | | |

Note: We use location-based method with respective national emission factors

5.3. Indirect Greenhouse Gas Emissions (Scope 3) (with applicable scope 3 categories)

| IGHG (Scope 3) | Unit | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target for FY 2024 |
|--|----------------------------------|-----------|-----------|-----------|-----------|--------------------|
| Total indirect GHG emissions (Scope 3) | metric tonnes of CO2 equivalents | | 16,46,782 | 13,33,796 | 14,82,327 | 15,00,000 |

| Scope 3 Category | Emissions in the reporting year (Metric tons CO2e) | Emissions calculation methodology and exclusions |
|--|--|--|
| Cat 1. Purchased Goods and Services | 2,34,836 | Supplier specific method |
| Cat 3. Fuel-and-energy-related-activities (not included in Scope 1 or 2) | 56,776 | Fuel based method |
| Cat 4. Upstream transportation and distribution | 60,256 | Distance, Supplier, Fuel based method |
| Cat 5. Waste generated in operations | 3,372 | Waste type specific method |
| Cat 6. Business Travel | 1,437 | Distance - based method |

| | | |
|--|-----------|-----------------------------|
| Cat 7. Employee commuting | 35,994 | Distance, Fuel based method |
| Cat 8. Upstream leased assets | 658 | Assets specific method |
| Cat 11. Use of sold products | 10,56,320 | Direct use phase emission |
| Cat 12. End of life treatment of sold products | 32,678 | Waste-type-specific method |

5.4. Climate Related Management Incentives

| Who is entitled to benefit from this incentive? | Type of incentive | Incentivized KPIs: |
|--|-------------------|---|
| Chief Executive officer | Monetary | <p>Emission reduction</p> <p>At GCPL, the executive compensation of all leaders comprises of 15% of people & planet goals. They are in line with the company's vision to foster an inspiring workplace and build an equitable and greener planet. The financial incentives component of salaries (Performance Linked Variable Remuneration or PLVR) is directly linked to the achievement of the KPIs.</p> <p>The CEO's goals include climate related targets such as emissions reduction in line with publicly stated climate targets, and net zero scope 1 & 2 emissions by 2035.</p> |
| Other named executive officers – Manufacturing Head | Monetary | <p>Energy reduction</p> <p>GCPL manufacturing head is responsible for the performance of the plants on climate change front along with the operations. Currently, the KPIs for the Manufacturing Head include climate related goals such as energy efficiency measures, increasing use of renewable energy, and emission reduction in line with publicly stated climate targets.</p> |
| Employees – Green champions | Monetary | <p>Energy reduction</p> <p>Green champions (sustainability managers) are recognized and rewarded for the initiatives taken and for implementation of innovative projects in the direction to address climate change issues. Their performance is measured against the achievement of annual emission reduction, energy reduction targets and efficiency improvements.</p> |

SOCIAL DIMENSION

1. Labour Practices

1.1. Workforce Breakdown: Gender

| Diversity Indicator | Percentage |
|--|------------|
| Share of women in total workforce (as % of total workforce) | 48% |
| Share of women in all management positions, including junior, middle and top management (as % of total management positions) | 31% |
| Share of women in junior management positions, i.e. first level of management (as % of total junior management positions) | 33% |
| Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions) | 23% |
| Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.) | 22% |
| Share of women in STEM-related positions (as % of total STEM positions) | 41% |

1.2. Workforce Breakdown: Nationality

| Breakdown | Share in total workforce (as % of total workforce) | Share in all management positions, including junior, middle and senior management (as % of total management workforce) |
|----------------|--|--|
| Argentines | 7% | 1% |
| Nigerians | 3% | 2% |
| South Africans | 1% | 1% |
| Indians | 63% | 64% |
| Indonesians | 14% | 27% |

1.3. Freedom of Association

| | |
|---|-----|
| % of employees represented by an independent trade union or covered by collective bargaining agreements | 90% |
|---|-----|

1.4. Gender Pay Indicators

| Indicator | Difference between men and women employees (%) |
|-----------------------|--|
| Mean gender pay gap | (-)8% |
| Median gender pay gap | 2% |
| Mean bonus gap | (-)4% |
| Median bonus gap | 14% |

2. Human Capital Development

2.1. Training and Development Inputs

| | FY 2024 |
|---|---------|
| Average hours per FTE of training and development | 22 |
| Average amount spent per FTE on training and development. | 39,758 |

2.2. Human Capital Return on Investment

| | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 |
|--|-----------------|-----------------|-----------------|-----------------|
| a) Total Revenue | 110,286,200,000 | 122,765,000,000 | 133,159,700,000 | 140,961,100,000 |
| b) Total Operating Expenses | 78,523,000,000 | 90,340,000,000 | 97,912,900,000 | 96,895,300,000 |
| c) Total employee-related expenses (salaries + benefits) | 11,233,400,000 | 11,041,400,000 | 11,114,800,000 | 12,493,400,000 |
| Resulting HC ROI (a - (b-c)) / c | 3.827 | 3.937 | 4.171 | 4.527 |
| Total Employees | 10,000 | 9,488 | 8,580 | 8,670 |

2.3. Hiring

| | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 |
|---|-----------|-----------|-----------|-----------|
| Total number of new employee hires | 261 | 462 | 481 | 406 |
| Percentage of open positions filled by internal candidates (internal hires) | 7.8 | 5.4 | 11.9 | 35.2 |
| Average hiring cost/FTE | 1,11,000 | 1,66,965 | 56,772 | 34,553 |

Hiring data breakdown by gender and management level

| Hiring | | |
|-------------------|------|--------|
| | Male | Female |
| Level 1 new hires | 249 | 94 |
| Level 2 new hires | 37 | 15 |
| Level 3 new hires | 4 | 4 |
| Level 4 new hires | 3 | 0 |

Note: Level 1 is junior management, Level 2 and 3 are middle management, Level 4 is senior management

2.4. Employee Turnover Rate

| | FY 2020-21 | FY2021-22 | FY2022-23 | FY2023-24 |
|---|------------|-----------|-----------|-----------|
| Total employee turnover rate | 11.5 | 23 | 26 | 22 |
| Voluntary employee turnover rate | 4.9 | 15 | 15.8 | 14.7 |
| Data coverage (as % of all FTEs globally) | 100% | 100% | 100% | 100% |

Employee turnover rate by level

| | Level 1 | Level 2 | Level 3 | Level 4 |
|------------------------|---------|---------|---------|---------|
| Employee turnover rate | 25% | 16% | 16% | 13% |

Note: Level 1 is junior management, Level 2 and 3 are middle management, Level 4 is senior management

Employee turnover rate by gender

| | Male | Female | Total |
|------------------------|------|--------|-------|
| Employee turnover rate | 22% | 26% | 22% |

2.5. Trend of Employee Wellbeing

| Core Focus | Unit | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target for FY 2023-24 |
|------------|---|-----------|-----------|-----------|-----------|-----------------------|
| | % of employees with top level of engagement, satisfaction, wellbeing, or employee net promoter score (eNPS) | 86 | 86 | 85 | 86 | 85 |

3. Occupational Health and Safety

3.1. Fatalities

| Fatalities | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 |
|-------------|-----------|-----------|-----------|-----------|
| Employees | 0 | 0 | 0 | 0 |
| Contractors | 0 | 0 | 0 | 0 |

3.2. LTIFR Employees:

| LTIFR | Unit | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 |
|--|---|-----------|-----------|-----------|-----------|
| Employees: | LTIFR (n/million hours worked) LTIR (n/200,000 hours worked) | 0.185 | 0.716 | 0.987 | 0.45 |
| Data coverage (as % of employees, operations or revenues) | percentage of: | 100% | 100% | 100% | 100% |

4. Customer Relations

4.1. Online Strategies & Customers Online

Online Customers

| | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target |
|---|-----------|-----------|-----------|-----------|--------|
| % of total customers using your online services solutions/sales platform | 100% | 100% | 100% | 100% | 100% |

Online Revenues

| | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target for FY 2023 |
|---|-----------|-----------|-----------|-----------|-----------------------|
| % of revenues generated online (e.g. through direct sales, advertising, etc.) | 3.7% | 4.34% | 4.97% | 6.5% | 5.5% |

4.2. Customer Satisfaction Measurement

| Satisfaction Measurement | Unit | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | Target for FY 2023 |
|--------------------------|---|-----------|-----------|-----------|-----------|--------------------|
| Satisfaction Measurement | Net promoter score (NPS = Promoters-Detractors) | 50% | 50% | 50% | 51% | 50% |
| Data coverage | % of | 100% | 100% | 100% | 100% | |

4.3. Incentives for Distribution Networks

We incentivise our distributors in the form of payout against their performance. The performance is evaluated on the basis of parameters such as secondary sales value and driving newer SKUs/lines. Payout and reward programmes are applicable to urban distributors and rural distributors. The incentives are run periodically in order to keep the motivation high and encourage top performers.