



Hindustan Unilever Limited

**DIRECTOR'S INDUCTION &
TRAINING
AND
FAMILIARISATION PROGRAMME**

DIRECTOR'S INDUCTION & TRAINING AND FAMILIARISATION PROGRAMME

This document is divided into 2 parts as given herein:

Part A covers Directors Induction & Training

Part B covers Familiarisation Program for Independent Directors

Part – A - DIRECTOR'S INDUCTION AND TRAINING

Background

The provision of an appropriate induction programme for new Directors and ongoing training for existing Directors is a major contributor to the maintenance of high corporate governance standards of the Company. The Chief Executive Officer and Managing Director and the Company Secretary are jointly responsible for ensuring that such induction and training programmes are provided to Directors.

The Independent Directors also request the Management to provide detailed understanding of any specific project, activity or process of Hindustan Unilever Limited (HUL/Company). The management provides such information and training either at the meeting of Board of Directors or otherwise.

Induction

The induction process is designed to:

- a. build an understanding of HUL, its businesses and the markets and regulatory environment in which it operates;
- b. provide an appreciation of the role and responsibilities of the Director;
- c. fully equip the Directors to perform their role on the Board effectively; and
- d. develop understanding of Company's people and its key stakeholder relationships.

The Company Secretary shall provide new Directors, both Executive and Non-Executive, with a briefing on their legal and regulatory responsibilities as Directors. This includes provision of a Directors' Induction kit containing general information on Company's Structure, Key Policies of the Company, Brief profile of the Board of Directors, Role and Responsibility of the Directors and necessary disclosure forms. The Chief Executive Officer provides a briefing on Company's current structure and performance of business.

The induction briefing for Non-Executive Independent Directors includes interactive sessions with Management Committee Members, Business and Functional heads, Auditors and a visit to market or any plant.

Training

The Company Secretary keeps the Board briefed on legal and regulatory development relevant to the Company and the Directors. The Company Secretary ensures that the programme to familiarise the Non-Executive Directors with the business is maintained over time and kept relevant to the needs of the individuals involved and the Board as a whole. Based on the yearly performance evaluation of the Board and individual Directors, the Chairperson shall in consultation with the Chairperson of the Nomination & Remuneration Committee agree on the Training and Development needs of the Board as a whole and decide on action plan for each year. The Company Secretary shall be responsible for implementation of such plan and Chairperson of the Company shall regularly review the same.

In addition to the extensive induction and training provided as part of the familiarization programme, the Independent Directors are also taken through various business and functional sessions in the Board meetings including the Board meetings to discuss strategy.

PART – B - FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS

The Board familiarisation programme comprises the following:

- Induction programme for new Independent Directors,
- Immersion sessions on business and functional issues,
- Strategy sessions

All Directors on their appointment are taken through a detailed induction and familiarisation programme when they join the Board of your Company. The induction programme is an exhaustive one that covers the history, culture and background of the Company and its growth over the last several decades, various milestones in the Company's existence since its incorporation, the present structure and an overview of the businesses and functions. The programme also covers the Unilever Compass Commitments.

The Chief Executive Officer and Managing Director and the Company Secretary are jointly responsible for ensuring that induction and training programmes are conducted for Directors. The Chief Executive Officer and Managing Director, provides an overview of the organisation, its history, culture, values and purpose. The Management Committee Members and Functional Heads take the Directors through their respective businesses and functions. As a part of induction programme, the Directors also visit the Company's manufacturing locations and undertake market visits to understand the operations of the Company. The Directors are exposed to the Board constitution, procedures, matters reserved for the Board and major risks facing the business and mitigation programs. The Independent Directors are made aware of their roles and responsibilities at the time of their appointment and a detailed Letter of Appointment is issued to them.

In the Board Meetings, immersion sessions deal with different parts of the business and bring out all facets of the business besides the shape of the business. These immersion sessions provide a good understanding of the business to the Directors. Similar immersion sessions are also convened for various functions of the Company. These sessions are also an opportunity for the Board to interact with the next level of management. To make these sessions meaningful and insightful, pre-reads are circulated in advance. Deep dive sessions are also organised on specific subjects for better appreciation by the Board of its impact on the business. There are opportunities for Independent Directors to interact amongst themselves every quarter and many themes for such immersion sessions come through on account of these structured interactions and meetings of Independent Directors. The process of Board Evaluation also throws up areas where the Board desires focused sessions.

Every year Board Strategy Sessions are organized which provide the Board an opportunity to understand Company's footprint in a market and also interact with Company's leadership and business teams in that market. The Strategy Session focuses on the strategy for the future and covers all parts of the business and functions, the course corrections, if any, required to be undertaken and gives a good perspective of the future opportunities and challenges.

During the financial year 2024-25, the Board convened for a two-day immersive session focused on several strategic and operational priorities in January 2025. Key discussions centred around the Aspire Strategy – Unlocking a Billion Aspirations, alongside a comprehensive review of the performance of various business groups. The Board also delved into the organisation's culture and talent agenda, conducted portfolio reviews including mergers and acquisitions, and explored Research and Development initiatives driving innovation across product categories. Additionally, functional reviews were undertaken for critical areas such as supply chain and customer development, reinforcing the Board's commitment to holistic business oversight and future readiness. This was preceded by a strategy session in October 2024.

In order for the Directors to exercise their judgement and discharge their duties with sufficient knowledge, the Directors are updated with changes in laws, regulations, relevant judicial or regulatory orders, and compliance requirements during the Board meetings.

The details of training programme attended by Independent Directors forms part of the document as Annexure A.

Annexure A*(in hours)*

	2024-2025		Cumulative till date (From Oct 2015 till March 2024)	
Independent Directors	Business Presentations and immersion sessions	Factory / Market Visits / Strategy Meetings	Business Presentations and immersion sessions	Factory / Market Visits/Strategy Meetings
Sanjiv Misra [#]	0.4	-	54.8	145.85
O. P. Bhatt [#]	0.4	-	54.8	145.85
Kalpana Morparia ^{\$}	4.5	-	55.1	145.85
Leo Puri	6.5	10.3	28.3	81.7
Ashu Suyash	6	10.3	22.3	42.15
Ranjay Gulati	1.25	5.3	11.15	20.15
Neelam Dhawan	6.5	10.3	10	20.45
Tarun Bajaj	6.5	10.3	7.3	18.15

Mr. O.P. Bhatt and Dr. Sanjiv Misra ceased to be the Independent Directors of the Company with effect from close of business hours on 29th June, 2024.

\$ Ms. Kalpana Morparia ceased to be the Independent Director of the Company with effect from close of business hours on 8th October, 2024.