

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Our Online Business Responsibility and
Sustainability Report - FY 2023-24



Dear Stakeholders,

I am pleased to share our Business Responsibility and Sustainability Report (BRSR) for the FY 2023-24. The Report aims to inform you of our sustainability performance. Our purpose is to make sustainable living commonplace. We are committed to sustainable growth by delivering products that meet the evolving needs of our consumers while minimising their impact on the environment. We firmly believe that sustainability and profitability go hand-in-hand.

Our business strategy charts a clear pathway for us to embed sustainability into our multi-stakeholder model. We have set forth a series of multi-year, time-bound commitments focused on vital areas such as driving climate action, protecting and regenerating nature, waste-free world, positive nutrition, health and well-being, equity, diversity, and inclusion, raising living standards, and the future of work. These goals are anchored on three fundamental pillars: improve the health of the planet, improve people's health, confidence, and well-being, and contribute to a fairer, more socially inclusive world.

We believe that corporates will need to play an important role and partner in the nation's growth by integrating environmental and societal actions into the very fabric of their business. In fact, the job to be done for India Inc. today – goes far beyond business growth. We must protect the planet, the people – in our value chain and the communities in which we operate.

At HUL, we have made significant progress against 'HUL ESG Goals'. In our manufacturing operations, we have reduced our CO₂ emissions by 98% (per tonne of production), water usage by 47% (cubic metre per tonne of production) and total waste generated from our factories by 58% (per tonne of production) in FY 2023-24 compared to 2008 baseline. We are committed to Sustainable sourcing of our key crops; in this fiscal, 94% of our paper and board in packaging, 81% of our tomatoes and 79% of tea came from sustainable sources.

We are continuously trying to ensure that the growth of the business does not adversely affect the environment. In our journey towards net zero, we recently announced our collaboration with key chemical companies to pilot the production of near-zero emissions synthetic soda ash – a key ingredient in laundry powder. We also asked some of our key supply partners to pledge to work with us on emissions reduction by joining our global Supplier Climate Programme. Through the programme, we will provide tailored support aligned with industry standards, help upskill them, and develop their emissions reduction plans, to measure and share footprint data for the raw materials we buy.

We have been taking steps to address the problem of plastics as well. As a packaged goods company, we are cognisant of the significant role plastic plays in our



Rohit Jawa

Chief Executive Officer and
Managing Director

business. But simultaneously, we realise the environmental damage it can cause. We are committed to using more recycled plastic. We aim to bring plastics into the circular economy, allowing plastic packaging to be recycled and reused.

Securing the future of water is a crucial aspect of fighting climate change. At HUL, we are determined to play our part. Through the Hindustan Unilever Foundation's 'Water for Public Good' programme, we continue to build water conservation potential and enhance water-dependent livelihoods along with our partners. Since 2010, we have created a cumulative water conservation potential of over 3.2 trillion litres.

We have also been working towards creating a positive social impact, not just on the environment. Project Shakti, launched at the dawn of the new millennium with the vision of empowering women in rural areas, has been a resounding success. Project Prabhat, a comprehensive community development programme focused on improving the lives and livelihoods of people living in and around HUL factories, has, to date, positively impacted the lives of nearly 10 million people.

We realise that sustainability is a continuous journey, and we all are responsible for ensuring that our growth is sustainable and inclusive. I look forward to everyone's support in this journey to make a meaningful difference.

Business Responsibility and Sustainability Report

Executive Summary

At Hindustan Unilever Limited (HUL), our Business Responsibility & Sustainability Report adheres to the nine principles of the SEBI framework on sustainability reporting, informing stakeholders of our sustainability endeavors. HUL is dedicated to sustainable growth by providing products that meet consumer needs while minimising environmental impact.

Our ESG Committee, constituted in 2022, oversees ESG strategy and performance, ensuring alignment with the company's purpose and progress towards 'HUL ESG Goals.' Our approach to sustainability is evolving to accelerate progress on three key priorities: Improve the health of the planet; Improve people's health, confidence and well-being; and Contribute to a fairer, more socially inclusive world.

ALIGNED TO OUR SUSTAINABILITY GOALS HUL DEMONSTRATES ITS KEY ESG FOCUS AREAS

Improve the health of
the planet



Contribute to a fairer, more
socially inclusive world

Improve people's health,
confidence and well-being

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Business Responsibility and Sustainability Report

Independent Practitioners' Reasonable and Limited Assurance Report

To the Board of Directors of Hindustan Unilever Limited

Assurance Report on select sustainability disclosures in the Annual Report prepared in accordance with the Business Responsibility and Sustainability Reporting (BRSR) framework (together called 'Identified Sustainability Information' (ISI)) of Hindustan Unilever Limited and its wholly owned subsidiaries (together called as 'HUL Group' or 'the Company') for the period from 1st April, 2023 to 31st March, 2024.

Opinion

We have performed an assurance engagement on the Identified Sustainability Information (ISI) as detailed in the table below:

Identified Sustainability Information subject to assurance	Period subject to assurance	Level of assurance	Reporting criteria
BRSR Core (Refer to Appendix A)	From 1st April, 2023 to 31st March, 2024	Reasonable assurance	<ul style="list-style-type: none">Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR)Guidance note for BRSR format issued by SEBIWorld Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standard) (Revised)
Select sustainability disclosures in the BRSR Report (which are not part of the BRSR Core) (refer Appendix B)	From 1st April, 2023 to 31st March, 2024	Limited Assurance	<ul style="list-style-type: none">Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR)Guidance note for BRSR format issued by SEBI

This engagement was conducted by a multidisciplinary team including assurance practitioners, engineers, environmental and social professionals.

For the purposes of the remainder of our assurance report:

- 'Information subject to Reasonable Assurance' refers to the Identified Sustainability Information identified above that was subject to reasonable assurance;
- 'Information subject to Limited Assurance' refers to the Identified Sustainability Information identified above that was subject to limited assurance;
- 'Assured Sustainability Information' refers to all Identified Sustainability Information subject to assurance (both reasonable assurance and limited assurance); and
- 'Applicable Criteria' refers to the reporting criteria relevant to the information subject to assurance as identified above.

Reasonable assurance opinion

In our opinion, the HUL Group's Identified Sustainability Information in the Business Responsibility and Sustainability Reporting for the period 1st April, 2023 to 31st March, 2024, subject to reasonable assurance is prepared, in all material respects, in accordance with the Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR) and World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standards) (Revised).

Limited assurance conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the HUL Group's Identified Sustainability

Information in the Business Responsibility and Sustainability Reporting section (which are not part of the BRSR Core) relating to disclosures in the BRSR Report for the period from 1st April, 2023 to 31st March, 2024, subject to limited assurance is not prepared, in all material respects, in accordance with the Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR).

Basis for opinion and conclusion

We conducted our engagement in accordance with Standard on Sustainability Assurance Engagements (SSAE) 3000, 'Assurance Engagements on Sustainability Information' and SAE 3410 'Assurance Engagements on Greenhouse Gas Statements' issued by the Sustainability Reporting Standards Board of the Institute of Chartered Accountants of India ('ICAI'). Our responsibilities under those standards are further described in the 'Our responsibilities' section of our report.

We are required to comply with the independence and other ethical requirements of the Code of Ethics issued by the ICAI.

Our firm applies Standard on Quality Control (SQC) 1, 'Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements' issued by the ICAI. This standard requires the firm to maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our reasonable assurance opinion and limited assurance conclusion.

Other information

Management and the Board of Directors are responsible for the other information. The other information comprises the information included in the Company's Annual Report (but does not include the ISI and assurance report thereon). The Company's Annual Report is expected to be made available to us after the date of this assurance report.

Our reasonable assurance on BRSR Core attributes and limited assurance conclusion on the select BRSR attributes does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our assurance on the ISI, our responsibility is to read the other information identified above when it becomes available, and in doing so, consider whether other information is materially inconsistent with the ISI, or our knowledge obtained in the assurance, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and describe actions applicable under the applicable laws and regulations.

Other matter

The reporting boundary of the ISI in the BRSR attached herewith is based on the sustainability information for entities considered for preparation of consolidated financial statements, other than two partly owned subsidiaries and a joint venture. In our opinion and according to the information and explanations given to us by the Management, the sustainability information relating to these entities is not qualitatively and quantitatively material for the BRSR.

Select BRSR attributes of the Company for the year ended 31st March, 2023 were assured by the previous assurance practitioner who had expressed an unmodified conclusion on 27th April, 2023.

Our opinion is not modified in respect of these matters.

Intended use or purpose

The ISI and our reasonable and limited assurance report are intended for users who have reasonable knowledge of the BRSR attributes, the reporting criteria and ISI and who have read the information in the ISI with reasonable diligence and understand that the ISI is prepared and assured at appropriate levels of materiality.

Responsibilities for the Assured Sustainability Information

The management of the Company are responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the Assured Sustainability Information that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the Assured Sustainability Information and appropriately referring to or describing the criteria; and
- preparing the Assured Sustainability Information in accordance with the Applicable Criteria.

Those charged with governance are responsible for overseeing the reporting process for the Company's Assured Sustainability Information.

Exclusions

Our assurance scope excludes the following and therefore we will not express a conclusion on the same:

- Operations of the HUL Group other than those mentioned in the 'Scope of Assurance';
- Aspects of the BRSR attributes and the data/information (qualitative or quantitative) other than the ISI;
- Data and information outside the defined reporting period i.e., 1st April, 2023 to 31st March, 2024; and
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the HUL Group.

Inherent limitations

The preparation of the HUL Group's BRSR information requires the management to establish or interpret the criteria, make determinations about the relevancy of information to be included, and make estimates and assumptions that affect the reported information.

Measurement of certain amounts and BRSR metrics, some of which are estimates, is subject to substantial inherent measurement uncertainty, for example GHG emissions, water footprint, energy footprint. Obtaining sufficient appropriate evidence to support our opinion/conclusion does not reduce the uncertainty in the amount and metrics.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain reasonable/limited assurance about whether the Assured Sustainability Information is free from material misstatement, whether due to fraud or error;
- forming an independent reasonable assurance opinion and limited assurance conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our reasonable assurance opinion and limited assurance conclusion to the Board of Directors of HUL.

Summary of the work we performed as the basis for our opinion/conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence that is sufficient and appropriate to provide a basis for our reasonable assurance opinion and limited assurance conclusion.

Reasonable assurance opinion

The nature, timing, and extent of the procedures selected depended on our judgement, including an assessment of the risks of material misstatement of the information subject to reasonable assurance, whether due to fraud or error. We identified and assessed the risks of material misstatement through understanding the information subject to reasonable assurance and the engagement

Business Responsibility and Sustainability Report

Independent Practitioners' Reasonable and Limited Assurance Report (Contd.)

circumstances. We also obtained an understanding of the internal control relevant to the information subject to reasonable assurance in order to design procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of internal controls. In carrying out our engagement, we:

- assessed the suitability of the criteria used by the entity in preparing the reasonable assurance information;
 - evaluated the appropriateness of reporting policies, quantification methods and models used in the preparation of the information subject to reasonable assurance and the reasonableness of estimates made by the entity; and
 - evaluated the overall presentation of the information subject to reasonable assurance.
- made inquiries of relevant staff at corporate and selected locations responsible for the preparation of the information subject to limited assurance;
 - undertook site visits at 7 plants of HUL Group and Corporate office; we selected these sites based on the relative size of the GHG emissions, water footprint, energy footprint of these locations to the total and unexpected fluctuations in the information subject to limited assurance since the prior period;
 - inspected, at each site visited, a limited number of items to or from supporting records, as appropriate;
 - applied analytical procedures, as appropriate;
 - recalculated the information subject to limited assurance based on the criteria; and
 - evaluated the overall presentation of the information subject to limited assurance to determine whether it is consistent with the criteria and in line with our overall knowledge of, and experience with, the entity's occupational health and safety.

Limited assurance conclusion

Our procedures selected depended on our understanding of the information subject to limited assurance and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we:

- assessed the suitability of the criteria used by the entity in preparing the information subject to limited assurance;
- interviewed senior management and relevant staff at corporate and selected locations concerning policies for environmental, social and occupational health and safety, and the implementation of these across the business;
- through inquiries, obtained an understanding of HUL Group's control environment, processes and information systems relevant to the preparation of the information subject to limited assurance, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;

The procedures performed when obtaining limited assurance vary in nature and timing from, and are less in extent than for, reasonable assurance. Consequently, the level of assurance obtained over the information subject to limited assurance is substantially lower than the assurance that would have been obtained had the information been subject to reasonable assurance.

For **BSR & Co. LLP**
Chartered Accountants
Firm registration No.: 101248W/W-100022

Aniruddha Godbole
Partner
Membership No.: 105149
ICAI UDIN: 24105149BKEXCV6221

Appendix A – BRSR Core attributes - Reasonable assurance for FY 2023-24

Sr. No.	BRSR Core Indicator	Description of Indicator
1.	Section C – Principle 1 – E8	Number of days of accounts payable
2.	Section C – Principle 1 – E9	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties
3.	Section C – Principle 3 – E1(c)	Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the company
4.	Section C – Principle 3 – E11	Details of safety related incidents including lost time injury frequency rate, recordable work-related injuries, no. of fatalities
5.	Section C – Principle 5 – E3(b)	Gross wages paid to females as % of wages paid
6.	Section C – Principle 5 – E7	Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, including complaints reported, complaints as a % of female employees, and complaints upheld
7.	Section C – Principle 6 – E1	Details of total energy consumption (in Joules or multiples) and its intensity
8.	Section C – Principle 6 – E3	Total volume of water withdrawal by source in Kilolitres and its intensity
9.	Section C – Principle 6 – E4	Water discharge by destination and level of treatment (in kilolitres)
10.	Section C – Principle 6 – E7	Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity
11.	Section C – Principle 6 – E9	Details related to waste generated by category, waste recovered through recycling, re-using or other recovery operations, waste disposed by nature of disposal method and its intensity
12.	Section C – Principle 8 – E4	Input material sourced from following sources as % of total purchases – Directly sourced from MSMEs/small producers and from within India
13.	Section C – Principle 8 – E5	Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent/on contract) as % of total wage cost
14.	Section C – Principle 9 – E7	Instances involving loss/breach of data of customers as a percentage of total data breaches or cyber security events

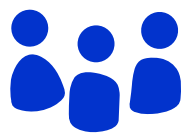
Appendix B – BRSR attributes (not part of BRSR Core) - Limited assurance for FY 2023-24

Sr. No.	BRSR Indicator reference ('E' indicates Essential Indicator & 'L' indicates Leadership Indicator)	Description of Indicator
1.	Section A – 20a	Employees and workers (including differently abled)
2.	Section A – 20b	Differently abled Employees and workers
3.	Section A – 21	Participation/Inclusion/Representation of women in BoD/ KMP
4.	Section A – 22	Turnover rate for permanent employees and workers
5.	Section A – 25	Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct
6.	Section C – Principle 1 – E1	Percentage coverage by training and awareness programmes on any of the Principles during the financial year
7.	Section C – Principle 1 – E6	Details of complaints with regard to conflict of interest
8.	Section C – Principle 1 – L1	Awareness programmes conducted for value chain partners on any of the Principles during the financial year
9.	Section C - Principle 2 – E2 (b)	Percentage of inputs were sourced sustainably (For Calendar Year 2023)
10.	Section C - Principle 2 – L3	Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry)
11.	Section C – Principle 2 – L4	Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed
12.	Section C – Principle 2 – L5	Reclaimed products and their packaging materials (as percentage of products sold) for each product category
13.	Section C – Principle 3 – E1	Details of measures for the well-being of employees and workers
14.	Section C – Principle 3 – E2	Details of retirement benefits, for Current Financial Year (excluding amounts deducted and deposited with the authority)
15.	Section C – Principle 3 – E5	Return to work and Retention rates of permanent employees and workers that took parental leave
16.	Section C – Principle 3 – E7	Membership of employees and worker in association(s) or Unions recognised by the listed entity
17.	Section C – Principle 3 – E8	Details of training given to employees and workers
18.	Section C – Principle 3 – E9	Details of performance and career development reviews of employees and workers
19.	Section C – Principle 3 – E13	Number of Complaints on working conditions & Health safety made by employees and workers
20.	Section C – Principle 3 – E14	Assessments for the year (Health and safety practices, Working Conditions)
21.	Section C – Principle 3 – L3	Number of employees and workers having suffered high consequence work related injury/ ill-health/fatalities, who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment
22.	Section C – Principle 5 – E1	Number of Employees and workers who have been provided training on human rights issues and policies of the entity
23.	Section C – Principle 5 – E2	Details of minimum wages paid to employees and workers
24.	Section C – Principle 5 – E3	Details of remuneration/salary/wages (median remuneration)
25.	Section C – Principle 5 – E6	Number of Complaints on (Sexual Harassment, Discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages and Other human rights related issues) made by employees and workers
26.	Section C – Principle 5 – E10	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties) on Sexual Harassment, Discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages and Other human rights related issues.
27.	Section C – Principle 6 – E6	Details of air emissions (other than GHG emissions) by the entity
28.	Section C – Principle 6 – L1	Water withdrawal, consumption and discharge in areas of water stress (in kilolitres)
29.	Section C – Principle 8 – E2	Information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity
30.	Section C – Principle 9 – E3	Number of consumer complaints in respect of Data Privacy, Advertising, Cyber-Security, Delivery of essential services, Restrictive Trade Practices, Unfair Trade Practices, Others
31.	Section C – Principle 9 – E4	Details of instances of product recalls on account of safety issues

Section A: GENERAL DISCLOSURES



We are a Company of brands and people driven by our purpose of making sustainable living commonplace. Our business strategy integrates sustainability across business operations, enabling us to deliver consistent competitive performance and create long term value for our stakeholders. In a rapidly evolving world where digitisation and sustainability have taken centre stage, we are steadfastly progressing on our purpose-led and future-fit journey.



8,655
Employees¹



100
Differently abled
Employees and Workers



19,109
Workers¹



1,300+
Women on Shopfloor

¹Includes permanent and other than permanent



“We have always believed in ‘Doing well by Doing good’. We aim to deliver competitive performance by being the leader in sustainable business through our purpose-led and future-fit business model.”

Ritesh Tiwari

Executive Director, Finance & IT and
Chief Financial Officer

I DETAILS OF THE LISTED ENTITY

S. No.	Particulars	Response
1.	Corporate Identity Number (CIN) of the listed entity	L15140MH1933PLC002030
2.	Name of the listed entity	Hindustan Unilever Limited
3.	Year of incorporation	1933
4.	Registered office address	Unilever House, B. D. Sawant Marg, Chakala, Andheri (East), Mumbai-400099
5.	Corporate address	
6.	E-mail	levercare.shareholder@unilever.com ; comsec.hul@unilever.com
7.	Telephone	+ 91 (0) 022 – 5043 2790/32516/32754
8.	Website	www.hul.co.in
9.	Financial year for which reporting is being done	1st April, 2023 to 31st March, 2024
10.	Name of the stock exchange(s) where shares are listed	BSE Limited; National Stock Exchange of India Limited
11.	Paid-up capital	₹235 crores
12.	Name and contact details (telephone and email address) of the person who may be contacted in case of any queries on the BRSR report	Name: Dev Bajpai – Executive Director, Legal & Corporate Affairs, and Company Secretary. Contact: + 91 (0) 022 – 5043 2790/32516/32754 Email: levercare.shareholder@unilever.com
13.	Reporting boundary – Are the disclosures under this Report made on a standalone basis (i.e., only for the entity) or on a consolidated basis (i.e., for the entity and all the entities that form part of its consolidated financial statements taken together)?	Disclosures under this Report are made on a consolidated basis covering wholly-owned subsidiaries (Refer table V-23. (a) for list of wholly-owned subsidiaries)
14.	Name of assurance provider	M/s B S R & Co. LLP, Chartered Accountants
15.	Type of assurance obtained	Reasonable assurance on BRSR Core parameters and Limited assurance on other parameters. Refer to the Independent Practitioners’ Reasonable and Limited Assurance Report for the list of identified sustainability indicators covered under the assurance.

Reporting boundary is consolidated basis covering wholly owned subsidiaries

Business Responsibility and Sustainability Report

Section A: GENERAL DISCLOSURES

II PRODUCTS/SERVICES

II-16. Details of business activities (accounting for 90% of turnover):

S. No.	Description of the main activity	Description of business activity	Entity turnover (%)
1.	Manufacturing - FMCG	Soaps, detergents, cosmetics & toiletries, and packaged foods	100.0%

II-17. Products/services sold by the entity (accounting for 90% of the entity's turnover):

S. No.	Product/service	NIC code	Total turnover contributed (%)
1.	Beauty and Personal Care	20231 Soaps 20236 Shampoos 20235 Toothpastes 20234 Deodorants 20237 Cosmetics 96020 Hairdressing and other beauty treatment	36.5%
2.	Home Care	20233 Detergents 27501 Water purifiers 28195 Air purifiers 20239 Surface and bathroom cleaners	35.7%
3.	Foods and Refreshment	10791 Tea 10792 Coffee 10750 Packaged foods (including frozen desserts) 10794 Malt-based foods	25.0%

III OPERATIONS

III-18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	28	10	38
International	-	-	-

III-19. Markets served by the entity:

a. Number of locations

Location	Number
National	28 states and 8 union territories
International	58 countries

We have a pan-India presence and serve all states and union territories in India.

b. What is the contribution of exports as a percentage of the total turnover of the entity?

Exports contribute to 2.9% of our total turnover. We aim to expand global presence of our brands, such as Vaseline, Dove, Pears, Bru, Red Label, Lakmē, Horlicks, and Boost, and to effectively provide cross-border sourcing of FMCG products to other Unilever companies across the world.

c. A brief on the types of customers:

We have 90 years of presence in the country, and 9 out of 10 Indian households use one or more of our brands. Our brands are present in over 9 million retail outlets spread across the country through a network of 3,500+ distributors, the backbone of our retail reach. We also help our retail partners to grow sustainably. The longstanding relationships with our customers are based on trust and mutual understanding. We continue to work with all our partners including, small family-owned stores to large, organised retail and e-Commerce, to serve the evolving needs of our shoppers. Our endeavour has always been to ensure that our brands are readily available wherever consumers shop.

IV EMPLOYEES

IV-20. Details as of the end of the financial year:

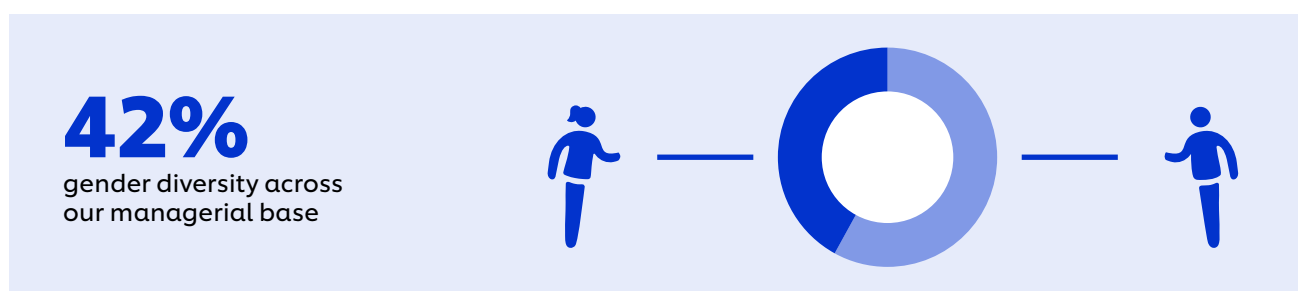
a. Employees and workers (including differently abled):

We are committed to drive equity, diversity, and inclusion across our workforce. As of March 2024, we have achieved 42% gender diversity across our managerial base. Through several programmes, such as 'Samavesh' and 'Ahilya', we strive to enhance women's representation in our factories and salesforce. We have over 1,300 women as shopfloor employees across our manufacturing locations and have onboarded over 1,400 women in sales.

We are committed to include persons with disabilities (PwDs) in our employment ecosystem and workforce. Our experiential learning programme 'Saksham' helps in hiring Persons with Disabilities. We allow voluntary self-disclosure and reasonable accommodation policy to enable employees to disclose their disability and avail support discreetly. Refer to our page for more details on <https://www.hul.co.in/planet-and-society/equity-diversity-and-inclusion/>.

No. Particulars		Total (A)	Male		Female	
			Nos. (B)	% (B/A)	Nos. (C)	% (C/A)
Employees						
1.	Permanent (D)	8,245	5,945	72.1%	2,300	27.9%*
2.	Other than permanent (E)	410	234	57.1%	176	42.9%
3.	Total employees (D + E)	8,655	6,179	71.4%	2,476	28.6%
Workers						
4.	Permanent (F)	11,182	10,524	94.1%	658	5.9%
5.	Other than permanent (G)	7,927	7,266	91.7%	661	8.3%
6.	Total workers (F + G)	19,109	17,790	93.1%	1,319	6.9%

*As of March 2024, we have achieved a gender diversity of 42% at our managerial base.



IV-20. Details as of the end of the financial year:

b. Differently abled employees and workers:

No. Particulars		Total (A)	Male		Female	
			Nos. (B)	% (B/A)	Nos. (C)	% (C/A)
Differently abled employees						
1.	Permanent (D)	19	15	78.9%	4	21.1%
2.	Other than permanent (E)	1	-	-	1	100%
3.	Total differently abled employees (D + E)	20	15	75.0%	5	25.0%
Differently abled workers						
4.	Permanent (F)	78	71	91.0%	7	9.0%
5.	Other than permanent (G)	2	2	100.0%	-	-
6.	Total differently abled workers (F + G)	80	73	91.2%	7	8.8%

Business Responsibility and Sustainability Report

Section A: GENERAL DISCLOSURES

IV-21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of females	
		No. (B)	% (B/A)
Board of Directors (BoD)	12	3	25.0%
Key Management Personnel (KMP)*	3	-	-

Above table represents HUL's Board of Directors and Key Management Personnel

*All KMPs i.e. Managing Director & Chief Executive Officer, Executive Director – Finance, IT & Chief Financial Officer, and Executive Director – Legal and Corporate Affairs & Company Secretary are on our Board of Directors

IV-22. Turnover rate for permanent employees and workers

HUL, often referred to as the 'leadership factory', is known to attract and develop the best talent in the industry. Recognised as one of the best companies to work for, we continue to be the 'No. 1 Employer of Choice' across sectors, based on a brand perception study by InsideliIM at target B-Schools in 2023 and 'One of the Best Organisations for Women in 2023' by Economic Times.

'No. 1 Employer of Choice'

across sectors, based on a brand perception study by InsideliIM at target B-Schools in 2023

'One of the Best Organisations for Women in 2023'

by Economic Times

	FY 2023-24 Turnover rate (%)			FY 2022-23 Turnover rate (%)			FY 2021-22 Turnover rate (%)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent employees	15.9%	21.6%	17.4%*	17.7%	25.3%	19.6%	17.3%	21.9%	18.3%
Permanent workers	6.0%	13.1%	6.3% [@]	7.9%	11.1%	8.0%	3.7%	2.0%	3.7%

Turnover rate includes voluntary and involuntary attrition

* Voluntary: 13.1%; Involuntary: 4.3%

[@] Voluntary: 4.1%; Involuntary: 2.2%



V HOLDING, SUBSIDIARY, AND ASSOCIATE COMPANIES (INCLUDING JOINT VENTURES)

V-23. (a) Names of holding, subsidiary, associate companies, and joint ventures

S. No.	Name (A)	Type of holding/subsidiary/associate/joint venture	% of shares held by the listed entity	Does the entity in column A, participate in the business responsibility initiatives of the listed entity?
1.	Unilever plc	Holding	-	No
2.	Unilever Group Limited	Holding	-	No
3.	Unilever Overseas Holdings AG	Holding	-	No
4.	Unilever UK&CN Holdings Limited	Holding	-	No
5.	Unilever South India Estates Limited	Holding	-	No
6.	Unilever Assam Estates Limited	Holding	-	No
7.	Unilever Overseas Holdings B V	Holding	-	No
8.	Unilever India Exports Limited	Wholly-owned subsidiary	100.0%	Yes
9.	Lakme Lever Private Limited	Wholly-owned subsidiary	100.0%	Yes
10.	Daverashola Estates Private Limited	Wholly-owned subsidiary	100.0%	Yes
11.	Levers Associated Trust Limited	Wholly-owned subsidiary	100.0%	Yes
12.	Levindra Trust Limited	Wholly-owned subsidiary	100.0%	Yes
13.	Hindlever Trust Limited	Wholly-owned subsidiary	100.0%	Yes
14.	Hindustan Unilever Foundation	Wholly-owned subsidiary	76.0%	Yes
15.	Unilever India Limited	Wholly-owned subsidiary	100.0%	Yes
16.	Unilever Nepal Limited	Subsidiary	80.0%	No
17.	Zywie Ventures Private Limited	Subsidiary	51.0%*	No
18.	Nutritionalab Private Limited	Joint Venture	19.8%*	No

* On a fully diluted basis

The National Company Law Tribunal, Mumbai Bench (Tribunal) vide its order dated 18th December, 2023, approved the voluntary liquidation of Bhavishya Alliance Child Nutrition Initiatives (BACNI) a not-for-profit subsidiary of the Company. BACNI was liquidated with effect from 27th December, 2023.

Further, vide its order dated 16th January, 2024, the Tribunal approved the Scheme for merger of Pond's Exports Limited and Jamnagar Properties Private Limited into Unilever India Exports Limited. The amalgamation was effective from 13th February, 2024.

VI CSR DETAILS

VI-24. (i). Is CSR applicable as per Section 135 of the Companies Act, 2013 (Yes/No)?

Yes, CSR provisions are applicable as per Section 135 of the Companies Act, 2013. A belief that sustainable business drives superior performance lies at the heart of our business strategy. We have been undertaking CSR activities before it was made a regulation. We have a dedicated CSR Policy focused on People and Planet and lays down the approach towards community development in water conservation, health and hygiene, skill development, education, social advancement, gender equality, empowerment of women, ensuring environmental sustainability and rural development projects. The CSR Policy, as approved by the Board of Directors, is available on our website at: <https://www.hul.co.in/investor-relations/corporate-social-responsibility/>.

VI-24. (ii) Turnover: ₹60,469 crores

VI-24. (iii) Net worth: ₹50,973 crores



Business Responsibility and Sustainability Report

Section A: GENERAL DISCLOSURES

VII TRANSPARENCY AND DISCLOSURE COMPLIANCE

VII-25. Complaints/grievances on any of the principles (one to nine) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom the complaint was received	Grievance redressal mechanism in place? (If yes, provide web-link for the grievance redressal policy)	FY 2023-24			FY 2022-23		
		No. of complaints filed during the year	No. of complaints pending resolution at the close of the year	Remarks	No. of complaints filed during the year	No. of complaints pending resolution at the close of the year	Remarks
Communities	Yes https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e and manual registers at factories	-	-	-	-	-	-
Investors (other than shareholders)	Not applicable, as we do not have any investors other than the shareholders (e.g., preference shareholders or debenture holders)						
Shareholders	Yes https://www.hul.co.in/investor-relations/investor-contacts/	242	-	-	186	6	-
Employees and workers	Yes https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e and manual registers at factories	89	21	-	79	12	-
Customers*	Yes https://www.hul.co.in/contact/	3,583	225	-	3,411	100	-
Value chain partners*	Yes https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e	-	-	-	2	1	-

*Customers include distributors; Value chain partners include vendors/suppliers.

VII-26. Overview of the entity's material responsible business conduct issues. Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to the business, the rationale for identifying the same, and the approach to adapting or mitigating the risk along-with its financial implications, as per the following format.

We live in an uncertain and constantly changing world. A formal process to identify material sustainability issues helps us report on those that matter most to our business and stakeholders. A sustainability issue is material to us if it meets two conditions. First, if it is considered a principal risk or an element of a principal risk, which could impact our business or performance. And secondly, if it is deemed to be important to our key stakeholders, including our people, consumers, customers (retailers), suppliers and business partners, planet and society (citizens, NGOs, governments) and our employees. We use our sustainability materiality assessment to identify priority sustainability issues across our value chain so that we can report on the issues of most interest to our stakeholders. The following table captures the key material issues identified by us.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1.	Climate change	Risk	Climate change is a principal risk to us, which has the potential to impact our business in the short, medium, and long term. We face impending physical environment risks from the effects of climate change on our business, including extreme weather and water scarcity. Responsible business practices are critical to generating long-term value. As the world shifts to a low-carbon economy, the probable regulatory and transition market risks which could take centre stage include changing consumer preferences, increased product cost, and future government policy and regulation.	We are committed to taking steps to collectively and positively address climate change. To reduce our carbon footprint, we are investing in new technologies, switching to renewable sources, and innovating to transform factory operations. As a result, the total energy consumption per tonne of production from our factories has reduced by 45% over 2008 baseline. At the same time, we have increased our renewable energy footprint by installing additional solar plants at our factory and office locations.	Programmes to mitigate risk emanating from climate change can lead to incremental costs in the short to medium term, which can be partly compensated by increased efficiency in the long-term. Importantly, these programmes would strengthen business resilience and protect long term value.
2.	Packaging and waste	Risk	We use a significant amount of plastic to package our products. A reduction in the amount of virgin plastic utilised via use of recycled plastic and an increase in the recyclability of our packaging are critical to our future success.	<p>We want to change the way we use plastic by treating waste as a valuable resource. We are transforming our packaging and calling for action to create a circular economy for waste.</p> <ul style="list-style-type: none"> - Collection and recovery: Extended Producer Responsibility (EPR) is applicable to HUL and we are fully compliant with the prevailing EPR rules and regulations. Our EPR credit purchase plan is fully aligned with the EPR guidelines and the plan submitted to the Central Pollution Control Board (CPCB). W.e.f. FY 2023-24, we have registered on the CPCB online portal dedicated to EPR Credit exchange and ensure timely submissions of our plastic footprint and corresponding EPR credits purchased. - We are driving end to end waste management programmes through tie-ups with various companies/NGOs driving collection, segregation, and processing including behaviour change among consumers. - Design and development of alternative packaging: We are working on innovative solutions for the accelerated development of alternative packaging and strengthen the associated Supply Chain capabilities in order to reduce the usage of virgin plastic. We will also continue to maximise the usage of recyclable plastic in packaging. - Advocacy: Our advocacy efforts in the area of plastic waste management have been ongoing for the last several years. Recently, there have been various amendments to the Plastic Waste Management Rules and the Central Pollution Control Board has also been active in creating a central portal for compliances. We are an active member of industry forums that engage with Government on any advocacy as and when required. 	Increased cost of developing sustainable packaging alternatives and risk of fines and penalties associated with non-compliance with statutory EPR regulations. In the long run, initiatives and innovation have the potential to yield positive financial outcomes in the form of reduction in the amount of virgin plastic used, use of recycled plastic and alternative packaging considering the evolving regulatory landscape.

Business Responsibility and Sustainability Report

Section A: GENERAL DISCLOSURES

S. No. identified	Material issue	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
3.	Water	Risk	The 2030 Water Resources Group has estimated that India will have only half the water it needs by 2030 for farming, household and industrial use. Rising water scarcity could interrupt our production schedules, affecting our operations and at the same time impact the demand for products that require excessive water during consumer use or decreasing sales because of reduced product efficacy due to water shortages. Uncertainty in the timing and severity of summer, winter, and monsoon may also impact the business adversely.	We have taken steps to reduce and conserve water across our manufacturing operations. We have delivered a 47% reduction in water usage (cubic metre per tonne of production) in our own manufacturing operations in FY 2023-24 as compared to the 2008 baseline. We could achieve this by focusing on reducing freshwater abstraction, implementing captive rainwater harvesting, and maximising the use of RO plants. Considering the urgency and importance of water conservation in the communities, we set up the Hindustan Unilever Foundation (HUF) in 2010, a wholly-owned subsidiary, to create capacity to conserve water. HUF focuses on water conservation, building local community institutions to govern water resources and enhancing farm-based livelihoods by adopting judicious water practices. So far, HUF along with its partners, has created a cumulative and collective water potential of over 3.2 trillion litres* since its inception over the last decade. To underscore the importance of the water potential created by HUF, 3.2 trillion litres of water is more than the quantity required to meet the drinking water needs of India's population for nearly two years.	Water scarcity can have an adverse impact on our operations, agricultural sourcing and can potentially reduce demand for our products that require water during use. Measures to reduce and conserve water would optimise resource requirement, not just in our operations, but also in the wider communities. This would secure water needs and create enabling environment for future demand of our products.
4.	Sustainable sourcing	Risk	We use many different raw materials to make our products and these are subjected to various sustainability risks. Sustainable sourcing of these materials is fundamental to secure continuous supply and the future growth of the business.	Our Responsible Partner Policy (https://www.hul.co.in/investor-relations/corporate-governance/hul-policies/) and Unilever Sustainable Agriculture Code (https://www.hul.co.in/planet-and-society/protect-and-regenerate-nature/) are instrumental in ensuring we deliver on business objectives, reduce our environmental impact, and make a positive difference to the lives of millions of people in supply chains around the world.	Unfavourable conditions can impact our operations and increase the cost of our products. In the longer term, sustainable sourcing of materials can de-risk the supply chain and secure continuous supply, thus enabling opportunities for growth and fulfilling future increase in demand of our products.
5.	Governance, ethics, and compliance	Opportunity	Our brands and reputation are invaluable assets, and how we operate, contribute to society, and engage with the world around is always under scrutiny. Acting ethically is essential to protect our reputation and brands.	We have strong values, clear policies, guidelines and related learning materials, as well as robust procedures and controls to prevent, detect and respond to any inappropriate behaviour. Our Business Integrity framework ensures that how we do business is fully aligned with our values and applicable laws and regulations of the country. Our Code of Business Principles (CoBP) and Code Policies govern the behaviour of employees, suppliers, distributors and other third parties, who work with us. Processes for identifying and resolving breaches of CoBP and Code Policies are clearly defined and regularly communicated throughout the Company. We, from the very inception, are known to conduct our business with integrity and highest level of governance, which form the bedrock of our operations.	We are committed to doing business with integrity and play a positive role in building relationships with customers, suppliers and other third parties. Good governance and ethics not only help increase trust among consumers, investors, and other stakeholders, but also help avoid fines, penalties, and other legal implications.

* Assured by an external independent firm.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
6.	Human rights	Risk	Potential instances of human rights violations or non-compliance with statutory norms can lead to adverse financial and reputational implications.	Respect for human rights is a key priority for us. Our aim is to advance and promote respect for human rights in everything we do – the workplace, through our supply chain, distribution chain and through brands. With our suppliers, peers, industry bodies, trade unions and civil society, we are working to address human rights impact and ensuring that all those connected to our value chain are treated with respect, dignity and fairness. In addition to this, our Code of Business Principles (CoBP) upholds the principles of human rights and fair treatment. Our CoBP also conforms to the International Labour Organisation (ILO) principles. The principles of human rights are followed in the same spirit within and outside the organisation when engaging with business partners.	Potential human rights violations and non-compliance can cause damage to corporate reputation and have financial repercussions.
7.	Diversity, equity, and inclusion	Opportunity	We believe that driving equity, diversity, and inclusion strengthens our business. A diverse and inclusive workforce can boost performance, reputation, innovation, and motivation. This will help build a fairer world and strengthen the business.	We continue to progress on our Diversity, Equity and Inclusion journey. Diversity, Equity and Inclusion have been core elements of our culture and values. We strengthened our overall engagement in gender diversity. We have been investing in the capabilities of our business leaders and HR practitioners to support equity advocacy, diversity awareness, and psychological safety in their teams. We want to ensure a workplace where everyone feels they belong and are able to thrive. This means creating an inclusive culture free from the barriers that limit people in reaching their true potential.	Diversity, equity and inclusion in our business can boost our performance, drive innovation, help us create balanced work culture and contribute to a fairer, more socially inclusive world. All of the above will help us attract and retain top quality talent.

The above table represents material topics with a very high priority. For a complete materiality matrix, please refer to our website <https://www.hul.co.in/planet-and-society/sustainability-reporting-centre/materiality-assessment/>. The 'HUL ESG Goals' form a part of the Integrated Annual Report.



Section B: MANAGEMENT AND PROCESS DISCLOSURES



Our multi-year environment, social, and governance commitments help us win with our brands as a force for good powered by purpose and innovation. Through our robust governance framework, we strive to achieve our ESG objectives, spearhead transformative change, and contribute positively to society and the environment. We are committed to using our scale and reach for good by conducting business practices that are responsible, transparent, and sustainable.





“Our history embodies a narrative of growth fuelled by innovative ideas and enduring values. Our processes and policies exemplify resilience through strategic foresight, decisive decision-making, and a steadfast dedication to sustainable business practices, ensuring our long-term success.”

Srinandan Sundaram

Executive Director, Foods and Refreshment

POLICY AND MANAGEMENT PROCESSES

National Guidelines on Responsible Business Conduct Principles

PRINCIPLE 1



Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent, and accountable.

PRINCIPLE 2



Businesses should provide goods and services in a manner that is sustainable and safe.

PRINCIPLE 3



Businesses should respect and promote the well-being of all employees, including those in their value chains.

PRINCIPLE 4



Businesses should respect the interests of and be responsive to all its stakeholders.

PRINCIPLE 5



Businesses should respect and promote human rights.

PRINCIPLE 6



Businesses should respect and make efforts to protect and restore the environment.

PRINCIPLE 7



Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

PRINCIPLE 8



Businesses should promote inclusive growth and equitable development.

PRINCIPLE 9



Businesses should engage with and provide value to their consumers in a responsible manner.

Business Responsibility and Sustainability Report

Section B: MANAGEMENT AND PROCESS DISCLOSURES

Management and Process Disclosures	P1 Ethics & Integrity	P2 Sustainable products	P3 Employee well being	P4 Stakeholders	P5 Human rights	P6 Environment	P7 Regulatory requirement	P8 Inclusive growth	P9 Consumer and IT
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
1. b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
1. c. Web Link of the Policies, if available	The policies can be accessed via the link https://www.hul.co.in/investor-relations/corporate-governance/ and some internal policies applicable to employees are available on our intranet.								
2. Whether the entity has translated the policy into procedures. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4. Name of the national and international codes/certifications/labels/standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trusteal) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity	Our CoBP conforms to UNGC guidelines and ILO Principles	Rainforest Alliance, TrustTea, Forest Stewardship Council, Roundtable on Sustainable Palm Oil, Round Table for Responsible Soya, FSSC 22000	Unilever Occupational Health & Safety Framework based on the OHSAS Safety Management system	Unilever Environmental Care Framework based on ISO 14001 standards	Our CoBP conforms to UNGC guidelines and ILO principles	Unilever Environmental Care Framework based on ISO 14001 standards	Tax Transparency policy is based on OECD principles	CSR disclosures pursuant to Section 135 of the Companies Act, 2013	We fully align our internal cyber security standards and control framework to an industry-recognised framework (CIS top 20 Centre for Internet Security). Advertising Standards Council of India (ASCI) – Code on Fair Advertising to Consumers. (We are a founder member of ASCI)
5. Specific commitments, goals, and targets set by the entity with defined timelines, if any.	We have set specific Environmental, Social, and Governance (ESG) goals, which serve as our strategy to deliver consistent competitive performance and create long term value for our stakeholders. We have set an ambitious sustainability agenda to tackle the issues that our consumers and stakeholders care deeply about, such as climate action; protect and regenerate nature; waste-free world; positive nutrition; health and well-being; equity, diversity, and inclusion; raise living standards; and future of work.								
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	<p>➔ The 'HUL ESG Goals' form a part of the Integrated Annual Report.</p> <p>➔ We constantly monitor the performance towards 'HUL ESG Goals' and take adequate actions wherever required. We have a robust governance mechanism to monitor the progress of our sustainability goals. The leadership team reports the progress to the Chief Executive Officer & Managing Director, and Management Committee quarterly. Our ESG Committee, chaired by an Independent Director and comprising of a majority of Independent Directors, assists the Board in overseeing the vision and focus on our strategy relating to ESG as well as monitoring the progress against the stated vision and reviewing the policies and practices, initiatives and goals about ESG, ensuring that they remain effective.</p> <p>➔ For details, refer to the ESG highlights section of the Integrated Annual Report.</p>								

* The other policies relevant to the respective NGRBC Principles are listed below:

- P1: Code of Business Principles (CoBP), Policy on Conflict of Interest, Policy on Prevention of Insider Trading (Share Dealing Code), Anti-corruption and Anti-bribery Policy, Board Familiarisation Programme, Corporate Governance Code, Policy on Related Party Transactions, Whistle Blower Policy, Policy for Determination of Materiality of Events, Code of Conduct for Board and Members of Senior Management
- P2: Responsible Partner Policy (RPP), Business Partner Code, Quality Policy
- P3: CoBP, Safety & Health Policy, Equal Opportunity Policy, Disability Accommodation Policy, Parental Leave Policy, Prevention of Sexual Harassment Policy (POSH), Affirmative Action Policy, Education Assistance Policy, Reward Policy, Gender Transition Policy, Career Break Policy, Location flexibility and Split Family Arrangement, Travel Policy for New Parents
- P4: CoBP, CSR Policy, Corporate Governance Code
- P5: CoBP, Prevention of Sexual Harassment Policy (POSH), Policy to Support Survivors of Abuse, Whistle Blower Policy, Board Diversity Policy
- P6: Environment, Health & Safety Policy, CoBP
- P7: CoBP, Anti-trust and Fair Competition (as part of CoBP)
- P8: Supplier Diversity & Inclusion Programme, CoBP, CSR Policy
- P9: Cyber Security Policy, Data Privacy Policy, Quality Policy

7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements

Dear Stakeholders,

I am pleased to share our Business Responsibility and Sustainability Report (BRSR) for the FY 2023-24. The Report aims to inform you of our sustainability performance. Our purpose is to make sustainable living commonplace. We are committed to sustainable growth by delivering products that meet the evolving needs of our consumers while minimising their impact on the environment. We firmly believe that sustainability and profitability go hand-in-hand.

Our business strategy charts a clear pathway for us to embed sustainability into our multi-stakeholder model. We have set forth a series of multi-year, time-bound commitments focused on vital areas such as driving climate action, protecting and regenerating nature, waste-free world, positive nutrition, health and well-being, equity, diversity, and inclusion, raising living standards, and the future of work. These goals are anchored on three fundamental pillars: improve the health of the planet, improve people's health, confidence, and well-being, and contribute to a fairer, more socially inclusive world.

We believe that corporates will need to play an important role and partner in the nation's growth by integrating environmental and societal actions into the very fabric of their business. In fact, the job to be done for India Inc. today – goes far beyond business growth. We must protect the planet, the people – in our value chain and the communities in which we operate.

At HUL, we have made significant progress against 'HUL ESG Goals'. In our manufacturing operations, we have reduced our CO₂ emissions by 98% (per tonne of production), water usage by 47% (cubic metre per tonne of production) and total waste generated from our factories by 58% (per tonne of production) in FY 2023-24 compared to 2008 baseline. We are committed to Sustainable sourcing of our key crops; in this fiscal, 94% of our paper and board in packaging, 81% of our tomatoes and 79% of tea came from sustainable sources.

We are continuously trying to ensure that the growth of the business does not adversely affect the environment. In our journey towards net zero,

we recently announced our collaboration with key chemical companies to pilot the production of near-zero emissions synthetic soda ash – a key ingredient in laundry powder. We also asked some of our key supply partners to pledge to work with us on emissions reduction by joining our global Supplier Climate Programme. Through the programme, we will provide tailored support aligned with industry standards, help upskill them, and develop their emissions reduction plans, to measure and share footprint data for the raw materials we buy.

We have been taking steps to address the problem of plastics as well. As a packaged goods company, we are cognisant of the significant role plastic plays in our business. But simultaneously, we realise the environmental damage it can cause. We are committed to using more recycled plastic. We aim to bring plastics into the circular economy, allowing plastic packaging to be recycled and reused.

Securing the future of water is a crucial aspect of fighting climate change. At HUL, we are determined to play our part. Through the Hindustan Unilever Foundation's 'Water for Public Good' programme, we continue to build water conservation potential and enhance water-dependent livelihoods along with our partners. Since 2010, we have created a cumulative water conservation potential of over 3.2 trillion litres*.

We have also been working towards creating a positive social impact, not just on the environment. Project Shakti, launched at the dawn of the new millennium with the vision of empowering women in rural areas, has been a resounding success. Project Prabhat, a comprehensive community development programme focused on improving the lives and livelihoods of people living in and around HUL factories, has, to date, positively impacted the lives of nearly 10 million people.

We realise that sustainability is a continuous journey, and we all are responsible for ensuring that our growth is sustainable and inclusive. I look forward to everyone's support in this journey to make a meaningful difference.

Rohit Jawa

**Chief Executive Officer and
Managing Director**

*Assured by an external independent firm.

Business Responsibility and Sustainability Report

Section B: MANAGEMENT AND PROCESS DISCLOSURES

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies)

Our Chief Executive Office & Managing Director is responsible for the implementation and oversight of our Business Responsibility & Sustainability policies.

9. Does the entity have a specified Committee of the Board/Director responsible for decision making on sustainability related issues? (Yes/No). If yes, provide details.

The ESG Committee of the Board is responsible for oversight of sustainability-related matters. The ESG committee of the Board comprises six directors (five Independent Directors and one Executive Director).

Sr. No.	Name of the Director	DIN	Designation	Role
1.	Ashu Suyash	00494515	Independent Director	Chairperson
2.	O. P. Bhatt	00548091	Independent Director	Member
3.	Kalpna Morparia	00046081	Independent Director	Member
4.	Leo Puri	01764813	Independent Director	Member
5.	Neelam Dhawan	00871445	Independent Director	Member
6.	Rohit Jawa	10063590	Executive Director	Member

10. Details of Review of NGRBCs by the Company: Indicate whether review was undertaken by Director/Committee of the Board/Any other Committee

	Indicate whether the review was undertaken by the Director/committee of the Board/any other committee										Frequency (annually/half-yearly/quarterly/ other – please specify)									
Subject for review	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9		
Performance against above policies and follow up action	All NGRBC related policies are reviewed by ESG Committee. Additionally, Audit Committee reviews the Code of Business Principles										ESG Committee – Half yearly basis Audit Committee – Quarterly basis (for CoBP)									
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances is done by the Audit Committee										Quarterly basis									



11. Has the entity carried out independent assessment/evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.

Sr. No.	P1	P2	P3	P4	P5	P6	P7	P8	P9
1.	We have a robust functional review mechanism complemented by an independent internal audit process that covers the working of all key policies. The internal audits are conducted by various external independent firms during the year. In addition to the above, relevant third-party assessments are conducted across business units periodically.								

12. If answer to question (1) above is No i.e. not all Principles are covered by a policy, reasons to be stated:

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)									
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									Not applicable
It is planned to be done in the next financial year (Yes/No)									
Any other reason									



Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1

BUSINESSES SHOULD CONDUCT AND GOVERN THEMSELVES WITH INTEGRITY, AND IN A MANNER THAT IS ETHICAL, TRANSPARENT AND ACCOUNTABLE



We want to create an environment where employees not only live our values of integrity, respect, responsibility and pioneering, but are vigilant in identifying potential concerns and confident about speaking up in such situations.

We have a pivotal role in embedding an enduring business integrity culture across all our operations. Our Business Integrity framework ensures that the way we do business is fully aligned with our values and applicable laws and regulations in the countries where we operate. The framework consists of simple 'Musts' and 'Must Nots' designed to be readily applied by employees in their day-to-day work. We are committed to eradicating any practices or behaviours not in line with our Code Policies through our zero-tolerance approach to such practices.

Nil

Bribery/corruption charges against our BoD/KMPs/employees/workers by law enforcement agency

Nil

Corruption/conflicts of interest complaints against the Director/KMPs

Nil

Material fines/penalties/punishments as per regulation 30 of SEBI LODR

99.2%

Value chain partners covered by the awareness programmes



"Each of us at HUL is governed by our Code of Business Principles, which serves as a manual to help us put our values into practice. It ensures that our business operations are conducted with honesty, integrity, and openness and with respect for the human rights and interests of our employees."

Dev Bajpai

Executive Director, Legal & Corporate Affairs
and Company Secretary

ESSENTIAL INDICATORS:

EI-1. Percentage covered by training and awareness programmes on any of the principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	Percentage of persons in respective category covered by the awareness programmes
Board of Directors	6	HUL ESG Goals, National Guidelines on Responsible Business Conduct (NGRBC)	100.0%
Key Managerial Personnel	6	principles, Building Talent and Capabilities, Customer Development, Consumer and Market Insights, Research & Development, Code of Business Principles (CoBP), and Policy Advocacy	100.0%
Employees other than BoD and KMPs##	1@	Introduction to Sustainability, HUL ESG Goals, Climate Change, Human Rights, Health and Safety, and Skill Upgradation	92.2%
Workers##	1@		94.4%

Above table represents HUL's Board of Directors and Key Managerial Personnel.

@During the year, we rolled out a comprehensive training module to drive awareness among our employees and workers on the above topics, as represented in the table. In addition to this, we undertook various thematic training programmes across the organisation during the year.

##Employees and workers include both permanent and other than permanent/contractual (including part time).

100%

BoD and KMP covered by ESG awareness programme



enforcement agencies/judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures based on materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website)

During FY 2023-24, there were no material fines/penalties/punishments/awards/compounding fees/settlements as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 imposed on the Company or its Directors/KMPs.

EI-2. Details of fines/penalties/punishment/award/compounding fees/settlement amount paid in proceedings (by the entity or by Directors/KMPs) with regulators/law

EI-3. Of the instances disclosed in Question 2 above, details of the Appeal/Revision preferred in cases where monetary or non-monetary action has been appealed.

Not applicable

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

El-4. Does the entity have an Anti-Corruption or Anti-Bribery Policy? If yes, provide details in brief and if available, provide a web link to the Policy.

Yes, one of the five pillars of our code policy focuses on countering corruption. Under this pillar, various policies address bribery, money laundering, gifts and hospitality, conflicts of interest, and more. All these policies can be referred at <https://www.hul.co.in/planet-and-society/responsible-business/business-integrity/>. Our commitment to doing business with integrity requires consistently high standards. We have built a strong reputation for being an ethical, trustworthy company. We are responsible for protecting that reputation by conducting our business with integrity as we interact with business partners, consumers, and public authorities. Dealings with public officials are particularly high risk; even the appearance of illegal conduct could cause significant damage to our reputation. Accordingly, our zero-tolerance approach towards bribery and corruption applies to all our operations and prohibits any kind of bribery.

El-5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/corruption.

During FY 2023-24, there were no charges of bribery/corruption by any law enforcement agency against our Directors/KMPs/employees/workers.

Category	FY 2023-24	FY 2022-23
Directors	-	-
KMPs	-	-
Employees	-	-
Workers	-	-

El-6. Details of complaints with regard to conflict of interest:

During FY 2023-24, there were no complaints concerning conflicts of interest against the Directors and KMPs.

Category	FY 2023-24	Remarks	FY 2022-23	Remarks
Number of complaints received in relation to issues of conflict of interest of the Directors	-	-	-	-
Number of complaints received in relation to issues of conflict of interest of the KMPs	-	-	-	-

El-7. Provide details of any corrective action taken or underway on issues related to fines/penalties/action taken by regulators/law enforcement agencies/judicial institutions, on cases of corruption and conflicts of interest.

Not applicable, as we do not have any instances of corruption/conflicts of interest against Directors and KMPs.

El-8. Number of days of accounts payables [(Accounts payable *365) / Cost of goods/services procured] in the following format:

	FY 2023-24	FY 2022-23
Number of days of accounts payables	85 days	80 days

El-9. Open-ness of business: Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY 2023-24	FY 2022-23
Concentration of purchases	a. Purchases from trading houses as % of total purchases	22.8%	23.0%
	b. Number of trading houses where purchases are made from	296	246
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	51.9%	59.6%
Concentration of sales	a. Sales to dealers/distributors as % of total sales	69.6%	71.0%
	b. Number of dealers/distributors to whom sales are made	4,394	4,455
	c. Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	4.9%	5.0%
Share of RPTs* in	a. Purchases (Purchases with related parties/Total purchases)	6.2%	3.4%
	b. Sales (Sales to related parties/Total sales)	1.0%	1.0%
	c. Loans & advances (Loans & advances given to related parties/Total loans & advances)	69.2%	66.0%
	d. Investments (Investments in related parties/Total investments made)	17.9%	25.9%

*Related party transactions are as per the standalone financial statements of HUL.

LEADERSHIP INDICATORS

LI-1. Awareness programmes conducted for value chain partners on any of the principles during the financial year:

Our Responsible Partner Policy (RPP) sets out the requirements that all our suppliers must comply to do business with us. Our RPP and its Fundamental Principles embody our commitment to responsible, transparent, and sustainable business.

Each fundamental principle of the RPP guides what HUL expects from its responsible and sustainable suppliers. We are committed to working with our suppliers on this journey of continuous improvement.

We have also verified alignment to and implementation of the RPP's mandatory requirements using supplier self-declarations, online assessments and independent verification, including third-party audits for designated high-risk countries and supplier types.

No.	Total number of awareness programmes held	Topics/principles covered under the training	% of value chain partners covered (by value of business done with such partners) under the awareness programmes
1.	One programme (total of 5,301 vendors were trained through digital medium)	<ul style="list-style-type: none"> • Legal Compliance & Countering Corruption • Safeguarding Information & Property • Sourcing and Manufacturing Products • Freely Agreed Terms of Employment • Free from Discrimination • Free from Harassment • Work is Voluntary • Appropriate Age • Fair Wages • Reasonable Working Hours • Freedom of Association • Health & Safety • Access to Grievance Mechanisms & Remedies • Land Rights • Protect and Regenerate Nature • Climate Action • Waste-free World 	99.2%

LI-2. Does the entity have processes in place to avoid/manage conflict of interests involving members of the Board? (Yes/No) If yes, provide details of the same.

Yes, we have adopted the 'Code of Conduct' for the Board of Directors, which sets clear guidelines for avoiding and disclosing actual or potential conflicts of interest with the Company. We receive an annual declaration and changes, if any, from time to time from our Board of Directors and Senior Management on the Code of Conduct Policy. The Policy is available on our website and can be viewed at <https://www.hul.co.in/investor-relations/corporate-governance/>.

5,301

Vendors trained through Digital medium



PRINCIPLE 2

BUSINESSES SHOULD PROVIDE GOODS AND SERVICES IN A MANNER THAT IS SUSTAINABLE AND SAFE



When the planet thrives, so do we. The only way to grow our business is to help address the climate crisis by protecting and restoring our natural environment. We envision a world where forests are safeguarded, agricultural systems are rejuvenated, water systems are preserved, and smallholder farmers are empowered. At Hindustan Unilever, we aim to build a planet-positive future through our supply chain and beyond by regenerating the land, forests, and water systems we depend on.

9.5%

R&D Investments in technologies to improve the environmental and social impacts of product and processes

25%

Capex Investments in technologies to improve the environmental and social impacts of product and processes

4.4%

Recycled plastic procured as a % of total plastic footprint in finished goods sold

48.1%

Key crops sustainably sourced



“As pioneers in the Indian FMCG industry, we are dedicated to embracing safe, superior, and low/net zero-carbon technologies. These technologies are integral in our efforts to design, manufacture, procure and supply goods and services to our constantly evolving consumer base, while delighting them with sensorials and benefits, and actively addressing environmental challenges.”

Vibhav Sanzgiri

Executive Director, Research and Development

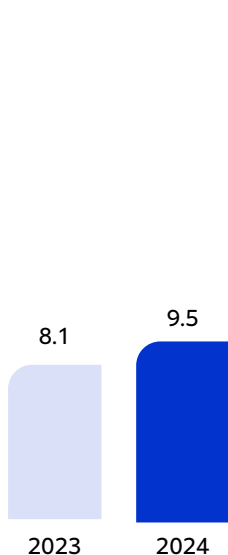
ESSENTIAL INDICATORS

EI-1. Percentage of R&D and capital expenditure (CAPEX) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and CAPEX investments made by the entity, respectively.

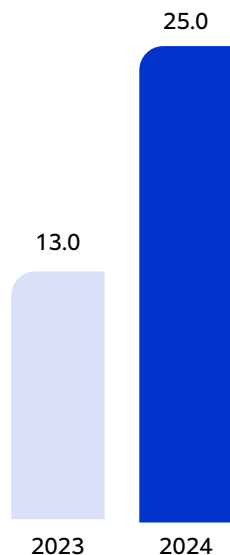
Category	FY 2023-24	FY 2022-23	Details of improvements in environmental and social impacts
R&D	9.5%*	8.1%*	During the year, we have undertaken research and development on various sustainability projects like Deforestation Free Palm, replacing non-recyclable plastics with recyclable plastics and GHG reduction through eco-design projects. Apart from these projects, we work towards water conservation, energy conservation, social responsibility under the PwD, employee well-being, and waste management.
CAPEX	25.0%	13.0%	During the year, we have undertaken capital expenditure on various sustainability projects like setting up machinery to replace palm fatty acids with starch, heat pump for hot water application, magnetic chiller for chiller application, enhancement of solar plant & windmill footprint, water conservation & harvesting, and occupational health & safety improvement programmes.

*In addition to this, we benefit from the extensive R&D work undertaken by the Unilever Group through the technology licensing arrangement. Projects having positive environmental and social impact of R&D undertaken by the parent company will be over and above the reported numbers.

R&D investment (%)



CAPEX investment (%)



Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

El-2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes, our Responsible Partner Policy (RPP) outlines mandatory supplier requirements for ethical and sustainable business practices. It reflects our commitment to responsible, transparent, and sustainable operations, central to our core sustainable business strategy. In addition to RPP, The Unilever Sustainable Agriculture Code (SAC) and the Unilever Regenerative Agriculture Principles (RAPs) also provide the basis for our sustainable sourcing programme. The Unilever Sustainable Agriculture Code (SAC) presents best practices for farming, utilised by hundreds of thousands of farmers since 2010 for sustainable operations and Unilever Regenerative Agriculture Principles guide soil nourishment, carbon capture, and land restoration. These principles inspire our business, brands, suppliers, and peers, forming the foundation for regenerative programmes in our supply chain.

In our revised Sustainable Sourcing programme, we concentrate on 12 key crops and agricultural commodities, prioritising their significance to our business and brands.

We believe that certification is one of the vital ways to drive positive change in agricultural supply chains. We are India's largest tea business and a founding member of Trustea (<https://trustea.org/partner>), the Indian tea industry collaboration on sustainability.

The RPP and Sustainable Agriculture Code and Regenerative Agriculture Principles (RAPs) are hosted on our website at <https://www.hul.co.in/investor-relations/corporate-governance/hul-policies/> and <https://www.hul.co.in/planet-and-society/protect-and-regenerate-nature/> respectively.

Founding member of Trustea

El-2. b. If yes, what percentage of inputs were sourced sustainably?

48.1%* of key crops were sourced sustainably.

These crops include tea, palm oil, paper and board, cereal, sugar, dairy, cocoa, coconut oil, soy, starches, and vegetables & herbs, comprising more than two-third of our agricultural raw material volumes. Through focused programmes, we have achieved sustainable sourcing for 94% of our total paper and board, 81% of our total tomatoes and 79% of our total tea procured during the calendar year 2023.

81%

Sustainable sourcing of tomatoes



* This indicator is for Calendar Year 2023 which consists of percentage of inputs sourced sustainably for 12 key crops.

79%

Sustainable sourcing of tea



El-3. Describe the processes in place to safely reclaim your products for reusing, recycling, and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

There are mainly two categories of material that are reclaimed:

- Damaged and expired finished goods:** There is a comprehensive standard operating procedure (SOP) for safely handling and disposing of expired/damaged stocks returned from the market and depots. These goods are either safely disposed of or recycled or reused.
- Plastic waste as part of Extended Producer Responsibility (EPR):** We follow the new national EPR Framework notified by CPCB that has become operational since April 2023 wherein an EPR wallet credit system has been created by CPCB. We undertake EPR credit purchases based on our plastic footprint / consumption and fully meet the EPR obligation.



94%

Sustainable sourcing
of paper and board



EI-4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes/No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes, Extended Producer Responsibility (EPR) is applicable to HUL, and we comply with the prevailing EPR rules and regulations. Our waste collection plan aligns with the EPR guidelines and the plan submitted to the Central Pollution Control Board (CPCB). W.e.f. FY 2023-24, we have been registered on the CPCB online portal dedicated to EPR Credit exchange and ensure timely submissions of our plastic footprint and corresponding EPR credits purchased.

LEADERSHIP INDICATORS

LI-1. Has the entity conducted Life Cycle Perspective/Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

Life Cycle Assessments (LCA) on our products are conducted by our Parent Company i.e. Unilever plc, either internally with in-house LCA experts or with the help of external partners and in compliance with ISO 14040. Unilever applies internationally accepted impact assessment methods, such as the harmonised life cycle impact assessment method (ReCiPe) and the European International Reference Life Cycle Data System (ILCD 2011) midpoint methods for studying the environmental impacts of a product – from the sourcing of raw materials to product manufacture, distribution, consumer use and safe disposal.

Unilever conducts an annual simplified LCA exercise on representative products across 14 countries, including India. The methodology is consistent with ISO 14040 and was recognised by the UNEP as one of the finest examples of an organisational LCA.

In 2022, we used a simplified LCA to map the carbon footprint of our products. The analysis was conducted to understand the key challenges to achieve Net Zero emissions for all our products from sourcing to point of sale. A key area of focus was the raw material footprint (Scope 3 emissions – purchased goods), which is related to the emissions from our suppliers and their corresponding feedstocks. We have also included the impact of packaging, inbound and outbound logistics (including

retail-related emissions) and disposal of the products (post-consumer use, i.e., biodegradation of chemicals and incineration of plastic packaging).

Unilever is co-funding a second LCA on sustainable palm oil and the World Foods Life Cycle Database Initiative. Unilever is a sponsor of the United Nations Environment Programme (UNEP) Life Cycle Initiative (LCI), which aims to support the application of LCA for policymaking and decision-making.

Name of Product/Service	All major brands across Home Care, Beauty and Personal Care, Foods and Refreshment
% of total Turnover contributed	Majority of HUL Turnover is covered
Boundary for which the Life Cycle Perspective/Assessment was conducted	Simplified LCA was conducted to map GHG emissions covering all raw material inputs up to the final disposal phase
Whether conducted by independent external agency (Yes/No)	Assessment was conducted by internal agency (Safety and Environment Assurance Centre)
Results communicated in public domain (Yes/No) If yes, provide the web-link.	Results are currently not communicated in the public domain

LI-2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products/services, as identified in the Life Cycle Perspective/Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

We have conducted a detailed analysis to identify inherent ESG risks for our business, considering issues significant to our stakeholders. And the key risks identified, inter alia, are climate change, water management, packaging and waste, and sustainable sourcing. Our Life Cycle Assessments have highlighted Scope 3 emissions as a notable factor in our overall emissions footprint.

Raw material sourcing and production represents a significant contribution to the total life cycle impact of our products. The GHG emissions from the production of our key forest-risk commodities (i.e. palm oil, paper and board, tea, soy and cocoa) arise from land use change (e.g. deforestation), agricultural practices and downstream processing and hence our focus is on using non-deforestation materials – including in the case of palm, for example, NDP (No deforestation, no use of peat land).

In our Home Care business, we are committed to reducing our virgin fossil-based ingredients in our formulations by using renewable and recycled carbon sources. We are working closely with our strategic suppliers and bringing pathbreaking innovations through our Small and Medium Enterprises ecosystem. For example, we partnered with Taticorin Alkali Chemicals and Fertilisers Limited (TFL) and Carbon Clean Solutions Limited (CCSL) who have developed cutting-edge technologies to capture the CO₂ from the use of energy in their production processes and

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

turn it into a type of soda ash which is significantly low in its GHG impact compared to normally produced soda ash/Sodium Carbonate. Soda ash is a key ingredient in our detergent products like Rin, Wheel, Surf and Vim.

We are working on creating industry consent on 'Biomass to Chemicals' and 'CCU' as two major focus areas along with already emphasised 'sustainable energy' for decarbonising the chemical industry. In August 2023, we hosted the 'Clean Future Summit' in our effort to mobilise our partners and take collective action towards net zero emissions.

Clean Future Summit

to mobilise our partners and take collective action towards net zero emissions

Sustainable palm

Soap bars comprising more than 80% soap molecules (>70% TFM – Total Fatty Matter) account for a large part of the palm footprint in non-edible usage. Ensuring availability and managing the environmental impacts of increased oil consumption are challenges faced by the soap industry today. Our R&D is committed to and has developed novel and proprietary technologies to manufacture soap bars that meet the desired functionality, while reducing the palm footprint significantly, and helping address climate

change through lowering greenhouse gas emissions and the carbon footprint of our products. Further, from a consumer point of view, these products allow for better affordability and sensory properties, which are desired by consumers. Today, soap bar manufacturers mainly use palm oil as the source of fatty acids, and these are grown in Southeast Asia, Central & West Africa, and Central America. Palm oil plantations are under increasing scrutiny for their effects on the environment, including deforestation, leading to loss of carbon-sequestration, biodiverse forest land as well as use of peat land for cultivation releasing large quantities of GHG into the atmosphere. There is also concern over the displacement and disruption of human & animal populations and exploitation of indigenous populations due to palm oil cultivation. In 2024, Unilever will target to both move to 100% NDP (No deforestation, no peat land use) Palm and also reduce the palm oil usage in its soap bars thereby affording a significant sustainability and positive consumer impact.

Water

With regard to the use of water in the life cycle of our products, the consumer use phase represents the majority of our product's water footprint (i.e., detergent products). Our product innovations include the launch of detergent products (e.g. Surf excel Quick wash powder) that are designed to address the quantum of water requirement in the consumer use phase. The breakthrough product technology allows automatic foam reduction during the rinse stage of the handwashing process, thereby reducing the amount of water required for rinsing.



Plastic Circularity

Plastic packaging needs to be recycled in environmentally friendly ways to build a circular economy. Therefore, we have set ambitious targets to ramp up the use of recycled plastic and only use reusable, recyclable or compostable plastic packaging (<https://www.hul.co.in/planet-and-society/waste-free-world/>). We were one of the first companies to achieve Plastic neutrality in 2021 collecting and responsibly processing more plastic than we used in packaging the products. We are also committed to fulfilling our EPR obligation as per Government regulations. We currently use post-consumer recycled (PCR) plastic in the packaging for many of our brands (e.g., Surf excel, Comfort, Vim Dishwash Liquid, etc.), have moved into 100% technically recyclable plastic for our sachets and soap bars, and have eliminated plastic from all our soap cartons. Currently, we use 80% PCR in blister domes used in Pepsodent toothbrush, 50% PCR in shrink film for bundling, 50% PCR in Axe talc & Rexona men roll-on and likewise majority of PCR in many of our categories.



LI-3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Plastic packaging needs to be recycled in environmentally friendly ways to build a circular economy. We have set ambitious targets to ramp up the use of recycled plastic and only use reusable, recyclable or compostable plastic packaging (<https://www.hul.co.in/planet-and-society/waste-free-world/>).

Indicate input material	Recycled or re-used input material to total material	
	FY 2023-24	FY 2022-23
Plastic packaging	4.4%*	2.9%*

*% of recycled plastic as post-consumer recycled plastic procured on a base of total plastic footprint in the finished goods sold during the financial year.

LI-4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:

Product	FY 2023-24			FY 2022-23		
	Re-used	Recycled	Safely disposed	Re-used	Recycled	Safely disposed
Plastics (including packaging) (MT)*	-	-	88,294**	-	-	1,12,802**
E-waste	-	-	-	-	-	-
Hazardous waste	-	-	-	-	-	-
Other waste – Expired and damaged products (MT)	1,909	539	6,352	-	207	9,288

* Since April 2023, EPR for Plastics is carried out by purchase of EPR credits from Plastic Waste Processors (PWPs) via portal maintained by Central Pollution Control Board (CPCB), in line with applicable guidelines. HUL is not collecting any branded plastic waste directly. On-ground plastic waste collection & disposal is carried out by PWPs authorised & monitored by CPCB/ State Pollution Control Board (SPCB).

** A part of the safely disposed plastic is also recycled, however, due to practical difficulties in traceability of such recycled plastics, the entire quantum is reported as safely disposed.

LI-5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

S. No.	Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
1.	Expired and damaged products (Depot and Market Return)	0.2%
2.	Plastic waste	72.2% of total plastic packaging material*

* In addition to the significant 88,294 tons of actual credit receipts highlighted in LI-4, constituting 72.2% of our total plastic packaging material, we proactively sought additional EPR credits during Jan-Mar'24 to meet the EPR commitment of buying credits equal to 100% of plastics used in our products. Despite encountering a temporary system glitch on CPCB's EPR portal, we maintained our commitment to environmental responsibility by placing orders for these credits. The purchase orders for these additional credits have been extended, and we anticipate securing the corresponding credits once the portal is fully operational, ensuring seamless compliance with our EPR obligations.

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Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 3

BUSINESSES SHOULD RESPECT AND PROMOTE THE WELL-BEING OF ALL EMPLOYEES, INCLUDING THOSE IN THEIR VALUE CHAINS



At HUL, we help our employees be the best version of themselves by empowering them to enjoy a healthy, safe, high-quality work-life balance. We know that when people are healthy and living their life's purpose, they can contribute more – whether that's towards their families, work, or society. We continue to create a positive workplace environment to support people's physical, mental, social, and emotional well-being and help them fulfil their purposes.

94.4%

Workers covered under training programme

82.7%

Value chain partners assessed on health and safety and working conditions

100%

Plants and offices assessed on health and safety and working conditions

82.9%

Permanent workers associated with the union



"We celebrate the diversity of people and value individuals for who they are and what they bring. Alongside safety at work, supporting the holistic well-being of our teams and covering physical, mental, and emotional health will always be our priorities."

Anuradha Razdan

Executive Director, Human Resources

ESSENTIAL INDICATORS

El-1. a. Provide details of measures for the well-being of employees.

Category	% of employees covered by										
	Health insurance			Accident insurance		Maternity benefits		Paternity benefits		Day-care facilities	
	Total (A)	Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number(E)	% (E/A)	Number (F)	% (F/A)
	Permanent employees										
Male	5,945	5,945	100%	5,945	100%	NA	NA	5,682	95.6%	5,541	93.2%
Female	2,300	2,300	100%	2,300	100%	2,300	100%	NA	NA	1,812	78.8%
Total	8,245	8,245	100%	8,245	100%	2,300	100%	5,682	95.6%	7,353	89.1%
	Other than permanent employees										
Male	234	207	88.5%	206	88.0%	NA	NA	209	89.3%	7	3.0%
Female	176	159	90.3%	158	89.8%	176	100%	NA	NA	7	4.0%
Total	410	366	89.3%	364	88.8%	176	100%	209	89.3%	14	3.4%

El-1. b. Details of measures for the well-being of workers

Category	% of workers covered by										
	Health insurance			Accident insurance		Maternity benefits		Paternity benefits		Day-care facilities	
	Total (A)	Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
	Permanent workers										
Male	10,524	10,524	100%	10,524	100%	NA	NA	10,524	100%	10,499	99.8%
Female	658	658	100%	658	100%	658	100%	NA	NA	658	100%
Total	11,182	11,182	100%	11,182	100%	658	100%	10,524	100%	11,157	99.8%**
	Other than permanent workers										
Male	7,266	7,266	100%	7,266	100%	NA	NA	-	0.0%	7,254	99.8%
Female	661	661	100%	661	100%	661	100%	NA	NA	654	98.9%
Total	7,927	7,927	100%*	7,927	100%	661	100%	-	0.0%	7,908	99.8%**

* Health insurance coverage as per Employees State Insurance (ESI) for other than Permanent Worker is 100% in all locations where ESI is applicable as per statutory requirements. Of the 28 operating factories under the scope of reporting, 7 factories are in locations where there is no ESI coverage.

** One of our site i.e. Tatapuram has less than 50 workers which does not meet the minimum threshold for running a day care centre. This is also in line with the requirements of Section 11A of Maternity Benefit (Amendment) Act, 2017.

El-1. c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format –

Parameter	FY 2023-24	FY 2022-23
Cost incurred on well-being measures as a % of total revenue of the company*	0.2%	0.2%

* Following costs are considered: Health and accident insurance premium, maternity and paternity leave cost, day care cost and staff welfare expenses relating to well-being.

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Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

El-2. Details of retirement benefits, for current and previous financial years

Benefits	FY 2023-24			FY 2022-23		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)
PF	100.0%	100.0%	Yes	100.0%	100.0%	Yes
Gratuity	100.0%	100.0%	Not applicable	100.0%	100.0%	Not applicable
ESI*	1.9%	1.2%	Yes	1.9%	0.9%	Yes

*As per the ESI regulation, 100% of the eligible employees and workers have been covered under the benefits.

El-3. Are the premises/offices of the entity accessible to differently-abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

We recognise the importance of meeting the requirements of the Rights of Persons with Disabilities Act, 2016 and are taking proactive steps to support the needs of individuals with disabilities. Our Company has implemented various measures to provide disabled-accessible infrastructure. In our various factories and offices, we have installed:

- Ramps
- Lowered reception desk for wheelchair access
- Elevator voice annunciator
- Evacuation chair
- Automated sliding doors to support mobility
- Tactile flooring and Braille signages
- Induction loop system
- All gender accessible toilets, fire alarm freshers and accessible guest rooms

Additionally, we are preparing the remaining factories and offices for accessibility infrastructure and aim to achieve certification for 100% of our sites with the Minimum Mandatory Standards required under the Persons with Disabilities Act. We believe that accessibility is an essential aspect of social responsibility and are persistent in our efforts to create an inclusive environment for everyone.

El-4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a weblink to the policy.

Yes, we have an equal employment opportunity policy, which can be referred to on <https://www.hul.co.in/investor-relations/corporate-governance/hul-policies/hr-policies/>. We continue to believe that our policies regarding equal employment opportunities are necessary not only to comply with state and local laws and obligations, but also because they are in line with our core values and represent an important contribution to the communities in which we live and work. We have set clear goals to eliminate bias and discrimination in our policies and practices, accelerate diverse representation in our workforce, and remove barriers for people with disabilities.

Equal Employment Opportunity Policy

promoting Equity and Dignity at work



EI-5. Return to work and retention rates of permanent employees and workers that took parental leave.

We understand the needs of our employees, who are planning to or have recently become parents, to take paid leave to experience this beautiful phase and nurture a bond with their young child. We also extend maternity and paternity leave with full pay and benefits to parents legally adopting a child. We also extend this benefit to same-sex partners, where the partner who is a primary caregiver is eligible for paid leave and benefits as applicable for maternity, and the secondary caregiver is eligible for paid leave and benefits as applicable for paternity.

Gender	Permanent employees (FY 2023-24)		Permanent workers (FY 2023-24)	
	Return-to-work rate	Retention rate	Return-to-work rate	Retention rate
Male	100.0%	91.2%	100%	98.8%
Female	95.0%	82.4%	100%	89.5%
Total	98.2%	89.1%	100%	97.9%

EI-6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.

Category	Yes/No	Details of the mechanism in brief
Permanent workers	Yes	Yes. Grievances received at the factories are duly acknowledged and recorded in the grievance register and these are regularly monitored. Workers can raise grievances at https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e (an online portal for raising concerns and grievances), which also allows filing of anonymous complaints. We also have a website (https://www.hul.co.in/investor-relations/corporate-governance/), a dedicated hotline (000 800 100 7096), and an e-mail ID (cobp.hul@unilever.com) for raising code* and non-code related breaches.
Other than permanent workers	Yes	
Permanent employees	Yes	Yes. we have grievance drop boxes at the office premises, where employees can share their grievances, and these are regularly monitored. Employees can raise grievances at https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e (an online portal for raising concerns and grievances), which also allows filing of anonymous complaints. There is also a website (https://www.hul.co.in/investor-relations/corporate-governance/), a dedicated hotline (000 800 100 7096), and an e-mail ID (cobp.hul@unilever.com) for raising code and non-code related breaches.
Other than permanent employees	Yes	

* The Code of Business Principles (CoBP) can be referred to on: <https://www.hul.co.in/files/8da5bc9c-f79a-4c6c-b1cd-b1fae8acfb9a/db2d2fdb318d8603c25ebe4e018a3b87e904a3b8.pdf>

EI-7. Membership of employees and workers in association(s) or union(s) recognised by the listed entity:

All the employees and workers are free to exercise their right to form and/or join trade unions, refrain from doing so, or bargain collectively. This freedom of association also ensures fair compensation and that long-term settlements cover all the factories and offices.

Category	FY 2023-24			FY 2022-23		
	Total employees/workers in respective category (A)	No. of employees/workers in respective category, who are part of association(s) or union (B)	% (B/A)	Total employees/workers in respective category (C)	No. of employees/workers in respective category, who are part of association(s) or union (D)	% (D/C)
Total permanent employees	8,245	-	0.0%	7,719	-	0.0%
- Male	5,945	-	0.0%	5,700	-	0.0%
- Female	2,300	-	0.0%	2,019	-	0.0%
Total permanent workers	11,182	9,272	82.9%	11,251	9,546	84.8%
- Male	10,524	8,947	85.0%	10,900	9,330	85.5%
- Female	658	325	49.4%	351	216	61.5%

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

El-8. Details of training given to employees and workers

We have a robust and diverse agenda to impart skills to employees and workers through various training programmes.

Category	FY 2023-24					FY 2022-23				
	Total (A)	On health and safety measures		On skill upgradation		Total (D)	On health and safety measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	6,179	5,762	93.3%	5,762	93.3%	5,890	5,410	91.9%	5,410	91.9%
Female	2,476	2,222	89.7%	2,222	89.7%	2,140	1,779	83.1%	1,779	83.1%
Total	8,655	7,984	92.2%	7,984	92.2%	8,030	7,189	89.5%	7,189	89.5%
Workers										
Male	17,790	16,935	95.2%	16,935	95.2%	19,206	18,491	96.3%	18,491	96.3%
Female	1,319	1,094	82.9%	1,094	82.9%	901	842	93.4%	842	93.4%
Total	19,109	18,029	94.4%	18,029	94.4%	20,107	19,333	96.1%	19,333	96.1%

92.2%

Employees covered under training



26,000+

People trained

El-9. Details of performance and career development reviews of employees and workers

We are a performance-driven organisation with a robust Performance Management System. At the start of every performance year, based on business priorities, each unit/function crafts its flexible goals, which include business and development-related objectives. We assess the achievements against these goals at the end of the year with regular feedback throughout the year to ensure that people deliver their best. We provide our employees with versatile horizontal and vertical exposure to chart a course for developing leaders for the future. For factory workers, performance is evaluated annually through our in-house Performance Appraisal System. We assess workers based on their performance for their assigned jobs against set standards and ensure communication.

Category	FY 2023-24			FY 2022-23		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	5,945	5,670	95.4%	5,700	5,321	93.4%
Female	2,300	2,060	89.6%	2,019	1,721	85.2%
Total	8,245	7,730	93.8%	7,719	7,042	91.2%
Workers						
Male	10,524	10,522	99.9%	10,900	10,896	99.9%
Female	658	658	100.0%	351	351	100.0%
Total	11,182	11,180	99.9%	11,251	11,247	99.9%

As per the Company's policy, every employee/worker is eligible for an annual performance and career development review. At HUL, we follow a calendar year cycle i.e., January to December for performance and career development review. In the above table, % of employees / workers not covered are largely those who have joined the organisation in the period January 2024 to March 2024 as they would be covered in next year's performance review.

El-10. a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/No). If yes, the coverage such system?

We have established a robust health and safety management system for all employees and workers. Our occupational health and safety system is governed by our Occupational Health and Safety (OHS) Framework Standards. We are committed to providing a safe and healthy work environment for those working on, visiting, or living near our operations. Management at all levels is responsible and accountable for the employees' and workers' occupational safety and health performance.

During FY 2023-24, our factory in Amli was awarded the 'FICCI Gold Award for Excellence in Safety Systems', while the Greentech Foundation recognised our factory in Doom Dooma for its 'Safety Excellence'.

EI-10. b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

We conduct risk assessments based on the HUL Occupational Health and Safety Risk Assessment Methodology. Occupational health and safety risk assessment is integral to the organisation's development and management of change processes. We conduct a thorough risk assessment exercise for routine tasks and implement adequate controls to mitigate the identified risks. For routine tasks, a thorough risk assessment exercise is conducted, and adequate controls are put in place to mitigate the identified risks. Risks arising due to the introduction of a new plant, equipment, processes or methods of working are addressed through the management of change process.

For non-routine tasks, the risks are governed by the permit-to-work process. The process involves identifying the hazards associated with the facilities and the work involved and outlining the controls to eliminate or reduce hazards. A Job safety assessment is developed for each permitted work task and displayed with the permit.

EI-10. c. Whether you have processes for workers to report work-related hazards and to remove themselves from such risks. (yes/no)

Yes, workers are encouraged to report work-related hazards through offline as well as online modes. We take adequate measures to mitigate these hazards and communicate the same to the workers.

EI-10. d. Do the employees/worker of the entity have access to non-occupational medical and healthcare services? (yes/no)

Yes, the employees and workers have access to non-occupational on-site medical and healthcare services for common health conditions and emergency management. In addition, employees and workers can avail medical services from a chain of hospitals across the country through the insurance coverage extended by the organisation.



EI-11. Details of safety related incidents, in the following format:

Safety incident/number	Category*	FY 2023-24	FY 2022-23
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.13	-
	Workers	0.13	0.13
Total recordable work-related injuries	Employees	3	2
	Workers	21	19
No. of fatalities	Employees	-	-
	Workers	-	-
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	-
	Workers	-	-

*Including in the contract workforce

EI-12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

We make every effort to integrate safety into all business processes. Our safety and health management system is based on the principle of plan, do, check and act. We evaluate credible risks and take adequate steps to mitigate these risks. We conduct periodic training, capacity-building sessions, and regular mock drills at each unit. Safety induction is mandatory for all new employees and workers, including contractor workers, security, and staff.

Safety incidents are reported and investigated, and lessons learned are communicated widely within the organisation. We underpin this approach with continuous improvement objectives and periodic reviews through the Safety and Health Sub-Committees, each headed by a Management Committee Member, to ensure we achieve our targets. A robust audit mechanism is in place to verify compliance with internal standards and statutory requirements. A safety culture is promoted by undertaking behavioural interventions at all levels and disseminating the importance of safety as a personal value. We encourage positive safety behaviours and correct unsafe behaviours through established procedures.

We maintain a comprehensive emergency response plan and related facilities at all sites and train employees to respond accordingly. Our team, comprising over 150 experienced and well-trained medical professionals (including physicians and nursing staff), is committed to maintaining a safe and healthy working environment. For instance, all employees can benefit from periodic health evaluations for health issues, Health Promotion programmes, access to market-leading medical care, and other support facilities.

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

El-13. Number of complaints on the following made by employees and workers.

At factories, there is a formal grievance redressal mechanism for workers along with a defined escalation matrix to ensure timely closure of complaints. In addition to these, complaints can also be raised through our online portal i.e., 'Convercent Tool', which is available on our website: (<https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e>)

Category	FY 2023-24			FY 2022-23		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working conditions	-	-	-	-	-	-
Health and safety	2	1	-	5	2	-

El-14. Assessments for the year

We have a robust mechanism to assess all our premises' health, safety, and working conditions. All our sites undertake a Positive Assurance Review (PAR) to track the effectiveness of these parameters in the operations.

Category	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100.0%
Working conditions	100.0%

El-15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and significant risks/concerns arising from assessments of health and safety practices and working conditions.

We investigate all recordable incidents to identify the root causes and implement actions to avoid repeat incidents. We ensure closure of all gaps identified during internal and external audits/assessments in a timely manner. In FY 2023-24, we strengthened the Safety & Health Policy. A safety campaign was launched in our manufacturing sites to emphasise safe behaviours while working on machines. Under our Road safety programme, we have set up driver management centres across manufacturing sites and depots. These centres provide training facilities, dedicated resting area, washrooms and drinking water facilities to truck drivers improving their health and sanitation and thereby ensuring safety. We have worked on disseminating and implementing learning from past incidents to curtail similar incidents in the future.



LEADERSHIP INDICATORS

LI-1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

Yes, we extend requisite support in the form of ex gratia to the legal heirs of all full-time employees and workers in the event of death during their service with us.

LI-2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

Our Responsible Partner Policy (RPP) includes a set of mandatory requirements that all our suppliers need to meet to do business with us. Under RPP, value chain partners are required to comply with all applicable laws and regulations of the country where we undertake operations.

LI-3. Provide the number of employees/workers having suffered high consequence work-related injury/ill-health/fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment.

Category	Total no. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2023-24	FY 2022-23	FY 2023-24	FY 2022-23
Employees	-	-	-	-
Workers	-	-	-	-

LI-4. Does the entity provide transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/No)

Yes, we conduct retirement workshops for retiring employees. The Rewards and Human Resources teams conduct financial well-being sessions periodically and extend support in outplacements for redundancy cases. Furthermore, with the 'Future Fit' model, we upskill our workforce to equip them with digital and non-digital skills, which helps hone their existing skillsets.

LI-5. Details on assessment of value chain partners

Our Responsible Partner Policy (RPP) sets out the requirements that all our suppliers must meet to do business with us. Our RPP and its Fundamental Principles embody our commitment to responsible, transparent, and sustainable business.

Each fundamental principle of the RPP provides guidance on what we expect from our suppliers. We are committed to working with our suppliers on this journey of continuous improvement.

We also verify alignment to and implementation of the RPP's mandatory requirements using supplier self-declarations, online assessments and independent verification, including third-party audits which are performed for designated high-risk countries and supplier types.

Category	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	We conduct periodic risk assessments of our suppliers using country risk and commodity risk data from external third-party risk data providers. As of 31st March, 2024, 82.7% of the suppliers (by value of business done) have undergone risk assessment and are compliant.
Working conditions	

LI-6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of health and safety practices and working conditions of value chain partners.

During the reporting period, no significant risks/concerns were identified in the assessment of our suppliers. We expect our partners and their employees or contractors to report actual or suspected breaches of our RPP. We will investigate any non-conformity reported in good faith and discuss findings with the partner. If remediation is needed, we work with the partner to identify the root cause of the issue and to develop a time-bound corrective action plan to resolve the failure effectively and promptly. By working with partners to overcome any issues, we support the betterment of their business and, most importantly, promote respect for human rights.

We conduct regular audits, and both third-party audit companies and suppliers are responsible for continuously updating us with the audit outcome on a digital system. Audit companies are mandated to report the audit documentation and the outcome of the initial and follow-up audits, while suppliers are mandated to report corrective actions and progress against each non-conformance identified, both within certain specified timeframes.

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 4

BUSINESSES SHOULD RESPECT THE INTERESTS OF AND BE RESPONSIVE TO ALL ITS STAKEHOLDERS



Our ESG strategy intends to create value for our stakeholders. Central to our strategic approach is a commitment to understanding and responding to the ever-changing needs of all our stakeholders. We take steps to understand the needs and priorities of each stakeholder group through several mediums, including direct engagement or via delegated committees and forums. Through the underlying standards set in our Code of Business Principles (CoBP) and Code Policies, we are committed to transparency, honesty, integrity, and openness in all our engagements with various stakeholders.

6 categories
of Key stakeholders identified

>3.2 trillion litres
of cumulative & collective
water potential created

~10 million
Beneficiaries in Prabhat

2 lakh+
Shakti Entrepreneurs



“Our multi-stakeholder model respects the interests of all stakeholders and is quick to respond to their different needs. We believe in creating long-term value by caring for all our stakeholders, comprising our consumers, customers, employees, shareholders, business partners, and above all, our planet and society.”

Madhusudhan Rao





Executive Director, Beauty and Personal Care

ESSENTIAL INDICATORS

El-1. Describe the processes for identifying key stakeholder groups of the entity.



The essence of our strategy and business model revolves around prioritising our stakeholders. Keeping abreast of their changing needs enables us to make well-informed and strategic decisions. Hence, we have established a robust process for identifying stakeholders and engaging with them to strengthen our partnerships. The six key stakeholder groups critical to our success are consumers, customers (including retailers), suppliers & business partners, planet & society (including citizens, NGOs, governments), shareholders and employees. We conduct regular stakeholder reviews to assess and address the business’s evolving interests, concerns, and expectations. Details of such reviews can be found in the stakeholder engagement section of the Report.

El-2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

S. No.	Stakeholder group	Whether identified as vulnerable and marginalised group (yes/no) *	Channels of communication (e-mail, SMS, newspaper, pamphlets, advertisement, community meetings, notice board, website), other	Frequency of engagement (annually/ half yearly/ quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
1.	 Consumers	No	Phone, e-mail, social media channel, brands website, consumer surveys and digital voice of consumers	Ongoing	Product quality and safety, information on products, fair and competitive pricing, complaints, queries, feedback, praise, and suggestions
2.	 Suppliers and business partners	No	Phone, e-mail, Convercent helpline, supplier meeting, audit, survey, and evaluation	Ongoing	New business opportunities, supplier transparency, adherence to our RPP and Business Partner Code, ESG, value chain efficiency, payments, and purchase prices
3.	 Our people	No	Surveys, townhalls, workshops, training, induction programmes, grievance handling process, and performance appraisal	Ongoing	Career development, diversity and equal opportunity, health and safety, skill upgradation, learning and development, organisational culture/workplace, and grievances
4.	 Shareholders	No	Phone, e-mail, annual report, results announcements, microsite on performance highlights, media releases, Capital Markets Day, Annual General Meeting (AGM) and website	Ongoing, quarterly	AGMs allow shareholders to communicate directly with the Board of Directors and the Management Committee. Capital markets day and quarterly earnings calls allow investors to engage with the Company’s management on business strategy and performance. We have dedicated e-mail IDs through which our Investor Service Department engages with shareholders to resolve their queries and grievances

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

S. No.	Stakeholder group	Whether identified as vulnerable and marginalised group (yes/no) *	Channels of communication (e-mail, SMS, newspaper, pamphlets, advertisement, community meetings, notice board, website), other	Frequency of engagement (annually/ half yearly/ quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
5.	 Planet and society	No	Field visits, CSR projects and engagements, brand activations and campaign, community needs assessment, and website	Ongoing	Climate actions; environmental protection and regeneration; a waste-free world; positive nutrition; health and well-being; equity, diversity, and inclusion; the future of work; and water stewardship
6.	 Customers	No	Phone, e-mail, social media channels, brand pages, and the digital voice of consumers	Ongoing	Product quality and safety, adequate information on products, timely delivery, service level, training on technology and process capabilities

*While we have marked 'no' above as these stakeholders are not vulnerable and marginalised in entirety, we are consciously involved in uplifting the vulnerable and marginalised segments for these stakeholders. For e.g. we work towards giving equal opportunities to 'Persons with disabilities' and procure from MSMEs/diverse suppliers.

LEADERSHIP INDICATORS

LI-1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

We strive to grow our business while protecting the planet and doing good for the community. To generate superior long-term value, we need to care for all our stakeholders: consumers, customers, employees, shareholders, business partners, and above all, the planet and society. We call it the multi-stakeholder model of sustainable growth. The CoBP and Code Policies guide how we interact with our key stakeholders. All engagements are conducted transparently, with honesty, integrity, and openness.

Our engagement with our broader stakeholder community is undertaken by respective functions in consultation with the leadership team and overseen by the ESG committee. Feedback from different stakeholder groups on environmental, social, or economic topics is shared with the ESG Committee of the Board. We also have a CSR committee to review, monitor, and provide strategic direction to our CSR practices and social initiatives.

LI-2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes/No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity

Stakeholder consultation is paramount to us, as we live in an uncertain and constantly changing world. To create long-term value, we take steps to understand each stakeholder group's needs and priorities through several mediums, including direct engagement or via delegated committees and forums.

We conduct a sustainability materiality assessment to identify and prioritise sustainability issues across our value chain so that we can focus on the key issues affecting our stakeholders. A sustainability issue is material to us if it is considered a principal risk or an element of a principal risk that could impact our business or performance or if our key stakeholders deem it essential. In addition, we use stakeholder insights to gauge the relative importance of each issue.

LI-3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalised stakeholder groups.

We engage with vulnerable/marginalised stakeholder groups through CSR outreach programmes. The programmes are not just limited to philanthropy but also encompass holistic community development, institution-building, and sustainability-related initiatives while focusing on vulnerable and marginalised groups. The CSR Policy aims to provide a dedicated approach to community development in water conservation, health and hygiene, skill development, livelihood opportunities, social advancement, gender equality, women's empowerment, environmental sustainability, and rural development.

Some of the key actions to address the concerns of vulnerable/marginalised groups through various initiatives are listed below:

Social Inclusion of Waste Workers (Safai Saathis)

A first-of-its-kind programme by HUL and the United Nations Development Programme (UNDP) that aims to enhance social inclusion and upliftment of those who are often overlooked but are crucial to a sustainable future – the invisible superheroes, 'Safai Saathis' (waste workers). The programme facilitates the issuance of National ID cards, including Aadhaar, ration cards, and voter cards, as required, to ensure eligibility for accessing and utilising the benefits of social security programmes. To date, we have enabled access for over 5,000 Safai Saathis in Delhi and Mumbai with at least two government social protection schemes.

Project Shakti

Launched in 2001, Project Shakti is an initiative to financially empower and provide livelihood opportunities to women in rural India. Project Shakti has positively impacted the livelihoods, confidence, and self-esteem of women with enhanced skills and entrepreneurial mindsets. We have over 200,000 Shakti entrepreneurs spread across 22 states.



Water conservation programme

Hindustan Unilever Foundation (HUF) is a not-for-profit company set up in 2010 to support and amplify scalable solutions that can help address India's water challenges. Since 80% of water is used in agriculture, HUF's work focuses on helping rural communities, especially those that depend on agriculture for their core livelihood. HUF along with its partners has delivered a cumulative and collective water potential of over 3.2 trillion litres* since its inception over the last decade through improved water supply and demand management, over 2 million tonnes of additional agricultural and biomass production, and over 114 million person-days of employment. To underscore the importance of the water potential created by HUF, 3.2 trillion litres of water is the quantity required to meet the drinking water needs of India's population for nearly two years.

Asha Daan

Asha Daan is a home for the sick, and destitute people in Mumbai. It is run by the Missionaries of Charities (MoC) which was founded by Mother Teresa. Since the inception of Asha Daan in 1976, the Company has been looking after the maintenance and upkeep of the premises. At any time, there are around 350 inmates at Asha Daan. Currently, Asha Daan's redevelopment work is underway. The home's superstructure has been completed with internal civil work in progress. The redevelopment is expected to be completed by the end of the year. The Company has proposed to set up proper drainage and ventilation systems, a water treatment plant, a solar-based lighting system, a courtyard for inmates to walk and develop a play area for children.

Inclusion of person with disabilities (PwDs)

We are committed to including persons with disabilities in our employment ecosystem and workforce.

Prabhat

Prabhat is our community development initiative to create sustainable and inclusive communities. It contributes to a fairer, more socially and environmentally inclusive world while using HUL's scale for good. In the last ten years, the initiative has positively benefitted nearly 10 million people across 21 States and 2 Union Territories.

Ankur

Ankur was set up in 1993 as a centre for special education for differently-abled children at Doom Dooma in Assam. Ankur has provided free special educational, vocational, and rehabilitative training to over 350 physically and mentally challenged children from underprivileged backgrounds.

Sanjeevani

A free mobile medical service camp called 'Sanjeevani' has been set up to cater to the local community near our manufacturing location in Doom Dooma in Assam. There are two mobile vans dedicated to the project. Each vehicle has one male and one female doctor, one nurse, a medical attendant and a driver. The vans are equipped with basic kits such as a diagnostic kit, blood pressure measuring unit, medicines and a mobile stretcher. Over 7,000 camps have been organised in villages so far. More than 3.8 lakh patients have been treated through these service camps since its inception.

Suvidha

Suvidha, our urban water, hygiene and sanitation community centre, was first set up in Ghatkopar, Mumbai in 2016. The biggest Suvidha centre is in Dharavi, Mumbai and is one of the largest community toilet blocks in India. This year, the Company built four new Suvidha centres. So far, we have built 16 Suvidha centres in Mumbai in partnership with the Brihanmumbai Municipal Corporation, out of which 15 are in partnership with HSBC India. We have also announced a strategic partnership with JSW to build 10 more Suvidha centres.

'Samavesh' and 'Ahilya'

'Samavesh' is our project to improve women's participation in our factory shop floors, and with our 'Ahilya' initiative, we are empowering women to become sales professionals. We have over 1,300 women as shopfloor employees across our manufacturing locations and have onboarded over 1,400 women in sales.



*Assured by an external independent firm.

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 5

BUSINESSES SHOULD RESPECT AND PROMOTE HUMAN RIGHTS



At HUL, respecting human rights is non-negotiable. We remain committed to helping build a more inclusive world. It is the foundation of a society where income is fairly distributed, leading to equity, diversity, and inclusion. We focus on everyone, from smallholder farmers to employees in our supply chain and offices, to ensure fairer dissemination of the value we create at every step. We have adopted a zero-tolerance approach towards intimidation, discrimination, harassment, threats, or physical/legal attacks against the defenders of human rights concerning our operations.

100%

Assessment of own plants and offices on human rights

82.7%

Suppliers assessed on human rights

100%

Permanent workers are paid more than minimum wages

100%

Permanent employees are paid more than minimum wages



“We are committed to upholding human rights and fair treatment both internally and externally. We want to ensure that all our employees work in an environment that promotes diversity, mutual trust, respect for human rights and equal opportunity, and face no unlawful discrimination.”

Kedar Lele

Executive Director, Customer Development

ESSENTIAL INDICATORS

EI-1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2023-24			FY 2022-23		
	Total (A)	No. of employees/workers covered (B)	% (B/A)	Total (C)	No. of employees/workers covered (D)	% (D/C)
Employees						
Permanent	8,245	7,689	93.3%	7,719	6,981	90.4%
Other than permanent	410	295	72.0%	311	208	66.9%
Total employees	8,655	7,984	92.2%	8,030	7,189	89.5%
Workers						
Permanent	11,182	11,044	98.8%	11,251	11,072	98.4%
Other than permanent	7,927	6,985	88.1%	8,856	8,261	93.3%
Total workers	19,109	18,029	94.4%	20,107	19,333	96.1%

EI-2. Details of minimum wages paid to employees, in the following format:

Category	FY 2023-24					FY 2022-23				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	8,245	-	-	8,245	100.0%	7,719	-	-	7,719	100.0%
Male	5,945	-	-	5,945	100.0%	5,700	-	-	5,700	100.0%
Female	2,300	-	-	2,300	100.0%	2,019	-	-	2,019	100.0%
Other than permanent	410	-	-	410	100.0%	311	-	-	311	100.0%
Male	234	-	-	234	100.0%	190	-	-	190	100.0%
Female	176	-	-	176	100.0%	121	-	-	121	100.0%
Workers										
Permanent	11,182	-	-	11,182	100.0%	11,251	-	-	11,251	100.0%
Male	10,524	-	-	10,524	100.0%	10,900	-	-	10,900	100.0%
Female	658	-	-	658	100.0%	351	-	-	351	100.0%
Other than permanent	7,927	5,702	71.9%	2,225	28.1%	8,856	6,541	73.9%	2,315	26.1%
Male	7,266	5,225	71.9%	2,041	28.1%	8,306	6,251	75.3%	2,055	24.7%
Female	661	477	72.2%	184	27.8%	550	290	52.7%	260	47.3%

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

El-3. Details of remuneration/salary/wages, in the following format:

(a) Median remuneration/wages:

Our framework ensures that compensation adheres to the Collective Bargaining Agreements and is at par with the external industry benchmarks by continually reviewing the average pay between genders.

FY 2023-24	Male		Female	
	Number	Median remuneration/salary/wages of respective category (₹)	Number	Median remuneration/salary/wages of respective category (₹)
Board of Directors (BoDs)*	9	28,82,222	3	30,70,000
Key Managerial Personnel	3	10,37,92,388	-	-
Employees other than BoD and KMP	5,942	13,74,185	2,300	14,61,558
Workers	10,524	5,26,950	658	3,92,876

*BoDs includes Executive Directors and Independent Directors

El-3. Details of remuneration/salary/wages, in the following format:

(b) Gross wages paid to females as % of total wages paid by the entity, in the following format:

Parameter	FY 2023-24	FY 2022-23
Gross wages paid to females* as % of total wages	22.0%	19.9%

* Permanent employees and workers.

El-4. Do you have a focal point (individual/committee) responsible for addressing human rights impacts or issues caused or contributed to by the business (yes/no)?

Yes, we have a Business Integrity Committee constituted under the Code of Business Principles (CoBP) to address human rights impacts and issues. We have also established a web portal and helpline for registering complaints, which can be accessed at <https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab117e>.

Our ESG Committee oversees and addresses human rights impacts or issues at the Board level, and additionally, the Audit Committee reviews critical human rights complaints on a quarterly basis.

In addition to the above, we have a dedicated e-mail ID (cobp.hul@unilever.com) and contact number (+91 22 50432789) for anonymous reporting of issues or concerns around the CoBP.

El-5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

We are committed to ensuring an inclusive environment where people are treated with dignity and respect. We have 24 well-defined policies under our CoBP to effectively address grievances. Under these policies, we have established a web portal, email IDs, and contacts for receiving and managing complaints. If any employee has concerns, their reporting manager or Business Integrity Officer is their first point of contact. Employees can use web portal and phone option to report an issue anonymously.



El-6. Number of complaints on the following made by employees and workers:

We are committed to upholding and promoting human rights across our operations and in our interactions with business partners. Our approach aligns with the United Nations Global Compact. We have identified and prioritised eight human rights issues and are committed to addressing them across our operations. The eight priority issues are discrimination, fair wages, forced labour, freedom of association, harassment, health and safety, land rights and working hours. Unilever's Human Rights Progress Report (<https://www.unilever.com/files/cefc733-4f03-4cc3-b30a-a5bb5242d3c6/unilever-human-rights-progress-report-2021.pdf> and <https://www.unilever.com/files/2d5cebae-87d6-4411-817d-22757e597cbf/human-rights-report-interim-update-2022.pdf>), provides a comprehensive review of our efforts, including India operations. In India, we fully adhere to Unilever's approach to human rights. In addition to this, our Code of Business Principles (CoBP) steadfastly upholds the principles of human rights and fair treatment. Aligned with the International Labour Organization (ILO) principles, our CoBP serves as a guide to our actions both within and outside the organisation when engaging with business partners.

Category	FY 2023-24			FY 2022-23		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual harassment	7	-	-	8	2	-
Discrimination at the workplace	-	-	-	-	-	-
Child labour	-	-	-	-	-	-
Forced labour/Involuntary labour	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights-related issues	-	-	-	-	-	-

El-7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

Parameter	FY 2023-24	FY 2022-23
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	7	8
Complaints on POSH as a % of female employees/workers	0.2%	0.3%
Complaints on POSH upheld	7	7

El-8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

We believe in providing equal opportunity/affirmative action. We have formulated and implemented Whistle-blower, gender neutral Prevention of Sexual Harassment (POSH), and Respect, Dignity, and Fair Treatment policies to effectively prevent adverse consequences in discrimination and harassment cases. Our Respect, Dignity and Fair Treatment Policy provides a work environment that ensures every person at the workplace is treated with respect and dignity and is afforded equal treatment. Issues relating to sexual harassment are dealt with as per our POSH Policy, the CoBP and applicable laws. Our POSH Policy is now not only gender neutral, but also LGBTQI+ inclusive. The Policy clearly details the governance mechanisms for redressal of sexual harassment issues relating to women and other genders/sexual orientations. Communication is sent to all employees on a regular basis on various aspects of POSH through e-articles and other means of communication.

We assure confidentiality and no retaliation for all complaints made in good faith. Our policies and procedures are designed to ensure that individuals involved in the investigation including the witnesses, if any, will not face any adverse treatment. We uphold the highest standards of fairness and integrity in our redressal mechanism. Therefore, in cases where a complaint is found to be made with false intent, we ensure to safeguard interests of individuals and address the complaint through relevant disciplinary actions.

El-9. Do human rights requirements form part of your business agreements and contracts (yes/no)?

Yes. All our business agreements specifically provide for labour law compliances to be adhered to by all our suppliers and business partners, including fair wages and timely payment of statutory dues. The agreements also require all the organisation's suppliers and business partners to ensure compliance with the sexual harassment law and adhere to our Code of Business Principles. Some of the fundamental principles of our RPP are based on voluntary work, eliminating forced or slave labour, appropriate age – no child labour, fair wages, and freedom of association with trade unions and collective bargaining.

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

El-10. Assessments for the year:

We have identified eight salient human rights issues i.e., Discrimination, Fair wages, Forced labour, Freedom of association, Harassment, Health and safety, Land rights, and Working hours, and are committed to addressing them across our operations and value chain. Putting the above framework in action, each factory/branch/office reviews and provides positive assurance to a Human Rights Assessment checklist annually.

Category	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child Labour	100%
Forced/involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – Freedom of Association, Law of Land, Working Hours, Grievance Redressal Mechanism	100%

El-11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above.

Not applicable, as we have not come across any significant concerns from assessments conducted at our plant and offices.

- Communicating how issues are being addressed and showing stakeholders – in particular, affected stakeholders – that adequate policies and processes are in place

Please refer to our Human Rights Progress Report for further details: <https://www.hul.co.in/files/2d5cebae-87d6-4411-817d-22757e597cbf/human-rights-report-interim-update-2022.pdf>

LEADERSHIP INDICATORS

LI-1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.

We have not encountered any concern requiring a change in our business processes because of addressing human rights grievances or complaints.

LI-2. Details of the scope and coverage of any human rights' due diligence conducted.

Our approach is to embed human rights in all parts of our business, using global expertise to guide and support our teams. This approach includes expertise within our Global Sustainability, Supply Chain, Procurement and Responsible Business (part of Business Integrity) teams. Human rights due diligence is necessary for businesses to proactively manage potential and actual adverse human rights impacts with which they are or could be, involved. Human rights due diligence involves four core components:

- Identifying and assessing actual or potential adverse human rights impacts
- Integrating findings from impact assessments into relevant Company processes and taking appropriate action
- Tracking the operating effectiveness of measures taken to address adverse human rights

LI-3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

We recognise the importance of meeting the requirements of the Rights of Persons with Disabilities Act, 2016 and are taking proactive steps to support the needs of individuals with disabilities. Our Company has implemented various measures to provide disabled-accessible infrastructure. In our various factories and offices, we have installed:

- Ramps
- Lowered reception desk for wheelchair access
- Elevator voice annunciator
- Evacuation chair
- Automated sliding doors to support mobility
- Tactile flooring and Braille signages
- Induction loop system
- All gender-accessible toilets, fire alarm freshers and accessible guest rooms

Additionally, we are preparing all our factories and offices for accessibility infrastructure and aim to achieve certification for 100% of our sites with the Minimum Mandatory Standards required under the Persons with Disabilities Act. We believe that accessibility is an essential aspect of social responsibility and are persistent in our efforts to create an inclusive environment for everyone.

LI-4. Details on assessment of value chain partners

Our Responsible Partner Policy (RPP) sets out the requirements that all our suppliers must meet to do business with us. Our RPP and its Fundamental Principles embody our commitment to responsible, transparent, and sustainable business.

Each fundamental principle of the RPP provides guidance on what we expect from our responsible and sustainable suppliers. We are committed to working with our suppliers on a journey of continuous improvement.

We also verify alignment to and implementation of the RPP’s mandatory requirements using supplier self-declarations, online assessments and independent verification, including third-party audits are performed for designated high-risk countries and supplier types.

Category	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	We conduct periodic risk assessments of our suppliers using country risk and commodity risk data from external third-party risk data providers. As of 31st March, 2024, 82.7% of the suppliers (by value of business done) have undergone risk assessment and are compliant.
Discrimination at the workplace	
Child labour	
Forced labour/involuntary labour	
Wages	

LI-5. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Question 4 above.

During the reporting period, no significant risks/concerns were identified in the assessment of our suppliers. We expect our partners and their employees or contractors to report actual or suspected breaches of our RPP. We will investigate any non-conformity reported in good faith and discuss findings with the partner. If remediation is needed, we work with the partner to identify the root cause of the issue and to develop a time-bound corrective action plan to resolve the failure effectively and promptly. By working with partners to overcome any issues, we support the betterment of their business and, most importantly, promote respect for human rights.

We conduct regular audits, and both third-party audit companies and suppliers are responsible for continuously updating us with the audit outcome on a digital system. Audit companies are mandated to report the audit documentation and the outcome of the initial and follow-up audits, while suppliers are mandated to report corrective actions and progress against each non-conformance identified, both within certain specified timeframes.



PRINCIPLE 6

BUSINESSES SHOULD RESPECT AND MAKE EFFORTS TO PROTECT AND RESTORE THE ENVIRONMENT



Climate change has now become a climate crisis. With global warming progressing at an unprecedented rate, there’s no time to waste. As a global leader in sustainable business, we strive towards a greener future powered by purpose, innovation, and integrity. Driven by our passion to care for our planet, we have set out on a mission to grow our business whilst reducing our environmental footprint. We are also completely rethinking our approach towards packaging to reduce, reuse and recycle plastic.

96%

Energy consumed from renewable sources

27.5%

Reduction in absolute Scope 1 emissions (YoY)

82.7%

Suppliers covered by environmental assessment

<100 tonnes CO₂e

Scope 2 emissions (net)

At HUL, we have a robust process to capture environment data across our owned manufacturing sites and offices, which is the basis for the numbers reported in Principle 6.



“As a purpose-driven company, we recognise the interconnectedness of business success and environmental and societal well-being. We are committed to combating climate change and working towards achieving net-zero emissions from sourcing to point of sale for all our products. We have been taking steps to help reduce greenhouse gas emissions across our value chain, maintaining zero non-hazardous waste to landfill, conserving water in our operations and adopting sustainable packaging for our products.”

Yogesh Mishra
Executive Director – Supply Chain

ESSENTIAL INDICATORS

El-1. Details of total energy consumption (in joules or multiples) and energy intensity, in the following format:

At HUL we have been continuously working towards reducing the environmental impact across our operations. Refer to our 'Climate Action' page to know more about our key initiatives: <https://www.hul.co.in/planet-and-society/climate-action/>.

Parameter	FY 2023-24	FY 2022-23
From renewable sources		
Total electricity consumption – Gigajoules (A)*	11,86,957	11,52,640
Total fuel consumption – Gigajoules (B)	23,83,647	23,31,926
Energy consumption through other sources – Gigajoules (C)	-	-
Total energy consumption – Gigajoules (A+B+C)	35,70,604	34,84,566
From non-renewable sources		
Total electricity consumption (D)	-	-
Total fuel consumption (E)	1,54,980	2,34,806
Energy consumption through other sources (F)	1,019	-
Total energy consumed from non-renewable sources (D+E+F)	1,55,999	2,34,806
Total energy consumed (A+B+C+D+E+F)	37,26,603	37,19,372
Energy intensity per rupee of turnover (Total energy consumed/revenue from operations)	61.7 GJ/crore	63.0 GJ/crore
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed/revenue from operations adjusted for PPP)	1,413 GJ/\$Crore	1,442 GJ/\$Crore
Energy intensity in terms of physical output	1.19 GJ/tonne	1.21 GJ/tonne

* Sources of renewable electricity include solar energy, wind energy and offsets through International Renewable Energy Certificates (IREC) purchased for grid electricity.

100%

Electricity from Renewable sources (Solar energy, Wind energy and IRECs purchased)



Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

El-1. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency.

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

El-2. Does the entity have any sites/facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) scheme of the Government of India (yes/no)? If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any

Not applicable, as we are not an energy-intensive industry as outlined under the Performance, Achieve and Trade (PAT) scheme of the Government of India.

El-3. Provide details of the following disclosures related to water, in the following format:

We are addressing water scarcity through conservation, restoration, recharge, and reuse of water. In this pursuit, at the community level, we have implemented Water Stewardship Projects across 12 water-stressed locations (as per ground water resources and the World Resources Institute) in India. At our manufacturing sites, we have reduced our water usage by 47% compared to the 2008 baseline, focusing on less abstraction, rainwater harvesting, and maximising the use of RO plants. This has helped us in increased efficiencies, risk reduction, and stronger stakeholder relationships. We have also

embarked on a journey to align our Water Stewardship Programme to the Alliance for Water Stewardship (AWS) standard at five sites. AWS is a global membership bringing together businesses, NGOs, and the public sector. In the International Water Stewardship Standard, members uphold local water-resource sustainability through their adoption and promotion of a universal framework. This standardises good water stewardship practices, driving recognition and rewarding performance.

We set up the Hindustan Unilever Foundation (HUF) in 2010 to support and amplify scalable solutions that can help address India's water challenges - specifically for rural communities that intersect with agriculture. HUF established its 'Water for Public Good' programme, which is anchored in the belief that water is a common good and must be governed by citizen communities. The aim was to catalyse effective solutions to India's water challenges involving the government, communities, experts, and mission-based organisations. HUF's programmes have reached over 15,000 villages since inception and have created a cumulative and collective water potential of over 3.2 trillion litres* since its inception. To underscore the importance of the water potential created by HUF, 3.2 trillion litres of water is the quantity required to meet the drinking water needs of India's population for nearly two years. HUF also supports several knowledge initiatives in water conservation and governance.

We also have project Prabhat, our sustainable community initiative that has been implementing water conservation projects in water-stressed sites across the country. We constructed water conservation structures, such as check dams, farm ponds, farm bunds, and water absorption trenches in programme villages to enhance access to water. The programme also supports agricultural communities with water conservation solutions to help them achieve better water efficiency.

Parameter	FY 2023-24	FY 2022-23
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	21,63,447	19,21,329
(iii) Third party water	8,14,723	9,26,494
(iv) Seawater/desalinated water	-	-
(v) Others (Rain water) [#]	52,486	-
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	30,30,656	28,47,823
Total volume of water consumption (in kilolitres)	29,69,699	27,95,743
Water intensity per rupee of turnover (Water consumed/turnover in rupees)*	49.2 KL/₹Crore	47.4 KL/₹Crore
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/revenue from operations adjusted for PPP)	1,126 KL/\$ Crore	1,084 KL/\$ Crore
Water intensity in terms of physical output	0.95 KL/Tonne	0.91 KL/Tonne

[#]Rain water has been included in reporting from FY 2023-24.

El-3. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

*Assured by external independent firm.

EI-4. Provide the following details related to water discharged:

Parameter	FY 2023-24	FY 2022-23
Water discharge by destination and level of treatment (in kilolitres)*		
(i) To surface water		
- No treatment	-	-
- With treatment	-	-
(ii) To groundwater		
- No treatment	-	-
- With treatment	-	-
(iii) To seawater		
- No treatment	-	-
- With treatment	-	-
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment (secondary treatment)	60,957	52,080
(v) Others		
- No treatment	-	-
- With treatment	-	-
Total water discharged (in kilolitres)	60,957	52,080

Wastewater is treated in the Company's own effluent treatment plants through secondary treatment and then discharged in line with consent requirements of the Pollution Control Board.

* Water discharge has been reported for owned manufacturing sites.

EI-4. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

EI- 5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

We focus on maximising recycling and reusing treated wastewater on-site, effectively reducing the need for freshwater intake. As of 31st March, 2024, 26 out of 28 of our factories are Zero Liquid Discharge, i.e. they recycle and reuse 100% of their wastewater within the site. Such recycled water is used in cooling towers, as a boiler feed, in fire tanks, external area cleaning, toilet flushing, and gardening. The remaining two factories discharge water in common effluent treatment plants (CETP)/municipal drainages as per the consent to operate conditions issued by the Pollution Control Board.

**Zero liquid
discharge in
26 factories**



Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

EI- 6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	FY 2023-24	FY 2022-23
NOx	MT	312	315
SOx	MT	161	225
Particulate matter (PM)	mg/Nm ³	51	55
Persistent organic pollutants (POP)		Not applicable	
Volatile organic compounds (VOC)		Not applicable	
Hazardous air pollutants (HAP)		Not applicable	

POP, VOC, and HAP are not included in the Factory's Consent to Operate issued by the pollution control board and therefore not applicable.

EI- 6. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency.

Yes, limited assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

EI-7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

To reduce our carbon footprint, we are investing in new technologies, switching to renewable sources, and innovating to transform our factory operations. Refer to our <https://www.hul.co.in/planet-and-society/climate-action/>

Parameter	Unit	FY 2023-24	FY 2022-23
Total Scope 1 emissions*	tCO _{2e}	14,622	20,165
Total Scope 2 emissions	tCO _{2e}	Gross: 2,20,234 Net: 96**	Gross: 2,19,650 Net: 0**
Total Scope 1 and Scope 2 emissions	tCO_{2e}	14,718	20,165
Total Scope 1 and Scope 2 emissions per rupee of turnover	tCO _{2e} /₹ Crore	0.24	0.34
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	tCO _{2e} /\$ Crore	5.6	7.8
Total Scope 1 and Scope 2 emission intensity in terms of physical output	tCO _{2e} /tonne	0.005	0.007

*We report our emissions with reference to the latest Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). Energy conversion and emission factors are used as per the UN's Intergovernmental Panel on Climate Change (IPCC).

**The above numbers are after deducting the International Renewable Energy Certificates (IREC) purchased for grid electricity.

EI-7. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

EI-8. Does the entity have any project related to reducing Green House Gas emission? If yes, then provide details

Our Climate Transition Action Plan outlines our plan to progress towards our near-term value chain emission reduction targets which includes nine priority action areas i.e. Supplier Climate Programme, reformulating products, forest-risk commodities, regenerative agriculture, chemical ingredients, packaging, logistics and ice cream cabinets. We are taking the following actions to support our goal of achieving zero emissions in our own operations:

1. To transition towards renewable energy and use it better, we have started buying renewable energy through solar power plants and invested in windmills to reduce the real-time requirement of grid power. We have also embarked on a journey to substitute the fossil fuel requirement with green fuels and already eliminated coal from our operations. We have introduced biomass instead of coal and biofuel instead of Furnace Oil and High-Speed Diesel (HSD). As of March 2024, the renewable energy percentage (for both Electrical and Thermal combined) is 96% for our own manufacturing sites. 100% of our electricity is from renewable sources with a combination of solar/wind and IREC green certification.
2. To become energy efficient, we have adopted various energy-saving projects, such as heat pumps, energy-efficient motors, and Variable Voltage and Frequency Drive (VVFD) usage, to reduce the overall energy requirement in the factories. We have significantly reduced our per tonne GHG emission by 98% and energy consumption by 45% in our own manufacturing operations in FY 2023-24 compared to 2008 baseline.

EI-9. Provide details related to waste management by the entity, in the following format:

We are taking steps towards a waste-free world through various initiatives. We wish to create a waste-free future and are already taking preventive measures by minimising our use of plastic and reducing the waste from our factories. Refer to our 'Waste Free World' page for detailed initiatives: <https://www.hul.co.in/planet-and-society/waste-free-world/>.

Parameter	FY 2023-24	FY 2022-23
Total waste generated (in metric tonnes)		
Plastic waste (A)	12,105	12,055
E-waste (B)	62	93
Bio-medical waste (C)	12	18
Construction and demolition waste (D)	7,800	5,086
Battery waste (E)	53	53
Radioactive waste (F)	-	-
Other hazardous waste (G)	437	383
Other non-hazardous waste generated (H)	82,653	72,880
Total (A + B + C + D + E + F + G + H)	1,03,122	90,568
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations)	1.7 MT/₹ Crore	1.5 MT/₹ Crore
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	39.1 MT/\$ Crore	35.1 MT/\$ Crore
Waste intensity in terms of physical output	0.03 MT/tonne	0.03 MT/tonne
For each category of waste generated, total waste recovered through recycling-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	59,566	65,658
(ii) Re-used	43,023	24,181
(iii) Other recovery operations	181	293
Total	1,02,770	90,132
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	219	279
(ii) Landfilling*	133	157
(iii) Other disposal operations	-	-
Total	352	436

*Hazardous waste is disposed of through Pollution Control Board authorised/licensed vendors in line with Consent to Operate condition.

EI-9. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency.

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

EI-10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

Our zero-waste mindset means we look at waste materials as a resource. Where we have not been able to find ways to reduce waste, we look for routes to reuse or recycle it.

However, if these solutions aren't available, in the absence of recycling infrastructure at most places, we recover energy from the waste ensuring best routes for our waste flows, so we can strengthen our circular economy approach – improving factory operations and reducing our environmental impact.

All our factories are equipped with pre-processing facilities, such as waste segregation and waste reduction at source, thus improving recyclability. Further, we are constantly devising newer ways to eliminate usage of hazardous chemicals used for cleaning and disinfection processes by upgrading the hardware with the latest technologies. We have been successful in achieving zero non-hazardous waste to landfills status across all our factories and offices by maximising the reuse and recycling of all non-hazardous waste in environmentally friendly ways, such as reusing jumbo bags, carbon cartons, and process waste, such as soap; reusing sludge waste as boiler fuel; upcycling plastic; and using food waste for animal feed.

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Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

For hazardous waste, we adhere to the regulations outlined in the 'Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016' and comply with the conditions set by the State Pollution Control Board's 'Authorisation'. Additionally, the R&D teams are improving materials selection and product design to reduce waste at the source. We also use recycled materials in our packaging and collect and safely dispose plastic waste (per our EPR). As a result, the total waste generated from our factories in FY 2023-24 has decreased by 58% (per tonne of production) compared to the 2008 baseline.

EI-11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, and coastal regulation zones) where environmental approvals/clearances are required, please specify details in the following format:

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval/clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
1.	Dapada*	Manufacturing	Yes

*Notified as an ecologically sensitive area by Dadra & Nagar Haveli Planning and Development Authority in November 2023

EI-12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

S. No.	Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (yes/no)	Results communicated in public domain (yes/no)	Relevant web link
1.	None					

EI-13. Is the entity compliant with the applicable environmental law/regulations/guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (yes/no)? If not, provide details of all such non-compliances, in the following format:

Yes, the Company's operations and offices comply with the country's applicable environmental laws and regulations and operate as per Consent to Operate conditions from the Central and State Pollution Control Boards. Our dedicated, trained, and qualified Environment, Health, and Safety representative at each site coordinates the overall implementation of the site environmental management system. This includes the environmental performance of individual activities, coordinating environmental matters within the organisation, advising line management in environmental matters, and contacting regulatory authorities and residents.

S. No.	Specify the law/regulation/guidelines which was not complied with	Provide details of the non-compliance	Any fines/penalties/action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken if any
1.	None			

LEADERSHIP INDICATORS

LI-1. Water withdrawal, consumption, and discharge in areas of water stress (in kilolitres):

(i) Name of the area:

As per the Central Ground Water Authority, the below locations are in water-stressed areas: Chhindwara, Nabha, Rajpura, Sonipat, Pondicherry, Amli, Dapada, and Nashik.

(ii) Nature of operations:

Manufacturing

(iii) Water withdrawal, consumption, and discharge in the following format:

Parameter	FY 2023-24	FY 2022-23
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	10,63,781	10,00,604
(iii) Third party water	2,76,529	2,63,667
(iv) Seawater/desalinated water		-
(v) Others (Rain water)	22,878	-
Total volume of water withdrawal (in kilolitres)	13,63,188	12,64,271
Total volume of water consumption (in kilolitres)	13,63,188	12,64,271
Water intensity per rupee of turnover (Water consumed/turnover in rupees)	22.6 KL/₹ Crore	21.4 KL/₹ Crore
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into surface water		
- No treatment	-	-
- With treatment	-	-
(ii) Into groundwater		
- No treatment	-	-
- With treatment	-	-
(iii) Into seawater		
- No treatment	-	-
- With treatment	-	-
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment (secondary treatment)	-	-
(v) Others		
- No treatment	-	-
- With treatment	-	-
Total water discharged (in kilolitres)	-	-

LI-1. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no) If yes, name of the external agency.

Yes, limited assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

LI-2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Measuring GHG emissions is a significant challenge and relies on many estimates and on information from third parties. We have estimated our Scope 3 emissions across each of the 15 GHG Protocol Scope 3 emission categories relevant to our business. We measure our most material emissions from procured goods and services, using data on real volumes of procured raw materials/packaging and services combined with standard emissions factors for these materials, applying the latest guidance on the use of emissions factors (IPCC AR6) and the draft GHG Protocol Land Sector guidance. Under the GHG Protocol, indirect consumer use-phase emissions are an optional part of a company's Scope 3 emissions. Our GHG emissions in scope of our Net Zero by 2039 ambition do not include these optional indirect emissions sources.

Parameter	Unit	Oct'22-Sep'23*
Total Scope 3 emissions in scope of Net Zero ambition	Metric tonnes of	87,19,253
Total Scope 3 emissions inclusive of indirect consumer use	CO ₂ equivalent	95,82,781
Total Scope 3 emissions per rupee of turnover	tCO ₂ /₹ Crore	158.8

* The period of scope 3 emissions is from 1st October, 2022 to 30th September, 2023.

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

LI-3. With respect to the ecologically sensitive areas reported at Question 11 of essential indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

We have duly complied with the conditions laid down by the Dadra & Nagar Haveli Planning and Development Authority. During FY 2023-24, there was no significant impact on biodiversity due to our manufacturing operations.

LI-4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/effluent discharge/waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Sr. No.	Initiative undertaken	Details of the initiative (web-link, if any, may be provided along-with summary)	Outcome of the initiative
1.	Water stewardship	<p>We have implemented Water Stewardship Projects across 12 water stressed locations (as per ground water resource and WRI) in India. In 2023, we embarked on the journey to align our Water Stewardship Programme to the Alliance for Water Stewardship (AWS) standards for 5 sites.</p> <p>We set up the Hindustan Unilever Foundation (HUF) in 2010 to support and amplify scalable solutions that can help address India's water challenges - specifically for rural communities that intersect with agriculture. HUF established its 'Water for Public Good' programme that is anchored in the belief that water is a common good and must be governed by citizen communities. The aim was to catalyse effective solutions to India's water challenges involving the government, communities, experts, and mission-based organisations. HUF's programmes has reached over 15,000 villages since inception. HUF also supports several knowledge initiatives in water conservation and governance.</p> <p>We also have project Prabhat- our sustainable community initiative that has been implementing water conservation projects in water-stressed sites across the country, focusing on ensuring water security. Water conservation structures, such as check dams, farm ponds, farm bunds, water absorption trenches were constructed in programme villages to enhance access to water. The programme also supports agricultural communities with water conservation solutions helping in achieving better water efficiency.</p> <p>Further, some of our initiatives within the factory also include the following:</p> <ul style="list-style-type: none"> - Zero liquid discharge: Installing vacuum distillation technology - Robotic Solar Panel Cleaning: Dry Cleaning of solar panels is performed using robotic systems - Rainwater recharging to groundwater: Installing recharging wells at our factories with filtration units on-site - Rooftop rainwater harvesting - Rainwater storage infrastructure: Erected a substantial 11,000 KL capacity storage facility within the factory <p>Please refer https://www.hul.co.in/planet-and-society/protect-and-regenerate-nature/ for more details</p>	<p>HUF along with its partners has created a cumulative and collective water potential of over 3.2 trillion litres*. To underscore the importance of the water potential created by HUF; 3.2 trillion litres* of water can meet the drinking water needs of India's population for nearly two years.</p> <p>Our own manufacturing operations have witnessed a 47% reduction in water usage (cubic meter per tonne of production) in FY 2023-24 as compared to the 2008 baseline. We were able to achieve this by focusing on reducing freshwater abstraction, implementing captive rainwater harvesting, and maximising the use of RO plants. The benefits include increased efficiencies, reduced risks, strengthening stakeholder relationships and building community trust.</p>
2.	Emissions	<p>We are committed to taking steps to collectively and positively address climate change.</p> <p>100% of our electricity is from renewable sources with a combination of solar, wind and IREC green certification. We have started buying renewable energy through solar power plants and invested in windmills to reduce the real time requirement of grid power.</p> <p>We have also embarked on a journey to substitute the fossil fuel requirement by green fuels and already eliminated coal from our operations. In the last four years, we have introduced Biomass instead of Coal, Bio diesel in place of Furnace Oil and High Speed Diesel (HSD). We have also adopted the usage of various energy-saving projects, such as heat pumps, energy efficient motors, Variable Voltage and Frequency Drive (VVFD) usage etc. to reduce the overall requirement of energy in the factories.</p> <p>Further, we have implemented Thermic fluid heater to eliminate LPG usage in spray tower. We have also Installed Digital Energy management system in some of our factories.</p> <p>Please refer https://www.hul.co.in/planet-and-society/climate-action/ for more details</p>	<p>As on March 2024, the renewable energy percentage (for both Electrical and Thermal combined) is 96% for our own manufacturing sites.</p> <p>We have significantly reduced our per tonne GHG emission by 98% and energy consumption by 45% in our own manufacturing operations in FY 2023-24 compared to 2008 baseline.</p>

*Assured by external independent firm.

Sr. No.	Initiative undertaken	Details of the initiative (web-link, if any, may be provided along-with summary)	Outcome of the initiative
3.	Waste	<p>Our factories have identified innovative ways to reuse various non-hazardous waste streams and maintain the status of zero non-hazardous waste to landfills in factories and offices across the Company. This was done by maximising the reuse and recycling of all non-hazardous waste in environmentally friendly ways.</p> <p>We have also taken the initiative to eliminate food waste by commissioning a dewatering screw press and sludge drying beds on-site for dewatering and drying of sludge with an intent to use it as a boiler fuel. Please refer https://www.hul.co.in/planet-and-society/waste-free-world/ for more details</p>	The total waste generated from the factories was 58% (per tonne of production) lower in our own manufacturing operations in FY 2023-24 than the 2008 baseline. All our factories are equipped with pre-processing facilities, such as waste separation and waste reduction at the source, thus improving recyclability.

LI-5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/web link.

We have a standardised procedure to maintain business continuity and ensure robust and effective management of incidents. It is based on the principles of prevention, preparedness, response, and recovery. We follow a risk-based approach to identify credible business risks and review the management plan regularly to ensure that it is up-to-date and effective.

In addition, to safeguard our data and IT systems, we have a Data Recovery Capability Standard for designing, operating and managing any device or technology solution that stores or processes our data. The purpose of this standard is to specify controls to ensure that our data, applications, and systems can be recovered to meet business operational requirements following a disruptive cyber incident.

LI-6. Disclose any significant adverse impact on the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?

We have set specific sustainability targets, serving as our strategy to deliver consistent competitive performance and create long term value for our stakeholders. We have set an ambitious sustainability agenda to tackle the issues that our consumers and stakeholders care deeply about. The details of our mitigation measures can be reviewed on the following websites: <https://www.hul.co.in/planet-and-society/climate-action/> and <https://www.hul.co.in/planet-and-society/protect-and-regenerate-nature/>.

Our plan to progress towards our near-term value chain emission reduction targets has nine priority action areas which include Supplier Climate Programme, reformulating products, forest-risk commodities, regenerative agriculture, chemical ingredients, packaging, logistics and ice cream cabinets.

LI-7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

We conduct periodic risk assessments of our suppliers using country risk and commodity risk data from external third-party risk data providers. As of 31st March 2024, **82.7%** of the suppliers (by value of business done) have undergone risk assessment and are compliant.

Our RPP and its Fundamental Principles embody our commitment to responsible, transparent, and sustainable business. Each fundamental principle of the RPP provides guidance on what we expect from responsible and sustainable business partners. We are committed to working with our suppliers on this journey of continuous improvement.

We also verify alignment to and implementation of the RPP's mandatory requirements using supplier self-declarations, online assessments and independent verification, including third-party audits which are performed for designated high-risk countries and supplier types.

PRINCIPLE 7

BUSINESSES, WHEN ENGAGING IN INFLUENCING PUBLIC AND REGULATORY POLICY, SHOULD DO SO IN A MANNER THAT IS RESPONSIBLE AND TRANSPARENT



We consistently engage in multi-stakeholder interactions focused on addressing public policy and legislative matters. We approach all these engagements with the core values of honesty, integrity, and openness. Furthermore, we are dedicated to conducting these interactions in strict compliance with all applicable laws and regulations. We contribute constructively to developing frameworks that foster ethical business practices, environmental sustainability, and social responsibility.

12

Affiliations with national/state level trade and industry chambers/associations

Nil

Instances of anticompetitive conduct



“As a socially responsible company, we cooperate with governments and other organisations directly and through bodies such as trade associations, to develop public policy and legislative matters. Our commitment lies in ensuring that these efforts align with the larger interests of society.”

Dev Bajpai

Executive Director, Legal & Corporate Affairs
and Company Secretary

ESSENTIAL INDICATORS

EI-1. a. Number of affiliations with trade and industry chambers/associations.

We are affiliated with 12 trade and industry chambers/associations.

EI-1. b. List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the entity is a member of/affiliated to

S. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (state/national)	S. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (state/national)
1.	Federation of Indian Chambers of Commerce and Industry (FICCI)	National	7.	Indian Home & Personal Care Industry Association (IHPCIA)	National
2.	Confederation of Indian Industry (CII)	National	8.	European Business Group, India	National
3.	Associated Chambers of Commerce and Industry of India (ASSOCHAM)	National	9.	Protein Food Nutrition Development Association of India (PFNDAI)	National
4.	Indian Beauty and Hygiene Association (IBHA)	National	10.	Federation of Kutch Industrial Association	State
5.	Water Quality India Association (WQIA)	National	11.	Bengal Chamber of Commerce & Industry	State
6.	Public Affairs Forum of India (PAFI)	National	12.	Bombay Chamber of Commerce & Industry	State

EI-2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

During the year, there were no adverse orders from regulatory authorities relating to anti-competitive conduct.

S. No.	Name of authority	Brief of the case	Corrective action taken
1.	Nil	Nil	Nil

LEADERSHIP INDICATORS

LI-1. Details of public policy positions advocated by the entity:

Public policy advocated	Methods resorted for such advocacy	Whether information available in public domain (yes/no)?	Frequency of Review by Board (annually/half yearly/quarterly/others – please specify)	Web link, if available
We participate in multi-stakeholder engagements and, when relevant, respond to public consultations. Our approach to advocacy is guided by the Code of Business Principles (CoBP). The Code provides that any contact by us or our business associates with Government, legislators, regulators or NGOs must be done with honesty, integrity, openness and in compliance with applicable laws. Only authorised individuals can interact with these institutions. Prior internal approval is required for initiating any contact between us, our representatives, and officials, aimed at proactively addressing changes/suggestions to regulation or legislation.	We are represented in key industry and business associations. We perform policy advocacy in a transparent and responsible manner while engaging with all the authorities considering ours as well as the larger national interest.	No	NA	NA

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 8

BUSINESSES SHOULD PROMOTE INCLUSIVE GROWTH AND EQUITABLE DEVELOPMENT



Equity, diversity, and inclusion are the pillars of a thriving and progressive society and business. They signify a more robust world and workforce, bringing us closer to our customers as well as a fairer world. To this end, we have taken a holistic approach that focuses on using our scale and reach to create impact, driving equity through our workplaces, brands, supply chains, and communities.

22.7%

Input material
sourced from MSMEs

92.7%

Input material sourced
within India

Nil

Projects undertaken requiring
Rehabilitation and Resettlement

₹30 crores+

CSR spent in
Aspirational Districts



“We believe businesses can help tackle social inequality and drive prosperity. At the core of our business strategy is the conviction that sustainable and inclusive growth drive superior business performance, as when everyone prospers, we prosper.”

Deepak Subramanian

Executive Director, Home Care

ESSENTIAL INDICATORS

EI-1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

During FY 2023-24, we have not undertaken any projects that require Social Impact Assessments (SIA).

S. No.	Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (yes/no)	Results communicated in public domain (yes/no)	Relevant web link
1.						Not applicable

EI-2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

During FY 2023-24, we have not undertaken any projects that require Rehabilitation and Resettlement (R&R).

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
1.						Not applicable

EI-3. Describe the mechanisms to receive and redress grievances of the community.

We are committed to developing communities around our sites and redressing their grievances and concerns. Our people regularly engage with communities living around the sites to understand their concerns, and in case of a specific grievance, it is duly recorded, investigated, and acted upon. We also have an online hotline (Convercent portal - <https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e1g>), where anyone can file concerns related to us, and are closely monitored by our Business Integrity team.

EI-4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

Category	FY 2023-24	FY 2022-23
Directly sourced from MSMEs*/small producers	22.7%	16.8%
Directly from within India	92.7%	93.4%

* Identification of MSME is basis intimation received from vendors.

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

EI-5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent/on contract basis) in the following locations, as % of total wage cost.

Location	FY 2023-24	FY 2022-23
Rural	31.2%	31.5%
Semi-urban	6.3%	6.2%
Urban	6.8%	7.8%
Metropolitan	55.7%	54.5%

The reporting boundary for the above table is employees and workers represented in Section A – IV 20. We also indirectly employ members into our salesforce and those are out of the boundary of the above reporting.

LEADERSHIP INDICATORS

LI-1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

It is not applicable as there was no Social Impact Assessment required to be conducted during FY 2023-24.

S. No.	Details of negative social impact identified	Corrective action taken
1.		Not applicable

LI-2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

S. No.	State	Aspirational district	Amount spent (In ₹)
1.	Multiple	Multiple*	17,03,79,931
2.	Uttar Pradesh	Balrampur	3,97,32,129
3.	Bihar	Muzaffarpur	3,78,32,084
4.	Maharashtra	Osmanabad	3,45,25,563
5.	Madhya Pradesh	Chhatarpur	95,32,608
6.	Uttar Pradesh	Chitrakoot	95,08,956
7.	Uttarakhand	Haridwar	81,49,301
Total			30,96,60,572

*101 out of the 112 aspirational districts notified by the NITI Aayog.

LI-3. a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/vulnerable groups (yes/no)?

Yes, we are committed to increasing spends with diverse suppliers to create opportunities for all by breaking down socio-cultural, systemic, and economic barriers. By including groups previously under-represented in our supply chain, we look forward to jointly scaling up and accelerating businesses, unlocking innovation, agility, resilience, and opportunities.

LI-3. b. From which marginalised/vulnerable groups do you procure?

We define a diverse business as at least 51% owned and operated by members of underrepresented groups. We continue our endeavour to increase spending with suppliers who embrace diversity, equity, and inclusion, matching our ethos. As per the global Unilever framework, the focus groups will be (but not limited to) the businesses owned, managed, and controlled by women, Persons with Disabilities, the LGBTQ+ community, economically marginalised communities, and backward sections of society.

LI-3. c. What percentage of total procurement (by value) does it constitute?

We are in the process of setting up a mechanism to quantify procurement from such diverse suppliers.

LI-4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

Not applicable.

LI-5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Not applicable.

LI-6. Details of beneficiaries of CSR Projects

We are committed to operating and growing our business in a socially responsible way. Our purpose is to make sustainable living commonplace.

Our Corporate Social Responsibility (CSR) Policy, approved by the Board of Directors (Board), outlines a clear agenda through which we will continue to contribute to the community at large. We have been actively engaged in various CSR projects involving inter-alia, water conservation, nutrition, skill development, health, hygiene, waste management and environmental sustainability. Please refer to our Integrated Annual Report for more details on our CSR initiatives.

S. No.	CSR project	No. of persons benefitted from CSR projects	% of beneficiaries from vulnerable and marginalised groups
1.	Promoting Health & Nutrition	23,76,397	100.0%
2.	Prabhat	12,63,622	96.7%
3.	Suvidha	4,20,000	100.0%
4.	Water conservation – HUF	2,28,271	85.9%
5.	Plastic waste management	2,01,126	3.0%
6.	Project Shakti	2,00,000	100.0%
7.	Future of work & livelihood	81,559	30.0%
8.	Empowering women in the field of sports and STEM	55	100.0%

In addition to the above, we also run several behavioural change programmes (e.g., the 'bin boy' campaign) across all media channels which has a widespread reach.



Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 9

BUSINESSES SHOULD ENGAGE WITH AND PROVIDE VALUE TO THEIR CONSUMERS IN A RESPONSIBLE MANNER



Our relationship with our customers is built on mutual trust and mutual interest. We handle any personal data and digital information we hold about them responsibly. To reduce the impact of external cyber-attacks impacting our business, we have firewalls and threat monitoring systems in place, complete with immediate response capabilities to mitigate identified threats. Through technology, we are addressing the needs of the new-age consumers who are looking for superior and sustainable products, making informed choices, and demanding brands with purpose. We continue to invest in and create distinctive data and technology-led capabilities that are helping us meet the complexities of the business and the evolving needs of consumers and customers.

Nil

Data breaches involving personal identifiable information

Nil

Product recalls on account of safety issues

Nil

Consumer complaints on data privacy, cyber-security, delivery of essential services, restrictive trade practices, unfair trade practices

100%

Products with labelling on environmental and social parameters



“We see a growing trend for consumers preferring brands that meet their functional needs and have an explicit social or environmental purpose. We are focused on faster-better innovation, leveraging next-generation media tools to reach consumers effectively and efficiently. At the same time, we are continuously implementing review and monitoring frameworks for new-age technologies to assess and mitigate inherent risks effectively.”

Arun Neelakantan
Chief Digital Officer

ESSENTIAL INDICATORS

El-1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

Our procedures for addressing consumer complaints and feedback are meticulously structured and customer-centric, focusing on providing swift responses and timely resolutions to customer inquiries, feedback, and complaints. Customers can reach out to us through different channels as listed below:

- Toll-free Number: 1800-120-2088
- E-mail: levercare.customer@unilever.com
- WhatsApp chatbot: 8655307496

We have a specialised team for managing customer complaints and concerns. Upon receipt of a customer concern through any communication channel, a unique complaint reference or ticket number is promptly provided to the customer, along with the details of the registered complaint. Subsequently, our Support team initiates detailed discussions with the customer within 24 hours of receiving the complaint. Each complaint is governed by a Service Level Agreement (SLA), ensuring the responsible party delivers an appropriate resolution within the specified timeframe. After the resolution, we ask our customers to indicate their level of satisfaction using three criteria: Satisfied, Neutral and Not Satisfied. This feedback mechanism enables us to validate the effectiveness of our customer service solutions while significantly contributing to the continuous improvement of our customer service processes.

El-2. Turnover of products and services as a percentage of turnover from all products/services that carry information about:

Category	As a percentage to total turnover*
Environmental and social parameters relevant to the product	100%*
Safe and responsible usage	100%*
Recycling and/or safe disposal	100%*

*As an FMCG company, we have a very large count of unique product base packs. We are in the process of creating a central repository of all product artworks with element level details. Above numbers are reported basis comprehensive review of base packs covering 60% of the total sales.

Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

El-3. Number of consumer complaints in respect of the following:

	FY 2023-24		Remarks	FY 2022-23		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	-	-		-	-	
Advertising	18	-		10	1	
Cybersecurity	-	-		-	-	
Delivery of essential services	-	-		-	-	
Restrictive trade practices	-	-		-	-	
Unfair trade practices	-	-		-	-	
Other	-	-		-	-	

We have a very robust mechanism to receive and address queries, feedback and complaints received from our consumers. We have reported above complaints in relation to 'data privacy', 'advertising', 'cyber-security', 'delivery of essential services', 'restrictive trade practices' and 'unfair trade practices'.

El-4. Details of instances of product recalls on account of safety issues

We have a stringent mandatory quality standard in place against which compliance is verified through regular audits and self-assessments. These standards ensure we design, manufacture, and supply safe, excellent quality products and conform to the relevant industry and regulatory standards in the countries in which we operate. Comprehensive management procedures are in place to mitigate risks and protect our consumers and markets. We take prompt and timely action wherever and whenever we encounter products which do not meet the standards and ensure the right quality product goes in the market.

Category	Number	Reasons for recall
Voluntary recalls	Nil	-
Forced recalls	Nil	-

El-5. Does the entity have a framework/policy on cyber security and risks related to data privacy (yes/no)? If available, provide a web-link of the policy.

Yes, we have extensive cybersecurity and data privacy policies applicable to the entire organisation. We respect the privacy of all individuals, including employees, consumers and our partners and protect their personal data appropriately. We recognise and protect privacy as an essential human right under our Code of Business Principles, which is available on our website at <https://www.hul.co.in/investor-relations/corporate-governance/hul-policies/>.

We also have specific code policies governing the organisation and our employees when dealing with the Personal Data and Privacy of individuals. We have been proactive in preparing for being compliant with the DPDPA (Digital Personal Data Protection Act) 2023. We have focused learning modules on the Code Policy on Personal Data, which is mandatory for the entire organisation. We regularly train the workforce on the Personal Data Code Policy (general privacy principles, practices, processes, and behaviour). We also have training on handling sensitive personal data for HR functions handling such data.

In addition, we disclose a 'Privacy Notice' pertaining to our data processing practices to consumers before they consent to process their personal data. The Privacy Notice proactively discloses all the relevant information necessary to make an informed choice, including but not limited to types of data, purposes, security safeguards, principal data rights, contact details of the Data Privacy Officer and grievance redressal mechanisms, retention, and third-party disclosure policies. For more details refer to: <https://www.unilevernotices.com/privacy-notices/india-english.html>.

We also have a designated Data Privacy Officer, whose key responsibility is to ensure data privacy guidelines are followed in the organisation and any privacy related grievances are being addressed. We have disclosed the details of the DPO externally on our website in the Privacy Section at: <https://www.hul.co.in/contact/>.

We have a central e-mail ID, i.e., grievance.officer-privacy@unilever.com, which is disclosed in the privacy notices and on our website. There is also a 'Contact Us form' for privacy issues that is directed to the Data Privacy Office. Our Responsible Partner Policy, which applies to all third parties, includes an obligation to protect and safeguard personal data involving our consumers and customers.

EI-6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cybersecurity and data privacy of customers; reoccurrence of instances of product recalls; penalty/action taken by regulatory authorities on safety of products/services.

No significant concerns/complaints/penalties/regulatory actions were identified during the year. However, in case of any concerns, consumers can reach out to us via multiple channels, i.e., phone, e-mail, social media, and WhatsApp. We have a pre-defined turnaround time and response mechanism for complaint closure.

For data privacy-related concerns, we have a Personal Data Incident Reporting process to report and investigate any suspected or potential threat to personal data. The Data Privacy Officer and Cyber Security Lead investigate incidents to identify lapses and gaps to continuously improve processes and controls to mitigate future breaches.

EI-7. Provide the following information relating to data breaches:

a. Number of instances of data breaches along-with impact

Nil, there were no instances of reportable data breaches in the current financial year.

b. Percentage of data breaches involving personally identifiable information of customers

Nil, there were no instances of reportable data breaches involving personally identifiable information.

c. Impact, if any, of the data breaches

Not applicable as there were no reportable data breaches for the year.



Business Responsibility and Sustainability Report

Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

LEADERSHIP INDICATORS

LI-1. Channels/platforms where information on products and services of the entity can be accessed (provide web link, if available)

Information regarding all products is available in the Brand section of our website: <https://www.hul.co.in/brands/>.

Consumers can also reach out to us via one of the following modes for any additional information:

- Toll-free number for Levercare: 1800-102-2221
- WhatsApp number: +91 8291082913
- E-mail ID: lever.care@unilever.com
- Mailing address: PO Box 14760, Mumbai 400 099, Maharashtra, India
- Contact Us form on the website: <https://www.hul.co.in/contact/>

LI-2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

We provide information on our product packaging, including ingredients, expiry date, and usage directions, as appropriate to inform our consumers about safe and responsible usage. Consumers can also contact us on our Levercare toll-free number (1800-102-2221) and via our e-mail ID (lever.care@unilever.com) printed on each product packaging. Our website has a dedicated section where consumers can reach us through the Contact Us form and a dedicated section on 'What is in Our Products' (<https://www.hul.co.in/our-company/rd-innovation/safety-environment/whats-in-our-products/>) is hosted to inform consumers about our products and the ingredients.

LI-3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

At HUL, we do not deal with any essential services. However, in case of any disruption, we can disseminate information through our website, various mass media platforms, social media platforms, distribution networks, sales representatives, and e-mails. In addition, consumers can contact us on our toll-free number for Levercare (1800-102-2221) and e-mail id (lever.care@unilever.com), printed on each product packaging.

LI-4. Does the entity display product information on the product over and above what is mandated as per local laws (yes/no/not applicable)? If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity or the entity as a whole (yes/no)?

We are fully committed to not only ensuring compliance to mandatory labelling, but also to providing important information to consumers regarding safety, health, proper usage and appropriate precautions. These are embedded in the Trust & Transparency pillar of our ESG strategy. For example, on Foods and Refreshment products, we provide on-label nutritional information in a nutrition table in addition to the mandatory nutrients. We also use additional logos, such as the 'Guideline Daily Amount (GDA)', to provide additional information or reference to product quality (e.g., a trust seal or Darjeeling tea logo for tea). We also provide QR codes for extra information and sustainability-related logos (e.g., a recyclable logo). In the case of flavoured tea, we provide a table covering the registration numbers of flavours with their maximum percentages. For home care products, on our laundry pods, we provide safety precautions, symbols, and usage directions in text and pictures, an ingredient declaration and warnings (e.g., regarding keeping products out of the reach of children) to ensure complete safety for our consumers.

Similarly, we provide usage instructions and cautionary statements for personal care products. For example, on our hair serum label, we give the ideal usage directions for maximum benefit, precautions to be taken, and immediate action in case of an issue. In addition, all products contain information on the product benefits and any special ingredients delivering the benefits. This information helps consumers make an informed choice.

Consumer satisfaction survey: Our Levercare team (also known as Consumer Engagement Centre) provides a comprehensive omnichannel (Phone, e-mail, social media, WhatsApp and Web) system to help answer product-related queries and complaints to deliver best-in-class consumer experience. We monitor consumer sentiments (i.e., the digital voice of the consumer via social

media and brand pages) to receive overall feedback on issue resolution and products/services and calculate the Net Promoter Score (0 to 10). We then evaluate consumer experiences on both product and service based on how likely they are to recommend the product and the service to family and friends on a scale of 0 to 10.

Additionally, to capture feedback from e-Commerce consumers, we use digitally enabled consumer-focused capability, which provides specific insights based on ratings and reviews at brand and product levels that help identify product improvements and feed into innovations. This also helps improve end-to-end consumer experience on e-Commerce and social media.

Furthermore, we conduct a 'Customer Voice Survey' annually to assess overall performance and sentiment

among distributors and customers. The survey covers Overall Experience, Customer Service, Finance, Supply Chain and IT Support. We also have a customer license activity, where each employee is responsible for working in the market, visiting the re-stockist point, collecting customer feedback, and understanding their concerns.

We also have a 'Customer Delight Officer' based in branches with a pivotal role in addressing customer grievances and ensuring compliance. These executives diligently promote a customer-centric approach within the organisation. They engage with customers regularly, exchanging feedback to drive continuous improvement in satisfaction levels. This structured methodology, involving employees and dedicated teams, reflects a robust commitment to customer-centricity.

