marico

Sustainability
Report
2015-16

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We endeavour to make Marico a responsible corporate by not only becoming future-ready for sustainable growth in a VUCA world, but also by making societal value creation the bedrock of our business strategy.

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EXECUTIVE SUMMARY
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At Marico, the belief is that an organisation's true worth lies beyond its business and is best reflected by the services it renders to society.

Making a
bigger difference

At Marico, we believe that sustainable profitable growth goes hand in hand with the progress of the entire ecosystem. We ensure that any development is sustainable and inclusive; not just for the people but for the environment on the whole. In a volatile world that is facing climate change and rising populations, we strongly believe in the value of such a long-term vision. As a fast-growing organisation, we are consistently re-calibrating our business strategy in line with such emerging realities.

Chairman's Message

Dear Stakeholders,

It gives me immense pleasure to present to you the highlights of our Sustainability journey at Marico over 2015-2016.

I firmly believe that the 'Business of Business is beyond Business'. Therefore, I would like to take this opportunity to re-affirm Marico's commitment to purpose-driven growth which maximises the potential of all our stakeholders.

We are a part of an interdependent ecosystem comprising Shareholders, Consumers, Associates, Employees, Government, Environment and Society. Our stated purpose is to "Make a Difference" by ensuring a positive impact on the lives of our stakeholders, Marico works closely with the entire ecosystem to create sustainable and inclusive growth for all.

Our vision for the future is to continue to strive hard to fulfil Marico's potential, and contribute to the growth of India as an emerging market MNC, economically, socially and sustainably. We will continue to work with our stakeholders to propel solid yet sustainable growth.

With warm regards,
Harsh Mariwala

We are a part of an interdependent ecosystem comprising Shareholders, Consumers, Associates, Employees, Government, Environment and Society.

Managing Director's Message

We endeavour to make Marico a responsible corporate not only by becoming future-ready for sustainable growth in a VUCA world, but also by making societal value creation the bedrock of our business strategy.

Organisation Profile

Marico's brands and their extensions occupy leadership positions across 90% of the portfolio.

Marico Limited is one of the leading emerging market MNCs operating in the beauty and wellness space. With a presence in 25 countries across Asia and Africa, the Company has nurtured brands in the categories of Hair Care, Skin Care, Edible Oils, Health Foods, Male Grooming and Fabric Care. The Company's products are present in India, Bangladesh, other SAARC countries, the Middle East, Egypt, South and Sub-Saharan Africa, Malaysia, Myanmar, and Vietnam.

Across regions, Marico markets household brands such as Parachute, Saffola, Hair & Care, Nihar, Parachute Advansed, Nihar Naturals, Mediker, Revive, Set Wet, Livon, Fiancée, HairCode, Caivil, Black Chic, Code 10, Ingwe, X-Men and Thuan Phat. The Company's brands and their extensions occupy leadership positions across 90% of the portfolio. In FY 2015-16, the Company's products in Hair Care, Skin Care, Health Foods, and Male Grooming generated a turnover of about ₹ 61 Billion (USD 915 Million).

Founded in 1990, Marico is headquartered in Mumbai, India, and is a public limited company listed on the National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE).

Core Values

Our values guide our actions and how we behave in our everyday business. They have enabled us to create a unique culture at Marico. Our values are the DNA of our organisation, immersed in every member across hierarchies and geographies.

BOUNDARYLESSNESS
Seeking support and influencing others beyond the function and organisation to achieve a better outcome/decision without diluting one's accountability.

OPPORTUNITY SEEKING
Identifying early opportunity signals in the environment to generate growth options.

INNOVATION
Experimentation and calculated risk taking to increase success probability of radical/pioneering ideas to get quantum results.

TRANSPARENCY & OPENNESS
Allowing diversity of opinion by listening without bias, giving, and receiving critique, with mutual respect and trust for the other.

CONSUMER CENTRIC
Keeping consumer as the focus and a partner in creating and delivering solutions.

BIAS FOR ACTION
Preference for quick thoughtful action as opposed to delayed action through analysis.

EXCELLENCE
Continuous improvement of performance standards and capability building for sustained long-term success.

GLOBAL OUTLOOK
Sensitivity and adaptability to cultural diversity and learning from different cultures.

Volume Market Shares in Top Categories (%)*

Coconut Oils (India)
Parachute and Nihar

● 59% ● 1st

Saffola (Refined Oils) – Super
Premium Refined Oils in
Consumer Packs (India)

● 63% ● 1st

Hair Oils (India) (Parachute
Advansed, Nihar, Hair & Care)

● 32% ● 1st

Deodorants (India)
Set Wet and Zatak

● 3% ● 7th

*Saffola Oats (India)

● 27% ● 2nd

Post wash Leave-On Serums
(India) Livon and Silk & Shine

● 79% ● 1st

**Hair Creams/Gels (India)
(Set Wet and Parachute After
Shower)

● 59% ● 1st

Parachute Advansed Body
Lotion (India)

● 5% ● 4th

*Basis Moving Annual Total (MAT March'16)

**Value market shares. All market share numbers are basis new panel.

Domestic Presence: India
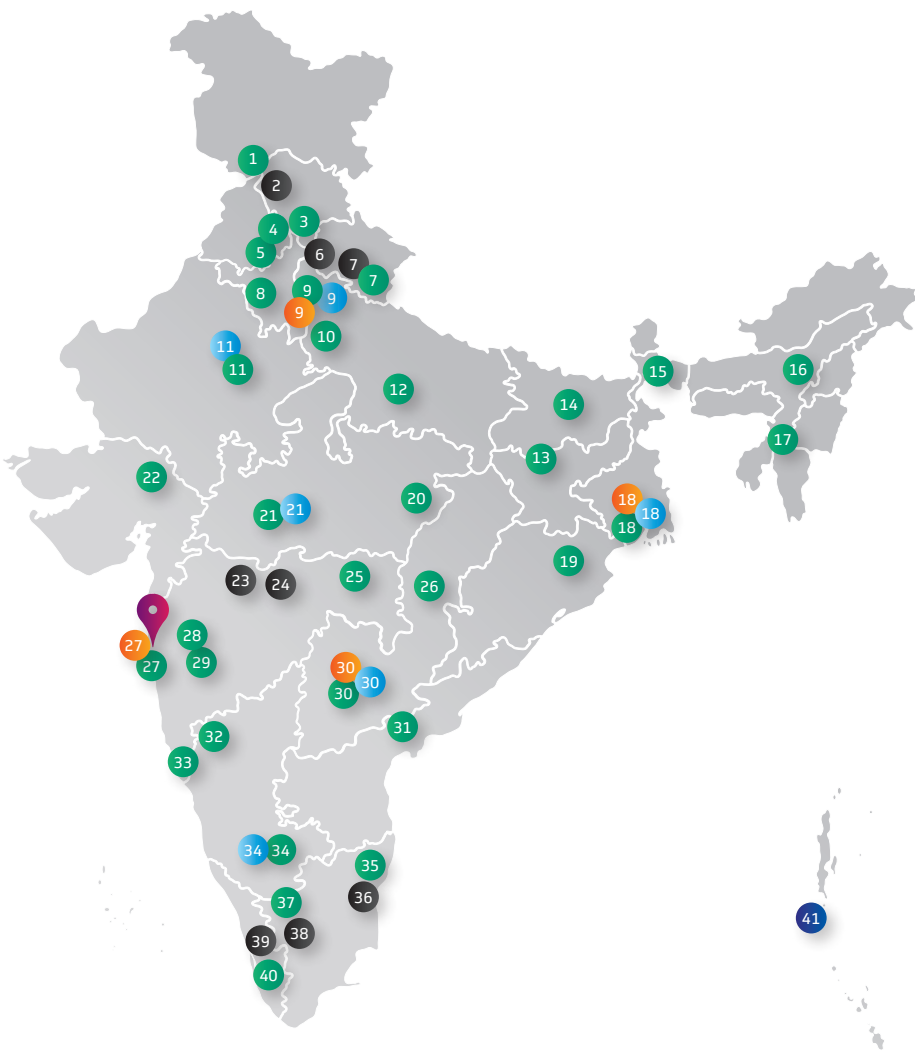
1	Jammu	**22**	Ahmedabad
2	Baddi	**23**	Paldhi
3	Parwanoo	**24**	Jalgaon
4	Zirakpur	**25**	Nagpur
5	Chandigarh	**26**	Raipur
6	Paonta Sahib	**27**	Mumbai
7	Dehradun	**28**	Bhiwandi
8	Rohtak	**29**	Pune
9	NCR	**30**	Hyderabad
10	Ghaziabad	**31**	Vijaywada
11	Jaipur	**32**	Hubli
12	Lucknow	**33**	Goa
13	Ranchi	**34**	Bengaluru
14	Patna	**35**	Chennai
15	Siliguri	**36**	Pondicherry
16	Guwahati	**37**	Coimbatore
17	Agartala	**38**	Perundurai
18	Kolkata	**39**	Kanjikode
19	Cuttack	**40**	Cochin
20	Jabalpur	**41**	Port Blair
21	Indore		

- ● Factories
- ● Depots
- ● Regional Offices
- ● Redistribution Centres
- ● Consignment Sales Agent
- ● Head Office

Note: Map not to scale

Supply Chain

In India, the Company's own manufacturing facilities are located at Kanjikode, Perundurai, Pondicherry, Dehradun, Poanta Sahib, Jalgaon and Baddi, and are supported by subcontracting units. The subsidiaries, Marico Bangladesh Limited, Egyptian American Investment and Industrial Development Corporation, Marico Egypt Industries Company, Marico South Africa Pty Ltd., and International Consumer Products Corporation have their manufacturing facilities at Mouchak and Shirir Chala, Bangladesh, 6th October City, Salheya City, and Sadaat City, Egypt, Mobeni, South Africa and Ho Chin Min City, Vietnam.

Marico's manufacturing operations include edible oil refining, coconut oil expelling, and value-added hair oil processing units. The Company sources raw materials for operations from India as well as international markets. The Company continues to work with its supply chain partners as well as industry experts in assessing, evaluating and implementing sustainable supply chain practices.

Within India, Marico sells over 7.5 Crores packs every month to around households through 4.6 Million retail outlet services and its nationwide distribution network comprising 4 regional offices, 32 carrying & forwarding agents (CFAs), and about 5,000 distributors and stockists. Marico's distribution network covers almost every Indian town with a population of over 20,000.

	Urban	Rural
Sales Territories	160	55
Town's Covered (000's)	4.1	49.0
Distributor	761	-
Super Distributor	-	140
Stockists	-	4,523

Marico's Agri-extension team works to improve the productivity of the farms through adoption of correct and modern package of practices.
- Marico collaborates with the local government agencies to drive programs for backward or drought affected areas.
- Marico ensures availability of good quality certified seeds/ seedlings to safflower farmers to improve the crop productivity.
- Marico is funding research with Government & Non-government agencies to develop, release of newer and high yielding varieties of seeds.

Marico has taken various initiatives to cut down the value chain and help small producers.
- Contract farming in Safflower enables small farmers to have assurance of a buyer even before they sow the seeds at a predefined price. In addition, Marico provides support in assuring availability of good quality sowing seeds as well as spreading awareness on best practices to be adopted during crop cycle.
- For Copra, Marico over the last 10 years has set up 'Collection Centers' so that the small farmer converters can directly supply the material to the Company within a 20-30 km radius from their production points. The farmers are educated to produce the right quality of material so as to get maximum value for their produce.
- Marico has also encouraged farmers to setup CPCs (Coconut Producer Companies) whereby they can source coconut for Marico. It again helps the farmers get an assured buyer.

Membership of Associations

As an effort towards proactive advocacy, Marico is actively engaged with several industry and government associations in India that contribute towards regulation and operation of crucial areas like Food Safety and Consumer Awareness.

Some of the associations with whom Marico has nurtured strong ties are as follows:-
1. Federation of Indian Chambers of Commerce and Industry (FICCI)
2. Indian Beauty & Hygiene Association (IBHA)
3. Tamil Nadu Agricultural University (TNAU)
4. Indian Agricultural Research Institute (IARI)
5. Solvent Extractors' association (SEA)
6. Consumer Guidelines Society of India (CGSI)
7. Indian Merchant Chambers (IMC)
8. Confederation of Indian Industry (CII)

Through these associations, Marico aims to gain from mutual learning, contribute to public policy and bring about a positive impact on the business ecosystem at large. The Company actively engages with government officials and regulatory authorities with the primary aim of facilitating dialogue and advocating policies that protect the interest of our stakeholders. Apart from engaging with these industry associations, Marico has also been working with some of the Government agencies in helping them to improve their own capability.

Awards

Marico's efforts in enhancing environmental sustainability have been duly recognised by various awards it has won over the years:
1. National Energy Conservation Award (Ministry of Power) - 2008
2. CII Water Conservation Award (Excellent water efficient unit) - 2008
3. Environmental excellence by Greentech foundation - 2009
4. CII Excellence in energy Management - 2009
5. Kerala State Energy Conservation Commendation Award - 2010
6. Greentech Foundation Environment Excellence Award - 2010
7. National Energy Conservation Award - 2011
8. Greentech Environment Silver Award - 2011
9. ISO 50001 Energy Management certification for Baddi plant - 2014

Marico's manufacturing units continue to pursue efficient use of raw materials through extensive process management initiatives, focused on waste elimination and reduction.

Report Profile

At Marico, sustainability is deeply embedded across its policies, business processes, operational sites, products and value chains.

This is the Company's first report that illustrates its sustainability performance, describing key highlights and achievements, while including qualitative and quantitative data on various economic, environmental, and social aspects. Marico intends to report, henceforth, on an annual basis on its sustainability commitments, actions and achievements.

Reporting period
This sustainability report covers the period from April 1, 2015 to March 31, 2016.

Reporting framework
The report has been exhibited in line with the Global Reporting Initiative (GRI) G4 core guidelines in accordance to "CORE OPTION".

It presents the sustainability performance of the Company across three pillars of sustainability i.e. economic, environmental and social aspects as per the GRI G4 guidelines. All the relevant aspects related to standard, specific disclosures and sector supplement have been referred to, while defining the report content.

The reporting principles of materiality, stakeholder inclusiveness, sustainability context and completeness have been applied. Efforts have been made to present balanced,

clear, reliable, accurate, and reasonable presentation of our contributions in the field of sustainability.

The description of the Stakeholder Engagement exercise, and identification of the material issues and their prioritisation has been provided on pages 24-27. The GRI Content Index of GRI indicators and their locations within this report has been provided on pages 52-60.

Scope and Boundary
The report presents sustainability data for Marico's India operations, and does not include operations outside India of other business units such as joint ventures, subsidiaries, leased operations, outsourced operations and services.

It covers the Company's seven manufacturing units across India, located at Pondicherry, Kanjikode, Perundurai, Jalgaon, Poanta Sahib, Dehradun and Baddi.

Reporting Standards
The report provides a balanced and reasonable representation of our contributions in the area of sustainability.

All financial reports have been prepared as per the guidelines provided by Company Law in India. All regular quality, environment, health and safety audits have been conducted

as per International Standards. All systems have been verified and reviewed by concerned government authorities. All monitoring, measurement and calibration has been carried out as per relevant Indian Standards. All norms and procedures prescribed for work place safety under the Ministry of Labour & Welfare (Factories Act) have been followed. Attempts have been made to address the 3 principles of Accountability as per AA1000 APS: 2008 - the principles of Inclusivity, Materiality and Responsiveness.

Audience

The audience for this report are our stakeholders - any individuals or groups that may be affected by, have an interest in, or have the ability to influence our activities. We intend to present our Sustainability Report to the broader audience. Being our first Sustainability Report, we have not sought external assurance for this report.

Data

This report discloses sustainability data for the fiscal year 2015-16, in accordance to GRI G4 guidelines. It presents comparative historical data to demonstrate trends in indicators, wherever possible. It includes performances across sustainability parameters for previous four financial years, to demonstrate the improvement on a year-on-year basis. The data has been reported using the metric system and INR, unless otherwise stated.

The data has been obtained from reliable digitised and manual sources maintained by the respective business units which are part of the chosen report boundary. The data has been reviewed for completeness and accuracy.

Global Reporting Initiative Application Level

This report is prepared in line with the GRI G4 Guidelines and is as per the 'In Accordance - Core option'. The development of this report was guided by the GRI Reporting Principles, Technical Protocols and Indicator Protocols. The GRI index which is available on pages 52-60 provides their details and locations within this report.

We appreciate your feedback and any comments on the report, so that we can improve our future reporting. You may send/email your feedback, comments or suggestions to:

Jitendra Mahajan,
Chief Supply Chain Officer

Jitendra.Mahajan@marico.com

Marico Limited, 175, 7th Floor, Grande Palladium, CST Road, Kalina, Santa Cruz (East), Mumbai-400 098

Sustainability Policy

Marico, as a responsible corporate citizen is fully committed to its purpose to make a difference

We are engaging in meaningful dialogue with our stakeholders while striving to improve social, environmental and economic performance of our operations.

Saugata Gupta
Managing Director and CEO

Our commitment :

Operate business in an efficient and financially sustainable manner while satisfying our customers and creating value for stakeholders

Ensure good governance, ethics and transparency in stakeholder engagements while promoting & advocating responsible business practices

Compliance with all applicable legal, environmental & social requirements

Promote sustainable consumption while enhancing the nutrition, well-being and beauty of our consumers

Reduce the green-house gas emissions, enhance energy efficiency, promote renewable energy use and reduce waste

Integrate sustainability considerations throughout the product life cycle by institutionalizing innovation within organisation and stakeholders

Foster health, safety and well-being of employees and inculcate a culture of empowerment and enrichment

Collaborate with communities towards social interventions in the identified thrust areas

Develop sustainability Key Performance Indicators, set definitive targets and establish monitoring mechanism

Executive Summary

Stakeholder Engagement

Marico has launched a comprehensive stakeholder engagement programme with an aim to provide a good understanding of the Company's obligations to its stakeholders and identify the key material issues at hand. The programme has provided a platform for promoting transparent communication, and an opportunity for Marico to recognise and address its stakeholders' interests. In agreement with Marico's values, the Stakeholder Engagement has been carried out on the principles of completeness, credibility, responsiveness, transparency, collaboration, inclusiveness and integrity.

Governance

Marico's Board of Directors comprises nine Directors, out of which eight are Non-Executive, and six are Independent. The composition of the Board represents an optimal mix of professionalism, knowledge and experience that enables a robust leadership to the business. The Committees of the Board play a crucial role in the governance structure of the Company, and have been constituted to deal with specific areas and activities which need a closer review.

At Marico, risk management is an integral and important component of Corporate Governance. A Risk Management Committee, chaired by the Managing Director, does periodic assessments and prioritisation of risks that affect the business. It works towards development and deployment of risk mitigation plans to reduce the vulnerability to the prioritised risks.

Sustainability Structure

A top down structure for decision-making on Marico's economic, environmental, and social impact is formulated to ensure progress in the Sustainability agenda. The Company's Board-approved Sustainability Policy as well as the Safety, Health & Environment (SHE) policy provide the necessary framework & guidelines for the same.

Marico's Corporate Social Responsibility Committee, headed by the Chairman of the Company, reviews and monitors the CSR initiatives undertaken by the Company.

Sustainability is strongly anchored in our business processes and aligned with strategic objectives.

Marico is committed to source raw material from sustainable sources only. 81% of raw materials consumed for manufacturing comprise natural resources such as vegetable oils (coconut oil, safflower oil, rice bran oil and other minor oils), seeds and extracts.

Continuous efforts are made in the entire ecosystem to enhance the sustainable footprint. Over 97% of packing materials used for manufacturing of products are recyclable.

49%

Reduction in GHG emissions intensity (Scope 1 & 2)

77%

Reduction in use of Fossil fuel

32%

Reduction in thermal energy intensity

84%

Usage of renewable fuel for overall fuel requirement

28%

Reduction in energy intensity (fuel and electricity)

Against baseline of FY 2012-13

Key Environmental Initiatives

GHG emissions reduction & energy efficiency

Marico has taken consistent efforts to reduce its carbon footprint by carrying out infrastructural improvements and process design changes. Several innovative technologies have been implemented to reduce energy consumption, and renewable energy is being used at the plants and corporate office.

Marico's largest edible oil manufacturing plant in Baddi has been certified as per ISO 50001 Energy Management System. The Company has moved from usage of fossil fuel to renewable fuels for processing heat to ensure minimal environment impact. The Company also conducts energy audits every year and consistently implements measures to improve the energy efficiency.

Usage of natural resource & its optimisation

Majority of the manufacturing locations of Marico are certified as per ISO 14001 Environment Management System. All of Marico's manufacturing units pursue unique opportunities for exercising efficient control over waste minimisation. All units are fully automated, encouraging efficient use of natural resources through extensive process management initiatives, and recycling and reuse of waste.

Marico has established processes across functions for material conservation, which is one of the key aspects of sustainable value creation. Cross-functional teams have successfully completed many optimisation projects, which have contributed to loss reduction as well as weight optimisation, thereby creating a positive impact on the environment. Projects were executed for HDPE (High Density Poly Ethylene) reduction, laminate loss reduction and master batch dosage reduction.

LEED Certification

Marico's corporate office in Mumbai, India is housed in a Green building with LEED (Leadership in Energy and Environmental Design) Gold certification by US Green Building Council, illustrating its support and dedication towards environmental sustainability.

Marico has established a process for sustainable value creation across all functions and material conservation is one of its key aspects.

9
awards/ certifications

HAVE BEEN WON BY MARICO IN GREEN
AREA SINCE 2008

Green Awards

Marico is working with its critical and innovative suppliers in developing bio-alternative materials for usage in its products, alternative energy solutions to fuel production operations and sustainable alternatives for packaging, transportation, and storage operations. Climate change is, by far, the most material risk that will have a long-term impact on all businesses. We are working on applying green methods in our manufacturing process. We aim to work in a way that benefits the ecosystem. Our efforts have been appreciated by the Government as well as industrial associations. 9 awards/certifications have been won by Marico in green area since 2008. The details of awards won by Marico are listed on page 22 in this report.

Key Social Initiatives

Farmer First

Majority of Marico's raw materials are agricultural produce. Therefore, driving consistent initiatives to improve the farmers' well-being is the prime motive behind Marico's sustainability efforts. These initiatives are primarily directed towards coconut and safflower producers in India.

Marico has been instrumental in bringing in new technological solutions for safflower production, as well as improving productivity in India. The safflower contract farming programme helps farmers to source quality sowing seed from nearby locations as well as assists them with knowhow and troubleshooting support throughout the crop cycle. The programme provides farmers assurance of a buyer at a predefined fair price for seeds.

Similarly, over the last 10 years, the Company has set up "Collection Centres" for copra in partnership with the Coconut Development Board, enabling the small farmer converters to directly supply the material within a 20-30 km radius from their production points. Farmers are equipped with better seeds and agricultural practices to improve yield from their farms. Marico has also encouraged farmers to set up Coconut Producer Companies (CPCs), whereby they can aggregate and supply coconuts to the Company.

More than 63,000

FARMERS HAVE BENEFITED DUE TO FARMER FIRST INITIATIVE DURING LAST 4 YEARS

Marico Innovation Foundation is a not-for-profit organisation working towards the cause of innovation since 2003.

The Foundation creates impact through its core programs:

1.

MIF Scale-up programme works closely with innovative social organisations which are driven to achieve large scale impact.

The organisation's network of domain experts, CXOs, B-Schools, and like-minded corporates consult organisations on their scale-up strategy. They diagnose the challenges, implement prototype solutions and integrate successful solutions into the business offering of the organisations. To read more about the program, please visit (hyperlink: http://www.maricoinnovationfoundation.org/social-programme/about.html)

MIF is presently working with 8 organisations across 6 sectors in India such as TARA Livelihood Academy, Yuva Parivartan, EcoCooker, Zaya Learning Labs, Saral Design Solutions Pvt Ltd, Microspin Machine Works Pvt Ltd, Swasth Foundation and Gram Tarang Employability Training Services.

2.

MIF Innovation for India Awards celebrate the most breakthrough Indian innovations that hold the potential to have a large scale impact on our lives.

3.

hack2incubate is a platform created and designed to inspire innovations, and incubate them into successful businesses. One of the teams from the Diabetes 'hack2incubate' held in 2015 will be supported by the Marico Innovation Foundation in partnership with Villgro, through incubation support and seed funding.

MIF is presently working with 8 organisations across 6 sectors in India

49 breakthrough innovations have been recognised in the last 10 years

Brands with a purpose

46,000+

HEART FITNESS TESTS HAVE BEEN TAKEN TILL DATE

Marico is geared to build purpose-driven brands that offer a win-win for consumers and society at large. Through their various campaigns and initiatives, Marico's brands have touched the lives of many Indians and built meaningful relationships that go beyond the transactional nature. With this balance between purpose and consumer equity in its brands, the Company ensures that sustainability is coded at the centre of its core business.

Chotte Kadam Pragati Ki Aur by Nihar Shanti Amla
Nihar Shanti Amla, has undertaken the 'Chotte Kadam Pragati Ke Aur' (Translation: Small Steps towards Progress) campaign in support of the education of underprivileged children in the age group of 6-18 years in India. Under this programme, projects were structured with the prime focus of mobilisation and retention

2,00,000+ people

IMPACTED BY LARGE SCALE MASS MEDIA AWARENESS PROGRAMMES

of children in the schools. During the last year, the programme was built on three core pillars to a drive combined brand and social impact:

- Bringing children back to school and preventing dropouts
- Improving in-class learning for children
- Equipping children with life skills

Nihar Shanti Amla Mobile Paathshala
Nihar Shanti Amla's 'Mobile Paathshala' (Translation: Mobile School) programme was designed to aid learning in deep rural pockets, especially for children in the age group of 4-8 years. It was based on impactful teaching philosophies like 'Teach by principles, rather than linear directions', 'Mnemonic devices aid retention' and 'Paint a picture with words'. Overall, 1.58 million users have been enrolled till date.

and 'Heart Fitness Test', which helped people assess their Heart Health on the basis of their fitness parameters. Over 46,000 Heart Fitness Tests have been taken till date.

In 2014, Saffola undertook the task of driving awareness of women's heart health. In 2015, the brand stayed committed to the cause of women's heart health through its campaign 'Protect her Heart'.

Nihar Naturals #IAmCapable campaign

This year, Nihar Naturals launched the #IAmCapable campaign to highlight the stereotyping of women's capabilities in everday society. The brand commissioned a nationwide Nielsen report to emphasise how society judges women's capabilities basis their looks. The campaign was launched across TV, Print, Radio through a video and PR event. More than 50,000 women called on a toll free number to share their stories of triumph against societal judgement. The brand met one such woman from rural West Bengal and helped set up her dance academy that she had been running from a dilapidated plot.

The extensive media coverage, coupled with the tremendous consumer response, cemented the brand's intention to continue on this path of enabling women to rise above society's judgement of their capabilities. In the coming years, Nihar Naturals will attempt to make an even bigger impact in the lives of women of India.

Brands and businesses are important constituents of modern society. It is their responsibility to be good citizens of this society. Brands with purpose can help build a strong connect with the consumer, build a sustainable business while contributing to society.

Anuradha Aggarwal
Chief Marketing Officer

Over 2,00,000 children benefitted through all Nihar programmes put together.

Saffolalife

Saffola's vision is to create a heart healthy India. Through Saffolalife, its not-for-profit initiative, it has been on a mission to make people realise the need and importance of heart health. The work has been centred on educating people on early markers of heart health, and enabling them to start on this journey in a manner that is simple, effective and measurable.

Over the years, Saffola has reached out to millions across the country via large scale mass media awareness programmes, and helped lakhs of people over 90 cities with diagnostic check-ups, dietician services, and innovative tools like 'Heart Age Finder',

Plan for Future

Sustainability is strongly anchored in our business processes and aligned to strategic objectives. Marico has identified key focus areas under the themes of climate change, resource optimisation and corporate citizenship which have been derived as an outcome of materiality analysis in stakeholder engagement. We have identified projects in the areas of energy efficiency, renewable energy, water positivity, recycling and reuse of materials, sustainable procurement, societal well-being, skill development & employability, underprivileged child education, gender diversity and add creating before sustainability awareness. Review mechanism for sustainability performance has been developed and measurements on GRI G4 indicators will be used going forward for setting up long-term sustainability goals for Marico. Focus areas are described below:

1 Creation of good climate by reduction in life cycle GHG emissions of our products

- Improving energy efficiency
- Becoming a responsible consumer of renewable energy

2 Optimisation of earth's resources

- Becoming a water positive organisation
- Resource optimisation
- Sustainable procurement
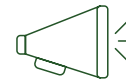
3 Responsible corporate citizenship

- Improving well-being of society through healthy lifestyles
- Capability building of stakeholders
- Education for underprivileged children
- Advocating green practices
- Promoting gender diversity

Sustainability Approach

Marico believes that sustainable, equitable growth is the only acceptable business model. Therefore, the Company endeavours to be a purpose-focused organisation, which seeks to achieve such growth by making a difference to all the stakeholders in its ecosystem. The Company wants to grow its business by reducing its environmental footprint and creating positive social impact. Its sustainability objective is to create industry-leading value with brands and products that consumers prefer, while at the same time, conserving resources, protecting the environment, and improving social conditions for those who need it most.

Marico's business strategy is to be leaders in the area of beauty and wellness. From its range of premium healthy edible oils, hair care, skin care, male grooming products and healthy foods, every single product has been crafted to offer its consumers the best solutions for their everyday needs. In addition to this, Marico continuously explores new products with its R & D team to produce affordable products in the health and personal care sectors. Marico is also educating the consumer about the importance of healthy living through physical fitness, obesity, healthy eating habits and sustainable life styles.

Focusing on present and future challenges, Marico's Sustainability Approach across various functions enables the Company in setting key objectives, developing specific programmes and related performance metrics. The Approach is mainly focused on the following aspects:

Stakeholder Engagement: Marico is committed to understanding not just the concerns of the stakeholders, and also how these concerns could create potential business opportunities. The Company regularly engages with various stakeholders and independent third parties in constructive dialogue to fulfil their sustainability commitments.

Governance: Maintaining the highest levels of corporate governance and transparency to its stakeholders is central to Marico's philosophy. The Company works on the principle of mutual trust and transparency in a boundary less outlook and all business operations comply with all applicable laws of the nation. Systems have also been put in place to ensure compliance before the launch of any new category or product.

Operational Performance: Marico aims at ensuring environmental sustainability, ecological balance, protection of flora and fauna, conservation of natural resources, and maintenance of quality of soil, air and water. Marico's operational excellence teams work towards the optimisation of energy and resource consumption on high priority. They work on the promotion of energy efficiency in production processes. It is monitored regularly and continuous efforts are made every year to improve standards. The Company also makes concerted efforts to recycle and re-use all waste material and plastic.

Product Responsibility: At every step of production, Marico stringently tests its products in modern laboratories, where it also measures quality attributes of ingredients. The Company performs due diligence to ensure product and ingredient safety, and quality standards for all its products. It consistently reassesses the relevance of standards, and continually works to improve them across the entire supply chain.

Social Performance: Local communities and society provide the social license to conduct business. Hence, Marico believes it is vital to demonstrate social responsibility by promoting values and initiatives that show respect for the people and communities associated with its businesses.

Safety and Health: Marico's workforce is the backbone of its operations. Hence, ensuring the safety and health of the workforce at the work place is our prime responsibility. We work to ensure consistent safety and quality of environment through compliance with applicable regulations and standards.

Human Rights: Any business without ethics cannot win the trust of the stakeholders. Marico's philosophy is to conduct the business with high ethical standards in its dealings with all the stakeholders, including employees, customers, suppliers and the community. Supplier engagements are based on policies, processes and best practices to ensure that all activities are conducted in an open, transparent, and non-discriminatory manner.

By constantly focusing on 'Value Enhancement' opportunities across the business chain, we eliminate waste and improve productivity, which helps reduce consumption of scarce resources. With better energy management practices in our locations as well as LEED certified offices, we are utilising energy efficiently, thus taking leaps in our sustainability journey.

Mukesh Kriplani
Chief Business Process Transformation & IT

Marico has identified key focus areas under the themes of climate change, resource optimisation and corporate citizenship, which have been derived as an outcome of the materiality analysis in the Stakeholder Engagement programme.

Stakeholder Engagement

Marico believes that it has the responsibility to create value for all its stakeholders - be it consumers, shareholders, associates, members, or the community at large. It is this desire to make a difference, to care and to nurture, that enables all the stakeholders in the Company's business ecosystem to maximise their full potential. Thus, a robust Stakeholder Engagement programme is the foundation of the Company's sustainability approach.

The programme has provided a platform for promoting trust and transparent communication, and an opportunity for the Company to recognise and address the stakeholder's interests. In agreement with Marico's values, the Stakeholder Engagement programme has been carried out on the principles of completeness, credibility, responsiveness, transparency, collaboration, inclusiveness and integrity. The Company has aimed to facilitate a good understanding of its obligations to the different parties, consistent with the business's commitment to corporate responsibility and to identify the material issues at hand. This is premised on the principles of holistic growth and accountability that holds that groups can affect or are affected by the operational footprint of the business.

Material issues are the cornerstone of the Sustainability Report. Materiality may be defined as the threshold beyond which aspects become sufficiently important for reporting. Determining materiality issues involve the consideration of economic, environmental and social impacts of the business activities which cross the pre-defined threshold limit. These material aspects often have a significant financial impact on

Stakeholders engaged for materiality assessment

SENIOR MANAGEMENT

53

EMPLOYEES

137

SUPPLIERS

27

DEALERS AND CUSTOMERS

10

NGOs

6

TRADE, REGULATORY, INSTITUTES

5

the organisation, either short-term or long-term. They are, therefore, also relevant for stakeholders who focus strictly on the financial condition of an organisation.

The outcome of the programme is expected to provide support in areas of risk mitigation, conflict resolution, compliance management, market development, innovation and strategy. The initiative can offer multiple benefits in terms of long-term planning, grievance redressal and forging sustainable relationships with the stakeholders.
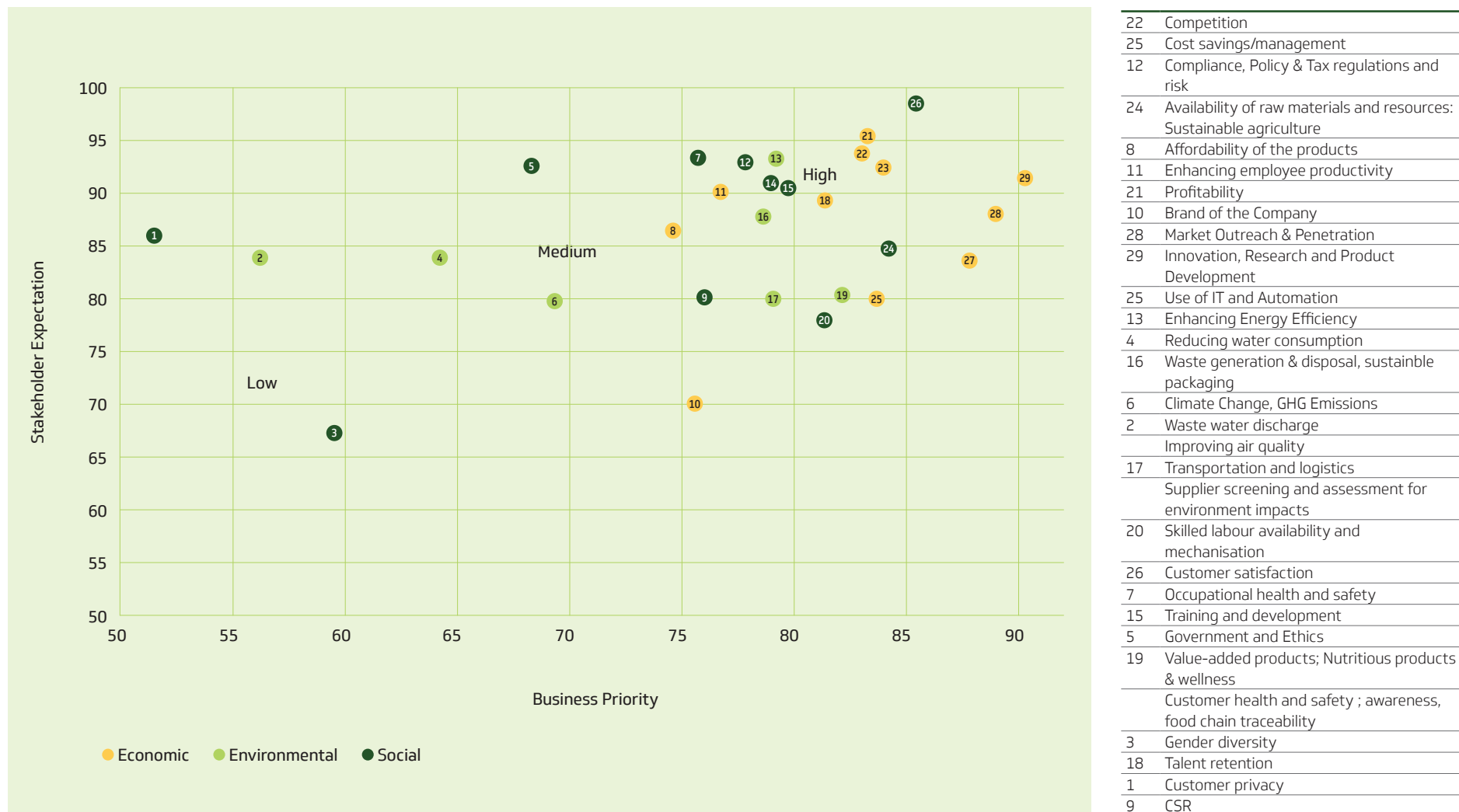
The Stakeholder Engagement programme was deployed in phases, focusing on each identified stakeholder from various business divisions of the organisation. Gap analysis was conducted on a constant basis to revise the engagement strategy and include the emerging materiality issues into the Company's sustainability agenda. The results of the programme are presented below.

Stakeholder Engagement Programme 2015-16 Results

Sl. No.	Type of Stakeholder	Key material issues	Key takeaways	Marico's response
1	Customers	• Customer satisfaction • Product affordability • Innovative products that cater to the needs of the customers	Customers expect Marico to produce more eco-friendly, affordable and innovative products.	Marico has a well-defined Innovation Process that aims at striking a balance between cost and value of a product to the consumer. A structured consumer feedback process ensures that the company "listens" actively to its consumers.
2	Members	• Market competition • Profitability • Innovation and new product development • Customer satisfaction • Customer health and wellness • Occupational health and safety • Energy efficiency • Governance and ethics • Market competition • Operational efficiency • Regulatory compliance • Talent retention	Research and innovation is vital for Marico to ensure profitability and sustainability of the business. Health and safety of employees is another important aspect.	Marico has a well-articulated medium-term game plan for achieving sustainable profitable growth. It has established robust safety, health, and environment policies at all its manufacturing locations and corporate offices. Marico has a robust compliance tracking mechanism which will be regularly recalibrated to respond to new laws and regulations.
3	Suppliers	• Innovation and new product development • Business profitability • Waste reduction • Supply chain assessment • Customer health & wellness • Environmental compliance • Operational efficiency through IT & automation	Suppliers view Marico as one of the leading firms'. However, they believe that innovation and new product developments are crucial aspects to consider in establishing position in the market.	Marico has developed a strategy to infuse innovation in all its businesses, supported by a robust new product development protocol. It has established a separate cell for driving operations excellence.
4	Community and NGOs	• Continuation of CSR activities in the following areas : employability, environment, education, health and sanitation. • Air emissions • Promotion of environmental conservation measures.	Marico is seen as making considerable efforts in its CSR efforts. It needs to maintain the active contribution to the community through its shared value of employment generation activities.	Marico's CSR efforts are effectively governed by a Board committee. The corner stones of Marico's CSR efforts are Innovation in the social space, girl child education, community development, associate development and preventive health.
5	Policy makers, regulatory agencies	• Raw material & resource availability • Energy consumption • Climate change • CSR • Public advocacy • Innovation and new product development	• Policy makers view climate change as one of the vital aspect that would highly impact business. They believe that • Marico needs to collaborate with academic institutions to enhance its resource efficiency and its conservation of raw materials, thus leading to a circular economy. • Marico should equip itself to meet the stringent compliance requirements that would come up in the future.	Marico will continue to collaborate with various academic and research institutions and other industry associations to enhance resource efficiency. Marico has also taken consistent and effective measures to significantly reduce the carbon footprint in its operations and would continue to do so.

22	Competition
25	Cost savings/management
12	Compliance, Policy & Tax regulations and risk
24	Availability of raw materials and resources: Sustainable agriculture
8	Affordability of the products
11	Enhancing employee productivity
21	Profitability
10	Brand of the Company
28	Market Outreach & Penetration
29	Innovation, Research and Product Development
25	Use of IT and Automation
13	Enhancing Energy Efficiency
4	Reducing water consumption
16	Waste generation & disposal, sustainble packaging
6	Climate Change, GHG Emissions
2	Waste water discharge
	Improving air quality
17	Transportation and logistics
	Supplier screening and assessment for environment impacts
20	Skilled labour availability and mechanisation
26	Customer satisfaction
7	Occupational health and safety
15	Training and development
5	Government and Ethics
19	Value-added products; Nutritious products & wellness
	Customer health and safety ; awareness, food chain traceability
3	Gender diversity
18	Talent retention
1	Customer privacy
9	CSR

At the end of the Stakeholder Engagement programme, the Company prioritised the key material issues identified in the Materiality Matrix, and prepared a feasible action plan and sustainability roadmap for the future. This roadmap outlined below provides the sustainability goals for the Company, and drives its projects and initiatives to ensure sustainable and holistic growth of the business.

Sl . No.	High Material Issues	GRI G4 Aspects	Aspect Boundary (Within (W)/Outside (O) organisation)
Business Sustainability			
1	Profitability	Economic Performance (EC-1) / Strategy & Analysis (G4-2)	W
2	Availability of raw materials and resources, Sustainable agriculture	Materials (G4-EN1)	W,O
Environment Sustainability			
3	Enhancing energy efficiency	Energy (EN-3&4)	W,O
Social Sustainability			
4	Customer satisfaction	Product service and labelling (G4-PR5)	W
5	Talent retention	Employment (LA-1)	W

Governance

Transparency and accountability are the two basic tenets of good corporate governance. To fulfil its commitment towards the same, Marico strives to instil a proper sense of ethics in its members. With these values forming the foundation of the Company's governance framework, all efforts are geared towards identifying and managing risks that have the potential to affect operations.

Marico's Board of Directors comprises nine Directors, out of which eight are Non-Executive, and six are Independent. The composition of the Board represents an optimal mix of professionalism, knowledge and experience that enables a robust leadership to the business.

Members of the Board provide constructive critique on the strategic business plans and operations of the Company. The Committees of the Board play a crucial role in the governance structure of the Company, and have been constituted to deal with specific areas and activities which need a closer review. They are set up under the formal approval of the Board. Four committees of the Board are chaired by Independent Directors. As and when required, senior management personnel are present at Board/Committee meetings so that the Board/Committees can seek and get explanations as required from them.

Each committee has a defined charter which helps in discharge of its responsibilities. All proceedings of the Board are logically segregated and matters are delegated to Committees as follows:

- **Administrative Committee**
  Covers routine transactional matters

- **Investment and Borrowing Committee**
  Covers management of funds

- **Audit Committee**
  Covers related party transactions, internal controls and audit systems, oversight on risk management systems, financial reporting, compliance issues and vigil mechanism

- **Corporate Governance Committee**
  Acts as the Nomination and Remuneration Committee and deals with the appointment, remuneration and removal of directors, key managerial personnel and senior management

- **Share Transfer Committee**
  Covers transfer formalities and other share-related procedures

- **Stakeholders' Relationship Committee**
  Covers redressal of stakeholders' grievances

- **Securities Issue Committee**
  Covers the issue and allotment of securities and allied matters

- **Corporate Social Responsibility Committee**
  Reviews and monitors the CSR initiatives undertaken by the Company

Transparency and accountability are the two basic tenets of corporate governance.

- **Risk Management Committee**
  Conducts periodic assessments and prioritisation of risks that affect the business, and works towards development and deployment of risk mitigation plans to reduce the vulnerability to the prioritised risks.

- **Business Responsibility Report (BRR) Committee**
  The BRR Committee is constituted by the Board to assist the Managing Director & CEO, who is the Director responsible for ensuring the Business Responsibility/Sustainability activities of the Company. The Committee is headed by the Chief Supply Chain Officer and comprises of three more Senior Managerial Personnel of the Company. The Committee reviews the Business Responsibility and Sustainability performance of the Company on annual basis.

The Board meets at least four times in a year. Apart from this, it also organises an annual retreat to evaluate its own performance and identify an action plan for the coming year to improve its collective effectiveness.

Shareholder Distribution   (%)

0.96
4.73
2.81
28.97
59.67
2.86

- Promoters
- Banks/FI Insurance cos
- FIIs
- Mutual Funds
- Individuals (incl NRIs)
- Others
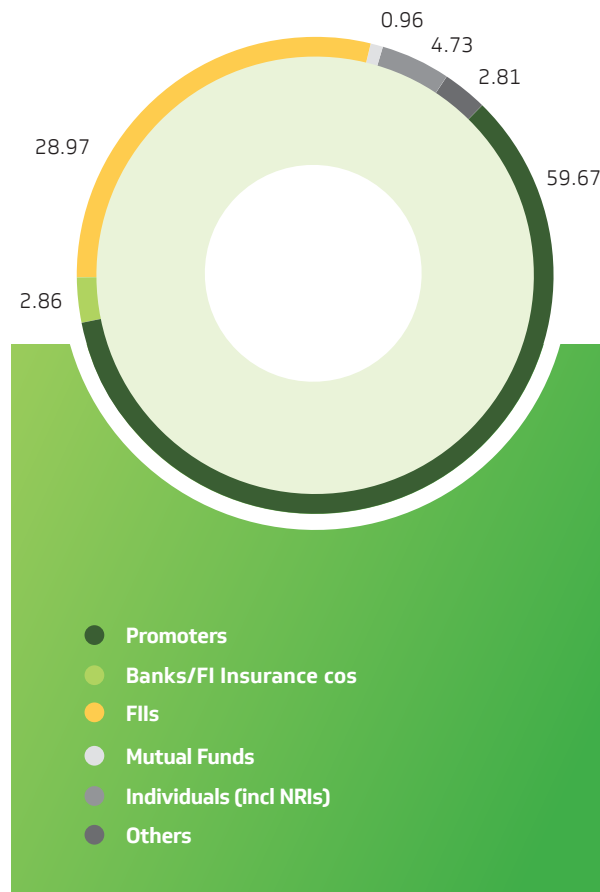
A deep dive into the Sustainability Governance Structure

A top down structure for decision-making on Marico's economic, environmental and social impact is formulated to ensure progress in the Sustainability agenda. The Company's Board-approved Sustainability Policy as well as the Safety, Health & Environment (SHE) policy provide the necessary framework & guidelines for the same.

1. **Business Responsibility Report (BRR) Committee**

   Assists the Managing Director & the CEO, who is the Director responsible for overseeing the Business Responsibility and Sustainability activities of the Company. The Committee reviews the Business Responsibility and Sustainability performance of the Company on annual basis. It is headed by the Chief Supply Chain Officer and comprises three more Senior Managerial Personnel of the Company.

2. **Corporate Sustainability Committee**

   Is headed by a member of the Executive Committee (Ex-Com), and comprises other members such as the Operations Excellence Head, Investor Relations Head, Operations Excellence Manager (SHE & Sustainability), and the Manager Secretarial. This committee ensures formulation of sustainability policies, effective stakeholder engagement, identification of sustainability projects, implementation of strategy, review of targets and may also delegate certain tasks to various internal teams. The Corporate Sustainability Committee shall periodically report its progress to the BRR Committee.

3. **The Sustainability Convener (Head- Operations Excellence)**

   Ensures implementation of identified projects, monitoring of key performance indicators and preparation of the Sustainability Report. The Sustainability Convener is also accountable for effective formulation of SHE policies, training, identification of risk preparation of mitigation plans and review of SHE goals.

4. **Sustainability & SHE teams**

   Are spearheaded by appointed champions across various corporate functions (Finance, Sales, Marketing, HR, SHE, Procurement, R & D, Regulatory Affairs and Supply Chain), and the plants. The SHE Coordinators across various locations work with Corporate Sustainability Committee members for implementation of policy, projects and long-term goals.

Data for the various economic, environmental and social indicators as per the GRI guidelines is collected by the Sustainability champions across functions and locations, along with the Corporate team. These champions submit the data with a periodic frequency to the Sustainability Convener. The Managing Director & CEO of the Company is the highest authority for decision-making on economic, environmental and social impact, as well as approving the Sustainability Report. The Sustainability Head, along with the Convener, are responsible for the preparation of the Sustainability Report with all the relevant data.

Economic Performance

The charts below demonstrate Marico's consistent delivery on economic parameters over the years.

Direct Economic Value Generated	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
a) Revenues (in ₹ Crores)				
I Net sales (Gross sales less returns, discounts and allowances)				
II Income from investments including cash received as interest, dividends, royalties and direct income generated from assets	3,407	3,682	4,681	4,947
III Income from sale of assets (tangible & intangible assets)	49	232	141	177
Total direct economic value generated	1	3	0	14
Economic Value Distributed	**3,457**	**3,917**	**4,822**	**5,138**
b) Operating & other costs (in ₹ Crores)	2,729	2,952	3,822	3,888
c) Employee wages and benefits (in ₹ Crores)	156	171	197	217
d) Payments to providers of capital (in ₹ Crores)	108	256	178	450
e) Payments to government (in ₹ Crores)	138	181	257	354
f) Community investments (CSR expenses, Horticulture (Green belts with in premises and in the vicinity of the plants)) (in ₹ Crores)	NA	NA	11	10
g) Others - Depreciation, amortisation and impairment (in ₹ Crores)	33	46	55	74
Profit Before Tax	542	717	731	944
Profit After Tax	429	577	545	702
Net worth	1,991	1,973	2,343	2,598
Return on net worth	28%	29%	25%	28%
Book value per share of (face value of ₹ 1 each)	30.9	30.6	36.3	20.1

Note 1: All numbers are calculated for Marico Limited (Standalone Entity).

Note 2: FY 2015-16 Book Value per share number is calculated on the post bonus number of shares,

Note 3: While calculating dividend payment to providers of capital, Dividend Distribution Tax has been excluded.

Note 4: The legal requirement to disclose CSR spends started in FY 2014-15 and hence the amount of CSR spends for FY 2012-13 and FY 2013-14 are not available.

Note 5: As Excise Duty and Sales tax have been netted off from direct economic value generated, hence they have been also excluded from payment to Government under the direct economic value distributed workings.

Member Benefits

Marico has established policies to benefit its members. Benefits other than the regular salary information are provided below:

Organisation's defined benefit plan obligations	March 31, 2013	March 31, 2014	March 31, 2015	March 31, 2016
PF (in ₹ Crores)				
Liability at the end of the year	-	81.83	82.31	94.42
Fair value of plan assets at the end of the year	72.02	82.59	85.80	98.59
Unrecognised past service Cost		(0.76)	(3.49)	(4.17)
Present value of benefit obligation as at the end of the year	(72.02)	-	-	-
Gratuity (in ₹ Crores)				
Liability at the end of the year	14.61	14.40	17.67	19.98
Fair value of plan assets at the end of the year	12.49	13.14	15.06	17.3
Liability recognised in the Balance Sheet	2.12	1.26	2.61	2.68

At Marico, we have been striving to create a culture of compliance with key laws and regulations. We are also building the right processes that support this culture. We believe that a compliant business has a better chance to enhance shareholder value over a sustainabe longer-time horizon.

Vivek Karve
Chief Financial Officer

Operational Performance

Procurement is moving well beyond its traditional role as a bottom-line-focused function, to one that is a true competitive differentiator driving organisational performance. Through the efficient use of ecological resources across its operations, Marico is committed to a long-term, sustainable growth. One of the key pillars of Marico's Procurement Excellence Framework is long-term sustainable supply assurance. Marico is working with its critical and innovative suppliers in developing bio-alternative materials for use in its products, alternative energy solutions to fuel production operations, careful control of emissions,

One of the key pillars of Marico's Procurement Excellence Framework is long-term sustainable supply assurance.

and sustainable alternatives to packaging, transportation and storage operations. Majority of the manufacturing locations of Marico are certified as per ISO 14001 Environment Management System, OHSAS 18001 and ISO 22000 (food processing units), and concerted efforts are undertaken towards waste elimination and reduction through efficient use of natural resources

Majority of Marico's raw materials are agricultural produce, where 79% is from sustainable sources. Therefore, driving consistent initiatives to improve the farmers' well-being and strengthen Marico's agri-supply chain is a prime motive behind the Company's sustainability efforts. These initiatives, outlined in the Social Performance chapter, work to improve the productivity of the farmers through adoption of correct and modern package of practices.

> Sustainability for us means positively impacting each element of the value chain - from farm to consumers. We adopt structured processes to make a difference by leveraging the efficiencies of lean manufacturing, minimising environment impact and embracing sustainable agriculture sourcing across the value chain.
>
> **Jitendra Mahajan**
> Chief Supply Chain Officer

A   Raw materials

Marico has established processes across functions for procurement and conservation of raw materials, which is one of the key aspects of sustainable value creation. This is supported by comprehensive research and testing facilities at the manufacturing locations, whose laboratories conform to ISO/IEC 17025 and are certified by National Accreditation Board for Testing and Calibration (NABL). Marico uses proprietary software for regular monitoring and review of stringent raw materials specifications, as elaborated in the Product Responsibility chapter.

Key projects in material conservation

Cross-functional teams have successfully completed many optimisation projects, which have contributed to loss reduction as well as weight optimisation, thereby creating a positive impact on the environment.

1. HDPE Reduction:

A project was initiated on High-Density Polyethylene (HDPE) bottle weight optimisation for various SKUs ranging from 100 ml to 500 ml. Using Finite Element Analysis, the dimensions of the bottles were reduced from areas where low strength was acceptable, and strength was improved wherever required through Parison Programming. The optimised wall thickness parameter was provided as an input to the electronic controller on blowing machines. Variable wall thickness extrusion provided optimised wall thickness without compromising the functional performance. A successful completion of the project ensured significant reduction of HDPE consumption by 47 Metric Tonnes (MT).

2. Laminate Loss Reduction:

Laminate loss reduction in Blister packs was one of the important projects of FY 2015-16. Key problems associated with the equipment and materials were identified using Operations Excellence tools. An action plan was made to reduce frequent stoppages on equipment, and to ensure the optimum quality of laminate. These actions helped reduce laminate loss by 9 MTS in FY 2015-16.

3. Master Colour Batch Dosing Reduction:

Packaging material design plays an important role in material conservation. A project on master colour batch reduction was undertaken for all value-added hair oils products. The project helped to reduce consumption of master-batch by 50% and saved 11 MT of material

Natural Raw Materials (MT)	FY 2015-16
Edible oils, oil seeds and oats	1,70,513
Natural extracts & seasonings	1,636
Other Raw Materials (MT)	**FY 2015-16**
Other processed raw materials	40,906

Packing Material (MT)	FY 2015-16
Polymer based packing material (MT)	19,045
Paper based packing material (MT)	14,847

47 MT

REDUCTION IN HDPE CONSUMPTION

B   Energy Management

At Marico, the commitment to reducing energy consumption is nurtured across the business. The Company's largest edible oil manufacturing plant in Baddi has been certified as per ISO 50001 Energy Management System.

Fuel consumption for process heat is an important factor in operations. Marico has used biomass for generating process heat to ensure minimal environment impact. Several innovative technologies are implemented to reduce the energy consumption, as well as to use renewable energy at the plants and corporate offices. The Company also conducts energy audits every year, and consistently implements measures to improve the energy efficiency.

Diesel and furnace oil consumption reduced by 17% and 2% respectively, in comparison to the previous year.

B.1. Energy consumption from fuel combustion and renewables

In FY 2015-16, Marico units consumed 327 Tera Joules (TJ) of energy, including that from combustion of fossil fuel (diesel, FO and other), biomass and biomass briquettes. The Company's total energy consumption increased by a small 0.6%, corresponding to an increase in production by 16%. In addition, diesel and furnace oil consumption reduced by 17% and 2% respectively, in comparison to the previous year..

Fuel Quantity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Diesel (KL)	1,048	815	358	295
Biomass Briquette (Ton)	3,978	12,136	18,443	19,350
Sugarcane Baggase (Ton)	5,307	4,081	0	0
Others (Ton)	0	0	0	6
FO (Ton)	3,491	908	778	762

Total Direct Energy	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Biomass & Bagasse (GJ)	1,09,557	1,91,363	2,17,626	2,28,335
Fuel (GJ)	2,87,996	2,57,116	2,61,837	2,69,963
Electricity (GJ)	41,645	41,551	53,233	57,037
Total Energy (GJ)	3,29,641	2,98,666	3,15,069	3,27,000

Contribution of biomass and biomass briquettes to total direct energy consumption is increased from 83.1% to 84.6% in this financial year as shown in the table below.

Energy contribution by Biomass %				
Type	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Biomass (GJ)	1,09,557	1,91,363	2,17,626	2,28,335
Total Direct Energy fuel (GJ)	2,87,996	2,57,116	2,61,837	2,69,963
% Biomass	38.0%	74.4%	83.1%	84.6%

There has been considerable improvement in specific energy consumption over past few years.

Energy Intensity					
Type		FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Energy intensity (Fuel + Elect)	GJ / KL	2.18	2.00	1.71	1.56
Fuel Energy Intensity	GJ / KL	1.90	1.72	1.42	1.29
Electrical Energy Intensity	GJ / KL	0.28	0.28	0.30	0.28

Recycling waste steam pressure energy to generate electricity

Challenge:
At the Baddi unit, steam is used for processing heat. Steam is produced at a pressure well, excess of which is used to take of distribution losses. A series of pressure-reduction valves (PRVs) throttle this pressure at one or more spots in the thermal network. However, considerable energy is required to generate high pressure steam which is effectively wasted at these pressure-reduction valves.

Opportunity:
By installing a backpressure steam turbine-generator in parallel with existing thermal plant piping and thermal reduction systems, the value of high-pressure steam can be recovered as electricity without compromising the ability to use low-pressure steam to serve downstream process and thermal loads.

Deployment:
The Baddi plant has installed a steam turbine of 125 KW capacity, with average generation capacity of 1800-2000 KWH per day. The turbine has produced 105,510 KWH in FY 2015-16.

B.2. Energy conservation across manufacturing units

B.2.1. Edible oil plants (Baddi & Jalgaon)
The Baddi plant undertook several initiatives in power and fuel consumption reduction, which resulted in savings of **2,92,966 Lac electricity units & 332 MT of fuel**, equivalent to **670 MT of CO_2 emissions**, during FY 2015-16.

The Jalgaon plant undertook several initiatives to reduce carbon footprint, which enabled a saving of **84,008 electricity units & 699 MT of fuel** last year, equivalent to **910 MT of CO_2 emissions**.

B.2.2. Coconut oil plants (Pondicherry, Perundurai & Kanjikode)
At the Pondicherry plant, the Power Task Force for energy conservation has achieved a reduction of **79,509 Units/Year,** equivalent to **75 MT of CO_2** emissions.

The Perundurai plant has achieved consistent improvement in power consumption by 4.0 Units/MT of production in FY 2015-16. This initiative resulted in overall saving of **1,22,632 Electricity units & 257 MT of fuel,** equivalent to **912 MT of CO_2** emissions

The Kanjikode Plant has achieved consistent improvement in specific fuel consumption by 0.21 Ltrs/MT in FY 2015-16. This led to overall savings of 5.1 KL of fuel. The Power Task Force for energy conservation has achieved an overall savings of 61629 Units in FY 2015-16, equivalent to 73.71 MT of CO_2 emissions..

B.2.3. Value-added hair oils (Paonta Sahib)
The Paonta Sahib plant undertook several initiatives to reduce its carbon footprint, which enabled a saving of 43,330 units & 17 MT of fuel last year, equivalent to 93.43 MT of CO_2 emissions.

Green building : LEED Certification of corporate office (Grande palladium)

Marico's corporate office in Mumbai, India is housed in a Green building with LEED (Leadership in Energy and Environmental Design) Gold certification by the US Green Building Council (USGBC). The certification is a transparent, consensus-based process that includes several rounds of public comments and approval from USGBC members. The Certificate is a testament of the depth of the Company's commitment to sustainability.

Key sustainability initiatives on the premises–
Energy conservation: Office lighting system is LED and building is designed to take advantage of natural light. Daylight and motion sensors have been installed.

Water efficiency: Water-free systems have beene installed for urinals. It has helped in reducing water consumption to a great extent. Waste water is processed and reused for sanitation and gardening.

Material management: Bins are customised on all floors for daily scrap segregation and collection (i.e. paper, plastic, cans and electronic scrap). Certified vendors are engaged to dispose all e-waste scrap.

LEED
MARICO LIMITED
Mumbai, India
LEED FOR COMMERCIAL INTERIORS
GOLD
August 2015

The Baddi plant undertook several initiatives in power and fuel consumption reduction, which resulted in savings of 2,92,966 Lac electricity units & 332 MT of fuel, equivalent to 670 MT of CO2 emissions, during FY 2015-16.

C   Emissions Control

Marico has been working on climate change issues by improving its process efficiency and taking initiatives in GHG emissions control, water conservation, green zones, etc. at its manufacturing units.

GHG emission intensity
Scope 1 +2   (tCO$_2$/KL)

- FY 2012-13   0.153
- FY 2013-14   0.097
- FY 2014-15   0.084
- FY 2015-16   0.077
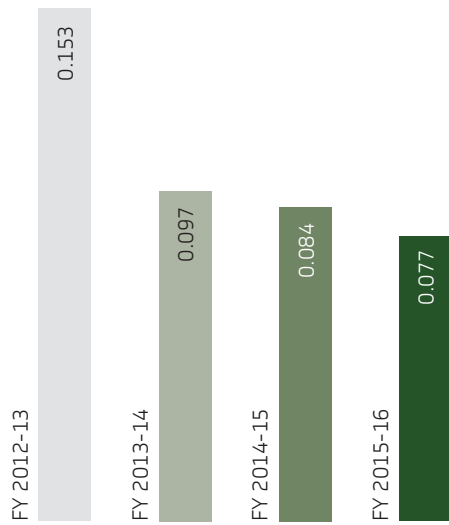
C.1. GHG Emissions: .

GHG Emissions (tCO$_2$e)	FY 2012–13	FY 2013–2014	FY 2014–2015	FY 2015–16
Total scope 1+2	23,170	14,455	15,504	16,174
Scope-1	13,684	4,990	3,379	3,182
Scope-2	9,486	9,464	12,125	12,992

C.2. Water:

During FY 2015-16, total water withdrawal has increased by 2.9%, **however, specific water consumption has been reduced from 1.13 m3/KL in FY 2014-15 to 1.02 m3/KL in FY 2015-16.**

Water Withdrawal from Sources	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Municipal Water (m³)	43,926	47,820	58,855	66,635
Ground Water (m³)	98,171	1,23,577	1,33,935	1,27,559
Rain Water (m³)	0	3,077	2,039	1,850
Other (m³)	0	11,500	13,030	17,850
Total Water Withdrawal (m³)	1,42,097	1,85,974	2,07,859	2,13,894

C.2.1. Water Management at Pondicherry Plant:

Marico's water consumption in the Pondicherry plant is around 66 KL per day for production processes, general administration and gardening activities. The Company undertook a project to bring down water consumption to 40 KL per day. The methodology of Reduce, Reuse and Recycle was adopted.

Reduce:

Gardening had the biggest consumption of water. So automatic irrigation systems with micro-sprinklers, mystifiers and drip irrigation systems, were installed to manage the duration of irrigation judiciously and effectively. These steps helped bring down the quantity of water used for irrigation significantly.

Reuse:

The Company made arrangements to collect the water from the regeneration plant, and installed a rainwater harvesting system for gardening purposes.

Recycle:

The Company installed two Sewage Treatment Plant (STPs) with latest German technology namely, a closed underground integrated system. The underground STP doesn't use any chemicals, is automated and easy to maintain. This helps gather biologically purified water into a separate sump and is used for the functional garden. This initiative has led to savings of 26 KLD of water per day.

C.3. Environmental Protection:

Environmental Protection Expenditures (INR Lac)	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Emissions treatment cost	2	3	5	13
Remediation cost	3	3	4	6
Prevention cost - Sludge Disposal	40	42	65	61
Environmental management cost - ETP Operation	20	20	20	27
Total Environmental Protection Expenditure	**65**	**68**	**94**	**107**

The Company has spent 14.3% more money on environmental protection measures during FY 2015-16 compared to previous year FY 2014-15.

D   Waste management

All of Marico's manufacturing units continue to pursue unique opportunities for exercising efficient control over waste minimisation. All units are fully automated, encouraging efficient use of natural resources through extensive process management initiatives and recycling and reuse of waste.

All waste is segregated in different categories such as hazardous waste, solid waste, packaging waste and metal waste. Hazardous waste is disposed as per the statutory norms with the help of certified agencies. There is no hazardous waste that was either exported, imported or treated by Marico's manufacturing units. Recyclable waste is either recycled in-house or sold to approved recycling agencies. There have been no significant spills during the reporting period.

E   Suppliers

As part of the business strategy, Marico engages with all the suppliers and fosters them to adapt better environmental practices.

Members' Well-being

Mutual trust and respect, empowerment, transparency & openness, entrepreneurial spirit and mutually beneficial relationships are the core elements of Marico's culture. They have influenced the progressiveness of its people practices, which are reviewed and updated periodically.

Diversity

Marico believes that diversity at the workplace positively impacts work performance and the work environment, through superior consumer-centricity, innovative ideas, and better employee engagement.

The intent is to ensure that there is no discrimination in compensation, training, and employee benefits, based on caste, religion, disability, gender, sexual orientation, race, colour, ancestry, marital status, or affiliation with a political, religious or union organisation, or majority/minority group. Marico's talent processes are designed to encourage meritocracy and prevent any discrimination because of any of the above mentioned factors.

As a result, 33% of Marico's members in consumer facing functions (marketing & technology) are women; 29% of these women are in leadership roles.

33% Members In Consumer Facing Function (Marketing & Technology) Are Women; 29% Of These Women Are In Leadership Roles

Total Number of Permanent employees

FY 2013-14	FY 2014-15	FY 2015-16
1,415	1,422	1,463

Employees break-up by age (years)	FY 2013-14	FY 2014-15	FY 2015-16
<30 years	514	472	469
30-50 years	856	895	943
>50 years	45	55	51

Arico utilises the services of contract workforce as per business requirements. Marico's third party contractors ensure compliance to the various statutory requirements and applicable guidelines in this regard.

New Hires	<30 years	30-50 years	>50 years	Males	Females
FY 2013-14	127	85	0	190	22
FY 2014-15	136	71	0	186	21
FY 2015-16	211	91	1	269	34

Turnover	<30 years	30-50 years	>50 years	Males	Females
FY 2013-14	89	112	5	185	21
FY 2014-15	69	125	5	179	20
FY 2015-16	104	98	8	191	19

Health & Safety of the employees

Marico organises various wellness initiatives for the health of its members. This includes programmes that encourage regular exercise and fitness, participation in marathons, health check- ups, and sharing information on healthy habits through mailers and health talks. Saffolalife, the not-for-profit initiative by Saffola, Marico's heart health brand, provided free cholesterol tests members and their families.

Most of the Company's manufacturing units are certified with OHSAS18001. They also conduct medical tests for all members in the plants at regular intervals and provide them with tips for better health.

Marico's third party contractors maintain a conducive work environment as well, meeting Indian and international standards on hygiene, lighting, ventilation, noise control, and dust control. Each unit has trained first-aiders and fire fighters to manage any emergency

Saffolalife, the not-for-profit initiative by Saffola, Marico's heart health brand, provided free cholesterol tests members and their families, as part of the World Heart Day celebrations this year.

Safety structure

Marico has enlisted the Safety Council as the apex body at unit level that is responsible for safe practices within the organisation. It comprises the Unit Head, key management personnel at all levels, and representatives of workers. The Safety Council meets once in a month to review the safety performance.

Apart from this, each department in the unit has focussed groups comprising workers and technical staff who discuss operational metrics, as well as quality and safety issues on a day-to-day basis. These groups report safety matters of their area to the Safety Council, and seek help to resolve it. Safety and skill up-gradation training is provided every year to members. All members are trained on applicable safety requirements for their work. As a result, there were no work related fatalities during FY 2015-16.

Each new opportunity demands the best of you and every accomplishment continues to amaze you of your own potential. Marico provides a work culture of challenge, enrichment and empowerment that encourages each one to take complete ownership of their role

Ashutosh Telang
Chief Human Resources Manager

Financial well-being

Certified financial advisors conduct workshops and webinars on topics like Tax Planning and Financial Planning to equip members to manage their personal finances. A total of 175 members across 10 locations across India benefited from the sessions in the past few years.

Emotional Well-being

Marico recognises that holistic well-being of its members is important to have quality of work and home life. A conflict between work and other life responsibilities can impact individual productivity, and may lead to absenteeism and attrition.

Marico provides a unique Member Assistance Programme (MAP), aimed at extending emotional support and assistance to members and their immediate families free of cost. Through the programme, members have easy access to articles, tests and counselling support. Trained Counsellors from Marico's MAP partners also conduct sessions for supervisors to equip them to identify members who would benefit from this service, and encourage them to use this service. This service is completely confidential and hence protects the privacy of members and their family.

Well-being Initiatives for mothers

At Marico, due attention is given to maintain a healthy work-life balance for all employees, especially women, who constitute an important part of Marico's workforce. With the objective to empower working mothers to effectively integrate their careers and family life, Marico introduced an updated Mothers Policy in May 2013. This included extended paid maternity leave, flexible working options, and handbooks for expectant and new mothers, and also for supervisors to help them navigate through this life stage of the female members. The revised policy has helped Marico retain almost all new mothers.

Training

Marico invests heavily in talent development & engagement, in order to provide fulfilling careers to members in Marico. Following topics are covered in training:

All members undergo development planning on an annual basis, which is aimed at providing inputs for professional growth. Apart from this, training is imparted on topics related to functional knowledge and behavioural competencies.

Following topics are covered in training
1. Laboratory Competency
2. Quality Systems
3. Bearing Technology
4. Operations Excellence Tools
5. Behavioural Safety
6. Process Technology
7. Mechanical and Electrical Maintenance
8. Food Safety
9. Fire-fighting & Emergency Management
10. Decision-Making
11. Negotiations
12. Networking & Influencing
13. Planning
14. People leadership

All employees at Marico undergo development planning exercise on an annual basis, which is aimed at providing inputs for professional growth.

Human Rights

Marico strongly believes that the interests of the Company and the individual are inseparable. The Company recognises the important responsibility it has to operate ethically, in accordance with the law, and with respect for all individuals. Marico is committed to conduct business in a manner that values and respects the dignity of all individuals. A strong commitment to human rights and protecting workplace rights is an integral part of Marico's 'Code of Conduct'. We recognise the need to protect basic human rights of all our stakeholders across our operations.

Members are recruited, selected, developed, transferred and advanced basis our principle of meritocracy – requirements of the role and business. We foster equal opportunity to all our employees. We launched our updated Code of Conduct (CoC) worldwide in March 2014, a soft copy of which is available on Marico's corporate website (www.marico.com). Marico demands, demonstrates and promotes professional behaviour and treats all employees with equal respect.

Code of Conduct

Marico launched its updated Code of Conduct (CoC) worldwide in March 2014, a soft copy of which is available on Marico's corporate website: www.marico.com. It demands, demonstrates, and promotes professional behaviour, and treats all employees with equal respect.

Marico has also enacted a 'Code of Business Ethics', with the underlying philosophy of conducting business activities in a fair and transparent manner, with honesty, integrity, ethics, morals, and respect for human rights. The Company strongly believes that high ethical standards are essential for sound business relationships, and creating a work environment that

The Code of Conduct Committee (CCC)

No.	Designation
1	Chief Human Resources Officer
2	Chief Financial Officer
3	Chief Legal Counsel
4	Chief - Business Process Transformation & IT
5	Head Learning & Development
6	Business HR Head – Corporate functions

is conducive to not only its members, but also its associates. The Code sets out the guidelines to be followed by each member of the Marico group on ethics, bribery and corruption. It is binding on all Marico employees only. However, the guidelines are communicated to most of our key associates like vendors, suppliers, and it is expected that they will share this commitment while conducting their business.

Marico maintains harmonious, transparent and engaging working relations with all its members, and the Unions/ Associations that may be formed by them. This can be exemplified through its robust Collective Bargaining/ Negotiation Process undertaken at concerned factories, as also through the regular interaction and engagement activities with all members, including those who have voluntarily chosen to form Unions/ Associations. The Company's robust processes governing statutory compliances ensure compliance to appropriate legal rights, benefits and privileges of employees of vendors/associates (where applicable).

Marico has put in place a detailed whistle blower & protection policy that encourages members and business associates to report unethical business practices at workplace without fear of reprisal.

Marico has put in place a detailed whistle blower & protection policy that encourages members and Business Associates to report unethical business practices at workplace without fear of reprisal. It's a platform on which our employees and Business Associates can help the organisation eliminate any malpractices in the system.

Grievance redressal mechanisms:
Marico has taken significant steps to ensure that its members understand and practice the Code of Conduct. The Company has a very thorough internal and external mechanism of investigation for all complaints, as it has a significant bearing on the individual and the organisation. The Company invests a lot of resources into maintaining its Code of Conduct.

Members and associates have been provided many options to speak up fearlessly to report any violations of the Code, or share their concerns confidentially through various forums. Marico has put in place a detailed whistle blower & protection policy that encourages members and associates to report unethical business practices at the workplace without fear of reprisal. It's a platform through which all stakeholders are empowered to help the organisation eliminate any malpractices in the system.

Marico has framed its grievance redressal policy, where in case of any questions or concerns about legal or ethical standards, the members can choose to reach out to other relevant members in the Company, who will be equipped to help resolve their concern.

HOW CAN MEMBERS REACH OUT

1. **Complaint Drop Box** – installed at all Marico locations

2. **Email** your query or complaint at – speakupmarico@ethicshelpline.in

3. **Call on toll free number** - 180030000087 (For India)

4. **CoC Website** - www.in.kpmg.com/ethicshelpline/marico/

5. **Personally contact** – any Member of Code of Conduct Committee, HR Committee, Whistle blower committee

6. **Line management** is usually a good place to start with a legal or business conduct issue who shall inform the Code of Conduct committee.

7. **HR representative** who shall inform the Code of Conduct committee.

All members at Marico are expected to create a harassment- free, congenial and trustworthy environment at their workplace. It is their primary accountability to report and take appropriate action on any incident of workplace harassment. In case of a concern on sexual harassment, in addition to the above touch points, the employee also has the option of contacting any member of the Prevention of Sexual Harassment (PoSH) Committee. All these measures help members, and allow the Company to deal with the issue and correct it, ideally before it becomes a violation of law, security or the Company's reputation.

Below is the snapshot of the number of complaints relating to child labour, forced labour, involuntary labour, sexual harassment in FY 2015-16:

Category	Complaints filed as on March 2016	Complaints pending as on March 2016
Complaints filed during FY 2015-16		
Child labour, forced labour, involuntary labour	0	0
Sexual harassment	1	0
Discriminatory employment	0	0

Product Responsibility

For Marico, product responsibility means ensuring a sustainable product lifecycle, without compromising on the highest level of customer satisfaction.

Raw Materials

Marico uses proprietary software for regular and stringent monitoring and review of raw materials specifications. The Company has also put in place systems and process which enables full traceability of raw materials, ingredients and end products, allowing immediate action to be taken as and when required. The Product Development team ensures that the formulations are made from sustainable raw material

As a result, 81% of Marico's raw material is procured from natural sources, and 97% of the packing material used in manufacturing is recyclable.
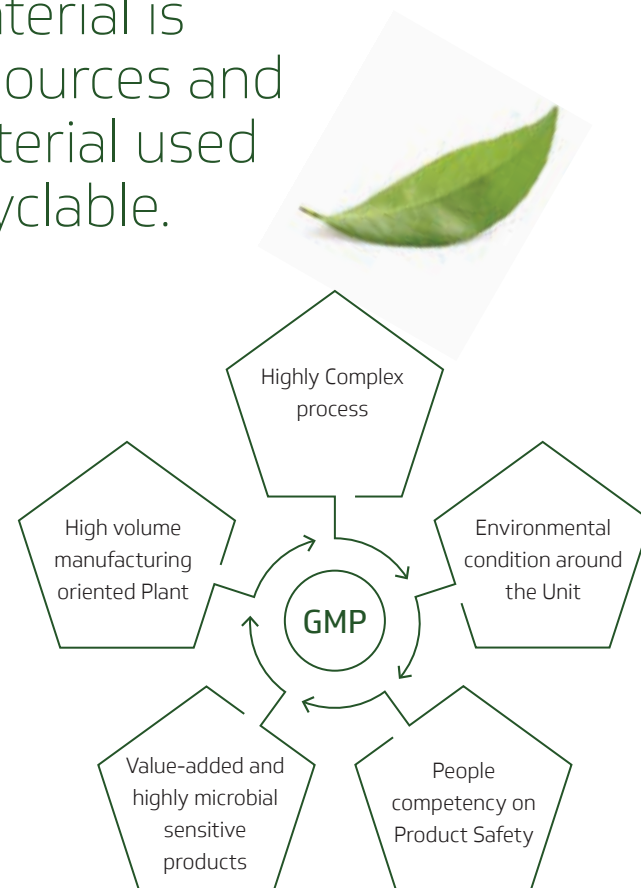
Product Safety

Maintaining the highest product safety standards is of top priority for the Company. Our commitment to ensure compliance with relevant standards of safety, health, and environment commences at the design stage, wherein appropriate elements across manufacturing, delivery, and consumption are identified and evaluated.

The health and safety of formulations is guaranteed by the selection of the ingredients as per safety guidelines and specifications. The

final formulations are tested as per Bureau of Indian Standards (BIS) guidelines for human safety. The Company also follows key global standards for ingredients safety, and strictly adheres to guidelines such as IFRA, GRAS, US Food Development Authority and EU . The Company also follows product safety guidelines in the different countries where its products are sold.

Manufacturing facilities and key third party units of Marico are certified with ISO 22000 for Foods Safety and ISO 22716 for Good Manufacturing Practices in Cosmetics. The Quality Management System assures effective checks and controls of all standards from procurement to production, from transportation to the retailers' shelves. In- house experts have been deployed to ensure regulatory compliance of all products and ingredients.

81% of Marico's raw material is procured from natural sources and 97% of the packing material used in manufacturing is recyclable.

Highly Complex process

High volume manufacturing oriented Plant

Environmental condition around the Unit

GMP

Value-added and highly microbial sensitive products

People competency on Product Safety

Good Manufacturing Practice Resources

As a proactive, consumer-focused company, Marico continues to deploy new analysis methods to ensure superior product quality. New products are developed after careful consideration of global trends and developments. This is supported by comprehensive research and testing facilities at the manufacturing locations whose laboratories conform to ISO/IEC 17025 and are certified by National Accreditation Board for Testing and Calibration (NABL).

All studies have been carried out using world-wide standards of scientific instruments, and in adherence to internationally accepted study protocol. They has been performed under supervision of accredited lab personnel and endorsed by them as well. The in-house experts conduct scientific research and third-party clinical trials pertaining to human as well as environmental safety, to prove the efficacy of its various products and ingredients, and to ensure better delivery of value to its consumers.

Marico also connects with its consumers through multiple touch points. A survey is conducted by the Corporate Quality team with sample consumers to understand the product quality feedback. The Corporate Quality team is certified for Customer Complaint Management System ISO 10002. This provides a systematic approach to understand consumer issues, improve production processes, pursue systematic resolution of all complaints, and ensure consumer delight.

Efforts will also be made to harmonise products across geographies, design new products for specific lead geographies, and re-apply the same to similar target segments in different regions. Special efforts will also be targeted in improving measurement science, process engineering & innovation capability development as well.

Awareness Initiatives

It is Marco's continuous endeavour to encourage product awareness amongst its consumers. So the Company adheres to all the applicable regulations regarding product labelling, and displays all relevant information on its labels. The Company also works with the Government and private agencies to create awareness about hygiene and product regulations.

As an effort to educate consumers on good living practices, the R & D team continues to focus on generating in-depth consumer data and insights. It is shared with consumers through channels like the 'Saffolalife' initiative, which spreads knowledge about nurturing heart health and healthy lifestyles, and the 'Teach Little Minds' programme, a quality awareness drive which creates sanitation and hygiene awareness amongst school children.

Labelling

Marico has an internal Artwork Management System (AMS), managed by the Quality Team, encompassing all relevant stakeholders such as legal, marketing, packaging, regulatory etc. The main objective is to ensure that all artworks are checked and approved for quality and legal requirements compliance.

Any business and the environment in which it operates are closely linked to each other. Hence, we continuously endeavour to be in harmony with nature. We pursue sustainable growth by reducing the environmental impact at all stages of our product life cycle right from development, to design, procurement, production and logistics, sales to waste and recycling.

Sudhakar Mhaskar
Chief Technology Officer

As a proactive, consumer-focused company, Marico continues to deploy new analysis methods to ensure superior product quality.

Social Performance

At Marico, the belief is that an organisation's true worth lies beyond its business, and is best reflected by the services it renders to society. Businesses have a responsibility to serve larger societal goals, as they have the ability to contribute significantly to sustainable and inclusive development. Hence, it is the Company's continuous endeavour to integrate sustainability considerations across the business. Marico's CSR initiatives can be grouped in 3 categories:-

1. Farmer First - A unique supplier engagement programme with several growth initiatives for Marico's farming community
2. Member-led CSR projects - CSR projects led by members in difference locations across India, to improve health, education, hygiene, environment, and society infrastructure
3. Marico Innovation Foundation - A not-for-profit organisation working towards the cause of innovation since 2003
4. Brands with a Purpose-Social Initiatives undertaken by Marico's purpose-driven brands

Farmer First

As a part of its Triple Bottom Line commitment, Marico is keen to make growth more inclusive by addressing the needs of key stakeholders. Therefore, sustainable supply assurance is at the heart of Marico's Procurement Excellence Framework. The Company has been able to forge strong and long-lasting relationship with the farming community through its 'Farmer First' programme.

Majority of Marico's raw materials are agricultural produce. Therefore, driving consistent initiatives to improve farmers' well-being is the prime motive behind Marico's sustainability efforts. Most of the procured agriculture-based material is grown under rain-fed conditions in some of the most moisture-stressed regions of the country. The Company understands that sustainable business calls for robust agri-supply chains. Hence, engagement with agricultural producers has been deepened. Marico has empowered farmers to strengthen their production system, and multiply yields on a sustainable basis.

A. Coconut cultivation

A.1. Package of Practice: Marico has set up a team to understand the best practices for coconut cultivation through university research and on-field experiments. The knowledge gained has been converted into a Package of Practice manual and circulated to farmers. Exclusive training programmes have been designed for the farmers accordingly.

- Trained 3,000 farmers with total land area of 6,000 acres
- Distributed around 2,200 hybrid coconut saplings to the coconut farmers (free of cost) in Karnataka, Tamil Nadu, Andhra Pradesh and Kerala, so that farmers can experience the high productivity of hybrids
- 120 farmers with total land area of 368 acres have adopted the suggested practices with regular monitoring and guidance by Marico personnel. Early adopters who started in August 2015 have shown 25% cumulative productivity increase in the months of January-April 2015.
- Impact: 120 farmers having 368 acres have adopted the suggested practices with regular monitoring and guidance by Marico personnel. Early adopters who started in August 2015 have shown 25% cumulative productivity increase in the months of January-April.

A.2. Partnering with Government: Marico is working with the Government of Kerala as part of their Keragramam Project in Kavannur Panchayath, Malappuram, Kerala. The Company has partnered with the agricultural departments in the state for training farmers and setting up 12 model farms across Kerala, which aim to educate and demonstrate benefits of scientific farming and pest management practices to the farmers.

A.3. Collaboration with Coconut Board of India: Over the last 10 years, the Company has set up "Collection Centres" for copra in partnership with the Coconut Board of India, enabling the small farmer converters to directly supply the material within a 20-30 km radius from their production points. Thus, the farmers can avoid carrying their produce to the terminal market and are also assured buyers for their produce. The farmers are also educated on how to produce the optimum quality of material, so as to get maximum value for their produce. Marico has also encouraged farmers to set up Coconut Producer Companies (CPCs), whereby they can aggregate and supply coconuts to the Company.

Marico's Copra collection centre in Malappuram district, Kerala partnered actively with the Coconut Development Board for rollout and execution of the CPS (Coconut Producer's Society) programme. As part of the programme, the collection centre will be leveraging its reach to the farmers to form clusters in order to avail benefits from the Government of India. This initiative has brought about a transformation in the lives of coconut farmers in that area. Overall, 110 clusters were formed from FY 2007-08 to FY 2013-14, and 121 CPS were formed in FY 2014-155 to FY 2015-16. These efforts influenced the lives of 7,700 farmers, covering a land area of more than 6,700 acres.

B. Safflower productivity development
Marico has been instrumental in bringing in new technological solutions for safflower production, as well as improving productivity in India. Multiple initiatives were taken in past 10 years to arrest decline of crop and develop safflower as a profitable option for Rabi season.

The safflower contract farming programme helps farmers to source quality sowing seed from nearby locations as well as assists them with knowhow and troubleshooting support throughout the crop cycle. The programme provides farmers assurance of a buyer at a predefined fair price for seeds. The agri-extension programme has touched upon 5 states, 40+ districts, 3,200+ safflower growing villages and 63,000+ farmers over the years. The key initiatives undertaken are –.

B.1. Seed Multiplication Programme: Quality of seed is the most important controllable variable for improving yields of the safflower crop. Safflower crop, by virtue of being a minor crop, has not attracted investment or interest from many private/public seed companies. Marico works with private seed companies by contributing money and human resources in production, grading, and sale of quality seeds to safflower farmers.

As a result of this intervention, the Company has been able to improve seed replacement rate to 31% from an earlier 0.07%. The higher seed replacement has resulted in increase of 2% in oil content from 29.5% in FY 2011-12 to 30.15% in FY 2015-16. Since oil remains the major input for which all oilseeds are grown, any increase in oil % leads to increase in incomes of the farmer.

B.2. Pre-Sowing Training Classes (PSTC): The Marico team regularly conducts PSTC classes, wherein information on the best farming practices of growing safflower is disseminated to farmer. Select influential and progressive farmers are shortlisted for the classes to help popularise these practices among other farmers in the area.

B.3. PPP Programmes with State Government: Public-Private partnership programmes with state agriculture departments are undertaken in order to help the Government drive the agenda of welfare and income maximisation of farmers. Depending on the programme, Marico pledges either free inputs in the form of effective seeds or gives a buying guarantee to the participating farmers.

B.4. Experiment/Demonstration Plots & Field days: Marico regularly organises experiment/demonstration plots to show the effectiveness of a new technology to farmers of adjoining areas. These plots help us in screening any new technology on the basis of their on-field results. Marico's agri- extension team recommends new practice to farmers only if it works in our experiment plots.

Member-led CSR activities

Marico has created a CSR culture which empowers its members to actively give back to society in simple yet impactful ways. Joy of Giving Week is an institutionalised initiative at Marico, which is aimed at creating greater awareness of the various social issues in India, and educates the members on how they can contribute to society. In addition to celebrating the Joy of Giving Week, members in different locations at Marico come together to support big and small causes. Some of the initiatives taken are shared below:

- Members from the Kanjikode factory, in association with the Rajiv Gandhi Youth Foundation, cleaned and repainted the nursery school in a nearby village that was declared as one having the most unhygienic conditions in the Palakkad District by the Government. Through their efforts, members were able to make a difference to the lives of 30 nursery children by providing a conducive learning environment and considerably improving the hygiene and sanitation of the school.
- At the Dehradun and Paonta Sahib factory locations, 'Sakshar Beti, Sudradh Samaj' (Translation: Educated Daughter, Strong Society), a career counselling programme for girls, was conducted in the nearby villages. Marico members shared their perspective on various career options for women, in order to empower the young girls and women to make prudent career choices. Around 600 girls benefitted through the programme.
- A community development initiative at Pondicherry included installation of a water purifier at the local commune office, and installation of convex mirrors at the critical road junctions. It also provided breakfast to underprivileged students preparing for public exams and attending special classes, for the fourth year in a row, which has benefited 80 students so far.
- Health initiatives taken by the Pondicherry team include providing training on first aid and snake bite prevention to nearly 50 local students, and installing a sanitary napkin disposal service at a local school where 250 girls are studying.
- The Jalgaon team organised eye check-up camps at Khedi Gram, and provided spectacles to those who needed them.
- In an effort to promote education in the local region, the Baddi unit distributed study material to 200+ students.
- Apart from this, multiple initiatives have been taken at units to extend support to their nearby society, through blood donation camps, medical check-ups, free books to children, assistance for citizen affected with natural calamities, etc.

Marico Innovation Foundation*

Marico Innovation Foundation is a not-for-profit organisation working towards the cause of innovation since 2003. The Foundation creates impact through its core programmes:

MIF Scale-up programme works closely with innovative social organisations which are driven to achieve large scale impact.

The organisation's network of domain experts, CXOs, B-Schools, and like- minded corporates consult organisations on their scale-up strategy. They diagnose the challenges, implement prototype solutions, and integrate successful solutions into the business offering of the organisations. To read more about the programme, please visit

🔗 http://maricoinnovationfoundation.org/social-programme/about.html"

MIF is presently working with 8 organisations across 6 sectors in India such as TARA Livelihood Academy, Yuva Parivartan, EcoCooker, Zaya Learning Labs, Saral Design Solutions

Pvt. Ltd., Microspin Machine Works Pvt. Ltd., Swasth Foundation and Gram Tarang Employability Training Services.

🔗 https://www.youtube.com/
playlist?list=PLQTw5BBZZRfhX2rFG8ioVlUoSRcisA9jp

MIF Innovation for India Awards celebrate the most breakthrough Indian innovations that hold the potential to have a large scale impact on our lives. 49 breakthrough innovations in the Business, Social and Government Sector have been recognised in the last 10 years.

hack2incubate is a platform created and designed to inspire innovations, and incubate them into successful businesses. One of the teams from the Diabetes 'hack2incubate' held in 2015 will be supported by the Marico Innovation Foundation in partnership with Villgro, through incubation support and seed funding. To know more about the platform, please visit

🔗 http://maricoinnovationfoundation.org/hack2incubate/
overview.html

Brands with a purpose

Marico is geared to build purpose-driven brands that offer a win-win for consumers and society at large. Through their various campaigns and initiatives, Marico's brands have touched the lives of many Indians and built meaningful relationships that go beyond the transactional nature. With this balance between purpose and consumer equity in its brands, the Company ensures that sustainability is coded at the centre of its core business.

Chotte Kadam Pragati Ki Aur by Nihar Shanti Amla

Nihar Shanti Amla, has undertaken the 'Chotte Kadam Pragati Ke Aur' (Translation: Small Steps towards Progress) campaign in support of the education of underprivileged children in the age group of 6-18 years in India. Under this programme, projects were structured with the prime focus of mobilisation and retention of children in the schools. During the last year, the programme was built on three core pillars to a drive combined brand and social impact:

- Bringing children back to school and preventing dropouts
- Improving in-class learning for children
- Equipping children with life skills

Nihar Shanti Amla Mobile Paathshala

Nihar Shanti Amla's 'Mobile Paathshala' (Translation: Mobile School) programmeme was designed to aid learning in deep rural pockets, especially for children in the age group of 4-8 years. It was based on impactful teaching philosophies like 'Teach by principles, rather than linear directions', 'Mnemonic devices aid retention' and 'Paint a picture with words'. Overall, 1.58 million users have been enrolled till date.

Saffolalife

Saffola's vision is to create a heart healthy India. Through Saffolalife, its not-for-profit initiative, it has been on a mission to make people realise the need and importance of heart health. The work has been centred on educating people on early markers of heart health, and enabling them to start on this journey in a manner that is simple, effective, and measurable.

Over the years, Saffola has reached out to millions across the country via large scale mass media awareness programmes, and helped lakhs of people over 90 cities with diagnostic check-ups, dietician services, and innovative tools like 'Heart Age Finder', and 'Heart Fitness Test', which helped people assess their Heart Health on the basis of their fitness parameters. Over 46,000 Heart Fitness Tests have been taken till date.

In 2014, Saffola undertook the task of driving awareness of women's heart health. In 2015, the brand stayed committed to the cause of women's heart health through its campaign 'Protect her Heart'.

Nihar Naturals #IAmCapable campaign

This year, Nihar Naturals launched the #IAmCapable campaign to highlight the stereotyping of women's capabilities in everday society. The brand commissioned a nationwide Nielsen report to emphasise how society judges women's capabilities basis their looks. The campaign was launched across TV, Print, Radio through a video and PR event. More than 50,000 women called on a toll free number to share their stories of triumph against societal judgement. The brand met one such woman from rural West Bengal, and helped set up her dance academy that she had been running from a dilapidated plot.

The extensive media coverage, coupled with the tremendous consumer response, cemented the brand's intention to continue on this path of enabling women to rise above society's judgement of their capabilities. In the coming years, Nihar Naturals will attempt to make an even bigger impact in the lives of women of India.

GRI G4 Index

Sl. No.	Page No.	Description of Indicator
Strategy & Analysis		
G4-1	2,3	Statement from the most senior decision-maker of the organisation.
G4-2	-	Description of key impacts, risks, and opportunities.
Organisational Profile		
G4-3	4	Name of the organisation.
G4-4	6	Primary brands, products, and/or services.
G4-5	4	Location of organisation's headquarters.
G4-6	8	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.
G4-7	4, 28	Nature of ownership and legal form.
G4-8	9	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).
G4-9	4, 29	Scale of the reporting organisation.
G4-10	40, 41	The total number of employees by employment contract and gender.
G4-11	-	The percentage of total employees covered by collective bargaining agreements.
G4-12	8	The organisation's supply chain.
G4-13	10, 11	Significant changes during the reporting period regarding size, structure, or ownership.
G4-14	28, 29	Whether and how the precautionary approach or principle is addressed by the organisation.
G4-15	15, 20	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.
G4-16	8	Memberships of associations (such as industry associations) and national or international advocacy organisations.
Identified Material Aspects & Boundaries		
G4-17	29	All entities included in the organisation's consolidated financial statements or equivalent documents.
G4-18	10, 11, 25, 26	The process for defining the report content and the Aspect Boundaries.
G4-19	25, 26	All the material Aspects identified in the process for defining report content.
G4-20	27	For each material aspect, whether the Aspect is material within the organisation.
G4-21	27	For each material aspect, whether the Aspect is material outside the organisation.
G4-22	NA	The effect of any restatements of information provided in previous reports, and the reasons for such restatements.
G4-23	NA	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.
Stakeholder Engagement		
G4-24	24	List of stakeholder groups engaged by the organisation.
G4-25	24-27	Basis for identification and selection of stakeholders with whom to engage.

Sl. No.	Page No.	Description of Indicator
G4-26	24-27	Organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group.
G4-27	24-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.
Report Profile		
G4-28	10	Reporting period (such as fiscal or calendar year) for information provided.
G4-29	NA	Date of most recent previous report (if any).
G4-30	10	Reporting cycle (such as annual, biennial).
G4-31	11	The contact point for questions regarding the report or its contents.
G4-32	11	The 'in accordance' option the organisation has chosen, the GRI Content Index for the chosen option, the reference to the External Assurance Report, if the report has been externally assured.
G4-33	NA	Organisation's policy and current practice with regard to seeking external assurance for the report.
Governance		
G4-34	28, 29	The governance structure of the organisation, including committees of the highest governance body.
G4-35	29	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.
G4-36	29	Whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.
G4-37	29	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics.
G4-38	28, 29	Composition of the highest governance body and its committees.
G4-39	29	Whether the Chair of the highest governance body is also an executive officer.
G4-40	-	The nomination and selection processes for the highest governance body and its committees.
G4-41	29	Processes for the highest governance body to ensure conflicts of interest are avoided and managed.
G4-42	29	The highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.
G4-43	-	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.
G4-44	-	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.
G4-45	29	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities.
G4-46	29	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.
G4-47	28	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.

Sl. No.	Page No.	Description of Indicator
G4-48	29	The highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered.
G4-49	-	The process for communicating critical concerns to the highest governance body.
G4-50	-	The nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.
G4-51	-	The remuneration policies for the highest governance body and senior executives.
G4-52	-	The process for determining remuneration.
G4-53	-	How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals.
G4-54	-	The ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees.
G4-55	-	The ratio of percentage increase in annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees.
Ethics & Integrity		
G4-56	5,45	The organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.
G4-57	45	The internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity.
G4-58	45	The internal and external mechanisms for reporting concerns about unethical or unlawful behaviour and matters related to organisational integrity.
Economic		
Economic Performance		
G4-DMA Economic Performance	30,31	Disclosure on Management Approach.
G4-EC1	30	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.
G4-EC2	-	Financial implications and other risks and opportunities for the organisation's activities due to climate change.
G4-EC3	31	Coverage of the organisation's defined benefit plan obligations.
G4-EC4	-	Significant financial assistance received from government.
Market Presence		
G4-DMA Market Presence	-	Disclosure on Management Approach.
G4-EC5	-	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.
G4-EC6	-	Proportion of senior management hired from the local community at significant locations of operation.
Indirect Economic Impacts		
G4-DMA Indirect Economic Impacts	-	Disclosure on Management Approach.
G4-EC7	-	Development and impact of infrastructure investments and services supported.
G4-EC8	50-53	Significant indirect economic impacts, including the extent of impacts.
Procurement Practices		
G4-DMA Procurement Practices	-	Disclosure on Management Approach.
G4-EC9	-	Proportion of spending on local suppliers at significant locations of operation.

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Environment		
Materials		
G4-DMA Materials	32-39	Disclosure on Management Approach.
G4-EN1	33	Materials used by weight or volume.
G4-EN2	33	Percentage of materials used that are recycled input materials.
Energy		
G4-DMA Energy	34-36	Disclosure on Management Approach.
G4-EN3	34	Energy consumption within the organisation.
G4-EN4	-	Energy consumption outside of the organisation.
G4-EN5	35	Energy intensity
G4-EN6	35	Reduction of energy consumption
G4-EN7	35	Reductions in energy requirements of products and services.
Water		
G4-DMA Water	38	Disclosure on Management Approach.
G4-EN8	38	Total water withdrawal by source.
G4-EN9	-	Water sources significantly affected by withdrawal of water.
G4-EN10	-	Percentage and total volume of water recycled and reused.
Biodiversity		
G4-DMA Biodiversity	-	Disclosure on Management Approach.
G4-EN11	-	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.
G4-EN12	-	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.
G4-EN13	-	Habitats protected or restored.
G4-EN14	-	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.
Emissions		
G4-DMA Emissions	37	Disclosure on Management Approach.
G4-EN15	37	Direct greenhouse gas emissions (Scope 1).
G4-EN16	37	Energy indirect greenhouse gas emissions (Scope 2).
G4-EN17	-	Other indirect greenhouse gas emissions (Scope 3).
G4-EN18	37	GHG emissions intensity.
G4-EN19	37	Reduction of GHG emissions.
G4-EN20	-	Emissions of ozone-depleting substances by weight.
G4-EN21	-	NOx, SOx, and other significant air emissions by type and weight.

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Effluents and Waste		
G4-DMA Effluents and Waste	39	Disclosure on Management Approach.
G4-EN22	-	Total water discharge by quality and destination.
G4-EN23	-	Total weight of waste by type and disposal method.
G4-EN24	-	Total number and volume of significant spills.
G4-EN25	-	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.
G4-EN26	-	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.
Products and services		
G4-DMA Products and services	-	Disclosure on Management Approach.
G4-EN27	-	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.
G4-EN28	-	Percentage of products sold and their packaging materials that are reclaimed by category.
Compliance		
G4-DMA Compliance	-	Disclosure on Management Approach.
G4-EN29	-	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.
Transport		
G4-DMA Transport	-	Disclosure on Management Approach.
G4-EN30	-	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.
Overall		
G4-DMA Overall	-	Disclosure on Management Approach.
G4-EN31	39	Total environmental protection expenditures and investments by type.
Supplier Environmental Assessment		
G4-DMA Supplier Environmental Assessment	-	Disclosure on Management Approach.
G4-EN32	-	Percentage of new suppliers that were screened using environmental criteria.
G4-EN33	-	Significant actual and potential negative environmental impacts in the supply chain and actions taken.
Environmental Grievance Mechanisms		
G4-DMA Environmental Grievance Mechanisms	-	Disclosure on Management Approach.
G4-EN34	-	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms.

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Labour Practices and Decent Work		
Employment		
G4-DMA Employment	40-45	Disclosure on Management Approach.
G4-LA1	40, 41	Total number and rates of new employee hires and employee turnover by age group, gender and region.
G4-LA2	-	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.
G4-LA3	-	Return to work and retention rates after parental leave, by gender.
Labour/Management Relations		
G4-DMA Labour/Management Relations	40-45	Disclosure on Management Approach.
G4-LA4	-	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.
Occupational Health and Safety		
G4-DMA Occupational Health and Safety	41, 42	Disclosure on Management Approach.
G4-LA5	-	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.
G4-LA6	-	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and gender.
G4-LA7	-	Workers with high incidence or high risk of diseases related to their occupation.
G4-LA8	-	Health and safety topics covered in formal agreements with trade unions.
Training and Education		
G4-DMA Training and Education	42	Disclosure on Management Approach.
G4-LA9	-	Average hours of training per year per employee by gender and by employee category.
G4-LA10	42	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.
G4-LA11	-	Percentage of employees receiving regular performance and career development reviews by gender and employment category.
Diversity and Equal Opportunity		
G4-DMA Diversity and Equal Opportunity	40	Disclosure on Management Approach.
G4-LA12	-	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.
Equal Remuneration for Women and Men		
G4-DMA Equal Remuneration for Women and Men	-	Disclosure on Management Approach.
G4-LA13	-	Ratio of basic salary of men to women by employee category, by significant locations of operation.

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Supplier Assessment for Labour Practices		
G4-DMA Supplier Assessment for Labour Practices	-	Disclosure on Management Approach.
G4-LA14	-	Percentage of new suppliers that were screened using labour practices criteria.
G4-LA15	-	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken.
Labour Practices Grievance Mechanisms		
G4-DMA Labour Practices Grievance Mechanisms	45	Disclosure on Management Approach.
G4-LA16	45	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms.
Human Rights		
Investment		
G4-DMA Investment	-	Disclosure on Management Approach.
G4-HR1	-	Percentage and total number of significant investment agreements and contracts that include human rights clauses or that have undergone human rights screening.
G4-HR2	-	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.
Non-discrimination		
G4-DMA Non-discrimination	45	Disclosure on Management Approach.
G4-HR3	45	Total number of incidents of discrimination and corrective actions taken.
Freedom of Association and Collective Bargaining		
G4-DMA Freedom of Association and Collective Bargaining	-	Disclosure on Management Approach.
G4-HR4	-	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.
Child Labour		
G4-DMA Child Labour	45	Disclosure on Management Approach.
G4-HR5	-	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.
Forced and Compulsory labour		
G4-DMA Forced and Compulsory labour	45	Disclosure on Management Approach.
G4-HR6	-	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour.
Security Practices		
G4-DMA Security Practices	-	Disclosure on Management Approach.
G4-HR7	-	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.

Sl. No.	Page No.	Description of Indicator
Indigenous Rights		
G4-DMA Indigenous Rights	-	Disclosure on Management Approach.
G4-HR8	-	Total number of incidents of violations involving rights of indigenous people and actions taken.
Assessment		
G4-DMA Assessment	-	Disclosure on Management Approach.
G4-HR9	-	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.
Supplier Human Rights Assessment		
G4-DMA Supplier Human Rights Assessment	-	Disclosure on Management Approach.
G4-HR10	-	Percentage of new suppliers that were screened using human rights criteria.
G4-HR11	-	Significant actual and potential negative impacts for human rights in the supply chain and actions taken.
Human Rights Grievance Mechanisms		
G4-DMA Human Rights Grievance Mechanisms	45	Disclosure on Management Approach.
G4-HR12	45	Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms.
Society		
Local Communities		
G4-DMA Local Communities	48-51	Disclosure on Management Approach.
G4-SO1	-	Percentage of operations with implemented local community engagement, impact assessments, and development programs.
G4-SO2	-	Operations with significant potential or actual negative impacts on local communities.
Anti-Corruption		
G4-DMA Anti-Corruption	45	Disclosure on Management Approach.
G4-SO3	-	Percentage and total number of business units analysed for risks related to corruption and the significant risks identified.
G4-SO4	45	Communication and training on anticorruption policies and procedures.
G4-SO5	45	Confirmed incidents of corruption and actions taken.
Public Policy		
G4-DMA Public Policy	-	Disclosure on Management Approach
G4-SO6	-	Total value of political contributions by country and recipient/beneficiary
Anti-competitive Behaviour		
G4-DMA Anti-competitive Behaviour	-	Disclosure on Management Approach.
G4-SO7	-	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.
Compliance		
G4-DMA Compliance	-	Disclosure on Management Approach.
G4-SO8	-	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.

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Supplier Assessment for Impacts on Society		
G4-DMA Supplier Assessment for Impacts on Society	-	Disclosure on Management Approach.
G4-SO9	-	Percentage of new suppliers that were screened using criteria for impacts on society.
G4-SO10	-	Significant actual and potential negative impacts on society in the supply chain and actions taken.
Grievance Mechanisms for Impacts on Society		
G4-DMA Grievance Mechanisms for Impacts on Society	-	Disclosure on Management Approach.
G4-SO11	-	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms.
Product Responsibility		
Customer Health and Safety		
G4-DMA Customer Health and Safety	46, 47	Disclosure on Management Approach.
G4-PR1	46	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.
G4-PR2	-	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.
Product and Service Labelling		
G4-DMA Product and Service Labelling	-	Disclosure on Management Approach.
G4-PR3	-	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.
G4-PR4	-	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.
G4-PR5	-	Results of surveys measuring customer satisfaction.
Marketing Communications		
G4-DMA Marketing Communications	-	Disclosure on Management Approach.
G4-PR6	-	Sale of banned or disputed products.
G4-PR7	-	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.
Customer Privacy		
G4-DMA Customer Privacy	-	Disclosure on Management Approach.
G4-PR8	-	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.
Compliance		
G4-DMA Compliance	-	Disclosure on Management Approach.
G4-PR9	-	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.

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PURPOSE STATEMENT

TO TRANSFORM IN A SUSTAINABLE
MANNER, THE LIVES OF THOSE
WE TOUCH, BY NURTURING AND
EMPOWERING THEM TO MAXIMISE
THEIR TRUE POTENTIAL.

For any queries:
Contact us at Sustainability@marico.com