

# OUR STRATEGIC PILLARS

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<b>I. Extending leadership in our core categories and geographies</b>	<b>28</b>
<b>II. Accelerating innovation and building purposeful brands</b>	<b>46</b>
<b>III. Leveraging digital</b>	<b>62</b>
<b>IV. Enhancing go-to-market</b>	<b>70</b>
<b>V. Making our supply chain best-in-class</b>	<b>78</b>
<b>VI. Fostering an inclusive, agile and high-performance culture</b>	<b>90</b>
<b>VII. Building a more inclusive and greener world</b>	<b>108</b>

# 01 EXTENDING LEADERSHIP IN OUR CORE CATEGORIES AND GEOGRAPHIES





*Goodknight Fabric Roll-On comprises a revolutionary formula that repels mosquitoes instantly*

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# Strategic Priority

Extending leadership in our core categories and geographies

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## Capitals Impacted



## Risks

- *Macroeconomic factors*
- *Exchange rate volatility*
- *Competitive market conditions and new entrants to the market*

## Enablers

- *Focused 3 by 3 growth strategy*
- *Growth potential in priority markets*
- *Superior-quality, affordable products that provide great value*

## Key Focus Area

- *Building leadership in hair care, home care and personal care in Asia, Africa and Latin America*

## Value created

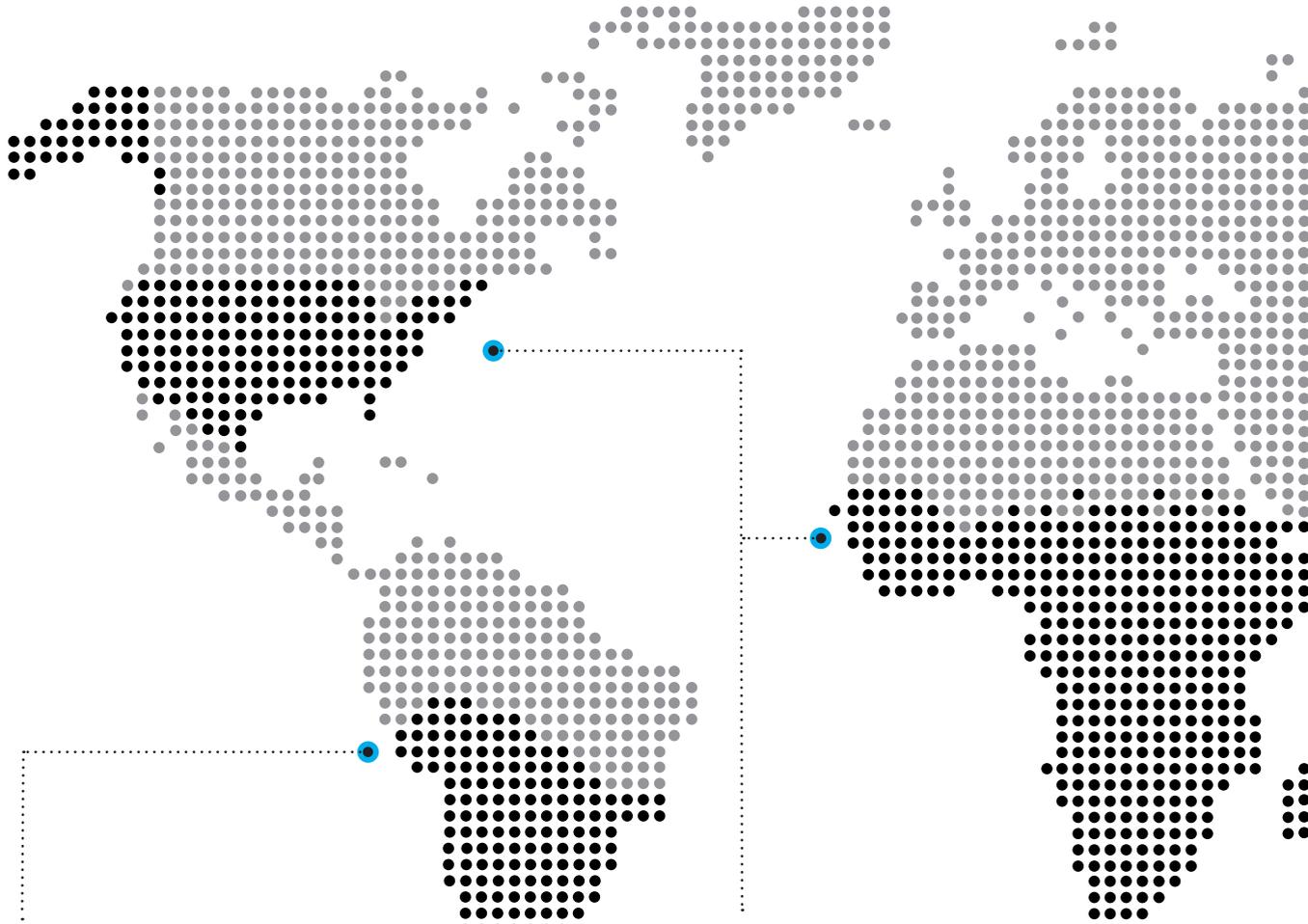
*We have enhanced value creation through organic and inorganic growth and in line with our 3 by 3 growth strategy. Consequently, **Social & Relationship Capital**, measured in leadership market positions, category penetration and consumption rates, has improved. This has led to our **Financial Capital** metrics being strengthened.*

*Our multi-local strategy translates into serving diverse geographies, consumer preferences and socio-economic contexts. As a result, we have significantly diversified our **Human Capital**. Today, we have over 12,000 team members across 19 countries. We continue to build diversity as a competitive advantage.*

*In line with our approach to democratising categories, we are making world-class products available at affordable prices. We do this through ramping up our design-driven innovation capabilities and **Intellectual Capital**, measured through patents, brand valuation and R&D investments.*

# OUR GLOBALISATION STRATEGY

Our globalisation strategy (called '3 by 3') has been very deliberate. Guided by this, over the last decade, we have created significant value through M&A and established strong beachheads in three categories (home care, hair care, and personal care) in three emerging geographies (Asia, Africa, and Latin America).



## LATIN AMERICA

- #1** Hair colour
- #1** Depilatory products (Chile)
- #1** Hair fixing sprays (Argentina)
- #3** Hair styling products (Argentina)

## AFRICA & USA

- #1** Ethnic hair colour (Sub Saharan Africa)
- #1** Hair extensions (Sub Saharan Africa)
- #3** Caucasian hair colour (South Africa)
- Leader in wet hair care (USA)



**INDIA**

- #1 Household insecticides
- #1 Air fresheners
- #1 Hair colour
- #2 Soaps

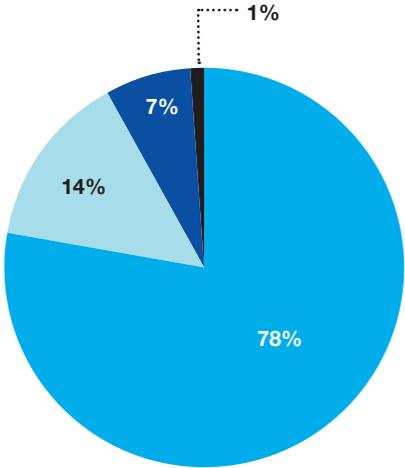
**INDONESIA**

- #1 Household insecticides
- #1 Air fresheners
- #1 Wet wipes

# A BROAD EMERGING MARKETS PORTFOLIO

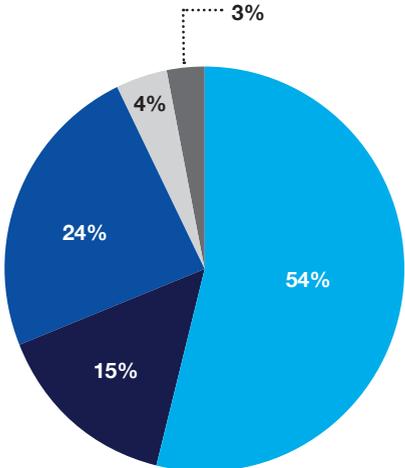
In fiscal year 2008-09, 22 per cent of our overall revenues came from international businesses. In fiscal year 2018-19, it is 46 per cent, with Indonesia and Africa accounting for 39 per cent. To drive more focus on emerging markets, in 2018, we divested our UK business.

*Geography Salience (FY09)*



- India
- UK
- South Africa
- Middle East

*Geography Salience (FY19)*

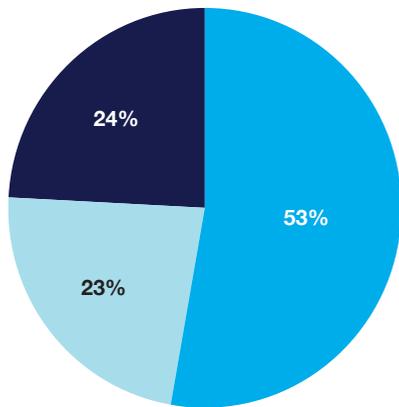


- India
- Indonesia
- Africa, USA and Middle East
- Latin America
- Others

# A FOCUSED APPROACH TO CATEGORY CHOICES

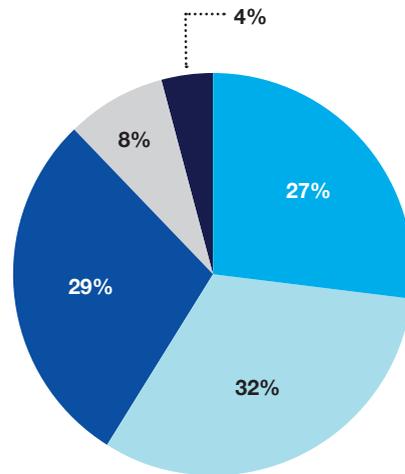
We have moved from an over 50 per cent soaps portfolio in 2009 to a more balanced and strategic category portfolio. Today, we have three core categories: household insecticides, personal wash, and hair care. We have entered into a new category to serve the hair care needs of African women. Air care, which we forayed into a few years ago in India, has now become the fourth global category for us.

*Category Salience (FY09)*



- Personal wash
- Hair care
- Others

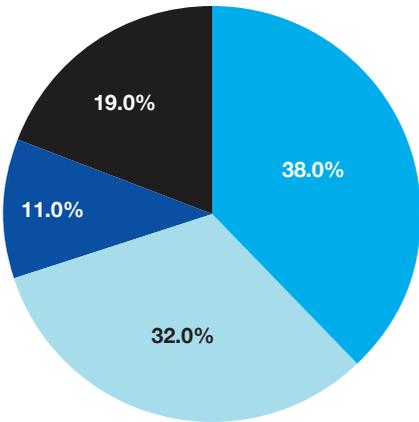
*Category Salience (FY19)*



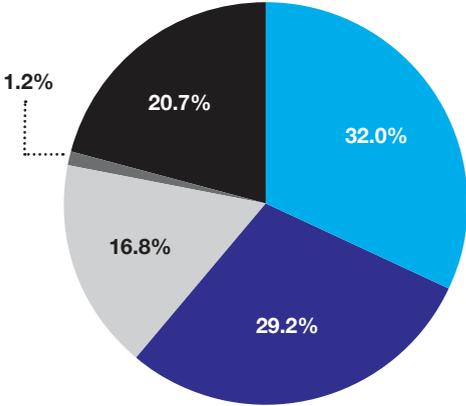
- Personal wash
- Hair care
- Household insecticides
- Air care
- Others

# DIVERSIFIED CATEGORY PORTFOLIOS WITHIN GEOGRAPHIES

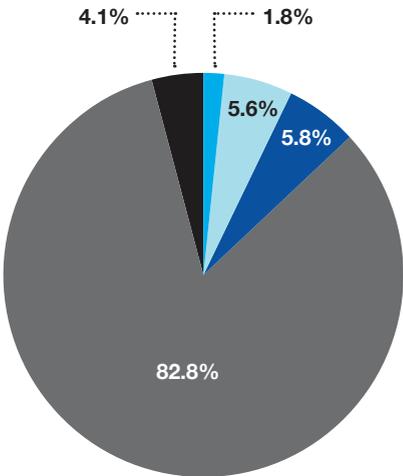
India (FY19)



Indonesia (FY19)



Africa, USA and Middle East (FY19)



- Household insecticides
- Soaps
- Hair colour
- Air care
- Personal care
- Hair care
- Others

# A PORTFOLIO OF POWER BRANDS

₹ 1,000 Crore+



₹ 500-1,000 Crore



CINTHOL



₹ 250-500 Crore

ISSUE



AIR FRESHENER  
Stella



**Top 10 brands contribute ~70% of revenue**

# STRENGTHENED BRAND POSITIONS ACROSS KEY MARKETS AND GEOGRAPHIES

- >3/4 of portfolio comprises category leaders
- Gained market share in ~70% of portfolio in the last 2 years



# INDIA & SAARC

*Range of home care and personal care products, household insecticides, hair colour, liquid detergents, soaps and air fresheners*

Source: Management estimates

#1

Household insecticides

#1

Air fresheners

#1

Hair colour

#2

Soaps

## PERSONAL CARE



Cinthol, built on the high-energy proposition of 'alive is awesome', with premium international fragrances and innovative designs



Godrej No.1, a leading Grade 1 quality soap offers 'Nature's way to beauty'



Godrej protekt, a delightful, differentiated and efficacious range of products across health, wellness and personal protection

# HAIR CARE



Godrej Expert, India's largest selling hair colour, democratises hair colouring with disruptive products



Godrej Nupur, India's largest Henna brand, offers a great hair colouring experience with the goodness of natural ingredients



Godrej Professional, a range of professional colour, care and styling products created especially for Indian hair, including revolutionary ammonia-free fashion shades



BBLUNT's range of shampoos, conditioners, hair colours and styling products are especially created for Indian hair and weather

# HOME CARE



Goodknight, India's most trusted and highly penetrated mosquito repellent brand, protects happy moments with innovative, affordable products



HIT's powerful and efficacious products kill disease-causing pests that threaten the wellbeing of your family



Godrej Ezee, India's largest selling liquid detergent, keeps your woollens soft and shiny, ensuring you and your family look your best

# AIR CARE



Godrej aer, a delightful range of air fresheners, enhances spaces and delivers superior fragrances in great designs

# SUB SAHARAN AFRICA & USA

Range of products across hair extensions, hair care, hair colour, personal wash, home care and household insecticides

Source: Management estimates

- #1** Ethnic hair colour  
(Sub Saharan Africa)
- #1** Hair extensions  
(Sub Saharan Africa)
- #3** Caucasian hair colour  
(South Africa)
- Leader in wet hair care  
(USA)



Darling, the leader in hair extensions in Sub Saharan Africa, enables the unstoppable African woman to always look trendy and on-point



TCB Naturals' everyday hair care gives African women the confidence to go out and shine in life's every moment



MegaGrowth celebrates strong African women whose hair is their crown; makes hair strong from the inside and beautiful from the outside



Just For Me, an expert and the leader in hair care for kids, offers the Curl Peace range of natural ingredient-based products for easy care for kinks, curls and coils



African Pride Moisture Miracle, with premium natural ingredients and superior formulations, democratizes moisture plus care for natural hair



Inecto, South Africa's number 1 tried and trusted hair colour, with its easy-to-use, affordable, quality colours, is perfect for every adventure



Renew's colour-sure technology offers quality and guaranteed colour, while nourishing hair

# INDONESIA

Range of household and personal care products - household insecticides, air fresheners, hair colour and wet wipes

Source: Management estimates

#1 Household insecticides

#1 Air fresheners

#1 Wet wipes



HIT, the leader in household insecticides, offers peace of mind to health conscious Indonesian mothers through effective, safe and innovative solutions to insect problems



Stella, the leader in air fresheners, spreads happiness in Indonesian homes with long-lasting, memorable fragrances and irresistible formats



Mitu, the number one player in baby wipes, brings joy to motherhood with its innovative, yet simple and practical solutions



NYU empowers Indonesian women with the freedom to transform without fear through accessible products with tangible results

# LATIN AMERICA

*Range of hair colour, hair care, depilatory products and colour cosmetics*

Source: \*Nielsen, \*\*Scntia

#1 Hair colour

#1 Depilatory products (Chile)

#1 Hair fixing sprays\*\* (Argentina)

#3 Hair styling products\* (Argentina)



Issue is the friend you can rely on for everything; innovative hair colour and care products, with the best quality at the best price



Roby helps you express who you are through high-quality styling products



Ilicit, Chile's leading hair colour, offers a range of high-performing colours, emphasising to Latin American women that they 'deserve to shine'



Millefiori, built on the empowering proposition of 'never stop', has a wide range of innovative, natural ingredient-based products



Pamela Grant, with a legacy of over 70 years in makeup, skincare, fragrances and hair colour, makes beauty more accessible because 'together, we are Conscious Beauty'

02

**ACCELERATING  
INNOVATION AND  
BUILDING PURPOSEFUL  
BRANDS**





POUR  
ADD  
HANDWASH  
powder to liquid  
refill  
mr. magic  
Godrej

200ml



mr.  
**magic**  
powder to liquid  
**HANDWASH**

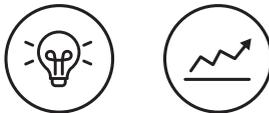
Godrej Protekt mr. magic – a first of its kind powder-to-liquid handwash – is our innovative new solution to cleaner hands

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# Strategic Priorities

- Nurturing memorable, relevant, and purposeful brands
  - Strengthening the core, creating new vectors of growth, and entering attractive adjacencies
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## Capitals Impacted



## Risks

- *Competitive market conditions*
- *New entrants into the market*

## Enablers

- *Design thinking-led approach*
- *Integrated RIDE (Research & Development + Innovation + Design + Expertise) structure*
- *Investments in research & development*
- *In-house design lab*
- *Dedicated central Innovation team*

## Key Focus Areas

- *A two-pronged approach to innovation: democratisation and creating new vectors of growth*
- *Leveraging our cross-functional RIDE (Research & Development + Innovation + Design + Expertise) structure*
- *Investments in design, technology, and skills*
- *Building global partnerships*
- *Fostering a culture of innovation*

# Value created

*Our focus and investments in innovation and research & development have translated into the creation of significant **Intellectual Capital**.*

*Accelerating our innovation pipeline is critical to our success. Innovation rates in India and Indonesia are 50 per cent higher than those in the last year. The number of new products launched annually in the last 2 years has doubled. This translates into stronger **Financial Capital** metrics.*

- 
- Number of new products launched annually in the last 2 years has **doubled**
  - Innovation rates in India and Indonesia are **30%** and **50%** higher, respectively, than the last year
  - New products launched in the last 5 years account for over **20%** of the India business
  - **17** new products launched over 5 years in India

## A TWO-PRONGED APPROACH TO INNOVATION

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Innovation is our lifeblood as a company, and we are very focused on driving innovation-led growth across our different categories. As category leaders, we believe that we must keep innovating and finding new ways to grow our categories. Especially in emerging markets, we are focused on democratising categories and making superior-quality, delightfully designed products available at affordable prices. We are also pursuing attractive adjacencies and creating new vectors of growth to broaden our portfolio.

We are using the design thinking tools of empathy, rapid prototyping, and visualisation to reimagine our brands and create new ones. To support this, we are also accelerating our innovation pipeline, ramping up capabilities, investing significantly in research & development, and cross-pollinating learning and products across geographies.

The number of new products launched annually in the last two years has doubled. The new products launched in the last five years account for over 20 per cent of the India business. Innovation rates in our India and Indonesia businesses are 30 per cent and 50 per cent higher, respectively, than the last year. Air care, a category that we launched in India in 2012, has globally evolved into the fourth core category for us. We are now leaders in air fresheners in India and Indonesia.

## LEVERAGING OUR CROSS-FUNCTIONAL RIDE STRUCTURE

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We have an integrated platform, RIDE (Research & Development + Innovation + Design + Expertise), to combine efforts of key functions involved in new product development. This platform streamlines and expedites innovation delivery, as well as ensures agile execution. Our central innovation team leads new product development in global categories across India, Indonesia, Africa, and the USA. They also offer design thinking strategic input for brand architecture, enable cross-pollination and sharing of product ideas and processes, and constantly evaluate patents and new technologies in the consumer goods space globally.

*Our Godrej Indonesia  
R&D team*



## INVESTMENTS IN DESIGN, TECHNOLOGY & SKILLS

We have set up a state-of-the-art global research & development (R&D) centre at our headquarters in Mumbai, supported by local R&D centres in our different geographies. Similar to this, we have global, local, and category-specific R&D teams who partner across geographies and share learnings.

We have built an in-house global design lab to integrate design thinking and transform product capabilities. The lab consists of highly skilled graphic and industrial designers from across geographies who collaborate on projects.

## FOSTERING A CULTURE OF INNOVATION

We are partnering across stakeholders to build a shared culture of innovation. Through 'I am Ardeshir', an innovation challenge named after Ardeshir Godrej, founder of the Godrej Group, we invited Godrejites from India and SAARC and key partners to come forward with product and process innovation ideas. We received 382 ideas from our team members and selected multiple ones to carry forward through our innovation pipeline. Our partners sent in over 100 ideas, and we selected three for further co-development.

## BUILDING GLOBAL PARTNERSHIPS

Through our different strategic global partnerships, we are leveraging various cutting-edge technologies and processes. Some of our key partners include Bayer AG, Sumitomo Corporation, Kanekalon, and Firmenich.

*Godrej Group Chairman, Adi Godrej, with our Global Design team in Mumbai*





# PROTEKT MR. MAGIC HANDWASH

## India

- **First ever powder-to-liquid handwash**

Environmentally sustainable

Democratising the handwash category

- **Huge potential in the handwash category in India**

Handwash penetration is only ~10% compared to soap penetration of 99.9%

Handwash category growing at 15% CAGR over the last 3 years; potential to be ₹8,000 crore



## CINTHOL MALE GROOMING RANGE

### India

- Innovative, multi-beneficial, and functionally superior range to simplify your grooming regime**  
 Products for face, body, hair, and beard
- Huge potential in the ₹100 crore male grooming category in India**  
 Growing at 1.3x in the home and personal care category
- Go-to-market approach**  
 Leverage strong pan-India distribution reach  
 New e-commerce organisation to aid scale up



## GODREJ NUPUR NATURAL HENNA BASED HAIR COLOUR

### India

- **Foray into the herbal-based powder hair colour segment with India's largest henna brand**  
Addresses white spaces in our portfolio
- **Entry into the second largest but very fragmented segment**  
Opportunity size of ₹1,000 crore
- **Focus on consumer recruitment**  
Affordable price point of ₹10



## GOODKNIGHT NATURALS NEEM AGARBATTI

### India

- 100% natural mosquito-repellent incense sticks infused with neem and turmeric to repel mosquitoes and provide effective protection
- Builds on the brand's market leadership position in household insecticides
- A safe and effective alternative to illegal, harmful products
- Affordable pricing of ₹15 for 10 sticks that burn for 3 hours each



## HIT MAGIC EXPERT Indonesia

- Innovative paper pyramid format, breaks away from the limitations of existing mosquito coils, and available at the same price
- Forays into the USD 100+ million coils format
- 4x more efficacious than coils and safer, with 4x less smoke
- Infused with the revolutionary HIT TFT dot formula, kills even the most resilient mosquitoes



## MITU BABY LIQUID POWDER Indonesia

- **Extension into a revolutionary liquid powder format**
- **Safer alternative to regular talcum powders**
- **Dust-free lotion texture**
- **Combination of active natural ingredients like pro-vitamin B5, talc, zinc and chamomile**
- **Subtle fragrance, perfect for babies**



## DARLING

### Sub Saharan Africa

- Darling fundamentally believes that an empowered woman is a force of change
- Hair plays a vital role in the self-confidence of women in Africa. The relaunch renewed focus on creating a range of trendy, great quality and surprisingly affordable hair for her every hair need.



## TCB NATURALS THREE OIL SHEEN SPRAY

### Sub Saharan Africa

- A disruptive multi-oil spray that provides natural shine and extra conditioning
- Comprehensive range of treatments for damage, dandruff, and dryness
- Enriched with olive, argan, and coconut oils; deeply conditions hair, making it soft, silky, and lustrous
- Revitalises dry and dull hair for healthier, natural, and long-lasting shine



## ISSUE 3D GLOSS BLEACHING KITS AND TONALISERS

### Argentina

- **Innovative hair colour; offers the best quality at the most affordable price**
- **Cutting-edge technology; a bleaching kit with a semi-permanent colour**
- **Includes ammonia-free bleaching powder to prevent hair damage**
- **Also comes in a fashionable grey shade; one of a kind in the semi-permanent segment**



## AFRICAN PRIDE MOISTURE MIRACLE USA

- Taps into the USD 0.8 billion wet hair care market
- Quality comparable to that of premium brands, at an affordable price
- Unique ingredient stories inspired by real home remedies
- Delightful fragrances and superior moisture for coily (kinky) hair

03 **LEVERAGING  
DIGITAL**

**BLACK  
BOX** DIGITAL  
COMMAND  
CENTER





A social media dashboard displaying a grid of product images and user avatars. The interface includes navigation tabs and a search bar.



A social media feed displaying tweets and user profiles. The tweets include text, images, and engagement metrics like retweets and replies.



A word cloud containing various terms, including 'click', 'freshener', 'godrej', 'musk', 'vent', 'starting', 'refill', 'costly', 'amazon', 'petal', 'irish', 'link', 'recharge', 'caused', 'purchase', 'details', 'discount', 'deals', 'godrej', 'contact', 'nada', 'musk', 'caused', 'purchase', 'details', 'discount', 'deals', 'godrej'.

The Black Box, our Digital Command Centre in Mumbai, where we measure real-time performance of our brands

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# Strategic Priority

Building digital competencies, forging global partnerships, and using digital metrics to drive conversion

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## Capitals Impacted



## Risks

- *Competitive market conditions*
- *Rapidly changing digital landscape*

## Enablers

- *Strong internal global and regional structures to support bold ambitions*
- *Strategic and internationally acclaimed agencies to improve performance*
- *Bespoke approach: Country roadmaps to reflect brand and regional stages of development*
- *Agile test and learn approach*
- *Future proofing the business by spending time with tech giants and start-ups*

## Key Focus Areas

- *Building dedicated digital teams*
- *Ramping up e-commerce*
- *Leveraging global partnerships*
- *Strengthening our digital ecosystem*
- *Investing in technology and infrastructure*
- *Crafting consumer-generated content*
- *Experimenting and improving reach*

# Value created

*We are increasingly integrating digital capabilities with different aspects of our business - how we manufacture, go-to-market and engage with our consumers. Through these efforts, we are building stronger **Social & Relationship Capital** by way of partnerships and more meaningful consumer connect. In the last year, we clocked a 53 per cent increase in digital reach.*

*We are also investing in building internal capabilities and **Intellectual Capital** through focused talent, trainings and infrastructure.*

- 
- **53%** increase in digital reach
  - **70%** of brand websites redesigned for improved consumer user experience, organic traffic, and conversion
  - Cost per engagement **2x** lower than fiscal year 2017-18
  - Average time spent on each brand website improved significantly
  - **32%** increase in competency levels in search engine marketing and measurement

## BUILDING DEDICATED DIGITAL TEAMS

Our Global Digi Cell brings together digital marketers from across geographies to share ideas and learning. In addition to this, we partner with other internal and external teams on digital priorities. Our online education tie-up with Circus Street resulted in a 32 per cent increase in competency levels in key areas of search engine marketing and measurement.

## LEVERAGING GLOBAL PARTNERSHIPS

We are building and leveraging global partnerships (such as Google and Shopalyst) to accelerate learning and experimentation. Our strategic partnership with Facebook helps tap into best practices and beta trials of their crucial platforms. In September 2018, our core team participated in deep immersive sessions at Google and Facebook headquarters (at Mountain View and Palo Alto, respectively), bringing us closer to our key partners and revealing crucial consumer insights. They also attended sessions with a variety of consumer-facing start-ups to build an understanding of digital-first thinking.



*Our Digital team at the Google headquarters,  
California*

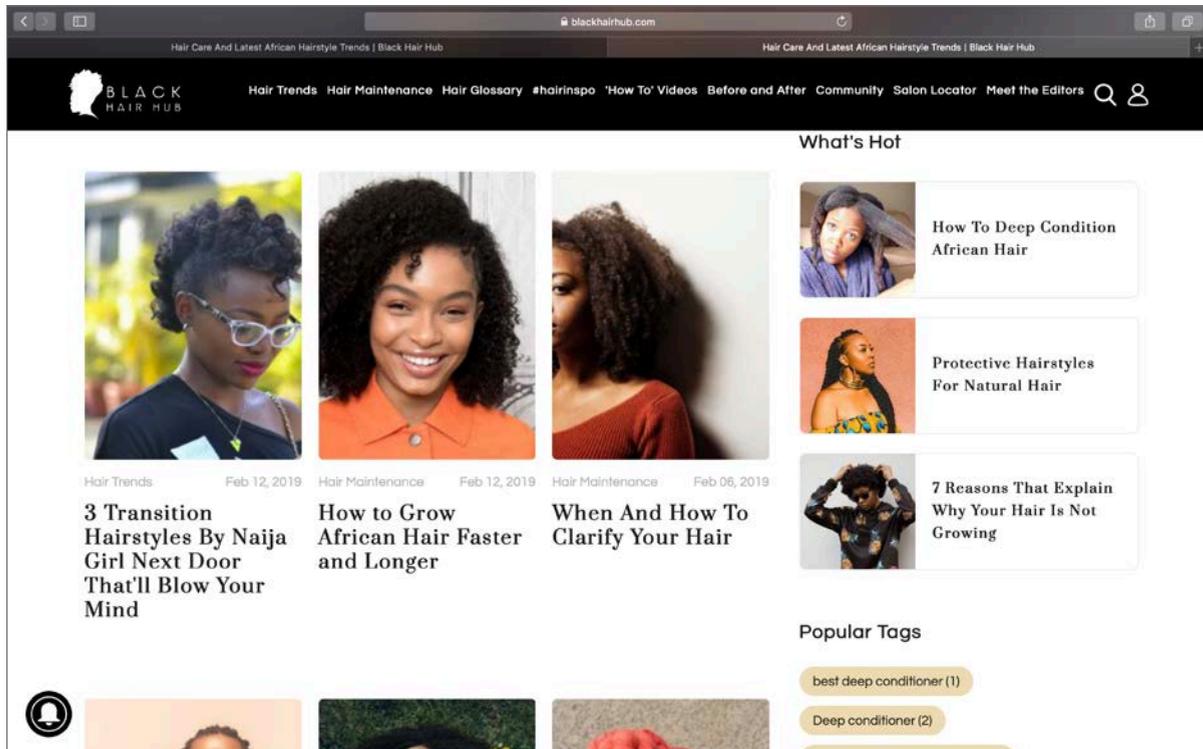
## STRENGTHENING OUR DIGITAL ECOSYSTEM

Seventy per cent of our brand websites have been redesigned for improved consumer user experience, organic traffic, and conversion. The average time spent on each site has improved significantly. The bounce rate has reduced, primarily due to more engaging content and deeper linking of articles to drive prolonged engagement.

Launched last year, the Black Hair Hub is an unbranded, consumer website dedicated to black hair. The site includes articles, images, and how-to videos to help and inspire African women across the globe. It has been a big success, with a run rate of 80,000 visits per month and a 21 per cent revisit rate.

## RAMPING UP E-COMMERCE

We have set up an e-commerce business for India with separate P&L accountability. This structure will allow us to be more agile and deliver the consumer focus required to win. Specifically, we are targeting growth from e-commerce-focused product innovation and digital native brands, in addition to our current portfolio. To enable this, we have a dedicated digital team, the 'Ecom Cell', a team of in-country e-commerce specialists, charged with rapidly growing online sales.



*Black Hair Hub, our online magazine, showcases the latest trends in ethnic African hair*

## INVESTING IN TECHNOLOGY AND INFRASTRUCTURE

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At the Black Box, a physical digital command centre at our headquarters in Mumbai, we monitor live digital activity across our brands. It helps evaluate brand conversations across Twitter, Instagram, and Facebook. We also use it to respond to issues and gather consumer insights to drive campaigns and for new product development.

## CRAFTING CONSUMER-GENERATED CONTENT

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Peer-to-peer product recommendation is the holy grail of marketing ROI. Social media allows us to tap into this at scale. We have been working with influencers to get our products in front of our target demographic on the platforms where they spend time (Instagram, Facebook and YouTube). The consumer content that is generated is authentic and believable as well as in a tone and language that our consumers connect with. We continue to ramp this up and will be soon launching our internal production studio – The Light Box – which will enable us to engage influencers, celebrities and consumers alike to generate cost-effective, engaging and on-brand content.



*Our Digital team won the prestigious 'Advertiser of the Year' award at the ECHO Asia 2018 Awards*

# EXPERIMENTING AND IMPROVING REACH

Improved targeting and content has resulted in a 53 per cent increase in digital reach. We have also started collecting first-party data to ensure further reach through a cost-effective and targeted approach. Furthermore, cost per engagement is 2x lower than that in fiscal year 2017-18. Our industry-leading social click-through rate (CTR) has improved due to a focus on consumer insight driven creatives and an increase in the use of consumer-generated content.

THE 24X7  
**AIR FRESHNER**

An automatic fragrance diffuser that keep your home fresh all day, every day.

EXPLORE

matic pocket twist click spray

FOR  
**CAR**

While you sweat it out on the roads, your car shall smell nothing like it.

*Our newly revamped  
aer website*

# 04 ENHANCING GO-TO-MARKET

EXPERIENCE THE TOUCH OF  
WITH THE GOODNESS  
OF HONEY

with the goodness of nature  
honey

**NO.1 DOREJ NO.1**  
INDIA'S NO. 1 PUREST SOAP



SKU	30 gm Single	75 gm Hanger Pk.	60 gm PO4	75 gm PO3	75 gm PO4	100 gm B3G1F	150 gm B3G1F
MRP	₹ 5	₹ 10	₹ 30	₹ 30	₹ 40	₹ 68	₹ 90
CS	240	216	50	72	54	36	24

**PRAKRUTI KA NIKHAR**

\*50 g + 50 ml + 2 conditioner



Technology plays a key role in our journey towards building a future-ready sales system

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# Strategic Priority

Integrating the go-to-market approach and leveraging technology for strategic decision-making

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## Capitals Impacted



## Risks

- *Competitive market conditions*
- *New entrants into the market*
- *New online, offline and omni-channel go-to-market models and channels, such as e-commerce*

## Enablers

- *Brand reputation*
- *Affordable pricing*
- *Superior-quality products*
- *Continuous innovation in products and processes*
- *Strong long-term partnering focus*
- *Distribution footprint*

## Key Focus Areas

- *Enhancing our go-to-market strategy*
- *Laying the foundation for future growth priorities*
- *Ramping up e-commerce*
- *Leveraging technology and data analytics*
- *Fostering win-win partnerships*

# Value created

*Our agile go-to-market approach, tailored to specific geographic contexts, is the backbone of our business. By leveraging technology and analytics, innovating for local contexts and building more agility in our supply chain, we are able to serve our consumers with greater precision and purpose. We will continue to invest in enhancing our **Intellectual Capital**, making our **Manufactured Capital** more agile, and creating joint value with our partners to maximise **Social and Relationship Capital**. This, in turn, will translate into stronger **Financial Capital** value.*

- 
- Strong direct distribution reach in India of **1.3 million** outlets
  - Expanded distribution reach in Indian rural markets to over **5.8 million** outlets
  - Rural growth over **2x** of urban traditional trade

# ENHANCING OUR GO-TO-MARKET STRATEGY

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Research shows that emerging markets will power global consumption and growth over the next couple of decades. This is a major reason why we have centred our growth strategy on targeting these markets and the emergent consuming class in them. As incomes rise, purchasing power improves and these markets mature; new distribution systems are enabling greater reach. To be able to leverage this, we are ramping up our go-to-market strategy and reach to go deeper and improve penetration.

In India, we strengthened direct distribution reach to 1.3 million outlets. We are driving availability through shopper insight-based visibility programmes for top outlets and restructured coverage norms to improve focus and service.

In Indonesia, we continued to strengthen our approach by simplifying our channel model, driving same store

growths, launching a loyalty programme 'Sahabat Godrej' to increase wholesale efficiency and indirect coverage, and using coverage expansion pilots in Sumatera to test our hypothesis.

We have been ramping up our go-to-market efforts across Africa. In West Africa, we are expanding coverage of satellite markets beyond the current markets that Darling serves directly. In addition, the team has started expanding coverage across North and West Nigeria, which were previously underserved by Darling. In Kenya, we are increasing direct coverage by on-boarding new wholesalers. This has shown positive results in up-country areas. In South Africa, the team continues to expand numeric and weighted distribution across general trade and modern trade.



*Our Godrej Indonesia Sales team at a promotion activity for the new HIT Magic Expert*

# LAYING THE FOUNDATIONS FOR FUTURE GROWTH PRIORITIES

## 1. Rural One

In India, we expanded our distribution reach in rural markets by over 1,00,000 outlets. Our village expansion programme, coupled with 'Pragati', the feeder wholesale programme, enabled overall reach to increase to over 5.8 million outlets (as measured by AC Nielsen). Specific rural demand-influencing programmes in identified states and distribution expansion efforts resulted in rural growth being over 2x of that in urban traditional trade.

## 2. Middle India

We are building a focus on Middle India (cities with a population between 1,00,000 and 10,00,000), a critical cluster for driving higher growth. We launched segmented go-to-market initiatives and close to doubled our differentiated sales approach to cover over 55,000 outlets. We also ramped up frontend sales strength by over 1.5x in this cluster.



*Our strong direct distribution has helped us reach millions of outlets, enhancing our go-to market approach*

# RAMPING UP E-COMMERCE

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In line with our plans for establishing a strong e-commerce presence in India, we have set up an e-commerce business with separate P&L accountability. The aim is to build agility and deliver the consumer focus required to win in this fast-evolving space. We are targeting growth to come from e-commerce-focused product innovation and digital native brands, in addition to our current portfolio.

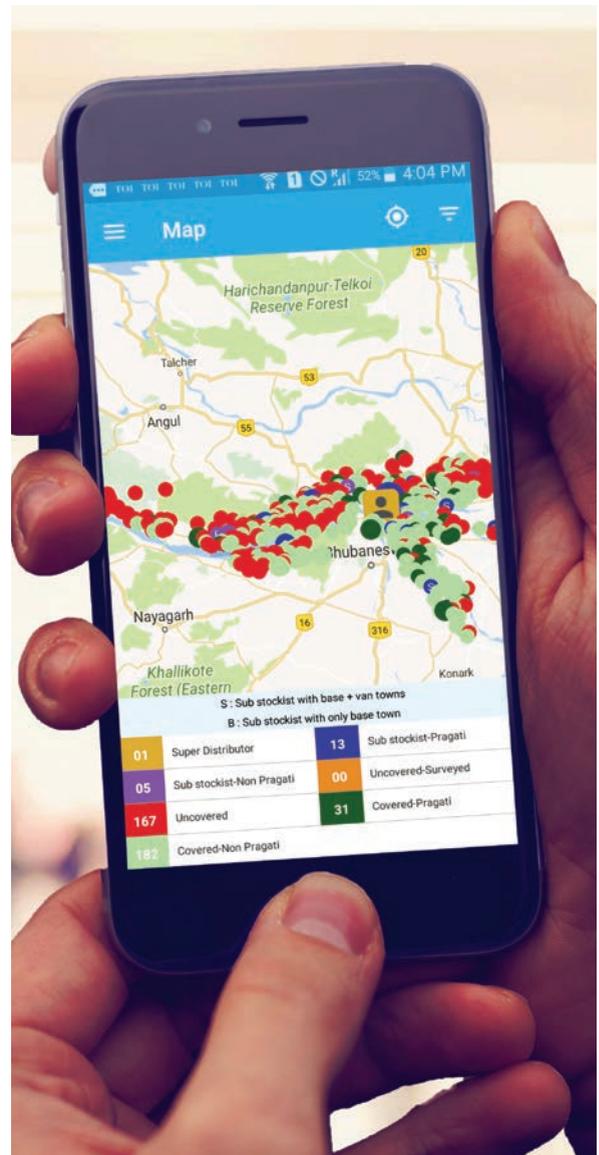
# LEVERAGING TECHNOLOGY & ANALYTICS

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We are using predictive analytics for better decision-making across different initiatives. In India, we are optimising trade spends for better returns through trade spend management tools. Through data analytics, we are enabling targeted smaller cluster-localised planning. Our upgraded hand-held terminals and predictive suggestions guide salespeople in markets. We are trying to further optimise the time spent and delivery routes through GPS-enabled maps. As part of experiments, we are piloting artificial intelligence and behavioural science-enabled capability building for frontline salespeople.

In Africa, leveraging hand-held devices for our sales team members and merchandisers has helped expand coverage and improve brand visibility across the subcontinent. In Kenya, we introduced sales bots for automated order booking. In Nigeria, we are using analytics to improve cross-selling, especially for must stock lists and up-selling basis previous buying patterns. Across the USA, electronic data interchange (EDI) helps improve connectivity with large retailers such as Walmart and Target.

Through 'SALES MOR', our analytics portal in Indonesia, we are helping sales team members track, review, and optimise productivity and other key sales KPIs.



*Predictive analytics and data-driven decision making play a key role in boosting in sales*

# FOSTERING WIN-WIN PARTNERSHIPS

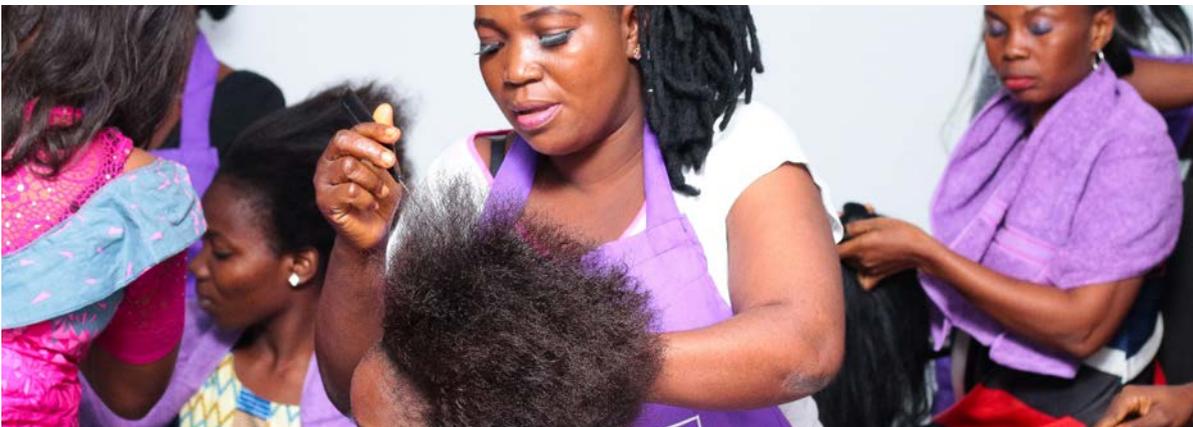
In India, we are enhancing engagement through customised partner engagement programmes to build stronger connect and drive common goals across the chain. We expanded 'Unnati' across key markets in urban India. Through this programme, we are building direct connection with our local area sales leadership teams. We host regular meetings to share feedback and updates. This, in turn, leads to more targeted planning and higher returns for them. The Net Promoter Score (NPS) survey gathers feedback to factor into our plans.

In Indonesia, our regional distributor network, comprising over 100 distributors, contributes approximately 40 per cent of total business. As an introductory step to better leverage these partnerships, we conducted extensive distributor management and ROI trainings for sales people. We also introduced a set of other initiatives, such as targeted incentives linked to business priorities and distributor financing. Our billing software boosts visibility and connectivity and simplified claim settlements.

Salons are key partners for us in Africa. Besides initiating training programmes for stylists, which helps them become self-employed, we have also introduced Salon connect programmes across markets. We conduct regular NPS surveys with trade partners in smaller markets who help distribute a range of GCPL products.



*Our Godrej Indonesia Sales team at a workshop in Palembang*



*Partnering with hair salons in Nigeria*

05 **MAKING OUR  
SUPPLY CHAIN  
BEST-IN-CLASS**





*Our state-of-the-art hair extensions  
factory at Mozambique*

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# Strategic Priorities

- High customer service levels through ready availability of range
  - Freshness of products supplied to consumers
- 

## Capitals Impacted



## Risks

- *Potential disruption of operations due to geo-political risks*
- *Currency fluctuations resulting in uncertainty over viability of imports*
- *Local competition*
- *Labour-intensive product portfolios in some geographies*

## Enablers

- *Demand-driven supply chain*
- *Shop floor employee engagement*
- *Localised manufacturing technology*
- *Engagement with our business partners and suppliers*

## Key Focus Areas

- *Customer service level*
- *Working capital and inventory*
- *Gross contribution margin improvement*
- *Sustainability of the process*

# Value created

*Our future-ready investments are aimed at achieving process efficiencies, leveraging economies of scale and helping us be more competitive in the market, consequently strengthening **Financial Capital**.*

*We are enhancing **Intellectual Capital** by scaling up technology and capabilities and evolving best practices.*

*Smarter, safer work environments, in line with global standards, enable our team members to deliver more efficiently and improve **Human Capital**.*

*The resultant impact of reaching a wider consumer base and enhanced employee capabilities, together with close partnership with our suppliers, builds **Social & Relationship Capital**.*

*All our efforts are grounded in improving sustainability and making a positive impact on **Natural Capital**.*

- 
- **0 man days lost** due to adverse industrial relations
  - **Saved over ₹2.80 crore** through sustainable manufacturing
  - India obsolescence reduced to **0.06%**
  - Stock availability in India is **98.43%**



**Top:** Inside GCPL's manufacturing facility for Mitu Baby in Indonesia

**Bottom:** A highly immersive procurement workshop at our Buenos Aires office

# SUPPLY CHAIN STRATEGIC PRIORITIES

- Introducing best practices across geographies to become more agile
- Strengthening supply chain processes in international businesses
- Extending shop floor employee engagement initiatives to international businesses
- Global strategic sourcing with significant benefits to the bottom line
- Sustainable manufacturing and supply chain practices, resulting in significant improvements in energy and water consumption, carbon footprint, waste generation, and renewable energy
- Mapping cutting-edge replenishment practices to the advanced planning and optimisation module
- Responding to constantly changing consumer demand patterns, leading to high fill rates
- Improving 'freshness' of products at time of sale, better logistics practices, product traceability, and reduced obsolescence
- Enhancing manufacturing capacity across geographies through fresh investments and de-bottlenecking of capacities
- Piloting the 'Internet of Things' in manufacturing and logistics



*Our Beleza factory in Mozambique, where we manufacture hair extensions*

# KEY FOCUS AREAS

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## CUSTOMER SERVICE

*Introducing agile fulfilment initiatives to respond efficiently to changing consumer demands*

We continuously focus on making our manufacturing delivery and logistics operations more agile in order to be able to respond to constantly changing consumer demand patterns.

We have achieved high fill rates in most of our key geographies. Fill rates range between 87 per cent and 99 per cent.

In Indonesia and Chile, we are collaborating with retailers to optimise and combine our supply chain planning process to

improve on-shelf availability of products and provide better consumer service.

In line with increasing demand patterns, we have enhanced manufacturing capacity across geographies.

Initiatives such as barcoding of shippers in India have helped improve logistics and product traceability. In the last three years, we have reduced obsolescence to 0.06 per cent.

*Fill rates across geographies*

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<b>Fill Rate</b>	<b>FY19</b>	<b>FY18</b>
India	<b>98.43%</b>	<b>97.90%</b>
Indonesia	<b>99.70%</b>	<b>98.70%</b>
Argentina	<b>99.00%</b>	<b>99.00%</b>
Chile	<b>97.00%</b>	<b>93.00%</b>
Kenya	<b>96.00%</b>	<b>96.00%</b>
South Africa	<b>94.00%</b>	<b>90.00%</b>
Nigeria	<b>87.00%</b>	<b>91.00%</b>
Ghana	<b>92.00%</b>	<b>96.00%</b>
USA	<b>93.00%</b>	<b>90.00%</b>

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# WORKING CAPITAL & INVENTORY

## *Extending best practices and shop floor employee engagement globally*

To become more competitive, we have adopted best-in-class manufacturing practices across our global supply chain, from procurement through manufacturing and shipping, including demand-driven supply chain, Theory of Constraints, total productive maintenance (TPM), lean, six sigma, kaizen, and low-cost automation. In fiscal year 2018-19, we extended these best practices to our recently acquired Strength of Nature business in the USA.

We are constantly exploring new technologies and solutions to improve the utilisation of our assets and materials and ensure improved freshness of our products.



## 1. Total Quality Management

We drive total quality management through shop floor employee engagement initiatives. As part of this, we train all shop floor employees on TPM, lean, quality circles, task force, and kaizen. This year, we extended the programme to include our manufacturing plants in Tanzania and Mozambique.



**Left and Right:** Shopfloor engagement activities at our Godrej Latin America factories



## 2. Productivity Improvement

*Inside our Beleza factory at Mozambique*

In fiscal year 2018-19, we engaged with over 20,000 shop floor employees to improve the manufacturing process, productivity per person, and employee connections and relations.

*Productivity improvement across locations*

Country	Product	Improvement
India	Liquidator refills	<b>27%</b>
India	Hair colour crème sachet	<b>18%</b>
Tanzania	Braids	<b>36.57%</b>
Kenya	Crochet	<b>23.07%</b>
Mozambique	Dreads	<b>73.55%</b>
Nigeria	Natural twist	<b>55%</b>
Ghana	Weaves	<b>47.05%</b>
Indonesia	Aerosol Mega 1	<b>4.20%</b>

All team members are encouraged to suggest changes to improve process efficiency. We ran an employee suggestion scheme and got over 5,140 suggestions, 58 per cent of which were implementable. Thus far, we have implemented 59 per cent of the implementable suggestions, and the remaining are in process.

Our team members also registered 123 kaizens for performance improvement across our Africa and Indonesia manufacturing plants; of these, 118 have been implemented.

# GROSS CONTRIBUTION MARGIN IMPROVEMENT

## *Making future-ready investments to further improve productivity*

We are making future-ready investments in Industry 4.0 technologies and processes to improve productivity and quality.

In fiscal year 2018-19, we implemented Internet of Things (IoT) at our Guwahati and Baddi manufacturing sites. This helped improve line productivity significantly and bring it closer to the rated capacity.

At Guwahati, we have installed computerised visual inspection technology for refill bottle lines. This has helped to reduce defects such as wick chipping, breakage, and half-filled bottles. At Malanpur, we have implemented IoT in the oil unloading section. This provides real-time data on steam consumption and helps optimise the process. Thus far, the process has saved over ₹55 lakh in reduced steam consumption.



*Inside our largest soap manufacturing facility at Malanpur*

# SUSTAINABILITY OF THE PROCESS

## *Driving sustainability initiatives across manufacturing processes and the supply chain*

As part of our Good & Green vision, we have identified five environmental sustainability goals to be achieved by fiscal year 2020-21: we aim to be carbon neutral, achieve water positivity, send zero waste to landfill, reduce specific energy consumption by 30 per cent, and have 30 per cent of total energy from renewable sources. Performance is guided and tracked by the sustainability team at the corporate centre and driven by manufacturing cluster heads and team members at each location. We track emissions and data calculations for all locations where we have 100 per cent operational control.

For details on our approach, process and performance, please refer to the [Building a more inclusive and greener world > Optimum use of natural resources \(Page 114\)](#)

As a global consumer business, we depend on multiple suppliers for various raw materials, intermediate goods, and other ancillary inputs. Thus, we need a sustainable supplier engagement approach that can help feed our scaled-up operations and fulfil customer demands while optimising costs.

We have defined our sustainability commitment expectations of suppliers, linked to our Good & Green goals. This is detailed in the GCPL Sustainable Procurement Policy. All our key suppliers are expected to align with this. The current environmental, social, and governance (ESG) parameters are also applicable to our existing suppliers. From fiscal year 2019-20 onwards, we intend to incorporate these

parameters as part of the supplier initiation protocol. We are committed to helping our suppliers make their operations more sustainable:

- We assist in reducing specific energy and specific water consumption, waste to landfill, and specific CO2 emissions
- We encourage them to identify and mitigate ESG concerns
- We help enhance process efficiency, reduce use of hazardous and toxic materials, and responsibly dispose toxic waste, if any
- We recommend the use of renewable sources of energy, wherever possible

We work with over 600 suppliers. As part of supplier assessments, we have evaluated 135 suppliers thus far (accounting for 60 per cent of our procurement spends) on being quality centred, ethically driven, green inspired, and socially focused. We collated qualitative and quantitative data and developed a composite score basis for responses. To drive continuous adherence, we have scheduled self declarations from suppliers as well as external audits, identified category-wise targets for them, and shared industry best practices and suggested actions.

We aim to cover suppliers amounting to 70 per cent of our procurement spends by fiscal year 2021-22. Additionally, sustainability assessment through a self declared questionnaire will become part of our new vendor initiation protocol.



**Top:** Institute of Supply Chain Management's 'Supply Chain Company of the Year Award 2018-19

**Middle:** 'Best Supply Chain Project' at NITIE's Lakshya Avartan

**Bottom:** 'Supply Chain Excellence in FMCG Distribution' at CNBC's Supply Chain Excellence Awards

06

# FOSTERING AN INCLUSIVE, AGILE AND HIGH-PERFORMANCE CULTURE



LIVE

YOU

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Godrej LOUD  
Live out ur dream

NIRESH JAIN

CONGRATULATIONS  
ON WINNING  
GODREJ LOUD 2018!

N. Gupta

Godrej LOUD  
Live out ur dream

VARUN BHARDWAJ

CONGRATULATIONS  
ON WINNING  
GODREJ LOUD 2018!

N. Gupta

Godrej LOUD  
Live out ur dream

ABHINAV GUPTA

CONGRATULATIONS  
ON WINNING  
GODREJ LOUD 2018!

N. Gupta

# GODREJ LOUD WINNERS

The winners of Godrej LOUD  
(Live Out-Ur Dream) 2018

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# Strategic Priority

Attracting, developing, engaging, and retaining high-quality talent

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## Capitals Impacted



## Risks

- *Competitive market conditions and new entrants leading to attrition*

## Enablers

- *The Godrej Way: our purpose and values*
- *Our Employee Value Proposition (Tough Love, Whole Self and Your Canvas)*
- *Our leadership behaviours anchored in the Godrej Capability Factors*
- *An entrepreneurial and inclusive culture backed by enabling people practices*
- *Our global footprint and the option to build global careers in emerging markets in three continents*
- *Competitive remuneration based on the principle of sharing value created*

## Key Focus Areas

- *Living 'The Godrej Way'*
- *Building a culture of agility and experimentation*
- *Fostering a diverse and inclusive GCPL*
- *Investing in leadership development*
- *Creating a strong talent pipeline for the future*
- *Prioritising safety*
- *Being among the best companies to work for in all our geographies*

# Value created

*We remain committed to building an inspiring place to work, with a culture around The Godrej Way, which encourages diversity, agility and experimentation. Through our various policies and processes, we are empowering our team members, enhancing capabilities in line with business ambitions, and thereby creating more impactful **Human Capital** and **Intellectual Capital**.*

*A lot of our engagement translates through **Social & Relationship Capital** - partnerships and enhanced employee connect, especially in the context of our multi-geography presence.*

- 
- Consistently rank in the **top quartile** of best employers in internal employee engagement survey scores
  - **26%** women
  - **19%** women in senior leadership roles (Vice President and above)
  - **7,873** training man-hours
  - Workplace by Facebook helps engage and connect **2,700** people across geographies

# LIVING 'THE GODREJ WAY'

## A culture around 'The Godrej Way'

The Godrej Way, our purpose and values, is the cultural cornerstone that guides our choices and actions. As we get larger and more global, we need to ensure that the current and future generations of Godrejites fully embrace and live our distinctive purpose and values. So, over the last couple of years, our leadership team has travelled across geographies to share their perspectives with over 3,000 team members across 20 locations. These cascades were supplemented with smaller group workshops with local HR teams to enable deeper reflection and discussion. We have also integrated our values with key people policies and processes.



*Our West Africa team defines how they will bring our purpose alive in the region*

## Our Employee Value Proposition

We take much pride in fostering an inspiring workplace with an agile and high-performance culture to attract, develop, and retain the best global talent. Our Employee Value Proposition has three pillars:



### *Your Canvas*

Our exciting and ambitious growth plans allow us to offer unparalleled career opportunities relatively early on.



### *Tough Love*

We expect a lot from our team members, differentiate on the basis of performance and potential through career opportunities and rewards, and lay particular emphasis on developing, mentoring, and training.



### *Whole Self*

We believe that passionate, well-rounded individuals with diverse interests make for better Godrejites. We understand that our team members play multi-faceted roles. This is why we encourage them not just to explore their whole selves but also create an enabling space for them to do so. Our commitment to being an equal opportunities employer and have flexible working policies around part-time work, work from home, flexible working hours, employee self-help resources, and professional counselling, are designed to enable better productivity and effectiveness.

# Godrej Capability Factors

All our people policies and practices are founded on the leadership capability factors of 'Leading Self', 'Leading Others', and 'Leading Business'.



*Top and Bottom: Our Godrej Indonesia and Godrej Argentina teams host workshops on the Godrej Capability Factors*

## Authentic conversations

Our senior leadership is engaging through different platforms, including town halls and one-on-one conversations. Workplace by Facebook helps engage and connect people across teams and geographies. We have been using it extensively to build alignment around strategies, share ideas and insights; get real-time feedback; and celebrate successes. We launched an in-house talk show this year called 'The Real Deal', which encourages people to talk openly about issues that they may not have otherwise. Our engagement levels on the platform are ahead of industry benchmarks.



**Top:** GCPL's Executive Chairperson, Nisaba Godrej, and Head - Talent and Leadership Development, Shailesh Deshpande, in an episode of 'The Real Deal', our in-house talk show

**Bottom:** Connecting our global teams on Workplace by Facebook, our in-house social media platform

# BUILDING A CULTURE OF AGILITY, OWNERSHIP, AND EXPERIMENTATION

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## Becoming more agile

We are committed to building a more agile and innovative company. In April 2019, 120 of our senior team members from across geographies participated in a 2-day immersion with a leading professor of strategy from Harvard Business School on agility and experimentation. We used the insights from this in different projects and culture-building activities.



**Top and Bottom:** An evening of conversation with our MD & CEO Vivek Gambhir, and Business Heads from India, Africa and Indonesia

## Our unique multi-local operating model

Our international growth has been through acquisitions. Unlike traditional multinationals, we have a multi-local operating model centred on value-based partnering and operational autonomy at the local level. This helps sustain the agile, entrepreneurial spirit that made these companies successful while providing the benefits of strong processes and scale that Godrej brings. Striking a balance between our global identity and the ability to appreciate local flavour and respond to changing consumer needs is our competitive advantage.

## Cluster-function ways of working

In line with our operating model, we are building stronger collaboration across geography clusters and function teams through shared accountability and clearly defined ways of working.

## Teams and projects

'Project Nimble' is a self-managed team of young leaders who work on ideas across functions to make GCPL more agile. As part of the '10xers Programme', cross-functional teams work on challenging business-critical projects in Finance, HR, Planning, Marketing, and Analytics. 'I Am Ardeshir', our in-house innovation challenge, was very popular and threw open several new product and process ideas for consideration.



*Top and Bottom: Exploring the 'Future of Work' at our annual HR Conclave*

# FOSTERING A DIVERSE AND INCLUSIVE GCPL

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We take pride in being an equal opportunities employer. We recognise merit and perseverance and encourage diversity at Godrej. We do not tolerate any form of discrimination on the basis of nationality, race, colour, religion, caste, gender identity or expression, sexual orientation, disability, age, or marital status and allow for equal opportunities for all our team members.

## Diversity Council

The Diversity Council of the Godrej Group, which comprises business leaders and senior team members who champion diversity and inclusiveness, meets every quarter to strategise and discuss initiatives to further drive our diversity and inclusion agenda.

## Diversity Champions in Africa

Sub Saharan Africa is a key geographic cluster for us. Given the team diversity in gender, nationality, race, and educational background, we see tremendous opportunity in leveraging synergies. We have set up a representative council that spearheads targeted interactive sessions, online and offline, to build appreciation and awareness around diversity.

## Women and leadership

We are fostering a holistic, supportive workplace for women. As a result of these efforts, the percentage of women in GCPL has increased to approximately 26 per cent and the percentage of women in senior leadership (Vice President and above) to approximately 19 per cent today.

Apart from our maternity benefits, we have a Caregiver Travel Policy, which enables new mothers to bring a caregiver and children up to 1 year of age, for necessary work-related travel.

Through Careers 2.0, our second careers programme, we provide women who have taken a career break a chance to return to the workplace. It offers aspirational and challenging projects across sectors and functions with added flexibility to help women balance their careers and personal needs.



*Our Executive Chairperson, Nisaba Godrej, meets the Women's Committee at our Johannesburg office*

## LGBTQI inclusion

Our well-defined equal opportunity policy and a gender-neutral anti-harassment policy protect the rights of our lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQI) team members.

We have extended medical benefits, such as hospitalisation cover, to domestic partners of Godrejites. We offer a choice to any team member to choose a spouse/domestic partner as a dependent. This also covers same-sex dependents, AIDS patients, and fertility treatments. Our adoption policy too is designed with a gender-neutral primary caregiver in mind.

We recently introduced a Gender Affirmation Policy for our team members who wish to undergo gender transition. Godrejites can now claim reimbursements towards non-cosmetic surgeries and hormone replacement therapy.

We are reviewing amenities and infrastructure facilities for LGBTQI team members. As a first step, we have set up two

gender-neutral washrooms at our headquarters, Godrej One, in Mumbai.

On December 13, 2018, we launched a 'Manifesto for Trans Inclusion in the Indian Workplace'. Through this, we aim to bring to light the position and circumstances of trans people in the Indian society, and how corporate India can take action to improve them.

## Prevention of Sexual Harassment

We are committed to creating a workplace where everyone feels respected and included. We ensure that our team members are protected against sexual harassment while prioritising the redressal of all complaints in connected matters. To build awareness, we organise compulsory Prevention of Sexual Harassment sensitisation sessions at regular intervals and have an e-learning module available for ready reference.



*GCPL Executive Chairperson, Nisaba Godrej, and Parmesh Shahani, Head - Godrej India Culture Lab, at the launch of the 'Manifesto for Trans Inclusion at the Workplace'*

# INVESTING IN LEADERSHIP DEVELOPMENT

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Our belief is that real learning happens on the job through a combination of stretch, challenging assignments, and doing a variety of roles. Our approach to leadership development is built on the Godrej Capability Factors. We are investing in high-quality learning through a mix of programmes led by world-class faculty from Harvard Business School and the Indian School of Business, as well as a host of internal Godrej trainers. In total, 7,873 training man-hours were recorded in fiscal year 2018-19.

## Enterprise leadership

Our recently launched global programme focuses on sharpening P&L leadership capabilities through a multi-phase learning journey of 18 months.

## Functional leadership

Strategic orientation and execution are emerging learning needs at middle management levels. We are enabling this through a blended learning approach with on-the-job

implementation and have hosted workshops in Africa and India.

## Leading Self

We believe that much of our success depends on whether we are able to unleash the unique and powerful individual potential of each Godrejite. An in-house programme built around our Godrej Capability Factors pillar of 'Leading Self' enables people to introspect and better understand and channelise personal drive.

## A culture of continuous learning

We have entered into a partnership with Harvard Business School Online, which offers access to Harvard's case study content.





**Left, Top and Bottom:** Workshops to build functional skills across teams

# CREATING A STRONG TALENT PIPELINE FOR THE FUTURE

## Future-ready capabilities

We are building capabilities around new and emergent skillsets and focus areas. To ramp up focused capabilities across our sales organisation, we created a functional competency framework, identified capability gaps, and trained over 1,000 sales team members worldwide. Similarly, we are ramping up our digital and analytics capabilities and investing in new channels of growth, such as e-commerce, consumer marketing intelligence, and the professional salon business.



## Innovative approach to recruitment

Godrej LOUD (Live Out Ur Dream), our radically different approach to business school recruitment, encourages students to live out their unfulfilled personal dreams and offers sponsorship and internships with Godrej. LOUD has been hosted successfully across India, Indonesia, and Africa.



*Top left and Top right: Engaging with business schools in Johannesburg and India*  
*Bottom: Our Gallop 2018 batch with Godrej Group Chairman, Adi Godrej*

# OCCUPATIONAL HEALTH & SAFETY

As part of the Godrej Group, we foster a strong culture of continuous improvement in training, health and safety. Our people are the key to building a strong safety culture and we regularly strive to connect with all of our team members to enable this.

As part of training initiatives, we host practical sessions, role plays and safety competitions. Over the last few years, we have focused on improving safety awareness among all team members, including our contractual workforce.

Quality Circles are one of our most impactful initiatives in driving safety and improving productivity. They give our team members a platform to showcase their ideas and solutions to the Management Committee, and have helped us transform operations across our factories. At Malanpur - our largest

factory in India - approximately 400 team members (93 per cent of the team), participate in Quality Circles. Across our international geographies, we have 40 Quality Circles, contributing to an annual saving of approximately ₹1.74 crore. Of these, 14 have participated in and won various regional and national awards.

Key priorities	2017-18	2018-19
No. of people trained on safety (Global data for employees + contractors)	22,000	54,046
Injury rate (Global data)	1.67	0.54*
Disabling incidents (Global data)	0	0
Number of fatalities	0	0
First aid/medical kits	1,397	325
Number of LTIs	37	14
Safe man-hours	47 million	46.21 million**
Increase in near-miss reporting	+64.2%	-37.8%***

\* Injury rate is calculated as per IS 3786: (no. of reportable accident \*1,000)/average no. of employees

\*\* Decrease in safe man-hours on account of reduction in average manpower

\*\*\* We are aggressively focusing on training our employees on safety and system effectiveness making our team members more aware and skilled, which is helping in reducing near-miss incidents

# BEING AMONG THE BEST COMPANIES TO WORK FOR IN ALL OUR GEOGRAPHIES

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We have consistently been recognised among the best companies to work for across our geographies. We ranked #7 among the Best Employers in India in the Aon Best Employers 2018 survey and #1 in the FMCG category on the **Great Place to Work - Best Workplaces in India 2018** list; a list we have featured on for 15 years in a row. We were also recognised within **Great Place to Work@ Institute (India)**'s 'Best Workplaces in Manufacturing – 2019' and among the Top Employers of 2018 in South Africa.

Godrej In tune, our engagement survey, hosted in partnership with Aon Hewitt, measures engagement levels across teams and geographies against identified parameters. We use the insights generated to co-create targeted interventions with specific teams.

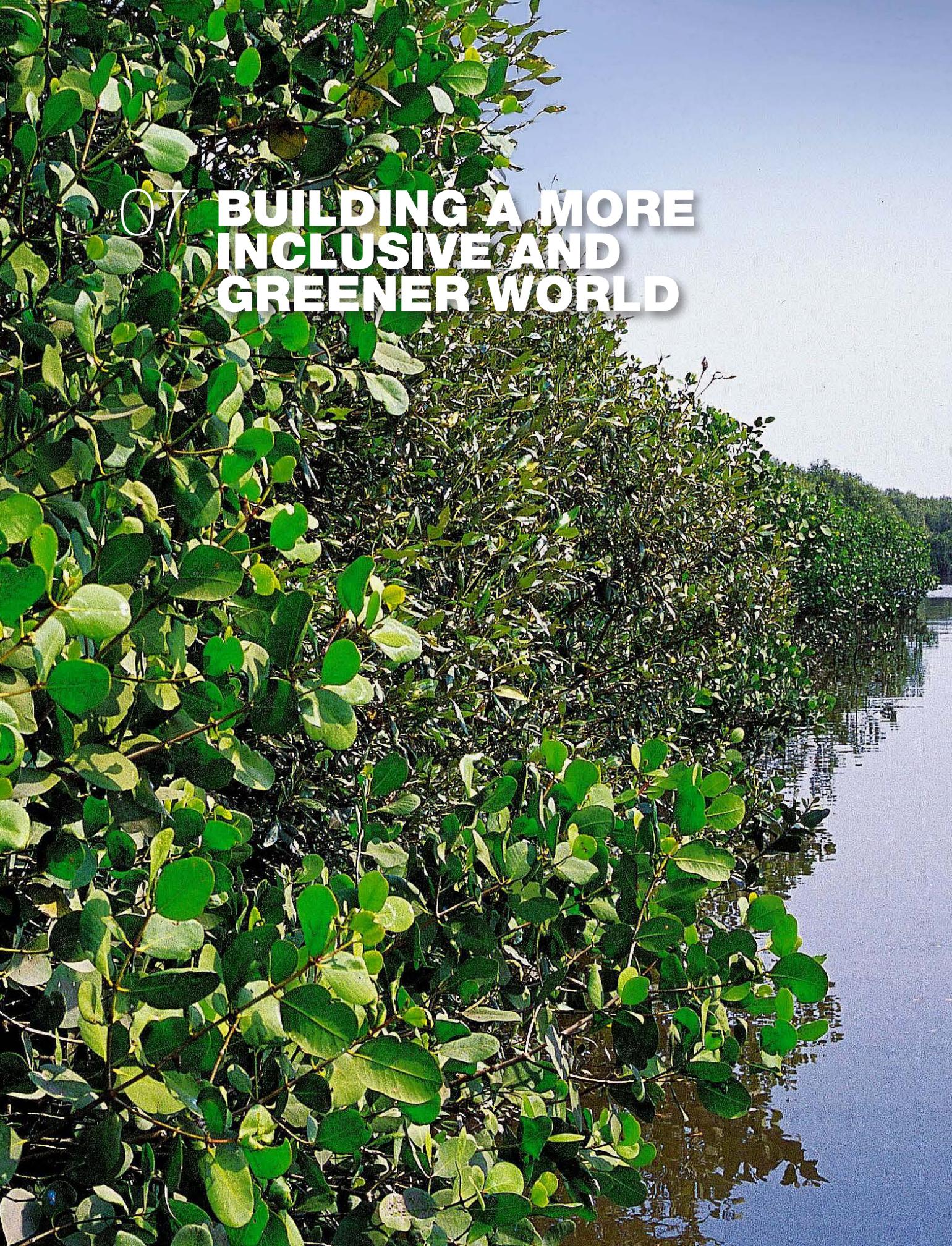


*Great Place to Work - Best Workplaces  
in India 2018*



*Godrej South Africa wins the 'Best Employer Award 2018' organised by the Top Employers Institute in South Africa*

- **Rank #7** among the Best Employers in India in the **Aon Best Employers 2018** survey
- **Rank #1** in the FMCG category on the **Great Place to Work - Best Workplaces in India 2018** list; we have featured on this list for 15 years in a row
- Feature among the **Top Employers of 2018** in South Africa
- **Within Great Place to Work® Institute (India)'s** 'Best Workplaces in Manufacturing – 2019'. Among 25 of over 100 manufacturing companies recognised for building a 'high-trust, high-performing culture'.

A photograph of a dense mangrove forest along a body of water. The trees have thick, woody stems and lush green, rounded leaves. The water is calm, reflecting the sky and the foliage. The scene is captured from a low angle, looking down the length of the mangrove line.

**07 BUILDING A MORE  
INCLUSIVE AND  
GREENER WORLD**



*The Godrej Group owns and cares for nearly 2,100 acres of mangrove forests in and around our headquarters in Vikhroli, Mumbai*

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# Strategic Priority

Building an inclusive and greener world

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## Capitals Impacted



## Risks

- *Regulatory changes*
- *Social licence to operate*
- *Community unrest*

## Enablers

- *Good & Green vision*
- *Shared value approach*
- *Godrej values*
- *Godrej sustainability policies*
- *Godrej legacy of philanthropy*

## Key Focus Areas

- *Optimum use of natural resources*
- *Anticipating and responding to emerging regulatory frameworks*
- *Building inclusive and prosperous communities*
- *Volunteering*

## Value created

*We are conscious of both our dependence on and responsibility towards our communities and the environment, across the value chain and lifecycle of our products.*

*We remain committed to innovating and exploring new technologies to become more sustainable through enhanced*  
**Intellectual Capital.**

*We are working more closely with our communities and investing in social programmes to achieve our goals. We are also leveraging our **Human Capital** through employee engagement and volunteering efforts to maximise **Natural Capital** and*  
**Social & Relationship Capital.**

# GODREJ TRUSTS

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Approximately 23 per cent of the promoter holding of the Godrej Group is held in trusts that invest in the environment, healthcare, and education.

## Environment

We are proud to protect, develop, and maintain the largest privately managed belt of mangrove forests in Mumbai since the 1940s.

## Education

The Godrej Udayachal Pre-Primary and Primary Schools focus on the all-round development of children. The Udayachal High School has been accredited with the International School Award in recognition of its global education curriculum and innovation in classroom teaching.

We also support Teach For India, a nationwide movement involving outstanding college graduates and young

professionals, who commit two years to full-time teaching in under-resourced schools and become lifelong leaders working towards the pursuit of equity in education.

## Healthcare

The Godrej Memorial Hospital aims to provide high-quality healthcare at affordable costs. One such initiative is our partnership with Smile Train, a USA-based NGO, which helps in performing corrective cleft lip and palate surgery in children from low-income families. We offer surgery and hospitalisation to these children free of cost.

*An aerial view of the Godrej Mangroves in Vikhroli, Mumbai*



# GOOD & GREEN

Sustainability at GCPL is guided by the Godrej Group's Good & Green vision of creating a more inclusive and greener world.

We have a comprehensive CSR policy\* that outlines programmes and projects to create a positive impact on our stakeholders.

Our CSR committee reviews, monitors, and provides strategic inputs on our sustainability efforts.

Over the years, we have aligned our initiatives with the United Nation's Sustainable Development Goals, the Government of India's social development priorities, and the needs of our local communities to deliver high-impact programmes.

## Key focus areas and corresponding initiatives



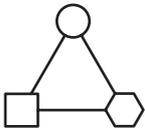
### 1. Optimum use of natural resources

*Through Green projects, environmental sustainability initiatives at our manufacturing plants*



### 2. Anticipating and responding to emerging regulatory frameworks

*Including sustainable packaging initiatives to minimise the impact of our packaging on the environment*



### 3. Building inclusive and prosperous communities

*Through our efforts to build inclusive and prosperous communities*

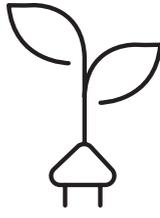


### 4. Volunteering

*Initiatives to get our team members connect more meaningfully with the communities we operate in*



*\*Know more about our  
CSR policy*



# OPTIMUM USE OF NATURAL RESOURCES

As part of our Good & Green vision, we have established five environmental sustainability goals to be achieved by fiscal year 2020-21. We obtained the standards, methodologies, and assumptions used for the purpose of our calculations from the 'IPCC Guidelines for National Greenhouse Gas Inventories, 2006' and the 'IPCC AR5 Assessment Report'.

Our emissions and data calculations are performed for all locations where we have 100 per cent operational control. All our manufacturing plants strive to achieve these goals by fiscal year 2020-21. Our performance is guided by the sustainability team at the corporate level and driven by manufacturing cluster heads and team members at each of our manufacturing locations.

For more details refer to [Making our supply chain best in class > Sustainability of the process \(Page 88\)](#)

## OUR APPROACH

- Enhancing energy efficiency in our operations
- Replacing fossil fuels with renewables
- Process re-engineering
- Implementing carbon and water offset projects
- Diverting waste from landfill

## OUR PROCESS

- Extensive meetings with multiple departments to align on priorities, budgets, and expected benefits for the year. Targets help drive environmental sustainability in our manufacturing process and achievement of Green goals

- Cascade an annual operating plan; sustainability targets are made part of the Key Responsibility Areas for 'Green Champions'
- Internal sustainability monitoring tool periodically collects information and analyses data gathered; monthly reports on key indicators and calculate carbon footprint as per the set greenhouse gas (GHG) protocol
- Identify and circulate best practices for wider adoption
- Strategic improvement plan for underperforming units

## OUR PERFORMANCE

### 1. Energy - Reduced specific energy consumption by 30%

**Approach** - Improvements in processes and increase in efficiency of systems

**Performance\*** - Reduced specific energy consumption by 28.7%

### 2. Water - Become water positive

**Approach** - Innovative water management systems and technological improvements

**Performance\*** - Reduced specific water consumption by 26.3%

### 3. Waste - Achieve zero waste to landfill

**Approach** - Judicious and innovative use of materials, including reuse and recycling

**Performance\*** - Reduced specific waste to landfill by 99.6%

### 4. Emission - Become carbon neutral

**Approach** - Adopting cleaner fuels such as biomass

**Performance\*** - Reduced specific GHG emissions by 41.6%

### 5. Energy - Increase renewable energy portfolio to 30%

**Approach** - Adopting green energy sources such as solar and biomass

**Performance\*** - Increased renewable energy portfolio to 30.7%

\* Performance as on March 2019 against fiscal year 2010-11

# 1. Energy

Over the years, we have undertaken several energy-efficiency initiatives to help reduce energy consumption and dependence on conventional energy sources, in relation with our manufacturing scale. This has also reduced our GHG emissions.

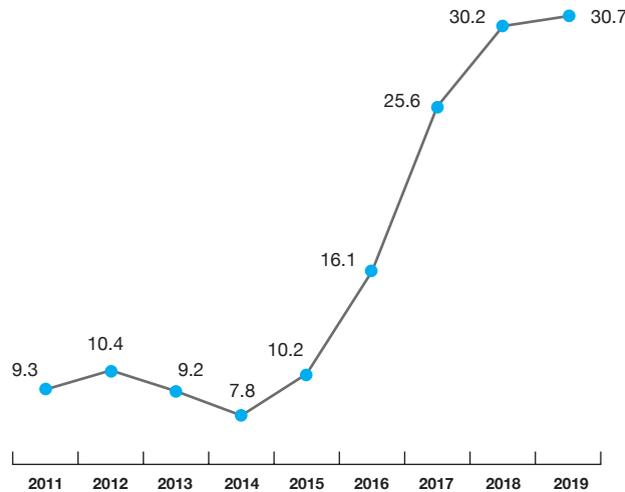
Key initiatives in fiscal year 2018-19:

- Mostly use biomass briquettes as fuel across plants
- In Malanpur, we continue to install water-based vacuum systems by replacing steam-based vacuum systems.

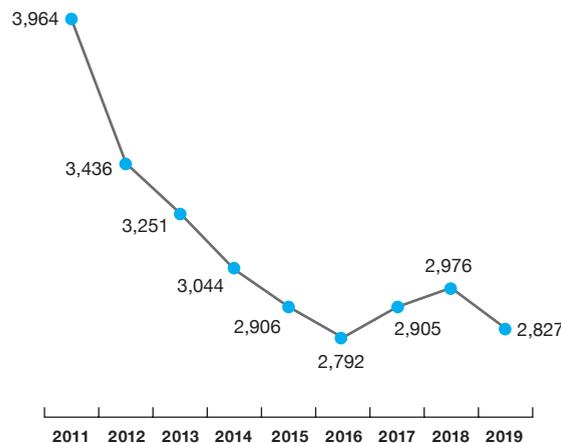
This has helped reduce steam consumption by 500 kg/hr.

- In Thana and Katha, we replaced the fixed speed air compressor with variable-speed drive
- Implemented several other energy-efficient measures globally, including converting to energy-efficient air conditioning, installation of energy-efficient LED lighting and motion sensor lighting, optimisation of pumps and motors, and automation panels to prevent idle running of machines

*Share of renewable energy in energy mix (%) - India*

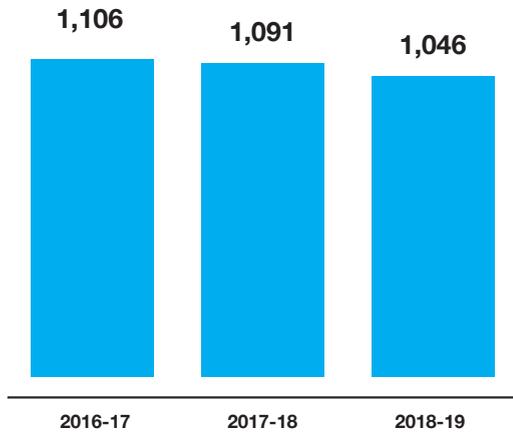


*Specific energy consumption (MJ/MT) - India*

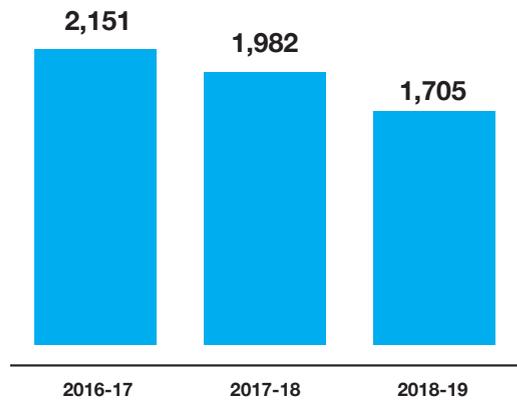


## Energy Report - Global

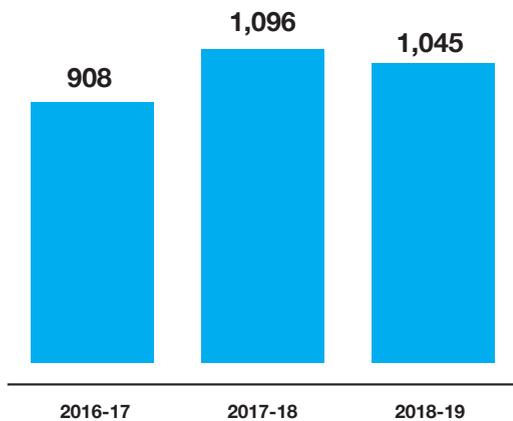
Indonesia - Specific energy by product [MJ/t]



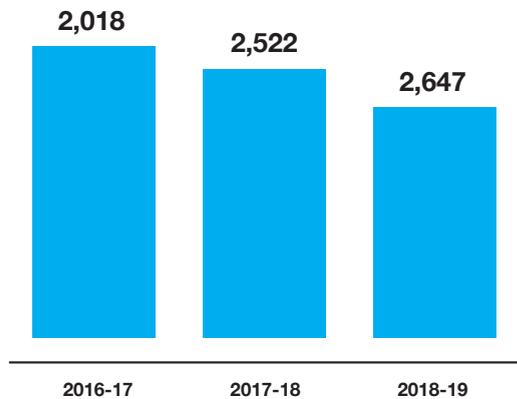
Africa - Specific energy by product [MJ/t]



Latin America - Specific energy by product [MJ/t]



USA - Specific energy by product [MJ/t]



## 2. Water

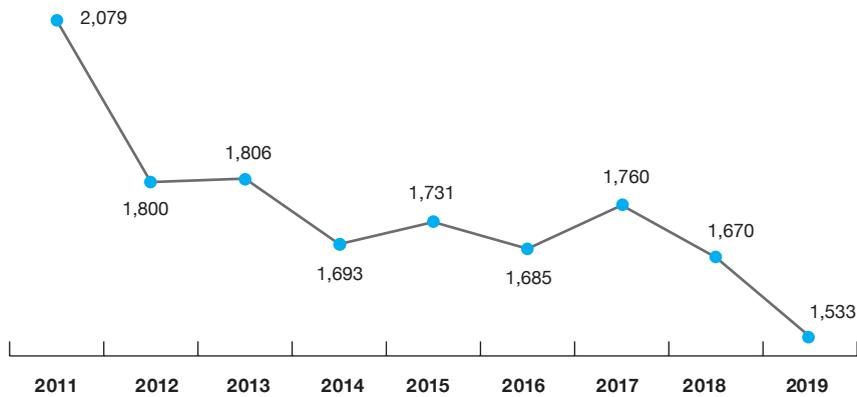
We continually evaluate and execute innovative projects to reduce our specific water consumption. We also recognise that water procured has to be sourced from sustainable sources, and the rate of replenishment should exceed the rate of extraction.

- In the North and Northeast units in India, we changed to push-type water taps for basins
- In our Coil 9 unit in Puducherry, we are reusing 6,200 KL per annum of treated sewage water for plant processes and domestic purposes

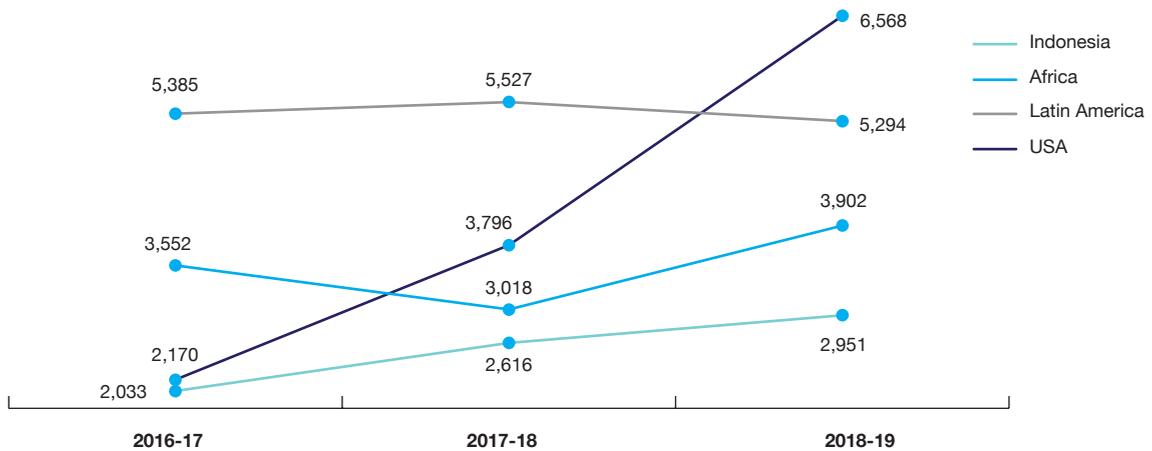
Key initiatives in fiscal year 2018-19:

- In Thana, we replaced the water-cooled 250 CFM fixed air compressor with a 150 CFM variable speed drive type that will help save 200 KL of water per annum

*Specific water withdrawal per metric tonne of production (litre/MT) - India*



*Specific water withdrawal per tonne of product (litre/MT) - Global*



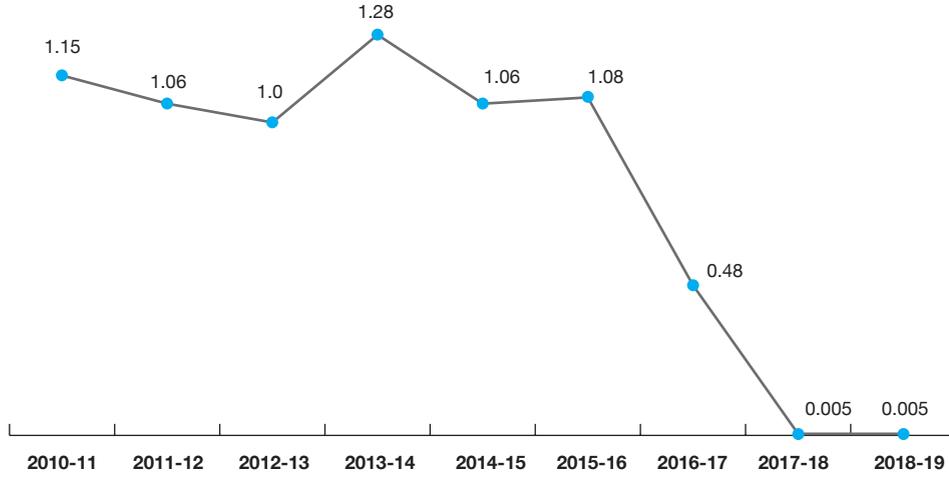
### 3. Waste

We recognise the need for proper treatment of the waste material generated through reuse or recycling. We have undertaken several initiatives to reduce waste generation and divert the waste from landfill to gainful applications. Therefore, we have already achieved over 99 per cent reduction in waste to landfill.

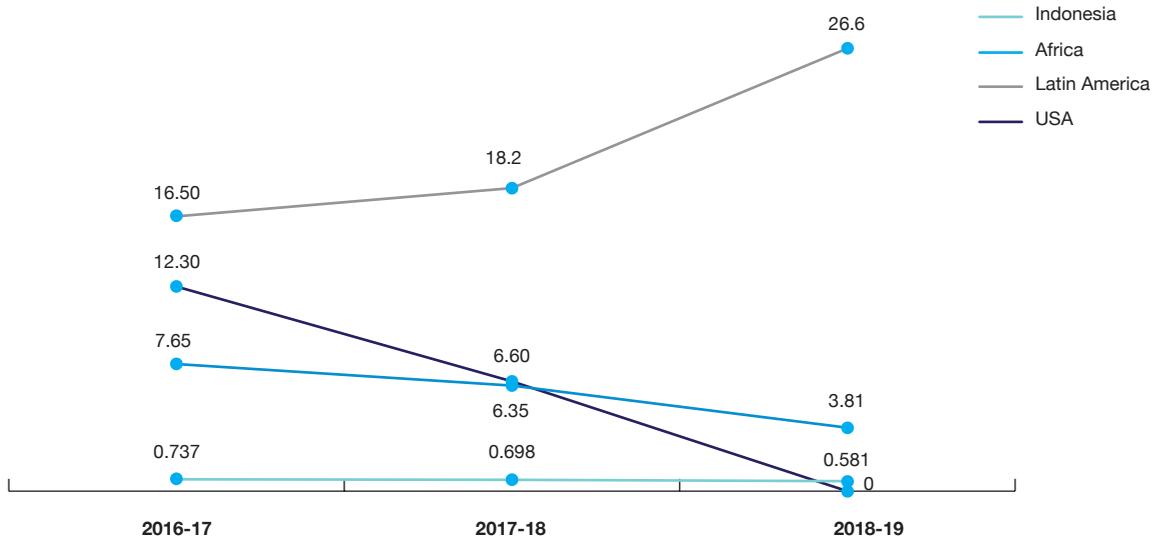


*Left and Right: As part of our Extended Producer Responsibility commitment, we have collected an equivalent of 39% post-consumer plastic packaging waste*

*Specific waste to landfill (kg/MT) - India*



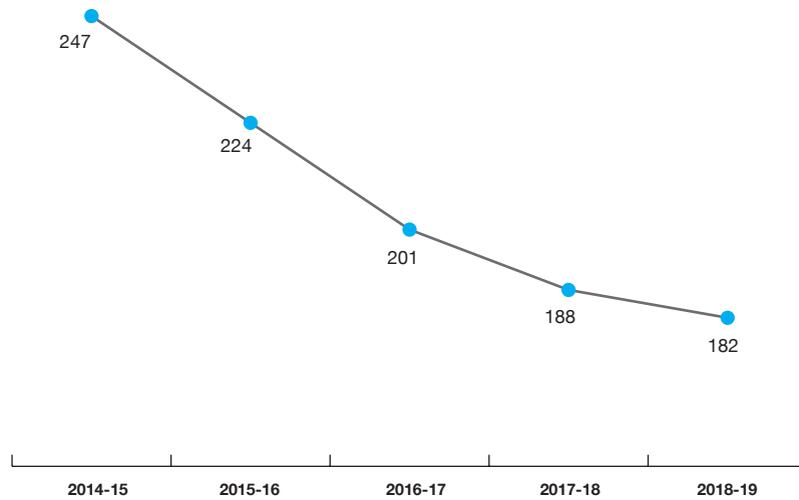
*Specific waste to landfill (kg/MT) - Global*



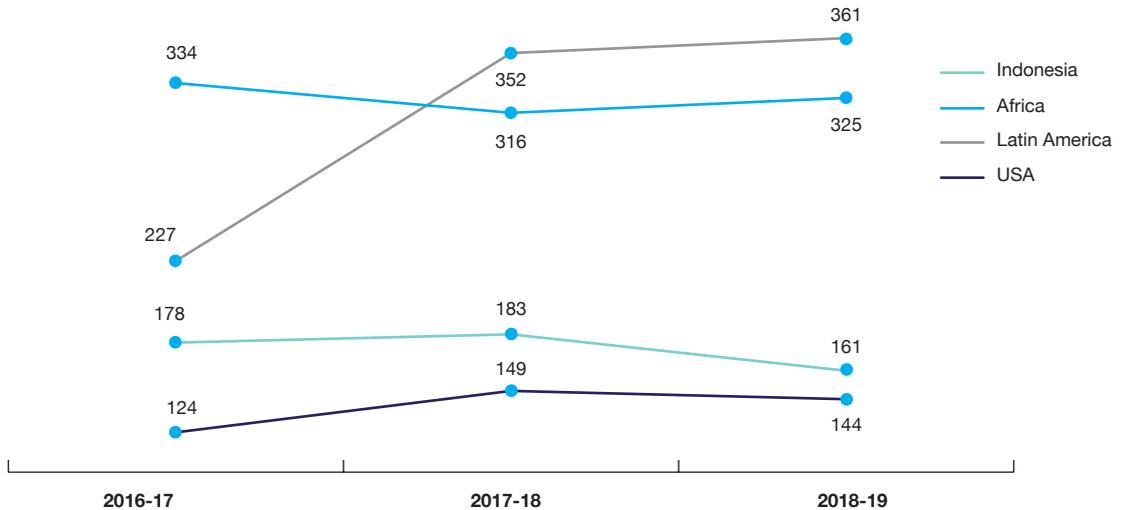
## 4. Emission

All our manufacturing units monitor their GHG emissions, and we have set short-term targets to reduce our emissions and achieve carbon neutrality. Our energy efficiency initiatives contribute to GHG emission reductions. Some include switching to renewable biomass for boilers, procurement of renewable energy, flue gas heat recovery from boilers and utilisation in the process, and installation of energy-efficient equipment.

*GHG emission intensity per metric tonne production (kg CO<sub>2</sub>e/MT) - India\**



*Specific GHG emissions per tonne production (kg CO<sub>2</sub>e/MT) - Global*



\* Emission calculated from energy consumption within our operations



# ANTICIPATING & RESPONDING TO EMERGING REGULATORY FRAMEWORKS

As an FMCG business, packaging plays a very important role in maintaining product integrity. We use delightful design and packaging as a way to differentiate our products, and we aim to do this in an eco-friendly manner. A number of our products are known for their unique packaging, which balances utility and recyclability.

## OUR SUSTAINABLE PACKAGING TARGETS

In addition to our Good & Green targets, at a company level, we have identified sustainable packaging targets for fiscal year 2024-25:

- Reduce packaging consumption per unit of production by 20% from the base year of fiscal year 2017-18
- Have 100% of the packaging material recyclable, reusable, recoverable, or compostable
- Use at least 10% post-consumer recycled (PCR) content in plastic packaging

## OUR APPROACH

- Innovation and technology upgradation
- Working in collaboration with research organisations and start-up enterprises to develop alternative packaging material to plastic and enable the use of recycled plastic in place of virgin material

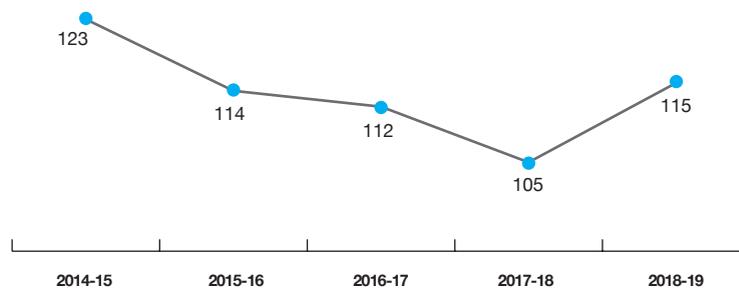
## OUR INITIATIVES

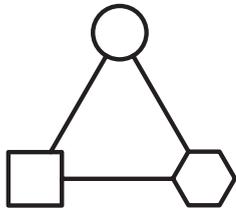
- Reduced the size of flow wrap in the Godrej Expert Rich Crème pouch by 10 mm, which has saved 19 MT per annum of material
- Reduced the size of our Nupur Henna sachet, which has helped us save 20 MT per annum of material
- Replaced the current wrapper of our Godrej No.1 soap with hotmelt wrapper to reduce our GSM coating. This helped save 30 MT per annum of material.

## OUR PERFORMANCE

- 39% post-consumer plastic packaging waste equivalent collected as part of our extended producer responsibility (EPR) commitment

*Specific packaging consumption (kg/tonne)*





# BUILDING INCLUSIVE & PROSPEROUS COMMUNITIES

Our CSR initiatives are guided by Good & Green and reported under Schedule VII, Section 135 of the Companies Act, 2013 in the Board's Report.

Our CSR policy outlines our focus areas, defines the scope of activities, and guides execution and monitoring. Furthermore, it focuses on addressing critical social, environmental, and economic needs of marginalised and underprivileged sections of society by adopting a shared value approach to help solve problems while strengthening our competitive advantage.

Drawing from the United Nations' Sustainable Development Goals, we have developed programmes to address the issues of livelihood, public health, waste management, water, rural electrification and education, among others.

## LIVELIHOOD

### 1. Salon-i and Beautypreneur

#### *Programmes*

Our flagship social initiative, Salon-i, is a vocational training programme for women. It is designed entirely in-house to train young women in basic skills of beauty, skin, hair care, and mehendi application. In addition, life skills and entrepreneurship development modules enable women to take up jobs or pursue self-employment depending on their unique skill sets and circumstances. Although Salon-i's employability goal is small, compared to the country's overall need, the programme is unique as it specifically aims at employability, entrepreneurship development, and empowerment of women.

We also reached out to women micro-entrepreneurs in the beauty and wellness sector in various parts of the country and set up the 'Beautypreneur' platform. Beautypreneur aims at developing beauty and wellness enterprises led by women, thereby enabling them to start training other girls. This is in addition to their regular salon business and thus helps them expand their enterprise.

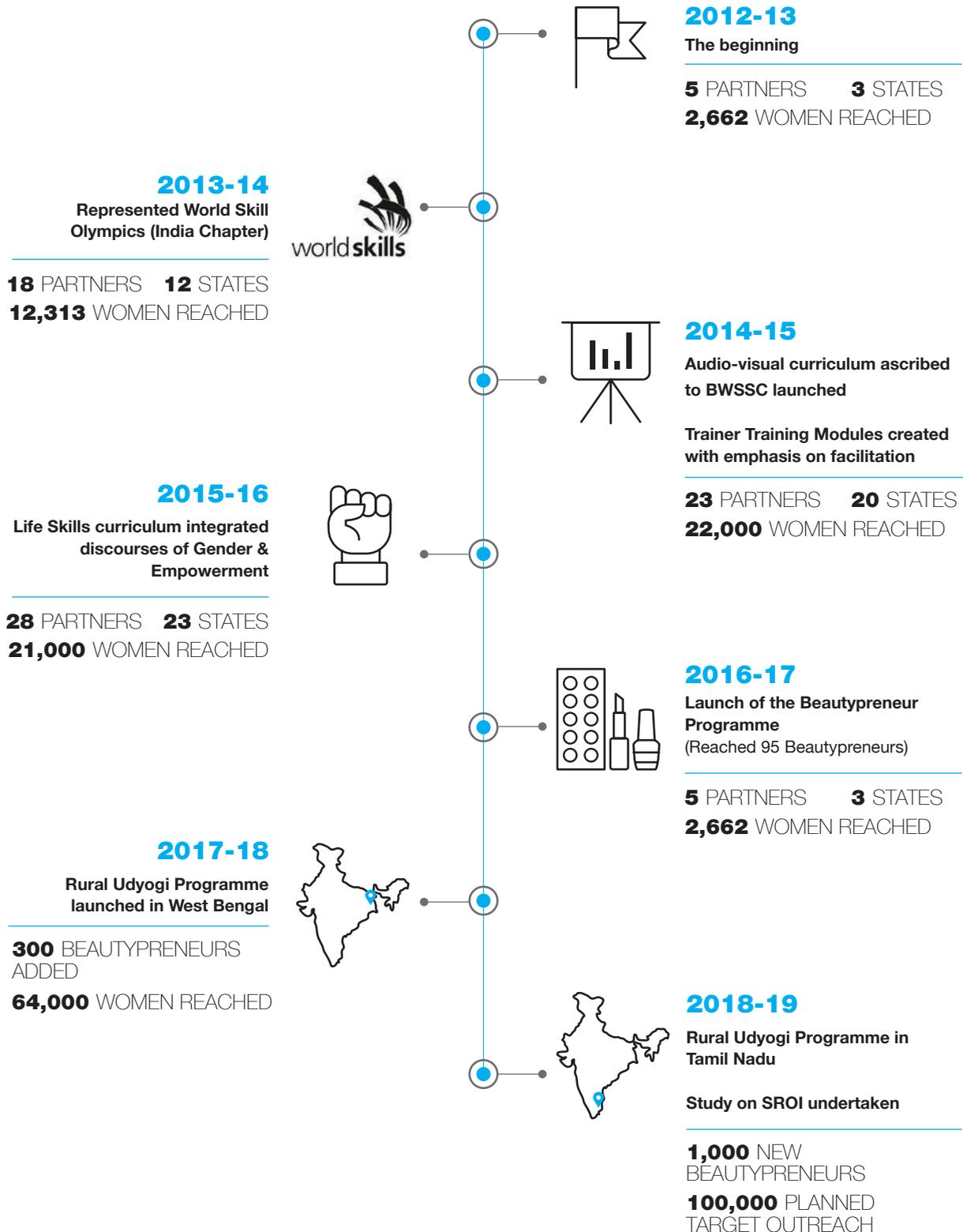
#### **SALON-i**

- 500-hour training programme with audiovisual modules, life skills and entrepreneurship training
- Aimed at women between 18 and 30 years for employment or entrepreneurship
- Focuses on urban and peri-urban, socio-economically weaker sections of society
- Till date, approximately 2,20,000 women trained across 23 states with 22 non-profit partners
- Over 50% of trainees take up some form of employment

#### **BEAUTYPRENEUR**

- Aimed at developing beauty and wellness enterprises led by women
- Works with micro-entrepreneurs who want to increase profits and scale up businesses
- Applies market system approach and enhances technical skills
- Over 1,500 Beautypreneurs trained
- Social return on investment (SROI) yields a return of ₹6.4 for every rupee invested

## Our Godrej Salon-i journey



## Need

Women, although a significant proportion of the workforce in India, are largely concentrated in the informal sector and engaged in vocations characterised by low earning, low productivity, poor working conditions, and lack of social protection. Despite a rise in India's GDP, India's female labour force participation rate has declined. Women aged between 21 and 50 years have a high dropout rate from the workforce.

Given these trends, women are financially dependent on others. Addressing gender inequality is therefore not only the right thing to do but also important for our future growth as an FMCG business. By promoting the formal and active participation of women in the economy, we aim to help build their lives, families, communities, and the economy.

Our skill training programme works with the women and community to enhance their domain skills, while creating social and political awareness that helps them voice their opinions, negotiate their rights, and make their own decisions.

## Trainees

We primarily work in peri-urban locations with:

- Low-income women who have dropped out of formal education
- Women from migrant families
- Women who have restricted mobility
- Women who are unclear about career paths and their options to become financially independent



*Our Beautypreneur programme works with micro entrepreneurs in the beauty and wellness sector*

- Women who face social obstacles to work
- Women who want to set up their own business but have no direction and access to funds
- Women who have set up a micro-enterprise and now want to scale up and increase their profits

developed entirely in-house. The entrepreneurship and life skills modules are at the core. We have also developed integrated activities and games to help trainees imbibe these concepts. We have a Learning Management System that enables blended learning through multimedia formats such as audio, video, PDFs and presentations.

### ***Approach and market systems***

We partner with non-profits and community-based organisations that work closely with communities and help in mobilising underprivileged women. The partner organisations implement the programme on ground, train them, and handhold them throughout the process.

The training curriculum (trainer manual, audiovisual content, assessment app, and other learning tools) has been



*Salon-i, our beauty and wellness training programme, has grown immensely over the years, with it currently impacting more than 2,20,000 women*

## Impact

Our third-party impact assessment of Salon-i showed that over 50 per cent of our trainees take up employment and over 25 per cent of them work from home in beauty-related trades. Those who work from home earn between ₹1,000 and ₹5,000 per month, whereas those with jobs earn upwards of ₹5,000 per month, depending on the number of hours, location, skill level, etc. For most of our alumni, this is their first skill-based income source, and many women are the first women in their families and/or communities to step out of the home for paid employment.

We recently completed a third party/independent SROI study of the Beautypreneur programme that showed an overall social return of ₹6.46 on the programme for every rupee invested. The study details performance on technical knowledge and personality development of trainees, financial and non-financial empowerment, entrepreneurial spirit, income change, shared value of being associated with Godrej, and outcomes of our NGO project implementation partners.



*An SROI impact study for the Beautypreneur programme showed that every ₹1 invested in the programme generated over ₹6.4 in social impact value*

## 2. Darling hair and beauty skills training in Kenya

### Programme

We conduct hairdressing training for young women from underprivileged backgrounds at 11 hairdressing skills academies in Kenya (Nairobi, Machakos, Yatta, Athi River, Keumbu, Nyaore, Ngirisu, Awendo Marindi, Kitui, Rongo, and Kitale). This 14-week programme includes both theory and practical sessions. The focus is primarily on hair care and braiding.

### Need and trainees

Unemployment is a major problem in Kenya today, especially for the youth. Data is inconsistent, with government figures reporting 7 per cent, Internal Labour Organisation stating 11 per cent, and a United Nations Development Programme report citing a whopping 39 per

cent. In this scenario, women are worse off. According to the Kenya National Bureau of Statistics, only a third of Kenyans in formal employment are women.

### Impact

We have trained over 4,500 women in five years. We are motivated by success so far reported by our alumni, several of whom have gone on to set up their own businesses (salons), and this is something we would like to facilitate for many more.



*Our Darling hair and beauty skills training programme helps women gain employment*



*Project EMBED aims to eliminate malaria by creating awareness and driving behaviour change*

## RURAL INTENSIFICATION

As a corollary to the employability and livelihood programme, we set up a project to identify and train unemployed women and youth in entrepreneurship skills to ensure stable livelihoods.

The programme aims to provide an additional source of income to the youth, especially women. Rural households typically earn an average of ₹6,500 per month, and many live below the poverty line. It involves intensive mobilisation and a year-long handholding period to ensure that they succeed at their entrepreneurial ventures.

Youth are primarily provided training in different aspects of rural retail business and entrepreneurship. This is to train them to be mobile retailers or door-to-door salespeople. Eventually, some of them can set up a permanent store or even become local area stockists. In two years, over 1,270 youth have been trained as part of this project in West Bengal and Tamil Nadu.



## PUBLIC HEALTH

### Elimination of Mosquito-Borne Endemic Diseases (EMBED)

#### *Programme and need*

EMBED is a great example of how we are using shared value principles to further both business and social needs. Introduced in Madhya Pradesh in 2015, EMBED followed a feasibility study on Indian states that had a high incidence of vector-borne diseases, such as malaria and dengue.

On analysing the problem, we realised that specifically, households and people at the bottom of the pyramid suffer from vector-borne and other diseases. To address this, we collaborated with non-profit organisations and the state government to run intensive behaviour change programmes in nine districts of Madhya Pradesh. We are also working with vulnerable and marginalised groups in tribal, hilly, and hard-to-reach areas to spread awareness about diseases.

#### *Impact*

- The programme currently addresses 45 per cent of the malaria burden in Madhya Pradesh across nine districts, 3,000 villages, 700,000 households, and 3,500,000 people
- In Phase I, 209 ASHA workers, 77 rural healthcare providers, 655 traditional healthcare providers, and 156 community volunteers have been trained on correct diagnosis treatment and/or referral of malaria cases
- On the basis of government data from 2015 to 2017, at the end of the third year (intervention in nine districts), 81% of the targeted intervention villages had no malaria cases.

## WASTE MANAGEMENT

### Programme

Our efforts towards solid waste management extend beyond our manufacturing plants and immediate areas of operations. As part of our CSR efforts, we have commissioned and introduced community waste management projects by using circular economy principles. For example, we have collaborated with Hyderabad and Kalyan-Dombivali Municipal Corporations to implement community waste management projects.

### Need

Waste disposal has hazardous impacts on the environment and society, particularly in developing countries, such as India, where over 150,000 tonnes of municipal solid waste is generated per day. Solid waste accumulation is an increasing problem due to unsustainable waste management practices and lack of proper waste treatment.

### Approach

We have adopted a multi-stakeholder approach, designed to be economically viable, environmentally oriented, and socially inclusive.

- **Stakeholder engagement:** Work with municipal corporations and municipalities to institute sustainable solutions and civil society organisations as well as social enterprises to identify and establish long-term projects.
- **Citizen's ownership:** Citizens need to take ownership of municipal solid waste management, and adoption of sustainable practices is crucial to success.
- **Tripartite partnership:** Local municipality commits to providing land for segregation activities and recycling. Godrej invests in technology, whereas social entrepreneurs invest in other capital expenditure. This tripartite partnership ensures that the entrepreneur has a higher chance of success.

- **Financial sustainability:** It is essential that the project has built-in revenue streams to ensure long-term financial sustainability. Revenue can come from composting wet waste, selling recycled products, converting plastic to pellets for recycling, etc.
- **Social inclusion:** Segregation and recycling relies heavily on informal workers who collect, sort, and recycle the waste. Social inclusion projects cater to waste pickers by integrating them into the formal system, as well as providing safe working conditions, social safety nets, child labour restrictions, etc.

### Impact

The projects helped divert over 25 MT of waste per day from landfill at each location. They are tackling different waste streams and demonstrating effective waste management solutions. However, the approach remains the same across locations, partners, and projects. Each type of waste is further segregated and made into final products that are fed as inputs to other industries, in line with the principles of circular economy.

## RURAL ELECTRIFICATION

### Programme

We provide decentralised, off-grid renewable energy systems through community-level installations in rural India.

### Need

Electricity is central to development in any modern economy. While access to electricity has improved over the years, in several of India's remote locations, severe shortage of electricity continues to hinder daily life and full-fledged development.

### Approach

The installation and commissioning of micro-grids generate employment both for unskilled and skilled labour. We employ unskilled people for mechanical and civil works, such as erecting module mounting structures, solar modules, and the civil foundation.

We have also trained selected people on the installation and commissioning of micro-grids. These trained professionals will be responsible for maintaining the micro-grids and imparting the training to other youth in their communities.

### Impact

This programme is one of the few that has the power to transform lives from the day the systems come into place. The domestic micro-grids bring light to homes, which ensures that children can study in evenings, women can cook in safety, and community members have longer productive hours to engage in other income-generation activities.

Although the initiative is primarily aimed at domestic electrification, a few micro-grids also provide energy for water pumps, which enables marginal farmers to grow more than one crop and almost double their income within 1-2 years. Hundred energy-dark villages in Andhra Pradesh, Madhya Pradesh and Uttarakhand are now powered by mini and micro grids sponsored by us.

*Through our rural electrification initiative, we provide decentralised, off-grid renewable energy systems*



## WATERSHED MANAGEMENT

Our integrated watershed development project will help restore the ecological balance in the drought-prone district of Siddipet in Telangana. Currently, groundwater levels are lower than 400 ft in many areas; as a result, farmers are under acute pressure.

Our efforts are designed to recharge groundwater and make more water available for irrigation over a total area of over 3,300 hectares and plantation of approximately 4,00,000 saplings. We have completed the capacity building phase and will begin full implementation in fiscal year 2019-20.

We are partnering with NABARD and PEACE, a local NGO, to work with local communities to ensure their buy-in, create civil structures to capture rainwater at appropriate places, build capacity of local communities in water management, and train on sustainable agricultural practices.

## COMMUNITY INITIATIVES

After receiving valuable stakeholder input from third-party community needs assessments at our priority plant locations, we are now implementing a range of high-impact community development programmes on social and environmental aspects. These are focused on improving education, water, health, and sanitation and skill building initiatives in and around our manufacturing facilities.

## DONATIONS

Every year, we make strategic donations to support skill development, employability, sports, arts and culture, and critical cancer ailment support.

For more details, please refer to the [Board's Report](#) (Page 150-155)



*Dugouts built by the residents of Seddipet, Telangana, as part of our watershed programme*



## VOLUNTEERING

Our multi-faceted volunteering platform provides a range of opportunities for Godrejites to contribute their time and skills in community activities.

### **BRIGHTER GIVING**

These are long-term volunteering opportunities to help make a meaningful impact. Every year, volunteers take up projects that address the needs of a nonprofit. We partner with Goodera and iVolunteer to scope and source these projects that range from building an NGO's marketing plan to helping revamp their websites and recruit for their leadership roles.

### **GODREJ GLOBAL VOLUNTEERING DAY**

This is our annual day of community service. In 2018, over 1,120 of our team members across the globe volunteered their time to improve teaching and learning experiences in 38 schools and institutions. They conducted engaging

activities and reached out to over 5,230 children. Our theme was around 'Dreams', and volunteers helped children explore their aspirations and talents. Most children we engaged with are first-generation learners from their family, and through this interaction, we hoped to encourage them to grow into passionate and well-rounded individuals.

In Mumbai, we took a step further and hosted our very first Godrej LOUD for Kids, an extension of our Live Out Ur Dream (LOUD) platform to children from our volunteering partner schools. In total, 300 Mumbai volunteers engaged with over 2,000 students. We received an overwhelming response with over 1,700 applications that ranged from education support, career guidance, and mentorship to sports coaching, art training, and support for social development initiatives.

The finale brought students together to share their dreams and their plans to achieve them. We chose nine winners across six schools who will go on to live out their dreams in the next year.



*Talking to children about their aspirations at schools in India on Godrej Global Volunteering Day 2018*



*Top and Middle: Our team members volunteered at schools in Indonesia and Johannesburg on Godrej Global Volunteering Day 2018*

*Bottom: The winners of Godrej LOUD 2018 for Kids*

## MUMBAI MARATHON

In January 2019, 47 of our Godrej Group team members completed the Tata Mumbai Marathon in support of Teach for India and raised over ₹9,00,000 to bring quality education to children from low-income families across India.

## WORLD ENVIRONMENT DAY

Every year, on World Environment Day, our team members host celebrations and spread awareness about the effects of our actions on the environment. We organise tree plantation drives around the communities of our manufacturing plants, cleanliness drives in collaboration with local panchayat and municipal corporations, and awareness sessions in local schools among other activities. In fiscal year 2018-19, over 830 of our team members participated in these activities.

## PAYROLL GIVING

Our team members support our three non-profit partners directly through payroll giving. In fiscal year 2018-19, 48 Godrejites contributed approximately ₹3,00,000 in support of education, health, and safety of children and environment preservation and conservation.

As a part of our disaster relief efforts, we provide support to areas affected by natural disasters through contributions from Godrejites and matching grants from the Group. In 2018, our employees contributed ₹20,03,982 towards flood relief efforts in Kerala.