

GCPL ESG Factbook

FY2025-26

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About the Company

Godrej Consumer Products Limited (GCPL) is a leading FMCG company and a member of the 129+ year-old Godrej Industries Group. Guided by strong values of trust, integrity, and respect, GCPL operates across emerging markets and is committed to sustainable growth and innovation. The company's purpose is **"We craft the goodness of health and beauty for consumers in emerging markets."**

About the ESG Factbook

The ESG Data Book provides additional information on material Environmental, Social, and Governance (ESG) disclosures. It complements the Annual Integrated Report FY 2025-26 and supports our voluntary disclosures submitted as part of S&P Global's Corporate Sustainability Assessment (CSA).

Scope & Reporting Boundary

The reporting boundary for this ESG Factbook covers our global operations unless otherwise stated. Sustainability metrics are reported for all sites and operations where GCPL has 100% operational control, as defined in our reporting boundary. This encompasses the majority of our operations.

Currency

Unless otherwise specified, all monetary figures presented in this ESG Factbook are reported in Indian Rupees (INR).

Revenues

	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Total Revenue (INR - Indian Rupee)	1,34,84,38,00,000	1,43,65,06,00,000	*1,43,12,66,00,000	1,54,44,07,00,000
US dollars at the exchange rate of the company's fiscal year-end date.	82.18	83.41	85.47	94.81
Revenues in US Dollars	1,64,08,34,752.98126	1,72,22,22,755.06534	1,67,45,82,894.58289	1,62,89,49,477.90317
Total Employees	8,580	8,670	7,517	7,846

There are certain restatements in the comparative year due to changes in accounting policy of Revenue from Operations and Other Expenses with financial statements, change in methodology, and rectification of physical output metrics. These restatements would enable

consistency and comparability of information for the current year and previous year. The previous year's data is disclosed in the Annual Integrated Report of FY 2024 -25.

***Note:** The comparative value has been restated to align with the change in accounting policy on presentation of Revenue from Operations and Other Expenses in the financial statements. For detailed information, refer to Note 62 and Note 56 of the standalone and consolidated financial statements respectively for further details Accordingly, the comparative information under Principle 1: E8, E9, and Principle 3: E1(C), and Principle 8: E4 for FY 2024 -25 have been restated. Note B: In addition, the comparative disclosures of FY 2024 – 25 relating to turnover – adjusted, PPP – adjusted and physical output based intensity metrics under Principle 6: E1, E3, E7, E9, L1 and L2 have been revised on the change in accounting policy of Revenue from Operations and Other Expenses in the financial statements, referred to Note A and on account of rectification of double accounting of physical output metric considered in previous year. (Please refer page no. 279 of Annual report)

Economic Dimension

Corporate Governance

Board Type – One-tier system

	Number of male members	Number of female members	Total no of members
Executive directors	1	1	2
Independent Directors	2	3	5
Non-executive Directors	2	1	3
Total board size	5	5	10

We have a one-tier Board comprising -

10 members - including **2 Executive Directors, 3 Non-Executive Directors, and 5 Independent Directors.**

We are committed to have at least 50% independent representation on our Board and enforce minimum attendance of 50% for all Board Members. Moreover, 50% of our Board comprises of female directors.

Board average tenure as on March 31, 2026

Board member	Tenure of membership (years)
Nisaba Godrej	14.91
Nadir Godrej	25.34
Tanya Dubash	14.91
Pirojsha Godrej	9
Sudhir Sitapati	4.45
Pippa Armerding	8.17
Sumeet Narang	7
Shalini Puchalapalli	2.38
Aditya Sehgal	1.52
Amisha Jain	1.52
Board average tenure	8.94 years

Board Industry Experience

Our Board of Directors holds a diverse industry experience. The details of their experience can be found on page 328 of the Annual Report.

Metric	Value/Names
Number of Independent or Non-Executive Members with Expertise in Consumer Staples	2
List of Independent or Non-Executive Directors included in the above Count	- Shalini Puchalapalli - Aditya Sehgal

Board Accountability (including Board Mandates & Board Performance)

	Indicators/ Measures	Data / information
Board Meeting Attendance Number of meetings attended in percentage last business/fiscal year.	Average board meeting attendance (% of meetings of board of directors/supervisory board).	97.5%
	Minimum of attendance for all members required, at least (in %)	50%
Shareholder approval required for changes in bylaw		Shareholders' approval is required through a special resolution for any amendment to its Memorandum of Association or Articles of Association, in compliance with the applicable provisions of the Companies Act, 2013.
Board Mandates Number of other mandates of the board of directors in other publicly listed companies	Number of non-executive/independent directors with 4 or less other mandates	8
	Names of these directors	Nadir Godrej, Tanya Dubash, Pirojsha Godrej, Pippa Armerding, Sumeet Narang, Shalini Puchalapalli, Aditya Sehgal and Amisha Jain
Board Performance Review	Regular self-assessment of board performance	We conduct a formal Board Effectiveness Review in compliance with the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The process is designed and facilitated by the Corporate Human Resources team in consultation with the Chairperson of the Company and the Nomination and Remuneration Committee of the Board and is subsequently adopted by the Board. As part of the review, each Board member completes a confidential online questionnaire covering Board processes, Committees, individual Directors and the Chairperson. Directors also undertake a self-assessment, enabling a comprehensive evaluation of the effectiveness of the Board, its committees and individual Directors, and helping identify areas for continuous improvement. The performance evaluation is carried out in compliance with the requirements of Section 178 of the Companies Act, 2013, Regulation 17, 19 & 25 of the SEBI Listing Regulations and in accordance with the SEBI guidance note on Board Evaluation.
CEO succession plan	A plan for who can replace the CEO and by what time	Yes. We have the talent management process in place with the objective of developing a robust talent pipeline for the

	the person would be ready to assume the position.	organisation, which includes the senior leadership team and the CEO. We have a comprehensive talent management process, where we identify critical positions and assess the succession coverage for them annually. During this process, we also review the supply of talent, identify high potential employees, and plan talent actions to meet the organisation's talent objectives. We continue to deploy leadership development initiatives to build succession for key roles.
Directory Liability	Provisions that limit directors' personal liability	Under Section 149(12) of the Companies Act, 2013, an independent director and a non-executive director who is neither a promoter nor a Key Managerial Personnel shall be held liable only in respect of acts of omission or commission by the Company that occurred with his knowledge, attributable through Board processes, and with his consent or connivance, or where he failed to act diligently. Executive directors and non-executive promoter directors are not covered by this statutory protection and may be subject to liability under the Companies Act, 2013, including as officers in default, where the facts and applicable provisions so warrant. The Company has Directors' and Officers' Liability Insurance (D&O Insurance) for its Directors and Key Managerial Personnel to provide appropriate protection against liabilities arising from the discharge of their duties and responsibilities. The insurance coverage is intended to safeguard the interests of the Directors and Officers while enabling them to perform their roles with confidence and in accordance with applicable laws and governance standards.
Board Election Process	Board members are elected and re-elected on an annual basis	One third of the non-executive directors (other than independent directors) retire every year and their candidature is considered for re-appointment by the shareholders. Independent Directors are appointed by the shareholders for a term not exceeding five consecutive years, in accordance with applicable law. Executive Directors are appointed for such term as approved by the Board and shareholders, subject to applicable statutory requirements.

The promoters individually and through companies controlled by them own 53.05% of shares. However, no individual member owns more than 5% of the shares. The % of voting rights are

in proportion to % of shares. Please refer to page no. 347 of the GCPL Annual Integrated Report FY25-26 - Distribution of Shareholding. And refer to Details of shares held by promoters on pages 420-421 of the GCPL Annual Integrated Report FY25-26.

Note : Above all the information given is as of 31st March'26.

CEO-to-Employee Ratio

CEO Compensation	Total CEO Compensation	
Please indicate the total annual compensation* of the Chief Executive Officer (or any equivalent position):	31,54,00,000	
	Median Employee Compensation	Mean Employee Compensation
Employee Compensation	INR 7,06,000	INR 21,72,404
The ratio between the total annual compensation of the Chief Executive Officer and the mean and median employee compensation:	446.74221	145.18478

Note 1: Total compensation includes fixed and variable compensation as well as all other parts of compensation which are required to be included in total remuneration reporting according to national accounting standards

Note 2: The longest vesting time for variable CEO compensation is 6 years

Management ownership

Position	Names	Multiples of base salary
Chief Executive Officer	*Sudhir Sitapati	13.29 times
Average across other executive committee members owning shares	Aasif Malbari, Ashwin Moorthy, Darshan Gandhi, Harshdeep Chhabra, Rajesh Sethuraman, Swati Bhattacharya, Vaibhav Mittal, Venkateswara Yadlapalli	1.25 times

Note 1: Calculated basis shares held by CEO and other executive members as of March 31, 2026

Note 2: Share price of GCPL as on March 30, 2026: INR 984.8 (NSE)

ESG Governance oversight

Our ESG governance is a multi-tiered structure that ensures strategic oversight, operational accountability, and organisation-wide engagement. At the top we have the Board-level ESG Committee that provides high-level direction and oversight on all ESG priorities, and climate risks.

Reporting into this Board Committee is the Executive ESG Committee led by the Head of Sustainability and CSR (Godrej Industries Group level Chief Sustainability Officer). This cross-functional committee drives the integration of ESG goals, such as climate risk management, human and labour rights, and ethical governance, into business strategy and operations.

Building an effective risk culture

Risk training

At the Godrej Learning University, our Group-wide learning management system, we have a dedicated course on Enterprise Risk Management. The course details the fundamental concepts of risk management include planning for risk management, identifying risks, analysing risks, planning risk response and implementation, and monitoring and controlling risks. The course deep dives into recording identified risks into risk registers and analysing with our magnitude and likelihood matrix. It concludes with incorporating risk-based thinking and Failure Mode and Effects Analysis (FMEA). The course is assigned to team members taking up risk goals and moreover it is available to everyone across the company to access and learn ERM.

Risk criteria in new product development

In our New Product Development (NPD) process, we have embedded risk criteria. The teams involved aim to have zero-critical risks on quality and they ensure change management controls. Cross-functional teams in NPD process evaluate, prioritise, action and mitigate any potential risks related to market, Product, Quality, Product QMS, and Compliance.

Performance incentives based on risk management metrics

Based on the nature of risks being managed such as operational, financial, regulatory, supply chain, or economic, employees across all levels and geographies have risk metrics as part of their individual goals and performance review. Based on their performance in managing these risks, employees get financially incentivised.

Business Ethics

UN Global Compact Membership

<https://unglobalcompact.org/what-is-gc/participants/164275-Godrej-Consumer-Products-Limited>

Godrej Consumer Products Limited

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Website: www.godrejcp.com

CIN: L24246MH2000PLC129806

July 23, 2026

H.E. Antonio Guterres
Secretary-General
United Nations
New York, NY 10017 USA

Dear Mr. Secretary-General,

I am pleased to confirm that Godrej Consumer Products Limited supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment, and anti-corruption. With this communication, we express our commitment to making the UN Global Compact and its principles part of the strategy, culture, and day-to-day operations of our Company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals (SDGs). Godrej Consumer Products Limited will make a clear statement of this commitment to our stakeholders and the general public.

We recognize that a key requirement for participation in the UN Global Compact is the annual submission of a Communication on Progress (CoP) that describes our Company's efforts to implement the Ten Principles. We support public accountability and transparency and therefore commit to report on progress starting the calendar year after joining the UN Global Compact, and annually thereafter according to the UN Global Compact CoP policy.

This includes:

- A statement signed by the Managing Director and Chief Executive Officer expressing continued support for the UN Global Compact and renewing our ongoing commitment to the initiative and its principles. This is separate from our initial letter of commitment to join the UN Global Compact.
- The completion of the online questionnaire of the Communication on Progress through which we will disclose our Company's continuous efforts to integrate the Ten Principles into our business strategy, culture, and daily operations, and contribute to United Nations goals, particularly the Sustainable Development Goals.

Sincerely,




Sudhir Sitapati
Managing Director and Chief Executive Officer
Godrej Consumer Products Limited



Training: Anti-bribery, anti-corruption and Whistle blower reporting mechanism

We send out quarterly communication campaigns designed specifically to build awareness and reinforce compliance of our code conduct and whistleblower reporting mechanism.

The email awareness training campaign is broken down into a structured step-by-step process guide. We clarify key concepts and definitions, share cases and examples and have a clear call to action to the Code of Conduct and the Whistle Blower policy. For the Anti-bribery, anti-corruption and insider trading, we also run quizzes and assessment to gauge learning.

At the beginning of every financial year, the code of conduct is sent to employees to be read and acknowledged in the internal company portal without which employees can't access the portal.

Reporting on Breaches

Reporting areas	Number of breaches in FY 2025-26
Corruption or Bribery	5
Discrimination or Harassment	13
Customer Privacy Data	0
Conflicts of Interest	1
Money Laundering or Insider trading	5

Reported concerns relating to bribery and corruption are reviewed and investigated through established procedures, with appropriate escalation, corrective action and disciplinary measures undertaken, where required

Policy Influence

Contributions & Other Spending

	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns / organizations / candidates	0	0	0	0
Trade associations or tax-exempt groups (e.g. think tanks)	17,60,192	1,50,87,424	1,20,48,160	91,21,999
Other (e.g. spending related to ballot measures or referendums)	0	0	0	0

Total contributions and other spending	17,60,192	1,50,87,424	1,20,48,160	91,21,999
INR - Indian Rupee				
Data coverage (as % of denominator, indicating the organizational scope of the reported data)	100%	100%	100%	100%

Largest Contributions & Expenses

Issue or Topic	Corporate position	Description of Position / Engagement	Total spend in FY 2025-26
Promoting safe use of household insecticides in India	Support	Promoting safe use of household insecticides in India by demanding to stop on buying or selling of illegal mosquito repellent incense sticks laced with unapproved harmful chemicals (insecticides/ pesticides). This can cause health issues such as asthma, bronchitis, reactive airways disease and other respiratory ailments.	0
Circular economy of plastics	Support	We are one of the founding members of the India Plastic Pact that aims to promote a circular economy of plastics through public-private collaboration. We collaborating to find innovative ways to eliminate, reuse, or recycle the plastic packaging across the plastics value chain and collectively achieve the long-term target of plastic intensity reduction and increasing the use of post-consumer recycled plastics in our packaging.	0

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

Other Large Expenditures

Name of organization, candidate or topic	Type of organization	Total amount paid in FY 2025-26
The World Business Council for Sustainable Development	Trade association, annual membership fees	53,63,000
Confederation of Indian Industry	Trade association, annual membership fees and research development	11,80,000

United Nations Global Compact Network	Trade association, annual membership fees	13,06,500
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Supply Chain Management

KPIs for Supplier Assessment and/or Development

KPI for supplier assessment and development	FY 2025-26	Percentage (calculated)
Total number of unique suppliers	609	
Number of unique significant suppliers	102	
Number of unique significant suppliers supported with development measures	54	52.94%*
Number of unique significant suppliers assessed via desk assessments/on-site assessments	68	66.67%
Number of unique significant suppliers assessed with substantial actual/potential negative impacts	0	
Number of unique significant suppliers with substantial actual/ potential negative impacts with agreed corrective action/ improvement plan	0	
Number of unique significant suppliers with substantial actual/ potential negative impacts that were terminated	0	

Corrective action plan support	FY 2025-26
Total number of suppliers supported in corrective action plan implementation	0
% of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	0%

*Note: Supplier screening KPIs for fiscal year 2025-26 - The percentage calculated is based on the unique significant suppliers.

Tax Strategy

Tax Reporting

GCPL is committed to responsible tax management and transparent tax reporting. The Company discloses key business, financial and tax information through its publicly available Annual Report and statutory filings, enabling stakeholders to understand its tax contributions and business activities.

GCPL transparently discloses the scope and boundary of its sustainability reporting. As disclosed in the Annual Report 2025-26 (Page 5), the sustainability reporting boundary covers 100% of GCPL's owned manufacturing units. Details of our Holding, Subsidiary and Associate Companies (including joint ventures) can be found on pages 281 and 282 of the Integrated Report.

GCPL publicly reports the following information through its Annual Report and statutory disclosures:

Indicator	GCPL Disclosure (FY 2025-26)
Name of Resident Entity	Godrej Consumer Products Limited (GCPL)
Primary Activities	GCPL is a leading FMCG company engaged in the manufacture, marketing and sale of home care and personal care products, including household insecticides, air fresheners, soaps, hair colour, liquid detergents and other consumer products across its operating markets.
Employee	7,846
Revenue	9,474 Cr
Profit (Loss) before tax	2,022 Cr
Income tax accrued (FY26)	506.44
Income tax paid	384.65

Effective Tax Rate

Financial Reporting	FY 2024-25	FY 2025-26	Calculated Average Rate
Earnings before Tax	26,71,89,00,000	25,90,16,00,000	
Reported Taxes	8,19,59,00,000	7,28,69,00,000	
Cumulative acceptable adjustments* (see below)	0	0	
Effective Tax Rate (in %)	30.67%	28.13%	29.42%
Cash Taxes Paid	4,70,07,00,000	5,28,64,00,000	
Cash Tax Rate (in %)	17.59%	20.41%	18.98%

IT Security/ Cybersecurity Governance

The Board-level oversight on Cybersecurity governance is led by the Board Risk Management Committee, led by independent director, Aditya Sehgal. Aditya is currently the founder of Asgard.world, an AI-powered marketplace that prioritizes privacy and ensures all transactions and data are secure.

Industry Experience of the Board Members - Information Technology - Pippa Tubman Amerding, Shalini Puchalapalli, Aditya Sehgal, Amisha Jain.

Cybersecurity risks are reviewed at least twice annually at the Board-level Risk Management Committee.

Note: Above all the information given is as of 31st March'26.

Responsible Artificial Intelligence

Policy aspects

The policy covers the following aspects: As part of our responsible approach to AI, we consider the environmental implications of AI deployment, including energy and resource efficiency, and are progressively strengthening our approach to assessing relevant environmental impacts.

Responsible Use of Artificial Intelligence

Artificial Intelligence (AI) is increasingly supporting activities across various business processes and operational activities in the organization. As adoption expands, we are committed to ensuring that AI-enabled tools are deployed responsibly, transparently, and in a manner that upholds stakeholder trust, ethical principles, and regulatory expectations. To support this commitment, we have established an Artificial Intelligence Usage Policy, endorsed by the Board of Directors, which sets out the principles, governance expectations, roles, responsibilities, and accountability mechanisms that guide the ethical, secure, and responsible use of AI across the organization. The policy has been developed with reference to internationally recognized AI principles, standards, and benchmarks, while reflecting the Company's business context and evolving regulatory landscape.

Our policy adopts a risk-based approach that defines clear boundaries for the use of AI systems. It establishes enhanced governance, oversight, and control requirements for sensitive and consequence AI use cases, commensurate with their risk profile. It embeds a human-in-the-loop approach, ensuring that AI-generated outputs and recommendations are reviewed and validated through human judgement before being used to inform decisions, rather than being acted upon solely on the basis of AI-generated results. This ensures appropriate human intervention, transparency, explainability, and accountability in AI-enabled processes. The policy further promotes respect for data privacy, protection of cybersecurity, and the mitigation of potential bias, while regular employee awareness and training reinforce the ethical, secure, and responsible use of AI across the organization.

We continue to strengthen our governance processes by assessing the fairness, accuracy, consistency, reliability, and potential bias of AI-supported applications. This includes periodic reviews of deployed tools and mechanisms to monitor model performance over time, enabling the identification of model drift, degradation, unintended outcomes, or changes in data patterns that may affect output quality. Where required, corrective actions, including recalibration, retraining, or other remediation measures, are undertaken to maintain model effectiveness and reliability. We also encourage the adoption of AI technologies, digital infrastructure, and technology partners that support energy-efficient and lower-impact AI deployment, while progressively developing methodologies and relevant metrics to assess, quantify, and transparently monitor the sustainability and ecological impacts of AI initiatives. Recognizing that the field of AI is rapidly evolving, we are committed to continuously maturing our AI governance framework in alignment with emerging regulations, recognized standards, technological developments, and industry best practices. This ongoing evolution is intended to support the responsible, trustworthy, and sustainable deployment of AI across the organization while responding to changing stakeholder expectations and regulatory requirements.

The responsible artificial intelligence program contains the following elements:

- Access Control: Restrict the use of sensitive AI technologies (e.g., surveillance, facial recognition) to authorized scenarios.
- Content Tagging: Mandate distinct identifiers for AI-generated assets and automated decision outcomes.
- Drift Management: Deploy automated safeguards to flag and correct model performance decay.
- Fairness Reviews: Institutionalize periodic bias assessments for all production-level AI models.
- Green Computing: Driven internal and vendor-aligned initiatives to optimize AI data center energy efficiency.
- Dispute Resolution: Maintain a structured pathway for third parties to contest AI-driven decisions.
- Sustainability Reporting: Track and report the net environmental impact of AI operations.
- Workforce Training: Deliver mandatory compliance modules on AI ethics, data privacy, and security.

Product Quality & Recall Management

Product Quality Programs

Our Quality Management System (QMS)

We operate a formal Quality Management System (QMS) aligned to the ISO 9001:2015. All our sites are ISO 9001:2015 certified, with periodic third-party surveillance and recertification audits that independently verify system robustness and conformance. Our QMS comprises of 14 interlinked processes covering supplier qualification, new facility approval, change management (including NPD), production and in-process controls, document control, deviation management, and continual improvement. These processes are designed to translate quality policy into day-to-day routines, roles, and records across plants and functions.

Preventive Actions to Reduce Defects

We prioritize prevention over detection. Risk assessments (e.g., process risk reviews during NPD and change control) identify potential failure modes early so we can engineer them out. We have a structured change management that ensures new products, raw material switches, and process tweaks are validated and released without compromising quality. We have Quality circles in every plant that run improvement projects. They tackle root causes at source and sharing learnings across clusters. We train all new employees on their role-specific classroom and on-the-job training before operating on the line.

We are centrally developing a standardized training module to further strengthen QMS Compliance.

Initiatives to Catch and Correct Before Delivery

The first line of the quality control process is a 100% pre-dispatch inspection of all products and lots before they leave the plant gate. This ensures only conforming material reaches the market. Plant QC inspections and in-process tests verify that quality SOPs and parameters are followed. Any deviation triggers investigation, segregation/quarantine, and corrective action prior to release. We safeguard raw material integrity with a detailed supplier qualification and incoming checks. This reduces upstream and downstream defects.

Internal Audit and Governance

Internal governance cadence

1. Monthly: Plant-level cluster quality reviews with operational deep dives and quality presentations.
2. Monthly (Pan-India): Central review with cluster operations team, Product Supply Organisation, R&D and Central Quality team to align actions and share best practices across sites.
3. Quarterly: Quality performance and audit outcomes are presented to the Management Committee (MC) for transparency and accountability.

The QA team conducts internal audits at every plant, including comprehensive plant QC inspections, to verify process adherence and control effectiveness. Audits are used not only to confirm compliance but to identify opportunities for improvement and to prioritize corrective and preventive actions (CAPA).

External Verification of the QMS (Third-Party)

- All our manufacturing sites are ISO 9001:2015 certified, demonstrating conformance to international quality management standards.
- Independent certification bodies conduct scheduled surveillance and recertification audits, providing objective assurance that our policies, processes, and records consistently meet expected practices.

Role-Based Training for Internal Stakeholders

New employees who handle production, quality control, maintenance, and logistics undergo structured classroom and on-the-job training before assuming independent responsibilities. Competency is periodically refreshed through toolbox talks, SOP refreshers, and assessed drills tailored to operational roles. We are implementing centrally designed training models to standardize curriculum, assessment methods, and record-keeping across all plants.

Supplier and Facility Controls Within the QMS

Our QMS defines criteria, audits, and performance monitoring to ensure suppliers consistently meet our standards. This is critical to finished-product quality. No new plant, line, or significant modification goes live without QMS approval, which confirms the facility's capability to maintain required quality standards. All changes follow documented impact assessments, trials, validations, and controlled release to prevent unintended quality drift.

Mechanisms for External Stakeholder Complaints

We maintain accessible channels for customers and end-users/consumers to submit product complaints or feedback (e.g., customer service hotlines, dedicated email addresses, and web forms; social channels). We have a consumer grievances Standard Operating Procedure that is executed by the Quality control team. All consumer complaints, feedback, requests and queries are received via calls, website and social media and assigned a unique code for further processing. All grievances are closed within 15 working days of receiving. We communicate outcomes to the complainant and feed learnings into audits, training, and process improvements. Complaint trends and major cases are reviewed in monthly plant/cluster meetings and escalated to the Pan-India forum and the Management Committee as needed.

Product Recalls

	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Number of product recalls issued	0	0	0	0
Quantity of products recalled (Total units recalled)	0	0	0	0

Environmental Dimension

Energy

Energy Consumption

Total energy consumption	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY 2025-26
Total non-renewable energy consumption	MWh	2,07,731	2,18,243	1,85,138	1,28,063	1,50,000
Total renewable energy consumption	MWh	69,463	67,477	1,16,596	1,41,106	1,25,000
Data coverage (as % of denominator)	Percentage of revenue	100%	100%	100%	100%	100%

Packaging

Plastic Packaging

	FY2022-23	FY2023-24	FY2024-25	FY2025-26	What was your target for FY 2025-26
Total weight (tonnes) of all plastic packaging	18,750	17,995	17,948	17,991	18,000
% of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	34	40	63	48	50
% of compostable plastic packaging (as a % of the total weight of all plastic packaging)	0	0	0	0	0
% of recycled content within your plastic packaging (as a % of the total weight of all plastic packaging)	0	0	1	5.85	0
Coverage (as a % of cost of goods sold)	100%	100%	100%	100%	100%

Waste & Pollutants

Waste Management Programs

At Godrej Consumer Products Limited (GCPL), we are committed to minimizing waste generation, maximizing resource recovery, and advancing circularity across our operations and value chain. Through the application of waste hierarchy principles and responsible waste management practices, we seek to reduce environmental impacts and advance towards Zero Waste to Landfill.

We commit to:

- Prevent and minimize waste generation across our operations and value chain through efficient resource utilization and circular economy principles
- Apply the waste hierarchy of avoid, reduce, reuse, recycle, recovery and responsible disposal in waste management decisions
- Ensure responsible and environmentally sound management of waste throughout its handling, storage, transportation, treatment and disposal.
- Promote the use of natural or renewable materials, where practical, for design, production, packaging and transportation so long as they do not compromise the performance or safety of our products
- Promote material efficiency, resource recovery and increased use of recycled and renewable materials, wherever technically and commercially feasible
- Strengthen lifecycle-based decision-making in NPD through progressive integration of LCA and continued investment in innovation and R&D to reduce waste impacts across the product lifecycle.
- Adhere to applicable legal and regulatory requirements, including Extended Producer Responsibility (EPR) obligations - Build awareness and capabilities among employees and relevant stakeholders to understand the environmental impacts of our operations and support effective waste management practices. Collaborate with suppliers, customers and partners to drive continuous improvement in waste performance, and advance circularity across the value chain. The policy applies to all GCPL India operations, the entities we own, and the entities in which we own a majority interest, and the actions of any associated employees.

We encourage suppliers, contractors and business partners to adopt waste management practices aligned with this policy and engage with them on its development and implementation.

Oversight

The Managing Director & CEO is accountable for this program. Implementation is overseen jointly by Supply Chain, Manufacturing, Sustainability and IT functions with defined roles and responsibilities across the organization.

Associated Documentation Implementation of the program is guided by 'Guidance Note and Technical Standard' on Waste Management.

The principles of this program are reinforced through GCPL's Policy for Responsible Supply (PRS), which extends waste management expectations to suppliers and business partners.

Waste Disposal

	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY 2025-26
Total waste recycled/reused	Metric Tonnes	6,688	5,768	6,768	9,240	
Total waste disposed	Metric Tonnes	1,128	651	606	1,130	1,187
- Waste landfilled	Metric Tonnes	887	646	278	577	
- Waste incinerated with energy recovery	Metric Tonnes	241	5	155	336	
- Waste incinerated without energy recovery	Metric Tonnes	0	0	173	217	
- Waste otherwise disposed	Metric Tonnes	0	0	0	0	
- Waste with unknown disposal method	Metric Tonnes	0	0	0	0	
Data coverage	%of:	100%	100%	100%	100%	100%

Note: The FY26 waste disposal target was increased in line with projected growth in production volumes across international locations. During the year, the organization strengthened SOPs, monitoring mechanisms, and waste traceability processes, improving the accuracy, transparency, and reliability of waste reporting. As a result of both increased operational activity and enhanced waste tracking.

NOx Emissions

Direct NOx emissions	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY 2025-26
Direct NOx emissions	metric tonnes	89	85	21	15	20
Data coverage (as % denominator)	percentage of revenue	100%	100%	100%	100%	

By law, we have to maintain NOx emission levels below the permissible regulatory limits. As per the Indian Central Pollution Control guidelines, the concentration of NOx emissions is monitored on site in ppm or parts per million. Based on the monthly ppm readings taken for regulatory verification, we have calculated the annual NOx in metric tonnes for our Business Responsibility and Annual Integrated Report for FY 2025-26. We also publicly report on NOx emissions.

Water

Water Consumption

	Units	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY2025-26
A. Water withdrawal (excluding saltwater)	Million cubic meters	0.95	0.81	0.84	0.93	
B. Water discharge (excluding saltwater)	Million cubic meters	0	0	0.00678	0.06	
Total net fresh water consumption (A-B)	Million cubic meters	0.95	0.81	0.83322	0.87	0.95
Data coverage	Percentage of	100%	100%	100%	100%	

Climate Strategy

Direct Greenhouse Gas Emissions (Scope 1)

Direct GHG (Scope 1)	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY2025-26
Total direct GHG emissions (Scope 1)	metric tonnes CO2 equivalents	36,662	40,842	34,992	16,458	20,995*
Data coverage (as % of denominator)	percentage of	100%	100%	100%	100%	

*Target Rationale: The FY26 Scope 1 target has been set considering the anticipated reduction in production in India. Briquettes have been included in the Scope 1 inventory while non-renewable fuels have been excluded. As Scope 1 emissions are primarily driven by thermal energy requirements met through the briquette-fired cogeneration plant, the lower production volume is expected to reduce associated emissions. Accordingly, the target has been established based FY25 emissions.

Restatement Note: The comparative values (FY26 & FY25) have been restated to reflect the revised methodology for energy consumption, based on fuel consumed at the co-generation plant within the Company's operational boundary. Consequential revisions have been made to global energy consumption, renewable energy consumption and energy intensity metrics. (Please refer page No. 135 of Annual report FY26 of GCPL)

Indirect Greenhouse Gas Emissions (Scope 2)

GHG (Scope 2)	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY2025-26
Location-based	metric tonnes of CO ₂	42,544	44,221	41,030	45,053	46,574*
Data coverage (as % of denominator)	percentage	100%	100%	100%	100%	
Market-based	metric tonnes of CO ₂ equivalents					
Data coverage (as % of denominator)	percentage					

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

*Target Rationale: The FY27 Scope 2 target has been set considering the expected increase in grid electricity consumption driven by higher production in international markets, particularly GAUM, SAARC, and Indonesia. As these regions are projected to witness production growth, additional electricity will be required to support manufacturing operations, resulting in a corresponding increase in Scope 2 emissions. Accordingly, the target has been established based on the anticipated production mix and operational demand across geographies.

Restatement Note: The comparative values (FY26 & FY25) have been restated to reflect the revised methodology for energy consumption, based on fuel consumed at the co-generation plant within the Company's operational boundary. Consequential revisions have been made to global energy consumption, renewable energy consumption and energy intensity metrics. (Please refer page No. 135 of Annual report FY26 of GCPL)

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

IGHG (Scope 3)	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY2025-26
Total indirect GHG emissions (Scope 3)	metric tonnes of CO ₂ equivalents	13,33,796	14,82,327	22,08,455	18,18,736	20,09,694*

*Target Rationale: The FY26 Scope 3 target has been established considering the anticipated reduction in production in India. Scope 3 emissions are primarily driven by purchased goods and services, use of sold products, transportation and distribution, and other value chain activities that are closely linked to production volumes. This is expected to result in a corresponding reduction in value chain emissions relative to the FY25 baseline.

Scope 3 Emissions

Inventory: Category-wise Emissions and Methodology (India)

Scope 3 Category	Emissions in the reporting year (Metric tons CO ₂ e)	Emissions calculation methodology
Cat 1. Purchased Goods and Services	628,279	Supplier specific method
Cat 3. Fuel-and-energy-related-activities (not included in Scope 1 or 2)	44,690	Fuel based method
Cat 4. Upstream transportation and distribution	182,486	Distance, Supplier, Fuel based method
Cat 5. Waste generated in operations	12,762	Waste type specific method
Cat 6. Business Travel	990	Distance - based method
Cat 7. Employee commuting	30,961	Distance, Fuel based method
Cat 8. Upstream leased assets	786	Assets specific method
Cat 11. Use of sold products	884,521	Direct use phase emission
Cat 12. End of life treatment of sold products	33,261	Waste-type-specific method
Total indirect GHG emissions (Scope 3)	18,18,736	

Note: In Annual Report (Page 137), FY 25-26 Scope 3 Categories (tCO₂e) total values as 18,18,736 is exceed by 1 tCO₂e compared to Scope 3 emissions – India (tCO₂e equivalent) (18,18,735) due to round off.

Rationale for Excluding Certain Scope 3 Categories from Reporting:

Category 2: Capital goods –

Our business model currently excludes heavy manufacturing, looking ahead, we anticipate that our requirements for physical assets like buildings and IT equipment will remain low, keeping Category 2 emissions negligible. We will uphold robust ESG governance frameworks to track our procurement metrics and intend to periodically re-evaluate our boundary assumptions to ensure that any future scaling of physical infrastructure, machinery, or IT equipment remains aligned with our net-zero objectives, should be periodically assessed for relevance at least once every three years.

Category 9: Downstream transportation and distribution –

This category is considered immaterial to our Scope 3 inventory. Most of our outbound logistics are contracted and financially managed directly by our organization. In strict alignment with the GHG Protocol Corporate Value Chain (Scope 3) Standard, these emissions are fully captured

and reported under Category 4 (Upstream Transportation and Distribution) to prevent double counting. For the remaining volume sold under customer-arranged logistics terms (such as Ex-Works), primary activity data from third-party partners is unavailable, and a screening assessment indicates the emissions are negligible relative to our overall Scope 3 inventory. Complete and accurate activity-specific data from third-party transportation and distribution partners are not available.

Category 10: Processing of sold products –

As per Guidance for Measuring & Reporting Corporate Value Chain GHG Emissions in the Chemical Sector (WBCSD chemicals), Chemical companies are not required to report scope 3, category 10 emissions, since reliable figures are difficult to obtain due to the diverse application and customer structure, should be periodically assessed for relevance at least once every three years.

Category 13: Downstream leased assets –

As per Guidance for Measuring & Reporting Corporate Value Chain GHG Emissions in the Chemical Sector (WBCSD chemicals), Chemical companies should not report on Downstream leased assets, as they are generally not relevant, should be periodically assessed for relevance at least once every three years.

Category 14: Franchises –

As per Guidance for Measuring & Reporting Corporate Value Chain GHG Emissions in the Chemical Sector (WBCSD chemicals), Chemical companies should not report on Franchises, as they are generally not relevant, should be periodically assessed for relevance at least once every three years.

Category 15: Investments –

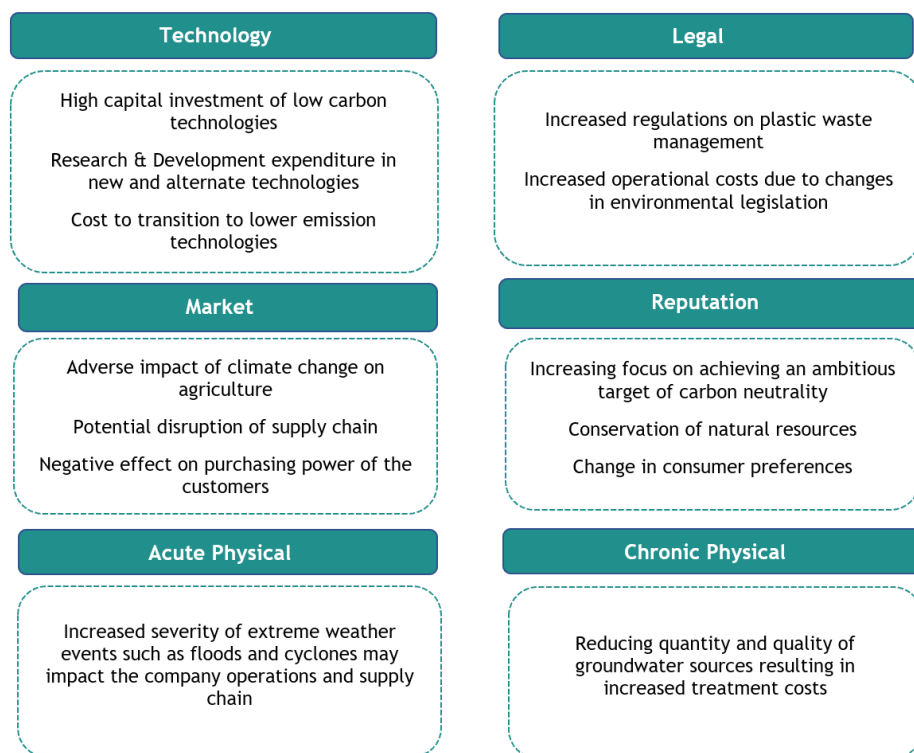
As per Guidance for Measuring & Reporting Corporate Value Chain GHG Emissions in the Chemical Sector (WBCSD chemicals), Chemical companies should not report on debt investments and other investments or financial services, as they are generally not relevant, should be periodically assessed for relevance at least once every three years.

Guidance for Measuring & Reporting Corporate Value Chain GHG Emissions in the Chemical Sector (WBCSD chemicals)

[CEBDS_GuidanceforAccountingReportingCorporateGHGeMISSIONS_2013.pdf](#)

TCFD Report:

Climate Risk Management

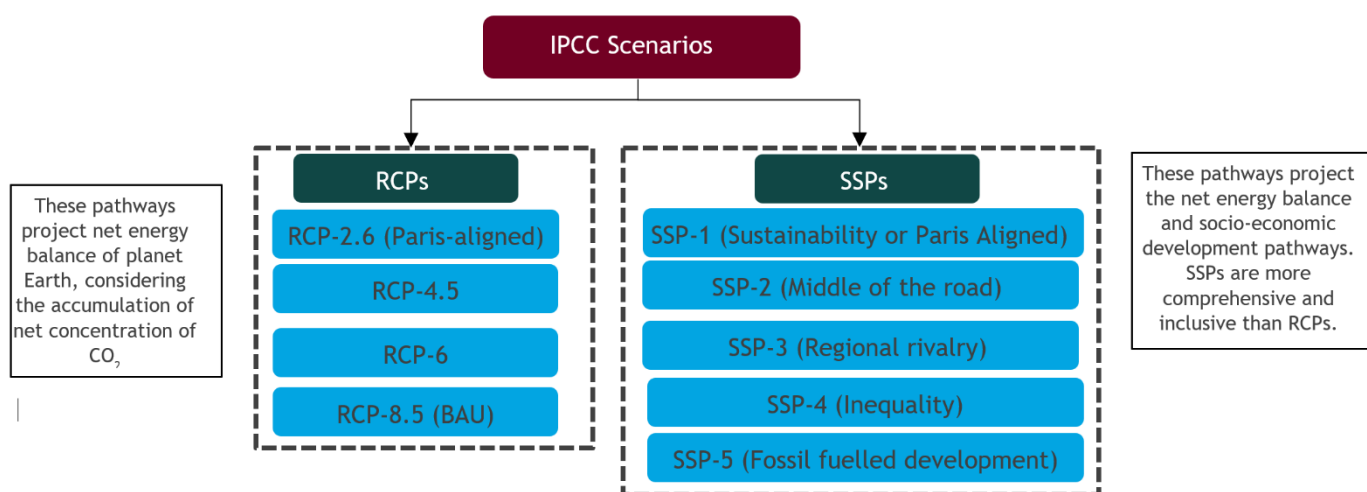


Climate-related Scenario Analysis

The Task Force on Climate-related Financial Disclosures (TCFD) framework recommends that organizations consider a set of scenarios, including one aligned with the 2015 Paris Agreement (1.5 °C future). Organizations also consider a business-as-usual (BAU) scenario to assess the future with minimum efforts towards climate change mitigation. While physical risks dominate under a BAU scenario, a shift to low carbon economy entails transitional risks to organizations. Typically, a scenario is described by a pathway and time-period. The International Panel on Climate Change (IPCC) use two different types of pathways: Representation Concentration Pathway (RCP) and Shared Socio-Economic Pathway

1. Representation Concentration Pathway (RCP): These pathways project net energy balance of planet Earth, considering the accumulation of net concentration of CO₂. Commonly used RCP scenarios include, RCP-2.6, RCP-4.5, RCP-6 and RCP-8.5.

2. Shared Socio-Economic Pathway: These pathways project the net energy balance and socio-economic development pathways. SSPs are more comprehensive and inclusive than RCPs. Commonly used SSPs are: SSP-1 (Sustainability), SSP-2 (Middle of the road), SSP-3 (Regional rivalry), SSP-4 (Inequality) and SSP-5 (Fossil fuelled development)



Physical Climate Risk Adaptation

While physical risks dominate under a BAU scenario, a shift to low carbon economy entails transitional risks to GCPL. The scenarios that best represent the future operations in India are summarized below. Our scenarios are consistent with the scenarios based on the Intergovernmental Panel on Climate Change's (IPCC) Representative Concentration Pathways (RCPs) and the Shared Socioeconomic Pathways (SSPs). The RCPs primarily model the physical impacts, both chronic and acute, while the SSPs primarily model the socioeconomic impacts. Parameters Considered:

1. Coal Prices
2. Oil Prices
3. Renewables Cost
4. Carbon Price
5. Energy Efficiency (in Buildings and Transportation)
6. Electrification (in Buildings and Transportation)
7. Methane and Other GHGs (from agricultural fields and industry operations)

Climate Related Management Incentives

Who is entitled to benefit from this incentive?	Type of incentive	Incentivized KPIs:
Chief Executive officer	Monetary	Emission reduction At GCPL, the executive compensation of all leaders comprises of 15% of people & planet goals. They are in line with the company's vision to foster an inspiring workplace and build an equitable and greener planet. The financial incentives component of salaries

		(Performance Linked Variable Remuneration or PLVR) is directly linked to the achievement of the KPIs. The CEO's goals include climate related targets such as emissions reduction in line with publicly stated climate targets, and net zero scope 1 & 2 emissions by 2035 and GCPL's performance against a climate-related sustainability index
Other named executive officers – Manufacturing Head	Monetary	Emission reduction GCPL manufacturing head is responsible for the performance of the plants on climate change front along with the operations. Currently, the KPIs for the Manufacturing Head include climate related goals such as energy efficiency measures, increasing use of renewable energy, and emission reduction in line with publicly stated climate targets.
Employees – Employees and green champions	Monetary	Emission reduction Green champions (sustainability managers) are recognized and rewarded for the initiatives taken and for implementation of innovative projects in the direction to address climate change issues. Their performance is measured against the achievement of annual emission reduction, energy reduction targets and efficiency improvements.

Our Nature Report

Our Approach to Nature:

GCPL recognizes that ecosystem health and biodiversity are foundational to long-term business resilience. As an emerging-markets FMCG company, our operations and supply chains depend on functioning ecosystems, from the freshwater systems that support manufacturing to the agricultural and forest-linked landscapes from which we source key raw materials, palm derivatives among them.

Getting this relationship right matters to GCPL's continuity as much as to its environmental performance, which is why biodiversity risk management sits within the company's broader Enterprise Risk Management framework rather than as a standalone initiative. This framework was updated through a double materiality assessment in FY 2024, conducted in accordance with EFRAG guidance, in which biodiversity and land use were assessed within a preliminary universe of 40 sustainability topics, alongside GCPL's financial and operational risks.

Biodiversity-related risk is governed through the same structure GCPL uses for environmental performance more broadly:

- **Board oversight.** The Environmental, Social and Governance Committee holds strategic oversight of biodiversity-related risk, meeting twice yearly with quarterly reviews of environmental performance
- **Enterprise risk.** A Board-level Risk Management Committee oversees enterprise risk, supported by an Executive Risk Management Committee and a five-stage risk process: identify, segregate, prioritise, mitigate, monitor
- **Operational delivery.** GCPL's Head of Good and Green oversees environmental performance day to day, with a Green Champion in each manufacturing cluster, supported by a cloud-based monitoring platform

Extending this existing architecture to carry nature and biodiversity as a distinct oversight line within the formal enterprise risk process is the next step GCPL has identified for itself.

Given this governance foundation and the growing expectation from investors, regulators and buyers for structured nature disclosure, GCPL adopted the Taskforce on Nature-related Financial Disclosures (TNFD) as its reporting framework. TNFD asks organisations to disclose their relationship with nature through four pillars, Governance, Strategy, Risk and Impact Management, and Metrics and Targets, built on a specific assessment approach called LEAP: Locate where operations interface with nature, Evaluate what the organisation depends on and impacts, Assess the resulting risks and opportunities, and Prepare to respond and report. This first assessment cycle covers GCPL's direct manufacturing operations, 29 active sites across five business units in India, Sub-Saharan Africa, Indonesia, Latin America and the United States, the starting point where GCPL's own operational data is strongest. The scope and applicability of this approach is set out in GCPL's Nature Commitment, published in June 2024.

Biodiversity Risk Assessment

TNFD Assessment Approach & Key Findings

Locate

TNFD's Locate stage asks an organisation to identify where its operations sit in or near ecologically important areas, and where they carry material dependencies, impacts, risks or opportunities regardless of ecological sensitivity.

GCPL screened all 29 sites against TNFD's recognised sensitivity criteria. A minority of sites, principally in North East India, Indonesia and West Africa, sit at or near areas of higher ecological sensitivity, including recognised biodiversity hotspots, while a broader set of sites, concentrated among GCPL's highest-volume locations, face elevated water stress. Two representative sites, Malanpur (Madhya Pradesh) and Katha (Himachal Pradesh), were selected for on-the-ground assessment based on production scale and water stress exposure; both confirmed no encroachment on any designated Protected Area or Key Biodiversity Area.

Beyond the sites themselves, GCPL also looks at biodiversity in the areas immediately surrounding its facilities. Its Miyawaki forest restoration programme creates dense, self-sustaining native-species forests on idle industrial land near GCPL sites, supporting local biodiversity in the communities where the company operates

Evaluate

TNFD's Evaluate stage asks what an organisation depends on from nature to function, and what impact it has on nature in return. GCPL assessed both using ENCORE, an external, sector-

referenced tool, with findings then adjusted against GCPL's own site-level evidence. Two pathways stood out:

- Dependency - Water, purification and flow regulation, is GCPL's most material dependency, consistent across all business units
- Impact - Toxic soil and water pollutants are the most material impact pathway, concentrated in Household Insecticides' active-ingredient chemistry

Assess

TNFD's Assess stage converts the Locate and Evaluate findings into specific business consequences, and identifies ways the organization can strengthen its position in response. GCPL combined each site's location and nature of interface with its dependency and impact profile to identify risk and opportunity across short, medium and long-time horizons, grouped into four broad categories:

- Physical risk, linked to water stress and extreme weather at specific sites, including the risk that degradation of freshwater ecosystems in catchment areas surrounding GCPL's facilities could affect water availability and quality
- Transition risk, linked to evolving disclosure and sourcing regulation, including TNFD and SEBI's BRSR requirements
- Supply chain risk, linked to palm-derived raw material sourcing
- Opportunity, linked to water stewardship, lower-impact product formulation and certified sourcing

Work is underway to bring nature-related risk formally into GCPL's existing enterprise risk register, using the likelihood-and-magnitude scoring the company already applies to financial and operational risk.

Prepare

TNFD's Prepare stage asks an organization to respond to what it has found and disclose it in a structured way. This report is GCPL's inaugural TNFD-aligned disclosure, establishing a baseline for its direct operations. Priorities for the next assessment cycle:

- Extend nature-related screening to cover community and Indigenous Peoples' dependency on ecosystem services
- Build supplier-level traceability for PFAD sourcing, starting with GCPL's most nature-exposed raw material stream
- Formally integrate nature-related risk into GCPL's enterprise risk management system as a distinct category
- Develop quantitative nature-related metrics and targets aligned with TNFD's core disclosure framework
- Extend the same assessment rigour from direct operations to the upstream and downstream value chain

Stakeholder Engagement

Stakeholder input shaped both GCPL's biodiversity commitment and this assessment itself:

- GCPL's FY 2024 double materiality assessment drew on 47 one-on-one stakeholder interviews spanning employees, suppliers, investors, consumers, NGO partners and

industry associations, with biodiversity and land use explicitly included in the assessed topic universe

- This TNFD assessment engaged local implementation teams during on-the-ground work at Malanpur, to understand current site conditions and biodiversity opportunities directly from those managing them
- GCPL's biodiversity registers, completed across eight India sites, were developed in consultation with local NGO partners and grounded in local community observation of on-the-ground ecological change
- GCPL is an active member of the World Business Council for Sustainable Development, engaging on nature-related sustainability issues through industry platforms

GCPL's Commitments ahead

The findings above sit alongside two commitments GCPL has already made publicly. Both are reproduced directly from GCPL's own documentation.

[Reproduced without modification - from GCPL's biodiversity and no-deforestation commitment documentation]

Biodiversity Commitment

GCPL formalised its biodiversity commitment through the publication of its Nature Commitment in June 2024, publicly available on the GCPL corporate website. The commitment sets out net positive impact on biodiversity as GCPL's long-term ambition across operations and value chain, aligned with the objectives of the Kunming-Montreal Global Biodiversity Framework, with no net loss of biodiversity as an interim milestone prioritised across global manufacturing operations and the upstream palm oil supply chain. The commitment adopts the mitigation hierarchy, avoidance first, then minimisation, restoration and, as a last resort, compensation, as its guiding principle for biodiversity impact management, and includes an explicit undertaking to conduct a structured, TNFD-aligned biodiversity risk assessment, which this report represents.

The commitment applies to GCPL's own operations globally, and to all direct suppliers, agents, traders and business partners across the value chain, with supplier expectations set out in GCPL's Policy for Responsible Supply. Governance sits with the Board-level ESG Committee, with cross-functional accountability spanning Finance, Marketing, R&D, Supply Chain and Manufacturing, and is reflected in GCPL's People and Planet performance framework against which senior executive compensation is assessed.

No-Deforestation Commitment

GCPL's no-deforestation commitment covers our operations and supply chain, with palm fatty acid derivatives sourced from Malaysia, Indonesia and India identified as the most material deforestation-linked commodity stream. GCPL's Policy for Responsible Supply sets out no-deforestation expectations for all direct PFAD suppliers, and GCPL is developing the Indian Palm Oil Sustainability framework, modelled on RSPO principles, to build certified, traceable domestic palm oil supply over time. GCPL is also increasing its share of Indian-sourced PFAD as part of this approach.

GCPL has achieved complete supply chain traceability for natural rubber, its other major forest-linked raw material, sourced entirely from Indian agro-forestry plantations. For paper, over 80% of virgin material has been replaced with FSC-certified recycled content across GCPL's packaging applications

Internal Carbon Pricing

We set an internal carbon price to accelerate our decarbonisation journey through the adoption of greener, more energy efficient technologies. The cost incurred to sequester carbon for our offsets was also considered in setting the carbon price, to incentivise lower carbon emissions in operations so that mitigation costs were reduced. We assess the environmental impact of our operations and products by applying an internal carbon price of \$10 per tCO₂e emitted/reduced (approximately INR 883 per tCO₂e emitted/reduced) based on shadow pricing.

We created a Green Purchase Policy tool to improve decision making during cost benefit analysis for the selection & purchase of products or services based on Quality, Cost, & its Environmental impact. The tool also takes into account various financial elements while calculating life cycle cost of equipment, including capital cost, maintenance cost, operating cost, utility cost, manpower, depreciation and also the carbon price.

We actively used this tool in some business decisions pertaining to the purchase or retrofit of boilers, which were redesigned to use agri-residue biomass instead of fossil fuels and also for selecting energy efficient replacement technologies. The addition of carbon price in this tool brought the payback period down by 2-3 years in many cases.

Product Stewardship

Life Cycle Assessment

This Life Cycle Assessment (LCA) study adopts a cradle-to-grave approach, with the system boundary encompassing the entire life cycle of the product from raw material extraction to end-of-life disposal. The scope covers the Production phase (including raw materials supply, upstream transportation, and the manufacturing process), the Use phase, and the End-of-Life phase (including disposal, recycling, and recovery). This comprehensive boundary ensures that all relevant environmental impacts associated with the product's life cycle are systematically evaluated. The study aims to identify key environmental hotspots and support decision-making for improving sustainability performance.

As of FY 2025-26, we completed LCAs for 11 of our key products, which together contribute over 41% of our global revenue.

Exposure to Hazardous Substances

Regulatory classification of hazardous substances	Percentage of revenue associated with products containing substances in this list
Indian List of Hazardous and Toxic Chemicals (https://chemicals.gov.in/schedules-chemicals)	None

Sustainable Revenues

Product description:

EU Taxonomy Business Activity "Contributing to circular economy" defines substantial contribution criteria in plastic packaging goods to have until 2028, at least 35% of the packaging product by weight consists of recycled post-consumer (PCR) material for non-contact sensitive packaging.

At GCPL, we have been running trials and pilots to implement post-consumer recycled plastic in our plastic packaging since FY22-23. In FY24-25, we successfully completed trials and pilots and rolled out post-consumer recycled plastics in our packaging to market. We have replaced the flow wrap in our Good knight coils with 50% post-consumer recycled plastic in the total plastic packaging product weight. We have also

Among other initiatives, by total weight of plastic packaging, we have replaced 2% of all category I (rigid plastic) and 1% of all category II (flexible plastic) with post-consumer recycled plastic. By revenue of Good knight vaporiser refills and coils we generate about 8% sustainable revenues.

	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Sustainable revenues (product description above)	0	0	12,13,20,00,000	18,083,610,000
Total revenues	1,34,84,38,00,000	1,43,65,06,00,000	1,43,12,66,00,000	1,54,44,07,00,000
Percentage of sustainable revenues	0%	0%	8.47641%	11.7091%

Social Dimension

Labour Practices

Workforce Breakdown: Gender

Diversity Indicator	Percentage	Public target (0-100%)	Target Year*
Share of women in total workforce (as % of total workforce)	51%		
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	31%		
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	30%		
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	27%	30%	2030
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	25%		
Share of women in STEM-related positions (as % of total STEM positions)	42%		

*Note: We are in process of formulating the targets for all the Diversity Indicators.

Workforce Breakdown: Race/Ethnicity & Nationality

Breakdown	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
Indians	61%	69%
Indonesians	16%	18%
Bangladeshis	3%	1%
Argentines	3%	3%
Nigerians	5%	2%

Gender Pay Indicators

Indicator	Difference between men and women employees (%)
Mean gender pay gap	(-) 2%
Median gender pay gap	6%
Mean bonus gap	2%
Median bonus gap	17%

Workforce Trade Union and Collective Bargaining Coverage

Metric	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26
% of employees represented by an independent trade union or covered by collective bargaining agreements	Percentage	36.17	90	90	90

Assessment against a recognised living-wage/cost-of-living benchmark ---> Employee remuneration is periodically assessed against relevant living-wage/cost-of-living benchmarks across applicable operating locations.

Human Capital Management

Training and Development Inputs

	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Average hours per FTE of training and development	77	78	78	64
Average amount spent per FTE on training and development.	4,33,000	1,59,035	1,71,313	1,46,624

Human Capital Return on Investment

	FY2022-23	FY2023-24	FY2024-25	FY2025-26
a) Total Revenue	1,34,84,38,00,000	1,43,65,06,00,000	1,43,12,66,00,000	1,54,44,07,00,000
b) Total Operating Expenses*	97,91,29,00,000	96,89,53,00,000	97,70,87,00,000	1,08,47,42,00,000
c) Total employee-related expenses (salaries + benefits)	11,11,48,00,000	12,49,34,00,000	11,48,78,00,000	12,32,14,00,000
Resulting HC ROI (a - (b-c)) / c	4.322677871	4.742399987	4.953576838	4.730623143
Total Employees	8,580	8,670	7,517	7,846

*Total Operating expenses = Total expenses - Depreciation and Amortization Expenses - Finance cost - Adv & Publicity - Net Loss on Foreign Currency Transactions and Translations.
Annual Report FY24: Page No. 467 for FY23 & FY24
Annual Report FY26: Page No. 471, for FY25 & FY26

Hiring

	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Total number of new employee hires	481	406	721	517
Percentage of open positions filled by internal candidates (internal hires)	11.9	35.2	22.2	3
Average hiring cost/FTE	56,772	1,41,402	1,34,893	1,36,092

Hiring data breakdown by gender and management level

Total new Hiring			
	Male	Female	Others
Level 1 new hires	319	119	1
Level 2 new hires	36	29	0
Level 3 new hires	6	5	0
Level 4 new hires	1	1	0
Total	362	154	1

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

Employee Turnover Rate

	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Total employee turnover rate (%)	26	22	18	20
Voluntary employee turnover rate (%)	15.8	14.7	13	18
Data coverage (as % of all FTEs globally)	100%	100%	100%	100%

Employee turnover rate by level

	Level 1	Level 2	Level 3	Level 4
Employee turnover rate	21%	19%	5%	10%

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

Employee turnover rate by gender

	Male	Female	Total
Employee turnover rate	20%	21%	20%

Long-Term Incentives for Employees

GCPL TOTAL REWARDS POLICY: At GCPL (Godrej Consumer Products Limited), the Total Rewards Framework is designed to encompass a comprehensive approach to employee compensation and well-being. It incorporates various elements to create a comprehensive rewards package that considers both financial and non-financial aspects. The framework encompasses fixed and variable compensation, including salary and incentives, as well as long-term incentives to promote employee engagement and long-term commitment. We provide total compensation that exceeds the 75th percentile of the market. This approach reflects our commitment to attracting and retaining top talent in our industry. We believe that by offering competitive compensation, we can foster a culture of excellence within our organization. We also have an annual Variable Compensation (Performance-Linked Variable Remuneration): comprising employee rewards for delivering superior business results and individual performance. It is designed to provide a significant upside earning potential for overachieving business results. It has a 'Collective' component, linked to the achievement of specified business results, relative to the target set for a given fiscal year, and an 'Individual' component, based on an employee's performance, as measured by the performance management process. Our goal is to ensure that all our employees are rewarded appropriately for their contributions and growth. We are proud to be among the top payers in our sector. We are continually reviewing our compensation packages to ensure they remain competitive and reflective of best-in-class compensation.

Trend of Employee Wellbeing

Core Focus	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY2025-26
Employee Engagement	Percentage of employees with top level of engagement, satisfaction, wellbeing, or employee net promoter score (eNPS)	38	47	57	52	50
Coverage	percentage of employees who responded to the survey	81.40	69.60	57.20	51.9	

Occupational Health and Safety

Fatalities

Fatalities	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Employees	0	0	0	0
Contractors	0	0	0	0

Lost-Time Injury Frequency Rate (LTIFR) – Employees & Contractors

LTIFR	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Employees and contractors:	LTIFR (n/million hours worked) LTIR (n/200,000 hours worked)	0.987	0.45	0.56	0.54
Data coverage (as % of employees, operations or revenues)	percentage of:	100%	100%	100%	100%

Customer Relations

Online Strategies & Customers Online

Online Customers

	FY2021-22	FY2022-23	FY2023-24	FY2024-25	Target
% of total customers using your online services solutions/sales platform	100%	100%	100%	100%	100%

Online Revenues

	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY2025-26
% of revenues generated online (e.g. through direct sales, advertising, etc.)	4.34%	4.97%	6.5%	8%	8.3%	8.25

Customer Satisfaction Measurement

Satisfaction Measurement	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY2025-26
Satisfaction Measurement	Net promoter score (NPS = Promoters-Detractors)	50%	51%	51%	51%	50%
Data coverage	% of	100%	100%	100%	100%	
