



DABUR INDIA LIMITED

ESG DATABOOK

2023-24





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ABOUT THE COMPANY

Brand Dabur touches millions of lives every day. Built on a legacy of quality and experience of 140 years, Dabur evokes feelings of Trust, Health & Well-Being in the minds of our consumers, across generations and geographies.

An Indian multinational, Dabur India Limited is today the world's largest Ayurvedic and Natural Health Care Company with products that meet the varied and ever-changing needs of consumers across 120-plus countries.

A homegrown consumer products company, Dabur is an R&D-driven organization that is committed to consistently developing superior products based on nature and the ancient science of Ayurveda, and presenting them to consumers in modern, ready-to-use formats.

Our manufacturing presence extends across four continents, guaranteeing we can cater to our customers' needs no matter where they are. With facilities located in India, The Middle East, Africa, SAARC and Europe, we ensure proximity to key markets while leveraging regional expertise and resources.

Complementing our manufacturing prowess is our cutting-edge Research and Development (R&D) facility, spanning around 80,000 square feet. Situated in the heart of Ghaziabad, Uttar Pradesh, our R&D

center serves as the engine driving product evolution and differentiation. Here, our talented team of 100+ scientists and botanists collaborate to develop ground-breaking solutions, anticipate market trends, and tailor offerings to evolving consumer preferences.

Through seamless integration between manufacturing and R&D, we foster a culture of innovation and responsiveness, enabling us to swiftly adapt to changing market dynamics and deliver unparalleled value to our customers. Our commitment to excellence extends beyond borders, underpinning our position as a global leader in Ayurveda.

Dabur today has amongst the widest distribution networks in the country. A network of 26 C&FAs and 4 Mother Warehouses spread across the length and breadth of India ensures that our range reaches the shelves of 7.9 million retail outlets across urban and rural India.

Dabur's FMCG portfolio today includes nine distinct Power Brands – eight in India and one in the overseas markets. The Indian Power Brands are Dabur Chyawanprash, Dabur Honey, Dabur Honitus, Dabur Pudina Hara and Dabur Lal Tail in the Healthcare space; Dabur Amla and Dabur Red Paste in the Personal Care category; and Real in the Food & Beverages category. Vatika is Dabur's International Power Brand offering a range of Personal Care products for the global audience.

REPORTING BOUNDARY

In this ESG Data Book, we provide a comprehensive overview of Dabur India Ltd.'s Environmental, Social, and Governance (ESG) key performance indicators (KPIs). The disclosures within this ESG Data Book are on a Standalone basis.

REPORTING PERIOD

The Disclosures under this ESG Book are for the period April 1, 2023, to March 31, 2024, unless specified otherwise.

DATE OF PUBLICATION

July 31, 2024



SUSTAINABILITY REPORTING ASSURANCE



Assurance statement on third-party verification of sustainability information

Unique identification number: **4153960444**

TÜV SÜD INDIA (hereinafter TÜV SÜD) has been engaged by Dabur India Ltd to perform a limited assurance verification of sustainability information in the INTEGRATED REPORT of Dabur India Limited (hereinafter “Company”) for the period from 01.04.2023 to 31.03.2024. The verification was carried out according to the steps and methods described below.

Scope of the verification

The third-party verification was conducted to obtain limited assurance about whether the sustainability information is prepared in reference to the reporting criteria of the Standard on Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter “Reporting Criteria”).

The following selected sustainability disclosures are included in the scope of the assurance engagement:

Option “parts of the report” for reporting year Apr 1, 2023 – Mar 31, 2024

the following selective disclosures on sustainability in the INTEGRATED REPORT”, published at website.

- GRI 3: Materiality Assessment – 3-1, 3-2, 3-3;
- GRI 2: General Disclosure (Policies & Codes of Conduct)- 2-23, 2-24
- GRI 302: Energy– 302-1, 302-2, 302-3, 302-4;
- GRI 303: Water –303-3, 303-4, 303-5;
- GRI 305: Emissions– 305-1, 305-2, 305-4, 305-5, 305-6, 305-7;
- GRI 306: Effluents and Waste –306-2, 306-3, 306-4;
- GRI 307: Environmental Compliance– 307-1;
- GRI 401: Employment– 401-1, 401-2, 401-3;
- GRI 403: Occupational Health and Safety – 403-1, 403-3, 403-4, 403-5, 403-6, 403-8, 403-9, 403-10;
- GRI 404: Training and Education – 404-1, 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity – 405-1, 405-2;
- GRI 406: Non-discrimination– 406-1; 407
- GRI 412: Human Rights Assessment- 412-1, 412-2, 412-3;
- GRI 418: Customer Privacy– 418-1;



- The subject matter information covered by the engagement are described in the “scope of the engagement”. Assurance of further information included in the sustainability reporting was not performed. Accordingly, TÜV SÜD do not express a conclusion on this information.
- Financial data were only considered to the extent to check the compliance with the economic indicators provided by the GRI Standards and were drawn directly from independently audited financial accounts. TÜV SÜD did not perform any further assurance procedures on data, which were subject of the annual financial audit.
- The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions.

Use of this Statement

The Company must reproduce the TÜV SÜD statement and possible attachments in full and without omissions, changes, or additions.

This statement is by the scope of the engagement solely intended to inform the Company as to the results of the mandated assessment. TÜV SÜD has not considered the interest of any other party in the selected sustainability information, this assurance report or the conclusions TÜV SÜD has reached. Therefore, nothing in the engagement or this statement provides third parties with any rights or claims whatsoever.

Independence and competence of the verifier

TÜV SÜD INDIA is an independent certification and testing organization and member of the international TÜV SÜD Group, with accreditations also in the areas of social responsibility and environmental protection. The assurance team was assembled based on the knowledge, experience and qualification of the auditors. TÜV SÜD INDIA hereby declares that there is no conflict of interest with the Company.

Place, Date

24th May 2024

Gurugram (Haryana)



Prosenjit Mitra

DGM- Audit Services

(Business Line - Verification, Validation & Audit)



Shashank Chaudhary

Manager- Sustainability Services



Reasonable Assurance statement on third-party verification of sustainability information

Unique identification number: **4153960444**

TÜV SÜD South Asia Pvt Ltd. (hereinafter TÜV SÜD) has been engaged by Dabur India Limited, Dabur corporate office, Kaushambi, Sahibabad, Ghaziabad, Uttar Pradesh, 201010, India to perform Reasonable Assurance and verification of sustainability information in the SUSTAINABILITY REPORT “BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT”, of Dabur India Limited (hereinafter “Company”) for the period from 1st April 2023 to 31st March 2024. The verification was carried out according to the steps and methods described below.

Scope of the verification

The third-party verification was conducted to obtain Reasonable assurance about whether the sustainability information is prepared in accordance with the reporting criteria of BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT- CORE (hereinafter “Reporting Criteria”).

The following selected disclosures (“BRSR Core parts from the complete BRSR report”) are included in the scope of the assurance engagement for reporting year April 1, 2023 – March 31, 2024, along with comparative previous year information.

The following selective disclosures in the Report “BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT”, published as part of Annual Report FY 2023-24.

S.No.	BRSR- Core indicator reference	Description of indicator
1.	Section C – Principle 1 – 8 (Essential Indicator)	Number of accounts days payable
2.	Section C – Principle 1 – 9 (Essential Indicator)	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties
3.	Section C – Principle 3 – 1(C) (Essential Indicator)	Details of spending on measures for the well-being of employees and workers – cost incurred as a % of total revenue of the company
4.	Section C – Principle 3 – 2 (Essential Indicator)	Details of retirement benefits, for Current Financial Year.
5.	Section C – Principle 3 – 11 (Essential Indicator)	Details of safety related incidents including lost time injury frequency rate, recordable work-related injuries, no. of fatalities
6.	Section C – Principle 5 – 2 (Essential Indicator)	Details of minimum wages paid to employees and workers.
7.	Section C – Principle 5 – 3b (Essential Indicator)	Gross wages paid to females as % of total wages paid
8.	Section C – Principle 5 – 7 (Essential Indicator)	Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, including complaints reported, complaints as a % of female employees, and complaints upheld
9.	Section C – Principle 6 – 1 (Essential Indicator)	Details of total energy consumption and energy intensity.
10.	Section C – Principle 6 – 3 (Essential Indicator)	Details of total water consumption and water intensity.
11.	Section C – Principle 6 – 4 (Essential Indicator)	Details of total water discharge



12.	Section C – Principle 6 – 6 (Essential Indicator)	Details of air emissions (other than GHG emissions) by the entity.
13.	Section C – Principle 6 – 7 (Essential Indicator)	Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & GHG emissions intensity
14.	Section C – Principle 6 – 9 (Essential Indicator)	Details related to waste generated by category, waste recovered through recycling, re-using or other recovery operations, waste disposed by nature of disposal method and its intensity
15.	Section C – Principle 6 – 7 (Leadership Indicator)	Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.
16.	Section C – Principle 8 – 4 (Essential Indicator)	Percentage of input material (inputs to total inputs by value) sourced from suppliers
17.	Section C – Principle 8 – 5 (Essential Indicator)	Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost
18.	Section C – Principle 9 – 7 (Essential Indicator)	Instances involving loss/breach of data of customers as a percentage of total data breaches or cyber security events

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the sustainability reporting, and accordingly, we do not express a conclusion on this information. It was not part of our engagement to review product- or service-related information, references to external information sources, expert opinions and future-related statements in the Report.

Responsibility of the Company

The legal representatives of the Company are responsible for the preparation of the sustainability information in accordance with the Reporting Criteria. This responsibility includes in particular the selection and use of appropriate methods for sustainability reporting, the collection and compilation of information and the making of appropriate assumptions or, where appropriate, the making of appropriate estimates. Furthermore, the legal representatives are responsible for necessary internal controls to enable the preparation of a sustainability report that is free of material - intentional or unintentional - erroneous information.

Verification methodology and procedures performed

The verification engagement has been planned and performed in accordance with the verification methodology developed by the TÜV SÜD Group which is based upon the ISO 17029 and ISAE 3000. The applied level of assurance was “Reasonable Assurance”, the level of assurance obtained in this assurance is higher than limited assurance. The procedures the verification team performs in a reasonable assurance engagement vary in nature and timing from, and are more in extent than for a limited assurance engagement.

The verification was based on a systematic and evidence-based assurance process as stated above. The selection of assurance procedures is subject to the auditor’s own judgment.

The procedures included amongst others:

- Inquiries of personnel who are responsible for the stakeholder engagement und materiality analysis to understand the reporting boundaries.
- Evaluation of the design and implementation of the systems and processes for compiling, analysing, and aggregating sustainability information as well as for internal controls
- Inquiries of company’s representatives responsible for collecting, preparing and consolidating sustainability information and performing internal controls



- Analytical procedures and inspection of sustainability information as reported at group level by all locations.
- Assessment of local data collection and management procedures and control mechanisms through a sample survey in locations such as at Pantnagar (UK), Baddi (HP), Sahibabad (UP), Tezpur (Assam) factories, Ambala, Sahibabad and Guwahati warehouses, Corporate and 2 regional offices. Remaining locations' data of Dabur India Limited were assessed off site and virtually.

Conclusion

On the basis of the assessment procedures carried out & evidence we have collected during 1.04.2024 to 24.05.2024, the identified sustainability indicators are prepared in all material respect in accordance with reporting criteria.

Limitations

The assurance process was subject to the following limitations:

- The subject matter information covered by the engagement are described in the “scope of the engagement”. Assurance of further information included in the sustainability reporting was not performed. Accordingly, TÜV SÜD do not express a conclusion on this information.
- The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions.

Use of this Statement

The Company must reproduce the TÜV SÜD statement and possible attachments in full and without omissions, changes, or additions.

This statement is by the scope of the engagement solely intended to inform the Company as to the results of the mandated assessment. TÜV SÜD has not considered the interest of any other party in the selected sustainability information, this assurance report or the conclusions TÜV SÜD has reached. Therefore, nothing in the engagement or this statement provides third parties with any rights or claims whatsoever.

Independence and competence of the verifier

TÜV SÜD South Asia Pvt Ltd. is an independent certification and testing organization and member of the international TÜV SÜD Group, with accreditations also in the areas of social responsibility and environmental protection. The assurance team was assembled based on the knowledge, experience and qualification of the auditors. TÜV SÜD South Asia Pvt Ltd hereby declares that there is no conflict of interest with the Company.

Place, Date
24th May 2024
Gurugram (Haryana)



Prosenjit Mitra

DGM- Audit Services (Business Line - Verification, Validation & Audit)



Shashank Chaudhary

Manager- Sustainability Services



MESSAGE FROM OUR CEO

In an era where the global community faces unprecedented environmental challenges, Dabur, as the world's leading Ayurvedic and Natural Healthcare Company, recognises the pivotal role we must play in fostering a more sustainable and equitable future for all. This commitment is not only a moral imperative for us, but a strategic priority that aligns with our mission of being 'Dedicated to the Health & Well-Being of every Household'.

In FY 2022-23, we announced our decision to become a NET ZERO EMISSIONS ENTERPRISE by FY 2045. Over the past year, we have taken significant strides to embed ESG principles into the core of our business operations. We have progressed well on this path with Project Prakriti-Growing with Nature, our strategic response to global challenges like Climate Change, Water Scarcity, Plastic Pollution,

and Inequality.

We have put in place initiatives to reduce our carbon footprint, enhance resource efficiency, and promote the use of sustainable materials across our product lines. These initiatives are designed to minimise our environmental impact while driving operational excellence and creating value for our stakeholders. Additionally, our focus on social responsibility and robust governance ensures that we operate with transparency, integrity, and a commitment to positive societal impact. By integrating ESG into every facet of our business, we are not only addressing the pressing challenges of today but also positioning ourselves as leaders in the sustainable business landscape of tomorrow.

Following are some of our key achievements in this journey in 2023-24:

COMPANY INFORMATION

REVENUES AND EMPLOYEES

Company Data	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Revenues (Figures are Reported Revenues)	₹7,185 Cr.	₹8,180 Cr.	₹8,684 Cr.	₹9,136 Cr.
Revenues in US Dollars (Revenues in US dollars at the exchange rate of fiscal year-end date)	\$978 Mn (USD/INR: 73.44)	\$1,079 Mn (USD/INR: 75.80)	\$1,058 Mn (USD/INR: 82.08)	\$1,095 Mn (USD/INR: 83.383)
Total Employees (Permanent employees)	5,068	5,122	5,319	5,367





Real
Fruit Power

Mixed Fruit
RICH IN VITAMIN C
NO ADDED PRESERVATIVES

Dabur

Pudrin Hara Active

Effective cooling relief

Dabur

Lal Tail

AYURVEDIC
BABY
MASSAGE OIL

100% NATURAL

2x

Dabur Honitus

Herbal
**COUGH
REMEDY**

Fast Relief
Non-Drowsy Formula

HONEY BASED
Aromatic Syrup

Dabur Red

CLINICALLY PROVEN

Fights Dental Problems

7



STATEMENT FROM OUR CFO

In today's rapidly changing world, businesses must do more than simply deliver financial performance. ESG factors have, in fact, emerged as critical determinants of a company's long-term viability and attractiveness to investors. Companies today must also act as stewards of the environment, champions of social equity, and paragons of ethical governance.

At Dabur, we recognize that our long-term success is intrinsically linked to the well-being of the communities we serve and the health of our planet. And we are proud to have taken decisive measures to emerge as a truly GREEN ENTERPRISE.

As a publicly traded company, Dabur India Ltd recognizes their importance and is committed to leading with integrity and transparency. Governance

is the backbone of our ESG strategy, with Transparency, Accountability, and Ethical Decision-Making being the key foundations on which we build trust with our stakeholders. Our governance structures have been designed to ensure that we uphold the highest standards of integrity in everything we do. This includes robust risk management, diligent oversight by our management committee and board of directors, and a commitment to continuous improvement.

Our approach to ESG is not separate from our financial strategy; rather, it is intertwined with our pursuit of Financial Capital. We believe that integrating ESG principles into our operations enhances our financial performance and creates long-term value for our shareholders. Sustainable business practices drive

ECONOMIC & GOVERNANCE







BOARD OF DIRECTORS: ONE-TIER SYSTEM

Particular	Indicators/Measures
Executive Directors	2
Independent directors	9
Other non-executive directors	4
Total board size	15

CORPORATE GOVERNANCE

CEO and Chairperson	<p>Chairperson of the board: Mr. Mohit Burman (Non-executive Director / Promoter)</p> <p>CEO: Mr. Mohit Malhotra</p> <p>Our Board's governance is marked by a clear division between the roles of CEO and Chairperson, with Mr. Mohit Malhotra serving as CEO and Mr. Mohit Burman as the non-executive Chairperson of the board.</p> <p>Additionally, we have appointed Mr. Mukesh Hari Butani as a lead independent director to ensure that the board operates independently of management and that directors have independent leadership at the board level.</p>
Board Independence Statement	We comply with National Stock Exchange (NSE) and SEBI (LODR) - India
Board Independence Target Share	The composition of the Board adheres to the statutory provisions of the Companies Act, 2013, as well as the Listing Obligations and Disclosure Requirements, necessitating a defined combination of Executive and Non-Executive Directors. The regulations stipulate the inclusion of a minimum of one Female Independent Director and mandate that Independent Directors constitute no less than half of the Board's total membership. These stipulations are particularly pertinent to entities with a Board presided over by a Non-Executive Promoter Director. As of the fiscal year 2023-24, the Board of Dabur is composed of nine Independent Directors, of which two are Female Independent Directors, representing 60% of the Board's composition.
Board Gender Diversity	<p>2 Female Directors</p> <p>Board gender diversity %: 14%</p> <p>Board Diversity Policy: https://www.dabur.com/dabur-policies-and-related-documents/policy-on-appointment-of-board-members</p>
Average Board Meeting Attendance in FY 2023-24	90.79%
Minimum of attendance for all members required, at least (in %)	20%
Average tenure of board members	11.3 years (Revised Tenure as on Q1 FY 2024-25, 8.3 years)

<p>Board Mandates: Number of non-executive/ independent directors with 4 or less other mandates:</p>	<p>6 Directors</p> <p>Names of these directors:</p> <ol style="list-style-type: none"> 1. Mr. Saket Burman 2. Mr. Aditya Chand Burman, 3. Mr. Ajit Mohan Sharan, 4. Mr. Ravindra Chandra Bhargava, 5. Mr. Ajay Kumar Dua, 6. Mrs. Satyavati Barera <p>Number of other mandates for non-executive/ independent directors restricted to:</p> <p>7 for Independent Directors, 20 for other non-executive directors</p>
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BOARD EFFECTIVENESS

Particular	Indicators/Measures
<p>Board Performance Review: Performance assessment of board of directors/ supervisory board members.</p>	<p>Regular self-assessment of board performance.</p> <p>The evaluation of the Board and its Committees takes into account various aspects of their functioning. These include the adequacy of the constitution and composition of the Board and its Committees, the matters addressed in the meetings, the processes followed during the meetings, the focus of the Board, regulatory compliance, and corporate governance, among others.</p> <p>Similarly, when evaluating the performance of individual directors, several parameters are considered. These parameters encompass the director's profile, their contribution in Board and Committee meetings, the execution and performance of specific duties, obligations, regulatory compliance, and governance, among other factors.</p>
<p>Board Election Process</p>	<p>Board members are elected individually (as opposed to elected by slate)</p>



BOARD INDUSTRY EXPERIENCE

Particular	Indicators/Measures
Independent or non-executive members with industry experience	<p>Mrs. Falguni Nayar brings to Dabur a proven track record in the beauty and lifestyle retail space, with expertise in scaling a diverse brand portfolio across multiple channels. Her strategic leadership in retail expansion and innovation in consumer engagement are assets that complement Dabur's growth and governance strategies.</p> <p>Mr. RC Bhargava led Maruti Udyog Limited from 1981 to 1997, initially as Marketing Director and later as Managing Director (CEO) and Chairman & Managing Director. Under his leadership, Maruti became a household name in the automotive sector. After retiring in 1997, he founded RCB Consulting Private Limited in 1998. His key FMCG experience is marked by his role in establishing and growing Maruti Udyog.</p> <p>Mr. Amit Burman led Dabur India's entry into processed foods by founding Dabur Foods Ltd, making Dabur Real and Homemade prominent brands. As CEO from 1999 to 2007, he drove strategy and development until the company's merger with Dabur India Ltd, after which he served as Vice Chairman and later Chairman until August 2022. His FMCG experience includes roles at Colgate Palmolive in New York, focusing on manufacturing strategy and factory optimization, and at Tishcon Corporation on inventory management.</p> <p>Mr. Ajit Mohan Sharan, ex-IAS officer with pivotal roles in Haryana and central government, led Oriental Insurance as CMD, spearheading insurance reforms. Post-2017 retirement, he advises on business strategy and corporate affairs, leveraging his policy, leadership, and consumer product expertise to guide FMCG companies in regulatory compliance, strategic planning, and stakeholder management.</p> <p>Please refer 'Skill Profile section' of Integrated Annual Report on page no. 215. https://www.dabur.com/Investors/Financial%20Information/Reports/Annual%20Reports/2023-24/Annual%20Report%202023-24.pdf</p>

FAMILY OWNERSHIP

Particular	Family ownership %	Link for details
Total % of voting rights of founding individuals or family members individually	66.25%	https://www.bseindia.com/corporates/shpPromoterNGroup.aspx?scripcd=500096&qtrid=121.00&QtrName=March%202024



CEO COMPENSATION - SUCCESS METRICS

<p>Predefined corporate performance indicators relevant for the Chief Executive Officer's variable compensation</p>	<p>Financial Returns:</p> <p>Financial returns are available publicly in our Annual report 2023-24.</p> <p>Return on Assets = Profit after tax (PAT) / Total assets.</p> <p>Return on equity = Profit after tax (PAT) / (Equity + Reserve).</p> <p>Return on Invested Capital = (Profit after Tax (PAT) + Interest Cost) / Capital Employed.</p> <p>As CEO is responsible for driving company's profitability and the above mentioned financial ratios impacts topline and bottom-line which are components of CEO's variable compensation</p> <p>Relative Financial Metrics:</p> <p>Vesting of 33.34% number of stock options granted to CEO is linked to NIFTY FMCG Index.</p>
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CEO COMPENSATION - LONG-TERM PERFORMANCE ALIGNMENT

Particular	Indicators/Measures
Longest Time Vesting for Variable CEO Compensation	4 years*
Longest Performance Period for Variable CEO Compensation	4 years*
Clawback Provision	We have a clawback option in our variable payout policy called Contribution Enhancement Plan Part-B (CEP B). The provision lays down that in the exceptional circumstances like, the restatement of financial results, errors in financial information reported, misconduct by the employee directly, or misconduct by any other employee that results in incorrect financial reporting; the Management will decide on matters of CEP (B) principles and will provide decisions/clarifications in cases of dispute or grey areas including but not limited to clawback of CEP (B) payout for the identified employee or a group of employees.

*4 years - The Company works on a vision period of 4 years which drives the performance objectives and ESOP policy, for example, the current vision period is FY22-23 to FY25-26. Accordingly, company's performance is measured and ESOPs are paid.

MANAGEMENT OWNERSHIP

Position	Name	Multiple of Base Salary
Chief Executive Officer	Mohit Malhotra	18.7
Average across other Executive Committee Members owning shares	PD Narang, Anshul Gupta, Ankush Jain, Biplab Baksi, Rahul Awasthi (Basis shareholding & average share price on 31 Mar, 2024 and Basic salary)	9.1



CEO-TO-EMPLOYEE PAY RATIO

CEO Compensation	
Total annual compensation of the Chief Executive Officer (or any equivalent position): (Total compensation = fixed and variable compensation + other parts of compensation which are required to be included in total remuneration reporting)	₹14,63,84,295
Median and Mean annual compensation of all employees, except the Chief Executive Officer (or any equivalent position):	Median
	₹ 6,42,036
Employee Compensation	Mean
	₹10,80,930
The ratio between the total annual compensation of the Chief Executive Officer and the mean or median employee compensation: CEO compensation divided by the median employee compensation	228
	135

GOVERNMENT OWNERSHIP

No governmental institutions own more than 5% of the total voting rights.

<https://www.bseindia.com/corporates/shpPublicShareholder.aspx?scripcd=500096&qtrid=121.00&QtrName=-March%202024>

MATERIALITY ANALYSIS

Materiality analysis conducted/reviewed	Every 3 years
Involvement of external stakeholders in identifying material issues	✓
Assessment conducted is based on the principle of double materiality or considers internal impact on the business as well as external impact on society and the environment	✓
Material Issues are prioritized in a materiality matrix	✓
Materiality assessment integrated in company's ERM process	✓
Materiality assessment results signed off by Board of Directors and Senior Management	✓
Materiality assessment process verified by a third-party assurance provider	✓



MATERIAL ISSUES FOR ENTERPRISE VALUE CREATION

Material Risk or Opportunity	Energy & Climate	Waste management	Diversity and Inclusion
Business Case	We are committed to achieve Net Zero emissions by 2045. This commitment will play an important role in mitigating the environmental impacts, adhering to regulatory requirements and consumer preferences. By embracing Net Zero commitment which is aligned with SBTi, will lead to enhanced reputation, meet stakeholders expectations and ensure long-term sustainability.	Waste management is a material issue for us due to its environmental impact, alignment with circular economy principles, regulatory compliance requirements, consumer expectations, cost reduction opportunities, and supply chain resilience considerations. By prioritizing waste management, we can minimize our environmental footprint, comply with regulations, enhance our reputation, and improve operational efficiency.	Diversity and inclusion is a material issue for us because it aligns with consumer expectations, helps attract and retain top talent, fosters innovation, enhances reputation, ensures legal compliance, and contributes to positive social impact. By embracing diversity and inclusion, we are able to create a competitive advantage, drive growth, and foster a more equitable and inclusive society.
Business Impact	Risk	Cost	Revenue
Business strategies	We adopted a holistic approach to mitigate this risk and achieve net zero in our business by 2045. <ol style="list-style-type: none"> 1. Enhance energy efficiency through technology 2. Move to greener fuels in our operations 3. Thrust on solar power usage in our operations 4. Network optimization to reduce distance travelled of our product and thereby reducing scope 3 emissions 5. Sourcing of raw material through sustainable sources 6. To enhance water efficiency and conservation within our operations and community. 	Dabur emerged as the first Plastic Waste Positive FMCG Company in India. We promote reduction of waste generation and circularity through: <ol style="list-style-type: none"> 1. Collection of plastic waste and recycling to remain plastic positive. 2. Focus on raw material and packaging material wastage reduction in our factories. 3. Promote usage of recyclable and compostable material for our packaging. 4. Promote usage of recycled material in our packaging. 	Dabur is an equal opportunity employer. We base our employment relationship on the principle of equal opportunity and fair treatment and strive to create an environment that fosters the same. We target to enhance our managerial gender diversity ratio to 21% by 2028. We are equally committed to recruiting, retaining, advancing talent from diverse ethnic, cultural racial backgrounds and people with special ability and helping them thrive within Dabur.



MATERIAL METRICS FOR ENTERPRISE VALUE CREATION

	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue:	Energy & Climate	Waste Management	Diversity & Inclusion
Target/Metric:	<ol style="list-style-type: none"> 1. Achieve Net Zero by 2045 2. Achieve >60% energy from renewable and cleaner sources in the total energy mix by FY2025-26 3. Reduce Water Intensity in operations by 30% by FY 2026 from base year FY 2019. 4. Reduce energy intensity 30% by FY 2026 from base year FY 2021. 5. Become Water Positive in Own operations and communities by FY 2030. 	<ol style="list-style-type: none"> 1. 80% reusable, recyclable, or compostable packaging by 2028. 2. In line with the introduction of recycled plastic in non-food items, we will be able to replace 20% of virgin plastic with recycled plastic by 2030 3. To maintain plastic waste positive status every year. 4. Use 30%, 10%, and 5% of recycled plastic packaging content in plastic packaging of non-food grade items for Category I, Category II, and Category III plastics, respectively, by FY 2026. 	<p>21% gender diversity at managerial level by 2028</p>
Progress	<ol style="list-style-type: none"> 1. ~51% of energy (scope 1 and 2) sourced from renewable sources 2. 100% coal usage eliminated from across our operations (Scope 1). 3. In the reporting year we achieved 16% reduction in energy intensity (GJ/MT) from the baseline. 	<ol style="list-style-type: none"> 1. 86% recyclable packaging consumption in the reporting year. 2. Maintained plastic positivity status in the reporting year. 3. In the reporting year, use of recycled plastics in 'Category I' is 1% (Exit rate-6.5%), 'Category II' is 0.07% (Exit rate-2.6%) and 'Category III' is 0%. 	<p>13% gender diversity at managerial level in the reporting year.</p>
Executive Compensation	<p>Dabur provides a comprehensive remuneration package that includes both fixed pay and variable pay. The variable pay component is designed to align with the performance objectives that are relevant to the company's energy, climate and sustainability goals.</p>	<p>Dabur provides a comprehensive remuneration package that includes both fixed pay and variable pay. The variable pay component is designed to align with the performance objectives that are relevant to the company's waste management and sustainability goals.</p>	<p>Dabur provides a comprehensive remuneration package that includes both fixed pay and variable pay. The variable pay component is designed to align with the performance objectives that are relevant to the company's ESG goals.</p>

MATERIAL ISSUES FOR EXTERNAL STAKEHOLDERS

	Impact 1	Impact 2
Material Issue for External Stakeholders	Emissions and Climate Transition & Physical Risks	Occupational Health & Safety
Cause of the Impact	Business value chain: <ul style="list-style-type: none"> ▶ Operations ▶ Products ▶ Supply chain Business activity coverage: >50% of business activity	Business value chain: <ul style="list-style-type: none"> ▶ Operations ▶ Supply chain Business activity coverage: >50% of business activity
External stakeholder(s)/ impact area(s) evaluated	<ul style="list-style-type: none"> ▶ Environment ▶ Society ▶ Consumers ▶ External employees including supply chain and contractors 	<ul style="list-style-type: none"> ▶ Society ▶ External employees including contractors
Topic relevance on external stakeholders	Reducing air emissions is material to external societal stakeholders and the environment due to its significant environmental impact, public health considerations, social equity implications, regulatory compliance requirements, alignment with SDGs, and stakeholder expectations. By taking proactive measures to reduce air emissions, we can contribute to a cleaner, healthier, and more sustainable future. Type of impact: Positive	Employee health and safety is material to external societal stakeholders as it aligns with social responsibility expectations, legal compliance requirements, SDGs, and supply chain resilience. By prioritizing employee well-being, we have been able to foster a positive work environment, enhance our reputation, minimize legal risks, and build stronger relationships with stakeholders. Type of impact: Positive

MATERIAL METRICS FOR EXTERNAL STAKEHOLDERS

	Impact 1	Impact 2
Material Issue for External Stakeholders	Climate Transition & Physical Risks	Occupational Health & Safety
Output Metric	Air pollution reduction (reduction in CO2 emissions, NOx Emissions, SOx emissions in %).	Zero fatalities



RISK GOVERNANCE

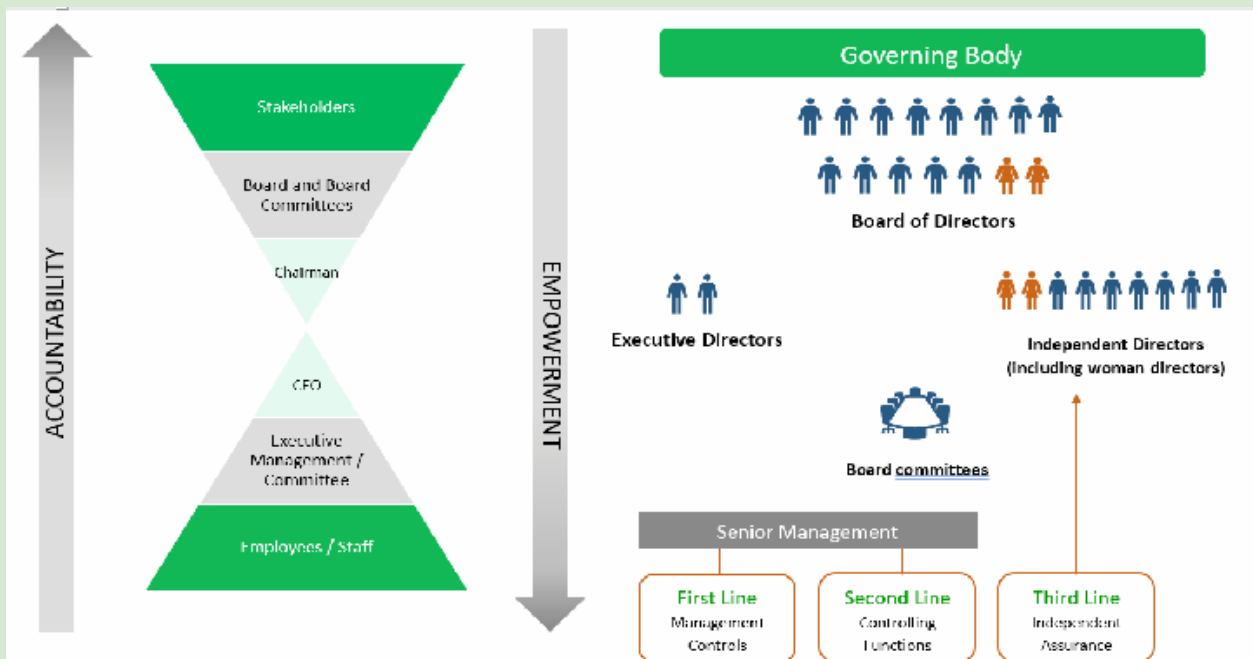
The company has a risk governance framework with board level risk oversight.

Risk Management Committee:

- ▶ Mrs. Satyavati Berera – Chairperson, Independent Director
- ▶ Mr. Mohit Burman – Non-executive Director
- ▶ Mr. Amit Burman – Non-executive Director
- ▶ Mr. PD Narang – Executive Director (WTD)
- ▶ Mr. Mohit Malhotra – Executive Director (WTD), CEO
- ▶ Mr. Ashok Kumar Jain – Chief Risk Officer
- ▶ Mr. Ankush Jain – Chief Risk Officer

Risk Governance Framework

The company has a risk governance framework with dedicated operational risk management functions in place:



Operational Risk Ownership (first line): Front-line employees and dedicated operational roles including Unit Heads, Zonal Heads and Process Owners own and manage risks.

Risk Management and Compliance Oversight (second line): A dedicated Management committee (MANCOM) and Chief Risk Officer exists at the senior management and executive level which is responsible for setting control standards and oversees compliance with them.

Independent Audit Unit (third line): An internal audit function exists at Dabur that provides independent assurance on the effectiveness of risk management and compliance processes.

RISK MANAGEMENT PROCESS

Dabur considers risk management is a vital component which is embedded across company's operations, fortifying our long-term resilience. We diligently track our potential risks and opportunities, spanning political, economic, regulatory landscapes, currency volatility, technological shifts, environmental and climate factors, pandemics, and competitive dynamics. Responsibility for highlighting potential risks rests with each business unit and department, with escalation to management for strategic oversight. Our Risk Coordinator plays a pivotal role in liaising across corporate functions, units, and zones to update and unearth new, emerging risks.

Our Risk are categorized into Critical and Non-Critical risk, with High and Medium risks earmarked as Critical, and Low risks as Non-Critical. A predefined Risk Variable Scale, sanctioned by the Risk Management Committee, guides the assessment of risks based on their likelihood and impact, which are then visually represented in a Heat Map to prioritize criticality. The scope of our internal audits is meticulously tailored to align with the Risk Register.

The management committee is proactive in integrating Key Risk Indicators into our business plans, ensuring these are rigorously monitored during our quarterly business reviews to maintain strategic vigilance and agility. Also, risk Indicators are embedded into business plans, and monitored as a part of the quarterly business reviews.

RISK MANAGEMENT FRAMEWORK REVIEW

We have reviewed and revised risk management process to ensure effectiveness and adherence to existing policies and processes post conducting comprehensive review of the existing risk management framework which includes identification, assessment, mitigation, and monitoring processes. We evaluated the organization's risk appetite and tolerance, scrutinized risk assessment methodologies, and examined response strategies including avoidance, reduction, and acceptance. The control environment and internal controls were assessed for efficacy. We also ensured risk management integration into strategic decision-making, reviewed reporting mechanisms, checked regulatory compliance, and implemented procedures for continuous improvement.

Refer our 'Risk management policy' which is available on Dabur's website for more details.

Link for reference: <https://www.dabur.com/Investors/Corporate%20Governance/Policies%20Related%20Documents/Risk%20Management%20Policy.pdf>

Our Risk Management Policy was reviewed by PWC.





EMERGING RISKS

Name of the risk	Changing Consumer Preferences	Data Privacy
Category	Societal	Technological
Description	Customers are progressively opting to consume food with mindfulness, selecting options that boast improved nutritional value, such as those with less sugar, decreased sodium content, and lower calorie counts. Engaging in these mindful eating habits supports general well-being and fosters a balanced lifestyle. The trend of choosing nutritionally advantageous foods signifies a positive shift towards fostering a more health-conscious society.	Dabur faces a data privacy risk related to the collection, storage, and management of Personally Identifiable Information (PII) and Sensitive Personal Data (SPD) across various points of interaction within the organization. These touchpoints include the visitor management system at Dabur offices, customer engagement platforms such as the Dabur website, the employee onboarding process, recruitment activities for potential employees, and interactions with third-party vendors. Without a robust Policy and Framework to govern the handling of this data, there is a risk of unauthorized access, data breaches, and potential non-compliance with data protection regulations, which could lead to a loss of customer trust, reputational damage, and legal liabilities for the company.
Impact	To align with the trend of mindful eating, we must improve our product nutrition to exceed the 2-3 star rating and comply with HFSS regulations. Reformulating to reduce saturated fat, trans-fat, sugar, and sodium will maintain market access, particularly in schools, and position us as a health-conscious brand leader. This strategic shift caters to consumer demand for healthier options and secures a competitive advantage.	The Digital Personal Data Protection Act, 2023” has been passed in the parliament in August 23 (Implementation date yet to be notified). As per the Act, fine upto ₹250 Cr can be imposed if the 'data processor' or 'data fiduciary' fails to take reasonable security safeguards to prevent personal data breach.
Mitigating Actions	<ul style="list-style-type: none"> ▶ The Dabur Research and Development Centre (DRDC) has initiated a strategic program aimed at enhancing the INR ratings across our product portfolio. In parallel, Dabur has conducted an extensive consumer study to gauge the perception and impact of INR ratings on consumer choices. ▶ In our commitment to public health, Dabur has successfully implemented a three-phase sugar reduction initiative, surpassing our initial pledge by achieving a substantial 20.95% reduction in added sugars. This demonstrates our dedication to offering healthier product options and leading the industry in responsible manufacturing practices. 	<ul style="list-style-type: none"> ▶ We have strategically positioned our Privacy Notice on all affiliated Dabur platforms, including daburshop.com and daburhoney.com, to ensure comprehensive visibility and adherence to privacy standards. ▶ We have secured robust cyber liability insurance and meticulously realigned our policies to meet and exceed the stipulations of the current regulatory framework. ▶ We are proactively embarking on a comprehensive project aimed at developing a robust framework that fully encapsulates every facet of the DPDP bill, demonstrating our unwavering commitment to data protection and privacy.

CODES OF CONDUCT: SYSTEMS/ PROCEDURES

Responsibilities, accountabilities and reporting lines are systemically defined in all divisions and group companies	<p>Code of Conduct https://www.dabur.com/dabur-policies-and-related-documents/code-of-ethics-conduct</p>
Responsibilities, accountabilities and reporting lines are systemically defined in all divisions and group companies	<p>Code of Conduct https://www.dabur.com/dabur-policies-and-related-documents/code-of-ethics-conduct</p>
Dedicated help desks, focal points, ombudsman, hotlines	<p>Direct Touch (Whistleblower mechanism) Policy https://www.dabur.com/dabur-policies-and-related-documents/direct-touch</p>
Compliance linked to employee remuneration	<p>If an employee is found guilty of any misconduct, appropriate action to be taken as appropriate.</p> <p>Code of Conduct https://www.dabur.com/dabur-policies-and-related-documents/code-of-ethics-conduct</p> <p>Anti-Bribery and Anti-Corruption Policy https://www.dabur.com/dabur-policies-and-related-documents/anti-bribery-anti-corruption-policy</p> <p>Direct Touch (Whistleblower mechanism) Policy https://www.dabur.com/dabur-policies-and-related-documents/direct-touch</p>
Employee performance appraisal systems integrates compliance/codes of conduct	<p>Our performance management system integrates “Dabur Behaviors” as part of Lead Competencies assessment which depict and imbibe behaviors to be successful and contribute to organization success.</p> <p>In addition, if an employee is found guilty of violating company policies and conduct, adverse comments can be added in performance appraisal system affecting increment, appraisal, promotion, etc.</p> <p>Integrated Annual Report, Page no. 81 and 88 https://www.dabur.com/Investors/Financial%20Information/Reports/Annual%20Reports/2023-24/Annual%20Report%202023-24.pdf</p> <p>Anti-Bribery and Anti-Corruption Policy https://www.dabur.com/dabur-policies-and-related-documents/anti-bribery-anti-corruption-policy</p> <p>Direct Touch (Whistleblower mechanism) Policy https://www.dabur.com/dabur-policies-and-related-documents/direct-touch</p>
Disciplinary actions in case of breach, i.e. warning, dismissal, zero tolerance policy	<p>If an employee is found guilty of any misconduct, appropriate action to be taken as appropriate</p> <p>Code of Conduct https://www.dabur.com/dabur-policies-and-related-documents/code-of-ethics-conduct</p> <p>Anti-Bribery and Anti-Corruption Policy https://www.dabur.com/dabur-policies-and-related-documents/anti-bribery-anti-corruption-policy</p> <p>Direct Touch (Whistleblower mechanism) Policy https://www.dabur.com/dabur-policies-and-related-documents/direct-touch</p>
Compliance system is certified/audited/verified by third party. Please review the additional information and question guidance banner for further detail.	<p>Yes, we conduct third party audit for reporting of grievances</p> <p>Integrated Annual Report, page no. 90, 131 https://www.dabur.com/Investors/Financial%20Information/Reports/Annual%20Reports/2023-24/Annual%20Report%202023-24.pdf</p> <p>BRSR page no. 26, 27 https://www.dabur.com/Investors/Financial%20Information/Reports/Business%20Responsibility%20Reports/2023-24/Business%20Responsibility%20%26%20Sustainability%20Report%20FY%202023-24%20%28As%20per%20SEBI%20Listing%20Regulations%29.pdf</p>



REPORTING ON BREACHES

Reporting areas	Number of breaches in FY 2023-24
Corruption or Bribery	0
Discrimination or Harassment	2*
Customer Privacy Data	0
Conflicts of Interest	0
Money Laundering or Insider trading	0

* 2 reported cases are from off-roll employees

Note: Dabur has a robust system for reporting breaches of its code of ethics and conduct, allowing concerns to be addressed without fear of reprisal. We conduct training and awareness programs for our employees to be aware of their rights to report without fear of consequences. In this fiscal year, we have started 24/7 independent hotline to report even the most minor of grievances.

The board level audit committee and Direct touch (whistle-blower) team has the direct oversight on the proper redressal of the grievances and encourage transparent public disclosures. This effective grievance redressal system is to protect human rights and ensure the fairness in the grievance redressal process.

The company received and disposed of two complaints this year, both from off-roll employees, and has taken corrective actions to prevent future incidents. Out of two complaints, one complaint was not substantiated and complainant has voluntarily withdrawn the complaint. The second complaint was found to be legitimate and appropriate action was taken against the guilty.

CONTRIBUTION AND OTHER SPENDINGS

Particular	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Lobbying, interest representation or similar	Nil	Nil	Nil	Nil
Local, regional or national political campaigns/ organizations/ candidates	Nil	Nil	Nil	Nil
Trade associations or tax- exempt groups	24,72,577	32,91,477	34,68,477	35,03,877
Other spending relate to ballot measures or referendums	Nil	Nil	Nil	Nil

Dabur is not involved in any political contributions. The reported figures are solely for membership fees of trade associations. We partner with the trade associations in policy development processes but have not been lobbying on any specific issue. In the past, we have participated in forums pertaining to:

- ▶ Corporate Governance
- ▶ Consumer Interest
- ▶ Tackling Counterfeiting
- ▶ Water Conservation & Management
- ▶ Biodiversity Protection
- ▶ Plastic Waste Management

Through these partnerships, we advocate on matters that are crucial to our company and the industry, besides the broader concerns pertaining to sustainability and nutrition.

LOBBYING AND TRADE ASSOCIATIONS - CLIMATE ALIGNMENT

Dabur has a robust management system, adhering to Indian laws, while ensuring that advocacy efforts support India's Nationally Determined Contributions (NDCs).

Dabur ensures that all its interactions with relevant authorities align with India’s climate goals and Dabur’s own commitment to climate policies that are consistent with the Paris Agreement. We work with industry experts to ensure that our policies and initiatives support India’s climate objectives.

We work closely with local communities, NGOs, and government bodies, fostering collaboration on climate initiatives. Continuous improvement is a cornerstone to reflect changes in Indian climate policy and the Paris Agreement.

Our approach is to be culturally sensitive, aligning with development goals of all jurisdictions where we have operations.

SUPPLIER ESG PROGRAM

Oversight of supplier ESG programs	ESG Committee of the Board of Directors
<p>We have successfully implemented a Supplier ESG program, with the Board of Directors overseeing its execution to ensure adherence to our sustainability and ethical standards. Our purchasing practices are regularly reviewed for alignment with our Supplier Code of Conduct, mitigating any ESG-related conflicts. We defined minimum level ESG criteria for suppliers to meet within a specified period, non-compliance of which may lead to contract termination. Additionally, the company prioritizes suppliers with superior ESG performance, incorporating a minimum weight for ESG criteria in the supplier selection and contract awarding process. Also, we’ve conduct ESG related training for our buyers, internal stakeholders and our supply chain.</p> <p>For instance in case of our products such as Tetra pack laminates and recycled content in CBB Boxes, Mono-cartons, Glass, and similar items, we prioritize suppliers who hold certifications like ISO 14001, FSC, Rainforest Alliance, and adhere to recycling guidelines.</p>	

SUPPLIER SCREENING

Systematic supplier screening process

We at Dabur have a well-defined supplier screening process. As a part of supplier evaluation and on-boarding process we review the suppliers from various perspectives to mitigate the risk associated. The key parameter considered for screening of supplier are

- ▶ **Country Risk:** Government/Environmental Regulations, Political and Economic stability, Corruption/Ethical Standards, Conflict Zone;
- ▶ **Sector Specific Risk:** Raw material availability, Quality, Demand Volatility, Labor condition, Regulatory Compliances;
- ▶ **Commodity Specific Risk:** Price Volatility, Currency Fluctuation (Import goods), monopoly supplier, substitutes availability, climate and environmental factors.

Apart from above listed parameters, we also consider their financial health, production capacity, lead time etc. to meet the growing demands of the business.

KPIs FOR SUPPLIER SCREENING

Supplier Screening	FY 2023-24
Total number of Tier-1 suppliers	1,045
Total number of significant suppliers in Tier-1	168
% of total spend on significant suppliers in Tier-1	76

In FY 2023-24, we have initiated the supplier assessment for our 149 suppliers which are being analyzed by the external agency and based on the analysis result, action plan will be communicated to all concerned suppliers.



SUPPLIER ASSESSMENT & DEVELOPMENT

Particular
<p>Supplier Assessment:</p> <p>Dabur has established a rigorous supplier assessment mechanism as part of our supply chain management to ensure adherence to our supplier code of conduct, standards, and quality requirements. We conduct periodic evaluations of our Tier-1 Suppliers, contractors, and sub-contractors, focusing on environmental, social, and governance factors, including emissions, water usage, waste management, human rights, and health and safety compliance.</p> <p>Upon identifying any non-conformances, we report these to the supplier and categorize them based on severity: Severe, Major, Moderate, or Minor. Suppliers with a “Severe” rating must submit a corrective action plan within four weeks, “Major” within six weeks, and “Moderate” or “Minor” within eight weeks. Follow-up assessments are scheduled within 90 days for “Severe,” 120 days for “Major,” and annually for “Moderate” or “Minor” ratings, before which suppliers must demonstrate compliance.</p> <p>Supplier Development:</p> <p>Our ESG risk assessment and corrective action plans are robust and proactive. We are committed to afforestation to compensate for the use of critically endangered herbs, aiming to fully mitigate these risks by 2026 and to cultivate 15,000 acres of medicinal herbs. In collaboration with Tetra Pak, we ensure that 100% of our packaging is sustainably sourced and FSC certified, which helps reduce deforestation risks.</p> <p>We also prioritize capacity building with our upstream partners, offering workshops that cover best practices, seed distribution, and sustainable cultivation techniques. Our initiative “Dabur, Sher-e-Kashmir University Train Local Youth on Beekeeping” exemplifies our dedication to promoting sustainable practices and beekeeping skills among local youth. These efforts are integral to our commitment to sustainability and reducing ESG risks.</p> <p>In FY 2023-24, we conducted ESG trainings based on BRSR principles for 31% of our suppliers by value, furthering our commitment to responsible sourcing and supplier development.</p>

KPIs FOR SUPPLIER ASSESSMENT AND DEVELOPMENT

Dabur India Ltd rigorously evaluates its suppliers through a detailed assessment process, partnering with third-party auditors to ensure compliance with industry standards. In our commitment to ethical practices, 76% of our significant suppliers were analysed for defined sustainability parameters by external agency.

Our supplier screening is multifaceted, considering factors such as volume, species conservation, seasonality, and technical complexity to address environmental and business risks. This year, we identified 168 Tier 1 significant suppliers across based on business value and business criticality. Our goal is to cover all supplier across 5 years.

In our capacity-building programs, we’re providing training to enhance supplier knowledge on core BRSR parameters. This year we have provided training to 71 vendors (31% by value) in FY 2023-24.

Supplier Assessment	FY 2023-24	Target year: FY 2023-24
Total number of suppliers assessed via desk assessments/ on-site assessments	150 suppliers	85% of suppliers (by value)

Capacity building programs	FY 2023-24	Target year:
Total number of suppliers in capacity building programs	71 Suppliers (31% by value)	40% of significant suppliers

EFFECTIVE TAX RATE

Particulars	FY 2022-23	FY 2023-24
Earnings before Tax	22,18,68,00,000	23,58,70,00,000
Reported Taxes	5,17,35,00,000	5,47,43,00,000
Cumulative acceptable adjustments	35,72,00,000	7,90,00,000
Cash Taxes Paid	4,81,63,00,000	5,39,53,00,000

IT SECURITY/ CYBERSECURITY GOVERNANCE

Dabur's Risk Management Committee and Audit Committee oversees the cybersecurity risks and takes the measures for risk mitigation. Board of Directors are part of quarterly IT, Application and Security review. Steering Committee members including CFO, CIO, CMO, COO, Chief Treasury Officer & CHRO from executive management are engaged in the Information security/ Cybersecurity strategy and review process. CIO is responsible for overseeing cybersecurity within the company.

Board Responsibility	Board committee which oversees cyber security strategy
<p>Ms. Satyavati Berera</p> <p>Ms. Satyavati Berera, an esteemed independent director and chairperson of the Risk Management Committee, boasts an illustrious 40-year tenure as the former COO of PwC India. As a Chartered Accountant and Partner at Price Waterhouse, her leadership was instrumental across pivotal roles, including Consulting Leader and Managing Partner for the North region. She led the Risk Advisory services, integrating critical elements like cybersecurity and comprehensive risk management. Her expansive expertise spans multiple sectors where she has made significant contributions in Assurance, Consulting, and Governance, Risk and Compliance (GRC) Services</p> <p>For more information, refer page no. 215 of https://www.dabur.com/Investors/Financial%20Information/Reports/Annual%20Reports/2023-24/Annual%20Report%202023-24.pdf</p>	Risk Management Committee

Executive Management Responsibility

Chief Information Officer (CIO): Mr. Ashish Pandey is reporting directly to the Executive Management team and is responsible for overseeing cybersecurity within the company.

PRODUCT RECALLS

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Number of product lines for which products were recalled:	0	0	0	0
Expenses incurred due to recalls issued in the corresponding fiscal year	0	0	0	0
Currency:				



MESSAGE FROM OUR CHIEF SUSTAINABILITY OFFICER

Being in the business of nature-derived products, managing natural resources sustainably comes naturally to us. In recent years, Dabur has accelerated its efforts to integrate ESG into every aspect of our operations. We have established ambitious targets for reducing our carbon footprint, investing in renewable energy sources, enhancing energy efficiency across our facilities, preserving biodiversity, and conserving water. I am delighted to share with all of you that we have made significant progress in this journey.

Through our efforts, we are on a clear path to achieving our target of Net Zero emissions by 2045, demonstrating our leadership in combating climate change. We are also actively working to ensure that our supply chain partners align with our sustainability goals, promoting responsible sourcing and production practices.

Our commitment to Environment Sustainability is central to our mission, and we are steadfast in our pursuit of creating a more sustainable future for our company, our communities, and the planet. We recognize that our operations have a direct impact on the environment, and we are committed to taking bold steps to minimize our carbon footprint. Dabur has consistently led the way in energy conservation across our operations, aiming to decrease reliance on non-renewable fossil fuels, and enhance use of green energy. In FY 2023-24, 51% of Dabur's total energy consumption (Scope 1 & 2) came from renewable sources. With the initiatives executed during the year, usage of renewable energy is expected to increase to 55% by 2024-25. We also achieved a 16% reduction in Energy Intensity during the year and we have targeted 30% reduction by FY 2025-26.

Our emission control initiatives are multifaceted and comprehensive. In FY 2023-24, we continued to build on our emission reduction programme under Project Prakriti and have now started baselining our Scope-3 emissions for all the material categories. This comprehensive approach will help us craft an emissions reduction roadmap across the value chain. We have also piloted use of electric and low-emission vehicles for last-mile distribution to reduce transportation-related emissions.

We understand that water consumption and conservation in industries play a crucial role in reducing environmental impact and leaving a cleaner footprint. Our commitment to water stewardship involves a holistic approach that includes reducing water usage, improving water efficiency, protecting water quality, and enhancing water conservation capacity both within our facilities and within the communities we serve.

At all our factories and facilities, there is a strong focus on reducing water intake by utilising treated wastewater within the process. Based on our internal assessment, three of our manufacturing units are today Water Positive and another 3 units recharge/ conserve water more than 70% of their withdrawal. We have enhanced our Water conservation capacity within our factories to 2,47,589 KL. Our efforts have also helped enhance the water conservation capacity within the community to 2,08,427 KL, marking a 355% jump over the previous year. Riding on these initiatives, we have reduced our water intensity (KL/MT) by 29% across India from the base year and are well within reach of target of 30% by FY 2025-26.

In addition to emission control and water conservation, we are undertaking a range of other environmental measures as part of our net-zero roadmap, which covers Waste Management, Biodiversity Protection, and Sustainable Sourcing. We are investing in Research and Development to drive innovation in sustainable technologies and practices, besides actively engaging with our stakeholders, including employees, customers, suppliers, and communities, to foster collaboration and drive collective action towards our sustainability goals.

Our focus on ESG is not limited to environmental sustainability. We are equally committed to enduring



Based on our internal assessment, three of our manufacturing units are today Water Positive and another 3 units recharge/ conserve water more than 70% of their withdrawal. We have reduced our water intensity (KL/MT) by 29% across India.



social responsibility and robust governance. We have implemented initiatives to support the well-being of our employees, invest in community development, and uphold the highest standards of ethical conduct.

At Dabur, we are committed to leading by example and demonstrating that environmental stewardship is integral to our business success. We also recognize that the journey towards sustainability is ongoing, and we are committed to building on our successes, learning from our challenges, and driving meaningful change.

Sincerely,

Rahul Awasthi

Global Head of Operations & Chief Sustainability Officer

ENVIRONMENT







ENVIRONMENTAL POLICY

Parameter	
Environmental policy	https://dabur.com/dabur-policies-and-related-documents/environment-policy
Board of Directors oversight	Yes

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

EMS verification	Coverage	Document/ certification link
ISO 14001 Standard	92%	Surveillance and recertification audits are being carried out by external agencies which are verified through international standards ISO 14001. Refer annexures for certification
Independent third-party certification/audit / verification	8%	All of Dabur's active manufacturing sites in India, with the exception of the Indore plant, hold ISO 14001:2015 certification, underscoring our commitment to environmental management. The Indore facility, which is currently under development, undergoes independent Environment, Health, and Safety audits, and we aim to achieve the ISO certification for it in the near future.

ENVIRONMENTAL VIOLATIONS

Parameter	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Number of violations of legal obligations/ regulations	0	0	0	0
Amount of fines/ penalties related to the above. (in Rs.)	0	0	0	0
Environmental liability accrued at year end. (in Rs.)	0	0	0	0

SCOPE 1: GHG EMISSIONS

Parameter	Unit	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Target FY23-24
Total Direct GHG emissions (Scope 1)	MT CO2e	14,195	15,046	13,573	12,185	13,031 (4% Reduction)

SCOPE 2: GHG EMISSIONS

Parameter	Unit	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Target FY23-24
Location based	metric tonnes of CO2 equivalent	41,739	44,497	48,172	49,644	46,245 (4% Reduction)
Market-based	metric tonnes of CO2 equivalent	41,739	44,497	48,172	49,644	46,245 (4% Reduction)

The slight increase of approximately 400 metric tons (~1%) in scope 2 emissions is attributed to the updated CEA emission factor, which has risen from 0.71 to 0.716. This adjustment reflects a more precise measurement of our environmental impact and reinforces our commitment to transparency in sustainability reporting.

SCOPE 3: GHG EMISSIONS

We have baselined scope 3 emissions and expanded the coverage of our Scope 3 emissions by computing for all the 10 material categories in the FY 2023-24. The emissions have been calculated based on the results of LCA study done for products contributing to 50% of revenue and 58% of the production volume. In FY 2022-23 we reported Scope 3 emissions for the 4 material categories using GHG protocol “Quantis” tool using spend based method. Basis the emission results, key area of focus will be in the upstream categories – particularly upstream transportation and the raw material footprint (Scope 3 emissions – purchased goods), which are associated with emissions from our suppliers and their corresponding feedstocks, as well as downstream categories such as downstream transportation and product disposal (post-consumer use).

For Capital Goods category, Employee Commute and Business Travel Scope 3 categories, the emissions have been calculated using spend-based and distance-based method respectively. We intend to gradually transition to calculating emissions using the most accurate methods, viz. actual supplier-specific data for Capital Goods and fuel-based emission calculations for Employee Commute and Business Travel and will update the emissions accordingly.

We are committed to continuously improving the accuracy and completeness of our Scope 3 emissions reporting. As we enhance our data collection processes and engage further with our value chain partners, we will adopt more precise calculation methodologies to strengthen the disclosures.

Parameter	Unit	FY 2022-23	FY 2023-24
Total indirect GHG emissions (Scope 3)	MT CO2e	4,93,411.05	5,22,766

SCOPE 3: GHG EMISSION CATEGORIES

Scope 3 Category FY 2023-24	Emissions (MT CO2e)	Emission calculation methodology and exclusions
1. Purchased Goods and Services	3,04,419	LCA
2. Capital Goods	6,485	US EPA
3. Fuel-and-energy-related activities (not included in Scope 1 or 2)	5,038	LCA
4. Upstream transportation and distribution	34,049	LCA
5. Waste generated in operations	2,733	LCA
6. Business travel	1,042	Defra
7. Employee commuting	8,227	Defra
8. Upstream leased assets	Covered in Scope 1 & 2	LCA
9. Downstream transportation and distribution	37,679	LCA
10. Processing of sold products	Not Material / Irrelevant	-
11. Use of sold products	71,997	LCA
12. End of life treatment of sold products	51,098	LCA
13. Downstream leased assets	Not Material / Irrelevant	-
14. Franchises	Not Material / Irrelevant	-
15. Investments	Not Material / Irrelevant	-
Other upstream	Not Material / Irrelevant	-
Other downstream	Not Material / Irrelevant	-



NOX EMISSIONS

Parameter	Unit	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	What was your target for FY 2023-24?
NOx	MT	51.6	51.2	51	35.1	49 (4% Reduction)

ENERGY CONSUMPTION

Total energy consumption	Unit	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Target FY 2023-24
Total non-renewable energy consumption	MWH	90,550.5	94,165.3	96,953.6	1,00,478.4	93,076 (4% Reduction)
Total renewable energy consumption	MWh	1,01,273.9	1,17,525.8	98,579.4	1,03,052	1,02,523 (4% increase in RE)

ENERGY MANAGEMENT PROGRAMS

In line with our commitment to become Net Zero Emissions by 2045, we have been combining energy conservation practices with a shift towards renewable energy sources, across our manufacturing locations and offices, to build a more sustainable and resilient energy system that benefits both present and future generations. With these efforts, we are moving towards creating a cleaner, greener future for our planet. Dabur has consistently led the way in energy conservation across our operations, aiming to decrease reliance on non-renewable fossil fuels, enhance energy productivity, and lower operational expenses to combat the effects of Climate Change. 100% coal usage eliminated from across our operations. Over the recent years, significant investments have been made in expanding our high energy intensive Juices portfolio, despite this, we have successfully reduced our energy intensity (GJ/MT) by 16% from base year. 14% of our total energy in manufacturing units was generated from our own operation's' herbal waste. Dabur has partnered with an independent third party to conduct an Environment, Health, and Safety Audit, which includes energy indicators, at all its manufacturing sites in India. The Audit checklist is developed based on the requirements mentioned in IS 14489, ISO standards, best industry practices, etc.





PACKAGING COMMITMENT

▶ **Commitment to Packaging Volume and Weight Reduction:**

Dabur demonstrates a measurable group-wide commitment to reducing the volume and weight of packaging. We have successfully introduced innovative packaging solutions, such as flexible spouted sachets, which not only minimize material usage but also enhance sustainability. Our initiatives are aimed at continuously making packaging lighter without compromising on quality and functionality.

▶ **Recyclable Packaging Programs:**

Dabur is actively engaged in programs to increase the use of recyclable packaging. By adapting to the government's ban on plastic straws, we have introduced integrated paper and PLA straws in our Real juice packs, which are not only environmentally friendly but also represent a significant step towards enhancing the recyclability of our packaging.

▶ **Phasing Out Single-Use Plastic Packaging:**

In response to environmental concerns, Dabur is implementing programs to phase out single-use plastic packaging. Our commitment to maintaining a plastic waste positive status, as evidenced by our collection and responsible management of post-consumer plastic waste, is a clear indication of our efforts to eliminate single-use plastics from our operations.

▶ **Use of Recycled Material in Packaging:**

We are on track to replace 20% of virgin plastic with recycled plastic by 2030 in Non-Food items. This initiative is part of our broader strategy to increase the use of recycled material as packaging solutions, thereby supporting the transition to a circular economy.

▶ **Ensuring Recyclability of Packaging:**

Dabur's integrated waste management program ensures that recyclable packaging is actually recycled. By collecting and processing more plastic than we use in our product packaging, we are closing the loop and ensuring that materials are effectively recycled and reused.

▶ **Sustainable Packaging R&D Allocation:**

Our R&D resources are strategically allocated to developing sustainable packaging and alternative solutions. The indigenous development of robust and eco-friendly paper and PLA straws for our juice packs is a prime example of our R&D achievements.

Additionally, Dabur is dedicated to enhancing the sustainability of our packaging, with goals to incorporate 30%, 10%, and 5% recycled plastic content in non-food grade plastic packaging for Category I, II, and III plastics by FY 2026. We pledge to uphold our status as a plastic waste positive company each year, a commitment underscored by our collection of 41,100 tonnes of post-consumer plastic waste, exceeding the amount utilized in our packaging.

By focusing on the development of our workforce and strategic capabilities, we ensure that Dabur is equipped to meet and exceed our sustainability objectives, solidifying our role as a pioneer in environmental responsibility.

PACKAGING MATERIALS

Packaging Materials	Coverage	Total weight (MT)	Recycled and/or certified material	Target FY 2023-24 (% of total weight)
Wood/Paper fiber packaging	100%	20,879	85%	86%
Metal (e.g. aluminum or steel) packaging	100%	395	12%	12%
Glass packaging	100%	18,368	35%	35%

PLASTIC PACKAGING

Parameter	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Target for FY 2023-24
Total weight of all plastic packaging	26,834	31,456	39,727	40,657	41,000
% of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	63%	58%	54%	67%	65%
Percentage of compostable plastic packaging (as a % of the total weight of all plastic packaging)	0%	0%	0%	0.3%	0.3%
Percentage of recycled content within your plastic packaging (as a % of the total weight of all plastic packaging)	0%	0%	0.01%	0.5%	0.6%
Coverage (as a % of cost of goods sold)	100%	100%	100%	100%	100%

Advancements in Recyclable Packaging:

In FY 2023-24, Dabur made significant strides in sustainable packaging, using 67% recyclable plastics in Category-I (Rigid), Category-II (Flexible) and category-III (MLP) plastic packaging.

Future Outlook on Tetra Pak Usage:

We anticipate a substantial rise in the use of Tetra Pak, a Category-III plastic, for our fruit juice packaging in the coming years. With the expansion of recycling infrastructure in India, mirroring that of Europe, we expect a significant boost in our recyclable packaging rates once Tetra Pak is recognized as recyclable in the region.

Transition to Compostable Packaging:

Dabur has achieved a milestone by completely transitioning to bio-compostable materials for straws, utilizing 127 Metric Tonnes of PLA and paper as alternatives in FY 2023-24. This switch underscores our dedication to reducing our environmental footprint through innovative compostable packaging solutions.

Increasing Use of Recycled Packaging:

In FY 2023-24, we incorporated 200 Metric Tonnes of recycled plastic into our non-food product lines, including Dabur Amla Hair Oil, Gulabari, Sanifresh, Vatika, and Hajmola. Looking ahead to FY 2024-25, we are targeting a remarkable 400% increase, aiming to use over 1,000 Metric Tonnes of recycled plastic, reinforcing our commitment to circular economy principles and reducing reliance on virgin plastics.

WASTE DISPOSAL

Total Waste consumption	Unit	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Target FY 2023-24
Total waste recycled/ reused	MT	10,815.13	10,866.6	11,390.8	13,353.2	11,846 (4% increase in recycling / re-use)
Total waste disposed	MT	14,572.5	14,471.23	13,820.4	10,186	13,268- (4% reduction in disposal)
- Waste landfilled	MT	13,623.7	13,591.74	12,962.485	6,257	10,370 (20% reduction in waste disposal through landfilling)
- Waste incinerated with energy recovery	MT				3,852	2,592.5 (20% waste disposed to landfilling – diversion to waste to energy)
- Waste incinerated without energy recovery	MT	70.2	65.54	70.565	77	
- Waste otherwise disposed	MT	878.63	813.95	787.35	0	
- Waste with unknown disposal method	MT	-	-	-	-	



WASTE MANAGEMENT PROGRAMS

Dabur's commitment to sustainable waste management is evidenced by the following initiatives and achievements:

Waste Audits: Dabur conducts comprehensive Environment, Health & Safety Audits, including waste audits, across all manufacturing sites in India with the help of an independent third party. These audits adhere to standards set by IS 14489, ISO, and industry best practices to identify areas for waste performance improvement.

Action Plans: The company has innovated processes to reuse herbal waste and fruit seeds as energy sources in boilers, diverting this waste from landfills. Additionally, operational waste is carefully sorted and sold to recyclers or disposed of safely.

Quantified Targets: In FY 2023-24, Dabur surpassed its waste reduction goals by achieving a 12% reduction in waste intensity and a 7% reduction in absolute waste generation, compared to a target of a 4% year-on-year reduction.

Investment in Innovation or R&D: Dabur invested ₹44.23 Crores in Research and Development in FY 2023-24, with ₹15.4 Crores allocated specifically for process and product improvements to minimize environmental impact.

Waste Reduction Training: The company provided approximately 125,000 man-hours of training in FY 2023-24 on various environmental and safety topics, including waste and water management, energy conservation, and EHS procedures.

Integration of Recycling Programs: Dabur's operations generated ~7,800 MT of waste herbs reused as green fuel and ~1,100 MT of miscellaneous packing wastes, contributing to a 14% total energy generation from herbal waste in manufacturing units. The company also ensures that hazardous wastes are processed by authorized recyclers or co-processors.

Waste Diversion Certification: TUV Sud certifies Dabur's waste diversion practices, such as the energy recovery from herbal waste, as part of the company's assurance process.

Dabur's efforts in waste management are further highlighted by its Extended Producer Responsibility (EPR) initiatives, where 73% of post-consumer plastic waste was recycled in FY 2023-24, and the remaining 27% was safely disposed of through waste-to-energy units and other methods. **Dabur maintained its status as a Plastic Waste Positive Enterprise by processing 103% of the post-consumer plastic waste during the year.**

WATER CONSUMPTION

Parameter	Unit	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
A. Water withdrawal (excluding saltwater)	Million cubic meters	1.417	1.427	1.395	1.360
B. Water discharge (excluding saltwater)	Million cubic meters	0.12	0.14	0.14	0.18
Total net fresh water consumption (A-B)	Million cubic meters	1.29	1.28	1.25	1.19

Target for FY 2023-24

1.34 (4% reduction in water withdrawal)



WATER EFFICIENCY MANAGEMENT PROGRAMS

At Dabur, we have committed to achieve water positivity in its operations by 2030 and thus are continuously working on optimising water use, reducing wastewater, and implementing water-efficient technologies to minimize our water footprint while maintaining operational efficiency. This not only helps conserve precious freshwater resources but also reduces energy consumption associated with water pumping, treatment, and heating. In line with its ESG commitment, we are today monitoring water withdrawal and usage data not only within our manufacturing sites, but also at non-production sites like Offices, Warehouses, and Nurseries. We have put in place programmes to better understand the patterns and impacts of our water withdrawal, use and discharge. These include construction of rainwater harvesting systems within our manufacturing facilities and creation and rejuvenation of ponds within the communities to catch rainwater. At all of Dabur's operations, there is strong focus on reducing water intake by utilising treated wastewater within the process. Dabur units operate in line with the Consent to Operate (CTO) conditions & Pollution Control Board (PCB) norms. Dabur has partnered with an independent third party to conduct an Environment, Health, and Safety Audit, which includes water indicators, at all its manufacturing sites in India. Additionally, as per the guidelines of Central Ground Water Authority India, Confederation of Indian Industry (CII) conducts water audits periodically. Based on our internal assessment, three of our manufacturing units are today Water Positive and another 3 units recharge/conserves water more than ~70% of their withdrawal. We have enhanced our Water conservation capacity within our factories to 2,47,589 KL. In addition, various community water conservation programmes and Rainwater harvesting programmes are in place, thereby contributing to water accrual. Our efforts have also helped enhance the water conservation capacity within the community to 2,08,427 KL, marking a 355% jump over the previous year. Thus cumulatively 4,56,016 KL water conservation capacity created.



CLIMATE GOVERNANCE

Indicator	Practice
Board oversight	ESG Committee
Frequency of climate-related issues on the board meeting agenda	Quarterly
Management responsibility	Chief Sustainability Officer: Mr. Rahul Awasthi and the Executive level sustainability-specific committee

CLIMATE-RELATED SCENARIO ANALYSIS

Scenario Type	2°C or below 2°C	Above 2°C
Transition Scenario	<ul style="list-style-type: none"> ▶ IEA NZE 2050 ▶ IEA APS or Nationally determined contributions (NDCs) 	▶ IEA STEPS (previously IEA NPS)
Physical Scenario	RCP 2.6 (or SSP1 2.6)	RCP 8.5 (or SSP5 8.5)

ESG AND CLIMATE-RELATED MANAGEMENT INCENTIVES

At Dabur, performance towards ESG and climate related goals and targets is integrated into the performance evaluations of relevant executives and managers to drive positive environmental impacts, enhance social well-being, and ensure robust governance practices. Our comprehensive remuneration package includes both fixed pay and variable pay. The variable pay component is specifically designed to align with performance objectives of the organization which also covers ESG and climate goals, as well as risk management and mitigation related KRAs/metrics. This component has a weightage around 10% for relevant senior executives and line managers. Incorporating these metrics into leadership performance reviews encourages Dabur to achieve The Committee actively seeks updates on stakeholder ESG expectations and climate best practices from internal and external stakeholders. 12 established ESG and climate-related goals and targets, which are reviewed quarterly. Additionally, beyond monetary remuneration, we recognize the contributions of Dabur employees to sustainability and climate change initiatives through awards and recognition programs.





Entitled Position	Type of incentive	Incentivized KPIs:
Chief Operating Officer	Monetary, Recognition & External Recognition	10% weightage of the following KPIs: 1. Emissions 2. Energy reduction 3. Efficiency 4. Purchasing 5. Supply chain engagement 6. Water, 7. Plastic waste offset, 8. Waste processing
Business Unit managers	Monetary, Recognition & External Recognition	10% weightage of the following KPIs: 1. Emissions 2. Energy reduction 3. Efficiency 4. Purchasing 5. Supply chain engagement 6. Water, 7. plastic waste offset, 8. Waste processing
EHS Head & Managers, Factory Head & CAPEX project head	Monetary, Recognition & External Recognition	Climate, occupational health, environment and other ESG related KRAs have a weightage around 10% and are built into the job responsibilities of key functional leads including corporate EHS, unit heads managing Dabur manufacturing units and their reportees.

EMISSIONS REDUCTION TARGETS

Scope covered by the target	Target Timeframe	Baseline year emissions covered	% reduction target from base year	Is this target validated by the Science-based Targets Initiative?
Scope 1+2	Base Year: 2023 Target Year: 2033	Base year Scope 1+2 emissions: 61,745 MT	30%	No, but we have publicly committed to seek validation to the target by the SBTi

NET-ZERO COMMITMENT

Target Time Frame	Target scope & related emission reduction target (as % of base year emissions)	Is the target validated by Science- Based Targets initiative?
Base Year: 2022	Target Scope: Scope 1 + 2 + 3 Emission reduction target (as & of base year emissions): 90%	No, but we have publicly committed to seek validation to the target by SBTi
Target Year: 2045	We intend to neutralize residual emissions and/or further mitigate emissions beyond our value chain with the following activities: <ul style="list-style-type: none"> • Offsetting, e.g., purchasing carbon credits • Investing in permanent carbon removal 	



COMMITMENTS & MITIGATION PROGRAMS TO ADDRESS THE IDENTIFIED RISKS

1. Commitment to achieving No Net Loss to biodiversity by 2050 through mitigation hierarchies (Avoid, Minimize, Restore).
2. Commitment to No Gross Deforestation in the supply chain and own operations by 2045.
3. Ensure 100% afforestation equivalent to sourced critically endangered herbs by 2026.
4. 100% sustainable sourcing of high deforestation risk materials by 2026.
5. Ensure 100% operations outside protected and eco-sensitive zones.

BIODIVERSITY MANAGEMENT PLAN

1. We aim to achieve Biodiversity Action Plan goals against each identified risk as per the mitigation hierarchy (Avoid, Minimize, and Restore) through our existing in-house backward integration programs to achieve No Net Loss to biodiversity.
2. For risks identified regarding the use of critically endangered species, we are committed to achieving 100% resource augmentation by 2026. To achieve this, we have started planting these species in their natural habitats, ensuring the materials used are equivalent. This process will continue until we achieve a sustainable supply through cultivation.
3. For forest risk commodities, we are committed to sourcing 100% from certified sustainable sources like FSC and RSPO by 2026.
4. To implement our biodiversity plans, we are engaging eco-friendly organizations, including reputed NGOs, INGOs, academic institutions, research organizations, government departments, and BMCs.

OPERATIONAL INTEGRATION

1. Implementation of biodiversity risk assessment outcomes in daily operations and strategic planning.
2. Adoption of best practices and compliance with international standards for biodiversity conservation.

BIODIVERSITY COMMITMENT

Biodiversity and No Deforestation Policy	Biodiversity and No Deforestation Policy is approved by the Board of Directors. https://www.dabur.com/dabur-policies-and-related-documents/dabur-biodiversity-policy
Definition of biodiversity-related targets for priority areas to work towards no net loss.	<ul style="list-style-type: none"> ▶ Commitment to achieving No Net Loss to biodiversity by 2050 through mitigation hierarchies (Avoid, Minimize, Restore). ▶ Committed to No Gross Deforestation in the supply chain and own operations by 2045 ▶ Ensure 100% afforestation equivalent to sourced critically endangered herbs by 2026 ▶ 100% sustainable sourcing of high deforestation risk materials by 2026 ▶ 100% operations outside protected bio-diversity zones ▶ Sustainably- cultivate medicinal & aromatic plants across 15,000 acres by FY 2030.
Scope of commitment	Own operations, suppliers and value chain partners

NO DEFORESTATION COMMITMENT

Policy	Biodiversity & No Deforestation Policy https://www.dabur.com/dabur-policies-and-related-documents/dabur-biodiversity-policy
Extent of policy / commitment	▶ Committed to No Gross Deforestation in the supply chain and own operations by 2045
Scope of commitment	Own operations, Suppliers and value chain partners

PRODUCT DESIGN CRITERIA

Aspects:	Details
Choice of raw materials or components that have a lower environmental footprint (e.g. reduced water/energy/material use, increase in renewable raw materials, reduction of hazardous substances and toxic materials)	<p>At Dabur, we consider the environmental aspects of ingredients while choosing materials for product development, ensuring our choices offer the best efficacy and environmentally friendly profile.</p> <p>Here are a few examples:</p> <ul style="list-style-type: none"> ▶ In our home and personal care portfolio, all Oral Care products in India are fluoride-free. ▶ Skin Care and Hair Care products in India are free from parabens, triclosan, and phthalates. ▶ All home care products are now free from triclosan. <p>For all product categories at Dabur, the design is based on various guidelines, including those from the Bureau of Indian Standards (BIS), Cosmetics, FDA requirements, Drug needs, Ayush guidelines, and FSSAI requirements.</p>
Direct operations, production & manufacturing (e.g. reduction of emissions/energy/water use/waste generation)	<p>In the fiscal year 2023-24, Dabur made significant progress in enhancing environmental sustainability across its operations. We focused on Scope 1 and Scope 2 emissions, leading to a 51% reliance on renewable energy, with a goal to increase this to 55% by 2024-25. We also improved energy efficiency, reducing energy intensity by 16% from the base year. Our water management efforts, including the implementation of water-efficient technologies and rainwater harvesting systems, resulted in a 29% reduction in water intensity across India. In waste management, we reduced waste intensity by 12% and repurposed significant amounts of waste materials, such as using 7,800 MT of waste herbs as green fuel. These initiatives demonstrate our commitment to sustainable practices and reducing our environmental footprint.</p>
Distribution, storage and transportation (e.g. increased safety, packaging choice, or reduced environmental impact)	<p>In the distribution, storage, and transportation stage, we have implemented several measures to prioritize environmental criteria. We ensure that 100% of the juice laminates are sourced from FSC certified sources. Furthermore, 95% of corrugated boxes come from recycled paper; 35% of glass bottles are sourced from recycled glass bottles; and 77% of mono-cartons are sourced from recycled paper/board. Additionally, Dabur has also initiated using 30% of recycled PET and HDPE in their packaging materials. These initiatives showcase our commitment to environmentally-friendly practices throughout the distribution, storage, and transportation stage.</p>





Aspects:	Details
<p>Use phase-operation and servicing/ maintenance (e.g. provides energy/water/material savings, increased product durability)</p>	<p>In the use-phase of our products, we have implemented several measures to prioritize environmental criteria and promote sustainable practices. For example,</p> <ul style="list-style-type: none"> ▶ Our new Fem handwash formula is based on plant ingredients and uses fewer petrochemical products, reducing the carbon footprint. ▶ OxyLife detan contains natural ingredients like honey, milk, fruit extract, and kojic acid, which improve the environmental profile of the product. ▶ Our new range of skincare products, including Gulabari rose soap, lotion, face toners, and pure glycerin, are paraben-free, silicone-free, alcohol-free, and PETA certified, enhancing product safety during use. ▶ The newly launched Odonil exotic spray features a water-based formula, making it more sustainable compared to aerosol products and safer for consumers. ▶ The Odonil automatic spray is a refill-based product with 2X longer-lasting effects compared to ordinary aerosols, reducing the use of petrochemical products, LPG, and tin packaging material by 50%. ▶ Our herbal toothpaste for kids is free from fluoride, SLS, peroxide, and parabens, ensuring safety for consumer use. ▶ The new Hajmola has a 10% reduction in grammage with the same efficacy, leading to less sugar and salt consumption by consumers. ▶ Pure Herb tablets are manufactured using a new process that does not require water, resulting in water savings at the factory. ▶ The new rosemary hair oil is free from synthetic fragrances, vegan, and free of silicones and parabens, making it safer for consumer use. ▶ The new hair fall control product features a cruelty-free formulation and is free of parabens and sulfates, ensuring consumer safety. ▶ The new Ayurvedic hair oil contains natural actives and herbs, improving the environmental profile of the product. ▶ Real Active Juice is made with 100% locally sourced pulp, significantly reducing transportation emissions and having a positive environmental impact. ▶ The new fruit juices launched contain no added sugar, relying only on natural sugars, making them healthier for consumers.
<p>End of life management (e.g. recovery, disposal, biodegradation)</p>	<p>Collecting and recycling post-consumer waste along with ensuring greater awareness within communities and stakeholders regarding the negative impacts of pollution are key elements of our waste management strategy. Through effective waste sorting, collection, recycling and co-processing, we have managed to divert significant amounts of waste from reaching landfills and oceans. Our immediate response was to create a nationwide model for Extended Producer Responsibility (EPR). Dabur's EPR journey started by appointing a competent waste management company to conduct a waste management study across all Dabur units to help obtain authentic data about our EPR liability across all the packaging categories through a qualitative and quantitative analysis. In FY 2023-24, total 41100 MT post consumer waste was collected and processed. And ~73% of post-consumer plastic waste was recycled and the balance ~27% was safely disposed through waste to energy units, cement industries etc. Dabur continued to be a Plastic Waste Positive Enterprise in 2023-24, by processing 103% of the post-consumer plastic waste during the year.</p>

HAZARDOUS SUBSTANCES COMMITMENT

Indicator	Details
Description of commitment:	<ol style="list-style-type: none"> 1. Elimination of Dichloromethane from Healthcare products portfolio. 2. Removal of Nonylphenol from raw material portfolio
Target year:	2026
Progress achieved towards target	<p>We have made significant progress in our commitment to eliminate hazardous listed materials from our product developments. Firstly, we exclude any chemicals that are classified as hazardous according to the Reach or SVHC list in our forthcoming products. For existing products, we are progressing in alignment with the commitment. We have identified suitable alternative ingredients to replace Dichloromethane and Nonylphenol. Furthermore, we have successfully identified vendors who can supply these alternate raw materials, ensuring a smooth transition in our production process. Detailed evaluation is in progress to identify right concentration % of incorporation in the product to replace without compromising on the product's performance. In second phase, these formulations will be tested for product stability and suitability of the new formulations. Once the formulations are stable and ready for implementation, we will update our product licenses accordingly. Additionally, changing the packaging artworks and print materials will be necessary to reflect the new formulations. Ultimately, our goal is to phase out the use of hazardous listed materials completely, promoting safer and more sustainable products.</p>





EXPOSURE TO HAZARDOUS SUBSTANCES

Products containing restricted substances in the Annex XVII of REACH Regulation	0%
Risk Assessment for exposure to Hazardous substances	<p>100% of products have undergone risk assessment for their potential impact on human health and the environment.</p> <p>At Dabur, all new product development projects include risk assessments for their potential impact on human health and the environment. In research and development, a dedicated team of scientists and subject matter experts conducts detailed assessments of the ingredients before using them in products. This includes evaluating the impact on human health during usage and performing environmental assessments to make better choices of raw materials.</p> <p>For completely new formulations, clinical studies are conducted to ensure there are no negative effects during consumer use.</p> <p>Many of the products are regulated and comply with guidelines from the FDA, Drug Authority, Ministry of Ayush, IFRA, Cosmetic Act, and other relevant bodies. Additionally, many safety studies provided by suppliers of ingredients are thoroughly studied and considered when choosing raw materials.</p>

LIFE CYCLE ASSESSMENT

At Dabur, we are committed to “Growing Sustainably” by integrating sustainability as a core value into our business strategy. We remain dedicated to fostering responsible practices that benefit both our planet and our stakeholders. In this direction, we conducted a comprehensive Life Cycle Assessment (LCA) for four power brands covering 50% of our consolidated revenue during the FY 2023-24. The LCA, conducted in accordance with ISO 14040/44 standards by an accredited external partner, serves as a pivotal tool in identifying opportunities to minimize the environmental footprint of our products across their entire life cycle. From the procurement of raw materials to manufacturing, distribution, consumer use, and safe disposal, we are committed to ensuring sustainability at every stage of our products’ journey. This initiative aligns with our commitment to the Science Based Targets initiative (SBTi) to achieve Net Zero Emissions. By conducting LCAs, we take proactive steps towards meeting our Net Zero targets, allowing us to analyse and address the key challenges involved in reducing emissions associated with our power brands, from sourcing to point of sale.

Impacts covered by our life cycle assessment:-

Resource Use:

- ▶ Abiotic depletion (fossil fuels, minerals)
- ▶ Water depletion

Ecological Consequences:

- ▶ Acidification
- ▶ Ecotoxicity
- ▶ Eutrophication
- ▶ Global warming
- ▶ Ozone depletion
- ▶ Photochemical ozone formation

Human Health:

- ▶ Human toxicity

FOOD LOSS & WASTE COMMITMENT

Indicator	Details
Food loss & waste commitment:	<p>Dabur has undertaken various measures for effective waste management system that focuses on waste avoidance, minimization and reuse and helps in maintaining sustainable practices in our operations. Our commitment on food loss and waste reduction includes target of reducing 4% of food loss and waste intensity in our operations year-on-year. The Company strives to measure and minimize the food loss and waste in their operation through well-established IT systems which helps in monitoring the progress towards our goals and commitment.</p> <p>Juices, being one of the fastest growing businesses in Dabur, is one of the highest contributors to the food loss which is sent for co-processing in cement industries along with glucose.</p> <p>Additionally, across our manufacturing units, the Company has identified various opportunities for reducing the food waste such as reduction in food spillage losses during manufacturing processes etc. Being in a growing industry, Dabur has an ambition of higher percentage of food loss intensity reduction rate in comparison with absolute food loss intensity reduction target as stated above.</p>
Target year	4% reduction on food loss and waste intensity on a year-on-year basis.

FOOD LOSS & WASTE IMPACT

The shifting weather patterns and alterations in monsoon cycles have significantly affected juice sales in FY2023-24, leading to an accumulation of slow-moving inventory. In response to this challenge, we proactively engaged our Corporate Social Responsibility (CSR) initiatives to distribute ~4000 tonne of the surplus stock to vulnerable populations, including children and the elderly, ensuring that our products supported the well-being of those in need while also addressing inventory management. That has helped us keeping our overall food waste in check.

Food loss & waste	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Target for FY 2023-24
a) Total weight of all food loss & waste	8,990	7,241	9,767	14,589	9,938
b) Total weight of food loss & waste volumes used for alternative purposes	4,152.8	2,424.2	2,916.8	6,026	2,968
c) Total discarded (a- b)	4,837	4,817	6,851	8,563	6971.5
d) Food loss & waste intensity)	0.05	0.03	0.04	0.05	0.038
Third-party verification	Yes	Yes	Yes	Yes	





MESSAGE FROM OUR CHRO

Our employees are the heart and soul of our organization, and it's their dedication, creativity, and passion that drives us forward. This year has been a testament to the magic that happens when a diverse group of people come together with a common purpose, and I'm excited to share some of the highlights with you.

Dabur is today home to 23 nationalities. It's their dedication, innovation, and passion that's driving our organization forward even in the toughest external environment. As an organisation, we strive to nurture and empower them to strengthen our competitive advantage in an evolving business landscape. We are dedicated to creating an environment where everyone can thrive.

Over the past year, we've introduced several initiatives aimed at enhancing employee satisfaction

and engagement – from expanding our training and development programmes, to offering a wide array of courses and workshops to help our team members grow and pursue their career aspirations. We also recognized the importance of introducing new wellness programmes that support mental, physical, and emotional health. And to celebrate the hard work and dedication of our team, we have institutionalized a rewards and recognition programmes, offering frequent rewards for their superlative performance.

Talent management has been another key focus area at Dabur. We believe in nurturing potential and creating opportunities for growth. This year, we strengthened our succession planning process, ensuring that we have a robust pipeline of future leaders. We identify high-potential employees and provide them with targeted development opportunities

A top-down photograph showing several hands of different skin tones stacked together in a circle on a grassy field. The hands are positioned in a way that suggests a supportive or collaborative gesture. The background is a dense field of green grass. The word "SOCIAL" is overlaid in white, bold, sans-serif font on the left side of the image.

SOCIAL



WORKFORCE BREAKDOWN: GENDER

Diversity indicator	Percentage share
Share of women in total workforce	5%
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	13%
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	17%
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)	3%
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.)	16%
Share of women in STEM-related positions (as % of total STEM positions)	35%

Target

21% gender diversity in all management positions, including junior, middle and top management by 2028.

WORKFORCE BREAKDOWN: NATIONALITY

Breakdown	Percentage share (%)	Share in all management positions (junior, middle, senior) (as % of total management workforce)
Indian	78%	76%
Nepalese	9%	6%
Egyptian	7%	5%
Others (Turkey, Bangladesh, Pakistan, South Africa, Sri Lanka, Nigeria, USA, Iran, Yemen, U.K., Morocco, Zimbabwe, Algeria, Iraq, Jordan, Kenya, Malaysia, Norway, Palestine, Philippines, Tunisia)	7%	12%

* This is global workforce data



GENDER PAY INDICATORS

At Dabur, we are committed to upholding a culture of equality and impartiality in all aspects of employment. We are dedicated to a merit-based system ensures that gender does not influence our decisions regarding recruitment, compensation, or career advancement.

Indicator	Difference between women and men employees (%)
Mean gender pay gap	24%
Median gender pay gap	52%

Pay Gap Analysis: Our data reveals a favourable trend in pay equity at Dabur, with female employees exhibiting higher mean and median salaries than their male counterparts. This positive discrepancy stems from the prevalent higher representation of women in managerial roles, which typically command higher compensation, as opposed to the more junior non-managerial positions.

Indicator	Difference between men and women employees (%)
Mean bonus gap	70%
Median bonus gap	8%

Bonus Gap: In contrast to the pay gap, the analysis of bonuses indicates that male employees have a higher mean and median bonus than female employees. This divergence is largely due to the varying composition of variable versus fixed pay across different roles within the organization, rather than a systemic bias.

FREEDOM OF ASSOCIATION

Indicator	%
% of employees represented by an independent trade union or covered by collective bargaining agreements:	2.8%





HUMAN RIGHTS DUE DILIGENCE

Indicator	Details
Human rights due diligence process	<p>At Dabur, we respect and are dedicated to uphold the human rights of all our stakeholders. Our Human Rights Policy and due diligence practices encompass all Dabur employees, workers, including trainees, part-time and contractual workforce across our business units, entities we own, and entities in which we own a majority interest.</p> <p>Our Human Rights and Non-Discrimination and Anti-Harassment policies outline the organization's commitment to identify issues covering child labour, forced labour, human trafficking, harassment and discrimination within our operations and extended value chain, and develop the mitigation plan for the same. We are an equal opportunity employer, and all employees are evaluated solely on their performance, regardless of their race, religion, caste, gender, sexual orientation, age, or disability, ensuring no discrimination in recruitment, remuneration, promotion processes and career development.</p> <p>To ensure the protection of human rights, we have implemented a robust system of due diligence, continuous monitoring and grievance redressal across our operations through:-</p> <ul style="list-style-type: none"> ▶ Our internal audit tools and mechanisms to identify and assess any actual or potential non-compliance related to Human Rights and take necessary action as applicable. ▶ Our Direct Touch initiative (Whistle-blower & Protection policy), POSH policy, and Supplier Code of Conduct. We actively encourage stakeholders to raise any concerns or complaints related to human rights issues, and we address the grievances promptly and appropriately. ▶ Our grievance redressal committee in manufacturing units addresses all issues as appropriate ▶ Our service agreements executed with vendor partners and extended third party workforce in order to ensure that they adhere to the human rights principles. ▶ Our collaboration with supply chain partners to assess the ethical and human rights aspects of their operations. Through an in-depth due diligence conducted by a third-party audit agency, we verify compliance and request assessment certificates for transparency. If any concerns are identified, we have a Supplier Code of Conduct in place to ensure that they are addressed in a timely and appropriate manner. <p>By implementing these measures, we strive to maintain the highest ethical standards and uphold human rights across our entire value chain.</p>
Review of risk mapping	We do a systematic periodic review of the risk mapping of potential issues
Coverage for risk identification	<p>Our process covers the following:</p> <ul style="list-style-type: none"> ▶ Risk identification in our own operations ▶ Risk identification in our value chain or other activities related to our business ▶ Risk identification in new business relations (mergers, acquisitions, joint ventures, etc.)
Actual or potential human rights issues covered/identified:	<ul style="list-style-type: none"> ▶ Forced labor ▶ Human trafficking ▶ Child labor ▶ Equal remuneration ▶ Discrimination
Groups at risk of human rights issues covered/identified:	<ul style="list-style-type: none"> ▶ Own employees ▶ Women ▶ Children ▶ Migrant Workers ▶ Third-Party employees ▶ Local communities

HUMAN RIGHTS MITIGATION & REMEDIATION

Indicator	Details
Processes implemented to mitigate human rights risks	<p>The Company has a robust human rights due diligence process through which we continuously assess and improve our ability to respond to any human rights-related issues.</p> <p>We have enhanced our Direct Touch policy by introducing an independent 24/7 hotline facility (No. 1800-103-1644) where employees can report their grievances. Additionally, employees can directly write to or contact their respective HR representatives.</p> <p>To maintain a safe workplace and educate our employees, we regularly conduct awareness sessions/ trainings on human rights. Upon receiving a grievance, the Direct Touch team investigates to verify its authenticity and veracity. We also have an Independent Director in the Direct Touch Committee to ensure the fairness in the grievance redressal process.</p>
Remediation actions taken	<p>During the year, two complaints were received and disposed off basis internal process and POSH policy. There was no complaint pending at the end of the year.</p>

TRAINING AND DEVELOPMENT INPUTS

Indicator	Details
Average hours per FTE of training and development	9.9 hours
Average amount spent per FTE on training and development.	₹2,613

Breakdown by Management Level	Average Training Hours per FTE
Middle and Senior Management	3 hours
Junior Management	30 hours



EMPLOYEE DEVELOPMENT PROGRAMS

Indicator	Program 1	Program 2
Name & Description of the program	<p>Competency Development Centre (CDC): Key Talent Assessment & Development with Mercer Mettl and Right Management for all grades</p> <p>a. HIPOs are taken through Structured Full day Assessment Centres where they are assessed on our leadership competency framework by external experts from vendor end; through multiple tools like personality assessments, case study, role plays, mancom level interviews</p> <p>b. This is followed by internal mancom assessment of HIPOs via interviews.</p> <p>The assessment is followed by talent profiling and identification of strengths and areas of development on leadership competencies, followed by customised IDPs created along with HOD, manager and external experts.</p>	<p>Gurukool: Gamified virtual learning program for Sales capability building enabled on Gurukool app. The app has an inbuilt Learning Academy to develop sales capabilities in sales field force to enhance performance. Online, engaging content on business relevant modules for field force.</p> <p>Programs on product training, supervisor working, efficiency trainings (MSL, SFA training), etc.</p>
Description of program objective/business benefits	Structured and Scientific Assessments of key talent with external experts to ensure right talent is placed in the right positions	Functional skill development in the critical sales function through an app. This specially focuses on field staff which is spread across the country, and therefore an on- the-go learning solution becomes relevant, leading to direct business impact
Quantitative impact of business benefits (monetary or non-monetary)	600+ hours of internal and experts led external assessment and development	2200+ hours of upskilling training of salesforce
% of FTEs participating in the program	3% Note: This intervention is designed for key High Potential talent only, wherein we focus on the quality of assessment and not the mass coverage	35%

HUMAN CAPITAL RETURN ON INVESTMENT

Indicator	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
a) Total Revenue Currency: ₹	71,85,00,00,000	81,80,00,00,000	86,84,00,00,000	91,35,60,00,000
b) Total Operating Expenses Currency: ₹	52,11,43,00,000	60,35,41,00,000	66,04,27,00,000	68,42,00,00,000
c) Total employee-related expenses (salaries + benefits) Currency: ₹	5,66,64,00,000	5,89,33,00,000	6,13,93,00,000	6,63,00,00,000
Resulting HC ROI [a- (b-c)]/ c	4.48293	4.63903	4.38757	4.45943
Total Employees	5,068	5,122	5,319	5,367

HIRING

Indicator	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Total number of new employee hires	641	1,192	1,721	1,779
Average hiring cost/ FTE Currency: ₹	27,769	12,248	12,202	16,020

Hiring Data	Breakdown by Age	Breakdown by Gender	Breakdown by Management level
Total number of new employee hires: 1,779	< 30 Years: 622 30 to 39 Years: 872 40 to 49 Years: 268 50 Years & Above: 17	Male: 1,668 Female: 111	Junior Management: 1,545 Middle Management: 208 Senior Management: 26
Average hiring cost/FTE: ₹16,020	< 30 Years: ₹99,64,587 30 to 39 Years: ₹1,39,69,646 40 to 49 Years: ₹42,93,423 50 Years & Above: ₹2,72,344	Male: ₹2,67,21,754 Female: ₹17,78,246	Junior Management: ₹2,47,51,265 Middle Management: ₹33,32,209 Senior Management: ₹4,16,526

PERFORMANCE APPRAISAL

Indicator	Frequency
Management by objectives	At least yearly
Multi-dimensional performance appraisal (360-degree feedback)	At least yearly
Team Based performance appraisal	At least yearly
Agile conversations	More than quarterly

EMPLOYEE SUPPORT PROGRAMS

Employee support programs	Details
Workplace stress management	We have a tie up with an industry leading vendor on EAP services (Employee Assistance Program) for psychological wellbeing to all employees. Through EAP, employees have 24/7 access to professional counsellors for sessions (online/Video/Telephone consulting/app based) as well as self-help material on psychological well-being. We also conduct sessions/expert talks on topics related to physical and mental health.
Sport & health initiatives	Through an annual engagement plan, multiple activities are done throughout the year on sports and health, including but not limited to dedicated doctor helpline for employee and families, monthly webinars by doctors on health-related topics, gym facility at Corporate Office, fitness challenges through professional tie-ups, yoga day etc.
Flexible working hours	We allow flexible and work-from-home ways of working on an exception and on a need basis.
Childcare facilities or contributions	We have childcare facility tie up with an industry leading vendor with pan-India network presence of childcare facilities. We also have a childcare policy under which we reimburse the child day care fees of upto ₹7,500 per month
Breast-feeding/lactation facilities or benefits	Lactation support room facility for women employees at our Corporate Office.
Paid parental leave for the primary caregiver	A total of 26 weeks is offered to our majority of the employees as paid parental leave for primary caregiver.
Paid parental leave for the non- primary caregiver	A total of 2 weeks is offered to our majority of the employees as paid parental leave for non-primary caregiver.

EMPLOYEE TURNOVER RATE

Indicator	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Voluntary employee turnover rate	10%	18%	24%	23%

Breakdown by Gender	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Female	7%	15%	25%	22%
Male	10%	18%	24%	23%
Total Voluntary employee turnover rate	10%	18%	24%	23%

Breakdown by management level	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Senior management	12%	8%	17%	19%
MS	8%	18%	19%	22%
FS	14%	27%	36%	33%
Others	3%	4%	7%	8%
Total voluntary employee turnover rate	10%	18%	24%	23%

TREND OF EMPLOYEE WELLBEING

Employee Engagement Survey	93.4%*
Employee Net Promoter Score (e NPS)	

In the Employee Engagement Survey, following aspects are covered:

- ▶ Job satisfaction
- ▶ Purpose
- ▶ Development and growth
- ▶ Employee wellbeing
- ▶ Employee engagement

***Note:** Dabur aims to nurture a supportive and holistic workplace environment that prioritizes the health, happiness and fulfilment of our employees. Keeping the same in mind, year-round initiatives are taken to promote overall wellness. As our previous fiscal year survey score was already 93.4% thus, further improvements take time to create an impact. Therefore, a two-year gap has been institutionalized to observe the effectiveness of implemented changes.



OHS POLICY

Indicator	Details
OHS Policy:	Occupational Health & Safety Policy https://www.dabur.com/dabur-policies-and-related-documents/occupational-health-safety-policy
Applicability	Company's entire operations/ employees as well as contractors or individuals under the company's supervision
Policy Endorsement	Board of Directors

OHS PROGRAMS

Indicator	Details
OHS Management System	ISO 45001:2018 Standard

FATALITIES

Fatalities	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Employees	0	0	0	0
Contractors	0	0	0	0

LOST-TIME INJURY FREQUENCY RATE (LTIFR)

Indicator	Unit	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Employees	LTIFR (n/million hours worked)	0	0.058	0.045	0.03
Data Coverage	Operations	100% - Standalone	100% - Standalone	100% - Standalone	100% - Standalone

Indicator	Unit	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Contractors	LTIFR (n/million hours worked)	0.24	0.06	0.05	0.09
Data Coverage	Contractors	100%	100%	100%	100%





CUSTOMER SATISFACTION MEASUREMENT

- ▶ There is a regular process of measuring consumer satisfaction for key brands to our business which we ensure is undertaken so that we are able to monitor satisfaction with our brands and products and also work on the improving any issues identified.
- ▶ There is a process of meeting consumers physically to measure consumer satisfaction and the number of consumers are fairly large with almost 10,000+ consumers each year.
- ▶ We have a dedicated control center which monitors consumer comment / feedback online and measures consumer sentiments 24 X 7. Response time to any consumer complaint is less than 24 hours in most cases.
- ▶ All our products carry a link to the Dabur website, besides a dedicated email id and a toll free phone number where our customers can reach our product specialists for detailed information on our products, their ingredients and benefits
- ▶ Detailed information about our products, including the benefits they offer, the key ingredients and information on Clinical Studies conducted on the products are also available on the company's website (www.dabur.com)
- ▶ On e-comm and digital commerce (D2C), there is a regular monitoring of consumer satisfaction, feedback mechanism and therefore product / service improvement in Dabur to improve our online rating.
- ▶ Also, twice a year, we conduct a customer satisfaction survey with our retailers / distributors as an added layer for measuring consumer satisfaction

PRIVACY POLICY: SYSTEMS/ PROCEDURES

Aspect	Details
Privacy policy	Privacy Policy Refer our Corporate Website: https://www.dabur.com/
Designated department responsible for privacy issues	IT department is responsible for privacy related concerns
Privacy policy system embedded in group-wide risk/compliance management	Yes. Refer our 'Risk Management' section in the integrated report.
Disciplinary actions in case of breach (i.e. zero tolerance policy)	Our 'Direct touch' policy prohibits initiation of adverse action against stakeholders or failing to take an otherwise appropriate action. The following are some of disciplinary actions:- Termination of employment/contract, suspension, dismissal, discharge, demotion, harassment, written, reprimand, retaliatory investigation, decision not to promote, awarding an unwarranted performance rating, withholding of appropriate salary adjustments, imposition of involuntary transfer or reassignment, denial of awards, leave, benefits for which the stakeholder, as and wherever applicable, would normally be eligible. Refer policy link: https://www.dabur.com/dabur-policies-and-related-documents/direct-touch
Audits/ verification	We conduct internal and external audits on ISO27001 on an annual basis.

CUSTOMER PRIVACY INFORMATION

Customers are informed about:	System in Place
Nature of information captured	Yes
Use of the collected information	Yes
Possibility for customers to decide how private data is collected, used, retained and processed	Yes
Opt-out option is available	Yes
Opt-in consent is required	Yes
Request their data to be corrected	Yes
Request their data to be deleted	Yes
How the information is protected	Yes
Third-party disclosure policy (private and public entities)	Yes





CERTIFICATIONS

ANNEXURE 1: ISO 14001 CERTIFICATIONS FOR FACTORIES

1. Alwar Plant
2. Baddi Plant
3. Jammu Plant
4. Narenderpur Plant
5. Newai Plant
6. Pantnagar Plant
7. Indore Plant
8. Sahibabad Plant
9. Silvassa Plant

ANNEXURE 2: ISO 45001 CERTIFICATIONS FOR FACTORIES

1. Alwar Plant
2. Baddi Plant
3. Jammu Plant
4. Narenderpur Plant
5. Newai Plant
6. Pantnagar Plant
7. Indore Plant
8. Sahibabad Plant
9. Silvassa Plant

ANNEXURE 3: ISO 27001 CERTIFICATION

1. Corporate Office

ANNEXURE 4: ISO 9001 CERTIFICATIONS FOR FACTORIES

1. Alwar Plant
2. Baddi Plant
3. Jammu Plant
4. Newai Plant
5. Pantnagar Plant
6. Indore Plant
7. Sahibabad Plant
8. Silvassa Plant

ANNEXURE 5: FSSC 22000/ISO 22000 CERTIFICATIONS FOR FACTORIES

1. Alwar Plant
2. Baddi Plant
3. Jammu Plant
4. Narendrapur Plant
5. Newai Plant
6. Pantnagar Plant
7. Indore Plant
8. Sahibabad Plant

ANNEXURE 6: USFDA CERTIFICATIONS FOR FACTORIES

1. Alwar Plant
2. Baddi Plant

ANNEXURE 7: SA 8000 CERTIFICATIONS FOR FACTORIES

1. Silvassa Plant


























ANNEXURE 8: ISO 22716 CERTIFICATIONS FOR FACTORIES

1. Silvassa Plant

ANNEXURE 9: ISO 13485 CERTIFICATIONS FOR FACTORIES

1. Silvassa Plant

OUR GOVERNING POLICIES

1. ESG Policy	
2. Anti-Corruption and Anti-Bribery Policy	
3. Human Rights Policy	
4. Biodiversity & No Deforestation Policy	
5. Supplier Code of Conduct	
6. Sustainable Sourcing and Preferential Procurement Policy	
7. Quality Policy	
8. Food Safety Policy	
9. Risk Management Policy	
10. Privacy Policy	
11. Occupational Health and Safety Policy	
12. Non-Discrimination and Anti-Harassment Policy	
13. Environment Policy	
14. Ethical and Responsible Marketing Policy	
15. Policy on Disclosure of Info Under Listing Regulations	
16. CSR Policy	
17. Policy on Related Party Transactions	
18. Policy on the Preservation of Documents	
19. Dividend Distribution Policy	
20. Policy on Material Subsidiary	
21. Investors Policy	
22. Code of Corporate Disclosures	
23. Policy on Directors Appointment and Policy on Remuneration	
24. Direct Touch (Whistleblower policy)	
25. Code of Ethics and Conduct	
26. Tax Strategy Policy	



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