



BEING  
RESPONSIBLE.  
A JOURNEY  
BEYOND MILESTONES.  
A CULTURE  
BEYOND WORDS.

**DABUR INDIA LIMITED**

Business Responsibility Report 2015-16

# CONTENTS

## RESPONSIBILITY OVERVIEW

Being Responsible	1
Chairman's Message	4

## BUSINESS OVERVIEW

Committed to a Billion Smiles	6
Our Vision & Values	10
Our Story in Numbers	12
Rewards and Recognitions	14

## BUSINESS RESPONSIBILITY

A Sustainable Enterprise	16
Governance & Ethics	18
Managing Challenges & Opportunities	28
Listening to Stakeholders	34
Product Responsibility	40
Workplace	46

## ENVIRONMENTAL RESPONSIBILITY

Environment	54
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## SOCIAL RESPONSIBILITY

Society	68
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## ABOUT THIS REPORT

The reporting framework used in this report is based on the 'National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVGs)' released by the Ministry of Corporate Affairs, Government of India, in July 2011, which contains 9 Principles and Core Elements for each of the 9 Principles.

This is Dabur's detailed annual Business Responsibility Report for 2015-16 and the shorter companion report based on the format suggested by SEBI in its circular is appended to our Annual Report for 2015-16, which is also available for download on: <http://www.dabur.com/in/en-us/investor/financial-information/reports/annual-reports/2015-16>.

This is Dabur's fifth Business Responsibility Report, and is available for download on: <http://www.dabur.com/in/en-us/investor/reports/brr>.

This report is intended to transparently disclose our performance based on the principles provided in the NVGs and is meant for all our stakeholders. We welcome your thoughts, comments and feedback as this will allow us to improve on our reporting and disclosure standards.

If you would like to send us feedback about this report, please email to [corpcomm@dabur.com](mailto:corpcomm@dabur.com).

### REPORTING ORGANIZATION DABUR INDIA LTD

### CORPORATE IDENTITY NUMBER L24230DL1975PLC007908

### REGISTERED OFFICE 8/3, Asaf Ali Road, New Delhi-110002, India

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### FINANCIAL YEAR REPORTED 2015-16

BEING  
RESPONSIBLE.

A JOURNEY  
BEYOND MILESTONES.

A CULTURE  
BEYOND WORDS.

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**People build businesses that use the planet's natural resources. And when individuals and resources work in tandem, then businesses and the Planet both reap rich dividend.**

That's what sustainability is all about. At Dabur, sustainability is synonymous with the responsibility to deliver what we promise. It covers an entire gamut of products for our consumers, taking care of their health and well-being, while parallelly working towards keeping the planet clean and green to achieve sustainable growth and development.





OUR CONTINUOUS  
ENGAGEMENT WITH  
THE COMMUNITY HAS  
HELPED REVIVE A HOST  
OF ENDANGERED PLANT  
SPECIES AND ESTABLISH A  
SUSTAINABLE SOURCE OF  
LIVELIHOOD FOR FOREST-  
BASED COMMUNITIES



*We are aware of the challenges posed by climate change, global warming, and environmental degradation. We take pride in positioning ourselves as an ecologically sensitive organization. We strive to Reduce, Reuse and Recycle by careful use of energy, water conservation, reduced air emissions, rainwater harvesting, and solid waste recycling*

Responsibility towards the People and towards the Planet has been a way of life for us for the past 132 years. It is a journey in progress, much beyond milestones. We have reinvented the sense and sensibility of the ancient science of life through scientific research to offer holistic well-being to our consumers.

We actively engage with local communities and small farmers, empowering them to engage in cultivation of rare species of herbs and medicinal plants. Our continuous engagement has helped revive a host of endangered plant species and establish a sustainable source of livelihood for forest-based communities and small farmers. In India, our agronomical endeavour spreads over eight states stretched across an area of over 2,000 acres and involves more than 1,200 families.

At Dabur, the sense of responsibility towards the People and the Planet is an intrinsic part of our DNA. It is the fulfillment of these responsibilities that make sustainability a culture for us. As we evolve and expand our operations, the responsibilities towards the People and the Planet grow manifold. We are aware of the challenges posed by climate change, global warming, and environmental degradation. We take pride in positioning ourselves as an ecologically sensitive organization. We strive to Reduce, Reuse and Recycle by careful use of energy, water conservation, reduced air emissions, rainwater harvesting, and solid waste recycling.

To extend the benefits of holistic well-being to the ever-growing Netizen community and to meet their evolving demands, we have launched online platforms — LiveVeda, MyBeautyNaturally and DaburDentalCare. As an environmentally conscious Company, we continue to innovate and use efficient technologies to bring down our strain on ecology. We support the principles of inclusive growth and equitable development through not just our corporate social responsibility initiatives but through our core business as well. This responsibility is our culture.

**Being responsible, for us, is a journey beyond milestones, and culture beyond words.**



# CHAIRMAN'S MESSAGE

 Sustainability is not just a buzzword at Dabur. It is ingrained in our organizational DNA and it forms the basis of all ideas and initiatives that are going to drive the way our business works, not just in India but across the globe 

## *Dear fellow stakeholders,*

At Dabur, we are on a mission to become India's most sustainable consumer goods manufacturer. With this end goal in sight, we believe in putting sustainability at the heart of everything we do. From operating in an ethical manner to managing our impact on the Environment, from creating an inspired workplace & workforce to playing a responsible role in the Community, Dabur has been working towards driving meaningful change on the ground.

I am delighted to present Dabur India Ltd's fifth annual Business Responsibility Report. This report for the 2015-16 financial year describes in detail the efforts and initiatives taken by Dabur India Ltd towards creating a better planet for our future generations.

Sustainability is not just a buzzword at Dabur. It is ingrained in our organizational DNA and forms the basis of all ideas and initiatives that are going to drive the way our business works, not just in India but across the globe. Across all our operations that cover four continents, we have made considerable progress on the pillars of our development programme: creating an engaged and inspired workplace; building healthier communities, protecting the planet and creating economic opportunities for all.

The journey called Dabur began way back in 1884 as a small Ayurvedic medicines manufacturer. Over the years, this Company has transformed itself into an Indian transnational with manufacturing bases spread across the world and products available in over 120 countries. We closed the 2015-16 financial year with Revenue of over ₹8,400 Crore and Net Profit of over ₹1,250 Crore. Today, we are seen as the oldest yet the most modern face of Ayurveda in India. We have been infusing modern day science into this age-old traditional wisdom to develop products that meet the ever-changing needs of our consumers and offer them holistic health and well-being.

The past year has been a challenging one for the FMCG industry. We had to deal with a tough economic environment characterized by extreme volatility in currency, as well as geopolitical disturbances in key geographies. While these challenges were shared across the industry, the competitive advantages we have are unique to Dabur. Our agility and nimble footedness in responding to the emerging challenges helped us navigate through these troubled waters, while our values and our heritage kept us anchored and enabled us to emerge stronger.

The past year has seen a marked increase in consumer preference for Natural and Ayurvedic products. Dabur has been one of the first movers in this space. Our core philosophy is rooted in Ayurveda, having been associated with this traditional system of healthcare for over 132 years. We continue to leverage our strong herbal heritage and product portfolio to take advantage of this growing consumer preference for Natural and Ayurvedic products.

While focusing on delivering strong and profitable growth, we have not lost sight of our responsibility towards not just enriching the lives of every community where we do business but also leave a better planet for our future generations.

Moving forward on our journey to integrate Sustainability deep into the Dabur system, we had commissioned a study on our environmental footprint across the entire value chain for three key products - Dabur Chyawanprash, Rêal Juices and Dabur Honey. It gives me great pride to inform you that Dabur has received the Product Carbon

Footprint (PCF) Certificate from TUV NORD under ISO 14064 standard for these three products, which is a first ever in the Indian FMCG industry. Details of this analysis have been provided in this report.

Steps have also been taken to substantially reduce our raw water consumption, effluent generation, solid waste and hazardous waste generation, besides cutting down our GreenHouse Gas (GHG) emissions at all our manufacturing units across the country.

With a portfolio of products based on natural ingredients, Nature is the lifeline of our business. At Dabur, we have been proactively engaged in not just protecting rare and environmentally sensitive herbs and medicinal plants but also increasing their coverage by engaging the community in cultivating these rare herbs. We have also been training these community members, tribal and farmers on sustainable cultivation techniques and helping supplement their income. Today, our agronomical initiatives cover over 2,000 acres across 8 states, with over 1,200 farmers benefiting from these programmes.

While nurturing nature, we have also been actively participating in community development with a variety of outreach initiatives that have been developed in consultation with the community members and keeping their specific needs in mind. As part of our Corporate Citizenship initiative, we run Health Camps offering a variety of check-ups and treatments to the poor and needy. We also run awareness camps for school kids, besides operating non-formal education centres for out-of-school children in the hinterland. We also seek to empower women by imparting a variety of skills.

Our initiatives have been noticed and we have won a host of recognitions during the year 2015-16. It gives me great pride to inform you that Dabur India Ltd was named Good Corporate Citizen of the year by industry body PHD Chamber of Commerce and Industry. We were ranked 25<sup>th</sup> in the list of Best Companies for CSR in India by the Economic Times, and amongst the 50 Most Caring Companies of India, to name a few.

None of this would have been possible without the dedication and support of our employees, who are our biggest pillar of strength. We have been working towards creating an environment where all employees can maximize their capabilities and grow with the company. The idea is to nurture their skills, and invest in their leadership potential.

As we move forward, we are committed to broaden the scope of our Environmental and Community Development programmes. On behalf of the Board and employees of Dabur, I would like to extend my sincere gratitude to all our stakeholders for their dedication, commitment and support that inspires us to remain focused and to deliver on our commitments.

Sincerely,

**Dr. Anand C Burman**

Chairman

**DABUR INDIA LTD.**

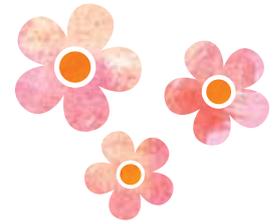
 *At Dabur, we have been proactively engaged in not just protecting rare and environmentally sensitive herbs and medicinal plants but also increasing their coverage by engaging the community in cultivating these rare herbs. We have also been training these community members, tribal and farmers on sustainable cultivation techniques and helping supplement their income* 

# COMMITTED TO A BILLION SMILES

*Dabur India Ltd is India's leading consumer products manufacturer with Consolidated Revenue of over ₹8,400 Crore and Market Capitalization of around ₹44,000 Crore. With our rich heritage of over 132 years and deep knowledge of Ayurveda, we have been successfully developing and introducing products based on Ayurveda to cater to the ever-changing needs of the consumer.*

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Dabur is today the world's largest Ayurvedic and Natural health care company with a portfolio of products on the Herbal/Ayurvedic platform. Our wide range of nature and Ayurveda-based products and medicines seek to address the health and wellness needs of our billions of consumers across continents.

Dabur India also has a strong in-house research wing that follows a 'bush-to-brand' approach. We have our in-house nursery, which grows several rare herbs that go into various products. This in-depth knowledge of nature and natural ingredients is one of our big strengths in the market. This research wing also undertakes detailed tests on individual ingredients and products to ensure that the final product meets consumer needs and aspirations.

As a Company, we have been marrying this age-old traditional knowledge with modern day Science to not just develop highly efficacious products but also scientifically prove the benefits of each ingredient and product. Dabur has been one of the first movers in Ayurveda R&D, having initiated research activities several decades ago. Our R&D Centre is today equipped with state-of-the-art instruments as well as trained manpower needed for pharma-grade research activities. In fact, Dabur is probably the only company which is involved in both classical/ethical as well as OTC formulation research. This strong R&D team has been involved in developing several classical formulations, proprietary patent formulations, herbal cosmetics and health supplements in niche areas of health care.

Dabur today enjoys the consumer's trust because of this rich Ayurvedic heritage. Consumers understand that if a

product comes from the House of Dabur, it is truly natural, and of the best quality at the right price.

Over the years, Dabur has expanded its portfolio to include a host of personal care products. But Health and Nature are the common threads that bind the entire portfolio. Every product from the house of Dabur delivers on the promise of health, ensuring that our consumers are not just healthy from within but also glow with a healthy beauty and live in a healthy environment within their homes. This is part of our motto of being 'dedicated to the Health and Well-Being of every household'.

Our distribution network today covers over 5.3 million retail outlets and spreads across all geographies (Urban and Rural) and channels (from brick and mortar stores to online marketplace). Thanks to the growing demand for natural and Ayurvedic products, two of our brands – Dabur Gulabari and Dabur Lal Tail – crossed the ₹100-Crore Sales Turnover mark to join 14 other brands that have already achieved this feat.

Founded in 1884, Dabur is a public limited company with its shares listed on premier stock exchanges of the country, viz. NSE and BSE.

Dabur's FMCG portfolio today has five flagship brands: **Dabur** as the master brand for natural healthcare products; **Vatika** for natural personal care; **Hajmola** for digestives; **Real** for fruit-based beverages; and **Fem** for fairness bleaches and skin care. Our business today covers the following key consumer product categories:





## HEALTH CARE



With a legacy of 132 years, Dabur has been a leader in Health & Well-Being with a portfolio of products that offer holistic well-being to its consumers. Thanks to this rich heritage and our devoted efforts towards producing efficacious products, Dabur, as a brand, evokes feelings of Trust and Health in the minds of our consumers. Dabur has, in fact, been ranked as the Number 1 Ayurveda brand in India for the third year in running, by TRA Research Private Limited. This speaks volumes about the trust that consumers place on brand Dabur.

We have also been working towards making Ayurveda more contemporary and relevant to today's audience, by validating the benefits of Ayurvedic and natural ingredients through Science. In addition, we have been conducting workshops and consumer engagement programmes to bring the modern day consumers closer to this traditional Indian medicine system.

Dabur's Health Care vertical today comprises Health Supplements, Digestives and Over-The-Counter products offering remedies for women's health care, baby care, cough & cold and rejuvenation. In addition, our healthcare portfolio also includes a range of Ayurvedic Ethicals medicines.



## PERSONAL CARE



Dabur has been at the forefront of offering Natural Personal Care solutions to its consumers with a range of products that cater to all age-groups. We have also developed specialized products for the diverse and evolving needs of our consumers. Our products, with their active natural ingredients, offers healthy beauty from within.

Dabur's Personal Care business today covers Hair Care (with a range of Shampoos and Hair Oils), Oral Care (with Toothpastes and Toothpowder), Skin Care and Salon products.





### HOME CARE



A relatively new vertical for Dabur, the Home Care portfolio includes Mosquito Repellents, Air Fresheners and Toilet Cleaners.



### FOODS



Dabur's Foods business includes packaged fruit juices & beverages and culinary pastes. Despite being the youngest business at Dabur, it is today one of the fastest growing verticals, clocking strong double digit growth year after year.



- RESPONSIBILITY OVERVIEW
- BUSINESS OVERVIEW
- BUSINESS RESPONSIBILITY
- ENVIRONMENTAL RESPONSIBILITY
- SOCIAL RESPONSIBILITY

# OUR VISION AND VALUES



VISION



Dedicated to the  
**Health & Well Being**  
of every household





## PRINCIPLES



### Ownership:

This is our Company and we accept personal responsibility and accountability to meet business needs.



### Passion for Winning:

We all are leaders in our area of responsibilities with a deep commitment to deliver results. We are determined to be the best at doing what matters the most.



### People Development:

People are our most important asset. We add value through result driven training, why encouraging and rewarding excellence.



### Consumer Focus:

We have superior understanding of consumer needs and develop products to fulfill them.



### Team Work:

We work together on the principle of mutual trust and transparency in a boundary-less organization. We are intellectually honest in advocating proposals, including recognizing risks.



### Innovation:

Continuous innovation in products and processes is the basis of our success.



### Integrity:

We are committed to the achievement of business success with integrity. We are honest with consumers, with business partners and with each other.

## OUR STORY IN NUMBERS

Net Sales Up **8.1%** to ₹ **8,436** Crore

Net Profit Up **17.5%** to ₹ **1,252.7** Crore

**375**

kids enrolled at  
Non-Formal Education  
centres

**395**

Solar Lamps  
distributed in  
villages of Ghaziabad

**419**

women made literate at  
Adult Education centres

**432**

families benefited from  
plantation activities

**569**

girls offered  
vocational training

**1,005**

villagers trained on  
bee-keeping

**1,048**

household toilets  
constructed across  
Ghaziabad, Rudrapur,  
Baddi

**1,228**

farmers  
benefited from  
agronomical  
initiatives

**1,391**

students benefited  
from School Support  
programmes

**2,015**

acres of land under  
cultivation for rare  
medicinal herbs

**10,000**

kg of warm clothes  
collected for  
distribution to needy

**55,798**

patients examined at  
368 Health Camps

**750,000**

saplings of herbs  
distributed to farmers

**18,00,000**

school kids benefited from  
Health & Oral Hygiene  
programmes

# REWARDS AND RECOGNITIONS

There are those who give with joy, and that  
joy is their reward.

- Khalil Gibran  
Poet





Union Minister of Home Affairs, Mr. Rajnath Singh presenting the PHDCCI Good Corporate Citizen of the Year award to Dabur India Ltd Chairman of CSR Board Committee Dr. Ajay Dua and Head - CSR Mr. A. Sudhakar

***At Dabur, we have always taken care of the interests of our stakeholders. And our efforts have not gone unnoticed. Dabur's initiatives towards CSR & Environment Sustainability have won numerous awards and accolades. Following are some of the awards received by Dabur India Ltd. during 2015-16:***

- Dabur named Good Corporate Citizen of the Year, by PHDCCI, for its efforts towards community development
- Dabur ranked 25 in the list of Best Companies for CSR in India, by The Economic Times
- Dabur bags ICARSAT Outstanding Partnership Award-Asia for its CSR initiative in arid Rajasthan
- Dabur's CSR initiative towards constructing household toilets in rural India won the Gold at the Greentech CSR Award 2015
- Dabur bagged the Best CSR Campaign of the Year award for its sanitation programme with Sanifresh 700 se 7 Kadam, by Asian Consumer Engagement Forum
- Dabur's Baddi (Chyawanprash) unit and Sahibabad unit bagged the Gold awards for outstanding achievements in safety management, at the 14th Greentech Safety Award 2015

# A SUSTAINABLE ENTERPRISE

“ *This Earth is our only home.  
Together, we must protect and cherish it.* ”

- Ban Ki-moon,  
Secretary-General of the United Nations





**Dabur India Ltd is the world's largest natural and Ayurvedic products maker that specializes in delivering holistic health and well-being to its highly diverse consumers across six continents. From its humble beginnings in 1884 in a small pharmacy in Kolkata, Dabur has now spread itself worldwide in order to be close to its growing consumer base, developing products that are tailored to meet the diverse needs and aspirations of its consumers across the globe.**

Starting out with one manufacturing plant in India in 1896, Dabur today markets its vast line of Nature-based products in over 120 countries across the globe. These products are manufactured at our 31 state-of-the-art manufacturing units, 10 out of which are located outside India.

At Dabur, we value nature's bounty. With an array of products that draw from Nature, we understand that the fruits of nature are the very lifeline of our business. In a world of finite natural resources, Dabur has been at the forefront of not just preserving this invaluable gift, but also helping it multiply and flourish. While most enterprises talk of Energy, Carbon and GreenHouse Gas (GHG) emissions, we go beyond these commonly used quantifying metrics and also work on building the Natural Capital, measuring Societal Impact and improving Quality of Life.

The seeds of sustainability were sown right at the inception by our founder Dr. S K Burman, who said:

***"What is that life worth which cannot bring comfort to others."***

This thought has been the driving force behind all our sustainability initiatives. The same strong values of our founder that have guided us for over a century are more relevant

today and have been inspiring us to deliver responsible growth and make sustainable living commonplace.

Dabur has always been at the forefront of the movement to chart an action plan for mitigating the adverse impact of climate change. Year after year, we have been innovating on improving energy performance of our buildings, be it the Corporate offices or the manufacturing units. Three of our buildings – the Corporate office in Gurgaon (Haryana), besides a manufacturing unit each in Baddi (Himachal Pradesh) and Rudrapur (Uttaranchal) have been awarded the Leadership in Energy and Environment Design (LEED) India rating. The two manufacturing units were, in fact, among the first industrial buildings to get this prestigious rating.

We have been tirelessly working towards identifying and quantifying water and energy usage, CO<sub>2</sub> emissions and waste generated at each of our manufacturing units. Product Carbon Footprint (PCF) study is a means for measuring, managing and communicating GHG emissions related to goods and services. A carbon footprint is based on a life cycle assessment (LCA) but focuses on a single issue, which is global warming. A responsible company has to quantify the carbon footprint of their products and make efforts for enhancing market reputation, engaging with suppliers, clients and other stakeholders, and setting a first step towards a more comprehensive environmental footprint.

Dabur accepted this challenge and conducted a comprehensive analysis to understand our environmental footprint across the entire value chain for three key products – Dabur Chyawanprash, Dabur Honey and Rèal juices. We have received the PCF Certificate from TUV NORD under ISO 14064 standard for these three products.

We also made solid progress on our environmental goals. Water conservation forms an important part of our environment agenda. At all our manufacturing units across India, efforts are continuously underway to reduce our fresh water consumption. We have also expedited our waste management efforts across the spectrum.

Having a sense of 'larger purpose' is the fundamental hallmark of sustainable leadership. Dabur has in place a high-level team, comprising representatives from multiple functions relating to sustainable development, to monitor and effectively deliver on the Company's triple bottom line performance. This core group met four times during the year to analyse sustainability and community development related opportunities and initiatives.

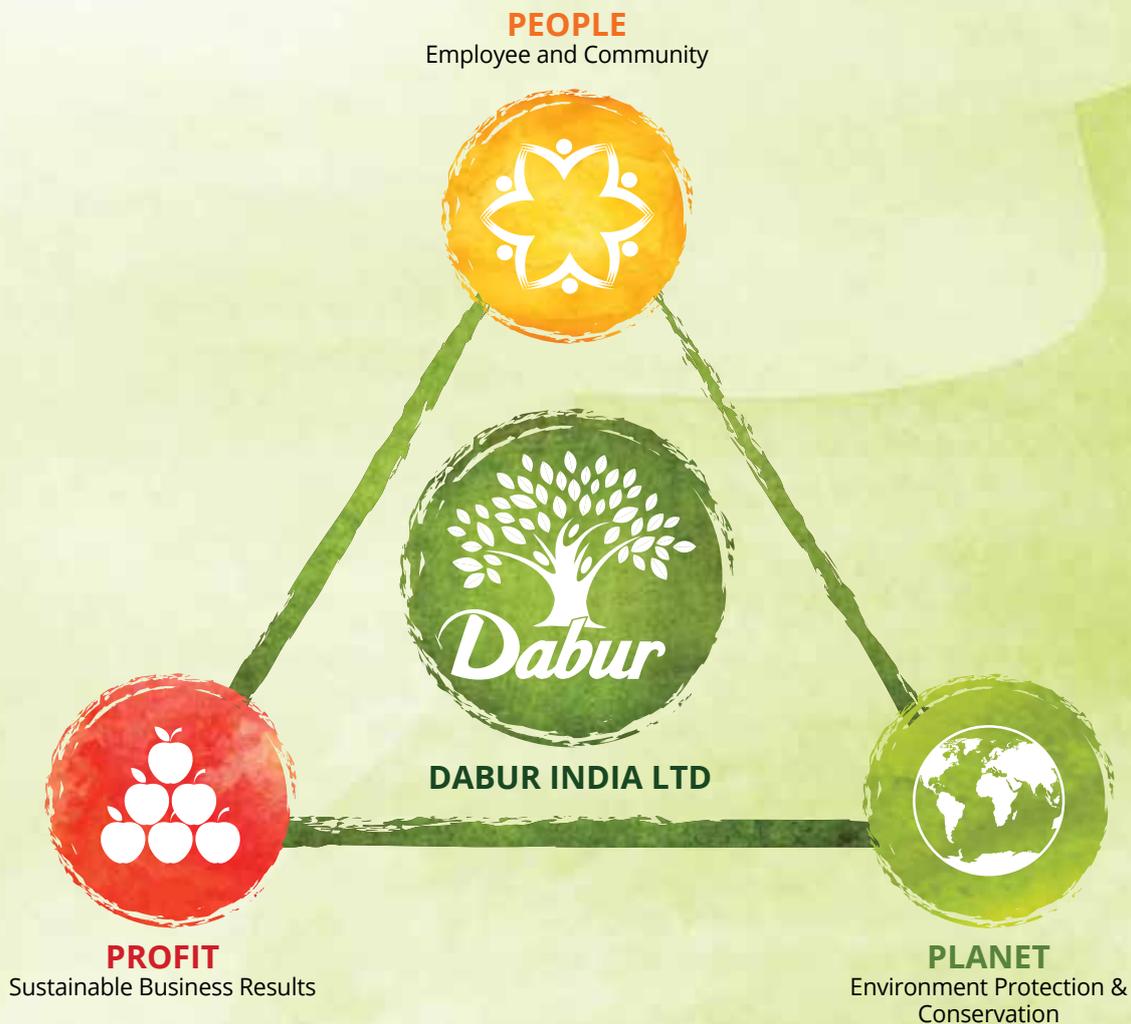
Our unfailing commitment to ecological conservation and regeneration follows the principles enshrined in Vedas, which say:

***"Dehi me dadami te"***  
(As you give me, I give you in return.)

# GOVERNANCE & ETHICS

 *You must be the change you wish to see in the world.* 

- Mahatma Gandhi



Dabur India Ltd is the world's largest natural and Ayurvedic products maker that specializes in delivering holistic health and well-being to its highly diverse consumers across the globe. Since its inception in 1884, Dabur, and its founder family, have worked towards building a sustainable enterprise that not just delivers superior returns to its shareholders, but is also firmly rooted in the community and demonstrates care for the environment.

Throughout our operations, both in India and abroad, all decisions are made keeping in mind their impact on People, Communities and the Environment. At Dabur, we take a three 'P' approach to sustainability, and this Triple Bottom Line commitment to People, Planet and Profit is rooted to the core of our strategy.



## PEOPLE

Every day, over 6,000 Dabur employees put their heart and soul into helping our consumers lead a Healthy & Happy life. Our company bears a huge responsibility for all employees' well-being and that of our surroundings, now and in the future. In support of this growing workforce, we have established best-in-industry policies and practices to keep them motivated while meeting their fundamental right to a safe and healthy working environment.

We have been conducting business, participating in society as a corporate citizen, and implementing a wide range of community-oriented development activities. Our efforts range from supporting Health & Sanitation, Education, Women Empowerment, and Environmental initiatives to partnering with non-profit and charitable institutions to build capacity and empower people.



## PLANET

For the past 132 years, Dabur has been engaged in the business of developing products based on Nature and natural ingredients. At Dabur, we value nature's bounty. Without the fruits of nature, the vision of Dabur – dedicated to Health & Well-being of every household – would never have been fulfilled. And that is the reason for our unflinching commitment to ecological conservation and regeneration.

At Dabur, we are committed to protecting the environment by continuously reducing waste emissions into the air, land and water. We have also been making great strides in our efforts to augment the population of rare and endangered herbs through our greenhouse programmes.



## PROFIT

At Dabur, we are committed to creating an enterprise that delivers lasting value for all stakeholders into the future. As the custodian of traditional Ayurvedic knowledge, we have been developing innovative products based on this age-old knowledge and presenting them in modern formats to appeal to consumers across generations.

While Economic Capital is important, we believe that an organization's true worth lies beyond its business, and is best reflected by the service it renders to the community and the society. Companies should thrive as it then gains the ability to reinvest in contributing significantly and impactfully to sustainable and inclusive development.



## GOVERNANCE &amp; ETHICS

# Corporate Governance

*Dabur's Board of Directors' mission is to represent the interest of all its shareholders in the long-term health and the overall success of the business and its financial strength. The board supervises the management of Company's business and affairs with a view to enhancing long-term shareholder value*



The name Dabur evokes the feeling of 'Trust' in the minds of our consumers and also our investors. As a publicly traded Company, Dabur India Ltd is committed to conduct business with integrity and ensuring adherence to all laws and regulations and achieving highest standards of Corporate Governance. The Company has set the highest standards in transparency to not just maintain but also grow the confidence of all its stakeholders. We take pride in the fact that Dabur meets and exceeds all local Corporate Governance standards and requirements.

Strong corporate governance, ethical corporate behavior and fairness to all stakeholders are part of Dabur's strong 132-year-old legacy, and are embodied in our Code of Ethics & Conduct. All our operations across the globe are guided by this Code of Conduct. All employees and directors of the Company and its subsidiaries across the globe are expected to comply with both the spirit and the letter of this code, and they must affirm their compliance annually.

Dabur's Board of Directors' mission is to represent the interest of all its shareholders in the long-term health and the overall success of the business and its financial strength. The board supervises the management of Company's business and affairs with a view to enhancing long-term shareholder value.

The promoter family believes that they have a trusteeship role to follow both in terms of perpetuating the family business and in preserving and growing the business. The family is not engaged in day-to-day management of the Company and have also restricted their representation on the Board to 4 members. Six of the 12 members on the Board of Directors of Dabur India Ltd are Independent Directors. These highly capable individuals with diverse global management perspectives were chosen for their business and financial acumen, integrity and independent judgement. We believe that encouraging diversity is important, and it gives us great pride to state that Dabur is among the first Indian business houses to induct a woman Director on its Board.



**Woman Director  
as a member of  
the Board**



**of the Board's  
12 Directors are  
independent**



**Board level  
Committees**

The Company ensures that all Independent Directors commit enough time to discharge their duties properly and manage their roles on the various Board level committees. Towards this end, the members have to meet the attendance requirements and the Board has also limited the number of other public company directorships that our Independent Directors may hold.

## BOARD OF DIRECTORS

The Board of Directors of Dabur India Ltd is committed to conducting the Company's business ethically and in accordance with high standards of Corporate Governance. Our Board consists of 12 members comprising of the Chairman, who is a Non-Executive Promoter Director, two Executive Directors, three Non-Executive Promoter Directors and six Non-Executive Independent Directors, including a woman Director.

The composition of the Board (presented in the following table) as on 31st March, 2016 is in conformity with Clause 49 of the Listing Agreement.

COMPOSITION OF THE BOARD	
<b>Dr. Anand C. Burman</b>	Chairman/Promoter/Non-Executive Director
<b>Mr. Amit Burman</b>	Vice Chairman/Promoter/Non-Executive Director
<b>Mr. Mohit Burman</b>	Promoter/Non-Executive Director
<b>Mr. Saket Burman</b>	Promoter/Non-Executive Director
<b>Mr. P. D. Narang</b>	Whole Time Director
<b>Mr. Sunil Duggal</b>	Director & CEO
<b>Mr. P. N. Vijay</b>	Independent Director
<b>Mr. R. C. Bhargava</b>	Independent Director
<b>Dr. S. Narayan</b>	Independent Director
<b>Dr. Ajay Dua</b>	Independent Director
<b>Mr. Sanjay Kumar Bhattacharyya</b>	Independent Director
<b>Ms. Falguni Sanjay Nayar</b>	Independent Director

Detailed information about each board member and their Appointment Letters have also been put in public domain on the Company website.

 *The Company ensures that all Independent Directors commit enough time to discharge their duties properly and manage their roles on the various Board level committees. The Board has also limited the number of other public company directorships that our Independent Directors may hold* 



## COMMITTEES OF THE BOARD

We believe that the Board of Directors plays a crucial role in the governance structure of the Company. To assist the Board in fulfilling its responsibilities, a number of committees have been established with responsibility for particular areas.

### The Board has five principal standing committees:

- Audit Committee
- Nomination & Remuneration Committee
- Shareholders Relationship Committee
- Corporate Social Responsibility Committee
- Risk Management Committee

The membership of each committee is listed in the Investor Relations section of the company's website: <http://www.dabur.com/img/assets/3-composition-of-various-committees.pdf>



The structure and composition of the various committees under the board is depicted below:

COMPOSITION OF AUDIT COMMITTEE		
Name of the Director	Category	Designation
Mr. P.N. Vijay	Independent Director	Chairman
Dr. Ajay Dua	Independent Director	Member
Mr. R.C. Bhargava	Independent Director	Member
Mr. S.K. Bhattacharyya	Independent Director	Member
Dr. S. Narayan	Independent Director	Member
COMPOSITION OF NOMINATION & REMUNERATION COMMITTEE		
Dr. S. Narayan	Independent Director	Chairman
Mr. Amit Burman	Non-Executive Promoter Director	Member
Dr. Anand C. Burman	Non-Executive Promoter Director	Member
Mr. P. N. Vijay	Independent Director	Member
COMPOSITION OF SHAREHOLDERS RELATIONSHIP COMMITTEE		
Mr. P.N. Vijay	Independent Director	Chairman
Dr. Ajay Dua	Independent Director	Member
Mr. Amit Burman	Non-Executive Promoter Director	Member
Mr. P. D. Narang	Executive Director	Member
COMPOSITION OF CORPORATE SOCIAL RESPONSIBILITY COMMITTEE		
Dr. Ajay Dua	Independent Director	Chairman
Mr. P. D. Narang	Executive Director	Member
Mr. S.K. Bhattacharyya	Independent Director	Member
Mr. Sunil Duggal	Executive Director	Member
COMPOSITION OF RISK MANAGEMENT COMMITTEE		
Dr. Ajay Dua	Independent Director	Chairman
Mr. Amit Burman	Non-Executive Promoter Director	Member
Mr. P. D. Narang	Executive Director	Member
Mr. Sunil Duggal	Executive Director	Member
Mr. A K Jain	V P (Finance) & Co. Secretary and Joint Chief Risk Officer	Member & Joint Chief Risk Officer
Mr. Lalit Malik	Chief Financial Officer & Joint Chief Risk Officer	Member & Joint Chief Risk Officer

The number and responsibilities of committees are reviewed periodically. It is the Board's responsibility to constitute, assign, co-opt and fix the terms of reference for members of various committees. The Board may also from time to time establish a committee for a specific purpose.

In addition to the Board level committees, the Company has also formed various 'Management Committees' consisting of Executives from multiple functions to support effective management of our various business needs. These include:

- CSR Management Committee
- Health, Safety and Environment Committee

## GREEN GOVERNANCE

At Dabur, we have gone Green with governance. Since the year 2011-12, as a part of our Go Green initiative, the Company has been holding and convening its Board (including Committee) meetings on iPads, in a paperless form. All agenda papers are uploaded on a web-based programme for information, perusal and comments, etc. of the Board/Committee Members. This has considerably reduced use of paper. Our Annual Report has also largely shifted to the e-format with a large number of shareholders receiving a soft copy of the Annual Report through emails.



## GOVERNANCE &amp; ETHICS

## Ethics



**At Dabur, our Mission and our Values drive our business decision and activities across the globe. We are engaged in the business of making products that offer Health & Well-being to our consumers. Each of our products helps us move closer to our commitment of being dedicated to the Health & Well-Being of every household. As an organization, we not only make great and efficacious products but also build trust with our customers and stakeholders. And this trust is fundamental to our business success.**

As a responsible Corporate Citizen, Dabur has always believed in following the highest standards of Corporate Governance, and has put in place policies and procedures that reflect our commitment to high standards of business conduct.

The policies are publicly available on the Company's website at <http://www.dabur.com/in/en-us/investor/corporate-governance/policies> and also on the Dabur Intranet for all employees to read and understand. The contact details of the Key Managerial Personnel (KMPs) at Dabur has also been placed in public domain on the Company website, in compliance with the listing obligations.

Following are the key policies for all our Directors and Employees that guide the way the Company engages with its stakeholders.

### CODE OF ETHICS & CONDUCT

Dabur is committed to upholding the highest ethical standards of corporate behaviour. A strong and well-articulated Code of Ethics & Conduct has been adopted, which requires that all Directors, senior management and employees act with the utmost integrity and honesty, thereby further strengthening our ethical climate.

Our Code of Ethics & Conduct covers the Board members and members of the Management Committee, and all employees in and above Officer level across all our offices and units, group companies and Dabur's CSR arm SUNDESH. This code, which is a commitment to ethical professional conduct from every Director and employee of Dabur, consists of imperatives formulated as statements of personal responsibility, identifies the elements of such a commitment and also contains many issues that employees are likely to face. The code is intended to serve as a basis for ethical decision-making in the conduct of professional work. It also

serves as a basis for judging the merit of a formal complaint pertaining to violation of professional ethical standards.

All employees at Dabur are expected to read and understand this Code of Ethics & Conduct, uphold these standards in day-to-day activities and also comply with all applicable standards, policies & procedures of the company. The Code is a dynamic document that reinforces the Dabur culture of honourable behaviour in business, and is modified and updated to keep it in line with changing regulatory norms.

Under this code, all employees are also expected to create a harassment-free, congenial and trustworthy environment at their respective workplace. We supplement our code with detailed policies on aspects such as anti-harassment, whistleblower protection and other issues concerning our workplace.

## DIRECT TOUCH

As a company, Dabur has strict zero tolerance on corruption. Responsible business behavior is one of the cornerstones of our culture of performance and integrity.

Dabur has, since 2002, put in place a Direct Touch Policy that provides an opportunity to our stakeholders (including directors, employees & their representative bodies, business associates and security holders) to report to the management instances of illegal or unethical business practices at the workplace, without the fear of reprisal.

The vigil mechanism (or Whistleblower & Protection Policy) includes misconduct with respect to discrimination or sexual harassment. It was instituted to help the organization eliminate any malpractices in the system, and create a fearless environment for our employees and business associates to report any instance of unethical behaviour.

Though, in the normal course, Whistleblower Policy allows only employees to report malpractices, we have gone beyond and covered our business associates as well. We do not require people to identify themselves and even allow anonymous reporting.

This policy defines and lays down the process for raising a Complaint, the safeguards that have been put in place for the person raising a complaint, the roles and responsibilities of all stakeholders, and also sets the timelines for all processes to be followed.

A dedicated committee, consisting of three senior personnel, is responsible for addressing each complaint raised. A dedicated team makes recommendations on corrective actions to the management, which then acts on it immediately. The functioning of policy is periodically reviewed by the Audit Committee of the Board of Directors, suitable amendments made as required and the same communicated to all employees.

During the 2015-16 financial year, three complaints were received under the provisions of the Direct Touch policy. These complaints were investigated and no merit was found in the complaints.

## CODE OF CONDUCT FOR PREVENTION OF INSIDER TRADING

At Dabur, we believe in the conduct of our affairs in a fair and transparent manner by adopting highest standards of professionalism, honesty, integrity and ethical behaviour.

In compliance with the SEBI regulation on prevention of Insider Trading, Dabur has instituted a comprehensive code of conduct for its Directors, Management and Officers that lays down guidelines, advises them on procedures to be followed and disclosures to be made while dealing with shares of Company, and cautioning them of the consequences of violations.

The code clearly specifies that Directors and specified employees of the Company can trade in the shares of the Company only during 'Trading Window Open Period'. The trading window is closed during the time of declaration of results, dividend and material events, etc. as per the code. The Company Secretary is the Compliance Officer.

## CODE OF CORPORATE DISCLOSURE

Dabur is committed to fair disclosure of any information about the Company and its initiatives, which if published is likely to materially affect the price of shares of the Company. As part of our endeavour to preserve the confidentiality of unpublished price sensitive information and to prevent misuse of such information, Dabur has put in place a Fair Disclosure code that applies to all employees.

This code has been put up on the Dabur Intranet for all employees to read, understand and adhere to. Our Fair Disclosure code prohibits the selective disclosure of material, non-public information about the Company, and

sets forth certain procedures that will help prevent such selective disclosure.

At Dabur, we believe that we can best create stockholder value by publicly articulating our strategies, business strengths, risks, and growth opportunities. The Company has designated the Company Secretary as Chief Investor Relations Officer (CIRO) to deal with dissemination of information and disclosure of Unpublished Price Sensitive Information (UPSI) first to the Stock Exchanges.

The Company also observes a 'Silent Period', during which we do not comment on any matters pertaining to the financial outlook for the Company. This silent period normally begins from the beginning of the month of each fiscal quarter and continues until earnings results are publicly released.

In order to disseminate information about the Company, we use methods reasonably designed to provide broad, non-exclusionary distribution of the information to the public, which includes Press Releases, Investor Conference Calls, Webcasts and the filing of periodic and other reports with the Stock Exchange. In addition, the quarterly results are published in leading English and Vernacular dailies.

## **POLICY ON DISCLOSURE OF INFORMATION UNDER LISTING REGULATIONS**

Dabur is committed to comply with all periodic reporting and disclosure requirements contained in the law. Moving forward in this direction, Dabur has formulated the Policy on Disclosure of Information Under Listing Regulations, which requires disclosure of any event or information that the Board of Directors considers as material.

The Policy is intended to ensure compliance with the applicable Listing Regulations. Under this, any individual event or information that are considered to be significant to the operations and performance of the Company and deemed to be material will be reported to the Stock Exchange.

These include events or information that may have a financial impact of ₹100 crore on Sales or ₹50 crore on Profit After Tax, and events involving an amount of ₹100 Crore or more. Even events or information based on non-financial impact, like new product launch or commencement of commercial production, would be first disclosed to the Stock Exchanges.

As a company, we expect the strictest compliance with this Policy by all Directors, Officers and Employees.

## **POLICY ON RELATED PARTY TRANSACTIONS**

Recognizing the fact that Related party transactions can present potential or actual conflicts of interest and may raise questions whether such transactions are in the best

interest of the Company and its stakeholders, the Company has formulated a Policy on Related Party Transactions. This policy was adopted by the Board of Directors, and the Audit Committee reviews the same, from time to time, and recommends amendments, if any.

This policy defines the approval mechanism and reporting of transactions between the Company and its related parties. It regulates the transactions between the Company and its related parties with a view to ensure that such transactions are executed on an arm's length basis and in a transparent and fair manner.

Each Director and Key Managerial Personnel at Dabur is responsible to inform the Board about persons and entities that are considered 'Related Parties'. This Policy has been communicated to all operational employees and other concerned persons of the Company and also placed on the Company's website.

## **POLICY ON MATERIAL SUBSIDIARY**

Dabur has framed a Policy on Material Subsidiary to determine the material subsidiaries of the Company and to provide the governance framework for such subsidiaries. Under this policy, formulated in accordance with the listing obligations, when the Income or Net Worth of any subsidiary exceeds 20% of the Consolidated Income or Net Worth respectively of the listed entity, it will be considered a material subsidiary.

Dabur's Audit Committee will review the financial statements and the investments made by a material unlisted subsidiary. This Policy has been disclosed on the Company's website and a web link to the same is also disclosed in the section on Corporate Governance Report of Dabur India Ltd's Annual Report.

## **INVESTORS POLICY**

Dabur attaches great value to a good relationship with its shareholders and investors. We provide shareholders and other parties in the financial markets with equal and simultaneous information about matters concerning the Company. Our disclosure practices are designed to give all investors fair access to this information. We have formulated an Investors Policy to ensure equal and simultaneous flow of quality information to investors and analysts about developments at Dabur.

In accordance with the Code of Corporate Disclosure Practices, only public information is provided to the analysts, research persons, large investors like institutional investors etc. In case the information being shared is confidential and/or not yet public, then the same is also simultaneously made public by informing the Stock Exchanges.

Dabur communicates with all of its investors and analysts through one-on-one meetings and quarterly conference calls, webcasts of our quarterly conference calls and

attending group analyst meetings and conferences. In addition, Dabur publishes an Annual Report, quarterly reports and Press Releases.

This policy also covers Investors Services and shareholder complaints redressal. In order to provide efficient services to investors and to ensure speedy redressal of their complaints, the Stakeholders Relationship Committee has been empowered to undertake work relating to transfer and transmission of shares and other matters like split-up/sub-division, and consolidation of shares, issue of new certificates on rematerialization, consolidation, exchange and duplicate share certificates.

During the 2015-16 financial year, the Company received 29 shareholder complaints and all 29 were closed satisfactorily. Details of complaints received and resolved by the Company during 2015-16 are given below:

NATURE OF COMPLAINT	PENDING AS ON 31.03.2015	RECEIVED DURING FY 2015-16	DISPOSED OF DURING FY 2015-16	PENDING AS ON 31.03.2016
Non-receipt of certificates lodged for Transfer/ Transmission, issue of Duplicate shares	Nil	16	16	Nil
Non-receipt of Dividend	Nil	8	8	Nil
Dematerialization/Rematerialization of shares	Nil	-	-	Nil
Others (Non-receipt of bonus shares/POA/ change of signatures/address etc.)	Nil	5	5	Nil
Total	-	29	29	-

## POLICY ON PRESERVATION OF DOCUMENTS

Dabur India Ltd has formulated a Policy on Preservation of Documents to govern the maintenance and preservation of documents as per applicable statutory and regulatory requirements. This policy has been framed with objective of classifying various documents, records and registers for the purpose of maintenance and preservation. This policy has been approved by the Board of Directors, and can be modified or amended by the Board.

Under this policy, all documents, records and registers have been classified into two categories:

- Documents that need to be preserved permanently
- Documents that need to be preserved for a period of not less than 8 years

This policy also mandates the Company to make available on its website a set of documents for a period of up to 5 years, arranged according to financial year.

## DIVIDEND POLICY

Dabur has framed guidelines under the Dividend Policy to decide how much of our earnings will be paid out to shareholders. The Dividend Payout Ratio, which is reviewed every two to three years, has been fixed at 50% of the Company's Net Profit for the year. The board, after considering factors like future capital expenditure, acquisition and contingency funds, recommends the Dividend for the year. Dividends are declared at the Annual General Meeting

of the shareholders based on the recommendation by the Board.

## POLICY ON PREVENTION OF SEXUAL HARASSMENT

At Dabur, we make special efforts to respect the rights of each and every employee, regardless of race, nationality, gender or age. We have always worked towards building a healthy and congenial working environment where a diverse workforce can fully contribute its individual skills and expertise. We have zero tolerance towards sexual harassment and any act of sexual harassment invites serious disciplinary action. Our employment rules clearly stipulate prohibition of sexual harassment. In line with this, we have formulated a Prevention of Sexual Harassment Policy. This policy and its provisions have been made known to all employees throughout Dabur's global operations.

Under this initiative, employees can report sexual harassment at the workplace. An internal complaints committee, headed by a woman, looks into all concerns of sexual harassment. Following is a summary of sexual harassment complaints received and disposed of during the year:

- No. of complaints received: Nil
- No. of complaints disposed of: NA.

Dabur fully supports our women employees in developing their careers by creating a work environment in which they can remain active, long-term members. We believe in nurturing passionate talent and providing equal opportunities to men and women.

# MANAGING CHALLENGES & OPPORTUNITIES

“Be active! Take on responsibility! Work for the things you believe in. If you do not, you are surrendering your fate to others.”

- Dr A. P. J. Abdul Kalam,  
Former President of India

From its birth in the by-lanes of Kolkata in 1884, Dabur has today emerged as a multi-location transnational business catering to the ever-changing needs and aspirations of the consumers across the globe. Our products today reach consumers across 120 countries.

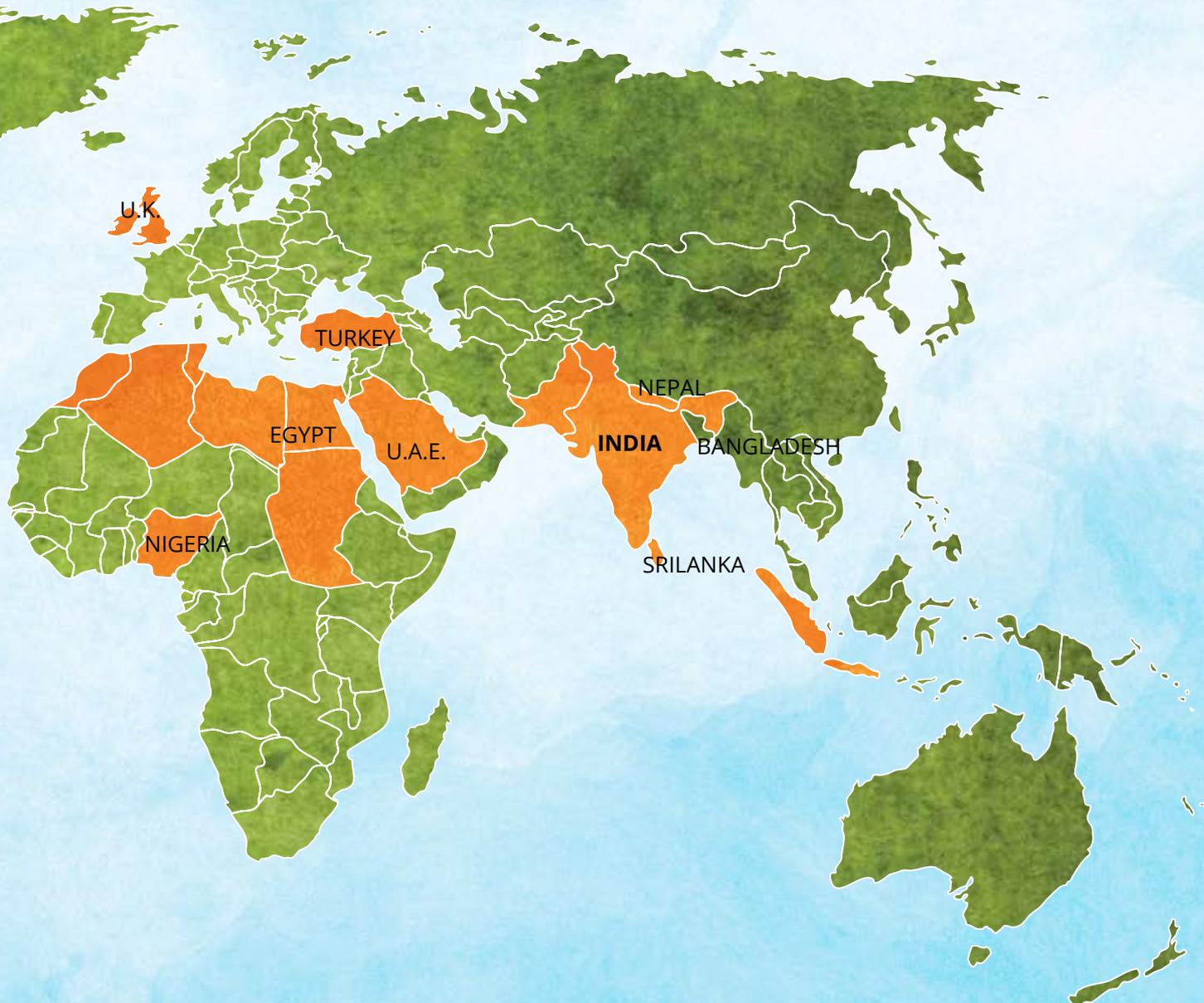
As a global player, our business today faces a variety of challenges, including environmental issues, poverty, conflict, discrimination and economic disparity. It is essential to have in place necessary systems to manage these risks. At Dabur, we have been relentlessly working to find solutions to mitigate and manage these risks through our daily business activities.

Our management systems, organizational structures and processes together form our internal control system, which governs how we conduct our business and manage all associated risks. To properly respond to the emerging risks that might critically impact our business, we have empowered our group functions, making them accountable for risk identification within their area of responsibility. These risks are presented to the Management Committee as and when they arise. The material business risks are also regularly reported to the Board, along with their control and mitigation measures.

Dabur has remained relevant to its consumers for the past 132 years. We believe that if we have to stay relevant and competitive in the future, we have to proactively change and take steps to not just carefully track the issues, but also anticipate any new or emerging trends.

Following are some of the Sustainability risks considered most material from a business perspective and our approach towards addressing them.





**Our Global Presence  
and Key Markets**

- RESPONSIBILITY OVERVIEW
- BUSINESS OVERVIEW
- BUSINESS RESPONSIBILITY
- ENVIRONMENTAL RESPONSIBILITY
- SOCIAL RESPONSIBILITY



Saplings of rare medicinal plants are nurtured at Dabur's Greenhouse at Pantnagar



## CLIMATE CHANGE

Climate change is undoubtedly one of the most pressing issues staring at our generation. It's a global challenge that impacts everybody. Given the recent developments including extreme temperatures, rising sea levels and weather-related disasters, it is expected to have a huge impact on bio-diversity as also on the livelihood of millions of farmers in the country.

## IMPACT

The potential impacts of climate change are diverse. While it may lead to increase in water scarcity in some parts of the world; in other places, greater rainfall would lead to floods and result in damage to crops. Alongside, there's also an increase in demand for natural resources.

With a portfolio of products based on Nature and natural ingredients, our long-term prosperity will depend on continued availability of these natural resources. Any risk that threatens these fruits of nature will have an impact on our business as well.

Energy consumption and GreenHouse Gas (GHG) emissions are other key environmental issues that need to be addressed by all corporations. We believe that companies that design products, processes and plants in such a way that they have a sensible environmental footprint will be the ones that emerge successful in the long run.

## MITIGATION

Environment Sustainability for us is non-negotiable. We are in the business of delivering good health to our consumers. And we believe that a good environment is an absolute

necessity to nurture good health. Mindful of the issues concerning Environment Sustainability, particularly those regarding climate change and resource depletion, Dabur has put in place strategies and plans to mitigate the impact of its operations while, at the same, contributing to the conservation of the Ecosystem and Biodiversity.

Our Environment Strategy rests on two strong pillars. The first pillar is about reducing the environmental impact of our operations, particularly energy use, water use and waste output, besides targeting the primary source of GHG emissions.

An aspect-impact analysis is conducted at each of our locations to assess the potential environment risk and draw measures to eliminate the same. All manufacturing units of Dabur today comply with Zero Liquid Discharge system, and have minimised usage of petroleum products by modifying boilers into bio-fuel boilers, resulting in a drastic reduction in air emissions. The energy conservation measures undertaken during the year have resulted in a saving of around ₹60 lakh.

We have also undertaken various water conservations measures across all out units. Riding on these efforts, the Company has greatly reduced raw water consumption, effluent generation, solid-waste generation, and hazardous waste generation, besides managing our GHG emissions, CO<sub>2</sub> emission, SO<sub>2</sub> generation to reduce the overall Environmental impact of our operations.

The second, and equally important, pillar of our Environment Strategy is enhancing bio-diversity. Dabur, as the custodian of traditional Ayurvedic knowledge, has been proactively engaged in not just protecting rare and environmentally sensitive herbs and medicinal plants but also increasing their

coverage by engaging community in cultivating these rare herbs.

Under this initiative, we educate and train the farmers and tribal on sustainable agricultural and cultivation practices. Our continuous engagement with the community has not only helped revive a host of these endangered species, but also establish a sustainable source of livelihood for several forest-based communities.

## COUNTERFEIT PRODUCTS

Counterfeit or fake products are generally products with similar logos and packaging, but sold at lower prices. Globally, counterfeits or spurious products are seen as a big threat. Even in India, it has now emerged as among the biggest threats for the consumer goods industry as also for consumer safety.

Counterfeits can largely be classified into two categories:

- **Fakes** – These are products that bear the same name of the product, its logo, packaging, graphics and even the address of the genuine manufacturer.

- **Lookalikes** – These are products that carry names that sound or look similar to the original product and usually follow the same colour schemes and similar packaging designs and labels.

## IMPACT

According to industry estimates, counterfeit and fake products now account for over a fifth of the FMCG market. A FICCI-KPMG Report has estimated the size of the counterfeit FMCG (Fast Moving Consumer Products) market in 2014 to be around 65% of the overall counterfeit products market. Industry estimates put the loss to the exchequer as a result of FMCG counterfeiting at anywhere between ₹27,500 crore and ₹45,000 crore.

Counterfeit products do not just result in a loss to the exchequer, but also have an impact on both the manufacturer and the consumer. Since makers of counterfeit products do not follow any quality checks and use spurious ingredients, they result in serious health and safety risks for consumers. The spurious products also impact a product's brand image, and consequently sales.

Dabur, with the help of local authorities, conducts raids and confiscates spurious products





 *In the last one year alone, our efforts have led to over 150 raids by local authorities across 11 states, which have resulted in seizure of goods worth over ₹600 lakhs* 

## MITIGATION

Counterfeiting is a matter that we take very seriously, since any pass-off or fake of our product is a loss of business for us and can cause serious damage to not just our brand image but also to the health of our consumers. Dabur has been working with local authorities to target manufacturers of spurious products as also label printers in a planned manner.

In the last one year alone, our efforts have led to over 150 raids by local authorities across 11 states, which have resulted in seizure of goods worth over ₹600 lakhs.

A lot of effort also goes towards educating the consumer, particularly in the hinterland, on identifying lookalikes. Dabur has been expanding its rural distribution footprint over the past few years and has been investing in consumer connect programmes that give our consumers a chance to touch, feel and experience the genuine Dabur products.

Under our consumer connect programmes, we participate in local haats and melas where our sales officers carry physical products and information packs to educate the consumer about differentiating between a genuine Dabur product and a lookalike. At Dabur, we have also established a Brand Protection Cell with a dedicated email id, where consumers, employees and business associates can share information about any spurious or counterfeit product that they might have seen in the market place.

Dabur is a member of FICCI's Committee Against Smuggling and Counterfeiting Activities Destroying Economy (CASCADE) and has been working along with industry peers towards addressing the issue of counterfeits. The Committee, along with government entities such as Department of Consumer Affairs, Central Board of Excise & Customs and Economic Offences Wing of the Delhi Police, works towards creating awareness among consumers as also finding effective solutions to this problem.

## HEALTH & SAFETY AT WORKPLACE

Occupational safety is one of the highest priorities for any organization. Every individual deserves to be treated with dignity and to have their fundamental rights respected. And companies must provide its employees with a safe work environment that supports both their physical health and mental well-being.





Dabur grows 25 species of rare medicinal herbs at its Panthnagar Greenhouse, spread over 4 acres

## IMPACT

With a workforce of over 6,000 employees across four continents, providing a safe and healthy working environment is an absolute necessity. As a manufacturing concern, Dabur faces the risk of accidents at workplace every day. This is a big risk to our employees and our business.

## MITIGATION

At Dabur, our Health & Safety vision is to achieve zero fatalities and no serious injuries, while continuing to protect and improve the health of our workforce across the globe. Providing a safe and healthy working environment for employees is an integral part of our approach to social responsibility. Safety is, in fact, integrated into all aspects of our business.

Occupational health and safety management are key elements of our sustainable corporate strategy and an integral part of our business processes. Our top management is committed to ensuring that our people stay safe and healthy while working as part of Dabur Family. Towards this end, the Company has framed a detailed Occupational Health, Safety and Environment (OHSE) Policy. Applicable to all our facilities, this OHSE Policy lays out all aspects of safety to be considered while at work.

Dabur has always been aware of its responsibilities towards health, safety and environment management and is in the process of further strengthening its current resources. All our domestic manufacturing facilities today are OHSAS 18001 and ISO 14001 certified. Reporting and monitoring of injury frequency rates occurs across geographies and units.

Fire Safety has been identified as a key area and efforts are underway in full swing to achieve and maintain globally approved fire safety standards at the units.

We are in the process of installing best-in-class fire and smoke

detection technology at all our units. In addition, all units have been equipped with dedicated fire-fighting cure team members. All expected fire hazards have been identified through third party fire safety audits/HAZOP study/risk assessment studies and an action plan has been prepared for the same.

Regular training sessions are held at all sites to raise employees' awareness and enable them to develop safety-conscious behavior. We also conduct training sessions for the staff of contractors working at our sites. As part of our commitment to build a safety culture within the organization, we have implemented behavior-based safety system and also record workplace hazards, besides conducting scheduled in-house Fire Safety Audits, adopting on-line Work Permit System, daily tool-box talks, and holding Safety Committee meetings and interactions with all associates. Fire safety drills are also conducted at regular intervals and Safety Week celebrated at all units along with continuous safety training for all concerned.

All actions and recommendations are recorded and evaluated through online in-built software called 'EHS Management Tracking System', which has helped reduce workplace hazards and incidents and helped Dabur move towards becoming an incident-free organization.

The 'health' part of health and safety is a key focus area at Dabur and all efforts are made towards ensuring overall well-being of our employees. We offer targeted health programmes to guard against workplace-related risks that might lead to illnesses. Yoga sessions are held at the workplace to relieve stress.

An occupational health system is maintained and monitored regularly, in addition to conducting employee medical fitness & vaccination through an external agency. We believe that a strong safety record is good for our employees and good for our business.

# LISTENING TO STAKEHOLDERS

“In order to carry a positive action, we must develop here a positive vision.”

- Dalai Lama



Dabur believes in transparency in action and this transparency is an essential ingredient when it comes to building trust with our stakeholders. We stand by our philosophy of transparency. Stakeholders play an essential role in our continued success and we are of the firm opinion that engagement with stakeholders is a two-way communication process. Every stakeholder should be given the opportunity to voice their opinion or share their concerns, and their feedback should always be considered and queries addressed in a time-bound manner.

We have mapped our internal and external stakeholders in a structured way and carry out engagements with them on a regular and ongoing basis. Regular engagement and transparency in action, we believe, builds trust and trust nurtures relationships.

Our key stakeholders are: Employees (both current & prospective), Shareholders & Investors, Business Partners, Consumers and Community.

In addition, Dabur also engages with Industry Associations, Regulatory Authorities and Key Opinion Leaders like healthcare and beauty professionals, besides joining hands with civil society organizations and NGOs, both at an organizational level and also locally in the regions where we operate. These engagements enable us to add value to our products, processes and policies, which ultimately leads to win-win relationships.

We have put in place robust mechanisms to continuously engage with all our stakeholders. Stakeholder engagement, for us, is a powerful source of mutual learning and shared solutions. It helps us embrace different points of view, develop a deeper understanding of the challenges and expectations of individual groups and allows us to serve these needs accordingly. Above all, it demonstrates a purpose beyond profits.

## EMPLOYEES

At the core of our success is our people. They form the backbone of this Company and their well-being is incorporated in every aspect of our business and operations. For Dabur, employee engagement is the cornerstone of achieving a sustainable competitive advantage. It acts as the means to strengthen their ties with the organization. To attract the best talent in the industry and to retain them, we feel it's absolutely necessary to make their experience with us the best it can be. And that's what we strive for.

We have an Intranet, which acts as the primary medium for reaching out to all employees. All developments regarding the Company and also other employees are shared on the Intranet. We also host Town Hall meetings, which provide

an opportunity for senior leadership and all employees to connect, collaborate, and share updates. We also host regular conferences with employees to brief them about the new regulations as also new developments in the industry. At Dabur, we feel everybody's voice matters, and we work to make sure that everyone is heard.

We add further value to our employee engagement initiatives through result-driven training and by rewarding excellence. An actively engaged employee positively impacts our overall company health and we have put in place policies and initiatives to make sure our employees stay driven and are able to play their part in Dabur's growth story.

## SHAREHOLDERS & INVESTORS

At Dabur, we believe in building and managing long-term relationships based on mutual trust with our shareholders. As investors, they are entitled to meaningful and complete information about the Company, its businesses, policies and practices. And we firmly believe that an open dialogue with our shareholders plays a major role in our success.

We share information with our shareholders through public disclosure and even seek regular feedback for improvements. We announce our achievements and prospects by way of Stock Exchange announcements, Quarterly Result announcements, Annual Report, and by Press Release and postings on the Dabur website. Conference calls are also organized with analysts every quarter post the Quarterly Result announcements and the transcript for the call uploaded on the Company's website. All presentations to analysts, including the ones made at Analyst Meets, are also posted on the website and shared with the Stock Exchanges.

Dabur enters into agreement with Central Council of Research in Ayurvedic Sciences to commercially produce two Ayurvedic drugs





Dabur officials spread awareness about health and well-being among children in rural India

During the year, Quarterly Results of the Company were published in leading English and Vernacular dailies.

The Annual General Meeting (AGM) takes place in Delhi and a formal notification is sent to shareholders around one month in advance. Our retail shareholders are encouraged to reach out to the Dabur Board of Directors at the AGM or through an email ([investors@dabur.com](mailto:investors@dabur.com)). We also conduct online Investor Satisfaction Surveys to understand the requirements and satisfactions levels of our investors, and roll out steps to improve our standards of service.

We have also established a dedicated committee that looks into shareholder complaints and grievances. It covers all matters concerning the shareholders, like transfer or credit of shares, non-receipt of dividend, notices and annual Reports, etc.

## BUSINESS ASSOCIATES

Our business associates, ranging from our vendors and suppliers to our stockists and distributors, are our partners in growth. Maintaining a transparent and clean relationship with our business associates builds an environment of trust. We have been proactively working with this important stakeholder group to identify and address issues, and maximize value for them.

Our engagements with our business associates range from regular meetings with local, regional and national groups to ongoing dialogues and even organizing rewards and recognition programmes for them. We have instituted both formal and informal channels of communication with them

to ensure mutual growth. Our Code of Conduct covers our business partners and we encourage them to approach us and report any incident of unethical behaviour within the Company, without the fear of reprisal.

We also share key developments within the Company by way of a newsletter, and open sessions for discussions with the senior management.

## CONSUMERS

Our consumers are our biggest brand ambassadors. They put their trust in our products and in our ability to deliver products that are safe and efficacious. This trust is based on our 132-year-old Ayurvedic heritage and our ability to marry the benefits of age-old traditional knowledge with modern-day science to create products that appeal to consumers across generations and geographies.

Developing products that deliver wholesome health and well-being is a two-way process. We have been engaging with our consumers through various forum, both online and offline, to understand their needs and aspirations, seek their suggestions and gain insights to stay abreast of changes in consumer attitudes and preferences. Blind product tests and consumer satisfaction surveys are also conducted to help us stay on top of our consumers' needs.

The recent years have seen a marked increase in demand for Ayurvedic and natural products. Our core philosophy is rooted in Ayurveda, having been associated with this traditional system of healthcare for more than a century. While a lot of companies today offer herbal or Ayurvedic



products, Dabur enjoys the consumer's trust, thanks to our long Ayurvedic heritage of 132 years. Dabur has, in fact, been ranked as the Number 1 Ayurveda brand in India for the fourth year in running, by TRA Research Private Limited. This speaks volumes about the trust that consumers place on brand Dabur.

Dabur has been using a judicious mix of campaigns, both on-air and on-ground, to reach out to its consumers. We have also been using a mix of localized promotional and marketing strategies as well as technology to access consumers across markets and to supplement our distribution enhancement initiatives. In the urban markets, for instance, we undertake a host of school contact programmes and consumer activation initiatives. In rural India, we participate in *haats*, *nukkad nataks*, *melas* etc and also roll out other innovative initiatives like regional beauty pageants and rural talent hunts. These initiatives also provide the consumers an opportunity to touch, feel and experience our products.

Today, consumers are increasingly going online to seek information about various products and also for making purchases. At Dabur, we also use the Internet and various emerging social media platforms to communicate frequently and directly with our customers. By creating interfaces on the digital social platform, Dabur and our various brands are reaching out to consumers, interacting with them and, in the process, enabling them to become our brand ambassadors.

We also have a dedicated Consumer Cell where consumers can call in with their complaints or queries.

## COMMUNITY

Dabur has a long-standing tradition of community engagement with strong roots in our heritage. This spirit of community development stems from the thoughts of our founder Dr S K Burman, who said: "What is that life worth which cannot bring comfort to others". This thought has been the driving principle behind our community development initiatives.

Through a wide variety of activities, we support local communities in the regions where we operate. Over the years, Dabur has been committed to making a positive impact on society and has been developing and deploying need-based programmes in areas of Health, Sanitation, Education, Skill Development and Environment Sustainability, to name a few. We believe in proactively engaging with the community members and working together for mutual benefit.

Along with our employees, consumers and business partners, we also work towards broadening the reach and deepening the impact of our community development initiatives. For instance, we have involved our consumers in several initiatives related to meeting the nutrition needs of underprivileged kids, constructing toilets in rural households and even providing warm clothes to poor & needy during extreme winters.

All our businesses and manufacturing units engage with communities through surveys and focused group meetings that seek to gauge the needs, priorities and expectations of the local communities. This helps us develop and deliver programmes that best suit their needs and help improve their standards of living.

## INDUSTRY ASSOCIATIONS

Dabur works in partnership with industry bodies and associations, relevant to our business and interests, as part of our efforts to deliver the best value for our consumers. A wide range of policies are in place and several new ones are being framed by government bodies and agencies across the world. Some of these may have a material impact on our business.

At Dabur, we believe that we can make a contribution to the development of sound public policy by providing accurate information about our industry and our activities. We participate in government outreach related to the FMCG industry through various industry bodies and associations. The objective is to assess new initiatives on the ground, disseminate lessons and examine policy implications.

At Dabur, we consider policy advocacy as a means to engage decision makers on issues of importance to our business, and use proactive advocacy in matters that enhance positive social and environmental outcomes.



Dabur is a member of various industrial and commercial bodies like:

- Confederation of Indian Industry (CII)
- Federation of Indian Chambers of Commerce and Industry (FICCI)
- Associated Chambers of Commerce and Industry of India (ASSOCHAM)
- PHD Chamber of Commerce and Industry (PHDCCI)
- Indian Beverage Association (IBA)

We maintain a continuous dialogue with these industry bodies on issues that concern our areas of business. We attend conferences periodically to forge closer ties with these bodies and our industry peers, share thought leadership on emerging business and technology topics, participate in industry trade fairs and exhibitions while advocating for policies that protect the interests of our consumers and enhance our ability to grow. We are also part of various task forces and forum within these industry bodies. We actively participate in the meetings of these task forces on issues and policy matters concerning our area of business, but have not been lobbying on any specific issue.

## REGULATORY AUTHORITIES

We work closely with government entities and regulators in numerous multi-stakeholder public processes, sharing thought leadership to assist them in formulating policies and regulatory frameworks that promote as well as protect the interest of our stakeholders and our industry at large.

We are a member of several trade bodies and associations and through these bodies, we actively contribute to relevant public policy matters by way of sharing knowledge and expertise. In the past, we have participated in forums pertaining to Corporate Governance, consumer interest and counterfeiting. We also engage with different government bodies at different times to further Sustainability and Sustainable Development.

## KEY OPINION LEADERS

Key opinion leaders, straddling various segments of the society, play an important role in driving Dabur's business success. We expect our officials to engage external experts and key opinion leaders to develop a deep understanding of areas where we can align our core competencies. Our executives engage with these groups to understand evolving expectations and viewpoints and also inform them about our priorities and actions.

Our dedicated portal, [www.daburmediclub.com](http://www.daburmediclub.com) is a platform to connect with healthcare professionals both in the field of Ayurveda and Allopathy. It also offers the healthcare professionals easy access to data on various clinical and pre-clinical trials and studies conducted on our various products and medicines. Through the year, we have been engaging Ayurvedic practitioners and students through a variety of conferences and programmes to spread awareness about this age-old science and also inform them about the latest developments in this field. We also conduct factory visits for these practitioners and students to keep them updated about the science that goes behind developing Ayurvedic medicines and products. We have also instituted a scholarship for students of Bachelor of Ayurveda, Medicine & Surgery (BAMS). The scholarship is open to students at all leading Ayurveda Medical colleges in the country.

We also work closely with beauty experts and host training sessions for parlour professionals, helping them upgrade their skills, besides helping them learn best skin care practices and emerging beauty trends in the market place. Similar sessions are organized with food experts and bartenders to spread information about our various fruit juices and beverages.

The media is another key opinion leader and a vital channel for getting our message across to a wide variety of key stakeholders. We engage them through Press Releases, Conferences and regular interactions with the top leadership.

## Major Means of communication with stakeholders

Stakeholder Group	Communication Methods
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Sharing information via the Intranet, emails and other methods</li> <li>• Conferences with employee groups</li> <li>• Town Hall meetings</li> </ul>
<b>Shareholder/Investors</b>	<ul style="list-style-type: none"> <li>• Annual General Shareholders' Meeting</li> <li>• Publishing various reports on Dabur website and also sharing through email</li> <li>• Financial Results briefings</li> <li>• Investor Conferences and Conference Calls</li> <li>• News releases and public announcements via mass media</li> </ul>
<b>Business Associates</b>	<ul style="list-style-type: none"> <li>• Dialogue through day-to-day business activities</li> <li>• Sharing information through Newsletter</li> <li>• Conferences and meetings</li> </ul>
<b>Consumers</b>	<ul style="list-style-type: none"> <li>• Call Centre and Consumer Cell</li> <li>• Sharing information via company website and other methods</li> <li>• Consumer activations and contact programmes</li> <li>• Focused Group Discussions</li> <li>• Participation in exhibitions and events</li> <li>• Social Media &amp; Digital platforms</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Project-specific community engagement</li> <li>• Participation in development activities through local NGOs</li> <li>• Consultation with government agencies and representatives</li> <li>• Participation in local events</li> </ul>
<b>Industry Associations</b>	<ul style="list-style-type: none"> <li>• Regular meetings</li> <li>• Involvement in sub-groups and tasks forces of industry groups</li> <li>• Participation in Trade Fairs &amp; Industry events</li> </ul>
<b>Regulatory Authorities</b>	<ul style="list-style-type: none"> <li>• Regular meetings</li> <li>• Input to legislation consultations both directly and via trade bodies as required</li> </ul>
<b>Key Opinion Leaders</b>	<ul style="list-style-type: none"> <li>• Project-specific engagement &amp; training programmes</li> <li>• Presentation of case studies</li> <li>• Plant visits</li> <li>• Regular meetings, Press Releases, Conferences</li> </ul>

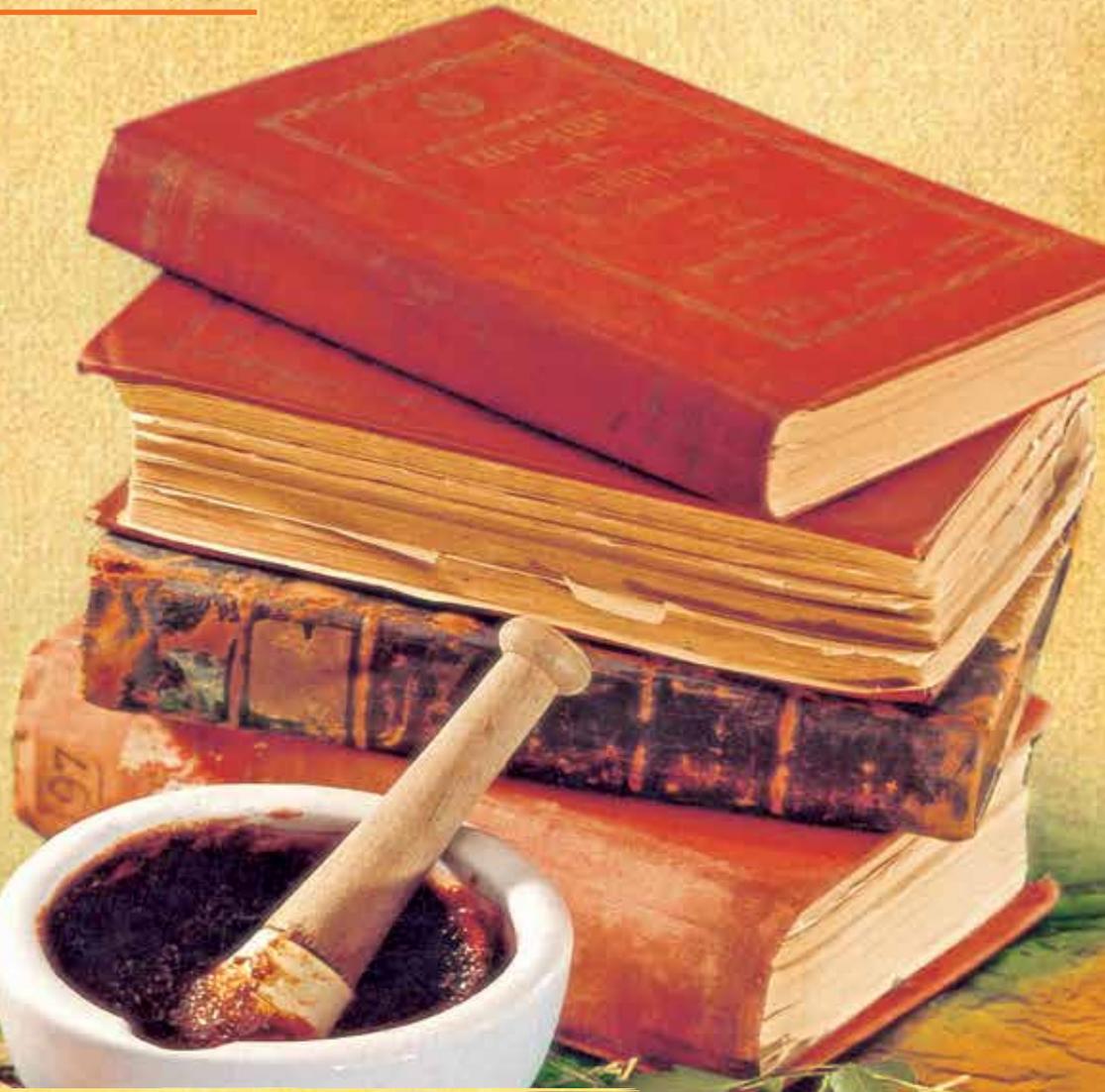
Information on cases filed by any stakeholder against Dabur regarding unfair trade practices, irresponsible advertising and/or anti-competitive behaviour during the last five years and pending at the end of financial year 2015-16 are provided in the following table:

Details	Number of cases filed in the last 5 years	Number of cases pending at the end of 2015-16	Remarks
Alleged unfair trade practices	1	0	Complaint dismissed by the Commission
Alleged irresponsible advertising	8	0	8 complaints were disposed of
Alleged anti-competitive behaviour	0	0	No case was filed against the Company

# PRODUCT RESPONSIBILITY

 *In all things of nature there is something of the marvelous.* 

- Aristotle  
Greek Philosopher



Ayurveda is among the world's oldest medical disciplines. Judging from the existence of medical literature in pre-Vedic Sanskrit, before the 7th Century BC, the Indian sages had already worked out a fairly elaborate theory of health and sickness, physiology and consciousness, drugs and diet. It was based on careful and comprehensive observation of symptoms, and their differentiation and classification by empirical and measurable procedures.

## AYURVEDA'S APPEAL

As a traditional discipline handed down the generations, Ayurveda has survived as a living system throughout. Parallel to the official health services – and far wider in reach – Ayurveda has been providing substantial medical relief to rural India, some 500 million people, day in and day out. Today, it is officially supported through training and resources, to establish firmer scientific moorings with the help of advanced research into active principles.

Ayurveda is widely known to provide curative therapy of hepatic and other disorders against which modern medicine has nothing remotely as effective. For the benefit of today's medical and pharmaceutical research, Ayurveda provides detailed descriptions of some 600 medicinal plants, over 8,000 formulations, clearly laid out surgical procedures and dietary prescriptions. Research efforts so far have already turned up some astonishing data in support of specific Ayurvedic practices.

Ayurveda's other relevance is in its insistence on the coordination of drug therapy with diet and activity in a unified regime – a procedure already adopted in the latest therapeutic procedures in many critical illnesses and conditions. The appeal of Ayurvedic products and practices lie in the fact that they can provide that optimum combination of medication and healthy habits that makes health easy to maintain, and easier to achieve.

## SCIENCE-BASED AYURVEDA

With humble beginnings as an Ayurvedic medicines maker with its origins in the bylanes of Kolkata, Dabur has, over the years, transformed into a transnational FMCG Company. This transformational journey has been propelled and powered by Dabur's rich heritage of Ayurveda and deep knowledge of nature.

Our products are developed with formulations from the original Ayurveda scriptures that date back thousands of years. We have married this traditional knowledge with modern day science, to perfect our products. To ensure authentic ingredients as well as to preserve the fast vanishing medicinal plants, we have set up our own greenhouses to nurture these rare herbs and we are fast emerging as the bulk herb growers in the country. We have grown and distributed close to 7.5 lakh saplings of rare medicinal herbs to farmers in 2015-16 alone.

This deep-rooted knowledge of Ayurveda, Ayurvedic formulations, natural ingredients and their benefits have helped us procure seven product process patents, including 2 bio-medical patents for Ayurvedic formulations.

Science-based Ayurveda has been the key differentiator for Dabur in the Indian marketplace. Dabur has been infusing science into the age-old traditional knowledge to create products that win our consumer's trust. At Dabur, we have been marrying age-old Ayurvedic heritage and traditions with cutting-edge scientific prowess.

Originating nearly 5,000 years ago, the Ayurvedic texts have been researched by Dabur in its quest for natural remedies. Today, its application in modern life has been renewed through the scientific research and validation undertaken at Dabur.

### In the year 2015-16:

2015 acres under cultivation in India for rare herbs

12 species of rare plants and herbs being cultivated

89 Research Scientists working on various raw materials & products

14 Scientific and Clinical trials conducted

We have a strong in-house research wing that is involved in every step of the product value chain – from bush-to-brand. Through our greenhouse initiative, we grow rare medicinal herbs that are getting extinct. This ensures authentic herbs for our various products. We undertake detailed scientific tests and clinical trials on ingredients as well as final products to ensure that each Dabur product meets the highest standards of quality.

We don't spare any effort in ensuring that our processes are safe and that the highest standards of quality are maintained throughout the supply chain, from the raw materials to the finished product. Ensuring that our supply chain conforms to our standards for quality and sustainability is a key objective for Dabur. It's this unwavering focus on quality and safety that has helped our brands to be ranked high on Consumer Trust levels year after year.

While a lot of companies today offer herbal or Ayurvedic products, Dabur enjoys the consumer's trust having the longest Ayurvedic heritage of 132 years. Dabur has, in fact, been ranked as the Number 1 Ayurveda brand in India for the fourth year in running, by TRA Research Private Limited. This speaks volumes about the trust that consumers place on brand Dabur.

As a company that is committed to delivering 'Health and Well-being' through its products, we believe in a responsible and sustainable behavior throughout our value chain. We hold all of our suppliers to the same high standards of integrity to which we hold ourselves, and seek to do business only with suppliers who obey the law and operate fairly and ethically. We have put in place systems and processes that enable us to have full traceability of our raw materials, ingredients and end products. This makes us nimble footed in responding to any issue that may arise during the course of doing business.

We have also been the front-runner when it comes to deploying new and industry-first analysis methods to further ensure the quality of our products. We are the first Indian company to get our branded Honey analysed for the

presence of antibiotics and pesticides, despite the same not being mandated in Indian regulations.

Also, we conduct scientific research and third-party clinical trials on our products and their ingredients for the purpose of proving efficacy. Also, all the herbs that we use for our Ayurvedic products are compliant with standards laid out by the Ayurvedic Pharmacopoeia of India (API).

## LIFE CYCLE ANALYSIS

A Carbon Footprint and Life Cycle Analysis (LCA) is used to systematically record and analyse the impact on the environment throughout the entire life cycle of a product. This involves an end-to-end analysis of the product, taking into account all raw materials, transport, production processes, usage and disposal of the product. The Carbon Footprint measures both the direct and the indirect emission of GreenHouse Gases throughout a product's life.

Indian companies are now waking up to the concept of Carbon Footprint. Dabur is one of the pioneers in the country when it comes to estimating the Carbon Footprint for several of its manufacturing units. Dabur has also taken a very proactive step to estimate the Product Carbon Footprint (PCF) of its products. As a first step, we have estimated the PCF of three of our products: Dabur Chyawanprash, Réal Juice and Dabur Honey.

Fast Moving Consumer Goods (FMCG) companies, we believe, play a vital role in tackling issues related to Global Warming as they have the power to influence the growth of clean industries to a large extent. Dabur understands this very well and, has embarked on an endeavor to become an environmentally responsible organization. We have decided to take a proactive approach to understand the environmental impact of our products through a Product Carbon Footprint mapping exercise for these three key and large-selling products.

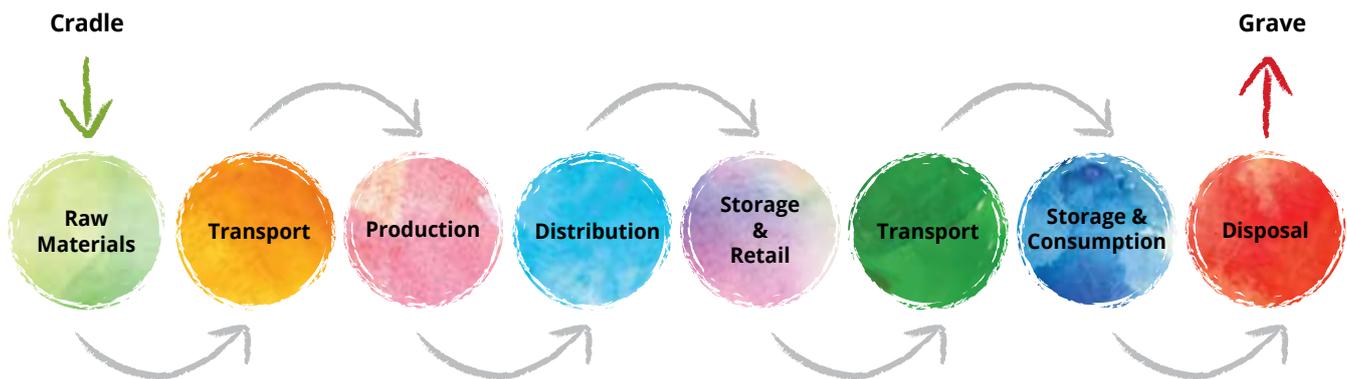
The purpose of this exercise is to measure Dabur's product carbon footprint (with these three products) and analyse its impact on the environment. This will help us understand the hotspots and take initiatives to reduce carbon emissions. This will further lead to resource optimization, operational cost reduction, besides brand enhancement for Dabur.

Product Carbon Footprint of the three Dabur products were estimated as per internationally accepted guideline PAS2050, which allows for two standard types of assessment that are often used for different purposes:

- **Cradle to Gate:** takes into account all life cycle stages from raw material extraction up to the point at which it leaves the organization.
- **Cradle to Grave:** takes into account all life cycle stages from raw material extraction right up to disposal at the end of life.



Since a cradle-to-gate PCF offers only a limited view on the emissions related to the life cycle of a product, Dabur, as a responsible corporate, decided to conduct the PCF estimate for the three products from Cradle to Grave. This approach considers the raw material cultivation/extraction, processing, use phase and disposal of the packing material. Dabur has received Product Carbon Footprint (PCF) Certificate from TUV NORD under ISO 14064 standard. With the certification in place, we are now working towards reducing carbon emissions across our manufacturing units, distribution network and in our supply chain.



## PRODUCT INNOVATION

As part of our pursuit for excellence, we challenge ourselves to find ways not just to reduce environmental and safety hazards, but also delight our consumers. At Dabur, we are in the business of delivering holistic health and well-being to all our consumers across the globe. And we do so in a manner that is socially responsible, environmentally sustainable, ethical as well as affordable to our consumers.

Our dedicated team of 89 scientists follow a bush-to-brand approach, undertaking detailed tests on individual ingredients and products to ensure that the final product meets customer needs and aspirations and is compliant with regulatory standards.

We also have established our own in-house nursery, which grows several rare herbs that go into various products. This helps us ensure quality of raw materials used. In addition, the raw materials procured from the market are also subjected to stringent quality checks. Our R&D Centre is equipped with state-of-the-art equipment as well as trained manpower needed for pharma-grade research activities. The R&D team has been involved in developing several classical formulations, proprietary patent formulations, herbal cosmetics and health supplements as well as carry out clinical studies to validate their safety and efficacy.

Dabur has been developing and successfully introducing products based on Ayurveda to cater to the ever-changing needs of the consumer and establishing Dabur as the custodian of traditional Ayurvedic knowledge. Strengthening our presence in the Ayurveda and Natural Health Care products market in India, Dabur expanded the Women's

Health Care range with the launch of India's first fruit-flavoured health tonics for women. Dabur's traditional Ayurvedic post-natal health tonic Dashmularishta and the menstrual pain relief tonic Ashokarishta were both launched in two fruit flavours – Apple and Mixed Fruit. In addition, Dabur launched a sugar-free variant of its premium Chyawanprash - Dabur Ratnaprash Sugar Free.

The year 2015-16 also marked the launch of Dabur's new premium baby care brand 'Dabur Baby'. The first product launched under Dabur Baby umbrella brand is the Dabur Baby Massage Oil with Olive & Almond, which is free of paraffin and parabens, making it a completely safe product. Besides, brand Hajmola was extended to the Ready-to-Drink beverage market with a new range of drinks Hajmola Yoodley, offering the uniqueness of 'chatpata' traditional Indian flavors to the consumers. In the hair oil market, Dabur introduced the Vatika Jasmine Non-Sticky Coconut Hair Oil, which provides nourishment of coconut oil and jasmine extracts that help restore moisture balance and make the hair smooth, manageable and less frizzy.

The year also saw the expansion of Dabur's Skin Care portfolio with the launch of professional salon facial products under the OxyLife brand – OxyLife Salon Professional ProWhite Pure Oxygen Facials for women and men. In addition, the facial bleach range was enhanced with the launch of the first ever Fem Diamond Crème Bleach, targeting the premium category. The Dabur Gulabari range was also expanded with a range of rose extract based face wash products that have been specially developed to cater to the skin care needs of teenagers.



Dabur achieves its environmental commitments by implementing best technology, management programmes



## ENVIRONMENTAL PERFORMANCE

As a responsible enterprise, we ensure that all of the stages of our production are as environmentally friendly and energy-efficient as possible. Reducing the environmental and safety risks in our production is paramount for us and Dabur has deployed latest innovations and effective environmental management measures to minimize the negative effects on the environment and on resources.

We have taken progressive actions to reduce the environmental impacts of our facilities and bring awareness to our employees in relation to every-day activities. From planting trees in and around our manufacturing units to conserving water, managing solid waste and reducing energy consumption, we take every possible step towards environment conservation.

Moving forward on the path to deploying best environmental pollution control measures based on the 3R (Reduce, Reuse & Recycle) philosophy, Dabur India Ltd has achieved another first in FMCG effluent treatment technology by implementing 'Acidification Reaction System' by adding a special bio-culture tank called 'Acidogenic Bacteria Tank' with the help of in-house technical team. This has resulted in a drastic improvement in COD (Chemical Oxygen Demand)/BOD (Biological Oxygen Demand)/Solids/Colour results.

At Dabur, we strive to achieve our environmental commitments by implementing best technology, management programmes through a combination of energy, water conservation, minimizing air emissions, rainwater harvesting and solid waste recycling. All our units today comply with Zero Liquid

Discharge system, have minimized usage of petroleum products by modifying boilers into bio-fuel boilers. This has helped manage our air emissions.

Reduction in Power and Fuel consumption at our factory locations have also been achieved through a 10% reduction in steam consumption by process improvement, installation of energy efficient lighting fixtures, LED/Solar lights & transparent sheets, incorporation of steam condensate recovery system to recycle condensate recovered after steam usage, and installation of economiser in boilers.

The energy conservation measures taken during the year 2015-16 have resulted into an annual saving of approximately ₹60 lakh and thereby lowered the cost of production. An amount of ₹16.90 lakh was incurred towards capital investment on energy conservation equipment during 2015-16.

## RESPONSIBLE PACKAGING

We identify sustainability opportunities and risks by working closely with our stakeholders, particularly our suppliers. At Dabur, we take special care in identifying the environment impact of our packaging and dedicate efforts towards developing the packaging techniques that reduce this impact. Our commitment to responsible packaging is integral to the success of our business.

Packaging specialists at Dabur also determine the best packaging techniques for our products to ensure best-in-class safety and quality standards. In 2015-16 financial year, several initiatives were implemented to reduce the environmental impact of our product packaging. We moved

the packaging of all 50 gm pack of Dabur Honey from glass bottles to PET bottles. This move from a high-energy consumption end packaging product to a comparatively lower energy consumption product was a small, yet significant, step towards reducing our Carbon Footprint. In addition, we have reduced consumption of paper by moving from a 5-ply corrugated carton to a 3-ply one for shampoos. We have also reduced the laminate thickness in our Hommade range of products.

Responsible packaging also means that we help consumers do their part in reducing packaging waste by providing them with information about recycling and reuse of packages. We have initiated discussions with some key packaging suppliers and development organizations, and are in the process of devising strategies for consumer waste collection and environment friendly disposal.

## COMMUNICATING RESPONSIBLY

At Dabur, we believe in complete transparency when it comes to product labeling and claims. As we focus our energies on providing consumers with the highest quality, efficacious and safe products that offer them holistic health, an equally strong emphasis is given on communicating responsibly, both through our product advertisements and through product labels.

As nutrition is an essential part of consumers' daily lives, we provide clear nutrition information on our products, and sell and market them appropriately to our consumers, including children. Nutritional label panel accuracy is critical to us as we seek to ensure that our products meet the nutrition and dietary requirements of our consumers. All product labels are developed by our team of highly-trained technical experts and only scientifically verified information and claims are conveyed on the product label.

We display additional information on product labels to ensure safe and correct usage by our consumers. We also inform our consumers about the ingredients in all our products to help them make an informed choice and pick products that best fulfil their needs. The additional information on the product label relates to various active ingredients contained in the product, their proven clinical benefits, customer grievance redressal mechanisms, and directions for use (including pictorial depiction).

We also understand that it is essential to advertise our products responsibly, and ensure that all our campaigns are in line with the government regulations and legislation. Dabur has been using a judicious mix of campaigns, both on-air and on-ground, to reach out to its consumers. Our on-ground initiatives give our consumers an opportunity to touch, feel and experience our products. In the hinterland, we use this as a tool to educate consumers about the various counterfeit and spurious products, and how to differentiate between a genuine Dabur product and a fake one.

With the modern-day consumer increasingly going online to



seek information about various products, Dabur also uses the Internet and various emerging social media platforms to communicate frequently and directly with our customers. By creating interfaces on the digital social platform, Dabur and its various brands are reaching out to consumers, interacting with them and, in the process, educating them about various health related matters. Dabur has taken Beauty, Health & Wellness to the digital world with four dedicated portals – [www.daburmediclub.com](http://www.daburmediclub.com), [www.liveveda.com](http://www.liveveda.com), [www.mybeautynaturally.com](http://www.mybeautynaturally.com) and [www.daburdentalcare.com](http://www.daburdentalcare.com).

## GRIEVANCE REDRESSAL

Being a consumer-facing and consumer-centric company, we believe in promptly resolving all consumer grievances related to our products. We have a dedicated helpline number, which is also mentioned on all product packs, through which consumers can directly register their product-related complaints with us. Consumers can also contact our executives with feedback, grievances and even queries regarding our products through our website.

We have a team of Ayurvedic practitioners available over the phone to address any queries that consumers may have regarding specific ailments or health-related issues. They are based at our Dabur Wellness Centre, located in Delhi, where consumers can also walk in for check-ups or for getting any health-related queries answered. In 2015-16, our Ayurvedic practitioners handled 1,065 walk-in patients, besides responding to 1,507 queries over email and another 5,500 over the phone.

We have also set up a dedicated email id – [consumercell@dabur.com](mailto:consumercell@dabur.com) – where consumers can share their feedback, queries and grievances. Seven consumer cases are pending as at the end of financial year 2015-16. A total of 10 consumer cases were received during 2015-16 and three of them were disposed of.



# DABUR WORKPLACE

 *The best preparation for good work tomorrow is to do good work today.* 

- Elbert Hubbard  
*Writer & Philosopher*

Our long-term success is built on the strength of our people. Our employees are our biggest assets and employee engagement, we feel, is the cornerstone of achieving a sustainable competitive advantage. Actively engaged employees positively impact our overall company health, and that benefits our consumers, shareholders and communities.



Dabur is committed to providing a safe and motivating workplace for each of our 6,607 employees around the world. Across all our operations spread across four continents, Dabur seeks employees to follow the Dabur Culture of Trustworthiness, Innovation and Creativity. And as an organization, we are committed to offering a workplace which enables and empowers our employees to showcase their talents and achieve career aspirations, be rewarded for their performance, and be given the best development opportunities.

Being a progressive organization, we firmly believe in the strength of our most vital asset – the over 6,000 strong workforce. To maintain our competitive edge in a highly dynamic industry, Dabur recognizes the importance of having a workforce which is consumer-focused, performance-driven and future-capable. In keeping with this, a number of policies and initiatives have been drawn up to ensure a healthy balance between business needs and individual aspirations.

At Dabur, we believe in fostering equal employment opportunities, where individuals are selected and treated on the basis of their job-relevant merits and are given equal opportunities within the organization. All sustainability and community development initiatives are voluntary for employees and is something which we hope to build into our corporate culture.

Dabur today has a dedicated and an inspired workforce of 4,044 employees in India and about 2,563 in our overseas operations. In addition, we employ another 8,036 people on a contractual/temporary basis. The following chart shows the total number of employees (skilled and unskilled) who underwent various training programmes during the year 2015-16.

Total Employees (Skilled and Unskilled) covered in training	17,891
Total number of Training Mandays	9,066

## MILLENNIAL READY

The millennial generation, born between 1980 and 2000, has already started entering employment in vast numbers. By 2020, this population would have proliferated further. The Millennial Generation, or people who are in their mid-twenties to early thirties and the late teens who will become our future employees or consumers, have some very different expectations from a work place, which is beyond compensation. Attracting the best of these millennial workers is critical to the future of our business. And they will shape the world of work for years to come.

Millennials' use of technology clearly sets them apart. One of the defining characteristics of the millennial generation is their affinity with the digital world. They lead a digital lifestyle, stay connected and live a 24x7 life. They are the people who believe in 'Communicating to work' and not 'Commuting to work'. This generation has its own specific needs and expectations from the employer. They crave for a variety of experiences and want to work with organizations that match their own personal values. The key to talent retention in future would be to meet the expectations of this generation. So, companies need to become Gen-Y Ready to cater to their needs and aspirations. At Dabur, we have already started working towards this.

This generation has grown up with broadband, smartphones, laptops and social media being the norm and expect instant access to information. So the focus, at Dabur, has been to match the comfort level that these digital natives are used to. Earlier, the FMCG sector was heavily dependent on pencil and paper work, but this method of operation is almost alien to the new generation.

We have implemented an end-to-end talent management suite that takes care of the routine work of the HR professionals. This ensures that access to information and insights is simpler. When the Delhi Government's Odd-Even

scheme came into force, Dabur was quick off the block and rolled out a car-pool initiative, creating a database of employees' names, contact numbers along with their car numbers. In a span of 72 hours, a mobile app was launched through which employees close to the car location could book a seat through the interface.

Empowering employees and building an energized workforce is the key to successful enterprise today. With technology simplifying every aspect of life, we have also put in place a scalable and future-ready solution to unify our HR operations across the globe. We have reduced paperwork and moved all HR policies and procedures online.

Attracting the millennials is one part, but the bigger piece is about creating an environment to keep them engaged. At Dabur, we believe that employee satisfaction is higher when workers believe that career development opportunities are equal for all, regardless of age. We have created an empowered group comprising the youngest members of our marketing team. Christened Youth Committee (or Y-Com), this group has been created on the lines of Management Committee of any organization and has been entrusted with the responsibility of screening and clearing all new advertisements, brand communications and new product development with their youth lens on. They undertake regular interactions at campuses with college students to better understand the needs and aspirations of Gen Z. Their insights and learnings are also used in developing go-to-market strategies for specific brands and products. This group has been responsible for some of the path-breaking and award-winning digital communication initiatives at Dabur like the Dabur Vatika #BraveAndBeautiful campaign, Dabur Gulabari #AmPrettyTough campaign, to name a few.

Dabur India Ltd  
Executive Director-  
Consumer Care  
Business  
Mr. K K Chutani  
with the Y-Com  
team

## EMPLOYER OF CHOICE

The potential, dedication and performance of our employees combined with the excellence of our leaders are the key ingredients that have helped us emerge as the global leader in the Health and Wellness industry. We feel having the right person in the right job at the right time and providing continuous learning and development for all employees will be key to achieving success with our business goals. So, we have been working towards creating an ideal place to work that, we feel, is the catalyst for success.

We aim to be an attractive and responsible employer of choice for both our current and future employees. Our employees are the foundation of our success, and we believe in sharing our success with them. We reward their incredible work in many ways, like providing competitive pay, giving instant reward and recognition for path-breaking contribution, and also through softer incentives like birthday/anniversary day off, family get-togethers and on-campus recreation opportunities.

As a growing Transnational Company with a sizeable presence in the overseas markets, we focus on recruiting, retaining and developing local talent and selecting from our broad talent pool for global leadership roles. Our human resources strategy is firmly embedded in our sustainability strategy and we have also put in place a plethora of policies for well-rounded development of our people.

During the year 2015-16, we further accelerated our 'Swavalamban' programme that seeks to improve the employability of local youth from the hinterland. During the year, 73 rural youth from Uttar Pradesh were trained on various sales-related skills and were provided employment in reputed firms. We are now exploring the feasibility of extending this programme to other states.





The recreation facility at Dabur's Corporate Office in Kaushambi, Sahibabad

## TALENT MANAGEMENT

We are recognized internationally for our ability to attract and generate talent. We have been investing all resources necessary to train and develop our professionals, empowering them to be at their best and enabling them to innovate. As an employer, we believe in nurturing their skills and investing in their leadership potential.

We have in place a variety of measures to engage our employees and ensure career progression, helping them move from their current level to a higher level. These include giving our employees overseas exposure, job rotations and even special projects. This, coupled with special custom-tailored training programmes, ensures that there is a continuous learning process for the employee.

At Dabur, we believe in promoting development and growth of employees already working with the organization. That's why the Company is committed to training and internal promotion as mechanisms that build potential and creativity. Our Career Development Centre (CDC) has been specifically instituted for providing career development and advancement opportunities for our employees. The CDC helps us identify and reward talent and allows us to look internally for filling key positions, rather than just laterally. The process runs with complete transparency and feedback sessions are organized for both successful and unsuccessful candidates. In addition, our nine-month cross departmental training programme for Management Trainees, called Young Manager's Development Programme (YMDP), gives these young recruits real-time exposure to various markets and channels.

We firmly believe that continuous development is necessary

to enable all our employees to face challenges and changes. In line with this belief, many training programmes are organized to continuously bring out the best in our employees and develop their talents. We consider investment in training to be a key element of encouraging the growth and development of our employees. At every stage of an employee's career, we promote and organize regular training sessions, and also giving them exposure to development programmes overseas.

Besides our focus on our existing talent, we also focus our energies on creating a pipeline with talent for the future. We have close relationships with educational institutes and universities. This year, we have taken it a step further. Dabur has started a unique programme to connect with students at eminent B-Schools and introduce some of our youth focused brands at the campuses. Christened Campus DREAMS (Dabur Reach-out for Engagement & Awareness in Marketing and Sales), this initiative serves the twin purpose of better reaching out to both potential employees as well as consumers. This is a part of Dabur's strategy to become Future Ready and is first of the several new initiatives that we are planning with B-School students.

## DIVERSITY & INCLUSION

At Dabur, we believe that a highly diverse, inclusive, and collaborative culture are the key ingredients to fuel faster growth. We focus on meritocracy, advocating the right to equal and transparent employment opportunities for all. This, we feel, helps us attract and retain the most talented people from around the world, paving the way for future growth. An inclusive and diverse workforce also helps us connect better with our customers and better understand the needs of our



Scientists undertake research on various ingredients used for developing Dabur's products



consumers. It is our firm belief that a diverse organization produces better business results and promotes a culture of respect.

Our practices seek to address needs specific to the development, engagement, growth and retention of women employees. Policies have even been framed for promoting an inclusive workplace, where the potential of our women employees is leveraged and every woman feels valued, heard and fully involved with the Company.

We have taken several steps towards encouraging women and enhancing workforce diversity through our initiatives on work-life flexibility. Given the fact that a growing number of young employees are working couples, we understand their need and now offer paid Maternity Leave of four months besides doubling the paternity leave scheme to help people better manage their Work-Life balance. These steps have helped Dabur become more gender sensitive and also make our women employees feel more secure.

Special programmes are also organized on International Women's Day across all our offices to celebrate and reward our women employees. This International Women's Day, Dabur announced its decision to offer the women employees flexible working hours for four months post the maternity leave. This is in addition to the four-month paid maternity leave that we offer to our women employees. We believe that women employees bring in the outside-in perspective as they are primary influencers in Health and Wellness buying decisions and act as authentic Brand Ambassadors of Dabur's Women centric products. At Dabur, we believe that any modern contemporary workplace needs to have high gender diversity.

Dabur is committed to creating an environment that celebrates diversity as a whole in the broadest sense possible.

We aim to be a diverse company on every level in all aspects, including gender, nationality, age, background, education, special abilities etc.) in order to improve performance and become increasingly innovative and competitive. For us, all employees are of equal value. Nobody shall be discriminated at recruitment, compensation, transfer or promotion, on the basis of race, colour, gender, religion, political opinion, national extraction, social origin, sexual orientation or age. During the recruitment process itself, the terms and conditions are explained, in detail and openly before the appointment is formalized.

## RESPECTING HUMAN RIGHTS

At Dabur, we are committed to conducting our business in a manner that values and respects the rights and dignity of all individuals. A strong commitment to human rights and protecting workplace rights is an integral part of Dabur's Code of Conduct. Issues related to human rights are covered under the Code of Ethics & Conduct and the Direct Touch Policy (Whistle Blower & Protection Policy). The Direct Touch Policy applies not just to employees (employees in and above Officer level) of the Group (including SUNDESH, the CSR arm of Dabur), but to business associates (suppliers, stockists and dealers) as well.

Respecting human rights is fundamental to our values, policies and business strategy. We equally focus on building awareness around promotion of human rights with every associate and supply chain partners. All our employees and contractors are required to respect the human rights of fellow workers and communities where we operate.

We do not employ child labour, neither do we permit any occurrence of forced or compulsory labour, and conduct



Dabur India Ltd  
CEO - Mr. Sunil  
Duggal presenting  
the APPLAUSE  
award

proper checks and audits to ensure that our contractors follow our example. A rigorous screening process is followed while entering into a business relationship to ensure that our vendors also comply with the relevant laws safeguarding labour rights and human rights.

During the year 2015-16, we did not receive any complaint relating to child labour, forced labour, involuntary labour, discriminatory employment.

## REWARDS & RECOGNITIONS

At Dabur, we believe that a well-constructed employee recognition programme is the key to deepening engagement, ensuring loyalty and enhancing productivity. In addition to a fixed salary, non-financial remuneration such as constant learning, career progression and a good working environment are key elements of the total package at Dabur.

We have a transparent, direct link between employee performance and remuneration. Variable pay is used to reward performance, with base pay increases reflecting market conditions. We have put together a system to undertake professional appraisal of our employees known as the Contribution Enhancement Plan (CEP). It is based on a process of dialogue between managers and associates during regular reviews. These reviews make it possible to define personal goals for each employee and to evaluate progress towards reaching those goals.

They also provide an opportunity to determine individual development plans and the related training that will be necessary to maintain the performance and potential of each individual and to prepare their professional development.

We recognize that our people are the key to our continued expansion and growth. In order to strengthen the people processes, Dabur has launched a reward and recognition

scheme – Applause – covering all permanent employees of Dabur. Through this programme, we motivate our employees to innovate and improve their performance by providing immediate recognition to their efforts beyond normal monetary rewards. The frontline sales and manufacturing staff are rewarded on a monthly basis for productivity improvements initiatives. With this system of continuous employee rewards, we have seen a marked increase in employee engagement levels as also in their productivity.

## WORKPLACE HEALTH & SAFETY

Safety, for us, is a prerequisite for sustainable business. We seek to achieve zero fatalities and no serious injuries, while protecting and continually improving the health of our workforce. At Dabur, we have an Occupational Health, Safety and Environment (OHSE) policy that is applicable to all facilities, and serves as a Group standard and reflects our commitment to the health & safety of our employees.

We require all our units to demonstrate compliance with Dabur's mandatory global standards for safety, environmental management and security. Audits are conducted regularly to measure compliance against these standards. Employee safety, for us, is non-negotiable, and is integrated into all aspects of our business. All our domestic manufacturing facilities today are OHSAS 18001 and ISO 14001 certified. Reporting and monitoring of injury frequency rates occurs across geographies and units.

In the recent years, we have been working towards ingraining the importance of safety in all of our people within our plant operations. We have identified all workplace health hazards and they are being monitored via health check-up of employees. Regular health and safety training is also provided to employees at our production sites.



Rural youth after completing the Sales Training course under Dabur's Swavalamban programme



Fire Safety has been identified as a key area and efforts are underway in full swing to achieve and maintain globally approved fire safety standards at the units. We are in the process of installing best-in-class fire and smoke detection technology at all our units. In addition, all units have been equipped with dedicated fire-fighting crew team members.

During the year, 47 third party Fire Safety Audits were conducted across our units and their recommendations implemented. All expected fire hazards have been identified through third party fire safety audits/HAZOP study/risk assessment studies and an action plan prepared for the same. Basic awareness training programmes were also conducted for floor-level team members on flammable chemicals handling, safe operation of fork lifts etc.

The percentage of our employees who were given safety & skill up-gradation training in the 2015-16 financial year are:

Category of Employees	Percentage Covered
Permanent employees	90%
Permanent women employees	92%
Casual/Temporary/ Contractual employees	70%
Employees with disabilities	Included under permanent employees

We want to create a healthy workplace that encourages people to stay well. We have a wide range of programmes and initiatives to help. Dabur supports efforts to encourage employees to quit smoking. We have adopted a policy of not facilitating smoking in the workplace and

have declared all our offices and factory premises as No-Smoking Zones to protect employee health. Our efforts on the manufacturing front have been recognized with the Company bagging two GreenTech Safety Gold Awards in 2015.

### WORKPLACE FLEXIBILITY

Given the changing nature of work and workforce, we believe workplace flexibility will have a positive effect on engagement, motivation and satisfaction levels of our employees, and help deliver more innovative and effective business outcomes. At Dabur, we have rolled out a various policies and programmes for our employees to ensure their work-life balance.

We believe that a good work-life balance is important to ensure long-term employee motivation and health, factors that lead to strong business growth while making us the employer of choice for the new generation.

We understand that our employees are managing a range of demands, both in their professional lives as well as their personal lives. Our effort is to create a work environment that is essential for our employees to continue delivering an outstanding performance on the job while also gaining self-satisfaction.

Given the fact that a growing number of young employees are working couples, we understand their need and now offer paid Maternity Leave of four months besides doubling the paternity leave scheme to help people better manage their Work-Life balance.

Besides, on a case-to-case basis, we have started permitting

employees, who enter into a marital relationship at the workplace, to continue working in the organization even after marriage, as long as there is no conflict of interest.

This International Women's Day, Dabur decided to offer women employees flexible working hours for four months after joining back office post-Maternity leave. This is in addition to the four-month paid Maternity leave that we offer to our women employees.

We also believe in blending fun with work as a means of enhancing motivation and productivity, while helping reduce stress. Our goal is to let our employees know that they are appreciated and that their efforts are recognised. With this in mind, employee engagement is kept high by inculcating a culture of fun at the workplace.

We have established a lounge area within the campus that also serves as an informal meeting area. A pool table has also been set up within the campus to help employees unwind after a hard day at work. Besides, we host employee engagement events, celebrations and family day get-togethers at all locations as part of our efforts to create a culture where employees feel connected and valued.

## IMPROVING PRODUCTIVITY

IT tools and solutions are being used across the Company to enhance productivity and drive greater efficiencies. At Dabur, we place enormous confidence on efficient IT systems that help release valuable time and enable the sales team to focus on their core activity of selling with greater efficiency, thereby increasing productivity of the field force. These systems have been used by Dabur to generate enormous amounts of data that help us devise strategies to not just service our markets better but also makes the Company and its frontline sales staff more nimble-footed in responding to the changes and challenges that may arise from time to time. It helps us draw more value from human resources while empowering individuals with additional tools for self-improvement.

We have armed our entire field force with hand-held devices and tablets. This solution provides real-time detailed information on purchase trends of outlets and prompts salesmen to customize their sales effort basis outlet type and past purchase trends.

For instance, when a salesperson goes to a particular outlet to book order, this hand-held device would give him a full view of the past orders placed by this particular outlet and alert the salesperson in case of any marked change or missing orders. The salesperson can immediately take corrective action there and then. So, this solution provides real time, detailed information on purchase trends of outlets and prompts & assists salesmen to customize their sales effort basis outlet type. In effect, it ensures that the availability of a Dabur product is always there on the shelves and our consumers do not have to go without a product.



## OPEN DIALOGUE

At Dabur, we believe that everybody's voice matters, and we work to make sure that everyone is heard, regardless of their position. We follow an open communication policy with our employees and use various interactive forums to reach out to our workforce in an open and transparent manner.

We organize Town Hall meetings and the Dabur Intranet to regularly reach out to our employees. Employee surveys and other feedback systems have also been deployed as key management tools at Dabur. These surveys also help us identify areas of improvement, especially with regard to processes and structures.

We have an Open Door policy at Dabur, under which any employee can walk up to the HR department at any time with any query and grievance, and all efforts are made to address the same in a time-bound manner.

## ENGAGING WITH CONTRACTUAL WORKERS

We are committed to improving the lives of employees working with us on a contractual basis. We ensure that they are treated with equal focus with respect to safety, compensation, training and capability building.

They are expected to abide by our Code of Conduct and are also entitled to utilize the Direct Touch policy. Our training and development programmes also cater to our contractual workforce, particularly in the safety area.

# DABUR ENVIRONMENT

💧💧 *We don't inherit the Earth from our  
ancestors; we borrow it from our children.* 💧💧

- Ancient Proverb

As a global enterprise, Dabur has been working systematically to reduce its impact on the Environment. We take seriously our impact on the natural resources in the communities where we operate and have put in place measures to not merely comply with regulations but to responsibly take care of the Planet, preserve its beauty and resources for future generations.



Dabur's  
Greenhouse  
and Nursery at  
Banepa, Nepal

The world, and particularly India as a fast growing economy, is facing severe problem of environmental degradation due to rapid increase in population and economic development. Though India has 2.4% of the world's geographical area, it is home to nearly 17% of the world's population. The demographic trends such as increase in total population, changing age structure, change in household size and size of urban population across various segments have led to serious environment decay, which directly affects human health and well-being. According to a World Bank report, environmental degradation is costing India around 5.7% of its GDP every year.

Environmental degradation and exploitation of natural resources is highly characterized by indiscipline and inefficiency. People must understand that the environment which we find today is of a very fragile nature. Natural resources are finite and dwindling at a fast pace. Optimization of our natural resources to achieve the objective of sustainable development is, therefore, an absolute necessity. We feel that every individual and organization must do their bit to not just conserve our natural resources but also help it grow.

At Dabur, Nature is the very lifeline of our business. As the world's foremost natural and Ayurvedic health care company, we have a portfolio of products that are based on nature and natural ingredients. Fully aware of our responsibility towards preserving nature, Dabur aims to be the front-runner when it comes to environment protection. We have put in place several measures and programmes aimed at creating a cleaner, healthier environment for future generations. These programmes encompass our operations, our employees and also the community in general. A strong environmental strategy, we feel, not only enhances brand reputation but also plays a key role in building consumer loyalty, besides strengthening strategic relationships with governments, and attracting the best employee talent.

With every passing day, government policies are becoming increasingly stringent towards reducing environmental impact on natural resources. Dabur, as an ecologically sensitive organization, is committed to minimizing the environmental impact of our operations by implementing best technology and management programmes that seek to reduce energy consumption, conserve water, minimize



air emissions and recycle solid waste. Dabur was among the first few manufacturing companies in India to qualify for Leadership in Energy and Environmental Design (LEED) certification green building standard for our manufacturing units. Our commitment to protecting and preserving the environment runs deep, covering all aspects of our business and involving our senior management team, employees, suppliers, partners and consumers.

## ENERGY AND GREENHOUSE GAS

Energy consumption is one of the main causes of GreenHouse Gas emissions and, as a result, climate change. Climate change is, in fact, one of the biggest and most real threats staring at not just mankind but even industries. Thoughtful energy management and reducing the amount of energy industries use is an absolute must today for combating GreenHouse Gas emissions and minimize environmental impact. According to the International Energy Agency, almost

one-half of the necessary climate mitigation will need to come from improved energy efficiency.

At Dabur, we have always strived to improve energy management in our facilities and corporate office. All our operations factor energy management in their business plans and implement technologies and systems that could improve energy usage. Our environmental agenda, as authorized by the highest executive committee, clearly aims at reducing the environmental impact of our operations. We believe a significant impact can be made from reducing wastage of energy and increasing energy efficiency.

We seek to continuously drive operational excellence without compromising the Environment. We have taken long-term actions to reduce our GHG emissions through improvements to our production facilities and our products, besides through joint actions with our suppliers and business associates. Even to transport our products, we choose partners who are dedicated to sustainability and are social conscious.



Our Environment & Quality policy outlines our focus on Reduce, Reuse and Recycle. While we are pursuing energy efficiency in our factories and increasing the amount of renewable energy we use, we are also alongside recycling the waste generated during production across all our production units. We regularly seek opportunities to increase the use of recycled materials as production inputs.

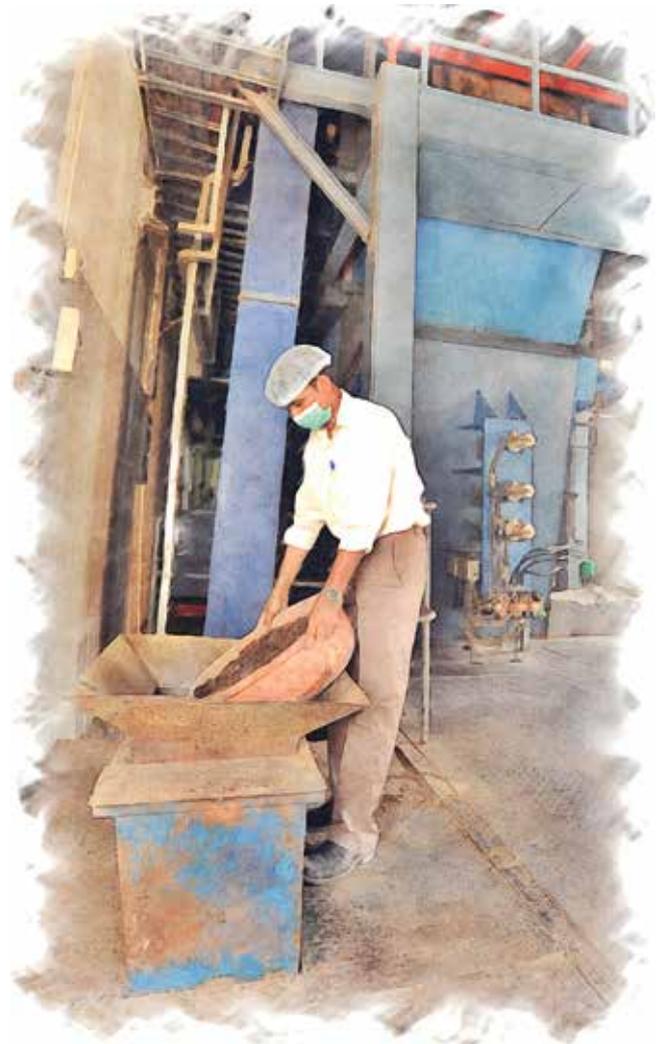
We recycled 100% of herbal waste generated during production and used them as fuel for our boilers. The percentage of herbal waste recycled is today more than 10% of the total waste generated, which has helped reduce our GHG emission. Non-hazardous waste generated during production is recycled and reused within the plants as fuel for boilers, thereby reducing our fossil fuel consumption. We also have set up a biogas plant to generate methane from waste which is used in canteen as fuel.

We firmly believe that business success and ecological impact are not mutually exclusive and that businesses can reduce their impact on environment while focusing on meeting the business requirements. Following are some of the steps undertaken by Dabur in its efforts towards reducing energy consumption and managing GHG emissions:

- **Clean Technology:** Using agro-based waste as a fuel in some of our units for steam generation; Methane gas generated from our effluent treatment plant is used as a fuel; We also use Piped Natural Gas (PNG) at our Sahibabad factory to reduce the use of diesel.
- **Energy Efficiency:** Minimized usage of petroleum products by modifying our boilers into bio-fuels boilers; We are using more energy efficient equipment, lighting fixtures and also using translucent roofing sheets to use solar light during the day time.
- **Renewable Energy:** We are seeking opportunities in the field of solar and wind power energy in order to achieve our renewable energy targets. We have adopted solar street lights at our plants and a pilot project of solar power plant is being implemented at our corporate office.
- **Green Cover:** Expanding the green cover through plantation drives is an activity that we undertake on an ongoing basis; Declared 1st January as Tree Plantation Day at all manufacturing locations.
- **Life Cycle Analysis:** Taken a very proactive step to estimate the Product Carbon Footprint (PCF) of three of our products, i.e. Dabur Chyawanprash, Réal Juice and Dabur Honey; We have received Product Carbon Footprint Certificate from TUV NORD under ISO 14064 standard.

## WATER USE

Water scarcity is a global concern with water becoming a scarce commodity, particularly in India with several parts of the country facing water shortage. As a result, careful use of this precious natural resource is becoming more and more important. For a company like Dabur, with a host of nature-



based products, water availability is highly critical. Over the years, we have been working towards reducing our water consumption and we have developed a water management strategy that provides guidance on how we drive water efficiencies and reduce water usage.

Several initiatives and programmes have been deployed to enhance conservation, maintain its quality and reuse water at our production units. We continue to closely monitor water use at our factories, and all units of Dabur today comply with zero liquid discharge system.

Ground water is one of the major source of water for us, and Dabur is committed for conserving this natural resource by installing water efficient technologies. Rainwater harvesting is another priority area for us and we have set up water bodies in catchment areas for rainwater storage and recharging ground water at all units. Today, Dabur recharges 100% roof-top rain water via rain water harvesting pits. Riding on these efforts, we have reduced our raw water consumption by 31 litres/MT of Production.

Effluent treatment plants have been set up at our units and treated water is used for steam generation in boiler or in



cooling towers installed at all our units. All production units successfully utilize the entire treated water for gardening, toilet flushing, fire water storage, road cleaning etc. We also ensure that no part of the treated water mixes with the outside streams.

Efforts are now underway to achieve zero wastewater discharge at our units by upgrading existing effluent treatment plants towards zero discharge scheme by providing ultra-filtration, reverse osmosis system. We have also initiated the process of conducting a water footprint study across our units to further improve our water management.

## EFFLUENTS AND WASTE

A clean, healthy and well-functioning natural environment is what everyone seeks. As an environmentally conscious Company, Dabur continues to innovate and use efficient technologies to manage its waste, thereby reducing the strain on ecology. We also regularly seek opportunities to increase the use of recycled materials and production inputs.

Each year, we evaluate, monitor and seek opportunities to reduce waste from our operations. During the year 2015-16, we have recycled 100% of the herbal waste generated during production as fuel for boilers. The percentage of herbal waste recycled during the year stood at over 10% of the total waste generated.

Also, non-hazardous waste generated during production is recycled and reused within the plants as fuel for boiler, which reduced our fossil fuel consumption. We also have a biogas plant to generate methane from waste which is then



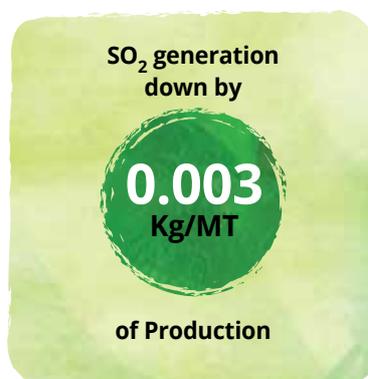
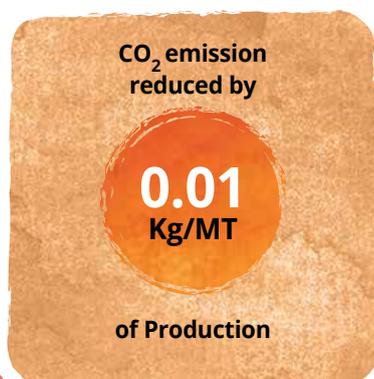
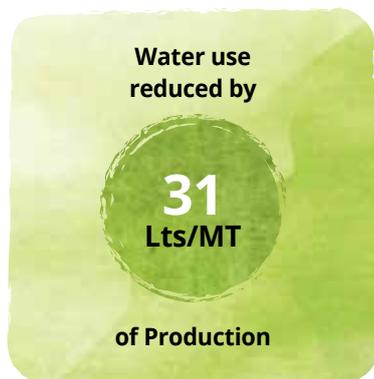
used in canteen as fuel. We have also provided for separate treatment for domestic effluent (sewage & canteen waste).

Moving forward, we are now exploring opportunities to create recycling stations for consumer waste and also supporting our suppliers' efforts to decrease waste.

## 2015-16 HIGHLIGHTS

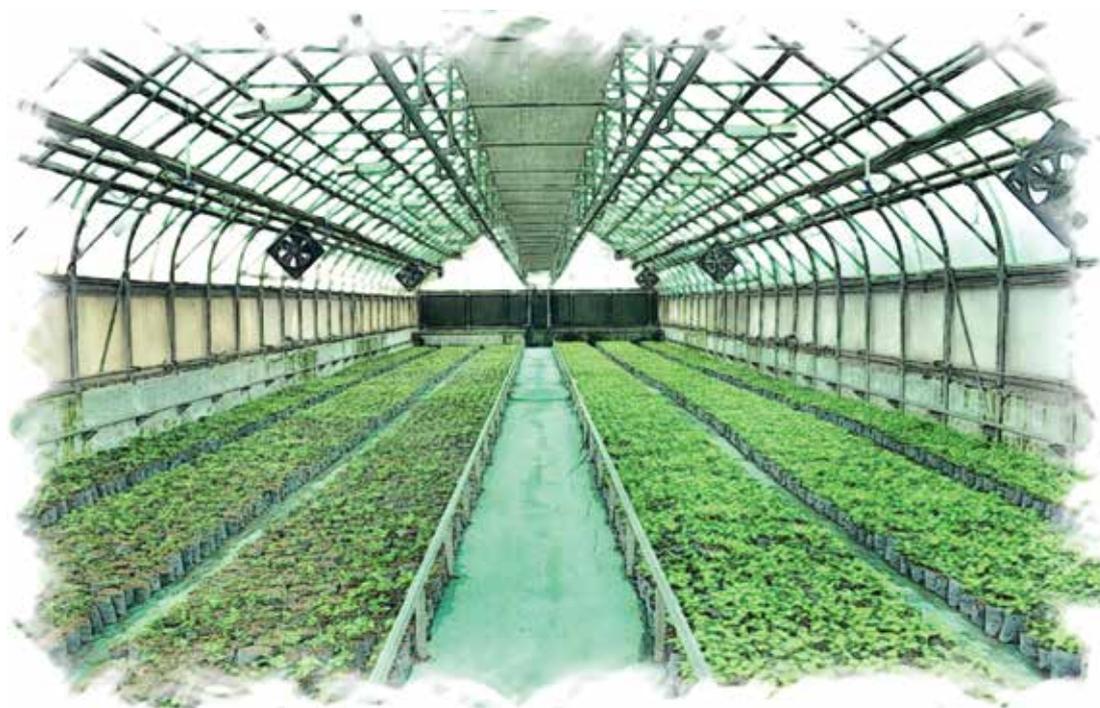
At Dabur, we have been pursuing a policy of comprehensive environmental management, integrating environmental considerations into all its major investment decisions. We have taken decisive action and have put in place strong processes to improve our environmental performance. Our efforts have resulted in considerable improvements when it comes to minimizing and mitigating the environmental impact of our operations.

The key highlights of our achievements in 2015-16 are:



ENVIRONMENT

# Biodiversity



Saplings of rare medicinal plants are nurtured at Dabur's Pantnagar Greenhouse

**Conservation of biodiversity is a strong pillar of our Environment Sustainability initiatives. Protecting biodiversity, particularly endangered plant species, is an integral part of our commitment to sustainable development. With a range of products based on nature and natural ingredients, we depend on nature's bounty to remain committed to our promise of delivering holistic health and well-being to every household. Only the bounty of nature makes our business and the daily lives of our consumers possible.**

## MEDICINAL PLANTS & RARE HERBS

Medicinal plants, which are increasingly coming on the verge of extinction, are a major source for medicines for human kind. According to World Health Organization, nearly 80% population in developing countries is dependent on traditional system of medicine, which are mostly plant based. Around the world, nearly 40,000-50,000 plant species are used for medicinal purposes, whereas in India, about 700 plant species are estimated to be used in various Ayurvedic and Unani preparations.

India has always been considered a treasure house for valuable medicinal and aromatic plants with almost 40 medicinal plants and species being cultivated in the country. However, a large variety still grows in the wild. The growing demand for these plants had led to unregulated harvesting or over-exploitation from the wild. This, coupled with

deforestation and rapid expansion of area under food and commercial crop, had resulted in a decline in the population of such medicinal plants, leading to considerable depletion of the country's herbal wealth. As a result, many of the medicinal plant species in India are on the verge of extinction and have been assessed as endangered, vulnerable and threatened.

Fully aware of the incalculable value of nature, Dabur strives to preserve biodiversity through a variety of initiatives, involving the community and tribal across the country. As the world's largest Ayurvedic products manufacturing company, Dabur believes in practicing responsible ecological management and has been working towards attending to environmental problems.

As part of our Environment Sustainability strategy, Dabur has stepped up efforts to halt the accelerated loss of biodiversity through programmes aimed at protecting rare medicinal herbs from extinction. Under this programme, we identify environmentally sensitive species of medicinal plants and herbs, and develop methodologies to address their sustainability concerns. We have partnered with local NGOs across the country and have been involved in undertaking special training programmes for farmers, villagers and tribal communities across the country to train them on sustainable and environment-friendly cultivation processes.

We have also established a fully automated state-of-the-art greenhouse in Pantnagar (Uttarakhand), besides satellite nurseries and several demo cultivation sites across the

country. The Pantnagar greenhouse is a first-of-its-kind project by virtue of its sophistication coupled with the scale of operations, and is dedicated exclusively for growing and nurturing medicinal plant saplings. The facility supplies elite planting material to farmers across the country, free of cost. This process enables farmers to cultivate and supply well-standardized medicinal plants on a large scale.

We engage marginal farmers, providing them visible economic opportunities while helping conserve natural resources in the wide ranging ecosystems. Elite planting materials, grown in Dabur's greenhouse, are given to the farmers for further phase of cultivation. In 2015-16 alone, Dabur has grown and distributed close to 7.5 lakh saplings of rare medicinal herbs to farmers.

Our agronomical initiatives today cover India and Nepal. In India, the coverage of our agronomical endeavours is now

spread over 8 states. Across these states, the total area under cultivation stands at 2,015 acres. In addition, another 461 acres of land is under cultivation for rare medicinal herbs in Nepal. This exercise involves over 1,228 beneficiary farmers in India who have been linked to this programme. We reach out to the beneficiary farmers across the country through six NGOs:

- Covenant Centre for Development (Madurai)
- Asha Gramodyoga Sansthaan (Uttar Pradesh)
- Kovel Foundation (Andhra Pradesh)
- Baitarani Initiative (Orissa)
- Dr. Balasaheb Sawant Konkan Krishi Vidhyapeeth (Maharashtra)
- Foundation for Revitalization (Bangalore)

Women employees plant saplings of rare herbs at Dabur's Greenhouse at Pantnagar



The following chart gives the state-wise summary of the number of farmers involved in various farming projects with Dabur and the respective area under cultivation.

Location	Crop	No. of Beneficiaries	Area (in acres)
Himachal Pradesh	• Ateech	209	187
	• Kuth		
	• Pushkarmool		
	• Sugandhbala		
	• Jatamansi		
	• Kutki		
	• Kapoorkachri		
Rajasthan	• Mulethi	198	187
	• Shankhpushpi		
	• Agnimoth		
	• Jeewanti		
Uttarakhand	• Kapurkachri	234	96
	• Sugandhbala		
	• Chirata		
	• Manjishtha		
	• Kutki		
	• Ateech		
	• Bach		
	• Jatamansi		
	• Shaparni		
	• Giloe		
Uttar Pradesh	• Mustak	217	252
	• Brahmi		
	• Khas		
	• Bach		
	• Shalparni		
	• Prishniparni		
	• Mandukparni		
	• Bhumi Amaliki		
	• Anantmool		
	• Giloe		
West Bengal	• Katchur	54	42
Maharashtra	• Pipli	89	101
Tamil Nadu	• Chitrakmool	42	46
	• Punarnava		
	• Anantmool		
Andhra Pradesh	• Pippali	185	1,104
	• Brihatpanchmool		
<b>Total</b>		<b>1,228</b>	<b>2,015</b>

Our efforts have started bearing fruit with the total area under cultivation of these rare medicinal herbs increasing 13% year-on-year and the number of farmers taking up cultivation reporting a 20% growth over 2014-15.



RESPONSIBILITY OVERVIEW

BUSINESS OVERVIEW

BUSINESS RESPONSIBILITY

ENVIRONMENTAL RESPONSIBILITY

SOCIAL RESPONSIBILITY



## NORTH FACE

Dabur climbed a new peak in its quest to preserve biodiversity in the country with an initiative to promote sustainable cultivation of high-altitude medicinal plants in the most difficult terrain in the world, Ladakh. In a programme, being run jointly with Defence Research and Development Organization's Defense Institute of High Altitude Research (DIHAR), we will be training farmers in the Leh-Ladakh region on cultivation of medicinal herbs.

This initiative will help improve the biodiversity in the region and also help the poor farmers in this difficult terrain earn additional income by selling these medicinal herbs. As a first step towards the goal of implementing conservation and environmental development benefits in Leh-Ladakh, a detailed baseline survey has been conducted of the area for cultivation of highly endangered medicinal plant species. This focuses on development of a self-sustainable system by creation of a value chain for the targeted endangered species and sustainable management of bio-resources by implying scientific agronomy practices and thereby ensuring biodiversity conservation.

We have identified Atish as the first plant species to be grown in this region. Around 10,000 units of planting material have already been sent to the region to be distributed to farmers in the first phase. Three more plant species – Koot, Pushkarmool and Ratanjot – have also been identified for future interventions. Dabur India Ltd officials will also impart training to the villagers on sustainable cultivation of herbs. This development programme will not only help in growing and cultivating high altitude medicinal plants to prepare Ayurvedic medicines but also provide an alternative source of income to the farmers living in the often neglected high altitude mountain areas.



## CONFLICT RESOLUTION

Human-Animal conflict is a serious problem plaguing many villages in Uttarakhand, where wild animals are usually blamed for farm and crop damage. The wild animals tend to stray into agricultural fields of villagers and cause economic losses to the farmers and the farmers, in turn, retaliate and cause harm to the wild animals.

Hence, these villagers needed crop systems which cannot be adversely damaged by the wild animals and even act as a hedge/fence preventing wild animals from entering their fields and grazing on their plantation.

Understanding the specific needs of the community, Dabur worked with the farmers in these villages in the Van Panchayar open areas, and introduced them to Tomar cultivation. It acts as a natural fencing because of being a thorny plant. It also acts as a deterrent for animals and offers the villagers crop protection. We also trained the villagers on sustainable cultivation of Tomar, which can also provide livelihood support to the community who start earning from this plant in 5 years.

Our efforts have resulted in afforestation and also reduce the human-animal conflict in these villages.

## DESERT FLOWER



A large number of medicinal and aromatic plants are drought hardy and can be successfully grown under adverse agro-climatic conditions. Rajasthan is home to vast area of barren and uncultivated soil and also tribal and poor farmers who are dependent on medicinal crops that grow in the wild for their livelihood and health. We felt that implementing a programme on sustainable management and conservation of plants will not only go a long way in conserving biodiversity in Rajasthan but also generate employment and uplift the economic situation of the poor farmers and tribal in this desert belt.

With this in mind, Dabur joined hands with Krishi Vigyan Kendra (KVK), Barmer; Gramin Vikas Vigyan Samiti, Jodhpur; Central Arid Zone Research Institute, Jodhpur, and Society to Uplift Rural Economy (SURE) to implement programmes that helped improve agricultural livelihood of farmers in western Rajasthan. Under this initiative, Dabur initiated cultivation of medicinal plants like Shankhapushpi, Agnimonth, Mulethi and Jivanti in the region. The project involved marginal farmers directly, and Dabur trained them on scientific methods of collection and good agricultural practices.

The project was located in the arid region with annual rainfall less than sufficient even for one crop in a year. Given the water scarcity in the region, we introduced drip irrigation for the cultivation of medicinal plants, a first in the desert region.

After identifying the medicinal plants, Dabur motivated farmers to grow them as an intercrop that requires virtually no maintenance, hugely benefiting farmers. This initiative also effectively addressed the weaknesses attached to an arid land and turned it into a high yielding zone through water harvesting, cultivation of improved quality crops through scientific methods, introduction of herbal plants and helping farmers market their produce.

This programme bagged the Outstanding Partnership Award-Asia for Dabur's efforts towards improving food security and agricultural livelihoods in arid Western Rajasthan. The award was presented by International Crops Research Institute for the Semi-Arid Tropics (ICRISAT).

## ENVIRONMENT

## Bee-Keeping



Villagers in Bihar being trained on bee-keeping

Honey has been used by countless cultures all around the world for over 2,500 years. Besides being an important ingredient in herbal remedies and traditional medicines, it is also increasingly finding usage in urban homes for beauty and skin care. Given the rising demand for pure Honey, we feel that involving the community by initiating them into bee-keeping would go a long way in promoting livelihood and implementing an additional income generation programme among the rural populace.

With this thought, Dabur has initiated the bee-keeping development programme among poor and small farmers in Bihar, Uttar Pradesh and Tamil Nadu. For rolling out this initiative, we have joined hands with three NGOs:

- Asha Gramodyoga Sansthaan (Uttar Pradesh)
- Covenant Centre for Development (Tamil Nadu)
- Vaishali Shanti Samaj Kalyan Sansthan (Bihar)

We started with identifying the strengths and local priorities of the community, which helped us plan for the future of the rural households and help them become more resilient, besides improving their standards of living. Together with our NGO partners, we motivated local farmers to take up this eco-friendly activity in their vicinity so as to generate not only quality honey but also to increase crop productivity by way of pollination.

We are committed to making requisite skills available to

the targeted communities and provide them assistance to create a sustainable source of income in the long term.

We have also been conducting regular on-site training and demonstration to the farmers on all activities concerning bee-keeping, which includes making of bee boxes, rearing of bees and multiplication of bee colonies. We provide all the technical assistance required by the communities in scientific bee-keeping. We also help develop Beekeeping Resource Centres at strategic locations in the project areas. Each of these centres are equipped with modern facilities for honey extraction and grading, basic quality testing, queen-bee rearing, production of accessories for bee-keeping and a sales outlet for consumables needed for bee farmers. These resource centres, which will also have storage facility, can also serve as procurement centres.



During the year 2015-16, 18 training sessions were organized for the beneficiaries in different blocks of Bihar where they were educated on proper bee-keeping practices. A total of 505 participants benefited from these training programmes. We have also distributed 2,960 beehives among 296 community members during the year. These beneficiaries have produced all kinds of Honey, ranging from Mustard Honey, Litchi Honey, Jamun Honey and Karanji Honey during the year. Our initiatives have already started paying rich dividend for the community members, who were able to collect 110 tonnes of Honey during the year, which the beneficiaries sold locally in the open market and earned additional income.

In Tamil Nadu also, we undertook similar activities, involving training of community members on proper bee-keeping practices. Around, 500 migrant bee-keepers were organized into groups to ensure that they get fair price for the quality production of Honey at source.



# SOCIETY

💧💧 *What is that life worth which cannot  
bring comfort to others.* 💧💧

- Dr. S. K. Burman

Founder – Dabur India Ltd.



Local communities where we operate have the ability to impact our business. And they, in turn, can be impacted by our activities. As a responsible corporate, Dabur strives for a positive impact in the communities where we operate. At Dabur, Sustainability and Corporate Social Responsibility are not just buzz words. They are an intrinsic part of our DNA and at the heart of all our initiatives and strategies. We understand that businesses exist to serve the society, and sustainable development is the only way forward. For us, business success and social responsibility go hand in hand.



We have been engaged in community development activities since 1994, long before the regulations came into force. All through the past over two decades, our focus on social responsibility has only become stronger. Our community outreach initiatives have been developed keeping in mind the specific needs of the communities that we operate within. Through our various initiatives, we have been continuing our investment in the communities we serve and seek to fulfil our responsibilities as a good corporate citizen.

We believe that in order to become a truly admired and respected global company, we must contribute to creating a better society across geographies. Our community development initiatives are not restricted to India. Our subsidiaries and manufacturing units across the globe are engaged in development work with the local community

in the area surrounding our operations. While we have been conducting vocational training programme and offering computer training to the community members in Nepal, our operations in Africa have been running dental care camps with the local populace in Africa.

In India too, we have been undertaking a host of community development programmes, ranging from health camps to sanitation drives, vocational training to primary education, and adult literacy to women empowerment. Through Sustainable Development Society (SUNDESH), a voluntary non-profit organization registered under the Society Registration Act 1860, and Jivanti Welfare and Charitable Trust (JWCT), we strive to enhance the lives of communities across the country. Through these initiatives, Dabur endeavours to help build self-reliant communities.



### Our CSR Vision

Through sustainable measures, actively contribute to the Social, Economic and Environmental Development of the community in which we operate ensuring participation from the community and thereby create value for the nation.



### Our CSR Mission

Ensuring socio-economic development of the community through different participatory and need-based initiatives in the best interest of the poor and deprived sections of the society so as to help them to become self-reliant and build a better tomorrow for themselves

Ensuring environmental sustainability through ecological conservation and regeneration, protection & re growth of endangered plant species, and promoting biodiversity



### Our Activities

The CSR activities we pursue will be in line with our stated Vision and Mission, focused not just around our plants and offices, but also in other geographies based on the needs of the communities

## CSR POLICY

Every modern organization needs an ambitious CSR policy. Dabur has a well-structured CSR Policy, which is also a declaration of our intent to contribute to creating a better and self-reliant society. In this policy, we have outlined key areas that we will focus particular attention on.

The four key areas where we pay special attention while preparing development programmes are:

- **Eradicating hunger, poverty and malnutrition**, which includes promoting sanitation in rural households and schools, and provision of food, nutrition supplement, clothes etc for the poor and needy.
- **Promoting Health Care**, including Preventive Health care through awareness programmes on preventing diseases and building immunity, health check-ups, provision of medicine & treatment facilities, besides providing pre-natal & post-natal healthcare facilities.
- **Ensuring environmental sustainability** and ecological balance through plantation drives in schools and villages, reviving endangered plants, promoting agro-forestry and biodiversity, building capacities of small farmers, and promoting alternate energy resources.
- **Employment and livelihood enhancing vocational skills training**, particularly to girls and women in rural India. A range of courses are offered, which include tailoring, beauty care, mehendi application, bee-keeping, food processing, vermi-composting etc as part of initiatives to make them self-reliant.



In addition, five other areas have been identified for rolling out development programmes. These are:

- **Promotion of Education** especially among children, women, elderly and the differently-abled in rural and semi-urban cities through non-formal education programmes as also by improving the infrastructure in rural schools.
- **Promoting gender equality and empowering women**, by offering adult literacy programmes and promoting financial independence by supporting women's self-help and joint liability groups.
- **Contribution or funds provided to technology incubators** located within academic institutions which are approved by the Central Government
- **Rural Development Projects**
- **Other Activities**, including **Promotion of Sports** with a special focus on helping train talented yet underprivileged rural youth to make it big in the world of sports.

The CSR Policy has been approved by the Board of Directors. The Board reviews all the activities undertaken by the Company and may consider other areas or activities for inclusion in this policy. The CSR department provides regular progress report and updates to the CSR Committee of the Board. The committee is also given a detailed report of the activities undertaken each quarter, along with targets and reasons for variance, if any.



## SOCIETY

## CSR Activities

Our founder's legacy of caring for the community, which led to the birth of Dabur India Ltd, has evolved into a holistic strategy for community development. Giving back to the community is a core Dabur value. We recognize that lasting change in the community starts with partnerships. Our community development programmes work on this principle and are chosen to directly relate to the specific needs of the community, arrived after a thorough understanding of their requirements through stakeholder dialogue and engagement.

Dabur supports the principles of inclusive growth and equitable development through its various CSR initiatives. We constantly work towards creating and implementing programmes aimed at development of the community and making them self-reliant.

Along the way, we also partner with like-minded organizations, including government bodies, NGOs, local communities and Panchayats. Following are the activities undertaken by Dabur during 2015-16 in the focus areas.





Dabur is working towards improving sanitation standards in rural schools

### ERADICATING HUNGER, POVERTY & MALNUTRITION

Despite being listed amongst the most powerful emerging economies in the world today, India also ranks high when it comes to the number of people living in extreme poverty. And this is more pronounced in rural India, where nearly 70% of India's 1.2 billion people live. Although poverty has been reduced during the past four decades, it still remains high. Poverty is, in fact, like a disease to which many other social problems such as crime, low-paced development, lack of health and hygiene etc are associated.

As Corporate Social Responsibility takes off in India – and it is only expected to continue to grow in importance – a number of programmes are being rolled out to help the poor and to ensure that every person gets to live a healthy life. Dabur too has put in place a number of interventions to uplift the poor and underprivileged sections of the society. Our interventions in this segment are focused on addressing key issues such as Sanitation and Malnutrition.





Villagers in Rudrapur participate in an awareness drive on Sanitation and Cleanliness



## Promoting Sanitation

Sanitation, or the lack of it, is a major problem plaguing rural India. Various reports have pointed out at the abysmal state of sanitation in the country, particularly in rural India. According to a National Sample Survey Office survey in 2012, only 32% of rural households have their own toilets while an additional 9% have access to toilets. In fact, there were more households with a mobile phone than with a toilet.

This poor level of sanitation has been putting a strain on the country's Economy by raising the disease burden in the country. With no access to toilets, a large population in rural India has been defecating in the open. A WHO & UNICEF Joint Monitoring Programme pointed out that out of a total of 998.49 million people defecating across the world, 60% or 597.48 million resided in India in 2012.

This large untreated sewage has not only been polluting fresh water resources across the country but also impairing the health of Indians, leading to high rates of malnutrition and productivity losses. With the government now pushing rural households to construct toilets under its Swachh Bharat Mission and companies lending a helping hand, the sanitation situation has started improving. However, a lot of ground still needs to be covered.

Just ahead of the government's Swachh Bharat Mission, Dabur had decided to work towards creating 'Open Defecation Free' villages in India by ensuring that all rural households and schools around its areas of operation have toilets. With the

government rolling out its ambitious social development programme, Dabur too has stepped up its efforts towards making 'Swachh Bharat' a reality.

Through SUNDESH, Dabur has been running community development programmes in Ghaziabad, Baddi and Rudrapur. During our regular community meetings, a few villagers had expressed concern about the lack of proper sanitation facilities in their villages.

With the lack of proper sanitation facilities in households, women were forced to get up in the wee hours and walk several kilometres to the outskirts of the village to relieve themselves. Besides being a security concern, this was also a health hazard and these open defecation sites were turning into harbinger of diseases. Also, the absence of proper sanitation facilities in schools in rural India was forcing girls to drop out once they attain puberty. This was affecting the education levels among students, particularly the girl child. We felt that helping construct household toilets would address the three issues of Health, Education and Safety.

We started with a need assessment and baseline survey in 2 villages in May 2014 and it emerged that access to proper sanitation was a big issue faced by residents of these villages. Nearly 50% of the households in these 2 villages did not have household toilets and even the toilets in schools were in a dilapidated condition, rendering them useless.

In view of the results of this survey, we decided to expand our scope and cover more villages. A Baseline Survey was then



Sustained efforts have helped inculcate in villagers the habit of washing hands with soap

conducted across districts in Uttar Pradesh, Uttarakhand and Himachal Pradesh and we selected 26 villages in these 3 states where the issue of lack of proper sanitation was more pronounced. The survey revealed that out of the 7,891 households in these 26 villages, 3,014 households did not have toilets, which is about 38% of the total households.

Some of the women from the households in these villages told us about the issues they face when it comes to sanitation and how they have not been able to convince their husbands to construct toilets despite staying there for decades. Given these concerns, we asked the women to take the first step towards getting the toilets constructed in their respective households.

An implementation programme was then conceived after discussions with the community members. During village meetings, which included our Self-Help Groups and Kisan Club members, we educated the villagers towards changing their habit of open defecation. We also motivated them to construct toilets in their households with our financial support. To ensure complete and whole-hearted participation from the households and to make the initiative sustainable, we asked the households to construct the toilets in a 50:50 partnership, wherein half the cost towards constructing the toilet will be borne by the individual household and the balance by Dabur.

On a case to case basis where the households did not have the financial capability to fund even 50% of the construction cost, Dabur agreed to extend additional support towards

construction of toilets. The financial support is given in two instalments with the half when the pit digging is completed and second half at the end of construction.

The woman of household, as the primary beneficiary of the initiative, were chosen as the driver of this whole programme. After identifying the individual households, we sought request letters from the woman of the household along with an identity card and bank account details. The community members who did not have bank accounts were linked to the *Pradhan Mantri Jan Dhan Yojna* and new bank accounts are opened for them. After authenticating the request of the beneficiary regarding unavailability of toilet and willingness to construct a new toilet in their household, we start supporting them.

After assessing their financial condition, the contribution amount is fixed with the household. The household is first asked to contribute towards undertaking the construction activity of the toilets and cheques are then released in favour of the woman of the household in two stages. This ensures that the household participates in construction of toilet and also ensures proper maintenance of the household toilets.

We take photographs and monitor the construction in three stages. Once the toilet construction is complete, a message related to health and sanitation with a logo of Dabur India Limited & SUNDESH is painted on the wall of toilets, along with a unique identification number. Also, a cleaning kit is presented to the beneficiary household free-of-cost for proper maintenance & cleaning of toilets.



Constructing household toilets in rural India to make 'Swachh Bharat' a reality

In 2015-16 financial year alone, we have helped construct 1,048 toilets in household across these villages. In all, we have constructed 1,115 household toilets since the beginning of this initiative. Effectively, 37% of the 3,014 identified households which did not have toilets earlier, have been covered. This project has now gathered steam with some of the households that had earlier shown certain reservation towards joining this initiative now getting encouraged by the overall development in households that have toilets, also joining in.

The second parallel initiative under our sanitation mission was aimed at addressing the concerns of the school-going girl child in these villages. During our community discussions, we realized that most girls drop out of schools once they attain puberty because of lack of proper sanitation facilities in schools. Also, during the normal course of the day, they have to either rush back home to answer nature's call or hold to it till sun-down to go to the village outskirts for open defecation. This was resulting in major health concerns.

Given this situation, we conducted a baseline survey of schools in these villages and alongside initiated dialogue with the school authorities and local administration to start constructing toilet blocks in schools or to repair existing toilet blocks to make them usable. During the year 2015-16, we initiated work in two schools: Government Primary School Kheda & BRC, Rudrapur of District Udham Singh Nagar. Between these two schools, we have now constructed 12 toilets for boys and girls. The work has now been completed and the new toilet blocks have been handed over to the school administration. Around 1,100 students studying in these 2 schools will benefit from this initiative, which will also help reduce the drop-out rate among girl students in rural India.

At Dabur, we have set ourselves a target to make at least 5 villages 'Open Defecation Free' by the end of 2016-17 fiscal. We have already achieved 'Open Defecation Free' status with 2 villages – one each in Ghaziabaad and Baddi. Our team regularly visits the rural households and inspects the already constructed toilets to ensure proper maintenance. Motivational sessions are also held in the villages wherein benefits of hygiene are explained to the households and they are encouraged to adopt proper sanitation and hygiene techniques.

Alongside, we are also working towards inculcating good hygiene habits in school-going children and rural youth. Through SUNDESH, we have been organizing awareness camps in villages and schools to educate them about proper hygiene and need for washing hands with soap. We have also distributed dustbins in rural schools and educating kids against throwing garbage in the open.

Our sanitation initiatives in the urban areas are aimed at bringing around a change in mindset and encourage people, particularly slum-dwellers, to use community toilets in their area. For this initiative, Dabur had joined hands with Sulabh International and organized a mega cleanliness and awareness drive in the slums of Delhi. Together, we sought to inculcate the habit of using toilets among the people and stop open defecation.

We adopted six Sulabh public conveniences located at slums in Delhi (Sanjay Camp A & B Chanakyapuri, Vivekanand Camp Chanakyapuri, Anantram Dairy Near Moti Bagh, Sangli Mess Near Mandi House, and Purana Quila), and undertook regular Cleaning & Maintenance, Sanitation & Hygiene Check at these public toilets. In addition, all slum-dwellers in the surrounding areas were given free usage access of

these toilets with Dabur bearing the per-usage cost of every individual.

People living in slums do not have access to toilets and are more likely to indulge in open defecation, which not only poses a threat to their health but also to their dignity. Our survey revealed that in these slums, almost 60% of the dwellers do not use these public conveniences due to the per-usage cost and have been resorting to open defecation, which gives birth to a host of illnesses and diarrheal diseases. With this initiative, we intend to inculcate the habit of using toilets in the community. We are also giving the slum dwellers free access to these facilities by funding the usage charges as an additional move to stop open defecation.

A team of volunteers were also positioned in the slum areas to encourage and inculcate the habit of using toilets, especially among the kids. Banners and posters were placed at strategic locations in these camps to disseminate the message that a clean and germ-free surrounding is a basic hygiene need of a human being for leading a healthy life and to safeguard from common diseases.

Our sanitation initiative has won several accolades during the year. This programme was awarded the Annual GreenTech CSR Award by GreenTech Foundation, as well as the Award for Excellence in CSR, by Asian Customer Engagement Forum.

## Addressing Malnutrition

Despite being one of the fastest growing economies in the world today, India is also one of the highest ranked countries in the world for the number of children suffering from malnutrition. Deficiencies in nutrition inflict long-term damage to both individuals and society.

At Dabur, we have been working towards ensuring that a greater share of the population from the socially and economically weaker classes lead a healthy life. We work with local NGOs across the length and breadth of the country to jointly spread awareness about the need for a balanced diet and to meet the nutrition-related needs of people from underprivileged sections of the society.

Carried out along with programmes being run by NGOs in schools, slums, hospitals and village events, these initiatives seek to provide nutrition security to the underprivileged. The beneficiaries of this programme are identified along with the local NGO in each city/state.

These not-for-profit organizations act as a bridge between the Company and the community, and helps direct our efforts towards the people in need. We provide nutritional support to thousands of individuals, particularly children with the aim of increasing their BMI (body mass index) to satisfactory levels.



Dabur is working with various NGOs to provide nutrition security to the underprivileged



Promoting hygiene as the first step towards Preventive Healthcare



## PROMOTING HEALTH CARE

At Dabur, we believe that promoting health care, particularly preventive health care, enables the community to improve their health and also have greater control over their health. Sustained focus on prevention will not only improve the health of the community, but also help reduce health care costs and improve quality of life of individuals, particularly in rural India.

Our health focused initiatives are in line with the Company motto: **Dedicated to the Health & Well-Being of every household.**

Our health initiatives have been chalked out with a clear focus on women and children. Taking our responsibility seriously to aid in reducing the burden of disease on individuals and the society, Dabur has been providing and supporting health services to communities across the country. We work with multiple organizations to combat a variety of diseases and run programmes to educate people.

Prevention encompasses health promotion activities that encourage healthy living and limit the initial onset of chronic diseases. Wherever possible, health care professionals are involved to encourage local authorities and community members to implement measures to prevent disease and promote health. Instilling healthy behaviour and practices during youth, particularly in school settings, is seen as being highly effective. Given this, several of our initiatives like creating awareness on the need to build immunity to fight flu and viruses, teaching children about proper oral hygiene, etc are implemented through schools.



## Dil Se Dua

At Dabur, we believe we have a responsibility towards the society and have been working towards making a positive difference in the lives of underprivileged children and their families. We feel that creating awareness about such issues and involving the general public in our mission will go a long way in ensuring sustainable development of the society.

This thought has been the key driver behind our 'Dil Se Dua' initiative that works towards meeting the nutritional needs of marginal kids and children from the underprivileged sections of the society. Run along with Prayas Juvenile Aid Centre Society, this initiative seeks to educate the general public about the necessary needs of the marginalized kids. We also encourage them to pledge their support for our mission of spreading health and happiness in the lives of the kids living in various shelter homes in the national capital.

Under this programme, our representatives collect signatures and pledges from the public, and against the total number of signatures/pledges received, Dabur donates an equivalent or higher number of juice packs to meet the nutrition needs of these kids. This initiative is not linked to any product purchase and we purely seek the public's support by way of a signature or a pledge.

During the year 2015-16, we collected close to 44,000 pledges and signatures through this drive, and distributed 90,000 packs of juices among the children staying at the various shelter homes run by Prayas. The initiative helped us meet the nutrition needs of 5,000 kids on a regular basis.

## Immune India

Colds and flu are a fact of life for kids. Rising pollution levels, coupled with the fast-paced, highly competitive lifestyle that kids lead today and unhealthy eating habits are all taking a toll on the health of kids. As a result, incidence of ailments among kids have been on the rise, particularly during the change of season. Boosting your body's internal immunity system, we

feel, is the best way to battle the host of diseases and recurring ailments spread by these germs, viruses, and other organisms. When functioning properly, the immune system fights the disease producing organisms.

Dabur has taken up the responsibility of driving awareness on the need for immunity amongst children. Through a special programme - Immune India - we have been reaching out to schools across the country to educate students, teachers and even the parents on the need for building immunity.

In 2015-16, Dabur's Immune India programme covered schools across Delhi, Maharashtra, Uttar Pradesh, Madhya Pradesh, Bihar, Jharkhand and Rajasthan. We also joined hands with Max Healthcare for this initiative, under which healthcare professionals from Max conducted awareness sessions and health check-ups in several schools. The school-going students were also educated about various ways to boost their immunity, like eating good nutritional food, including fruits and vegetables like carrots, beans, oranges and strawberries in their daily diet, ensuring good hygiene, exercise and proper sleep. During the year, this initiative covered 3,000 schools across the five states, touching 300,000 kids. At the end of this mammoth exercise, the team of health experts prepared a list of top schools of India for the year 2015, from amongst the participating schools.

This year, we extended the Immune India programme to a new dimension by joining hands with leading NGO Goonj to offer people protection from winters. This initiative brought together school children from 19 cities across India to collect warm clothes during the peak winter months of November and December. The warm clothes collected through this drive were handed over to Goonj for further distribution within the community. This warm clothes donation drive was our attempt to provide protection and immunity to people, and spread warmth during the cold winter season. Through this initiative, we had collected close to 10,000 kg of warm clothes.



Schoolkids participating in the drive to collect warm clothes, which were distributed among the needy



## Dengue Fighter

Mosquito is the deadliest animal known to humankind, accounting for over a million deaths every year. In India, over 11 lakh cases of malaria were identified in 2015 alone, resulting in 287 deaths during the year. According to the National Vector Borne Disease Control Programme, Dengue took another 200 lives and infected close to 1 lakh people. Given these numbers, India seems to be in the grip of its worst Dengue fever outbreak in years.

Mosquitoes can't be wished away. We feel awareness, education and elimination of mosquito breeding areas are the most helpful interventions in preventing the spread of these disease and to bring down the deaths due to these diseases. Dabur has rolled out a series of interventions aimed at educating people, particularly schoolkids, about mosquito breeding and prevention from mosquito bites.

Through this programmes -- christened Dengue Fighter -- we seek to educate children that Dengue is spread by the Aedes mosquito that is more active during the daytime, contrary to popular perception. So, children, when they venture out to play in gardens or even while in school, are at risk of being bitten by these mosquitoes. Even people in offices are at risk of falling sick after being bitten by these mosquitoes. Through a variety of activities, including programmes by healthcare professionals, games and interactive sessions, the children are motivated to become 'Dengue Fighters' in their surroundings in school and at home, and take forward the mission of ensuring that mosquito breeding sites would be eliminated during the Monsoon season.

Children are also informed about the various prevention tips, which include wearing full-sleeved clothes, taking a bath before going to sleep and ensuring adequate protection while going out to play in the evening. They are also informed about how stagnant water in their homes and schools are

ideal sites for mosquito breeding and the steps that need to be taken to dry such breeding sites. A special Audio Visual has been developed to spread the message among kids.

The activity covered over 1,100 schools in five states – Delhi-NCR, Uttar Pradesh, Maharashtra, Karnataka and Tamil Nadu. We joined hands with leading hospitals like Apollo to roll out this programme, under which their healthcare professionals helped spread information about prevention from mosquito bites. This initiative helped us reach out to around 700,000 students across India, in addition to around 40,000 teachers.

## Health Camps

Dabur works for the cause of some of the poorest and most vulnerable communities around the country as they struggle for their health rights. Moving forward on our mission to provide health for all, we help the poor and needy get access to good quality health care.

A series of multi-disciplinary Health Camps are organized across the country, offering a wide range of medical services to communities residing in remote rural and tribal areas. These specialized camps offer integrated multi-disciplinary healthcare services, providing free diagnosis, Ayurvedic medicines and care.

These camps focus on preventive healthcare programmes, with special focus on women's healthcare and baby care. Lady doctors are also present at these camps to reach out to the women audience. Special yoga sessions are also organized at some of these camps as part of our attempts to provide holistic health care to the community.

A total of 368 health camps were organized across 17 states, where 55,798 patients were examined free of cost. As part of our continued efforts to promote women health care and work towards creating a healthier society, Dabur rolled out a special initiative – *Asha Ki Nayi Kiran* – this year that sought to train and



Healthcare professionals spreading awareness about mosquito-borne diseases



Free Health Camps were organized for poor and needy

honour the ASHA (Accredited Social Health Activists) workers in Uttar Pradesh. The ASHA workers are community health workers who act as an interface between the community and the public health system. The friendly ASHA worker is usually the first port of call for any health-related demands of most women in the hinterland. One of the key tasks of ASHA workers is to counsel women on various health issues and, therefore, it is critical to update them with new knowledge and information regarding women's health.

With this initiative, we sought to empower the ASHA workers on birth preparedness, importance of safe delivery and most importantly, the recovery post child birth. Workshops were also conducted for the ASHA workers to educate them about healthy lifestyle habits for women. A team of expert Doctors also advised and instructed the ASHA workers on various health issues related to women, while healthcare experts imparted information on living a stress-free life and about quick recovery following childbirth, besides ways to counter weakness and fatigue.

In addition, Dabur also runs a Wellness Centre in the walled city area of Delhi offering health check-ups and subsidized medicines to public, particularly from the minority community. The doctors stationed at the Centre offer free medical check-ups for walk-in patients, besides offering treatment and answering health queries online and over the phone.

### Oral Health Camps

Oral hygiene is an essential component of one's health. Oral hygiene and maintaining good oral health is very important for a healthy mind and body. Poor oral health and untreated oral conditions can have a significant impact on quality of life. At Dabur, we believe that good oral hygiene habits need to be inculcated at an early age to ensure development of strong and healthy teeth that leads to overall well-being.

Taking the onus of promoting oral hygiene among school children, Dabur rolls out a series of programmes to raise awareness about oral health and also to teach them good oral hygiene practices. During the year 2015-16, Oral Health Camps were organized in close to 2,000 rural and urban schools across seven states, including Uttar Pradesh, Madhya Pradesh and Maharashtra, benefiting close to 10 lakh school children.

These camps were held along with a team of well experienced dentists from agencies like Society for Oral and Dental Care (SODC). Free oral health check-ups were also conducted by dentists and toothpaste samples distributed amongst the students to inculcate the habit of brushing their teeth daily. We use a variety of tools, like flyers and brochures with pictorial descriptions, to raise awareness about common oral health problems and the safety measures. The objective of this initiative is to reduce the impact of dental ailments among the children, particularly from poor communities, and help them lead healthy lives.

### Addressing Health Care Needs

There's an old German proverb that says: "Health is not everything, but without health everything else is nothing". With this thought in mind, Dabur has been working towards ensuring that the poor and needy in India get easy access to better health care. We have joined hands with local NGOs across India and have been together working towards meeting the healthcare needs of people from underprivileged sections of the society.

The beneficiaries of this programme are identified by the local NGOs in each city/state. We join their health care-related programmes and offer a host of medicines and healthcare products to the poor & needy in schools, orphanages, hospitals, slums, at health camps and village events.



A Herbal Garden and Greenhouse set up at Dabur's Sahibabad unit

## ENSURING ENVIRONMENT SUSTAINABILITY

Environment is not merely the most talked about topic these days, it's everything that makes up our surroundings and affects our ability to live on this planet. At Dabur, we understand the need for increasing environmental awareness amongst the masses and involving them in our quest for Environmental Sustainability.

Sustainable environment and natural resources management is at the heart of Dabur's efforts towards ensuring continued prosperity for the community. It is absolutely critical that the natural resources base and ecosystem are managed sustainably to ensure that the social, economic and environmental needs of the community are sufficiently met.

At Dabur, we have been rolling out a series of initiatives that seek to manage the natural resources sustainably while addressing issues of climate change. Dabur aims to be a leading company in environmental protection. We recognize the importance of evaluating our value chain's use of ecosystem elements.

Being in the business of nature-derived products and given our dependence on rare herbs and medicinal plants, we have been practicing responsible ecological management for years. Our policies, systems and practices are all geared towards continuously monitoring, assessing and managing our environmental footprint and in figuring out innovative ways to return back to nature the value it lends to us.





Villagers are encouraged to grow fruits and vegetables in their kitchen garden

## Protecting Endangered Herbs

Dabur has been working towards protecting endangered herbs and plant species in India and Nepal. We have undertaken a host of interventions to not just protect rare medicinal and aromatic plants, but also enhance the livelihood of local farmers in the process. Details of these initiatives undertaken during 2015-16 have been covered earlier in the Environment section of this report.

## Ghar Ki Bagiya

Childhood is a time of critical growth in which proper nutrition is absolutely necessary. While a growing population of kids in urban India are dealing with problems of obesity, an equally large – or larger – number of kids in the hinterland are faced with food insecurity and lack of proper nutritional diet. Poor diet is the result of a combination of poverty and lack of education. People facing food poverty in rural India are, more often than not, hit by both lack of resources as also ignorance about what they should eat as part of a healthy diet.

During our interactions with the community and the various malnutrition screening camps held in the villages, we realized that a number of kids suffered from malnutrition. Their parents were surprised that despite having proper meals, comprising rice and pulses, the kids were facing these issues. Most parents were ignorant of the fact that adding fruits and vegetables in their daily diet was necessary to get the required nutrition. Some said the high prices put the fruits and vegetables beyond their reach, while marginal farmers did not want to use their small farmlands for growing vegetables and preferred crop that yielded better returns.

Understanding their need, Dabur initiated these families into the concept of Kitchen Gardens, or *Ghar ki Bagiya*, where they could grow vegetables for their own consumption. We began with several educational sessions for these families to create awareness about the various fruits and vegetables and how adding them to the daily diet would reduce the risk of diseases among their children.

We then supported these families by giving them seeds of essential fruits and vegetables free of cost and also trained them on sustainable cultivation of these plants. In 2015-16, 196 families were encouraged to take up plantation of necessary vegetables in their kitchen gardens through this initiative. In addition, another 236 families were encouraged and involved in plantation of various fruit trees like Pomegranate etc. In addition, 12 rural schools have also joined this initiative and have taken up cultivation of fruit trees in their premises.

Alongside, we have also been encouraging rural families to get into agroforestry by planting Poplar trees. Poplar is one of the popular wood producing trees and is grown commercially in India. They grow at a very fast rate and used mainly in wood and paper industry. We have been assisting the local communities in maintenance of green zones.

SUNDESH has been undertaking mass plantation drives where farmers are encouraged towards plantation of Poplar trees by providing financial support on a 50-50 basis. As a result, a farmer gets ₹2,500 per tree in 5 years from an investment of just ₹11. Dabur also regularly hosts training programmes for villagers on agricultural best practices at its greenhouse in Rudrapur.



Solar lamps are distributed in villages of Uttar Pradesh

### Promotion of Solar Energy

Even after decades of gaining independence, nearly 400 million people in India are still without power. Several villages, and even urban areas, still face massive power blackouts. Most of these rural households still use kerosene lamps and candles during these power-cuts, but the dim light that these lamps generate is not good enough for children to study or for households to finish their chores.

Lack of electricity infrastructure is one of the main hurdles in the development of rural India. Though the connectivity with the electricity in large parts of rural India is fairly good but the main problem is long hours of power cuts in most parts of rural areas. While renewables or solar lamps have been seen as the best solution to the power woes being faced by these villagers, the high cost of these products has prevented the community from adopting this technology.

Through SUNDESH, we assessed the problem of irregular and insufficient power supply in almost all the villages of Ghaziabad, Gautam Budh Nagar and Hapur districts in Uttar Pradesh. To overcome this power problem in these villages, we have decided to initiate a Solar Energy Project under which Solar Lamps will be made available to the villagers. In the year 2015-16, Dabur initiated this new project towards providing high quality, affordable solar solution in rural household for their daily use.

We have piloted this project in seven villages in Uttar Pradesh, where we have provided solar lamps to 683 households. The following table provides the list of villages and number of households that have benefited from this initiative.

Village	
Domatikri	61
Fagouta	82
Jadopur	33
Nagla Gajju	181
Nandpur	143
Naraina	60
Nidhawali	41
Siwaya	50
Others	32
<b>Total</b>	<b>683</b>

These lamps, equipped with LED lighting technology, can be fully charged by sunlight in 8 hours and can be used the whole night by individual households. To ensure proper care and maintenance of these lamps, the beneficiary households were asked to contribute a token amount towards their procurement.

In the next phase, we plan to install solar street lamps in these selected villages to ensure uninterrupted lighting in the public areas. We have identified 5 villages of installation of street lamps, which will also be installed through community participation.

To demonstrate the benefits of solar light to the villagers, a solar street lighting system and solar powered submersible system will also be put into operation the SUNDESH centre in Ghaziabad.

This resource centre will also help motivate the villagers to adopt and understand solar technology for the energy needs in their households and farm.



Girls in villages are offered beautician training under Dabur's Vocational Training Programme

## VOCATIONAL SKILLS TRAINING

The youth in India, particularly from rural pockets, today face serious problems of unemployment or underemployment. In the absence of necessary skills, lack of proper information on the job market, many rural youth are forced to engage in daily wage work unaware of the opportunities available to them.

At Dabur, we believe that Skill Development is a powerful agent of social transformation. We are of the firm belief that arming the rural youth with necessary skills will go a long way in not just making them employable, but also give rise to local entrepreneurship in rural or semi-urban areas.

An organization's true worth lies beyond its business, and is best reflected by the service it renders to the community and the society. At Dabur, we have been working towards creating skill development programmes with a two-pronged strategy. On the one hand, our programmes focus on soft skills that can help girls in villages set up small businesses. On the other hand, we work with reputed training organizations to focus on providing employment readiness skills in specific courses like Retail.

We seek to create livelihood for rural women by offering them skill training in various vocations. The vocations are chosen with a clear focus on women empowerment because we believe they hold the key to long-lasting social change in communities. These initiatives have helped in empowering the rural women and have also gone a long way in reducing gender-based discrimination.



## Skill Development Centres

Through SUNDESH, Dabur has established 18 women skill development centres, or *Nari Shakti Kendra*, in villages of Uttar Pradesh, Uttarakhand and Himachal Pradesh. These centres offer soft skills training programmes to girls residing in these villages. The training programmes have been finalized after discussions with the community members and keeping their specific needs in mind. The girls/women in these villages are encouraged to take up these income-generation training programmes as a way of becoming financial independent or supplementing their household income.

The women are awarded certificates after the completion of training and, on a case-to-case basis, even lent a helping hand in establishing small businesses in their villages. Several women who had undergone training at our centres have now established small tailoring centres-cum-boutiques and beauty parlours-cum-cosmetic outlets in their villages and are doing brisk business.

By providing this choice to women, these programmes also address the issue of gender inequality prevalent in these areas to some extent. This year, we have provided vocational training to 569 women in these three states.

We also offer training to villagers in vermicomposting, which is an eco-friendly method with the capacity to convert organic waste. This technique uses earthworms to transform the waste into a natural and enriched manure, vermicompost. Several villagers, who were earlier using chemical fertilizers in their fields, have now completely shifted to the organic vermicompost and have been reaping rich dividend. This has helped improve the plants' growth and also gives the plants essential nutritive elements. In some cases, we have helped the villagers come together to form a cooperative of sorts to sell their excess vermicompost to companies or in neighbouring markets and enhance their earnings.

## Swavalamban

Around 500 million people in our country will reach working age by 2020, which will be the largest in the world. While this surely gives the country the demographic advantage, the fact remains that a large chunk of this population lives in rural India, where the youth have little or no access to skill development programmes that will make them employable.

At Dabur, we feel that it is imperative that the education agenda should focus on skill building and vocational training to make our youth employable in the organized sector.

To address the gap between existing skills and those actually in demand in the industry today, Dabur has joined hands with Rural Development and Self Employment Training Institute (RUDSETI) to roll out a programme - *Swavalamban* - that seeks to make the rural youth more employable by arming them with the requisite skill sets. Together, we seek to build capacity for rural youth in India and train them in various crafts related to Sales. The courses being offered under this programme include Sales (for Salesman/Selling skills), Merchandising (for Visibility of Product and Point of Sale) and Promoter (for Attending to customers). The month-long course includes in-house coaching, field training and exams & extra-curricular activity.

The objective of this initiative is to identify the deserving unemployed and unskilled rural youth, provide them training through a well-planned and designed curriculum, engage them in business process and contribute in nation building and economic development of our country. This programme is run on a demand driven approach, which tries to ensure that all the rural youth who undergo training under this programme find assured employment. In the year 2015-16, we have trained 73 rural youth under the *Swavalamban* programme and they have gained employment in a variety of leading firms like Dabur, Britannia, Airtel, Tata Tea etc.



Stitching-Tailoring classes are held for rural girls in Uttar Pradesh, Uttarakhand and Himachal Pradesh



Dabur is committed to its goal of 'Education for all'

## PROMOTION OF EDUCATION

Education is a necessary component for the growth and prosperity of any nation, particularly an emerging economy like India. The efforts by successive governments have resulted in a significant improvement in primary school enrollment in urban India. However, the enrollment levels are still low among children of migrant workers who reside in urban and semi-urban slums. And in rural India, the school drop-out rates continue to be high.

Encouraging these out-of-school kids to get back into formal education system, we feel, is half the battle won. What's also needed is a sustained effort to improve learning and the learning environment in these schools. With our education-related initiatives, we have been working towards not just building awareness among rural and urban poor about the benefits of education but also encouraging the kids to enter formal schooling. We also work towards improving the infrastructure in schools to uplift their learning experience.

At Dabur, we believe that education is both the means as well as the end to a better life. It is key to ensure overall development of the society. It is a big factor in helping poor families move up the social ladder while broadening leadership potential of rural communities. Through our various initiatives, we have positively impacted the lives of thousands of children in the hinterland.



## Non-Formal Education

Through SUNDESH, Dabur today runs eight non-formal education centres – *Gyan Deep Kendra* – in Uttar Pradesh and Uttarakhand. These centres provide basic education to out-of-school underprivileged kids between 6 and 14 years of age. These kids, who belong to poor migrant families and live mostly in urban slums, have either never seen a school from inside or have dropped out of schools at an early age.

Our representatives spend a considerable amount of time with their parents, motivating them to allow the children to pursue formal education at our centres. After completing their basic education, these children are encouraged to get back or enroll for the first time in a formal school to pursue higher education. In 2015-16, 375 children were enrolled at our centres to pursue basic education, and 144 of them were put into formal schools. This initiative has helped us improve literacy levels among children in these communities and bring them into the formal schooling system.

We also operate special learning centres – *Gyan Arjan Kendras* – to offer remedial classes to help weak students. The slow learners are identified and remedial classes held to emphasize or reteach the basics of a subject. Our efforts have resulted in substantial improvement in the performance of weak students. A total of 149 students benefited from the five *Gyan Arjan Kendras* that we currently operate.

## Improving Learning Experience

The average primary educational institutions in rural India are in a rather poor state and lack basic education infrastructure, which is one of the most basic elements necessary to ensure access to education. While most schools have solid structures, they are at times unable to offer proper seating to students or protection from extreme climate, as also proper sanitation facilities.

In some rural areas where Dabur operates, the schools require external support to provide the best learning environment. In some of these schools, which are situated in the hilly regions, students are forced to sit on hard cemented floors during extreme winters, which proves to be a health hazard. As part of our community development initiatives, we lend a helping hand to such educational institutes with an aim to improve the local educational environment in an independent and consistent manner.

Dabur's manufacturing units and SUNDESH have been supporting schools at various locations. We provide basic infrastructure to these schools by way of solid wood desks and benches for students, potable water facilities, dustbins etc. We have also started constructing separate toilet blocks for girls and boys in select schools as part of our sanitation programme. A total of 321 desks and benches were distributed in 8 schools in 2015-16, benefiting a 976 students.

Understanding the fact that schools are specialized spaces for learning, we have innovatively used all available space inside the school, particularly the classroom walls, for Building as Learning Aid (BaLA) paintings to create a range of educational aids. The classroom walls, for instance, are painted with pictograms, mathematical tables etc to enable students to learn. These double up as learning situations and provide a unique learning experience for the child.

While several BaLA elements are used in different self-learning situations by the children, teachers can also use these elements creatively to meet the various learning needs of the students. This also helps create a child friendly learning environment in schools. The outside walls of the classrooms, corridors, outdoor spaces and pillars are utilised to paint hygiene and general health awareness messages. During the past year, BaLA paintings were undertaken in four schools, benefiting 415 students.



Non-Formal Education centres offer basic education to out-of-school kids in Uttar Pradesh and Uttarakhand



Adult Education Centres help improve literacy levels among rural women

## WOMEN EMPOWERMENT

Women are increasingly playing bigger and bigger role in the urban landscape, be it as workers, consumers, entrepreneurs, managers or investors. In the rural setting, however, she still faces several restrictions. Empowering women in rural India may be a challenge, but it is not an impossible task.

At Dabur, we have been working towards empowering women in the rural pockets surrounding our areas of operation with a multi-pronged approach. On the one hand, we sensitise the menfolk and have been working towards bringing about a change in their mindset and approach towards women. Alongside, we have been working towards empowering women through literacy, vocational training to build capabilities, helping them set up micro enterprises and emerge as successful small scale entrepreneurs who help supplement their household income and, at times, even lend a helping hand to the menfolk in the villages in matters of finance. Previous sections in this report have provided details about the various vocational training programmes that Dabur runs for women in rural India to ensure their financial independence and make them self-reliant.

Dabur is dedicated to empowering women and adolescent girls, particularly those belonging to weaker sections of the society, through various interventions and initiatives. We are committed to empowering every female member of the underprivileged sections of the society with functional literacy and an understanding of their basic rights and responsibilities.



- RESPONSIBILITY OVERVIEW
- BUSINESS OVERVIEW
- BUSINESS RESPONSIBILITY
- ENVIRONMENTAL RESPONSIBILITY
- SOCIAL RESPONSIBILITY



Providing financial independence to rural women by organizing them into Self-Help Groups

## Adult Literacy Centres

Making women literate, we feel, is the first step towards empowering women. It's a well-established fact that literacy has always enhanced any region's human capital. And our gender equality programme focusses on increasing basic literacy levels among women in rural India.

Through SUNDESH, Dabur today runs 10 Adult Literacy Centres for women in Uttar Pradesh, Uttarkhand and Himachal Pradesh. These centres focus on girls and women in the 15-35 year age bracket, who have no access to formal education because of absence of such set-ups or due to social barriers. Through this programme, we have been imparting basic education, including rudimentary arithmetic skills, reading, writing etc, to these women. A number of women, who have joined this programme, have been inspired by the progress of their children who have studied at our Non-Formal Education Centres.

In 2015-16, as many as 419 girls/women were given basic education at our centres.

## Financial Inclusion

The second big step towards women empowerment is to develop leadership and give them financial independence. Coming from conservative backgrounds, most of these women have faced social sanctions all their lives, which has even eroded their self-esteem. With little or no knowledge about the formal banking system and lack of credit, the

entrepreneurial dreams of many of these women have crash landed even before they could take flight.

Through SUNDESH, we have been working towards giving them that much-needed financial independence so that they can be an active member in socio-economic development, at par with others. Our financial inclusion programme aims to build the capability and capacity of local communities by giving them financial literacy and by organizing them into Self Help Groups (SHGs) and Joint Liability Groups (JLGs). With support from NABARD and District Rural Development Agencies, we are linking these groups, belonging to both Above Poverty Line (APL) and Below Poverty Line (BPL) families, with formal sources of credit for undertaking economic activities.

Around 2,000 rural families and 110 landless farmers have benefited from this programme in 2015-16. The beneficiaries have utilized the loans provided by these financial institutions for productive purposes such as setting up dairy units, grocery shops, mobile repair units, medical stores, poultry units, dhabas, shoes-making units, adhesive units, bangle shops and other small businesses. What's most encouraging is the fact that these SHGs and JLGs, which are completely run and managed by women, have started giving loan to the menfolk in their villages for setting up new ventures. The success of this initiative can be gauged by the fact that there's hardly been any default in repayment of bank loans. This initiative has gone a long way in raising the self-esteem of women in the hinterland.



## THE MAGIC OF SHGs

**Mohammad Anees** lives in village Dhoulana with his family. He worked as a street vendor, selling potatoes in the neighbourhood. Given the fact that he was a small retailer, he had frequent fights with the contractor of vegetables, who used to take away all the profit leaving Anees with barely anything at the end of the day.

During one of their routine meetings with the community, SUNDESH representatives met with 10 BPL families and found that almost all the families were suffering from the same problem. After detailed discussions and understanding their issues, SUNDESH organized these families into a Self-Help Group named Diamond and helped them to open an account with Syndicate Bank and even procure a loan of ₹5,25,000.

Anees took a loan of around ₹70,000 from the SHG and bought a mare and *tonga*, and quit working for the contractor. Now, he himself goes to the market, buys potatoes and sells them in villages Dhoulana and Dadri, and earns all the profit too. He also uses his mare in weddings in the village. Now, he earns around ₹1-1.5 lakh a year.

Today, Anees lives in a pucca house, his children go to school to study, his old mother gets proper treatment and the household is well fed. There is a twinkle in his eyes as he is no longer helpless. Instead, he is a strong man now and this is the magic of SHG.



## A NEW ROLE MODEL

Nineteen-year-old **Manju** hails from a small village Buksaura in district Udham Singh Nagar (Uttarakhand). A member of a Scheduled Caste family, Manju's usual struggle started early as she used to accompany her parents and help them with labour work to earn a living. But she always wanted to do something better and bigger in her life, learn new craft and help increase their household income.

Last year, she came to know about the SUNDESH Skill Development Centre in Kopa Lal Singh, a village 12 km away from her place. One day, she reached the centres and enquired about the various courses being offered there. She decided to brave all odds, including walking 24 km daily, to learn some new skills.

To begin with, she got herself enrolled for the stitching-tailoring class at the centre. After successfully completing the course, she went ahead and enrolled herself for the beautician training course at the centre. After completing 6 months of training, a changed and more confident Manju went ahead and set up her own tailoring centre in her native village, with a little help from SUNDESH. At this centre, she now offers training on stitching & tailoring to seven other girls from her village while taking up tailoring job from the villagers.

Through this centre, she has now been earning between ₹6,000 to ₹7,000 per month. "I am happy that I am able to earn and help my family. My father feels proud of me and I have become a role model for other girls in my village," says Manju.



## FOR A HEALTHY FUTURE

**Brijbala** lives in village Tatarpur with her husband Kanchi Singh and their three children. Despite feeding them good quantity and quality of food as per their means, her children remained unhealthy and were not active at all.

During one of our regular health care meetings in the community, Brijbala raised this matter with representatives from SUNDESH, who asked her about the food habits of her children. After a detailed discussion, we realized that their daily diet included only wheat, rice and milk. Vegetables, given their high prices, were consumed rarely by the family.

The SUNDESH representatives encouraged her to take up growing vegetables in their field. Worried about the health of her children, Brijbala agreed to set up a small kitchen garden in her house premises. SUNDESH provided her with seeds of different vegetables like ridge gourd, lady finger, bitter gourd, brinjal, bottle gourd, pumpkin, beans and chilly. This year, she has already grown about 20 kg of ridged gourd, 15 kg of lady finger and 20 kg of pumpkin. Given this good yield, vegetables have become a regular part of the daily diet for her kids. Brijbala is now a very happy parent, watching her children glow with health.



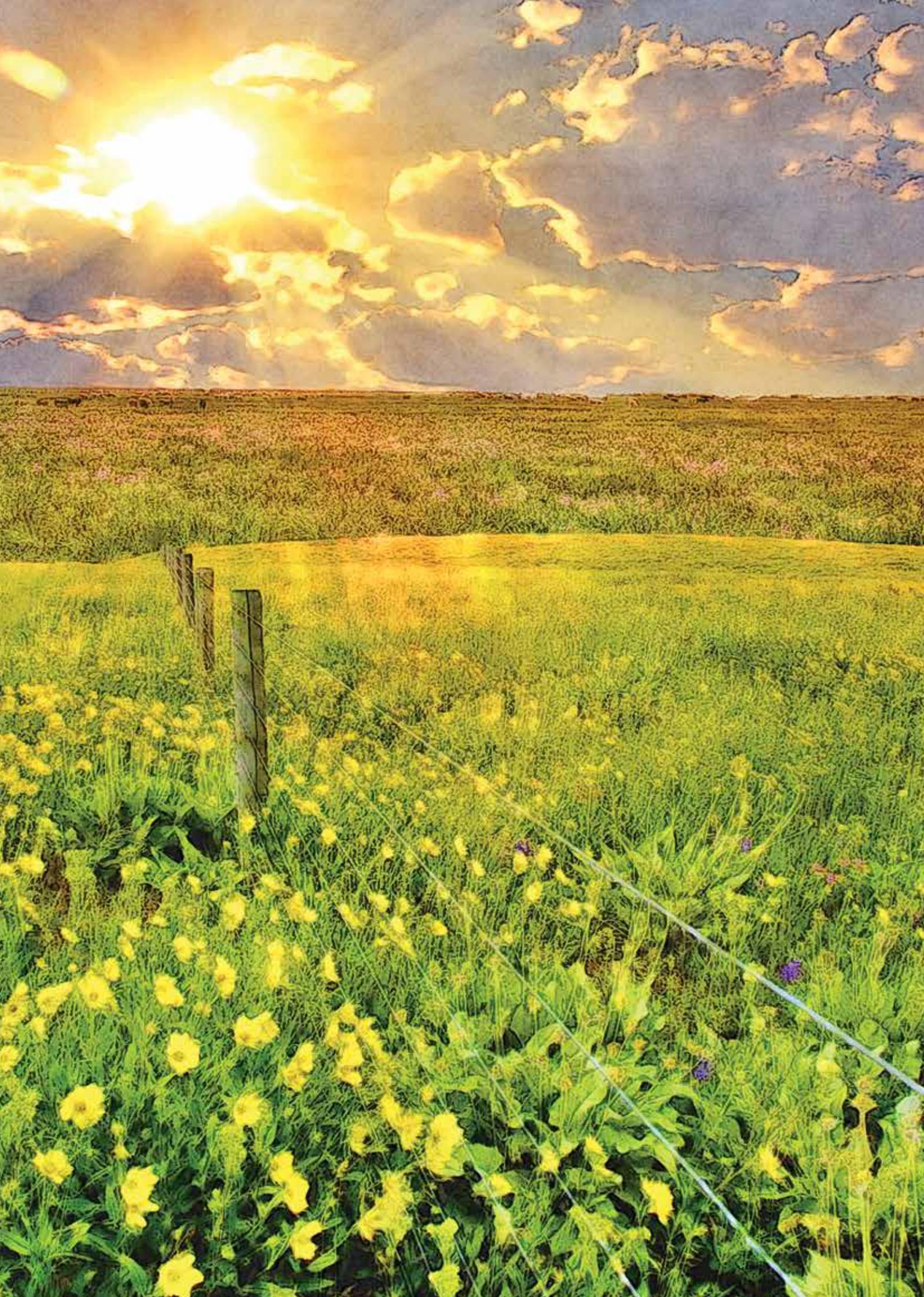
## STRONG WILL

**Shashi Devi**, wife of Prabhu Dayal, could only complete her schooling till class 9. A resident of village Naraina in Hapur district, Shashi Devi and her family, which included three kids, belong to the weaker section of the society.

Due to their low household income, managing the family and providing for the food and education was always a difficult task. She may have lacked finances, but what Shashi Devi had in abundance was her will and desire to supplement her household income.

After a detailed meeting with our representatives, she joined the Cutting and Tailoring Centre, which SUNDESH was running in her village. After completing her training, she started taking up tailoring jobs at her home and is today earning around ₹3,000 every month.







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