



Growing Footprint of Sustainability



Dabur India Ltd
Business
Responsibility
Report
2014-15

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 2014-15 and the shorter companion report based on the format suggested by SEBI in its circular is appended to our Annual Report for 2014-15, which is also available for download on: <http://www.dabur.com/Annual-Reports-2014-15>

This is Dabur's fourth Business Responsibility Report, and is available for download on: <http://www.dabur.com/BR-Reports-2014-15>

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.

Dabur Creating Shared Value



From its humble beginnings in the bylanes of Kolkata way back in 1884 as an Ayurvedic medicines company, Dabur has come a long way to become a leading consumer products manufacturer in India with interests across diverse categories like Health Care, Hair Care, Oral Care, Skin Care, Home Care and Foods.

All through its 130-year journey, Dabur has remained committed to its motto of being dedicated to the health & well-

being of every household. Dabur has 12 manufacturing plants across 10 locations in India, producing a diverse portfolio of highest quality and safety compliant products that meet the health & beauty needs of every age, occasion and lifestyle.

While doing so, we have also remained resolved towards nourishing our employees, customers, communities and the environment so that they can flourish and thrive. Dabur's business approach

puts "Planet, People and Profits" at the core and this essentially forms the keystone of everything we do.

We believe that our constant efforts towards finding innovative ways of minimising our impact on the environment; providing a safe & inclusive workplace for our employees; and nourishing & supporting local communities wherever we operate, position Dabur for long-term, sustainable growth. ■



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Dabur Doctrine



Dabur works towards meeting the growing Health & Wellness needs of its consumers from across the globe, and that too in a responsible way. From our range of Health Care products to Packaged Juices, from our Personal Care products to our Oral Hygiene brands, every single product has been crafted to offer our consumers the best natural solutions for their every day needs.

We have come a long way from our humble beginnings 130 years back. Along this journey, we have dedicated ourselves to earning the trust and respect of our customers, partners and neighbours by being responsible and doing things that are good for the planet and each other. We know that business growth and corporate responsibility go hand in hand. For growth to be responsible, it should go beyond numbers; it should do good to the society, and create a better world.

We know that how responsibly we run our business today will determine the direction our business will steer to in the future. We continue to actively manage our commitments to environmental and social sustainability. Our aim is to make our activities more sustainable and encourage our consumers, customers and business associates to do the same. The concept of sustainability is incorporated into the core of our business and has been expanded to encompass our aspirations and responsibilities to the society and to the environment.

Dabur aims to be a leading company in environmental protection. We recognise the importance of evaluating our value chain's use of ecosystem elements as well as our emissions to the environment. We believe that sustainability is the birthplace of organisational and technological innovations that yield both bottom-line and top-line returns. In fact, we treat sustainability as innovation's new frontier. ■

Chairman's Message

Dear fellow Stakeholders,

I am delighted to present Dabur India Ltd's fourth annual Business Responsibility Report. This report for the financial year 2014-15 describes in detail the efforts that we have put and the results that we have achieved in the four key performance areas, viz. Marketplace, Workplace, Environment and Community.

At Dabur, Sustainability is not just a buzz word. It's part of our DNA and is at the heart of all our initiatives and strategies. We understand that businesses exist to serve society, and sustainable development is the only way forward.

What began as a small Ayurvedic medicines manufacturer more than a century ago has now transformed into a diversified transnational corporation with more than ₹7,800 crore in annual revenue and over ₹46,600 crore in market capitalisation. Today we are oldest, yet the most modern, India-born consumer goods manufacturer with state-of-the-art manufacturing facilities spread across 8 countries in 3 continents. Through this journey, we have learnt that real and lasting change is accelerated when economic, environmental and social benefits align.

Dabur has always remained committed towards developing safe and efficacious natural products and solutions in line with the ever-changing needs of consumers across the globe. Each of our products takes us closer to our motto of being 'Dedicated to the Health & Well-Being of every household'.

Nature is the common thread that binds all our products. Today, when the pressure on natural resources is far greater, and the expectations for sustainable performance much higher, sustainably managing natural resources is critical to the success of our operations.

Through our agronomical programme, we have been incessantly working towards protecting several rare and environmentally sensitive herbs, and addressing their sustainability concerns. We have been working with local tribals, villagers and farmers across the length and breadth of the country, training them on sustainable cultivation processes and also helping supplement their income. Today, a total of over 1,000 acres of land is under cultivation through these initiatives, with over 1,000 farmers deriving benefits from our agronomical initiatives.

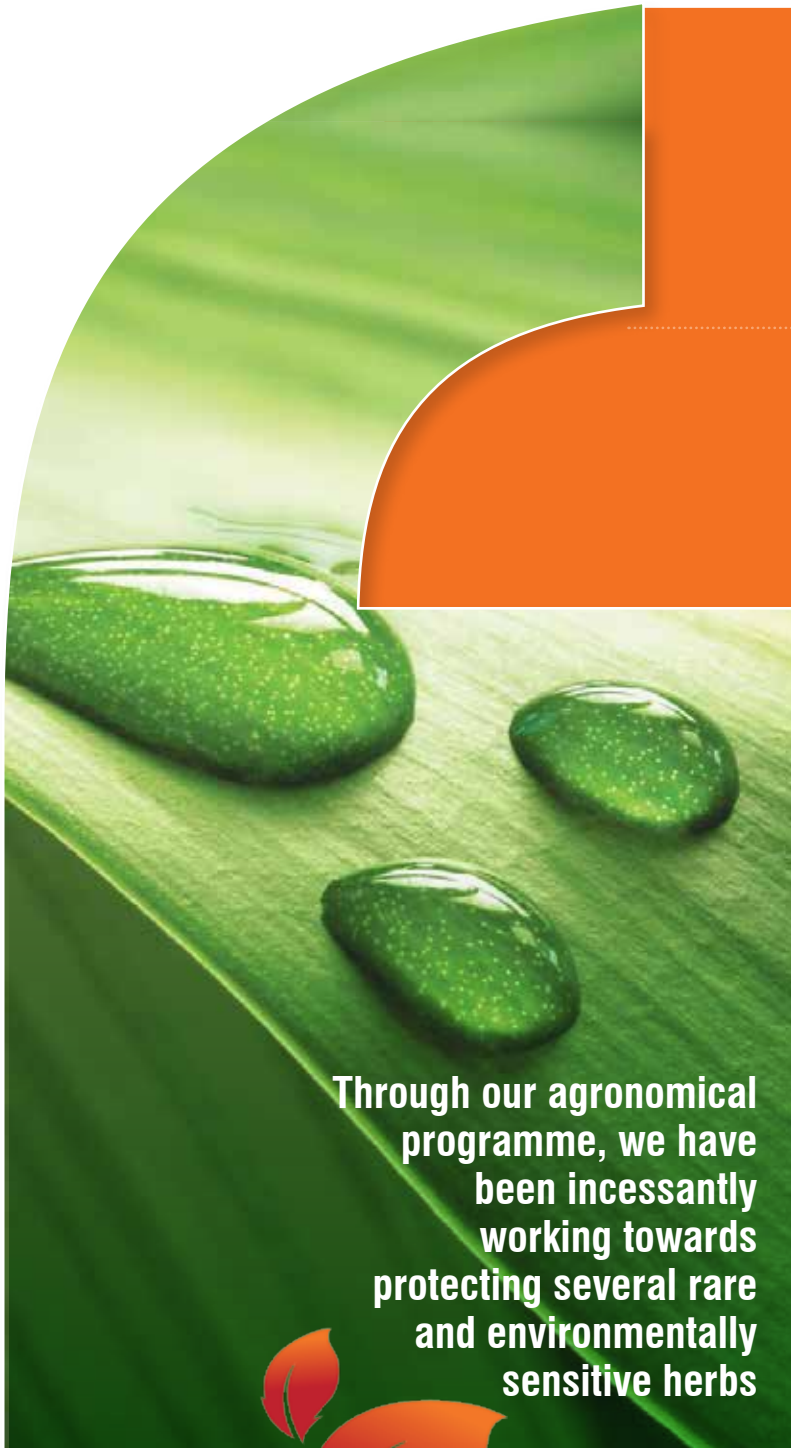
At Dabur, we view sustainability as an ongoing journey in our quest to be not merely a responsible compliant organisation, but a thought-leader. It gives me great pleasure to inform you all that moving ahead on our plan to certify our domestic manufacturing units with the Integrated Management System covering OHSAS 18001 and ISO 14001, Dabur has got external accreditation for our 12 manufacturing locations by TUV NORD and 9 of them have successfully completed their Surveillance Audit. We have also undertaken Carbon and Water Footprint study for all manufacturing units

and are working towards reducing our emissions with the focus on use of renewable resources like bio-mass fuel, Solar Lights, etc.

Steps have also been initiated to greatly reduce raw water consumption, effluent generation, solid-waste generation, hazardous waste generation, reduction in Greenhouse Gases (GHG) emissions to reduce the overall impact on our natural resources and environment.

Our focus on social responsibility remains unwavering. Our community outreach initiatives have been developed keeping in mind the specific needs of the communities that we operate within. We have been organising Health Camps in various villages across the country; running non-formal education centres for underprivileged children; operating livelihood training centres to empower rural women, to name a few. Through these and other initiatives detailed in this report, we look forward to continuing our investment in the communities we serve and to fulfilling our responsibilities as a responsible corporate citizen.

Maintaining the highest levels of corporate governance and transparency to its stakeholders is central to Dabur India Ltd's philosophy. We are committed to conduct our operations in accordance with the principles of good Corporate Governance, and believe it is the key to creating credibility for the Company.



Through our agronomical programme, we have been incessantly working towards protecting several rare and environmentally sensitive herbs



A lot of ground has been covered since our community focussed initiatives were first rolled out way back in 1994, but a lot more still needs to be done. Going forward, we're committed to doing even more to be responsible stewards of the People and the Planet. As we move forward, we will set the bar higher for ourselves, launching more aggressive global sustainability and community development targets.

On behalf of the Board and the employees of Dabur, I would like to extend my sincere gratitude to all our stakeholders for their unstinted support in this journey. We welcome your feedback on this Business Responsibility Report, on our commitments and our performance.

Sincerely,

Dr. Anand C. Burman
Chairman
Dabur India Ltd.

About Dabur



and the world's largest Ayurvedic and Natural Health Care Company.

Dabur's FMCG portfolio today includes five flagship brands with distinct brand identities - **Dabur** as the master brand for natural healthcare products; **Vatika** for premium personal care; **Hajmola** for digestives; **Réal** for fruit juices and beverages; and **Fem** for fairness bleaches and skin care products.

Dabur today operates in key consumer product categories such as Hair Care, Oral Care, Health Care, Skin Care, Home Care and Foods. The Company has a wide distribution network, covering over 5.3 million retail outlets with a high penetration in both urban and rural markets.

Dabur's International Business Division (IBD) today caters to the health and personal care needs of customers across different international markets spanning South Asia, Middle East, North & West Africa, EU and US through its brands Dabur, Vatika, Hobby and ORS. Its products are sold in over 100 countries across the globe.

The Company today has 14 over ₹100 crore brands, with 3 of them with a turnover in excess of ₹1,000 crore each.

Dabur has 12 manufacturing facilities at 10 locations in India, major being at Rudrapur and Baddi, besides at overseas locations including Ras al-Khaimah, Nepal, Egypt and Sri Lanka.

Dabur India Limited is among the Top 5 FMCG Companies in India with Consolidated Revenues of over ₹7,800 crore and market capitalisation of over ₹46,600 crore. Building on a legacy of quality and experience of 130 years, Dabur is today India's most trusted name

FMCG Business

HEALTH CARE

A market leader for health supplements in India with brands such as Dabur Chyawanprash, Dabur Honey, Dabur Glucose and the digestive brand Hajmola, the Company has been at the forefront of innovation and quality in both manufacturing and marketing. With these brands, Dabur has also been taking the lead in a variety of community service initiatives to build a stronger and more immune India. Dabur also has, in its portfolio, a range of over-the-counter healthcare products covering areas as diverse as women's healthcare, baby care, cough & cold and rejuvenation, besides a range of ethical medicines.





PERSONAL CARE

Dabur's Personal Care business comprises Hair Oil, Shampoo and Oral Care businesses and has been one of the key growth drivers for the Company. With over 60 million dedicated consumers, Dabur Amla is the largest hair oil brand in the country, while Vatika has been among the few new successful shampoo brands launched in India over the past decade. With its highly differentiated products such as Babool, Red Paste and Meswak, Dabur has been among the fastest growing toothpaste companies in the country. The quality of our products continues to be the best-in-class and is seen as a benchmark in the industry.



SKIN CARE & SALON

A relatively new vertical for Dabur, our products help breathe fresh life into your skin and give consumers healthy beauty. Powered by natural ingredients, these products help your skin glow from within. They are fast emerging as the most preferred skin care remedy for millions of Indians seeking naturally beautiful skin. This range also includes instant fairness products under the brand Fem & OxyLife, besides a range of Rose-based skin care products under the brand Gulabari.



HOME CARE

One of the fastest growing vertical within Dabur, the products operate in three core areas of mosquito repellents, air care and toilet cleaners and are clear market leaders in their respective categories.



FOODS

A pioneer in the packaged juices market in India, Dabur has been at the forefront of innovation – both product development and packaging – with its Réal & Réal Activ range. A validation of our success is that consumers have voted Réal as the 'Most Trusted Brand' for seven years in a row. A housewife has succinctly put the essence of Réal saying: "Réal naam se hi lagta hai real juice hoga".



Organisational Profile

As the world's largest Ayurveda and Natural products maker, Dabur today has a portfolio of **over 381 trusted products spread across 21 categories and over 1,000 SKUs**. A home-grown consumer products company, Dabur is an R&D-driven organisation with a track record in the industry of 130 years. We are committed to consistently developing superior products based on nature and the ancient science of Ayurveda, and presenting them to consumers in modern, ready-to-use formats.

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



Dabur's strong in-house R&D wing follows a 'bush-to-brand' approach





Our Values

Dabur is committed to its vision of being dedicated to the Health & Well-Being of every household. The company's principles in its journey to achieving this vision statement are detailed below:



OWNERSHIP

This is our company. We accept personal responsibility, and accountability to meet business needs.



PASSION FOR WINNING

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



PEOPLE DEVELOPMENT

People are our most important asset. We add value through result driven training, and we encourage & reward excellence.



CONSUMER FOCUS

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



TEAM WORK

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



INNOVATION

Continuous innovation in products & 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.



Dabur in Numbers



1,141 acres under cultivation
for rare medicinal herbs in India

1,674 farmers/beneficiaries of our
agronomical initiatives in India



13 states covered under our
agronomical initiatives

913,750 school kids benefitting
from our healthcare initiatives





164 rural kids gained education at our non-formal education centres

219 women gained education at our adult education centres



586 women trained at our vocational training centres

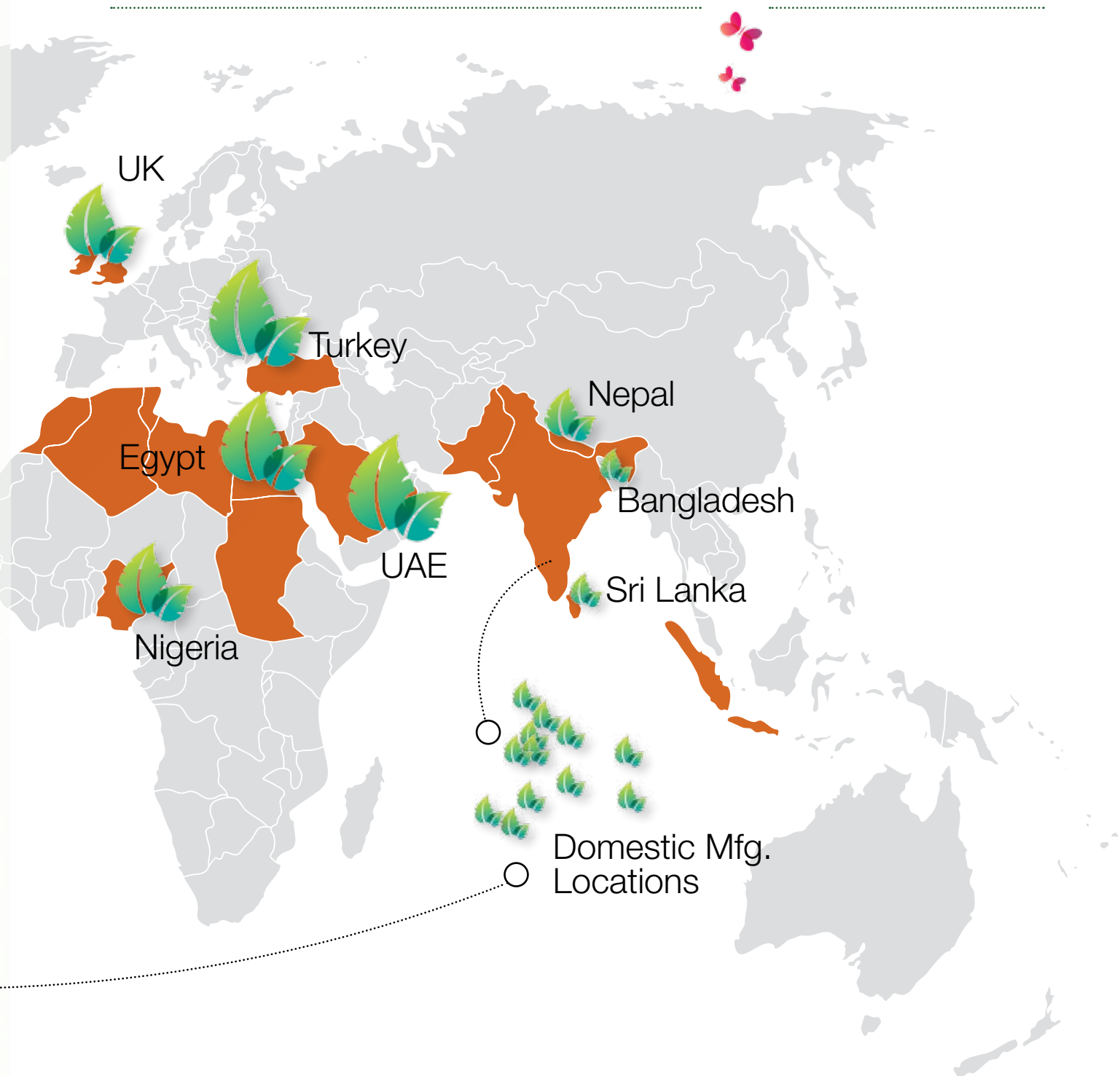
2,028 beneficiary families of our self-help group initiatives



Business Footprint

Our strategy is to localise manufacturing, supply chain and product offerings to suit consumer requirements in each geography





UK

Turkey

Egypt

Nigeria

UAE

Nepal

Bangladesh

Sri Lanka

Domestic Mfg.
Locations

Sustainability at Dabur



Dabur is committed to being a responsible company and making a positive contribution to Society and the Environment

Dabur has highly differentiated brands in the market, and most of its products are based on natural and Ayurvedic ingredients. And it's this herbal heritage that helps Dabur maintain its edge over other competitors in the marketplace.

Dabur is committed to being a responsible company and making a positive contribution to Society and the Environment. The values that define our corporate culture — to be Responsible & Accountable; to be Committed to Excellence; and Respecting our Employees & Consumers — all support our commitment to sustainability. It's these values that have helped us not only inspire trust in our brand, but also develop strong relationships with all our stakeholders, and create long-term value for society and our business.

With our sustainable and environment-friendly procurement & manufacturing processes, we are striving to change the very fabric of our lives — by improving the livelihood of communities around our manufacturing units and embracing more sustainable lifestyles.

The Company places its products in the interest of the safety of the people, the economic use of resources and environmental sustainability. As demonstrated by our over a century of innovation, performance and determination, we fully understand and embrace our commitment to conducting our business in ways that positively impact society and the planet.

With a team of over 100 scientists — including Ayurvedic doctors, Pharmacists, Agronomists, Botanists, Tissue Culture specialists — Dabur's strong in-house research wing follows a 'bush-to-brand' approach. This research wing undertakes detailed tests on individual ingredients and products to ensure that the final product meets customer needs and aspirations. This in-depth knowledge about nature and natural ingredients is one of our biggest strengths, not just while developing efficacious products for our consumers but also for devising ways to recycle and re-use the herbal waste and to effectively conduct life cycle analysis of our products.

The company is already conducting regular and in-depth shelf life studies and devising effective means of disposal without endangering the environment. Dabur has also undertaken Life Cycle Analysis of its key products to identify risks and opportunities along the entire value chain. This, we believe, will help further enhance our environmental responsibility efforts.



The name Dabur evokes the feeling of 'Trust' in the minds of our consumers. Dabur has always stood for products that offer holistic health & well-being to its consumers. As a Company, Dabur is highly connected to its consumer and develops products that meet their demands and aspiration.



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 unfailing commitment to ecological conservation and regeneration.

A high level team, comprising representatives from functions relating to sustainable development, has also been constituted to enable effective coordination of the organisation's triple bottom line performance. The core group – covering departments as diverse as departments – Operations, Human Resources, Commercial, Corporate Social Responsibility, Finance and Procurement – met 4 times during the year to systematically analyse sustainability-related opportunities.

Our business model requires that we think ahead and act with keen farsightedness in not just meeting our consumer's needs but also the needs of the planet. In this report, we present examples of how we are working towards improving health and education delivery, empowering communities as also the various energy efficiency initiatives undertaken at our facilities and the various steps taken towards not just minimising our impact on the environment but even replenishing the Planet. ■

Managing Challenges & Creating Opportunities

Social, economic and environmental issues have the potential to become risks and are needed to be reviewed regularly. Dabur recognises that in the normal course of operations, our activities are routinely exposed to a variety of risks, and evaluation of these risks and identifying the opportunities is a constantly evolving field.

We recognise that we have a responsibility to assess and also manage the environmental and social impacts of our business. Identifying and managing risks that have the potential to affect our objectives and operations is an essential part of our governance framework. Dabur has empowered its group functions, making them accountable for risk identification within their area of responsibility, and these are presented to the Management Committee. These material business risks are also regularly reported to the Board, along with their controls and mitigation treatments.

This section describes the various challenges – both business and environment related – that the Company considers important. Dabur is carefully tracking these issues, besides anticipating any new or emerging trends. Sustainability risks considered most material from a business perspective include:

- Climate Change & Environmental Degradation
- Counterfeit Products & Risk to Reputation
- Health & Safety at Workplace



CLIMATE CHANGE & ENVIRONMENTAL DEGRADATION

Climate change is, by far, the most material risk that will have a long-term impact on all businesses. The world is already witnessing the impact of climate change and global warming by way of changed weather patterns, unseasonal rains et al, which are threatening agricultural patterns & yields as well as the livelihood of millions of farmers.

For an enterprise like Dabur, which has a portfolio of nature-based products, Environment and nature are the lifelines of our business, and any risk that threatens these critical elements will invariably have an impact on our business as well.

Water is another natural resource that's vital to our operations and any interruption in its availability poses a serious business risk. Energy consumption and greenhouse gas (GHG) emissions are other important and complex environmental issues that need to be

addressed by enterprises. The ability of companies to effectively minimise their emission intensity and adopt a low carbon growth path will determine their competitiveness in the market.



DABUR'S APPROACH

For us, Environmental Sustainability is a responsibility we owe towards our consumers, our business associates & partners, and the community. We are serious about using our capabilities to find solutions to the challenges emerging due to climate change.

We have a two-pronged effort when it comes to promoting environmental sustainability. The first focus is on managing our operations in a way that we minimise the adverse impact on the environment through treatment, recycling and safe disposal. We believe in not just complying with the laws and regulations, but going beyond the mandates to keep our planet safe for future generations.





Dabur has a track record in the industry of 130 years



As part of our efforts to manage the environmental risk at each of our locations, we conduct an aspect-impact analysis to assess the potential environmental risks. A management programme is then formulated to address the identified significant risks and the same executed in time to eliminate that risk. We have also undertaken various water conservation and waste water treatment measures at our manufacturing locations to minimise our impact on fresh water resources. To certain extent, rain water is harvested at our locations and the greater part is recharged into the ground. This has helped in improving the ground water yield at our locations.

The financial year 2014-15 saw Dabur investing ₹150.44 lakh in various measures to reduce energy consumption. These measures alone have resulted in an annual saving of approximately ₹300 lakh and, thereby, lowered the cost of production by an equivalent amount. These measures have also led to better pollution control, reducing our impact on the environment, reduced maintenance time and cost, improved hygienic condition and consistency in quality, besides improving productivity.

Hundreds of trees are nurtured at Dabur's various units and locations. We have also conducted Carbon and Water Footprint



study for all domestic manufacturing units and targeted to reduce emission by 35% with a focus on use of renewable resources.

The second pillar of this strategy is sustainable and environment friendly sourcing of key natural raw materials so that we do not harm the environment.

We also engage local farmers and tribals in our efforts to revive these endangered species and train them on sustainable agricultural and cultivation practices.



COUNTERFEIT PRODUCTS

Spurious or counterfeit products are among the biggest problems being faced by the industry today, particularly the consumer products manufacturers. According to a recent study by industry body ASSOCHAM, the market for spurious FMCG products in India is estimated to be over ₹45,000 crore, which is almost 23% of the overall ₹200,000 crore FMCG market in India. What's even more alarming is that this has shown an 8% growth in five years.

Spurious products can largely be put in two baskets:

Counterfeits - These are fake products that bear the same name of the product, its packaging, graphics and as also the address of the genuine product manufacturer. They look exactly like real products.

Pass-Offs - They have similar sounding name with identical looking packaging and design and are usually found in rural markets, misleading the consumers who are either illiterate or in a hurry to purchase goods.

The counterfeit or spurious products reaching the market are a big drain on the entire economy as it creates an unaccounted-for alternative business channel. These products impinge on our intellectual property rights, leading to revenue loss.

Selling of spurious products not only creates negative impact on the business of the branded FMCGs but also impact the value of the brand. Since people engaged in the manufacturing of counterfeit products do not adhere to any quality checks and use spurious raw materials, they threaten to harm the consumer health and safety, as also the product's brand equity by shattering the trust that Dabur has built over the years.



DABUR'S APPROACH

Given the magnitude of the issue and the potential impact on our business, Dabur considers counterfeits and spurious products as one of our prime business risks and actively works towards managing it. Dabur has been targeting fake products & packaging manufacturers and label printers in a planned manner.

All round the year, we work on devising and executing strategies for targeting fake products and packaging manufacturers and label printers through raids in collaboration with local authorities and our network of business associates. In the last one year alone, our efforts have led to 132 raids by local authorities across 9 states, which have resulted in seizure of counterfeit goods worth ₹660 lakh.

The hinterland is more affected by spurious products or lookalikes because of illiteracy or lack of awareness among rural consumers. Riding on the back of our increased rural footprint following our ambitious Project Double a couple of years back, Dabur has been working towards educating consumers as also retailers about spurious products. Our Sales Officers also carry information packs and use local *Haats* and *Melas* to educate consumers about differentiating between a genuine product and a counterfeit.

We have also established a Brand Protection Cell, with a dedicated email id, where consumers and employees can inform the company about any counterfeit or pass-off product that they may encounter in the marketplace.

The issue of fast-growing illicit trade in counterfeits and smuggled goods requires concerted efforts on part of the entire industry. As member of FICCI's Committee Against Smuggling

and Counterfeiting Activities Destroying Economy (CASCADE), we are working with our peers in the industry to address this issue. The committee works together with government entities such as Department of Consumer Affairs, Central Board of Excise & Customs and Economic Offence Wing of Delhi Police, along with industry representatives to create awareness and in finding solutions to this problem by providing a platform for effective engagement.



HEALTH & SAFETY AT WORKPLACE

Occupational safety is imperative for making the workplace fit for operations. As a manufacturing concern, we face the risk of accidental workplace mishaps every day. This poses a risk to our employees and our business. Safety concerns at the workplace need to be addressed with utmost care.



DABUR'S RESPONSE

With over 6434 employees living and working across 3 continents where we conduct business, we remain more committed than ever to not just investing in our people but in also ensuring that our employees have a safe and healthy workplace.

As we strive for an accident-free workplace, Dabur has been maintaining the highest levels of safety and occupational health standards and ensuring a safe and healthy workplace for all employees, guests and visitors. All our units have 'best-in-class' infrastructure, competent resources, management systems and state-of-the-art fire and life safety measures, which are regularly monitored. At our offices and units, safety aspects such as fire extinguishers, first-aid boxes, fire exits plans etc. are



in place. Mock drills and awareness sessions are also conducted regularly.

All our operating facilities have persons and committees responsible for Safety and Occupational Health performance, and employees are encouraged to take on initiatives to improve performance on specific issues. We have been implementing management systems as well organising special training and events across all our manufacturing plants on preventive actions. Safety at the workplaces is given utmost importance. We have framed our Occupational Health, Safety and Environment (OHSE) policy to further our commitment towards creating and ensuring healthy workplace to meet the target of Zero Incidents and creating a workplace that's free from occupational hazards.

Dabur's OHSE policy, applicable to all facilities, lays out all aspects of safety to be considered while at work. We have made sustainable progress in the area of process safety and Environment, Health & Safety (EHS) Management System implementation at our work place to ensure elimination of workplace hazards at the maximum level. As targeted, our 12 domestic manufacturing locations are already OHSAS 18001 and ISO 14001 certified, and nine of them have successfully completed the Surveillance Audit. This standard is the foundation of the overall health, safety and environment framework at Dabur.

We have been effectively controlling risks and preventing all associates from getting injured or harmed during the course of their work. As part of

this, the Dabur EHS team has been working with leading EHS consultants to build a safety culture within the organisation by implementing behaviour-based safety system and recording workplace hazards, besides conducting scheduled Fire Safety Audits (both in-house and third party), adopting Work Permit system, organising daily toll-box talks, Safety Committee meetings and interaction with all associates. Fire Safety Drills and Safety Week celebrations are also organised and continuous safety training is given to all concerned. All actions and recommendations are recorded and evaluated through an online in-built software – SURAKSHA – which has helped us reduce workplace hazards/incidents and move towards becoming an incident-free organisation. ■

Governance & Ethics



As a value-based, socially responsible organisation, Dabur complies with local legislations in all the countries where we operate and all our operations are guided by our Code of Conduct. Dabur is bound to the highest ethical standards in our operations and our behaviour, and our Code of Conduct enables us to act credibly and with integrity, besides setting a good example of responsible business conduct.

Ethical business conduct is, in fact, a key ingredient in our recipe to achieve business excellence and optimise long-term value. As our business grows, the governance and management of our company becomes all the more critical. It is the bedrock of everything we do.

To fulfil our commitment towards good corporate governance, we strive to instil a proper sense of ethics in each and every employee. Our Code of Ethics & Conduct (detailed in this section) covers not just our employees but also extends to the Board members and members of the Management Committee. All the Board members and senior management personnel affirm compliance with the Code of Conduct annually and the same is certified annually by the Chief Executive Officer in our report on Corporate Governance (part of the Annual Report). 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 has limited its representation on the Board to just 4 members and they provide broader guidance on the direction of the business.

Dabur India Ltd is a growing global entity where our Corporate Leadership acknowledges that its responsibility towards society should honour the triple bottom line of Planet, People and Profit. We understand that investors depend on us to protect their investments and consistently deliver high level of returns, legally and ethically.

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. Dabur was, in fact, among the first few companies to have appointed a woman director on the Board.

The composition of the Board (presented in the following table) as on 31st March, 2015 is in conformity with Clause 49 of the Listing Agreement.

COMPOSITION OF THE BOARD

Dr. Anand C. Burman, Chairman / Promoter / Non-Executive Director

Mr. Amit Burman, Vice Chairman / Promoter / Non-Executive Director

Mr. Mohit Burman, Promoter / Non-Executive Director

Mr. Saket Burman, Promoter / Non-Executive Director

Mr. P. D. Narang, Executive Director

Mr. Sunil Duggal, Executive Director

Mr. P. N. Vijay, Independent Director

Dr. S. Narayan, Independent Director

Mr. R. C. Bhargava, Independent Director

Ms. Falguni Nayar, Independent Director

Mr. Sanjay Kumar Bhattacharyya, Independent Director

Dr. Ajay Dua, Independent Director



We believe that the Board plays a crucial role in the governance structure of the Company. Specific Board Committees have been constituted to deal with specific areas or activities which concern the Company and need a closer review. These committees have been set up under the formal approval of the Board to carry out clearly defined roles as a part of good governance practices.

It is the Board's responsibility to constitute, assign, co-opt and fix the terms of reference for members of various committees. The structure of the various committees under the board is depicted in the following chart.

In addition, the Company has also formed various 'Management Committees' consisting of Executives to support effective management of its multiple business needs. These include:

- CSR Management Committee
- HSE Committee

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.

We rely on our employees to uphold our values and follow our expectations of ethical conduct. Dabur has a detailed Code of Ethics & Conduct which ensures a common minimum standard for professional behaviour from all our employees. We supplement our code with detailed policies on aspects such as anti-harassment, whistleblower protection and other issues concerning our workplace.



At Dabur, we promote a healthy and congenial working environment irrespective of gender, caste, creed or social class of the employees



This code not only outlines fundamental ethical considerations, but also addresses more specific considerations of professional conduct. The code lists out specific professional responsibilities expected from all members of the Dabur family. These include living the Dabur values each day, knowing and respecting existing laws, observing corporate discipline and being accountable to all stakeholders, among others.

All employees have to read and understand this code and agree to abide by it. The policy is also regularly updated and all employees informed about the same through the Dabur Intranet.



WHISTLE BLOWER & PROTECTION POLICY

Dabur launched the Direct Touch policy (Whistle-Blower & Protection Policy) in 2002 as a platform for our stakeholders (namely directors, employees & their representative bodies, business associates and security holders) to report unethical business practices at the workplace without the fear of reprisal, thereby help the organisation eliminate any malpractices in the system. The policy also includes misconduct with respect to discrimination or sexual harassment.

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.

Measures have also been put in place to protect the complainant from being victimised or harassed. At the same time, any employee misusing this policy to knowingly make false allegations of alleged wrongful conduct to the Direct Touch Team shall be subject to disciplinary action, in accordance with company rules, policies, and procedures.

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 2014-15 financial year, one complaint was received and successfully resolved under the provisions of the Direct Touch policy.



GENDER SENSITIVITY

At Dabur, we promote a healthy and congenial working environment irrespective of gender, caste, creed or social class of the employees. We have zero-tolerance towards sexual harassment and any act of sexual harassment invites serious disciplinary action. Towards this end, Dabur has established a global policy against Sexual Harassment for our employees. This Prevention of Sexual Harassment policy allows employees to report sexual harassment at the workplace. An internal complaints committee looks into all concerns of sexual harassment. The committee is headed by a woman.

All employees have been informed about the same through the Dabur Intranet, and they have to read and agree to abide by it. The Company is also committed to promote a work environment that is conducive to the professional growth of its women employees and encourages equality of opportunity. Dabur is committed to provide a work environment that ensures every woman employee is treated with dignity and respect and afforded equitable treatment.



RECOGNITION

We are proud that our efforts to build a great firm have been recognised. The Institute of Company Secretaries of India (ICSI) named Dabur India Ltd as one of the Best Governed Companies of India. Dabur India Ltd was presented the Certificate of Recognition at the 14th ICSI National Awards for Excellence in Corporate Governance, held in December 2014. ■



CODE OF ETHICS & CONDUCT

Dabur's Code of Ethics & Conduct, covers the Board members and members of the Management Committee, and to all employees in and above Officer-level across all our offices and units, group companies and Dabur's CSR arm SUNDESH. Currently, it does not extend to joint-ventures, suppliers and contractors of the Company.

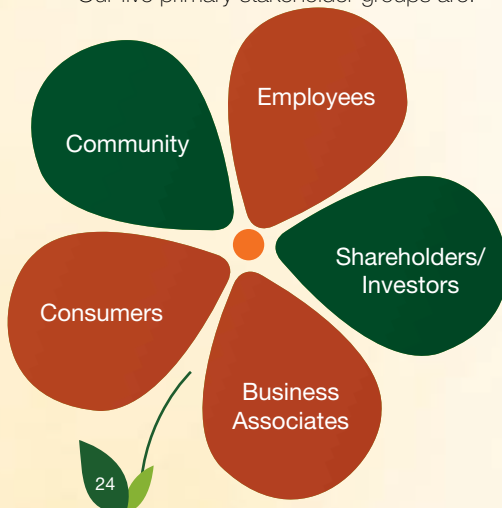


Stakeholder Engagement

We understand that operating our business honestly and ethically is essential to our economic success. Along with financial discipline, it drives our strong relationships with all our stakeholders and positions us for sustainable growth. Our governance framework enjoins the highest standards of ethical and responsible conduct of business to create value for all our stakeholders.

Stakeholders play an essential role in Dabur's continued success, and we take their varied perspectives into account. We believe that the definition of a progressive organisation is complete only when it covers long-term progress for all its stakeholders. With this guiding principle, Dabur carries out its business activity in close collaboration with its numerous stakeholder groups. Dabur engages with the stakeholders on key aspects of business and products.

We engage with a broad spectrum of stakeholders, internal and external to understand their concerns and priorities. Our five primary stakeholder groups are:



Our governance framework enjoins the highest standards of ethical and responsible conduct of business

We have installed robust mechanisms to continuously engage with all our stakeholders, both internal and external. This helps us in identifying their needs and priorities and allows us to serve these needs accordingly. We are 100% accountable to our stakeholders and continuously strive to develop our capability for fostering mutual growth that is both inclusive as well as enduring.



EMPLOYEES

Employee well-being is incorporated in every aspect of Dabur's business and operations. For us, employees form the backbone of our Company and are an integral part of who we are. The growth in our human capital in terms of quality and quantity is the reason we have surpassed our targets, every time. Our engagement with employees is meant to strengthen their ties with the organisation by operating as a family and to grow as professionals and individuals to be able to excel in their respective roles.

We have also been hosting Town Hall meetings, offering our employees a forum for interaction with the CEO and the top management at Dabur. The purpose of this meeting is to share with the employees the overall business perspective and other key information of common interest, and give them an opportunity to directly ask questions and seek clarifications from the management on various matters. Information on routine matters is shared with the employees through the Dabur Intranet.



Dabur further adds value to its employee engagement initiatives through result-driven training, and rewarding excellence. Through our career development initiatives and other informal modes of engagements (provided in detail elsewhere in this Report), we make sure our employees stay driven and engaged and are able to play their part in Dabur's growth story. Our training initiatives were recognised by the world renowned ASTD, in May 2014 for 'Excellence in Practice' for our sales training programme SPORT.



SHAREHOLDERS/ INVESTORS

As a leading publicly listed consumer goods Company, Dabur fully understands its responsibilities to its shareholders. Our relationship with them is built on trust and transparency and the same is reflected in our practices while engaging with them.

We share information with our shareholders through public disclosure and even seek feedback on a regular basis on the direction for improvements. Dabur regularly puts forth key information about the Company and its performance, including Annual Report, Quarterly Results, official News Releases,

and Presentations to Analysts, on its website www.dabur.com, for the benefit and information of our investors and the public at large.

During the year, the quarterly results of the Company's performance have been published in leading newspapers such as 'The Economic Times', 'The Times Of India', 'The Hindustan Times' and 'Mint' in English and 'Nav Bharat Times' and 'Hindi Hindustan' in vernacular.

We also encourage our retail investors to reach out to us through our Annual General Meeting (AGM) or by simply through the investor centre via email (investors@dabur.com). Ever since our listing, we have also been conducting an online Investors Satisfaction Survey to understand our investors' requirements and satisfaction levels. This helps us in improving our standards of service, communication and disclosures to our valued investors.

We have a dedicated committee to look into shareholder complaints and grievances regarding issues such as transfer or credit of shares, non-receipt of dividend/notices/annual reports. Such robust systems allow us to identify, prioritise and address the needs and concerns of our shareholders to continuously improve investor relations and further solidify the trust that binds us.

During the year, 18 investor complaints were received and all of them were successfully resolved.



BUSINESS ASSOCIATES

Our business associates – from our suppliers to stockists and distributors – are partners in our success and growth. The trust that our business associates place in us is key to our success. We recognise that we must responsibly deliver on the promises we make to retain that trust and, remain committed to maximising value for them.

The Company encourages its suppliers, stockists and distributors to support various initiatives taken by the Company towards its business responsibility. We have instituted both formal and informal channels to engage with our business associates to ensure mutual growth, which is critical for the inclusive growth story we are trying to write.

In addition to regular store visits by our sales, regional managers and business heads, we have open sessions for discussions where our senior management also engages with them on a year-to-year basis, exemplifying the Dabur commitment.

We constantly strive to meet their expectations and even deliver ahead of expectations without compromising our other values. Our Direct Touch policy, for instance, provides them a platform to report unethical business practices at the workplace without any fear of reprisal. We also regularly organise training sessions, meets, corporate events, reward programmes to stay in touch with our business associates. This ensures a two-way communication wherein we can inform them about Company level updates and seek information about their specific needs and concerns. Our quarterly newsletter — Connexions — which is an additional avenue to stay engaged with our business associates, has been a great success.



CONSUMERS

Our customers put their trust in our ability to deliver high quality, affordable and highly efficacious products that give them holistic health & wellness. This trust is based on our strength in effectively combining the knowledge of Ayurveda and modern science to develop these products.

Our sustained customer relationship improvement measures, continuous refinement in product delivery as also increasing customer touch points at all levels of the organisation have enabled Dabur further enhance this relationship.

Continuous appreciation by means of consumer recognitions and awards as well as sustained improvement in customer satisfaction is testimony to our focus on improving customer relationships systematically.

Meaningful engagement with our customers helps us communicate the message and purpose of our brands more clearly and also keeps us on the pulse of what the consumer wants. We engage with our customers throughout the year through various initiatives such as our mass awareness initiative (Immune India, Oral Hygiene camps, Health Camps etc.), informative sessions and other promotional events.

We continue to invest in creating content warehouses for our brands and updating information on our three interactive portals for Oral Care, Skin & Hair Care and Health Care. In order to create a virtual content pool and further taking this content to consumers using digital



'Dehi Me Dadami Te'
(As you give me, I give you in return)



media like YouTube, Facebook etc. Regular interactive sessions and contests are being organised on consumer focussed portals — www.liveveda.com, www.mybeautynaturally.com and www.daburdentalcare.com — to share information on various health and beauty related matters.



We have a dedicated customer cell to resolve any customer concerns or queries related to our products. We also conduct customer satisfaction surveys and blind product tests to stay on top of our customers' needs.



LOCAL COMMUNITIES

Dabur strives to have a positive impact on the communities that surround our operations. We develop and deploy need-based community programmes in the areas of health, education, skill development, sanitation, livelihood, financial inclusion and empowerment through formation of Self Help Groups (SHGs), village development and veterinary services.

All our businesses and manufacturing units continuously engage with these communities through surveys and focussed meetings. This is done to gauge the needs, priorities and expectations of the local community. Initiatives are thus designed and delivered in a transparent manner in line with inputs from the community itself.



REGULATORY AUTHORITIES

Our engagement with regulatory authorities gives us an opportunity to both promote as well as protect the interest of our stakeholders and our industry at large. We are a member of several industrial and trade bodies and through these bodies we actively contribute to relevant public policy matters. In the past, we have participated in forums pertaining to themes such as corporate governance, consumer interest and counterfeiting.



KEY OPINION LEADERS

Dabur has been regularly engaging with key opinion leaders through various forum. A separate portal www.daburmediclub.com seeks to connect and create a network of medical and healthcare professionals, both Ayurvedic and Allopathic and disseminating information regarding various Ayurvedic and healthcare products from Dabur. This portal also provides medical professionals an easy access to the various clinical and pre-clinical trials/

studies conducted on various products and medicines from Dabur.

The year also saw Dabur launch 'Ayurveda Samvad', India's first Ayurvedic Medical Journal that covers detailed information about various clinical trials being conducted on Ayurvedic medicines. Ayurveda Samvad is also part of Dabur's constant endeavour to popularise Ayurveda and better reach out to the Doctor fraternity to propagate messages on the Ayurvedic way of life to manage health and diseases. It also features articles covering original scientific studies in the field of Ayurvedic medicines with direct clinical significance, addressing healthcare issues and public health policy. All articles published in the journal are subject to stringent peer review process. The journal also includes write ups on Ritucharya, Yoga & Health, besides articles on various diseases and their treatment through Ayurveda and detailed information on various herbs and medicinal plants.

Dabur has also been hosting regular meetings with Ayurvedic practitioners and students, besides conducting factory and R&D visits for them to create awareness about Ayurveda and the science that goes behind developing Ayurvedic medicines and products. ■

Product Responsibility

As a growing transnational enterprise, we at Dabur understand our responsibility towards the society and know how critical it is that we profitably, yet safely, make products that benefit society and improve everyday lives. Each of our products helps us move closer to our commitment of being dedicated to the Health & Well-Being of every household.

From farm to factory, from shelves to our customers' hands, each stage is

impeccably executed to ensure our product's safety and optimal resource utilisation to minimise the burden on the environment. We don't spare any effort in ensuring that our processes are safe and that the highest quality of standards is maintained throughout the entire supply chain, from the raw material to the finished product.

It is this unwavering focus on quality and safety why our brands are ranked amongst the most trusted by consumers, year after year. Riding on this trust, our brands have become household names not just in India but also in scores of households beyond the Indian borders. The trust that our consumers place on our brands can be gauged by the following facts:

- Over 25 million Hajmola tablets are consumed every day in India
- Over 100 million litres of Réal juice is consumed every year in India
- Over 20 million kg of Dabur Chyawanprash is consumed every year in India
- Dabur Amla Hair Oil has a dedicated consumer base of over 60 million

We have also put in place systems and process which enables us to have full traceability of our raw materials, ingredients and end products in the event of an issue, enabling us to take immediate action. As a proactive consumer-focussed company, we also continue to deploy new analysis methods to help further ensure the quality of our products. To cite an example, we get our branded Honey analysed for antibiotics and pesticides despite the same not being mandated in Indian regulations.





INNOVATION IN ACTION

The prime purpose of our products is to offer holistic well-being, and we do so in a manner which is socially responsible, environmentally sustainable, ethical as well as affordable to our consumers. Our overarching aim is to add value to products such that it positively affects the society, the environment and the economy.

Through research, we work across the value chain from raw materials to product development and consumer benefits. Our R&D team conducts breakthrough research on natural ingredients and is able to generate patented active ingredients for our unique products. This allows us to market more and more innovative natural products to our consumers.



**Our unwavering
focus on quality
and safety is why
ours brands are
ranked amongst
the most trusted by
consumers**



We have been working towards meeting the consumer demand for healthy products, developing a variety of products based on the traditional Ayurveda and delivering them to our consumers in modern, ready-to-use formats. The year 2014-15 saw Dabur introduce several new breakthroughs in innovation, which include the launch of a chocolate-flavoured Chyawanprash, a range of

natural wearable mosquito repellent products under brand Odomos and Hajmola candy in a liquid format, besides a range of new Ayurvedic medicines aimed at treating lifestyle conditions like liver problems, kidney stones, blood pressure & prostate enlargement.



PRODUCT LIFE CYCLE SUSTAINABILITY

Dabur's in-house research wing follows a 'bush-to-brand' approach. Its research wing undertakes detailed tests on individual ingredients and products to ensure that the final product meets customer needs and aspirations. This in-depth knowledge about nature and natural ingredients is one of our biggest strengths, not just while developing efficacious products for our consumers but also for devising ways to recycle and re-use the herbal waste and to effectively conduct life cycle analysis of our products.

Dabur has conducted detailed Life Cycle Analysis study for three key products – Dabur Chyawanprash, Dabur Honey and Réal to identify risks and opportunities along the entire value chain and, identify steps to be taken to reduce the environment impact of these products. This, we believe, will help further enhance our environmental responsibility efforts.



ENVIRONMENTAL PERFORMANCE

As a responsible Enterprise, we realise that business will need to lead the transformation towards sustainable growth. Environment continues to be our key focus area and we strive to minimise our burden on natural resources through various resource efficiency initiatives.

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. As an environmentally conscious Company, Dabur continues to innovate and use efficient technologies to bring down our strain on the ecology. Through our various initiatives and efforts, we were able to reduce our water consumption by 24% in the 2014-15 financial year, across all our manufacturing units in India. And this reduction was achieved despite an increase in production.

We have taken several initiatives for reducing the environmental impact of our operations. The year saw us achieve a 10% reduction in steam consumption by process improvement. Some other energy conservation measures include use of wind turbo ventilators in our plants, replacement of conversational tubelights with LED tubes, use of briquette & in-house dry herb waste for generating steam and replacement of Hi-Speed Diesel Fuel Boiler with the Briquette Fuel Boiler. We have also been re-using ETP treated water for road cleaning and flushing, thereby reducing our water consumption.

In all, additional investments to the tune of ₹1.50 crore were made in energy consumption reduction measures, which have resulted into yearly saving of approximately ₹3.00 crore and thereby lowered the cost of production by the equivalent amount. These measures have also lead to better pollution control, reduced the impact on environment, reduced maintenance time and cost, improved hygienic condition and consistency in quality and improved productivity.



COMMITMENT TO QUALITY

We have zero-tolerance for any deviation in quality of our products. Quality is the hallmark across the value chain. We know that the best raw materials help make the best products. Our scientists work closely with farmers, training them





and ensuring that only the best herbs are used to develop the range of Dabur products. This also ensures that we can trace our products' origins and ensure as well as assure their quality.

Our world class research and development (R&D) facilities ensure every product that comes out with the Dabur seal meets the highest level of quality going beyond what is required by the law. 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).



COMMUNICATING RESPONSIBLY

Dabur believes in complete transparency when it comes to product labelling and claims. We are committed to providing reliable nutritional information about our food and health products. We display additional information on product labels to ensure safe and correct usage by consumers. We 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.

Only scientifically verified information and claims are conveyed on the product label. 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).



GRIEVANCE SETTLEMENT

All Dabur products also carry a dedicated Consumer Cell phone number, address and email ID, where consumers can reach our executives with feedback, grievances and even queries regarding our products. Ayurvedic practitioners are also available over the phone to address any queries that consumers may have regarding specific ailments or health related issues.

Customers can also log in to Dabur's corporate website (www.dabur.com) to share their feedback or complaints or seek answers to any query regarding our products or general ailments.

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 2014-15 are provided in the following table:

	Cases filed in last 5 yrs.	Cases pending as on end of 2014-15
Alleged Unfair trade practices	1	0
Alleged Irresponsible advertising	21	1
Alleged Anti-competitive behaviour	0	0

Over the last 5 years, one case related to unfair trade practices and all 20 complaints related to irresponsible advertising were successfully resolved in our favour. No complaints were received on account of anti-competitive behaviour. With regards to consumer cases, 78% of consumer cases (7 in number) are pending as on the end of the financial year 2014-15. A total of 9 consumer cases were received during the year and 2 of these were disposed of. ■



Caring for the Environment



Currently, India makes up 2.4% of the world's land, while supporting nearly 16% of the world's population. This has led to a severely unsustainable use of natural resources for several generations. Environmental issues in India are becoming serious with every passing day. According to independent estimates, a whopping 65% of the land in India is being degraded in some way,

shape or form. Nearly 30% of India's gross agricultural output is lost every year due to soil degradation, poor land management and counter-productive irrigation.

Also, since two-thirds of agricultural output in India is generated through rain-fed agriculture, the results of climate change would significantly disrupt yields and have a huge impact on the economy on the whole.

At Dabur, Nature is the lifeline of our business. With a range of products based on nature and natural ingredients, we depend on nature's bounty to deliver on our promise of delivering holistic health & well-being to every household. We know that we have a responsibility to take care of our planet and preserve its beauty, resources and strength



for future generations, and we strive for performance that does not merely comply with regulations but reduces our environmental impacts.

Dabur aims to be a leading company in environmental protection. We recognise the importance of evaluating our value chain's use of ecosystem elements as well as our emissions to the environment. We embrace environmental sustainability as part of our overall business values. Numerous initiatives have been put in place to ensure that we do our part to create a cleaner, healthier environment for future generations. The steps undertaken by Dabur over all aspects of our business and involve our senior management team, employees, suppliers, partners and consumers.

Being in the business of nature-derived products and given our dependence on rare herbs and medicinal plants, we have been practising responsible ecological management for years. Managing natural resources sustainably comes naturally to us and we encourage the same across our value chain.

Dabur takes pride in positioning itself as an ecologically sensitive organisation. To minimise the impact of our operations, we set global environmental, health and

safety standards for all our manufacturing units. 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.

Dabur has production facilities spread across Baddi, Pantnagar, Ghaziabad, Jammu, Silvassa, Alwar, Katni, Narendrapur, Pithampur and Newai. As targeted to certify all Manufacturing units with the IMS (Integrated Management system) covering Occupational Health and Safety Assessment Series specification (OHSAS 18001) and International Standards Organizations (ISO 14001), our 12 domestic manufacturing units have received third-party accreditation while 75% of them have successfully completed their Surveillance Audit.

We also seek to certify all our new building construction projects to the widely used Leadership in Energy and Environmental Design (LEED) green building standard, or its equivalent. We set high standards for all our manufacturing units in the area of environmental responsibility, striving to not merely comply with regulations but take the responsibility of preserving the beauty, resources and strength of our planet for future generations.



Managing natural resources sustainably comes naturally to us and we encourage the same across our value chain





MANAGING ENVIRONMENTAL RISK

Climate Change is a serious global environmental concern. It is primarily caused by the building up of Greenhouse Gases (GHG) in the atmosphere.

Our environmental agenda, as authorised by the highest executive committee, clearly aims at reducing the environmental impact of our operations. This is further reinforced by a sound environment management programme practiced across all our units. This combines energy & water conservation, minimise air emissions, rainwater harvesting and solid waste recycling.

A number of our manufacturing sites modified their boilers to use bio-fuels, resulting in significant environmental benefits. We have undertaken the Carbon and Water Footprint study for all manufacturing units and taken the target to reduce emission by 35% with the focus on use of renewable resources like bio-mass fuel, solar lights, etc. We are also

getting validation of Carbon Footprint for all our domestic manufacturing locations from TUV NORD carbon services.

To reduce the impact of our products on the environment, we have conducted the Life Cycle Analysis study for three key products – Dabur Chyawanprash, Dabur Honey and Réal. Further, we have undertaken mass tree plantation at our units and their neighbouring areas.

We have greatly reduced raw water consumption, effluent generation, solid-waste generation, hazardous waste generation, reduction in Greenhouse Gases (GHG) emissions to reduce the overall impact on natural resources and the environment. Besides, all domestic manufacturing units are monitoring online all the EHS related legal-statutory requirements as laid by Government from time to time.

Some of the key pollution control measures undertaken during the year include:

- Usage of ETP treated water in toilet flushing

- Usage of Herbal Waste as Boiler Feed
- Usage of Bio Gas generated through Effluent Treatment Plant replacing PNG
- Installation of RO Plant at ETP to convert ETP Water to RO Water
- Installation of Scrubber system for Incinerator
- New Boiler connected with Bag Filter to control dust level in Boiler Flue Gas
- Hazardous waste store at designated place
- Online data entry for Carbon Footprint accounting

We are also using Bio Gas generated through our Effluent Treatment Plants to replace piped natural gas (PNG) at our manufacturing units, besides using agro-based waste as a fuel in our units for steam generation. We have now achieved 100% usage of herbal waste as boiler feed at our units.

Riding on these initiatives and various other energy efficiency initiatives, Dabur reported a 5% increased in absolute energy consumption across all units despite an 8% increase in production.





Our broad environmental agenda focusses on the following:



PRODUCT

We apply a product life cycle approach to improve the environmental impact of our products



CLIMATE CHANGE

We are committed to reducing GHG emissions by improving energy efficiency, switching to cleaner fuels and investing in renewable sources



AIR EMISSION

We aim to control and reduce greenhouse gases by using efficient technologies and best practices



ENERGY SAVING

We are pursuing energy efficiency in our factories and increasing the amount of renewable energy we use



DISTRIBUTION

We are aiming to optimise the transport and warehousing of our products to minimise greenhouse gas emissions



PACKAGING

We strive to reduce the weight and volume of the materials we use for packaging, support initiatives to recycle and use recycled materials





WATER MANAGEMENT

While India has about 16% of the global population, it only has 4% of total water resources, and many parts of India already face water scarcity. Water supply is not only necessary to sustain human life, but is also a key input to many industries such as manufacturing and agriculture.

Water is important for economic development, and many parts of India already face issues of water scarcity. Water is not only greatly affected by climate change, but is also a core component of climate. For a company like Dabur, with a host of nature-based products, water availability is highly critical. Therefore, not just conservation and optimal utilisation of this scarce natural resource, but also maintaining its quality is extremely important for us.

Over the years, Dabur has undertaken several proactive initiatives to enhance the conservation and reuse of water. Our main focus on water management

is towards reducing fresh water consumption, increasing the use of harvested rain water, reducing specific consumption, and increasing recycling and reuse of treated effluent.

We have put in place a robust system to monitor our water conservation targets. We have also installed effluent treatment plants at all our units and recycled more than 190,000 KL of wastewater across our production units during the 2014-15 financial year. Use of treated sewage water (from the plant) for irrigation, gardening and toilet flushing is a common practice across our manufacturing locations. Besides, RO reject water is used in vacuum pumps and for floor cleaning. We undertake monthly monitoring of ETP discharge water.

Rainwater harvesting is another priority area at Dabur. Water bodies in the catchment areas for rainwater storage and ground water recharging have been set up at eight locations, as compared to three earlier.

These initiatives helped us reduce our water consumption per tonne by 1.73 KL/MT in 2014-15.



WASTE MANAGEMENT

In our existing manufacturing units, we have undertaken various initiatives to conserve/reduce environmental impact, by adapting to green manufacturing and managing our waste through the principles of Reduce, Reuse and Recycle. We regularly seek opportunities to increase the use of recycled materials as production inputs.

The non-hazardous waste generated during production is recycled and reused within the plants as a fuel for boiler, which reduces fossil fuel consumption. During the year, around 2,109 MT of non-hazardous waste was recycled and reused across our production units.

Some of the initiatives that we undertook during the year are:

- We utilise herbal waste after converting it into bio-briquettes as a fuel for boilers. In the reporting year, we used 7,331.85 MT of herbal waste. This has reduced our dependency on conventional fuel and also brought down our greenhouse gas



Our main focus on water management is towards reducing fresh water consumption, increasing the use of harvested rain water, reducing specific consumption, and increasing recycling and reuse of treated effluent

(GHG) emissions. **We have now achieved 100% usage of herbal waste as boiler feed in two units, while the usage level stands at 60% at a third unit.**

- We also use methane gas in Herbal Waste Drier.
- We have set up rainwater harvesting facilities at eight units.



MEASURING OUR IMPACT

We have been undertaking Carbon Footprint Assessment for our major units since 2009 and have been working towards becoming a carbon neutral enterprise in years to come. We have conducted Life Cycle Analysis (LCA) of three of our key products – Dabur Chyawanprash, Dabur Honey and Réal – in order to obtain clear and comprehensive information about our product's ecological footprint.

Cradle-to-Cradle LCA was undertaken for these products, and going forward, we are targeting carbon-neutrality for these products, to begin with. We have already conducted water audit at some of our units and have implemented the recommendations made. We have also initiated the process of conducting a water footprint study across other units to further improve our water management.



BIO-DIVERSITY

At Dabur, we identify environmentally sensitive species of medicinal plants and herbs, and develop methodologies to address their sustainability concerns. Our teams have joined hands 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.

For protecting rare species of herbs and medicinal plants, we engage directly with the community through these NGOs. 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 these forest-based communities.

The year saw Dabur sign MoUs with four NGOs – Madurai-based Covenant Centre for Development, Asha Gramodyoga Sansthaan of U.P., Kovel Foundation of A.P., and Katni-based Manav Jeewan Vikas Samity. Together with these organisations, Dabur undertook a host of interventions across India to not just protect rare medicinal and aromatic plants, but also enhance the livelihood of local farmers. In all, 12 training camps were organised for farmers and tribal community members, benefiting 800 farmers.

In addition, we have established three field demonstration units for local communities, besides 500,000 seedlings/saplings were given free of cost to farmers across the country.

Our agronomical initiatives today cover India and Nepal. In India, the coverage of our agronomical endeavours is now spread over 13 states. Across these states, the total area under cultivation stands at over 1,411.50 acres, a 41.5% increase over 2013-14. This exercise now involves 1,674 beneficiary farmers who have been linked to our programme, an increase of nearly 57% from the previous year.

State-wise summary (in alphabetical order) of number of farmers involved under farming projects and the respective area under cultivation is given in the following page. These include both agronomy initiatives with farmers and forest-based initiatives involving tribal communities. ■

Location	Crops	No. of farmers/ beneficiaries	Area (in acres)
Himachal Pradesh	Ateech, Kuth, Pushkarmool, Sugandhbala, Jatamansi, Kutki	462	195.0
Rajasthan#	Mulethi, Shankpushpi, Agnimonth	176	205.0
Uttarakhand	Kapurkachri, Sugandhbala, Chirata, Manjishtha, Kutki, Ateech, Bach, Jatamansi, Shalparni, Giloe, Bhumi-amaliki	192	154.0
Uttar Pradesh	Mustak, Brahmi, Khas, Bach, Shalparni, Prishniparni, Mandukparni, Bhumi amaliki, Katchur, Barahikand, Chitrakmool, Jeewanti, Anantmool, Pipli, Giloe	210	322.0
West Bengal & North East	Katchur, Bach, Mandukparni, Pipli, Manjishtha, Chirata, Atich, Sugandhbala	73	78.5
Maharashtra	Pipli, Nagkeshar, Large Pipli	134	112.0
Tamilnadu	Bhumi-amaliki, Chitrakmool, Punamava, Jeewanti, Anantmool, Pipli Large	167	79.0
Madhya Pradesh	Syonak	—	4.0
Andhra Pradesh	Pippali, Bilva (Bel) Agnimantha, Syonak	186	231.0
Kerala	Pippali	41	15.0
Jharkhand	Brihatpanchmool	—	1.0
Gujarat	Jeewanti	33	15.0
GRAND TOTAL		1,674	1,141.5

Farming programme through an NGO-operated KVK



Employee Development



Committed, qualified and creative employees have always been one of our biggest assets

Providing a great environment for our over 6,434 employees across the globe to work and develop is key to the fulfilment of our vision. It's their commitment which helps bring our vision – of being dedicated to the Health & Well-being of every household – to life. They are not just our employees, they are our source of innovation and our true brand ambassadors.

At Dabur, we believe that a healthy and happy workforce boosts productivity, builds the organisation's positive culture, assumes responsibility, and galvanizes innovative spirit. We not only aim to attract and hire the best and brightest talent but also offer them a wide range of learning and development opportunities and comprehensive compensation and benefit programmes to enable our employees realise their full potential. A robust rewards programme is also in place to recognise their contributions. Our focus has been on creating an inclusive work environment that provides the flexibility to manage their work and personal lives.

Committed, qualified and creative employees have always been one of our biggest assets. Investing in this asset has helped Dabur emerge as one of the most preferred employers in India. The welfare and safety of our employees are integral to our vision of building a flexible and agile organisation with world-class capabilities and a

high-performance culture. 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.

The year 2014-15 also saw Dabur initiating a new vocational training programme to improve the employability of local youth from the hinterland. Details of this programme, christened Swavalamban, are provided in the Community Development section of this Report.

Today, Dabur is a Billion Dollar Indian Transnational Company with a sizeable presence in the overseas markets. Given this, one of our top HR priorities is to have strong leaders who can handle leadership across geographies and help grow our business in the international markets. The second big priority is to ensure that we have a strong leadership pipeline and bench-strength for future/emerging leadership positions. As an organisation, we have been working towards ensuring that we have the ability to handle a globally diverse workforce, and create a culture that respects this diversity.





With the world around us transforming and the emergence of the millennial generation of both employees and consumers, Dabur is also empowering its young managers and involving them in key decision making exercises involving new media and even new product development & launches. Dabur has created a Youth Committee (Y-COM), composed of the youngest members of the marketing team, which connects the rest of the marketing team with the latest fads and emerging tastes of Gen-Y and Gen-Z. They go to colleges, call the college students to the Dabur headquarters for informal chats among other things to forge a direct link with the new generation. The insights and learnings are then used in developing go-to-market strategies for specific brands and products.

Dabur today has a dedicated and an inspired workforce of more than 4,058 in India and about 2,376 in our overseas operations. In addition, we employ another 6,548 people on a contractual basis across the globe.



TALENT MANAGEMENT

The year 2014-15 was the first year of Dabur's fourth Vision Plan. Our HR priority has always been talent acquisition, development and retention. Under this new Vision Plan, talent acquisition and management plays a key role as the organisation looks at growing in-house talent, besides



acquiring new talent both through lateral hiring from good companies and nurturing young talent through our Management Trainee programmes.

The focus of Dabur's people strategy is to have the best talent in the industry: build skills and competence and invest in leadership. Our Human Resources (HR) team works towards creating an environment that supports the professional development of our team members. It takes continuous guided efforts in nurturing talent, inculcating business acumen and skills in employees and ensuring their growth into well-rounded and motivated individuals. Training and professional skill development for all employees is one of the priorities of Dabur's People Policy.

Significant investments are made every year to attract, retain and develop the potential of those talented people who will be essential to our continued success. We place a strong emphasis on identifying and developing tomorrow's leaders. Dabur's talent management strategy

is focussed on creating an in-house talent pool of well equipped potential business leaders of tomorrow. Our Career Development Centre (CDC) has been specifically instituted for providing career development and advancement opportunities for our employees.

CDC works like a development-cum-assessment process carried out by a panel of internal and external members wherein the candidates nominated by line managers undergo a set of experiences and simulated practical tests. CDC helps us identify and reward talent and allows us to look internally for filling key positions, rather than just laterally, which is a common practice across the industry. The process runs with complete transparency and feedback sessions are organised for both successful and unsuccessful candidates.

We also have a robust nine-month cross-departmental training programme for Management Trainees (MT), called Young Manager's Development Programme (YMDP). In his/her first year with the

organisation, the MT undergoes this comprehensive induction and training programme that covers cross-functional training with exposure to various markets and channels. The new recruits go through a sales stint across rural, urban and metro markets, besides channels like B2B, trade marketing and finally brand management. Many of our employees in leadership roles especially in Sales and Marketing are those who joined us as Management Trainees many years ago.

To ensure that the organisation work climate is engaging and motivating, we have partnered with a leading global HR consulting firm, and two years ago, our Top 50 leaders went through a leadership development process called LEAD (Leadership Excellence Achievement at Dabur). It included 360-degree feedback on their leadership style, work climate, leadership competency etc. The leaders who improved their feedback significantly over 18 months were rewarded. The year 2014-15 saw the next set of 50 Leaders being enrolled for this programme, and the programme was also extended to the International Business Division.



The year 2014-15 saw the American Society for Training & Development (ASTD) recognising Dabur India Limited as an Excellence in Practice citation winner for its practice SPORT



TRAINING & DEVELOPMENT

Dabur is committed to providing training at every stage of an employee's career, from entry level through their progress across the organisation. Being a transnational enterprise, we share expertise and insights around the world to create an environment that supports the professional development of our employees. We are committed to not just recruiting the best graduates, but also providing a range of education and training opportunities to further enhance their functional skills and leadership qualities, and effectively measuring and assessing their performance.

We firmly believe that continuous development is necessary to enable all employees to face challenges and changes. In line with this belief, many training programmes are organised to continuously bring out the best in our employees and develop their talents. At every stage of an employee's career, we promote and organise regular training sessions.

At Dabur, we follow a scientific process for identification of training needs, which emphasises linkage between performance assessment and training delivery. Training needs are identified through self assessment and by immediate superior, programmes with business linkages and using Critical Incidents methodology. Keeping in mind the needs of different trainee groups, we employ a mix of diverse delivery media to deliver training to our people such as classroom training, outbound training, web-based training and audio visual training.

We have also put in place training & orientation programmes for our frontline field staff. The initial orientation programme for the field staff is FIRST (Field Staff Induction for Reference & Sales Training). Under this one-week programme, the new recruit is given a chance to understand the various

systems and processes at a business and commercial level before he is sent to the field for actual field working. This ensures that the sales person gets to first familiarise himself/herself with the way the organisation works, eliminating the chances of the person making a mistake and, thereby, increasing his productivity and output.

The other orientation programme for sales force is SPORT (Solution Selling, Pro-activeness, Objectivity, Relationship & Trust), which trains the field staff in the Dabur way of selling and also educates him/her about the sales behaviour expected from the frontline staff while making a sales call in the field.

Last year, we put in place a Sales Training organisation with a dedicated sales training head at the Corporate Office and Regional Trainers in every region, directly focussed on capability building at the frontline sales level.

New Sales Managers at the Area Head level are regularly taken through an inhouse developed programme called 'Sales – *Dil Se*' where *Dil* stands for Dabur India Ltd. The programme is delivered by internal faculty from the sales leadership team and contents kept relevant in line with the changing sales strategy.

In addition, all new joinees at Dabur go through a multimedia induction programme, EMPOWER (Employee Orientation on Web for Education & Reference), which gives them a 360-degree overview of Dabur, its history and culture.

In all, 34 training and skill upgradation programmes were organised during the year for skilled and unskilled employees, covering a total of 394 employees.

The year 2014-15 saw the American Society for Training & Development (ASTD) recognising Dabur India Limited as an Excellence in Practice citation winner for its practice SPORT, a unique Audio-Visual based inhouse training programme, wherein the Company has developed many modules for selling skills development of frontline sales persons.



REWARDS & RECOGNITION

Our HR team works in collaboration with business operations and helps in designing and enhancing performance parameters for each employee across our organisation. 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.

The success of the system lies in its ability to trigger a candid and professional discussion between the reviewer and reviewee where areas of strength, improvement and achievement are clearly communicated.

We have also instituted a rewards and recognition programme to honour employees for their outstanding achievements. Through this programme, 'Applause', we motivate our employees to innovate and improve their performance by providing immediate recognition to their efforts beyond normal monetary rewards. Various awards presented under this scheme are:

- **Rising Star:** Most promising newcomer award.
- **Tailblazers:** Employee of the half-year.
- **Honors Club:** Employee of the year.
- **SPOT Recognition:** On the spot recognition for wonderful job done.
- **Eureka:** An Idea Generation Award



DIVERSITY & INCLUSION

Dabur believes in being an equal opportunity employer. For us, diversity is not just a buzzword. We believe in diversity in the true sense and offer equal roles and responsibilities to our women employees. 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 are dedicated to identifying obstacles in attracting and retaining women employees and address these in a participative manner. As we set out to attract more women at our workplace, we believe it is important that we start working towards creating women friendly policies. One of the key areas identified by



our HR team is to create an environment that allows women motivated about their work and facilitate them through matters of maternity through contemporary supporting policies.

We have taken several steps towards encouraging women and enhancing workforce diversity, including our initiatives on work-life balance focussed on women. Special programmes are also organised on International Women's Day across all our offices to celebrate and reward our women employees.

Also, women employees are given additional leave beyond the statutory 90-day period post-delivery if need arises. These steps have helped Dabur become more gender sensitive and also make our women employees feel more secure. Post delivery when a lady is on leave, we keep in touch with her on mail & otherwise and keep her included on work related communication, depending on her time and comfort.

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 workplace needs to have high gender diversity.

This year, we have increased the Maternity Benefit to all our women employees from 3 months to 4 months of paid leave, for up to 2 kids. In addition,

Paternity Leave has also been increased from 5 days to 10 days, excluding the in-between weekends.

We understand that companies must embrace diversity as a core principle to stay ahead of the curve and also attract the best talent. Dabur is committed to promoting diversity among teams in the broadest sense possible (in terms of gender, age, background, education, special abilities etc.) in order to improve performance and become increasingly innovative and competitive.

We do not employ child labour, neither do we permit any occurrence of forced or compulsory labour, and conduct proper checks and audits to ensure that our contractors follow our example. At Dabur, 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 formalised.

At Dabur, every individual is expected to treat his/her colleagues with respect and dignity. This is enshrined in our values and in our Code of Ethics & Conduct. Our Direct Touch (Whistle-Blower & Protection Policy) policy provides a platform to all employees for reporting unethical business practices at workplace without the fear of reprisal and help in eliminating any kind of misconduct in the system.

The policy also includes misconduct with respect to discrimination or sexual harassment. In 2014-15, we did not receive any complaint relating to child labour, forced labour, involuntary labour etc.



WORKPLACE FLEXIBILITY

Dabur firmly believes that work-life balance is a key factor in ensuring long-term employee motivation and health, as well as in attracting new recruits and nurturing the next generation. We recognise the need to create a workplace that respects a healthy work-life balance and takes complete responsibility for ensuring a work environment that is conducive to employees being able to give their best.

Flexibility is more important to work-life balance than working hours, and, we believe, it can contribute to productivity among employees. Achieving an optimal balance is essential for employees to continue delivering an outstanding performance on the job while also gaining self-satisfaction. People are most engaged at their workplaces and also deliver better results when they have the everyday flexibility they need to meet the demands of their professional life and accomplish the things they identify as priorities outside of their career.

At Dabur, we have designed certain work rules that provide flexibility to our workforce, especially our female colleagues. These include:

- 5-day working week at the corporate office
- 2nd & 3rd Saturday off in Zonal offices
- Maternity benefits for all women employees
- Employees are entitled to take special occasion leave on account of marriage anniversary/birthday
- Male employees are granted paternity leave on birth/adoption of a child



On a case-to-case basis, we have also started permitting employees, who enter into a marital relationship at the workplace, to continue working in the organisation even after marriage. These rules enable our employees to feel that they are paying attention to all the important aspects of their lives and better managing their responsibilities outside of work.



SAFETY FIRST

Occupational health and safety is a basic, yet critical, element that makes the workplace fit for operations. Safety for us is a prerequisite for sustainable business. The Occupational Health, Safety and Environment (OHSE) policy at Dabur, applicable to all facilities, ensures this message is conveyed throughout the organisation.

This policy serves as a Group standard and reflects our commitment to the health & safety of our employees.

As part of our commitment to certify all Manufacturing units with the IMS (Integrated Management system) covering Occupational Health and Safety Assessment Series (OHSAS 18001) specification and International Standards Organizations (ISO 14001), our 12 domestic manufacturing units have received third-party accreditation while 75% of them have successfully completed their Surveillance Audit.



Blending fun with work goes a long way in enhancing employee motivation and productivity, besides reducing stress

Our Occupational Health, Safety and Environment Policy:



Occupational Health, Safety and Environment (OHSE) Policy

The Management of Dabur recognizes its employees as the company's most important assets. The company has therefore committed to abide by a Policy of Prevention / Elimination of all undesirable incidents, which may result in Loss of Lives / Injuries to personnel and damage to Property / ies, throughout the company's diverse operations globally.

Continual improvement in Occupational Health, Safety and Environment performance will be achieved by abiding to set objectives, measuring performances and communicating results. Management at all levels will be held accountable for the occupational Health, Safety and Environment performance of the company.

Dabur believes that successful implementation and sustainable development of this commitment requires a thorough understanding and complete acceptance of the following initiatives:

- Integrate all business processes with Occupational Health, Safety and Environmental aspects. Proactively evaluate risk of occupational injury / illness & aspect-impact on environment and implement action to eliminate / reduce the risk.
- Develop, document, implement and maintain a sustainable plan of Occupational Health, Safety & Environment (OHSE) Management System encompassing the best OHSE Practices without Risk to Health and Environment at all Workplaces.
- Design, adopt, operate and maintain technology, plants and other facilities within the designated safety and environment criteria throughout their working life.
- Set clear annual OHSE Objectives and Target dates for implementation and initiate periodic review for effectively achieving them.
- Develop and implement "Reduce, Reuse & Recycle" System for Environment with improved Occupational Health, Safety and Environment Management system for continual improvement to meet new OHSE Standards or Legal / Statutory and other requirements and ensure its compliance through regular Auditing.
- Communicate the OHSE Policy to all employees and promote awareness and participation through training.
- Implement this policy and make it available to all stakeholders and interested parties whenever asked for.

Date: 1st April 2012


Chief Executive Officer



We aim for zero accidents and ensure safe working environments by maintaining a well-established system of reporting accidents and incidents, besides competent investigation of accidents and incidents, identifying systematic safety deficiencies to put preventative measures in place and sharing safety lessons learned as also the best practices through the exchange of safety information. New initiatives are introduced regularly for continual improvement in safety performance.

Dabur has identified all workplace health hazards and they are being monitored via health check-up of employees. We aim to effectively control risks and prevent all associates from being injured or harmed during the course of their work. To ensure the same, Dabur EHS team is working along with leading EHS consultants and are committed for building a safety culture within by implementing Behaviour-based Safety System (BBS), recording workplace hazards called SBO, conducting scheduled Fire & Safety Audits (in-house/third party), adopting Work Permit System (WPS), hosting daily toll-box talks, Safety Committee meetings and interaction with all associates, fire-safety drills, Safety Week celebrations and continuous safety trainings to all concerned. All actions and recommendations are recorded and evaluated through an online in-built software, SURAKSHA, which is in place for the past three years. The Suraksha system has helped reduce workplace hazards/incidents and take us forward on the path to becoming an incident-free organisation.

Training sessions on safety are conducted for all employees, details of which are given in below:

% of employees given Safety Training in 2014-15	
Permanent Employees	90%
Permanent Women Employees	100%
Casual/Temporary/Contractual Employees	70%

Dabur also 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.



FUN@ WORKPLACE

Dabur believes that happy & healthy employees create a progressive organisation. Blending fun with work goes a long way in enhancing employee motivation and productivity, besides reducing stress. Moving forward on this thought, we, at Dabur, try and create an environment that not just encourages our employees to grow their careers and get things done, but also have fun in the process.

Dabur has been, at regular intervals, organising employee engagement events and fun outings, in addition to family day get-togethers across all locations, to create a culture where employees feel connected and valued. We have established a lounge area within the campus which also serves as an informal meeting area or relaxing zone. Employees can use this zone to unwind between work or hold an informal brainstorming session. A Pool table has also been set up within the campus to help the employees refresh themselves after a hard day at

work. Such initiatives, we believe, make them healthier and happier in their work, and therefore more productive.



OPEN DOOR POLICY

We benefit manifold by listening to what our employees have to say about us as an employer and what more can we do to make Dabur the preferred employer and the best place to work at. We conduct employee satisfaction surveys on a regular basis through an independent third party. At Dabur, we follow an Open Door policy under which any employee can walk up to the HR department at any time with any query or grievance.



ENGAGING WITH CONTRACTUAL WORKERS

As we have a lot of employees working with us on a contractual basis, we are equally committed to them as we are to our permanent employees. 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 utilise the Direct Touch policy. Our training and development programmes also cater to our contractual workforce. ■



Protecting Human Rights

Dabur is 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. Dabur's respect for human rights stretches back to our company's founder Dr. S. K. Burman, who said: "What is that life worth which cannot bring comfort to others". This noble thought lays the foundation of our corporate philosophy.

We recognise the need to protect basic human rights of all our stakeholders across our operations and also the role that businesses can play in enforcing this protection at a scale that goes beyond the walls of our Company. All our employees and contractors are required to respect the human rights of fellow workers and communities where we operate. Our commitment to follow the basic principles of human rights is demonstrated in our policies and Code of Conduct for management staff, executives and non-executives. Even the terms of contract for services availed from contractors and other suppliers for the Company also requires adherence to all statutory compliances.

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

At Dabur, all employees are of equal value and follow the equal opportunity principle. There is absolutely no discrimination in respect of caste, creed, gender or any other factors. Employees are hired and rewarded purely on merit.

Our Code of Ethics & Conduct covers issues such as bribery and corruption, fraud, insider trading, human rights and discrimination. They include a commitment to conducting our business in an ethical manner with due regard to the interests of our stakeholders. 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.

Our Code of Ethics & Conduct lists out general moral imperatives that embody the importance of respecting and protecting each others rights. We are committed to providing a safe and congenial work environment to all our employees. We consider this as our responsibility and our employees' right and we have accordingly framed our Occupational Health, Safety and Environment (OHSE) policy applicable to all our facilities.

The Code of Ethics & Conduct and the Direct Touch Policy discourage violation of human rights and provide a fair and transparent mechanism for reporting any



We recognise the need to protect basic human rights of all our stakeholders across our operations



such violation. The Direct Touch team consists of three senior personnel who investigate the complaint and recommend a corrective action to the management within 30 days of the receipt of disclosure. The management acts immediately based on the recommendation.

In case of non-response, the employee or business associate can directly approach the chairman of the Audit Committee. The system is designed to ensure confidentiality and protect the complainant from being victimised. False allegations are also dealt with disciplinary action in accordance with Company's rules, policies and procedures. The Direct Touch team maintains a log of all disclosures received and reports the summary of such disclosures and action recommended/taken to the Audit Committee on a quarterly basis.

The respect of human rights is one of our top priorities and we will continue to strengthen our commitment to human rights, as it is at the core of our social responsibility as a global business. Through compliance with applicable labour laws and the Dabur Code of Conduct, we ensure that human rights are not violated in conducting business. We do not have any instance of human right abuse in the 2014-15 financial year. ■

Policy Advocacy

Dabur practises proactive advocacy with an aim to bring about a positive impact in the business eco-system and communities

A wide range of policies are in place or are being considered by government bodies and agencies across the world that can and do have a material impact on our business. We consider policy advocacy as a means to engage decision makers on issues of importance to our business, customers, employees, shareholders and the industry. We use proactive advocacy in matters that enhance positive social and environmental outcomes, and benefit of the society at large.

Dabur practises proactive advocacy with an aim to bring about a positive impact in the business eco-system and communities. We recognise the role we can play in larger policy debates to drive change for the greater good. We contribute responsibly to relevant public policy discourses by being members/signatories to several trade and industry associations.

Dabur has memberships with various industrial and commercial bodies such as:

- 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)

Through these bodies, we, along with our industry peers, actively engage with government officials at all levels and regulatory authorities, facilitating dialogue and building important relationships, and advocate for policies that protect our consumers' interests and enhance our ability to grow. We seek to promote and protect the interest of our stakeholders and the industry at large. We are also part of various task forces and forums within these industrial and trade bodies. We actively participate in these forums on issues and policy matters that impact the interest of our stakeholders, but have not been lobbying on any specific issue.



As members of FICCI's Committee Against Smuggling and Counterfeiting Activities Destroying Economy (CASCADE), we have been working towards addressing the issue of counterfeit or spurious goods. This impacts not only us, the industry and the economy, but also our customers who are vulnerable to the risk of using poor quality counterfeit products. The Committee works together with government entities such as Department of Consumer Affairs, Central Board of Excise & Customs and Economic Offence Wing of Delhi Police, along with industry representatives, to create awareness and in finding solutions to this problem by providing a platform for effective engagement.

Our public policy objectives are focussed on issues that we consider essential to advancing innovation, competitiveness, job creation, economic growth and sustainable standards of living. ■

Community Development





Dabur supports the principles of inclusive growth and equitable development

regulations came into force. We define CSR as conducting business in ways that provide social, environmental and economic benefits for the communities and geographies where we operate.

We endeavour to involve ourselves in wider social issues which are also relevant to our business activities, and contribute to the development of communities while building long-term relationships with the community. Investing in the communities where we do business is, in fact, at the core of our Social Responsibility and Community Engagement strategy.

Our commitment towards community development can be traced back to our founder Dr. S. K. Burman, who said:

What is that life worth which cannot bring comfort to others

This noble thought forms the backbone of our commitment towards working for the society consistently.

Dabur supports the principles of inclusive growth and equitable development through not just its CSR initiatives, but through its core business as well. The organisation constantly works towards creating and implementing programmes aimed at development of community aimed enterprises. Furthermore, we ensure that such enterprises are sustainable and self-reliant.

Dabur undertakes community engagement and development activities in fields where it is best able to do so. We leverage our business activities as well as our CSR activities to deliver on our commitment to sustainable development. Our community development initiatives include innovative projects that foster sustainable growth through providing healthcare, education, building and honing skill sets and promoting bio-diversity, to name a few. Local anchorage is highly important to us and therefore we undertake a number of activities in the areas surrounding our operations. We also encourage our overseas subsidiary companies to contribute to their local community in the way they feel is most appropriate and encourage employee involvement. To cite an example, our operations in Africa run dental care camps with the local populace. Also, our Nepal subsidiary has been working towards providing computer literacy to school-kids in their vicinity.

In India, we run awareness campaigns on health, oral hygiene, etc. We also work closely with small and marginal farmers who supply rare herbs for our products. Through Sustainable Development Society (SUNDESH), a voluntary non-profit organisation registered under the Society Registration Act 1860, we strive to enhance the lives of communities that surround our operations. Through these initiatives, Dabur endeavours to help build self-reliant communities. ■

The importance of Corporate Social Responsibility or CSR has grown significantly over the past few years. As important stakeholders — from customers to investors and business associates to consumers — have begun to assess companies on their social performance, corporate houses are increasingly focussing on matters beyond business.

At Dabur, we have been engaged in community development activities since 1994, long before the

Corporate Social Responsibility Policy

Dabur has a well-structured CSR Policy, which is inspired by the thoughts of its founder. While pursuing our business strategy of introducing products that give our consumers health & well-being, Dabur operates in a manner that not just continues to generate an attractive return for shareholders, but also minimises our impact on the environment and helps in replenishing the planet; while lending a helping hand to the community.

The CSR Policy has been approved by the Dabur Board of Directors.



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, focussed not just around our plants and offices, but also in other geographies based on the needs of the communities.





The four focus areas where special Community Development programmes would be run are:

1. Eradicating hunger, poverty and malnutrition

- Provision of food, nutrition supplement, clothes etc for the poor, children and other deprived sections of the society;
- Supporting nutrition in *anganwadi* centres and building capacities of *anganwadi* workers to this effect;
- Provision of shelter for homeless;
- Promoting sanitation, making available safe drinking water.

2. **Promoting healthcare** including preventive healthcare through awareness programmes, health check-ups, provision of medicine & treatment facilities, providing pre-natal & post-natal healthcare facilities, prevention of female foeticide through awareness creation, programme for preventing diseases and building immunity.

3. Ensuring environmental sustainability and ecological balance through:

- Plantation drives in schools, villages, our manufacturing units & office/business premises and other areas in general;
- Reviving endangered plants, promoting agro-forestry;
- Protection of flora & fauna;
- conservation of natural resources;
- Maintaining quality of soil, air & water;
- Adoption of wastelands to cultivate plants;
- Promoting biodiversity;
- Animal welfare and veterinary services;
- Technical support and know how for improving farming and building capacities of small farmers;
- Promoting alternate energy resources.

4. **Employment and livelihood enhancing vocational skills and projects** including tailoring, beautician, *mehandi* application, bee keeping, food processing and preservation, vermi-composting and other Life Skill Training and livelihood enhancement projects.

In addition, the Company has identified the following areas for community development interventions:

5. **Promotion of education** especially among children, women, elderly and the differently abled including:

- Non-formal education programmes;
- Supporting schools with infrastructure like benches, toilets, potable water, fans etc;
- Supporting other educational institutions;
- Improving educational facilities in general;
- Supporting children for higher education.

6. **Promoting gender equality and empowering women** including:

- Adult literacy for women;
- Promoting and providing credit support to women's self-help and joint liability groups;
- Training in vocations pursued by women;
- Setting up homes for women & orphans;
- Setting up old-age homes & other facilities for senior citizens;
- Setting up hostels for working and student women, day care centers for kids of working women.

7. **Contribution or funds provided to technology incubators** located within academic institutions which are approved by the Central Government.



8. Rural development projects

9. Other activities

- Promotion of Sports with special focus on training for rural sports, nationally recognised sports, Paralympic sports, Olympic sports;
- Welfare for differently abled persons;
- Setting up public libraries;
- Reducing inequalities faced by the socially and economically backward groups;
- Protection of national heritage, art, culture and handicraft; Restoration of buildings & sites of historical importance & works of art;
- Welfare of armed forces personnel, war widows and their dependants.

10. Incidental activities

Employing people and incurring other costs to carry out aforesaid activities.



Our approach to implementation

We will strive to implement the aforesaid CSR activities on our own to the extent possible. However, the principle implementer of our CSR activities would continue to be our foundation SUNDESH, supported by Dabur Foundation and Dr. S.K. Burman Charitable Trust. At the same time, we recognise need to work in partnership with other players also. This would include:

11. Such other activities as the Board may consider to be appropriate

1. Collaborating with various organisations, which are registered as a Trust or a section 8 company under the Companies Act, 2013 or Society or NGOs or any other form of entity incorporated in India that specialise in the aforesaid activities.
2. Contribution to various funds which are aligned with our Vision and Mission, for example:
 - Prime Minister's National Relief Fund
 - Any other fund set up by the Central Government for:
 - Socio-economic development and relief.
 - For the welfare of Scheduled Castes, the Scheduled Tribes, other Backward classes, minorities and women.

3. Collaborating or pooling resources with other companies to undertake aforesaid CSR activities



CSR FUNDS

The corpus for the purpose of carrying on the aforesaid activities would include the following:

- 2% of the average Net Profit made by the Company during immediately preceding three Financial Years.
- Any income arising there from.
- Surplus arising out of CSR activities carried out by the company and such surplus will not be part of business profit of the company.



MONITORING

The CSR department will provide regular progress report to the CSR Committee of the Board. This report would indicate:

- Achievement since last progress report/during the last quarter in terms of coverage compared to the target and reasons for variance.
- Achievement of the year-to-date in terms of coverage compared to the target, plans to overcome shortfalls if any and support required from the CSR Committee/Board to overcome the shortfalls.
- Actual year-to-date spends compared to the budget and reasons for variance.
- In respect of activities undertaken through outside Trust/Society/NGO's etc. there will be mechanism of monthly reporting of progress on each such activities and the amount incurred thereon.

The Board shall seek a short progress report from the CSR Committee on a quarterly basis. ■





वह जीवन ही क्या जो दूसरों के काम न आये

डाबर द्वारा सामाजिक उत्तदायित्व का निर्वाह ।

लम्बाई-वजन तालिका

लड़का		लड़की	
संख्या	वजन	संख्या	वजन
5	10.2-14	10	10.5-14
6	11-14	11	11-14
7	12-14	12	12-14
8	13-14	13	13-14
9	14-14	14	14-14
10	15-14	15	15-14
11	16-14	16	16-14



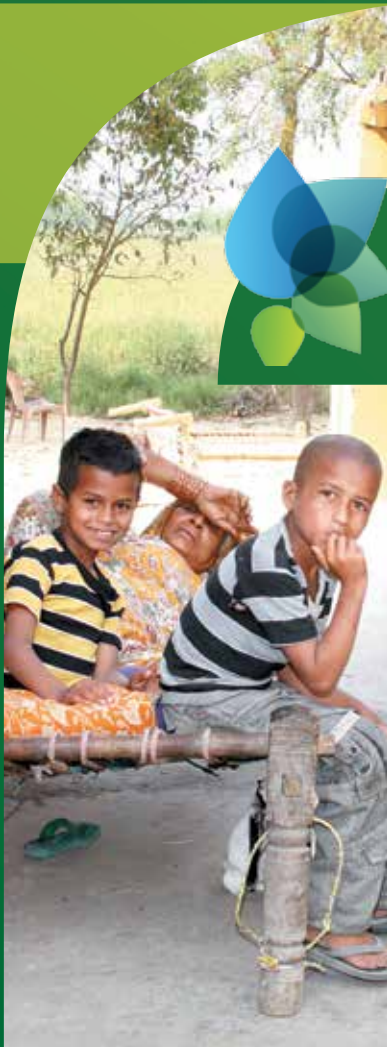
कार

फीना

समस्त बालिकाओं
की मौजूके
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जन्म
दिनांक
विवरण
उपनाम
पिता का नाम
माता का नाम

CSR Initiatives



At Dabur, we believe that an organisation's true worth lies beyond its business, and is best reflected by the service it renders to the community and the society. Businesses have a responsibility to subserve larger societal goals as they have the ability to contribute significantly and impactfully to sustainable and inclusive development.

We believe that community development makes sense only when the approach is right and the efforts are dedicated. Our stakeholder engagement and consultation process, coupled with baseline studies and need-assessments help us develop and shape our programmes for better tomorrow. In each community in which we live and work, Dabur is today recognised as a good citizen, working towards improving their health and lifestyle.

At the core of these programmes is a very structured and process driven strategic approach for the upliftment and benefit of the key stakeholders of the Company – the community. The programmes are customised and developed to the needs of the community, arrived after a thorough understanding of the requirements through stakeholder dialogue and engagement.

Dabur also partners with like-minded organisations, including government bodies, NGOs, local communities and *Panchayats* for several of our projects.



Following are the activities undertaken by Dabur during 2014-15 across the key focus areas:



ERADICATING HUNGER, POVERTY AND MALNUTRITION

Poverty, it's said, hits children hardest. While a severe lack of goods and services hurts every human being on this planet, it is most threatening to children's rights, creating an environment that is damaging to children's development in every way, thereby exposing them to harm and exploitation.

Dabur has put in place interventions aimed at meeting the basic nutrition needs of children, particularly among the needy and underprivileged sections of the society. We have joined hands with a number of NGOs working on child rights and child nutrition to take forward this initiative. We also rope in support from our consumers in meeting this goal.

Dil Se Dua & Cheer A Child

Doing our part to help children grow up happy and healthy has been part of Dabur's social commitment since the beginning. We have been working towards making a positive difference in the lives of underprivileged children and their families, and have been supporting organisations that foster children's well-being and meet their nutrition needs.

Our twin initiative – *Dil Se Dua* and *Cheer A Child* – sought to help meet

the nutritional needs of marginal kids and children from the underprivileged sections of the society. This initiative is part of Dabur's mission to touch the lives of thousands of under-privileged children and spread health & happiness, particularly during the festive season.

In 2014-15, Dabur joined hands with Prayas Juvenile Aid Centre Society and launched a signature campaign across major cities in North and West India, covering Delhi-NCR, Punjab, Uttar Pradesh and Maharashtra. A dedicated team visits big markets across these states to motivate the public and garner support for the neglected, street and working children. We use the opportunity to educate people about the nutrition needs of underprivileged kids and encourage them to sign on a pledge to support these kids. Against each signature, Dabur donates one pack of Réal fruit beverage to a child in need.

This initiative is not linked to any product purchase and we need from the people is a signature as a mark of their support. We purely encouraged people to sign on a pledge to support the kids.

The packs were distributed through Prayas at their shelter homes in Delhi-NCR as part

of our efforts to meet the nutritional needs of thousands of children who are unable to get a proper nutritious diet.

This year, Dabur also organised a Family Day for the underprivileged children where families of some of the individuals who had pledged support for this initiative came together and spent some quality time with these children.

This year, we collected over 1.2 lakh pledges and signatures from the public in support of this initiative and distributed an equivalent number of Réal juice packs to underprivileged kids.

This year, we took the *Dil Se Dua* initiative a step further by saluting the unsung heroes – the policemen, traffic cops, nurses and municipality workers – who help keep the city safe & healthy with their selfless work. As an initiative aimed at meeting the health and nutrition needs of these unsung heroes, Dabur distributed packs of Réal among these real life heroes. We, along with children from Prayas, also visited police stations across the national capital where these children tied *Rakhi* to the on-duty policemen on the occasion of *Rakhi* and carried the wishes of the police women to their loved ones.



Supplementing Nutritional needs of Poor & Needy

In order to enable socially and economically weaker classes to lead a healthy life, Dabur has been working with local NGOs spread across the length and breadth of the country to spread awareness about a balanced diet and meet the nutrition-related needs of people from underprivileged sections of the society. This is carried out along with programmes being run by NGOs in schools, slums, hospitals and village events.

The beneficiaries of this programme are identified along with local NGO in each city/state. These not-for-profit organisations act as a bridge between the company and the community and helps direct our efforts to people in need, thus helping bridge a need gap.

Promoting Sanitation

Dabur has been working towards providing clean and germ-free public toilets across the country. The year 2014-15 saw the launch of the government ambitious *Swachh Bharat Abhiyaan*. Even before its roll-out Dabur had initiated work towards addressing the sanitation needs in villages where it operates.

Through Sundesh, Dabur has been running community development

programmes in Ghaziabad, Baddi and Rudrapur. During our regular community meetings, some villagers had expressed concern about the lack of proper sanitation facilities in their villages and how womenfolk get up early in the day and go several kilometers to the edge of their village and defecate in the open. Along with the self-help groups (SHGs) that we manage, a detailed survey of individual villages and households were conducted to identify particular households where they did not have toilets. The survey revealed that nearly 50% of the households (which had women in the family) did not have toilets or even access to proper toilets.

After detailed discussions with the community, we set out on the path to protect the dignity of women in these villages by setting up toilets in their households. It was decided that these toilets would be built jointly with even the individual households contributing towards its construction. While Dabur agreed to pay 50% of the total amount for constructing the toilet, the balance was to be borne by the individual household. During the year 2014-15, Dabur has constructed 65 toilets in individual households across Ghaziabad and Rudrapur. Several others are in various stages of construction. This initiative has received a lot of praise from the community.

Taking this mission towards protecting the dignity of women and eradicating open defecation in villages, Dabur also launched a mega initiative christened '**700 Se 7 Kadam**'. Under this initiative, ₹1 will be collected from every pack of toilet cleaner Sanifresh sold and the money will be utilised to build toilets for women in rural India. The idea was to make toilets accessible to women in the hinterland. This initiative would cover not just rural households but also rural schools, where toilets are either non-existent or in a highly dilapidated condition, rendering them useless.

Lack of hygienic sanitation facilities in schools has been a major cause of embarrassment for the girl students, particularly in rural India. As a consequence, they leave school on average at an earlier age than their male contemporaries. Dabur is committed to improve the hygienic sanitation facilities for girls at schools as a responsible corporate citizen of the country. We have already initiated the work towards identifying such schools and the coming year will see Dabur constructing separate toilets for boys and girls in these schools.

Dabur also undertook a massive awareness building campaign and cleanliness drive across Sulabh public toilets in the capital on the occasion of *Gandhi Jayanti*, which marked the launch



of the government's *Swachh Bharat Abhiyaan*. A team of volunteers were positioned at Sulabh International's public conveniences across the country. These volunteers disseminated the message that a clean and germ-free toilet is a basic hygiene need of a human being for leading healthy life and to safeguard from common diseases.

Under this initiative, Dabur and Sulabh worked towards promoting cleanliness across all public places like Metro station, Railway Station & Bus Stops, and encouraged people to join the project to keep our city neat & clean.

Dabur also undertook special sanitation and cleanliness drives across government schools in the National Capital Region, which sought to educate kids about the tenets of cleanliness in their everyday lives. Cleanliness drives were also undertaken in the school toilets and students' play area.

A cleanliness drive was also launched in the city of Lucknow where public conveniences at the Janpath Market in Hazratganj were adopted and Dabur initiated cleaning & maintenance, sanitation & hygiene check at these public toilets, besides providing free usage of these toilets to all. Under this initiative, Dabur has adopted both the ladies and gents toilets at the Janpath Markets and has been maintaining overall cleaning standards at these facilities. A team of volunteers, along with associates from Vyapar Mandal-Janpath Market, also sought to encourage people to join this ambitious project to keep the city clean.

Our sanitation initiatives have touched the lives of 70,000 people across the country.

Malnutrition Control & Advocacy Programme

Good care and being malnutrition free are basic rights of children across the globe. However, the fact remains that a number of kids, particularly in rural

India, are suffering from malnutrition and even their parents are not aware of this issue. Moving forward on our mission to improve the nutritional status and reduce child malnutrition in rural India, our volunteers have been visiting homes in villages and conducting awareness sessions, counselling new mothers and caregivers on malnutrition and how to tackle this problem.

Awareness was also generated on benefits of breast-feeding and need for proper care to ensure that kids do not suffer from malnutrition. As part of this initiative, a screening camp was also held to identify malnourished kids and they were referred to proper healthcare facilities.

PROMOTING HEALTH CARE INCLUDING PREVENTIVE HEALTH CARE

Our health focussed initiatives are backed by the belief that a healthy child is a happy child. Hence, year on year, we try and cover more and more schools to spread the message of immunity far & wide. 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 organisations to combat a variety of diseases and run programmes to educate people.

Recognising the fact that schools play a paramount role in shaping a child's future since they are the primary caregivers during the formative years, several of our initiatives are focussed on schools. We run special initiatives for school-going kids and build awareness on the need to build immunity to fight flu and viruses, as also teach them about proper oral hygiene.



protect from a host of diseases and recurring ailments. However, most of us do not have a strong immune system and hence are susceptible to diseases. This is especially true for children since their immune system is still developing and hence they can be more vulnerable. In this backdrop, Dabur, as India's most trusted health company, took up the responsibility to drive awareness on the need for immunity especially amongst children, the future of the country through the Immune India programme.

For the last few years through the Immune India campaign, Dabur has been reaching out to schools across the country to educate students & teachers on the need for immunity. This year, Dabur's Immune India programme covered schools across Delhi, Maharashtra, Uttar Pradesh, Madhya Pradesh, Bihar and Jharkhand, and sought to spread awareness about health and the need to build immunity to fight various flus and viruses. The campaign, organised in association with Max Healthcare, sees doctors visiting schools across these states to spread awareness about how to build immunity and fight diseases.

A variety of media, including direct contacts, digital and print, were used to reach out to the schools. This year, this initiative covered 2,637 schools across the five states, touching 300,000 kids. Principals of these schools were approached over 2 months, for enrolling their schools in the campaign and obtaining data on various parameters like attendance of the students, medical facilities available in the school, drinking water facility, basic health and hygiene standards, sanitation facilities etc. and rated accordingly. An immunity session was also conducted in schools to educate children on the importance of immunity, the vulnerability of kids to illness due to changing weather, unhealthy diet, bacteria, virus, dust & pollution and ways to boost immunity through basic hygiene & a nutritional diet.

In the second phase, a team of healthcare professionals from Max Healthcare visited the shortlisted schools to conduct a BMI

of the students from class 4 to 6 and finalise the ratings accordingly. Special camps were held in 1,280 schools. At the end of the mammoth exercise, the team of health experts prepared the list of top Schools of India for the year 2014, amongst the participating schools.

Oral Hygiene Camps

Dabur is committed to its motto of being dedicated to the health & well-being of every household. Oral hygiene is an important part of being fit & healthy. If you look after your body and your eating habits, it's also equally important to look after your basic oral and dental hygiene. However, brushing your teeth is generally seen as a mundane and routine activity. So, there's a need to educate consumers about oral-care and its impact on overall well-being. With this initiative, Dabur has taken the onus of promoting oral hygiene among school kids.

Oral Hygiene Camps were organised in schools in Uttar Pradesh, Madhya Pradesh & Maharashtra, covering 600,000 kids in 1,207 schools across 47 districts. These camps, held along with agencies like Society for Oral and Dental Care (SODC), sought to build awareness about good oral hygiene and oral health practices among school-going kids. Besides, free oral health check-ups were also conducted by dentists and toothpaste samples distributed amongst the students. This outreach programme also sought to provide an opportunity to improve oral health of those who have less opportunity to attend a dental clinic either in the government or private sector.

This initiative covered not just private schools but also Government and Government-aided schools across urban and rural India.

Dabur also used the opportunity to spread awareness among school kids in Agra about water conservation. The main objective was to create wide awareness on best practices for Oral Care as well as for water conservation. A team of dentists from SODC also shared tips on oral hygiene, apart from

Immune India Programme

Today's fast-paced and highly competitive lifestyle, increasing pollution levels, epidemics like dengue, unhygienic food & water are all taking a toll on our health. A strong immune system helps



discussing healthy ideas on how to take simple steps to save water on an everyday basis, both at home and at public places.

Besides informing kids about best practices, we decided to add some fun to this whole exercise by hosting a painting competition and asking kids to paint a world of their own imagination and discover the magic of conserving water - the saviour of life. 'Save Water while Brushing Teeth' was the theme for this painting competition.

Health Camps

Large segments of India's urban slum and rural population do not have access to safe and reliable healthcare. To meet this unmet need, Dabur has been hosting small duration camps in different parts of the country and working towards creating a healthier society.

A series of Health Camps were organised across the country, where people were offered free health check-ups. In addition, Dabur also provided Ayurvedic medicines to the poor & needy, free of cost.

The health camps focussed on preventive healthcare programme to promote awareness about health related issues. A team of doctors were present at these Camps to advise people on various health issues so that one can lead a healthy and happy life. Our special focus is on women's healthcare and baby care. Lady doctors were also present at these camps to reach out to the women audience.

These camps also worked on building awareness regarding common ailments, nutrition & hygiene and sanitation. Mobile health camps were also organised to meet the immediate healthcare needs of the marginalised community in remote areas. During the year, a unique *Ayurveda Rath Yatra* was organised, covering the Marathwada region. The *rath* — a converted minivan carrying Ayurvedic doctors — travelled across Aurangabad, Jalna, Hingoli, Parbhani, Beed, Nanded, Latur & Osmanabad, offering patients free health check-ups and medicines to the poor.

A total of 260 health camps were organised across 14 states, where 29,000 patients were examined free of

cost. These initiatives helped us reach out to and spread awareness to over 400,000 people.

Brave & Beautiful

Cancer is one of the leading causes of all deaths in the world, including India. According to estimates, there are nearly three million patients suffering from the disease in India. According to numbers available from World Health Organization, about 500,000 people die of Cancer annually in the country and that number is expected to rise by 40% by 2015. In a gesture that aims to salute the undying spirit of fighters from cancer, Dabur launched a new initiative, 'Brave and Beautiful'.

Under this month-long initiative, Dabur sought to identify women who have defeated cancer and invited them to share their stories. Their stories were put together in the form of a Coffee Table Book to inspire millions of others who are fighting this dreaded disease today. A select few such stories will also be filmed as an advertising campaign and aired.

In addition, 12 of the shortlisted survivors were felicitated at a ceremony held in Delhi. Dabur also launched a new range of shampoo and hair oil, which is completely chemical free and is clinically proven to be mild on sensitive scalp. This range, which has been developed specially for cancer survivors, was distributed free to the cancer survivors. The Company did not sell these products in the market in 2014-15 and has been distributing them free to cancer survivors through select hospitals and social media. We are inviting cancer survivors to write to us to procure these products free of cost.



Dabur Wellness Centre

Dabur operates the Dabur Wellness Centre in Delhi, offering health check-ups and medicines to public, particularly from the minority community in the Walled City. The doctors stationed at the Centre offered free medical check-ups for walk-in patients, besides offering treatment and answering health queries online and over the phone.

Meeting Healthcare needs of Poor & Needy

Dabur has joined hands with local NGOs across the four regions and together we have been working towards meeting the healthcare needs of people from underprivileged sections of the society. A host of medicines and healthcare products were given to the poor & needy in schools, orphanages, hospitals, slums, at health camps and village events.

Dabur aims to be a leading company in environmental protection. We recognise the importance of evaluating our value chain's use of ecosystem elements as well as our emissions to the environment.

Bio-Resources Development

Dabur has been working towards protecting endangered herbs and plant species. It has set up greenhouses where these rare herbs are grown and the saplings are given free of cost to local farmers for growing.

It has also undertaken a host of interventions across the country to not just protect rare medicinal and aromatic plants but also enhance the livelihood of local farmers. Details of these initiatives undertaken during 2014-15 have been provided earlier in this report.



ENSURING ENVIRONMENTAL SUSTAINABILITY

Being in the business of nature-derived products and given our dependence on rare herbs and medicinal plants, we have been practising responsible ecological management for years. Managing natural resources sustainably comes naturally to us and we encourage the same across our value chain. 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.

Plantation Drive

Trees are necessary for our very existence. Our dedicated tree plantation programmes work toward communicating this very idea to masses, particularly in rural India. Our aim is to create awareness among the masses about environment and encourage them

Dabur supports the principles of inclusive growth and equitable development





to plant herbal and general plants which can be used for good health.

We have been working with the community to promote plantation. A host of plants (ranging from Pomegranate, Ashoka & Alestonia) were planted across villages of Rudrapur & Baddi, involving scores of households. We also train them in the art of planting and caring for trees. We also train villagers, through Sundesh, on cultivating medicinal plants.

Plantation drives are also conducted across our manufacturing units. In 2014-15 financial year, 781 fruit trees and 5,625 Poplar trees were planted across 3 states, benefitting 260 families.



EMPLOYMENT AND LIVELIHOOD ENHANCING VOCATIONAL SKILL TRAINING

At Dabur, we believe that an organisation's true worth lies beyond its business, and is best reflected by the service it renders to the community and the society. We believe in empowering the youth, particularly women, through skill enhancement.

During our community meetings, women from all backgrounds have expressed a desperate need for a higher family income. However, lack of skills has been a big stumbling block. Understanding their need, we have been actively engaged in providing vocational training to the youth and women in several villages across three states – Uttar Pradesh, Uttarakhand and Himachal Pradesh.

The programmes being offered under this initiative have been prepared after detailed discussions with the community and assessing their needs. Women are particularly encouraged to take up these income-generation programmes and are

awarded certificates after the completion of training. After completing these courses, they are now supplementing their household income.

Nari Shakti Kendras

Dabur, through Sundesh, today runs 18 Nari Shakti Kendras that offer a range of vocational training and skill development classes for women. Our training programmes around livelihood are focussed on women and aim at delivering capability enhancing skills for availing income generation opportunities. We run training programmes in areas such as Cutting & Tailoring, Beautician Services and *Mehandi* Application. This year, a new course on Food Processing was included following requests from the community. This course trains women/girls in the art of making Jams, Jelly, *Achaar* (pickles) & *Murabba*.

These programmes allow women to either join existing establishments or start their own small enterprises. By providing this choice to women, these programmes also address the issue of gender inequality prevalent in these areas to some extent. The following chart provides details about the various vocational training programmes and their beneficiaries:

Courses offered	Number of Beneficiaries		
	Ghaziabad	Rudrapur	Baddi
Stitching Tailoring	142	85	84
Beautician	41	93	47
Handicraft & Soft Toy Making	—	46	18
Food Preservation	—	—	30

In 2014-15, 586 women were trained at these centres.

Bee-Keeping Training

As part of its vocational training initiative, Dabur has also initiated a programme to train villagers and tribals in bee-keeping. Memoranda of Understanding (MoUs)

have been signed with a number of NGOs and government agencies to promote this livelihood and income generation programme among the community, particularly the Schedule Caste and Schedule Tribe communities. The year 2013-14 had seen Dabur ink an MoU with Bihar Rural Livelihoods Promotion Society (BRLPS) to training the rural populace on bee-keeping and production of raw Honey. This initiative will positively impact 20,000 households in Bihar in a passed manner. This initiative will help plan for the future of the rural households and help them become more resilient, besides improving their standards of living.

During the financial year under review, Dabur signed similar MoUs with 2 more NGOs, namely Madurai-based Covenant Centre for Development and Katni-based Manav Jeewan Vikas Samity. Twelve capacity-building and training programmes were conducted during the year 2014-15, benefitting 715 farmers. This is another step forward in offering support to communities to enable them to build more self-reliance and capability to make the changes they want to see in their area. We are committed to making requisite skills available to the targeted neighbourhoods in Bihar and provide them assistance to create a sustainable source of income in the long term.

The BRPL project also includes developing Beekeeping Resource Centres (BRC) at all strategic locations in the project areas. Each of these resource centres shall be 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 will also have storage facility, thus can serve as procurement centres.

Enhancing Employability of Rural Youth

From a growth point of view, India is on the verge of becoming the third largest

economy in the world, backed by a healthy GDP growth compared to the west. As a country, we will also have a strong surplus in working population (age 15-50) by 2020, which should help us maintain the momentum on this growth story. A significant portion of this demographic dividend lies in rural areas, which will be one of the important growth engines in future. To leverage this advantage, we feel, it is imperative that the education agenda focusses on skill building and vocational training to make the youth employable in the organised sector. This can be best accomplished by a collaborated working between, the state, academia and industry.

At Dabur, we have initiated a programme – Swavalamban – which seeks to make the rural youth more employable by arming them with the requisite skill sets. The ground work for this initiative has been completed and the first training programme rolled out in April 2015.

The objective of this initiative is to identify the training needs of the rural youth, provide training through a well-planned and designed curriculum, engage youth in business process and contribute in nation building and economic

development of our country. And the best part, we plan to hire the trained rural youth in Dabur.

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 customer). The month-long course includes in-house coaching, field training and exams & extra-curricular activity.



PROMOTION OF EDUCATION

Children are the future of a nation. For an emerging country like India, education of underprivileged children holds the key to its progress. In fact, their education is vital, whether we are addressing healthcare, poverty, population control, unemployment or human rights issues.

Education is, in fact, one of the most significant indicators of social progress and it plays a big role in achieving self-sustainable and equal development. Also, the quality and efficiency of basic education in several remote parts of the

country are still inadequate. 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.

Gyan Deep Kendra

Dabur, through Sundesh, today runs 7 non-formal education centres, christened Gyan Deep Kendra, which provide basic education to out-of-school underprivileged kids between 6 and 14 years of age. After completing their basic education, these children, who have either never had a chance to see a school from inside or have been school dropouts, are encouraged to get join back or enroll for the first time in a formal school to pursue higher education.

Under this initiative, 164 children received basic education at our centres and 148 kids were put into formal schools in 2014-15 alone. This initiative has helped us improve literacy levels among children in these communities and bring them into the formal schooling system.





School Support Programme

Education is the cornerstone to any form of social development and progress. Children are the future and learning, their fundamental right. However, in some rural areas where Dabur operates, the schools require external support to provide the best education. Our CSR initiatives lend a helping hand to such educational institutes.

Through this programme, we seek to enable more children to go to school continuously and to help local communities improve their local educational standards in an independent and consistent manner. Dabur's various manufacturing units and Sundesh have been supporting schools at various locations. Our interventions cover health and hygiene facilities at schools such as providing basic infrastructure, benches & desks, potable water facilities, educational aids such as libraries and building & learning aid paintings, dustbins etc. A total of 1,640 rural children benefitted from these initiatives.

Promoting Self-Help Groups

Women living in rural parts of India have limited opportunities for earning an income. Coming from conservative backgrounds, most women also face social sanctions and have also been dependent on the earning male members of the family. Even when they decide to venture out on their own and set up their own small businesses, the formal banking systems do not attract the poor because of bureaucratic procedures and inflexibility of the banking system.

This lack of credit is, in fact, one of the primary impediments in getting the rural economy back on track. The issue of debt trap inflicted by local lenders is also a common obstacle faced by almost all small-sized entrepreneurs (especially farmers) across the country.

Our financial inclusion programme aims to build the capacity of local communities around our manufacturing plants by making them finance literate and by organising 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 activity. We have helped set up 15 new SHGs and JLGs this year, taking the total number to 516.

The beneficiaries have utilised these loans 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 outlets. This year, a new programme on *papad* making was initiated by the SHGs. The most encouraging part of this initiative is that repayment of bank loans is almost 100%. This initiative has gone a long way in raising the self respect of women as they are now even supporting the men in the villages in setting up new businesses. ■

PROMOTING GENDER EQUALITY AND EMPOWERING WOMEN



It's a well established fact that literacy has always enhanced any region's human capital. Our Gender Equality programmes are aimed at increasing basic literacy levels among women populace and also empowering them, which go a long way in not just raising their standard of living but also their self respect in their own family.

Adult Education Centres

Dabur, through Sundesh, today runs 8 Adult literacy centres for girls/women (15–35 years of age) with no access to formal education set-ups because of absence of such set-ups or due to social barriers. The programme imparts basic education (such as rudimentary arithmetic skills) to these women. Around 219 women have attended classes at these centres this year across 3 states – Uttar Pradesh, Uttarakhand and Himachal Pradesh.

The following chart shows the number of beneficiaries of our education-related programmes:

Cities	Non-Formal Education Centres	Remedial Classes
Ghaziabad	149	97
Rudrapur	15	15
Baddi	—	—

We offer remedial classes at special centres, christened Gyan Arjan Kendras, to help weak students. These remedial classes are used to emphasise or re-teach the basics of a subject.

Scholarships are also provided to bright students who have serious financial constraints, enabling them to complete their education.

Progress over the Years

Dabur has been involved with community development work since 1993 and the scale of our work has been on a rise consistently. It has always been our endeavour to bring about an enduring change to the lives of the people we engage with. The growth in the scale of our work is evident in some of the indicators presented below:

Kids enrolled in Non-Formal Education centres

1994-95 ▶ 10 2014-15 ▶ 192 CAGR ▲ 16%

Women undergoing Cutting & Tailoring training

1994-95 ▶ 13 2014-15 ▶ 544 CAGR ▲ 20%

Women undergoing Beautician training

1999-00 ▶ 22 2014-15 ▶ 181 CAGR ▲ 16%

Kids enrolled in Non-Formal Education centres

1998-99 ▶ 92 2014-15 ▶ 232 CAGR ▲ 6%



Recognitions & Awards

Dabur has always been about giving prime interest to the interests of its stakeholders, be it the Consumer or the Employee, the Investor or the Community. And our efforts have not gone unnoticed. Dabur's products and initiatives have won countless awards all through the year, from consumers and industry peers alike.

The Institute of Company Secretaries of India (ICSI) named Dabur India Ltd as one of the **Best Governed Companies of India**. Dabur was presented the Certificate of Recognition at the 14th ICSI National Awards for Excellence in Corporate Governance.

The American Society for Training & Development (ASTD) has recognised Dabur India Limited as an **Excellence in Practice citation winner for its practice SPORT**, a unique Audio-Visual based inhouse training programme, wherein the Company has developed many modules for selling skills development of frontline sales persons.

Dabur India Ltd awarded the **CSR Excellence Award**, 'We Care 2014', for its social initiatives in the field of Skill Development and Livelihood Programs for Rural Development.

Dabur's Sustainability Report for 2013-14 has been awarded the Second Prize by Public Relations Society of India (PRSI). The award was presented in the **Sustainable Development Report** category, at the PRSI National Awards 2014.

Dabur India Ltd ranked 39 in the list of **World's Top 100 Beauty Companies**. Dabur is, in fact, the only Indian company to be featured in this ranking of Who's Who from the beauty industry globally, prepared by WWD Beauty Inc.

Dabur ranked amongst the **Best Indian Brands for 2014**. Dabur was ranked 28th in the list of Top 40 Best Indian Brands, prepared by Interbrand and Economic Times-Brand Equity.

Dabur Chyawanprash won the **India Health & Wellness Award** in the Healthcare Branding

Campaign of the Year category. Dabur Chyawanprash bagged the award for its Immunity building campaign.

Dabur Honey ranked as the **best Honey in the country**, by Consumer Voice Magazine. The results were declared in the January 2015 issue of Consumer Voice magazine after an independent and detailed comparative product testing of 10 Honey brands in the market by the magazine.

Two consumer activations by Dabur – Réal Juice, Réal Heroes and Pudín Hara Lemon Fizz, Pet Ka Fire Brigade – bagged the top honours at the RMAI Flame Awards 2014 in the **Rural Consumer Activation campaigns** category.

Reaching Out

Since its inception in 1884, Dabur has given top priority to providing high-quality, efficacious and affordable products to its consumers. The very nature of our business enables us to place customer well-being at the core of our operations.

We work tirelessly to enhance product quality and remain committed to bolstering customer satisfaction. From designing products that promote healthy lifestyles to marketing them responsibly, we ensure that our processes are aligned towards delivering maximum value to our customers.

We have put in place mechanisms to continuously hear what our customers are telling us about what we sell and how we sell it and feed it back into improving the overall customer experience.



THE BUSINESS OF CONSUMER CARE

We manufacture world-class Ayurveda and nature-based customer products across diverse categories such as Health Care, Oral Care, Hair Care, Skin Care, Packaged Juices and Home Care. Our brands have been voted by customers as being amongst the most trusted brands in the industry.

Each of our products takes us closer to our commitment towards the Health and Well-Being of every household. Ayurveda or nature is the thread that binds all our products, which are known for their efficacy and have stood the test of time

for over a century. We strive to put safe and effective natural solutions into the hands of our customers and that is how we have gained their trust over the years.

Customer Satisfaction is of prime importance to us to build long-term, mutually beneficial relationships with our customers – anticipating their needs, appreciating their patronage and delighting them in unique, rewarding ways. As a company, we are highly connected to our consumers. By understanding what they need, we are better equipped to develop products that offer superior value.

Dabur Research & Development Centre (DRDC), our research and development wing, is well equipped with state-of-the-art modern research facilities and more than 125 highly qualified scientists (Ayurvedic doctors, chemists and phytochemists, botanists, agronomists, clinical pharmacologists, microbiologists, food technologists, bio-technologists, oil technologists, oncologists etc.). DRDC conducts stringent trials and authentication of processes to ensure that only the best and safest products reach the homes of our customers.



CONSUMER ENGAGEMENT

As part of our stakeholder engagement strategy, Dabur engages with its customers throughout the year via various initiatives.

With the emergence of social media, Dabur has been using digital platforms to communicate frequently and directly with customers. We have already created three portals – www.liveveda.com, www.mybeautynaturally.com and www.daburdentalcare.com to reach out to the modern day digitally savvy audience and address their queries on healthcare, personal care and oral care respectively. In addition, a separate portal www.daburmedclub.com seeks to connect and create a network of medical professionals, both Ayurvedic and Allopathic and disseminating information regarding various Ayurvedic and healthcare products from Dabur. To ensure timely access to easy-to-understand product and service information, we continuously enhance the content of our websites, which includes information on ways to use Dabur products, and frequently asked questions (FAQs).

Customer feedback helps Dabur improve its products. Taking consumer feedback to the next level, we also work with consumers to co-create products along with us, basis their specific needs and requirements. From time to time, we also host sessions to inform consumers about various active ingredients in our products and their clinically proven benefits. We also organise events/contests linked to our brands around sports and talent to promote healthy lifestyles amongst our target customers.

Some of the major consumer connect initiatives organised during the year 2014-15 are:



Activity 1: _____

ANMOL JASMINE HAIR OIL AT SONEPUR MELA

Dabur unveiled the largest inflatable product replica of 'Dabur Anmol Coconut Hair Oil with Jasmine' a non-sticky coconut hair oil, at the Sonepur Mela, the largest rural *mela* in Asia.

The 20-foot tall Inflatable towered over the *mela* and has emerged as a big crowd-puller at the Sonepur Mela. This also marks the first time that a new product, specially created for rural India, has been unveiled at the Sonepur Mela. Dabur used the opportunity to not just disseminate information about the product and also educate consumers about the benefits of non-sticky hair oils.

In addition to the 20-foot inflatable product replica, the company also engaged visitors to the fair with a variety of games and gave them the opportunity to 'touch, feel & experience' the new product.



Activity 2: _____

FEM MISS NORTH INDIA PRINCESS 2014

India's most trusted fairness bleach brand Fem Fairness Naturals organised a mega model hunt – Fem Miss North India Princess 2014. The pageant sought to discover the most beautiful and fresh new face of North India, a face that embodies the values of Fem – soft, fresh skin with a natural glow. The winner of the contest got a chance to feature in a music video, besides winning a brand new car.

The model hunt was conducted across colleges and institutes in North India. The on-ground activation covered cities across Delhi-NCR, Uttar Pradesh, Uttarakhand, Rajasthan, Punjab and Himachal Pradesh. The contest received over 12,000 entries from across North Indian states. In all, 10 city auditions were held to select 100 semifinalists, out of which 20 were shortlisted for the Grand finale held in Agra.

Activity 3: _____

AYURVEDA SAMVAD QUIZ

India's largest Ayurvedic healthcare company Dabur India Ltd rolled out a unique initiative to promote the age-old science of Ayurveda amongst the new generation. As part of this initiative, Dabur organised an inter-college contest – Ayurveda Samvad. More than 700 students from different Ayurveda colleges across India competed in the qualifier rounds to represent their college at the Grand Finale of Ayurved Samvad Inter-College Quiz Contest. Twenty-one students from seven colleges were selected to compete for the Finals on the basis of a month-long exercise qualifier rounds.

The objective of this event is to enhance knowledge and increase learning opportunities, through national level exposure and interaction with the larger student fraternity. The Quiz contest provides a competitive platform to students of Ayurveda to help them enhance their knowledge and bring out the best in themselves.





Activity 4: _____
REAL PUJA BLESSINGS



India's leading packaged fruit juice maker Dabur joined hands with leading *Durga Puja Pandals* of Delhi & Kolkata to distribute Réal Juice packs to devotees during the *Durga Pooja* festival. Réal juices were kept as a part of *bhog* and then distributed to all the devotees as *prasad*.

Fruits being one of the nature's best gifts are offered to Gods for their purity. They are the epitome of health and a sign of prosperity. Réal attempted to bring in health during these times of festive binging. This connect of Réal being equivalent to fruits and health is being taken forward this *Durga Puja*, where Réal juices were given to devotees. Réal juices were effectively replacing fruits in *Puja prasads* being offered at *Puja pandals* across Delhi and Kolkata. This gave the same purity and health of fruits in a more convenient form to consumers and helped them celebrate the festival in a joyous manner.

Activity 5: _____
HAJMOLA CHATPATA NO.1



Dabur Hajmola organised a mega comedy talent hunt with the launch of Hajmola Chatpata No.1, which saw an overwhelming response with over 5,000 people participating. Auditions for this talent hunt was organised across 80 towns in Uttar Pradesh and 40 in Bihar to identify the best in stand-up comedy. The campaign also saw the brand reach out to 80 lakh people through various media. The winner of this talent hunt got a chance to make an acting debut in BIG MAGIC's hit comedy caper '*Ajab Gajab Ghar Jamai*'.



What is that life worth which cannot bring comfort to others



ENGAGING CHANNEL PARTNERS

We also organise customised education programmes for our B2B customers such as beauty parlours and Ayurvedic doctors. We partner with qualified beauticians and conduct training programmes for beauty parlour's staff around Dabur's line of beauty products.

On the same lines, we also engage with Ayurvedic doctors through workshops and educate them about Dabur's Ayurvedic medicines. We have also conducted plant visits and tour of our R&D unit to give these professionals and students a better understanding of the science that goes behind making the range of Ayurvedic medicines.



HEARING BACK FROM OUR CUSTOMERS

Given our penchant for customer delight, Dabur has been engaging with customers on an ongoing basis and conducts methodical research on their satisfaction with respect to our products and advertisements. These surveys are conducted through established third-party market research firms. We undertake regular brand tracking exercises to assess brand preference scores and impact of our advertisements.

Blind product tests are also conducted to gauge customer satisfaction vis-a-vis products of our competitors. Similar research is also conducted with our sales channel that includes professional partners such as Ayurvedic doctors and beauty parlour owners. ■





बाल अधिकार

- 6-14 वर्ष तक के सभी बच्चों को निःशुल्क शिक्षा ।
- अनुसूचित जाति/जनजाति के बालक तथा बालिकाओं को निःशुल्क पाठ्यपुस्तक।
- शैक्षणिक निधि के सभी बालक/बालिकाओं को निर्धारित मीनू के अनुसार गर्म भोजन की तैयारी।
- शैक्षणिक यूनिफॉर्म।
- 6-8 में ₹480/- वार्षिक निधि विद्यालय हेतु
- निधि व अविभाक

लम्बाई वजन तालिका

किशोरे उम्रों में लम्बाई वजन तालिका

आयु वर्ग	लड़के	लड़कियाँ
8+	127.9 - 26.1 kg	127.2 - 26.0 kg
9+	133.3 - 29.2	132.5 - 29.0
10+	138.0 - 31.0	138.5 - 32.6
11+	142.7 - 34.0	145.1 - 36.2
12+	148.4 - 37.8	151.5 - 42.5
13+	155.0 - 42.4	157.8 - 48.1
14+	162.1 - 47.2	
15+	176.5 - 51.0	

The Road Ahead

For India's growth to transform into development, we believe that companies must evolve from being plain profit-makers to 360-degree change-makers. Profitability may be at the heart of any business, but it cannot be the soul of it.

Our commitment to well-rounded responsible growth is reflected in our targets. We will continue to explore opportunities for making our operations even greener and our growth more social. We are seeking opportunities in the fields of solar and wind power energy to power our operations at plants and offices.

We are also working towards making our key products carbon neutral. As we move forward, we will continue to expand our Bio-Resource Development project to revive endangered herbs and positively impact the lives of the associated marginal farmers and forest-based communities.

As our operations grow, we will continue to replicate the lessons and achievements from our existing units in our new endeavours. Our overseas subsidiaries are also encouraged to take up community development and environment sustainability initiatives.

For instance, our Nepal subsidiary runs:

- Computer literacy programmes and also distributes free computers to schools

- Free Cutting & Tailoring Training Center for Women in villages near the factory
- Fruit Plant distribution among villagers
- Honey Bee colony development in villages
- Development and maintenance of Herbal Garden
- Health Camps
- Free dispensary for villagers
- Traffic awareness programmes

In Dubai, we organise:

- Blood Donation Camps
- Donation of clothes and hygiene hampers for women and children

In addition, Oral Hygiene workshops are also organised in Nigeria.

Dabur will continue to work towards anticipating future customer needs as their priorities change throughout their lives and careers, and further foster long-term customer loyalty. With Sundesh, we will continue to work closely with the communities surrounding our operations and generate invaluable social capital in the process.

A beginning has been made, but there are still miles to go before the huge disparity in the community is bridged and a better future delivered to every child... Our ultimate aim is to put a smile on every face. ■



Dabur will continue to work towards anticipating future customer needs as their priorities change throughout their lives and careers



बेटी है तो कल है
SUNDESH

संदेश
बचाओ BETI BACHAO
Dabur
वहन चाहिए, पत्नी चाहिए... फिर बेटी क्यों नहीं?
सामाजिक उत्तरदायित्व का निर्वाह

Success Stories



Lakshmi Gangwa

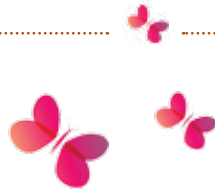
Age: 18 | Village: Gularbhoj

Lakshmi was always a highly spirited kid and felt that her speech and hearing-impairment would never be a stumbling block in her path to leading a normal life. However, lack of requisite skills was turning out to be a big impediment for this 8th class school drop-out.

At a regular community meeting, our representatives got to know about Lakshmi and decided to meet her parents and encourage them to let her pursue vocational training courses at our Nari Shakti Kendra at Kopa Lal Singh. Lakshmi was enthusiastic and joined the Cutting & Tailoring course at our Centre. After

completing this course, she also underwent the Beautician training course, besides training in Handicraft making.

“I have never seen her happier. Now she takes up stitching jobs at home and has been adding to our household income. In addition, she also does make-up for girls and women in the village during the wedding season. She has also been making bags and stuffed toys and selling them in the village. She is now financially independent,” said Lakshmi’s mother Saroj, who works with the government Primary School in her village. ■



Mahendar Kumar

Age: 35 | Village: Buksaura

A small farmer, Mahendar, like most others in his village, has always been using chemical fertilisers for his crops. An educated person, Mahendar read about the ill-effects of these chemicals and decided to look at more organic ways of farming.

With no access to information on such products, Mahendar approached our community representatives seeking help in organic farming techniques. Through the representatives, he

learnt about vermi-compost and decided to start adopting it.

“I set up a small unit for vermi-compost in my backyard and soon I had enough to use in my fields. Later, I started selling it to other farmers in the community and earning good money from this. Dabur’s representatives also helped me market it outside to other farmers and organisations. Today, I earn nearly ₹4-5 lakh a year just from selling vermi-compost,” Mahendar said. ■





Poonam Devi

Age: 30 | Village: Buksaura

Poonam moved to village Buksaura after her marriage to a marginal farmer at a very young age. As her family grew, she realised that the small income that came from their farmland was not enough to support their extended family and also pay for their kids' education. That was when Poonam decided to work towards enhancing her household income.

She learnt about the Nari Shakti Kendra that Dabur runs in her village and enrolled herself for a Cutting & Tailoring course. After completing the course, she joined the Beautician training course too at the centre and started taking up stitching jobs at her home.

From the initial money that earned through the stitching jobs, Poonam set up a small tailoring-cum-beauty salon at her residence. "Joining the Nari Shakti Kendra was the best thing to happen to me. Besides learning the skills of tailoring and beautician, the representatives of this Kendra also taught me the basics of running a parlour and a cosmetic shop. Armed with these skills, I set up this small Shringarika centre. Today, I earn around ₹15,000 from this shop during peak wedding season," said Poonam. ■



एक कदम स्वच्छता की ओर

स्वच्छ भारत अभियान

"सात सौ से सात कदम"

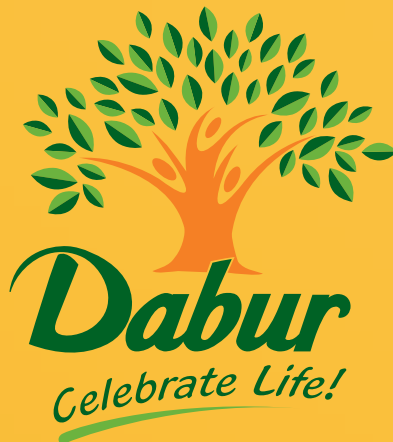
महिलाओं के मान सम्मान के लिए

Sani Fresh की एक पहल

सहयोगी संस्था - संदेश स्वयं सेवी संस्था

(डाबर द्वारा सामाजिक उत्तरदायित्व का निर्वाह)





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