

SUSTAINABILITY
REPORT
2021-22



For a healthy growing nation



**OUR RECIPE
FOR SUSTAINABILITY**

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Theme Overview

Our Recipe for Sustainability

Our purpose at Adani Wilmar is to 'spread goodness and wellbeing' with a vision to deliver safe, nutritious and quality packaged food products for a healthy growing nation. With values rooted strongly in our commitment, we endeavor to accomplish customer expectations with product quality, innovation and the highest standards of sustainability. Throughout our value chain from - sourcing, distribution, and to end-of life of products, the environmental, social, and governance aspects are integrated in our business practices. Catering to the Indian tastebuds for over two decades, and through our persistent efforts to engage in responsible business practices, we envision to drive transformation in the FMCG sector.

Reiterating our commitment to innovation and adaptability, we pioneered the introduction of recyclable packaging for edible oil pouches within the industry in India. By being closer to the community in which we operate, we focus on livelihoods and long-term value creation. Our concerted efforts towards these initiatives allow us to be resilient and provide inclusive growth to all stakeholders while continuing our contribution to sustainability in a competitive business environment.



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About the Report

We, at Adani Wilmar Limited (AWL) are pleased to bring forward our maiden 'Sustainability Report' for FY 2021-22. The Report presents information regarding our sustainability approach and the initiatives undertaken during the reporting period. Our non-financial disclosures including qualitative and quantitative information regarding material topics and stakeholder expectations form a part of this Report. The disclosures in the Report are for the period of 1 April 2021 to 31 March 2022. The Report will be updated annually on our website, www.adaniwilmar.com.

The Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards -Core option and align with World Economic Forum International Business Council's (IBC) ESG framework (WEF-ESG) core metrics. The ESG disclosures in the Report are also aligned with UN Sustainable Development Goals (UNSDGs) and UN Global Compact (UNGC) principles.

Reporting Frameworks

The Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards -Core option and align with World Economic Forum International Business Council's (IBC) ESG framework (WEF-ESG) core metrics. The ESG disclosures in the Report are also aligned with UN Sustainable Development Goals (UN SDGs) and UN Global Compact (UNGC) principles.

Scope and Boundary

The information provided on non-financial parameters in the Report is for our 23 plants and seven offices in India. It also covers our markets served in 28 states and 10 union territories in India and 60 international locations. Subsidiaries of Adani Wilmar Limited included in the consolidated financial statements are not covered as part of the Report.

Statement of Responsibility

We acknowledge the responsibility of providing precise and transparent information to our stakeholders. All the information provided in this Report is accurate to the best of our knowledge.

Assurance Statement

The data reported for FY 2021-22 and FY 2020-21 has been externally assured by Intertek India Private Limited. The assurance is based on International Standard on Assurance Engagements (ISAE) 3000 (revised). The assurance statement is available in the Business Responsibility and Sustainability Report which forms part of the Annual Report of FY 2021-22.

Forward-looking Statement

This Report includes forward looking statements that depict our future plans, assumptions based on our historical performance and anticipated outcomes. These assertions are subject to alter on the basis of industry growth, government regulations, market trends and other factors. AWL is not obligated to publicly update any forward-looking statement in light of new information, future events or otherwise.

Feedback and Contact

We value the opinion of our stakeholders, and we make every sincere effort to address all their grievances and concerns. Any feedback or suggestions or any stakeholder concerns can be communicated to us on investor.relations@adaniwilmar.in.

Message from the CEO and MD



Dear Stakeholders,

It gives me an immense sense of fulfilment to see the growth story of Adani Wilmar over the past 22 years during which it metamorphosed from a newly founded company into India's largest and fastest growing Food FMCG company. While during these years growth has been the driving engine of the company, our priorities have evolved from becoming a company that is singly focused on growth to a company that is inclusive and broad based in its goals. We believe that broad basing our organizational goals are necessary to bring us in sync with the emerging global ESG environment. The growing sensitivity of stakeholders towards ESG has been accelerated in the current pandemic stricken global economy

The COVID-19 pandemic forced us to push our efforts beyond imagination, which also led to a revamp of the entire ecosystem of Environmental, Social and Governance (ESG) practices across industries. We firmly believe in integrating ESG practices within our operations to create long-term value for all our stakeholders. Our commitment to deeply embed sustainable practices across all our operations emerge from mission to build a 'Healthy Growing Nation'. Thus, we are proud to present our first ever ESG report to all our stakeholders.

Envisioning to grow sustainably, we have steered efforts towards green manufacturing processes and striven to limit the potential negative impact we might have on the environment. In our effort to reduce environmental footprints, we draw guidance primarily from Wilmar's No Deforestation, No Peat, No Exploitation (NDPE) Policy and other sustainability related policies. We were the pioneers of implementing recyclable packaging for edible oil pouches in India. It is noteworthy to mention that more than 97% of our packaging material is recyclable. We even comply with Extended Producer's Responsibility (EPR) for plastic waste management. From a resource usage perspective, we have effectually installed solar panels at 6 of our plants across the country and have Zero Liquid Discharge (ZLD) across nine major plants.

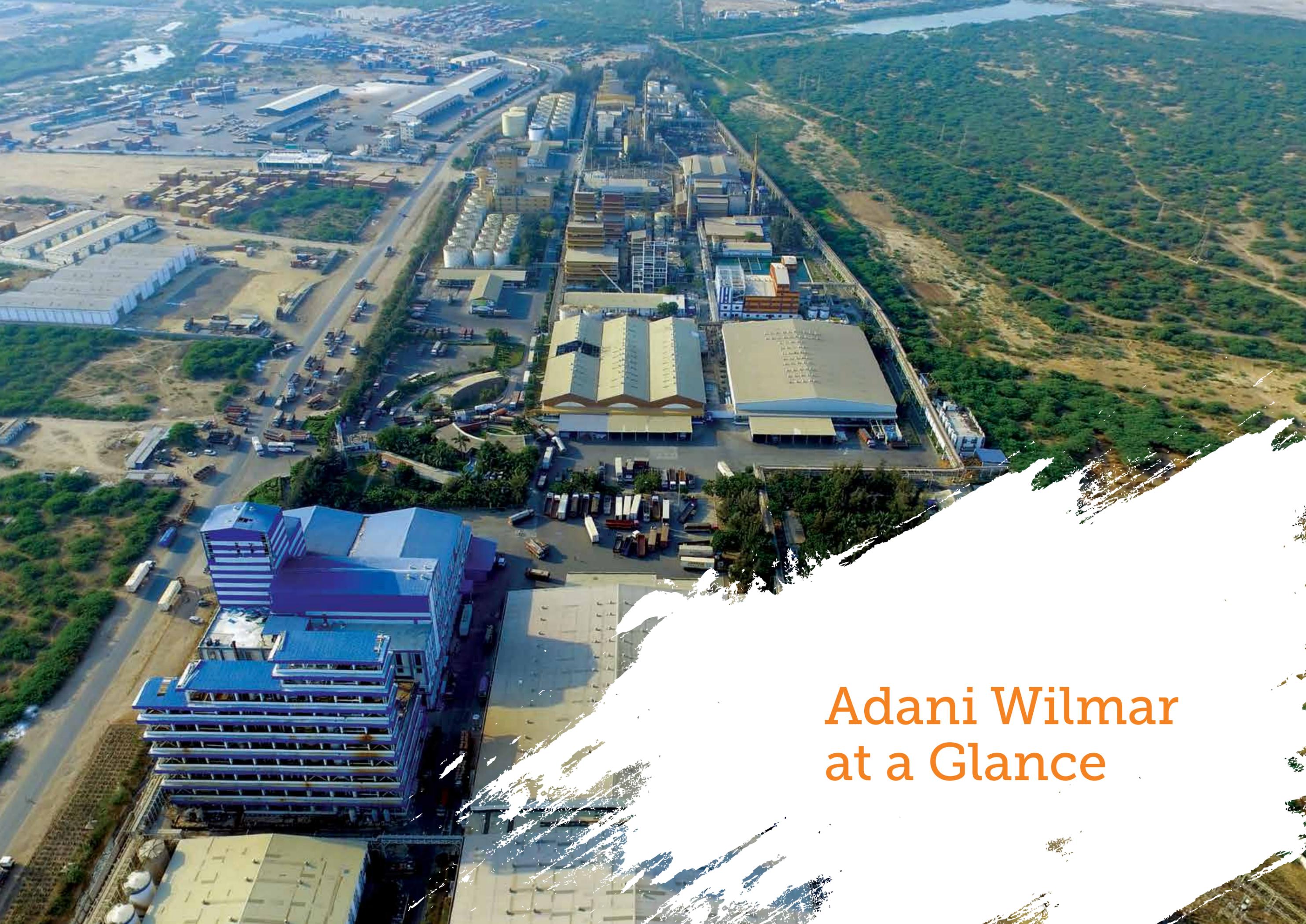
Our fundamental concepts for operating as a responsible entity are responsible sourcing, responsible operations, and responsible business. As a business with vast logistical infrastructure, we carefully manage our sourcing processes and supply chains. Our procurement and distribution networks have remained resilient in COVID times and thereafter. We owe this to our long-standing experience in the food and FMCG sector. To ensure that our procurement process is green and sustainable, we exercise control by monitoring and governing to the maximum extent feasible. Likewise, to limit food loss and make the supply chain more efficient, we have a robust supply chain system in place. We have incorporated digital solutions across the system for various processes such as scenario, and demand planning, monitoring social welfare in the warehouses, vendor onboarding, payment mechanism, freight and logistical management, and real-time vehicle tracking.

Over the past two decades, the company has achieved incredible milestone of creating a beloved household brand - Fortune: the largest selling edible oil brand in the country – a brand created with a vision to deliver safe, nutritious, and quality packaged foods under the umbrella of innovative and the highest standards of ESG practices. Furthermore, our endeavor to meet our consumer's expectations has consistently guided us in expanding our superior quality products selection. Even in the reporting year, we were determined and motivated to launch healthy and nutritious food and essential products for our wide range of consumers. Additionally, we conform to the guidelines provided by Food Safety and Standards Authority of India (FSSAI) and National Institute of Nutrition (NIN) and follow the maximum 2% trans-fat level for 16 products. Our commitment to nutrition is the force behind pushing us to research and bring the trans-fat levels to 1% or lower. Moreover, we highly value our consumers and over the years have established a long-term relationship of trust with them. To maintain this relationship, it is pertinent that we solve any difficulties or complaints faced by the consumers with promptness. To do so, we have updated the redundant and inefficient channels of communication with more agile and efficient technological platforms.

From a human capital perspective, our employees are the pillars of our success. We believe in providing them with an environment to develop, learn, and flourish. We introduced a leadership development training for a select group of eligible employees. This assisted us in assessing any knowledge, skill, or other gaps, and offered creative ways to address them through various learning and training programs and tools. Besides this, being in the manufacturing section, we ensure that the employees are facilitated with the most appropriate safety standards to prevent work-related accidents and illnesses. Also, we operate with a sense of giving back to the community in which we operate. Our community led initiatives put our words "For a healthy growing nation" into action by focusing on nutrition and health of underprivileged communities ensuring inclusive socio-economic development by means of our CSR project, SuPoshan. Through this project, we have touched more than 1.6 million lives across 1,200+ villages. In addition to combating the nutrition related problem, we also train and empower the women in the community as volunteers, called SuPoshan Sangini, to assist us in reaching the last-mile dwellers. Through this initiative, we have also created employment for more than thousand sanginis. We further strive to free the nation from the unrelenting plague of malnutrition and anaemia. Our broader aim through this initiative is to support in reduction of the infant mortality rate and maternal mortality rate.

Sustainability is a long-term journey driven with a vision to set us on a path of inclusive, responsible, and resilient growth and future. Vowing to continue on this path, we believe this ESG report is the first in the series to pave way for our exemplary business journey promising a cleaner, greener, and better tomorrow.

Regards,
Angshu Mallick
CEO & MD



Adani Wilmar at a Glance

₹ 54,214 Cr.
revenue FY 21-22

Export to 50+
Countries

23 Manufacturing
Plants in India

5,500+
Employees*

*Including employees
on contract

Incorporated in 1999, we came into being as a 50:50 Joint Venture (JV) of two illustrious groups, the Adani Group, and the Wilmar Group. The Adani Group is a global conglomerate with businesses in sectors like logistics, energy, and utility sectors, while the Wilmar Group is a leading agribusiness group in Asia. We benefit immensely from the rich knowledge of markets, supply chain and technical know-how of both our parent companies and are the longest serving JVs in the country. Our flagship brand 'Fortune' is India's largest edible oil brand, and we are also deemed as the leading importer of crude oil in the country. We are also the nation's biggest manufacturer and exporter of both, castor oil and oleochemical, while being one of the largest and fastest growing FMCG companies in India.

Over the past two decades, our flagship brand 'Fortune' has become a household name across the country. Today, our company has built world-class manufacturing facilities across India – managing over 50

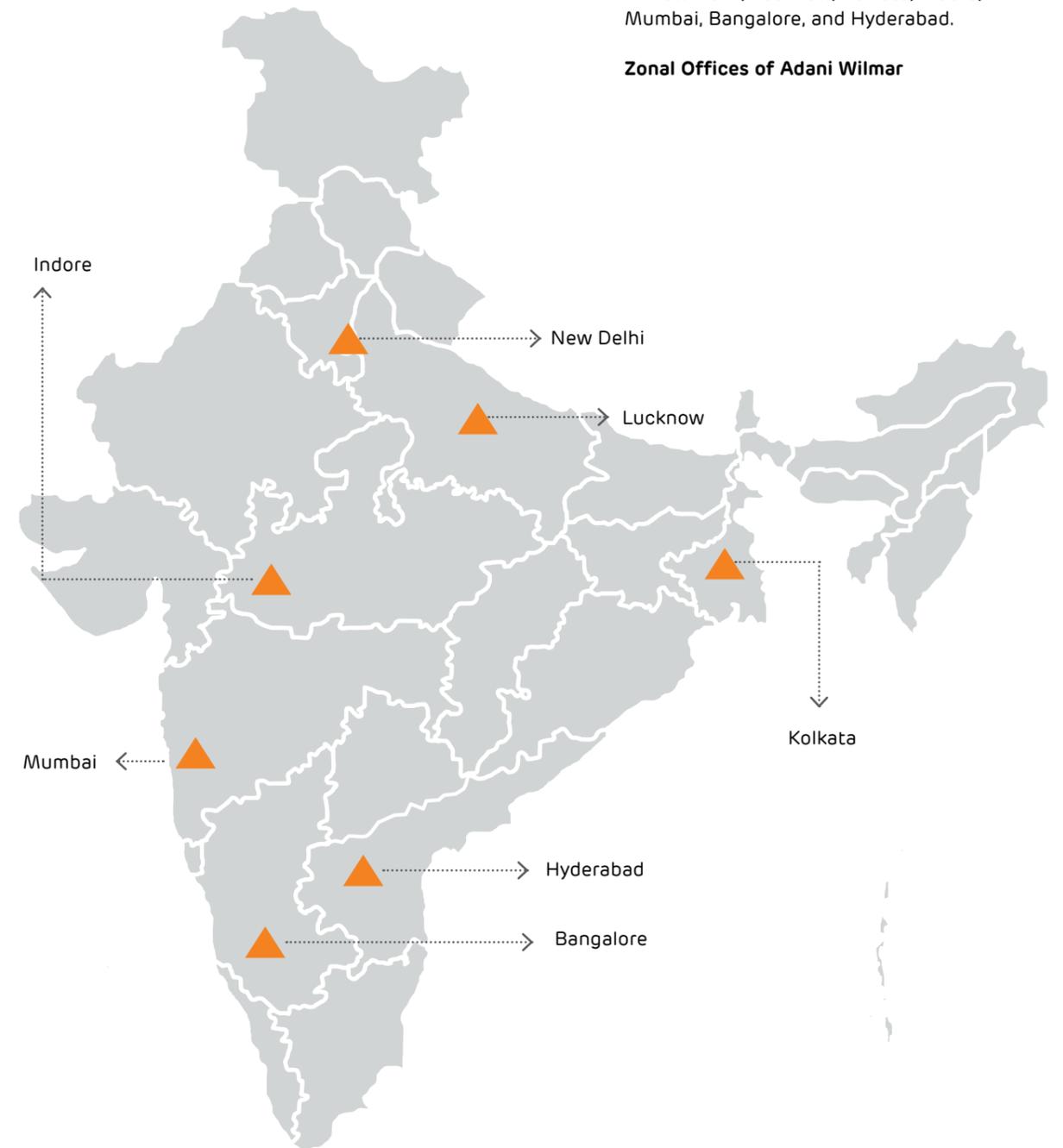
manufacturing facilities. Our pan-India distribution network is one of the best amongst the FMCG companies, translating into a retail reach of over 1.6 million outlets and over 113 million households. Additionally, our company has a strong and growing export business with over 50 countries across the world. We strive to deliver safe, nutritious, and superior quality products (such as edible oil, wheat flour, rice, pulses, sugar, soaps, etc.) to our consumers. As a responsible business with a vast sourcing, manufacturing, and distribution structure, we firmly believe in deeply integrating different facets of sustainability in our business approach and processes across the value chain.

We recently came out with an Initial Public Offering (IPO) in February 2022 and were subsequently listed on the Indian stock exchanges – Bombay Stock Exchange (BSE) Limited and National Stock Exchange (NSE) Limited. We have JVs with KTV Health Foods Private Limited, Visakha Polyfab Private Limited and AWN Agro Private Limited.

Operational Footprint - Geographical Presence

Headquartered in Ahmedabad, our presence spans across 7 zonal offices in New Delhi, Lucknow, Kolkata, Mumbai, Bangalore, and Hyderabad.

Zonal Offices of Adani Wilmar



Vision and Values

Our vision is to be a leading agribusiness company committed to sustainably deliver safe, nutritious and quality agricultural commodity and food through innovation, highest standards of environmental, social and governance practices, and the creation of livelihoods in communities in which we operate to deliver long-term value to all our stakeholders.

Our Values are three-fold:



Trust

We shall believe in our employees and other stakeholders



Commitment

We shall stand by our promises and adhere to high standards of business

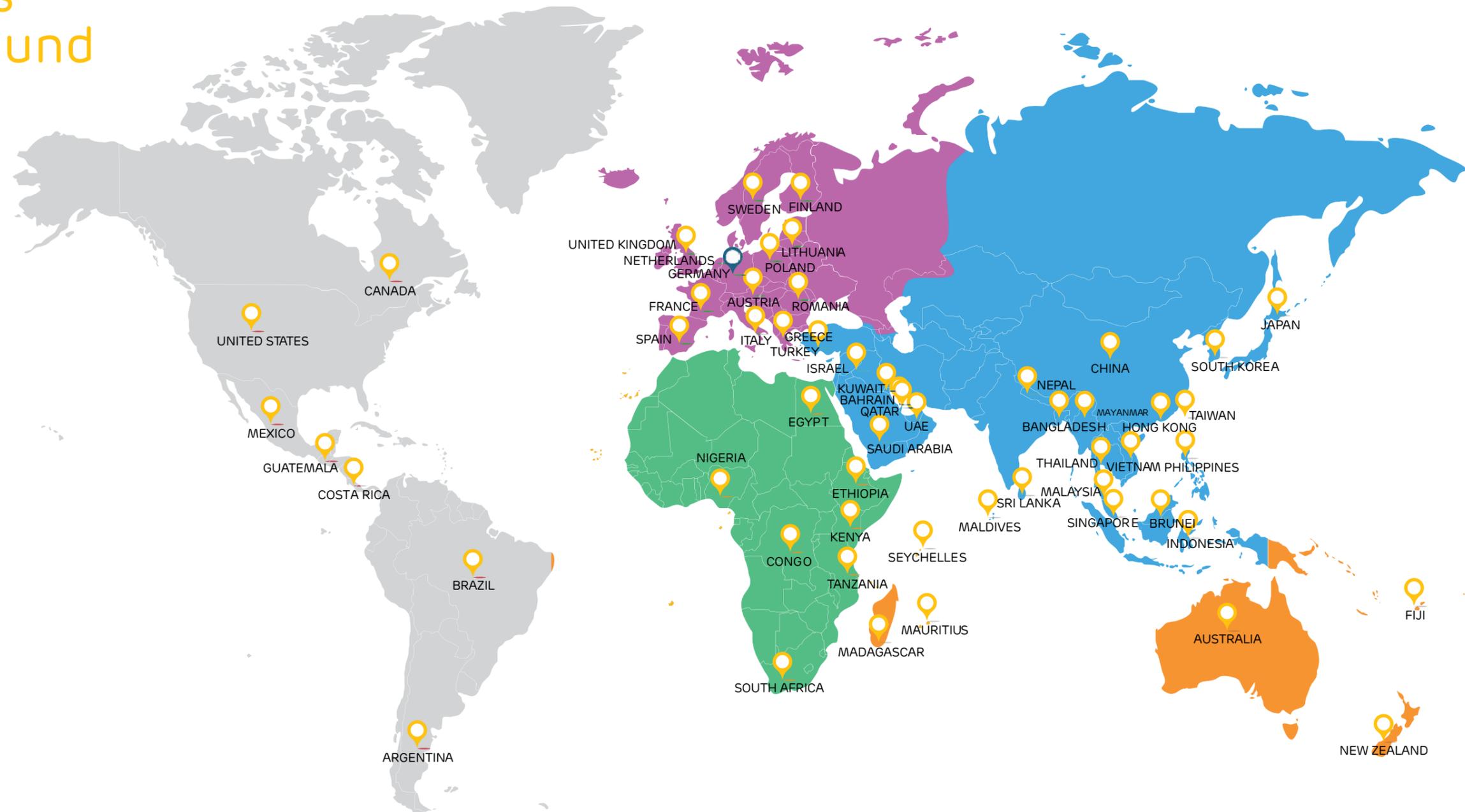


Courage

We shall embrace new ideas and business

Our market presence is spread across 28 states and 10 union territories in the country and is present in around 50 countries overseas.

From a manufacturing perspective, our facilities are located across 50 locations which also includes 23 own plants across 10 states. Our market presence is spread across 28 states and 10 union territories in the country and is present in around 50 countries overseas. We have 33 franchised retail format stores across the country under the name 'Fortune Mart'. In order to promote alternate distribution channels, we have an online Direct to Consumer (D2C) platform - 'Fortune Online' with over 1,50,000 downloads. The Fortune Mart stores act as a fulfillment center for our D2C channel.



Going forward, as we grow, we aspire to maintain Year-on-Year (Y-O-Y) growth of over 30%

Scale and Growth

At Adani Wilmar, we are known for the market leadership in packaged foods which includes edible oil, wheat flour and basmati rice. Furthermore, during the reporting period, we have achieved the milestone of becoming the leading brand in food FMCG category in India. Going forward, as we grow, we aspire to not only maintain Year-on-Year (Y-O-Y) growth of over 30% but also take an exclusive lead in the branded staples food category. We foresee growth in the branded staples owing to increasing customer demand for healthier and hygienic food. Moreover, from an expansion standpoint, our presence is not only limited to urban

India, but we also cater to large section of rural India.

Being a Tastier, Healthier, and Affordable Choice

Positioned in the food and agribusiness sector, our offerings range from consumer staples to value-added products. Therefore, we have always prioritised balancing the taste and nutritional composition of our products to an optimal level while keeping the price well within the affordable range.

Our portfolio includes a wide range of oils and fats including Fortune, our flagship oil brand, along with Bullet,

Aadhar and Raag oils, speciality fat and vanaspati products under our brand Avsar and Jubilee and speciality products under the lauric and non-lauric range for frozen desserts, confectionary, and bakery applications. We follow all the Indian nutritional standards and guidelines provided by Food Safety and Standards Authority of India (FSSAI), National Institute of Nutrition (NIN) and, Agricultural Marketing (AGMARK) laws to ensure that our products contain adequate nutritional value. With the introduction of innovative technological processes such as fractionation, interesterification and complete hydrogenation of products, we were able to meet the 2% trans-fat guideline for all types of edible oils and fats. Currently, we are focusing on customer specific requirements for bringing the trans-fat level below 1%. All our product labelling is done as per Legal Metrology Act 2009, for providing appropriate understanding of the product contents to our customers.

To ensure that we are the first choice among customers, maintaining a competitive pricing strategy is crucial. Our innovative supply chain management systems have enabled us to profoundly reduce the cost of our products keeping them in an affordable range. Additionally, our production and stocking

facilities across the nation, in close proximity to consumption markets aids in ensuring cost efficiency and product availability. We firmly follow the Fortune brand philosophy of production and costing which promotes acquiring 38% of raw material from local suppliers.

We were able to meet the 2% trans-fat guideline for all types of edible oils and fats. Currently, we are focusing on customer specific requirements for bringing the trans-fat level below 1%.

Supply Chain Disruptions in FY 2021-22

In the second half of the FY 2021-22, we witnessed disruptions in the supply chain because of geopolitical tensions. India imports 70% of India's sunflower oil requirements from Ukraine. The war led all the buyers to explore other alternatives, like exporting from Turkey, Argentina, and Russia. Our dynamic sourcing strategy helped us continue our business without any significant disruption in our operations.

Brands and Products
Products launched in FY 2021-22



Poha

Ready to cook Khichdi

Fortune Total Balance Oil

Additional details of our brands and products are available on our website.



Providing Food for All during the Pandemic

As a market leader in food FMCG category, we believed it to be our core responsibility to provide food for all, those who had lost their source of income or were facing a food related crisis owing to the sudden lockdown. We distributed over 25,000 liters of edible oil and grains free of charge to those situated around our factories. Food packets were given to truck drivers and workers at the plants for free. Additionally, we arranged and provided grains and oil to community kitchen run by the CM relief programme and local administration in Gujarat, UP, Maharashtra, Madhya Pradesh, and Delhi at subsidised rates. We also supported a variety of Non-Governmental Organisations (NGOs) and religious institutions with their essential requirements at a discounted price.

Performance Highlights

Environment-Social-Governance Highlights for FY 2021-22

₹ 1,909 Cr.
EBIDTA

44,829
Saplings planted
during the reporting
period

₹ 804 Cr.
PAT

₹ 7.30 Cr.
CSR expenditure in the
reporting period

Zero fatality
during the reporting
period

13+ Lakhs
lives touched through
CSR initiatives

97%
of Packaging
is recyclable

3.04MW
Cumulative capacity of solar
panels installed in six plants

Awards and Accolades

AWL Kakinada Plant

QCFI Gujarat state
Convention 2021
with gold medal

National award
for manufacturing
competitiveness

CII Food safety award;
HSC excellence and
sustainability award

National
convention on
quality concept
by QCFI

AWL Mangalore

CII award for
commendation
certificate for significant
achievement in
Food safety

Received
Excellence award at
35th National convention
on quality concept
for LSS project.

Received Gold
award 30 second QCFI
Gujarat state convention
for LSS project.

AWL Mantrallyam

30 Second
VCC QC given by
QCFI.

35th National
convention on
Quality concepts
given by QCFI.

AWL Haldia 1

Grow care India
Environment award
for 2020

AWL Krishnapattanam

Achieved
certification 6 sigma
project and received
yellow belt in
FY 2021-22

AWL Neemuch

CII Food safety
award 2021.

AWL Vidisha

National Award
for manufacturing
competitiveness.



Stakeholder Engagement and Materiality Assessment





The table below summarises the significance, mode of engagement and the key priorities raised by respective stakeholders.

Stakeholder Group	Importance	Mode of Engagement	Key Priorities
Customers	<ul style="list-style-type: none"> Partners in developing quality products 	<ul style="list-style-type: none"> Multiple channels 	<ul style="list-style-type: none"> Maintain contact with customers and request their feedback on the various products that the company manufactures
Employees	<ul style="list-style-type: none"> Driving force behind achieving business objectives 	<ul style="list-style-type: none"> Direct, through email Townhall CEO interactions 	<ul style="list-style-type: none"> We follow an open-door policy
Vendors and Suppliers	<ul style="list-style-type: none"> Providers of materials or services for business operations 	<ul style="list-style-type: none"> Multiple channels 	<ul style="list-style-type: none"> Stay in touch with vendors and suppliers who supply relevant raw and other materials to the company
Shareholders and Investors	<ul style="list-style-type: none"> Providers of financial capital 	<ul style="list-style-type: none"> Email, Website Newspaper advertisements Stock exchange intimations Annual/quarterly financial results and Investor meetings and conferences 	<ul style="list-style-type: none"> Updates on the company's progress
Regulators	<ul style="list-style-type: none"> Drivers for adhering to laws, regulations, government directives and policies 	<ul style="list-style-type: none"> Emails One on one meetings, con-calls Video conference 	<ul style="list-style-type: none"> Discussions with respect to various regulations, amendments, inspections, and approvals
Communities and NGOs	<ul style="list-style-type: none"> Drivers of achieving business solutions Providers of competitive edge to business 	<ul style="list-style-type: none"> Directly or through Adani Foundation 	<ul style="list-style-type: none"> Support Fortune SuPoshan, an initiative to eradicate anaemia and other socially significant projects

Stakeholder Engagement

At AWL, we believe in a collaborative approach with stakeholders to achieve our aim of building a healthy growing nation. We treasure the opinions of our stakeholders and consider it as a strategic input for long-term value creation. This has led to strengthening of our policies and processes to cater to the needs of our stakeholders.



Materiality Assessment

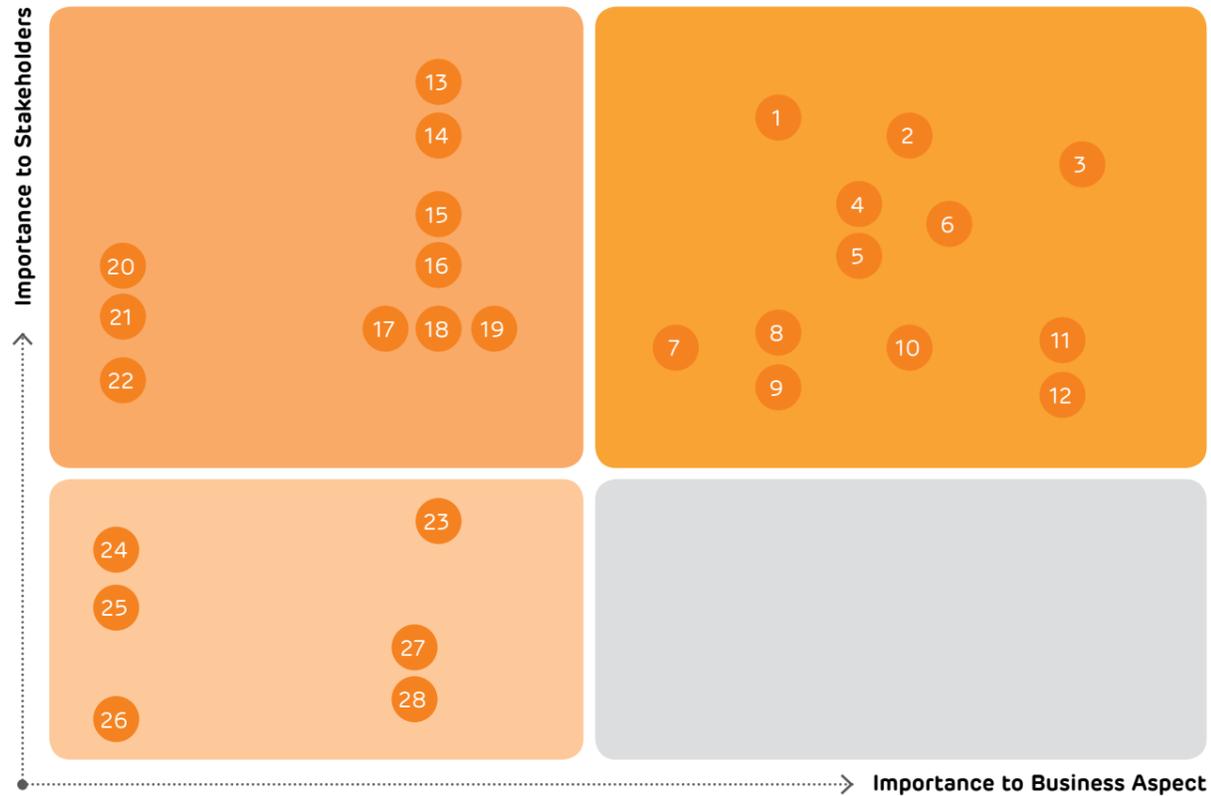
Materiality assessment is an essential process of determining important Environmental, Social and Governance (ESG) aspects that influence business performance and have impact on stakeholder interests. These material topics guide our sustainability strategy, initiatives, and reporting. The exercise has been carried out in the following way:

- 1 **Identification:** The process began with the identification of a list of material topics that are relevant and applicable to our business activities. Further, a repository was curated based on industry research, benchmarking, and departmental interactions. Upon detailed analysis, the material topics were narrowed down.
- 2 **Prioritisation:** The shortlisted material topics were prioritised according to the responses received from internal and external stakeholders on a structured evaluation questionnaire.
- 3 **Finalisation:** Following the inputs from the Leadership team to identify the topics relevant and creating business impact, we ranked the identified material topics from high to low priority.

The assessment result is represented in the matrix below. The material topics identified as high priority are represented in the top right quadrant of the matrix.

Materiality Assessment Matrix 2022 - AWL

High priority material topics are in the top right quadrant

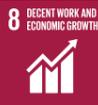
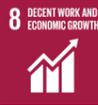
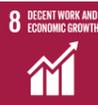


- | | |
|--|--|
| 1. Regulatory Compliance | 15. Waste Management |
| 2. Health, Safety and Well-being | 16. Anti-Bribery & Anti-Corruption |
| 3. Business Ethics, Integrity and Transparency | 17. Product Life Cycle Assessment |
| 4. Labour Practices | 18. Human Rights |
| 5. Sustainable Packaging | 19. ESG Governance |
| 6. Risk Management | 20. Data Privacy and Security |
| 7. Energy and Emissions Management | 21. Product Marketing and Labeling |
| 8. Water Management | 22. Grievance Redressal Mechanisms |
| 9. Training and Development | 23. Innovation and Technology |
| 10. Responsible Sourcing and Supply Chain Transformation | 24. Talent Attraction and Retention |
| 11. Community Development | 25. Environment Disaster Preparedness |
| 12. Extended Producer Responsibility | 26. Diversity and Inclusion |
| 13. Product Quality and Safety | 27. Ecological Impact |
| 14. Customer Satisfaction | 28. Climate Change Adaptation and Mitigation |



The following table represents the assignment of high-priority material topics to each key performance indicator. We aim to review these important issues on an annual basis in line with our business goals.

Material Topic	GRI Standard	Alignment with SDGs	Key Performance Indicators
Environment			
Extended Producer Responsibility	• GRI 306: Waste		• Management of significant waste related impacts
Responsible Sourcing and Supply Chain Transformation	• GRI 308: Supplier Environment Assessment • GRI 414: Supplier Social Assessment		• Traceable and transparent supply chain • Digitisation of supply chain
Sustainable Packaging	• GRI 301: Materials		• Reclaimed products and their packaging materials
Water Management	• GRI 303: Water and Effluents		• Water withdrawal • Water consumption
Energy and Emissions Management	• GRI 302: Energy • GRI 305: Emissions		• Direct (Scope 1) greenhouse gas (GHG) emissions • Energy indirect (Scope 2) GHG emissions • GHG emissions intensity • Reduction of GHG emissions

Material Topic	GRI Standard	Alignment with SDGs	Key Performance Indicators
Social			
Community Development	• GRI 413: Local Communities	  	<ul style="list-style-type: none"> • Operations with local community engagement, impact assessments, and development programs
Health, Safety and Well being	<ul style="list-style-type: none"> • GRI 401: Employment • GRI 403; Occupational Health and Safety • GRI 416: Customer Health and Safety 	 	<ul style="list-style-type: none"> • Benefits provided to full-time employees that are not provided to temporary or part-time employees • Parental leave • Occupational Health and Safety Management System • Work-related injuries • Incidents of non-compliance concerning the health and safety impacts of products and services
Training and Development	• GRI 404: Training and Education		<ul style="list-style-type: none"> • Average hours of training per year per employee • Programs for upgrading employee skills and transition assistance programs • Percentage of employees receiving regular performance and career development reviews
Labor Practices	<ul style="list-style-type: none"> • GRI 408: Child Labor • GRI 409: Forced or Compulsory Labor 		<ul style="list-style-type: none"> • Operations and suppliers at significant risk for incidents of child labor • Operations and suppliers at significant risk for incidents of forced or compulsory labor
Governance			
Business Ethics, Integrity and Transparency	<ul style="list-style-type: none"> • GRI 205: Anti-corruption • GRI 206: Anti-competitive behaviour 		<ul style="list-style-type: none"> • Operations assessed for risks related to corruption • Communication and training about anticorruption policies and procedures • Confirmed incidents of corruption and actions taken • Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices
Regulatory Compliance	• GRI 307: Environmental Compliance		<ul style="list-style-type: none"> • Non-compliance with environmental laws and regulations • Adherence to applicable laws and amendments across operations
Risk Management	• Non-GRI	--	<ul style="list-style-type: none"> • Key impacts, risks, and opportunities





Sustaining a Strong Foundation

Enhancing Business Transparency and Accountability

The governance philosophy of our parent companies viz. Adani Group and Wilmar Group are deeply ingrained in our culture and values.

The growth and prosperity of our organisation has its foundation in the robust governance framework that we uphold. Our governance philosophy as mentioned below, along with our culture and values, serves as a guiding north star, encouraging us to reach the milestone of taking the organisation from being Good to Great. Our governance framework provides us direction for reaching our objectives and guides us towards excellence, while being accountable to our stakeholders.

Our policies, frameworks and processes direct our business strategies while maintaining integrity, ethical conduct and fairness to our stakeholders, including employees, value chain partners, community, investors, and the regulatory authorities.

Our Corporate Governance Philosophy

The governance philosophy of our parent companies viz. Adani Group and Wilmar Group are deeply ingrained in our culture and values. As we grow and develop, this philosophy helps us to sustain the business challenges. We embrace innovation with courage in developing diverse range of products for our consumers. Our belief in our employees and other stakeholders enables us to deliver long-term

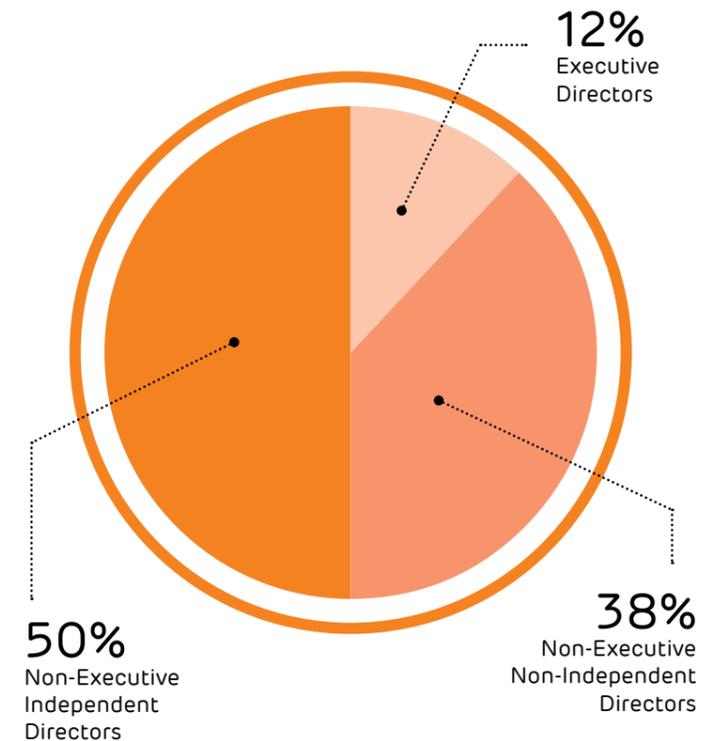
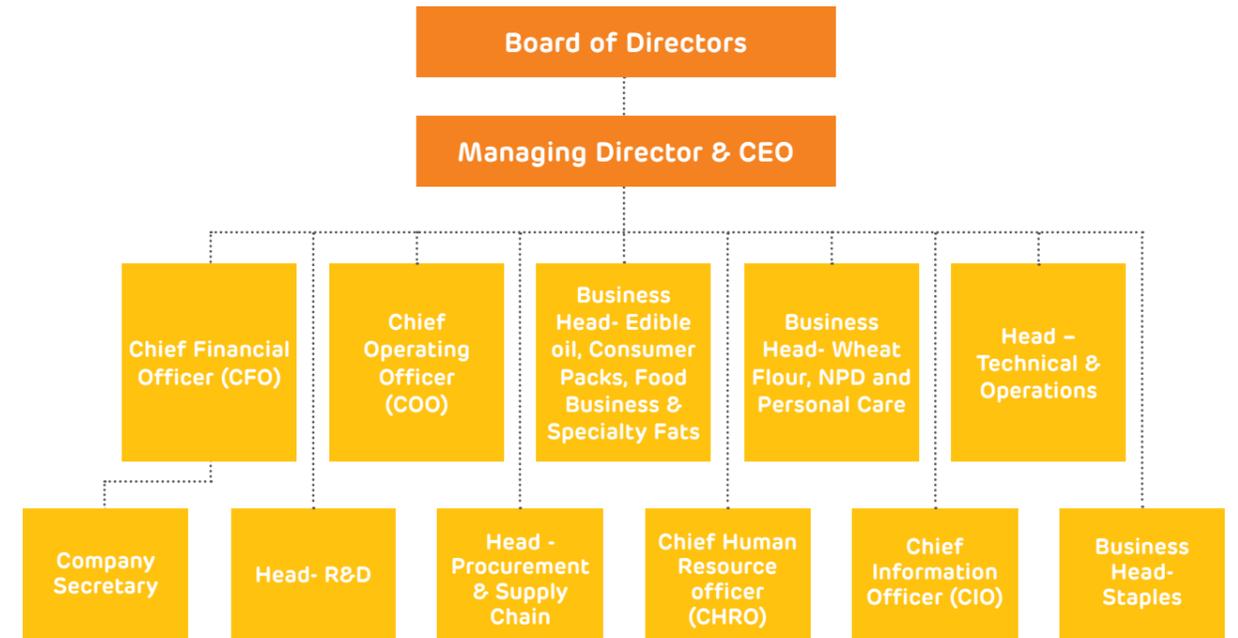
value to all of them and uphold high business standards in our operations.

The Board Structure

Our Board of Directors are committed to the highest standards of ethical and sustainable practices. We firmly believe that we are on the growth trajectory owing to our leadership, which comprises of highly experienced and committed professionals with relevant expertise. The Board is the apex governing body which provides strategic guidance and independent views to our senior management while discharging its fiduciary responsibilities. It provides directions to manage the company in a manner that fulfils the aspirations and expectations of our stakeholders.

We ensure that the Board has an optimum combination of Executive, Non-Executive, Independent, and Non-Independent directors. Currently, our board gender diversity rate is 12%. Our Board Diversity Policy guides us in maintaining a diverse board composition considering aspects such as gender, educational background, and professional experience. This diversity helps in bringing an adequate balance of expertise, different ideas, and comprehensive viewpoints that are essential for the execution of our business strategy.

Our Board Organisational Chart



Independent Directors and their Evaluation

Independent directors are appointed by the Board of Directors to get an independent perspective that is devoid of personal interest of the directors and interests the company without any bias. The independent directors are evaluated on criteria ranging across participation, commitment, knowledge utilisation, stakeholder relationship, maintaining integrity and confidentiality, contribution as a director of the board etc. The performance evaluation of the independent directors is done by the Nomination and Remuneration Committee. Currently at AWL, out of the eight directors, four are independent directors.

Our Board of Directors (BOD)



Mr. Kuok Khoon Hong
Non-Executive Chairman



Mr. Angshu Mallick
Managing Director and
Chief Executive Officer



Mr. Pranav Adani
Non-Executive,
Non-Independent Director



Dr. Malay Mahadevia
Non-Executive,
Non-Independent Director



Mr. Dorab Mistry
Independent Director



Mr. Madhu Rao
Independent Director



Dr. Anup Shah
Independent Director



Ms. Dipali Sheth
Independent Director

The Board committees pave the way for efficient governance deployment.

Board Meetings

The Board meets at regular intervals throughout the year. The Board meetings have a structured agenda along with comprehensive information which enables them to make an informed decision. We ensure that the Board meets at least four times during a year and a minimum of one meeting is conducted in a quarter.

Committees of the Board

The Board committees pave the way for efficient governance deployment. They provide growth strategies as per their focus areas. The various committees and their responsibilities are as follows:

Committees at AWL

Name of the Committee	Members	Key Responsibilities
Audit Committee	Chairperson Dr. Anup Shah, Members: Mr. Madhu Rao, Mr. Dorab Mistry, Ms. Dipali Sheth Mr. Pranav Adani Mr. Angshu Mallick	<ul style="list-style-type: none"> Overseeing quality and integrity of accounting, auditing, and financial reporting. Acts as a link between management, statutory auditors, internal auditors, and Board of Directors.
Nomination and Remuneration Committee (NRC)	Chairperson Ms. Dipali Sheth Members: Mr. Kuok Khoon Hong, Mr. Pranav Adani, Mr. Dorab Mistry, Mr. Madhu Rao, Dr. Anup Shah	<ul style="list-style-type: none"> Formulating a criterion for performance evaluation of independent directors and board of directors. Identifying persons who qualify to become directors. Devising a policy on diversity of the Board. Recommending the remuneration for executive directors.
Risk Management Committee (RMC)	Chairperson Mr. Kuok Khoon Hong Members: Mr. Pranav Vinod Adani Mr. Dorab Erach Mistry Mr. Angshu Mallick	<ul style="list-style-type: none"> Formulating a detailed risk management policy. Monitor and evaluate risks associated with the company and the implementation of risk management policy. Periodic review of risk management policy for including the industry advancement. Keeping the BOD informed about the recommendations and actions to be taken. The appointment, removal or deciding the terms of remuneration of Chief Risk Officer.
Stakeholder's Relationship Committee (SRC)	Chairperson Mr. Pranav Adani Members: Mr. Angshu Mallick, Dr. Anup Shah, Mr. Kuok Khoon Hong	<ul style="list-style-type: none"> Resolving the grievances of stakeholders such as non-receipt of annual reports, non-receipt of declared dividend, transfer and transmission of shares.
Corporate Social Responsibility (CSR) Committee	Chairperson Ms. Dipali Sheth Members: Dr. Malay Mahadevia, Mr. Angshu Mallick, Mr. Madhu Rao	<ul style="list-style-type: none"> Formulating and recommending a CSR policy, Monitoring the CSR policy, Expenditure on CSR activities, Transparent mechanism for implementation of CSR projects.

We believe in maintaining a standard code for business practices and operations with ethical values.

Ethics and Code of Conduct

We believe in maintaining a standard code for business practices and operations with ethical values. This is encouraged through our policies such as Code of Conduct, Anti Bribery and Anti-Corruption Policy, and Responsible Advocacy Policy. These policies mandate avoidance of any unethical practices and promote best behaviour of personal and professional integrity, and a conduct that is honest and ethical.

The **Code of Business Conduct and Ethics** (the Code) is laid down for all board members and senior management of the company. The BOD has also laid down a separate code of conduct for the duties of independent directors as per the provisions of the Companies Act, 2013. The Code lays down standards and values for enhancing the image of the company. It sets standards for business transactions and also deter any wrong doings in the business activities.

With our **Anti-corruption and Anti-bribery Policy**, we prohibit all forms of corruption and bribery involving but not limited to government officials, person or entity belong to private sector. These acts are

specially discouraged to influence the decisions of the decision-making body. We ensure that no employee faces any detrimental treatment if they refuse to offer or accept bribery in any form. Employees are also encouraged to report any form of bribery they witness or suspect to take place in the future. On identification of any malpractice, employees can raise concerns with the guidelines laid down by the whistle-blower policy.

Further, the **Responsible Advocacy Policy** ensures that adequate transparency and adherence to anti-corruption guidelines is maintained while interacting with any stakeholder. Upon proven non-compliance of the policy, appropriate disciplinary actions can be taken against the concerned individual.

Our **Whistle blower policy** empowers our employees with a sense of responsibility towards secure whistle blowing. It provides a channel for reporting any unethical behaviour or suspection in any fraud. It acts as a shield for employees from being victimised for reporting any instance of non-compliance, as the process is completely confidential and no employee is retaliated for reporting any incidence. In

exceptional cases if the issues are not resolved it provides access to the Chairman of Audit Committee who carries out further investigation. Employees can lodge a complaint by sending an email or physical letter to Chief Human Resource Officer and the identity can be anonymous.

Owing to our concerted efforts to maintain ethical practices across our operation, there have been no complaints concerning breach related to code of conduct, anti-corruption or anti-bribery.

Risk Management

An effective risk management framework is vital for growth of business. Hence, it is essential to identify the risks that may develop a long-term impact on the company's business. Timely identification and management of risks provides an edge for business development. We, thus believe in taking proactive steps towards risk mitigation.

The FMCG sector possess some exceptional risks pertaining to commodity prices and fluctuations in forex rates. Hence, we have devised policies to address these peculiar risks to make our business resilient.

Our Risk Mitigation Policies

Commodity Price Risk Policy

The major raw material for our production is agricultural outputs and their prices remain highly sensitive to natural climatic conditions as well as geo-political scenarios. Due to this, the price of the end product is highly volatile.

Measures Identified in the policy

The mitigation of commodity price risk can be done with the help of following measures:

- Risk Identification
- Monitoring and evaluation of risk
- Protecting business margins and enhancing the predictability of earning



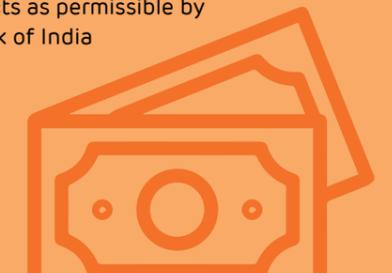
Foreign Exchange Risk Policy

We have business partners across the globe from whom we import raw material as well as export finished products. As a result, the fluctuating forex prices remains a major risk for our business.

Measures Identified in the policy

To mitigate the forex price risk, we have identified the following measures:

- Foreign Exchange Cash, Options and Forwards Contracts
- Cost Reduction Structures
- Interest Rate Swaps and Forward Rate Agreements
- Interest rate caps and floors
- Combination of cash instruments and any of the Treasury Products Obtaining loans in other stable currencies
- Other Products as permissible by Reserve Bank of India



Furthermore, we are currently evaluating our climate-related risks and opportunities in accordance with the suggestions of the G20 Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD). The exercise will be completed in the upcoming years. We have identified the following climate-related risks and the mitigation measures summarised below:

Climate Risks	Description	Action Plan
Policy and Legal	<ul style="list-style-type: none"> India's has committed obtaining 40% energy from renewable sources by 2030 Regulatory frameworks are discouraging use of fossil-fuel based energy Renewable Purchase Obligations (RPO) mandates purchase of renewable energy. Increasing taxes of grid electricity is increasing business cost. 	<ul style="list-style-type: none"> Installation of 3040KWp of rooftop solar power. Expansion of solar capacity in the coming years.
Reputational Risk	<ul style="list-style-type: none"> Globally investors are decarbonising their portfolio. Meeting investors' expectations on carbon footprint will enhance access to finance. 	<ul style="list-style-type: none"> Discussions with investors to understand their expectations. Developing and modifying the business strategy considering investors perspective.
Physical Risk	<ul style="list-style-type: none"> Extreme weather events like floods and droughts can impact business operations. Heat wave can impact health of workforce. 	<ul style="list-style-type: none"> Water risk mitigation by solutions such as Zero Liquid Discharge (ZLD), rainwater harvesting etc Outdoor work stopped to ensure health and safety of employees during summer.

Our Strategic Priorities

At AWL, we aspire to become the leading household brand in the FMCG sector. Therefore, we have taken concerted efforts to produce best quality products with optimum taste and nutrition while prioritising the environmental impacts of our business operations. These outcomes are achieved by leveraging the following strategic priorities:

Strategic Priority	
Short-Term Goals	
Go To Market (GTM) Strategy for rural market	We understand the growth potential that FMCG sector holds in the rural economy. With this GTM strategy, we target to engage with larger customer base in the rural areas enabling enough headroom to grow.
Inorganic growth opportunities	We consistently lookout for brands and assets in the food space that can enable inorganic growth of our business.
Growth in the staples business	Wheat and rice are the core staples in the FMCG food sector. In the coming years, we aim to expand our business in these core staples.
Launch in health and wellness products	Catering to our motto of a healthy growing nation, we are focusing on the launch of new products in health and wellness category.
Long-Term Goals	
Centre of plate – packaged food products	We target to expand our portfolio in the larger food segment, providing opportunity for business growth and development.
Integrated Business Model	By synergising the food and oil segment, we aim at creating an integrated business model providing enhanced output.
Build Export network	To tap the overseas opportunities in branded food products, we aim at leveraging the demand of Indian packaged food products across the globe.
Institutional Business	Our target is to expand our institutional business in the Hotel, Restaurant, Catering (HoReCa) segment and offer a complete basket of kitchen essentials containing edible oils, Foods & Home and Personal Care (HPC) products.

Our Policies

We have robust set of policies to guide our business for a sustainable way forward. Our policies providing the roadmap to sustainability are as follows:



Associations with the Industry

Our Associations with some of the prominent National and International associations are as follows:

Sr. No.	Name of the trade and industry chambers/ associations	Reach of the association
1	Confederation of Indian Industry (CII)	National
2	The Soyabean Processors Association of India (SOPA)	National
3	The Solvent Extractors Association of India (SEA)	National
4	Indian Vegetable Oil Producers' Association (IVPA)	National
5	Federation of Oils, Seeds and Fats Association (FOSFA)	International
6	Grain and Feed Trade Association (GAFTA)	International
7	International Castor Oil Association	International
8	Round Table on Sustainable Palm Oil (RSPO)	International



Data Privacy and Cyber Security

Being in a customer centric business, data privacy and cyber security holds paramount significance for us. In addition to protecting our customers' data and mitigating any type of risk or threat, our data privacy measures are also extended to our employees and other stakeholders. All types of sensitive data is encrypted to prevent any kind of data theft or leak. Our Vulnerability Assessment and Penetration Testing (VAPT) is

conducted for various applications and IT infrastructure, for identification and resolution of any vulnerability risks in the cyber security system.

We maintain data privacy by implementing best-in-class network architecture. The Security Operations Centre (SOC) unceasingly monitors our information systems for suspicious activities. Our policies and processes comprising of Email Access Policy, IT Acceptable Use

Policy, and Data Loss Prevention Policy enable an all-round protection from any cyber security or data privacy threats. These policies and processes are coupled with security solutions such as perimeter firewalls with enabled Intrusion Detection Systems (IDS), Intrusion Prevention System (IPS), App proxy solutions and Endpoint Detection and Response solution. During the reporting period, there have been no complaints pertaining to breaches of cyber security and data privacy.

Mobile access management system

Our mobile access management system offers a robust information security and data privacy mechanism. Through this system, data transmission across the network is detected and recorded. The solution enables access to official sites on

personal devices without interchange of any type of data. This ensures access of information to authorised personnel for efficient management of activities even on their personal devices while the official information is kept safe and secured.

Developing Products through Innovation

The driving force behind our strong product portfolio is our Research and Development (R&D) team. We have invested in our pilot R&D facility at Kakinada which is co-located with a manufacturing facility and exclusively focuses on specialty fat recipes. The pilot plant is co-located with a manufacturing unit which helps to scale up speciality fats products. Our R&D facility at Hyderabad is equipped with state-of-the-art infrastructure for tests such as 'Gas Chromatography-Mass Spectrometry' (GC-MS), 'Inductively Coupled Plasma – Mass Spectrometry' (ICPMS), confectionery, bakery and frozen dessert lab scale application system along with other chemistry-based analysis. The lab does extensive technical troubleshooting and extend support to our customers. Our Hyderabad lab is also equipped to support B2C edible oils such as rice bran, sunflower, soya, palm and vanaspati.

Our upcoming facility at Ahmedabad will focus on foods such as wheat, rice, Bengal gram etc. and value-added products such as poha, khichadi, and soy nuggets. The focus of the facility will be on cereal chemistry and culinary application. This will enhance

our portfolio in Ready to Eat (RTE) and Ready to Cook (RTC) product range.

Our scope of R&D also focuses on sustainable packaging. Our sustainable packing strategy is elaborated in the section Sustainable Packaging on page 56-57.

We aim to further augment our R&D investments in the years to come.

Economic Performance

The FMCG edible oil sector has witnessed inflationary pressure due to Ukraine crisis during later part of FY 2021-22. As a result, India has now started importing sunflower oil from Argentina and Russia. However, it is expected that GDP will grow further in FY 2022-23 and generate higher cash flow in the country.

At AWL, our revenue from operations depicted a year-on-year increase of 46%. This is essentially due to the introduction of new food and FMCG products. The fortune mart now has 33 stores across major Indian cities, with a footfall of greater than 19,000 customers. Further, more than 100 new fortune mart stores have been planned at various locations in India. Some of the key economic highlights of our business for FY 2021-22 are provided in the table below.



First Indian oil brand to introduce recyclable packaging

Economic Value Generated and Distributed (₹ Cr.)		
Parameter	FY 2020-21	FY 2021-22
Economic Value Generated (Revenue)	37,194.43	52,529.95
Economic Value Distributed	3,749.54	4,181.99
Employee benefits	321.15	357.63
Operation cost	2,906.96	3,009.38
Investments	12.03	13.33
Payment to Government	102.89	276.44
Payment to providers of capital	406.51	525.21
Economic Value Retained	33,444.89	48,347.96

*Economic value retained = Direct economic value generated - Economic value distributed



Environmental Management

Protecting our Planet for a Greener Tomorrow

Food systems significantly impact climate change. At AWL, we comprehend these delirious effects brought in through loss of biodiversity, habitats and ecosystem and undertake prudent measures for conservation of natural resources. Together we believe in safeguarding the wellbeing of people and the planet by imbibing sustainable practices across our business

operations. Our energy, emissions, water conservation, responsible procurement and waste management measures serve as the foundation of our sustainability journey. Our pioneered sustainable packaging initiative exemplifies our embarkment on this journey. Furthermore, we have undertaken energy reduction and water management targets for FY

2022-23 as part of our responsible consumption initiative. To enhance energy efficiency, we have also commenced several energy conservation measures across our operations. Moreover, we discretely take every possible step to preserve the biodiversity. Henceforth, all our manufacturing sites are situated 5 km away from vulnerable areas.



Our business at AWL is predominantly reliant on agricultural commodities, hence responsible procurement of raw materials upholds paramount significance for us. Our sustainability approach comprising of the three pillars i.e., Responsible Sourcing, Responsible Operations and Responsible Business drives us to ethically deliver high quality food and other products to our consumers. We comprehend that the long-term growth and resilience of our business is hinged upon the wellbeing of the environment.

Our business philosophy endeavours on responsible operations, with a focus on creating a brand that is not only preferred by customers but also protects the environment. We have shaped our responsible business strategy with a two-pronged approach. The first element consists of green manufacturing which has its foundation laid on resource conservation. The second element caters towards inculcating a culture of providing safety to everyone who is a part of our business and operations as well as our customers. In the years to come, we aim at transitioning our operations towards responsible procurement and usage of vital resources such as energy and water. Our responsible business practices

are woven around recycling practices i.e., recyclable packaging, Extended Producer Responsibility (EPR) and community outreach. We prioritise sustainable sourcing and supply chain transformation as key goals and are committed to develop a traceable and transparent supply chain.

We have obtained ISO 14001 Environmental Management System certification for 14 out of our 23 plants.

Our responsible business practices are also guided by the comprehensive set of environment policies demonstrating our unwavering commitment towards adoption of environmental conservation measures. We have obtained ISO 14001 Environmental Management System certification for 14 out of our 23 plants. Our Sustainability Policy and other Environmental Policies are designed to help us comply with ISO 14001 requirements and other sustainability reporting frameworks.

Our Performance Highlights for FY 2021-22

 7.80% Energy procured from renewable sources	 9.39% Reduction in freshwater withdrawal*
 44,829 Number of saplings planted with 94% survival	 09 Palm oil refineries with certificate from 'Roundtable on Sustainable Palm Oil' (RSPO)

*Percentage reduction in FY 2021-22 as compared to FY 2020-21

Linkage with UNSDGs





Combating Climate Change

Climate change is globally posing a massive threat to agricultural production and impacting food security and livelihood. Being a business in the food production sector, addressing the impacts of climate change is a priority area for us. We have been undertaking proactive measures to reduce our carbon footprint by procuring renewable sources of energy, reducing consumption

of non-renewable resources and handling waste responsibly. We recognise the climate related risks imposed on our business and intend to support India's Nationally Determined Contribution (NDC) targets for realising the Paris Agreement and its ambitious goals. Currently, we are in the process of aligning our business strategies with TCFD framework to actively address climate change as a way forward.

Procuring Materials Responsibly

At AWL, we believe in the philosophy of incorporating sustainability in our products right from its inception. Our sustainability standards are laid by our founding partners with the idea of consuming renewable raw materials that are produced, processed, sourced and transported responsibly. To harness this ideology, we procure about 97% of our raw materials from renewable sources.

We believe in encouraging the local communities and support them by sourcing 38% of our raw materials from local suppliers. We have a robust screening policy to partner with suppliers who adhere to safe and responsible means of production.

Quantity of Input Materials as per Source ('000 MT)			
Source	FY 2019-20	FY 2020-21	FY 2021-22
Non-Renewable	134.30	139.18	141.39
Renewable	3,300.31	4,159.28	4,011.97
Total	3,434.61	4,298.46	4,153.36

Energy and Emissions Management

Being an energy intensive business, reducing our fossil fuel consumption and resultant emissions footprint is our utmost priority. Our major sources of emissions are from manufacturing activities such as steam and electricity consumption. To minimise our emissions, we are taking aggressive measures to transition to non-fossil fuel-based energy. We periodically track and monitor our emissions across operations and undertake yearly targets to reduce them. We have defined the below mentioned targets for FY 2022-23 for responsible energy consumption as well as emissions reduction.

Energy and Emission Targets for FY 2022-23						
	Parameter	Unit	Consumption in FY 2021-22	Target for FY 2022-23	Increase/Decrease	Percentage
	Steam Conservation	'000 MT/Year	1,175.98	15.61	↓	1.3%
	Coal Conservation	'000 MT/Year	240.96	3.55	↓	1.5%
	Power Conservation	'000 kW/Year	2,89,582.64	1,069.62	↓	0.4%
	Solar Energy	'000 MW	1,769.51	1,138.26	↑	64.3%
	Condensate Recovery	'000 MT/Year	397.24	11.92	↑	3.0%

Energy Consumption

Our energy consumption consists of a mix of energy procured from renewable and non-renewable fuels, and electricity. During the reporting period, we were able to reduce non-renewable fuel consumption by 5.8% and increase the share of renewable fuels by 16%.

Our current rooftop solar power generation capacity is of 3,040 kWp and we are in the process of augmenting it further. We have commissioned biomass facilities at seven of our plants, providing 198.7 MT of biofuel in a day. We focus on increasing our energy consumption from renewable sources thereby reducing our GHG footprint.

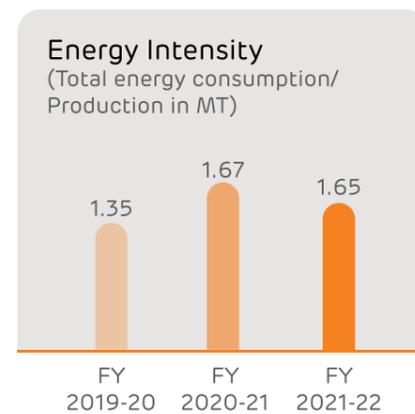
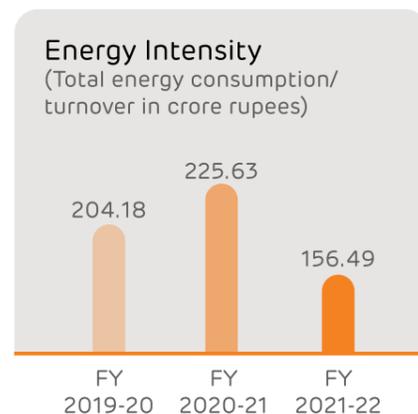
Energy Consumption within the Organisation ('000 Giga Joules)			
Sources	FY 2019-20	FY 2020-21	FY 2021-22
Non-Renewable			
Fuel consumption	4,501.37	6,736.81	6,497.82
Electricity consumption	860.72	1,024.64	1,028.36
Non-fossil fuel Consumption	710.56	624.15	687.81
Renewable			
Biomass and paddy husk	710.56	624.15	687.81
Electricity consumption (solar)	4.76	6.77	6.61
Total	6,077.43	8,392.37	8220.618

With our consistent efforts year on year, we were able to reduce our energy consumption by 3.84% in the reporting year as compared to FY 2020-21.

Our dedicated efforts and commitment has led to a drop in the energy consumption by 3.85% relative to FY 2020-21. We strive to further expand our green energy procurement across our operations in the upcoming years.

Energy Intensity

Our energy conservation measures have resulted in progressive reduction in the specific energy consumption across our operations. This is achieved by improving the efficiency of our manufacturing processes and reducing the wastage of energy across our operations. We have successfully reduced our energy intensity by 9.5% (in terms of revenue) during the reporting year as compared to FY 2020-21.



Energy Conservation

For optimal energy management, conservation of energy plays a crucial role. With our consistent efforts, our energy consumption reduced by 4% during the reporting period as compared to FY 2020-21. This has been achieved due to the commencement of the following energy conservation measures:

- Replacement of sodium or mercury lighting with LED lighting.
- Use of photo sensors and timers for gadgets to prevent energy loss when not in use.
- Use of energy efficient motors for new projects, e.g., AC drives for process controlling and energy saving.
- Use of automatic power factor control panels for maintaining system power.
- Regular cleaning and maintenance of Heating, Ventilation and Air Conditioning (HVAC) system for energy efficiency.
- Voltage monitoring to prevent failure of motor.
- Enhancing natural ventilation to reduce the dependency on air conditioning.
- Insulation of pipelines to prevent heat loss.

Monitoring Emissions

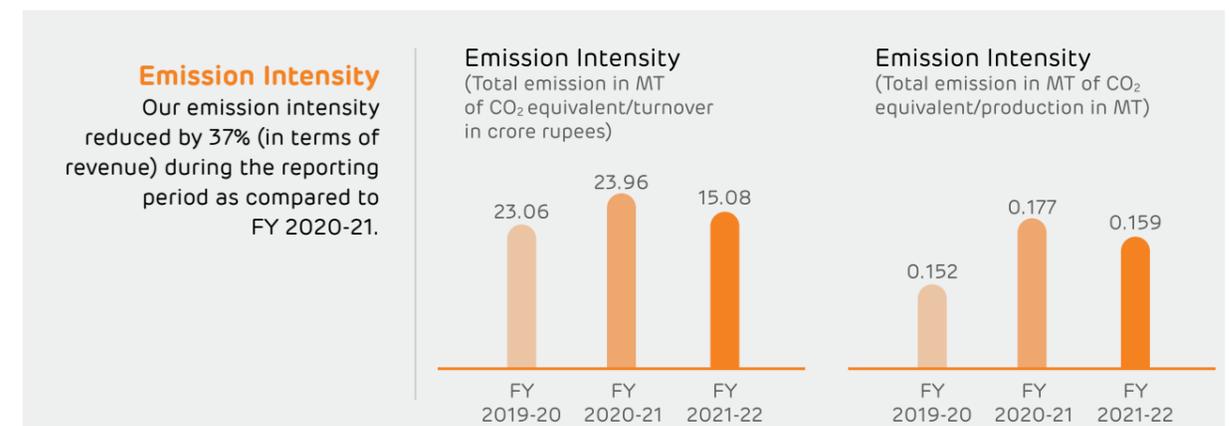
At AWL, our persistent efforts of procuring clean energy have resulted in reducing our carbon footprint. This has enabled a reduction of around 11% in our total emissions during the reporting year as compared to FY 2020-21. We

We focus on strengthening our systems and processes towards monitoring and reducing our emissions.

further aim to reduce our emissions by augmenting our existing solar and biomass capacity in the upcoming years. To calculate our emissions, the emission factors have been derived from GHG protocol for scope 1 emissions and Central Electricity Authority (CEA) for scope 2 emissions.

We focus on strengthening our systems and processes towards monitoring and reducing our emissions. As a next step, we are developing framework to identify and quantify the sources of scope 3 emissions across our operations.

Emissions ('000 MT of CO ₂ equivalent)			
Source	FY 2019-20	FY 2020-21	FY 2021-22
Scope 1	409.47	576.78	481.21
Scope 2	196.05	231.27	221.79
Biogenic CO ₂	80.93	83.35	89.64
Total	686.45	891.13	792.64



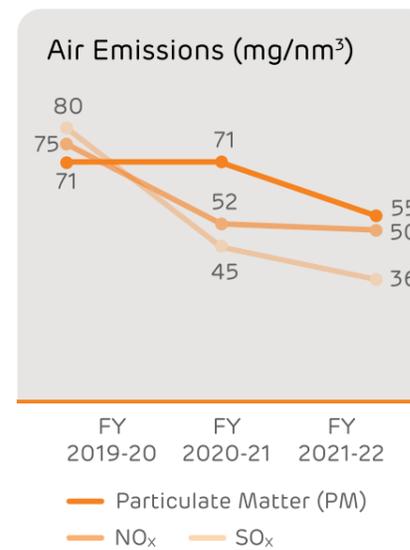
Solarising Our Sustainability Journey

Passionate about our mission to create a sustainable impact, we commenced our clean energy journey with solar power. Our first ever solar commissioning project was introduced at our Bundi facility in 2016 with a capacity of 540 kWp. The pilot project provided a constructive analysis on how much GHG emissions could be reduced by augmenting solar power further. By the year 2019, we extended our solar

facility to three other plants. Presently, we have commissioned solar energy of 3,040 kWp at six locations. Our facility at Mundra Castor generates the highest amount of solar energy of 968 kWp. With the installed capacity of solar energy collectively at all locations, we avoid approximately 3,500 tonnes of CO₂ equivalent emissions in a year. In the coming year, we aim to increase our share of solar energy by about 64%.

Air Emissions

Maintaining the ambient air quality of our operations ensures the health and wellbeing of our employees and local communities. This is achieved by regularly monitoring our air emissions which includes SO_x, NO_x and particulate matter. We are using technological solutions such as bag filters and Electrostatic Precipitator (ESP) for controlling the emissions of particulate matter. Boilers of all our manufacturing locations have installed bag filters except for Haldia and Alwar, equipped with ESP technology. Over the past three years, our emissions have reduced significantly as illustrated below:



ODS Consumption

Due to the nature of our business in the food sector, some amount of Ozone Depleting Substances (ODS) are released into the atmosphere due to the use of refrigerents such as R22, R134, R407C. As a responsible business we are taking proactive steps for the phase out of all ODS substances.

We are planning to fulfill our water requirements to the maximum extent possible through rainwater harvesting and wastewater recycling.

Water Management

We are acutely aware of the constraints and limited availability of water as a resource. We strive to take appropriate mitigative measures and reduce our dependence on water. In coherence with this, we have adopted water management practices such as rainwater harvesting and wastewater recycling across our operations. Further, we have set goals to be achieved by FY 2022-23 as mentioned below:

Water Targets for FY 2022-23						
	Parameter	Unit	Consumption in FY 2021-22	Target	Increase/Decrease	Percentage
	Water	'000 KL/Year	2,103.54	19.01	↓	0.9%
	Wastewater recycling	'000 KL/Year	408.88	24.00	↑	5.9%
	Rainwater Harvesting	'000 KL/Year	215.98	10.79	↑	5.0%

Our freshwater withdrawal reduced by about 9% as compared to FY 2020-21 in this reporting year.

Water Withdrawal

During the reporting year, our total water withdrawal was about 2.5 million Kiloliters (KL). We procure maximum quantity of our water through third party while the rest is obtained from ground and surface water sources. Over the last few years, we have been making a conscious effort to reduce our dependence on groundwater. Further, we do not withdraw water from water stressed areas. Our freshwater withdrawal has also reduced by about 9% as compared to FY 2020-21 in this reporting year.

Water Withdrawal ('000 KL)			
Source	FY 2019-20	FY 2020-21	FY 2021-22
Surface water	116.96	92.87	109.63
Ground water	526.66	369.66	329.39
Third-party water	1,942.49	2,284.14	2,049.71
Total	2,586.11	2,746.67	2,488.73

Reviving Water through Recycling

We have been making focused efforts to conserve water by limiting freshwater withdrawal and increasing the water recycling facilities. We also have Effluent Treatment Plants (ETPs) at all our facilities, and eight out of our 23 plants are Zero Liquid Discharge (ZLD) facilities. Our plant at Mundra is equipped with the highest capacity of ZLD that reclaims about 1,700 KL of water in a day (60% of the total reclaim). Additionally, we plan to make the plants at Bundi, Neemuch and Nagpur a ZLD equipped facility. The water reclaimed through these techniques is used for various purposes such as gardening, water requirement in cooling towers and boilers. We adhere to all the standards prescribed by Central Pollution Control Board (CPCB) and State Pollution Control Board (SPCB) for the disposal of the solid waste effluent that remains at the end of wastewater treatment. The ZLD and ETP facilities also help us in extending our water conservation strategy beyond our operations, by ensuring no amount of industrially polluted water is discharged in any natural body.

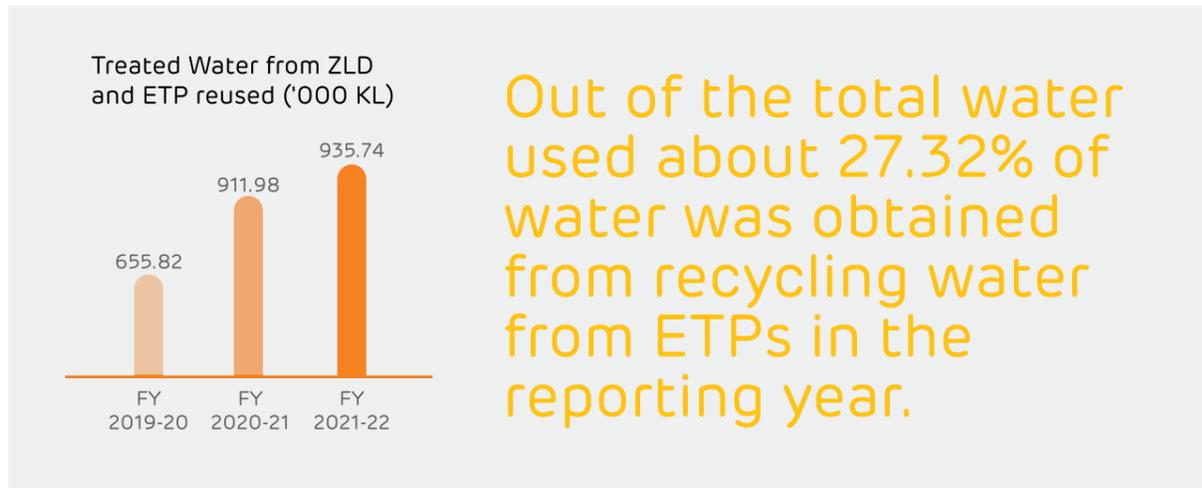
A Step towards Sustainable Water Sourcing

At our Neemuch plant, we faced a major challenge of managing storm water during monsoon each year. This was due to the unavailability of any storm water drain facility at the plant, resultantly the rainwater would accumulate in the open area adjoining the plant. During this time, we realised the massive opportunity we had for the introduction of rainwater harvesting at the plant. To harness the rainwater, we constructed a pond of size about 3,000 cubic meters that has 12 borewells in it for recharging the ground water table. The initiative not only increased the groundwater table but also resolved the problem of water clogging at the plant.

A similar approach was followed at our Alwar plant where

the rainwater was used to recharge the ground water. The recharge facility is designed with competent engineering technology that cleans water in an efficient manner and ensures that water of optimum quality enters the borewell. As the pond is constructed with precast construction technique, it provides the flexibility of expanding the pond in the future. The water recharged in the borewell is later drawn by the plant for its industrial use.

Presently, the rainwater harvesting facility at four of our plants provides us with 2,13,843 kiloliters of water and we aim at augmenting this capacity further in the years to come.



Water Consumption and Discharge

Our water consumption comprises of water requirements at our manufacturing sites and our office locations. We keep our freshwater consumption at a minimal level by reclaiming water from ETP and ZLD for internal purpose. For FY 2022-23, we are targeting to reduce our freshwater consumption further by 2.1 million kiloliters.

With measures such as ZLD and ETP we recycle and reuse all the

waste water that is generated and no quantity of waste water is discharged outside of our campus.

Waste Management

Our steadfast commitment to handling waste in a responsible manner, lays the foundation of our waste management strategy. As a blueprint for our waste management journey, we have prepared Standard operating Protocol (SOP) for waste management.

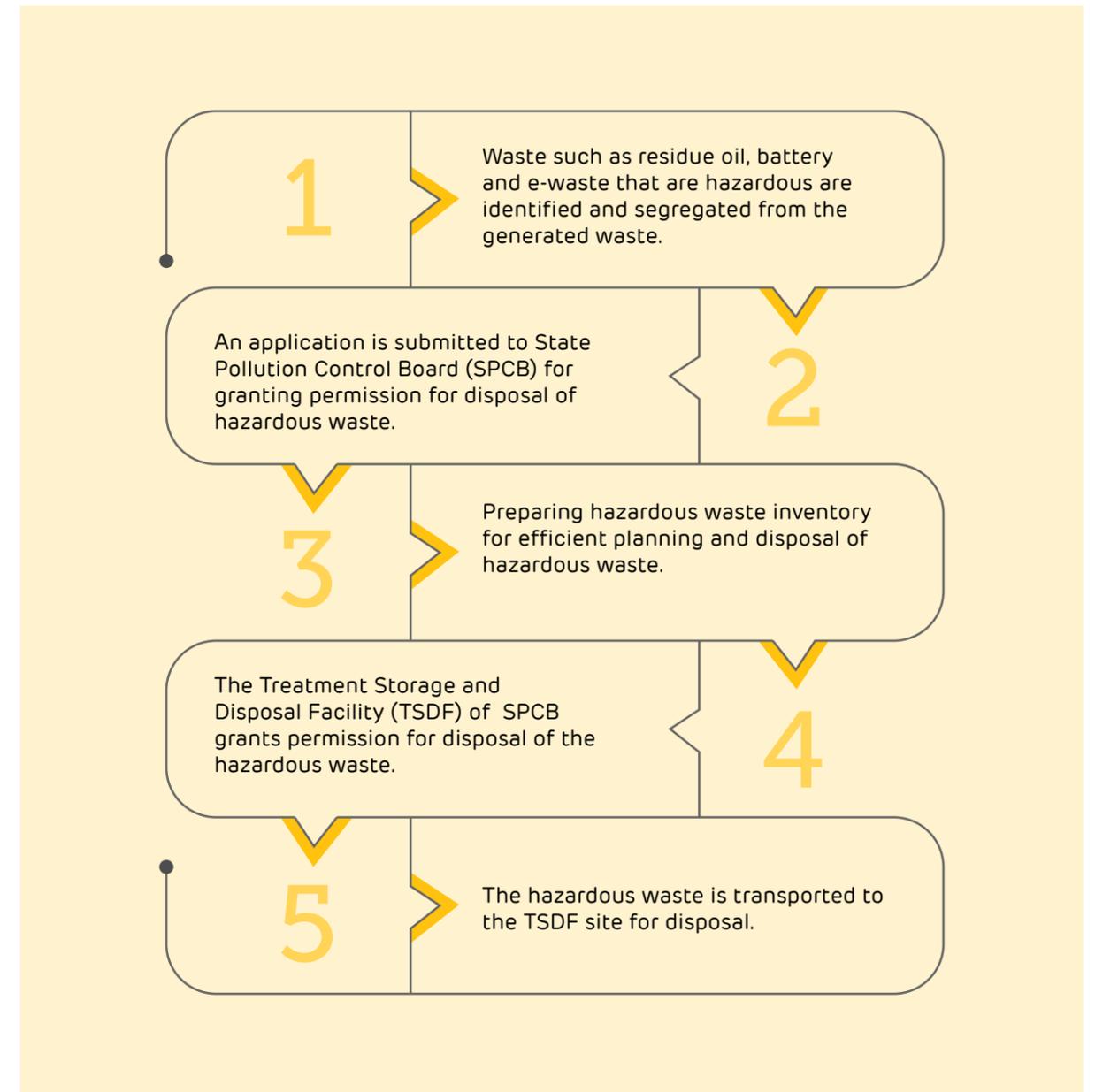
The waste generated at our manufacturing sites include oil waste, bio-degradable, plastic waste and waste generated due to old wooden storage pallets. The oil waste is generated during the refining and packaging process. The biodegradable waste is from manufacturing, and the plastic waste is from packing materials. To reduce the waste of wooden pallets we have replaced them with recyclable plastic pallets. A detailed breakdown of the waste generated is as follows:

Waste Generation ('000 MT)			
	FY 2019-20	FY 2020-21	FY 2021-22
Hazardous Waste			
Lubricant oil	18.36	24.40	25.76
E-waste	0.07	0.02	0.02
Battery waste	0.10	0	0
Non-Hazardous Waste			
Plastic waste	0.20	0.61	0.83
Other Non-Hazardous waste	21.38	12.94	14.38
Total	40.11	37.97	40.99

All the waste generated at our facilities is carefully segregated as per their category. We ensure that all types of waste are disposed in a safe manner across all our facilities, while complying with all applicable local laws and regulations. The guidelines provided in the SOP for management of hazardous as well

as non-hazardous waste are as follows:
Hazardous Waste Management
Hazardous waste generated at our facilities is predominantly oil waste, which if not treated in an efficient manner can cause major environmental threats. The oil waste generated is in the

form of lubricant oil is resold to authorised recyclers. Other forms of hazardous waste generated include battery waste and e-waste in small quantities. Every necessary precaution is taken to ensure that the hazardous waste is handled with utmost care and responsibility.



Non-Hazardous Waste Management:

All non-hazardous waste is sent to registered recyclers for recycling and the remaining

waste is disposed at Municipal landfilling site.

Waste Recycling, Reuse and Disposal

We make concerted efforts to recycle and reuse waste. Hazardous waste such as oil from refineries is recycled into a lubricant oil and resold to authorised recyclers. The total quantity of waste directed for reuse and recycling is as follows:

Waste Diverted from Disposal ('000 MT)			
Parameter	FY 2019-20	FY 2020-21	FY 2021-22
Hazardous waste			
Recycled	0.12	0.13	0.28
Non-Hazardous waste			
Reused	11.95	2.53	1.79
Recycled	20.77	24.50	24.75

The hazardous waste which cannot be reused or recycled is disposed with the following methods:

Hazardous Waste Directed to Disposal ('000 MT)			
Methods	FY 2019-20	FY 2020-21	FY 2021-22
Incineration	0.072	0.72	1.41
Landfilling (TSDF site)	5.50	5.20	7.04
Total	5.572	5.92	8.45

At AWL, we are leveraging our packaging material to enhance the sustainability of our products.

Sustainable Packaging

At AWL, to enhance the sustainability of our products, we make use of custom recyclable packaging material. Packaging while being important for protecting product quality and providing information about the ingredients produces a large quantity of waste at the end of the product life cycle. Our R&D is also extended towards sustainable packaging that can be reused and recycled. Being India's largest seller of edible oil, our commitment to environmental sustainability extends beyond our products to our packaging.

To facilitate recycling of plastic material, we have developed polyethylene (PE) films. These empty pouches can be resold to scrap dealers in lieu of impacting the environment. For procuring PE films we have signed a nine-

month exclusivity contract with our dedicated supplier Vishakha Polyfab Private Limited (VPPL). This provided us with sole usage rights of using and marketing innovative packaging in the entire edible oil industry. While incorporating the PE films increased the cost of packaging minimally for us, it was not passed to the customers.

During the reporting year, about one Billion pouches of one litre and about 16 crore pouches of 500ml for packaging were produced using sustainable PE films. One kilogram of PE films plastic can produce about 130 packing pouches. Presently, we procure about 700 MT of PE films plastic per month. The PE resin has been certified by Central Institutes of Plastic Engineering and Technology (CIPET) which provides a certificate stating the co-extruded multilayer film

Circularity of PE plastic films packaging



can be recycled. The recyclable packing is also tested by our internal laboratory with tests such as Dart impact test, drop test, ink adhesion test. For ease of understanding for our customers, the packaging material is labelled with international recycling symbol.

Our initiative which was introduced for the packaging of 1 litre oil products is now being extended to all our products. In the near future, we plan to phase out all plastic packaging that is not sustainable.

Extended Producer Responsibility

At AWL we strive to handle plastic waste generated with utmost responsibility and care. We are compliant with the CPCB guidelines under the Plastic Waste Management Rules 2016, and collect as well as channel plastic waste efficiently. To do so, we have partnered with multiple Producer Responsibility Organisation (PRO) agencies who handle both multi layered and non-multi layered plastic from across the nation. Some of our PRO agencies manages the entire collection and recycling process through a digital platform, by bringing all the stakeholders (customers, aggregators, and recyclers) onto one platform. This hugely aids in making the process transparent, easy to track, and facilitates real time communication amongst the stakeholders. It also benefits buyers-sellers of recyclable plastic

We are compliant with the CPCB guidelines under the Plastic Waste Management Rules 2016, and collect as well as channel plastic waste efficiently.



get a fairer and better price. We are keen on ensuring that this initiative is permeated well within the organisation and outside. To encourage our employees and

external stakeholders on better management of plastic waste disposal, we host events and advertise EPR related initiatives on our social media handles.



Plastic Waste Collection ('000 MT)			
Parameter	FY 2019-20	FY 2020-21	FY 2021-22
Plastic Consumption	22.72	27.00	28.00
Plastic Collection	7.11	14.50	17.40
Percentage Collection	30%	50%	60%

Plogging Run

The event was organised in December 2019 wherein the staff including senior management was encouraged to run while collecting plastic debris in the 3 km area around our Ahmedabad headquarters. The activity was followed up for 21 days wherein a total of 700 kg plastic was collected during this initiative and sent to the authorised recyclers. Furthermore, we promoted the Plogging Run efforts of our staff members on social media to help us reach a wider audience.

Our Promotional Initiatives

Press release to announcing our effort to recycle 1 L edible oil packets.

A short video on EPR programme was released and heavily publicised on social media platforms like YouTube and Facebook.

Responsible Sourcing and Supply Chain Transformation

Being India's largest crude edible oil importer, we strive to ensure environmentally responsible sourcing. Our business is focused on the procurement of palm, soy,

and sunflower oil and its refining and packaging; as a result the plausible effects of deforestation and biodiversity loss is outside the scope of our operational limitations.

AWL's supplier screening process is guided by Wilmar's No Deforestation, No Peat, No

Exploitation (NDPE) policy. Wilmar, responsibly and cautiously, screen the suppliers that follow a responsible sourcing and manufacturing practices. This policy helps us to streamline the process of onboarding suppliers thereby, ensuring sustainable procurement.

The three pillars of Wilmar's NDPE policy

No Deforestation

- Avoid any kind of development or procurement activity on areas that are High Carbon Stock (HCS) or High Conservation Value (HCV).
- Protect native species of plants and animals especially vulnerable and support the local authorities in doing so
- Discourage any type of burning activity in the forest for new plantation, re-plantation or changing land use.
- Progressively reduce the GHG emission of our operations by regular monitoring and evaluation.

No New Development on Peat

- Avoid any kind of development activity on peatland regardless of the depth of the peat.
- Ensure best management practices where plantations are already established on Peat.
- Work with expert stakeholders to restore peat wherever possible.

No Exploitation of people and Local communities

- Respect, support and recognise the rights of all the workers as well as Human Rights.
- Avoid any kind of child labour abuse or exploitation.
- Include small holders in the supply chain.
- Respect land tenure rights.
- Respect and protect the rights of indigeneous people and local communities.
- Take corrective actions where the operations has caused negative impact on human rights.

Traceability of Palm Oil

Traceability for us has been a steppingstone towards supplier assessment, it enhances the visibility for origin of our raw materials. Our suppliers, traders and bulkers are required to submit a self-declaration document stating the source of all the raw material. We procure palm oil with traceability to mill (TTM) level, identifying the compliance of our suppliers with NDPE policy. We evaluate our entire supply chain for potential non-compliance of the NDPE policy with the support of Wilmar's sustainability team.

Onboarding of New Suppliers

Wilmar's sustainability team undertakes a thorough due diligence while onboarding any new supplier.

The due diligence process identifies any potential risk or breach to the NDPE policy. The process is conducted based on the following environmental and social criteria:

- Information on non-compliance available in public domain.
- Legal compliance and traceability data.
- Operations in HCV and HCS areas.
- Operations in areas close to forest or in vulnerable areas.

Traceability of Soya Oil

To obtain best quality raw material for soya oil we partner with class "A" suppliers renounced globally. We also encourage local suppliers and vendors by procuring raw material available in the proximity of our operations. Our key criteria

for assessment of any supplier is the presence of a sustainability policy with the supplier. Our suppliers are categorised into the following areas to better assess their sustainability status:

Direct control areas

In direct control area oil is procured directly from the suppliers. Here, we assess the sustainability of each supplier for onboarding and retaining them. Soya oil is imported on Cost and Freight (CNF) incoterm basis, where we obtain the ownership of the oil as soon as it reaches the Indian shores. We directly oversee the sustainability of manufacturing, refining, and packing process in direct control areas.

Indirect control areas

Our control over ensuring sustainable procurement is indirect when our suppliers obtain oil from a third supplier, wherein the presence of sustainability policy and processes are not directly monitored. To ascertain sustainable procurement in indirect control areas, we partner with only class "A" suppliers who follow robust sustainability practices. A panel of preferred suppliers is prepared based on annual supplier review.

No control areas

In no control areas, the presence of sustainability parameters is not directly monitored. The suppliers either process the beans themselves or purchase on Free On Board (FOB) basis, and sell on CNF basis. In these areas, AWL's Traceability to Crush Units (TTCU) and Environmental Risk Assessment Framework provides guidance for reducing risk and enhancing sustainability of our supply chain.

Traceability phases of suppliers

Phase	Places	Description
1	Argentina	AWL strives to achieve 75% TTCU by 2023 and 80% by 2025
2	Brazil, Paraguay, Bolivia	These regions are in nascent stage of traceability. Mechanism to monitor TTCU will be put in place by December 2022.
3	US, Ukraine, Russia	As the volume from these regions is less than 5%, mechanism to monitor TTCU will be put in place after the completion of phase two.

Presently 80% of our suppliers have sustainability policy. We aim to increase it to 90% by 2025 and to 100% in the long-term.

Traceability of our Refineries

Our palm oil refineries situated at Mundra, Hazira, Mangalore, Krishnapatnam 1, Krishnapatnam 2, Kakinada, Paradip, Haldia 1 and Haldia 2 are RSPO certified palm refineries.

Traceability of Palm oil FY 2021-22		
Sr. No.	Plant	Percentage of Traceability
Palm oil		
1	Haldia	95.8%
2	Hazira	89.7%
3	Kakinada	100.0%
4	Krishnapatnam	96.0%
5	Mangalore	96.2%
6	Mundra	100.0%
7	Pradip	100.0%
Lauric (Derived from Palm)		
1	Mundra	99.4%
2	Kakinada	96.4%

Supply Chain Transformation

For us at AWL, supply chain transformation has always been a strategic priority for responsible business operations. To effectively

manage our supply chain we have segregated its functioning into three areas of, Sales and Operations Planning (S&OP), logistics (primary and secondary), and warehousing. We uphold the highest standards of sustainability commitment that our founding partners have laid, and the envisioning of these commitments is ensured through supply chain traceability and onboarding suppliers who prioritise ESG practices.

We have minimised food loss and wastage through our demand estimation strategy that has an accuracy of 90%. This is achieved through efficient management of sales and operations. The sales team shares the upcoming month's demand with the cluster and management head. The demand plan is then finalised after discussion with all the stakeholders. Subsequently a cost optimum production and supply plan is generated. During the course of the month, replenishment is done at the warehouses based on the pre-

defined inventory norms ensuring maximum customer serviceability. Also, the Demand Driven Material Requirement Planning takes place separately for upstream and downstream supply chains. We have proficiently automated our S&OP system, which uses a tool called Manufacturing and Logistics Planner (MLP) that supports in overseeing and managing processes like demand, production, and supply planning through live dashboard on a regular basis.

Our supply chain team manages the inbound and outbound logistics. With our digitization effort we have successfully reduced the Turnaround Time (TAT) and made our supply chain more effective. This is done through tracking of vehicles, where the batch of goods are being transferred through an integrated logistics management process (ILMP). The efficient tracking and monitoring helps in minimising time and cost.

Our production facilities and Fulfilment Centers (FCs) are located across multiple locations in India. We have more than 90+ FCs that are monitored for delivery of superior quality services. Their capabilities are strengthened such that they can cater to distributors within 24 to 48 hours. They are fully compliant to ISO 22000, FSSAI norms and other statutory requirements. Going a mile forward, we have hubs which are strategically located to serve customers in addition to re-stocking the FCs at a short notice. We have 28 third party packing units and 90 warehouses across India. We move around 170,000 vehicles per annum to manage the flow of goods across the value chain to serve our customers.

To add to our sustainability initiatives, we are increasing the share of multi-modal transportation with about 20% of the transportation taking place

We have more than 90 FCs that are monitored for delivery of superior quality services. Their capabilities are strengthened such that they can cater to distributors within 24 to 48 hours.

through railway and coastal container. Our carbon emissions are also kept under check by use of compressed natural gas (CNG) vehicles and electric vehicles (EVs). There are instances, where we identify vendors from within 200 Km radius and even hire a smaller vehicle proportionate to the customer's requirement. Additionally, we maximise the transportation capacity by appropriate utilisation of the vehicle capacity.

Our pan India secondary distribution takes place through an integrated network of 90+ fulfillment centers (FCs). These FCs are trained and monitored to deliver superior quality and efficient service.

Our digitisation efforts are not limited to effective supply chain management but also extend to overseeing the adoption of human right practices in our FCs. In addition to this, we use technology to manage the vendor or supplier onboarding, payment management on an end-to-end basis. Moreover, we use the software to track legal compliances. A third-party verifier is onboarded to assess the credibility and legalities of the vendor and bucket them under positive, negative, and neutral categories.

Augmenting Supply Chain Sustainability

On our pathway towards a green future, we endeavor to lower carbon emissions throughout the supply chain. Hence, we have been gradually transitioning to a more sustainable mode of transportation and encourage the deployment of CNG and EV vehicles for primary and secondary logistics. We are actively adopting multi-modal transport system, and in the reporting period have transported 1.65 lakh MT of 8.6 lakh MT of products via railways. This has contributed to our efforts and helped us reduce GHG emissions by 15%. Moreover, the Indian Railways would also initiate issuing of Green Points as part of appreciation for opting rail transportation over road for movement of goods in the upcoming year.



Fostering a Socially Inclusive Culture

At Adani Wilmar, we are huge proponents of health and well-being. Our commitment 'to building a healthy growing nation', encourages us to provide our employees and workers with the best-in-class working environment and safeguard their health. Moreover, in order to protect our employees and workers from any harm, we adhere to the highest national and international human rights standards.

Our Performance Highlights for FY 2021-22

<p>58% Employees imparted with skill upgradation training</p> 	<p>₹ 7.3 Cr. Investment in community development projects</p> 	<p>99% Customer complaints resolved</p> 
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Linkage with UNSDGs



Our dedicated efforts resulted in vaccinating 2,400 permanent employees, 6,100 contractual and off-roll staff and 3,200 family members (of our employees).

Our employees and workers play an instrumental role in driving our sustainability mission forward, and we value their contribution towards the company's growth by providing them with a diverse, and inclusive workplace. We also support our employees by fostering a culture of thought leadership and empower them with apposite learning and development opportunities.

Employee Wellbeing

We place utmost importance on employee well-being and consider it a vital part of our HR strategy. Resonating with our approach of employee care, we carried out a massive vaccination drive for our employees and their dependents during the reporting period. Our dedicated efforts resulted in vaccinating 2,400

permanent employees, 6,100 contractual and off-roll staff and 3,200 family members (of our employees). Furthermore, we have also administered booster doses to the eligible employees as a precautionary measure. As the lockdowns eased, we arranged for mental health counselling sessions for our employees and their families.

As part of our employee well-being initiatives, we support our employees with a group Medclaim, group personal accident policy and a term benefit plan. The insurance policies cover employees' medical bills for a variety of dire situations. Besides, lending care to our existing workforce, we even support our retired staff with hospitalisation coverage, Provident Fund (PF) and

gratuity. From a financial outlook, we support our employees with interest free loans, children education schemes, sports quota for children, etc. All our employees are entitled to avail parental leave as per our organisational policy. During this reporting year, 57 employees availed parental leaves. The women employees are provided with maternity leave of 26 weeks as per the government's policy and the men are offered three days of paid paternity leave.

Parental Leave	Male	Female
Number of employees entitled to parental leave	930	10
Number of employees who took parental leave	56	1
Number of employees who returned to work after parental leave ended	56	1

We provide our employees and workers a notice period in accordance with the necessary local laws to safeguard them from any operational changes.

Employee Effectiveness

Employee Strength

During our hiring process, we strictly prohibit discrimination with respect to race, religion, sexual orientation, ethnicity, nationality, while talent and excellence holds premium consideration for us. Our emphasis lies on hiring graduates from campuses which gives them an opportunity of exposure to the professional world. We have been recruiting talent from our Graduate Engineering Training (GET) programme for several years. At AWL, we groom our employees from the beginning to pave their way towards management roles by delivering the best results.



Breakdown of our employees is given in the table below:

Employee details (Permanent and Temporary)

Employee Gender	FY 2019-20	FY 2020 -21	FY 2021-22
Male	2,298	2,342	2,383
Female	21	21	26
Total	2,319	2,363	2,409

Age Group	FY 2019-20	FY 2020-21	FY 2021-22
<30 Years	439	450	431
30-50 Years	1,586	1,596	1,635
>50 Years	294	317	343
Total	2,319	2,363	2,409

Total Permanent Employees by Designation

Employee Positions	FY 2019-20		FY 2020-21		FY 2021-22	
	Male	Female	Male	Female	Male	Female
Senior Management	31	0	32	0	38	0
Middle Management	181	0	177	0	200	0
Junior Management	1,379	19	1,470	21	1,546	25
Supervisory	707	2	662	1	599	1
Total	2,298	21	2,341	22	2,383	26

Worker Details (Permanent and Temporary)

Employee Gender	FY 2019-20	FY 2020-21	FY 2021-22
Male	3,167	3,309	3,279
Female	5	5	5
Total	3,172	3,314	3,284

During the reporting period, we hired 406 new employees. Breakdown of new employee hires by age, gender and management position is given in the table below.

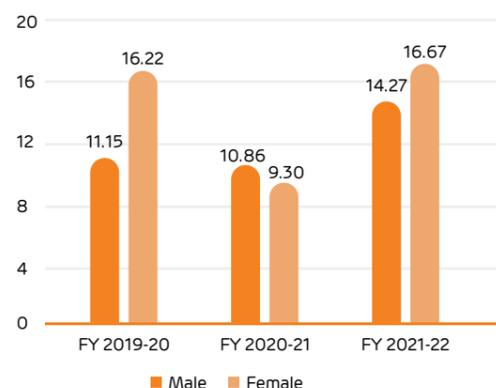
Employee Gender	FY 2019-20	FY 2020-21	FY 2021-22
Male	447	296	396
Female	6	3	10
Total	453	299	406

Age Group	FY 2019-20	FY 2020-21	FY 2021-22
<30 Years	214	167	175
30-50 Years	232	128	222
>50 Years	7	4	9
Total	453	299	406

Management Position	FY 2019-20	FY 2020-21	FY 2021-22
Trainee	40	69	53
Junior Management	395	219	322
Middle Management	16	8	24
Senior Management	2	3	7
Total	453	299	406

Employee Turnover Rate

For past three years, the total employee turnover rate (in %) is mentioned in the table below.

**Employee Productivity**

To engage the employees and even their families more effectively, we host vocational and other family centric activities at our plants and offices. We celebrate various festivals together and host religious ceremonies and events. During the year, we also participated in Gallup survey and received a score of 4.16 out of 5. Our Great Place to Work (GPTW) score has also increased significantly over the span of five years.

Diversity and Inclusion

We make concerted efforts to provide our employees a bias free and gender-neutral work culture. We firmly believe that employee diversity will increase the capability of our organisation and drive creativity.

To build a resilient organisation, we are trying to bring in more female representation at all levels. We strive to achieve this goal by hiring more women graduates from campuses. We always encourage our female employees to take on management roles.

We at Adani Wilmar are firmly committed in building an equitable, diverse, and inclusive work culture across the value chain. In the light of this, we offer both men and women competitive wages based on their experience, educational background, and skill sets. Furthermore, we believe that such an environment can play a critical role in encouraging greater participation from the employees and workers and propel their innovation capabilities and productivity. We do not discriminate based on their colour, caste, creed, gender, nationality, religion and race or favor on any grounds and build an atmosphere of respect, trust, and cooperation.

Learning and Development

Our employees are one of the most critical levers behind our success. We attract the best talent and facilitate their growth through a variety of learning and development opportunities. Aligning our long-term business strategy with our talent's potential and development has helped us in taking forward strides towards building a competitive edge in the market.

We focus on overall progress and emphasise on delivering various training programmes to widen technical, behavioural and functional skills of our employees. We provide technical trainings to our core operations employees and functional trainings to different departments concentrating on their respective functions. Our behavioural trainings focus on improving soft skills.

In coherence with this, we have partnered with a global talent management firm, Development Dimensions International (DDI). As an initial step, we have designed a competency framework called Polaris, for assessment and development of high potential employees. It includes assessment centers, individual development plans, classroom workshops, coaching and counselling session and live action projects. The framework helps identify gaps in knowledge and helps in boosting the employee competency and performance.

The training programmes are designed on the basis of the need assessment. We identify employees that require the training and arrange for a qualified facilitator and other infrastructure. Wherever we experience a challenge in conducting the trainings in person, we switch to online tools and deliver it across office and factory locations as is necessary.

We offer competency-based development training programmes to train on relevant skills and behaviour which are expected from employees across grades. Further, for improving our overall business performance, we hone their technical and functional skills by offering them with a befitting variety of training programmes in their respective areas of business-like sales, manufacturing. To ameliorate the organisational performance and the overall talent pool, we assess and improve the managerial actions, leadership connect through targeted and focused initiatives. In addition to all these, we also conduct safety related trainings for our contractual workforce on a periodic basis.

About 58% of the permanent employees and 29% of the workers benefitted from the skill upgradation training in the reporting period FY 2021-22. Average training and development expenditure per full time employee is INR 1,667.

Number of Employees who were provided with performance and career development reviews by employee positions and gender

Employee Positions	FY 2019-20		FY 2020-21		FY 2021-22	
	Male	Female	Male	Female	Male	Female
Junior Management	1213	17	1306	17	1257	17
Middle Management	170	-	175	-	181	0
Senior Management	28	-	30	-	32	0
Supervisory	677	1	642	1	585	1

Average Hours Spent in Soft-Skill Training

Employee Positions	FY 2019-20		FY 2020-21		FY 2021-22	
	Male	Female	Male	Female	Male	Female
Junior Management	11.04	15.58	3.56	1.38	4.28	2.40
Middle Management	11.38	0.00	2.65	0.00	7.65	0.00
Senior Management	0.52	0.00	0.34	0.00	7.87	0.00
Supervisory	6.05	6.00	2.67	0.00	1.78	0.00

Average Hours Spent in Technical Training

Employee Positions	FY 2019-20		FY 2020-21		FY 2021-22	
	Male	Female	Male	Female	Male	Female
Junior Management	6.25	2.74	5.78	3.14	5.08	1.60
Middle Management	4.31	0.00	2.15	0.00	1.50	0.00
Senior Management	1.55	0.00	0.06	0.00	0.00	0.00
Supervisory	4.52	0.00	1.89	0.00	3.59	0.00

Performance Evaluation

Our employees are fairly rewarded and incentivised based on their performance for the year. We follow a Key Result Area (KRA) system, wherein, the Key Performance Indicators (KPIs) are defined for the employees and these KPIs are given weightage. There are two reviews held with the employees; the mid-year review allows the employees to assess, reflect, and improve on their performance. At the end of the year, employees' performance is rated on a scale of 1 to 5, 1 being the lowest.

Human Rights

We respect human rights and protect our employees against discrimination and harassment. Our human rights policy is aligned with laws like:

- Universal declaration of Human Rights
- Social Accountability 8000 (SA8000) Standard
- The 2 main covenants (Civil & Political Rights; Economic, Social, & Cultural Rights)
- International treaties & conventions related to human rights

We abide by Prevention of sexual harassment (POSH) policy and all our new joiners undergo POSH policy training during induction process. We have a reporting mechanism in place for our employees to file a complaint

regarding harassment experienced or witnessed. The investigation is carried out by Internal Complaints Committee (ICC) which has been specifically instituted to address these matters. We make sure severe actions are taken against any employee found guilty of sexual harassment.

In accordance with fair human rights practices, we are intolerant towards involuntary or forced labour and child labour. We have a contract labour management system to ensure that all our employees are above 18 years of age. In this reporting period, no cases of sexual harassment, discrimination, forced labour or child labour were reported. We also support collective bargaining and freedom of association of our employees. We have union representation at two plants in Haldia and West Bengal, affiliated to Indian National Trinamool Trade Union Congress (INTTUC). In one of the plants 1,000 contract workers and the other 480 contract workers are covered by the Union.

We offer salaries and other cash incentives stringently based on qualifications and experience. However, the wage rate does not remain uniform and differs even for the same position on the basis of the region, occupation, skills, and other relevant factors. Moreover, we comply with Minimum Wages Act and provide salaries to our employees in accordance.

Assessing Employee Competency and Offering Relevant Learning and Growth Pathways

Polaris leadership development is a two-part journey, with the first being gap assessment, followed by the requisite learning support.

For the first, a competency framework helps understand, and monitor, the knowledge, skills, and attributes of our employees, in order to map them on their respective growth paths. As a part of the selection process the employees were divided into 2 different groups. (1. Manager to DGM, 2. AGM and above), and a set of defined selection criteria were put in place to select the individual participants.

In implementation of the programme, our employees went through a rigorous six-hour assessment, wherein they were nominated as an employee of a fictitious company and had to spend the day in shoes of that employee. This assessment included taking decisions, writing, and replying to mails, attending meetings, answering calls, and analysing data and information. Further to which an assessment report was generated, grading employees on each of the competencies.

In the next part, our partners, DDI, interacted with all our employees one-on-one to discuss the employee's report and get hold of their strengths and weakness. Based on this, individual development plans were prepared. To bridge the knowledge and competency gap, employees attended various classroom trainings and undertook live action projects for a period of 6 to 9 months under the mentorship of a guide.



From this exercise we learned that leaders require a strategic, practical approach that broadens and deepens their knowledge and experiences—an approach that is not a one-time event. Using this feedback and input, we designed a learning journey anchored in business strategy. This learning journey includes formal, informal, and highly interactive components. Besides skill sets, this helped improve performance and engagement.

As the way forward, to maintain continuity and examine the impact from the assessment and training, a 'Star' (Situation, task, action, and result) collection process commenced. Wherein, the employees and their managers were expected to earn Stars which was reviewed by the experts (DDI) and an effectiveness report generated.

Ratio of Standard Entry level Wage to local minimum wage (FY 2021-22)

Women	Men
1.3:1	1.3:1

Furthermore, to permeate the human rights practices across the organisation, we offer compliance related trainings to our employees on periodic basis. The security personnel hired through third parties are also imparted with mandatory trainings on human rights principles.

For grievance redressal, we have created an online platform SETU wherein our on-roll and contractual employees can put their complaints or observations. These complaints or observations are addressed by Corporate HR and relevant solutions are provided within a week. This reporting year, we had zero violations against human rights.

Health and Safety

Building a 'Culture of Care' is central to us and drives us to focus on the health and safety of our employees

and workers. Our Occupational Health and Safety (OHS) policy is applicable to all our employees, workers, and contractors. Abiding by the policy, we have developed a robust infrastructure, with all necessary safety equipment in compliance with relevant statutory protocols and conduct relevant training and audits to safeguard the employees and workers. More than half of our plants are ISO 45001 certified. Moreover, we are guided by Wilmar group's OHS Policy which defines Zero Fatality and Permanent Disability as a part of their plan, and monthly monitor our safety performance through the Environment, Health, and Safety (EHS) report.

Our OHS strategy is governed by our Corporate Health & Safety Committee which convenes on a quarterly basis to address any new concerns and improve upon the existing approach to health and safety. Moreover, our plant and departmental heads across various plants monitor the performance on a regular basis and take necessary preventive actions to avoid any safety related hazards.

All of our safety measures and plans follow relevant and applicable statutory regulations and protocols. More so, more than half of our plants are ISO 45001 certified.

Safety Risk Assessment and Mitigation

Our online portal Enablon is equipped for reporting on any safety related concern or risk. Upon reporting an incident, an investigation process is carried out to assess the root cause of the incident and suggest preventive and corrective measures along with defined targets.

Hazard Identification and Risk Assessment (HIRA) and Hazard and Operability Analysis (HAZOP) are conducted on a timely basis for all the plants by internal and external experts.

We have different types of modules in enablon – Risk Assessment, Management of Change and Site inspection application which support the effective implementation of OHS management system.

Our dedicated efforts have helped us bring down the total number of fatalities to Zero.

We also safeguard our employees by conducting routine maintenance of all their equipment and machines. There is a mandatory checklist which is run through to assess any faults. The machines are secured with a 360-degree guard to protect the employee from an accident. In addition to taking safety measures internally, we also seek necessary permits based on Job Environmental Safety Analysis (JESA) for all recognized high-risk work

'Setu' listening to our employees' voice with ease and agility

Around 3 years ago, to make sure that we heard our employees' voice, be it feedback, ideas, or concerns, we launched a platform called 'Setu'. This platform allows employees to share their views and grievances directly and quickly with our Corporate HR (CHR) team.

The platform offers easy communication with the CHR team and ensures responses and solutions from them within seven working days. The link to the platform is shared with all the employees on a fortnightly basis to guarantee that everyone has access to it. The CHR team duly goes through all the feedback and complaints

received on the platform and subsequently takes appropriate action as necessary.

It is exciting to note that we have successfully incorporated and implemented on several suggestions from our employees. This has been both valuable and beneficial to us and our business efficiency.

The platform helps us engage and listen to our employee's voice with ease and efficiency and resolve issues and adopt recommendations with agility.

Work-related Injuries	FY 2020-21		FY 2021-22	
	Employees	Workers	Employees	Workers
Lost Time Injury	0	0	1	7
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	0	0.26	0.29	0.23
Total recordable work-related injuries	0	0	0	0
Rate of recordable work-related injuries	0	0	0	0
Number of fatalities	0	0	0	0
Fatality Rate	0	0	0	0
High consequence work-related injury or ill-health (excluding fatalities)	0	0	0	0
Total Number of Hours Worked	3,239,460	30,000,153	3,439,800	30,192,473

*The rate of recordable work-related injuries and lost time injury frequency rate has been calculated based on 1000,000 hours worked. Furthermore, there were no work-related ill health reported during the financial year.

Recognizing Our Employees

We have discovered that recognizing our employees and workers for their attention to safety has helped significantly in reducing workplace injuries. Hence, we reward our employees for adhering to safety policies and procedures.

Safeguarding Employee Health and Wellness

Occupational health services aim to protect the health of workers in relation to their work environment. We conduct illumination surveys, air quality monitoring and noise monitoring on a regular basis. Preplacement and periodical medical examinations are conducted on an annual basis.

We have safety committee at all factories, in which workers participate in the occupational health and safety management system, the basis of formation of safety committee is state factory rules. Safety committee members participate in identification of hazards, assessment of risks, application of the hierarchy of controls, investigation of incidents and audits.

Owing to the pandemic, a thermal screening machine was installed in offices and regular health

roundabout was conducted. Furthermore, in case of any medical emergency, we are associated with hospitals to take the patient there immediately and get the necessary care and support.

We organised various programmes for promoting mental health and wellbeing, strengthening the prevention and treatment of substance abuse, including narcotic drug abuse and harmful consumption of alcohol, Yoga Day etc.

Safety Trainings

One of the key aspects to ensuring employee safety is training them to avoid workplace injuries. Employee safety training is provided during their induction phase and periodically through the SAP Litmos software (The solution is comprised of a powerful LMS and a content-rich training course catalogue that make it easy to manage the entire

learning programme from system implementation and integration to ongoing administration. SAP Litmos started in the year 2021, currently 460 users are registered on SAP Litmos platform, and they are learning Health Safety Management. From a facility perspective, a toolbox and classroom training are provided at every department and awareness is created around EHS alerts to report any incident. During the reporting period, we conducted 92,218 manhours of training for our employees and workers on various aspects such as high-risk work activities, ISO 45001 awareness. Additionally, we extend safety training and counselling to all our visitors, truck drivers etc. All the necessary precautions are taken care of through provision of Personal Protective Equipment (PPE). During the reporting year, we also conducted firefighting training in a neighbouring school.



Strengthening Consumer Relationship and Building Trust

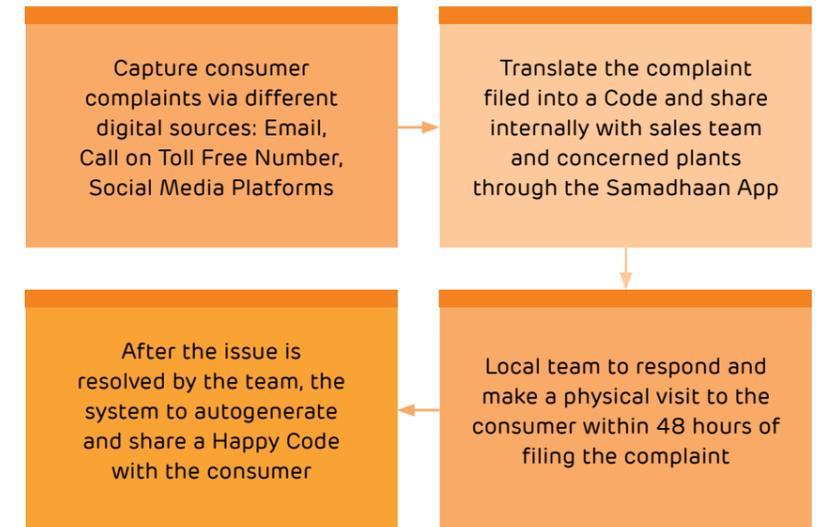
Our business philosophy of 'Building a Healthy Growing Nation', have urged us to offer healthy and superior quality products to our consumers. We have been able to retain our position as one of India's leading FMCG and Food Companies primarily because of the quality of products we serve and the relationship we have built with our consumers over the past two decades. Further, our consumers' consistent faith in us has helped us grow and serve over 90 million households across markets, in the urban, semi-urban, as well as rural areas.

We give precedence to consumers' health and safety and offer them nutritious and hygienic products. We are pleased to report that there were no products recalled owing to safety issue during the reporting period.

No product recall owing to safety issue during FY 2021-22.

Addressing Consumer Complaints and Corrective Measures

We have a robust mechanism to capture consumers complaints and feedback. To ensure that we attend to all our consumers' complaints effectively and within a stipulated time, we have transferred the entire process from a manual to a digital platform. This has improved the coordination and communication

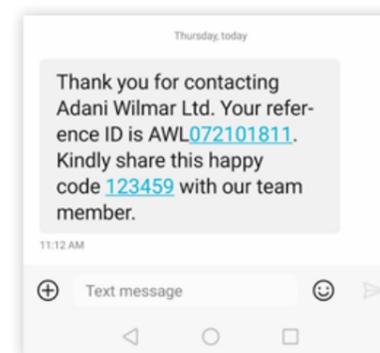


between departments. In order to avoid missing out on any complaints or feedback, we designed the Samaadhaan Application (App).

The feedback of our consumers is valuable to us; hence we share a Happy Code with them post furnishing the services. The Happy Code is a message sent to the consumer after addressing their complaint or delivering the requested service in order to internally assess and affirm that the consumer is satisfied with the solution provided, and the case can be closed.

After the complaint is closed, we undertake a thorough inspection of the product batch

for which the complaint was raised. The plant team makes a report of the complaint and also prepares Corrective and Preventive Actions (CAPA). Through the Samadhaan App, the concerned plant is tracked with the help of batch code and manufacturing date for which the complaint was raised. Upon review and checks, the team reports on the necessary products specifications and submits the CAPA details on the App. The plant head verifies the information submitted and forwards it to the Corporate Quality Assurance (QA) team for final approval and case closure.



99% consumer queries resolved during FY 2021-22.

We protect our consumer's data and information with responsibility and utmost care. We have a cybersecurity policy that ensures protection of our consumer's data and their information.

Consumer Data Protection

We protect our consumer's data and information with responsibility and utmost care. We have a cybersecurity policy that ensures protection of our consumer's data and their information. The consumer's data is captured via the Samaadhaan application which is managed by our IT team and is kept confidential. Only the distributor shift data is shared with the distribution department for further communication. As a result of our robust data protection framework, there were no instances of any consumer data breach or leaks were reported in the previous year.

Building a Nutritious and Empowered Society

Malnourishment is a curse which gets passed on intergenerationally. Women who are malnourished, in all probabilities, give birth to weak and undernourished offspring. As a result, the child is susceptible to malnutrition. Further, the statistics related to anaemia are not in the country's favour. More than half the women between age groups 15 to 49 are ailing from iron deficiency. India has been struggling to break this vicious cycle of misery, poverty, and lack of nutrition. It is imperative that we commit ourselves and our CSR endeavours to address the impending challenge of malnourishment and anaemia. As one of India's largest foods and FMCG companies, our motto is to build a 'Healthy Growing Nation' by providing our consumers and communities with nutritious and high-quality products. Hence, with a vision to make India a stronger, healthier, and a more productive nation, we have undertaken this mammoth task along with the Adani Foundation and launched the 'Fortune SuPoshan' project. The project is a quest against malnutrition and anaemia among children of age group 0-5 years, adolescent girls, and women in reproductive age group, at various locations of the country.

Our Fortune SuPoshan journey commenced in 2016 with operations across 10 sites, 276 villages and a household reach of 86,304. As of today, we are present in 14 sites, after successfully exiting 10 sites in the reporting period. Until now, we have reached 1,065 villages, 129 slums, 2,66,821 households and positively impacted the lives of 1,08,132 children, 85,734 adolescent girls and 2,22,675 women in reproductive age.





Through this initiative we help India overcome the concern of stunted child growth and nutritional deficiencies. We work in tandem with Government of India's Mission Poshan 2.0 and the Integrated Child Development Scheme (ICDS) which seeks to combat and end malnutrition and anaemia. We are operational in two aspirational districts (NITI Aayog has identified 115 districts with poor Human Development Index and need for immediate transformation) in Narmada, Gujarat and Vidisha, Madhya Pradesh. In tandem with the Government of India's Poshan Abhiyan, we along with Adani Foundation agreed to implement our SuPoshan project in Narmada district, Gujarat in 2018. We cover all five blocks in Narmada and have a reach of 617 villages.

We strive to bring about a behavioural change in the communities and take appropriate decisions concerning food and nutrition to fight both malnutrition and anaemia. The solutions we offer as a part of this initiative are both remedial and precautionary. The initiative aims to bring about a wholistic change in the lives of the community members by impacting the following key areas:

them a voice and an opportunity to step out of their homes. We uplift their socio-economic status and encourage them on a path of financial independence and self-reliance. While some of these Sanginis have been able to fight patriarchy, others have boldly overcome domestic abuse and along with other personal battles.

Sanginis are responsible to find malnourished and anaemic children, girls, and women in different villages, become their guide and confidante, and walk along with them on a road to good health and nutrition. Their role entails timely identification, referral of severe to moderate cases of malnutrition to hospitals and rehabilitation centres, regular follow up, counselling, cooking demonstrations, and support in building a nutritional garden in their own homes. The Sanginis are also responsible for sensitising the communities about various government linked schemes which are relevant and applicable to them.

Digitalising Fortune SuPoshan

The SuPoshan software has been designed to monitor and track the

Health	Education	Women Empowerment	Sustainable Livelihoods

SuPoshan Sangini

In this battle against malnutrition and anaemia, we take support from a SuPoshan Sangini. The SuPoshan Sangini is a village health volunteer, who is trained as a part of the Fortune SuPoshan project and works alongside other government schemes like the Integrated Child Development Scheme (ICDS). By dedicated capacity building and training efforts, the women in the community can embark on their journey to become a Sangini. As an added objective, we aim to support these Sanginis by giving

initiatives taken on ground. The Sanginis are trained on Information, Education, and Communication (IEC) material and use tablets to input ground-level data with accuracy and efficiency. Moreover, the Sanginis can show issue-based videos to the people in the communities using these tablets. The software is equipped with data processing functionality which is further used to analyse the progress as well as forms a growth trajectory. The software is also enabled with payment processing functionality of the Sanginis.

Bringing a child out of the Malnourishment Trap



Aksar Ali, a four-year-old child was suffering with Severe Acute Malnutrition (SAM) due to lack of nutritious diet. When the child was discovered by SuPoshan Sangini Anupama Pranik the child's mother was explained about nutritional requirements of children. The Sangini suggested Aksar's mother to take him to the Nutrition Rehabilitation Center (NRC) which was 42 kms from their village. NRC provides proper diet under the supervision of a health personnel. Besides this, the NRC would provide her with INR 100 per day and INR 50 for four follow-up visits, along with free ration for one year which includes – 60kg rice, 30kg wheat, 12 kg Bengal gram, and 12kg red lentils.

Upon rigorous follow-ups, Aksar's mother agreed to take him to the NRC. There, Aksar was admitted

for 22 days and saw an immediate weight gain of 1.3 Kgs. Post that, the Sangini helped Aksar's mother build a kitchen garden where she could grow vegetables for her daily nutritional needs. Additionally, she even connected her with the Public Distribution System (PDS) for their ration.

After regular monitoring and counselling on various aspects including hygiene, Aksar's weight increased from 11 Kgs to 13.1 Kgs in a time span of six months. Aksar's mother is grateful for the diligent and sincere support from all those involved in the project and especially to the sangini for the timely advise and support. She is now convincing other mothers in her village to make a timely visit to the NRC along with their child in case they suffer from malnourishment.



Returning to life with more gusto

After becoming a widow, Rekha had lost all hope in life. Joining as a Sangini transformed her inside out and proved to be a turning point of her life. The experience not only helped her to become financially secure, but also emboldened her spirits and gave her the courage to create positive social impact. The initial days were difficult because of the social stigma around widows, but her son kept her motivated and pushed her to not give up on the good work. Gradually with time, she regained her lost dignity and respect, and also found her voice and confidence.

Apart from Nutrition, as a leader in food FMCG category, we also focus on driving social initiatives across the following thrust areas:

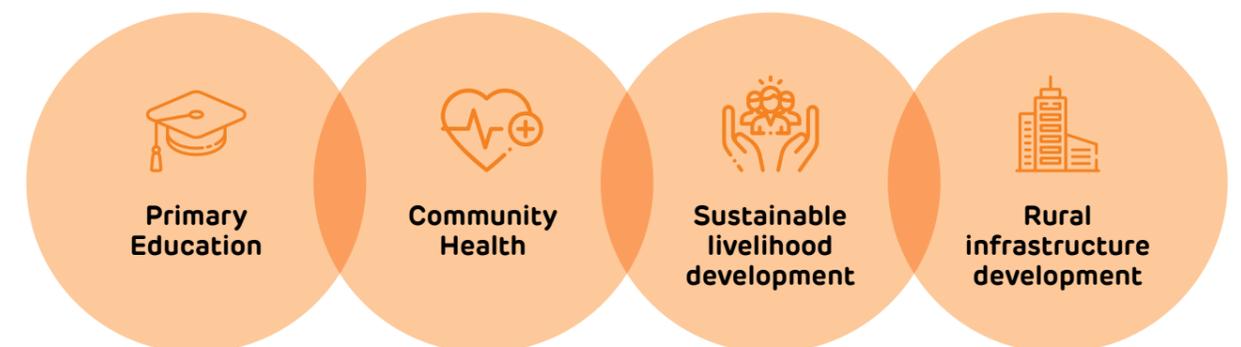
Governance and Monitoring

To govern the projects, we have CSR committee which is headed by an independent director who monitors the activities and expenditure as well as ensures all necessary statutory compliances are met as per the regulations. The Committee meets at least twice a year. It has the authority to revise or modify the CSR plan as they deem appropriate and is responsible for reviewing the applicability of the CSR policy every two years. Furthermore, to continuously assess the progress of the Fortune SuPoshan project, an Advisory Committee is formed which comprises of representatives of both Adani Foundation and Adani Wilmar. This committee meets every quarter to review progress of the project and ensure its smooth functioning. We also support several other projects carried out by Adani Foundation. For more details refer to our Annual Report of FY 2021-22.

We encourage all our employees and their family members to proactively volunteer and contribute to various CSR initiatives.

Employee Volunteering Programme

Our growing CSR initiatives also motivated our employees to give back to the community. We encourage all our employees and their family members to proactively volunteer and contribute to various CSR initiatives. Additionally, their participation is recognised with a token of appreciation from the leadership as well as by featuring their success stories on our website. To promote active participation from employee volunteers, commute facility is also provided at the activity site. In places or locations, where the CSR activities are not running, the HR is encouraged to explore different modalities in which the volunteers can support the communities.



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Principle 7: Businesses should support a precautionary approach to environmental challenges	Environmental Management	44-61
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Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	Sustaining a Strong Foundation	36

Glossary of Abbreviations

AWL	Adani Wilmar Limited
AGMARK	Agricultural Marketing
B2C	Business to consumer
BOD	Board of Directors
CAPA	Corrective and Preventive Action
CBCB	Central Pollution Control Board
CEA	Central Electricity Authority
CII	Confederation of Indian Industry
CNF	Cost and Freight
CNG	Compressed Natural Gas
CSR	Corporate Social Responsibility
D2C	Direct to Consumers
DDI	Development Dimensions International
DRCC	Dry Resource Collection Centre
EBIDTA	Earnings Before Interest, Taxes, Depreciation, and Amortization
EHS	Environment, Health and Safety
EPR	Extended Producer Responsibility
ESG	Environment Social Governance
ESP	Electrostatic precipitator
ETP	Effluent Treatment plant
EV	Electric Vehicle
FC	Fulfillment Centers
FMCG	Fast Moving Consumer Goods
FOB	Free On Board
FOSFA	Federation of Oils, Seeds and Fats Association
FSSAI	Food Safety and Standards Authority of India
GAFTA	Grain and Feed Trade Association
GC-MS	Gas Chromatography- Mass Spectrometry
GET	Graduate Engineering Training
GHG	Greenhouse Gas

GRI	Global Reporting Initiative
GTM	Go To Market
GWP	Global Warming Potential
HCS	High Carbon Stock
HCV	High Conservation Value
HIRA	Hazard Identification and Risk Assessment
HOA	Hazard and Operability Analysis
HoReCa	Hotel, Restaurant, Catering
HR	Human Resource
HRDDP	Human Rights Due-Diligence process
HVAC	Heating, Ventilation and Air Conditioning
ICC	Internal Complaints Committee
ICDS	Integrated Child Development Scheme
ICPMS	Inductively Coupled Plasma – Mass Spectrometry
IDS	Intrusion Detection Systems
IEC	Information Education Communication
INR	Indian Rupees
INTTUC	Indian National Trinamool Trade Union Congress
IPO	Initial Public Offering
IPS	Intrusion Prevention System
IVPA	Indian Vegetable Oil Producers Associations
JESA	Job Environmental Safety Analysis
JV	Joint Venture
KRA	Key Result Area
KPI	Key Performance Indicator
kWp	Kilowatt power
LTIFR	Lost Time Injury Frequency Rate
MLP	Manufacturing and Logistics Planner
NDPE	No Deforestation, No Peat, No Exploitation
NGO	Non-Governmental organisation
NIN	National Institute of Nutrition
NRC	Nomination and remuneration Committee

NRC	Nutrition Rehabilitation Center
ODS	Ozone Depleting Substance
OHS	Occupational Health and Safety
PAT	Profit After Tax
PDS	Public Distribution System
POSH	Prevention of Sexual Harassment
QCFI	Quality Forum Circle of India
RPO	Renewable Purchase Obligations
RSPO	Round Table on Sustainable Palm Oil
RTC	Ready to Cook
RTE	Ready to Eat
S&OP	sales and operations planning
SEA	Solvent Extractor's Association of India
SAM	Severe Acute Malnutrition
SDG	Sustainable Development Goals
SOC	Security Operations Centre
SOP	Standard Operating Protocol
SOPA	Soyabean Processors Associations of India
SPCB	State Pollution Control Board
SRC	Stakeholder's Relationship committee
SRT	Supplier Reporting Tool
TAT	Turnaround Time
TCFD	Task force on Climate Related Financial Disclosure
TSDF	Treatment Storage and Disposal Facility
TTCU	Traceability to Crush Units
TTM	Traceability To Mill
UNGC	United Nations Global Compact
VAPT	Vulnerability Assessment and Penetration Testing
WEF	World Economic Forum
WHO	World Health Organization
Y-O-Y	Year On Year
ZLD	Zero Liquid Discharge

