



# Nurturing Growth Responsibly

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# Nurturing Growth Responsibly

At Adani Wilmar Limited (AWL), we recognise the pivotal role we play in nourishing families and advancing global well-being through the introduction of our products. Our endeavour to fortify nations begins with conscientious practices that serve both people and the environment. From the fields where our seeds are sown to the communities we serve, every facet of our operations is driven by a profound sense of purpose and integrity. Inspired by our values, we are driven not only by profit but by a shared vision of progress and collaboration. "Nurturing Growth Responsibly" is not just a slogan to us—it is a way of life that reflects our core values and unwavering commitment to creating a better world.

Along with providing superior quality products, we are energised about enriching lives and protecting the planet for a better tomorrow. By embracing sustainable practices and forming meaningful partnerships, we are working to build a brighter, more sustainable future for all. At AWL, we believe that by nurturing growth responsibly, we can create a world where everyone thrives—today and for generations to come.

# About the Report

We are pleased to present our second 'Annual Sustainability Report' for the Indian fiscal year (FY) 2023-24. This report gives a comprehensive insight into programmes we have implemented during this period to realise our Environmental, Social and Governance (ESG) goals to nurture responsible growth while minimising negative impacts on our planet.

## Reporting Frameworks

The report covers our activities between April 1st, 2023, to March 31st, 2024. Its contents are updated annually and published on our website, [www.adaniwilmar.com](http://www.adaniwilmar.com)



## Reporting Boundary

The report provides comprehensive information on our ESG performance covering 23 plants and 7 offices situated across India, representing the cumulative revenues of all of our standalone entities. The consolidated financial statements within this report do not encompass the subsidiaries of Adani Wilmar Limited. Unless explicitly stated otherwise in relevant sections, the data concerning environmental and social performance reflects the actual performance of our diverse business operations within the reporting boundary and timeframe.

## Forward looking statement

The statements presented in this report, which outline our objectives, projections, estimates, and expectations, may qualify as "forward-looking statements" as defined by applicable laws and regulations. While these statements are grounded in reasonable assumptions, it's essential to acknowledge that actual results may vary from these expectations. This disparity can be influenced by numerous factors, including changes in market conditions, unforeseen challenges, shifts in regulatory landscapes, and other unpredictable variables. Therefore, readers should exercise caution and duly rely on these forward-looking statements

when making decisions, as they are inherently subject to uncertainties and risks that could cause outcomes to diverge from initial projections.

## External Assurance

The data presented in this report has undergone 'Reasonable Assurance' for BRSR core indicators and 'Limited Assurance' for BRSR non-core indicators by an external validation conducted by an independent third-party agency, Intertek India Private Limited. Intertek conducted the assurance in accordance with the following standards:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.
- International Standard on Assurance Engagements (ISAE) 3410 for 'Assurance Engagements on Greenhouse Gas Statements'.

## Communication and Feedback

We value the perspectives of our stakeholders and are committed to addressing their queries and concerns in a timely manner, following established processes. Our stakeholders may reach out to us via email at [investor.relations@adaniwilmar.in](mailto:investor.relations@adaniwilmar.in).

# Message from the CEO and MD

Dear Stakeholders,

I am pleased to welcome you to Adani Wilmar's Annual Sustainability Report, which encapsulates our performance related to Environment, Social, and Governance (ESG) parameters for the India Financial Year (FY) 2023-24. Sustainability is one of our founding principles, and we are broadening the scope of our responsible practices through transparent disclosures to help our stakeholders make informed choices. During this reporting year, we established a dedicated ESG Committee led by an Independent Director to strengthen Board oversight of our sustainability journey.



At AWL, protecting the environment underpins our business strategy and operational framework. Throughout the reporting year, we have undertaken various measures to manage our energy and water consumption and accelerate circularity practices to recover value from the waste we generate, guided by our Corporate Governance and ESG policies.

Adopting aggressive energy-saving measures, along with increasing the share of renewable power, has allowed us to reduce our total energy consumption and revenue-based energy intensity by 13% and 34%, respectively, in FY 2023-24 compared to FY 2020-21. Starting with our first solar power generation facility in Bundi, Rajasthan, we have been continuously enhancing our renewable energy capacity. At the end of FY 2023-24, we had 8.8 MW capacity and aim to have a total installed capacity of over 16.8 MW by the end of the coming fiscal year across 11 of our 23 units. Notably, the share of renewable energy in our total energy consumption has risen to 11.5% in the reporting year, up from 7.5% in FY 2020-21. Continuous process optimisation and adopting cutting-edge technology solutions like an Ice Condensation Vacuum System, which enables us to harvest and reuse condensed water, is improving our water efficiency. We have brought down production based water withdrawal intensity by a significant 24% in FY 2023-24 compared to FY 2020-21. Our waste diversion rate stands at an impressive 93%, and we collect 100% of the plastic packaging waste generated by our products. We also maintain over 90% traceability to the mill for our imported palm oil, with enhanced supplier assessment mechanisms in place.

At AWL, we are led by a culture of innovation and are constantly exploring new, sustainable pathways to grow and reinforce our leadership in the market. We are taking pragmatic steps towards building a greener value chain by transforming our logistics and distribution to employ multimodal logistics (road and rail). This allows us to transition to a low-carbon fleet. Additionally, we are optimising routes and situating facilities closer to sourcing and consumption centres to further reduce transportation-related carbon footprint.

Protecting and enhancing the biodiversity of areas around our operations serves as valuable carbon sinks, helps us reduce air pollution emissions, and protects human and plant health while preventing soil degradation. We have an aim to plant 50,000 trees every year till FY 2029-30 as part of Adani Group's overall target of WEF's 1t.org initiative.

We continue strengthening environmental health and safety considerations across our company and aim to increase ISO 14001 and 45001 coverage by 100% for all our units in the coming years, up from the present 78%. Underlying our steady rise as one of India's leading businesses is a continual focus on enabling and empowering our employees, suppliers and partners, customers, and communities. We have been recognised in the Great Place to Work survey for seven consecutive years. We are continually integrating advanced digital solutions like Darwin Box, a Human Capital Management (HCM) platform, Kronos, a Contract Labor Management System (CLMS), Learning Management System (LMS) – Disprz, iLearn, and many more to improve the employee experience.

We continue expanding the scope and reach of our community development efforts designed to empower underserved sections of society through skill development, healthcare services, and other interventions. Through the Fortune SuPoshan Project, we are contributing to bridging India's nutritional gaps and enhancing the well-

being of women, adolescent girls and young children in 4.4 Lakh households. This year, we conducted an impact assessment of the programme through an independent agency, which uncovered heartening results of the impact we have been able to create since its rollout in 2016. The Adani Foundation's Saksham skilling programme is enabling rural youth to strengthen employability through training in cutting-edge technologies like Augmented Reality (AR), Virtual Reality (VR), and Metaverse-based courses and taking firm steps towards self-reliance. To date, our CSR programmes have touched countless lives across India, directly and indirectly.

At AWL, strong governance forms the bedrock of our operations, and we adhere to the highest standards of integrity, transparency, and accountability.

As we look ahead, we are confident that with the support of our stakeholders, we will continue to strengthen our environmental stewardship while delivering on our social responsibilities effectively and adhering to compliance requirements diligently. Together, we will continue to nurture and accelerate responsible growth and long-lasting positive transformation for people and the planet.

Regards,

**Angshu Mallick**  
CEO & MD

# Performance Highlights and Awards

## Economic Performance

INR **49,242 Cr.** Revenue from Operations | INR **435 Cr.** PBT | INR **278 Cr.** PAT | **6 MN MT** Volume Sold

## Environmental Highlights

**18** Plants are ISO 14001 certified | **Zero** Case for Environmental Non Compliance | **11%** RE in Total Energy Mix | **11** Plants with Solar Power Capabilities

**27%** Reduction in Energy Intensity\* | **21%** Reduction in Emission Intensity\* | **16%** Reduction in Water Withdrawal Intensity\* | **233 ML** Rainwater Harvesting Capacity | **9** Plants with ZLD Status

**93%** Waste Diverted from Landfill | **98%** Recycle Packaging | **1,33,781** No. of Trees Planted | **51,768** Railway Green Points

\*Compared to FY 2020-21 and intensity represents production in MT

## Social Highlights

**7 years** in a row Awarded the "Great Place to work" | **46,983** Total Training Hours | **613** Total Recognised Employees | INR **374 Cr.** Employee Benefit Expenses

**15** Plants are ISO 45001 Certified | **Zero** Fatality | **0** POSH Complaints | **18 Cr** Total Spent on CSR

## Governance Highlights

Independent Chairman Heading the Board | **11%** Female Independent Directors on the Board | **88%** Board Attendance | **7 Years** Average Tenure of Board

## Awards and Recognition

**One of the Highest Soyabean Processor and Export of Value-Added Products:**  
Received One of the Highest Soyabean Processor and Export of Value-Added Products at SOPA Conclave in Indore

**Excellence in Large Workforce Management:**  
We were awarded by Manufacturing Today for Implementing Best People Practices and Excellence in Workforce Management

Silver – Best Use of Influencers on Social Media: **BEST USE OF INFLUENCERS ON SOCIAL MEDIA** (Silver) at THE MOMMY'S AWARD 2023 by Mad Over Marketing for our Sounds of kitchen campaign

**Gold - 34th Annual Convention on LSS Quality Concepts VCCQC**  
Quality Circle Forum of India (QCFI) presented Gold to Kakinada plant at 34th Annual Convention on Quality Concepts

Security Team category of Outstanding Security Performance Awards (OSPAs) 2023 India. The event was powered by BW Security World

**QCFI 34th state annual** convention for reducing FG tin wastage in WH from **0.55%** to **0.25%** and grade **2** generation from **0.71%** to **0.40%** - silver

**CII Food safety award for AWL Factories Hazira, Kadi, Alwarand Nimrani:**  
Hazira won Award Trophy for Outstanding Performance in Food Safety while other three plants won Commendation Certificate

**Top50** companies contributing to Inclusive Growth by **Skoch rated** India involved

**Gold Category in SKOCH ESG Award**  
Awarded for Clean Logistics at the 97th SKOCH Summit

**Silver - Best Use of Video Award:**  
Best Use of Video Award (Silver) at SAMMIE 2022 for our Hilsa'21 #IlisheTokko campaign!

**Uthama Suraksha Puraskara (Safety Award) :**  
Awarded to Adani Wilmar's Mangalore Plant by National Safety Council, Karnataka Chapter

**34th Annual Convention on LSS Quality Concepts VCCQC** – 2023 - gold

**Silver - National Award** for Manufacturing competitiveness to Bundi Plant and Alwar Plan Our Bundi and Alwar plants were recognised with National Award for Manufacturing Competitiveness by the International Research Institute for Manufacturing (IRIM)

**SEA Award for highest Castor seed Oil cake processing in 22-23** The Solvent Extractors Association recognised Adani Wilmar's Mundra Castor plant for highest Castor seed oil cake processing in 22-23

# About Adani Wilmar Limited (AWL)

Established in 1999 as a joint venture between the Adani Group and the Wilmar Group, AWL is one of the largest Consumer Food and FMCG companies in India

At AWL, we have an unwavering commitment to bringing a comprehensive range of quality and nourishing kitchen staples to Indian consumers, with an aim to nurture the growth and health of the nation.

The strategic partnership between Adani and Wilmar Groups brings us several unique competitive advantages. It combines Adani's deep understanding of local markets, management expertise, and advanced logistics infrastructure in India with Wilmar's global sourcing prowess and technical knowledge.

Our product portfolio encompasses edible oil, wheat flour, rice, pulses, and sugar, offered under various brands that cater to diverse customer segments across a wide price spectrum. Today, we are recognised as one of the fastest-growing packaged food companies in India, driven by our commitment to quality and customer satisfaction.

In February 2022, we successfully launched our Initial Public Offering (IPO). Subsequently, we listed on India's premier stock exchanges, the Bombay Stock Exchange (BSE) Limited and the National Stock Exchange (NSE) Limited. Our joint ventures KTV Health Foods Private Limited, Visakha Polyfab Private Limited, and AWN Agro Private Limited, further expanding our reach and capabilities.

### Adani Group

One of India's leading conglomerates with 11 publicly traded companies across transport, logistics, energy and utility, materials, metals, mining and various B2C sectors.

### Wilmar Group

One of Asia's leading agribusiness groups and ranked among the largest listed companies by market capitalization on the Singapore Exchange

### AWL- Redefining the Indian Food and FMCG Industry

- Number 1 (Fortune) edible oil brand in India
- Largest importer of crude edible oil in India
- Largest manufacturer of lauric fat in India, with a significant market share
- One of the largest single-location refineries in Mundhra, India, with a capacity of approximately 5,000 tonnes per day

### AWL - Major player in Oleo chemicals and Castor Oil

- One of the largest exporters of oleochemicals in India, catering to growing international demand
- Largest manufacturer of castor oil in India and a major oleochemical producer
- No. 1 exporter of castor oil and its derivatives, with a formidable presence in the global market

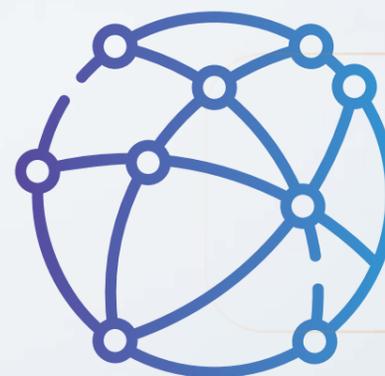


## Pan India and global presence

- Edible Oil
- Industry Essentials
- Food



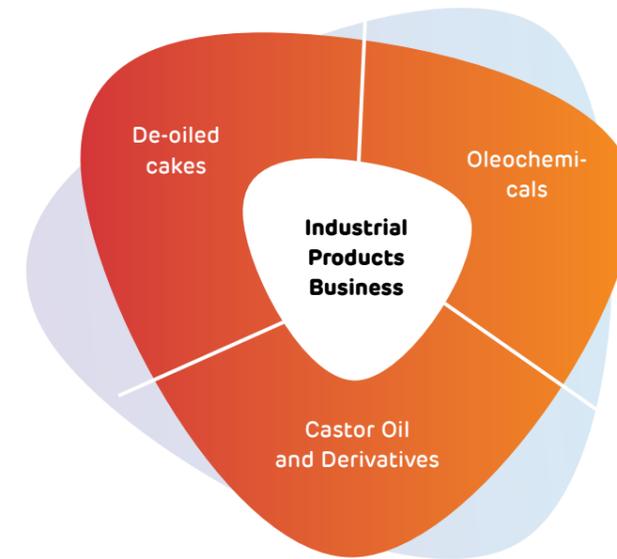
**India Presence:** Headquartered in Ahmedabad, our presence spans across 7 zonal offices in New Delhi, Lucknow, Kolkata, Indore, Mumbai, Bangalore, and Hyderabad.



**Global Presence :** 50 countries across United States, Canada, the Middle East, Southeast Asia, and Africa



# Product Portfolio



## Vision and Mission

Our vision is to be a leading Consumer Food and FMCG 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.

## Core values/ Core principles

### Courage

We embrace new ideas fearlessly, pushing the boundaries of innovation and creativity. We understand that progress often requires stepping out of our comfort zones and challenging the status quo. By embracing new ideas, we continuously adapt and evolve, ensuring that we remain at the forefront of our industry

### Commitment

Our commitment is unwavering. We stand by our promises and uphold the highest standards in all aspects of our business. Whether it's delivering exceptional products and services to our customers or maintaining integrity and transparency in our operations, we adhere to our commitments with diligence and dedication.

### Trust

Trust is the cornerstone of our relationships with our employees, customers, and stakeholders. We believe in fostering an environment of trust and collaboration, where individuals feel empowered to contribute their ideas and perspectives.

# Introduction to the Management

## Board of Directors



**Mr. Dorab Mistry**  
Non- Executive Chairman  
and Independent Director



**Mr. Kuok Khoo Hong**  
Non- Executive Vice - Chairman



**Mr. Anshu Mallick**  
Managing Director and CEO



**Mr. Ravindra Kumar Singh**  
Whole- Time Director (w.e.f.  
November 1, 2023)



**Mr. Pranav Adani**  
Non-Executive Director



**Dr. Malay Mahadevia**  
Non-Executive Director



**Dr. Anup P. Shah**  
Independent Director



**Mr. Madhu Rao**  
Independent Director



**Mrs. Dipali Sheth**  
Independent Director

## Leadership Team



**Mr. Anshu Mallick**  
Managing Director  
and CEO



**Saumin Sheth**  
Chief Operating Officer  
(COO)



**Shrikant Kanhere**  
Chief Financial Officer  
(CFO)



**Siddhartha Ghosh**  
Chief Human Resource  
Officer (CHRO)



**Ravindra Kumar Singh**  
Head - Technical



**Venkata Rao Damera**  
Chief Information  
Officer (CIO)



**Mukesh Kumar Mishra**  
Business Head –  
Edible Oils and Fats



**Rajneesh Bansal**  
Head - Supply Chain



**Vineeth Viswambharan**  
Business Head  
Wheat Flour, Premium  
Oils, NPD and Personal Care



**Rajiv Sharma**  
Business Head – Rice



**Vidyashankar Satyakumar**  
Head – Research and  
Development

# Approach to Sustainability

At AWL, our business model, strategy and operational framework are built around a strong foundation of sustainability that nurtures responsible growth. Our business practices are designed to drive transformation in the Consumer Food and FMCG sectors so we can create shared value for our stakeholders, including farmers, customers, shareholders, suppliers, communities and others.

Recognising the far-reaching implications our operations have as an industry leader, we are committed to strengthening environmental stewardship, catalysing inclusive growth and development and complying with all applicable regulations to run transparent and accountable operations.

## Stakeholder Engagement

At AWL, we view our stakeholders as individuals or groups whose partnership and support are pivotal to advancing our company's long-term growth and prosperity. Similarly, these individuals or groups are also those that may be most impacted by our business activities. Therefore, we are committed to developing strong bonds of trust with them through continuous engagement. This allows us to

understand their evolving concerns as well as seek their views on emerging business opportunities and risks so we can redefine and refine our strategic aspirations and operational imperatives, along with policies and practices, to address these insights effectively.



### Stakeholder Engagement Process

Our "Stakeholder Engagement Policy" underscores our commitment to open and authentic interactions to foster collaboration and deepen trust. We engage with our

stakeholders through a structured approach and formal and informal channels.



Our resource allocation decisions are based on stakeholders' interests and influence, so we can make prudent investment decisions on opportunities that can help us scale our efforts to nurture growth and value creation for our company and stakeholders holistically.

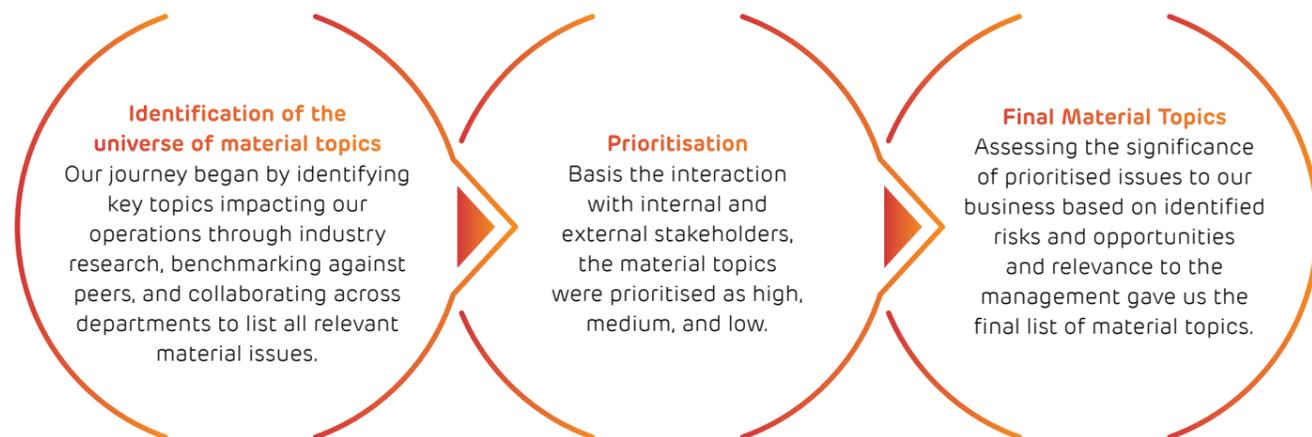
timely manner as well as respect their rights, including those of Indigenous and vulnerable communities in the areas where we operate.

To learn more about our stakeholder engagement, please refer to our Annual Report for FY 2023-24, available on our website.

Staying engaged and open to stakeholder dialogue is critical for us to avoid conflicts, address their needs in a

## Materiality Assessment

We periodically conduct comprehensive materiality assessments to identify those issues which can have the maximum impact on the continued well-being of our company and our stakeholders. The prioritised material topics guide our sustainability endeavours so we can address the ESG issues that matter the most to our internal and external stakeholders.



Strategically aligning our material topics with relevant UN SDGs and World EF's ESG core metrics allows us to not only address stakeholder needs but also make meaningful contributions to global sustainability goals.

### MATERIAL TOPICS



#### ENVIROMENTAL

- CLIMATE CHANGE ADAPTATION & MITIGATION
- CIRCULAR ECONOMY
- WASTE MANAGEMENT
- ECOLOGICAL IMPACT
- WATER MANAGEMENT
- ENERGY AND EMISSION MANAGEMENT
- RESPONSIBLE SUPPLY CHAIN



#### SOCIAL

- LABOUR PRACTICES
- DIVERSITY AND INCLUSION
- EMPLOYEE HEALTH, SAFETY AND WELL-BEING
- HUMAN RIGHTS
- TRAINING & DEVELOPMENT
- INNOVATION & TECHNOLOGY



#### GOVERNANCE

- ESG GOVERNANCE
- DATA PRIVACY AND SECURITY

### STAKEHOLDERS ADDRESSED



#### CUSTOMER

Development of products and services that meet customers' needs, with an emphasis on innovation, trust and brand



#### PEOPLE

Employment and development of people, with respect to work culture, engagement, leadership and expertise



#### SOCIETAL

Impact from an environmental, supply chain, regulatory, community and economic perspective



#### INVESTORS

Revenue generation, growth, cost optimization and capital structure

### SUSTAINABLE DEVELOPMENT GOALS LINKAGES



# Environment: Championing Sustainability and Stewardship

At AWL, Green manufacturing is at the heart of our efforts that drive our focus on the efficient use of water, energy, and other natural resources and enhancing biodiversity. Adopting circular principles, we actively reduce, reuse, recover, and recycle waste to ensure the responsible management of waste, effluents, and chemicals. In India, we pioneered recyclable packaging for edible oil pouches, balancing product safety and quality with environmental conservation. Committed to continuous growth and improvement in environmental management, we focus on energy, emissions, water, waste, biodiversity, and supply chain. These initiatives collectively help us integrate eco-friendly practices into our core operations while promoting responsible growth.



## Material Topics

Climate Change  
Adaptation  
and Mitigation

Energy and Emissions  
Management

Water  
Management

Circular Economy

Responsible  
Supply Chain

Ecological  
Impact

Waste  
Management

## UN SDG Linkages



## Environmental Management System

At AWL, our Environmental Management System is founded on the ISO 14001 standard and helps us improve cost savings and environmental performance and deepens stakeholder trust. It enables us to respond effectively to environmental risks and achieve our sustainability goals effectively and efficiently.

We conduct regular internal audits and engages with independent agencies to assess environmental impacts across all our plants. These audits produce a detailed register of potential impacts, enabling us to implement strict procedures and foster a culture of continuous improvement. We adhere to all applicable global, national and local regulations, monitor and track compliance and stay updated on evolving laws.

**18** out of **23** Plants are ISO 14001 Certified  
We aim to increase the ISO 14001 coverage by

**100 %**

in the coming years.

**Zero**

finest / penalties on  
Environmental Noncompliance

## Energy and Emission Management

At AWL, we use considerable amounts of energy to support our diverse activities to bring our consumers kitchen essentials of the highest quality at affordable prices through convenient channels and at retail points close to their consumption area. We monitor

our energy consumption closely and take proactive and reactive measures to optimise usage. Our energy efficiency measures play a significant role in reducing our greenhouse gas (GHG) emissions and carbon footprint of our products.



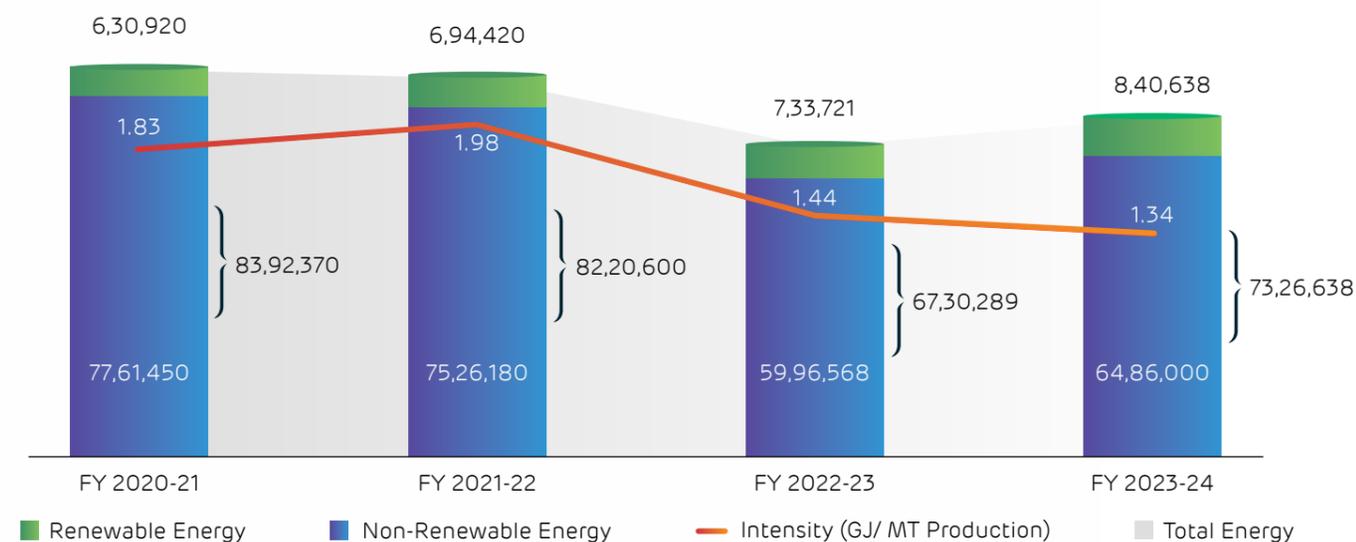
## Energy Management

We continually explore ways to enhance energy efficiency by transforming our processes and adopting innovative solutions and cutting-edge technologies as well as increasing the share of renewable energy to replace the

use of fossil fuels. The measures we adopted to enhance energy efficiency through FY 2023-24 have delivered impressive reductions in our energy consumption.

In the reporting year, our total energy consumption decreased by 13%, and production -based energy intensity dropped by 27% in comparison to FY 2020-21.

### Energy Performance (GJ)



**Energy Efficiency Initiatives: FY 2023-24**

- Installing energy-saving equipment such as Variable Frequency Drives (VFDs), steam condensate recovery systems, LED lights, and control loops.
- Provisioning thermal insulation on oil storage tanks to reduce radiative heat loss, consequently decreasing steam consumption.
- PLC-based synchronisation of air compressors to optimise power use.
- Redesigning the refinery vacuum system at the Kakinada plant, replacing it with a new system designed for low vapour and air load, leading to reduced steam consumption.
- Replacing the conventional vacuum system in the glycerine distillation plant at Mundra with a chilled water vacuum system to reduce utility consumption and effluent generation.
- Installing heat exchangers across various processes to utilise excess thermal energy, lowering energy consumption.

The financial outlay for deploying these energy conservation projects during the reporting period amounted to INR 23 crore.

**Leap Towards Responsible Energy Use – Implementation of Common Ice Condensation system**



At AWL, we have significantly advanced our sustainability efforts by implementing a Common Ice Condensation system in the 1000 TPD Soybean Oil Refinery and the new 1500 TPD Palm Oil Refinery at Haldia, West Bengal. The new solution reduces steam and water consumption by about 80% and has brought down coal consumption by 5281 tonnes annually for the soybean refinery and an expected 7700 tonnes for the palm oil refinery.

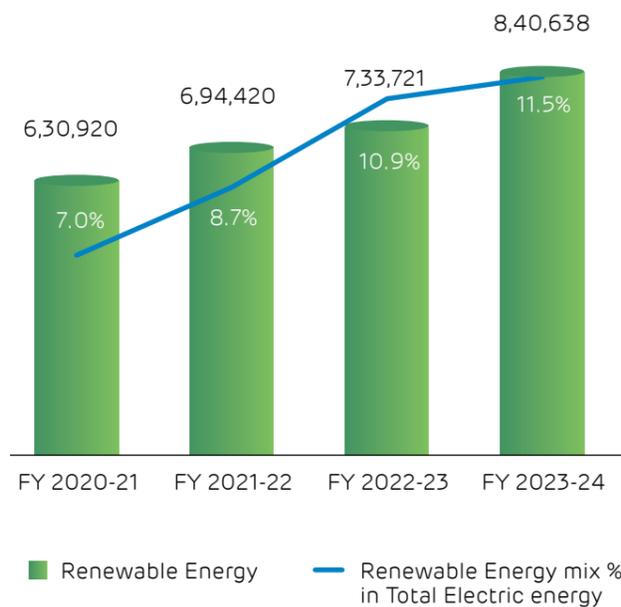
Overall, this is estimated to reduce coal consumption by approximately 12,981 tons annually, resulting in an energy saving of 243,000 GJ and lowering CO<sub>2</sub> emissions by 23,000 tCO<sub>2</sub>e, contributing to environmental preservation and resource efficiency.

**Integration of Renewable Energy in Operations**

At AWL, we are steadily increasing the share of renewable energy (RE) in our operations, primarily through the use of biofuels and the installation of solar plants at our manufacturing locations. As a result, the consumption of renewable energy has increased by 33% in the reporting year compared to FY 2020-21.

In FY 2015-16, we installed our first solar power generation facility in Bundi, Rajasthan. Since then, we have expanded our solar energy installations to 11 out of 23 manufacturing facilities. Our target is to achieve 16.8 MW of solar capacity by the end of the coming fiscal year.

**RE Consumption Trend (GJ)**



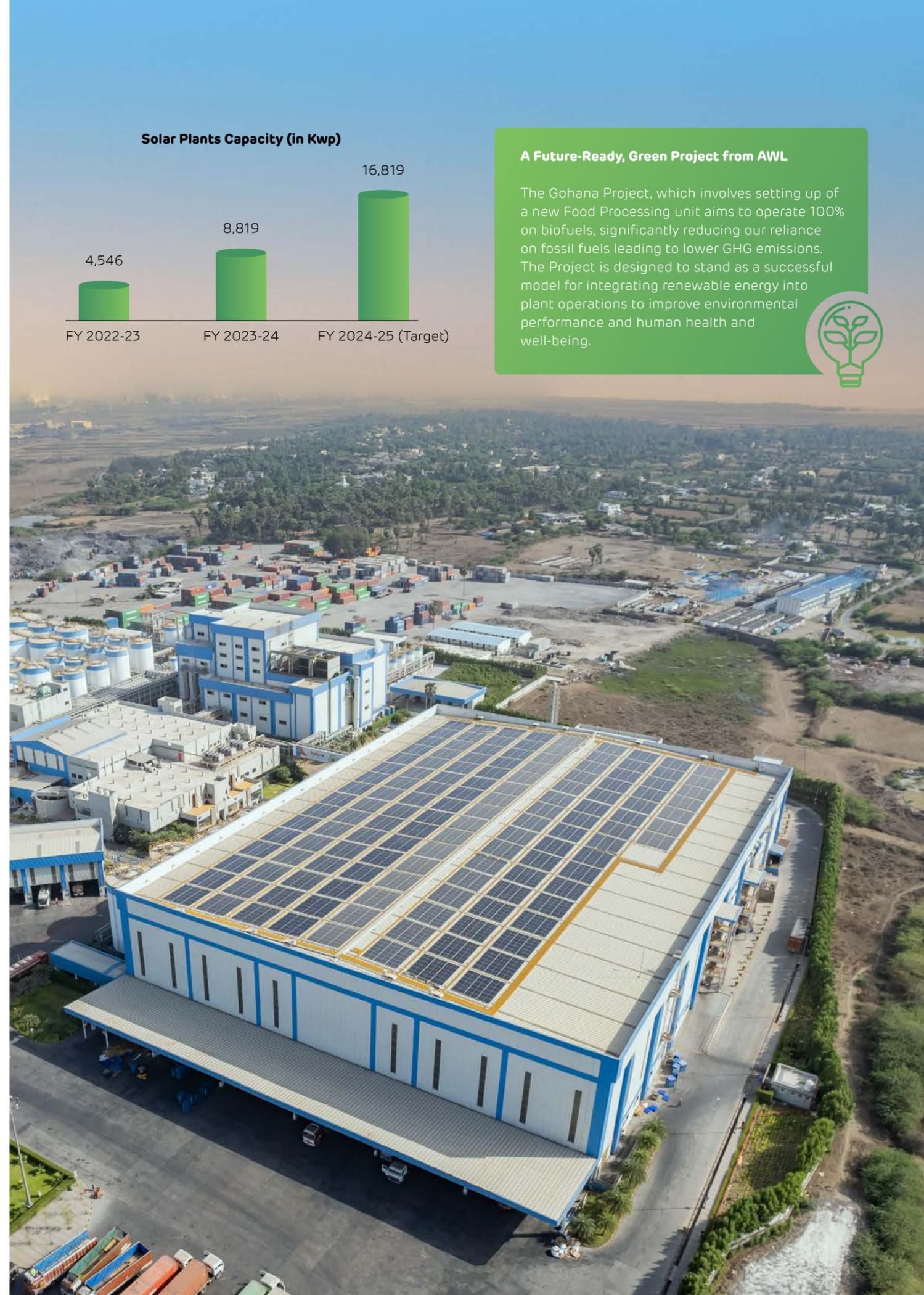
**11.5 %**  
RE share in total energy mix.

**Solar Plants Capacity (in Kwp)**



**A Future-Ready, Green Project from AWL**

The Gohana Project, which involves setting up of a new Food Processing unit aims to operate 100% on biofuels, significantly reducing our reliance on fossil fuels leading to lower GHG emissions. The Project is designed to stand as a successful model for integrating renewable energy into plant operations to improve environmental performance and human health and well-being.



## Emission Management

At AWL, led by our goal of responsible business practices, we are adopting globally accepted best practices along with national and international guidelines for GHG emissions reduction. We have developed a targeted strategy to manage our emissions across different scopes.

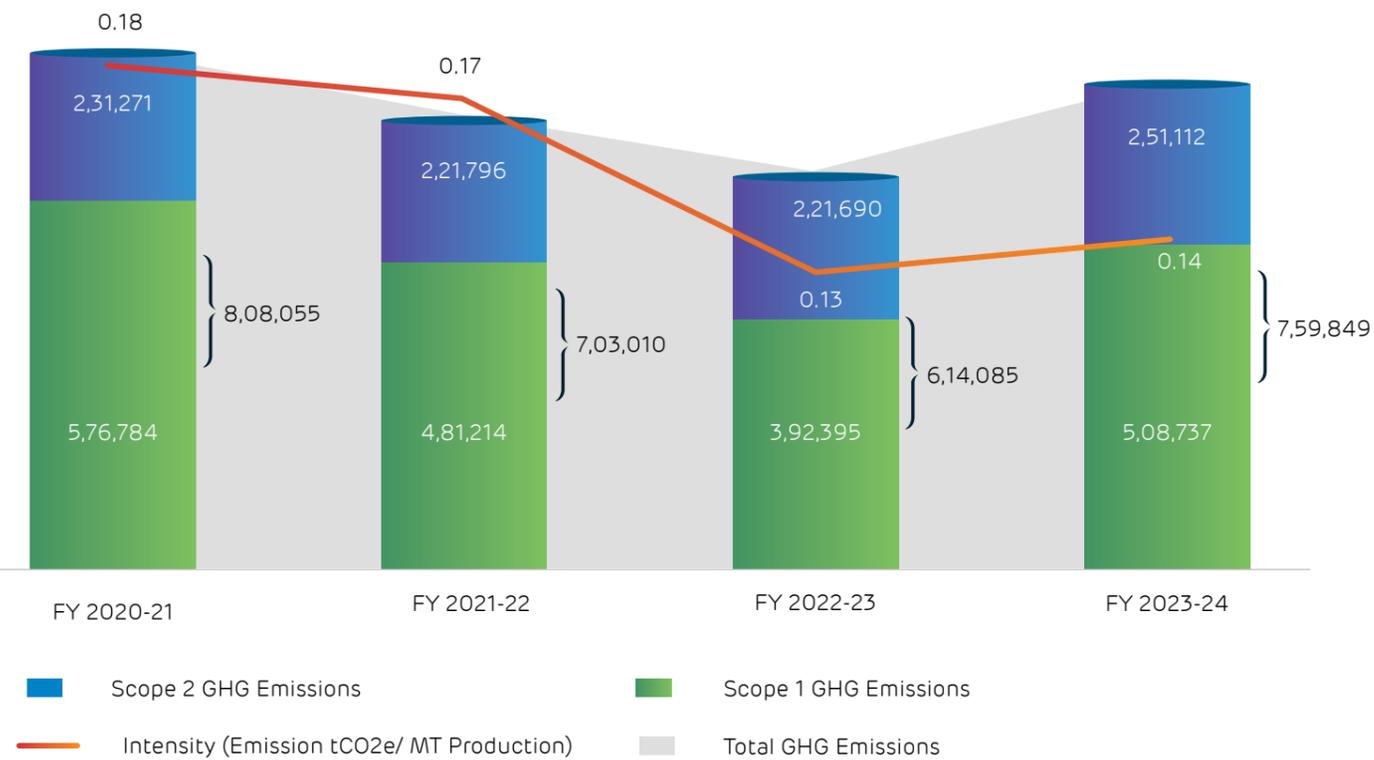
- For Scope 1 emissions, we are implementing advanced cutting-edge technologies and process modifications to decrease fuel consumption and replace fossil fuels with low-carbon alternatives like biofuels.
- For Scope 2 emissions, we are improving efficiency measures and increasing our consumption of renewable power.

- For our logistics and distribution-related emissions, we are employing a range of strategies, including the use of multimodal logistics (Road Rail Logistics), adopting a low-carbon fleet, optimising routes, and locating our facilities closer to sourcing and consumption centres to reduce distribution efforts.

Please refer to the Supply Chain Transformation section of this report for more details.

In the reporting year, we have reduced our total emissions (Scope 1 and 2) by **6%** compared to FY 2020-21, production-based emission intensity by **21%** and revenue-based emission intensity by **29%** over the same period.

### Emission Performance (tCO2e)

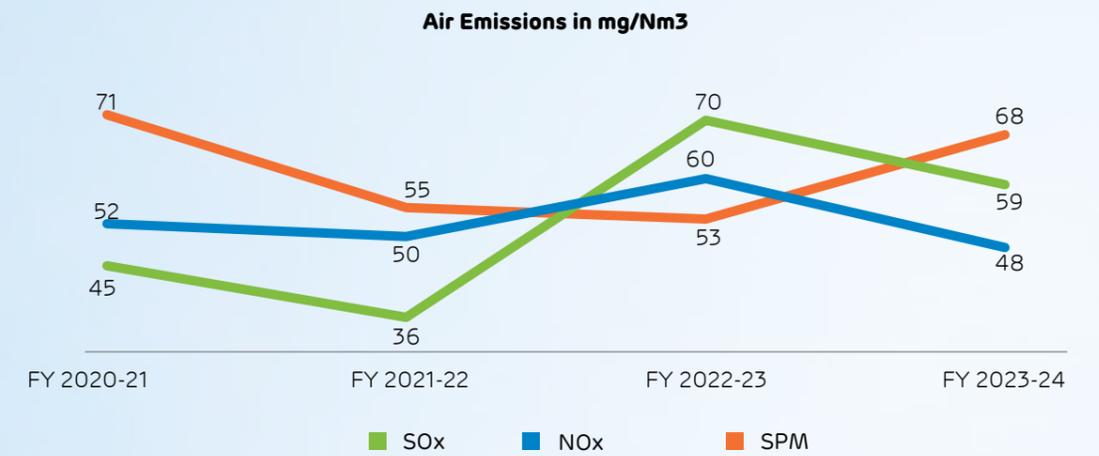


## Air Emissions

Ensuring the quality of the surrounding air at our facilities is crucial for reducing our environmental impact and safeguarding the health of our workforce and the surrounding communities. To achieve this, we consistently track our air emissions, including sulfur oxides (SOx),

nitrogen oxides (NOx), and particulate matter. We employ advanced technologies like bag filters and Electrostatic Precipitators (ESPs) to mitigate particulate matter emissions.

A year-on-year trend for air emissions across our operations is shared below.



# Adoption of TCFD Recommendations for Climate-Related Risks and Opportunities

The growing challenge of climate change is impacting every aspect of life and work, including industries globally. Shifting weather patterns and extreme events disrupt raw material availability, supply chains, and infrastructural assets. Beyond our supply chain, climate change poses significant risks to our business operations, threatening our ability to maintain consistent production and delivery of high-quality products. Urgent action is necessary to mitigate these impacts and ensure a sustainable future for our business and the stakeholders we serve.

## Climate Governance

At AWL, recognising the criticality of detecting, measuring, and effectively managing the impact of climate change on our operations, we are aligning our actions to help achieve the objectives of the Paris Agreement.

A dedicated ESG Committee has been set up to oversee our progress on mitigating ESG and climate-related risks and tapping related opportunities, in addition to the role played by the existing Risk Committee. The Committee is taking forward activities adhering to the Task Force on Climate-related Financial Disclosures (TCFD) framework. Working collaboratively, the ESG Committee ensures that climate considerations are integrated into our strategic decision-making processes and operational practices.

## Strategy and Risk Management

As part of our climate resilience strategy, we assess risks for both existing and new projects. This involves examining physical and transitional risks related to parameters like extreme weather events, regulatory changes, market shifts, and technological advancements. We consider both acute and chronic risk parameters for all these identified risks.

We utilise our enterprise risk management (ERM) framework to identify and evaluate climate-related risks and opportunities. This comprehensive approach enables us to categorise and address climate risks while also identifying avenues for improvement. At the plant level, we adopt a bottom-up approach, gathering insights from employees, site teams, and plant leaders to identify climate risks and opportunities. These insights help us create a roadmap to implement solutions using a top-down approach so we can facilitate a coordinated and effective response to climate challenges throughout our operations.

## Metrics and Targets

We are currently in the process of conducting a detailed climate risk assessment and incorporating it into our business continuity plan which we will be presenting to our stakeholders in the coming years. This assessment will consider various internal targets on energy and emissions that we have taken at the plant level and help us finalise organisational-level targets.

## Governance

Board level ESG and Risk Committee with defined roles and responsibilities  
Management Oversight

Incorporate climate risks into our enterprise risk management and identify, assess, and manage physical and transitional risks to enhance resilience while tapping related opportunities.

## Risk Management

## Strategy

We evaluate our strategy's resilience to climate risks, adapting to evolving challenges, and ensuring effectiveness through regular reviews and revisions.

Our targets for emissions reduction and renewable energy usage are aligned with our broader sustainability objectives at the plant level. We are working to set organisation level targets.

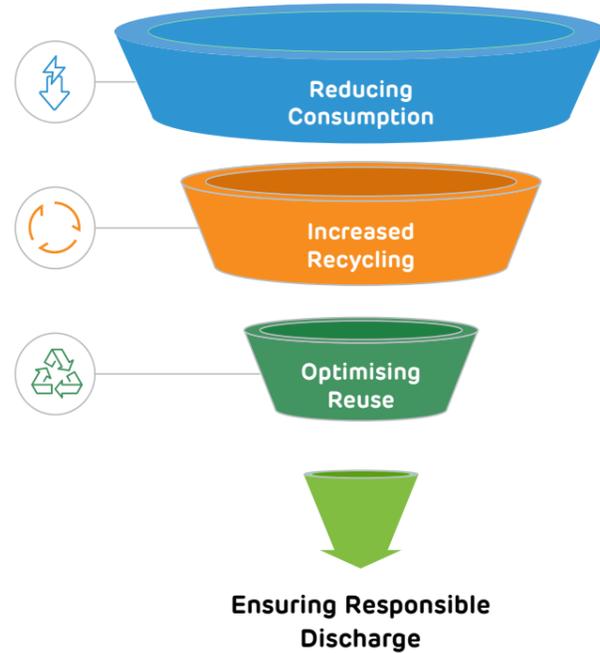
## Metrics and Targets



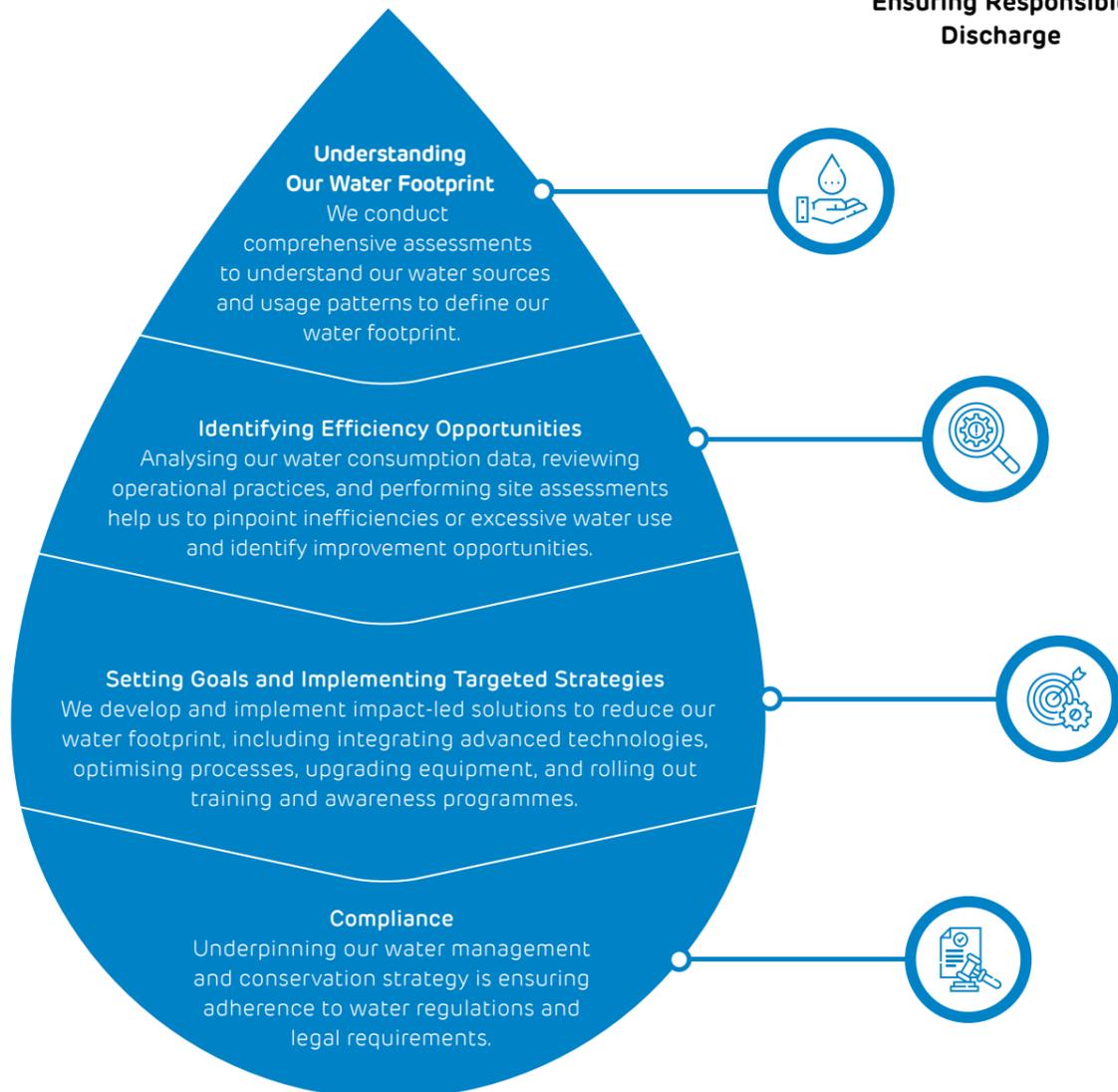
# Water Management

At AWL, water is a fundamental resource in our production processes, utilised across several stages, including raw material processing, refining, and quality control. We are mindful of the need to conserve this shared and fast-depleting natural resource through responsible and efficient water management practices.

Our water management strategies are designed to minimise consumption, optimise reuse, and ensure responsible discharge. Besides preserving nature's vital resources, these practices also play an important part in mitigating business risks and reinforcing our social license to operate.



## Water Management Strategy

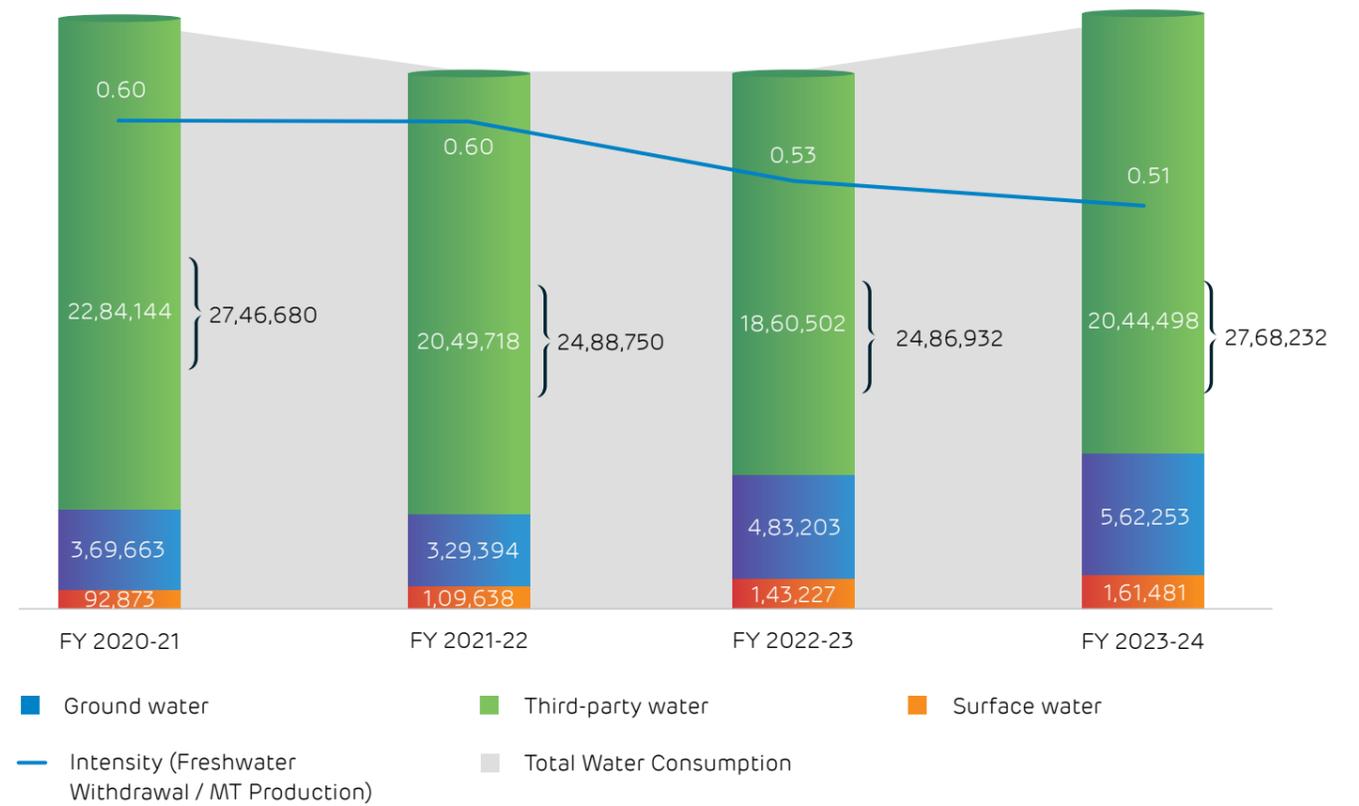


# Water Withdrawal and Consumption

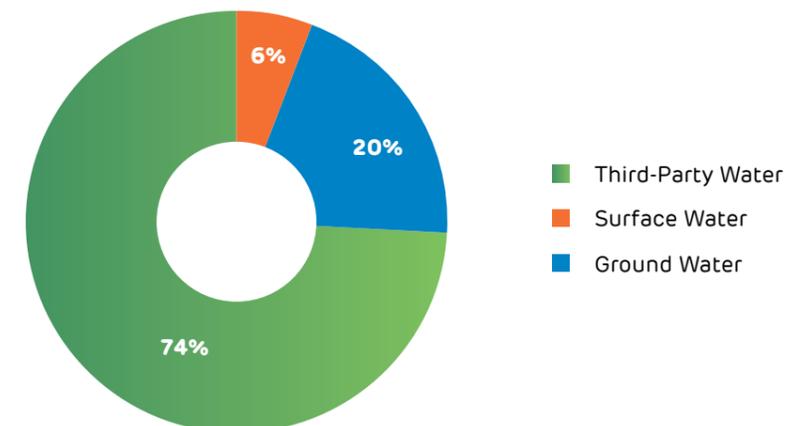
We draw the water we need primarily from authorised third-party agencies, including local municipal authorities and private agencies, which account for approximately 74% of our total water withdrawal. The remaining 26% comes from groundwater and surface water.

Process optimisation and technological advancements helped reduce production based water withdrawal intensity by 15.65% in FY 2023-24 compared to FY 2020-21 and 5.25% compared to FY 2022-23.

**Freshwater Withdrawal Performance (kL)**



**Freshwater Withdrawal FY 2024**



## Water Management Initiative

### Water-Efficient Practices

Throughout the year, we introduced several initiatives to enhance water efficiency in our operations, such as implementing the Ice Condensation Vacuum System and reusing condensed water as process water. As a result of these efforts, our overall water intensity per MT of production has reduced.

### Water Recycling and Reuse

The operations of edible oil refineries generate significant amounts of processed and effluent mixed water. Effective treatment, reuse, and responsible discharge provide multiple benefits, such as reducing dependency on shared water sources, achieving cost savings, preserving the environment, and protecting the interests of surrounding communities.

We have implemented recycling systems, including effluent treatment plants (ETPs), at all 23 of our production facilities. These ETPs minimise wastage and improve the reuse of reclaimed water for gardening, cooling towers, and boilers.

Additionally, we have installed Zero Liquid Discharge (ZLD) systems at 9 major plants, with a combined capacity to process 2,900 kL of water each day.

### Rainwater harvesting

At AWL, we are expanding rainwater harvesting capabilities across locations. In FY 2023-24, we installed a rainwater harvesting system at the Kadi plant, with a capacity of 17,215 kL per year. Currently, five of our plants are equipped with rainwater harvesting systems with a capacity of collecting up to 233,194 kL of water per year.

## Waste Management and Circular economy

At AWL, we recognise that traditional linear consumption patterns are not sustainable and are aggressively adopting circular economy principles to reduce, recycle, and recover resources so we can transform them into valuable materials for reuse. Adopting innovative approaches to reduce waste, including managing efficient recycling programmes in collaboration with our stakeholders, powers our mission to reduce waste, conserve resources, and build a circular, closed-loop system. This approach helps us progress towards zero waste to landfill operations. Circular principles are being integrated into every aspect of our operations to extend the lifespan and usability of resources and minimise waste going to landfills, protecting the environment and surrounding habitats.

### Key Initiatives

- We have implemented robotic systems for secondary packing activities, significantly reducing wastage during the packaging of our products.
- In our packaging manufacturing unit, we repurpose various types of packaging process waste for reuse in the production of new material.
- To reduce waste, we set annual internal targets for SKU-specific waste reduction.
- To enhance the recyclability of the waste generated, we have transitioned over 98% of our packaging to recyclable materials.



## Waste Generation and Disposal

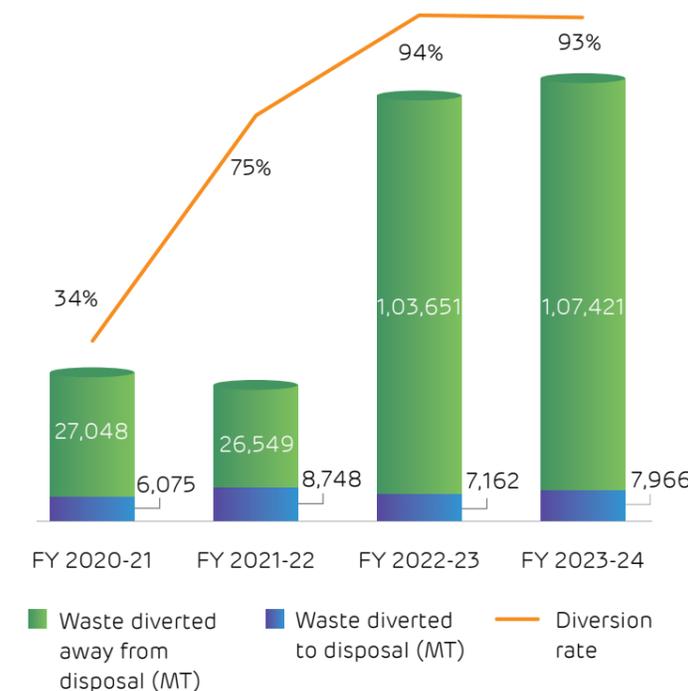
The waste produced at our manufacturing sites comprises oil waste, biodegradable materials, packaging waste like plastic and tin, discarded wooden storage pallets, battery waste and e-waste.

We ensure that all hazardous and non-hazardous waste is handled in strict accordance with local regulations, prioritising safety and environmental responsibility. We work with licensed contractors for recycling the waste or send it to authorised agents for responsible disposal.

Waste Generation (MT)



Waste Disposal and Diversion Rate



## Sustainability in Packaging

At AWL, delivering quality products to our consumers safely is key to our continued success. We are equally focused on reducing our environmental impact and waste volumes through sustainable packaging. Recognising the crucial role packaging plays in managing our carbon footprint, we are investing in developing innovative solutions to transition from using multilayer plastics to recyclable options.

Back in 2018, we initiated a significant transformation by introducing an innovative co-extruded multilayer film for the Fortune brand of edible oils, which was a sustainable solution and entirely recyclable. This change has helped us achieve over **98%** of recyclability in our overall oil packaging portfolio.

In addition to collaborating with leading suppliers for our packaging needs, we also operate an in-house packaging manufacturing unit, which fulfils a significant portion of our packaging requirements. Our packaging solutions primarily comprise recyclable materials such as tin, PE pouches, multilayer plastic pouches, and paper cardboard. Our packaging displays recycling symbols, indicating the material type and complies with regulations. This labelling is designed to make it easier for consumers to segregate packaging for recycling after product use. While there is a small amount of our packaging that is not yet recyclable,

mainly due to multilayer materials, we are actively working with industry experts and suppliers to find alternatives. Our ultimate goal is to ensure that all our packaging is nearly 100% recyclable, aligning with our commitment to sustainability.

### Plastic Waste Management – Awareness Program

Partnering with an NGO and our PRO agency Rapidue Technologies (Recykal), we organised an awareness session on "Plastic Waste Management and Recycling" at the Manson Centre of Excellence, School of Business Management, Hyderabad. The session reiterated the importance of segregation, reducing, reusing, and recycling plastic to mitigate its harmful effects on the environment to participants.



## Extended Producers Responsibility (EPR)

Like many in the FMCG industry, a substantial portion of our packaging uses plastic. We are conscious of the urgent need to minimise plastic waste and minimise its impact on the environment while also ensuring compliance with government regulations.

The Plastic Waste Management Rules, introduced by the Ministry of Environment, Forest and Climate Change in 2016, along with Extended Producer Responsibility (EPR),

guide our efforts on this front. Over time, these regulations have seen seven amendments, highlighting the evolving landscape of environmental responsibility. As a company committed to nurturing growth responsibly while adhering to regulations, we have registered ourselves as a Brand Owner and Producer of plastic packaging on the Central Pollution Control Board's (CPCB) online portal. Our EPR-related efforts generate EPR credits, which we use for compliance purposes.

Registered as Brand Owner and Producer under PWM Rules

In FY 2023-24, we achieved a significant milestone by responsibly collecting and disposing of 100% of the plastic packaging waste equivalent to what we introduced into the Indian market with our products in FY 2022-23.

Received an Appreciation Letter from CII in FY 2022-23 for our efforts in recycling during the 3R awards.

### Model 1

We collaborate directly with designated recyclers who collect and recycle the waste generated from our packaging materials. This involves working closely with these recycling partners to ensure that the plastic waste is properly processed and recycled, adhering to environmental standards.

### Model 2

We engage with aggregators to manage the collection of plastic packaging waste from various part of the country. These aggregators then coordinate with recyclers or co-processors to ensure the proper disposal or recycling of the collected waste.

Throughout both models, we maintain a stringent level of oversight and conduct regular internal audits to ensure that the entire process, from collection to disposal or recycling, is carried out with integrity and in accordance with our environmental objectives. This ensures transparency and accountability in our plastic packaging waste management practices.

Plastic packaging waste collected and sent for authorised disposal

<b>16789</b> <sub>MT</sub>	<b>10660</b> <sub>MT</sub>
Rigid	Flexible
<b>3445</b> <sub>MT</sub>	
MLP	



## Sustainable Supply Chain

At AWL, our approach to building and managing a responsible supply chain incorporates ethical sourcing methods, which is deeply anchored in our core strategy of protecting the environment, enriching society, and adopting cost-efficient procurement strategies. We engage and collaborate with our suppliers to align them with our broader sustainability goals.

Our supplier screening guidelines are designed to advance environmental and social considerations. A supplier Code of Conduct helps maintain and consistently improve upon ESG benchmarks across the value chain. This Code recognises our influence in positively impacting our suppliers, their workforce, and the overall quality and sustainability of the products and services we source.

### Raw Material Sourcing and Traceability

Aligned with the NDPE (No Deforestation, No Peat, No Exploitation) Policy and the sustainability standards set by our founding partner, the Wilmar Group, our supply chain operates under stringent guidelines to ensure transparency and traceability to further responsible sourcing. The NDPE Policy advocates sustainable practices to protect forests and high conservation value (HCV) areas, prohibit burning, prevent peatland development, and uphold human rights. By adhering to international standards, we ensure the rights of all workers and emphasise community engagement to encourage the inclusion of smallholders in the supply chain.

We have integrated the objectives of the NDPE Policy and additional traceability measures to gain insights into the origins of the raw materials we use and the practices associated with their production. The majority of the oils we use are imported, including soya from Argentina,

Brazil, Russia, and USA; palm from Indonesia, Malaysia and Thailand; and sunflower from Argentina, Netherlands, Romania, Russia and Ukraine. We source mustard and soybean oils domestically. The domestic seeds are procured directly from farmers, Farmer Producer Organisations (FPOs), traders, local mandis (Grain markets), etc. We have established crushing facilities with a capacity of 1 MT exclusively for our locally sourced seeds.

Our commitment to sustainable practices is demonstrated by the Roundtable on Sustainable Palm Oil (RSPO) certification of nine refineries: Mundra, Hazira, Mangalore, Krishnapatnam-1, Krishnapatnam-2, Kakinada, Paradip, Haldia-1, and Haldia-2. We hold the Round Table on Responsible Soy (RTRS) Certification for soybean meal and soybean oil produced at our Vidisha Plant.

### Sustainable Sourcing

Our approach to domestic sustainable sourcing is focused on building strong, mutually beneficial relationships with farmers, ensuring that our practices support their economic well-being and contribute to a responsible agricultural ecosystem. We purchase part of our total castor from farmers directly, bypassing intermediaries. This direct buying approach ensures that farmers receive the full economic benefits of their produce, which translates to better pricing and improved financial stability for them. By eliminating the intermediaries, we foster a transparent and equitable trading process that empowers farmers and strengthens their position in the market. Additionally, we

use farmers' tractors over other vehicles for transportation, saving them valuable time and reducing their logistical burdens.

At AWL, we actively engage with FPOs to connect with farmers directly, which helps us effectively explore opportunities and address challenges in the agricultural market. This direct engagement is crucial for tailoring our support to address specific issues faced by farmers, such as market access, pricing pressures, transportation in difficult weather conditions and sustainability practices.



Traceability for Oil Products

At AWL, the traceability of our oils, particularly palm oil, is of utmost importance. This transparency is crucial for maintaining a supply chain free from deforestation and peatland exploitation. It also ensures that our oil is sourced from certified sustainable sources. This commitment provides stakeholders with confidence in the sustainability of the oils they use.

The majority of our soya and sunflower oil is sourced from major class "A" suppliers who have well-established sustainability practices. This alignment with suppliers who share our commitment to sustainability strengthens our confidence that they uphold our ESG policy objectives.

We adopt practices such as the Traceability to Crush Units (TTCU) and frameworks like Environmental Risk Assessment Framework to mitigate risks and monitor suppliers in areas where direct control is limited.

Palm Oil



Palm oil plantations, when not managed sustainably, can lead to significant environmental damage, including deforestation, habitat destruction, and biodiversity loss. These risks underscore the critical importance of traceability in the global supply chain. To address these concerns, we prioritise transparency and accountability in our sourcing practices. Approximately 70% of our imported palm oil is sourced from the Wilmar Group, a company known for its stringent sustainability measures. The Wilmar Group mandates that all its suppliers, traders, and bulk buyers disclose the origins of their raw materials through a self-declaration document. By knowing the exact origins of palm oil, we can verify that it is produced without harming the environment. Hence, for the majority of our suppliers, we maintain traceability to the mills (TTM), ensuring that we can track the palm oil back to the processing stage. For some suppliers, we extend this traceability even further to the plantations (TTP), providing an additional layer of assurance about the sustainability of our sources.

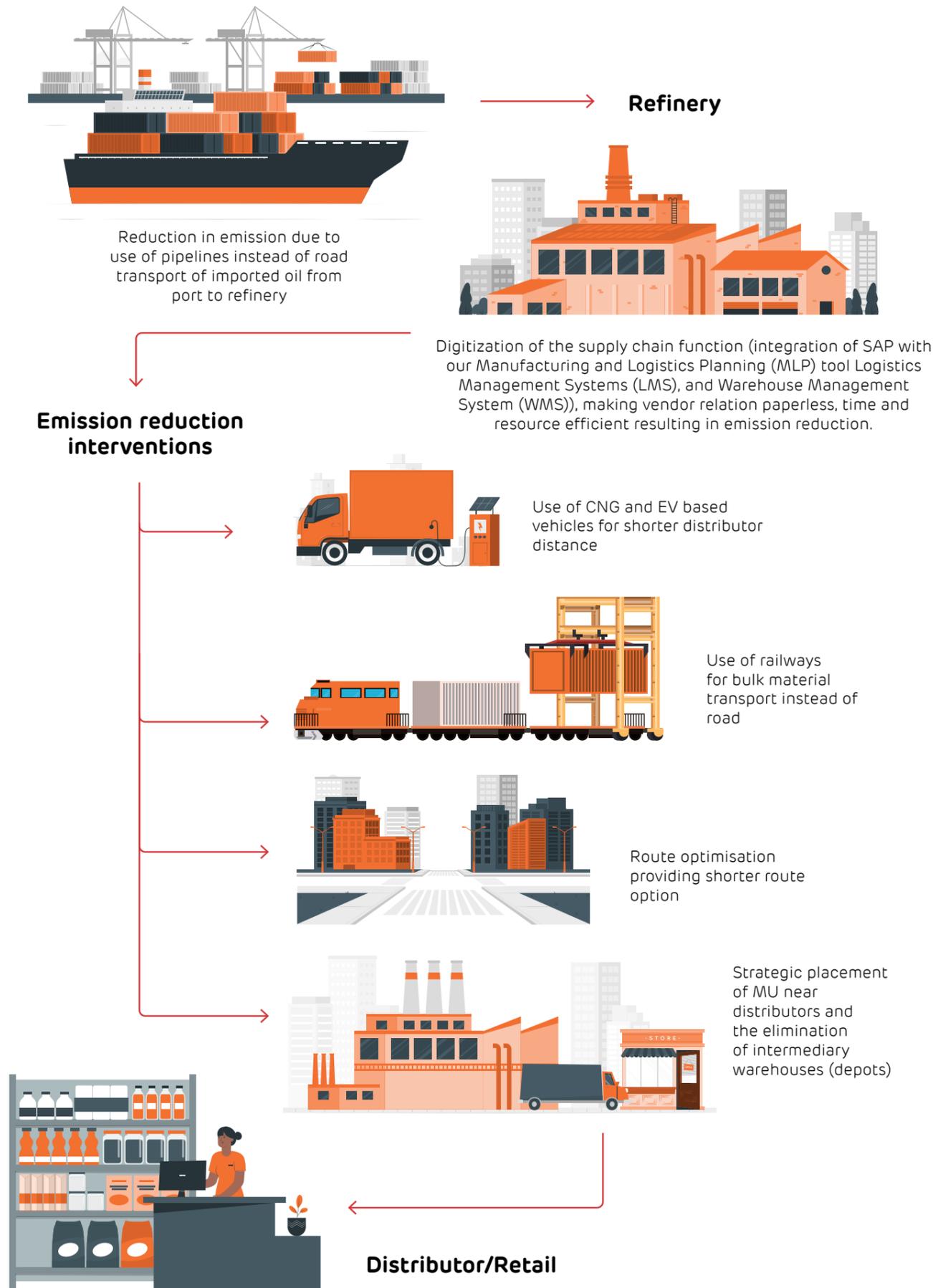
### Supplier Screening

Approximately 70% of our imported palm oil and 28% of our total imported oils are sourced from the Wilmar Group, with suppliers rigorously screened according to the Group's stringent standards and NDPE policy. We either exclusively engage with Wilmar Group-certified vendors or onboard only 'A' class vendors with well-established sustainability practices for importing oil. The majority of our procurement spending, is dedicated to imported oils like palm, soya and sunflower.

assessment framework. This site-specific assessment will ensure suppliers align with our supplier Code of Conduct and ESG policy, covering areas such as human rights and environmental, health, and safety standards. Based on these assessments, we will implement tailored ESG development programmes to enhance our suppliers' capabilities. Additionally, we plan to conduct regular educational sessions with our primary domestic suppliers, providing them with the knowledge and tools necessary to meet our sustainability and commercial excellence standards effectively.

While all our overseas suppliers are assessed by the Wilmar Group currently, we are developing our own ESG supplier





## Supply Chain Transformation

At AWL, we are exploring different transportation methods for our supply chain logistics, aiming to not only cut costs but also enhance fuel efficiency and resource utilisation.

Below are some of our key initiatives to strengthen the sustainability of our logistics capabilities:



### Digitisation of the logistics system

We are digitising our raw material procurement process within the domestic market. Vetted raw material suppliers now have the ability to bid competitively and propose counteroffers for the raw materials we need to procure. Furthermore, we have implemented an advanced Supply Planning system that integrates SAP with our Manufacturing and Logistics Planning (MLP) tool, Integrated Logistics Management Systems (ILMS), and Warehouse Management System (WMS) onto a unified platform. This approach incorporates town-level forecasting aggregated to depot-level forecasts, allowing for optimised production and dispatch plans based on demand patterns. It also includes streamlined distribution centre replenishment aligned with predefined inventory norms, ensuring synchronised production, dispatch, and sales operations. These measures collectively optimise resource utilisation, minimise waste through precise demand forecasting, enhance supply chain visibility, and promote efficient production and distribution processes.

AWL won the **SKOCH ESG Award 2023** in 'Clean Logistics' category

AWL is part of top 50 SKOCH India Involved Organisations



### Strategic Locations of AWL Facilities

Our domestic logistics operations begin as soon as the oils are received at the ports. We have strategically placed most of our refineries near the ports and established a network of pipelines for transporting the oil from the port to the refinery, making the process cost-effective and reducing road transportation, energy consumption, and emissions. Additionally, we have established manufacturing plants near key distribution partner locations or railway tracks/stations to streamline our supply chain. This strategic placement has resulted in the elimination of intermediary warehouses (depots) in some areas and increased the use of railways as an alternative to road transport, saving costs, reducing resource consumption and emissions and significantly cutting turnaround times.

We have increased direct dispatch to distributors to 55% in FY 2023-24 from 39% in FY 2021-22.



### Adoption of Multi-Modal Logistics

We are integrating different modes of transport into our logistics system to build a more sustainable and efficient supply chain. One of the major changes that we implemented was shifting to rail-based logistics from road transportation. This strategy not only decreases fuel consumption and emissions but also strengthens operational efficiency and offers a viable option to transport a high volume of products over long distances at significantly decreased operational costs. It also reduces our Scope 3 emissions as railway transportation has 75% lower GHG emissions compared to road transportation.

In FY 2023-24, railways accounted for transporting 25% of the volume of our primary dispatches in packaged oils and foods.  
**AWL's Rail Green Points**  
FY 2024: 27,704  
FY 2023: 22,229

**Route Optimisation**

By leveraging cutting-edge digital technologies, we have enhanced delivery routes, resulting in our products reaching their destination faster, lowering fuel consumption and GHG emissions. This strategy has marked a sizeable reduction in vehicle idle times and fuel consumption.

**Cleaner Fuels**

We are encouraging our logistics partners to utilise environmentally friendly fuels such as CNG and LNG and transition to Electric Vehicles for short distances. Additionally, we are incentivising our partners and creating Green Lanes for these vehicles at both loading and unloading points. This allows us to strengthen our partnership with them while enhancing their operational efficiency and fostering a sustainable business environment.

In FY 2023-24, **7.6%** of dispatches, with **6%** being primary and **9%** secondary, through CNG fuelled transportation.

**Other Initiatives**

**Road Safety Training**

Taking forward our commitment to protecting the health and safety of people, we have implemented Defensive Driving Training programmes for drivers to strengthen safe driving behaviours.

**Going paperless**

We are transitioning to digital platforms for our contract management process- from agreement to bidding to invoice generation, to reduce paper reliance, streamline operations and manage our carbon footprint.

**Biodiversity**

At AWL, a key aspect of our sustainability approach is protecting and enhancing biodiversity at every level of our operations, whether in existing or new projects. Conservation of biodiversity is core to our expansion strategies, and we take proactive steps to ensure that our activities do not harm local ecosystems or flora or fauna.

We actively collaborate with environmental experts and local communities to safeguard and improve biodiversity in the regions we operate. Our approach not only aims to preserve the natural environment but also to promote sustainable development that benefits both nature and society. Our actions are guided by a robust biodiversity policy, which is publicly available to all stakeholders and upholds transparency and accountability. We adhere to a strict NDPE Policy while sourcing palm oil. Our biodiversity policy also includes a goal of achieving a minimum of No Net Loss (NNL) of biodiversity in all our operations. Moreover, in areas where critical habitats exist, we strive to attain Net Positive Gain (NPG) of biodiversity.

None of our current operations are located near any biodiversity hotspots or conservation areas. This ensures that our activities do not adversely affect sensitive ecological zones. Throughout the year, we implement various biodiversity conservation measures, including conducting plantation drives.

**1,33,781** trees planted till FY 2023-24  
We have a target to plant **50,500** trees in FY 2024-25



# Social: Nurturing Holistic Growth and Empowerment

At AWL, delivering on our social responsibility and staying accountable for our actions are integral to our sustainability mission. Ensuring the well-being of our employees, customers, and communities is critical for solidifying the present and future well-being of our business. We have created a people-centric workplace that empowers our employees to work in a fair and supportive environment where they feel valued and respected, with access to numerous opportunities for continuous learning and career growth.

Protecting the health, safety, and well-being of every stakeholder involved in our operations is key to our people focus. Respect for human rights and fair labour practices without discrimination on any grounds is incorporated across our operational framework.

An unwavering focus on delivering superior customer experiences through quality products and seamless service drives our journey of continuous innovation. Our community development initiatives uplift and empower those around us, creating a positive ripple effect. With the aim of nurturing growth responsibly, we aim to positively impact every Indian, helping them live fully and make the country stronger and healthier.

## Material Topics

Employee Health, Safety and Well-being

Labour Practices

Training and Development

Diversity and Inclusion

Human Rights

Innovation and Technology

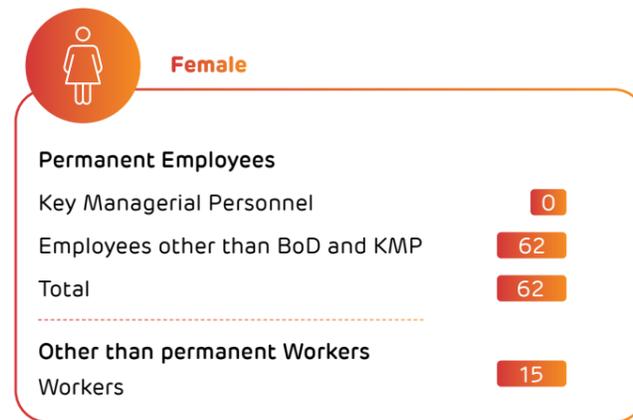
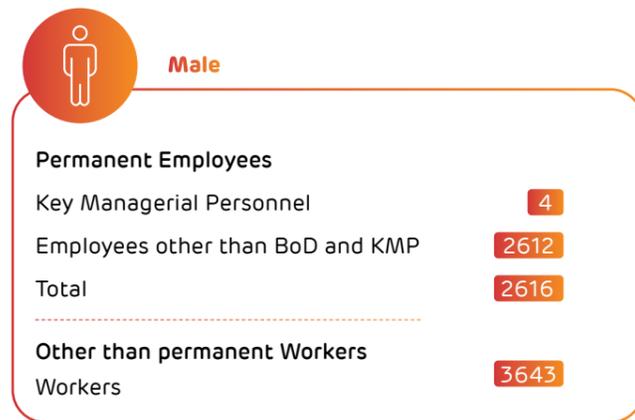
## UN SDG Linkages



## Workforce Management

At AWL, our talented employees have fuelled our steady rise as one of India's leading food and FMCG companies since inception. With 2,678 on-roll employees and 3,658 off-roll staff, we have a vibrant talent pool who bring a diverse set of experiences, expertise and perspectives to

help us meet the varied needs of our customers and other stakeholders. Each member plays an indispensable role in our collective mission to deliver quality and nourishing products, always leading with ethics and integrity while upholding our principles.



## Transforming Employee Experiences

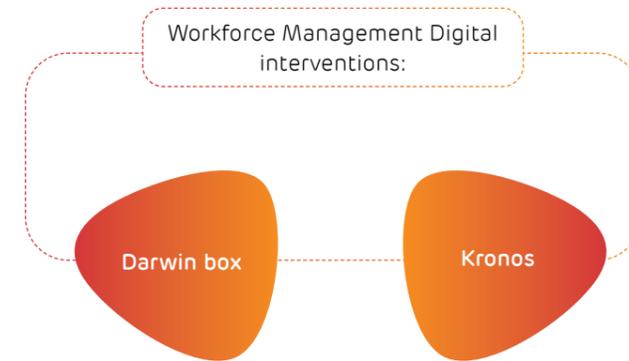
We are continually integrating advanced digital solutions within our Human Resources (HR) practices and systems to streamline processes and augment Employee Self-Service through cutting-edge technological solutions. We have implemented Darwin Box, a new age Human Capital Management (HCM) platform, and Kronos, a comprehensive Contract Labor Management System (CLMS).

**Darwin box:** This comprehensive HCM suite administers the entire employee lifecycle, from recruitment and onboarding to performance management and retention. It streamlines HR processes and enhances efficiency.  
**Kronos:** This robust workforce management system excels in time and attendance tracking, labour scheduling, and absence management. The implementation of Kronos augments HR efficiency and significantly improves the governance of all matters pertaining to Contract Labour Management.

## Diversity & Inclusion

At AWL, we are committed to being an equal opportunity employer, ensuring no qualified individual encounters discrimination based on gender, ethnicity, age, culture, language, or any other criterion. Our Diversity, Equity, and Inclusion (DEI) policy is accessible to all employees as a document and an eLearning module on internal platforms

and to the public on our website. Through this policy, we endeavour to create an environment where all employees feel valued, respected, and empowered to contribute their unique perspectives and talents to help us meet our business and sustainability goals.



- 2% women in the total workforce
- 3% of the total women in all management positions
- 3% of the total women in junior management positions
- 2% women part of revenue-generating functions as percent of all such positions
- 2% women in STEM – related positions as percent of all such positions

## Key DEI initiatives at AWL:

**DEI Training:** We hosted a 'Targeted Selection' training to equip hiring managers to mitigate cognitive biases by conducting competency-based interviews.

**Tailored Engagement Sessions for Female Employees:** Specially designed engagement sessions have been rolled out for female employees to share valuable insights on workplace policies to help their professional growth and holistic well-being. These sessions serve as a conduit for female colleagues to share their experiences, empowering them to thrive while promoting gender parity and professional development opportunities across the organisation.

**Targeted Campus Recruitment for Women:** We have implemented targeted campus recruitment initiatives to increase the share of women in our workforce. This strengthens our efforts to foster a diverse and inclusive work environment that celebrates the unique skills and perspectives of female employees.

**Menstrual Policy for Work-Life Balance:** Our menstrual policy allows female employees to work from home one day a month to support their unique health needs.

**Accessible workplace:** To strengthen inclusivity and accessibility at the workplace, features such as Braille-equipped lifts, ramps, handrails, and designated parking have been incorporated across our facilities to accommodate differently abled individuals. These help create an inclusive environment where everyone can fully participate and contribute to our organisation's success.



### Celebrating the spirit of Women's Day:

We hosted a retreat for our female employees, fostering a culture of inclusivity and personal development. The event provided an opportunity for all women at AWL to engage in recreational activities and enjoy a day of camaraderie and relaxation.

## Gender Pay Parity

At AWL, our compensation framework determines new hire pay solely based on their qualification, total relevant experience, last drawn salary, and internal parity, without any discrimination based on gender.

## Talent Acquisition and Retention

At AWL, we endeavour to attract top-tier talent through inclusive hiring practices, competitive benefits, and robust professional development programmes. Once onboarded, our employees are provided with ongoing learning opportunities, career advancement paths, and a supportive work environment.

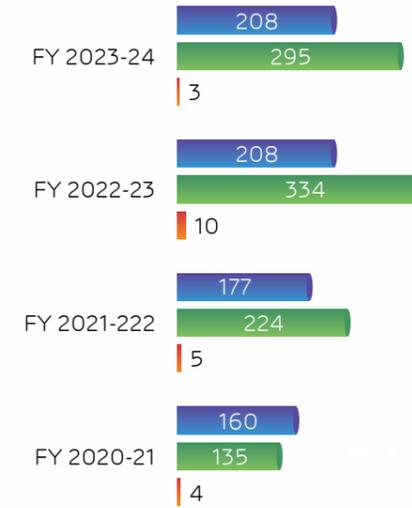
No. of New Hires for  
**FY 2023-24: 506**

### Acquisition

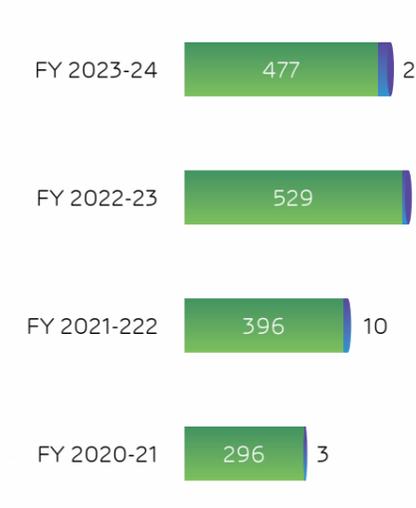
We adopt a structured approach to identify and onboard individuals who not only possess the requisite skills and qualifications but also align with our organisational values and culture. Fresh hiring is planned based on discussions during monthly MIS calls, growth plans, future expansions, restructuring, and attrition rates. Additionally, we have defined clear turnaround times for closing the hiring process, ensuring increased efficiency and timely provision of resources to departments.

Our hiring processes are designed to be fair and non-discriminatory, reinforcing our reputation as a great place to work and an equal-opportunity employer. New joiners receive necessary training through various on-duty technical programmes as well as a buddy programme and other initiatives like ACCESSION and GENESIS. The buddy programme offers personalised, one-on-one mentoring and guidance, while the ACCESSION and GENESIS programmes provide a seven-day immersion and induction experience.

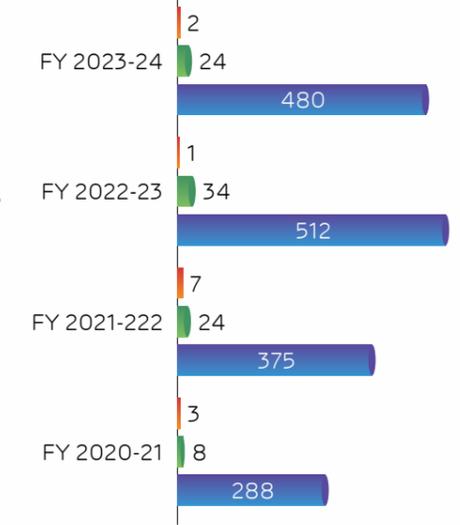
New Hires by Age Group



New Hires by Gender



New Hires by Management Position



■ <30    ■ 30-50    ■ >50    ■ Male    ■ Female    ■ Senior Management    ■ Middle management    ■ Lower Management





**Abhyudaya - Young Leader's Management Programme**

The "Abhyudaya Young Leaders Acceleration Programme" is a 9-month initiative that transforms the fresh graduates we hire from top B-schools and engineering institutions into future leaders. The Programme begins with a two-week orientation and outbound training, followed by hands-on experience across diverse roles and departments.

A three-tiered monthly review process involving managers, leaders, and the HR team provides comprehensive feedback on the participants performance and demonstrated capabilities.

**Retention**

At AWL, we not only focus on attracting the right talent but also integrate people-centric measures to strengthen retention through progressive policies, competitive employee benefits, and a robust performance appraisal system. Our HR team seeks insights from various departmental heads on potential risks and opportunities related to talent acquisition and retention, regularly presenting these insights and future plans to management. During monthly MIS meetings, we closely monitor attrition and turnover rates to identify departments requiring immediate attention for retention efforts. This proactive monitoring enables us to implement targeted interventions, effectively allocating resources to strategies that mitigate turnover risks and enhance employee retention.



**SEEDS: Cultivating Tomorrow's Leaders at AWL**

The SEEDS internship programme enables us to attract and groom bright students from premier institutes through hands-on experience to prepare them to be industry-ready professionals. Throughout the internship, students participate in focused research on current issues and undergoing enriching and relevant learning experiences. SEEDS serves as a launchpad for future leaders in Management, Sales, Marketing, food and FMCG sector, and other fields, equipping them with the tools and insights necessary to excel in a professional environment.

FY 2023-24 Turn Over Rate:  
**16%**

Competency mapping, customised training programmes and career growth opportunities have helped us enhance workforce skills and fostered a supportive environment that empowers our employees to grow, driving organisational success. Our commitment to improving employee retention is reflected in the current retention rate of 84%.



**Turnover Rate (%)**



**Employee Wellness and Recognition**

Employee recognition is key to encouraging and motivating our people to aspire and achieve higher goals every day. Our approach to employee benefits transcends the realm of traditional perks as we strive to provide a holistic suite of offerings that address the diverse needs and aspirations of our workforce.

In FY 2023-24, we have significantly expanded our employee and worker well-being initiatives.



**15%** Increase in investments in well-being initiatives for employees and workers (including permanent and other than permanent)

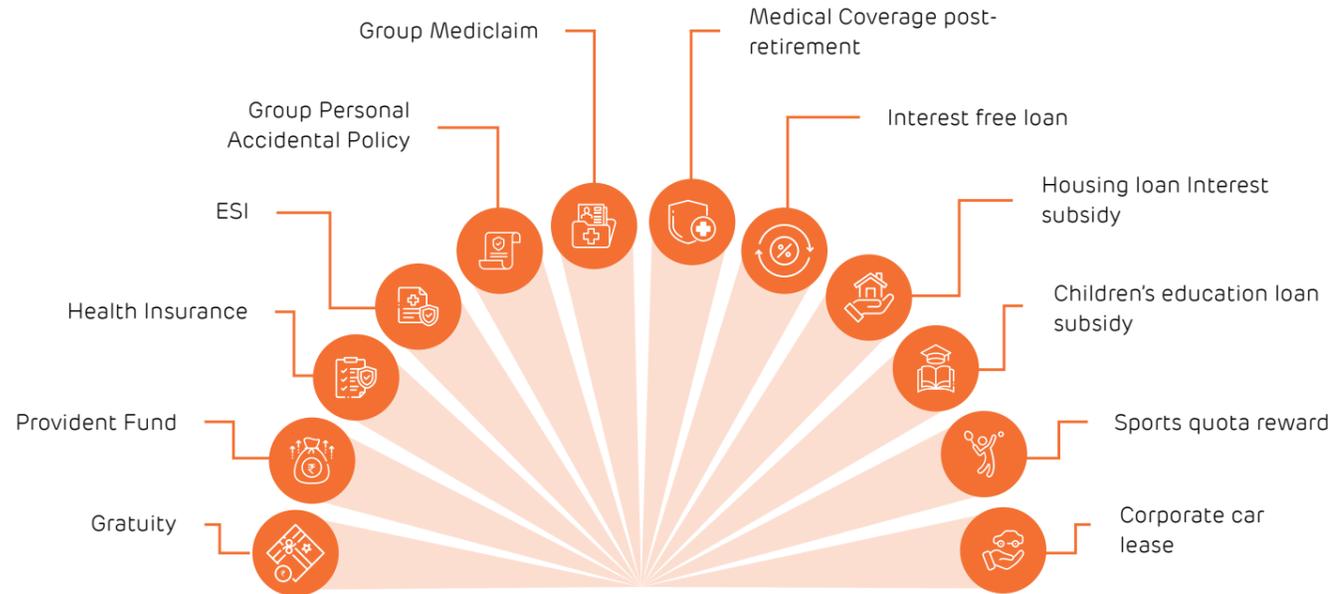
Total spending in FY 2023-24  
**INR 6,36,40,301**



## Financial Well Being

We have made significant investments to support the economic well-being of our workforce, including offering them medical coverage, interest-free loans and support for children's education, among others. These initiatives aim

to reduce employee financial stress, improve their ability to meet personal financial goals, and ultimately enhance overall productivity, engagement, and retention.



## Physical and Mental Well-Being

We aim to cultivate a work environment that prioritises the holistic well-being of our employees. Beyond the standard provision of health insurance and other statutory benefits, we have implemented several initiatives designed to nurture the physical, mental, and emotional resilience of our workforce.

**Mental Health Wellness Sessions:** We offer mental health wellness sessions facilitated by licensed professionals to address the psychological and emotional well-being of our employees. These sessions encompass a range of activities, including stress management workshops, mindfulness practices, counselling services, and resilience training, all designed to support mental health and foster a healthy work-life balance.

**Periodic Health Check-Ups** Regular health check-ups for employees and their families are conducted to help monitor and maintain their physical health. These check-ups include comprehensive medical examinations, screenings for common health issues, and personalised health assessments. Additionally, we provide substantial discounts on hospital visits, consultations, and medications, ensuring that healthcare remains accessible and affordable for all employees and their dependents.

**Doctor On-Call Facility:** To ensure immediate medical attention and support, we have a doctor-on-call facility so employees can consult with them whenever needed. An in-house doctor is available on a weekly basis to address minor health concerns, offer medical advice, and conduct routine health assessments.

**Sports Activities:** We organise regular outings like Hit-n-Fit sports events and yoga sessions to promote physical fitness, team spirit, and overall well-being among employees. These activities include group sports, fitness challenges, and relaxation exercises.

**Flexible Scheduling and Remote Work Options:** A progressive policy offers our female employees the flexibility to work remotely for one day per month during their menstrual cycle. This allows our female employees to seamlessly manage their physiological needs while maintaining a harmonious work-life balance.

**Employee Engagement and Celebrations:** Fostering a sense of community and inclusivity through various team outings and celebrations helps our employees engage, bond and stay motivated. These events include team-building activities, family day celebrations, women's day festivities, and seasonal and festival celebrations.

## Awards and Recognition

At AWL, we have instituted a range of awards and recognitions to honour the exceptional contributions of our employees and celebrate their unwavering dedication and exemplary achievements.

In FY 2023-24, we have recognised

**613**

individuals for their contributions.



## FY 2023-24 Highlights



**SPOT Award**  
No. of employees  
**74**



**Appreciation Award**  
No. of employees  
**203**



**Safety Award**  
No. of employees  
**50**



**PRIDE Award**  
No. of employees  
**57**



**Best Trainee of the Year**  
No. of employees  
**13**



**Nature Photography award**  
No. of employees  
**13**



**Long-term service award**  
No. of employees  
**203**



### Nature photography award

We engage our employees through initiatives that promote creativity and environmental awareness. Our nature photography award programme provides a platform for employees to showcase their talent and passion for nature. The best pictures selected are featured in our annual calendar, celebrating the beauty of nature and highlighting our dedication to environmental stewardship.

### Hit-n-Fit

An umbrella programme that runs throughout the year in AWL and involves a variety of indoor and outdoor sports like Carrom, Chess, Ping Pong, Volleyball, Cricket, Badminton, etc. The players compete individually or in teams. Exclusive slots are kept for women and senior employees to keep the events inclusive.



### Outing- Pali Beach

Our West Team planned an outing at Pali Beach, Mumbai, reflecting our commitment to building strong bonds within the AWL family. A day filled with engaging activities and lasting memories helped foster stronger connections among our team members.

An outbound programme, 'Shikhar', was conducted for Management Trainees and Members of Project teams on the themes of resilience, collaboration, team building and growth mindset.



## Employee Performance Evaluation

Biannual evaluations are conducted through a structured process to assess employee performance at regular intervals. These evaluations help establish and review employee performance against defined Key Result Areas (KRAs) to ensure alignment with departmental and organizational goals, setting clear expectations and promoting accountability and transparency. The process helps us identify strengths, areas for improvement, and growth opportunities for our employees. It also allows employees to understand the impact they have made in their respective roles during the period in consideration and make informed decisions regarding training, development, and career advancement.

**100%** of eligible on-roll employees received a performance evaluation and development review in FY 2023-24

Regular performance reviews against KRAs drive continuous improvement and support both individual and organisational success.

## Elevating Employee Engagement and Fulfilment

At AWL, we are focused on nurturing a dynamic and engaged workforce to ensure a supportive workplace environment. Our steadfast dedication to cultivating a positive organisational culture has earned us the "Great Place to Work" distinction for seven consecutive years.

Awarded with 'Great Place to Work' certification for **7 consecutive years**

The **SETU portal** serves as an effective engagement channel between employees and management. Employees can express their concerns and suggestions regarding workplace issues on the portal without fear of reprisal, including conflicts with colleagues, harassment, discrimination, safety concerns, or other challenges they may encounter. The raised concerns are addressed through a structured process, ensuring that the employees' voices are heard and their grievances addressed.

Additionally, we also leveraged the "Pulse Survey," which incorporates a tool that provides insights into the overall emotional well-being, satisfaction, sentiments, and workplace experiences of our employees so we can address any gaps. Our collaboration with "Gallup" for conducting comprehensive employee surveys has been instrumental in augmenting employee engagement as we act upon the feedback received continuously.

Employee engagement methods-  
**Tool:** SETU- Platform for Employee Feedback  
**Survey:** Great Place to Work, Pulse Surveys and Gallops survey



### Employee Engagement: Results to Action

Our commitment to gender diversity and inclusivity is evident in initiatives like the "Gallup" survey conducted two years ago, which specifically addressed women's engagement within our Company. This survey has provided insights into the unique needs of our female employees, enabling us to tailor strategies to support their professional growth. In FY 2023-24, we had our first "Women in Leadership" workshop, which received positive feedback from participants and other female colleagues.

# Training and Development

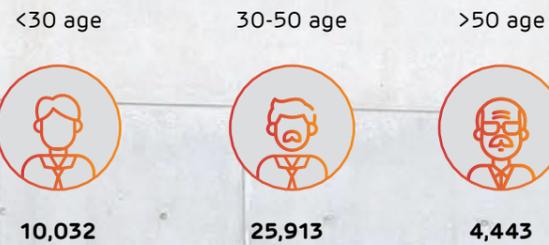
At AWL, continuous learning is indispensable for our employees to excel in their respective roles, grow professionally and help us maintain a competitive edge in the ever-evolving business landscape. In the face of dynamic changes in the external environment, technological advancements, and shifts in industry regulations, ongoing training ensures our workforce remains relevant and proficient. Our strategic investments in employee training not only amplify productivity and morale but also nurture an organisational culture of learning.

## Employee Training and Development

We identify and address the training needs of our employees and workers in a systematic manner. This involves gathering insights from a diverse range of stakeholders, including departmental heads, managers, and employee satisfaction surveys, to gain a comprehensive understanding of the skills and knowledge gaps present

within our workforce. We draw on the insights gathered to prioritise training initiatives tailored to the specific requirements of different departments and teams. These targeted training programmes ensure that our employees and workers possess the necessary knowledge, skills and expertise to perform their roles with exceptional proficiency.

### Training hours



**FY 2023-24 Highlights**

**40389** - Total employee training hours

**6594** - Total worker training hours

**15** - average training hour per permanent employee

## Learning Platforms

We leverage several online platforms, such as the Learning Management System (LMS) – Disprz, ILearn, and Knowledge Café, to deliver skill enhancement programmes across the organisation.

**LMS - Disprz**

We utilise the tool - Disprz and have integrated an open-source Learning Experience Platform (LXP) to enhance the accessibility and flexibility of our training approach. This integrated platform engages learners through gamification elements and features a robust assessment engine to measure progress.

## FY 2023-24 Training Initiatives

Through the reporting year, we conducted comprehensive training programmes for our people covering a broad spectrum of functional and behavioural needs. These include:



## Training Initiatives

### Management Training

**Fulcrum:** Strategic leadership development programme of the Adani Group for Vice Presidents (VPs) and Senior VPs.

**Polaris:** Flagship leadership development programme of AWL to build a talent pipeline, targeting mid to senior employees.

**Ascend:** Designed to build capabilities in general management and leadership skills for exceptional performers.

**Northstar:** Post-Graduate Diploma in Business Management in collaboration with Tuck University, Columbia, and MIT Schools of Management for mid-level employees.

**Art of Giving Feedback:** A programme based on role play and activities to improve effective feedback skills. It helps senior managers identify the right approach, time, content, emotions, and language to evaluate different methods of giving feedback.

### Functional Training

**Stride:** A year-long programme aimed at building a leadership pipeline within the sales function.

**Saksham:** To provide upskilling in functional and technical areas as well as soft and managerial skills for supervisory levels.

**Bloom:** A comprehensive programme aimed at building functional and soft skills for all individual contributors

### Product Training

A programme to enhance knowledge of product features and specifications, market conditions, unique selling propositions, competitive scenarios, and sourcing and manufacturing practices for the frontline sales force and support functions.

### Training to Develop Women's Leadership

**Leader in Women:** Focuses on honing leadership skills and fostering career advancement for women employees

### Department -level Training

**Shikhar:** An experimental learning process that includes simulation, reflection, sharing, and co-creating outcomes tailored for specific teams or departments that need such intervention.

**Targeted Selection Training:** A learning intervention to enhance interviewing skills so hiring managers can onboard candidates with the right fitment. The programme also instils skills to promote diversity by enabling managers to conduct Competency-Based Interviews, avoiding unconscious biases.

## Key Leadership Development Programmes

Programme	Management Development Programme	Management Development Programme at MICA	Residential Programme at Indian Institute of Management (IIM), Ahmedabad
<b>No. of People Participated</b>	255	28	29
<b>% FTE Participation</b>	10	1.05%	1.08%
<b>Position</b>	Junior and Middle Management	Junior and Middle Management	Senior and Middle Management
<b>Impact / Outcome - Quantitative / Qualitative</b>	5% of junior management participants were promoted to middle management roles. Additionally, indirect benefits included reduced employee turnover, increased employee productivity, and improved sales performance.	The training prompted participants to reassess their current marketing strategies and empowered them to achieve their goals more effectively. The workshop elevated participants' knowledge and provided valuable insights into contextual marketing strategies.	Following classroom sessions, seven company-level projects were initiated, and participants dedicated six months to working on these projects. Subsequently, they presented their findings and progress to AWL's senior management.



### Training Feedback Mechanism

At AWL, we have implemented a comprehensive training feedback system. For courses delivered through the LMS channel, feedback forms are circulated to participants via the platform. For specific programmes such as the Management Development Programme and Shikhar, pre and post-assessments are conducted to evaluate skill progression and ensure the effectiveness of training interventions.

We plan to conduct Focused Group Discussions (FGDs) involving employees to identify training needs and awareness areas. Our goal is to digitalise plant data related to training to enhance data-driven decision-making and programme optimisation.

### Responsible External Workforce Management

At AWL, we are dedicated to upholding the highest standards of ethical and responsible business practices, especially in the management of our external workforce.

We engage skilled and qualified agencies/ contractors to undertake specific operational activities, ensuring that the following principles are adhered to:



**Generating Local Environment:** We urge our agencies/contractors to employ local individuals to carry out assigned tasks, fostering economic development within the community and mitigating risks associated with workforce migration.



**Respectful Workplace Culture:** External workers are treated with respect and dignity, mirroring the values we uphold for our internal team.



**Safety and Human Rights:** We are committed to protecting the safety and human rights of our external workforce and offering them a safe and healthy work environment. Our external workforce is provided with regular health checkups. Further, we have established partnerships with nearby hospitals to ensure accessible and quality healthcare services for them.



**Fair Employment Practices:** We adhere to all legal requirements for fair wages, benefits, and insurance, setting a standard for equitable labour practices.



**Collective Bargaining:** Recognising the importance of worker representation, we support the formation of unions and the exercise of collective bargaining rights, facilitating a balanced and fair dialogue with our external workforce and their representatives.

### Human Rights

At AWL, we recognise the inherent value of human rights and their integral role in shaping business practices and societal impact. We uphold the fundamental principles of dignity, equality, and respect for all individuals, both within the organisation and throughout our value chain within our sphere of influence.

Adhering to international standards and local regulations, transparent policies, and proactive measures, we offer our employees and workers a workplace where human rights are safeguarded through the following initiatives:

- 

Aligning policies with international frameworks such as the International Bill of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.
- 

Ensuring compliance with applicable laws and regulations related to human rights like the Minimum Wages Act, 1948, Factories Act, 1948.
- 

Treating employees, agency staff, vendors, customers, and suppliers fairly and without discrimination, providing a work environment that respects their rights and dignity.
- 

Respecting the rights of people in communities impacted by our activities and identifying and mitigating adverse human rights impacts.
- 

Promoting awareness and realisation of human rights across the value chain within our sphere of influence.





### Policies



#### Human Rights Policy

Our Human Rights Policy, which draws inspiration from international standards such as the Universal Declaration of Human Rights and the SA8000 Standard, serves as a cornerstone of our commitment to ethical business practices and societal well-being.

#### AWL Code of Conduct

The AWL Code of Conduct also adheres to the Universal Declaration of Human Rights and Conventions of the International Labour Organisation (ILO).

Both these policies guide our operations, ensuring that fundamental human rights are upheld across all aspects of our business and are applicable to our employees, workers, suppliers, contractors and other stakeholders.

#### Grievance Redressal Mechanism

A robust Whistle-blower Policy empowers our employees and other stakeholders to report unethical behaviour or violations without fear of retaliation. The provisions of the policy guide our endeavours to impartially investigate and take appropriate action on any reported incidents with integrity. Furthermore, our open-door policy facilitates effective grievance resolution. Employees are encouraged to discuss their concerns with their supervisors and submit Grievance Redressal Forms through the SETU platform. These issues are reviewed by the HR team and escalated to decision-makers for timely resolution, with oversight from the Corporate HR function.

All employees receive training on human rights related issues and policies.

As a responsible organization, we uphold our employees' fundamental right to freedom of expression and actively

**Zero** complaints regarding sexual harassment, discrimination, child labour, forced labour/ involuntary labour and equal remuneration.

**78.79%** of permanent employees have been covered under the training on human rights issues and policies.

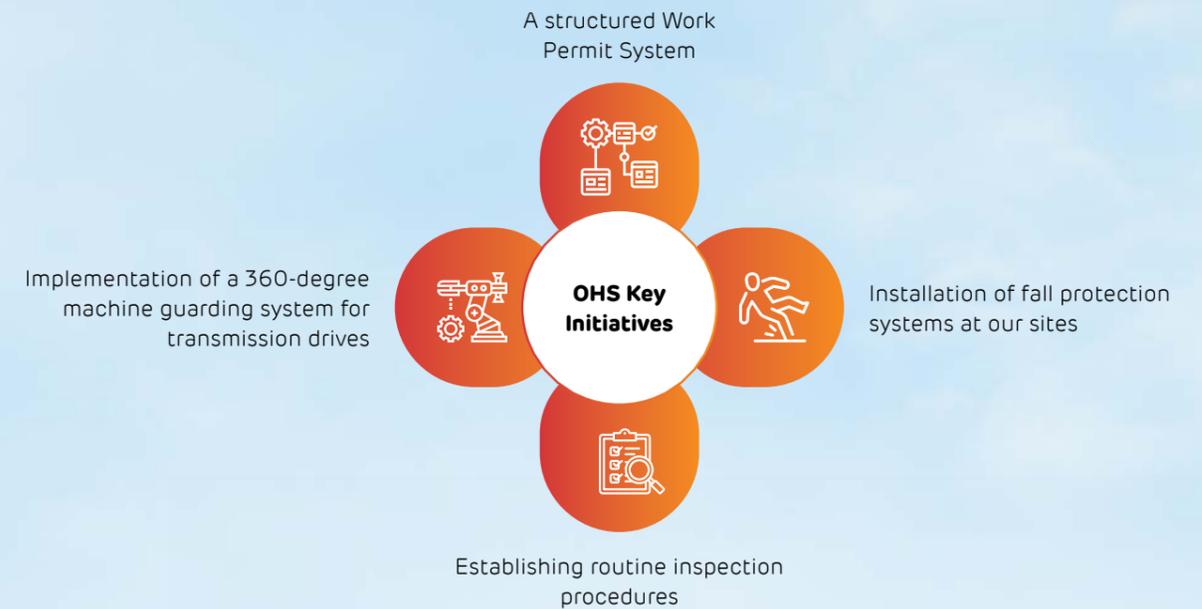
encourage the formation of unions. Our policy on freedom of association in the public domain reflects our commitment to supporting these principles. In FY 2023-24, no employee was part of any association or independent trade union or covered by collective bargaining agreements.



## Occupational Health and Safety

At AWL, we aim to become a globally recognised leader in setting Occupational Health & Safety (OH&S) benchmarks within the food and FMCG business sector. Upholding a "Culture of Care," we seamlessly integrate OH&S considerations into every decision, striving to prevent injuries and illnesses while surpassing regulatory standards. We continuously enhance our workforce's skills and awareness levels through extensive education and training initiatives. Rigorous audits and proactive incident reporting mechanisms ensure ongoing refinement of our policies and practices to strengthen OH&S practices continually.

**Zero Fatalities**  
for FY 2023-24



## Health and Safety Management System

Our Health and Safety management system is governed by the AWL OH&S policy and ISO 45001:2018 guidelines. This framework helps us strengthen employee well-being, adhere to regulations, enhance productivity and protect our reputation to promote the long-term sustainability of our business. Our commitment also aligns with the Wilmar Group's Environmental, Health, and Safety (EHS) policy, which emphasises Zero Fatality and Permanent Disability.

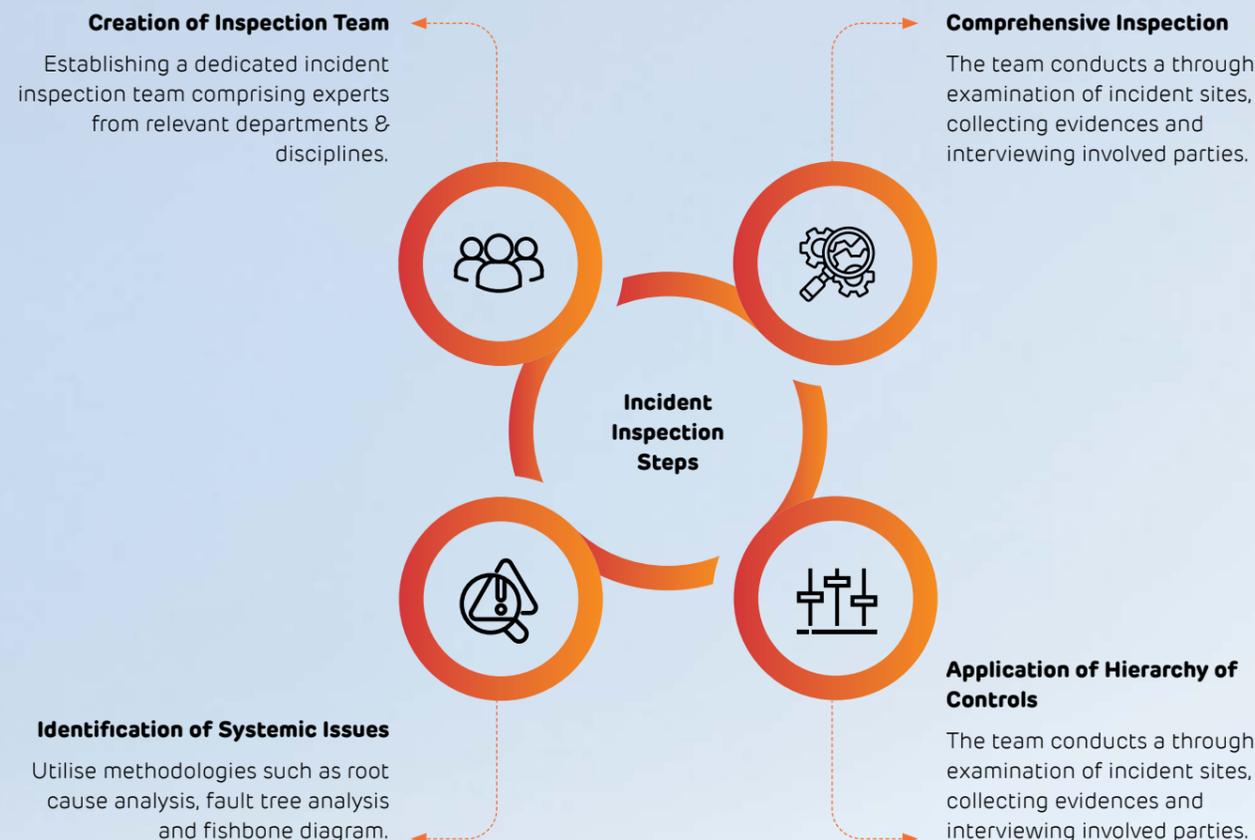
**Hazard Identification:** We employ a range of methodologies to identify and mitigate hazards in both routine and non-routine tasks. These include Hazard and Operability Study (HAZOP), Hazard Identification and Risk Assessment (HIRA) studies, Job Safety and Environment Analysis (JSEA), safety inspections, workplace risk assessments, and safety audits. HIRA and HAZOP are conducted for all routine activities, while for high-risk work activities, we use the JSEA system. We monitor adherence to these standards through monthly EHS reports.

**Reporting and Action:** We have established clear and accessible procedures for reporting work-related hazards and incidents. Employees, workers, and staff can conveniently report hazards and risks through an online

**15 AWL Plants** are **ISO 45001** Certified. We aim to increase the **ISO 45001** coverage for **100 %** of our operations/ Plants the coming years.

EHS Portal, Enablon, which is accessible to designated users across all departments. Upon receiving a report, the process or area owner conducts a thorough root cause analysis and defines appropriate corrective actions with target dates. The implementation of these action plans is then reviewed and closed by the respective Plant Head, ensuring a comprehensive and effective response to identified issues.

Additionally, to ensure the well-being of our workers, we have partnered with nearby hospitals and health facilities across all our plants. This provides convenient access to quality medical care, including emergency treatment, routine check-ups, specialised consultations, and rehabilitation support. Beyond healthcare access, we actively promote health awareness and preventive measures through regular education campaigns and wellness initiatives.



Details of safety related incidents, in the following format for Current FY and Previous FY:					
Safety Incident/Number	Category	Current FY (2023-24)	FY (2022-23)	FY (2021-22)	FY (2020-21)
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0	0	0.50	0
	Workers	0.12	0.08	0.29	0.26
Total recordable work-related injuries	Employees	0	0	1	0
	Workers	4	3	7	0
No. of fatalities	Employees	0	0	0	0
	Workers	0	0	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0	0	0
	Workers	0	0	0	0

**Compliance and Training**

In our engagements with labour contractors, we enforce stringent measures to uphold statutory compliances, including clauses in contracts and validation of statutory dues payment before clearing monthly dues. We conduct mock drills, develop on-site emergency plans, and undertake fire risk assessments to strengthen safety measures across our operations. Our safety initiatives also encompass induction training and toolbox talks, which are short safety meetings held regularly, typically monthly or before the

In **FY 2023-24**, we conducted **4,882 hours** of safety-related training for employees and **2,526 hours** for workers.

commencement of a specific task, to discuss relevant safety topics and concerns. The SAP Litmos Learning Management System (LMS) portal is leveraged to conduct comprehensive safety training for employees.

**SAP Litmos LMS**

We utilise a range of cutting-edge technology solutions to enhance safety in our company. The SAP Litmos Learning Management System (LMS) plays a pivotal role on this front. It offers a user-friendly interface and robust features tailored specifically for safety training purposes. The platform allows us to create engaging and interactive safety training courses and offers tracking and reporting capabilities to monitor employee progress and completion rates, and ensure compliance with safety training requirements.

**Mock drills**

At AWL, workplace safety and emergency preparedness are of paramount importance. To ensure the well-being of our employees and compliance with government regulations, we have implemented a comprehensive emergency preparedness programme across all units.

In FY 2023-24, we have conducted a total of 327 mock drills, both internal and full-scale evacuation exercises. These drills have covered a wide range of emergency scenarios, such as fire incidents, chemical spills, electrocution, gas releases, slip and trip hazards, and confined space rescue operations. These mock drills are designed to test our emergency response procedures, evaluate the effectiveness of our safety protocols, and identify areas for improvement. By regularly practicing our response readiness for emergency scenarios, we ensure that our employees are well-trained to effectively manage real emergencies.

**Customers Relations**

At AWL, we are focused on continually enhancing various aspects of our customer experience to exceed their expectations, including an efficient grievance redressal mechanism leveraging advanced information technology for swift resolution and management of issues.

Underpinning our commitment to exceptional customer service is an emphasis on delivering quality and safe products to our customers, adhering rigorously to health and safety regulations.

**Consumer Complaint Management System**

We have established a robust system to efficiently address consumer complaints received through three primary channels:



Email



Toll-free number



Social media platforms

**Customer Complaint Management Process:**

**Complaint Registration:**  
All complaints are recorded in the Samaadhaan application and portal, accessible by cross-functional teams.

**Customer Interaction:**  
The local sales team contacts the customer and visits their home to investigate and check the product.

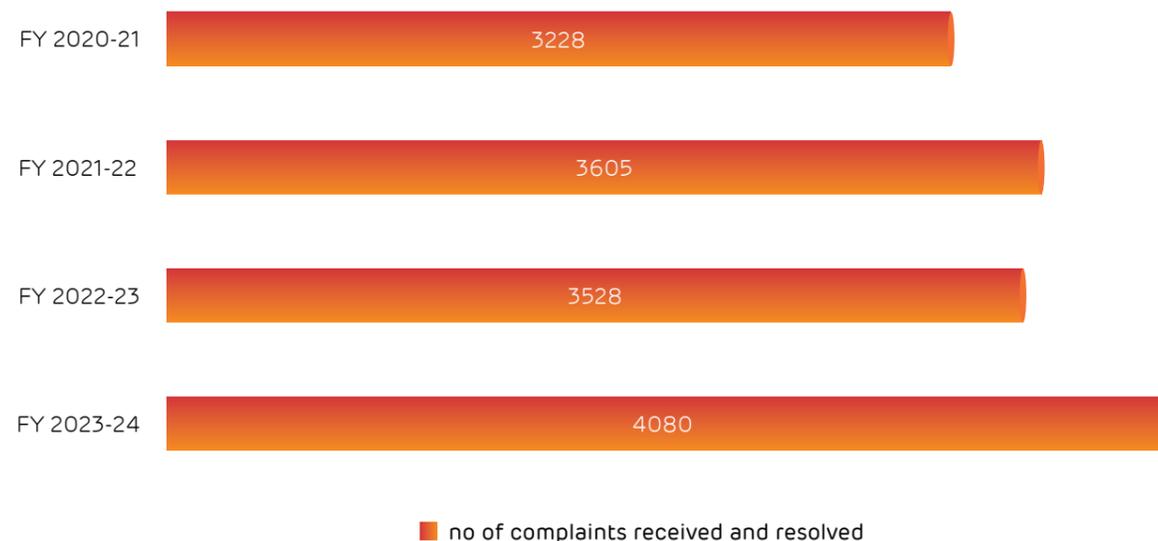
**Corrective Action and Preventive Action (CAPA):**  
The Plant Quality Head uploads a CAPA report in the Samaadhaan web portal based on a controlled sample from the same manufacturing date of the complained product. The Plant Head reviews and forwards the report to the Corporate QA team for final approval in the Samaadhaan portal.

**Auto Allocation:**  
Complaints are automatically assigned to the local sales team and the concerned plant via the Samaadhaan system.

**Resolution and Feedback:**  
After resolving the issue, the sales team enters details into the Samaadhaan Application and generates a 'Happy Code'. The customer receives the 'Happy Code' on their mobile and shares it with the sales team to close the complaint.

**Closure:**  
The complaint is closed once both the Complaint Investigation Report and CAPA are entered into the Samaadhaan portal.

The below graph represents the number of customer complaints we have received and resolved:



Along with the 'Happy Code' mechanism, we also assess customer satisfaction by utilising insights derived from our "Brand Health Measure" survey. This comprehensive survey is conducted every quarter and serves as a vital tool for gauging the overall perception and satisfaction levels of our customers.



## Research & Development

At AWL, we have made strategic investments in expanding our research and development (R&D) capabilities. We constantly explore innovative solutions to strengthen product excellence, streamline operations, and reduce our environmental footprint. Whether it is crafting a new product portfolio, fine-tuning processes, or leading the way in eco-friendly packaging, our R&D team is dedicated to pushing the boundaries, innovating sustainable solutions and reinforcing our leadership in the industry. We

We have 3 R&D laboratories situated in Ahmedabad (Gujarat), Hyderabad (Telangana) and Kakinada (Andhra Pradesh), with a total of 12 researchers. Our innovation projects are further strengthened through partnerships with leading public and private research institutes, including CSIR-CFTRI, NIFTEM, the Indian Rice Research Institute, CCMB, and the Buhler Application and Training Center.

In FY 2023-24, we have been working on various projects to accelerate product and process innovation. Some of our major achievements are mentioned below:

### Process Optimisation

**Reducing Breakage through Process Refinement:** Our R&D team optimised the soaking, roasting, and milling processes to minimise breakage in poha or flattened rice. By experimenting with different blade edges, running speeds and times of the poha making machine, we identified conditions that achieved optimal grain softening without compromising quality. Implementing the final solution has enhanced product consistency, improved efficiency and reduced significant wastage.

**Increasing the Softness of Soya Nuggets:** As part of our efforts to increase the softness of soya nuggets, we optimised alkali concentrations during cooking and extrusion. These efforts led to significantly softer nuggets, which have attracted more consumer demand due to their improved texture and quality.



R&D investment in FY 2024:  
**INR 2.20 Cr**

R&D investment as percentage of revenue :  
**0.004%**

collaborate with Wilmar International's and Adani Group's R&D divisions, tapping into their expertise to stay ahead in the market led by our innovation capabilities.

### Product Optimisation using traditional knowledge:

**Cold-Pressed Mustard Oil:** Our cold-pressed mustard oil is carefully crafted from premium mustard seeds sourced from agro-climatic regions renowned for their exceptional crop yields. By employing the traditional 'Kohlu' cold pressing method, we preserve the mustard seeds' beneficial compounds and deliver quality products to our customers.

**Sharbati Atta:** The Sharbati atta we sell is carefully crafted from premium Sharbati wheat grains sourced from Sehore, Madhya Pradesh, celebrated for their exceptional wheat quality. By grinding these grains using age-old techniques, we preserve the natural nutrients and flavours, yielding a fresh and authentic taste that embodies the essence of traditional Sharbati atta.

**Reintroduction of Kohinoor Brown Rice:** We reintroduced Kohinoor Brown Rice, which offers enhanced nutrition through the retention of its bran and water-soluble vitamins. This way, we are able to guarantee that every grain is packed with maximum health benefits, making it an ideal selection for a well-balanced and nutritious diet.

## Product Quality

Environmental sustainability alongside product quality is core to our stakeholder-centric strategy and a key means of minimising losses and enhancing efficiency while reducing the carbon footprint of our operations. We closely monitor the performance of our machinery to ensure optimal

efficiency and consider upgrades or replacements whenever it is necessary.

Our commitment to following the highest standards of production is further endorsed by the globally acknowledged certifications we have secured. These include:



**KOSHER**  
15 of our sites are certified under KOSHER.



**GMP+B2**  
4 of our sites, including the Head Office, are GMP+FSA certified



**ISO 9001**  
9 of our sites have ISO 9001



**Halal**  
2 of our sites have both Halal certificates from JUHF, India and from MUI, Indonesia.  
  
15 of our sites have Halal certificates from JUHF, India.



**BRC (British Retail Consortium) certification**  
4 of our sites are certified under BRC.



**SGS- Region and quality-specific certification**



**DNV-Quality, risk and sustainability management certification**

We ensure that our products meet the highest standards following stringent quality control measures, including rigorous sampling and conducting over 100 tests at various production stages. Internal ring tests are conducted monthly, supplemented by annual external assessments, to maintain our quality standards.

Our Kakinada plant participated in the **34th Annual Convention** on Quality Concepts VCCQC – 2023. The AWL Kakinada LSS project secured the **"Gold"** award.

**100+ tests** conducted at various stages to ensure quality control for all refined and expeller oils.

**25+ tests** conducted at different stages for quality control for Chana Besan

**Training:**

In response to emerging threats, we provide comprehensive training on Health, Safety, and Operational Procedures (HSOP) to improve behavioural practices and material handling for maintaining the quality of products.

**Assessment:** We implement Threat Assessment and Critical Control Points (TACCP) and Vulnerability Assessment and Critical Control Points (VACCP) protocols to safeguard the integrity of our products.

**Proficiency tests:** Our quality analysts' proficiency is internally monitored on a monthly basis and externally assessed annually through Ring Tests to meet specific requirements.

**Technological interventions:** We have equipped AWL Hazira and Mundra plants with the latest state-of-the-art technology, including robotic packaging lines. Automated Storage & Retrieval Systems (ASRS) effectively manage warehouse operations for storing finished goods and reducing working hazard situations.



## Customer Health and Safety

We aim to cultivate a work environment that prioritises the holistic well-being of our employees. Beyond the standard provision of health insurance and other statutory benefits,

we have implemented several initiatives designed to nurture the physical, mental, and emotional resilience of our workforce.

**GFSI FSSC 22000 (Global Food Safety Initiative, Food Safety System Certification)**

20 of our sites are certified under GFSI FSSC 22000

**AIB for Bakery (The American Institute of Baking)**

18 of our sites are certified under AIB for Bakery

We offer a diverse range of products that not only cater to the culinary preferences of our consumers but also contribute to their overall well-being. Some glimpses of our initiatives for consumer safety and nutritious and healthy products are outlined below:



### Celebrating World Food Safety Day

We celebrated World Food Safety Day at several AWL manufacturing units with enthusiasm, to reiterate our commitment to upholding rigorous quality standards for food safety. Our activities included informative training workshops aimed at ensuring the maintenance of the highest quality standards for food safety across all our manufacturing plants.

### Fortune Rice Bran Health Oil

Rich in antioxidants, vitamins, and essential fatty acids, this oil is specially formulated to support heart health and promote overall wellness. It is crafted to deliver the highest standards of quality and purity, ensuring that our consumers can enjoy the benefits of healthy cooking with every meal.



### Fortune Besan (Gram Flour)

Besan is a versatile and nutritious ingredient widely used in Indian cuisine. Packed with protein and fibre, Fortune Besan offers a healthy choice for a variety of dishes, contributing to a balanced and wholesome diet.

### Fortune Soya Chunks

We offer Fortune Soya Chunks, a protein-rich alternative that can be incorporated into a wide range of recipes, from curries to stir-fries. These soya chunks provide essential nutrients and are a convenient option for those looking to add plant-based protein to their meals.



### Fortune Brown Rice

Fortune Brown Rice stands out as a wholesome choice for health-conscious consumers. Retaining its bran and germ layers, brown rice is a whole grain that offers more nutrients and fibre compared to white rice, making it a preferred option for those seeking a nutritious and fulfilling dietary staple.

### Fortune expert total balance oil



Balance of Fat



Ideal ratio of Omega 3: Omega 6



Power of 3 Oils



Rich in Omega 3 that keeps the heart Healthy



Maintains normal Cholesterol

Fortune Xpert Total Balance: India's first oil blended from three healthy oils (based on FSSAI permission). It offers an ideal ratio and balanced proportion of SAFA, PUFA and MUFA as per WHO recommendation.

## Community Development

At AWL, we consider true sustainability to go beyond environmental stewardship and encompass a holistic commitment to nurturing and uplifting the communities we serve. Our Corporate Social Responsibility (CSR) initiatives reflect the deep interconnection between our company and the communities where we operate to empower underserved populations and set them on a path of self-reliance while strengthening our social licence to operate.

Our societal upliftment programmes are designed to address evolving community needs at the local level, in alignment with the UN SDGs. The collective impact of these interventions is helping drive meaningful change and creating long-term value for society, our stakeholders, the country and the environment.

### AWL CSR Focus Areas

At AWL, our CSR initiatives focus on five key areas to promote inclusive growth and development through targeted programmes to address community needs and drive lasting positive transformation.



### Execution and Governance

The Adani Foundation, which is the community engagement arm of the Adani Group, takes forward most of our CSR initiatives, making strategic social investments for sustainable outcomes across India.

A CSR Committee has been constituted at the Board level to plan and oversee the progress of our community-facing initiatives. The Committee has developed a comprehensive CSR Policy, aligned with The Companies Act 2013, which articulates our philosophy and provides a guiding framework for implementing programmes that promote societal welfare and sustainable development.



FY 2023-24 we spent  
**INR 18 Cr. on our CSR**  
 related initiatives

## Health and Nutrition

Under this pillar, we have two programmes:

**Fortune SuPoshan** to address malnutrition and anaemia across various demographic groups.

**Mobile Health Care Units, wellness centres, rural clinics, health camps, and multi-speciality hospitals** to provide last-mile access to quality and affordable healthcare for vulnerable populations.

### Fortune SuPoshan Programme

Our flagship programme, "Fortune SuPoshan", leads our efforts to tackle malnutrition and anaemia in India amongst children (0-5 years), adolescent girls, pregnant/lactating mothers, and women in the reproductive age group.

As of FY 2023-24, the Fortune SuPoshan programme has cascaded far-reaching benefits to communities as outlined below:

**SuPhoshan Sanginis**  
 The ongoing success of the programme since 2016 is the result of the untiring contributions of "SuPoshan Sanginis", a group of dedicated women who drive the initiatives at a grassroots level and have been trained by experts to serve as village-level health volunteers.

**14** states covered

**1750** villages and **190** slums covered

**4.4 Lakh** Households reached

**3.3 Lakh** women of reproductive age benefitted.

**1.2 Lakh** Adolescent Girls Benefitted

**918** trained Sanginis

**Fortune SuPoshan focuses on four developmental areas:**

**Health and Nutrition:** The SuPoshan Sanginis conduct regular health screenings to identify and address malnutrition and anaemia early on. Additionally, the Sanginis advocate healthy practices within the community, such as proper hygiene and nutrition and encourage innovative, self-reliant interventions like setting up of kitchen gardens.

**Education:** Focus Group Discussions (FGDs) and family counselling sessions are conducted by Sanginis to raise awareness about the importance of nutrition, hygiene, and healthcare practices. We have integrated innovative technology solutions as part of SuPoshan to help Sanginis disseminate critical health information to communities in need. Through "Health Spoken Tutorial" videos -developed in collaboration with IIT-Bombay in easy-to-understand content in local languages tailored for specific needs, Sanginis bridge the gap between urban and rural sensibilities on practices to enhance health and hygiene. These videos include tutorials to educate mothers, tribal health workers and frontline healthcare professionals with

essential knowledge and skills. Sanginis are also trained in using IT tools for real-time data tracking to monitor the impact of their interventions.

**Women Empowerment:** Empowering women is a cornerstone of the Fortune SuPoshan programme. We ensure that the SuPoshan Sanginis contribute to their communities while also expanding their livelihood opportunities beyond the project's term by undergoing training on marketable skills. This focus on expanding livelihood skills and opportunities ensures that Sanginis can achieve long-term financial independence and stability.

**Sustainable Livelihoods:** Integrating livelihood activities with health and nutrition initiatives equips the communities to maintain their well-being in a sustained manner. This ensures that the benefits of the programme continue to positively impact community members long after the initial interventions have been implemented.

**Key strategies to implement the programme**



The "SuPoshan Sanginis" screen children under five using WHO measurements to identify cases of wasted, stunted, and underweight children and refer severe malnutrition cases to rehabilitation centres. They also raise awareness about crucial issues like the first 1000 days, Infant and Young Child Feeding (IYCF), WASH (Water, Sanitation and Hygiene), and nutrition.

They provide follow-up care twice a month for children with severe acute malnutrition (SAM), once a month for moderately acute malnourished (MAM) children, and once in 45 days for healthy children, monitoring criteria such as (Mid Upper Arm Circumference) MUAC tape, weight-for-height, and weight gain.

Additionally, the Sanginis conduct cooking demonstrations with local foods, promote Nutri/ Kitchen gardens for household nutritional security, and counsel beneficiaries on key health and nutrition issues.

Using IT tools for real-time data management and insights generation, Sanginis record the outcome of these screenings and health indicators, ensuring accurate tracking and evaluation of each child's progress. This integration of technology aids in timely decision-making and effective intervention strategies.

**Reach and Impact**

Since its launch in 2016, the programme has positively influenced numerous lives and fostered empowerment among women in the impacted villages.

Particulars	FY 2023-24	FY 2016-24 (cumulative)
Total children under five years of age screened	90576	2,00,000+
Total complicated SAM children referred to NRC	548	3,214
Total children shifted from SAM to MAM	1926	36,025
Total children transitioned from Acute Malnutrition to Healthy	9368	84476



## Transformation Stories



Ritu Mallik is a SuPoshan Sangini and the force behind a transformation in child immunisation in Kolkata's Haldia Municipality. She tackled immunisation gaps head-on, teaming up with ASHAs and ANMs to debunk myths and promote vaccinations.

Her collaborative efforts built trust and dispelled misinformation, leading to her endorsement as an exceptional outreach health worker. On Village Health Sanitation and Nutrition Days, Ritu's tireless work earns continuing praise, symbolising grassroots advocacy's power for a healthier community.



Aanya VanVashi, a 35-month-old girl from Sudampur slum in Vinayka Varanasi, was facing challenges in walking and eating until she found a turning point with the intervention of a dedicated Sangini, Soni Maurya. Aanya's life transformed significantly through targeted counselling, medical care at a Nutrition Rehabilitation Centre (NRC), and ongoing support from the Adani Foundation team, leading to her improved health, mobility, and social engagement.



Suposhan Sangini Nayak Anjanaben of Medadraj, Gujarat, faced the challenge of convincing a father to refer his severely malnourished 4.5-year-old child to an NRC. Despite initial resistance, Anjanaben's persistent efforts, coupled with the diagnosis of severe anaemia in the child's mother, led to both receiving crucial medical treatment. Following the mother's 21-day care for anaemia and arthritis at the NRC, Anjanaben conducted counselling sessions and cooking demonstrations using local ingredients at their home to provide the family with knowledge on balanced nutrition, resulting in significant health improvements for both mother and child. This case underscores the effectiveness of community-based initiatives like SuPoshan in fostering lasting health outcomes through education and empowerment.

In FY 2023-24, we extended the project to 626 anganwadis, up from 180 anganwadis at six new sites. This expansion was the outcome of the positive performance of the programme and in response to the frequent requests from district-level authorities to bring the programme to their areas recognising the impact we were making in the communities.

## Impact Assessment of Project SuPoshan: Tackling Malnutrition and Anemia in Narmada District

We engaged the Indian Institute of Public Health Gandhinagar (IIPHG), an Independent agency, to conduct a comprehensive impact assessment of Fortune SuPhoshan to ensure the programme and its outcomes were successfully meeting local community requirements and creating the desired impact.

### Key Findings of the Assessment

#### Reduction in Child Malnutrition (0-2 years age):

- Wasting reduced by 19%
- Severe wasting reduced by 29%
- Stunting reduced by 7%
- Underweight condition reduced by 17%
- Improvement in dietary diversity among women in reproductive age from 28.6% to 36.2%
- Increase in age-appropriate complete immunisation from 41.25% to 72.7%

#### Enhanced Maternal Health:

- 96.6% of mothers received Iron and Folic Acid (IFA) tablets
- 90.1% adherence to recommended IFA intake
- 65% increase in IFA consumption from baseline (2019)

#### Improved Supplementary Nutrition:

- The usage of Take-Home Rations (THR) increased from 65% to 90% among children above 3 yrs
- Significant changes in dietary and feeding practices reported by mothers

For further details, please refer to the full report at [CSR Impact Assessment Report FY 2023-24](#)



**Enhancing Knowledge and Collaboration: The SuPoshan Meet 2023**

We organised a SuPoshan meet on September 22 & 23, 2023, with the aim of providing technical training to our field-level officers and promoting cross-learning among teams across 14 sites. Subject specialists from both the Adani Foundation and external experts conducted sessions on WASH, IYCF, Counseling, web application usage, and nutrition. The two-day session not only enhanced participants' knowledge but also fostered a shared sense of purpose as they interacted and learned from each other.



**Sustainable Impacts by Empowering Sanginis**

We recognise the significant time and effort invested by SuPoshan Sanginis in making our programme effective. Therefore, we are dedicated to ensuring that SuPoshan Sanginis have access to sustainable livelihood opportunities beyond the project's completion. A recent internal survey conducted across 10 sites where the initial phase of SuPoshan concluded has yielded promising results where it was found that 109 out of 167 Sanginis

have reorganised themselves and are continuing the good work they started under Fortune SuPoshan. Additionally, 117 of them are still contacted by the communities on malnutrition or anaemia related issues. This underscores the ongoing impact and relevance of their role in community health and welfare initiatives and highlighting the effectiveness of their empowerment in sustaining positive outcomes.



The SuPoshan Programme featured at 'The Give Conclave' at Jio Convention Centre, Mumbai

**Krishnapatnam Complete Healthcare Project**

The existing healthcare infrastructure in and around the AWL Krishnapatnam site was inadequate to cater to the medical needs of the local population. In response, the

Adani Foundation launched several targeted initiatives to bridge this gap and ensure accessible, affordable, and quality healthcare services for the underserved community.



**Healthcare Facilities**

The Adani Foundation supports several medical facilities, including the Adani Chikistalayam, Adani Medical Centre, Adani Dental Care, and Adani Homoeopathy Clinic. These centres provide free-of-cost services to community members.

In FY 2023-24, **44,549** treatments were undertaken at the 4 centres.



**Partnership with Apollo Foundation**

The Adani Foundation partnered with the Apollo Foundation between February 2022 to March 2024 for the Total Health Programme conducted at the Krishnapatnam Port. This initiative benefitted more than 5,650 community members with activities like health screening camps, awareness sessions, and yoga classes.

**28** carcinoma cases were identified and provided with follow-up medical support during the reporting period.



**Mobile Health Camps**

The Mobile Health Camps play a vital role in reaching remote communities, with fortnightly services provided to families in 8 villages. A total of 3,800 individuals received treatment and medicine through the camps in the reporting year.

**2** Ambulances supported **355** high-risk cases during the reporting period.



**Village Sanitisation Programme**

The Mobile Health Camps play a vital role in reaching remote communities, with fortnightly services provided to families in 8 villages. A total of 3,800 individuals received treatment and medicine through the camps in the reporting year. The Adani Foundation addressed the health concerns in 8 villages around Krishnapatnam by improving solid waste disposal and sanitation and promoting health and hygiene.

**136** community workers implemented various initiatives benefitting **18,600** families

## Education

Education is a core focus area for the Adani Foundation that reflects our belief that empowering communities through quality education is key to instilling self-reliance and inclusive development. The Foundation is

committed to broadening access to quality and continued education so that no child is left behind and unlocking the transformative potential of the youth in the communities we serve.

### Project Udaan

Project Udaan aims to inspire students to enrich their lives through meaningful actions and instil an entrepreneurial spirit in them through tours to Adani Group sites, including Adani Port, Adani Power, and Adani Wilmar facilities. These visits provide students with firsthand experiences and insights into the intricate workings of large-scale business operations and the opportunities they offer.

Tour of Mundra Plant by  
**480** educational institutes  
**28,262** students including **11,423**  
 female students **1,534** faculty members

not only acquire technical knowledge but also cultivate a deeper appreciation for the complexities and scale of modern industrial operations. The tours served as catalysts for inspiring students to dream big, fostering a spirit of innovation and ambition that is crucial for their future careers and entrepreneurial endeavours.

The engagements allow students and educators to interact with industry professionals, get a close view of operational processes, and gain practical knowledge spanning port management, power generation, and edible oil production. Through these immersive learning experiences, students

#### Adani Vidya Mandir – Krishnapattanam

The Adani Foundation operates Adani Vidya Mandir, an English medium school from Play Class to Standard 10 in the Muthukur Village. The school provides value-based education, as well as books, uniforms, and midday meals, free of cost to 928 students from fishing families. Equipped with state-of-the-art science and digital labs, a large playground, and a beautiful lawn, the school ensures a balanced focus on quality education and physical development.

#### Vidya Pratishthan, Baramati, Pune

The Vidya Pratishthan in Baramati, Pune district is supported by the Adani Foundation. Vidya Pratishthan delivers quality education to the children of farmers, labourers, and villagers. The institution comprises 17 schools, offering instruction in English and Marathi, affiliated with various educational boards. Additionally, it includes 12 colleges that provide higher education across diverse streams. With 13 hostels, the institution also offers residential facilities housing 4,053 students.

## Sustainable Livelihoods

At AWL, we believe that empowering communities with income-generating skills and opportunities is key to driving lasting socio-economic transformation. The Adani Foundation focuses on sustainable livelihood development. It undertakes a broad spectrum of initiatives covering on-farm, off-farm, and non-farm activities to help marginalised community members grow, diversify and sustain income streams.

These initiatives are designed to promote organic farming, animal husbandry and dairy development and empower women-owned enterprises through knowledge, skills, and market connections. The Foundation's Adani Saksham skilling programme imparts job-oriented training to youth on future-ready skills like Augmented Reality-Virtual Reality (AR-VR) and Metaverse-based courses to enhance their employability and entrepreneurial abilities.

### Other CSR initiatives

**Safe and Potable drinking water to the Indian Army:** We proudly joined hands with the Army Design Bureau (ADB) to provide access to safe and potable drinking water for the Indian Army in Kutch, Gujarat.

**Support for Nano Natural Fertilizer:** The Adani Foundation supports Gau Life Sciences (GLS) to address slurry management challenges at GVF's biogas plant. GLS explores eco-friendly slurry disposal and utilisation methods in collaboration with GVF. These nano fertilisers provide highly effective nutrition in the agri-crop cycle at lower costs for farmers and raising productivity and yield using organic means. Our financial assistance helps establish and operate facilities to convert slurry into advanced organic nano fertilisers, promoting sustainable livelihoods by enhancing soil quality, improving harvests, and supporting regenerative farming practices.

**Partnership with Akshaya Patra:** We contributed 60 lakh to the Akshaya Patra Foundation in FY 2023-24. A part of these funds was used to procure three delivery vans for distributing meals to underprivileged children. The remaining funds were utilised to provide free meals to 1,734 children in municipal schools in Ahmedabad and Gandhinagar.

**Association with Piyali Foundation, Raipur:** The Foundation's collaboration with the Piyali Foundation in Raipur saw us making a donation of 10 lakh to improve the infrastructure of a school designed for children with special needs so they can learn in an inclusive and supportive environment.

# Governance: Fostering Ethical Leadership and Accountability

At AWL, we believe that responsible governance allows us to run business without disruptions, protect our reputation, deepen stakeholder trust and propel us forward on sustainable growth paths. With a robust governance framework overseen by a dedicated and diverse Board, we navigate regulatory challenges seamlessly and stay compliant while creating value for all our stakeholders.

Our business strategies are underlined by an unwavering focus on adhering to the highest standards of integrity, transparency, and accountability. This commitment to ethical governance forms the Foundation upon which our organisation operates and thrives. These principles guide our policies, frameworks, and processes, ensuring that we prioritise the well-being and interests of all stakeholders, including our employees, partners, community members, investors, and regulatory bodies. At all times, we are committed to enforcing stringent cyber security practices and protecting the privacy of the data entrusted to us, following regulations.

## Material Topics

ESG Governance

Data Privacy and  
Security

## UN SDG Linkages

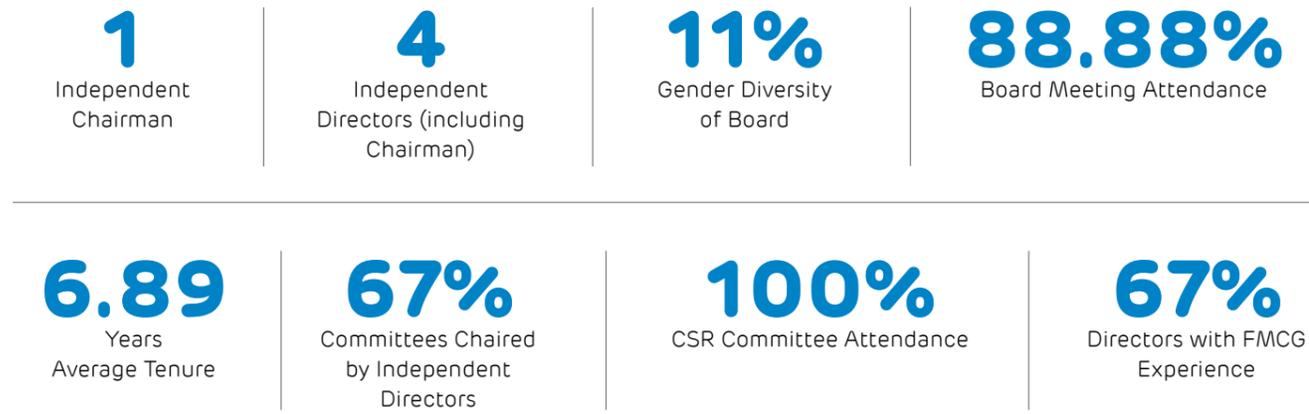


## Board of Directors

An empowered and competent Board of Directors steers our Company on values-led growth paths and is the guiding force behind our enduring success. Each Board member brings unique set of skills and experiences to the table, enriching our organisation with diverse perspectives while

upholding the highest standards of governance. Their dedication to integrity, transparency, and ethical conduct ensures that we adhere to regulatory compliance and bring to life our values in everything we do.

### Board Profile



### Board Member Selection Process

A well-established "Nomination and Remuneration Policy of Directors, Key Managerial Personnel (KMPs), and Other Employees" outlines the process of selecting Directors who embody our values and have the requisite expertise. The policy advocates fair compensation for the contributions of Board members, recognising their crucial role in steering the Company towards success.

The selection process is also influenced by the "Board Diversity Policy". Incorporating the provisions of this policy ensures that we have an adequate balance of diversity on the Board in terms of educational and cultural

backgrounds, professional, administrative and industry experience, skills, knowledge, and gender representation.

The Nomination and Remuneration Committee (NRC) screens and selects suitable candidates based on the defined criteria related to their skills, knowledge, etc., and makes recommendations to the Board on the induction of new Directors.

[More information on the NRC is available in our Annual Report.](#)

### Board Evaluation

The NRC, chaired by an Independent Director, evaluates the performance of the Board of Directors, its Committees, and individual Directors, including the Chairman. Insights on performance and recommendations are generated using a comprehensive assessment questionnaire based on approved criteria. These insights and recommendations are

discussed during Independent Directors' meetings as well as at the NRC and Board meetings.

[More information on Board evaluation processes is available in our Annual Report.](#)

## Committees of the Board

The Board is responsible for overseeing our progress on business and ESG commitments, ensuring accountability for every facet of our operations. Several Committees have been established to support the Board in their duties, with a focus on setting the strategy, evaluating our performance and monitoring emerging risks and opportunities.



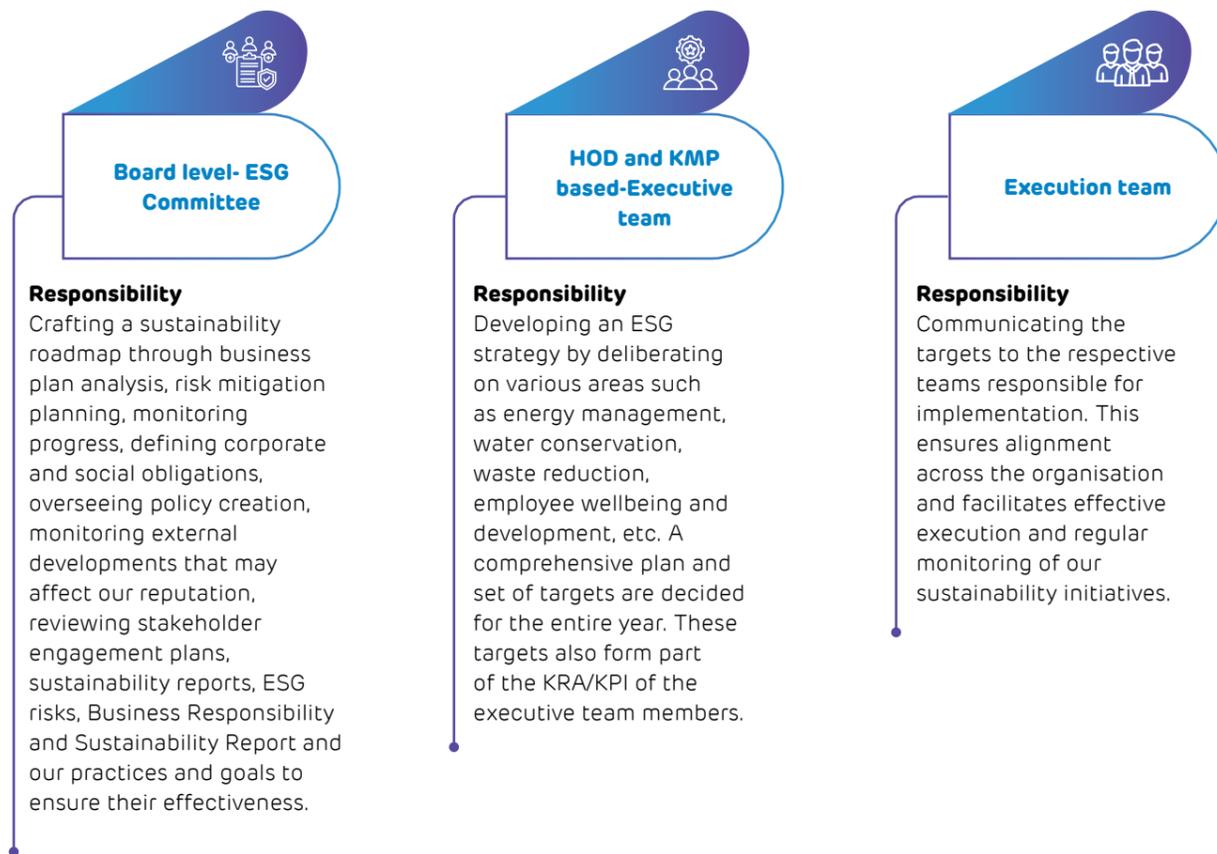
To know more about the specific roles and responsibilities of our various Board Committees, please refer to our Annual Report.

## ESG Governance

The ESG Committee, led by Mrs. Dipali Sheth (Independent Director), was formed in FY 2023-24 with the specific purpose of advancing ESG matters at the Board level. The Committee is supported by the Risk Committee. This ensures that ESG-related risks and opportunities (including climate risk) that different departments might face in the future are integrated within our Enterprise Risk Management framework. Additionally, the ESG Committee keeps the Board informed of our sustainability progress, monitors external trends and strengthens preparedness to identify and mitigate emerging risks and leverage opportunities.

### ESG Implementation Framework

The executive team, consisting of KMPs and Heads of Departments (HODs), develops the ESG strategy and execution plan. The site-specific execution team then implements this strategy and plans to achieve the desired outcomes.



## Ethical Governance, Compliance, and Transparency

As a good corporate citizen, we lead with the principles of ethics, integrity, and transparency. This commitment is reflected in our business conduct and outcomes, forming the essence of who we are and how we operate.

**Zero**  
breaches of Code of Conduct in the reporting year

**Zero**  
political contributions in the reporting year

**Zero**  
Cases of Corruption and Bribery

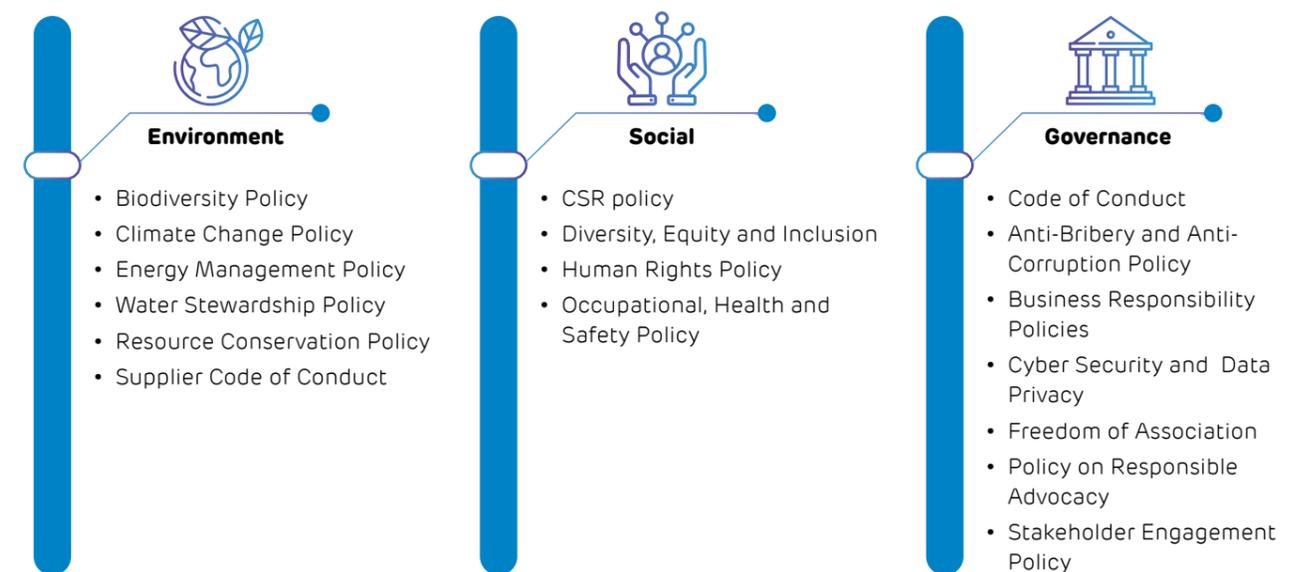
**Zero**  
Complaints on Conflict of interest

Our Company's Code of Conduct serves as a blueprint that outlines the standards of behaviour expected from all employees, KMPs and Board members, regardless of their role or level within the organisation. This Code reflects our dedication to fostering a culture of honesty, fairness, and respect, not only within our Company but also in our interactions with clients, partners, and the broader community.

Any query related to the Code of Conduct is addressed by the HR team under the oversight of the Head of the HR Department. Any breach of the Code by an employee will result in disciplinary action being taken against them.

### Policy Framework

Alongside our Code of Conduct, our governance is reinforced by robust policies, offering clear guidance to our employees, our organisation's, business partners, vendors and other stakeholders and aligning their actions with our philosophy. Categorised by ESG considerations, these policies directly contribute to achieving our goals and their training and awareness is a part of induction program.



## Regulatory Compliance

At AWL, we are mindful of the need for 100% regulatory compliance to fulfil our ESG commitments, protect our reputation and avoid legal and financial implications. We are dedicated to upholding the highest standards of compliance across our operations, ensuring we meet or exceed all applicable laws, regulations, and industry standards.

**Zero**  
Fines for anti-competitive practices in FY2023-24

### Legatrix, A State-of-the-Art Platform to Ensure Compliance at AWL

We have implemented a comprehensive system to stay abreast of and maintain compliance with all applicable laws and regulations by utilising a third-party tool, "Legatrix", to proactively monitor the legal and regulatory landscape. This platform provides us with up-to-date information on the laws and regulations relevant to our operations, enabling us to stay ahead of evolving compliance requirements.

The Legatrix system is designed to generate prompt notifications whenever a potential non-compliance issue is identified. When such an instance arises, an email alert is immediately sent to the concerned employee and their manager, ensuring timely awareness and accountability. The Legatrix team then follows up to track the status of the issue and ensures that it is addressed in a timely and effective manner. By leveraging this advanced compliance management system, we are able to maintain a strong culture of regulatory adherence across AWL.



## Risk Management

At AWL, as we grow rapidly and deepen sustainability practices within our operations, we are aware of the broad range of risks we face. Timely identification and mitigation of business, financial, ESG and other risks is critical to protect stakeholder value and strengthen operational resilience.

The Board oversees our risk management process through a dedicated Risk Management Committee (RMC). The Committee is responsible for providing oversight of our risk

appetite, Enterprise Risk Management (ERM) framework, and governance structure. The RMC develops and reviews risk management policies, monitors their implementation, and evaluates systems for identifying and mitigating financial, operational, ESG, and cyber security risks. The Committee shares updates on risk management activities and makes recommendations to the Board.

Information about our risk management policy and practices is available to all stakeholders on our website.

**Four**  
Risk Management Committee meetings in FY 2023-24

**62.50%**  
Average Attendance at Risk Management Committee meetings

### ERM process

To enhance the effectiveness of our risk management practices, we have appointed our Chief Financial Officer (CFO) to lead the risk management at an organisation level. Moving forward, we aim to conduct comprehensive organisation-level evaluations of exposure to ESG-related risks, including those related to climate. We will integrate these assessments into our business continuity plan so we are well-prepared to address the risks and capitalise on opportunities.



## Cyber Security & Data Privacy

At AWL, we collect, generate and store a significant amount of data, much of which originates from vendors and business partners. As stewards of this information, we are responsible for protecting it and taking pre-emptive actions to forestall data security breaches. Any breaches will not only jeopardise our brand reputation but also undermine stakeholder trust and hinder our overall business performance.

**Zero**  
cases concerning breaches of data privacy and cyber security

### IT Governance

We have a comprehensive cyber security management procedure in place. Board Members are kept informed of IT cybersecurity issues through the Risk Management Committee, which includes three Board members with deep IT experience to offer valuable expert advice on IT-related risks.

A Cyber Security and Data Privacy Policy has been formulated, adhering to national and international regulations and standards to safeguard digital assets. This policy applies to all stakeholders and systems

within AWL. All Business Heads/Department Heads are responsible for ensuring compliance with this policy within their respective business domains. Implementing strict controls and continuous monitoring enables us to protect hardware, software, and stakeholder assets, mitigating risks and ensuring information integrity. Regular audits maintain compliance while clear reporting channels and accountability measures address any breaches.



## Economic Performance

Our business model is designed to catalyse synergies across our operations to grow business exponentially by bringing new and improved products sourced and produced sustainably that delight our customers every day, supported by a responsible and responsive supply chain. This integrated approach not only enhances product value

but also helps us establish a streamlined, cost-effective structure. By growing business volumes and enhancing profitability through prudent and future-focused innovations, we have successfully implemented a low-cost strategy that positions us competitively in the market.

Our economic performance for the reporting year is outlined below:

Economic Value Generated and Distributed (INR Cr.)		
Parameter	FY 2022-23	FY 2023-24
<b>Economic Value Generated (Total Income)</b>	<b>56,221.31</b>	<b>49,532.53</b>
<b>Economic Value Distributed</b>	<b>55,294.78</b>	<b>48,879.27</b>
Employee benefits	343.48	374.17
Operation cost	53,988.33	47,709.73
Community Investments	16.62	17.93
Payment to Government	217.42	103.07
Payment to providers of capital	728.93	674.37
<b>Economic Value Retained</b>	<b>926.53</b>	<b>653.26</b>

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



# Assurance Statement



## Independent Limited Assurance Statement to Adani Wilmar Limited on their Business Responsibility & Sustainability Report (BRSR) FY2023-24 Non-Core Disclosures as part of the Annual Report.

To the Management of Adani Wilmar Ltd., Ahmedabad, India

### Introduction

Intertek India Private Limited ("Intertek") was engaged by Adani Wilmar Limited ("AWL") to provide an independent limited assurance on its BRSR (Business Responsibility & Sustainability Report) selected non-core disclosures for FY2023-24 as a part of their Annual Report ("the Report"). The scope of the Report comprises the reporting periods of FY2023-24. The Report is prepared by AWL based on SEBI's (Securities and Exchange Board of India) BRSR guidelines. The assurance was performed in accordance with the requirements of International Federation of Accountants (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

### Objective

The objectives of this limited assurance exercise were, by review of objective evidence, to confirm whether any evidence existed that the sustainability related disclosures in alignment with BRSR requirements, as declared in the Report, were not accurate, complete, consistent, transparent and free of material error or omission in accordance with the criteria outlined below.

### Intended Users

This Assurance Statement is intended to be a part of the Annual Report of Adani Wilmar Limited.

### Responsibilities

The management of AWL is solely responsible for the development of the Report and its presentation. Management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report so that it is free from material misstatement, whether due to fraud or error.

Intertek's responsibility, as agreed with the management of AWL, is to provide assurance and express an opinion on the data and assertions in the Report based on our verification following the assurance scope and criteria given below. Intertek does not accept or assume any responsibility for any other purpose or to any other person or organization. This document represents Intertek's independent and balanced opinion on the content and accuracy of the information and data held within.

### Assurance Scope

The Assurance has been provided for selected sustainability performance disclosures presented by AWL in its Report. The assurance boundary included data and information for the operations in Mundra, Krishnapattanam-I & II, Mangalore, Kakinada, Haldia Unit 1, Paradip, Haldia Unit 2, Kadi Karan Nagar, Vidisha, Saoner, Nagpur, Mantralayam, Neemuch, Alwar, Bundi, Meda Adraj, Pragapar (Mundra Castor), Nimrani, Hazira, Ferozpur, Bardhwan and Adani Wilmar Ltd. Ahmedabad (Corporate Office). Our scope of assurance included verification of data and information on selected disclosures reported as summarized in the table below:



- Total number of permanent and other than permanent employees.
- Total number of permanent and other than permanent workers.
- Total number of female employees and workers.
- Total number of differently abled employees and workers (permanent and other than permanent).
- Turnover rate for permanent employees and permanent workers.
- Percentage of R&D and Capex Investment
- Return to work and retention rates of permanent employees and workers that took parental leave.
- Performance and career development reviews of employees and workers.
- Percentage of plants and offices that were assessed for health and safety practice and working conditions.
- Number of employees covered under Skill upgradation and H&S trainings.
- Number and percentage of employees and workers covered under training on human rights policy and issues.
- Minimum wage paid to employees and workers.
- Percentage of plants assessed for child labour, forced labour, sexual harassment, discrimination at workplace and wages.

### Assurance Criteria

Intertek conducted the assurance work in accordance with requirements of 'Limited Assurance' procedures as per the following standard:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.
- International Standard on Assurance Engagements (ISAE) 3410 for 'Assurance Engagements on Greenhouse Gas Statement'

A limited assurance engagement comprises of limited depth of evidence gathering including inquiry and analytical procedures and limited sampling as per professional judgement of assurance provider. A materiality threshold level of 10% was applied. Assessment of compliance and materiality was undertaken against the stated calculation methodology and criteria.

### Methodology

Intertek performed assurance work using risk-based approach to obtain the information, explanations and evidence that was considered necessary to provide a limited level of assurance. The assurance was conducted by desk reviews, visit to AWL's sites in Mundra and Hazira in Gujarat and stakeholder interviews with regards to the reporting and supporting records for the fiscal year 2024 at AWL's corporate office in Ahmedabad. Our assurance task was planned and carried out during Feb-May 2024. The assessment included the following:

- Review of the Report that was prepared in accordance with the SEBI's BRSR guidelines.
- Review of processes and systems used to gather and consolidate data.
- Examined and reviewed documents, data and other information made available at selected AWL's operational sites, corporate office and digitally.
- Conducted physical interviews with key personnel responsible for data management.
- Assessment of appropriateness of various assumptions, estimations and thresholds used by AWL for data analysis.
- Review of BRSR disclosures on sample basis for the duration from 1<sup>st</sup> April 2023 to 31<sup>st</sup> March of 2024 for AWL was carried out onsite at AWL's corporate office and selected business locations.
- Appropriate documentary evidence was obtained to support our conclusions on the information and data reviewed and details would be provided in a separate management report.

### Conclusions

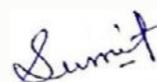


Intertek reviewed selected BRSR disclosures provided by AWL in its Annual Report. Based on the data and information provided by AWL, Intertek concludes with limited assurance that there is no evidence that the sustainability data and information presented in the Report is not materially correct. The report provides a fair representation of BRSR disclosures and is in accordance with the SEBI's BRSR guidelines to the best of our knowledge.

#### Intertek's Competence and Independence

Intertek is a global provider of assurance services with a presence in more than 100 countries employing approximately 43,500 people. The Intertek assurance team included competent sustainability assurance professionals, who were not involved in the collection and collation of any data except for this assurance opinion. Intertek maintains complete impartiality towards any people interviewed.

#### For Intertek India Pvt. Ltd.



**Sumit Chowdhury, Verifier**  
Sr. Manager-Sustainability



**Elizabeth Mielbrecht, Reviewer**  
Project Director

29<sup>th</sup> May 2024

*No member of the verification team (stated above) has a business relationship with Adani Wilmar Ltd. stakeholders beyond that is required of this assignment. No form of bribe has been accepted before, throughout and after performing the verification. The verification team has not been intimidated to agree to do this work, change and/or alter the results of the verification. The verification team has not participated in any form of nepotism, self-dealing and/or tampering. If any concerns or conflicts were identified, appropriate mitigation measures were put in place, documented and presented with the final report. The process followed during the verification is based on the principles of impartiality, evidence, fair presentation and documentation. The documentation received and reviewed supports the conclusion reached and stated in this opinion.*



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## Glossary of Abbreviations

ADB	Army Design Bureau
AIB	American Institute of Baking
AR-VR	Augmented Reality-Virtual Reality
ASRS	Automated Storage & Retrieval System
AWL	Adani Wilmar Limited
BoD	Board of Directors
BRC	British Retail Consortium
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
CII	Confederation of Indian Industry
CLMS	Contract Labor Management System
CNG	Compressed Natural Gas
CO2	Carbon Dioxide
CPCB	Central Pollution Control Board
Cr	Crore
CSIR	Council of Scientific & Industrial Research
CFTRI	Central Food Technological Research Institute
CSR	Corporate Social Responsibility
DNV	Det Norske Veritas
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
EHS	Environmental, Health, and Safety
EPR	Extended Producer Responsibility
ESG	Environmental, Social, and Governance
ESPs	Electrostatic Precipitators
ETPs	Effluent Treatment Plants
EVs	Electric Vehicles
FG	Finished Goods
FGDs	Focused Group Discussions
FMCG	Fast-Moving Consumer Goods
FPOs	Farmer Producer Organizations

FSA	Food Standards Agency
FTE	Full-Time Equivalent
FY	Fiscal Year
GFSI FSSC	Global Food Safety Initiative Food Safety System Certification
GHG	Greenhouse Gas
GJ	Gigajoule
GMP	Good Manufacturing Practice
GVF	Global Village Foundation
HAZOP	Hazard and Operability Study
HCM	Human Capital Management
HCV	High Conservation Values
HIRA	Hazard Identification and Risk Assessment
HODs	Heads of Departments
HR	Human Resources
HSOP	Health, Safety, and Operational Procedures
ICDS	Integrated Child Development Services
IFA	Iron and Folic Acid
ILO	International Labour Organization
INR	Indian Rupee
ISAE	International Standard for Assurance Engagements
ISO	International Organization for Standardization
IT	Information Technology
IYCF	Infant and Young Child Feeding
JSEA	Job Safety and Environmental Analysis
Jr	Junior
KL	Kiloliter
KMP	Key Management Personnel
Jr	Junior
KWP	Kilowatt Peak
LED	Light Emitting Diode
LNG	Liquefied Natural Gas
LMS	Learning Management System
LTIFR	Lost Time Injury Frequency Rate
LXP	Learning Experience Platform

MAM	Moderately Acute Malnourished
MD	Managing Director
MICA	Mudra Institute of Communications, Ahmedabad
MLP	Machine Learning Platform
MT	Metric Ton
MUFA	Monounsaturated Fatty Acids
MW	Megawatt
NDPE	No Deforestation, No Peat, No Exploitation
NGOs	Non-Governmental Organizations
NIFTEM	National Institute of Food Technology Entrepreneurship and Management
NNL	No Net Loss
NOx	Nitrogen Oxides
NPG	Net Positive Gain
OH&S	Occupational Health & Safety
OSPAs	Outstanding Security Performance Awards
PAT	Profit After Tax
PLC	Programmable Logic Controller
POSH	Prevention of Sexual Harassment
PRO	Public Relations Officer
PUFA	Polyunsaturated Fatty Acids
PWM	Plastic Waste Management
QCF	Quality Control Framework
QCFI	Quality Circle Forum of India
RE	Renewable Energy
RSPO	Roundtable on Sustainable Palm Oil
RTRS	Round Table on Responsible Soy
SAM	Severe Acute Malnutrition
SAP	Systems, Applications, and Products in Data Processing
SDGs	Sustainable Development Goals
SETU	Self Employment and Talent Utilization
SKU	Stock Keeping Unit
SOx - Sulfur Oxides	Stock Keeping Unit
STEM	Science, Technology, Engineering, and Mathematics

STP	Sewage Treatment Plant
TACCP	Threat Assessment and Critical Control Points
TCFD	Task Force on Climate-related Financial Disclosures
tCO2e	Tonnes of CO2 equivalent
TPD	Tonnes Per Day
TTCU	Traceability to Crush Units
TTM	Traceability to the Mills
TTP	Traceability to the Plantations
VCCQC	Virtual Conference on Computer Quality Control
VFDs	Variable Frequency Drives
WEFS	World Economic Forum's
WH	Warehouse
WMS	Warehouse Management System
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
ZLD	Zero Liquid Discharge



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