

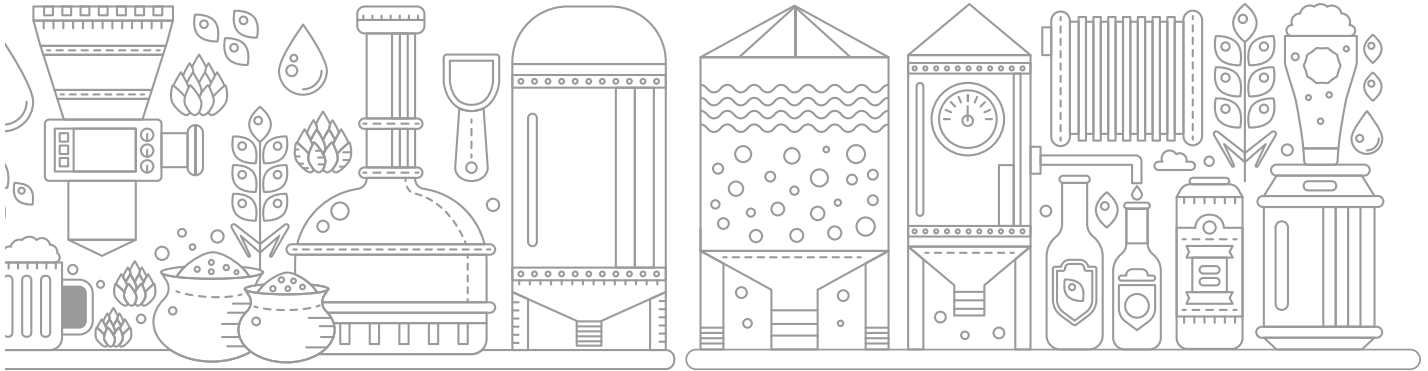


UNITED BREWERIES LIMITED



Brew a Better India

Sustainability Report FY 2022-23



Contents

Statement from the Leadership	2	Occupational Health and safety	35
About the Report	4	Fair Wages and Living Standards	36
About United Breweries Limited	5	Our responsibility towards the community we operate in	35
Organisation brief	5		
Our purpose and values	6	Responsible	39
Ensuring quality in manufacturing process	7	Advocating responsibility as part of our CSR strategy	39
Economic Contribution	8	Product diversity - Zero Alcohol options	40
		Responsible marketing and product labelling	40
Our vision to Brew a Better World and India	10	Path to Better Governance	41
Brew a Better World (BaBW)	10	GRI Index	43
Brew a Better India (BaBI)	11		
Materiality Assessment	14		
Sustainability Governance	15		
Key Highlights for FY 2022-23	16		
Environment	17		
Net Zero Carbon	18		
Maximising Circularity	22		
Towards Healthy Watersheds	25		
Social	28		
Our People	29		
Diversity and Inclusion	32		

Statement from the leadership

Dear Reader,

We are pleased to present our Sustainability Report for FY 2022-23. At the heart of our corporate philosophy lies a deep responsibility towards the environment, the communities we serve, and our valued stakeholders.

Our journey of becoming India's most loved beer Company started in 1915 with just five breweries. Today, we have 21¹ breweries across 13 Indian states. In 2021, the HEINEKEN Company acquired a majority share and control of UBL, marking a significant milestone in UBL's journey and allowing us to align our sustainability efforts with the Company's broader vision. While UBL has a 108-year history of being a responsible corporate citizen, this partnership with HEINEKEN further enabled us to scale up our sustainability initiatives and make an even greater positive impact. We are conscious that our growth potential extends far beyond our current accomplishments, and that is why we have integrated sustainability as a fundamental principle that guides our decision-making and shapes our long-term vision.

To ensure the long-term success of our business and effectively adapt to the ever-changing external dynamics, we have carved our sustainability strategy called 'Brew a Better India (BaBI)', aligned with HEINEKEN's 'Brew a Better World 2030' (BaBW) strategy. The strategy has been further contextualised to suit India's unique challenges and market dynamics. This report will give you a comprehensive overview of this strategy, our performance, and our strides in driving positive change. We have taken a holistic approach to sustainability, addressing key areas: Environmental, Social and Responsible.

Under BaBI's environmental agenda, our ambition is to reach Net Zero in production (Scope 1 and 2) by 2030 and our entire value chain by 2040. We are proud to share that we have made significant progress towards these targets in the reporting year. We could meet 82.4% of our energy

needs from renewable sources. We have been running a collaborative farming programme and have sourced 30% of our barley needs through our extended family of local farmers. Recognising the significance of water, our most valuable raw material, we have undertaken ten large water conservation projects across different parts of the country as part of our CSR initiatives. We also achieved one of our key KPIs to treat 100% of our brewery wastewater to ensure zero untreated discharges from our breweries. Under our goal to become zero waste-to-landfill for all our production sites by 2025, we have already become 94.3% waste-to-landfill free.

Attracting a diverse, skilled, motivated talent with alignment to UBL's value system is the foundation of people management. Under our social agenda, we are embracing inclusion and diversity to foster a culture of talent where people from all backgrounds feel included and can bring their whole selves to work. In the reporting year, 23% of our senior management were women. During the FY 2022 - 23, we hired 310 employees, 30% of whom were women. We aim to ensure fair wages for employees by 2024 and for contract workers by 2025.

Being the market leader, we also understand our responsibility in promoting moderation in alcohol consumption and prioritising the well-being and safety of our consumers. In line with this, we have implemented carefully curated social programmes to drive moderation. Our product portfolio also offers our consumers to choose from our zero-alcohol options.

By weaving sustainability into all aspects of our operations, we are dedicated to making a meaningful impact on the environment, our employees, and our consumers. Our relentless pursuit of these ambitions reflects our determination to build a better future for all. We recognise that sustainability is a journey, and this report is a transparent account of our progress, achievements, and areas where we still have work to do. We are committed to

¹ 2 breweries are currently non-operational

continuous learning, adaptation, and innovation as we navigate the evolving sustainability landscape.

As we progress, we will continue to measure our progress and remain transparent in our sustainability reporting. We are committed to leveraging our influence, resources, and expertise to address our planet's pressing challenges. We aim to meet and exceed regulatory requirements, demonstrating leadership and inspiring others to join us on this sustainability journey. We would also like to thank all our stakeholders for your trust and support. Your feedback and engagement are invaluable to us as we strive to impact the world positively.

Regards,

Sustainability Governance Body

About United Breweries Limited

Organisation brief

United Breweries Limited (UBL) has consistently maintained its leadership position in market share and revenues. Our products comprise over 50% of the total beer market in India, and we continue to consolidate our leadership position year after year.

As of March 31, 2023, we employ 2,737 people. Within the “executive” cohort of employees, which has a strength of 1,245, 17% are women. We are headquartered in UB City, Bengaluru, Karnataka, India. We also operate India's largest brewery at Sangareddy, Telangana, with a daily manufacturing capacity of 360,000 litres.

Our diverse portfolio of alcoholic and non-alcoholic beverages caters to varying consumer tastes and preferences. While our operations are spread across 13 States in India and 21 manufacturing plants*, our global presence is felt with a manufacturing and supply license arrangement in the UK (with supplies to the European market), Australia, New Zealand, Singapore and Nepal. Our expansive geographical footprint and strategically located distribution network allow us to respond to the market demands with agility and dynamism for alcoholic and non-alcoholic beverages.

UBL has been at the forefront of the Indian beer industry over the last century. With our iconic Kingfisher brand family and a strong network of breweries in India, we are proud to be a part of the HEINEKEN Company now. Our association with the world's leading international brewer has strengthened our brand position and eminence. It

has also allowed us to leverage the synergistic strategic priorities of innovation, long-term brand investment, disciplined sales execution, and focused cost management. Our Sustainability Strategy - ‘Brew a Better India’, is aligned with HEINEKEN's sustainability ambition- ‘Brew a Better World’, conceptualised to suit the Indian context. Together, we strive to continue to win in the market, delight consumers and customers, unlock future growth and make this world a better place.



*2 manufacturing plants are currently non-operational

Our purpose and values

As a purpose-led Company, UBL recognises its responsibility and accountability towards all stakeholders and the planet. We continuously seek opportunities to create a positive environmental and social impact through our products, processes, operations, and human capital development initiatives. To future-proof our business and consistently adapt to external dynamics, we have internalised HEINEKEN's EverGreen strategy as our key lever to deliver the output. The EverGreen strategy is a bold decision to deliver long-term sustainable value for all stakeholders while navigating the ever-evolving business landscape and withstanding other disruptive external trends. UBL is committed to delivering superior and balanced growth and is confident of the same with its strong partner - HEINEKEN.

The core of the EverGreen strategy is a shift from superior growth to superior and balanced growth. It is aligned with UBL's vision of streamlining all business aspirations with the sustainability ethos.

The EverGreen strategy is built on HEINEKEN's value creation model, referred to as the Green Diamond - placing equal emphasis on business growth, profitability, capital efficiency, along with sustainability and responsibility. The Green Diamond aims to highlight the strategic prerogative

of the business to balance short-term delivery and long-term sustainability and achieve top-line growth along with maximising overall stakeholder value creation.

At UBL, we intend to align with the EverGreen strategy by nurturing a Company-wide culture of sustainability - through a bottom-up approach from the grassroots to the top by delivering best-in-class quality of products, giving due consideration to consumer preferences, leading trends in consumption, encouraging innovation and promoting cultural and social inclusiveness.



Our purpose is our core reason for being, and it shapes our strategy and inspires people

“ We brew the joy of true togetherness to inspire a better world. ”

Our values are what we stand for



Passion

for consumers and customers



Courage

to dream and pioneer



Care

for people and the planet



Enjoyment

of life

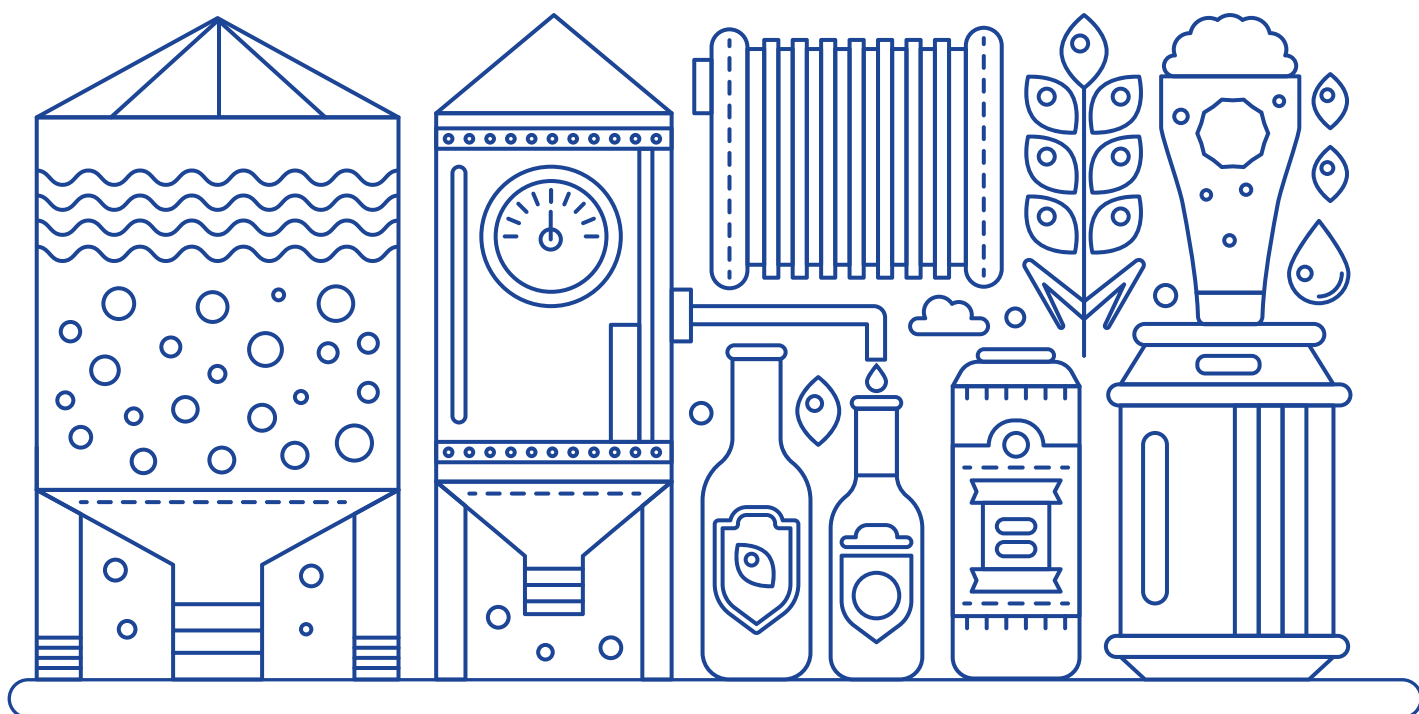
Ensuring quality in manufacturing process

As beer producers, we prioritise providing our customers with high-quality, safely brewed products. Quality parameters and related checks are integral to our manufacturing processes right from the start of the value chain. We ensure that the procured raw materials are free from any adulterants. Our processes exclude manual handling to avoid possible contaminations. We have SCADA-based systems to check for quality parameters throughout the process. We ensure that all our active operations comply with Food Safety and Standards (Alcoholic Beverages Standards) Regulation, 2018. All our manufacturing facilities have been audited and certified to ISO 22000:2005 (Food Safety Management System) standards. We have FSSC Q 22000 v 5.1 - Food safety system certification. Our external and independent TUV Nord and Intertek auditors have validated these rigorous checks and safeguards.

Our quality management team is thoughtfully structured, with the reporting lines leading directly to the Managing Director & CEO. For each of our breweries, a Quality Assurance Manager oversees the day-to-day aspects of quality management. The team functions based on the guidance provided in our internal quality manual. The manual details the data, specifications, and instructions related to quality criteria in every step of the brewing process.

We also comply with HEINEKEN's quality standards - the Labstar Star Systems (LSS). This quality system has been designed to align with the "first time right" principle in production environments. It focused on the reliability, efficiency and continued quality improvement of the physical/chemical analyses and sensory and microbiology results. The system is based on the ISO 17025 standard, which covers the accreditation of a laboratory for managerial and technical aspects. Three of our breweries are certified under Laboratory Star System (LSS 2) by the HEINEKEN global team. The certification process for the rest of the breweries will continue as per plan in the upcoming financial year.

All our manufacturing facilities have been audited and certified to ISO 22000:2005 (Food Safety Management System) standard. We have FSSC Q 22000 v 5.1 - Food safety system certification.



Economic Contribution

A report by Oxford Economics published in January 2022 assessing the beer sector's economic contribution across its value chain indicated that the industry contributed \$9.3 billion towards India's GDP in 2019 which is 1.67% of the country's GDP. During the same year, the sector also generated 1.2 million jobs and contributed \$5.5 billion in taxes in India.³

Apart from generating considerable revenue through excise duties, VAT, fees, and other taxes towards the State exchequer, the Beer Industry immensely contributes to the economy as we share a symbiotic relationship with farmers. The industry is one of the largest procurers of barley, wheat, maize, etc., providing the farmer community with scientific support and reasonable price. We also help create significant economic value across our logistics, packaging, hospitality, and tourism supply chain. Some key economic contributions of the beer industry include investments made in breweries, employment generated in manufacturing and distribution operations, the contribution of taxes to the exchequer, boosting tourism by engaging with the hospitality sector and providing avenues of growth for the entire supply chain.

Tax Contributions

Statutory taxation is an effective way of distributing wealth and contributing towards the development of communities. We give immense importance to the ethical conduct of business and follow fully compliant practices related to taxation.

For FY 2022-23, we paid **INR 1,197 million as direct taxes** to the Government. Apart from direct tax contributions, in FY2022-23, we paid **INR 1,18,107 million as indirect taxes** generated through the sale of beer, contributing significantly to the state exchequers.

Employment Generated

We directly employ 2,737 people for our operations across the country, providing an impetus to other business activity at a hyper-local level and related employment and livelihood generation. Our employee strength has grown yearly, and we continue contributing to the country's economic growth. To fulfil our key ambition of ensuring a fair and safe workplace, we will assess fair wages for executives and permanent workers and equal pay for equal work parameters. We plan to bridge any gaps by 2024. Going beyond our direct employees, we will assess our contract workers for fair wages in 2024 and bridge any gaps by 2025.

Gains throughout the value chain

Our operations need a continuous supply of raw materials and other services for smooth functioning. We proudly state that a significant quantity of our key raw material, barley, is procured directly from farmers and farmer-producer organisations. Further, we engage with 216 partners to support us on value chain activities such as transport and packaging, who benefit economically from our operations. We have also incorporated environmental criteria within our supplier due diligence framework for all our new suppliers. We also create economic value for our co-communities near our breweries through CSR projects.

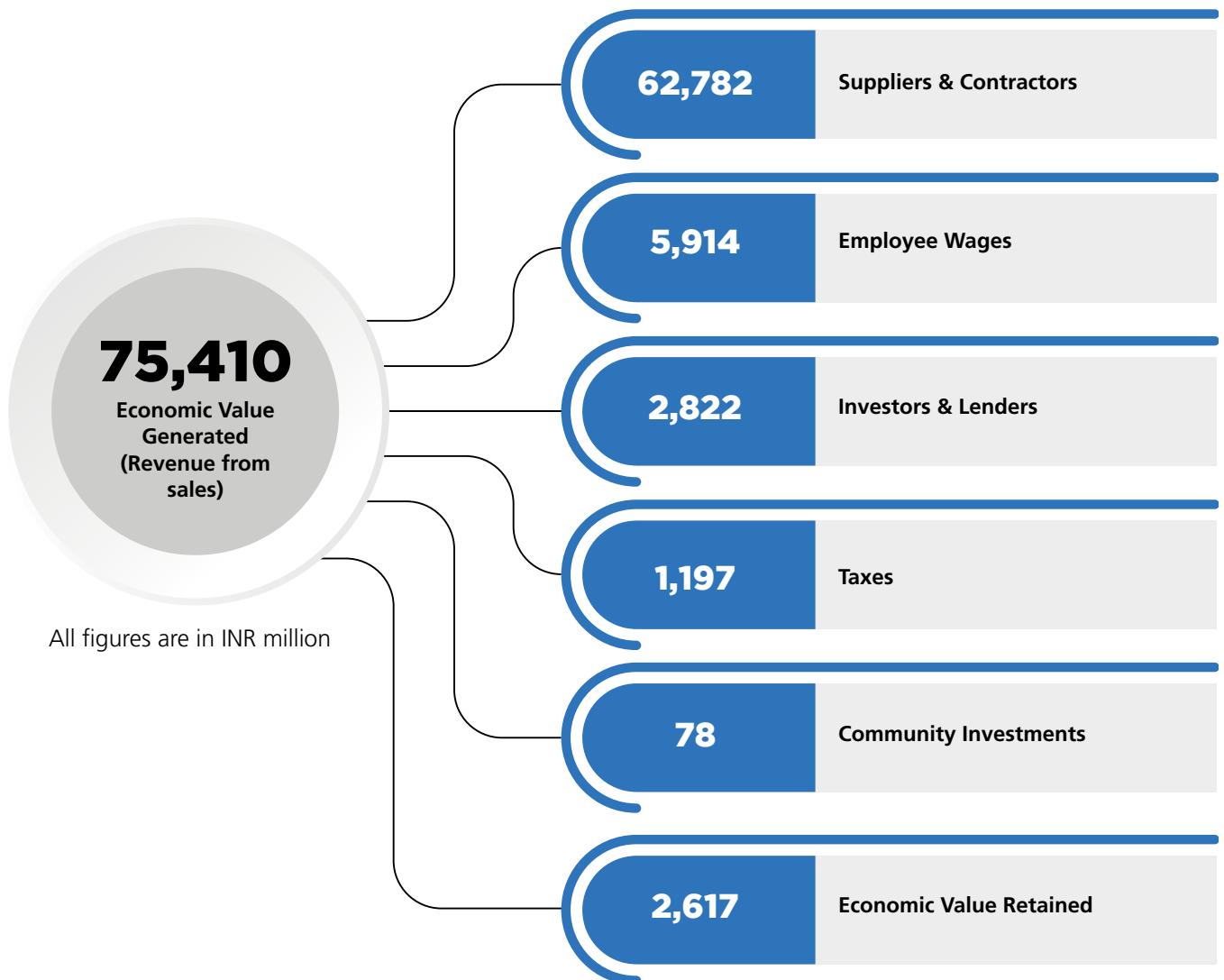
³ <https://globalbeer.microsite.oxfordeconomics.com/>

Economic Value Generated, Distributed and Retained

The below table summarises the economic value generated by us:

Item	Stakeholder	FY 2022-23 (Rs Mn)
Direct Economic Value generated		75,410
Revenue Generated	All stakeholders	75,410
Economic Value Distributed		72,793
Operating Expenses	Suppliers & Contractors	62,782
Employee Wages	Employees	5,914
Payment to providers of capital	Shareholders & investors	2,822
Payments to govt.	Government	1,197
Community Investments	Local Communities	78
Economic Value Retained		2,617

GRI 201-1



Our vision is to Brew a Better World and India

Brew a Better World (BaBW)

Being a global leader in the brewing industry, HEINEKEN recognises the need for sustainable practices to secure a better future for both people and the planet. With an ambitious vision of environmental stewardship, social responsibility, economic growth and value creation for all stakeholders, HEINEKEN has conceived its 'Brew a Better World 2030' strategy. This strategy provides an overview of our sustainability agenda, specifically highlighting the focus areas and tangible KPIs adopted by all operating companies (with contextual adaptations and market maturities) to drive a positive change across the ecosystem.

The BaBW strategy is founded upon three pillars- environmental, social, and responsible- guiding HEINEKEN and its operating companies. These pillars steer HEINEKEN's ambitions and bring them to life contextually through local initiatives.

The BaBW ambition has set a new aspirational benchmark across the three pillars, nine ambition areas and twenty-two KPIs. These KPIs are measurable and concrete and serve as a north-star to measure our progress. 'Raise the Bar 2030' reflects the increased ambition of our new action plan.










We aim to maximise our positive impact on the environment and society and limit the potential negative effects of our business and supply chain. Through this, we also acknowledge our dependence on the planet, the importance of the principles of circularity in business and our aim to create a better world for everyone.

Brew a Better India (BaBI)

Aligned to HEINEKEN's 'Brew a Better World 2030' strategy, UBL has carved out its 'Brew a Better India' (BaBI) strategy, contextualising to India's unique challenges and market dynamics. As a landmark moment for the Company, we have set an ambitious strategy highlighting our sustainability vision, key focus areas, and KPIs. Mechanisms have been implemented to ensure that all levels of the Company leadership are actively involved in the sustainability and responsibility agenda. Transparent reporting and stakeholder communication is key to demonstrating our performance against these goals. Thus, we have aligned our non-financial disclosures in this report to the overall BaBW strategy while ensuring correct representation in the India-specific context. Our BaBI strategy articulates a progressive vision for the Company, and our sustainability governance mechanism provides an effective review framework to assess performance against these ambitions.



Our Ambition

Environmental	
 Reach net zero carbon	<ul style="list-style-type: none"> • Reach net zero in production (Scope 1 and 2) by 2030 • Reach net zero across our value chain by 2040
 Maximize circularity	<ul style="list-style-type: none"> • Zero waste to landfill for all our production sites by 2025 • Turn waste into value and close material loops throughout the value chain
 Towards healthy watersheds	<ul style="list-style-type: none"> • Fully balance water used in our products in water-stressed areas by 2030 • Maximise reuse and recycling in water-stressed areas by 2030 • Reduce average water usage to 2.6 hl/hl in water-stressed areas, and 2.9 hl/hl worldwide by 2030
Social	
 Embrace inclusion & diversity	<ul style="list-style-type: none"> • Gender balance across senior management: 25% women by 2025, 30% by 2030 • 100% of our managers will be trained in inclusive leadership by 2023
 A fair & safe workplace	<ul style="list-style-type: none"> • Equal pay for equal work by 2024 • Ensure fair wages for employees by 2024 • Ensure fair wages and living standards for contract workers by 2025 • Leadership capacity to drive zero fatal accidents and serious injuries
 Positive impact in our communities	<ul style="list-style-type: none"> • Social impact initiatives every year
Responsible	
 Always a choice	<ul style="list-style-type: none"> • A zero-alcohol option for two strategic brands • Clear and transparent consumer information on 100% of our products in scope by 2024
 Address harmful use	<ul style="list-style-type: none"> • A partnership to address alcohol-related harm
 Make moderation cool	<ul style="list-style-type: none"> • 10% of Heineken® media spend invested every year in responsible consumption campaigns

Stakeholder engagement

Our stakeholder engagement mechanism is built upon trust, transparency, accountability and credibility. Continuous engagement through various mechanisms enables us to identify their key concerns, prioritise them, and incorporate them into our sustainability strategy.

During the reporting period, we conducted our stakeholder engagement as a part of our sustainability strategy. Our key stakeholder groups include but are not limited to customers (including consumers), local community, value chain partners, Government, investors and shareholders, management and employees and workers. The diverse nature of our stakeholders necessitates different modes of engagement driven proactively by the respective business functions. The engagement process with our key stakeholders in the reporting period has been highlighted in the table below.

The diverse nature of our stakeholders necessitates different modes of engagement, driven proactively by the respective business functions

Key Stakeholder Groups	Mode of Engagement	Frequency of Engagement	Key expectations
External Stakeholders			
Customers (includes consumers)	<ul style="list-style-type: none"> • Emails & Website • Distributor meetings • Market visits • Outlet activation on campaign-basis • Events 	<ul style="list-style-type: none"> • Need basis • Periodically 	<ul style="list-style-type: none"> • Business continuity • Support and collaboration • Business growth
Communities	<ul style="list-style-type: none"> • Community events • CSR project activities 	<ul style="list-style-type: none"> • Monthly • Need basis 	<ul style="list-style-type: none"> • Community development programmes • Improvement of social infrastructure • Economic and social empowerment
Value chain partners (Suppliers/Vendors)	<ul style="list-style-type: none"> • Supplier meetings • Mutual visits • Events 	<ul style="list-style-type: none"> • Monthly • Quarterly • Annually • Need basis 	<ul style="list-style-type: none"> • Mutual beneficial relationship
Governments	<ul style="list-style-type: none"> • Meetings 	<ul style="list-style-type: none"> • Need basis 	<ul style="list-style-type: none"> • Support and collaboration

Investors and shareholders	<ul style="list-style-type: none"> • Meetings 	<ul style="list-style-type: none"> • Annually • Periodically 	<ul style="list-style-type: none"> • Enhanced return on investment • Lowering capital risks • Business continuity
Other External Stakeholders	<ul style="list-style-type: none"> • Meetings and events 	<ul style="list-style-type: none"> • Periodically 	<ul style="list-style-type: none"> • Support and collaboration • Business growth
Internal Stakeholders			
Management	<ul style="list-style-type: none"> • Events • Meetings 	<ul style="list-style-type: none"> • Monthly • Quarterly • Annually • Need basis 	<ul style="list-style-type: none"> • Enhanced business performance
Employees and workers	<ul style="list-style-type: none"> • Monthly and quarterly meet • Personal review and visits • Surveys • Training • Events 	<ul style="list-style-type: none"> • Quarterly • Annually • Need Basis 	<ul style="list-style-type: none"> • Personal development • Health and safety • Grievance resolution mechanism • Engagement

Materiality Assessment

An important outcome of our structured engagement with stakeholders was identifying the key sustainability issues with respect to our internal and external stakeholders. These issues were then rationalised, and the pertinent issues for UBL were shortlisted to create a priority set of topics. These topics will define our sustainability strategy and business over the next few years.

We conducted our materiality assessment survey in FY 2021-22 by surveying a selected category of stakeholders and discussing the survey outcomes with the Company's senior management. The process has been enumerated below:

- Identification of important stakeholders
- Stakeholder survey for the impact of probable material topics on our business
- Evaluation of stakeholder perception of UBL's impact concerning material topics
- Validation of material topics
- Review and finalisation of material topics by top management

Outcomes of our client satisfaction surveys, employee feedback, feedback from investors, suppliers and discussions with other organisations were formal inputs in prioritising the key issues for each stakeholder group. We also considered the following in reviewing the material issues:

- Stakeholder groups, their needs and expectations, and the impact of these expectations on business performance
- Significant risks that could impact business and customer relationships
- Relevant regulation, legislation, values and policies
- Industry and sustainability megatrends globally
- Previous year's financial performance



Our material topics have been enumerated in decreasing order of priority

- | | | |
|---------------------------------|---|----------------------------------|
| 1. Water | 8. Responsible consumption | 14. Community relationships |
| 2. Product quality and safety | 9. Innovation | 15. Greenhouse Gas emissions |
| 3. Ethics and governance | 10. Sustainable packaging | 16. Diversity & inclusion |
| 4. Taxation | 11. Human rights | 17. Skill development & training |
| 5. Occupational health & safety | 12. Remuneration | 18. Climate resilient operations |
| 6. Waste management | 13. Energy use and transition to renewable energy | |
| 7. Data security & privacy | | |

Sustainability Governance

Maintaining the highest standards of transparency, accountability, and integrity in all our dealings with internal and external stakeholders is a key imperative of our business. We constantly seek to preserve the organisation’s ability to create long-term value for our shareholders and stakeholders. Our Management Team (MT) is committed to this vision.

We have defined sustainability governance within our organisation with the same level of accountability and transparency as our corporate governance.

The MD & CEO of the Company leads the Sustainability Governance Body and oversees all the Company’s sustainability matters regularly. The implementation of sustainability governance is orchestrated by the Director of Corporate Affairs and managed by the Head of CSR and Sustainability. The leaders of various business functions drive excellence in their domain based on our sustainability vision for BaBI. The Sustainability Governance Body meets every quarter to review progress and take decisions on key action items on each of the BaBI ambitions.



MT Sponsor: Senior Director - Supply Chain

MT Sponsor: Director - People

MT Sponsor: Director - Marketing

ENVIRONMENTAL

Net Zero Carbon

Circularity

Healthy Watersheds

SOCIAL

Inclusion & Diversity

Fair & Safe Workplace

Community Impact

RESPONSIBLE

Always a Choice

Moderation

Harmful Use

Key Highlights for FY 2022-23

KPIs

Reach net zero in Production (Scope 1 and 2) by 2030

Zero waste to landfill for all our production sites by 2025

Treat 100% of wastewater of all breweries by 2023

Reduce average water usage to 2.6 hl/hl in water-stressed areas, and 2.9 hl/hl worldwide by 2030

Gender balance across senior management: 25% women by 2025, 30% by 2030

100% of our managers will be trained in inclusive leadership by 2023

Leadership capacity to drive zero fatal accidents and serious injuries

Social impact initiative every year

A zero-alcohol option for two strategic brands

Key Highlights

42,407 MT

CO² emissions (Scope 1 and Scope 2)

UBL successfully sourced

82.4%

of its energy needs from renewable sources

94.3%

landfill free

100%

of wastewater treated for all breweries as of March 31, 2023

3.4 HL

Average water intake

23%

women in senior management

19%

People managers trained in inclusive leadership

75%

People Managers completed Life Savings Commitment (LSC) training

17 CSR

projects across the country






Heineken® 0.0 and Kingfisher Ultra Non-Alcoholic Malt Beverage

Environment

At the core of our BaBl strategy, we recognise that our well-being is directly tied to the health of our planet. Climate change is causing significant damage to ecosystems, posing serious threats to agriculture and people’s livelihoods everywhere. We must take action now to prevent lasting and devastating consequences for our climate, biodiversity, water sources, and natural resources.

Our ambition is to achieve net zero in production (Scope 1 and 2) by 2030 and net zero across our value chain by 2040. We actively work to maximise our products’ and processes’ efficiency and sustainability. We want to create an ecosystem where waste is minimised, resources are optimised, and sustainability is prioritised. Additionally, we are focused on water efficiency in our breweries and revitalising local watersheds, which are vital to the well-being of our co-communities.

Our mission is clear: we are paving the way to a better world, one sip at a time, with a seamless interplay between our operations and the environment.

Ambitions	KPIs
Reach Net Zero Carbon	<div data-bbox="673 910 800 1023">  </div> <div data-bbox="829 889 1523 1066"> <p>2030 Net zero emissions in production (Scope 1 and 2)</p> <hr/> <p>2040 Net zero across value chain</p> </div>
Maximise Circularity	<div data-bbox="683 1134 784 1229">  </div> <div data-bbox="829 1144 1523 1215"> <p>2025 Zero waste to landfill for all production sites</p> </div>
Towards Healthy Watersheds	<div data-bbox="690 1300 784 1395">  </div> <div data-bbox="829 1304 1523 1410"> <p>2030 Reduce average water usage to 2.6 hl/hl in water-stressed areas and 2.9 hl/hl in other breweries</p> <hr/> </div> <div data-bbox="695 1455 789 1544">  </div> <div data-bbox="829 1464 1523 1534"> <p>2030 Maximise reuse and recycling in water-stressed areas</p> <hr/> </div> <div data-bbox="695 1587 794 1689">  </div> <div data-bbox="829 1587 1523 1693"> <p>2030 Fully balance water used in our products in water-stressed areas</p> </div>

Net Zero Carbon



2030

Net zero emissions in **production** (Scope 1 and 2)

2040

Net zero across **value chain**

UBL acknowledges its responsibility as a global citizen and recognises the urgent need to address the challenges of climate change. Our revised sustainability strategy aims to achieve net zero in production and value chain, thereby limiting global warming to a critical threshold of 1.5°C. By embracing sustainable practices, investing in renewable energy, and implementing innovative solutions, UBL is determined to play its role. Our strategy is aligned with the sixth report of the esteemed Intergovernmental Panel on Climate Change (IPCC), and we are taking steps to turn our goals into action. Through Brew a Better India, we aim to achieve net zero across our value chain by 2040. We have set intermediate milestones to reach net zero in production (scope 1 and 2 emissions) by 2030.

We recognise that the future success of our business depends on embracing clean and renewable energy as our primary source of electricity generation. We have implemented various improvement initiatives focused on power and thermal efficiency to enhance our operational efficiency and positively impact emission reduction. We also use biomethane generated by our effluent treatment plants for energy generation in two breweries. We are consistently working towards transitioning to energy-

efficient processes and adopting renewable energy sources.

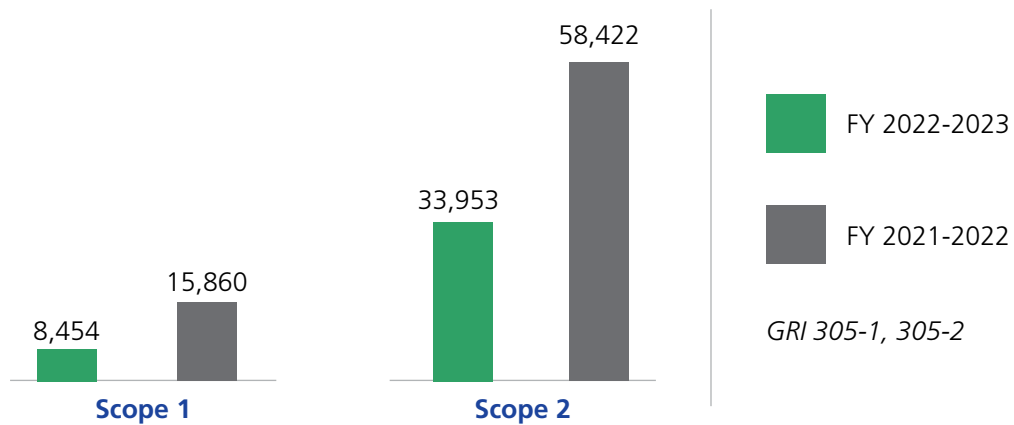
Emissions Management

Our total energy consumption during FY 2021-22 was 1645 TJ, and 2138 TJ in FY 2022-23, as our production volumes recovered post-Covid. Further, to reach net zero in Scope 1 and 2 by 2030, we will optimise our processes, reduce energy demand, and replace fossil fuels with renewable energy across all our sites. Our operations generate direct emissions from burning fossil fuels, biomass briquettes, and fermentation. The carbon dioxide generated through fermentation is not considered when calculating our carbon footprint, as it is not a result of combustion but rather a biological activity in our process, making it a short-cycle carbon emission. On the other hand, our indirect emissions are mostly produced by the off-site generation of purchased electrical energy. We have effectively worked to incorporate renewable energy sources while implementing energy-saving technologies in our breweries. To ensure that heat and steam generated during manufacturing are utilised within the processes, we have implemented Plate Heat Exchanger (PHE) technology.

Parameter	FY 2022-23	FY 2021-22
Total electricity consumption (TJ)	488	381
Total fuel consumption (TJ)	1,532	1,264
Total energy consumption (TJ)	2,020	1,645
Energy intensity per rupee of turnover (Total energy consumption/turnover in INR)	0.016 MJ/INR	0.016 MJ/INR
Energy intensity	167.6 MJ/hl	158.1 MJ/hl

GRI 302-1, 302-3

GHG emissions (in metric tons of CO2 equivalent) FY 2022-23



Below you can find the list of applied technologies to reduce Green House Gas Emissions:

 <p>Rooftop solar panels</p>	 <p>Biogas utilisation from wastewater treatment for steam and power generation</p>
 <p>Back pressure turbine for power generation</p>	 <p>Concentrated solar water boilers for washer and pasteuriser</p>
 <p>Solar panels for borewells and lighting system</p>	 <p>Biofuel for captive power plants</p>
 <p>Passive filters for high-capacity prime movers</p>	 <p>Fluid thermic heaters for yeast driers</p>

Renewable Energy

Brewing requires significant amounts of energy, and we are making conscious efforts to switch to renewable sources in all our production facilities. We are reducing our reliance on fossil fuels by providing production efficiency and process innovations. We are establishing new capabilities to improve manufacturing processes and share our expertise with suppliers.

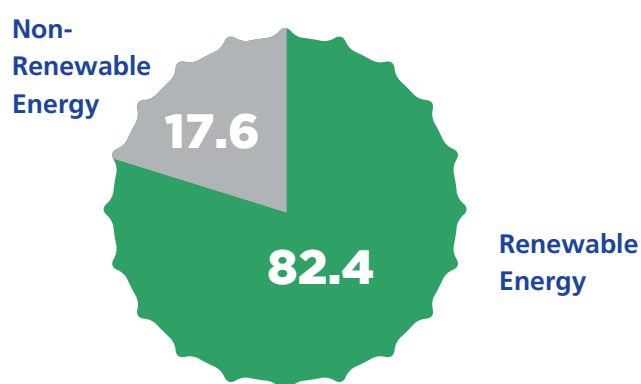
Our energy consumption is gradually shifting to renewable sources, in a planned and phased manner, in both electricity and thermal. We derive renewable energy for electricity from open access, rooftop solar and wind. In FY 2022-23, UBL successfully sourced 82.4% of its total energy needs from renewable sources. Our total renewable energy consumption was 1656 TJ in FY 2022-23, a ~34.6% increase from FY 2021-22, which stood at 1233 TJ. Our non-renewable energy share reduced from 380 TJ in FY 2021-22 to 365 TJ in FY 2022-23.

Furthermore, while striving to secure additional Power Purchase Agreements (PPAs), we are also evaluating the purchase of International Renewable Energy Certificates (IRECs) to build the total renewable electricity generation capacity as an interim solution. By supporting IRECs, we want to promote renewable electricity investments that help to bring new projects online. Through continuous investments in clean energy sources, we strive to achieve sustainable and economically viable growth while contributing to global efforts in mitigating climate change.

~34.6%

increase from FY 2021-22
which stood at 1,233 TJ

Total energy break up (Renewable and Non-renewable)	UoM	FY 2021-22	FY 2022-23
From Renewable source			
Total electricity consumption (A)	MJ x 10 ⁶	123	162
Total fuel consumption (B)		1,110	1,494
Total energy consumption (A+B) Renewable		1,233	1,656
From Non-Renewable source			
Total electricity consumption (C)	MJ x 10 ⁶	224	326
Total fuel consumption (D)		156	39
Total energy consumption (C+D)		380	365



Energy Consumption (by source) FY 2022-23

Embarking on the Path to Sustainability across our Value Chain

Climate Resilient Agriculture

The brewing industry is intricately entwined with the environment since crops and water are the primary raw materials for our products. Therefore, we work closely with our stakeholders to ensure resilience from climate-related risks.

- Our barley sourcing strategy helps to increase our Company's adaptability. UBL has been leading the 2R Barley cultivation in India. Over the years, we have witnessed the positive impact of this cultivation method on the environment and the livelihood of almost 7600+ farmers we are collaborating with.
- To ensure long-term sustainability in the supply of raw materials, we need to support our research and development along these lines and invest in developing newer, more climate-resilient varieties. These varieties are also aimed at higher yields for the farmer and improved properties for the brewer.
- UBL has always advocated for locally derived produce, except for resources we must import without a viable alternative, such as hops. It promotes local production and a sustainable sourcing strategy.

Collaborative Farming

Our approach to supporting sustainable agriculture is centred around prioritising the needs and well-being of our farmers. We value our relationships with the farmers in our supply chain, and our shared collaboration is an important

component in ensuring a steady supply of high-quality beer. That is why, through our agricultural development programmes and agronomy teams, we invest in research, crop consulting services, and technology to assist farmers in increasing their resilience and profitability. We help make farming innovative and sustainable for future generations of farmers by providing access to improved seed varieties and inputs, being connected to weather information and market data, and training on financial literacy basics such as savings, budgeting, record-keeping, and risk management.

UBL has established a collaborative agricultural approach with the assistance of farmers, our key stakeholders. This paradigm revolves around maintaining quality, increasing productivity, lowering production costs and ensuring sustainability. We provide our farmers with seeds and training on the latest technologies to increase productivity while retaining quality. We guarantee fair pricing to our farmers and purchase at the Government's minimum support price or the current market price, whichever is higher. This technique, now being implemented in Haryana, Punjab, and Rajasthan, is primarily used to buy our primary agricultural raw resource, barley. We also include a farm sustainability assessment framework in the model, focusing on human rights, soil management and fertility, degraded land management, crop health and protection, biodiversity conservation, energy efficiency, water management, pollution control and by-product management.

The farming model



Barley production growing parallel to the trends in sales to reduce wastage post-harvest



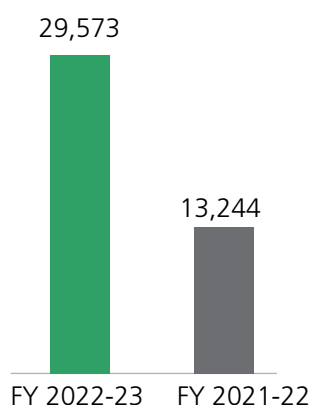
Maximising yield of crops through effective use of seeds and fertilisers and well-timed- harvest of crops



Prevention of soil depletion and improving quality of soil

Almost 30% of our barley needs in FY 2022-23 were met through collaborative farming, with the remainder sourced from the local market.

Procurement quantity of Barley through program (in Tons)



We aspire to significantly contribute to food safety and sustainable agriculture practices by engaging in purposeful endeavours.

Engaging & Encouraging Local Suppliers

At UBL, we prioritise procurement from local suppliers as we strive to expand our sustainable initiatives. Most of our products are brewed with locally sourced ingredients in our breweries that are the pride of their communities, making us a truly connected Company. We invest in our

business and contribute to our co-communities' social and economic growth while promoting responsible consumption and moderation. We identify our local suppliers based on geographical proximity to business operations in India. During FY 2022-23 reporting year, we engaged with ~600 vendors.

Maximising Circularity



2025

Zero waste to **landfill** for all production sites

The detrimental effects of climate change, biodiversity loss, waste generation, and pollution can largely be attributed to unsustainable consumption and production patterns. However, as the global population continues to grow, the demand for finite natural resources is set to increase. In the current linear economy, resources are extracted to manufacture products that are eventually discarded. A paradigm shift to a circular economy is imperative to safeguard our planet and ensure an adequate food and water supply for all. It entails preventing waste generation from the outset. Within this realm, we have undertaken initiatives to reduce packaging, enhance its reusability, and promote recyclability and the use of recycled materials. These efforts present exciting opportunities to further our endeavours in this domain.

UBL has determined its ambition to conserve natural resources and reduce the consumption of raw materials. We aim to achieve this by embracing circularity within our operations, minimising material usage, redesigning materials and products to be less resource-intensive and harnessing the potential of "waste" as a valuable resource for producing new materials and products.

Waste Management

UBL has standardised the methodology to identify, segregate and quantify the waste generated and implement the **3Rs (Reduce-Reuse-Recycle)** concept for the waste before disposing at a landfill site. Our sustainability-focused waste management programme is designed to maximise reuse and recycling efforts, minimising the need for landfill disposal or incineration.

In the reporting financial year, we achieved a landfill-free rate of 94.3%. Our ultimate goal is to achieve **100% landfill-free operations for all our production sites by 2025**. Through our dedicated efforts, we aim to continually improve our waste management practices, ensuring minimal environmental impact and promoting a circular economy approach.

Parameter	FY 2022-23	FY 2021-22
Total Waste generated (in metric tons)		
Plastic waste	3,537	1,318
E-waste	6	4
Bio-medical waste	0.27	0.27
Battery waste	Buy back System	Buy back System
Other Hazardous waste	8,306	5,842
Other Non-hazardous waste	2,37,683	1,59,094
Total	2,49,532.27	1,66,258.27

GRI 306-3

As responsible corporate citizens, we prioritise waste management, recognising it as one of the significant challenges our nation faces. We strictly adhere to waste management rules, policies, and programmes to minimise waste generation and maximise opportunities for reuse and recycling across our operations. We utilise energy-efficient agro-waste fuel in all our breweries to further promote sustainability.

We ensure the safe and responsible discharge of water into the environment by utilising water treatment plants (WTP) and effluent treatment plants (ETP). To enhance the efficiency of our treatment processes, we consistently adopt advanced technologies in our WTP and ETP, including innovative systems like multiple-effect evaporators and sludge-less systems.

All our breweries currently have an ETP/STP solution.

To address plastic waste, we have achieved a remarkable milestone of 100% recycling by implementing Extended Producer Responsibilities (EPR). We collect, process, and recycle plastics from our raw materials and finished

goods. With an ambition to uphold this responsibility, we have partnered with a third-party agency to collect an equivalent number of plastics consumed by us from society. Additionally, we have taken proactive measures to eliminate single-use plastics. For instance, we ensure that the shrink wraps around our new bottles have a thickness greater than 120 microns and have transitioned to using BOPP tapes, among other initiatives. Regarding our overall packaging material utilisation across our breweries, we have made significant strides in reusing our packaging materials. We successfully offset the use of virgin materials by 90% in our cartons for our tertiary packaging materials.

We also continue to send our by-products - spent grain and surplus drier yeast, for animal feed & poultry stock. When it comes to glass, known for its recyclability, ~95% of our bottles get recycled, of which ~60% of these recycled bottles comprise bottles that were returned to us and were reused in production, and the balance ~35% were recycled in the market as cullets (precursor for making glass)



Bottles glass bottles

~95% recycled

Out of ~95%, ~60% bottles comprise of the ones that were returned to us and were reused in production. ~35% recycled in the market as cullets (precursor for making glass)

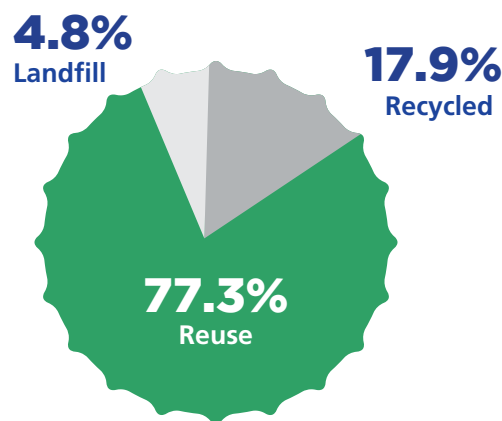


Beer cans

Aluminium Cans are recyclable by nature

Waste Category	FY 2022-23			FY 2021-22		
	Reuse (MT)	Recycled (MT)	Safely Disposed (MT)	Reuse (MT)	Recycled (MT)	Safely Disposed (MT)
Plastics (including packaging)	-	3,537	-	-	1,318	-
E-waste	-	-	6	-	-	4
Hazardous waste	1088.714	26.99	7,190	109	12.1	5,718
Other waste	1,91,721	41,169	4,793	131	24,141	3,812

GRI 306-4, 306-5



Total waste disposed/diverted (by method) FY 2022-23

Towards Healthy Watersheds

In response to the immense pressure on freshwater ecosystems due to the competing demands of agriculture, business, and communities, under the BaBI strategy, we have developed a comprehensive water framework for 2030 called 'Towards Healthy Watersheds.' This framework goes beyond conventional water metrics and emphasises the well-being of local watersheds. Our approach encompasses internal measures to promote responsible water usage, efficient wastewater management, and water security beyond our brewery operations, particularly in water-stressed regions.

Our water strategy revolves around three key goals, with a more ambitious target set for sites located in water-stressed areas:



2030

Reduce average water usage to **2.6 hl/hl in water-stressed areas** and 2.9 hl/hl in other breweries



2030

Maximise reuse and recycling in water-stressed areas



2030

Fully balance water used in our products in **water-stressed areas**

Through the focus area of water management, we aim to positively impact water resources and contribute to the overall health and sustainability of our planet's watersheds.

Water Efficiency

Water is a primary raw material for all UBL products, and effectively managing our water footprint is crucial for our business's success and the well-being of our local communities. We continuously strive to reduce freshwater consumption in beer production through water efficiency projects and actively work towards the reclamation of wastewater.

In FY 2022-23, we made significant progress in our goal to water efficiency and achieved an overall rate of 3.4 hl/hl. In FY 2022-23, we withdrew 89.6% from groundwater, 9.1% from the surface⁴ and the remaining from third-party.⁵

Our key initiatives in water conservation are listed below:

- Mapping of water usage patterns in breweries

- Reusing water in the utility processes
- Increasing overall efficiency in the Clean-in-place (CIP) process contributes towards the breweries' highest quantity of freshwater consumption.
- Ensuring that only recycled water is used in - the cooling tower, the packing hall's filler vacuum pump, and the pasteuriser during the sterilisation step to prevent wastage through draining of water
- Ensuring water recovery in the mashing process and the boilers used on site
- Planting of green belts inside the property and the construction of rainwater collection ponds to encourage groundwater recharge.

⁴ Surface water implies water that occurs naturally on the Earth's surface in ice sheets, ice caps, glaciers, icebergs, bogs, ponds, lakes, rivers, and streams

⁵ Third party water implies municipal water suppliers and municipal wastewater treatment plants, public or private utilities, and other organisations involved in the provision, transport, treatment, disposal, or use of water and effluents

Wastewater management

Our breweries continue to be equipped with the most advanced wastewater treatment systems, with ample capacities to handle on-site consumption. We ensure all regulations are followed to reduce and minimise the environmental impact of our wastewater discharge.

We ensure that the wastewater discharged is entirely within the permitted safety norms. Because we are aware of the negative consequences of disposing of wastewater without treatment, we strictly comply with the pollution control board requirements internally and externally. We periodically test our wastewater discharges following applicable environmental standards to ensure complete compliance with regulatory requirements and our goals for a cleaner environment.

The reclaimed wastewater is used for utility and auxiliary services such as gardening, horticultural purposes, etc., in our operational facility to the fullest extent possible.

In the reporting year, we accomplished our ambition of treating

100%

of our brewery wastewater with a record of zero untreated discharges.

Zero liquid discharge

We initiated the Zero Liquid Discharge systems in two of our breweries, Chopanki, at Bhiwadi, Rajasthan and Thiruvallur near Chennai, Tamil Nadu. To manage the concentrated RO (Reverse Osmosis) reject water with high levels of dissolved solids, we built and are currently running the Reject Management System (RMS). The following breweries: Shahjahanpur at Alwar district Aravalli (84 KLD), Thiruvallur near Chennai, Tamil Nadu (60 KLD), Palakkad (25 KLD), Srikakulam (50 KLD), and Kuthambakam | (25 KLD) help prevent discharge of this high dissolved solid water onto land. Two additional RMS will be established in the future in Ludhiana and Dharuhera.

Water Conservation

Under CSR initiatives, we undertook ten water conservation projects across different geographies in FY 2022-23. These projects put the run-away rainwater to effective use and help improve the groundwater levels, ultimately relieving the community of its water woes. Last year, some of our key water conservation projects were across Rajasthan, Punjab, Haryana, Telangana, and Karnataka.

These initiatives have significantly helped balance the water withdrawn from the ground as part of our operations. Rainwater harvesting is an important part of this initiative and has been implemented in various places. The projects also engage with local communities and conduct awareness programmes and water budget workshops to ensure sustainable water management. In FY 2022-23, more than 50,000 lives have been positively impacted by these water projects. In addition to supplying clean water for domestic use and drinking, we have worked with local communities to implement activities around rainwater harvesting, watershed development, watershed restoration, pond restoration and providing clean water for drinking and domestic purposes. In all our water conservation initiatives, we collaborate closely with local authorities and NGOs to carefully identify suitable project sites and ensure the long-term sustainability of each project.



Our CSR Water Conservation Initiatives



Water Conservation Project, Telangana and Karnataka - This project has brought benefits to more than 3,100 individuals by facilitating the construction of three dams, with two located in Telangana and one in Karnataka. Additionally, nine injection borewell/recharge shafts have been established, with four in Sangareddy, Telangana, and five in Nelamangala, Karnataka, thus recharging 65 borewells downstream.



Water Conservation Project, Rajasthan (Phase 2) - Through the implementation of this project, over 2,900 individuals in the Alwar district have experienced the positive impact of improved water availability for various purposes such as general use and livestock. Furthermore, the project has resulted in a significant 25% reduction in water consumption in agriculture, as shared with us by the beneficiaries.



Jal Shakti - Spanning from 2022 to 2024, this ongoing project in Sangareddy, Telangana, aims to install a total of six community-level reverse osmosis (RO) plants and establish Farmer Field Schools with select farmers to promote sustainable agriculture and enable water conservation. In FY 2022-23, groundwork on RO installation and strategy on farmer field schools have been initiated.



Jal Khushali - To benefit approximately 6,000 households in Chopanki, Rajasthan, Project Jal Khushali focuses on restoring the groundwater table in the areas surrounding UBL operations. This initiative has played a vital role in reviving ponds, revitalising the common resource pool for the community, and providing increased convenience for growing crops like wheat, bajra, and mustard within a 1-kilometre radius of the pond. Furthermore, the project has significantly contributed to extending the water retention period in nearby tube wells and hand pumps without disturbing the water table.



Jal Akshay - Designed to positively impact over 6,700 residents in Rewari, Haryana, Project Jal Akshay adopts a similar approach to Jal Khushali. This comprehensive initiative encompasses constructing water harvesting structures, recharge wells, pond rejuvenation, water replenishment, and deep bore recharge wells. Furthermore, installing soak wells will facilitate the efficient disposal of wastewater and excess water, ensuring sustainable water management practices within the project area.







Jal Unnati - This project has successfully provided a safe drinking water supply to 3,639 individuals in three rural habitats near Nanjangud, Karnataka. Additionally, training sessions on water budgeting and the significance of groundwater recharge through artificial recharge structures benefited 78 participants, including various stakeholders.

To read more about our other projects in CSR on women empowerment and community development, refer to the section on Social Impact Initiatives in the Social chapter.

Social

Creating long-term value for our people, customers, partners, the communities within which we operate, and other stakeholders is essential for our consistent growth, and this plays a significant part in ensuring an appreciable market share for us. We have created well-thought-out strategies for each stakeholder group and have systems to ensure effective implementation.

Ambitions	KPIs
<p>Embrace inclusion and diversity</p>	<div style="display: flex; align-items: center;">  <div> <p>2025 25% women in senior management</p> <hr/> <p>2030 30% women in senior management</p> <hr/> <p>2023 100% of our managers will be trained in inclusive leadership</p> </div> </div>
<p>A fair and safe workplace</p>	<div style="display: flex; align-items: center;">  <div> <p>2024 Equal pay for equal work</p> <hr/> <p>2024 Ensure fair wages for employees (Executives and Permanent workers)</p> <hr/> <p>2025 Ensure fair wages and living standards for contract workers</p> <hr/>  <p>Leadership capacity to drive zero fatal accidents and serious injuries</p> </div> </div>
<p>Positive impact on our communities</p>	<div style="display: flex; align-items: center;">  <div> <p>Social impact initiatives every year</p> </div> </div>

Our People

At United Breweries Limited (UBL), our people are at the heart of everything we do. We recognise that our success as a Company result from the collective efforts and dedication of our talented and diverse workforce. We believe in nurturing a culture that encourages collaboration, innovation, and personal growth. To attract, develop, and retain top talent, we strive to create an environment where our employees can thrive and reach their full potential.

As on March 31, 2023, we had 2,737 employees. Within the “executive” cohort of employees, which has a strength of 1,245, 17% are women.

During the FY 2022 - 23, we hired 310 employees, 30% of whom were women.

Employee category	Units	April 2022-March 2023				
		<30 years	30-50 years	>50 years	Male	Female
Executives	Nos	98	156	5	167	92
Workmen	Nos	3	10	6	19	
Trainees (Apprentice)	Nos	31	1		32	
Total	Nos	132	167	11	218	92

GRI 401 – 1

We believe in positioning ourselves as an employer of choice within the brewing industry, highlighting the unique aspects of our brand, and emphasising the exciting challenges and growth prospects we offer. By doing so, we appeal to talented individuals who seek rewarding career paths. Our practice of providing competitive salaries,

performance-based incentives, comprehensive benefits and, most importantly, extending a safe, motivating, ethical workspace encourages healthy competition and treats everyone with dignity. It goes a long way in attracting and retaining top talent in the industry.



Our approach to employee engagement

UBL recognises the significance of fostering a highly engaged workforce to drive productivity, innovation, and long-term organisational success. Keeping this in mind, we have developed a comprehensive and well-defined employee engagement strategy to enhance our employees' satisfaction. Our employee engagement strategy focuses on building strong and lasting relationships with the employees, fostering a positive work culture, and encouraging professional development and growth. The employee engagement framework guides the design and implementation of specific initiatives and incentives that touch upon the entirety of the employee's lifecycle at UBL. Key dimensions of our employee engagement framework include:

1. **Continuous Listening:** Our annual 'Climate Surveys' are designed to listen to the voices of our people through 13 unique parameters, including employee engagement, performance enablement, direction & alignment, inclusion, teamwork & collaboration, innovation, safety, health & well-being, and business conduct. Our quarterly townhalls, interim Pulse Surveys and SpeakUp portals also contribute to creating forums where colleagues feel welcome to voice their questions and concerns.
2. **Culture and Leadership:** We make efforts so that our colleagues have fair and open access to their leaders. The 'Crew Behind the Brew campaign' helped bring our management team closer to our colleagues. We also created various forums, such as the Supply

Chain Leadership meet and the Reinvent annual meet in February, for our Employees to interact and connect with our leaders. We continue communicating internally on our EverGreen 2025 transformation journey and our purpose, values and behaviours to build a strong foundation for culture transformation.

3. **Talent Management:** We introduced our new 'Talent Beliefs' of 'Everyone has Talent' and 'Continuous Learning Journey'. These and annual exercises, such as people reviews, will continue to help us build a more engaged, diverse and capable workforce.
4. **Diversity, Equity and Inclusion:** We continue raising the bar with our DEI agenda. Our I&D council plays an active part in driving this. We launched the All-inclusive Leadership mandatory training for all our managers in November 2022 and continue driving communication around inclusion, diversity and equity. Efforts to improve diversity in recruitment and equity in pay and benefits have borne fruit already.
5. **Learning and Capability:** Through various programmes and platforms, we build the capabilities needed for the organisation's success today and in the future. The MyLearning and MyHR platforms offer mandatory and voluntary learning spaces, and LinkedIn Learning licenses are free for all our colleagues. We also provide opportunities for work-integrated learning programmes, the benefits of a continued education policy, and an advanced leadership curriculum.



Employee benefits and wellbeing

We understand that good mental and physical states are prerequisites to human performance. Having a set of healthy and fulfilled employees is crucial for us to uphold organisational performance. Our employees deserve competitive compensation and benefits that motivate them to carry out their day-to-day tasks to the best of their abilities. Our notable benefits and well-being initiatives include:

Physical and mental wellbeing

- Menstrual Leave: Women employees are entitled to 1 paid leave every month without approval. We initiated this intervention during FY 2022–23 and aided in breaking the stigma around menstruation and promoting gender inclusivity.
 - Dedicated sessions on women's health and wellness include nutrition for women, desk yoga, mental health and well-being, breast cancer awareness, healthy lifestyle habits, and self-care techniques.
 - Preventive health checkup camps for all employees
 - Medical benefits, including insurance coverage to employees for expenses related to hospitalisation due to illness, disease, or injury. Our employees can also claim hospitalisation expenses for less than 24 hours. The benefits extend to treatments for infertility, obesity, sleep apnea, genetic disorders, immunotherapy, and serpent attack.
- Flexi work arrangements aim to create a greater work-life balance and responsive and productive work culture.

Support for parents

- The parental leave policy for our employees includes the following benefits:
 - o Paid Maternity Leave: 26 weeks of paid maternity leave for new mothers. Additional leave for 3 months.
 - o Leave for illness arising from pregnancy: 1 month of leave, subject to proof.
 - o Paid leave for adoptive and commissioning mothers: 26 weeks of paid leave for adoptive and commissioning mothers from the date of handing over the child.
 - o Miscarriage or Medical Termination of Pregnancy (MTP) leave: 6 weeks of paid leave immediately following the date of occurrence.
 - o Paternity leave: 3 weeks of paid paternity leave for new fathers.
 - o Paid leave for adoptive and commissioning fathers: Adoptive and Commissioning fathers are entitled to paternity leave of 3 weeks from the date the child is handed over to them.



All male and female employees were entitled to parental leave. During FY 2022 – 23, 25 male and 7 female employees availed parental leaves, and the return-to-work rate was 100%⁶.

- Creche / Day care facilities and Policy:
 - o On-site creche facilities at most of our breweries and Head office. With the support of an external expert, we are working on extending the facilities to all our locations.
 - o The creche policy offers flexibility to our women employees to choose the day care facility of their choice. Women employees with young kids, aged less than 5 years, can claim 50% of monthly expenses towards the creche of their choice.

Financial well-being

- Flexi-pay benefits: We have a personalised pay structure for our employees in place, which allows our employees to choose from components such as food coupons, books allowance, conveyance allowance, NPS, and car lease, etc. More than 25% of the employees have availed the flexi-pay benefit option provided by the Company.

We continuously review and enhance our benefits and initiatives to meet the evolving needs of our workforce. By prioritising their health and well-being, we create an environment where our employees can personally and professionally thrive.

Diversity and Inclusion

At UBL, we celebrate and embrace diversity as a core value. We believe a diverse and inclusive workforce fuels innovation, creativity, and success. We are committed to fostering an environment where everyone feels respected, valued, and empowered to contribute their unique perspectives and talents.

We strive to create a workplace that reflects the diversity of the communities we serve. We actively recruit and promote employees from different backgrounds, cultures, and experiences, ensuring that our workforce represents various voices and perspectives. By fostering diversity, we encourage a culture of inclusion that drives collaboration, creativity, and excellence.

Our approach towards diversity and inclusion has 6 key elements to is:



⁶ GRI 401 – 3

Education and Awareness

- We conduct dedicated training sessions and provide learning opportunities to managers and employees on inclusive practices
- 300+ employees covered under Unconscious Bias Training across locations
- Mandatory e-Learning programme in place for people managers on “All Inclusive Leadership”.

Gender-Inclusive Hiring Practices and Advancement

We believe a diverse and inclusive workforce leads to better outcomes and a stronger Company culture. At UBL, we adopt inclusive hiring practices and ensure that all candidates, regardless of gender, are considered for employment and advancement opportunities. We have often faced challenges in implementing these practices, such as biases, discrimination, and a lack of understanding of gender diversity and inclusivity. However, we have addressed these challenges through the following efforts.

- Gender-inclusive job descriptions
- Promoting policies that offer parental leave and flexible work arrangements
- Providing training for managers to address their implicit biases
- Creating a workplace culture that supports inclusivity and diversity

We actively seek out and recruit candidates from diverse backgrounds and experiences and work to eliminate any potential biases in our recruitment process. To ensure the hiring quality, we have trained the people managers at UBL on the Predictive Index (PI) Assessment tool, enabling them to identify the right talent with a balance of aptitude and attitude. We have trained more than 50 leaders with the PI assessment tool currently. Result orientation, independence, accountability and a sense of urgency are the key parameters we look for in candidates. This year, we also focus on training 100 hiring managers around “HEINEKEN’s behaviour-based selection process”.

Besides the line manager and HRBP, our recruitment panel includes cross-functional panel members for an independent assessment. It further helps in reducing bias in recruitment.

Career Development

At UBL, we place a strong emphasis on Career development for women. It is an important intervention as it creates a level playing field in the workplace and empowers women to reach their full potential. Some of our notable interventions include:

- **Women Interactive Network (WIN):** Organised in association with IMD as a 10-month talent development journey combining face-to-face and online learning to support female leaders in engaging proactively in positive conversations around career progression, in building an understanding of how to leverage mentoring/sponsorship support; and to debunk some of the myths around “female leadership” and gender differences in leadership. As a start, we sent 1 woman colleague in 2022 for this programme and plan to continue our nominations in 2023 and beyond.
- **up! SURGE -Journey to the C Suite:** This external programme is run by XLRI Center for Gender Equity and Inclusive Leadership. It enables women to understand their limiting beliefs and how to overcome them and helps define and design a path for success and growth. Our women colleagues have been participating in this programme since early January 2022, and so far, we have covered 7 women employees in senior roles.

Enabling policies

Flexi-work arrangements, parental leaves, crèche facilities and health and well-being policies for women are mentioned in the sub section on “Employee Benefits and Well-being”.

We also take necessary steps to ensure safe travel and accommodation for our women employees. We have a “Safe Travel and Stay” policy in this regard.

Gender equity

We regularly review pay equity and promotion processes to ensure that women employees are given equal opportunities for growth and advancement. Our entry-level compensation is the same for all, and we do not differentiate and discriminate based on gender.



Safe and respectful workplace through systems and processes oriented to Prevention of Sexual Harassment (POSH) policy

Aligned with the statute, we have an Internal Complaints Committee (ICC) in place at all manufacturing sites and locations. This committee comprises a Presiding Officer, a senior-level employee and a woman, an experienced external member with social work and women's rights knowledge, and cross-functional internal committee members.

To bring awareness around POSH amongst everyone, we have the following systems in place

- 100% of our sites have posters and communication material on the Company's stand on 'Zero Tolerance to Sexual Harassment' and how employees can raise grievances.

- Mandatory e-learning programme on POSH for all employees
- Regional-level local programmes are conducted across locations to bring awareness around POSH

We organise workshops to give women employees the skills and confidence to handle unwarranted situations. The key dimensions of the workshop include the following:

- Creating a sense of team spirit and unity among women employees as they learn to work together and support one another.
- Helping women employees stay healthy and fit.
- Creating awareness among women employees about protecting themselves in case of any physical or emotional threat.
- Boosting the confidence of women employees gives them the tools they need to protect themselves and their colleagues.

Our interventions promote an inclusive culture where every employee feels heard and valued. We encourage open dialogue, respectful communication, and active listening across all levels of the organisation. We aim to provide everyone with a platform to connect, share experiences, and contribute to creating an inclusive and productive work environment.

Some of our breweries do hire persons with disabilities.

We believe that by embracing diversity, we become a stronger and more successful organisation, better equipped to serve our diverse customer base.



Occupational Health and safety

Being a prominent player in the beverage industry renowned for its exceptional brews, we prioritise our exemplary workforce's occupational health and safety.

UBL aims to prevent incidents by maintaining safety barriers and providing training, including introducing the **Life Saving Commitments (LSC)**. The LSC sets safety rules, acknowledging that mistakes happen, but we work on controls to fail safely and enhance safeguards, reducing the chance of serious injuries.

We have established our health and safety procedures in line with the international standards OHSAS (Occupational Health Safety Assessment System) 18001 and initiated

implementation of our health and safety management system aligned with ISO 45001, starting from 2023. We have planned phase-wise certification for all our units. The first batch of 5 to 6 units will be completed in FY 2023-24.

We understand that occupational health and safety goes beyond checkboxes and compliances, and to establish a culture of health and safety, we have a system of training, awareness sessions and recognition programmes. These initiatives nudge our employees to stay conscious of the importance of safety and enable them to imbibe safer practices at the workplace.

Fair Wages and Living Standards

United Breweries Limited (UBL) is committed to upholding and promoting human rights in all business operations. We recognise that respecting and protecting human rights is a moral imperative and essential for sustainable and responsible business practices. Our human rights policy applies to all employees, trainees, interns, consultants, contractors, and visitors to the Company. The Policy aligns with the following international standards:

- The Universal Declaration of Human Rights
- The Declaration on Fundamental Principles and Rights at Work of the International Labor Organisation (ILO)
- The Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development (OECD)

- The United Nations (UN) Guiding Principles on Business and Human Rights

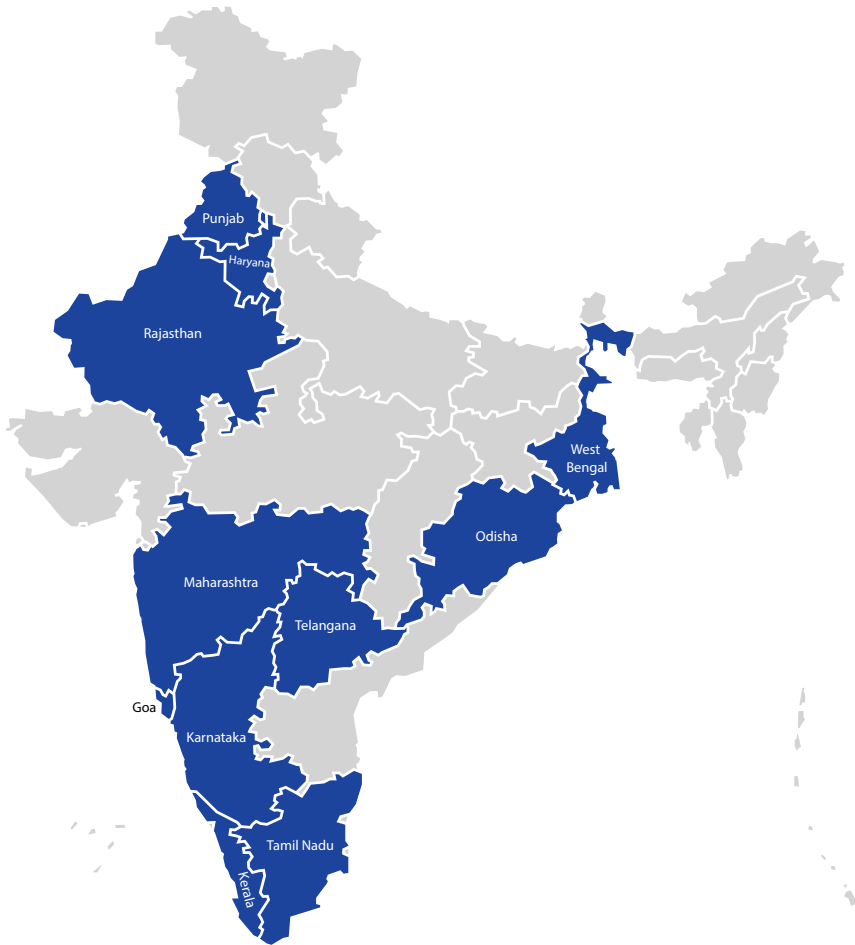
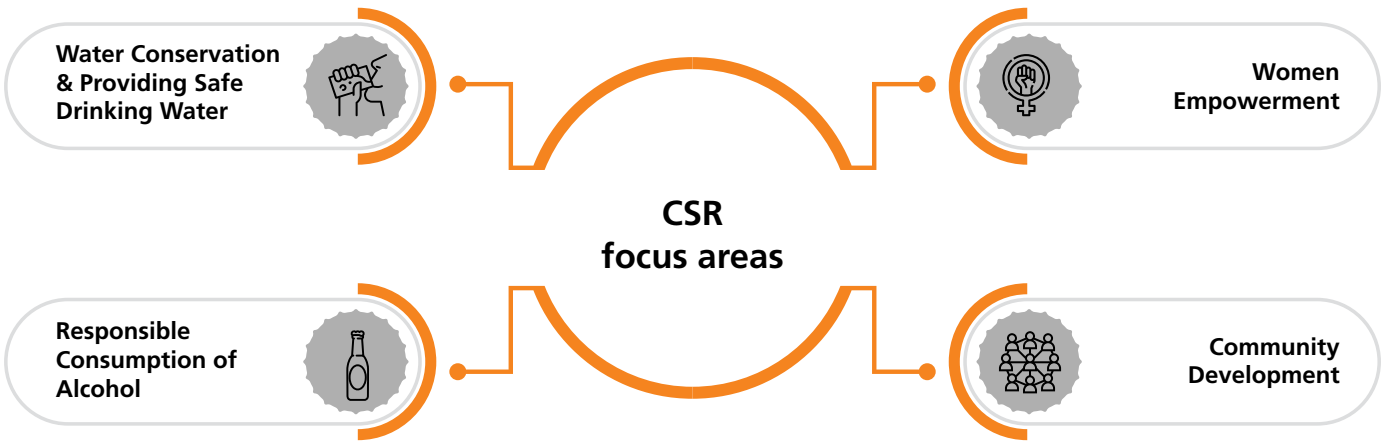
We are committed to fair labour practices and uphold workers' rights throughout our value chain by providing fair wages and engaging through SMART Outsourcing. We work closely with our suppliers and business partners to ensure that they also adhere to these principles and respect the human rights of their employees. We actively engage with our suppliers to promote fair labour practices, including the prohibition of child labour and forced labour.

We continuously assess and improve our policies, practices, and operations to align with evolving human rights standards and best practices.

Our responsibility towards the community we operate in

We have consistently demonstrated our dedication to the community we operate in. We consider the communities surrounding the breweries an integral and irreplaceable component of our business ecosystem. It has helped us shape our corporate social responsibility agenda.

Operating within the challenging context of peri-urban and rural India, we confront numerous development issues, some of which we have identified as key priority areas for UBL, with the ultimate goal of promoting sustainable social development for our co-communities.



11 States covered through projects

INR 78.2 mn

Spent on CSR interventions in
FY 2022 - 23

170,000 +

beneficiaries impacted

CSR policy

We have a CSR policy in compliance with the Companies Act 2013 (Section 135). The Policy outlines the following focus areas for designing and implementing the initiatives. The CSR Policy serves as a guiding framework for the implementation process and outlines our determination to social responsibility.

Implementation approach

We take a diligent and proactive approach to implementing our CSR initiatives, aligning them with the Company's core values and long-term sustainability goals. We collaborate with well-known non-profit organisations and development agencies to design and implement our community programmes. We emphasised systematic programme monitoring and assessment of outcome and impact for all our programmes.

We actively engage with stakeholders, such as local communities and governing bodies, to understand their pain points. This collaborative approach helps tailor CSR programmes to address the most relevant social issues.

By adhering to this implementation approach, we strive to create a meaningful and sustainable impact on society and the environment while upholding our values and contributing to the well-being of the communities in which we operate.

Spend areas

During the FY 2022 – 23, INR 78.2 million was spent on CSR activities, about 70% of which was spent on water conservation initiatives through ten large projects and one safe drinking water project.

Interventions

Water conservation

Our main approach towards water conservation is implementing large rainwater harvesting and watershed management projects near our breweries in collaboration with the community. We also make extensive efforts to generate awareness in the communities on adopting rainwater harvesting practices, promoting climate-resilient practices for agriculture, and incorporating necessary

infrastructure to enable access to clean drinking water. In FY 2022-23, our water conservation projects were spread across Rajasthan, Punjab, Karnataka, Telangana, Tamil Nadu, and Odisha. They impact more than 1,00,000 beneficiaries cumulatively.

To know more about our interventions, please refer to the Water Conservation section of the Environmental Chapter.



Community Development

Our community development programmes broadly comprise afforestation and disaster relief efforts, among others, that are taken up on a need basis and designed based on a needs assessment study.

As part of our afforestation efforts, we initiated the second phase of our project, 'Oxygen Zone', to develop a dense urban forest in the Waluj MIDC area in Aurangabad, Maharashtra. The first phase, termed 'Oxygen Hub', was initiated in FY 2021 - 22, under which we planted 75,000 trees of more than 75 native species across 5 acres of an area using the Miyawaki technique of afforestation. During FY 2022 – 23, under phase two, we are expanding our efforts by planting around 50,000 trees of more than 80 native species across 4.94 acres, helping restore biodiversity in the area.

During the year, we also carried out a relief and rehabilitation programme. We supported our co-communities near Odisha Brewery in response to severe floods in the region. Ration and hygiene kits were distributed to about 2,000 households.

Women Empowerment

Project "Pragati" is one of our key initiatives towards women's empowerment for FY 2022-23. It is a scholarship programme for economically marginalised girl students. During the FY 2022-23, we awarded scholarships to 516 deserving female students across India to support their dreams and aspirations of a promising career. The awardees ranged from students in 9th grade to students pursuing under graduation.

We also initiated the project 'Tarang', where we worked with 30 women farmers from Aurangabad district and handheld them on agroforestry practices. The project's

key objectives were to increase the green cover in this region and provide a sustainable income source for farmers. The project team undertook a baseline survey to select marginalised women farmers who owned land and irrigation facilities and were interested in planting fruit trees. It was followed by plantation work, monitoring visits every 15 days to ensure proper irrigation, intercultural operations, and pest and disease control. We also conducted training programmes on plantation guidance, vermicomposting unit installation, pest control, and information regarding leveraging self-help groups (SHG) and farmer-producer organisations (FPO).



Eminent groups have recognised our CSR efforts. Some of the awards and recognitions specific to our key interventions during FY 2022-23 include:

- Best CSR Impact Award by UBS Forums in recognition of the 'Haritha Samruddhi' Project implemented in Puducherry Gram Panchayat, Palakkad, Kerala
- Leadership Award 2022 by 'India CSR' in recognition of our Water Conservation Project implemented across four villages of Thiruvallur district in Tamil Nadu.
- Special Commendation in the Agriculture and Rural Development Category at the CSR Journal Excellences Awards 2022 recognised our 'Haritha Samruddhi' Project implemented in Puducherry Gram Panchayat, Palakkad, Kerala.

Responsible

We recognise our responsibility towards moderation in alcohol consumption to ensure the well-being and safety of our consumers. It is a key pillar of our BaBI strategy. Below we highlight our approach to responsibility and the resulting interventions towards promoting moderation.

We take a multipronged approach towards promoting moderation, with the key dimensions being:



Approach towards promoting moderation in consumption

Advocating responsibility as part of our CSR strategy

Since 2017 we have implemented carefully curated programmes to encourage moderation in alcohol consumption as one of our CSR focus areas. We recognise the potential harm associated with excessive consumption of alcohol. Accordingly, we thoughtfully developed a programme to spread awareness about responsible consumption. The programme is being implemented in villages surrounding our brewery in Ludhiana, Punjab. The primary objectives of the programme are:

To inform, educate, and raise awareness about:

- Drinking in moderation and avoiding excessive drinking
- Avoiding driving under the influence of alcohol
- Issues of binge drinking and drinking while pregnant

During FY 2022-23, we allocated INR 5.67 million towards this programme. During the financial year, key activities include building rapport with the community and understanding the current demographic and socio-economic conditions to identify social issues related to alcohol abuse in the target communities. Subsequent stages would be carried out in the next financial year.



Product diversity - Zero Alcohol options

Our ambition is to ensure that consumers should always have a choice. We plan to actively expand our range of no-alcohol products as part of our responsible agenda and respond to this category's growing demand. These products allow consumers to enjoy the taste and experience of a beer without the alcohol in it. By offering these options, UBL promotes moderation and responsible consumption among our patrons and customers.

We have two products under this category Heineken® 0.0 and Kingfisher Ultra Non-Alcoholic Malt Beverage.

Heineken® 0.0 is a refreshing non-alcoholic lager brewed with a unique recipe for a balanced taste and zero alcohol content.

We launched the Kingfisher Ultra Non-Alcoholic Malt Beverage in 2017, produced through a fermentation-free brewing process.

These products empower our consumers with a choice of zero alcohol beverages.

Responsible marketing and product labelling

At UBL, we understand that we should provide the right information for consumers to make an informed choice. We are strictly governed by the 'Fair Packaging and Labelling Act' for labelling and consumer information, based on which we have formulated our internal Policy on commercial communications. We comply with the labelling requirements of the



Food Safety and Standards (Packaging and Labelling) Regulations, 2011. Appropriate warning messages on the harmful effects of alcohol consumption are in place on all our labelling. We ensure that our marketing and advertising practices adhere to legal requirements and ethical practices. Monitoring compliance ensures that our messaging and communication align with responsible drinking principles.

Our brands aim to make moderation and responsible consumption cool and aspirational. Our extensive 'Responsible Marketing Code' ensures that we talk about our brands correctly, at the right place and time. It guides how we market our products, including our non-alcoholic products. We use the strength of our brands – particularly our global Heineken® brand – to ensure this message resonates with consumers by creating campaigns that lead the debate. Next financial year, we aim to invest 10% of the Heineken® media budget on responsible and progressive campaigns that drive moderation.



Path to Better Governance

Our Philosophy of Corporate Governance

As manifested in the Company's vision, United Breweries Limited (UBL) has always strived for excellence in Corporate Governance. Beyond mere compliance, we are committed to taking all strategic initiatives to enhance Shareholders' wealth in the long term. In pursuit of corporate goals, the Company accords high importance to transparency, accountability, and integrity. Our philosophy on Corporate Governance is driven towards welfare of all the Stakeholders and the Board of Directors remains committed towards this end.

The Board of Directors supports the broad principles of Corporate Governance. It strongly emphasises its role to align and direct the actions of the Company in achieving its objectives.

For 'Additional Details on Corporate Governance', please refer to Page No. 43 of Annual Report.

Compliance monitoring system

At UBL, we recognise the importance of legal compliance to maintain our reputation and brand integrity. To demonstrate our determination to responsible operations and uphold the highest standards of ethical conduct, we have effective and stringent compliance processes and controls in place. This system ensures we adhere to relevant laws, regulations, and industry standards across all our business locations and breweries.

Our Board of Directors ensures we have established a thorough understanding of the legal and regulatory landscape that applies to our operations. They also ensure that we have all policies, procedures, and controls that govern our operations and guide our employees in their compliance efforts. Each committee of the Board is responsible for ensuring compliance related to their respective areas.

Our processes consist of annual risk assessments to identify and prioritise compliance risks with our policies covering topics of anti-bribery and corruption, competition law, accounting, code of business conduct and ethics, guidance to business associates, code for fair disclosure, dividend distribution policy, remuneration policy, whistleblower policy, amongst others. It enables

us to proactively address potential compliance gaps and implement necessary controls and measures.

We are committed to staying updated with the evolving legal and regulatory requirements. We continually monitor changes in legislation, anticipate emerging risks, and periodically update our policies. The policies are available on the Company website to ensure transparency in our efforts. We interact with Government, regulatory authorities, and relevant public bodies to develop policies and maintain compliance requirements.

We aim to build trust with stakeholders by adhering to applicable laws and regulations, promoting a culture of compliance, exceeding legal and regulatory requirements where those are less stringent than our own and continuously improving our processes to meet evolving legal requirements.

Risk Management Process

At UBL, a key part of our BaBI strategy is to have a clear governance structure, to ensure proper risk management. Our constant drive to further our efficiencies and rescue costs makes managing business risks an essential part of our business.

Risk Governance

Our current risk management framework, backed by our strong internal control systems, help us in identifying, assessing, and mitigating risks that could impact our operations, stakeholders, and the environment. Under this framework, roles and responsibilities are assigned to various personnel in the Company, covering a range of functions varying from strategy to operations. Assigned responsibilities further provide the foundation for appropriate risk management procedures, effective implementation across UBL, and independent monitoring and reporting.

It is the responsibility of the Risk Management Committee of the Board to monitor and review our strategic risk management plans and steer the Company in the right direction. The committee takes care of the identification and prioritisation of strategic and operational risks based on focused interactions with the businesses. They are further responsible for developing appropriate mitigation strategies and conducting periodic reviews of the progress on managing identified risks.

Current Risks and Mitigation Plan

Our risk assessment exercise analyses strategic, operative, information technology, financial and other risks. These risks are assessed based on their potential impact and likelihood of occurrence. It helps us prioritise risks and allocate resources accordingly to manage them. The Internal Audit team, Risk and Assurance Committee and Board review the risks regularly. As part of BaBI's strategy, our Board and top management have proactively decided to include key sustainability-related risks and goals in the Company's risk management and internal control framework.

To address various risks and develop their respective mitigation strategies, the Risk and Assurance Committee meets at regular intervals. To further strengthen our processes, a quarterly certificate of compliance with statutory requirements and internal control on current legal exposures, trends and risks is tabled at the Board, highlighting the risks faced by the Company in the geographies in which the Company operates.

We aim to proactively identify and mitigate risks by implementing a robust risk management process while

fostering responsible and sustainable business practices. Our dedication to managing risks aligns with our plans for stakeholder engagement, ethical conduct, and brewing a better India.

Data Security and Privacy

Protecting consumer data and their privacy remains of utmost priority for us. There are adequate Information Technology Management Systems to protect data by preventing unauthorised access or breaches. Our cybersecurity systems are based on the Heineken Global Information Security Procedure based on the NIST framework.

UBL respects consumer data privacy and adheres to the outlined privacy [policy](#). We also provide "Cyber Security Awareness" training for our employees, covering phishing, reporting, safe browsing, and safeguarding data when working remotely.

For FY 2022-23, we have not received any complaints about data breaches. We remain committed to upholding the highest standards of responsible data management, ensuring the trust and confidence of our stakeholders.

GRI Index

GRI Standard Number	Disclosure number	Description	Section/Subsection Title	Page No./ Explanation
General Disclosures				
GRI 2 - General disclosures	2-1	Organizational details	Sustainability report: About United Breweries Limited	5
	2-2	Entities included in the organization's sustainability reporting	Sustainability report: Reporting Scope and Boundary	4
	2-3	Reporting period, frequency and contact point	Sustainability report: Overview of the Report	4
	2-4	Restatements of information	Sustainability report: Revised targets are added in the sustainability report FY 2022 – 23: Our Ambition	11
	2-5	External assurance	Sustainability report: Reporting standards	4
	2-6	Activities, value chain and other business relationships	Sustainability report: Embarking on the Path to Sustainability across our Value Chain	21
	2-7	Employees	Sustainability report: Our People	29
	2-8	Workers who are not employees	Sustainability report: Our People	29
	2-9	Governance structure and composition	Annual report: Corporate Governance Report	43
	2-10	Nomination and selection of the highest governance body	Annual report: Nomination & Remuneration Committee	59
	2-11	Chair of the highest governance body	Annual report: Board of Directors	43
	2-12	Role of the highest governance body in overseeing the management of impacts	Annual report: Corporate Social Responsibility / Environmental, Social and Governance Committee	57
	2-13	Delegation of responsibility for managing impacts	Sustainability report: Sustainability Governance	15
	2-14	Role of the highest governance body in sustainability reporting	Sustainability report: Sustainability Governance	15
	2-15	Conflicts of interest	Annual report: Does the entity have processes in place to avoid/manage conflict of interest involving members of the Board?	236

GRI Standard Number	Disclosure number	Description	Section/Subsection Title	Page No./ Explanation
GRI 2 - General disclosures	2-16	Communication of critical concerns	Sustainability report: Stakeholder engagement	12
	2-17	Collective knowledge of the highest governance body	Annual report: Board skill matrix	51
	2-18	Evaluation of the performance of the highest governance body	Annual report: Board Evaluation	60
	2-19	Remuneration policies	Annual report: Remuneration Policy	61
	2-20	Process to determine remuneration	Annual report: Remuneration Policy	61
	2-22	Statement on sustainable development strategy	Sustainability report: Our Vision is to Brew a Better World and India	10
	2-23	Policy commitments	Annual report: Code of Business Conduct and Ethics	38
	2-24	Embedding policy commitments	Sustainability report: Brew a Better India (BaBI)	10
	2-25	Processes to remediate negative impacts	Annual report: VII. Transparency and Disclosures Compliances	232
	2-26	Mechanisms for seeking advice and raising concerns	Annual report: VII. Transparency and Disclosures Compliances	232
	2-27	Compliance with laws and regulations	Annual report: 2.Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors/KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year.	235
			Annual report: Corporate Governance Compliance Certificate	76
	2-28	Membership associations	Annual report: a. Number of affiliations with trade and industry chambers/ associations	256

GRI Standard Number	Disclosure number	Description	Section/Subsection Title	Page No./ Explanation
GRI 2 - General disclosures	2-29	Approach to stakeholder engagement	Sustainability report: Stakeholder Engagement	12
	2-30	Collective bargaining agreements	Annual report: 7.Membership of employees and worker in association(s) or Unions	240
Material Topics				
GRI 3: Material Topics	3-1	Process to determine material topics	Sustainability report: Materiality Assessment	14
	3-2	List of material topics	Sustainability report: Materiality Assessment	14
	3-3	Management of material topics	Sustainability report: Sustainability Governance	15
GRI 200 Economic Standard Series				
GRI 201 - Economic performance	201-1	Direct economic value generated and distributed	Sustainability report: Economic Contribution	8
	201-2	Financial implications and other risks and opportunities due to climate change	Annual report: Threats, Risks and Concerns	33
			Sustainability report: Risk Management Process	41
201-3	Defined benefit plan obligations and other retirement plans	Sustainability report: Occupational Health and safety	35	
GRI 203- Indirect Economic Impacts	203-2	Significant indirect economic impacts	Sustainability report: Economic Contribution	8
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	Sustainability report: Engaging & encouraging local suppliers	22
GRI 205: Anti Corruption	205-1	Operations assessed for risks related to corruption	Sustainability report: Compliance monitoring system	41
	205-2	Communication and training about anti corruption policies and procedures	Sustainability report: Compliance monitoring system	41
	205-3	Confirmed incidents of corruption and actions taken	Annual report: 7.Provide details of any corrective action taken or underway on issues related to fines/ penalties/action taken by regulators/law enforcement agencies/judicial institutions, on cases of corruption and conflict of interest.	236

GRI Standard Number	Disclosure number	Description	Section/Subsection Title	Page No./ Explanation
GRI 206: Anticompetitive Behavior	206-1	Legal actions for anticompetitive behavior, antitrust, and monopoly practices	Annual report: 2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.	256
GRI 300 Environmental Standards Series				
GRI 302 - Energy	302-1	Energy consumption within the organization	Annual report: Details of total energy consumption	249
	302-2	Energy consumption outside of the organization	Scope 3 emissions measurements would begin from FY 23 - 24	–
	302-3	Energy intensity	Annual report: Details of total energy consumption	249
	302-4	Reduction of energy consumption	Sustainability report: Emissions Management	18
GRI 303 - Water and Effluents	303-1	Interactions with water as a shared resource	Sustainability report: Towards Healthy Watersheds	25
	303-2	Management of water discharge-related impacts	Sustainability report: Towards Healthy Watersheds	25
	303-3	Total water withdrawal by source	Sustainability report: Water Efficiency	25
	303-4	Water discharge	Sustainability report: Wastewater management	26
	303-5	Water consumption	Sustainability report: Water Efficiency	25
GRI 305 - Emissions	305-1	Direct (Scope 1) GHG emissions	Sustainability report: Emissions Management	18
	305-2	Energy indirect (Scope 2) GHG emissions	Sustainability report: Emissions Management	18
	305-3	Other indirect (Scope 3) GHG emissions)	Scope 3 emissions measurements would begin from FY 23 - 24	–
	305-4	GHG emissions intensity	Annual report: 6. Provide details of greenhouse gas emission (Scope 1 and Scope 2 emissions) & its intensity, in the following format:	251

GRI Standard Number	Disclosure number	Description	Section/Subsection Title	Page No./ Explanation
GRI 305 - Emissions	305-5	Reduction of GHG emissions	Sustainability report: Emissions Management	18
	305-7	Nitrogen Oxides (NOX), Sulphur Oxides (SOX), and other significant air emissions	Annual report: 5. Please provide details of air emissions (other than GHG emissions) by entity, following format:	205
GRI 306 - Waste	306-1	Waste generation and significant waste related impacts	Sustainability report: Waste Management	23
	306-2	Management of significant waste-related impact	Sustainability report: Waste Management	23
	306-3	Waste generated	Annual report: Waste Management	252
	306-4	Waste diverted from disposal	Annual report: Waste Management	252
	306-5	Waste directed to disposal	Annual report: Waste Management	252
GRI 307- Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	Annual report: Is the entity compliant with the applicable environmental law/regulations/guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder.	253
GRI 308: Supplier Environmental Assessment	308-2	Negative environmental impacts in the supply chain and actions taken	Annual report: Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts	256
GRI 400 Social Standards Series				
GRI 401 Employment	401-1	New employee hires and employee turnover	Sustainability report: Our People	29
	401-2	Benefits provided to full-time employees	Sustainability report: Employee benefits & Wellbeing	31
	401-3	Parental leave	Sustainability report: Support for parents	31

GRI Standard Number	Disclosure number	Description	Section/Subsection Title	Page No./ Explanation
GRI 403 - Occupational health and safety	403-1	Occupational health and safety management system	Sustainability report: Occupational Health and Safety	35
	403-2	Hazard identification, risk assessment, and incident investigation	Sustainability report: Occupational Health and Safety	35
	403-3	Occupational health and services	Sustainability report: Occupational Health and Safety	35
	403-4	Worker participation, consultation and communication on occupational health and safety	Annual report: Employee Health and Safety	29
	403-5	Worker training on occupational health and safety	Sustainability report: Occupational Health and Safety	35
	403-6	Promotion of worker health	Sustainability report: Physical and mental wellbeing	31
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Annual report: Employee Health and Safety	29
	403-9	Work-related injuries	Annual report: 11.Details of safety related incidents, in the following format:	242
GRI 404- Training and education	404-2	Programs for upgrading employee skills and transition assistance programs	Annual report: Unlocking potential of our people	27
			Sustainability report: Our Approach to Employee Engagement	30
	403-3	Percentage of employees receiving regular performance and career development reviews	Annual report: 9.Details of performance and career development reviews of employees and worker:	241
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Sustainability report: Our people	29
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Annual report: Number of Complaints on the following made by employees and workers	243

GRI Standard Number	Disclosure number	Description	Section/Subsection Title	Page No./ Explanation
GRI 412: Human Rights Assessment	412-2	Employee training on human rights policies and procedures	Annual report: 1. Employees and workers who have been provided training on human rights issued and policy(ies) of the entity, in the following format:	246
GRI 413- Local communities	413-1	Operations with local community engagement, impact assessments, and development programs	Sustainability report: Our responsibility towards the community we operate in	35
	413-2	Operations with significant actual and potential negative impacts on local communities	Sustainability report: Our responsibility towards the community we operate in	35
GRI 417: Marketing and Labeling	417-1	Requirements for product and service information and labeling	Sustainability report: Responsible marketing and product labeling	40
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability report: Data Security & Privacy	42