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Hindustan Unilever Limited

2nd June, 2026

Stock Code: BSE: 500696

NSE: HINDUNILVR

ISIN: INE030A01027

BSE Limited,  
Corporate Relationship Department,  
2nd Floor, New Trading Wing,  
Rotunda Building, P.J. Towers,  
Dalal Street,  
Mumbai – 400 001

National Stock Exchange of India Ltd  
Exchange Plaza, 5th Floor,  
Plot No. C/1, G Block,  
Bandra – Kurla Complex,  
Bandra (E),  
Mumbai – 400 051

Dear Sir/Madam,

**Sub: Business Responsibility and Sustainability Report for the financial year ended 31st March, 2026**

In terms of the requirements of Regulation 34(2)(f) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are submitting herewith the Business Responsibility and Sustainability Report (BRSR) for the financial year 2025-26, along with an Independent Practitioners' Reasonable and Limited Assurance Report provided by M/s. BSR & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W-100022).

The BRSR also forms part of the Integrated Annual Report for the financial year 2025-26, submitted to the stock exchanges vide our letter dated 2nd June, 2026.

You are requested to kindly take the above information on record.

Thanking you,

Yours faithfully,

**For Hindustan Unilever Limited**

**Radhika Shah**  
**Company Secretary & Compliance Officer**  
**Membership No: A19308**

Encl. as above

# BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Our Online Business Responsibility and Sustainability Report – financial year 2025-26



**Priya Nair**

Chief Executive Officer and Managing Director

**Dear Stakeholders,**

I am pleased to share our Business Responsibility and Sustainability Report (BRSR) for FY 2025–26.

At Hindustan Unilever, our strategy is anchored in the belief that growth and responsibility must go hand in hand. In an increasingly complex world, where we face economic, environmental and social challenges, sustainability continues to be our focus. Today, more than ever, progress on sustainability is inseparable from business performance, and we are committed to leading with conviction. We continue to focus on four pillars where we believe we can make the most meaningful impact: Climate, Nature, Plastics, and Livelihoods.

Over the years, we have made strong progress against our ESG goals. In our manufacturing operations, we have reduced CO<sub>2</sub> emissions by 99% (per tonne of production), water usage by 58% (cubic metre per tonne of production), and total waste generated by 53% (per tonne of production) in FY 2025–26 compared with our 2008 baseline.

Decarbonisation continues to be a priority and an opportunity for us to build business resilience. Across our operations, we are transitioning away from fossil fuels to renewable energy. All manufacturing sites are coal-free, with 100% renewable electricity. Leveraging science and innovation, we are redesigning and reformulating our products to reduce emissions without compromising performance and affordability. One example is low-GHG soda ash produced via a carbon capture and utilisation route in collaboration with Tuticorin Alkali Chemicals and Fertilisers Limited (TFL), which is used in our laundry products.

We are driving impact beyond our value chain through industry action, as a founding member of RECEIC (G20, Government of India initiative), accelerating the shift in chemicals from fossil-based to bio-based and renewable ingredients.

On plastics, we have made good progress. We are committed to tackling plastic waste by looking at new ways to reduce, reuse, and recycle our packaging. Beyond our own value chain, Project Circular Bharat (PCB) is our endeavour to

accelerate circularity in India by creating end-to-end, financially viable recycling models. This program includes driving behaviour change among citizens, social inclusion of waste workers, and promoting recycling infrastructure at scale in partnership through material recovery facilities. The programme has scaled across more than 10 cities with over 25 partners, including central and state governments, corporates, recyclers, NGOs, and startups. We have also partnered with NITI Aayog's Atal Innovation Mission, and NSRCEL IIM-Bangalore to accelerate 50 circular economy startups over the next 3 years.

We are also working across our value chain to protect and restore natural resources, with a focus on regenerative agriculture practices and deforestation-free sourcing across our key crops. We have 97% deforestation-free supply chain in palm oil, paper and board, tea, soy and cocoa.

Water is core to our business and through active water stewardship programs in our factories we have reduced water consumption significantly. Our Chhindwara and Hosur sites have earned the prestigious Alliance for Water Stewardship Platinum certification that benefits both, our operations and local communities. Beyond our operations, we continue to help secure India's water future, strengthen water conservation, and enhance water-dependent livelihoods through the Hindustan Unilever Foundation. Since 2010, we have enabled a cumulative water conservation potential of over 4.5 trillion litres through partnerships and community-led programmes.

Our social impact programmes continue to empower communities. Project Shakti, launched more than two decades ago, remains a powerful platform for women's empowerment in rural India. Prabhat, our sustainable community development initiative, has improved livelihoods, health, and nutrition while strengthening environmental stewardship around our factories and depot sites. Over the last 12 years, Prabhat has positively impacted more than 120 lakh people across 12 states and 2 union territories. SAFAL (Skills Academy for Advancement of Livelihoods) has benefited 3.2 lakh young people in 21 states, a significant milestone.

As India rapidly urbanises, we see a growing need for better hygiene & sanitation solutions. Suvidha, our pioneering social innovation model for urban hygiene and sanitation, has evolved into a city-wide, climate-resilient WASH solution serving over 6 lakh people across 24 centres in Mumbai. What began in 2016 with one centre in a Mumbai slum is today a globally recognised model, supported by the Government, HSBC India, and JSW Foundation, and acknowledged by institutions such as the World Economic Forum. To enable national replication, we have signed an MoU with the Ministry of Housing & Urban Affairs and set up a Centre of Excellence to provide technical support to cities across India.

At HUL, sustainability is not a standalone initiative; it is how we do business. It fuels innovation, strengthens trust, reduces costs, and creates long-term value for all our stakeholders.

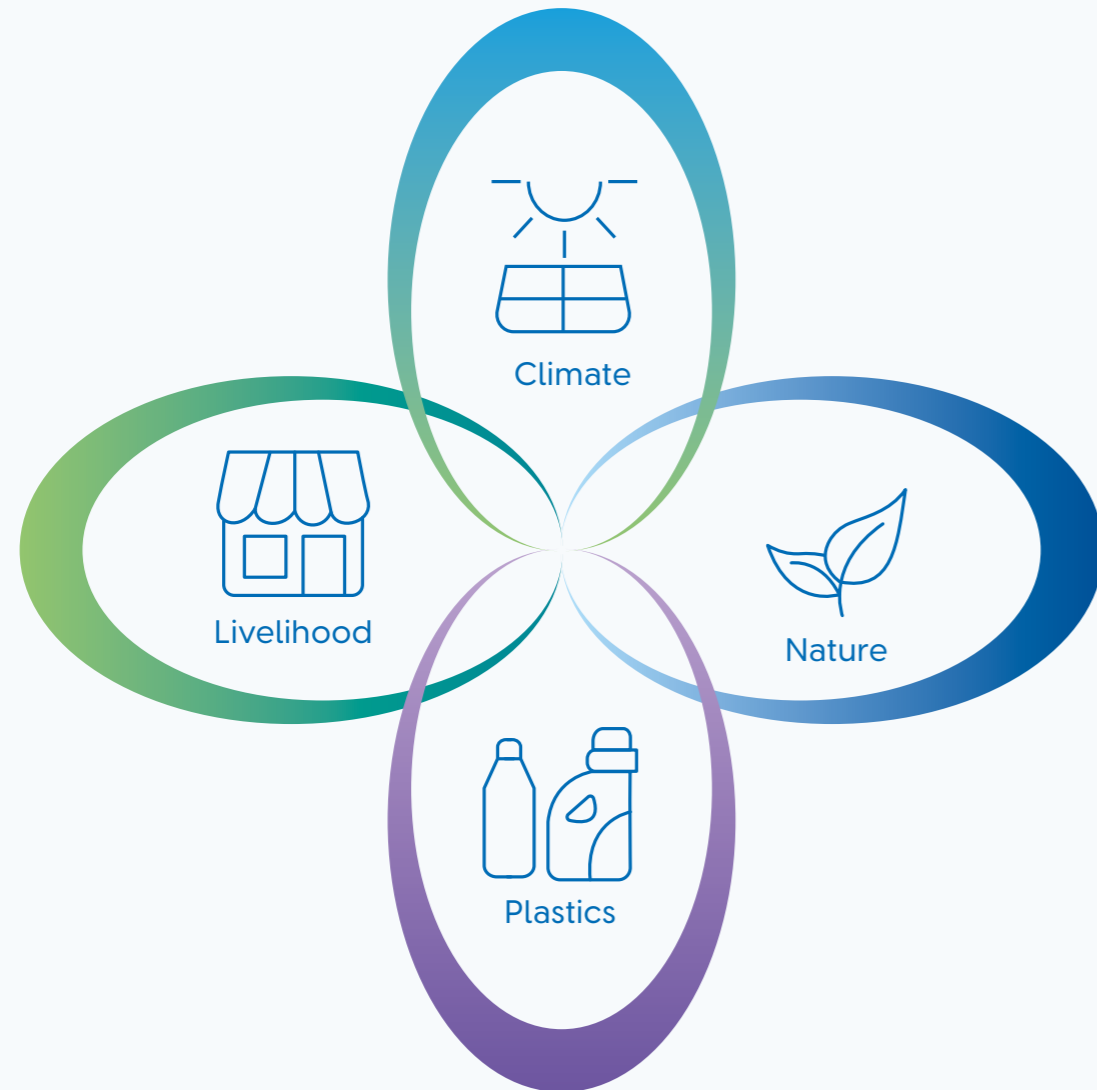
We have come a long way, but the journey ahead demands bold, decisive, and inclusive leadership. Together, with partners across the value chain, communities, and all of you, we are confident of shaping a future that is responsible, resilient, and full of possibility.

## Executive Summary

At Hindustan Unilever Limited (HUL), our Business Responsibility & Sustainability Report adheres to the nine principles of the SEBI framework on sustainability reporting, informing stakeholders of our sustainability endeavours. HUL is dedicated to sustainable growth by providing products that meet consumer needs while minimising environmental impact.

The erstwhile ESG Committee of the Company was integrated with the CSR Committee was named the CSR-ESG Committee of the Board. The reconstituted CSR-ESG Committee is entrusted with oversight of sustainability-related matters. We are evolving our approach to make sustainability progress integral to business performance, focusing on delivering impact. Our continued focus will be on four sustainability priorities: Climate, Nature, Plastics, and Livelihoods.

### Aligned to our Sustainability Goals HUL demonstrates its Key ESG Focus Areas


**Principle-1**

Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent, and accountable


**Principle-2**

Businesses should provide goods and services in a manner that is sustainable and safe


**Principle-3**

Businesses should respect and promote the well-being of all employees, including those in their value chains


**Principle-4**

Businesses should respect the interests of and be responsive to all its stakeholders


**Principle-5**

Businesses should respect and promote human rights


**Principle-6**

Businesses should respect and make efforts to protect and restore the environment


**Principle-7**

Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent


**Principle-8**

Businesses should promote inclusive growth and equitable development


**Principle-9**

Businesses should engage with and provide value to their consumers in a responsible manner



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# Independent Practitioners' Reasonable and Limited Assurance Report

To the Board of Directors of Hindustan Unilever Limited

## Assurance report on the sustainability disclosures in the Business Responsibility and Sustainability Reporting (BRSR) Format

Assurance report on the sustainability disclosures in the Business Responsibility and Sustainability Reporting (BRSR) Core Format (called 'Identified Sustainability Information' (ISI) of Hindustan Unilever Limited and its wholly owned subsidiaries (together called as 'HUL Group' or the 'Company') for the period from 1st April 2025 to 31st March 2026. The ISI is included in the Business Responsibility and Sustainability Reporting of the Company in the Integrated Annual Report for the period from 1st April 2025 to 31st March 2026.

### Reasonable Assurance Opinion and Limited Assurance Conclusion

We have performed an assurance engagement on whether the Company's sustainability disclosures in the BRSR Core Format (refer Appendix 1 of this report) and select sustainability disclosures in the BRSR (refer Appendix 2 of this report) for the period from 1st April 2025 to 31st March 2026 have been prepared in accordance with the Reporting Criteria (refer table below).

Identified Sustainability Information (ISI) subject to assurance	Period subject to assurance	Level of assurance	Reporting Criteria
BRSR Core (refer Appendix 1)	From 1st April 2025 to 31st March 2026	Reasonable assurance	<ul style="list-style-type: none"> <li>- Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR)</li> <li>- Master Circular for compliance with the provisions of the SEBI LODR by listed entities, dated January 30th, 2026 (Master Circular) prescribing                             <ul style="list-style-type: none"> <li>• Format of the BRSR</li> <li>• Guidance note for BRSR format</li> </ul> </li> <li>- Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standard) (Revised) developed by World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD)</li> </ul>
Select sustainability disclosures in the BRSR Report (which are not part of the BRSR Core) (refer Appendix 2)	From 1st April 2025 to 31st March 2026	Limited assurance	<ul style="list-style-type: none"> <li>- Regulation 34(2)(f) of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR)</li> <li>- Master Circular prescribing                             <ul style="list-style-type: none"> <li>• Format of the BRSR</li> <li>• Guidance note for BRSR format</li> </ul> </li> </ul>

This engagement was conducted by a multidisciplinary team including assurance practitioners, engineers and environmental and social professionals.

For the purposes of the remainder of our assurance report:

- "Information covered by Reasonable Assurance" refers to the Identified Sustainability Information identified above that was covered by reasonable assurance;
- "Information covered by Limited Assurance" refers to the Identified Sustainability Information identified above that was covered by limited assurance;

- "Assured Sustainability Information" refers to all Identified Sustainability Information covered by assurance (both reasonable assurance and limited assurance); and

- "Applicable Criteria" refers to the Reporting Criteria relevant to the information covered by assurance as identified above.

#### Reasonable assurance opinion

In our opinion, the HUL Group's Information covered by Reasonable Assurance in the Business Responsibility and Sustainability Report for the period from 1st April 2025

to 31st March 2026, is prepared, in all material respects, in accordance with the Regulation 34(2)(f) of SEBI LODR, Master Circular and the Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standard) (Revised) developed by World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) and as per the Reporting Boundary as set out in BRSR - Section A: General Disclosures.

#### Limited assurance conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the HUL Group's Information covered by Limited Assurance in the Business Responsibility and Sustainability Report (which are not part of the BRSR Core) relating to the BRSR attributes for the period from 1st April 2025 to 31st March 2026, is not prepared, in all material respects, in accordance with the Regulation 34(2)(f) of SEBI LODR, Master Circular of the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements (SEBI LODR) and as per the Reporting Boundary as set out in BRSR Section A: General Disclosures.

#### Basis for opinion and conclusion

We conducted our engagement in accordance with Standard on Sustainability Assurance Engagements (SSAE) 3000, Assurance Engagements on Sustainability Information and SAE 3410, Assurance Engagements on Greenhouse Gas Statements issued by the Sustainability Reporting Standards Board of the Institute of Chartered Accountants of India ('ICAI'). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the Code of Ethics issued by the ICAI.

Our firm applies Standard on Quality Control Management (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements, issued by the ICAI. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our reasonable assurance opinion and limited assurance conclusion.

#### Other information

Management and the Board of Directors are responsible for the other information. The other information comprises the information included in the Company's Integrated Annual

Report (but does not include the BRSR Core and select sustainability disclosures in the BRSR Report and assurance reports thereon). The Company's Integrated Annual Report is expected to be made available to us after the date of this assurance report.

Our reasonable and limited assurance on ISI does not cover the other information and we are not expressing any form of assurance conclusion thereon.

In connection with our assurance on the ISI, our responsibility is to read the other information identified above when it becomes available, and in doing so, consider whether other information is materially inconsistent with the ISI, or our knowledge obtained in the assurance, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to Those Charged With Governance and describe actions applicable under the applicable laws and regulations.

#### Other matter

The reporting boundary of the ISI in the BRSR attached herewith is based on the sustainability information for entities considered for preparation of consolidated financial statements, other than two partly owned subsidiaries and 10 step-down subsidiaries. In our opinion and according to the information and explanations given to us by the Management, the sustainability information relating to these entities is not qualitatively and quantitatively material for the BRSR.

Our opinion is not modified in respect of this matter.

#### Intended use or purpose

The ISI and our reasonable and limited assurance report are intended for users who have reasonable knowledge of the BRSR attributes, the Reporting Criteria and ISI and who have read the information in the ISI with reasonable diligence and understand that the ISI is prepared and assured at appropriate levels of materiality.

Our opinion is not modified in respect of this matter.

#### Management's responsibilities for the Identified Sustainability Information (ISI)

The management of the Company acknowledge and understand their responsibility for:

- designing, implementing and maintaining internal controls relevant to the preparation of the ISI so that it is free from material misstatement, whether due to fraud or error;

## Business Responsibility and Sustainability Report

- selecting or establishing suitable criteria for preparing the ISI, taking into account applicable laws and regulations, if any, related to reporting on the ISI, identification of key aspects, engagement with stakeholders, content, preparation and presentation of the ISI in accordance with the Reporting Criteria; disclosure of the applicable criteria used for preparation of the ISI in the Integrated Annual Report;
- preparing/fairly stating/property calculating the ISI in accordance with the Reporting Criteria;
- ensuring the Reporting Criteria is available for the intended users with relevant explanation;
- establishing targets, goals and other performance measures, and implementing actions to achieve such targets, goals and performance measures;
- providing the details of the management personnel who takes ownership of the ISI disclosed in the Integrated Annual Report;
- ensuring compliance with laws, regulations or applicable contracts;
- making judgements and estimates that are reasonable in the circumstances;
- identifying and describing any inherent limitations in the measurement or evaluation of information covered by assurance in accordance with the Reporting Criteria;
- preventing and detecting fraud;
- selecting the content of the ISI, including identifying and engaging with intended users to understand their information needs;
- informing us of other information that will be included with the ISI;
- supervision of other staff involved in the preparation of the ISI.

Those charged with governance are responsible for overseeing the reporting process for the Company's ISI.

### Inherent limitations

The preparation of the HUL Group's BRSR information requires the management to establish or interpret the criteria, make determinations about the relevancy of information to be included, and make estimates and assumptions that affect the reported information.

Measurement of certain amounts and BRSR metrics, some of which are estimates, is subject to substantial inherent measurement uncertainty, for example, GHG emissions, water footprint, energy footprint. Obtaining sufficient appropriate evidence to support our opinion does not reduce the uncertainty in the amounts and metrics.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities.

### Our responsibilities

We are responsible for:

- Planning and performing the engagement to obtain reasonable and limited assurance on the Assured Sustainability Information are free from material misstatement, whether due to fraud or error, in accordance with the Reporting Criteria in line with the section above.
- Forming an independent reasonable assurance opinion and limited assurance conclusion, based on the procedures we have performed and the evidence we have obtained, and
- Reporting our reasonable assurance opinion and limited assurance conclusion to the Board of Directors of HUL.

### Summary of the work we performed as the basis for our opinion/ conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence that is sufficient and appropriate to provide a basis for our reasonable assurance opinion and limited assurance conclusion.

### Reasonable assurance opinion

The nature, timing, and extent of the procedures selected depended on our judgement, including an assessment of the risks of material misstatement of the information that covered by reasonable assurance, whether due to fraud or error. We identified and assessed the risks of material misstatement through understanding the information that covered by reasonable assurance and the engagement circumstances. We also obtained an understanding of the internal control relevant to the information covered by reasonable assurance in order to design procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of internal controls. In carrying out our engagement, we:

- assessed the suitability of the criteria used by the company in preparing the information covered by reasonable assurance;
- evaluated the appropriateness of reporting policies, quantification methods and models used in the preparation of the information covered by reasonable assurance and the reasonableness of estimates made by the company; and
- evaluated the overall presentation of the information covered by reasonable assurance.

### Limited assurance conclusion

Our procedures selected depended on our understanding of the information covered by limited assurance and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we:

- assessed the suitability of the criteria used by the entity in preparing the information covered by limited assurance;
- interviewed senior management and relevant staff at corporate and selected locations concerning policies for environmental, social and occupational health and safety, and the implementation of these across the business;
- through inquiries, obtained an understanding of the Company's control environment, processes and information systems relevant to the preparation of the information covered by limited assurance, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- made inquiries of relevant staff at corporate and selected locations responsible for the preparation of the Information covered by limited assurance;
- undertook site visits at 6 plants of HUL Group and Corporate office; we selected these sites based on the relative size of the GHG emissions, water footprint, energy footprint of these locations to the total and unexpected fluctuations in the information covered by limited assurance since the prior period;
- inspected, at each site visited, a limited number of items to or from supporting records, as appropriate;
- applied analytical procedures, as appropriate;
- recalculated the information covered by limited assurance based on the criteria; and
- evaluated the overall presentation of the information covered by limited assurance to determine whether it is consistent with the criteria and in line with our overall knowledge of, and experience with, the Company's occupational health and safety.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

### Exclusions

Our assurance scope excludes the following and therefore we will not express an opinion on the same:

- Any form of review of the commercial merits, technical feasibility, accuracy of claims, compliance with applicable legislations. We have not verified any of the judgements in relation to commercial risks associated with the business activities.
- Operations of the Company other than those under the Reporting Boundary set out in the section A of BRSR section of the Integrated Annual Report (Scope of Assurance).
- The HUL Group's statements that describe the strategy, progress on goals (other than those listed under the scope of assurance, as mentioned above), expression of opinion, claims, belief, aspiration, expectation, aim to future intention provided by the Company.
- Aspects of the BRSR and the data/information (qualitative or quantitative) other than the ISI.
- Data and information outside the defined reporting period i.e., from 1st April 2025 to 31st March 2026.

For **B S R & Co. LLP**  
**Chartered Accountants**  
 Firm registration No. 101248W/W-100022

**Rishabh Kumar**  
**Partner**  
 Membership No: 402877  
 ICAI UDIN: 26402877QUGBIW8464

## Appendix – 1

### BRSR Core attributes - Reasonable assurance for FY 2025-26

Sr. No.	BRSR Core indicator	Description of indicator
1	Section C – Principle 1 – E8	Number of days of accounts payable
2	Section C – Principle 1 – E9	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties
3	Section C – Principle 3 – E1(c)	Spending on measures towards well-being of employees and workers – cost incurred as a % of total revenue of the company
4	Section C – Principle 3 – E11	Details of safety related incidents including lost time injury frequency rate, recordable work-related injuries, no. of fatalities
5	Section C – Principle 5 – E3(b)	Gross wages paid to females as % of wages paid
6	Section C – Principle 5 – E7	Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, including complaints reported, complaints as a % of female employees, and complaints upheld
7	Section C – Principle 6 – E1	Details of total energy consumption (in Joules or multiples) and its intensity
8	Section C – Principle 6 – E3	Total volume of water withdrawal by source and water consumption in Kilolitres and its intensity
9	Section C – Principle 6 – E4	Water discharge by destination and level of treatment (in kilolitres)
10	Section C – Principle 6 – E7	Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity
11	Section C – Principle 6 – E9	Details related to waste generated by category, waste recovered through recycling, re-using or other recovery operations, waste disposed by nature of disposal method and its intensity
12	Section C – Principle 8 – E4	Input material sourced from following sources as % of total purchases – Directly sourced from MSMEs/ small producers and from within India
13	Section C – Principle 8 – E5	Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent /on contract) as % of total wage cost
14	Section C – Principle 9 – E7	Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events

## Appendix – 2

### BRSR attributes (not part of BRSR Core) - Limited assurance for FY 2025-26

Sr. No.	BRSR indicator reference ('E' indicates Essential Indicator & 'L' indicates Leadership Indicator)	Description of indicator
1	Section A – 20a	Employees and workers (including differently abled)
2	Section A – 20b	Differently abled Employees and workers
3	Section A – 21	Participation/Inclusion/Representation of women in BoD/ KMP
4	Section A – 22	Turnover rate for permanent employees and workers
5	Section A – 25	Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct
6	Section C – Principle 1 – E1	Percentage coverage by training and awareness programmes on any of the Principles during the financial year
7	Section C – Principle 1 – E6	Details of complaints with regard to conflict of interest
8	Section C – Principle 1 – L1	Awareness programmes conducted for value chain partners on any of the Principles during the financial year
9	Section C - Principle 2 - E2 (b)	What percentage of inputs were sourced sustainably? (For Calendar Year 2025)
10	Section C - Principle 2 – L3	Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry)
11	Section C – Principle 2 – L4	Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed
12	Section C – Principle 2 – L5	Reclaimed products and their packaging materials (as percentage of products sold) for each product category
13	Section C – Principle 3 – E1	Details of measures for the well-being of employees and workers
14	Section C – Principle 3 – E2	Details of retirement benefits, for Current Financial Year (excluding amounts deducted and deposited with the authority)
15	Section C – Principle 3 – E5	Return to work and Retention rates of permanent employees and workers that took parental leave
16	Section C – Principle 3 – E7	Membership of employees and worker in association(s) or Unions recognised by the listed entity
17	Section C – Principle 3 – E8	Details of training given to employees and workers
18	Section C – Principle 3 – E9	Details of performance and career development reviews of employees and workers
19	Section C – Principle 3 – E13	Number of Complaints on working conditions & Health safety made by employees and workers
20	Section C – Principle 3 – E14	Assessments for the year (Health and safety practices, Working Conditions)
21	Section C – Principle 3 – L3	Number of employees and workers having suffered high consequence work related injury / ill-health / fatalities, who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment
22	Section C – Principle 5 – E1	Number of Employees and workers who have been provided training on human rights issues and policies of the entity
23	Section C – Principle 5 – E2	Details of minimum wages paid to employees and workers
24	Section C – Principle 5 – E3	Details of remuneration/salary/wages on median remuneration
25	Section C – Principle 5 – E6	Number of Complaints on (Sexual Harassment, Discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages and Other human rights related issues) made by employees and workers
26	Section C – Principle 5 – E10	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties) on Sexual Harassment, Discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages and Other human rights related issues.
27	Section C – Principle 6 – E6	Details of air emissions (other than GHG emissions) by the entity
28	Section C – Principle 6 – L1	Water withdrawal, consumption and discharge in areas of water stress (in kilolitres)
29	Section C – Principle 8 – E2	Information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity
30	Section C – Principle 9 – E3	Number of consumer complaints in respect of Data Privacy, Advertising, Cyber-Security, Delivery of essential services, Restrictive Trade Practices, Unfair Trade Practices, Others
31	Section C – Principle 9 – E4	Details of instances of product recalls on account of safety issues

**Section A: GENERAL DISCLOSURES**



At HUL, we are creating a future-ready business driven by agility and purpose. Our approach balances competitive growth with responsible stewardship of the planet and its resources. Sustainability is embedded in how we drive innovation, reduce our environmental and climate footprint, and execute our priorities seamlessly across our operations and partnerships. By aligning our ambitions with responsible practices, we are building a resilient, adaptive model capable of delivering sustained performance and long-term value.

~7,500

Employees

130+

Differently abled Employees and Workers

~17,500

Workers

1,400

Women in manufacturing operations



**Niranjan Gupta**

Executive Director, Finance & Chief Financial Officer



We are committed to accelerating responsible growth by integrating sustainability into every dimension of our business. Through purposeful innovation and economically viable business models, we aim to deliver enduring value for our stakeholders and foster a more equitable and climate-resilient future. By strengthening responsible business practices and prioritizing low-carbon, resource-efficient operations, we continue to reduce our environmental footprint and advance a more sustainable future.

**I. Details of the listed entity**

S. No.	Particulars	Response
1	Corporate Identity Number (CIN) of the listed entity	L15140MH1933PLC002030
2	Name of the listed entity	Hindustan Unilever Limited
3	Year of incorporation	1933
4	Registered office address	Unilever House, B. D. Sawant Marg, Chakala, Andheri (East), Mumbai-400099
5	Corporate address	Mumbai-400099
6	E-mail	<a href="mailto:levercare.shareholder@unilever.com">levercare.shareholder@unilever.com</a>
7	Telephone	+ 91 (0) 022 – 5043 2790/32516/32754
8	Website	<a href="http://www.hul.co.in">www.hul.co.in</a>
9	Financial year for which reporting is being done	1st April, 2025 to 31st March, 2026
10	Name of the stock exchange(s) where shares are listed	BSE Limited; National Stock Exchange of India Limited
11	Paid-up capital	₹235 crores
12	Name and contact details (telephone and email address) of the person who may be contacted in case of any queries on the BRSR report	Name: Radhika Shah – Company Secretary Contact: +91 (0) 022 – 5043 2790/32516/32754 Email: <a href="mailto:levercare.shareholder@unilever.com">levercare.shareholder@unilever.com</a>
13	Reporting boundary – Are the disclosures under this Report made on a standalone basis (i.e., only for the entity) or on a consolidated basis (i.e., for the entity and all the entities that form part of its consolidated financial statements taken together)?	Disclosures under this Report are made on a consolidated basis covering wholly-owned subsidiaries (Refer table V-23. (a) for list of wholly-owned subsidiaries)
14	Name of assessment or assurance provider	M/s B S R & Co. LLP, Chartered Accountants
15	Type of assessment or assurance obtained	Reasonable assurance on BRSR Core parameters and Limited assurance on other parameters. Refer the Independent Practitioners' Reasonable and Limited Assurance Report for list of Identified Sustainability Indicators covered under the assurance.

## II. Products/services

### II-16. Details of business activities (accounting for 90% of turnover):

S. No.	Description of the main activity	Description of business activity	Entity turnover (%)
1	Manufacturing - FMCG	Soaps, detergents, cosmetics & toiletries, and packaged foods	100.0%

### II-17. Products/services sold by the entity (accounting for 90% of the entity's turnover):

S. No.	Product/service	NIC code	Total turnover contributed (%)
1	Home Care	202302 Detergents	36.9%
2	Beauty & Wellbeing	202306 Shampoos 202307 Cosmetics 962201 Beauty treatment activities	21.7%
3	Personal Care	202301 Soaps 202305 Toothpastes 202304 Deodorants	14.9%
4	Foods	107601 Tea 107602 Coffee 105006 RTD's 103004 Sauces & Jams	23.9%

\*NIC code updated as per The National Industrial Classification (NIC) 2025 released by the Ministry of Statistics and Programme Implementation (MoSPI) on 18th November 2025

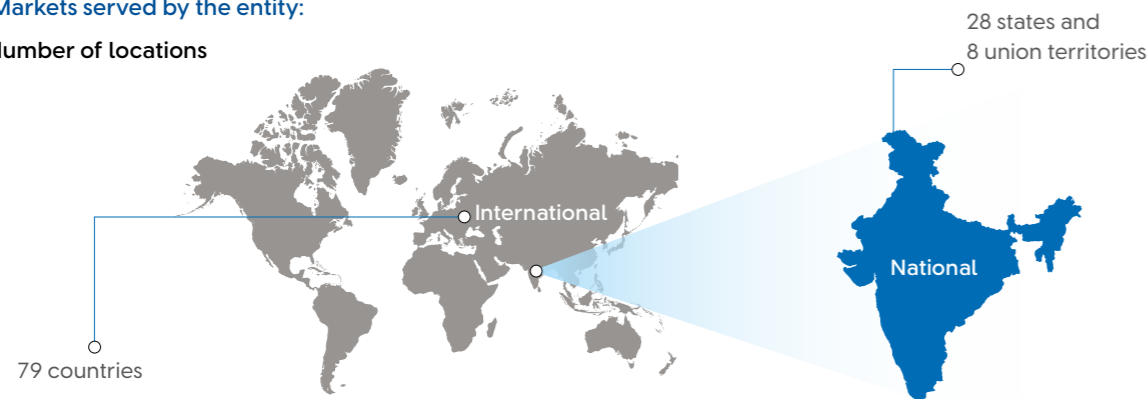
## III. Operations

### III-18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	25	13	38
International	-	-	-

### III-19. Markets served by the entity:

#### a. Number of locations



We have a pan-India presence and serve all states and union territories in India

#### Disclaimer:

The map of India should not be used for navigation or legal purposes. It is intended as a graphical element to the design layout. It does not warrant the map or its features to be spatially or temporally accurate or fit for a particular use. Hindustan Unilever Limited does not claim the correctness or authenticity of the same.

#### b. What is the contribution of exports as a percentage of the total turnover of the entity?

Exports contribute to 2.6% of our total turnover. We enable intercompany and overseas partners with limited manufacturing capacity or India-specific know-how to expand globally. By utilizing our available capacity, we deliver export-oriented and India-customised products, supporting efficient market entry and portfolio growth. Our offerings further serve the Indian diaspora worldwide, tailored to local tastes and regulatory standards.

#### c. A brief on the types of customers:

We have 90 years of presence in the country, and 9 out of 10 Indian households use one or more of our brands. Our brands are present in over 9 million retail outlets spread across the country through a network of 3,500+ distributors, the backbone of our retail reach. We also help our retail partners to grow sustainably. The longstanding relationships with our customers are based on trust and mutual understanding. We continue to work with all our partners including, small family-owned stores to large, organised retail, e-Commerce and now quick-commerce, to serve the ever-evolving needs of our shoppers, in rural as well as urban areas. Our endeavour has always been to ensure that our brands are readily available wherever consumers shop.

## IV. Employees

### IV-20. Details as of the end of the financial year:

#### a. Employees and workers (including differently abled):

Our efforts to build a more equitable and inclusive workplace have achieved meaningful progress. Women currently represent 44% of our managerial workforce, and we remain committed to strengthening this further. Through focused initiatives such as Samavesh and Ahilya, we actively promote greater participation of women across our factories and salesforce, respectively. Today, we have 1,400 women employed across our manufacturing operations and have successfully onboarded more than 1,500 women into sales roles.

S. No.	Particulars	Total (A)	Male		Female	
			Nos. (B)	% (B/A)	Nos. (C)	% (C/A)
<b>Employees</b>						
1	Permanent (D)	7,191	4,994	69.4%	2,197	30.6%*
2	Other than permanent (E)	308	153	49.7%	155	50.3%
<b>3</b>	<b>Total employees (D + E)</b>	<b>7,499</b>	<b>5,147</b>	<b>68.6%</b>	<b>2,352</b>	<b>31.4%</b>
<b>Workers</b>						
4	Permanent (F)	10,286	9,446	91.8%	840	8.2%
5	Other than permanent (G)	7,204	6,629	92.0%	575	8.0%
<b>6</b>	<b>Total workers (F + G)</b>	<b>17,490</b>	<b>16,075</b>	<b>91.9%</b>	<b>1,415</b>	<b>8.1%</b>

\*As of March 2026, we have achieved a gender diversity of 44% at our managerial base



IV-20. Details as of the end of the financial year:

b. Differently abled employees and workers:

We believe in crafting a culture of inclusion, where every voice is cherished and heard. This means creating an inclusive environment, free from barriers that limit people from reaching their true potential. Inclusive policies and practices form the foundation of our approach. Through our Equal Opportunity Policy, we ensure that Persons with Disabilities (PWDs) are treated with fairness and dignity across recruitment, career progression, and everyday workplace participation. We encourage voluntary self-disclosure and provide tailored accommodations to support individual needs. Our sites in Amlī, Haridwar, and our R&D Centres in Mumbai and Bengaluru, as well as our Head Office, have been certified for accessibility. Refer to our page for more details on <https://www.hul.co.in/sustainability/equity-diversity-and-inclusion/>.

S. No.	Particulars	Total (A)	Male		Female	
			Nos. (B)	% (B/A)	Nos. (C)	% (C/A)
<b>Differently abled employees</b>						
1	Permanent (D)	33	24	72.7%	9	27.3%
2	Other than permanent (E)	1	-	-	1	100.0%
<b>3</b>	<b>Total differently-abled employees (D + E)</b>	<b>34</b>	<b>24</b>	<b>70.6%</b>	<b>10</b>	<b>29.4%</b>
<b>Differently abled Workers</b>						
4	Permanent (F)	98	87	88.8%	11	11.2%
5	Other than permanent (G)	2	2	100.0%	-	-
<b>6</b>	<b>Total differently-abled workers (F + G)</b>	<b>100</b>	<b>89</b>	<b>89.0%</b>	<b>11</b>	<b>11.0%</b>

IV-21. Participation/Inclusion/Representation of women

Particulars	Total (A)	No. and percentage of females	
		No (B)	% (B/A)
Board of Directors (BoD)	9	3	33.3%
Key Management Personnel (KMP)*	3	2	66.7%

Above table represents HUL's Board of Directors and Key Management Personnel

\*Two KMPs i.e. Managing Director & Chief Executive Officer and Executive Director – Finance & Chief Financial Officer, are on our Board of Directors

IV-22. Turnover rate for permanent employees and workers

HUL, widely regarded as a "leadership factory," has a long-standing reputation for attracting, developing and nurturing best-in-class talent across the industry. Recognised consistently as one of India's most preferred workplaces, we continue to be ranked the No. 1 Employer of Choice across sectors, based on the InsidellM brand perception study conducted at target B-schools in 2025.

Particulars	FY 2025-26 Turnover rate (%)			FY 2024-25 Turnover rate (%)			FY 2023-24 Turnover rate (%)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent employees	16.1%	24.1%	<b>18.4%*</b>	17.8%	21.8%	<b>18.9%</b>	15.9%	21.6%	<b>17.4%</b>
Permanent workers	5.5%	6.3%	<b>5.6%**</b>	2.9%	2.6%	<b>2.8%</b>	6.0%	13.1%	<b>6.3%</b>

Turnover rate includes voluntary and involuntary attrition

\*Voluntary: 12.3%; Involuntary: 6.2%

\*\*Voluntary: 0.7%; Involuntary: 4.9%

## No. 1 Employer of Choice

across sectors, based on a brand perception study by InsidellM at target B-Schools in 2025

## V. Holding, subsidiary, and associate companies (including joint ventures)

V-23. (a) Names of holding, subsidiary, associate companies, and joint ventures

S. No.	Name	Type of holding/subsidiary/associate/joint venture	% of shares held by the listed entity	Does the entity in column A, participate in the business responsibility initiatives of the listed entity
1	Unilever PLC	Holding	-	No
2	Unilever Group Limited	Holding	-	No
3	Unilever Overseas Holdings AG	Holding	-	No
4	Unilever UK&CN Holdings Limited	Holding	-	No
5	Unilever South India Estates Limited	Holding	-	No
6	Unilever Assam Estates Limited	Holding	-	No
7	Unilever Overseas Holdings B V	Holding	-	No
8	Unilever India Exports Limited	Wholly-owned subsidiary	100.0%	Yes
9	Lakme Lever Private Limited	Wholly-owned subsidiary	100.0%	Yes
10	Unilever Nepal Limited	Subsidiary	80.0%	No
11	Daverashola Estates Private Limited	Wholly-owned subsidiary	100.0%	Yes
12	Lever's Associated Trust Limited	Wholly-owned subsidiary	100.0%	Yes
13	Levindra Trust Limited	Wholly-owned subsidiary	100.0%	Yes
14	Hindlever Trust Limited	Wholly-owned subsidiary	100.0%	Yes
15	Hindustan Unilever Foundation	Wholly-owned subsidiary	76.0%*	Yes
16	Unilever India Limited	Wholly-owned subsidiary	100.0%	Yes
17	Zywie Ventures Private Limited	Wholly-owned subsidiary	100.0%#	Yes
18	Zenherb Labs Private Limited	Step down subsidiary (Wholly-owned subsidiary of Zywie Ventures Private Limited)	100.0%	Yes
19	Uprising Science Private Limited	Subsidiary	90.5%**	No
20	Minimalist Foundation	Subsidiary of Uprising Science Private Limited	99.0%	No
21	Minimalist Pte Ltd	Wholly-Owned Subsidiary of Uprising Science Private Limited	100.0%	No
22	PT Minimalist Science Indonesia	Subsidiary of Minimalist Pte Limited	99.9%	No
23	Minimalist Vietnam Company Limited	Wholly-Owned Subsidiary of Minimalist Pte Limited	100.0%	No
24	Minimalist Science Sendirian Berhad	Wholly-Owned Subsidiary of Minimalist Pte Limited	100.0%	No
25	Minimalist Science Ltd	Wholly-Owned Subsidiary of Minimalist Pte Limited	100.0%	No
26	Minimalist Science Inc	Wholly-Owned Subsidiary of Minimalist Pte Limited	100.0%	No
27	Minimalist Science Trading LLC	Wholly-Owned Subsidiary of Minimalist Pte Limited	100.0%	No
28	Minimalist Science Pty Ltd	Wholly-Owned Subsidiary of Minimalist Pte Limited	100.0%	No
29	Minimalist Importation and Trade of Cosmetics LTDA	Wholly-Owned Subsidiary of Minimalist Pte Limited	100.0%	No

\*24% shareholding of Hindustan Unilever Foundation is held by Unilever India Exports Limited

\*\* Uprising Science Pvt Limited (USPL) and its subsidiaries have become subsidiaries of the Company w.e.f. 21st April, 2025, pursuant to acquisition of 90.5% stake by the Company in USPL

#On 12th February 2026, the Board of Directors approved the acquisition of the remaining 49% stake in Zywie Ventures Private Limited (Zywie). Following this transaction, Zywie and its wholly owned subsidiary, Zenherb Labs Private Limited, have become wholly owned subsidiaries of the Company

The Ice-cream business of the Company was demerged into Kwaliti Wall's India Limited (KWIL) by way of a scheme of arrangement between the Company, KWIL and their respective shareholders, sanctioned by the Hon'ble National Company Law Tribunal, Mumbai Bench, vide its orders dated 30th October 2025 and 6th November, 2025. KWIL has ceased to be a subsidiary of the Company, upon the scheme coming into effect on 1st December, 2025

## VI. CSR details

VI-24. (i). Is CSR applicable as per Section 135 of the Companies Act, 2013 (Yes/No)?

Yes, CSR provisions are applicable as per Section 135 of the Companies Act, 2013. A belief that sustainable business drives superior performance lies at the heart of our business strategy. We have been undertaking CSR activities before it was made a regulation. We have a dedicated CSR Policy focussed on the key strategic sustainability pillars of Climate, Nature, Plastics and Livelihoods, and lays down the approach towards community development in water conservation, health and hygiene, skill development, education, social advancement, gender equality, empowerment of women, ensuring environmental sustainability and rural development projects. The CSR Policy, as approved by the Board of Directors, is available on our website at: <https://www.hul.co.in/investors/corporate-governance/corporate-social-responsibility/>.

VI-24. (ii) Turnover: ₹63,493 crores\*

VI-24. (iii) Net worth: ₹49,223 crores#

\*Turnover excludes Unilever Nepal and Uprising Science Private Limited

#Net worth is for HUL Standalone



**VII. Transparency and disclosure compliance**

**VII-25. Complaints/grievances on any of the principles (one to nine) under the National Guidelines on Responsible Business Conduct:**

Stakeholder group from whom the complaint was received	Grievance redressal mechanism in place? (If yes, provide web-link for the grievance redressal policy)	FY 2025-26			FY 2024-25		
		No. of complaints filed during the year	No. of complaints pending resolution at the close of the year	Remarks	No. of complaints filed during the year	No. of complaints pending resolution at the close of the year	Remarks
Communities	Yes <a href="https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e">https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e</a> and manual registers at factories	-	-	-	1	-	-
Investors (other than shareholders)		Not applicable, as we do not have any investors other than the shareholders (e.g., preference shareholders or debenture holders)					
Shareholders	Yes <a href="https://www.hul.co.in/files/investor-grievance-redressal-policy-new.pdf">https://www.hul.co.in/files/investor-grievance-redressal-policy-new.pdf</a>	283	-	-	227	-	-
Employees and workers	Yes <a href="https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e">https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e</a> and manual registers at factories	79	10	-	94	6	-
Customers*	Yes <a href="https://www.hul.co.in/contact/">https://www.hul.co.in/contact/</a>	3,469	116	-	3,386	116	-
Value chain partners*	Yes <a href="https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e">https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e</a>	3	-	-	-	-	-

\*Customers include distributors; Value chain partners include vendors/suppliers

**VII-26. Overview of the entity's material responsible business conduct issues. Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to the business, the rationale for identifying the same, and the approach to adapting or mitigating the risk along-with its financial implications, as per the following format.**

In today's uncertain and ever-changing world, having a formal process to identify material sustainability issues is crucial. This process helps us focus on what matters most to our business and stakeholders. A sustainability issue is considered material if it meets two conditions: first, it poses a principal risk or is part of a principal risk that could impact our business or performance; second, it holds importance for our key stakeholders, including our employees, consumers, customers (retailers), suppliers, business partners, planet, and society (citizens, NGOs, governments). HUL updates its material topics every two years to stay aligned with changes in Global and Indian context. This year, HUL has refreshed its assessment to identify additions and revisions to the material topics, aligning with ESRS and parent entity (Unilever PLC). Below is the re-prioritised list of top sustainability issues across our operations and value chain.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
<b>Environment</b>					
1	Resource use and Circularity	Risk	Waste management, Resource use and Circularity is a material topic for HUL. While plastic ensures product durability and affordability, its improper disposal leads to environmental and social consequences.	We aim to transform plastic use by treating waste as a valuable resource and advocating for a circular economy. Extended Producer Responsibility (EPR) applies to HUL, and we are fully compliant with EPR rules, aligning our credit purchase plan with guidelines from the Central Pollution Control Board (CPCB). Starting financial year 2023-24, we registered on the CPCB portal for EPR Credit exchange, ensuring timely submissions of our plastic footprint and credits.  We drive comprehensive waste management programs through partnerships with companies, governments and NGOs for collection, segregation, and processing, promoting consumer behaviour change. We are innovating alternative packaging solutions to reduce virgin plastic use and maximise recycled plastic.	Increased cost of developing sustainable packaging alternatives and risk of fines and penalties associated with non-compliance with statutory EPR regulations.  In the long run, initiatives and innovation have the potential to yield positive financial outcomes in the form of reduction in the amount of virgin plastic used, use of recycled plastic and alternative packaging considering the evolving regulatory landscape.
2	Biodiversity and Ecosystem Health	Risk	HUL's operations and supply chain depend heavily on natural resources, making biodiversity loss, deforestation, and land use changes as a material risk. The company sources key agricultural and non-agricultural commodities, which, if not managed sustainably, can contribute to ecosystem degradation, impact biodiversity, and attract regulatory and reputational risks.	We are committed to restoring the health of our planet, in our supply chain and beyond. The Unilever Sustainable Agriculture Principle (SAP) and the Unilever Regenerative Agriculture Principles (RAPs) also provide the basis for our sustainable sourcing programme.  In this program, we focus on 12 key crops and agricultural commodities, prioritising their importance to our business and brands. Certification is a vital tool for driving positive change in agricultural supply chains. As India's largest tea business and a founding member of trustea, we collaborate with the Indian tea industry on sustainability efforts.	Biodiversity loss and ecosystem degradation may pose financial risks for HUL. Regulatory and compliance costs may rise due to stricter regulations on land use and biodiversity harm. Supply chain risks include increased raw material costs from climate change impacts. Operational risks involve non-compliance affecting business expansion. Market risks arise from failing to meet sustainability goals, leading to competitive disadvantages.
3	Climate Change	Risk	Climate Change is a material risk to us, which has the potential to impact both environment and our business in the short, medium, and long term, given our extensive manufacturing operations, global supply chains, and reliance on climate-sensitive raw materials. Our activities contribute to greenhouse gas (GHG) emissions across value chain, from raw material sourcing and logistics to product usage and disposal. Additionally, extreme weather events such as floods, droughts, and heatwaves impact agricultural yields, disrupt supply chains, and alter consumer purchasing patterns. Regulatory pressures related to carbon emissions, and energy transition further necessitate proactive adaptation strategies.	We are committed to addressing climate change through renewable energy investments, low-carbon supply chain initiatives, and sustainable product innovation. As a result, energy consumption per tonne of production has decreased by 49% since 2008. We have expanded our renewable energy footprint with additional solar plants and wind energy investments. To reduce emissions from our largest raw material sources, HUL has successfully launched several reformulated, lower emission products in our Home Care and Personal Care portfolios which form the bulk of our emissions and also laying the foundation to scale these in the future.	Programs to mitigate risk emanating from climate change can lead to incremental costs in the short to medium term, which can be partly compensated by increased efficiency in the long-term. Importantly, these programs would strengthen business resilience and protect long term value.



Business Responsibility and Sustainability Report

Section A - General Disclosures

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
4	Water Security and Management	Risk	The 2030 Water Resources Group has estimated that India will have only half the water it needs by 2030 for farming, household and industrial use. Rising water scarcity could interrupt our production schedules, affecting our operations and at the same time impact the demand for products that require excessive water during consumer use or decreasing sales because of reduced product efficacy due to water shortages. Uncertainty in the timing and severity of summer, winter, and monsoon may also impact the business adversely.	We have taken steps to reduce and conserve water across our manufacturing operations. We have delivered a 58% reduction in water usage (cubic metre per tonne of production) in our own manufacturing operations in financial year 2025-26 as compared to the 2008 baseline. We could achieve this by focusing on reducing freshwater abstraction, implementing captive rainwater harvesting, and maximising the use of RO plants.  Since its inception in 2010, the Hindustan Unilever Foundation (HUF) has enabled the creation of over 4.5 trillion litres of water potential*, enough to meet India's drinking water needs for nearly three years. This achievement underscores HUF's significant impact on water conservation and community resource management.	Water scarcity can have an adverse impact on our operations, agricultural sourcing and can potentially reduce demand for our products that require water during use.  Measures to reduce and conserve water would optimise resource requirement, not just in our operations, but also in the wider communities. This would secure water needs and create enabling environment for future demand of our products.
5	Pollution	Risk	Pollution from industrial activities, logistics, and waste discharge poses significant environmental and social risks for us. Factory emissions, improper waste handling, and pollutants released during production or transportation can degrade air quality, contaminate water bodies, and harm soil health. This pollution not only disrupts ecosystems and endangers biodiversity but also impacts human health, particularly in communities near our operations and supply chain hubs.	We are continually developing new methods to eliminate the use of hazardous chemicals in cleaning and disinfection processes by upgrading our hardware with the latest technologies. We have successfully achieved zero non-hazardous waste to landfill status across all our factories by maximising the reuse and recycling of non hazardous waste in environmentally friendly ways. In the absence of recycling infrastructure, we recover energy from waste, optimising waste flows and enhancing our circular economy approach. This improves factory operations and reduces environmental impact. All our factories are equipped with pre-processing facilities, such as waste segregation and source reduction, to enhance recyclability.  We maximise recycling and reuse treated wastewater on-site, reducing freshwater intake. As of 31st March, 2026, 23 out of 25 factories achieve Zero Liquid Discharge, recycling 100% of wastewater for uses like cooling, boiler feed, and gardening.  Additionally, our factories are equipped with efficient air pollution control devices installed at the stacks to minimise the risk of air pollution. Furthermore, we monitor air, water and soil pollutants at a minimum bi-annually across our sites to ensure we can promptly address any risks.	Environmental pollution caused by operations or supply chain activities can harm our reputation as a responsible brand. Regulatory penalties and legal challenges arising from pollution can increase operational costs and disrupt business activities. Compliance with environmental regulations is critical, and violations could lead to fines, lawsuits, or even restrictions on production.
<b>Social</b>					
6	Diversity, Equity, and Inclusion	Opportunity	We believe Diversity, Equity Inclusion (DEI) is a business imperative that drives innovation, enhances employee engagement, and strengthens market relevance. With evolving workforce demographics, DEI allows us to unlock untapped talent pools, attract and retain top talent, and reflect the diverse consumers and communities we serve. DEI also presents an opportunity to strengthen brand reputation, ensure fairness in our practices, and build trust among employees, customers, and stakeholders.	Our approach to Diversity, Equity and Inclusion is grounded in strong governance, continuous capability building, and measurable outcomes. Diversity, equity, and inclusion are core elements of our culture and are embedded across our employee life cycle. We have been investing in the capability building of our business leaders and HR practitioners to support equity advocacy, diversity awareness, and psychological safety in their teams. Externally, we stay attuned to evolving regulations and societal expectations by engaging with industry experts and benchmarking our practices. We are committed to creating a culture where everyone can thrive and contribute to our collective growth.	Diversity, Equity, and Inclusion are business enablers that enhance performance, fuel innovation, and foster a more balanced and inclusive work culture. By embedding DEI into our core, we drive sustainable growth, and contribute to a fairer, more socially inclusive world.

\*Assured by an external independent firm

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
7	Talent Retention	Risk	Talent retention is a vital risk for us, impacting efficiency, innovation, and competitiveness. By focusing on employee engagement, skill development, and a supportive culture, we boost employee satisfaction and loyalty, reduce recruitment costs and ensuring business continuity. Our talent strategy helps HUL maintain a high-performing workforce adaptable to market changes, positioning it as an employer of choice and strengthening its competitive edge.	HUL emphasises talent attraction and retention, leveraging brand equity to draw top talent. Digital campaigns and capability-building initiatives enhance our appeal as an employer of choice. Robust Talent and Reward Management processes, succession planning, proactive market mapping and progressive policies ensure we nurture a high-performing workforce, and secure our reputation as a forward-thinking organisation.	Our long-term success relies on attracting and retaining diverse talent, especially in competitive markets. The evolving nature of work poses risks to productivity and operations. Effective talent management is crucial, to maintain engagement, productivity, and collaboration.
8	Human Rights, Fair Work, and Responsible Sourcing, across Value Chain	Risk	Maintaining human rights and fair working practices throughout our operations and value chain is crucial for upholding ethical business standards, regulatory compliance, and the well being of the workforce.  Addressing challenges such as workplace health and safety, discrimination, and fair wages is vital for protecting worker rights, preventing exploitation, and fostering workplace equity. Additionally, investing in training programs and capability-building initiatives for workers and suppliers enhances long-term workforce development and business resilience.	We are committed to upholding and promoting human rights across our operations and interactions with business partners, aligning with the United Nations Global Compact. We have identified and prioritised eight human rights issues: discrimination, fair wages, forced labour, freedom of association, harassment, health and safety, land rights, and working hours. Our Human Rights Policy Statement outlines our principles, supported by a comprehensive framework guiding expected behaviors from employees and partners.  Our Responsible Partner Policy (RPP) sets supplier requirements, embodying our commitment to responsible, transparent, and sustainable practices. We work with suppliers on continuous improvement, verifying RPP compliance through self-declarations, online assessments, and third-party audits in high-risk areas, reinforcing our dedication to ethical supply chain practices. Additionally, we are committed to ensuring that suppliers representing 50% of our procurement spend to sign a living wage promise by 2026.	Potential human rights violations and non-compliance can cause damage to corporate reputation and have financial repercussions.
<b>Other Material Responsible Business Conduct Topic(s)</b>					
9	Business Ethics and Conduct	Opportunity	Our brands and reputation are invaluable assets, and how we operate, contribute to society, and engage with the world around is always under scrutiny. Acting ethically is essential to protect our reputation and brands.	Our Business Integrity framework ensures that how we do business is fully aligned with our values and applicable laws and regulations of the country. Our Code of Business Principles (CoBP) and Code Policies govern the behaviour of employees, suppliers, distributors and other third parties, who work with us. Processes for identifying and resolving breaches of Code and Code Policies are clearly defined and regularly communicated throughout the Company.  We, from the very inception, are known to conduct our business with integrity and highest level of governance, which form the bedrock of our operations.	We are committed to doing business with integrity and play a positive role in building relationships with customers, suppliers and other third parties. Good governance and ethics not only help increase trust among consumers, investors, and other stakeholders, but also help avoid fines, penalties, and other legal implications.

For a complete materiality matrix, please refer to our website <https://www.hul.co.in/sustainability/sustainability-reporting-centre/materiality-assessment/>

**Section B: MANAGEMENT AND PROCESS DISCLOSURES**


At HUL, sustainability is operationalised through structured governance, clearly defined responsibilities, and robust management systems. Our ESG priorities are embedded into business planning, risk management, and performance tracking, ensuring disciplined execution across the organisation. Strong oversight mechanisms and cross-functional alignment enable us to monitor progress, drive accountability, and continuously strengthen our processes, translating our commitments into measurable outcomes.

**Independent Chair**  
of CSR-ESG Committee at Board level



**100%**  
Independent Directors on CSR-ESG Committee



**CoBP**  
aligning with UNGC principles and ILO guidelines



**ESG Policy**  
approved by the Board


**BP Biddappa**

Executive Director and Chief People, Transformation and Sustainability Officer



Upholding high corporate standards is fundamental to how we operate, innovate and grow. Through principled leadership, responsible practices and a deep sense of stewardship, we aim to positively influence society, protect our environment and build a future rooted in shared prosperity. We continue to advance responsible business through strengthened climate action, lower emissions and expanded circularity efforts. At the same time, we continue to foster a culture where every employee could play an active role in advancing our sustainability vision.

**POLICY AND MANAGEMENT PROCESSES**

National Guidelines on Responsible Business Conduct Principles

- Principle-1** Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent, and accountable.
- Principle-2** Businesses should provide goods and services in a manner that is sustainable and safe.
- Principle-3** Businesses should respect and promote the well-being of all employees, including those in their value chains.
- Principle-4** Businesses should respect the interests of and be responsive to all its stakeholders.
- Principle-5** Businesses should respect and promote human rights.
- Principle-6** Businesses should respect and make efforts to protect and restore the environment.
- Principle-7** Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.
- Principle-8** Businesses should promote inclusive growth and equitable development.
- Principle-9** Businesses should engage with and provide value to their consumers in a responsible manner.

Disclosure questions	P1 Ethics & integrity	P2 Sustainable products	P3 Employee well being	P4 Stakeholders	P5 Human rights	P6 Environment	P7 Regulatory requirement	P8 Inclusive growth	P9 Consumer and IT
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes, we have an ESG Policy, approved by our CSR-ESG Committee, which covers all National Guidelines on Responsible Business Conduct (NGRBC) principles. In addition to the ESG Policy*, we have various other policies relevant to NGRBC principles.								
1. b. Has the policy been approved by the Board? (Yes/No)	Yes								
1. c. Web Link of the Policies, if available	The policies can be accessed via the link <a href="https://www.hul.co.in/investors/corporate-governance/">https://www.hul.co.in/investors/corporate-governance/</a> , and some internal policies applicable to employees are available on our intranet.								
2. Whether the entity has translated the policy into procedures. (Yes/No)	Yes								
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes, our Code of Business Principles (CoBP) and Responsible Partner Policy (RPP) extend to value chain partners.								
4. Name of the national and international codes/certifications/labels/standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity	Our CoBP conforms to UNGC guidelines and ILO Principles	Farm Sustainability Assessment, Rainforest Alliance, TrustTea, Forest Stewardship Council, Roundtable on Sustainable Palm Oil, Round Table for Responsible Soya, FSSC 22000	Unilever Occupational Health & Safety Framework based on the OHSAS Safety Management system	Unilever Environmental Care Framework based on ISO 14001 standards	Our CoBP conforms to UNGC guidelines and ILO principles	Unilever Environmental Care Framework standards based on ISO 14001 standards	Tax Transparency policy is based on OECD principles	CSR disclosures pursuant to Section 135 of the Companies Act, 2013	Cyber Security Standards are aligned to the NIST-CSF Advertising Standards Council of India (ASCI) – Code on Fair Advertising to Consumers. (We are a founder member of ASCI)
5. Specific commitments, goals, and targets set by the entity with defined timelines, if any.	We have established Environmental, Social, and Governance (ESG) Goals as part of our Sustainability Strategy. Our ambitious agenda addresses critical issues that matter deeply to our consumers and stakeholders, including climate action, protecting and regenerating nature, managing plastics, and improving livelihoods.								
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	→ The ESG Goals form a part of the Integrated Annual Report. We constantly monitor the performance towards the goals and take adequate actions wherever required. We have a robust governance mechanism to monitor the progress of our goals. The Sustainability leadership team, chaired by the Chief People, Transformation and Sustainability Officer, reports the progress to the Chief Executive Officer & Managing Director, and Management Committee quarterly. Our CSR-ESG Committee, chaired by an Independent Director and comprising of Independent Directors, assists the Board in overseeing the vision and focus on our strategy relating to ESG as well as monitoring the progress against the stated vision and reviewing the policies and practices, initiatives and goals about ESG, ensuring that they remain effective. → For details, refer to the ESG highlights section of the Integrated Annual Report.								

\*The other policies relevant to respective NGRBC Principles are listed below

- P1:** Code of Business Principles (CoBP), Policy on Conflict of Interest, Policy on Prevention of Insider Trading (Share Dealing Code), Anti-corruption and Anti-bribery Policy, Board Familiarisation Programme, Corporate Governance Code, Policy on Related Party Transactions, Whistle Blower Policy, Policy for Determination of Materiality of Events, Code of Conduct for Board and Members of Senior Management
- P2:** Responsible Partner Policy (RPP), Business Partner Code, Quality Policy, Sustainable Agriculture Principle (SAP)
- P3:** CoBP, Safety & Health Policy, Equal Opportunity Policy, Disability Accommodation Policy, Parental Leave Policy, Prevention of Sexual Harassment Policy (POSH), Affirmative Action Policy, Education Assistance Policy, Reward Policy, Gender Transition Policy, Career Break Policy, Location flexibility and Split Family Arrangement, Travel Policy for New Parents, Foster Kinship Caregiver Policy, Retirement Policy
- P4:** CoBP, CSR Policy, Corporate Governance Code
- P5:** CoBP, Prevention of Sexual Harassment Policy (POSH), Policy to Support Survivors of Abuse, Whistle Blower Policy, Board Diversity Policy
- P6:** Environment, Health & Safety Policy, CoBP
- P7:** CoBP, Anti-trust and Fair Competition (as part of CoBP)
- P8:** Supplier Diversity & Inclusion Programme, CoBP, CSR Policy
- P9:** Cyber Security Policy, Data Privacy Policy, Quality Policy

## 7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)

Dear Stakeholders,

I am pleased to share our Business Responsibility and Sustainability Report (BRSR) for FY 2025–26.

At Hindustan Unilever, our strategy is anchored in the belief that growth and responsibility must go hand in hand. In an increasingly complex world, where we face economic, environmental and social challenges, sustainability continues to be our focus. Today, more than ever, progress on sustainability is inseparable from business performance, and we are committed to leading with conviction. We continue to focus on four pillars where we believe we can make the most meaningful impact: Climate, Nature, Plastics, and Livelihoods.

Over the years, we have made strong progress against our ESG goals. In our manufacturing operations, we have reduced CO<sub>2</sub> emissions by 99% (per tonne of production), water usage by 58% (cubic metre per tonne of production), and total waste generated by 53% (per tonne of production) in FY 2025–26 compared with our 2008 baseline.

Decarbonisation continues to be a priority and an opportunity for us to build business resilience. Across our operations, we are transitioning away from fossil fuels to renewable energy. All manufacturing sites are coal-free, with 100% renewable electricity. Leveraging science and innovation, we are redesigning and reformulating our products to reduce emissions without compromising performance and affordability. One example is low-GHG soda ash produced via a carbon capture and utilisation route in collaboration with Tuticorin Alkali Chemicals and Fertilisers Limited (TFL), which is used in our laundry products.

We are driving impact beyond our value chain through industry action, as a founding member of RECEIC (G20, Government of India initiative), accelerating the shift in chemicals from fossil-based to bio-based and renewable ingredients.

On plastics, we have made good progress. We are committed to tackling plastic waste by looking at new ways to reduce, reuse, and recycle our packaging. Beyond our own value chain, Project Circular Bharat (PCB) is our endeavour to accelerate circularity in India by creating end-to-end, financially viable recycling models. This program includes driving behaviour change among citizens, social inclusion of waste workers, and promoting recycling infrastructure at scale in partnership through material recovery facilities. The programme has scaled across more than 10 cities with over 25 partners, including central and state governments, corporates, recyclers, NGOs, and startups. We have also partnered with NITI Aayog's Atal Innovation Mission, and NSRCEL IIM-Bangalore to accelerate 50 circular economy startups over the next 3 years.

We are also working across our value chain to protect and restore natural resources, with a focus on regenerative agriculture practices and deforestation-free sourcing across our key crops. We have 97% deforestation-free supply chain in palm oil, paper and board, tea, soy and cocoa.

Water is core to our business and through active water stewardship programs in our factories we have reduced water consumption significantly. Our Chindwara and Hosur sites have earned the prestigious Alliance for Water Stewardship Platinum certification that benefits both, our operations and local communities. Beyond our operations, we continue to help secure India's water future, strengthen water conservation, and enhance water-dependent livelihoods through the Hindustan Unilever Foundation. Since 2010, we have enabled a cumulative water conservation potential of over 4.5 trillion litres through partnerships and community-led programmes.

Our social impact programmes continue to empower communities. Project Shakti, launched more than two decades ago, remains a powerful platform for women's empowerment in rural India. Prabhat, our sustainable community development initiative, has improved livelihoods, health, and nutrition while strengthening environmental stewardship around our factories and depot sites. Over the last 12 years, Prabhat has positively impacted more than 120 lakh people across 12 states and 2 union territories. SAFAL (Skills Academy for Advancement of Livelihoods) has benefited 3.2 lakh young people in 21 states, a significant milestone.

As India rapidly urbanises, we see a growing need for better hygiene & sanitation solutions. Suvidha, our pioneering social innovation model for urban hygiene and sanitation, has evolved into a city-wide, climate-resilient WASH solution serving over 6 lakh people across 24 centres in Mumbai. What began in 2016 with one centre in a Mumbai slum is today a globally recognised model, supported by the Government, HSBC India, and JSW Foundation, and acknowledged by institutions such as the World Economic Forum. To enable national replication, we have signed an MoU with the Ministry of Housing & Urban Affairs and set up a Centre of Excellence to provide technical support to cities across India.

At HUL, sustainability is not a standalone initiative; it is how we do business. It fuels innovation, strengthens trust, reduces costs, and creates long-term value for all our stakeholders.

We have come a long way, but the journey ahead demands bold, decisive, and inclusive leadership. Together, with partners across the value chain, communities, and all of you, we are confident of shaping a future that is responsible, resilient, and full of possibility.

**Priya Nair**

Chief Executive Officer and Managing Director



**8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies)**

Our Chief Executive Office & Managing Director is responsible for the implementation and oversight of our Business Responsibility & Sustainability policies. Our CSR-ESG Committee, chaired by an Independent Director and comprising of Independent Directors, assists the Board in overseeing the vision and focus on our strategy relating to ESG as well as monitoring the progress against the stated vision and reviewing the policies and practices, initiatives and goals about ESG, ensuring that they remain effective.

**9. Does the entity have a specified Committee of the Board/Director responsible for decision making on sustainability related issues? (Yes/No). If yes, provide details.**

The erstwhile ESG Committee of the Company was integrated with the CSR Committee of the Board on 24th October 2025 and was named the CSR-ESG Committee of the Board. The reconstituted CSR-ESG Committee is entrusted with oversight of sustainability-related matters and is composed of three Independent Directors.

Sr. no.	Name of the Director	DIN	Designation	Role
1	Tarun Bajaj	02026219	Independent Director	Chairperson
2	Neelam Dhawan	00871445	Independent Director	Member
3	Ranjay Gulati	03627064	Independent Director	Member

**10. Details of Review of NGRBCs by the Company: Indicate whether review was undertaken by Director/ Committee of the Board/Any other Committee**

Subject for review	Indicate whether the review was undertaken by the Director/committee of the Board/any other committee										Frequency (annually/half-yearly/quarterly/ other – please specify)									
	P1		P2		P3		P4		P5		P6		P7		P8		P9			
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9		
Performance against above policies and follow up action	All NGRBC related policies are reviewed by CSR-ESG Committee. Additionally, Audit Committee reviews the Code of Business Principles										CSR-ESG Committee – Half yearly basis Audit Committee – Quarterly basis (for CoBP)									
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances is done by the Audit Committee										Quarterly basis									

**11. Has the entity carried out independent assessment/evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.**

Sr. No.	P1	P2	P3	P4	P5	P6	P7	P8	P9
1	We have a robust functional review mechanism complemented by an independent internal audit process that covers the working of all key policies. The internal audits are conducted by various external independent firms during the year. In addition to the above, relevant third-party assessments are conducted across business units periodically.								

**12. If answer to question (1) above is No i.e. not all Principles are covered by a policy, reasons to be stated:**

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principles material to its business (Yes/No)									
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									Not applicable
It is planned to be done in the next financial year (Yes/No)									
Any other reason									



## Section C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

### PRINCIPLE 1 BUSINESSES SHOULD CONDUCT AND GOVERN THEMSELVES WITH INTEGRITY, AND IN A MANNER THAT IS ETHICAL, TRANSPARENT, AND ACCOUNTABLE.



At HUL, business integrity is non-negotiable and central to how we operate and deliver growth. Conducting business with integrity and respect for the people, organisations, and environments we touch remains at the heart of our corporate responsibility. We expect every employee to act as an ambassador of our values, with our Code of Business Principles and Code Policies setting clear standards for ethical conduct.

Our Business Integrity framework is built on Prevention, Detection, and Response—ensuring robust controls, enabling people to speak up, and driving decisive action where required. Through disciplined execution and shared accountability, we build a strong culture of integrity that reinforces stakeholder trust.

**Nil**

Bribery/corruption charges against our BoD/KMPs/ employees/workers by law enforcement agency

**Nil**

Corruption/ conflicts of interest complaints against the Director/KMPs

**Nil**

Material fines/penalties/ punishments as per regulation 30 of SEBI LODR

**99.5%**

Value chain partners covered by the awareness programs



**Vivek Mittal**  
Executive Director, Legal and Corporate Affairs

“Sustainable growth is rooted in integrity. Our Code of Business Principles sets the foundation for consistent and ethical conduct across the organisation. Through robust governance, regular training and a culture anchored in trust and open communication, we ensure that every individual understands their responsibility to uphold our values and contribute to an ethical and responsible business environment.”

#### Essential indicators

**EI-1. Percentage covered by training and awareness programmes on any of the principles during the financial year:**

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	Percentage of persons in respective category covered by the awareness programmes
Board of Directors	2	Update on ESG goals, Human Rights, Health and Safety, Customer Development, Consumer and Market Insights, Research & Development	100.0%
Key Managerial Personnel	2	Introduction to Sustainability, ESG goals, Human Rights, Health and Safety, and Skill Upgradation	100.0%
Employees other than BoD and KMPs**	1*		87.3%
Workers**	1*		91.7%

Above table represents HUL's Board of Directors and Key Managerial Personnel  
 \*In addition to the comprehensive training module on the above topics, employee capability building during the year was addressed through a structured, enterprise-wide approach to skills and leadership development. These learning interventions were aligned to business priorities and designed to support employee performance & development  
 \*\*Employees and workers include both permanent and other than permanent/contractual (including part time)

**EI-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, in the following format (Note: the entity shall make disclosures based on materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website)**

During FY 2025-26, there were no material fines/penalties/punishments/awards/compounding fees/settlements as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 imposed on the Company or its Directors/KMPs.

**EI-3. Of the instances disclosed in Question 2 above, details of the Appeal/Revision preferred in cases where monetary or non-monetary action has been appealed.**

Not applicable.  
**EI-4. Does the entity have an Anti-Corruption or Anti-Bribery Policy? If yes, provide details in brief and if available, provide a web link to the Policy.**

Yes, one of the five pillars of our code policy focuses on countering corruption. Under this pillar, various policies address bribery, money laundering, gifts and hospitality, conflicts of interest, and more. Our commitment to doing business with integrity requires consistently high standards. We have built a strong reputation for being an ethical, trustworthy company. We are responsible for protecting that reputation by conducting our business with integrity as we interact with business partners, consumers, and public authorities. Dealings with public officials are particularly high risk; even the appearance of illegal conduct could cause significant damage to our reputation. Accordingly, our zero-tolerance approach towards bribery and

**100%**

BoD and KMP covered by ESG awareness programme

corruption applies to all our operations and prohibits any kind of bribery. All these policies can be referred at <https://www.hul.co.in/sustainability/responsible-business/business-integrity/>.

**EI-5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/corruption.**

During FY 2025-26, there were no charges of bribery/corruption by any law enforcement agency against our Directors/KMPs/employees/workers.

Category	FY 2025-26	FY 2024-25
Directors	-	-
KMPs	-	-
Employees	-	-
Workers	-	-

**EI-6. Details of complaints with regard to conflict of interest:**

During FY 2025-26, there were no complaints concerning conflicts of interest against the Directors and KMPs.

Category	FY 2025-26	Remarks	FY 2024-25	Remarks
Number of complaints received in relation to issues of conflict of interest of the Directors	-	-	-	-
Number of complaints received in relation to issues of conflict of interest of the KMPs	-	-	-	-

**EI-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 conflicts of interest.**

Not applicable, as we do not have any instances of corruption/conflicts of interest against Directors and KMPs.

**EI-8. Number of days of accounts payables (Accounts payable \*365) / Cost of goods/services procured) in the following format:**

Parameter	FY 2025-26	FY 2024-25
Number of days of accounts payables	103 days	84 days

**EI-9. Open-ness of business: Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:**

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of purchases	a. Purchases from trading houses as % of total purchases	26.2%	23.0%
	b. Number of trading houses where purchases are made from	285	332
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	48.2%	42.5%
Concentration of sales	a. Sales to dealers/distributors as % of total sales	63.8%	66.9%
	b. Number of dealers/distributors to whom sales are made	4,434	4,373
	c. Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	5.0%	5.3%
Share of RPTs* in	a. Purchases (Purchases with related parties/Total purchases)	9.9%	10.6%
	b. Sales (Sales to related parties/Total sales)	0.9%	1.0%
	c. Loans & advances (Loans & advances given to related parties/Total loans & advances)	56.6%	66.8%
	d. Investments (Investments in related parties/Total investments made)	52.2%	21.4%

\*Related party transactions are as per the standalone financial statement of HUL

**Leadership indicators**

**LI-1. Awareness programmes conducted for value chain partners on any of the principles during the financial year:**

Our Responsible Partner Policy (RPP) sets out the requirements that all our suppliers must comply to do business with us. Our RPP and its Fundamental Principles embody our commitment to responsible, transparent, and sustainable business.

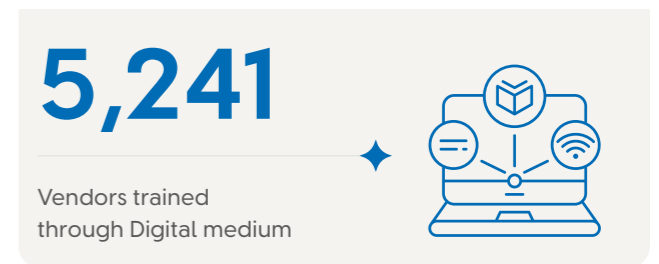
Each fundamental principle of the RPP guides what HUL expects from its responsible and sustainable suppliers. We are committed to working with our suppliers on this journey of continuous improvement.

We have also verified alignment to and implementation of the RPP's mandatory requirements using supplier self-declarations, online assessments and independent verification, including third-party audits for designated high-risk countries and supplier types.

S.No.	Total number of awareness programmes held	Topics/principles covered under the training	% of value chain partners covered (by value of business done with such partners) under the awareness programmes
1	One programme (total of 5,241 vendors were trained through digital medium)	<ul style="list-style-type: none"> <li>Legal Compliance &amp; Countering Corruption</li> <li>Safeguarding Information &amp; Property</li> <li>Sourcing and Manufacturing Products</li> <li>Freely Agreed Terms of Employment</li> <li>Free from Discrimination</li> <li>Free from Harassment</li> <li>Work is Voluntary</li> <li>Appropriate Age</li> <li>Fair Wages</li> <li>Reasonable Working Hours</li> <li>Freedom of Association</li> <li>Health &amp; Safety</li> <li>Access to Grievance Mechanisms &amp; Remedies</li> <li>Land Rights</li> <li>Protect and Regenerate Nature</li> <li>Climate Action</li> <li>Waste-free World</li> </ul>	99.5%

**LI-2. Does the entity have processes in place to avoid/manage conflict of interests involving members of the Board? (Yes/No) If yes, provide details of the same.**

Yes, we have adopted the 'Code of Conduct' for the Board of Directors, which sets clear guidelines for avoiding and disclosing actual or potential conflicts of interest with the Company. We receive an annual declaration and changes, if any, from time to time from our Board of Directors and Senior Management on the Code of Conduct Policy. The Policy is available on our website and can be viewed at <https://www.hul.co.in/investors/corporate-governance/>.

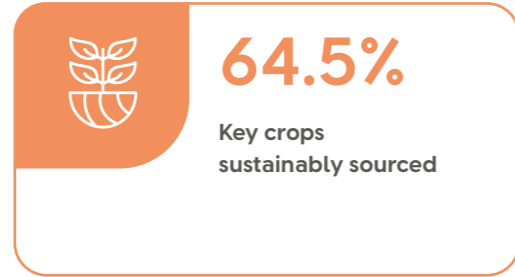
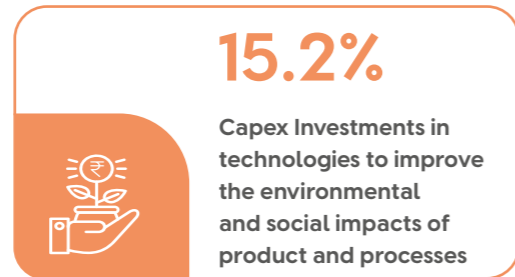
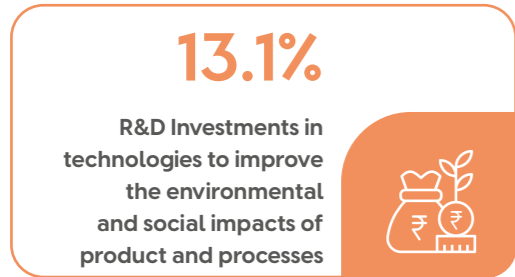


**PRINCIPLE 2** BUSINESSES SHOULD PROVIDE GOODS AND SERVICES IN A MANNER THAT IS SUSTAINABLE AND SAFE



Innovation is a key enabler of sustainable growth and competitive advantage. It is shaped by how people live, what they value, and the experiences they expect from our brands. As these evolve, we are rethinking innovation while consistently raising product superiority to better meet evolving customer needs and strengthen stakeholder confidence.

Our focus is on advancing low-carbon formulations, improving resource efficiency, and enhancing sustainability without compromising affordability or quality. Leveraging digital capabilities, data insights, and our global R&D network, we are accelerating solutions that meet consumer needs. Through disciplined innovation, we are building a portfolio designed for performance and sustainability.



**Vibhav Sanzgiri**  
Executive Director, Research and Development

“We continue to push the boundaries of innovation by combining cutting-edge technology and sustainability along with deep consumer insight. We are leveraging the power of AI and digital and sustainable design to develop consumer Desirable and SASSY mixes that integrate radical material efficiency, lower environmental impact, and circular design principles while supporting healthier and more sustainable choices for consumers and the planet.”

**Essential indicators**

**EI-1. Percentage of R&D and capital expenditure (CAPEX) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and CAPEX investments made by the entity, respectively.**

Category	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
R&D	13.1%*	13.2%*	During FY 2025–26, our initiatives focused on minimizing environmental impact through studies on post-consumer recycled (PCR) materials and the adoption of sustainable packaging solutions, supporting the transition to a greener future. In parallel, R&D advanced projects across energy conservation, greenhouse gas (GHG) reduction, waste management, water conservation, occupational health care (OHC), reinforcing the organisation’s commitment to responsible and sustainable growth. Employee safety remains a top priority, with comprehensive safety programs implemented across R&D to ensure a strong safety-first culture.
CAPEX	15.2%	13.6%	During the year, we have undertaken capital expenditure on various projects like upgrading infrastructure, Fire suppression system, Zero Liquid discharge (ZLD), Effluent treatment Plant (ETP), implementing energy-efficient systems like magnetic chillers and heat pumps, improving safety measures, automating processes, and ensuring compliance with statutory requirements, all to deliver positive outcomes for environmental and social aspects.

\*In addition to this, we benefit from the extensive R&D work undertaken by the Unilever Group through the technology licensing arrangement. Projects having positive environmental and social impact of R&D undertaken by the parent company will be over and above the reported numbers

**EI-2. A. Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Yes, our Responsible Partner Policy (RPP) outlines mandatory supplier requirements for ethical and sustainable business practices. It reflects our commitment to responsible, transparent, and sustainable operations, central to our core sustainable business strategy. In addition to RPP, The Unilever Sustainable Agriculture Principle (SAP) and the Unilever Regenerative Agriculture Principles (RAPs) also provide the basis for our sustainable sourcing programme. The Unilever Sustainable Agriculture Principle (SAP) presents best practices for farming, utilised by hundreds of thousands of farmers since 2010 for sustainable operations and Unilever Regenerative Agriculture Principles guide soil nourishment, carbon capture, and land restoration. These principles inspire our business, brands, suppliers, and peers, forming the foundation for regenerative programmes in our supply chain.

In our revised Sustainable Sourcing programme, we concentrate on 12 key crops and agricultural commodities, prioritizing their significance to our business and brands.

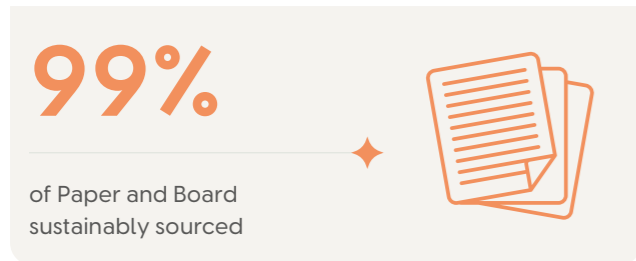
We believe that certification is one of the vital ways to drive positive change in agricultural supply chains. We are India's largest tea business and a founding member of trustea (<https://trustea.org/partner>), the Indian tea industry collaboration on sustainability.

The RPP and Sustainable Agriculture Principle and Regenerative Agriculture Principles (RAPs) are hosted on our website at <https://www.hul.co.in/sustainability/nature>.

**EI-2. B. If yes, what percentage of inputs were sourced sustainably?**

64.5%\* of key crops were sourced sustainably.

These crops include tea, palm oil, paper and board, cereal, sugar, dairy, cocoa, coconut oil, soy, starches, and vegetables & herbs, comprising more than two-third of our agricultural raw material volumes. Through focused programmes, we have achieved sustainable sourcing for 99% of our total paper and board, and 86% of our tea procured during the calendar year 2025.



\*This indicator is for Calendar Year 2025 which consists of percentage of inputs sourced sustainably for 12 key crops.

**EI-3. Describe the processes in place to safely reclaim your products for reusing, recycling, and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.**

There are mainly two categories of material that are reclaimed:

- a) **Damaged and expired finished goods:** There is a comprehensive standard operating procedure (SOP) for safely handling and disposing of expired/damaged stocks returned from the market and depots. These goods are either safely disposed of or recycled or reused.
- b) **Plastic waste as part of Extended Producer Responsibility (EPR):** We follow the new national EPR Framework notified by CPCB that has become operational since April 2023 wherein an EPR wallet credit system has been created by CPCB. We undertake EPR credit purchases based on our plastic footprint / consumption and fully meet the EPR obligation.

**EI-4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes/No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Yes, Extended Producer Responsibility (EPR) is applicable to HUL, and we comply with the prevailing EPR rules and regulations. Our waste collection plan aligns with the EPR guidelines, and the plan submitted to the Central Pollution Control Board (CPCB). W.e.f. FY 2023-24, we have been registered on the CPCB online portal dedicated to EPR Credit exchange and ensure timely submissions of our plastic footprint and corresponding EPR credits purchased.



**Leadership indicators**

**LI-1. Has the entity conducted Life Cycle Perspective/ Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

Unilever conducts detailed Life Cycle Assessments (LCAs) through internal in-house LCA experts or by external partners and in compliance with ISO 14040. Unilever applies internationally accepted impact assessment methods, such as the IPCC 2021 GWPI00, ReCiPe and the European Commission's Environmental Footprint (EF) for quantifying the environmental impacts of a product – from the sourcing of raw materials to product manufacture, distribution, consumer use and disposal.

Unilever conducted an annual GHG footprinting exercise in 2024 (captured in the table below) for representative products across 13 countries, including India. The methodology was consistent with ISO 14040.

Unilever has previously provided funding towards development of the World Foods Life Cycle Database and is still among the key users and partners of this initiative, owned and managed by an external LCA consultancy. Unilever is a contributor and participant of the Life Cycle Initiative (LCI) hosted by the United Nations Environment Programme (UNEP), which aims to support the application of LCA for policy and wider decision-making.

Name of Product/ Service	All major brands across Home Care, Beauty & Wellbeing, Personal Care, Foods
% of total Turnover contributed	76.7%
Boundary for which the Life Cycle Perspective/ Assessment was conducted	Cradle-to-grave LCA focused on climate change was conducted to assess GHG emissions over the entire life cycle of the products, from raw material extraction to final disposal
Whether conducted by independent external agency (Yes/ No)	Assessment was conducted by internal agency (Safety, Environmental & Regulatory Sciences)
Results communicated in public domain (Yes/ No) If yes, provide the web-link.	Results are currently not communicated in the public domain

**LI-2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

We have conducted a detailed analysis to identify inherent ESG risks for our business, considering issues significant to our stakeholders. And the key risks identified, inter alia, are climate change, waste management, resource use and circularity, biodiversity and ecosystem health and water scarcity and use. Our Life Cycle Assessments and Unilever corporate GHG emissions reporting have highlighted Scope 3 emissions as a notable factor in our overall emissions footprint.

Raw material sourcing and production represents a significant contribution to the total life cycle impact of our products. The GHG emissions from the production of our key forest-risk commodities (i.e. palm oil, paper and board, tea) arise from land use change (e.g. deforestation), agricultural practices and downstream processing.

Aligned with Unilever's climate action transition plan, 2030 targets and ambition to achieve net zero across our value chain by 2039, we are working closely with our supplier partners, industry associations, regulatory bodies, and the government to foster a supportive ecosystem and implement the necessary changes.

HUL is also a founding member of the Resource Efficiency and Circular Economy Industry Coalition (RECEIC); launched under India's G20 Presidency in that year. FICCI acts as the secretariat for RECEIC. Within this Unilever is chairing a working group "Material Transition for the Chemical Industry". Through this platform, we continue to collaborate with chemical industry partners across value chain to recommend suitable policies and measures to the government for enabling materials transition from current fossil-based ingredients to renewable ingredients.

The Company has partnered with the Federation of Indian Chambers of Commerce and Industry (FICCI) to launch the Centre for Sustainability Leadership (CSL). The ambition of CSL is to help accelerate the Indian corporate sector's climate action by institutionalising sustainability leadership across FICCI members especially SMEs. In 2024, HSBC has partnered with the centre as a co-founder.

**LI-3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

Plastic packaging needs to be recycled in environmentally friendly ways to build a circular economy. We have set ambitious targets to ramp up the use of recycled plastic and only use reusable, recyclable or compostable plastic packaging (<https://www.hul.co.in/sustainability/plastics/>).

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-26	FY 2024-25
Plastic packaging	9.4%*	6.1%*

\*% of recycled plastic as post-consumer recycled plastic procured on a base of total plastic footprint in the finished goods sold during the financial year



**LI-4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

Product	FY 2025-26			FY 2024-25		
	Re-used	Recycled	Safely disposed	Re-used	Recycled	Safely disposed
Plastics (including packaging) (MT)*	-	-	2,61,214**	-	-	2,07,005**
E-waste	-	-	-	-	-	-
Hazardous waste	-	-	-	-	-	-
Other waste – Expired and damaged products (MT)	2,894	832	8,468	1,549	682	6,380

\* Since April 2023, EPR for Plastics is carried out by purchase of EPR credits from Plastic Waste Processors (PWP) via portal maintained by Central Pollution Control Board (CPCB), in line with applicable guidelines. HUL is not collecting any branded plastic waste directly. On-ground plastic waste collection & disposal is carried out by PWP's authorised & monitored by CPCB/ State Pollution Control Board (SPCB)

\*\*A part of the safely disposed plastic is also recycled, however, due to practical difficulties in traceability of such recycled plastics, the entire quantum is reported as safely disposed

**LI-5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.**

S. no.	Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
1	Expired and damaged products (Depot and Market Return)	0.3%
2	Plastic waste	203.2% of total plastic packaging material*

\*HUL is committed to fulfilling its plastic waste management EPR obligations as mandated by the Government of India. We actively procure EPR credits to meet our commitment of purchasing credits equivalent to 100% of the plastic used in our products. In FY 2025-26, we purchased 2,61,214 tonnes of EPR credits, covering more than 100% of our total plastic packaging footprint



### PRINCIPLE 3

BUSINESSES SHOULD RESPECT AND PROMOTE THE WELLBEING OF ALL EMPLOYEES, INCLUDING THOSE IN THEIR VALUE CHAINS



At HUL, we are committed to building a workplace where our people can perform at their best and thrive holistically. We prioritise employee health, safety, inclusion, and well-being through structured programmes and strong governance. Our approach is guided by a comprehensive wellbeing framework covering purposeful, mental, emotional, and physical health.

We strengthen safety through behavioural programmes and technology-enabled interventions, while our Employee Assistance Programme provides support for mental and emotional well-being. Through defined metrics and continuous monitoring, we drive ownership and enable our people to contribute meaningfully to performance and long-term value creation.

**100%**  
Plants and offices assessed on health and safety and working conditions

**100%**  
Return to work rate for Permanent Workers

**97.2%**  
Retention rate for Permanent Employees

**92.9%**  
Value chain partners assessed on health and safety and working conditions



#### BP Biddappa

Executive Director and Chief People, Transformation and Sustainability Officer



Our people are at the heart of our ambitions, and their safety, health and well-being remain paramount. By empowering individuals to excel professionally and creating a supportive workplace, we build a motivated and future-ready workforce. These efforts reinforce stakeholder confidence and ensure a responsible, high-performing value chain.

#### Essential indicators

##### EI-1. A. Provide details of measures for the well-being of employees.

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day-care facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
<b>Permanent employees</b>											
Male	4,994	4,994	100%	4,994	100%	-	-	4,683	93.8%	4,450	89.1%
Female	2,197	2,197	100%	2,197	100%	2,197	100%	-	-	1,612	73.4%
<b>Total</b>	<b>7,191</b>	<b>7,191</b>	<b>100%</b>	<b>7,191</b>	<b>100%</b>	<b>2,197</b>	<b>100%</b>	<b>4,683</b>	<b>93.8%</b>	<b>6,062</b>	<b>84.3%</b>
<b>Other than permanent employees</b>											
Male	153	140	91.5%	120	78.4%	-	-	134	87.6%	-	-
Female	155	143	92.3%	132	85.2%	155	100%	-	-	-	-
<b>Total</b>	<b>308</b>	<b>283</b>	<b>91.9%</b>	<b>252</b>	<b>81.8%</b>	<b>155</b>	<b>100%</b>	<b>134</b>	<b>87.6%</b>	<b>-</b>	<b>-</b>

##### EI-1. b. Details of measures for the well-being of workers

Category	Total (A)	% of workers covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day-care facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
<b>Permanent workers</b>											
Male	9,446	9,446	100%	9,446	100%	-	-	9,446	100%	9,439	99.9%
Female	840	840	100%	840	100%	840	100%	-	-	840	100%
<b>Total</b>	<b>10,286</b>	<b>10,286</b>	<b>100%</b>	<b>10,286</b>	<b>100%</b>	<b>840</b>	<b>100%</b>	<b>9,446</b>	<b>100%</b>	<b>10,279</b>	<b>99.9%**</b>
<b>Other than permanent workers</b>											
Male	6,629	6,629	100%	6,629	100%	-	-	-	-	6,614	99.8%
Female	575	575	100%	575	100%	575	100%	-	-	570	99.1%
<b>Total</b>	<b>7,204</b>	<b>7,204</b>	<b>100%*</b>	<b>7,204</b>	<b>100%</b>	<b>575</b>	<b>100%</b>	<b>-</b>	<b>-</b>	<b>7,184</b>	<b>99.7%**</b>

\*Health insurance coverage as per ESI for Other than Permanent Worker is 100% in all locations where ESIC is applicable as per statutory requirement. Out of the existing operating factories under the scope of reporting, 5 factories are in locations where there is no Employees' State Insurance (ESI) coverage

\*\*One of our site i.e. Tatapuram have less than 50 workers which do not meet the minimum threshold for running a day care centre. This is also in line with the requirements of Section 11A of Maternity Benefit (Amendment) Act, 2017

**EI-1. c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format –**

Parameter	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the company	0.2%	0.2%

Following costs are considered: Health and accident insurance premium, maternity and paternity leave cost, day care cost and staff welfare expenses relating to wellbeing

**EI-2. Details of retirement benefits, for current and previous financial years**

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)
PF	100.0%	100.0%	Yes	100.0%	100.0%	Yes
Gratuity	100.0%	100.0%	Not applicable	100.0%	100.0%	Not applicable
ESI*	1.2%	3.0%	Yes	1.0%	0.2%	Yes

\*As per the ESI regulation, 100% of the eligible employees and workers have been covered under the benefits

**EI-3. Are the premises/offices of the entity accessible to differently-abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.**

We recognise the importance of meeting the requirements of the Rights of Persons with Disabilities Act, 2016 and are taking proactive steps to support the needs of individuals with disabilities. Our Company has implemented various measures to provide disabled friendly infrastructure. In our various factories and offices, we have installed:

- Ramps
- Lowered reception desk for wheelchair access
- Elevator voice annunciator
- Evacuation chair
- Automated sliding doors to support mobility
- Tactile flooring and Braille signages
- Induction loop system
- All gender accessible toilets, fire alarm freshers and accessible guest rooms

Additionally, we are preparing the remaining factories and offices for accessibility infrastructure over a period of time and aim to achieve certification for 100% of our sites with the Minimum Mandatory Standards required under the Persons with Disabilities Act. We believe that accessibility is an essential aspect of social responsibility and are persistent in our efforts to create an inclusive environment for everyone.

**EI-4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a weblink to the policy.**

Yes, we have an equal employment opportunity policy, which can be referred to on <https://www.hul.co.in/investors/corporate-governance/policies/hr-policies/>. We continue to believe that our policies regarding equal employment opportunities are necessary not only to comply with state and local laws and obligations, but also because they are in line with our core values and represent an important contribution to the communities in which we live and work. We have set clear goals to eliminate bias and discrimination in our policies and practices, accelerate diverse representation in our workforce, and remove barriers for people with disabilities.

**EI-5. Return to work and retention rates of permanent employees and workers that took parental leave.**

We provide comprehensive paid parental leave benefits to support employees through the transition to parenthood, promote early child bonding, and enable a smooth return to work. This includes paid maternity and paternity leave with benefits for employees and workers, including those who legally adopt a child. These benefits are extended to same-sex parents, with eligibility aligned to primary and secondary caregiving responsibilities. In addition, we offer extended caregiver leave and foster care leave, supporting employees across diverse caregiving needs and contributing to retention post parental leave.

Gender	Permanent employees (FY 2025-26)		Permanent workers (FY 2025-26)	
	Return-to-work rate	Retention rate	Return-to-work rate	Retention rate
Male	95.6%	96.7%	100.0%	99.3%
Female	86.3%	81.0%	100.0%	95.6%
<b>Total</b>	<b>91.9%</b>	<b>97.2%</b>	<b>100.0%</b>	<b>98.4%</b>

**EI-6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.**

Category	Yes/No	Details of the mechanism in brief
Permanent workers	Yes	Yes. Grievances received at the factories are duly acknowledged and recorded in the grievance register and these are regularly monitored. Workers can raise grievances at <a href="https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e">https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e</a> (an online portal for raising concerns and grievances), which also allows filing of anonymous complaints. We also have a website ( <a href="https://www.hul.co.in/investors/corporate-governance/">https://www.hul.co.in/investors/corporate-governance/</a> ), a dedicated hotline (000 800 100 7096), and an e-mail ID ( <a href="mailto:cobp.hul@unilever.com">cobp.hul@unilever.com</a> ) for raising code* and non-code related breaches.
Other than permanent workers	Yes	Yes. Grievances received at the factories are duly acknowledged and recorded in the grievance register and these are regularly monitored. Workers can raise grievances at <a href="https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e">https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e</a> (an online portal for raising concerns and grievances), which also allows filing of anonymous complaints. We also have a website ( <a href="https://www.hul.co.in/investors/corporate-governance/">https://www.hul.co.in/investors/corporate-governance/</a> ), a dedicated hotline (000 800 100 7096), and an e-mail ID ( <a href="mailto:cobp.hul@unilever.com">cobp.hul@unilever.com</a> ) for raising code* and non-code related breaches.
Permanent employees	Yes	Yes. Employees can raise grievances at <a href="https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e">https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e</a> (an external online portal operated by an independent third party for raising concerns and grievances), which also allows filing of anonymous complaints. There is also a website ( <a href="https://www.hul.co.in/investors/corporate-governance/">https://www.hul.co.in/investors/corporate-governance/</a> ), a dedicated hotline (000 800 100 7096), and an e-mail ID ( <a href="mailto:cobp.hul@unilever.com">cobp.hul@unilever.com</a> ) for raising code* and non-code related breaches.
Other than permanent employees	Yes	Yes. Employees can raise grievances at <a href="https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e">https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e</a> (an external online portal operated by an independent third party for raising concerns and grievances), which also allows filing of anonymous complaints. There is also a website ( <a href="https://www.hul.co.in/investors/corporate-governance/">https://www.hul.co.in/investors/corporate-governance/</a> ), a dedicated hotline (000 800 100 7096), and an e-mail ID ( <a href="mailto:cobp.hul@unilever.com">cobp.hul@unilever.com</a> ) for raising code* and non-code related breaches.

\*The Code of Business Principles (CoBP) can be referred to on: <https://www.hul.co.in/files/code-of-business-principles-and-code-policies-english.pdf>



### EI-7. Membership of employees and workers in association(s) or union(s) recognised by the listed entity:

Employees and workers of the listed entity are free to form and/or join associations or trade unions of their choice, in accordance with applicable laws. The entity recognises legitimate worker and employee associations/unions and respects the right to freedom of association and collective bargaining. Engagement with recognised unions and associations is undertaken in a constructive and transparent manner to address workplace matters, ensure fair compensation, and arrive at mutually agreed long-term settlements covering applicable units.

Category	FY 2025-26			FY 2024-25		
	Total employees/workers in respective category (A)	No. of employees/workers in respective category, who are part of association(s) or union (B)	% (B/A)	Total employees/workers in respective category (A)	No. of employees/workers in respective category, who are part of association(s) or union (B)	%(B/A)
<b>Total permanent employees</b>	<b>7,191</b>	-	<b>0.0%</b>	<b>7,693</b>	-	<b>0.0%</b>
Male	4,994	-	0.0%	5,477	-	0.0%
Female	2,197	-	0.0%	2,216	-	0.0%
<b>Total permanent workers</b>	<b>10,286</b>	<b>7,657</b>	<b>74.4%</b>	<b>11,109</b>	<b>9,077</b>	<b>81.7%</b>
Male	9,446	7,286	77.1%	10,373	8,759	84.4%
Female	840	371	44.2%	736	318	43.2%

### EI-8. Details of training given to employees and workers

In line with HUL's key business priorities, we focus on building winning skills through a performance-led learning strategy. Our learning approach is anchored in the philosophy of 'Leaders Build Leaders' and enabled through a cohort-based architecture that develops leadership capabilities, strengthens functional acumen, and builds enterprise-wide skills, while also ensuring mandatory compliance and ethics training for all employees. We believe learning is a critical business lever that drives performance and strengthens employee engagement through meaningful development opportunities.

Category	FY 2025-26					FY 2024-25				
	Total (A)	On health and safety measures		On skill upgradation		Total (D)	On health and safety measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
<b>Employees</b>										
Male	5,147	4,562	88.6%	4,562	88.6%	5,743	4,657	81.1%	4,657	81.1%
Female	2,352	1,982	84.3%	1,982	84.3%	2,459	1,815	73.8%	1,815	73.8%
<b>Total</b>	<b>7,499</b>	<b>6,544</b>	<b>87.3%</b>	<b>6,544</b>	<b>87.3%</b>	<b>8,202</b>	<b>6,472</b>	<b>78.9%</b>	<b>6,472</b>	<b>78.9%</b>
<b>Workers</b>										
Male	16,075	14,784	92.0%	14,784	92.0%	16,852	14,589	86.6%	14,589	86.6%
Female	1,415	1,261	89.1%	1,261	89.1%	1,613	1,232	76.4%	1,232	76.4%
<b>Total</b>	<b>17,490</b>	<b>16,045</b>	<b>91.7%</b>	<b>16,045</b>	<b>91.7%</b>	<b>18,465</b>	<b>15,821</b>	<b>85.7%</b>	<b>15,821</b>	<b>85.7%</b>

### EI-9. Details of performance and career development reviews of employees and workers

We are a performance-driven organisation supported by a robust performance management system. At the start of each performance cycle, units and functions set flexible goals aligned with business priorities, covering both business outcomes and development objectives. Performance is reviewed at year-end, with regular feedback and check-ins throughout the year to enable continuous improvement. Employees are provided with opportunities for role exposure, supporting long-term career progression and leadership development. For factory workers, performance reviews are conducted annually through an in-house Performance Appraisal System, with assessments based on defined job standards and outcomes communicated clearly to ensure transparency.

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/A)	Total (A)	No. (B)	% (B/A)
<b>Employees</b>						
Male	4,994	4,541	90.9%	5,477	5,173	94.4%
Female	2,197	1,906	86.8%	2,216	1,976	89.2%
<b>Total</b>	<b>7,191</b>	<b>6,447</b>	<b>89.7%</b>	<b>7,693</b>	<b>7,149</b>	<b>92.9%</b>
<b>Workers</b>						
Male	9,446	9,445	99.9%	10,373	10,372	99.9%
Female	840	840	100.0%	736	736	100.0%
<b>Total</b>	<b>10,286</b>	<b>10,285</b>	<b>99.9%</b>	<b>11,109</b>	<b>11,108</b>	<b>99.9%</b>

\*As per the Company's policy, every employee / worker is eligible for an annual performance and career development review. At HUL, we follow a calendar year cycle i.e., January to December for performance and career development review. In the above table, % of employees / workers not covered are largely those who have joined the organisation in the period January 2026 to March 2026 as they would be covered in next year's performance review

### EI-10. a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/No). If yes, the coverage such system?

We maintain a robust occupational health and safety management system for all employees and workers, governed by its Occupational Health and Safety (OHS) Framework Standards. The Company is committed to providing a safe and healthy work environment for employees, visitors, and communities around its operations. Management at all levels is accountable for the effective implementation of health and safety requirements across operations, including employees and visitors.

are implemented to mitigate identified risks. Non-routine activities are governed through the Permit-to-Work process supported by task-specific Method Statements. Job Safety Assessments are developed for permitted tasks and are made available at the worksite along with the relevant permits.

### EI-10. b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

Occupational health and safety risks are identified and managed in line with Unilever's Occupational Health and Safety Risk Assessment Methodology. Risk assessments are embedded into routine operations and the management of change for new processes, equipment, and methods of working. Assessments are conducted for both routine and non-routine tasks, and appropriate control measures

### EI-10. c. Whether you have processes for workers to report work-related hazards and to remove themselves from such risks. (yes/no)

Yes, workers are encouraged to report work-related hazards through offline as well as online modes. We take adequate measures to mitigate these hazards and communicate the same to the workers.

### EI-10. d. Do the employees/worker of the entity have access to non-occupational medical and healthcare services? (yes/no)

Yes, the employees and workers have access to non-occupational on-site medical and healthcare services for common health conditions and emergency management. In addition, employees and workers can avail medical services from a chain of hospitals across the country through the insurance coverage extended by the organisation.

### EI-11. Details of safety related incidents, in the following format:

Safety incident/number	Category*	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	-	-
	Workers	0.06	0.23
Total recordable work-related injuries	Employees	2	1
	Workers	11	24
No. of fatalities	Employees	-	-
	Workers	1	-
High consequence work-related injury or ill-health (excluding fatalities)	Employees	-	-
	Workers	1	1

\*Including in the contract workforce

**EI-12. Describe the measures taken by the entity to ensure a safe and healthy workplace.**

We strive to integrate safety into all our business processes. Our safety and health management system follows the principle of Plan, Do, Check and Act. We assess credible risks and take appropriate measures to mitigate them. Periodic training, capacity-building sessions and regular mock drills are conducted at each unit. Safety induction is mandatory for all new employees and workers, including contractors, security personnel and staff. Safety incidents are reported and investigated, with lessons learned communicated widely within the organisation.

Our approach is supported by continuous improvement objectives and periodic reviews through the Safety and Health Sub-Committees, each led by a Management Committee Member. A robust audit mechanism verifies compliance with

internal standards and statutory requirements. We promote a safety culture through behavioural interventions at all levels, emphasizing the importance of safety as a personal value. Positive safety behaviours are encouraged, and unsafe behaviours are corrected through established procedures. We maintain a comprehensive emergency response plan and related facilities at all sites, training employees to respond effectively.

We also utilise digital tools to improve safety of our employees. Our team, comprising over 150 experienced and well-trained medical professionals (including physicians and nursing staff), is committed to maintaining a safe and healthy working environment. For instance, all employees can benefit from periodic health evaluations for health issues, health promotion programs, access to market-leading medical care, and other support facilities.

**EI-13. Number of complaints on the following made by employees and workers.**

At factories, there is a formal grievance redressal mechanism for workers along with a defined escalation matrix to ensure timely closure of complaints. In addition to these, complaints can also be raised through our online portal i.e., 'Convercent Tool', which is available on our website: (<https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e>).

Category	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working conditions	1	-	-	-	-	-
Health and safety	-	-	-	-	-	-

**EI-14. Assessments for the year**

Health, safety and working conditions across all premises are assessed against SHE Standards through a structured assurance framework, comprising periodic self-assessments, and global and external audits.

Category	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working conditions	100%

**EI-15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and significant risks/concerns arising from assessments of health and safety practices and working conditions.**

All safety incidents are investigated for root causes, with corrective actions taken to prevent recurrence. Audit gaps are tracked and resolved within set timelines. In FY 2025-26, we enhanced our Safety & Health Policy and launched a safety pledge campaign across sites to promote safe behaviour among staff and contractors. We reinforced our actions around improvement of risk identification, preventive controls, and safety governance, such as enhanced assessments, contractor safety management, capability-building programs, and wider sharing of lessons learned. Digital tools and standardised processes were used to streamline incident reporting and monitor corrective actions. These measures drive ongoing improvement in health, safety practices, and workplace conditions.

**Leadership indicators**

**LI-1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).**

Yes, we extend requisite support in the form of ex gratia to the legal heirs of all full-time employees and workers in the event of death during their service with us.

**LI-2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**

Our Responsible Partner Policy (RPP) includes a set of mandatory requirements that all our suppliers need to meet to do business with us. Under RPP, value chain partners are required to comply with all applicable laws and regulations of the country where we undertake operations.

**LI-3. Provide the number of employees/workers having suffered high consequence work-related injury/ill-health/fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment.**

Category	Total no. of affected		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employees	-	-	-	-
Workers	2	1	-	-

**LI-4. Does the entity provide transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/No)**

Yes, we conduct retirement workshops for retiring employees. The Rewards and Human Resources teams conduct financial well-being sessions periodically and extend support in outplacements for redundancy cases. Furthermore, with the 'Future Fit' model, we upskill our workforce to equip them with digital and non-digital skills, which helps hone their existing skillsets.

**LI-5. Details on assessment of value chain partners**

Our Responsible Partner Policy (RPP) sets out the requirements that all our suppliers must meet to do business with us. Our RPP and its Fundamental Principles embody our commitment to responsible, transparent, and sustainable business.

Each fundamental principle of the RPP provides guidance on what we expect from our suppliers. We are committed to working with our suppliers on this journey of continuous improvement.

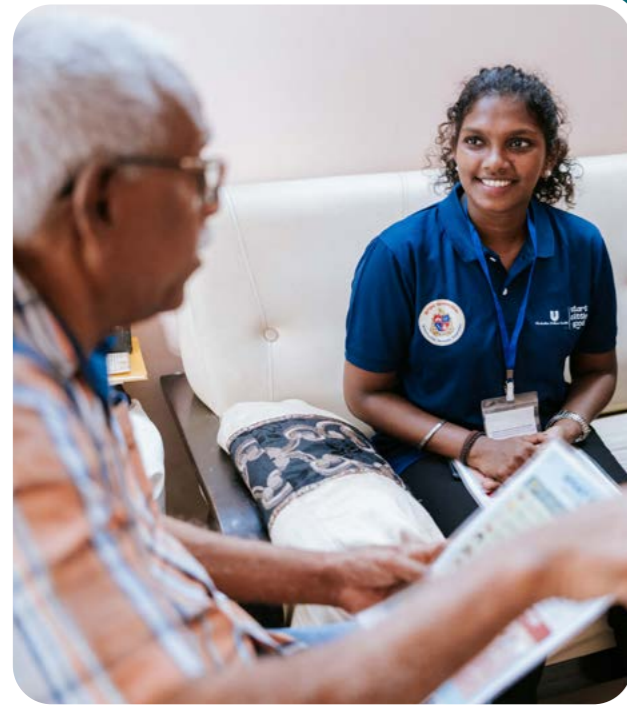
We also verify alignment to and implementation of the RPP's mandatory requirements using supplier self-declarations, online assessments and independent verification, including third-party audits which are performed for designated high-risk countries and supplier types.

Category	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	We conduct periodic risk assessments of our suppliers using country risk and commodity risk data from external third-party risk data providers. As of 31st March, 2026, <b>92.9%</b> of the suppliers (by value of business done) have undergone risk assessment and are compliant.
Working conditions	

**LI-6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

During the reporting period, no significant risks / concerns were identified in the assessment of our suppliers. We expect our partners and their employees or contractors to report actual or suspected breaches of our RPP. We will investigate any non-conformity reported in good faith and discuss findings with the partner. If remediation is needed, we work with the partner to identify the root cause of the issue and to develop a time-bound corrective action plan to resolve the failure effectively and promptly. By working with partners to overcome any issues, we support the betterment of their business and, most importantly, promote respect for human rights. We conduct regular audits, and both third-party audit companies and suppliers are responsible for continuously updating us with the audit outcome on a digital system. Audit companies are mandated to report the audit documentation and the outcome of the initial and follow-up audits, while suppliers are mandated to report corrective actions and progress against each non-conformance identified, both within certain specified timeframes.

**PRINCIPLE 4** BUSINESSES SHOULD RESPECT THE INTERESTS OF AND BE RESPONSIVE TO ALL ITS STAKEHOLDERS



Our structured stakeholder engagement approach enables us to translate stakeholder expectations into actionable priorities across our business. We deploy targeted programmes across our value chain and communities to address material ESG issues, ensuring alignment with broader societal and environmental priorities.

Our approach is supported by defined governance mechanisms, transparent disclosures, and periodic feedback loops that strengthen accountability and responsiveness. Through sustained engagement, collaborative partnerships, and outcome-driven interventions, We reinforce stakeholder trust while aligning our sustainability priorities with long-term business objectives.



**Vandana Suri**

Executive Director, Home Care



We view our stakeholders as strategic partners in shaping our vision for the future. Their insights and ongoing engagement enable us to respond quickly to emerging needs, drive meaningful innovation and stay aligned with evolving societal priorities. By nurturing trust-based, long-term relationships, we enhance our capacity to build a resilient and future-ready organisation.



**Essential indicators**

**EI-1. Describe the processes for identifying key stakeholder groups of the entity.**

Our strategy and business model are centred around prioritizing our stakeholders. By staying informed about their evolving needs, we can make strategic and well-informed decisions. Hence, we have established a robust process for identifying stakeholders and engaging with them to strengthen our partnerships. The six key stakeholder groups critical to our success are consumers, customers (including retailers), suppliers & business partners, planet & society (including citizens, NGOs, governments), shareholders and employees. We conduct regular stakeholder reviews to assess and address the business's evolving interests, concerns, and expectations. Details of such reviews can be found in the stakeholder engagement section of the Report.

**EI-2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.**

S. No.	Stakeholder group	Whether identified as vulnerable and marginalised group (yes/no) *	Channels of communication (e-mail, SMS, newspaper, pamphlets, advertisement, community meetings, notice board, website), other	Frequency of engagement (annually/half yearly/quarterly/others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
1	Consumers	No	Phone, e-mail, social media channel, brands website, consumer surveys and digital voice of consumers	Ongoing	Product quality and safety, information on products, fair and competitive pricing, complaints, queries, feedback, praise, and suggestions
2	Suppliers and business partners	No	Phone, e-mail, Convercent helpline, supplier meeting, audit, survey, and evaluation	Ongoing	New business opportunities, supplier transparency, adherence to our RPP and Business Partner Code, ESG, value chain efficiency, payments, and purchase prices
3	Our people	No	Surveys, townhalls, workshops, training, induction programmes, grievance handling process, and performance appraisal	Ongoing	Career development, diversity and equal opportunity, health and safety, skill upgradation, learning and development, organisational culture/ workplace, and grievances

6

categories of Key stakeholders identified

24

Suvidha Centres across Mumbai

>12 million

Beneficiaries of Prabhat

84%

Beneficiaries covered under SAFAL from vulnerable and marginalised group

S. No.	Stakeholder group	Whether identified as vulnerable and marginalised group (yes/no) *	Channels of communication (e-mail, SMS, newspaper, pamphlets, advertisement, community meetings, notice board, website), other	Frequency of engagement (annually/half yearly/ quarterly/others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
4	Shareholders	No	Phone, e-mail, annual report, results announcements, microsite on performance highlights, media releases, Capital Markets Day, Annual General Meeting (AGM) and website	Ongoing, quarterly	AGMs allow shareholders to communicate directly with the Board of Directors and the Management Committee. Capital markets day and quarterly earnings calls allow investors to engage with the Company's management on business strategy and performance. We have dedicated e-mail IDs through which our Investor Service Department engages with shareholders to resolve their queries and grievances
5	Planet and society	No	Field visits, CSR projects and engagements, Sustainability Forums, brand activations and campaign, community needs assessment, and website	Ongoing	Emissions reduction, regenerative agriculture and water stewardship, plastics footprint reduction and recycled plastics, livelihoods of farmers and value chain; health and hygiene, skill development, education, social advancement, and rural development projects
6	Customers	No	Phone, e-mail, social media channels, brand pages, and the digital voice of consumers	Ongoing	Product quality and safety, adequate information on products, timely delivery, service level, training on technology and process capabilities

\*While we have marked 'no' above as these stakeholders are not vulnerable and marginalised in entirety, we are consciously involved in uplifting the vulnerable and marginalised segments for these stakeholders via our extensive CSR activities across India referenced in respective sections

### Leadership indicators

**LI-1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

We strive to grow our business while protecting the planet and doing good for the community. To generate superior long-term value, we need to care for all our stakeholders: consumers, customers, employees, shareholders, business partners, and above all, the planet and society. We call it the multi-stakeholder model of sustainable growth. The CoBP and Code Policies guide how we interact with our key stakeholders. All engagements are conducted transparently, with honesty, integrity, and openness. Our engagement with our broader stakeholder community is undertaken by respective functions in consultation with the leadership team and overseen by the CSR-ESG Committee. Feedback from different stakeholder groups on environmental, social, or economic topics is shared with the CSR-ESG Committee of the Board.

**LI-2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes/No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity**

We conduct and regularly update sustainability materiality assessment to identify and prioritise sustainability issues across our value chain so that we can focus on the key issues affecting our stakeholders. A sustainability issue is material to us if it is considered a principal risk or an element of a principal risk that could impact our business or performance or it has an impact on our stakeholders.

Stakeholder consultation is paramount to us, as we live in an uncertain and constantly changing world. We constantly engage with our numerous stakeholders – be it consumers, customers, suppliers, and communities through both direct engagement (for example – in home consumer visits and also through forums). For example, our regenerative agriculture programme in tea & coffee has been set up

in close consultation with small holder farmers keeping in mind their challenges. During this process, we also recognised the need for a Life Cycle Analysis (LCA) for tea production in India which has been carried out with the Tea Research Association (TRA).

**LI-3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalised stakeholder groups.**

We engage with the vulnerable/marginalised stakeholder groups in our local communities through different CSR programs with the aim to address issues, challenges faced by these various stakeholder. The programs encompass holistic community development, institution-building, and sustainability-related initiatives.

Few instances to address the concerns of vulnerable/marginalised groups through various initiatives are listed below:

**Prabhat:** Through Prabhat we engage with several groups of marginalised and vulnerable community members. In communities, small and marginal farmers brought forth issues related to water security, water governance, and inadequate WASH facilities. We facilitated the formation of Paani Panchayats for community engagement and ownership of local water management. For women adolescent girls and children under 5, we engage with them through individual and group contact addressing critical issues on nutrition, health and well-being.

**SAFAL:** Focuses on economically vulnerable urban and semi-urban youth by providing industry-relevant training, placement support, and mentoring for frontline sales and retail roles through Sales Pro Academy centres, while PwD Livelihood Centre in Mysuru deliver customised skilling and placement facilitation to promote inclusive workforce participation. Didi Ki Dukaan initiative under SAFAL supports women and nano-entrepreneurs in rural and underserved communities enabling first generation women entrepreneurs with training, business support, access to supply chains, and finance. These interventions are delivered in partnership with government bodies, NGOs, and community organisations to help build India's more skilled and resilient workforce by focusing on marginalised groups and promoting inclusive growth.

**Suvidha:** Access to clean water and sanitation remains a critical challenge, particularly for low income urban communities living in dense settlements. HUL's Suvidha Centres provide affordable access to safe sanitation services, including clean toilets, purified drinking water, showers, and laundry facilities in informal settlements in Mumbai. Designed to be inclusive, the centres offer accessible, hygienic, and odour-free facilities for women, children, and persons with disabilities, with enhanced safety features such as 24x7 security and CCTV surveillance. Operated by local community members, HUL has established 24 Suvidha Centres to date in partnership with the Brihanmumbai Municipal Corporation.



## PRINCIPLE 5 BUSINESSES SHOULD RESPECT AND PROMOTE HUMAN RIGHTS



Respect for human rights is integral to our business and embedded across our operations and business relationships. We uphold the dignity, safety, and fair treatment of all individuals, guided by our Code of Business Principles. Our commitment spans our value chain, supply chain workers, employees across our offices and factories and smallholder farmers. We maintain zero tolerance for discrimination, harassment, and forced labour, and work with partners to meet our responsible partner policy.

**100%**  
Assessment of own plants and offices on human rights

**100%**  
Permanent workers are paid more than minimum wages

**92.9%**  
Suppliers assessed on human rights

**100%**  
Permanent employees are paid more than minimum wages



**Arun Neelakantan**

Executive Director, Customer Development



Human rights sit at the core of our values, and our unwavering commitment guides every decision we make. Through robust frameworks, capability-building initiatives and ethical conduct across our operations, we foster an environment where people are respected and protected. By continuously enhancing our oversight and mitigating human-rights risks, we uphold our broader corporate responsibility to act fairly and responsibly across the value chain.

### Essential indicators

**EI-1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:**

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (A)	No. of employees/ workers covered (B)	% (B/A)
<b>Employees</b>						
Permanent	7,191	6,355	88.4%	7,693	6,325	82.2%
Other than permanent	308	189	61.4%	509	147	28.9%
<b>Total employees</b>	<b>7,499</b>	<b>6,544</b>	<b>87.3%</b>	<b>8,202</b>	<b>6,472</b>	<b>78.9%</b>
<b>Workers</b>						
Permanent	10,286	10,192	99.1%	11,109	10,913	98.2%
Other than permanent	7,204	5,853	81.3%	7,356	4,908	66.7%
<b>Total workers</b>	<b>17,490</b>	<b>16,045</b>	<b>91.7%</b>	<b>18,465</b>	<b>15,821</b>	<b>85.7%</b>

**EI-2. Details of minimum wages paid to employees, in the following format:**

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (A)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (B)	% (B/A)	No. (C)	% (C/A)
<b>Employees</b>										
<b>Permanent</b>	<b>7,191</b>	-	-	<b>7,191</b>	<b>100.0%</b>	<b>7,693</b>	-	-	<b>7,693</b>	<b>100.0%</b>
Male	4,994	-	-	4,994	100.0%	5,477	-	-	5,477	100.0%
Female	2,197	-	-	2,197	100.0%	2,216	-	-	2,216	100.0%
<b>Other than permanent</b>	<b>308</b>	-	-	<b>308</b>	<b>100.0%</b>	<b>509</b>	-	-	<b>509</b>	<b>100.0%</b>
Male	153	-	-	153	100.0%	266	-	-	266	100.0%
Female	155	-	-	155	100.0%	243	-	-	243	100.0%
<b>Workers</b>										
<b>Permanent</b>	<b>10,286</b>	-	-	<b>10,286</b>	<b>100.0%</b>	<b>11,109</b>	-	-	<b>11,109</b>	<b>100.0%</b>
Male	9,446	-	-	9,446	100.0%	10,373	-	-	10,373	100.0%
Female	840	-	-	840	100.0%	736	-	-	736	100.0%
<b>Other than permanent</b>	<b>7,204</b>	<b>4,546</b>	<b>63.1%</b>	<b>2,658</b>	<b>36.9%</b>	<b>7,356</b>	<b>4,789</b>	<b>65.1%</b>	<b>2,567</b>	<b>34.9%</b>
Male	6,629	4,102	61.9%	2,527	38.1%	6,479	4,101	63.3%	2,378	36.7%
Female	575	444	77.2%	131	22.8%	877	688	78.4%	189	21.6%

**EI-3. Details of remuneration/salary/wages, in the following format:**

**(a) Median remuneration/wages:**

Our framework ensures that compensation adheres to the Collective Bargaining Agreements and is at par with the external industry benchmarks by continually reviewing the average pay between genders.

FY 2025-26	Male		Female	
	Number	Median remuneration/salary/wages of respective category (₹)	Number	Median remuneration/salary/wages of respective category (₹)
Board of Directors (BoDs)*	6	75,60,941	3	65,02,877
Key Managerial Personnel	1**	4,90,81,757#	2**	7,75,58,580
Employees other than BoD and KMP	4,993	15,58,913	2,195	15,62,148
Workers	9,446	7,14,823	840	4,89,369

\*BoDs includes Executive Directors and Independent Directors, as on 31st March, 2026

\*\*Ms. Priya Nair succeeded Mr. Rohit Jawa as Chief Executive Officer and Managing Director of the Company with effect from 1st August, 2025

\*\*Mr. Niranjan Gupta succeeded Mr. Ritesh Tiwari as Executive Director, Finance and Chief Financial Officer of the Company with effect from 1st November, 2025

#Including Mr. Rohit Jawa's and Mr. Ritesh Tiwari's remuneration for the period of their appointment as KMP, the Median KMP Remuneration - (Male) is 5,31,77,165

**EI-3. Details of remuneration/salary/wages, in the following format:**

**(b) Gross wages paid to females as % of total wages paid by the entity, in the following format:**

Parameter	FY 2025-26	FY 2024-25
Gross wages paid to females* as % of total wages	23.5%	22.5%

\* Permanent employees and workers

**EI-4. Do you have a focal point (individual/committee) responsible for addressing human rights impacts or issues caused or contributed to by the business (yes/no)?**

We are clear about our human rights commitments and our vision of building a fairer, more socially inclusive world. Our overarching principles relating to respect for human rights are set out in our Human Rights Policy Statement. We have a strong and comprehensive human rights policy framework, which supports us in realising these commitments and driving the behaviour we expect from our employees and everyone in our value chain.

Yes, we have a Business Integrity Committee constituted under the Code of Business Principles (CoBP) to address human rights impacts and issues. We have also established a web portal and helpline for registering complaints, which can be accessed at <https://app.convercent.com/en-us/LandingPage/99b958aa-55a1-e611-80d3-000d3ab1117e>.

Our CSR-ESG Committee oversees and addresses human rights impacts or issues at the Board level, and additionally, the Audit Committee reviews critical human rights complaints on a quarterly basis.

In addition to the above, we have a dedicated e-mail ([cobp.hul@unilever.com](mailto:cobp.hul@unilever.com)) and contact number (000 800 100 7096) for anonymous reporting of issues or concerns around the CoBP.

**EI-5. Describe the internal mechanisms in place to redress grievances related to human rights issues.**

We are committed to ensuring an inclusive environment where people are treated with dignity and respect.

We have 20 well-defined policies under our CoBP to effectively address grievances. Under these policies, we have established a web portal, email IDs, and contacts

for receiving and managing complaints. If any employee has concerns, their reporting manager, HR partner, legal partner or Business Integrity Officer is their first point of contact. Employees can use the external speak-up hotline (call centre or web portal) operated by an independent third party, to report an issue anonymously.

**EI-6. Number of complaints on the following made by employees and workers:**

We are committed to upholding and promoting human rights across our operations and in our interactions with business partners. Our approach aligns with the United Nations Global Compact. We have identified and prioritised eight human rights issues and are committed to addressing them across our operations. The eight priority issues are discrimination, fair wages, forced labour, freedom of association, harassment, health and safety, land rights

and working hours. Unilever's Human Rights Progress Report (<https://www.unilever.com/files/cefcd733-4f03-4cc3-b30a-a5bb5242d3c6/unilever-human-rights-progress-report-2021.pdf>) and <https://www.unilever.com/files/2d5cebae-87d6-4411-817d-22757e597cbf/2022-progress-report-final-12-04.pdf>), and Modern Slavery Statement 2026 (<https://www.unilever.com/files/unilever-modern-slavery-statement-march-2026.pdf>) provides a comprehensive review of our efforts, including India operations. In India, we fully adhere to Unilever's approach to human rights. In addition to this, our Code of Business Principles (CoBP) steadfastly upholds the principles of human rights and fair treatment. Aligned with the International Labour Organisation (ILO) principles, our CoBP serves as a guide to our actions both within and outside the organisation when engaging with business partners.

Category	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual harassment	11	-	-	7	-	-
Discrimination at the workplace	-	-	-	-	-	-
Child labour	-	-	-	-	-	-
Forced labour/ Involuntary labour	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights-related issues	-	-	-	-	-	-

**EI-7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:**

Parameter	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	11	7
Complaints on POSH as a % of female employees/workers	0.3%	0.2%
Complaints on POSH upheld	11	7

**EI-8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

We prioritise equal opportunity and affirmative action by implementing comprehensive policies such as Whistle-blower, gender-neutral Prevention of Sexual Harassment (POSH), and Respect, Dignity, and Fair Treatment to

effectively prevent discrimination and harassment. Our Respect, Dignity, and Fair Treatment Policy ensures that everyone in the workplace is treated with respect and dignity, guaranteeing equal treatment.

The POSH Policy is both gender-neutral and LGBTQI+ inclusive, detailing governance mechanisms for addressing sexual harassment across all genders and orientations. We

regularly communicate with employees about various aspects of POSH to ensure awareness and understanding. We assure confidentiality and no retaliation for complaints made in good faith, upholding fairness and integrity in our investigation processes. Our policies are designed to protect individuals involved, including witnesses, from adverse treatment. In cases where a complaint is found to be made with false intent, we take necessary disciplinary actions to safeguard individuals' interests.

**EI-9. Do human rights requirements form part of your business agreements and contracts (yes/no)?**

Yes. All our business agreements specifically provide for labour law compliances to be adhered to by all our suppliers and business partners, including fair wages and timely payment of statutory dues. The agreements also require all the organisation's suppliers and business partners to ensure compliance with the sexual harassment law and adhere to our Code of Business Principles. Some of the fundamental principles of our RPP are based on voluntary work, eliminating forced or slave labour, appropriate age – no child labour, fair wages, and freedom of association with trade unions and collective bargaining.

**EI-10. Assessments for the year:**

Of the eight priority issues identified, each factory/branch/office reviews and provides positive assurance to a Human Rights Assessment checklist annually.

Category	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child Labour	100%
Forced/involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – Freedom of Association, Law of Land, Working Hours, Grievance Redressal Mechanism	100%

**EI-11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above.**

Not applicable, as we have not come across any significant concerns from assessments conducted at our plant and offices.

**Leadership indicators**

**LI-1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.**

We have not encountered any concern requiring a change in our business processes because of addressing human rights grievances or complaints.

**LI-2. Details of the scope and coverage of any human rights' due diligence conducted.**

Our approach is to embed human rights in all parts of our business, using global expertise to guide and support our teams. This approach includes expertise within our Global Sustainability, Supply Chain, Procurement and Responsible Business (part of Business Integrity) teams. Human rights due diligence is necessary for businesses to proactively manage potential and actual adverse human rights impacts with which they are or could be, involved. Human rights due diligence involves four core components:

- Identifying and assessing actual or potential adverse human rights impacts.
- Integrating findings from impact assessments into relevant Company processes and taking appropriate action.
- Tracking the operating effectiveness of measures taken to address adverse human rights issues.
- Communicating how issues are being addressed and showing stakeholders – in particular, affected stakeholders – that adequate policies and processes are in place.

Please refer to our Human Rights Progress Report for further details: <https://www.unilever.com/files/2d5cebae-87d6-4411-817d-22757e597cbf/2022-progress-report-final-12-04.pdf> and Modern Slavery Statement 2026 (<https://www.unilever.com/files/unilever-modern-slavery-statement-march-2026.pdf>).

**LI-3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

We recognise the importance of meeting the requirements of the Rights of Persons with Disabilities Act, 2016 and are taking proactive steps to support the needs of individuals with disabilities. Our Company has implemented various

measures to provide disabled friendly infrastructure. In our various factories and offices, we have installed:

- Ramps
- Lowered reception desk for wheelchair access
- Elevator voice annunciator
- Evacuation chair
- Automated sliding doors to support mobility
- Tactile flooring and Braille signages
- Induction loop system
- All gender-accessible toilets, fire alarm freshers and accessible guest rooms

Additionally, we are preparing all our factories and offices for accessibility infrastructure over a period of time and aim to achieve certification for 100% of our sites with the Minimum Mandatory Standards required under the Persons with Disabilities Act. We believe that accessibility is an essential aspect of social responsibility and are persistent in our efforts to create an inclusive environment for everyone.

**LI-4. Details on assessment of value chain partners**

Our Responsible Partner Policy (RPP) sets out the requirements that all our suppliers must meet to do business with us. Our RPP and its Fundamental Principles embody our commitment to responsible, transparent, and sustainable business.

Each fundamental principle of the RPP provides guidance on what we expect from our responsible and sustainable suppliers. We are committed to working with our suppliers on a journey of continuous improvement.

We also verify alignment to and implementation of the RPP's mandatory requirements using supplier self-declarations, online assessments and independent verification, including third-party audits which are performed for designated high-risk countries and supplier types.

We have also updated our global progress on raising awareness about Human Rights with Suppliers

in the Unilever Modern Slavery Statement 2026 (<https://www.unilever.com/files/unilever-modern-slavery-statement-march-2026.pdf>).

Category	% of value chain partners (by value of business done with such partners) that were assessed
Sexual harassment	We conduct periodic risk assessments of our suppliers using country risk and commodity risk data from external third-party risk data providers. As of 31st March, 2026, <b>92.9%</b> of the suppliers (by value of business done) have undergone risk assessment and are compliant.
Discrimination at the workplace	
Child labour	
Forced labour/ involuntary labour	
Wages	

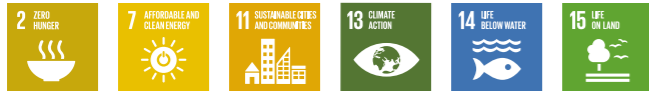
**LI-5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above.**

During the reporting period, no significant risks/concerns were identified in the assessment of our suppliers. We expect our partners and their employees or contractors to report actual or suspected breaches of our RPP. We will investigate any non-conformity reported in good faith and discuss findings with the partner. If remediation is needed, we work with the partner to identify the root cause of the issue and to develop a time-bound corrective action plan to resolve the failure effectively and promptly. By working with partners to overcome any issues, we support the betterment of their business and, most importantly, promote respect for human rights.

We conduct regular audits, and both third-party audit companies and suppliers are responsible for continuously updating us with the audit outcome on a digital system. Audit companies are mandated to report the audit documentation and the outcome of the initial and follow-up audits, while suppliers are mandated to report corrective actions and progress against each non-conformance identified, both within certain specified timeframes.



**PRINCIPLE 6** BUSINESSES SHOULD RESPECT AND MAKE EFFORTS TO PROTECT AND RESTORE THE ENVIRONMENT\*



Climate change is a critical business priority and central to building long-term resilience. We recognise climate change as both a systemic risk and an opportunity to transform how we operate, innovate, and grow.

Our approach focuses on accelerating decarbonisation across operations while driving broader ecosystem change through partnerships and industry collaboration. We are advancing renewable energy adoption, improving resource efficiency, and reformulating products with lower-emission ingredients supported by science and innovation.

By working closely with suppliers and scaling material transitions, we are reducing our environmental footprint while enabling systemic change towards a low-carbon future.

**Platinum-AWS Certification**  
Hosur HUL factory

**LEED Platinum Certification**  
HUL Mumbai Headquarters

**21%**  
Reduction in Scope 1 emissions from previous year

**ZERO**  
Scope 2 emissions (net)

\*At HUL, we have a robust process to capture environment data across our manufacturing sites and offices, which is the basis for the numbers reported in Principle 6

The Purchasing Power Parity (PPP) conversion rate used in intensity ratio calculations across Principle 6 is 20.34 for FY 2025-26



**Yogesh Mishra**  
Executive Director, Supply Chain

Our commitment to responsible business practices is reflected in a supply chain strategy anchored in environmental stewardship and operational sustainability. We are advancing circularity by minimising waste and promoting sustainable sourcing across the value chain. In parallel, we are embedding sustainability into supplier engagement, manufacturing, leveraging technology to enhance transparency, traceability, and resource efficiency. Through these initiatives, we aim to build a resilient, low-carbon supply chain that drives long-term value creation, aligned with our ESG strategy.

**Essential indicators**

**EI-1. Details of total energy consumption (in joules or multiples) and energy intensity, in the following format:**

At HUL we have been continuously working towards reducing the environmental impact across our operations. Refer to our 'Climate Action' page to know more about our key initiatives: <https://www.hul.co.in/sustainability/climate/>.

Parameter	FY 2025-26	FY 2024-25
<b>From renewable sources</b>		
Total electricity consumption – Gigajoules (A) *	11,87,953	12,25,671
Total fuel consumption – Gigajoules (B)	23,72,279	22,19,234
Energy consumption through other sources – Gigajoules (C)	-	-
<b>Total energy consumed from renewable sources – Gigajoules (A+B+C)</b>	<b>35,60,232</b>	<b>34,44,905</b>
<b>From non-renewable sources</b>		
Total electricity consumption (D)	-	-
Total fuel consumption (E)	91,122	1,02,998
Energy consumption through other sources (F)	-	4,131
<b>Total energy consumed from non-renewable sources (D+E+F)</b>	<b>91,122</b>	<b>1,07,129</b>
<b>Total energy consumed (A+B+C+D+E+F)</b>	<b>36,51,354</b>	<b>35,52,034</b>
Energy intensity per rupee of turnover (Total energy consumed/revenue from operations)	57.5 GJ/crore	57.7 GJ/crore
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed/revenue from operations adjusted for PPP)	1,170 GJ / \$crore	1,193 GJ / \$crore
Energy intensity in terms of physical output	1.09 GJ/tonne	1.10 GJ/tonne

\*Sources of renewable electricity include solar energy, wind energy and offsets through International Renewable Energy Certificates (IREC) purchased for grid electricity

**EI-1. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency.**

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

**EI-2. Does the entity have any sites/facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) scheme of the Government of India (yes/no)? If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any**

Not applicable, as we are not an energy-intensive industry as outlined under the Performance, Achieve and Trade (PAT) scheme of the Government of India.

**EI-3. Provide details of the following disclosures related to water, in the following format:**

We are addressing water scarcity through conservation, restoration, recharge, and reuse of water. At our manufacturing sites, we have reduced our water usage by 58% compared to the 2008 baseline. This has been achieved through systematic reduction of freshwater abstraction, extensive rainwater harvesting, and maximisation of reuse through RO-based recovery systems. Sites have implemented process optimisation, condensate recovery, automation, leakage reduction, and recycling initiatives, resulting in improved operational efficiencies, reduced water-related risks, and stronger regulatory and community relationships. We have also embarked on a journey to align our Water Stewardship Programme to the Alliance for Water Stewardship (AWS) standard. AWS is a global membership bringing together businesses, NGOs, and the public sector. In the International Water Stewardship Standard, members uphold local water-resource sustainability through their adoption and promotion of a universal framework, this standardises good water stewardship practices, driving recognition and rewarding performance. In FY 2025-26, Hosur and Chhindwara factories achieved Platinum-level AWS Certification, reflecting strong site leadership, governance, and execution in water stewardship.

At the community level, we have implemented Water Stewardship Projects across 15 water-stressed factory locations (as per the World Resources Institute) in India through Prabhat, our sustainable community development CSR programme. Aligning the interventions to the global Alliance for Water Stewardship framework, focus is laid on creating sustainable water balance, water quality, good water governance, development & maintenance of important water resources & WASH. This holistic approach to water as a resource, addresses a multitude of issues at the community level. Prabhat drives water stewardship programme in 60 villages around factories and has achieved over 12 billion litres savings potential, 54 billion litres of water recharge potential.

HUL set up the Hindustan Unilever Foundation (HUF) in 2010 to support and amplify scalable solutions that can help address India's water challenges - specifically for rural communities that intersect with agriculture. HUF established its 'Water for Public Good' programme, which is anchored in the belief that water is a common good and must be governed by citizen communities. The aim was to catalyse effective solutions to India's water challenges involving the government, communities, experts, and mission-based organisations. HUF's supported programs have reached over 19,000 villages since inception and have enabled creation of a cumulative and collective water potential of over 4.5 trillion litres\* since its inception.

Parameter	FY 2025-26	FY 2024-25
<b>Water withdrawal by source (in kilolitres)</b>		
(i) Surface water	-	200
(ii) Groundwater	21,04,579	20,24,990
(iii) Third party water	7,64,928	8,11,232
(iv) Seawater/desalinated water	-	-
(v) Others (Rain Water)	71,629	71,299
<b>Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)</b>	<b>29,41,136</b>	<b>29,07,721</b>
<b>Total volume of water consumption (in kilolitres)</b>	<b>29,08,019</b>	<b>28,77,728</b>
Water intensity per rupee of turnover (Water consumed/turnover in rupees)	45.8 KL/crore	46.8 KL/crore
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/revenue from operations adjusted for PPP)	932 KL / \$crore	966 KL / \$crore
Water intensity in terms of physical output	0.87 KL/tonne	0.89 KL/tonne

\*Assured by an independent external firm



**EI-3. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency**

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

**EI-4. Provide the following details related to water discharged:**

Parameter	FY 2025-26	FY 2024-25
<b>Water discharge by destination and level of treatment (in kilolitres)*</b>		
(i) To surface water		
- No treatment	-	-
- With treatment	-	-
(ii) To groundwater		
- No treatment	-	-
- With treatment	-	-
(iii) To seawater		
- No treatment	-	-
- With treatment	-	-
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment (secondary treatment)	33,117	29,993
(v) Others		
- No treatment	-	-
- With treatment	-	-
<b>Total water discharged (in kilolitres)</b>	<b>33,117</b>	<b>29,993</b>

\*Water discharge has been reported for owned manufacturing sites



**EI-4. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency**

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

**EI- 5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

We focus on maximising recycling and reusing treated wastewater on-site, effectively reducing the need for freshwater intake. As of 31st March 2026, 23 out of 25 of our factories are Zero Liquid Discharge, i.e. they recycle and reuse 100% of their wastewater within the site. Such recycled water is used in cooling towers, as a boiler feed, in fire tanks, external area cleaning, toilet flushing, and gardening. The remaining two factories discharge water in common effluent treatment plants (CETP)/municipal drainages as per the consent to operate conditions issued by the Pollution Control Board.

**EI- 6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

Parameter*	Please specify unit	FY 2025-26	FY 2024-25
NOx	MT	292	278
SOx	MT	135	132
Particulate matter (PM)	MT	299	278
Persistent organic pollutants (POP)	MT	-	-
Volatile organic compounds (VOC)	MT	618	574
Hazardous air pollutants (HAP)	MT	-	-

\*Pollutants are calculated using the IPCC/EMEP/EEA Guidebook 2023 factors for NOx, SOx, PM, and VOC. HAP & POP have been updated to zero based on emission test reports

**EI- 6. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency.**

Yes, an independent assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

**EI-7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:**

To reduce our carbon footprint, we are investing in new technologies, switching to renewable sources, and innovating to transform our factory operations. Refer to our <https://www.hul.co.in/sustainability/climate/>.

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions	tCO <sub>2e</sub>	7,054	8,944
Total Scope 2 emissions	tCO <sub>2e</sub>	Gross: 2,31,262 Net: 0**	Gross: 2,23,923 Net: 0
<b>Total Scope 1 and Scope 2 emissions*</b>	tCO <sub>2e</sub>	<b>7,054</b>	<b>8,944</b>
Total Scope 1 and Scope 2 emissions per rupee of turnover	tCO <sub>2e</sub> / ₹ crore	0.11	0.15
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	tCO <sub>2e</sub> / \$ crore	2.3	3.0
Total Scope 1 and Scope 2 emission intensity in terms of physical output	tCO <sub>2e</sub> /tonne	0.002	0.003

\*We report our emissions with reference to the latest Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). Energy conversion and emission factors are used as per the UN's Intergovernmental Panel on Climate Change (IPCC)

\*\*The above numbers are after deducting the International Renewable Energy Certificates (IREC) purchased for grid electricity

**EI-7. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency**

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

**EI-8. Does the entity have any project related to reducing Green House Gas emission? If yes, then provide details**

We are committed to using better and less to support our goal of achieving zero emissions in our own operations.

- Transition to Renewable Energy:** We have started purchasing renewable energy through onsite solar power plants and invested in offsite windmills to reduce our reliance on grid power. Additionally, we have invested in a group captive solar power plant with a 45MW capacity, in partnership with Brookfield, to meet the daytime energy requirements of all our factories in India.
- Substitution of Fossil Fuels:** We have eliminated coal from our operations and replaced it with green fuels.

Biomass has been introduced instead of coal, and biofuel is used instead of furnace oil and high-speed diesel (HSD). As of March 2026, 97% of our energy (both electrical and thermal) comes from renewable sources. All our electricity is sourced from renewable energy, including solar, wind, and IREC green certification. Additionally, 16 out of our 25 sites now meet Unilever's internal criteria for RE100.

- Energy Efficiency:** We have implemented various energy-saving projects, such as heat pumps, magnetic chillers, energy-efficient motors, variable voltage and frequency drives (VVFD), thermic fluid heaters, and energy-efficient air handling units (AHUs) to reduce overall energy consumption in our factories. We have significantly reduced our per tonne GHG emissions and energy consumption by 49% in FY 2025-26 compared to the 2008 baseline.

Our Climate Transition Action Plan outlines our strategy to achieve near-term value chain emission reduction targets, focusing on nine priority action areas: Supplier Climate Programme, product reformulation, forest-risk commodities, regenerative agriculture, chemical ingredients, packaging and logistics.



**EI-9. Provide details related to waste management by the entity, in the following format:**

We have spent many years reducing waste and recycling in our operations, and we continue to look for innovative ways to eliminate and extract value from our waste streams. We continue to maintain our standard to send zero non-hazardous waste to landfill from our factories.

Parameter	FY 2025-26	FY 2024-25
<b>Total waste generated (in metric tonnes)</b>		
Plastic waste (A)	13,382	12,531
E-waste (B)	81	51
Bio-medical waste (C)	16	14
Construction and demolition waste (D)*	9,065	4,013
Battery waste (E)	12	26
Radioactive waste (F)	-	-
Other hazardous waste (G)**	1,006	638
Other non-hazardous waste generated (H)	88,122	73,704
<b>Total (A + B + C + D + E + F + G + H)</b>	<b>1,11,684</b>	<b>90,977</b>
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations)	1.8 MT/crore	1.5 MT/crore
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	35.8 MT / \$crore	30.6 MT / \$crore
Waste intensity in terms of physical output	0.03 MT/tonne	0.03 MT/tonne
<b>For each category of waste generated, total waste recovered through recycling-using or other recovery operations (in metric tonnes)</b>		
<b>Category of waste</b>		
(i) Recycled	67,920	53,338
(ii) Re-used	39,644	35,269
(iii) Other recovery operations#	3,296	1,871
<b>Total</b>	<b>1,10,860</b>	<b>90,478</b>
<b>For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)</b>		
<b>Category of waste</b>		
(i) Incineration	326	186
(ii) Landfilling	498	313
(iii) Other disposal operations	-	-
<b>Total</b>	<b>824</b>	<b>499</b>

\*Construction and demolition waste increased during the year due to demolition activities undertaken as part of office/facility refurbishment and new project developments

\*\*Hazardous waste generation increased primarily due to higher waste rejects arising from operational processes involving Multi-Effect Evaporators and associated equipments

#Hazardous waste is disposed of through Pollution Control Board authorised/licensed vendors in line with Consent to Operate condition

**EI-9. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no)? If yes, name of the external agency.**

Yes, reasonable assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

**EI-10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

Our zero-waste approach is based on treating waste as a resource, with priority given to waste reduction, followed by reuse and recycling. Where recycling infrastructure is unavailable, energy recovery is adopted to ensure responsible waste management. This strengthens our circular economy approach, improves factory operations, and reduces environmental impact. All factories have pre-processing facilities such as source segregation and waste minimisation measures to enhance recyclability.

We continue to eliminate hazardous chemicals from cleaning and disinfection processes through technology upgrades and safer alternatives. In FY 2025–26, all factories maintained zero non-hazardous waste to landfill status by maximising reuse and recycling. Initiatives include reuse of jumbo bags and cartons, recycling of process waste such as soap, use of sludge as alternative boiler fuel, upcycling of plastic waste, and diversion of food waste for animal feed. Hazardous waste is managed in compliance with the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016 and as per State Pollution Control Board Authorisation conditions.

Our R&D teams continue to reduce waste at source through improved material selection and product design. We increased the use of recycled content in packaging and, under our Extended Producer Responsibility (EPR) commitments, collected and responsibly managed more plastic waste than placed on the market.

As a result, total waste generation in FY 2025–26 reduced by 53% per tonne of production compared to the 2008 baseline, while hazardous waste generation reduced by 67% per tonne of production.

**EI-11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, and coastal regulation zones) where environmental approvals/clearances are required, please specify details in the following format:**

S. no.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval/clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
1	Dapada*	Manufacturing	Yes

\*Notified as an ecologically sensitive area by Dadra & Nagar Haveli Planning and Development Authority in November 2023

**EI-12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

S. no.	Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (yes/no)	Results communicated in public domain (yes/no)	Relevant web link
Nil	Nil	Nil	Nil	Nil	Nil	Nil

**EI-13. 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 (yes/no)? If not, provide details of all such non-compliances, in the following format:**

Yes, during FY 2025–2026, the Company's operations and offices complied with all applicable environmental laws and regulations and operated in accordance with the Consent to Operate conditions issued by the Central and State Pollution Control Boards. Each site has a dedicated, trained, and qualified Environment, Health, and Safety (EHS) representative responsible for co-ordinating the implementation of the site environmental management system, overseeing environmental performance of activities, facilitating internal coordination on environmental matters, advising line management, and acting as the interface with regulatory authorities and local stakeholders.

S. no.	Specify the law/regulation/guidelines which was not complied with	Provide details of the non-compliance	Any fines/penalties/action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken if any
1			None	

## Leadership indicators

### LI-1. Water withdrawal, consumption, and discharge in areas of water stress (in kilolitres):

#### (i) Name of the area:

As per the Central Ground Water Authority, the below locations are in water-stressed areas: Chhindwara, Nabha, Rajpura, Sonipat, Pondicherry, Amlī, Dapada, and Nashik.

#### (ii) Nature of operations: Manufacturing

#### (iii) Water withdrawal, consumption, and discharge in the following format:

Parameter	FY 2025-26	FY 2024-25
<b>Water withdrawal by source (in kilolitres)</b>		
(i) Surface water	-	200
(ii) Groundwater	10,68,333	10,07,973
(iii) Third party water	2,48,271	2,94,769
(iv) Seawater/desalinated water	-	-
(v) Others (Rain water)	32,157	29,374
<b>Total volume of water withdrawal (in kilolitres)</b>	<b>13,48,761</b>	<b>13,32,316</b>
<b>Total volume of water consumption (in kilolitres)</b>	<b>13,48,761</b>	<b>13,32,316</b>
Water intensity per rupee of turnover (Water consumed/turnover in rupees)	21.2 KL/ ₹ crore	21.7 KL/ ₹ crore
<b>Water discharge by destination and level of treatment (in kilolitres)</b>		
(i) Into surface water		
- No treatment	-	-
- With treatment	-	-
(ii) Into groundwater		
- No treatment	-	-
- With treatment	-	-
(iii) Into seawater		
- No treatment	-	-
- With treatment	-	-
(iv) Sent to third-parties		
- No treatment	-	-
- With treatment (secondary treatment)	-	-
(v) Others		
- No treatment	-	-
- With treatment	-	-
<b>Total water discharged (in kilolitres)</b>	<b>-</b>	<b>-</b>

### LI-1. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no) If yes, name of the external agency.

Yes, an independent assurance has been conducted by M/s B S R & Co. LLP, Chartered Accountants.

### LI-2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Measuring GHG emissions is a significant challenge and relies on many estimates and on information from third parties. We have estimated our Scope 3 emissions across each of the 15 GHG Protocol Scope 3 emission categories relevant to our business. We measure our most material emissions from procured goods and services, using data on real volumes of procured raw materials/packaging and services combined with relevant emissions factors for these materials, applying the latest guidance on the use of emissions factors (IPCC AR6) and the draft GHG Protocol Land Sector guidance. Under the GHG Protocol, indirect consumer use-phase emissions are an optional part of a company's Scope 3 emissions. Our GHG emissions in scope of our Net Zero by 2039 ambition do not include these optional indirect emissions sources.

Parameter	Unit	Jan'25 – Dec '25	Jan'24 – Dec '24
Total Scope 3 emissions in scope of Net zero ambition	Metric tonnes of	1,05,35,856	99,62,535
Total Scope 3 emissions inclusive of indirect consumer use	CO <sub>2</sub> Equivalent	1,19,57,114	1,13,37,855
Total Scope 3 emissions per rupee of turnover	tCO <sub>2</sub> / ₹ crore	188.3	184.3

### LI-2. Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency (yes/no) If yes, name of the external agency.

No

### LI-3. With respect to the ecologically sensitive areas reported at Question 11 of essential indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

We have duly complied with the conditions laid down by the Dadra & Nagar Haveli Planning and Development Authority. During FY 2025-26, there was no significant impact on biodiversity due to our manufacturing operations.

### LI-4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/effluent discharge/waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

S. No.	Initiative undertaken	Details of the initiative (web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Water Stewardship	<p>Active water stewardship programmes are implemented across all factories to reduce freshwater use and strengthen resilience to water related risks. At Doom Dooma, rooftop rainwater harvesting with modular filtration enables capture and reuse of nearly 100% rainfall. At Sonipat, reuse, recovery, and leakage reduction initiatives delivered significant savings on an annualised basis. At Etah, automation, condensate reuse, cooling tower optimisation, and rainwater harvesting enabled a 12% reduction in specific water consumption.</p> <p>Further, some of our technology and digital interventions within the factory include the following:-</p> <ul style="list-style-type: none"> <li>Digital ETP: Digitised parameter monitoring, streamlined processes, and reduced incoming load</li> <li>Closed Circuit Reverse Osmosis (CCRO) water treatment technology to reuse treated water from the Effluent Treatment Plant (ETP) in cooling towers, thereby conserving water resources</li> <li>Solar panel cleaning robots that eliminate the need for water consumption</li> <li>Steam and Water Conservation through Flash Steam Recovery and Efficiency Optimisation</li> </ul> <p>HUL set up the Hindustan Unilever Foundation (HUF) in 2010 to support and amplify scalable solutions that can help address India's water challenges - specifically for rural communities that intersect with agriculture. HUF established its 'Water for Public Good' programme, which is anchored in the belief that water is a common good and must be governed by citizen communities. The aim was to catalyse effective solutions to India's water challenges involving the government, communities, experts, and mission-based organisations. HUF's supported programs have reached over 19,000 villages since inception.</p>	<p>Our own manufacturing operations have witnessed a 58% reduction in water usage (cubic meter per tonne of production) in FY 2025-26 as compared to the 2008 baseline. We were able to achieve this by focusing on reducing freshwater abstraction, implementing captive rainwater harvesting, and maximising the use of RO plants. The benefits include increased efficiencies, reduced risks, strengthening stakeholder relationships and building community trust. HUL has been honored with several prestigious external recognitions, including:</p> <ul style="list-style-type: none"> <li>Platinum Level Certification by the Alliance for Water Stewardship.</li> <li>CII-IGBC Net Zero Water Award 2025 to Bangalore R&amp;D</li> <li>CII Water positive award to Sonipat Factory</li> </ul> <p>HUF along with its partners has created a cumulative and collective water potential of over 4.5 trillion litres*. To underscore the importance of the water potential created by HUF; 4.5 trillion litres of water can meet the drinking water needs of India's population for nearly three years.</p>

\*Assured by and external independent firm

S. No.	Initiative undertaken	Details of the initiative (web-link, if any, may be provided along-with summary)	Outcome of the initiative
2	Emissions	<p>At the community level, we have implemented Water Stewardship Projects across 15 water-stressed factory locations (as per the World Resources Institute) in India through Prabhat, our sustainable community development CSR programme. Aligning the interventions to the global Alliance for Water Stewardship framework, focus is laid on creating sustainable water balance, water quality, good water governance, development &amp; maintenance of important water resources &amp; WASH. This holistic approach to water as a resource, addresses a multitude of issues at the community level. Prabhat drives water stewardship programme in 60 villages around factories and has achieved over 12 billion litres savings potential, 54 billion litres of water recharge potential.</p> <p>We are committed to taking steps to collectively and positively address climate change.</p> <p>We have started purchasing renewable energy through onsite solar power plants and invested in offsite windmills to reduce our reliance on grid power. Additionally, we have invested in a group captive solar power plant with a 45MW capacity, in partnership with Brookfield, to meet the daytime energy requirements of all our factories in India.</p> <p>All our electricity is sourced from renewable energy, including solar, wind, and IREC green certification.</p> <p>We have eliminated coal from our operations and replaced it with green fuels. Biomass has been introduced instead of coal, and biofuel is used instead of furnace oil and high-speed diesel (HSD).</p> <p>Additionally, 16 out of our 25 sites now meet Unilever's internal criteria for RE100.</p> <p>We have implemented various energy-saving projects, such as heat pumps, magnetic chillers, energy-efficient motors, variable voltage and frequency drives (VVFD), thermic fluid heaters, and energy-efficient air handling units (AHUs), to reduce overall energy consumption in our factories.</p> <p>We have implemented Digital Energy Management System (EMS) and Boiler Hub insights to optimise energy consumption and improve boiler efficiency through advanced digital solutions.</p> <p>Please refer <a href="https://www.hul.co.in/sustainability/climate/">https://www.hul.co.in/sustainability/climate/</a> for more details.</p>	<p>As on March 2026, the renewable energy percentage (for both Electrical and Thermal combined) is 97% for our own manufacturing sites.</p> <p>We have significantly reduced our per tonne GHG emission by 99% and energy consumption by 49% in our own manufacturing operations in FY 2025-26 compared to 2008 baseline.</p> <p>Additionally, HUL has been honoured with several prestigious external recognitions, including:</p> <ul style="list-style-type: none"> <li>• Energy Excellence Award for Hosur Factory</li> <li>• Environment &amp; Energy Efficiency Award – Carbon Neutrality for Nabha Factory</li> <li>• Net Zero Energy Operations Recognition for Mumbai R&amp;D</li> <li>• LEED – Gold rating certification for Sumerpur Factory</li> </ul>
3	Waste	<p>Our factories have identified innovative ways to reuse various non-hazardous waste streams and maintain the status of zero non-hazardous waste to landfills in factories and offices across the Company. This was done by maximising the reuse and recycling of all non-hazardous waste in environmentally friendly ways.</p> <p>We have also taken the initiative to eliminate food waste by commissioning a dewatering screw press and sludge drying beds on-site for dewatering and drying of sludge with an intent to use it as a boiler fuel. Please refer <a href="https://www.hul.co.in/sustainability/plastics/">https://www.hul.co.in/sustainability/plastics/</a> for more details.</p>	<p>The total waste generated from the factories was 53% (per tonne of production) lower in our own manufacturing operations in FY 2025-26 than the 2008 baseline.</p> <p>All our factories are equipped with pre-processing facilities, such as waste separation and waste reduction at the source, thus improving recyclability.</p> <p>Additionally, HUL has been honored with several prestigious external recognitions,</p> <ul style="list-style-type: none"> <li>• Sustainability Champions – Waste &amp; Plastic Reduction for B&amp;W Category</li> <li>• HSE &amp; ESG Gold for Mysore Factory</li> <li>• HSE &amp; ESG Silver Awards for Etah Factory</li> <li>• Winner of Greentech 24th Global Environment Award 2025 for Pondicherry Factory</li> </ul>

**LI-5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/web link.**

We have a standardised procedure to maintain business continuity and ensure robust and effective management of incidents. It is based on the principles of prevention, preparedness, response, and recovery. We follow a risk-based approach to identify credible business risks and review the management plan regularly to ensure that it is up-to-date and effective.

We incorporate advanced cyber considerations into our existing Business Continuity Plan to strengthen resilience against cyber threats. This includes conducting regular cybersecurity risk assessments, developing comprehensive incident response plans, enhancing network security, and providing ongoing employee training.

In addition, to safeguard our data and IT systems, we have a Data Recovery Capability Standard for designing, operating and managing any device or technology solution that stores or processes our data. The purpose of this standard is to specify controls to ensure that our data, applications, and systems can be recovered to meet business operational requirements following a disruptive cyber incident.

**LI-6. Disclose any significant adverse impact on the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?**

We have set specific sustainability targets, serving as our strategy to deliver consistent, competitive, profitable, and responsible growth. We have set an ambitious sustainability agenda to tackle the issues that our consumers and stakeholders care deeply about. The details of our mitigation measures can be reviewed on the following websites: <https://www.hul.co.in/sustainability/climate/> and <https://www.hul.co.in/sustainability/nature/>.

Our plan to progress towards our near-term value chain emission reduction targets has following priority action areas which include Supplier Climate Programme, reformulating

products, forest-risk commodities, regenerative agriculture, chemical ingredients, packaging and logistics.

**LI-7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**

We conduct periodic risk assessments of our suppliers using country risk and commodity risk data from external third-party risk data providers. As of 31st March 2026, 92.9% of the suppliers (by value of business done) have undergone risk assessment and are compliant.

Our RPP and its Fundamental Principles embody our commitment to responsible, transparent, and sustainable business. Each fundamental principle of the RPP provides guidance on what we expect from responsible and sustainable business partners. We are committed to working with our suppliers on this journey of continuous improvement.

We also verify alignment to and implementation of the RPP's mandatory requirements using supplier self-declarations, online assessments and independent verification, including third-party audits which are performed for designated high-risk countries and supplier types.

**LI-8. How many Green Credits have been generated?**

- By the listed entity:** HUL through its CSR programs under Regenerative Agriculture goal, has started a Verified emission reduction (VER) program. HUL has been doing impactful work through our existing agricultural linked programmes, which ensured significant increase in crop production owing to resilient regenerative and sustainable agricultural practices, leading to increased net income for farmers. VER programme will go one step further and HUL will map and record the carbon footprint reduction through improved agricultural practices clubbed with agro forestry.
- By the top ten (in terms of value of purchases and sales, respectively) value chain partners:** Not available.



## PRINCIPLE 7 BUSINESSES, WHEN ENGAGING IN INFLUENCING PUBLIC AND REGULATORY POLICY, SHOULD DO SO IN A MANNER THAT IS RESPONSIBLE AND TRANSPARENT



We engage with policymakers, industry bodies, and stakeholders to support frameworks that enable sustainable and inclusive growth. Our policy advocacy is guided by transparency, integrity, and alignment with our Code of Business Principles, ensuring responsible participation in public policy development.

We contribute to priority areas such as climate action, circular economy, and inclusive livelihoods, while enabling system-level change through collaboration and industry partnerships. Through evidence-based inputs and constructive engagement, we support the development of effective policies and robust implementation ecosystems, strengthening trust and advancing sustainable outcomes at scale.

**10**

Affiliations with national/state level trade and industry chambers/associations

**Nil**

Instances of anti-competitive conduct



### Vipul Mathur

Executive Director, Personal Care

“We are committed to engaging constructively with government and regulatory institutions to help shape policies that promote responsible growth and long-term industry competitiveness. Through informed advocacy, support for evidence-based regulatory reforms and a strong emphasis on fair, transparent and well-governed policy mechanisms, we contribute to strengthening the broader economic ecosystem. Our collaborative approach ensures that policy outcomes are aligned with stakeholder interests while enabling long-term, sustainable progress.”

### Essential indicators

#### EI-1. a. Number of affiliations with trade and industry chambers/associations.

We are affiliated with 10 trade and industry chambers/associations.

#### EI-1. b. List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the entity is a member of/affiliated to

S. no	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (state/national)
1	Federation of Indian Chambers of Commerce and Industry (FICCI)	National
2	Confederation of Indian Industry (CII)	National
3	Indian Beauty and Hygiene Association (IBHA)	National
4	Public Affairs Forum of India (PAFI)	National
5	European Business Group, India	National
6	Indian Home & Personal Care Industry Association (IHPCIA)	National
7	AIMA (All India Management Association)	National
8	Indian Society of Advertisers	National
9	Advertising Standards Council of India	National
10	MMA (Marketing + Media Alliance)	National

#### EI-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.

During the year, there were no adverse orders from regulatory authorities relating to anti-competitive conduct.

S. no.	Name of authority	Brief of the case	Corrective action taken
1	Nil	Nil	Nil

### Leadership indicators

#### LI-1. Details of public policy positions advocated by the entity:

S. no	Public policy advocated	Methods resorted for such advocacy	Whether information available in public domain (yes/no)?	Frequency of Review by Board (annually/half yearly/quarterly/others – please specify)	Web link, if available
	We participate in multi-stakeholder engagements and, when relevant, respond to public consultations. Our approach to advocacy is guided by the Code of Business Principles (CoBP). The Code provides that any contact by us or our business associates with Government, legislators, regulators or NGOs must be done with honesty, integrity, openness and in compliance with applicable laws. Only authorised individuals can interact with these institutions. Prior internal approval is required for initiating any contact between us, our representatives, and officials, aimed at proactively addressing changes/suggestions to regulation or legislation.	We are represented in key industry and business associations. We perform policy advocacy in a transparent and responsible manner while engaging with all the authorities considering ours as well as the larger national interest.	No	NA	NA

## PRINCIPLE 8 BUSINESSSES SHOULD PROMOTE INCLUSIVE GROWTH AND EQUITABLE DEVELOPMENT



We believe in crafting a culture of inclusion, where every voice is cherished and heard. We begin by building a strong foundation that fosters awareness, understanding, and respect for individual differences.

We also foster an inclusive workplace that values diversity and ensures equitable access to opportunities. By aligning our efforts with broader societal priorities—such as reducing inequality and preparing people for the future of work—we drive meaningful impact at scale. Through these integrated actions, we contribute to building resilient communities and supporting long-term, inclusive economic growth.



**Harman Dhillon**  
Executive Director, Beauty & Wellbeing

“We are dedicated to building inclusive ecosystems that reflect the diversity of the communities we serve. By embedding equity into our social impact efforts and encouraging broader participation, we aim to foster an equitable and inclusive workforce while creating sustainable opportunities and closing developmental gaps. Our approach is designed to deliver lasting positive change, strengthen community resilience and advance a more inclusive and empowered society.”

### Essential indicators

#### EI-1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

During FY 2025-26, we have not undertaken any projects that require Social Impact Assessments (SIA).

S. no.	Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (yes/no)	Results communicated in public domain (yes/no)	Relevant web link
1				Not applicable		

#### EI-2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

During FY 2025-26, we have not undertaken any projects that require Rehabilitation and Resettlement (R&R).

S. no.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In ₹)
1						Not applicable

#### EI-3. Describe the mechanisms to receive and redress grievances of the community.

With regards to grievance redressal for communities, we have various programs on ground to address the respective concerns listed below:

**Water in Agriculture:** The programmes are implemented through NGO partners, with field teams actively engaging vulnerable communities, particularly on issues related to water and agriculture. Interventions focus on improving water access, use efficiency, agricultural productivity, and income generation. Community based institutional mechanisms such as Kisan Sanghs, Sujal Samittees, Paani Panchayats, and Jal Saheli collectives are used, alongside engagement with local panchayat and block functionaries. Field cadres serve as the first point of contact to address concerns, which are escalated to programme, block, or district teams as required.

**Prabhat:** Prabhat focuses on strengthening communities around HUL's manufacturing sites through ongoing CSR programmes. HR and CSR teams regularly engage with neighbouring villages to understand community needs and grievances, supported by periodic formal community needs assessments. Based on these inputs, interventions are designed and implemented annually. Community based organisations (CBOs), with representation from women and marginalised groups, provide a structured platform for community members to raise concerns with implementing partners and site teams. These helps to build a positive relationship with the community and address their concerns effectively. Additionally, feedback and grievance mechanisms are available through OPD centres being run under health programme and implementing partner contact channels.

**SAFAL:** SAFAL focuses on empowering youth and marginalised groups, including women and persons with disabilities (PwDs), to bridge livelihood gaps in the sales and retail sector through skilling, entrepreneurship, and employability interventions. To ensure transparency and accessibility, a Google Form-based grievance redressal mechanism is available at training centres, enabling beneficiaries to raise concerns for timely review and resolution. POSH training is also conducted across centres, supported by active internal committees.

**SUVIDHA:** Aligned with the Swachh Bharat Mission 2.0 and the Sustainable Development Goals, HUL's Suvidha centres provide affordable access to sanitation services—including clean toilets, purified drinking water, showers, and laundry facilities—to residents of informal settlements in Mumbai. The centres operate through a fully digitised system, enabling users to raise service related concerns via a QR code-based app accessible in three languages. All grievances are reviewed by the operations team and are typically resolved within 48 hours.

**EI-4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:**

Category	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/small producers	25.8%	17.9%
Directly from within India	99.0%	95.6%

**EI-5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent/on contract basis) in the following locations, as % of total wage cost.**

Location	FY 2025-26	FY 2024-25
Rural	32.0%	32.4%
Semi-urban	7.3%	6.7%
Urban	6.2%	7.2%
Metropolitan	54.5%	53.7%

The reporting boundary for the above table is employees and workers represented in Section A – IV 20

**Leadership indicators**

**LI-1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

It is not applicable as there was no Social Impact Assessment required to be conducted during FY 2025-26.

S.No.	Details of negative social impact identified	Corrective action taken
1	Not applicable	

**LI-2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

We are dedicated to contributing to the socio-economic development of aspirational districts identified by Niti Aayog. The interventions are focused on improving various development indicators in the selected districts. Below is an overview of our CSR projects undertaken in these districts, highlighting our efforts to maximise investment and impact.

Our CSR initiatives in aspirational districts have delivered measurable improvements in livelihoods, water and waste management, and other critical development areas, contributing to better quality of life and sustainable regional development. By strategically focusing investments and leveraging strong partnerships, we have maximised impact and remain committed to driving sustained and inclusive growth in these districts.

S. no.	State	Aspirational district	Amount spent (In ₹)
1	Multiple	Multiple*	11,89,97,967
2	Uttarakhand	Haridwar	2,56,09,915
3	Maharashtra	Gadchiroli	2,49,44,378
4	Tamilnadu	Ramanathapuram	1,75,94,110
5	Kerala	Wayanad	1,41,20,354
6	Chhattisgarh	Bastar	1,20,38,402
7	Chhattisgarh	Sukma	1,11,66,866
8	Chhattisgarh	Kanker	1,09,18,015
9	Chhattisgarh	Kondagaon	1,05,88,969
10	Chhattisgarh	Dantewada	1,01,77,843
<b>Total</b>			<b>25,61,56,819</b>

\*75 out of the 112 aspirational districts notified by the NITI Aayog  
Total 84 aspirational districts covered through our programs

**LI-3. a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/vulnerable groups (yes/no)?**

No.

**LI-3. b. From which marginalised/vulnerable groups do you procure?**

Not applicable.

**LI-3. c. What percentage of total procurement (by value) does it constitute?**

Not applicable.

**LI-4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:**

Not applicable.

**LI-5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.**

Not applicable.

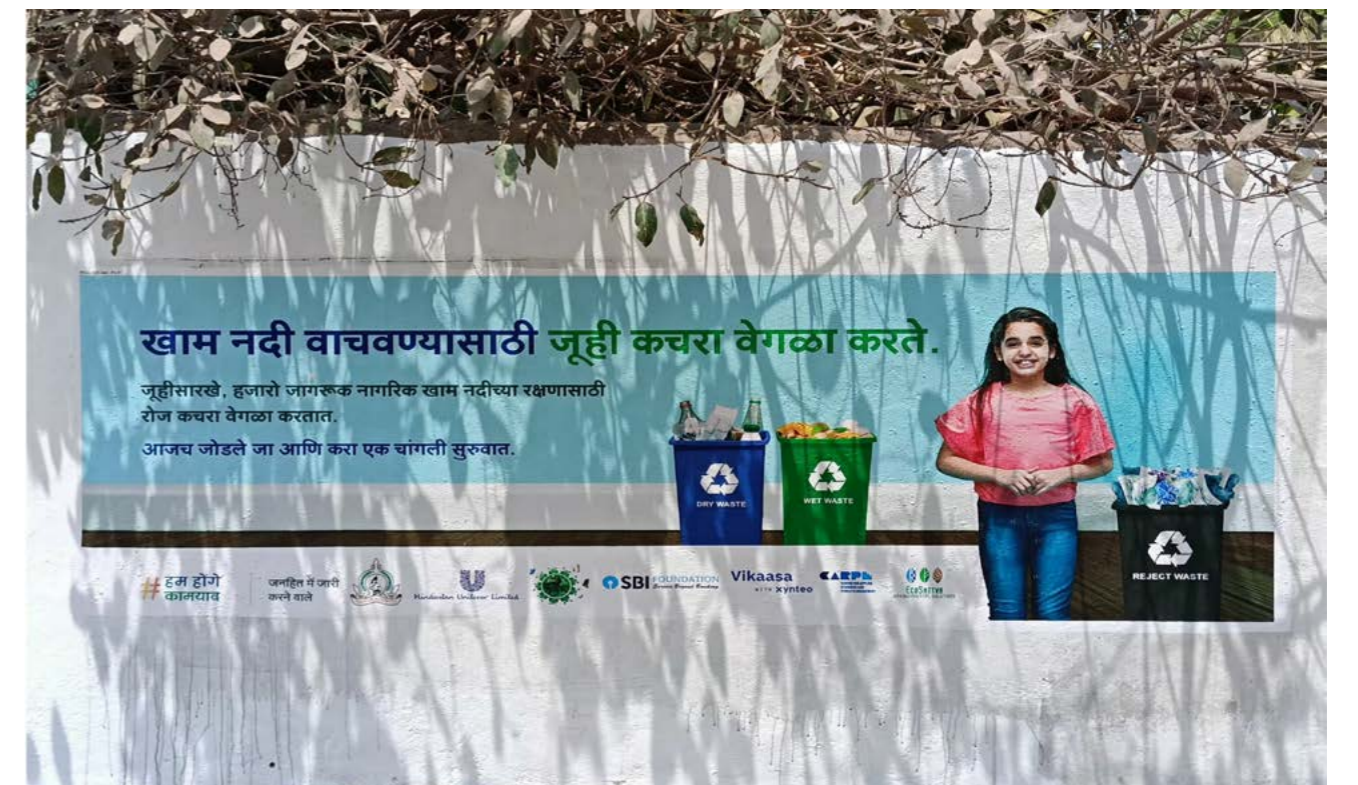
**LI-6. Details of beneficiaries of CSR Projects**

We are committed to growing our business responsibly, guided by our purpose to make sustainable living commonplace and our belief that what is good for India is good for HUL. Our CSR approach prioritises the inclusion of vulnerable groups, including women, children, the elderly,

persons with disabilities, and small and marginal farmers. Through community needs assessments and regular stakeholder engagement, our programmes are designed to address their specific challenges through targeted capacity building and infrastructure support. This inclusive approach has led to improved livelihoods, better access to development infrastructure, and stronger community cohesion. We remain committed to continuously evaluating and refining our projects to ensure they effectively address the evolving needs of vulnerable groups.

S. no.	CSR project	No. of persons benefitted from CSR projects	% of beneficiaries from vulnerable and marginalised groups
1	Prabhat	12,74,866	84
2	Suvidha	6,00,000	40
3	HUF	4,53,178	86
4	Shakti	4,10,634	100
5	Sanjeevani	4,06,084	100
6	Plastic Circular Bharat	2,82,323	70
7	Women Safety and Livelihoods	2,78,659	80
8	Road Safety	1,18,257	64
9	Regen Ag	35,829	50
10	SAFAL	15,245	84
11	Other Projects (9)	2,036	88

In addition to the above, we also run several behavioural change programmes across all media channels which has a widespread reach.



**PRINCIPLE 9** BUSINESSES SHOULD ENGAGE WITH AND PROVIDE VALUE TO THEIR CONSUMERS IN A RESPONSIBLE MANNER.



We are committed to engaging with consumers responsibly by delivering trusted, safe, and high quality experiences. We leverage digital and data-driven capabilities to enhance consumer interactions while ensuring transparency and accountability in how we use and protect information.

Safeguarding data and privacy are integral to our approach. Guided by our Code of Business Principles, we follow strict data protection standards that emphasise responsible data collection, secure handling, and respect for individual rights. Robust cybersecurity frameworks, continuous monitoring, and risk mitigation measures help protect our systems and prevent threats. Through these practices, we strengthen consumer trust and build lasting relationships.

**Nil**

Data breaches involving personal identifiable information

**Nil**

Product recalls on account of safety issues

**Nil**

Consumer complaints on data privacy, cyber-security, delivery of essential services, restrictive trade practices, unfair trade practices

**100%**

Products with labelling on environmental and social parameters



**Rajneet Kohli**  
Executive Director, Foods

At HUL, we are committed to delivering a safe and trusted consumer experience by ensuring organoleptically superior products and sustainable practices. We also uphold robust data privacy standards to safeguard consumer trust across all interactions. By encouraging responsible sustainable behaviours, building synergetic relationships with our partners, and maintaining transparent communication, we ensure a secure and trustworthy engagement for all our consumers.

**Essential indicators**

**EI-1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

Our procedures for addressing consumer complaints and feedback are meticulously structured and customer-centric, focusing on providing swift responses and timely resolutions to customer inquiries, feedback, and complaints. Customers can reach out to us through different channels as listed below:

- Toll-free Number: 1800-120-2088
- E-mail: [levercare.customer@unilever.com](mailto:levercare.customer@unilever.com)
- WhatsApp chatbot: 8655307496

We have a specialised team for managing customer complaints and concerns. Upon receipt of a customer concern through any communication channel, a unique complaint reference or ticket number is promptly provided to the customer, along with the details of the registered complaint. Subsequently, our Support team initiates detailed discussions with the customer within 24 hours of receiving the complaint. Each complaint is governed by a Service Level Agreement (SLA), ensuring the responsible party delivers an appropriate resolution within the specified timeframe. After the resolution, we ask our customers to indicate their level of satisfaction using three criteria: Satisfied, Neutral, and Not Satisfied. This feedback mechanism enables us to validate the effectiveness of our customer service solutions while significantly contributing to the continuous improvement of our customer service processes.

**EI-2. Turnover of products and services as a percentage of turnover from all products/services that carry information about:**

Category	As a percentage to total turnover*
Environmental and social parameters relevant to the product	100%*
Safe and responsible usage	100%*
Recycling and/or safe disposal	100%*

\*All artworks are checked, by brand, legal and other compliance functions on all required parameters, approved and maintained digitally on an internal system. This includes, but not limited to, Lever Care Details, Dustman logo, Material identification number and Best before/Use by or Directions for Use/Caution Statement. These are in line with Cosmetic Rules 2020, wherever applicable

**EI-3. Number of consumer complaints in respect of the following:**

	FY 2025-26		Remarks	FY 2024-25		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	-	-		-	-	
Advertising	2	-		4	-	
Cybersecurity	-	-		-	-	
Delivery of essential services	-	-		-	-	
Restrictive trade practices	-	-		-	-	
Unfair trade practices	-	-		-	-	
Other	-	-		-	-	

We have a very robust mechanism to receive and address queries, feedback and complaints received from our consumers

**EI-4. Details of instances of product recalls on account of safety issues**

We have a stringent mandatory quality standard in place against which compliance is verified through regular audits and self-assessments. These standards ensure we design, manufacture, and supply safe, excellent quality products and conform to the relevant industry and regulatory standards. Comprehensive management procedures are in place to mitigate risks and protect our consumers and markets. We take prompt and timely action wherever and whenever we encounter products which do not meet the standards and ensure the right quality product enters the market.

Category	Number	Reasons for recall
Voluntary recalls	Nil	-
Forced recalls	Nil	-

**EI-5. Does the entity have a framework/policy on cyber security and risks related to data privacy (yes/no)? If available, provide a web-link of the policy.**

Yes, we have extensive cybersecurity and data privacy policies applicable to the entire organisation. We respect the privacy of all individuals, including employees, consumers and our partners and protect their personal data appropriately. We recognise and protect privacy as an essential human right under our Code of Business Principles, which is available on our website at <https://www.hul.co.in/investors/corporate-governance/policies/>.

We also have specific code policies governing the organisation and our employees when dealing with the Personal Data and Privacy of individuals. We have been proactive in preparing for being compliant with the DPDPA (Digital Personal Data Protection Act) 2023. We have focused learning modules on the Code Policy on Personal Data, which is mandatory for the entire organisation. We regularly train the workforce on the Personal Data Code

Policy (general privacy principles, practices, processes, and behaviour). We also have training on handling sensitive personal data for HR functions handling such data.

In addition, we disclose a 'Privacy Notice' pertaining to our data processing practices to consumers before they consent to process their personal data. The Privacy Notice proactively discloses all the relevant information necessary to make an informed choice, including but not limited to types of data, purposes, security safeguards, principal data rights, contact details of the Data Privacy Officer and grievance redressal mechanisms, retention, and third-party disclosure policies. For more details refer to: <https://www.unilevernotices.com/privacy-notices/india-english.html>.

We also have a designated Data Privacy Officer, whose key responsibility is to ensure data privacy guidelines are followed in the organisation and any privacy related grievances are being addressed. We have disclosed the details of the DPO externally on our website in the Privacy Section at: <https://www.hul.co.in/contact/>.

We have a central e-mail ID, i.e., [grievance.officer-privacy@unilever.com](mailto:grievance.officer-privacy@unilever.com), which is disclosed in the privacy notices and on our website. There is also a 'Contact Us' form for privacy issues that is directed to the Data Privacy Office. Our Responsible Partner Policy, which applies to all third parties, includes an obligation to protect and safeguard personal data involving our consumers and customers.

**EI-6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cybersecurity and data privacy of customers; reoccurrence of instances of product recalls; penalty/action taken by regulatory authorities on safety of products/services.**

No significant concerns/complaints/penalties/regulatory actions were identified during the year. However, in case of any concerns, consumers can reach out to us via multiple channels, i.e., phone, e-mail, social media, and WhatsApp. We have a pre-defined turnaround time and response mechanism for complaint closure.

For data privacy-related concerns, we have a Personal Data Incident Reporting process to report and investigate any suspected or potential threat to personal data. The Data Privacy Officer and Cyber Security Lead investigate incidents to identify lapses and gaps to continuously improve processes and controls to mitigate future breaches.

**EI-7. Provide the following information relating to data breaches:**

- Number of instances of data breaches along-with impact**  
Nil, there were no instances of reportable data breaches in the current financial year.
- Percentage of data breaches involving personally identifiable information of customers**  
Nil, there were no instances of reportable data breaches involving personally identifiable information.
- Impact, if any, of the data breaches**  
Not applicable as there were no reportable data breaches for the year.



**Leadership indicators**

**LI-1. Channels/platforms where information on products and services of the entity can be accessed (provide web link, if available)**

Information regarding all products is available in the Brand section of our website: <https://www.hul.co.in/brands/>.

Consumers can also reach out to us via one of the following modes for any additional information:

- ✓ Toll-free number for Levercare: 1800-102-2221
- ✓ WhatsApp number: +91 8291082913
- ✓ E-mail ID: [lever.care@unilever.com](mailto:lever.care@unilever.com)
- ✓ Address: PO Box 14760, Mumbai 400 099, Maharashtra, India
- ✓ Contact Us form on the website: <https://www.hul.co.in/contact/>

**LI-2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

We provide information on our product packaging, including ingredients, expiry date, and usage directions, as appropriate to inform our consumers about safe and responsible usage. Consumers can also contact us on our Levercare toll-free number (1800-102-2221) and via our e-mail ID ([lever.care@unilever.com](mailto:lever.care@unilever.com)) printed on each product label. Our website has a dedicated section where consumers can reach us through the Contact Us form and a dedicated section on 'What is in Our Products' (<https://www.hul.co.in/our-company/rd-innovation/safety-environment/whats-in-our-products/>) is hosted to inform consumers about our products and the ingredients.

**LI-3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

At HUL, we do not deal with any essential services. However, in case of any disruption, we can disseminate information through our website, various mass media platforms, social media platforms, distribution networks, sales representatives, and e-mails. In addition, consumers can contact us on our toll-free number for Levercare (1800-102-2221) and e-mail id ([lever.care@unilever.com](mailto:lever.care@unilever.com)), printed on each product.

**LI-4. Does the entity display product information on the product over and above what is mandated as per local laws (yes/no/not applicable)? If yes, provide details in brief.**

We are fully committed to not only ensuring compliance to mandatory labelling, but also to providing important information to consumers regarding safety, health, proper usage and appropriate precautions. These are embedded in the Trust & Transparency pillar of our ESG strategy. For example, on Foods HUL provides transparent nutrition information in its products to empower consumers to make informed choices. In addition to the mandatory nutritional labelling requirements as per regulations, we also provide Front-of-pack (FOP) icon showing energy content as % contribution to the Recommended Dietary Allowance (RDA) and as an absolute quantity.

For home care products, e.g., our laundry pods, we provide safety precautions, symbols, and usage directions in text and pictures, along with warnings (e.g., Keep out of the reach of children) to ensure consumers are aware of proper product usage and application.

Similarly, we provide usage instructions and cautionary statements for Beauty & personal care products. For example, on our hair serum label, we give the ideal usage directions for maximum benefit, precautions to be taken, and immediate action in case of an issue. In addition, all products contain information on the product benefits and any special ingredients delivering the benefits. This information helps consumers make an informed choice.

**LI-4. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/ services of the entity, significant locations of operation of the entity or the entity as a whole (yes/no)?**

Our Levercare team (also known as Consumer Engagement Centre) provides a comprehensive omnichannel (Phone, e-mail, social media, WhatsApp, and Web) system to help answer product-related queries and complaints to deliver best-in-class consumer experience. We monitor consumer sentiments (i.e., the digital voice of the consumer via social media and brand pages) to receive overall feedback on issue resolution and products/services and calculate the Net Promoter Score (0 to 10). We then evaluate consumer experiences on both product and service based on how

likely they are to recommend the product and the service to family and friends on a scale of 0 to 10.

Furthermore, we conduct a 'Customer Voice Survey' annually to assess overall performance and sentiment among distributors and customers. The survey covers Overall Experience, Customer Service, Finance, Supply Chain, and IT Support. We also have a customer license activity, where each employee is responsible for working in the market, visiting the re-stockist point, collecting customer feedback, and understanding their concerns.

We also have a 'Customer Delight Officer' based in branches with a pivotal role in addressing customer grievances and ensuring compliance. These executives diligently promote a customer-centric approach within the organisation. They engage with customers regularly, exchanging feedback to drive continuous improvement in satisfaction levels. This structured methodology, involving employees and dedicated teams, reflects a robust commitment to customer-centricity.

