



SUSTAINABILITY REPORT

2019-20

Enhancing World Food Security



WELCOME TO UPL

Live UPL



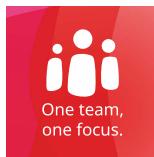
We are all about connecting with people, in a human way – showing respect, demonstrating trust, celebrating diversity. For us, technology is an enabler, not the endgame. We see the value in human connectivity and how it creates new opportunities for everyone. With this, comes our promise to protect people.



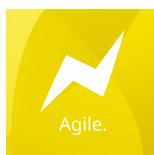
There isn't any limit to our ambition or our ability to grow. We are not afraid to run with new ideas, work with new partners, anticipate new needs, push ourselves beyond our comfort zones or simply ask 'Why not?'. We dare to change the game and create a new food economy for the world.



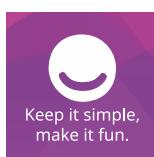
We serve a cause bigger than ourselves – sustainability of global food systems. We win when we create sustainable solutions based on responsible choices, when everyone we serve and partner with grows too, and when together we achieve sustainable growth for society as a whole – the biggest win of all.



We are one team, for maximum impact. One team with shared goals. We all play for the team and no one plays against the team. We have a laser-like focus on what our customers need, anticipating their future needs and on how we can create innovative solutions and experiences for them.



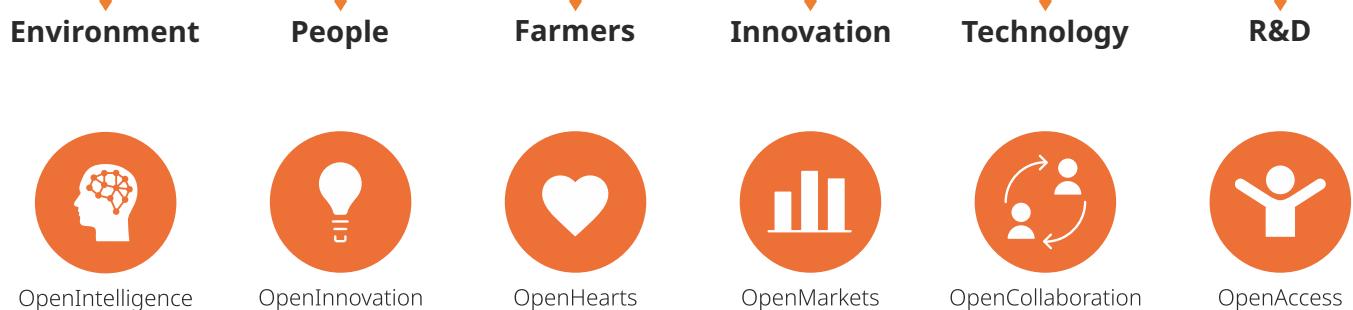
No one is faster or more efficient. We thrive on targets and challenges that, while possibly daunting at first glance, only excite and energize us. Wherever we operate, speed and agility are in our DNA. The world needs our urgency.



Food systems are highly complex and present huge challenges. We cut through this by keeping it simple. People value simplicity, customers especially. And everyone likes fun, so let's have some, doing what we love to do.

Work UPL

Our Focus Areas



SUSTAINABILITY HIGHLIGHTS



UPL is rated by Dow Jones Sustainability Index (DJSI) and FTSE Russell with above industry average score year-over-year



UPL is logo holder of Responsible Care

CERTIFICATE OF MEMBERSHIP

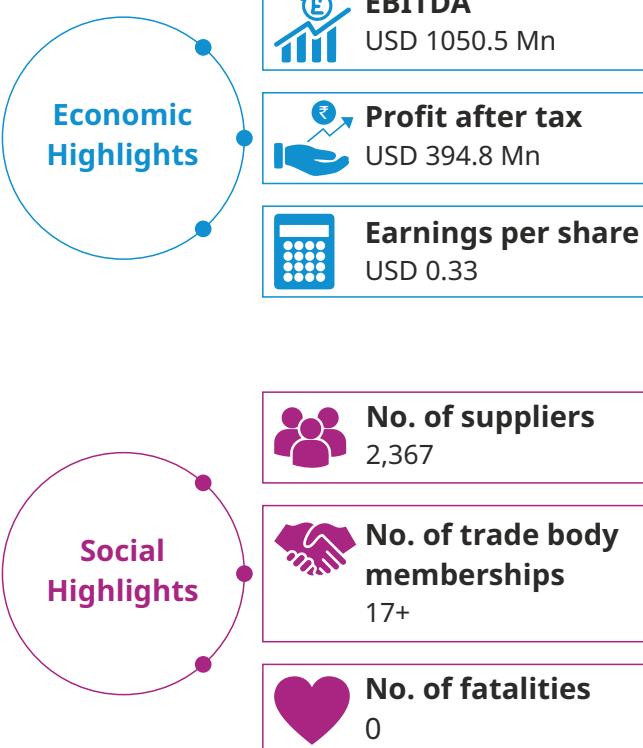
This is to certify that
UPL
is a constituent company in the FTSE4Good Index Series



FTSE4Good

June 2020

The FTSE4Good Index Series is designed to identify companies that demonstrate strong environmental, social and governance practices measured against globally recognised standards.





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Independent Limited Assurance Statement to UPL Limited on its Sustainability Report for Financial Year 2019-20

To the Management of UPL Limited, UPL House, CTS No 610 B/2, Behind, Off, Western Express Highway, Teacher's Colony, Bandra East, Mumbai, Maharashtra, India.

Introduction

We ('KPMG Assurance and Consulting Services LLP, or 'KPMG') have been engaged by UPL Limited ('UPL' or 'the company') for the purpose of providing an independent limited assurance on selected non-financial disclosures in the Sustainability report ('the Report') for the reporting period from 1st April 2019 to 31st March 2020 ('the year or the Reporting Period'). Our responsibility was to provide limited assurance on selected non-financial disclosures in the Report as described in scope, boundary and limitations.

Reporting Criteria

UPL applies its own sustainability reporting criteria derived from Global Reporting Initiative (GRI) Standards', in-accordance - Comprehensive option

Assurance Standards Used

We have conducted our assurance in accordance with:

- Limited Assurance requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.
 - Under this standard, we have reviewed the information presented in this Report against the characteristics of relevance, completeness, reliability, neutrality and understandability.
 - Limited assurance consists primarily of enquiries and analytical procedures. The procedures performed in a limited assurance engagement vary in nature and timing and are less in extent than for a reasonable assurance engagement.

Scope, Boundary and Limitations

- The scope of assurance covers selected environmental and social disclosures of UPL as mentioned in the table below, for the period from 01 April 2019 to 31 March 2020.
- The reporting boundary includes operations of UPL and its subsidiaries, as mentioned in the Report.

GRI Standards: Universal Standards

- **General Disclosures**

- Stakeholder engagement: 102-40, 102-42, 102-43, 102-44
- Reporting practice: 102-46 to 102-52, 102-54, 102-55

GRI Standards: Topic Specific Standard

- **Environment**

- Energy: 302-1, 302-3, 302-4
- Water (2018): 303-3, 303-4, 303-5
- Emissions: 305-1, 305-2, 305-4, 305-5
- Waste: 306 -1, 306-2

- **Social**

- Occupational Health & Safety (2018): 403-9, 403-10
- Human Rights: 412-1
- Local Community: 413-1

The assurance scope excludes following:

- Disclosures other than those mentioned under the scope above.
- Data and information outside the defined reporting period.
- Data related to Company's financial performance.
- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company and assertions related to Intellectual Property Rights and other competitive issues.
- Data review outside the operational sites as mentioned in the boundary above.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with other reporting frameworks other than those mentioned in Reporting Criteria above.

Assurance Procedure

Our assurance processes involve performing procedures to obtain evidence about the reliability of specified disclosures. The nature, timing and extent of procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the selected sustainability disclosures whether due to fraud or error. In making those risk assessments, we have considered internal controls relevant to the preparation of the Report in order to design assurance procedures that are appropriate in the circumstances.

Our assurance procedure also included:

- Assessment of UPL's reporting procedures regarding their consistency with the application of GRI Standards.
- Evaluating the appropriateness of the quantification methods used to arrive at the sustainability disclosures presented in the report.
- Review of systems and procedures used for quantification, collation, and analysis of sustainability disclosures included in the Report.
- Understanding the appropriateness of various assumptions, estimations and materiality thresholds used by Company for data analysis.
- Discussion with the personnel responsible for the evaluation of competence required to ensure reliability of data and information presented in the report.
- Assessment of data reliability and accuracy.

The data was reviewed through virtual interactions through screen sharing tools at the corporate office and selected sample locations. The locations included:

- Unit 0 – Vapi
- Unit 2 – Ankleshwar
- Unit 5 – Jhagadia
- Unit 51 - Kalol
- UCPL - Colombia
- Head office - Mumbai

Conclusions

We have reviewed selected non-financial disclosures in the Report of UPL Limited. Based on our review and procedures performed, nothing has come to our attention that causes us not to believe that the sustainability data and information as per the scope of assurance presented in this Report is appropriately stated in all material respects, and in accordance with reporting criteria.

We have provided our observations to the company in a separate management letter. These, do not, however, affect our conclusions regarding the Report.

Independence

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 3000 (Revised) standard. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners

regarding integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies International Standard of Quality Control (ISQC1) and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

Responsibilities

UPL is responsible for developing the Report contents. UPL is also responsible for identification of material sustainability topics, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the Management of UPL in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to UPL those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than UPL for our work, for this report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. Our report is released to UPL Limited on the basis that it shall not be copied, referred to or disclosed, in whole or in part, without our prior written consent. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.

A handwritten signature in blue ink, appearing to read "Prathmesh Raichura".

Prathmesh Raichura
Executive Director
KPMG Assurance and Consulting Services LLP
October 24, 2020

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OUR THEME STATEMENT

In 2015, the world affirmed its commitment to the 2030 Agenda for Sustainable Development. Since then, we have continued to witness political turmoil, social unrest, increased risks of climate change and the 2020 crisis that brought the world to a standstill, the COVID-19 pandemic. With the evolution of the pandemic still bringing the extent of the impact to light, now more than ever, we must strive to strengthen sustainable food supply chains. This also entails supporting smallholder and marginalized farmers with new and innovative technologies to increase resilience towards climate change and unforeseen disasters.

At UPL, we remain committed to making food systems more sustainable, enabling farmers across geographies to protect their crops and ensuring food security for billions of people. The theme of our 2020 Sustainability Report,

"Enhancing World Food Security"

Food insecurity refers to the lack of secure access to sufficient amounts of safe and nutritious food for normal human growth and development and an active and healthy life. In order to be food secure, we must envision a future where food is consistently available and accessible, generating positive nutritional value. Increasing conflictual drivers of food insecurity such as climate change induced extreme weather patterns or economic shocks, hamper progress towards ensuring safe, nutritious and sufficient food for people all over the world.

"Enhancing World Food Security" is aligned with our prioritized Sustainable Development Goals (SGDs) that bring to light our strategic roadmap to meet our 2025 sustainability targets. We thus aim to consistently enhance our Environment, Social and Governance (ESG) disclosures to communicate our approach to holistic value creation and dedicated commitment towards our stakeholders. As we lay a strong foundation towards a more sustainable future of food and agriculture, we do so with a renewed sense of responsibility to drive positive change across the triple bottom line.

UPL Sustainability Goals By 2025

Vision	Working with farmers to help them feed the world sustainably.			
Goals	Reduce Operation Environment Footprint	Enhance World Food Security	Enhance Sustainable Raw Material Sourcing	Enhance Communities Well-Being
Action Plan	<ul style="list-style-type: none">Reduce 30% sp. Water consumptionReduce 30% sp. CO2 emissionReduce 30% sp. Solid waste disposalReduce 30% sp. Wastewater discharge.	<ul style="list-style-type: none">Support farmers with Adarsh Farm Services.Increase crop yields.Create fresh food value chain.Help farmers to increase the productivity, incomes, and sustainable farming practices.	<ul style="list-style-type: none">Integrate social, ethical and environmental performance factors into the process of selecting suppliers.Select sustainable supplier.	<ul style="list-style-type: none">Create School, College & Hospital for communities.Train farmers to reduce loss from farm to fork.Engage communities, empower women & enable youth
SDG	 	 	 	 

THE NEW OF TODAY, THE NORM OF TOMORROW

At UPL, we continue to hone innovative capabilities and surpass challenges in our battle against COVID-19. While the harsh reality of the pandemic has exposed the capacity of our systems and responders to isolate and provide care for positive cases, there can be no illusion for the prioritization of global sustainability. At UPL, we undertook various global community initiatives with an underlying encouragement for innovation to address any unforeseen challenge of our stakeholders.

Stability in the food supply chain

The onset of a protracted pandemic could lead to an alarming rate of food shortage on a global level. With comprehensive safety measures in place, our factories remained open to ensure that farmers across geographies experienced limited disruption to the food supply chain. We also conducted awareness campaigns on COVID-19, particularly for smallholder farmers to help them address bottlenecks such as accessibility to seeds, reduced agricultural productivity, labour shortage, reduced access to nutritional food and the looming threat of severe economic impact. Advanta Seeds took a step further in identifying challenges for each business function to provide an appropriate solution as provided in the table below.



OpenMarkets



OpenAccess



"We have mobilized teams and adapted our business to overcome challenges.

We are in this together."

Function	Challenge	Approach to Solution
Seed processing & plant operations	Staff affected by movement restrictions.	<ul style="list-style-type: none"> • Abiding by government advisories to obtain permits required to continue operations • Sourcing dedicated vehicles for staff transport
Documentation	Government offices required to process documentation to export supply.	<ul style="list-style-type: none"> • Submitting early permit applications • Allowing electronic document exchange • Discussing alternative processes with partners to obtain requisite documents and complete seed shipments
Export	Air cargo capacity is limited, flight paths have changed, and inflated prices from high demand.	<ul style="list-style-type: none"> • The Logistics Team monitor daily updates on international ocean and air freight restrictions. • Preparing shipments for exports as much as possible
Import	Port operations have slowed due to movement restrictions within country.	<ul style="list-style-type: none"> • Coordinating with distributors to place advanced orders and thus avoid a late shipment. • Extending our credit terms, to avoid late shipment. • Encouraging growers to place early orders for secure seeds supply.
Transport	On ground transport affected by movement restrictions, permits.	<ul style="list-style-type: none"> • Appointing drivers and vehicles to deliver seeds directly to retailers. • Provided essential equipment - PPE, gloves, hand disinfectants, etc.
Demonstrations & education	Field Days cancelled	<ul style="list-style-type: none"> • Adopting online tools and conducting awareness sessions through webinars and virtual field days. • Strict itinerary followed during Field Visits with a group no larger than 4 people.

Augmenting innovative capabilities

At UPL, we have undertaken innovative solutions to combat the challenging times that lie ahead of us. We have helped authorities in India to sanitize public spaces through the distribution of our in-house pest control spraying equipment. Additionally, we also deployed farm spraying vehicles as sanitization vehicles. This step also encouraged safer public places. Propagating agility in our response to the crisis, our Vietnam plant was transformed within 24 hours to begin the production of hand sanitizers. We also encouraged women from self-help groups to stitch masks for distribution purposes.



OpenInnovation



OpenCollaboration

Employee and community welfare

At UPL, passion drives purpose. While facing the most challenging environment, our employees are committed to their work so that every day, food reaches families, globally. As an “essential” service, we took measurable steps to ensure a safe working environment such as mandatory temperature checks, installation of hand sanitizer dispensers at regular distances, etc. Additionally, we also installed sanitizing showers at our factories to warrant critical components as part of our facility's operational procedures. We encouraged our office employees to work from home, providing them with constant updates on the latest developments and ensured consistent connectivity to establish the feeling of 'One team, One focus'.

We collaborated with governments and organizations across the globe to support community initiatives to overcome severe challenges posed by the pandemic. In this regard, UPL along with its partners donated Personal Protective Equipment (PPEs) to local hospitals, pharmacies, health care workers, and the police force. We also conducted numerous awareness campaigns on COVID-19 for communities through posters and announcements. A brief overview of our initiatives has been provided below. Further details on our global community initiatives towards COVID-19 can be accessed at [Click here](#)



OpenHearts



OpenCollaboration



OUR GLOBAL COVID-19 RESPONSE



India

- INR 75 crore contributed to the PM Cares Fund
- 53,60,000 lts of Sodium Hypochlorite (1% solution) provided to sanitize municipalities, Government offices and villages
- 200 sprayers and 225 members provided for sanitization work, covering 700+ villages
- 80,000 masks, suits and eye glasses (PPE) provided to Government medical staff.



Brazil

- Distribution of Vitamin D to families and young people, in partnership with Equaliv laboratory
- Donated COVID-19- OGG/IGM test kits, cleaning agents, masks and thermometers
- Distributed alcohol gel to young people at the Sorriso Unit with Safraz Armazens Gerais
- Set up 24-hour telephone support for all families and young people of the Vida Association to create awareness on staying at home and take adequate sanitization measures



Mexico



Cuba

- Donated 2,000 lts of sanitizer, 3,000 masks and food baskets for 150 families to the Government of Mexico City
- Donated 6,000 lts of sanitizer to the four major cities of the Coahuila State
- Donated food packages and basic sanitary tools to elderly families in Cuba



Colombia

- The Barranquilla team made alliances with the city mayor to provide food for elderly residents.
- Assisted mothers who are heading households with continued support through the mayor's office
- Donated masks and antibacterial gel to 150+ families in El Cortijo
- Donated protection equipment for doctors and nurses at a local hospital in Madrid



Costa Rica

- Acquired and donated the harvest of farmers at Zarcero to low-income families with the support of Pacific Chamber of Producers
- 5 MT of sanitizer was donated in Central America and the Caribbean region



Indonesia

- Conducted awareness programs in villages and at retailer counters on precautionary activities against COVID-19
- Provided water gallon & hand sanitizers to retailers in order to assist and educate visitors
- Door to door distribution of masks and posters to different stakeholders, farmers & channel partners
- Donated medical masks to hospitals to support doctors and para-medical staff

OUR GLOBAL COVID-19 RESPONSE



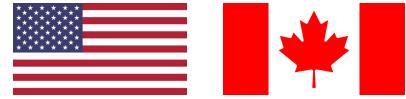
Sri Lanka

- Along with DTW International Pvt. Ltd., we donated ULV fogging equipment to the Infectious Disease Hospital (IDH), the main center of treating COVID-19 patients



Cambodia

- Provided one week's food supply to the underprivileged in Prey Kabas and Koh Andet districts of Takeo Province



North America & Canada

- Supplied 200 disposable Tyvek suits and 1,000 pairs of disposable gloves to the County environmental teams for hospitals
- Supplied 100 gallons of hand sanitizer for County Hospitals and Offices
- Masks were sewn and donated to Minnesota Nurses organization and State of Minnesota
- Providing food packets to children and underserved communities
- Donated USD 15,000 to purchase farmer produce and provide food to the families across 15 communities



Europe

- NPP supplied 400 gloves, gowns, 75 disposable overalls and 600 hair caps to the Laboratory BioPyrénées
- Mourenx supplied 300 single-use gowns, 9 pairs of glasses, and 50 hair caps to the COVID-19 center in Mourenx
- Ougrée supplied 150+ Tyvek half-overalls and 1,000+ chemical gloves to the Hôpital du Bois of Seraing Abbey
- Evesham supplied 2,300 pairs of gloves to Evesham community hospital



Vietnam

- Held an awareness drive for our stakeholders through digital media and social networks
- Distributed hand sanitizers in a new and convenient package



Ivory Coast, Africa

- Supplied COVID-19 detection kits to the Ivory Coast state through the Institute Pasteur, The Heart Fund and Drogba Foundation



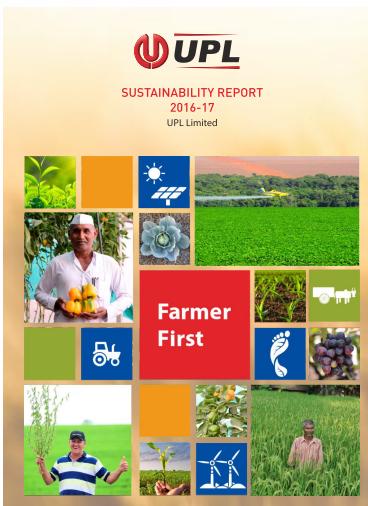
ABOUT THIS REPORT

Our company UPL Limited, is a public agrochemical company that believes in providing sustainable agricultural solutions by creating an Open Agricultural Network and enhancing global food security and sustainability. Our ideology focuses on connecting our stakeholders- farmers, producers, customers and consumers with each other. We are among the leading global agro-chemical companies and are driven by our values of integrity, transparency and accountability. Our Sustainability Report 2019-20 is our formal mode of communication of non-financial information - sustainability approach, strategy and performance.

Reporting period and framework

This report marks our fourth annual sustainability report that discloses our performance for the period between April 1, 2019 to March 31, 2020. It has been developed in accordance with the GRI Standards: Comprehensive option, and adheres to all the reporting principles with respect to content and quality of GRI Standards. For the reporting year, there has been no restatement of information. Wherever any estimates are made, specific assumptions and methodologies have been presented in the report. Our most recent sustainability report was launched in December, 2019 which is available with all our previous sustainability reports on our website. [Click here](#)

Sustainability report 2016-17



Sustainability report 2017-18



Sustainability report 2018-19



Scope and boundary

The report discloses information of operations that fall under our purview. These include our headquarters at Mumbai and global manufacturing and formulation plants. During FY2019-20, we acquired Arysta Lifescience and successfully completed the integration across products, systems, businesses, markets, cultures, IT platforms, R&D pipeline and global teams. Subsidiaries, joint ventures and associate companies where we have no operational control are excluded from the reporting boundary. The details of entities are included in our consolidated financial statements that can be viewed in our annual report which is available on our website [Click here](#)

As per the requirements of the GRI Standards, we have included and showcased the management approach and performance of each identified material issue that affects our economic, social & environment pillars. For FY 2019-20, there have been no noteworthy changes in the list of material topics.

Pledge towards sustainable development

We endeavor to support the global 2030 Sustainable Development Goals (SDGs) by contributing to all the 17 SDGs and prioritizing the following SDGs to our business.

2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Assurance

Our sustainability report has been assured by independent assurance provider- KPMG Assurance and Consulting Services LLP using International Standard on Assurance Engagement (ISAE) 3000 (Revised).

Feedback and suggestions

We welcome and appreciate feedback from all our internal and external stakeholders to enhance and strengthen our practice, performance and reporting. You may share your views and perceptions to:

Dr. Mritunjay Chaubey,
Head of Environment & Sustainability
UPL Limited
UPL House, 610 B/2, Bandra Village,
Off Western Express Highway,
Bandra (East), Mumbai 400051.
Phone: +91 22 7152 8840
Email: mritunjay.chaubey@upl-ltd.com

CHAIRMAN'S MESSAGE

Dear Stakeholders,

With a 50 year legacy, our story begins in the small town of Vapi, Gujarat in 1969. From crafting the first indigenous red phosphorus in India to achieving a prominent presence in sustainable food systems, we have surpassed challenges and capitalized on opportunities to be the 5th largest crop protection company, globally. The year 2020 was characterized by sinuous events. We successfully completed the integration of Arysta LifeScience, the company we acquired in 2019, recording buoyant achievements in the first year itself. We are also pleased to report that we now have access to 90% of the world's food basket, supported by a stimulating blend of expertise, technology, innovation and a purpose to accelerate positive change throughout our value chain. While I write to you about our achievements for the financial year, the cascading effect of the COVID-19 pandemic has now taken a tumultuous turn around the world. This crisis brings to light the premonition of exponential and unsustainable growth. Not to mention the climate crises still personifies a beset and lingering danger. The pandemic has exposed the vulnerability of our globally interconnected economies, with the impact amplified by severe consequences of climate change. However, be it the COVID-19 pandemic, climate change or political turmoil, we can conclude that the potency of global risks and local impact is being accelerated at a pace that could have serious consequences for human life and the economy.

At UPL, we recognize the need to move towards a truly sustainable future, one characterized by egalitarian growth and iconoclasm. With a looming threat of a protracted pandemic, we could foresee a strain on food supply chains. "Enhancing World Food Security" – the theme of our Sustainability Report 2019-20 is more relevant now than ever to ensure food security

"In our story, everyone wins. We are building a network that redefines the way a whole industry thinks and works. Opening it all up, to refreshing ideas, innovative ways and new answers."



for billions of people. Classified as an 'essential commodity', our operations remained functional globally, in adherence to geography-specific guidelines. We lay equal emphasis on making positive contributions to our society. Our comprehensive community development program enables us to support holistic community development beyond our operational bounds. With this multipronged approach to sustainability we remain committed to UN SDGs. Our performance on the DJSI evidences our drive to push boundaries to improve our sustainability performance each year. In FY 2019, we achieved a 60% score enhancement on the DJSI.

With close to 3000 patents and over 40 acquisitions, we continue to stimulate innovative business activities, whilst achieving profitable and sustainable growth. While our revenue increased to INR 35,756 cr., we continued to monitor and improve our performance across our triple bottom line. I am pleased to report that 17% of our power is from renewable sources in two of our largest manufacturing plants, whilst 60% of our plants have achieved Zero Liquid Discharge (ZLD). Our actionable steps help us to achieve measurable progress towards our 2025 sustainability targets. As we remain dedicated towards our vision to be an icon for growth, technology and innovation, I would like to thank our stakeholders for their irreplaceable support towards making a sustainable choice.

Regards,

R.D Shroff

Chairman and Managing Director

VICE CHAIRMAN'S MESSAGE

"Caring enough is the commitment to 'Do things better'- not just for the business but for the world at large"



Dear Stakeholders,

I am proud to state that today, UPL is recognized across 138+ countries and supported by ~10,000 passionate and dedicated employees, globally. The UPL brand has tremendous relevance in today's challenging times of more food in less land and continuing to deliver sustainable growth and strive to represent a positive force to make this world a better place. At UPL, our commitment to sustainability encompasses a holistic approach to ensure equitable benefits accrued across our stakeholder groups. As we endeavor to make food systems more sustainable, our UPL values, vision and mission play a major role to help accelerate the transformation of agricultural systems. OpenAg aims to push the boundaries of innovation to offer an integrated portfolio of both patented and post-patent agricultural solutions. Not only does this provide value to our business portfolio, but it also ensures food security and crop protection solutions to uplift marginalized and smallholder farmers. The perfect blend of innovation, technology, environment and people showcase our mission in action to change the game and make every single food product more sustainable.

While we continue to build sustainable strategies and capitalize on innovative possibilities, we ensure that the value derived from our business activities translates into favorable impact for our planet and people. We consistently dedicate ourselves towards improving the lives of our people; our farmers,

employees, suppliers and business associates through our strategic initiatives. The UPL philosophy propagates the development of an all-inclusive and sustainable society. This has also guided our Corporate Social Responsibility (CSR) policy and programs. We thus prioritize the well-being of our people and community by strengthening our relationships, demonstrating trust and celebrating diversity. Our two core values of "Always Human" and "Open Hearts" guide our community transformation to open its boundaries and cater to wider national and international interests. We have built our focus areas in order to purvey to all segments of society, Institutions for Nation Building, Sustainable Livelihood, Nature Conservation and Local and National Needs. We also support important causes such as prohibition of child labour and encourage our employees to volunteer, investing their skill sets and passion towards an opportunity of a larger goal of development. The hard work and commitment of our workforce has helped us garner numerous accolades and surpass challenges along our journey towards excellence. We strive to establish an innovative, collaborative and diverse workplace that support employee aspirations and potential. We see tremendous power in collaborating with purpose-driven people to harness our technology and expertise in building a better world.

Mrs. S. R. Shroff
Vice Chairman and Promoter Director

FROM THE DESK OF THE GLOBAL CEO

"At the heart of our endeavours have been farmers and our mission to address their many needs. We are committed to embedding sustainability in farms worldwide, while enabling growers to reap the benefits of higher yields and greater resource efficiency."



Dear Stakeholders,

This year has been a year of consolidation and transformation backed by strong financial performance. I am glad to inform you, that we have successfully completed the integration of Arysta LifeScience into UPL ahead of time. This integration has culminated in an expansion of our R&D repertoire, optimization of manufacturing activities and has fueled efficiencies. The consolidation has paved our way towards attaining the market insight, reach and capabilities to effectively cater to end-to end requirements of our farmers across geographies. Post-acquisition of Arysta we have emerged as the world's fifth largest crop protection solutions company.

With the adoption of our OpenAg strategy we see deeper integration of our sustainability ethos is our business aspirations and endeavors. With this renewed purpose and sharper focus; we work towards devising novel solutions, forging strategic partnerships and building expansive presence to serve the food system as a whole. We actively scout for solutions that touches every phase of the crop life cycle, enabling us to cater to farmer needs from pre-plantation to post harvest. An amalgamation of the geography specific insights and an understanding of global priorities has enabled us to deliver need -based, inventive and cost effective solutions for our farmers.

We have expanded our horizon of service delivery to encompass the complete agricultural and food network. Our approach to

addressing food security and challenges of our farmers relies on a clear understanding of environmental constraints and social issues. A 360 degree view of challenges and the implications of the economic, social and environmental spheres of business impact has enabled us to tailor sustainable and holistic solutions for our customers across scale. In our quest to further our sustainability agenda, we focus on entrenching the values of sustainability in our service offerings and business operations. On the service front, we are actively investing in Biosolutions and novel offerings such as ProNutiva which blends BioSolutions with conventional crop protection products to elevate the value proposition we present to our farmers in a sustainable manner. We also have various products such as ZEBA which support farmers with climate smart agriculture.

On the operational front, we have deployed various interventions towards enhanced resource efficiency and lowering our environmental footprint. We have a dedicated team called the "green cell" responsible for incorporation of emerging technologies and other interventions that promote resource efficiency and lower environmental footprint. The team comprises of technical experts with depth in lean manufacturing and resource efficiency. We have various initiatives spanning water efficiency, effective waste management and emission management.

As we transition through a turbulent period with the impact of the COVID-19 pandemic, we

strive to stand by our people, farmers and communities through this crisis. We have established systems and protocols that are enabling uninterrupted supply of our products while ensuring the safety and wellbeing of our employees. In tandem, we have also contributed towards community relief measures by donating ~US\$ 10 million. We also leveraged our core competencies to produce hand sanitizers and disinfectants to meet urgent needs.

As we recover from the storm unleashed by the pandemic, I believe the relevance of

sustainability will resonate more than ever with businesses across scale. At UPL, our business has been rooted in the values of sustainability which has enabled our resilience and agility during the crisis. The experience from this pandemic has revitalized our sustainability driven agenda of creating meaningful and lasting value for our farmers and stakeholders.

I look forward to a sustainable and inclusive road to recovery for all of us.

Jai Shroff
Global CEO of UPL



FROM THE DIRECTOR'S DESK

Dear Stakeholder,

Over the years, we have worked towards building capabilities and forging partnerships to broaden our sphere of impact within the food ecosystem. "Innovation for sustainable agriculture", has been the core around which our value proposition has evolved. Our presence across geographies has enabled us to understand and identify grassroot challenges. Hence, our innovation centric journey starts from farms, through dialogue with farmers and partners to address pressing challenges of the food ecosystem. The acquisition of Arysta, has enabled us to compound our skillsets and capabilities to devise timely solutions for the market.

Our current R&D portfolio comprises 38 new active ingredients in early stage and 14 in late stage of development. Through innovative solutions we even employ off-patented active ingredients. Key facets of "innovation for sustainable agriculture" include; cost competitiveness, time to market, agility, sustainable input technologies and smart farming solutions. We are working on futuristic and climate smart technologies, which will enable farmers to enhance their yield, minimize losses and optimize resources.

Reducing environmental footprint is the guiding principle for our supply chain management strategies. We have redefined manufacturing processes to adopt emerging and resource efficient technologies. We aspire to achieve sustainable cost leadership through operational efficiency and logistics optimization. Our robust environmental management system enables us to

"Through our concept of OpenInnovation we leverage our extensive networks to arrive at our problem statement, ideate for resolutions and tailor products to meet unique farmer requirements."



continuously upgrade our systems and processes to align with global best practices. All our facilities are ISO 14001:2015 certified. Our employees work relentlessly in actualizing our mission of environmental stewardship and operational excellence. Through various skill development programs, we equip our employees and encourage them to translate their ideas into sustainable outcomes.

Business continuity is a key facet of our operational endeavors. We have an intricately laid business continuity plan which enabled us to reinstate operational stability during the pandemic. We recognize that ensuring uninterrupted supply of our products is our primary service to the global economy. We closely monitored the evolving situation and devised responsive strategies to enable requisite inflow of raw materials and continuous supply of our products to farmers worldwide. Our collaborative spirit across the value chain has enabled us to withstand the test of time and provide uninterrupted service to our farmers and partners during this ongoing crisis.

Our business resilience stems from the visibility of long term risks and effective risk mitigation strategies. With our wide reach, deep market insight and sustainable values, we envision to emerge as change agents for enabling global food security in a sustainable manner. We aspire to build a future that is sustainable, inclusive and growth oriented.

Vikram Shroff
Director

AWARDS AND ACCOLADES



Award Name	Awarding Body
Emerald Cross by Colombian Safety Council	Colombian Safety Council
Certificate of Merit - Safety Excellence	Frost & Sullivan
Certificate of Merit - Challengers Category	Frost & Sullivan
Certificate of Investment Intention in Environment & Forest	Vibrant Gujarat 2019, Govt. of Gujarat
Shri Ratilal Tribhovandas Nanavati Award for outstanding work in Research & Development	The Southern Gujarat Chamber of Commerce & Industry, Surat
Frost & Sullivan - TERI Sustainability 4.0 Awards	Frost & Sullivan - Teri
Frost & Sullivan and TERI Sustainability 4.0 Awards 2019	Frost & Sullivan India Pvt. Ltd
Gold Award "BRANDS FOR ENVIRONMENT"	Vietnam Association of Environmental Economics
Gold Award "Friendly Green Factory"	Vietnam Association of Environmental Economics
Gold Award "Sustainable development"	Vietnam Association of Environmental Economics



Award Name	Awarding Body
Frost & Sullivan and TERI Sustainability 4.0 Awards 2019	Frost & Sullivan - Teri
Safe Tech Award	King's Expomedia, Mumbai
Endorsement of compliance	Ministry of Health, Welfare and Sport, Netherlands
NAMC GOLD Award for Manufacturing Excellence	IRIM, Mumbai
Award for Excellent Energy Efficient Unit	CII, Hyderabad
Award for 'Innovative Project' for 'Steam saving using Variable Nozzle Thermo-compressor in MR-205'	CII, Hyderabad
Platinum Category by Indian Green Building Congress (IGBC), CII	Indian Green Building Congress (IGBC), CII
ASEAN Award for TOP 100 Typical Plant-2019	Department of Ministry of Industrial Business Economy organized from Vietnam, Singapore and Malaysia
Gold Award in India Manufacturing Excellence Awards	Frost & Sullivan
Business Merit Award	Universidad Simón Bolívar
5Z Blue Label	International Network of Healthy Companies (RIES) as part of Occupational Risk Prevention International Foundation
Excellence Hazardous waste Triple A 2019 Award	Hazardous waste provider "Triple A S.A E.S.P"
Great Place to Work position 24	Great place to work, Colombia

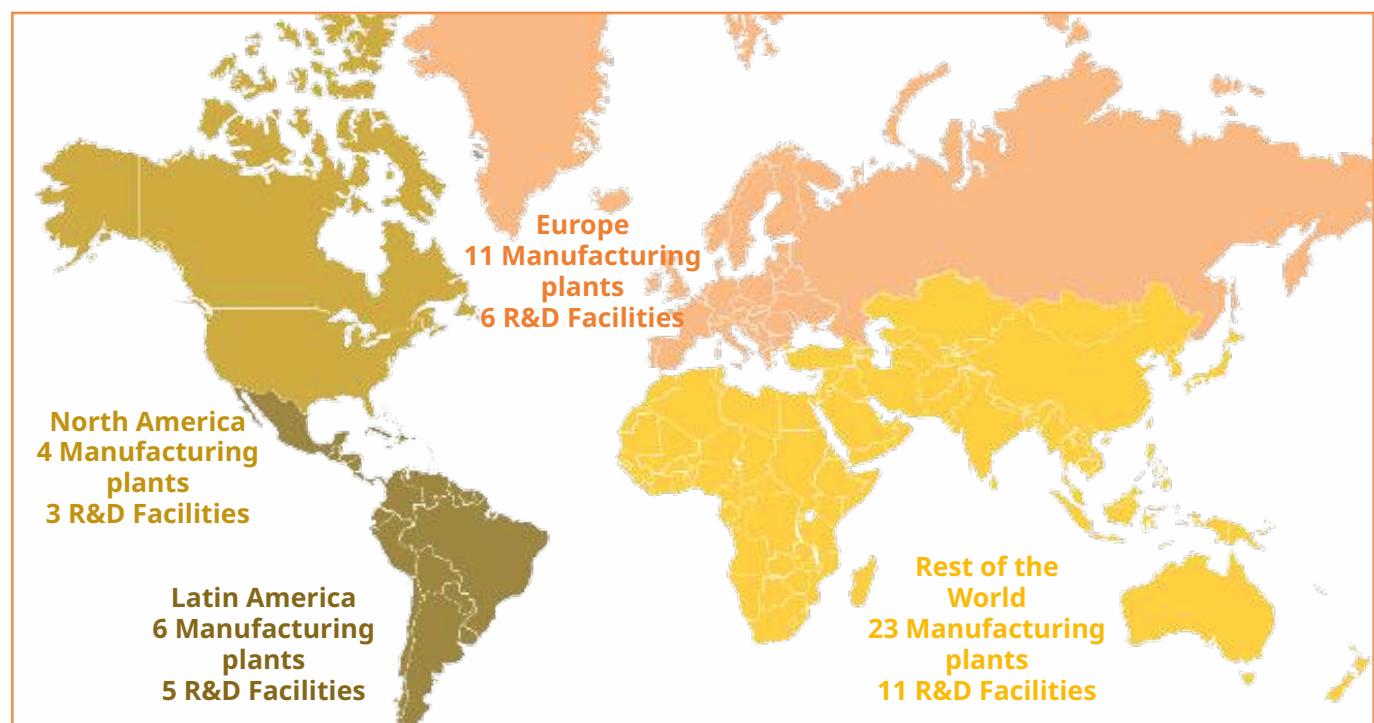


ORGANIZATIONAL OVERVIEW



Enhancing our stakeholders' farming experience, FY 2019-20 marks our 51st year of operation in this world where we have grown from a single agro-chemical product to a complete crop security and solution provider. Today, we have more than 44 manufacturing sites globally that augment our sales to more than 130 countries in the world. Our major business beneficiaries are farmers and agricultural markets across Asia, Africa, Latin America, Europe, North America and Australia. In FY 2018-19, we acquired Arysta Lifesciences; and this consolidation lead us to emerge as one of the leading natural products and bio-solutions offering company. Our product portfolio extends from seeds to post-harvest solutions and is aimed at being a one-stop solution provider to farmers. Our company ranks as the 5th largest global crop protection company acquainted with rich legacy and robust leadership.

Our global presence



PRODUCT PORTFOLIO

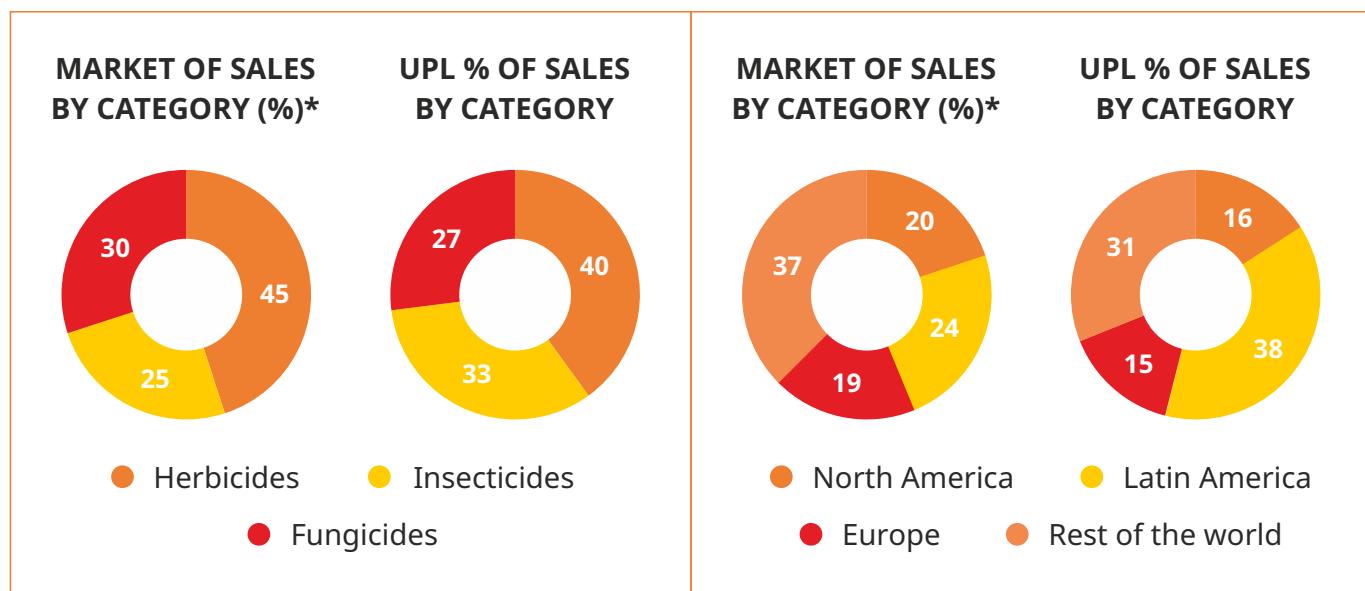


In view of the emerging challenges and evolving markets, we are committed to energize our innovation to offer comprehensive solutions to our customers and other stakeholders. We strive to solve every growing farmer's challenges by offering varied range of sustainable products to protect and increase their crop yield wholly. We have diversified our offerings geographically by understanding the market needs, for which our company holds strong partnerships with key players in the food and fiber value chain and augmenting our digital service offerings.

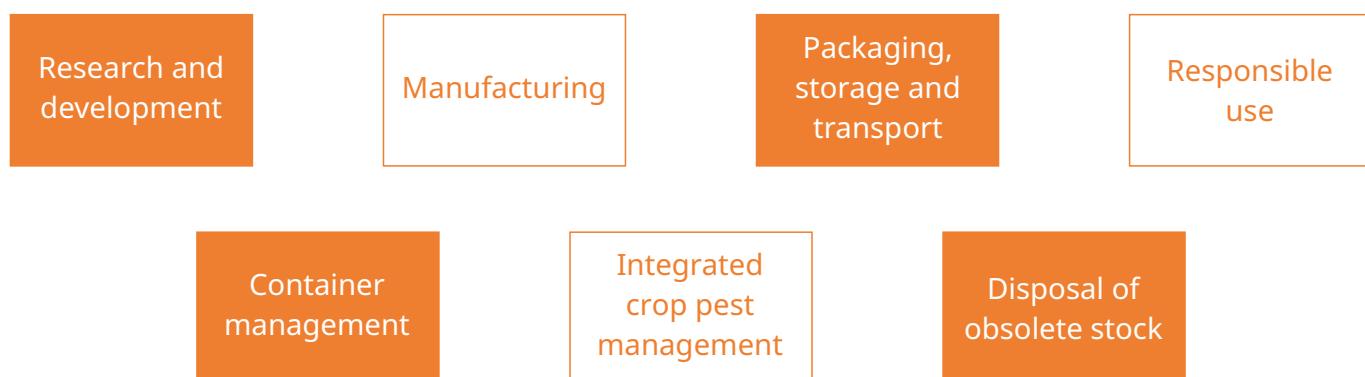
We are passionate towards increasing food security by customizing our products to local needs and propagating nutritious food for all. Hence today, we are one of the fastest growing companies in the segments of crop solutions, weed resistance management, crop residue management, plant stress and stimulation.

2,200+
Products

OpenSolutions



Principles of our service



1. Seeds

Our company Advanta Seeds has been actively contributing towards sustainable crop production by enhancing smallholder farmers productivity through innovation and local expertise. The advanced R&D network is comprised of 19 biotechnology and research centers strategically located across the world to support local growers and deliver high yielding and disease resistant crops. We have over 60 years of experience in plant genetics. This has allowed us to develop an 85% proprietary technology portfolio with staple crops including maize, rice, sunflower, sorghum, canola, soy bean, vegetables and forages. Our focus is on biotechnologically engineered value-added traits like:

- High quality oil
- High yield
- Disease and pest resistant
- Climate smart crops



2. Crop Protection

Now more than ever, crop protection plays a crucial role towards positive yields. It allows crops to cope with weather changes, weeds, pests and diseases that damage and inhibit their growth. This in return supports the farmer to produce higher quality crops with better yields and reduced waste. Hence, increase in productivity leads to reduced use of land, water and labor, resulting in the preservation of biodiversity and a decrease in greenhouse gas emission.



We propagate best-in-class formulation technology with a localized approach to formulate mixtures that are highly adaptive and responsive to customer needs. Our offerings acknowledge every stage of the crop's lifecycle. We offer pre and post-harvest:

- Herbicides
- Insecticides
- Acaricides
- Fungicides
- Adjuvants
- Seed treatment and fumigant technologies

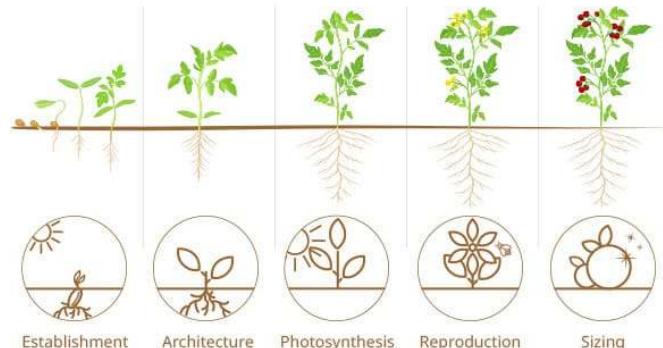


3. Plant stress and stimulation

We offer a portfolio of biostimulants that provide a number of benefits in stimulating plant growth. Our innovative capabilities has realized benefits across crops such as enhanced nutrient uptake, improved growth and increased resistance to biotic & abiotic stress. Our portfolio is specifically designed to unlock crop development potential at each of the 5 crop life cycle stages for sustainable production.

Our products are categorized into 4 segments:

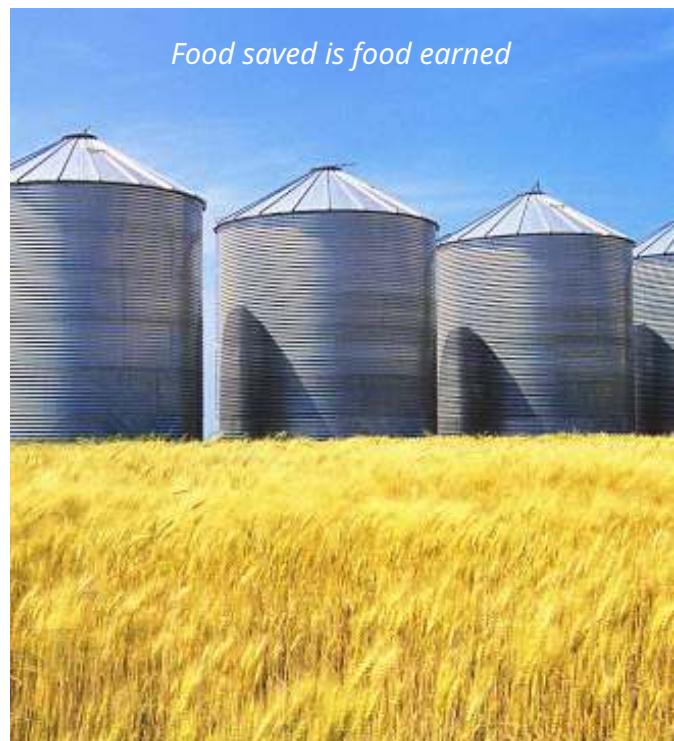
- Growth vitality technology
- NUE/Fruit set technology
- Finishing technology
- Anti-stress technology



4. Post-harvest solutions

Almost 15% of the global food is lost from the post-harvest to the distribution phase. Our portfolio allows us to create smart protection and maintain texture, flavor, appearance and health of the crop. We are devoted towards reducing food waste caused by pests, diseases and practices. In our R&D profile, we simulate real-time conditions to gauge the effectiveness of our products. The solution not only prevents food wastage but also improves marketability and wages of farmers. Our post-harvest solutions majorly focus on:

- Grain storage
- Fruit storage
- Potato storage
- Innovation
- Research and development



5. Soil and water technologies

To nurture and protect land and water resources and help farmers adapt climate uncertainties, our innovative formulations offer supreme mineral and non-mineral nutrients to the plants at farms, turf & ornamental, nursery, industries, home & gardens and prevents deterioration. Our patented soil enhancement technology-Zeba is a best in class water management tool that improve soil health without leaving any residue. The product is applicable to wide range of terrains, crops, climate and regions.



6. Aquatics

We are committed to protect waterbodies against invasive aquatic plants and algae. This product segment balances nature and science by allowing us to manage invasive aquatic plant and algae for waterbodies like lakes, ponds, reservoirs, streams, rivers and canals.



Our Solutions

ProNutiva

We have launched an integrated crop health solution program: ProNutiva that integrates biosolutions with conventional crop protection products. It negates the current agricultural challenges by supporting sustainable agricultural practices, improving growing economics and meeting the global food chain requirements. The program aims to cover all encompassing requirements of a plant with decreased phytotoxicity, pyro-stress and residue. The program portfolio offers:

- Bioprotection
- Biostimulation
- Bionutrition



pronutiva®
Crop Protection + BioSolutions



Farmer engagement

We ensure continuous improvement in our practices and processes that strengthens our relationships with our stakeholders. Dissemination of appropriate agricultural practices is equally important with sustainable products. Inappropriate use of products and storage can harm both, the crops and natural resources. Hence, we provide advisory services to farmers allowing them to understand the importance of employing judicious use of resources, increasing yield and reducing waste by adopting the latest and easily accessible farming practices. Our institution body UPL Centre for Agriculture Excellence (CAE), Nahuli provides free practical training of modern scientific agriculture practices with accommodation to farmers/students from India and overseas. Also, our tele communication body AdarshKisan Centre provides remote advisory contact to farmers in India.

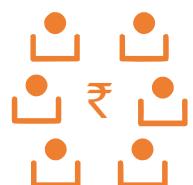


ASSOCIATIONS, MEMBERSHIPS, ADVOCACY & COLLABORATIONS

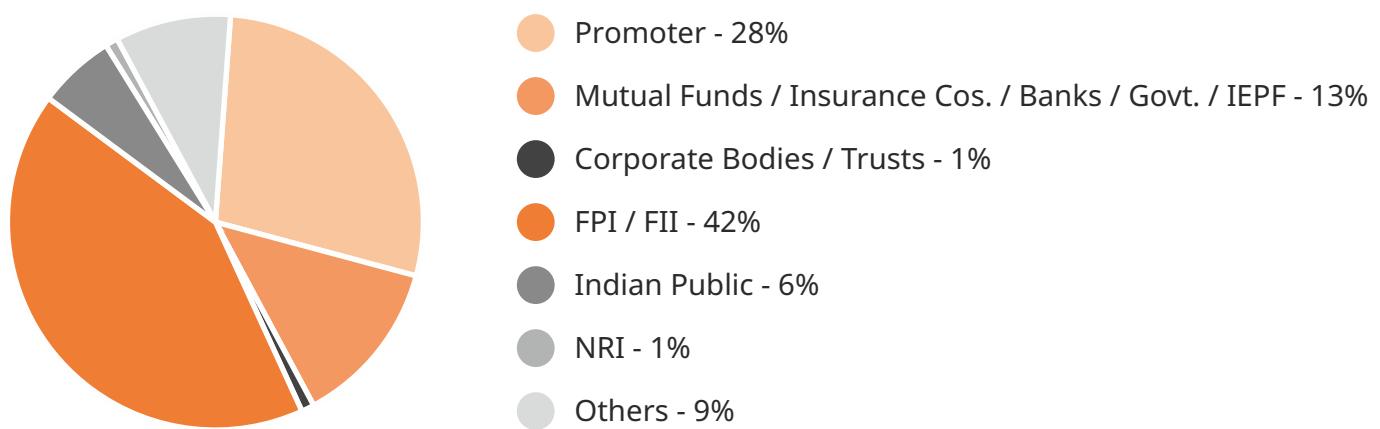


- Ankleshwar Industries Association
- Association of Small and Medium Chemical Manufactures (ASMECHEM)
- Alkali Manufacturers Association of India (AMAI)
- Alliance for a Green Revolution in Africa (AGRA)
- Basic Chemicals , Cosmetics & Dyes Export Promotion Council (CHEMEXCIL)
- Centigro Environment of Agriculture
- Confederation of Indian Industry (CII)
- Crop Care Federation of India (CCFI)
- Federation of Indian Chambers of Commerce & Industry(FICCI)
- Global Agribusiness Alliance (GAA)
- Indian Chemical Council (ICC)
- Indian Merchant Chambers (IMC)
- Jhagadia Industries Association (JIA)
- Pesticides Manufacturers & Formulators Association of India (PMFAI)
- The Associated Chambers of Commerce and Industry of India (ASSOCHAM)
- The Energy and Resource Institute (TERI)
- Vapi Industrial Association (VIA)
- World Business Council of Sustainable Development (WBCSD)
- World Economic Forum (WEF)

SHAREHOLDING PATTERN



Shareholding pattern as on March 31, 2020



ADVANTA SEEDS



As a proud UPL seed company, Advanta Seeds consistently aims to combat increasing food insecurity and climate change by providing farmers with innovation and new technologies. 60% of our operations across Asia, Africa and Latin America also fall under the UN listed countries as food insecure with a majority of smallholder farmers. We understand that access to high quality seeds, particularly to smallholder farmers represents an essential strategy to address global food security.

Enhancing nutrition and productivity of smallholder and women farmers

Most smallholder farmers in regions with an increased presence of food insecurity, lack resources and knowledge to enhance their farming practices. At Advanta, we work towards identifying the best technology that improves nutritional value and provides high-yielding crops. With a holistic approach towards farming, we consciously aim to ensure equal access to seeds for women, agricultural resources, and climate-smart technologies. With a 20-30% yield gap between men and women farmers, we understand that supporting women farmers is crucial to not only achieve food security and nutrition but also to build the resilience of rural households and communities.

Advanta Seeds recognition for innovation and sustainability in 2019

Recognized by ASI 2019:

5th in the world and 4th in South & Southeast Asia leading seed company contributing to UN SDGs and smallholder farmers' prosperity

 Innovation Excellence Awards in two categories: **Top 25 Innovative Companies** of 2019 Award



'The Best Innovative Company 2019'
Award by **Meet the Farmers'** Dubai,
UAE



'Outstanding Innovation'
Award in R&D' 2019, Thailand



Top Innovative Company in Manufacturing Agri Products Award
by Confederation of Indian Industry



Case Study: Boosting health with vitamin A orange maize

In partnership with HarvestPlus, we launched biofortified vitamin A orange maize GV673A. Supported by the Ministry of Agriculture and various NGO organizations in Zambia, the crop has many health and agronomic benefits for farmers. Additionally, the biofortification also makes this crop climate smart with more drought and disease resilience. We have planned 1,000 field days to promote the nutritional and agronomy benefits of orange maize.



Case Study: Okra combo virus tolerance

We have launched okra hybrids with combo virus tolerance (ELCV and OLCV) which enhance crop health and longevity of the crop duration. Based on our data from the past 3 years and farmers feedback, combo okra has increased fruit production. Fruit cutting increased from 25 to 60 cuttings per season, improving the yield by 20 to 50% on average. The combo virus tolerance also reduces input costs for cultivation.



Improving yield of sorghum & sunflower women growers

We partnered with Farm Africa in Tanzania to empower women in Dodoma and Manyara with GAP (Good Agricultural Practices). With a focus on training and best practices to increase yield, the improvement was seen to feed families and trade the remaining crop for other goods. We are humbled to have supported 200+ women.



Nutrition boost during the COVID-19 Pandemic

During the pandemic, many communities struggled to provide basic necessities for their families. Advanta Seeds (PacThai) launched residue free vegetables and training for the community project. The project is also led by the woman village leaders who often given their own land for the project.



Mitigating climate change and building resilient food supply

With climate change induced weather conditions such as drought and evolving insects, farmers face new challenges that target their crops. We thus use our biotechnology capabilities to act fast and to address the most pressing issues.

Innovation & new technologies	Climate smart crops	Research Partnerships
<p>We constantly innovate to develop improved genetics and increase yields, providing better adaptation to diseases and climate change.</p> <p>We work with local growers to understand the most pressing issues and test our technology in the same environment the farmers grow their crops.</p> <p>We apply speed to market approach and innovative breeding technologies to provide quick services and the right genetics to farmers.</p>	<p>To address global warming and surface temperature rising, our R&D focuses on drought tolerant crops, using our expertise in tropical and subtropical genetics.</p> <p>We have successfully delivered genetics in tropical regions for corn, sorghum and vegetables in the Middle East, Africa, Asia, and South America.</p>	<p>We work with global and local organizations such as CMMYT, CIAT, ICBA, and Okra Genome Sequencing Consortium (OGSC), International Consortium on Sunflower Genomics (ICSG), CGIAR Institute, IRRI, and ICRISAT. We also partner with ICBA with a focus on sustainable livelihoods and food security in marginal environments. Additionally, we conduct climate change research for adaptation, crop improvement and sustainable production solutions.</p>

Case Study: Drought resistant sorghum

In Africa, South America, and Asia, temperatures are drastically rising and drying out crop fields. We actively promote crops that are naturally drought resistant and perform well in harsher climates such as Sorghum. In Africa, under the program Climate Smart Africa, we work with FAO and Farm Africa to introduce sorghum crops to farmers in place of corn, which doesn't perform well in droughts. Our sorghum hybrid PAC 501 demonstrated outstanding performance and a stable yield in this region. With our partners, we organized 180 field demos across 64 villages in Tanzania. The farmers thus had an opportunity to learn about sorghum benefits and the best agronomy practices to boost productivity.



Case study: Water saving ZEBA in okra production

We apply in seed production of UPL's new technologies that provide climate change solutions to improve crops for smallholder farmers. One of UPL's revolutionary eco-friendly technologies is ZEBA, which improves soil capacity and productivity and allows 20% savings in water use. We provided ZEBA for okra growers in India to provide crop assurance. ZEBA improved the seeds' germination, soil aeration, overall vigor and health of the crop. It also retained the soil moisture and reduced irrigation. These excellent results gave hope to many vegetable farmers in India where droughts are more frequent.



Case study: Educating farmers about emerging pests

The primary crop for many smallholder farmers across the world is corn. In recent years, corn growers in tropical geographies of South America, Asia, and Africa have struggled with emerging warm pests, as a result of changing biodiversity. We took an active approach in partnership with The International Center for Tropical Agriculture and circulated the warm pest identification guide. The guide proved to be an excellent tool for growers to improve corn crops in tropical geographies. To promote the guide, we arranged many presentations with the CIAT expert for the Colombian and Bolivian agronomists and farmers.

Disseminating the guide helped many farmers to save the crop from infestation.



Case Study: Growing food in extreme conditions

We partner with the International Center for Biosaline Agriculture (ICBA), not-for-profit research center based in the UAE. We also work on numerous projects related to agricultural challenges in marginal communities and extreme environments. There is prime focus given to climate change adaptation, crop improvement and sustainable production. Some of these projects engage local communities and authorities to boost food security in the region and raise awareness about growing food and nutrition.



During the COVID-19 pandemic, there was a significant impact on food supply chains with the disruption of local transport and import/export logistics. We thus implemented strategic measures to build a resilient supply chain and make sure farmers get seeds on time for the planting season.

Increased safety measures and advocating public health.	Getting seeds as soon as possible to the designated country prior to sowing season.	Getting seeds as close as possible to the market.	Reduced logistics in delivering seeds to farmers where possible.	Broadening and expanding local production to reduce international logistics.	Strategic decisions on increased production to ensure efficient seed supply for the upcoming season.
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Case Study: Mitigating COVID-19 impacts on smallholder farmers

While the FAO and the UN identified the most challenging issues for smallholder farmers, we built a strategic roadmap to address these issues to the best possible extent.

Identify output markets for smallholder farmers to sell their crops

India

We use our transport and our team to help farmers reach markets and sell their vegetables.

Mozambique

We started collaboration with MOZ food exporter, purchasing baby corn for export.

Engage value chain partners to ensure the farmers' income will not be disrupted

Thailand

MOU agreement with local governments and food companies Betagro Feed Mill and Sunsweet to ensure farmers income.

Zambia

Working with UN WFP (World Food Programme), flour mills and food processing companies to stable farmers income.

Collaborate with local governments and policy makers to ensure the prioritization of agricultural activities and safe operations

India

Set up a Taskforce Team to ensure all safety and government policies are executed throughout the supply chain.

Thailand

Working closely with the authorities to obtain transport permissions from state to state to ensure seeds are delivered on time.

Increase collaboration with trade unions and financial institutions

Kenya

Collaboration with Seed Trade Association of Kenya (STAK) to improve the trade process.

India, West & Central Africa

Engaging financial institutions to provide crop insurance and credit for smallholder farmers.

Invest in supplying a wider variety and higher volume of nutritional crops with dedicated technology development testing of vegetables across geographies

Global Initiative

To improve global vegetables for local environment (tomato, okra) in Asia, Africa, LAN and biofortification of corn in Africa, pearl millet in India and beans in Kenya. Test and improve local vegetables in Africa such as collard greens, black night shade, amaranthus, okra, and African eggplant.

Increase the outreach to smallholder farmers by building digital capabilities, thereby increasing interaction and access to information

Africa

Geo-target farmers via mobile to promote field days and agriculture advice.

Global initiative

Increased use of online technologies to deliver training, agronomy advice and collect feedback from farmers. We also launched a salesforce system to enhance compliance and e-commerce.

Engaging smallholder farmers in our commitment to sustainable development

As part of our commitment towards the Sustainable Development Goals (SDGs), we engage farming communities in our environmental and social initiatives to build a better world. A few of our initiatives have been provided below.

Enhancing biodiversity & nutrition through agroforestry

We introduced agroforestry and the planting of orchard trees in rural communities of India. Within the last year, the Advanta Team in India has planted 62,000+ trees across 12 regions, while actively engaging with farming communities to provide the benefits of agroforestry. With the trees suitable for local climate, the initiative represents climate-smart agriculture and increases farm and community resilience.

Fair Labour

We are one of the founders of Enabling Child and Human Rights with Seed Organizations (ECHO) in India that focuses on social compliance issues, including child rights, minimum wages, and a healthy and safe work environment. ECHO also engages various stakeholders from the public and private sectors to develop comprehensive counsel for the industry.

United against child labour

Along with UPL, we started "United Against Child Labour" (UACL) to fight child labour. The objective is to end all forms of child labour in the seed supply chain and to ensure education for children. We developed an awareness program for rural communities, and engaged local governments, schools, and media to advocate the cause. There are already 1,500 seed producers and 15 local governments who participated in the program. The UACL initiative includes conducting adequate due diligence to identify child labour deep into the supply chain



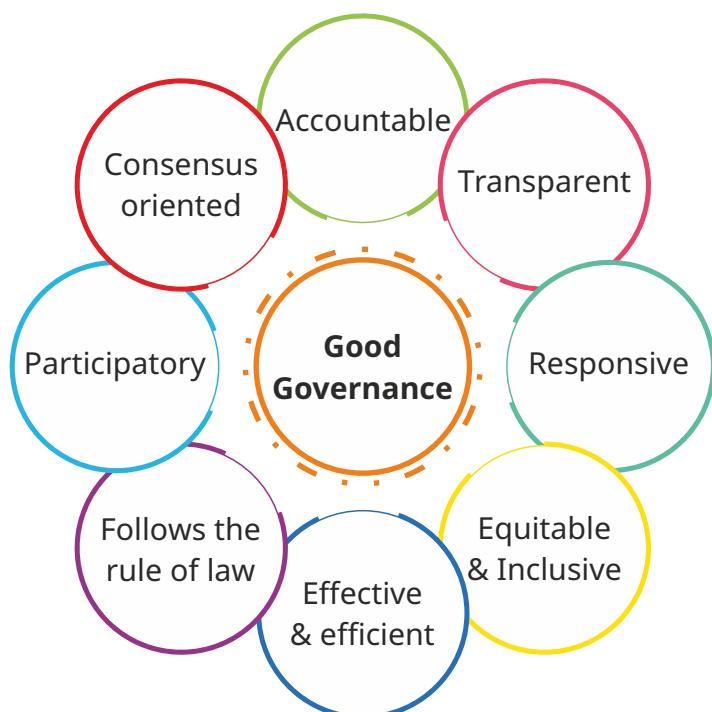
CORPORATE GOVERNANCE

At UPL we embrace a beyond compliance approach with robust governance mechanisms. Our approach to governance takes into account the present and future needs of all economic, environment and social parameters. Our corporate governance system encompasses numerous policies, committees of the board and checks and controls to enhance board involvement and effectiveness.

Management approach

UPL Limited is a global company which aims to be an icon for growth, technology and innovation by making every single food product more sustainable. We house a variety of products across the world which requires a diverse governance body. We have a robust corporate governance framework that considers the long-term interest of every stakeholder as we operate with a commitment to integrity, fairness, equity, transparency, accountability, and commitment to our values. This helps us to mitigate negative impacts and intensifies positive results for our stakeholders.

We have incorporated several policies and committees to support our governance structure and create long-term sustainable value for them. Our policies pertaining to global Code of Conduct, whistleblower, child-labor, anti-bribery & corruption, information security and vigil mechanism ensure our commitment towards ethical business that extends to all our stakeholders. There were no cases of anti-corruption or bribery for FY2019-20. We also have a Code of Conduct for the Directors and Senior Management of the company. The policies can be viewed at [click here](#)



Grievance Redressal Mechanism

Investors can raise any grievance with the Company, RTA, MCA, IEPF Authority, Stock Exchanges and SEBI

The Company and RTA endeavors to resolve the grievances within defined timelines.

On a quarterly basis, details of grievances are updated to the Board, Stock Exchanges and also updated on the company's website.

On an annual basis, details of grievances are provided in the Annual Report.

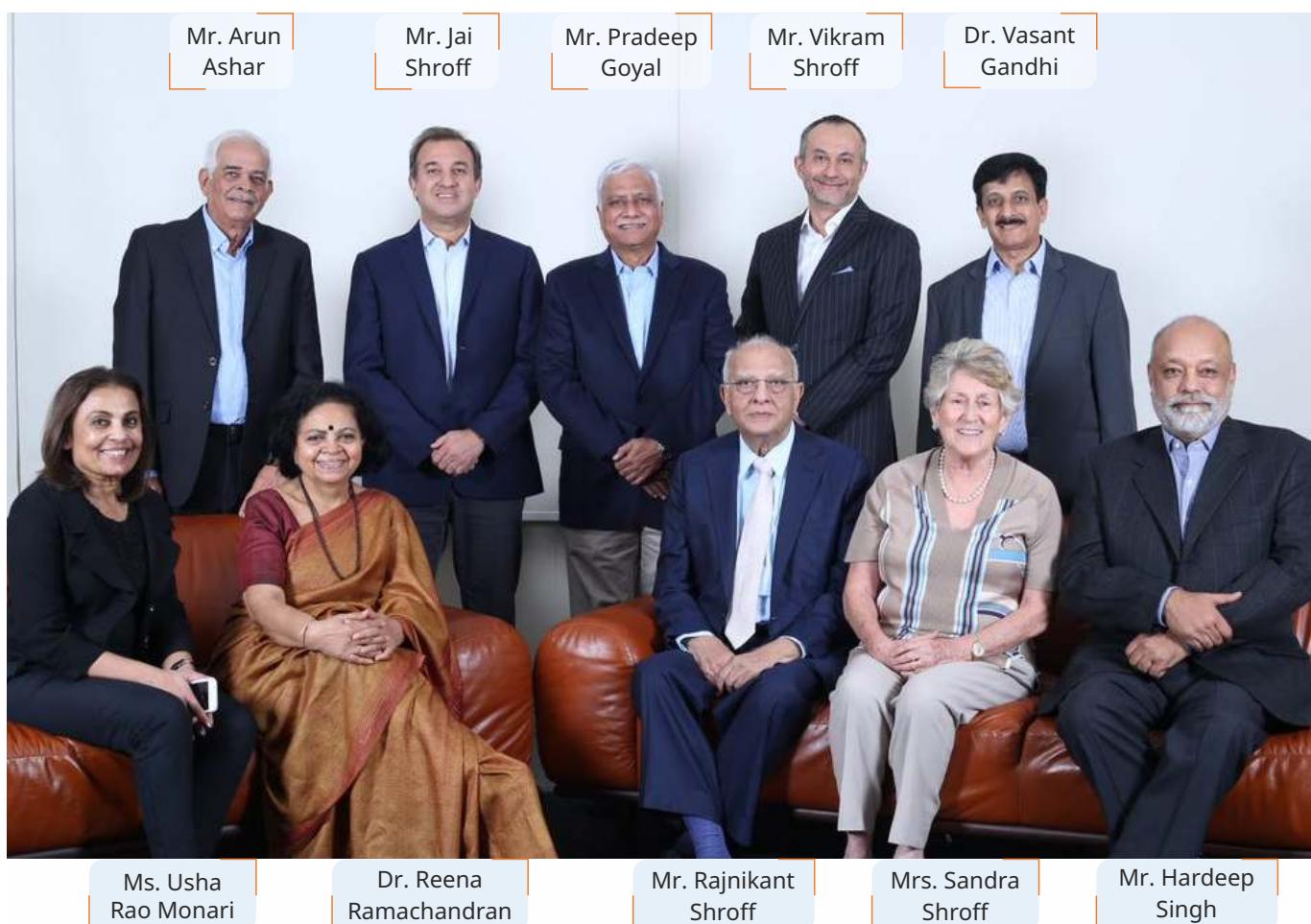
THE BOARD OF DIRECTORS



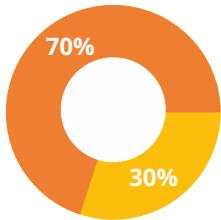
Our Board of Directors provide us with strategic guidance, enabled by their years of experience, knowledge and competency. The Board of Directors is the highest governance body that reviews the compliance of all laws applicable and guides towards economic, social and environmental topics for the Company. The composition of our Board is in conformity with Regulation 17 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations') and Section 149 of the Companies Act, 2013 ("the Act"). As on March 31, 2020, the Board of Directors comprises of 10 directors of which 2 are executive including Chairman, 3 non-executive including Vice-Chairperson and 5 are independent. There are 3 women directors, of which, 2 are independent.

Sr. No.	Name	Designation	Board Committee Roles
1.	Mr. Rajnikant Shroff	Chairman and Managing Director	Risk Management Committee-Chairman Finance and Operations Committee-Chairman
2.	Mrs. Sandra Shroff	Non-Executive – Non-Independent Director	Stakeholders Relationship Committee-Member Risk Management Committee-Member Corporate Social Responsibility Committee-Chairman Finance and Operations Committee-Member
3.	Mr. Jai Shroff	Non-Executive – Non-Independent Director Group Global CEO	
4.	Mr. Vikram Shroff	Non-Executive Director	Corporate Social Responsibility Committee-Member Finance and Operations Committee-Member
5.	Mr. Arun Ashar	Executive Director	Stakeholders Relationship Committee-Member Risk Management Committee-Member Finance and Operations Committee-Member

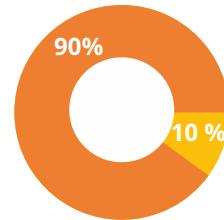
Sr. No.	Name	Designation	Board Committee Roles
6.	Mr. Pradeep Goyal	Independent and Non-Executive Director	Audit Committee-Member Nomination and Remuneration Committee-Member Stakeholders Relationship Committee-Chairman Corporate Social Responsibility Committee-Member
7.	Dr. Reena Ramachandran	Independent and Non-Executive Director	Nomination and Remuneration Committee-Chairman
8.	Mr. Hardeep Singh	Independent and Non-Executive Director	Audit Committee-Chairman Nomination and Remuneration Committee-Member
9.	Dr. Vasant Gandhi	Independent and Non-Executive Director	Audit Committee-Member
10.	Ms. Usha Rao Monari	Independent and Non-Executive Director	Audit Committee-Member



Board diversity



- Percentage of male individuals within the Board of Director
- Percentage of female individuals within the Board of Directors



- Percentage of individual in age group of 30-50 on the Board of Directors
- Percentage of individual in age group of 50+ years individuals within the Board of Directors

The composition of the Board is an optimal mix of knowledge and experience to effectively delegate its responsibilities and provide strategic insight into business activities. The Board members are from diverse sectors having expertise in chemistry, social upliftment, agri-inputs, food policy, metallurgy, petroleum, cement, etc. with required skillsets of global business and economics, management and leadership, strategy and growth, crop protection products, finance, risk, compliance and governance. The Board is provided with appropriate information pertaining to economic, social and environment parameters in a timely manner. This enables them to undertake informed decisions and direct the company in its way forward.

Committees of the board

Our Board constitutes various committees to make informed decisions in the best interest of the company. Currently, we have 7 committees which operate under the direct supervision of the Board. The Chairman of each committee ensures timely communication of operations and major decisions undertaken during the financial year.

Audit Committee	Nomination and Remuneration Committee	Stakeholders Relationship Committee
<p>It comprises of 3 directors all of whom are independent directors who assists the Board for overseeing quality and integrity of the accounting, auditing and reporting practices of the company.</p>	<p>It comprises of 3 directors all of whom are independent directors who formulate the criteria for determining qualified directors; recommend policy on the remuneration for the Directors, key managerial people and other employees; carry out the evaluation of Director's performance.</p>	<p>It comprises of 2 non-executive directors and 1 executive director who oversees and reviews matters linked to Company's securities; monitors redressal of stakeholder grievances; recommends methods to upgrade the standard of services to investors</p>

Risk Management Committee



It comprises of 2 executive directors and 1 non-executive director who frame and reviews risk management plan and policy along with cyber security risks.

Corporate Social Responsibility Committee



It comprises of 3 non-executive directors including 1 independent Director who monitors CSR policy and recommends activities to be undertaken by the company and the expenditure to be incurred on CSR activities to the board. They also approve Corporate Social Responsibility Report, Business Responsibility Report and Corporate Sustainability Report.

Finance and Operations Committee



A non-statutory committee that comprises of 4 directors for speedy disposal of routine/operational matters which include finance and treasure related matters, property related authorisations, general authority required under various statutes, issuing power of attorney.

Sustainability Committee



Our sustainability committee is led by our director. The Committee comprises of functional heads. The core purpose of this committee is to ensure the Company board's involvement in sustainability themes linked decision making to ensure a cross functional and an organizational involvement in sustainability.

Board performance evaluation

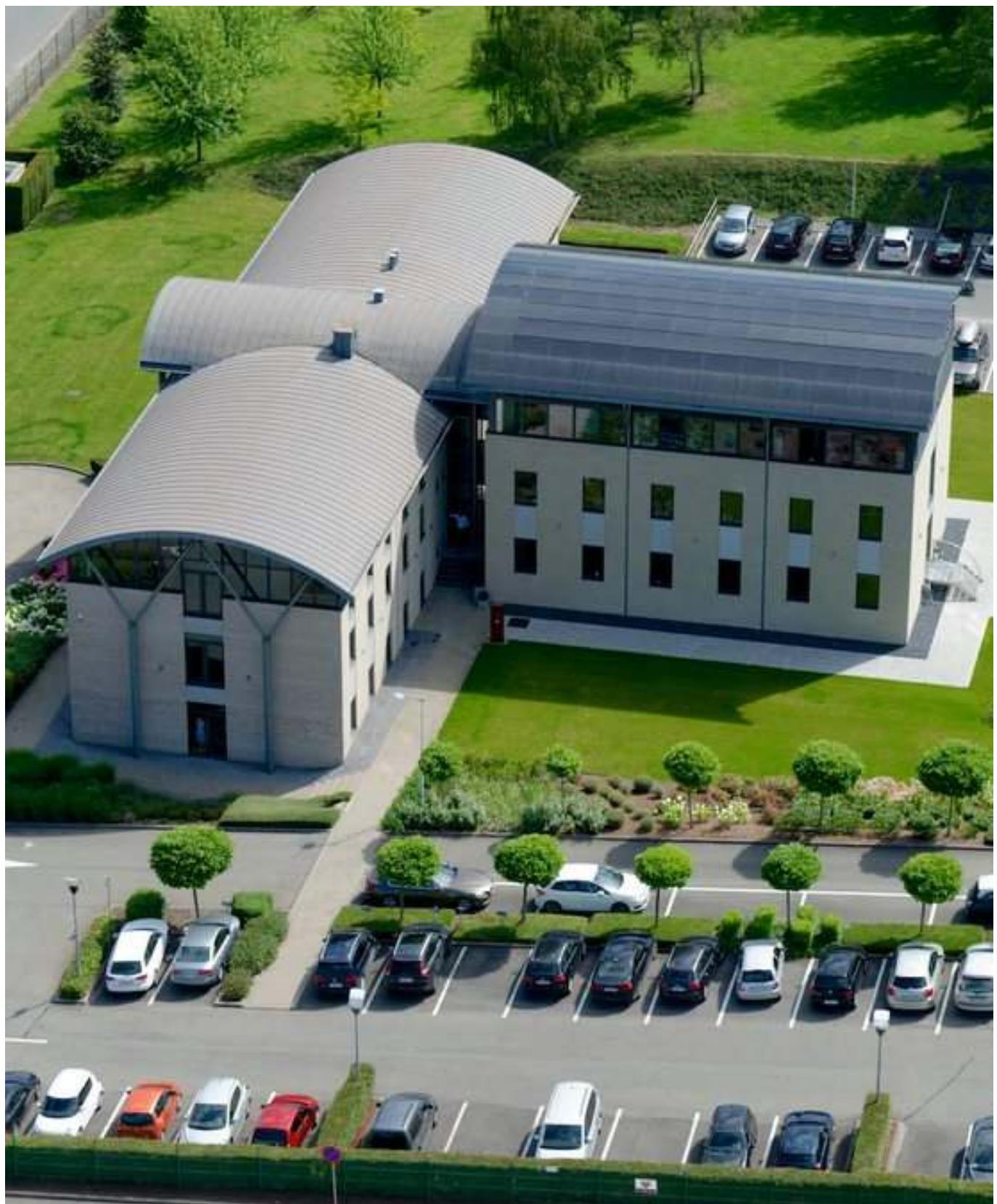
Pursuant to the provisions of the Companies Act, 2013 and the SEBI Listing Regulations, the Board and its committees are evaluated every year. The evaluation takes place using a questionnaire that needs to be filled up by the Directors who provide feedback on the overall functioning of the Board, its Committees and contribution of individual directors. The questionnaire encompasses critical criteria such as structure of the Board/Committees, board meeting practices, overall board effectiveness, attendance/participation of directors in the meetings etc. The Directors also provide their suggestions for areas of improvement to increase management and operational performance.

Nomination and remuneration process

We have a remuneration policy developed and adopted by the Nomination and Remuneration Committee for selection and appointment of Directors, senior management and their remuneration. The policy roots criteria for selection of Directors & senior management and entitlements of remuneration to the Directors. The remuneration is based on individual performance and annual targets, the company's performance and recent compensation trends in the industry. The Stock Option schemes are designed to incentivize enhanced performance of the organization and are subject to a Clawback Policy. The ratio between the total annual compensation of the Chairman and Managing Director and the mean or median employee

compensation is 235. The appointment of executive directors is for a period of five years whereas non-executive directors are appointed for three years and independent directors - can serve as directors for maximum 10 years of which they shall be re-appointed after serving an initial term of 5 years. The service agreement provides for a notice period of three months on either side.

Furthermore, details pertaining towards corporate governance- board performance, nomination and remuneration, committees, etc. can be found in our Annual Report 2019-20 [click here](#)



RISK MANAGEMENT



In order to achieve our mission towards making every single food product sustainable, risk management and mitigation is a crucial part of our business strategy. Our identified and prioritized risks are governed through our risk management committee, strong risk management process and risk management policy which is approved by the Board. The committee constantly updates and reviews identified risks that may impact business performance periodically, particularly towards economic, environmental and social challenges. It includes a holistic approach in terms of recognizing the severity of risks, anticipating the probability of its occurrence and analyzing probable business impact. Post identification and prioritization, we ensure appropriate plans are formulated towards risk mitigation efforts. This enables us to not only manage risk but also transform them into business opportunities.

Our risk management process

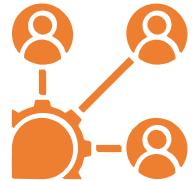


For the reporting year, we have identified the following 11 risks which span across the triple bottom line:

1. Changes in market dynamics
2. Research and development
3. Regulatory changes
4. Product pricing
5. Supply chain
6. Pest resistance
7. Climatic conditions
8. Foreign currency fluctuations
9. Liquidity
10. Tax
11. Cybersecurity

Details on the above-mentioned risks with their business impact and mitigation plans can be viewed in our Annual Report 2019-20 [Click here](#)

STAKEHOLDER ENGAGEMENT



Introduction to Stakeholder engagement

We understand the importance of individual stakeholder groups in our business and hence we have identified them on the bases of individuals, groups or entities who are directly impacted by our activities and decisions, as well as those who can influence our operations and performance. Our decisions for the organization are primarily influenced by these stakeholders. We actively connect with our local and global stakeholders on a regular basis through numerous communication channels. This includes formal and informal live interactive and virtual sessions; our main focus is to be more transparent and honest with them. We believe that stakeholder engagement is an ongoing process between the company and its prioritized stakeholders. Such sessions and consultations help us to improve and strengthen our performance across various business areas and enhance trust and transparency among our stakeholders.

Our approach

At UPL, we have a vigorous process of stakeholder identification after which we connect with our prioritized stakeholders. The engagement follows a process of stakeholder identification, prioritization and communication. Based on the influence and impact of a stakeholder group or individual on business operations, stakeholders are prioritized. We connect with our focused group of stakeholders periodically and at different locations and offices of the company through a suitable and convenient mode of interaction.

During these sessions, we also have a platform for the stakeholders and the company to disclose and address their economic, social and environmental concerns as well as ideas. Through our effective communication means we engage with both our internal and external stakeholders, globally. Our internal stakeholders comprises of our Board of Directors and Senior, Middle & Junior management. On the other hand, our external stakeholders are majorly represented by our suppliers, distributors, community members, academia experts and customers.



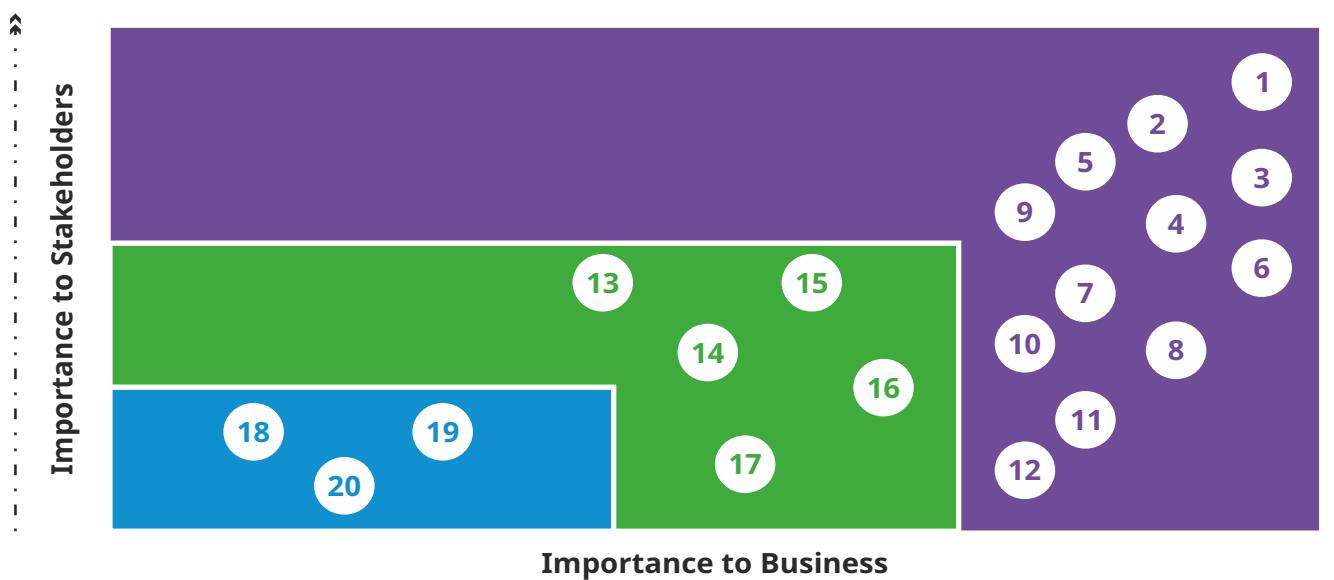
Stakeholder group	Mode of engagement	Frequency of engagement	Key focus area
Employees (Internal)	<ul style="list-style-type: none"> Annual performance evaluation mechanism Grievance redressal mechanisms Employee satisfaction surveys Leadership seminars Newsletters, safety communications, etc. 	<ul style="list-style-type: none"> Ongoing Monthly Quarterly Annually 	<ul style="list-style-type: none"> Employee engagement Infrastructure development Policy reviews External trainings Work life balance
Customers (External)	<ul style="list-style-type: none"> Marketing activities Brochures and notifications Satisfaction surveys Complaint mechanisms 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Subsidized products for farmers Demonstration and information on usage of product
Suppliers (External)	<ul style="list-style-type: none"> Suppliers meets Training programs Events and activities Workshops 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Increased frequency of interaction Establishing long term associations
Regulatory Bodies (External)	<ul style="list-style-type: none"> Meetings Official communication 	<ul style="list-style-type: none"> Regular Basis 	<ul style="list-style-type: none"> Compliance to regulations
Investors/ Shareholders (External)	<ul style="list-style-type: none"> Annual reports Investor meets Annual general meetings 	<ul style="list-style-type: none"> Annually Ongoing Annually 	<ul style="list-style-type: none"> Business growth and strategy Governance practices
Local Community (External)	<ul style="list-style-type: none"> Visits Meetings Need assessments Impact assessments CSR teams/ volunteers 	<ul style="list-style-type: none"> Annually Quarterly Ongoing 	<ul style="list-style-type: none"> Health and sanitation camps Educational Infrastructure Promote more self-help groups (SHG)

At UPL, we incorporate concerns and issues raised by our stakeholders on priority and devise mitigation plans for all the identified concerns in a strategic manner. This has been further elaborated in our management approach of each identified material topic throughout our Sustainability Report 2019-20. In the month of March 2020, we also ensured that our teams actively responded to the COVID-19 challenges faced by our stakeholders.

MATERIALITY ASSESSMENT

We at UPL believe that materiality assessment forms the backbone of our strategy towards sustainable business. We understand the importance of materiality assessment and its linkage to the overall risk and opportunities for the organization. This also supports an organization to define its business strategy, performance review & management and ensure effective reporting. We have also taken into consideration sectoral, regional, national and global perspectives in prioritizing our material topics. This also enables us to reflect significant organizational impact across the economic, social and environmental dimensions.

We have retained the material topics identified during the exercise with our stakeholders in FY 2017-18. During this exercise we had interacted with our Local community, Investors, Suppliers, Regulatory bodies, Customers, and Employees (Management & Non-management). Responses from key stakeholder groups were collected and analyzed to arrive at top material topics for the company. These topics were presented to management for their further approval and requisite course of action. To understand our materiality assessment in detail, please refer to the weblink. [Click here](#)



Our list of material topics

- 1. Product Stewardship
- 2. Supply Chain Management
- 3. Occupational Health & Safety
- 4. Operational Excellence
- 5. Corporate Governance and Business Ethics
- 6. Waste Management
- 7. Emission Reduction
- 8. Competitive Behavior
- 9. Emergency Preparedness
- 10. Human Rights Issues Across Value Chain
- 11. Water Management
- 12. Energy Management
- 13. Spill Management
- 14. Employee Retention
- 15. Community Development
- 16. Diversity at Workplace
- 17. Biodiversity
- 18. Financial Assistance Received from Governments
- 19. Procurement Practices
- 20. Local Employment

From the identified material topics, our prioritized topics are:

Material topic	GRI topics	GRI indicator	Impact
Product Stewardship	Non GRI	103-1, 103-2, 103-3	Inside and Outside
Emission Reduction	Emissions	305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7	Outside
Operational Excellence	Non GRI	103-1, 103-2, 103-3	Outside
Corporate Governance and Business ethics	Governance	102-18, 102-19, 102-20, 102-21, 102-22, 102-23, 102-24, 102-25, 102-26, 102-27, 102-28, 102-29, 102-30, 102-31, 102-32, 102-33, 102-34, 102-35, 102-36, 102-37, 102-38, 102-39	Inside
Energy Management	Energy	302-1, 302-2, 302-3, 302-4, 302-5	Inside and Outside
Waste Management	Effluents and waste	306-1, 306-2, 306-3, 306-4, 306-5	Inside and Outside
Occupational Health and Safety & Emergency Preparedness	Occupational health and safety	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10	Inside and Outside
Human Rights Issues Across Value Chain	Human Rights assessment	412-1, 412-2, 412-3	Inside and Outside
Water Management	Water	303-1, 303-2, 303-3, 303-4, 303-5	Inside
Competitive Behavior	Anti-competitive behavior	206-1	Inside
Community Development	Local Communities	413-1, 413-2	Outside
Supply Chain Management	Supply chain Supplier environment assessment Supplier social assessment	102-9, 308-1, 308-2, 414-1, 414-2	Inside and Outside

While we have reported on our employee and community initiatives towards COVID-19 in our Sustainability Report 2019-20, we recognize its material impact on the organization and we will further disclose our efforts towards this topic in our upcoming reports.

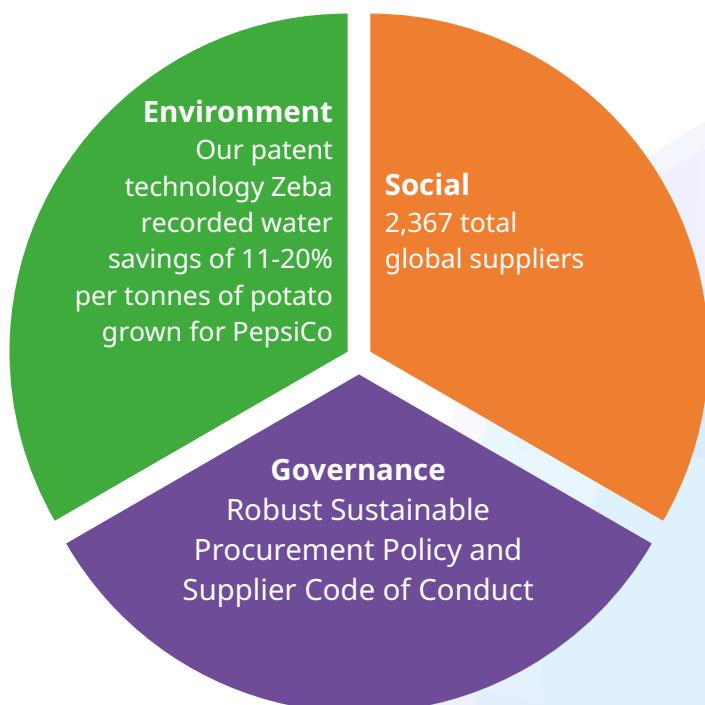


ACCELERATING ECONOMIC VALUE AND PRODUCT STEWARDSHIP

In resonance of our purpose to create an agriculture network that feeds sustainable growth for all, we strive to augment innovation and stimulate progress for farmers across geographies. With access to 90% of the world's food market, we aim to transform agriculture to deliver a strengthened commitment to sustainability and build robust food systems. Our integrated portfolio of patented and non-patented agricultural solutions is further developed to withstand the beset challenge of climate change and any unforeseen crisis.

UPL Values	Material Topic	Stakeholders	SDGs	Performance Highlights FY20
	Product Stewardship	Customers (External)	SDG 1 SDG 2	Dedicated investments of 2.23% of total sales towards R&D
	Supply Chain Management	Regulatory Bodies (External)	SDG 9 SDG 10	1,266 patents granted 700+ R&D professionals
	Procurement Practices	Suppliers (External)	SDG 12 SDG 13	43% of our supplier spend was on local suppliers

Channeling the Power of ESG Transparency



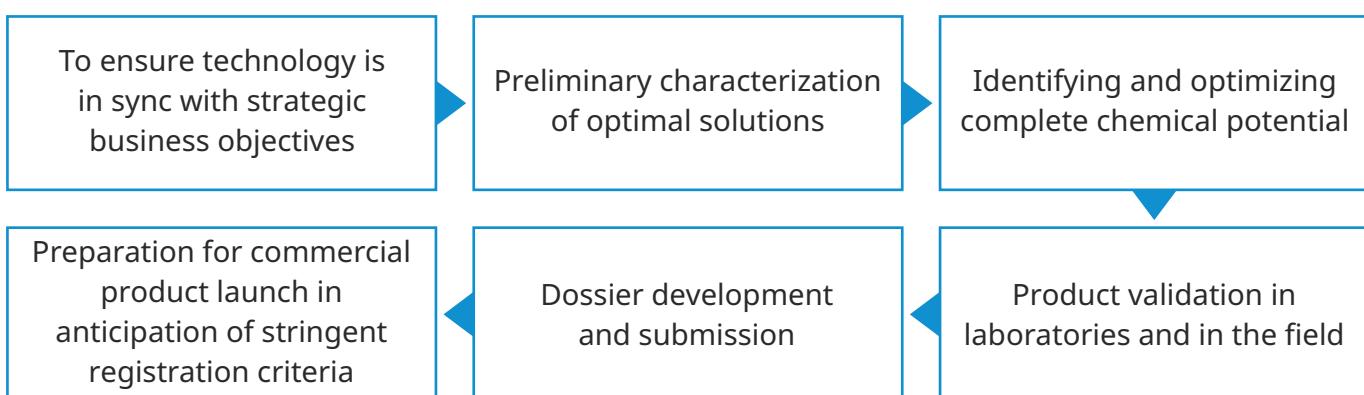
Product Stewardship

As an innovation-driven company, we prioritize the superior quality and responsible use of our products. In line with our strategic pillar of operational and manufacturing excellence and safety, we aim to drive best-in-class supply, manufacturing, logistics and processes to deliver complete value to our customers. We thus consistently work on building internal systems and capabilities that address plausible and identified risks and opportunities, whilst delivering innovative and cost-effective solutions. Our long-standing relationships with farmers are further strengthened as we consciously curate products and services that are farmer-centric and driven by exceptional R&D.

At UPL, we manufacture products that synergize profit and environmental stewardship. We take care of each and every requirement of our farmers, ensuring maximized and value-driven outputs at each stage of product development. In our endeavor to stay true to our mission of changing the game to make every single food product more sustainable, we consistently advocate a product lifecycle driven and stewardship principle driven approach to our product management process. Product stewardship forms an essential part of our business activities and is core to enhancing our operational efficiency and excellence. We have further identified seven principles and key aspects that define and assess each product's life-span and success. These principles or processes enable keen insight into each stage of the product's life-cycle, assuring maximized generation of economic and societal values, while minimizing the impact on the environment. Our product stewardship policy link can be accessed at: [Click here](#)



To ensure traceability of our efficacious initiatives, we have established internal controls and quality maintenance procedures within our product manufacturing systems. This also enables us to understand the scope of improvement to maximize operational efficiency and value. Each and every product idea passes through a step-by-step stage as provided below:



Additionally, our stakeholders have easy access to numerous channels at UPL to ensure smooth functioning in service delivery. They also confirm that our new products not only consistently meet the evolving requirements of our farmers, but are also safe for them to use and for the environment. Product stewardship at UPL is a collective responsibility and an integral part of our working culture. Greater emphasis is given to continuous learning, education and awareness generation among UPL employees. Stewardship eLearning modules, emailer campaigns, messaging posters and stewardship capsules are some of the effective tools used consistently to train and implement a culture of responsible management among the UPL workforce.

Anti-counterfeit awareness

Counterfeit and illegal pesticides pose a significant risk to human health and the environment. Farmers in turn pay a heavy price with an onslaught of pests, thus hampering crop development. Apart from a possible negative impact on the farmer's health, it could also damage livelihood due to lack of information on the use of pesticides and the absence of appropriate personal protective equipment. Illegal and dubious pesticides can also augment the development of insect resistance and pose a serious environmental threat to biodiversity, water and soil. At UPL, we circumspect counterfeit and illegal products and regularize random checks at the marketplace. Furthermore, we are also a part of numerous global pesticide industry associations and unions which propagate stewardship programmes against counterfeit and illegal products. We advise buyers to take the following precautions to ensure protection against counterfeit and illegal pesticides.

- Be vigilant against duplicate or fake products
- Buy products only from a licensed dealer, distributor or retail outlets
- Avoid buying from unknown suppliers and bargaining with them
- Ask for an original bill, receipt or cash memo
- Check the product if there is any tampering of the package/bottle seal
- Check the manufacturing and expiry dates of the product
- Check the registration number and the Active Ingredient content
- Call the customer care number for more information

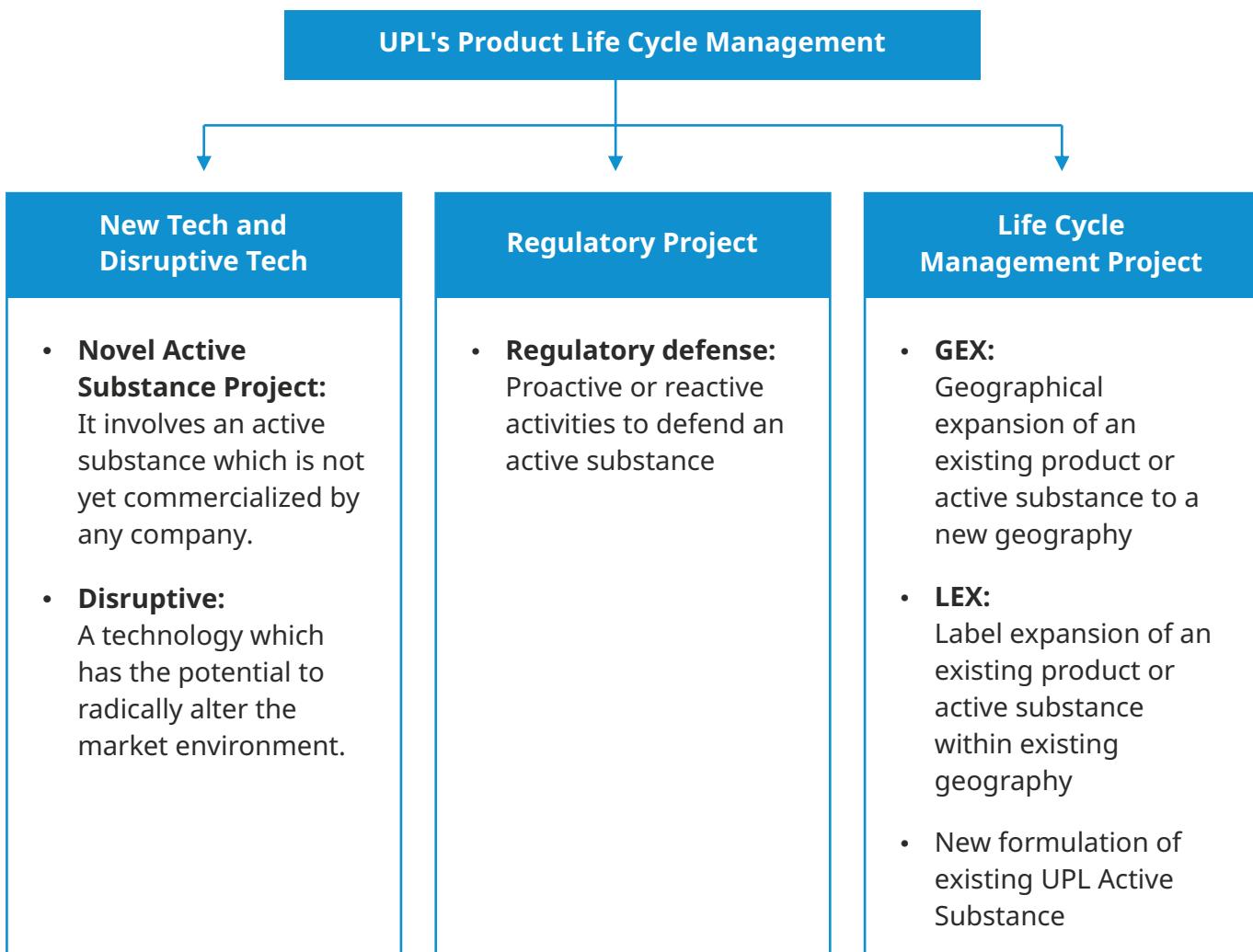


Innovation driven growth

At UPL, we aim to drive innovation-centric growth to encourage ideation and introduce novel products to create a robust agriculture system. With dedicated investments of 2.23% of total sales towards R&D, we are proud to state that UPL has 25 R&D centres, 1,266 patents granted and 13,600 product registrations. We are one of the market leaders in the biologics solutions domain and support farmers globally to harness the benefits of using biocontrol and bio stimulation-based interventions to enhance yield and resource efficiency. Strengthened partnerships with leading research institutions, universities and commercial partners along with our team of highly skilled scientists provide a robust platform to accelerate product innovation and solutions to challenges faced by farmers across geographies.

Cost leadership is at the heart of our product driven activities, propagating maximized output and minimized resource consumption. Sustainability, product safety and green chemistry further accentuate responsible innovation and drive resourceful product development. We ensure every product is subject to multiple tests on its chemical properties, toxicity, impurity profile, eco-toxicology and environment profiles before commercialization. Following a regularized protocol, we then submit the test results to regulators for requisite approvals.

At UPL, we consciously abide by the beyond compliance approach to establish a responsible culture of product life-cycle management. With increased R&D focus, we respect the Intellectual Property (IP) of other parties and ensure that the highest standards of ethics are followed to respect IP protection.



R&D aligned to sustainability

With a strong presence of 700+ R&D professionals at UPL, we leverage our research capabilities with strong complementary formulation development and expertise to develop a robust pipeline. We are humbled to state that we have 38 new active ingredients in the early stage and 14 new active ingredients in the last stage of our R&D pipeline. Furthermore, we focus on our core competencies, reduction of time to market and the achievement of best-in-class R&D capital allocation.

Water based formulations	Water Dispersible Granule (WDG) formulations	Low Tox and High Loading formulations
<p>At UPL, we have consciously moved to water based formulations from aromatic solvents to minimize our impact on the environment.</p>	<p>We are pleased to report that we have now shifted to a WDG formulation for 'Mancozeb', reducing dust formation during manufacturing or packaging processes.</p>	<p>We ensure that for all formulations, ingredients and processes are selected in a manner that reduces the overall toxicity of the product. We also strive to make formulations with high loading active ingredients, ensuring a less amount of inert ingredients seep into the soil and environment</p>

Case Study: PepsiCo Potato Chips

Zeba, our patented starch-based smart climate technology represents innovation at its best that absorbs water and releases it back to plants when they need it, thus creating healthier plants, more uniform crops and higher yields. When the Saudi Arabia government banned the export of PepsiCo potato chips due to water efficiency challenges, the company joined forces with UPL for the trial of Zeba in multiple high-water-risk-areas. We are pleased to report that with Zeba, PepsiCo was able to successfully demonstrate its water conservation initiatives to the region's government with exceptional results observed amidst potato farming operations in the Middle East. Water savings of 11-20% per tonnes of potato grown were thus also seen to improve product yield and quality.

Case Study: Helping cocoa farmers in West Africa

We collaborated with Croda International Plc. to develop Banzai TM, the first proven chemical BioStimulant foliar spray, specifically designed for cocoa. It promotes the production and retention of pods, is environmentally non-toxic in nature and eliminates concerns about product residues for the production of cocoa paste and chocolate. We are pleased to report that this in turn enabled us to increase the yield and profit of thousands of small-hold growers of the West African farming community.

Quality management and operational excellence

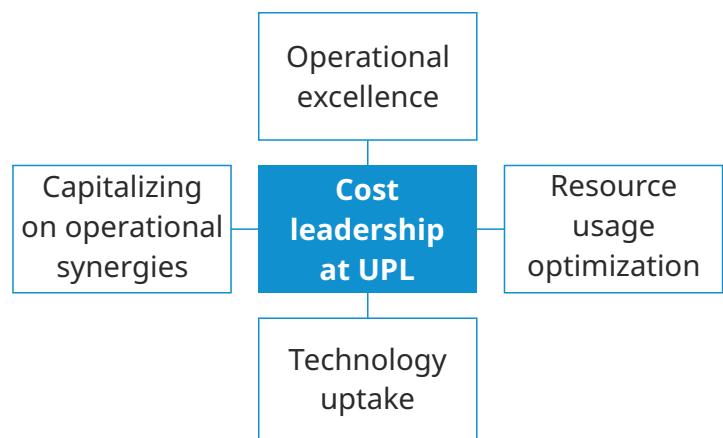
At UPL, the quality of our products is one of our core thrust areas to strengthen relationships with our partners and customers. Our market reputation, product reliability and brand recall is also supported by our robust quality control systems. Our integrated quality management system is synthesized to provide multiple checks and measures to maintain the highest standards of quality for every product delivered. Additionally, we have a dedicated team of employees responsible for quality assurance. This ensures the establishment and functionality of the integrated quality management system at each stage of the product's life-cycle. The team is also centrally managed at a pan-organizational level by the head of safety and quality. To further strengthen capabilities, we provide periodic training for our employees to ensure alignment to global best practices. This approach is also seen to enhance customer satisfaction through accreditation of ISO: IEC: 17025:2017 by National Accreditation Board for Testing & Calibration Laboratories. (NABL). Laboratory accreditation is the internationally accepted framework for increasing test quality and reducing the frequency of laboratory errors. Laboratory accreditation uses criteria and procedures specifically developed to determine technical competence, thus assuring customers that the test data supplied by the laboratory is accurate & reliable.



Enhancing the effectiveness of our quality management systems, we continue to support the impetus of digitization at UPL. The Laboratory Information Management System (LIMS) has been established at all our laboratories, ensuring all activities from sampling, monitoring, measuring and reporting are run through SAP. The transition towards LIMS resulted in an increased accuracy of the process and increased traceability as well as transparency.

With feedback an essential component of product success, we ensure that our farmers' response helps us identify key areas of improvement and action. We also have an established surveillance system, encompassing a card-based intervention that monitors counterfeit products. Furthermore the card contains details of the UPL response team for the management of counterfeiting and facilitating easy access to the resolution of any query raised.

To ensure the highest standards of product quality, we consistently strengthen our operational excellence practices, whilst supporting our position of cost leadership in the market. We use advanced statistical and engineering concept-based tools to optimize process efficiency and effectiveness. At UPL, we help our farmers do more with less. This approach is also translated into our operational excellence practices. We follow a continuous cyclical process wherein every new technological discovery enhances our process efficiency and helps us capitalize on opportunities for resource conservation.



UPL's approach to operational excellence



We have 4 key teams at UPL known as 'improvement cells' which consistently monitor operational reforms to optimize our manufacturing capabilities. This also helps us synthesize a balanced approach to competitive pricing in the market whilst ensuring an eco-friendly approach to our products. With strategic analysis into past interventions, performance and process charts, our teams relentlessly work on developing enhanced process capabilities for a sustainable tomorrow. The teams have achieved milestones and surpassed challenges to ensure responsible manufacturing practices. These are further elaborated in the environment section of the report.

Maxpro	Energy Cell
<p>Maxpro focuses on devising operational strategies to retain a strong position of cost leadership in the market.</p> <p>The core activities include:</p> <ol style="list-style-type: none"> 1. Process intensification for yield improvement and raw material specific consumption reduction 2. Scale up engineering for seamless transfer of technology 3. Optimization of separation processes by ASPEN & CFD simulation and modelling 	<p>The Energy Cell works towards augmenting energy conservation efforts at UPL, with the identification and introduction of new technologies. This approach in turn lends keen insight into the procurement of significant energy consuming products and services.</p> <p>The core activities include:</p> <ol style="list-style-type: none"> 1. Utilization of energy resources in an efficient manner 2. Upgradation of equipment as deemed appropriate 3. Introduction and implementation of cleaner and efficient technology
Maxpro+	Green Cell
<p>Maxpro+ aims to improve process capability and productivity through cost optimization</p> <p>The core methodology used encompasses:</p> <ol style="list-style-type: none"> 1. Best of the best concept gap analysis between average & BOB capacity 2. Idea generation through performance dialogue to bottleneck 3. Use statistical tools for correlation of output parameter with contributing factors and improve process capability 4. Lean concept for productivity improvement – Value stream mapping, time & motion study, layout simplification, manpower productivity , lin balancing VA & NVA activities and SMED. 	<p>The Green Cell is responsible for environment related technical issues at our manufacturing sites in India. The cell also ensures technological uptake to ensure remediation activities are aligned with global best practices. The team has also undertaken initiatives such as scale ban, Dissolved Air Flotation (DAF), Moving Bed Bioreactor (MBBR) and surface jet aerator.</p> <p>The key focus areas include:</p> <ol style="list-style-type: none"> 1. Liquid waste treatment 2. Solid waste treatment 3. Air pollution control

Customer-centric approach

While we build collaborative partnerships with stakeholders across the food value chain, we ensure that our farmers' aspirations and expectations are at the forefront of our business activities. We stand strong with our farmers throughout the crop lifecycle; from preparing the farm, to sowing the seeds, nurturing crops to harvest and post-harvest activities. Some of our key services have been highlighted below.

Adarsh Kisan Centre



The centre provides a remote advisory platform for farmers in India. Facilitating accessibility, farmers can dial a toll-free number provided on all product packaging to resolve queries and complaints. We also provide updates on important agricultural topics via SMS.

Adarsh Farm Services



The services focus on enhancing agricultural technological services such as farm mechanization.



It represents a one-stop solution to provide expert advice and quality products along with requisite guidance to enhance farming practices.

At UPL, we value our customer's feedback and truly believe in incorporating their opinions as objectives to achieve measurable improvements in our products. Our customer satisfaction survey, conducted annually, is further built in a structured manner so as to capture valuable feedback, concurrently improving our product processes and strategies. The survey is divided into 4 major sections of Delivery Performance, Quality of UPL Products & Services, Overall COT Performance and Overall UPL Performance. We use a 5 point ordinal scale upon which the calculation of the satisfaction index is based. UPL's Net Promoter Score (NPS) helps us to measure customer experience and provides keen insight into business growth and brand value. The resultant NPS score achieved along with the satisfactory index percentage for each parameter facilitates the identification of loyal and satisfied customers. We propagate continuous communication with customers who submit an unhappy or low rating to understand core areas of improvement, and then work through an integrated approach with numerous departments to bridge the gap and effectively monitor the progress on corrective action plans. We are humbled to report in FY2019-20, 84% of our customers were satisfied.

Responsible supply chain management

At UPL, we take measurable steps towards incorporating key sustainability parameters at each and every stage of our business activities. This also ensures that we incorporate transparency and traceability within our value chain. We remain conscious of the partnerships we build and the value creation we deliver. We stand strong with the principles of sustainable procurement and incorporate a responsible approach to supplier engagement at UPL. We remain proud signatories of the Responsible Care Initiative which provides guiding principles to consistently and consciously step up our sustainability practices.

Our sustainable procurement policy further ensures the continuous improvement of suppliers in line with UPL's efforts and growth across the triple bottom line. Our procurement team also encourages suppliers to implement economic, social and environmental considerations within their business practices. Additionally, our Code of Conduct covers our suppliers whilst encouraging the themes of ethics, confidentiality, safeguard of intellectual property, compliance to relevant laws and regulations, ensuring the well-being and safety of employees, strict policies against sexual harassment, human rights provisions, avoiding conflict materials and procurement from civil war zones. As a responsible organization, we prioritize local sourcing as part of our sourcing strategy. This also builds local capabilities and enhances local livelihoods. In FY2019-20, 43% of our supplier spend was on local suppliers.

We have dedicated teams at UPL to ensure responsible sourcing practices are upheld throughout our value chain. We have also established multiple communication platforms for all our suppliers and vendors. Facilitating a two way communication ensures alignment of our organizational strategy and values with our supply chain management strategy. To embed reliability and de-risk our operations, we have identified alternate sourcing partners for all our key suppliers and have adopted higher levels of backward integration. We also continually assess our supply chain to optimize logistics that ensures cost effective operations coupled with a reduction in our carbon footprint.

Sustainable strategy in action

Though acrolein is an important raw material for glufosinate, it is a hazardous chemical that requires special conditions for transport and storage. We have an in-house acrolein plant, close to our glufosinate plant which facilitates transport of the material through a pipeline. In this regard, we have optimized logistics and storage with a minimization in our carbon footprint.



As part of our supply chain management strategy, we actively engage with our supply chain partners and conduct regular audits to ensure that their practices are in line with our sustainability vision. We also conduct periodic supplier meets to share UPL's initiatives across the social and environmental domains in line with global best practices. The interactive sessions with our suppliers encourage them to broaden organizational vision, encompassing important EHS parameters. It also acts as a convenient platform for grievance redressal. Our suppliers are also screened using a balanced scorecard methodology. Before we onboard any supplier, UPL follows a thorough screening process which includes a site inspection conducted by representatives from our quality assurance, purchase and technical teams. Post onboarding, every supplier is expected to abide by UPL's values and principles as encompassed in our supplier code of conduct. Our supplier audits assess suppliers on their purchase systems, status of environment and energy management certifications, health and safety standards and quality management systems. There was no onboarding conducted during the reporting period, however, UPL continues to stand strong with its sustainable procurement policy and supplier commitments. During FY2019-20, we acquired Arysta Lifescience in an all-cash US \$4.2 billion deal and successfully completed the integration across products, systems, businesses, markets, cultures, IT platforms, R&D pipeline and global teams.

Case Study: CRODA

We partner with suppliers who hold sustainability at the heart of their business activities. Our supplier CRODA embodies sustainability by taking measurable steps towards their 2030 commitment to be Climate, Land and People positive. CRODA's high renewable raw material consumption helps deliver a more sustainable and lower carbon footprint finished product. Along with their 2030 commitment, CRODA also contributes to the UN SDGs and aligns its business activities to UPL's Sustainability Initiatives 2025.



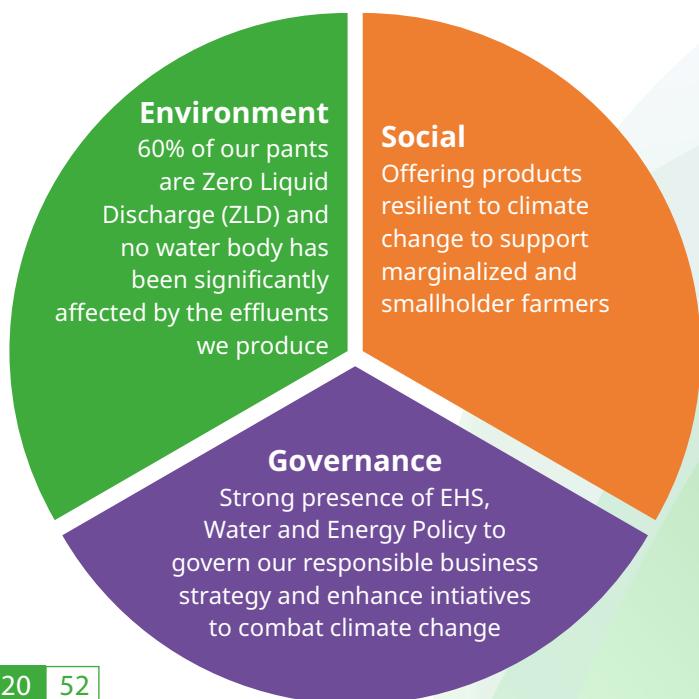


ENVIRONMENTAL STEWARDSHIP, ACCELERATED GROWTH

The nature of our business activities represents a strong interdependence on natural resources that, in turn, help us create value generated outcomes for our stakeholders. However, we also recognize the positive and negative impacts of our operations on the environment. To strengthen sustainable food chains and ensure minimal impact on the environment, we aim to responsibly utilize resources in order to drive holistic growth and protect our business from beset potential environmental risks. We consistently work towards innovative and responsible technological change so as to augment resilience to climate change impacts on food supply chains and successfully enhance world food security.

UPL Values	Material Topic	Stakeholders	SDGs	Performance Highlights FY20
	Emission Reduction	Local Community (External)	SDG 6	Saved 28,268 tCO ₂ of carbon emissions this year
	Energy Management	Regulatory Bodies (External)	SDG 7	Saved 265,141 GJ of energy this year
	Water Management	Employees (Internal)	SDG 9	7% of water recycled
	Waste Management	Suppliers (External)	SDG 12 SDG 13	During FY2019-20, there were no significant spills

Channeling the Power of ESG Transparency



Our stakeholders have always been able to value UPL's differentiated approach towards the environment. This is due to the responsibility taken by us to minimize our environmental footprint and make our business greener and more efficient. We always try to embed sustainability in every aspect of our business through our environment friendly strategy and active monitoring of our environmental performance. In regard to this we have a strong risk management system through which we try to identify the potential risk for the environment through our business operations and vice-versa. We classify these risks into the long term and short term, which helps us plan our strategy for the long-term and take active measures through established and defined targets.

Currently we have identified energy, water and waste management, carbon emissions and environmental compliance as key areas on which UPL needs to focus. In regard to this we have developed a system which helps us to govern, monitor, analyze and rectify any challenges that might occur. This approach has helped us to set up an environmental policy [Click here](#), which is applicable to all our stakeholders associated with UPL. This policy clearly defines our vision and mission towards environmental stewardship and promotes environmental awareness among our employees, associates and community. With the active involvement of our stakeholders and firm policies we were able to undertake an environmental target of 30% reduction in our environmental footprint by 2025 and we are steadily and confidently moving towards our target with all the support from our stakeholders. In addition to this we have also incorporated an Energy Policy [Click here](#) & Water conservation policy [Click here](#). These polices clearly define UPL's commitment towards minimizing its environmental footprint by reducing the over exploitation of natural resources and focusing on reuse, recycle and process optimization.

We understand that self-monitoring is of the utmost important to achieve any given goal. In line with this we have created a strong monitoring system to evaluate our management approach towards environmental footprint reduction. This monitoring system is linked to various departments through environmental KPI's and these KPI's are further linked to an individual's yearly performance review. This approach helps us to maintain a competitive atmosphere within the organization and the active participation of every department ensures reduction of our company's environmental footprint.

At UPL, we are highly focused on having a strong governance system across our environmental stewardship measures. Our highly qualified team of Environment, Health and Safety (EHS) ensures high performance within the organization on environmental parameters. In addition to this we have a sustainability committee including board members and representatives from the EHS team. This approach helps us in the active involvement of top management in environmental stewardship. Under the management we have formed two dedicated teams focusing on resource conservation and environmental protection, they are known as the "energy cell" and the "green cell". We also have a dedicated cell which looks after Compliance to all the latest environmental legislations. During the reporting period, we have had no instance of noncompliance to any environmental regulatory requirement. We always look forward to going beyond compliance and we constantly upgrade our systems and align them with global best practices.

"The data presented in this section covers our National locations - Vapi, Ankleshwar, Halol, Jhagadia, Jammu, Haldia, Tarapur, Kalol and international locations – Colombia, Brazil, Argentina, Netherland, United Kingdom, France, Vietnam, South Korea, Belgium, Mexico, South Africa and Ivory Coast." GRI 307-1

Our Climate Strategy

We all are facing challenges arising from climate change in the form of severe weathers conditions, increase in frequency of floods, changes in the weather patterns, threats from pest and many more. This is directly affecting us as a business, including our stakeholders. Such events are severely affecting our major stakeholders, Farmers. This is directly impacting the global food supply chain and increasing the stress upon it. We at UPL, understand the potential risk of climate change on global food supply and hence we have started to take active measures in the agricultural sector. Our business footprint spans across 138 countries and we are dedicated to being responsible global citizens, actively contributing to global climate action.

Our climate strategy touches on both climate change adaptation and mitigation:

1. Climate Change Mitigation

Energy and emission management: Energy consumption and emissions of GHG directly contributes to global warming. In our efforts to contribute to the 2° Celsius vision of the Paris Agreement, we are committed to ensuring conservation of energy and decarbonizing our operations to reduce our carbon footprint at the operational and supply chain level.

2. Climate Change Adaptation

Enhancing the resilience of our operations to the physical impacts of climate change:

- **Water management:** water scarcity will be one of the key channels through which manufacturing sectors worldwide will start to experience the physical impacts of climate change. Water conservation and water optimization across the value chain will play a pivotal role in defining the resilience of a business in the times to come. At UPL, we have put forth concerted efforts to build the resilience of our operations to water scarcity while contributing to global efforts of conserving the resource.

Helping farmers adapt to climate change:

- By offering products enabling resilience to climate change and resource conservation
- Advisory services to enable climate smart agriculture



Energy & Carbon Emission Management

We at UPL, understand the importance of reducing carbon emissions in the fight against global warming. As a responsible organization, we are committed towards lowering our emissions through the implementation of energy conservation measures. We take active measures in monitoring our performance and have installed systems at every location to capture our consumption on a daily basis. This helps us to understand our consumption trend and identify the areas of improvement. This reporting period, our total energy consumption was 9,418,232 GJ. Our specific energy consumption stood at 13.67 GJ/ ton of production.

During the reporting period we recorded a total of 924,134 tCO₂. Our specific carbon footprint was found to be 1.33 tCO₂ / ton of production. Through our initiatives we were able to save 265,141 GJ of energy and were able to save 28,268 tCO₂ of carbon emissions.

Energy source	Indian operations (GJ)	International operations (GJ)
Coal	7,121,729	-
Natural Gas	664,635	365,300
Furnace Oil	110,705	9,640
HSD	17,303	2,966
LPG	-	14,392
Grid Electricity	629,605	241,401
Steam	134,565	9,615
Renewable Energy (Solar and Wind)	95,313	1,063
Total	8,773,856	644,376

Carbon Emission (All Units in tCO₂)

Scope of Emissions	Indian Operations	International Operations
Direct emissions (Scope 1)	724,071	22,367
Indirect emissions (Scope 2)	159,413	18,283
Total	883,484	40,650

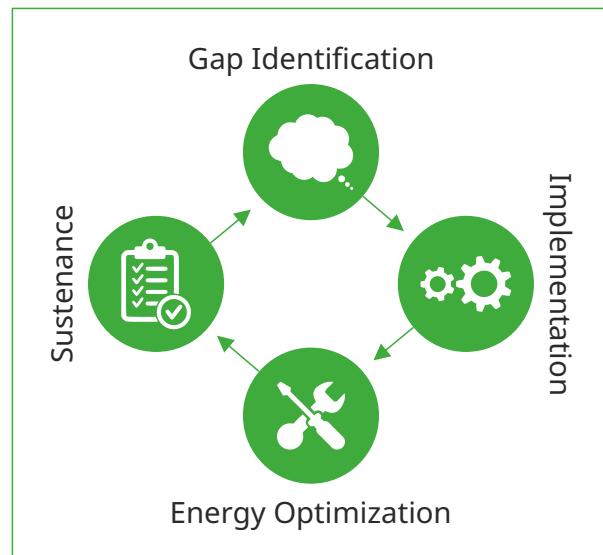
SOx and NOx

SOx (MT)	NOx (MT)
130	351

Energy conservation through energy efficiency

At UPL, we have a dedicated energy cell to focus on exploring new cutting edge technologies and up-taking them to enhance energy efficiency. Our energy cell always focuses on identifying and implementing projects which reduce specific consumption of Electrical, Thermal and Water resources. We have established protocols and standard operating procedures through which we perform analysis of theoretical consumption, gap analysis studies, temperature profiling, energy bill analysis, process heat integration, heat recovery and the adoption of best technologies available for the process.

Our energy cell has adopted two strategies for efficient energy management – changing the energy mix and reducing specific energy consumption. Thus, we are committed to minimizing our carbon footprint. In this regard, we have increased our natural gas consumption along with investments in renewable sources of energy. We have signed a power purchase agreement with renewable energy providers. For FY2019-20, we have utilized electricity generated through wind and solar of total 26,771 MWh.



Energy Cell Objective:

To integrate, deploy and synergize Energy initiatives for improving and sustaining Energy & Water consumption.

To drive Energy policy across Global Supply chain and New projects.

Category of initiative	Description	Energy savings (GJ)	Reduction in emissions (tCO ₂)
Combined heat and power (cogeneration)	We have installed 2 back pressure turbines in parallel with steam pressure reducing valve which generates electric power as well as providing required steam with set pressure.	11,575	2,637
Cooling technology	We have used low grade utility for cooling instead of existing high grade heat with modification in heat exchanger, which lead to power saving.	1,156	263

Category of initiative	Description	Energy savings (GJ)	Reduction in emissions (tCO ₂)
Machine/equipment replacement	<ul style="list-style-type: none"> We have provided new air compressor for power saving, common evaporative compressor for refrigeration cycle in chiller which reduces power consumption. We have Installed energy efficient cooling tower fans which delivers same air flow at low power consumption and installation of pressure reducing valve in Multi Effect Evaporator (MEE) plant to improve steam quality. 	5,912	959
Process optimization	<p>We have implemented projects which lead to steam and power saving by process optimization.</p> <ul style="list-style-type: none"> We improved pump performance by inner coating which improves pump efficiency, optimizing pump operation and eliminating pump operation by utilizing gravitational head. We improved chilling in process and chiller efficiency by refrigerant additive and heat exchanger inline automatic cleaning. 	15,340	2,738
Waste heat recovery	<p>We have implemented projects which lead to steam and water saving by recovering heat from process heat and steam condensate.</p> <ul style="list-style-type: none"> We recovered clean condensate and heat by direct method and through condensate polishing Unit. Recovered Boiler blowdown flash which was venting to atmosphere. Recovered process steam condensate flash steam through variable area thermo-compressor. Recovered heat from process flash steam for air preheating and process feed preheating. Recovered heat from process exothermic reaction to pre heat boiler demineralized water. 	231,157	21,671



We at UPL understand the availability of water is a crucial concern to business and hence water management is important as it is becoming a valuable commodity due to frequent droughts and overuse. UPL is a responsible corporate and has taken precautionary measures to manage the water at our operation sites and offices. We have taken water management as one of the most important parameters in our sustainability agenda and we are actively monitoring our consumption and trying to reduce it. We harvest rain water and use it at a few locations, as this reduces our withdrawal of fresh water from local sources. Along with our operations, we also try to understand our key stakeholder's approach on water management. We always try to work closely with farmers and reduce the fresh water footprint arising from farms, worldwide. In this regard, we have developed novel products that help in water conservation at farms.

We actively take measures to identify and mitigate the future risk associated with water. We periodically verify water-related risk at our manufacturing locations and as per our current water risk analysis, 37% of our plants are in Water stress regions as per WRI Aqueduct. Hence, we focus more on the recycle and reuse of water. In regard to this, we have taken initiatives such as rainwater harvesting. This reporting period we have withdrawn 6,005,448 KL of water. The key sources of water were municipality water, ground water, surface water and rain water. Our total water consumption was 3,699,393 KL of water during the reporting period.

Our focus is always on reducing our operational water footprint and we are the first agrochemical Company to make a technical manufacturing facility Zero Liquid Discharge (ZLD). 60% of our plants are ZLD. We discharge treated effluent into deep sea, rivers and Common Effluent Treatment Plant (CETP), we discharged a total of 2,306,056 KL of water. Our discharge is 38% of our fresh water withdrawal. This year we have recycled 423,695 KL of water which is equivalent to 7% of the total water withdrawn during the reporting period. Our effluent discharge quality was as per regulatory requirements.

Our target is to reduce our water consumption by 30% by the year 2025 compared to the baseline year 2019-20.

Our approach to reduce water footprint:

- Promote the use of harvested rain water in processes
- Develop controlled discharge facilities for effective surface run-off management
- Implementation of effluent segregation practice and stream wise treatment
- Waste-water recycling and reuse to achieve zero liquid discharge by using energy & space efficient waste-water treatment technologies
- Periodic internal/external audits to find the root cause of excess water demand
- Recovery of valuable material (e.g. product, by-product) from effluent stream



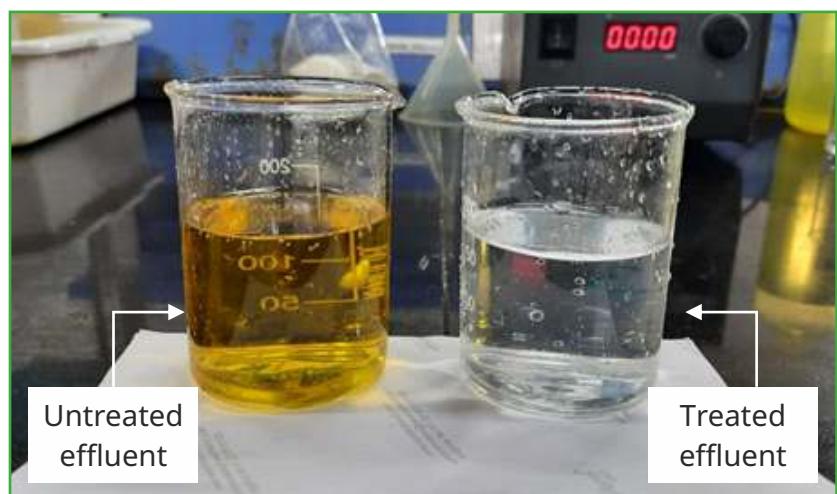
1. Osmotically assisted Reverse Osmosis (OARO) technology

UPL has recently embraced state-of-the-art OARO technology also commonly called as Forward Osmosis (FO) technology for treating and recycling high TDS (Total Dissolved Solids) wastewater at Ankleshwar. This FO plant has a capacity to treat 200 KLD high TDS (4.0-4.5%) wastewater and can generate approximately 140 KLD clean water which can be utilized for any operational purpose. As osmosis is a natural phenomenon, it significantly requires lesser energy as compared to the conventional Reverse Osmosis process (RO). FO technology can be used for highly saline waters which are impossible to treat through the conventional reverse osmosis process.



2. Removal of color and refractory Chemical Oxygen Demand (COD)

UPL has developed an in-house treatment method for removing the colour and refractory COD from Pendimethalin effluent at Jhagadia. This effluent is generated at the rate of 120 KL/day and has a distinct yellow color and 40-50% COD present is refractory in nature and can-not be treated through biological treatment. To reduce the refractory COD after conventional treatment chemical post treatment was mandatory to meet the discharge statutory norms. Through the in-situ chlorination treatment this effluent does not require any ETP and polishing treatment and can be sent directly for discharge. Currently, the process is implemented under batch operation and efforts are underway for conversion in continuous mode.



3. Treatment of liquid incinerable waste

Green cell has developed a scheme for PL-04, Halol to reduce the liquid incinerable waste quantity from the process. We distilled the effluent from the liquid incinerable waste and the residue was sent to landfill. The liquid collected from the distillation was sent for biological treatment. The scheme is partially implemented at the plant.



We at UPL, believe in circular economy and understand the importance of waste management as we serve the agricultural sector. Our focus is always to reduce waste generation and minimize the amount of waste reaching landfills. At UPL, we have inculcated the thinking that waste is wealth, if managed in a strategic way. We always look to install new technologies and improve our waste management. We have a holistic approach to waste management and strive to maximize the end life use of products.

At our manufacturing facilities, we generate both hazardous and non-hazardous waste. During this reporting period we transported and disposed of 119,413 tons of hazardous waste and 32,001 tons of non-hazardous waste. We have collaborated with the State Pollution Control Board, authorized third party vendors to transport and recycle our hazardous waste. During the reporting period there were no significant spills. Additionally, with the help of our stringent and robust waste management practices and zero liquid discharge capabilities, no water body has been significantly affected by the effluents we produce.

Waste handling is a key focus area in our premises and it starts with a thorough understanding of the nature of the waste by our workforce followed by proper segregation, storage and safe handling and disposal of the waste. Our dedicated team at each location engages with authorized and reported third parties for managing our waste safely and ensures that we strictly abide by the relevant regulations.

We have incorporated a 4R principle of reduce, recycle, reuse and reprocess. These principles are at the center of our waste management strategy. Our waste management plan encompasses:

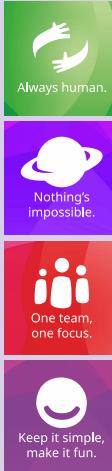
- Recycling packaging material
- Waste reduction for the packaging process by using appropriate materials
- Prolonging the lifecycle of equipment and products
- Process redevelopment/optimization to reduce landfill/ incinerable waste during operations
- Recovery of value-added products from waste
- Utilization of incinerable hazardous waste for energy recovery
- Optimizing manufacturing process to achieve waste reduction
- Create an industrial ecosystem to create a sense of shared waste responsibility with neighboring manufacturing facilities; trading co-products with neighbors to derive maximum value from by-products/co-products





CARING FOR OUR PEOPLE AND COMMUNITIES

Our people and communities are fundamental to our purpose and the way we do business. We are cognizant of the inseparable and strong interlinkage between responsible growth and our relationships with our key stakeholders. Our contribution to communities is also derived from the value they bring to our business activities and products. While we remain committed to making food systems more sustainable, the expertise and knowledge of our employees, along with dedicated community interventions support our endeavor to build a better tomorrow.

UPL Values	Material Topic	Stakeholders	SDGs	Performance Highlights FY20
 Always human. Nothing's impossible. One team, one focus. Keep it simple, make it fun.	Talent management Occupational health and safety & emergency preparedness Human rights issues across the value chain Community development	Employees (internal) Regulatory bodies (external) Local community (external)	SDG 1 SDG 2 SDG 4 SDG 5 SDG 6 SDG 8 SDG 10 SDG 13	1,31,246 total training hours provided for our employees Zero fatalities UPL received the Global Gift Humanitarian Award for 2019, Dubai. Total CSR spend for FY2019-20 is INR 16 crore, 3.54% of profit after tax

Channeling the Power of ESG Transparency



We work together as one team with shared goals towards enriching the global food ecosystem. A customer centric, collaborative approach has been at the heart of our workforce's functioning. Our employees play a central role in translating our vision and strategies into reality. Each day at work they create new possibilities, implement unique interventions and work towards solving the most pressing challenges of our farmers and stakeholders. The hard work, passion and collaboration centric approach of our employees are vital facilitators of our business success. At UPL, we have created a vibrant, inspiring and inclusive work environment that enables an elevated value proposition for our stakeholders whilst providing an enriching experience for our employees.

We attract talented minds from diverse backgrounds across the globe. Being an equal opportunity employer, our hiring process is based strictly on merit and capability. Our hiring process focuses on preserving diversity and a multidisciplinary blend in our talent pool. We believe that diversity and inclusivity is innate in our workforce, unlocks unique solutions for our farmers and stakeholders. To foster diversity, we are dedicated to building a work ethos that thrives on mutual support, respect, compassion, transparency and team spirit. With this approach, we have been able to create a shared growth oriented mindset among our employees. This mindset further anchors effective ideation and collaboration towards harnessing the power of the synergies in our workforce. This employee cohesion also plays an indispensable role in enhancing the work experience and on the job learning for each employee. This in turn helps us in retaining our employees and ensuring project continuity.

To build an empowering, enabling and enriching work environment, we have tailored strategies to augment employee experience. We focus on understanding their needs, gaining insights into their aspirations, equipping them with skillsets and ensuring their good health and wellbeing.

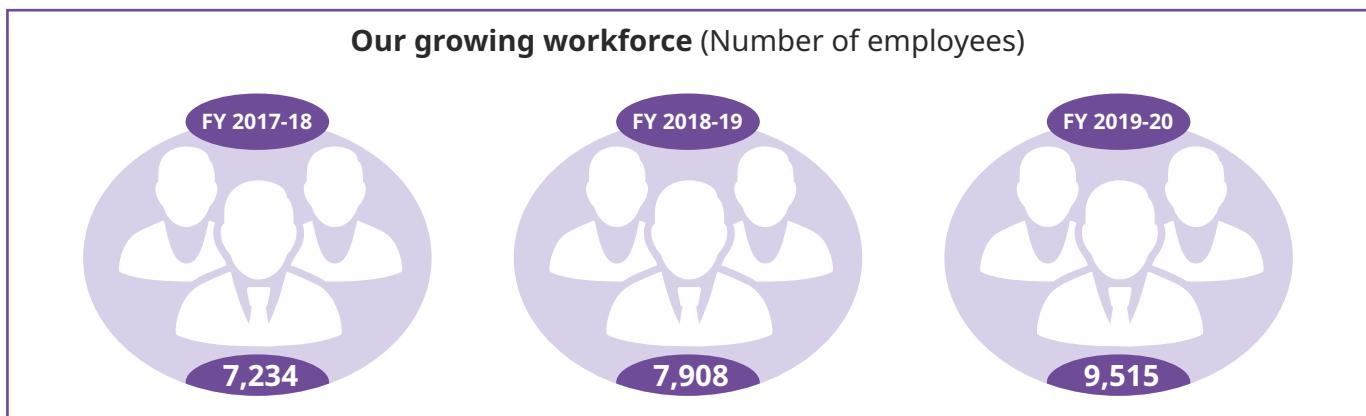
Employee satisfaction and productivity are closely linked aspects. We have chalked out a multifaceted strategy which focuses on 360 degree employee wellbeing and development. Our values of the protection of human rights, commitment to promote diversity and creating an inclusive work environment are salient features of our workforce management strategy. The thrust areas of our HR management strategy are:

1. Employee engagement and recognition
2. Learning and development
3. Employee welfare



Our HR team is at the forefront of strategizing, implementing and monitoring programs across these workforce management thrust areas. Our employee Code of Conduct articulates our values and guides our employees to align their conduct in a manner compatible with the organizational culture. A detailed HR policy elucidates our responsibilities towards our employees and our expectations of them. Our HR team works towards continuous improvement of our systems to increase employee satisfaction. Consequently, the HR team scouts for feedback from our employees on their experience and challenges. Understanding gained from our employee engagement exercises enables us to upgrade systems and enhance efficiency is our HR management approach. Our senior management periodically appraises the HR management programs and suggests strategies to strengthen our value proposition for employees.

Our workforce at a glance



Employee category	Unit	As on 31 st March 2020				
		<30 years	30-50 years	>50 years	Male	Female
Management - Executives						
Top Management	Nos	0	2	4	6	0
Senior Management	Nos	0	7	20	25	2
Middle Management	Nos	5	390	255	559	91
Junior Management	Nos	828	3,387	756	3,899	1,072
Executives on Contract	Nos	-	12	41	43	10
Trainees		20			18	2
Total Employees	Nos	853	3,798	1,076	4,550	1,177
Workmen - Permanent						
Permanent Associates	Nos	1,204	1,980	604	3,416	372
Workmen - Temporary						
Contractual Labour	Nos	3,195	3,928	12	6,815	320

Employee Engagement

Our network of employees across the globe stay connected with each other and with senior management of the company through numerous digital tools, events and other collaborative platforms. We focus on creating a work environment which is conducive to free flow of ideas and open communication. We ensure that each employee is able to freely voice their opinions, ideas and aspirations. To foster a sense of shared belonging and drive towards our organizational goals,

we have devised a myriad of employee engagement platforms. These platforms enable employees to interact across functions and cadres.

We care about the personal and professional growth of each of our employees. Alignment of an employee's professional goals with the organizational vision enables improved operational effectiveness and employee productivity. Through our annual appraisal program, we orient our employees to the organizational strategy and vision. We are committed to ensuring that each of our employees are on a continuous journey of personal growth and development, while they undertake their professional pursuits.

Grievance redressal is an important facet of employee engagement. We are committed to ensuring timely and effective resolution of grievances. We have formal and informal channels for grievance redressal. In terms of formal mechanisms, we have established worker's committees for formal grievance handling. We also have an open door policy which makes our employees across cadres accessible for discussions. Our HR team also conducts HR hour, HR4U sessions and reconnect. Through these programs the HR team closely interacts with employees to understand their needs, challenges and celebrate their victories. These platforms enable our HR team to be in touch with employee sentiments and identify areas for action towards enhancing employee work experience. We have further augmented ease of access to our engagement channels by integrating digital tools. Our AskHR platform enables employees to voice their concerns with a click.

Digitization

At UPL, we understand the power of digitization to transform business activities by fueling optimized operational processes and augmenting organizational productivity. Leveraging digitization to strengthen Human Resource (HR) management, we identified our goals and objectives to streamline key HR function areas such as recruiting, training, talent management and attendance monitoring, among others. We believe that the efficacious use of data and analytics among other digital tools, enables better employee engagement and experience. In this regard, we leverage digital tools to facilitate agile ways of working while increasing digital literacy and strengthening automation capabilities for our workforce.



In FY2020, we have initiated the integration of SuccessFactors to streamline our HR processes. As a powerful visualization tool, it allows us to gain keen insight into our workforce data and improve employee productivity and satisfaction. With a canvas of diversity at UPL, we now accelerate employee connectivity to drive purposeful knowledge and build an innovative workforce. In our way forward, we see SuccessFactors as a powerful tool to facilitate employee career growth through a personalized and engaging experience.

Employee learning & development

Our business operates in a dynamic and competitive environment. There are continuous developments and paradigm shifts in the global landscape. These range from the advent of cutting edge digital solutions to the materialization of unprecedented risks. It is hence imperative for us to equip our employees with capabilities to recognize emerging opportunities and challenges, while applying the latest technologies in our operational endeavors. Through our learning and development program we help our employees keep pace with emerging trends whilst honing their skills and talents. Our modules also enable the fulfillment of employees' personal and professional growth aspirations. We also believe that the ability to effectively cater to employee learning requirements can play a critical role in increasing their satisfaction levels, thereby helping us to retain our employees.

Key objectives of our learning and development strategy are:

- Meeting employees' learning and development needs
- Ensuring optimal human capital development
- Building business management and leadership skills for a strong executive team
- Promoting business communication and language skills, to work seamlessly across borders



Our learning and development program employs a multipronged approach, encompassing classroom training, digital training modules and on-the-job learning through mentorship and other creative interventions. We create opportunities for our employees to spearhead projects and experience a sense of accomplishment. Our programs work towards building technical, behavioral and professional skills. Through this approach, complementary skillsets which unlock operational efficiencies and synergies are developed.

We have also customized training programs for our leadership team to help them assimilate crucial leadership attributes. These programs help them explore their leadership acumen and build their style to effectively manage teams and ensure timely closure of projects. Our leadership training and development efforts help us secure our future pipeline of leaders and supports succession planning.

Training hours by gender		
Category	Total hours of training	
	Male	Female
a) Safety	77,413	1,725
b) Skill Upgradation	17,746	108
c) Others	33,932	322

Training hours by cadre								
Category	Hours of Training for Employees at Management level		Hours of Training for Employees at Non-Management level		Temporary Employees		Contractual Employees	
	Male	Female	Male	Female	Male	Female	Male	Female
a) Safety	5,608	172	52,112	464	12,578	983	7,115	106
b) Skill Upgradation	1,858	27	15,888	81	-	-	-	-
c) Others	4,172	94	29,760	228	-	-	-	-

Protection of Human rights

At UPL, we firmly believe in the fundamental and universal nature of human rights and have an uncompromising approach towards the protection of human rights throughout our value chain. We have a zero-tolerance policy to child labor, forced labor and discrimination of any sort. We endeavor to uphold the highest standards with regard to the protection of human rights. Our code



of conduct emphasizes our commitment to the protection of human rights. We have also formulated a dedicated human rights policy to reinforce the importance we lay on the protection of human rights. Our human rights policy is backed by a systematic approach, ensuring continuous improvement of our monitoring systems for the protection of human rights. Our approach encompasses a comprehensive risk assessment exercise which is followed by the implementation of corrective actions and monitoring of effective implementation. This is a continuous and cyclical process. Human rights' assessment is a vital exercise that enables continuous improvement. During the reporting period, in collaboration with a third-party which holds expertise in human rights, we conducted a human rights' assessment to identify potential risks related to human rights violation and define action areas for strengthening our alignment with global human rights linked best practices. Around 50% of our operations were covered by the human rights assessment. This year we also extended the human rights assessment to suppliers and screened them on human rights parameters. Every employee is trained on various facets of human rights as part of the employee induction program. Additionally, all our contracts and obligations incorporate our values of human rights' protection.

Employee Welfare

We focus on the all-round wellbeing and development of our employees. We have tailored numerous employee wellbeing programs that are aimed at enhancing employee satisfaction and work experience. We value the work done by our employees and ensure that they are comfortable and at ease while executing operational endeavors. We have rolled out flexible working hours for all our employees at corporate offices to enable them to work effectively. In our effort to support our female employees, we have creche facilities at all our operational locations. In addition, we also have numerous intramural welfare facilities such as air-conditioned canteens, bus facilities and food facilities at a nominal charge across our locations. We also extend support to our employees by providing interest subsidy on home loans, life insurance and providing medical coverage for employees and their dependents.

Occupational health and safety

The health and safety of our employees is of paramount importance to us. A safe and secure working environment is a fundamental right and we employ various interventions towards embedding a beyond compliance approach to Occupational Health and Safety (OHS) management. We ensure complete compliance with all relevant legislations such as the Factories Act and State Factory Rules, The Manufacture, Storage and Import of Hazardous Chemical Rules (MSIHC), Indian Boiler Act and Rules, Petroleum Rules, Environment Protection Act & Rules, among others. We have established an OHS management system that is aligned to these legislations and incorporates global best practices. All our facilities are certified to the new Occupational Health & Safety Standard

Safety Vision

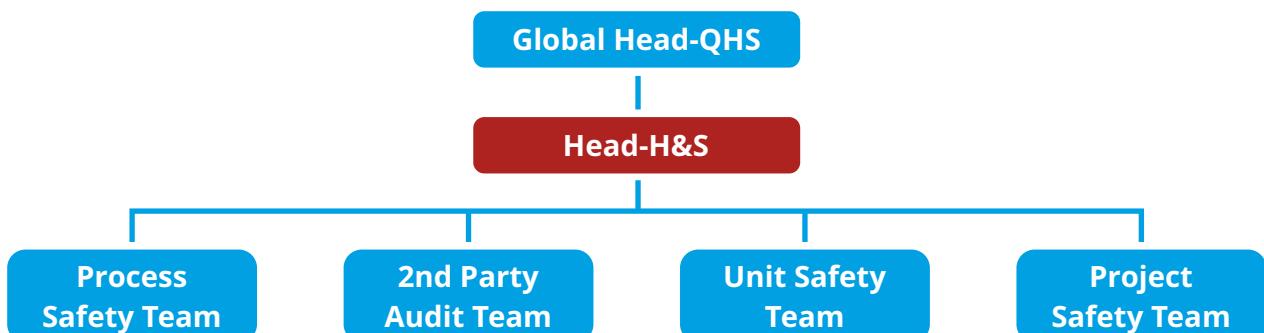
'To become one of the best & safest Chemical Manufacturing Companies in the world and achieve Best in Class safety by making a way of life'.



ISO 45001:2019 by Bureau Veritas. Our OHS system is based on the deming cycle of continuous improvement. We put in efforts to continuously upgrade our safety linked infrastructure and systems to ensure alignment with global best practices.

We have an EHS policy which details our vision and approach to ensuring good health and employee safety. Our EHS policy focuses on:

- Capacity building of the workforce on safety and emergency preparedness and response
- Providing health checkups
- Reducing adverse effects emerging from manufacturing activities at all applicable sites and localities
- Continuous risk assessments, waste reduction and ideal resource utilization
- Building safety right at the design stage
- Stakeholder engagement
- Practicing necessary standards for Health, Safety and Environment Performance and Statutory Compliance



Our health and safety policy covers all our employees and suppliers globally. We closely track and review our performance across various safety linked parameters and periodically communicate our performance with our employees and other stakeholders. We have a well-defined EHS organogram that enables implementation of our safety linked vision. Our HSE committee is at the helm of monitoring and periodically reviewing our Health, Safety & Emergency Management Systems (HSEMS). The committee is constituted as per the guidelines of the Factories Act, 1948, comprising of a minimum of 50% representation from the non-management workforce. We strictly ensure compliance to all the applicable laws and regulations. Moreover, aligned to our corporate philosophy we embrace a beyond compliance approach. This approach has played a pivotal role in consistent upgradation and alignment of our safety management systems to global best practices. Our Safety Committees at sites include equal participation from Management and Non-Management staff as well as the contractual workforce.

We have a multifaceted safety management system that embraces a proactive and preemptive approach to employee health and safety management. Key facets of our system have been elucidated in the subsequent sections.



Safety Culture

BEST IN CLASS IN SAFETY

2019
2018
2017

- Activity based Risk Assessment, Fos, HI, FI
- Gexcon PSM Engagement
- Sureksha Kawach (WSO) - Safety software
- Safety GEMBA Walk
- Manufacturing Excellence Initiative
- Upgradation of Process Safety
- Upgradation of Fire Hardware's
- Lifting tools & tackles inspection inside unit
- Mechanical Integrity
- 5 S & Zero Leak
- Man Machine interlace & Man Chemical (MMI-MCI) Risk assessment
- License to Operate
- Kaun Banega Suraksha Gyani
- WAH - War Against Hazard
- Safety Induction - Level 0 & 1 Training for Company as well Contract Employees
- Visual Identification for New Contractor
- Development of In-house as Fireman
- Preventive Health Awareness Program

2016
2015
2014

- Safety Vision & Benchmarking
- Second Party Audit System
- PHA-Process Hazard Analysis (2 Stage)
- Three Stage Safety Review System
- Safety Abnormality reporting & rectification
- Strong nytyak aud
- Legatrix software to track compliance
- Change Management (Facility & Technology)
- PSSR-Pre Start-up Safety Review
- Safety Control Points
- Preliminary LOPA & Risk Assessment of missing layer of protection
- Work Place Area Monitoring
- Well Equipped OHC & Ambulance with Trained Staff
- Inviolable Standards
- Theme Based Safety Talk
- Change Management (Personnel)
- SSRP-Safety Self Recognition Program
- BCA-Blood Cholinesterase Activity (Min-75% for Non OP area, Min-87.5% for OP area)
- Development of (Emergency Response Team)

2013
2012
2011

- PSR-Plant Safety Representative
- Contractor Safety Management
- Incident Investigation & Reporting
- Standard Operating Procedures
- Work Permit System
- Third Party Audit
- Emergency Preparedness
- Quality Assurance
- Training & Performance
- Behaviour based Safety Management
- BCA-Blood Cholinesterase Activity (Min-75% for all Gate Entry)
- APEX Safety Committee

Management Leadership & Commitment

System

Facility

Personnel

Towards
PSM

Hazard Identification

We employ numerous tools and methodologies to identify work-related hazards and assess risks on a periodic basis. Some key tools that we leverage are Man Machine Interface, Man Chemical Interface, Activity based Hazard Identification and Risk Analysis (HIRA), 3 stage PHA including Hazard and Operability studies (HAZOP study), Job Safety Analysis (JSA), among others. Through these tools we analyze and prioritize risks to enable us to effectively chalk out risk mitigation plans. Once a risk is identified we devise a hierarchy of controls and interventions with the aim of eliminating the hazards and minimizing risks. The implementation of these interventions and controls is verified through safety audits, Gemba round, Pre-Start Up Safety Review (PSSR). We enable cross functional engagement in monitoring effective implementation of the intervention. Our employees with expertise in safety management also monitor the implementation and uptake of interventions.

Safety Capacity Building

Awareness is the first step towards action. We help our employees appreciate the criticality of adopting a proactive approach to safety. We have devised a programmatic approach to immerse our employees in our safety culture through training. The immersive safety pedagogy consists of 3 key phases wherein employee safety linked competencies are gradually built. The first phase encompasses a compulsory level 0 and level 1 safety induction training. Through the induction program employees are trained on specific hazards through 8 detailed modules, field exercises and practical demonstration. The program also consists of an assessment pre and post training to gauge the progress and understand the level of each employee. The next phase of training is a more focused program that varies depending on the job role. This phase of training is tailored to the safety linked considerations of specific functional roles. The final phase of the training pedagogy is an ongoing capacity building exercise which uses blended interventions, encompassing daily safety talks on various topics and specific safety trainings on the basis of individual development plan jointly determined by an employee and superior. Specialized training programs such as Process Safety Management, Safety Leadership, Hazard Recognition, Construction Safety, Electrical Safety, Emergency Response Management etc. are also conducted based on need and identified capacity gaps. Our modules also touch upon behavioral aspects aimed at cultivating a proactive approach to safety and enabling each employee to encourage their peers to adopt safety linked best practices.

79,138 hours of safety training imparted in FY 2019-20



Safety induction training

Job role specific safety training

Continuous capability building programs

Daily safety talk, specific safety trainings on the basis of individual development plan, specialized training programs

Towards strengthening our Process Management System: MoU with M/s Gexcon AS of Norway

In the year 2018, we signed an MoU with M/s Gexcon AS of Norway with the objective of aligning our Process Safety Management and safety management system with global best practices. As a part of this program Gexcon carried out a gap assessment of UPL Process Safety Management protocols and its implementation at four of our sites. The outcomes and recommendations of the gap assessment is now under implementation. Gexcon AS Norway is also helping us with the formation of a 25 membered internal PSM team comprising of cross functional experts. We have successfully completed 75% of the programme as on date. Gexcon India is also helping UPL with the 3D consequence modelling which is an important part of Quantitative Risk Assessment. Whilst we strengthen our safety performance we are also dedicated towards building the capacity of the chemical industry as a whole. In collaboration with Gexcon AS, Norway we are also investing in creating an Institute of Advance Research, Knowledge & Excellence for Industrial Safety at its engineering college SRICT near Ankleshwar. This institute aims to help Indian Chemical Industries attain a level of excellence in Industrial Safety with a special emphasis on prevention of major chemical disasters.

Safety Audit

We regularly conduct internal and external safety audits to continually step up our safety linked infrastructure and practices. Our internal safety audits are conducted biannually, and external safety audits are conducted annually. Corrective actions and system upgradation plans are rolled out to address the findings of the audit. Progress on the implemented interventions is closely monitored to ensure effective uptake and remediation of the safety findings.



Employee engagement in the safety culture

We strive to empower our employees to recognize potential risks and proactively involve relevant stakeholders to ensure safe working conditions. We adhere to the Health and Safety accountability standard wherein, "stop work authority" is given to every employee. Each employee hence has the authority to stall operations in the event of identifying a potential safety hazard. We have also rolled out various initiatives which aim to enhance employee engagement in our safety culture. To enable employees to imbibe the "safety first" dictum we have nominated a Plant Safety Representative (PSR), accountable for driving our safety standards at our facilities. We use creative and inventive means to make safety topics interesting for our employees. Some of our key safety engagement programs include:



- **Self-Safety Recognition Program (SSRP):** This program aims to motivate our manufacturing workforce to adopt a safety driven approach to work. Through this program we embed a safety culture in the workforce and encourage them to influence their peers to embrace a proactive approach to safety. We provide rewards to employees at the end of a quarter if no safety linked incidents are observed in the facility.
- **Kaun Banega Suraksha Gyani (KBG):** This creative initiative aims to enhance employee awareness levels on various safety themes. The program comprises of safety quizzes designed to engage employees in the safety dialogue. It also supports active uptake and application of safety concepts in day-to-day workforce operational execution.



- **War Against Hazards (WAH):** War against Hazard (WAH) encourages employees across cadres to proactively identify hazards in their workplace. The objective of the program is to ensure that all identified hazards are addressed promptly before it becomes an incident. Participation in this program is incentivized by recognizing employees who proactively take the lead in driving WAH across the Unit and contribute towards the Unit Safety Goal of Zero Incident. This forms a part of our safety drive to continuously minimize and eliminate all hazards in the unit with the aim of improving our safety performance. The employee who notices the hazard/near miss, works closely with the related service function to address the hazard in a timely manner. Once a mitigation plan is devised for the hazard/near miss the employee along with the service function member is rewarded, depending upon the severity of risk eliminated.

ERT Competition



NATIONAL SAFETY WEEK CELEBRATION



FIRE SERVICE DAY



SURAKSHA MAHOTSAV CELEBRATION



ROAD SAFETY WEEK CELEBRATION



Embedding continuous improvement in safety management

With our vision to augment our safety management system we have adopted a systematic approach to safety linked incident management and abnormalities reporting. Each incident is treated with utmost seriousness and corrective action plans are swiftly devised to ensure learnings from the incidents are imbibed by our safety management system. We employ FISH BONE analysis & WHY method to investigate incidents. A team consisting of a plant supervisor and senior management thoroughly investigate the incident and ascertain the root cause of the event. Once the root cause is identified, Corrective Action and Preventive Actions (CAPA) are determined for roll out at the facility. The CAPAs are actively circulated to every facility through a safety alert for horizontal deployment and effective uptake. Additionally, the CAPA is incorporated in the design stage for similar projects/processes. We also onboard a third party expert on a yearly basis to provide further insight into our incident investigation. Our audits also support upgradation of systems and understanding the nuances of systemic issues to be addressed. In addition to this, we have an activity based risk assessment which is reviewed every year and with every change in facility, people or technology. We also have a comprehensive Management of Change protocol in place to enable seamless transition to new work paradigms.

To enable transparency and accountability, incident management and reporting, we have an IT based abnormality reporting system. This digital platform captures all the hazards and hazardous situations including near misses. Corrective and Preventive actions that are determined for the reported safety abnormalities are also stored on this platform. This digital intervention enables periodic tracking on the progress being made on the decided course of preventive and corrective action. This tracking system also has an escalation protocol which further facilitates monitoring and effective implementation.



Emergency Preparedness

We equip our employees to effectively respond and cope with exigencies and unprecedented situations. While we take active measures to obviate the incidents of any disaster, we have a dedicated emergency response team at every site. Our employees are also trained on appropriate responses to various possible disasters. The company has more than 800+ ERT members fully trained to cater to any emergencies.

Health and Wellbeing

In our quest to entrench a proactive approach to health and safety management we invest in the good health and wellbeing of our employees. The first step towards good health is to have a good understanding of an individual's current health status. We provide facilities to ensure that our employees undergo regular health checkups. We also conduct specialized health checkups corresponding to exposure levels based on functional roles. Some specific tests conducted include BCA test and vertigo tests; these tests are undertaken during onboarding and subsequently on a regular basis. We have qualified medical professionals at each of our facilities. Our medical officers are in charge of monitoring the health status of employees and providing timely advice and treatment. Additionally, we also have a full-fledged team of qualified nurse and compounders at the site health center. The health center is equipped with requisite equipment and medicines to handle minor and emergency situations.

Our safety performance at a glance

Description	Unit	FY 2019-20	
		Male	Female
Safety data (Full-time employees)			
The number and rate of fatalities as a result of work-related injury	Nos.	0	0
The number and rate of high-consequence work-related injuries (excluding fatalities)	Nos.	22	1
Lost days The number and rate of recordable work-related injuries	Nos.	530	3
The number of fatalities as a result of work-related ill health	Nos.	0	0
The number of cases of recordable work-related ill health	Nos.	0	0
Number of hours worked	Manhours	16,776,955	
Safety data (Contractual workmen)			
The number and rate of fatalities as a result of work-related injury	Nos.	0	0
The number and rate of high-consequence work-related injuries (excluding fatalities)	Nos.	11	1
Lost days The number and rate of recordable work-related injuries	Nos.	246	8
The number of fatalities as a result of work-related ill health	Nos.	0	0
The number of cases of recordable work-related ill health	Nos.	0	0
Number of hours worked	Manhours	28,651,572	



At UPL, sustainability resides at the heart of our purpose. This also translates into a holistic approach to sustainability, ensuring equitable benefits across the triple bottom line. Our community initiatives have an outreach of 10 countries, benefiting 70 communities across the globe, supported by more than 80 development programs. While we continue to strengthen relationships with our stakeholders, we regularly engage with them to continuously and consciously contribute to augmented change. Through all our development initiatives, we focus on empowering communities with knowledge, skills and self-confidence, in turn catalyzing our efforts to ensure initiatives are self-sustainable. This has supported us in establishing 4 key focus areas under Corporate Social Responsibility. The initiatives under these focus areas are guided by our unique CSR approach.



Vision :

To be a catalyst for a more equitable and inclusive society by supporting long term sustainable transformation and social integration



Values :

- ✓ Care
- ✓ Excellence
- ✓ Sustainability



Focus Area :

- ✓ Institutions for Nation Building
- ✓ Sustainable Livelihood
- ✓ Nature Conservation
- ✓ Local & National Need



Mission :

We will achieve our vision by:

- ✓ Implementing need based projects through participatory approach
- ✓ Focusing on building capacity to make the community self-reliant
- ✓ Developing partnerships
- ✓ Transferring knowledge



The 5 E CSR Process:

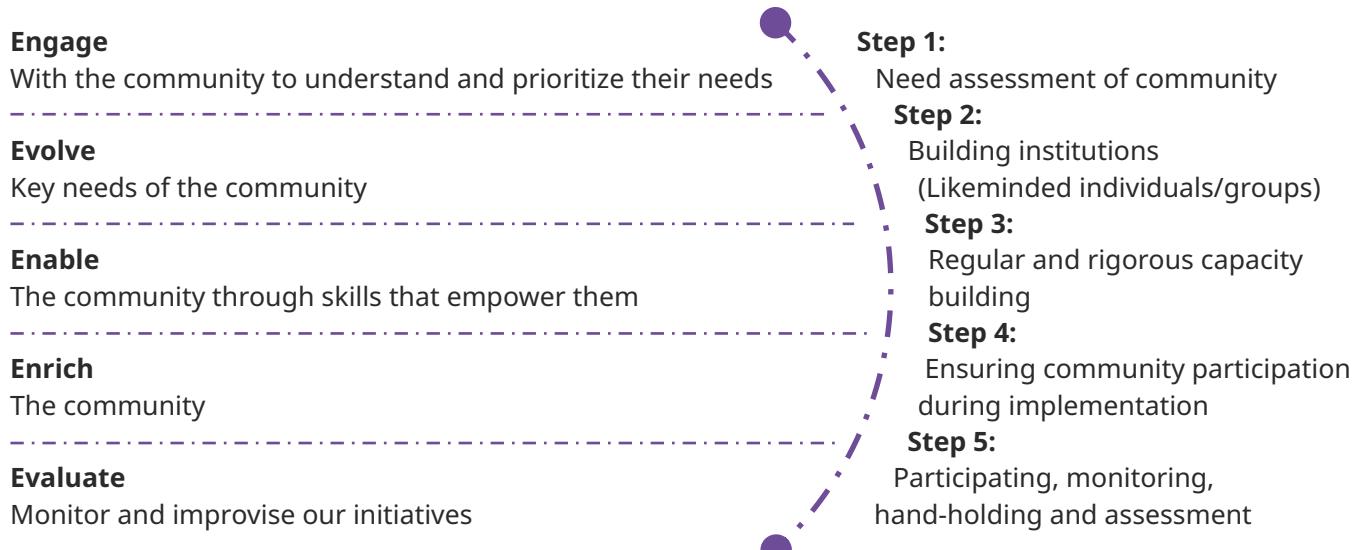
- ✓ **Engaging** with the community to understand and prioritize their needs
- ✓ **Evolving** key needs of the community
- ✓ **Enabling** the community through skilling that empowers them
- ✓ **Enriching** the community
- ✓ **Evaluating**, monitoring and improvising our initiatives

In accordance with sub section (1) of section 135 of the Companies Act 2013, our organization has set up a CSR committee to provide advice on the company's CSR policy and monitor CSR activities which are further identified on the needs of communities. The CSR policy is a strong platform that anchors our developmental activities to the 4 key focus areas. We have also established grievance mechanisms to address any stakeholder grievances related to the policy. There is a strong presence of cross-functionality at UPL; our CSR committee is also supported by other committees such as the EHS committee to guide CSR projects. To ensure efficacious outcomes of our initiatives and augment outreach, we partner with several associations and NGOs. We also conduct third-party social and environmental impact assessments for all our CSR activities to ensure measurable and long-term impact in a period of three years. During FY2019-20, there were no negative impacts caused by our operations on local communities. With most of our operational facilities in the industrial zone, we do not affect any local communities.

UPL CSR Policy

We implement our CSR initiatives through a structured 5 E process that supports our approach to adopt and implement initiatives

For further details about our CSR initiatives, please check our [Annual CSR Report](#) available on website.



NATIONAL CSR INITIATIVES

Key Highlights

- ✓ In FY2019-20, 100% of our students who appeared for the class 10th and 12th board exams passed with flying colors.
- ✓ “Technovation” – the annual college festival gives the students an opportunity to showcase their learnings and interact with students from other engineering colleges.
- ✓ SSRCN received the “Best Health Care Training Institution Nursing” award in December 2019
- ✓ In FY2019-20, SSRCN shifted to a new campus with state of the art facilities such as nursing simulation, clinical skill laboratories and more
- ✓ In FY2019-20, we conducted 33 training programs, benefitting around 900 farmers from 6 clusters through the UPL Center for Agriculture Excellence

Institutions for Nation Building

At UPL, we are committed to uplifting communities around us by establishing robust education institutions to augment economic and social transformation. We propagate educational advancement by bringing about a constructive change in the outlook and attitudes of students. The educational institutions that we have built over the years are defined by a clear mission, good instructional leadership, safe and orderly environment, focus on holistic development and frequent monitoring of all-round progress. To efficiently implement our initiatives, we established:

1. **The Sandra Shroff Gnyan Dham School - G.I.D.C.**, an English medium school that is CBSE affiliated and has a capacity of 1,600 students from nursery to class 12. It also encourages a holistic approach to skill development through the provision of programs beyond academics such as lawn tennis, spelling bees etc.



2. The Shroff S. Rotary Institute of Chemical Technology (SRICT)

Vataria, Ankleshwar to effectively meet the growing demand for engineering talent with a focus on ethics and discipline, quality education, training & placement and robust research. The faculty also provides consulting services to industries within the region across public and private sectors and encourages industry exposure for students through summer training and consultancy assignments.



- 3. The Sandra Shroff ROFEL College of Nursing, Vapi (SSRCN)** is the first self-financed nursing college in Gujarat. While our students actively participate in numerous government health schemes and programmes such as the National Service Scheme, SSRCN is also a study centre for a bridge course on community health, sponsored by the Government. We are also pleased to provide on campus placement opportunities for our students, with some of our alumni serving in Kokila Ben Ambani Hospital, Reliance Hospital, Leelawati Hospital etc.

- 4. The Gnyan Dham Eklavya Model Residential School, Ahwa** was established in the year 2007 by the Government of Gujarat, the school aims to provide quality education to children from tribal areas. This propagated improved school infrastructure, fully furbished classrooms as well as science labs with sufficient instruments and chemicals. We also offer skill-development classes such as running a beauty parlor, learning local art and craft, among others. This in turn helps augment self-employable skills and restricts migration to nearby cities, enhancing the rich and diverse cultural heritage of the region.



5. The UPL Center for Agriculture Excellence

consciously transforms traditional agricultural practices to more sustainable ones. Over 2 decades, the UPL Center for Agriculture Excellence has been working towards implementing capacity building of farmers and facilitating ease of access to existing technologies. By encouraging sustainable farming practices, we propagate advanced agronomic processes which are financially viable to increase the implementation by farmers. In FY2019-20, we established satellite centres to train farmers on innovative agricultural practices. We organized 18 training sessions with more than 600 farmers benefitting from these practices.



Sustainable Livelihood (UPL Pragati)



UPL's initiatives under this focus area gives impetus to agriculture development, skill development and empowering rural women. Through enhanced capacity building, improved market access for agricultural produce, technical training to the unemployed and youth as well as promoting an entrepreneurial culture among women, we consciously work towards strengthening global food security, whilst improving the socio-economic conditions of smallholder and marginalized farmers.

1. Agriculture Development (UPL KhedutPragati) focuses on technological innovation and increased access to the same for farmers. This is further supported by capacity building and effective engagements with farmers. Successful implementation of all our programs is further augmented through strengthened engagement mechanisms based on farmer profiles, cropping patterns, prioritization of needs and assessment of farmer's strength. A brief summary of our initiatives and progress have been provided below.

Cluster	Years	Villages impacted	Beneficiaries
Agriculture development at Ankleshwar	5	14	23 farmer groups formed with 300+ members
Agriculture development at Jhagadia	5	9	18 farmer groups formed with 260 members
Agriculture development at Dang	6	37	20 farmer groups formed with 1,500 members
Livelihood enhancement of tribals at Waghai & Shamgham block	3	-	2 farmer producer companies formed 720 farmers positively impacted
Agriculture development at Vapi/Valsad	3	10	10 farmer groups formed with 375 members
Kitchen Garden/ Bori Bagicha	5	58	2,500+ farmer families have more nutritious meals now
Agriculture market linkage- FreshVeg2U	2	4	30 farmers receive better returns for their vegetables now
Animal husbandry: Breed improvement at Ankleshwar and jhagadia	4	21	272 households have improved incomes 2,800+ artificial insemination done on cattle
Animal husbandry: UPL Goat rearing at Dharampur, Valsad	4	-	100+ families have supplementary income through goat rearing

- ✓ Under our agriculture development initiatives, 3,659 farmer groups form the backbone of all our initiatives. In our endeavor to augment per capita productivity of land through a holistic approach, we undertook curated programs and initiatives as mentioned below.
- ✓ On farm and off farm agriculture trainings like crop base, Integrated Pest Management, Integrated Nutrients Management as well as technological and horticulture training
- ✓ Organized exposure visits to Krishi Vigyan and Krishi Mela to help farmers learn new methodologies
- ✓ Established demonstration farms for vegetables, floriculture and cash crops, among others to experience progressive methodologies
- ✓ Distribution of orchard graft under the WADI project to promote fruit plantation
- ✓ Installation of creeper and climber crop systems to promote vegetable cultivation
- ✓ Installation of micro irrigation systems to enhance productivity of land
- ✓ Encouraged adoption of Package of Practices (POP) and System of Root Intensification (SRI) to increase productivity for paddy cultivation
- ✓ Promoted the cultivation of value addition crops such as Okra and Strawberries to enhance income levels
- ✓ Promoted kitchen garden/ Bori Bagicha amongst farmers to increase the nutritional value of their meals
- ✓ Encouraged demonstrations of vegetable crops with improved technology to embolden farmers to grow vegetables such as Okra and French Bean



Case Study in focus: Farmer Producer Company (FPC) in Dang

The FPC is formed by a group of farm producers who also represent the shareholders in the organization. It undertakes business activities and initiatives that enhance overall farm produce, thus benefitting the member producers/ farmers. In FY2019-20, we conducted 5 training programs with more than 350 farmers attending the awareness sessions. This further resulted in the formation of 2 FPCs at the Shamgham and Waghai Clusters.

Case Study in focus: Goat rearing in Dharampur, Vasad

Goat rearing is a source for supplementary income, particularly for low income families. We train families in effective goat rearing practices, provide goats for trained families and ensure insurance covers for the same. Once the goats breed, the kids are given to new families who then take up a similar process and continue ahead. We are pleased to report that more than 70 women were also taken on field visits to understand the process better. UPL ensures that 100% goats are provided insurance cover to protect families from financial loss in case of any unforeseen circumstances.



2. Skill Development encourages the development of an ecosystem that bridges the gap between trained personnel and unemployment. At UPL, we encourage initiatives that provide enhanced skill training mechanisms that boost employability at both the individual and organizational level. A brief overview of the initiatives under this domain are provided below.



Key Initiative	Years	Beneficiaries
UPL Niyojaniy	6	1,700+ youth trained 1,000+ placed in industries
Farm Mechanization (Adarsh Krishi Niyojaniy)	2	3,300+ operators trained in agri mechanization
UPL Udyamita	6	117 SHGs formed and strengthened 42 villages impacted 1,500+ women members 3 federations formed 1 Saving Credit Cooperative Society formed



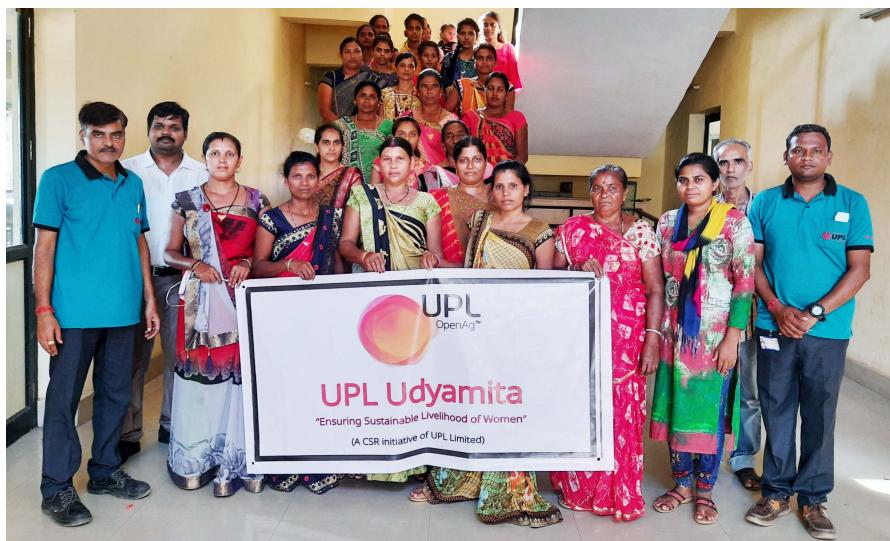
UPL Niyojaniy



The initiative focuses on providing technical training to the unemployed and dropped out urban youth to ensure sustainable livelihoods in the industrial belt. In partnership with Centre for Entrepreneurship Development (CED) and Gujarat Industries Development Corporation (GIDC), we have 4 established skill development centers and offer 6 month courses in fabrication and chemical as well as electrical sectors. We are pleased to report that more than 60% of students preferred campus placements while the rest have initiated their entrepreneurial journey or embarked on further studies.

The Ankleshwar and Vapi centres have initiated "Satellite Training" and have designed and developed a 5-day training program for those who have completed their ITI trainings.

This also aims to enhance their practical skills. The centre conducted trainings in different villages of the Vapi cluster for around 150 women on entrepreneurship development.



3. **UPL Udyamita** focuses on developing skills and promoting a renewed spirit of entrepreneurship amongst rural women through Self-Help Groups (SHGs). In FY2019-20, we increased the outreach of the initiative to 2 villages in the Dahej cluster, whilst 3 SHGs have been formed with 32 members. We also encourage trainings on the establishment of micro

enterprises and finer nuances such as bamboo craft, artificial jewelry, cotton bags, etc. 150 SHG members attended these trainings in FY2019-20 and learned how to set up micro enterprises. We also initiated the formation of a Saving Credit Cooperative Society which is owned and operated by and for its members. It facilitated better financial services by encouraging savings and using pooled funds to extend loans to members at reasonable rates of interest. We organized awareness programs for more than 700 SHG members as well as 2 exposure visits for 25 SHG leaders. This in turn helped establish the "Shakti Mahila Savings and Credit Cooperative Society Ltd.", Valsad.

Farm Mechanization (Adarsh Krishi Niyojani)

The initiatives serve a dual purpose to increase the outreach of technology to remote locations and improve crop production efficiency and train youth to operate pesticide spray machines and provide employment opportunities at farms. The benefits of the program are seen across capitalized cost optimization opportunities, whilst ensuring environmentally responsible disease/pest control practices.



In FY2019-20, we conducted 80 training programs in 50 districts, across 9 states in India. We are pleased to report that more than 3,300 candidates received training with top performers directly employed as operators and officers, whilst others were appointed as trainees.



Nature Conservation (UPL Vasudha)

The importance of our environment is realized through our business activities. Our dependence on raw materials, a healthier and thriving environment is in turn dependent on our efforts to proactively conserve and responsibly utilize the natural resources around us. In order to combat some of the most pressing challenges such as climate change and a beset threat of deforestation and resource depletion, we have undertaken various initiatives to augment resource conservation and enhance the quality of life around us. A brief overview of our initiatives under this domain have been provided below.

Initiative	Years	Benefits Accrued
UPL Sarus Conservation	5	36 villages working towards conservation 16,500+ students and 3,700+ villagers now aware about Sarus 772 Sarus officially documented in the Kheda district in FY2019-20 as compared to 500 in FY2015-16
Water Conservation	2	2 check dams constructed 8 group wells constructed 5 ponds deepened ~60,000 cubic meter water conserved
Eco Clubs	5	106 Eco Clubs formed and operational 4,300+ student members working towards nature conservation
Deer and Ungulate Breeding Project	2	Documented 28 Spotted Deer and 10 Four-Horned Antelopes in the park as of March 2020
Social Forestry	4	106,000+ tree saplings 200,000 Mangroves planted



Under our Nature Conservation initiatives, we have implemented curated programmes that focus on conservation of vulnerable and rare species such as the Indian Sarus Crane as well as Deer and Ungulate. Through dedicated measures, we identify key stakeholders, hold awareness sessions and enhance community participation to augment the benefits accrued from conservation efforts. Furthermore, we also encourage the protection and promotion of forests to enhance the natural habitat and combat the detrimental impact of deforestation. We undertook mangrove plantations to prevent soil erosion and help reclaim land from the sea. We also encourage horticulture plantations, tree plantation through the Miyawaki technique and the involvement of communities to augment sapling plantation.

The initiatives under Nature Conservation have a very strong interlinkage with the strength of one initiative profoundly impacting the other. We thus consciously take measurable steps towards enhancing our water conservation initiatives. This in turn aids in the availability of water for our newly planted saplings at social forestry sites. This includes rainwater harvesting, bore well recharge, construction of ponds etc.



Case Study: Improving Irrigation in Pendharshet village, Palghar, Maharashtra

Due to the topography of the region, rainwater would not get collected and could not be used for agriculture purposes. In partnership with IIT Bombay, we developed appropriate technology for water harvesting through treadle pump and farm pond. In FY2019-20, 248 farmers from 27 villages dug farm ponds with mulching geo-membrane provided by our implementation partner, Vayam. We are pleased to report more than 1,500,000 liters of rainwater storage capacity has been created. This further helped irrigate Mogra, Cashew and Mango orchards, among others.

Apart from implementation of responsible initiatives, we at UPL understand the importance of building an environment conscious future generation. We continue our journey to sensitize communities and students towards ecology and environment conscious decisions. UPL's Eco Clubs focus on 3 pillars of environment conservation, Information Dissemination, Awareness Generation and Tree Plantation. To ensure effective implementation of initiatives, we conduct regular capacity building workshops such as "Training the Trainers" for Eco Club teachers. Apart from increasing community involvement, capacity building workshops also enhances awareness on nature conservation initiatives and help coordinators in managing the program at the school level.

Case Study: Green Ganesha

To responsibly celebrate Ganesh Chaturthi, we collaborated with Parisar Asha to promote the use of environment friendly Ganesha Idols. We have also undertaken workshops at schools to create awareness on the adverse impacts of idols made from Plaster of Paris and encourage the use of Shadu Mati instead. We are pleased to report the outreach of the initiative was seen across 48 schools and 4,877 students.



Local and national development needs

We value our partnerships and focus on collaborative growth to meet the most challenging needs of nations and augment proactive interventions to support trusts, institutions, NGOs as well as relief and rehabilitation efforts. A brief summary of our initiatives has been provided below.

Initiative	Years	Benefits Accrued
Unnati (Building capacity of Community Based Organizations)	4	12 community based organizations empowered
My Super Ward (A citizen centric application)	2	1,800+ app installations More than 2,200 people made aware of the benefits
Vandri cluster development	4	5 villages positively impacted More than 450 farmer families experience a better life today
Global Parli	4	220+ crore liters water storage capacity created 2,300 farmers positively impacted
Health and Sanitation	5	46 sanitation blocks constructed 12,000 students and 1,500 commuters/ day regularly using the facility
Safety Trainings	6	More than 41,000 participants trained in home safety, safety of girls as well as industrial and road safety
WAU Volunteers	--	200+ volunteers More than 6,000 hours of volunteer service to society in 2019-20

UPL Unnati

Under this initiative, we aim to build capabilities of organizations such as NGOs and Community Based Organizations (CBOs). In FY2019-20, we conducted more than 70 sessions with the CBOs to enhance administrative and management systems that focus on annual planning, SWOC analysis, personnel management, health management, preparation of annual report, good governance etc. Some of the CBOs we have worked with have gone on further to receive numerous awards.





My Super Ward

The initiative represents a citizen-centric application for Mumbai to integrate the urban cities of India with the governance of their locality. This propagates improved urban governance through an honest, apolitical and non-profitable approach. The e-governance application of My Super Ward, also acts as a platform to enable citizens to lodge complaints with the MCGM (Municipal Corporation of Greater Mumbai), escalating them to higher authorities and empowering citizens to raise their voice for social action.

Vandri Cluster Development

The Vandri Cluster in Gujarat is characterized by poor infrastructure, poor farm productivity and the absence of alternative employment opportunities. UPL, along with its stakeholders remain dedicated to develop the cluster by understanding the needs and priorities of the community. This has been implemented through initiatives such as construction of group wells, lift irrigation, land levelling and training on improved agricultural practices, among others.

Ekatrita Bhavisya, Vidarbha

When the cotton crisis hit farms in Vidarbha, it further accentuated to take a huge toll on human life. The rural population grappled with challenges of crippling debts and drove farmers to the brink of committing suicide. UPL works with farm widows to enhance skills and provide sustainable livelihoods through micro-enterprises and market linkages. The women have also come together to form Self-Help Groups known as "Bachat Gats", with the primary objective to promote savings.

Save the Children India (SCI)

In partnership with Save the Children India (SCI), we work towards the empowerment and rights of hearing impaired and special needs children. We aim to support them to lead a life of dignity, self-respect and independence. UPL has reached out to 230 special needs children and their families.



The Foundation for Project Reach

Through this initiative, we aim to provide full scholarships to bright students from lower-income families, enrolling them in some of the leading educational institutions in India. Apart from financial assistance, we also ensure monthly visits by a mentor to the schools as they monitor the progress of each child and also take into consideration their emotional and logistics needs. The project also involves the parents throughout the growth of their child, through annual thematic workshops.

Apne Aap Women's Collective (AAWC)

UPL supports AAWC, an anti-trafficking organisation that supports the women and children of Kamathipura, the red light district in Mumbai. Through a collaborative approach, we seek to empower marginalized women who have been trafficked into brothel-based prostitution. By creating a better quality of life, women have entered mainstream professions like accounting, hospitality management, luxury cuisine, photography and social work, among others.

Global Parli, Marathwada, Maharashtra

Through this project, UPL aims to encourage the revival and empowerment of India's villages. We believe that with the right interventions, progressive and prosperous villages can be a feasible reality. This concept was taken further through water harvesting practices, mass plantation by using the latest technology, fruit cultivation and high value crops, among others.



Friends of Tribal Society

In our endeavor to promote financial literacy among all children, we support 'Project Ekal Vidyalaya'. The project enables the establishment of an educational institution at the village level to provide holistic learning opportunities to the larger community, including women, children and farmers, among others.



Cycling for Widows 2020

UPL was humbled to support Mr. Chris Parsons, the chairman of the international law firm, Herbert Smith Freehills' India practice to support widows and their children through economic empowerment and childhood education. Mr. Chris Parsons cycled 4,500 kms over 45 days from Kanyakumari in South to Kashmir in the North of India. The event also helped augment awareness around this pressing issue.

Health and Sanitation

The initiatives undertaken through this program also aim to support the Government of India's "Clean India Mission". Initiated 5 years back, the focal points of the program include construction of toilets in schools and public spaces, elimination of school and cultural barriers to increase the use of toilets and promote better hygiene practices in villages to enhance the overall sanitation environment. We are pleased to report that today, more than 13,000 people are using the toilet facilities built by UPL.



Suraksha Abhiyaan

We organize a plethora of training programs across numerous domains to ensure the safety and well-being of women, industrial workers and general masses. We are pleased to report a total of 41,000 participants have been trained on highway and industry safety as well as women empowerment. Additionally, we have also initiated a self-defense training program to cultivate social commandos who aim to prevent and stop violence against women.



We are United (WAU)

We consciously work towards fostering a strong sense of community development amongst our employees through the employee volunteering programme, WAU. The employees of UPL can also capitalize on using their talent and passion for the well-being of the larger community. Some of the development initiatives undertaken have been to provide drinking water facilities at schools, distribution of notebooks and stationary to marginalized students, among others. Through WAU, we have also been supporting Seva Yagna Samiti to provide treatment to newborn children in Bharuch, Gujarat. Furthermore, we initiated "WAU Mahotsav" 6 years back in Bharuch to encourage the talent students from government schools and provide a strong platform to strengthen relationships with school children and teachers.



GLOBAL CSR INITIATIVES

We are humbled to transcend boundaries and contribute to global community development across 11 countries with more than 80 developmental interventions. Our initiatives have further benefitted 70+ communities across continents. We have provided a snapshot of our initiatives below. Further details can be accessed through our Annual CSR report 2019. [Click here](#)



Brazil

At UPL Brazil, we propagate complementary education programmes that aim to empower the local youth. This also supports them to lead more meaningful lives through sustainable livelihoods.



Colombia

UPL Columbia propagates a 'whole life cycle' approach by encouraging social and economic development through augmented education initiatives, entrepreneurship development and measurable environment conservation.



Argentina

UPL Argentina set up in-plant Social Security Offices for every neighboring community to reduce travel time and distance. We also support better learning environments for children through the provision of better infrastructure at schools.



Mexico

UPL Mexico has focused on initiatives that ensure the growth and well-being of children, women, youth, farming communities and the environment. In Saltillo, we planted 2,063 Pines in the ejido San Juan de la Vaqueria. We have also been collecting and distributing winter clothing for underserved communities since 2015.



Kenya

UPL Kenya promotes sustainable farming and environmentally responsible practices. We further worked with Mr. Patric Kilonzo and the Mwala Wildlife Trust for Conservation of wildlife at Tsavo West National Park by minimizing man-animal conflict through the promotion of sunflower farming.



Belgium

We are humbled to state that UPL Belgium extends financial support to numerous community organizations to support marginalized communities through the provision of free meals, poverty alleviation, social and economic integration, among others.



GRI INDEX

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GRI 102: General Disclosures, 2018			
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102-5	Ownership and legal form	7	It is a publicly listed private company
102-6	Markets served	16	
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102-42	Identifying and selecting stakeholders	35	
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102-45	Entities included in consolidation of financial statements	7	
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102-49	Changes in reporting	8	
102-50	Reporting period	7	
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GRI Standard	Disclosure	Page No.	Comments/Reason for omission
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102-53	Contact point for questions regarding the report	8	
102-54	Claims of reporting in accordance with GRI standards	7	
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206-1 (2016)	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	28	
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Energy - 302 - 2016			
302-1	Energy consumption within the organization	55	
302-2	Energy consumption outside of the organization		Information unavailable. (Currently, we do not monitor this data. We intend to incorporate systems in place to disclose the same for future reporting purposes)
302-3	Energy intensity	55	
302-4	Reduction of energy consumption	55	
302-5	Reductions in energy requirements of products and services		Information unavailable. (We have taken initiatives with respect to process changes which is based on our yearly projects instead of our products and services.)
303-1	Interactions with water as a shared resource	58	
303-2	Management of water discharge-related impacts	58	
303-3	Water withdrawal	58	

GRI Standard	Disclosure	Page No.	Comments/Reason for omission
303-4	Water discharge	58	
303-5	Water consumption	58	
Emissions – 305 - 2016			
305 – 1	Direct (Scope 1) GHG emissions	55	
305 – 2	Energy indirect (Scope 2) GHG emissions	55	
305 – 3	Other indirect (Scope 3) GHG emissions		Information unavailable (Currently we do not monitor other indirect GHG emissions. We intend to incorporate systems in place for Scope 3 emissions for future reporting)
305 – 4	GHG emissions intensity	55	
305 – 5	Reduction of GHG emissions	55	
305 – 6	Emissions of ozone-depleting substances (ODS)		Information unavailable (Most of our plants use refrigerant gases with zero ozone depleting potential)
305 – 7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	55	
Effluents and Waste – 306 - 2016			
306 – 1	Water discharge by quality and destination	58	
306 – 2	Waste by type and disposal method	60	
306 – 3	Significant spills	60	
306 – 4	Transport of hazardous waste	60	
306 – 5	Water bodies affected by water discharges and/or runoff	60	
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307 – 1	Non-compliance with environmental laws and regulations	53	

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308 – 2	Negative environmental impacts in the supply chain and actions taken	50	
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Occupational Health And Safety – 403 – 2018			
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403 – 4	Worker participation, consultation, and communication on occupational health and safety	71, 73	
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412 – 2	Employee training on human rights policies or procedures	68	
412 – 3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	68	
Local Communities – 413 – 2016			
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413 – 2	Operations with significant actual and potential negative impacts on local communities	80	
Supplier Social Assessment – 414 – 2016			
414 – 1	New suppliers that were screened using social criteria	50	
414 – 2	Negative social impacts in the supply chain and actions taken	50	

SDG Index

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SDG	Sustainable Development Goals	Our Contribution Page No.
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ASSOCIATION WITH OXFORD INDIA CENTRE FOR SUSTAINABLE DEVELOPMENT (OICSD) - UK

UPL proposes to sponsor a new chair at the OICSD the position of Research Director working between India and the UK to conduct their own research within the centre as well as overseeing the wider expanded research programme of the OICSD. A significant responsibility of the Research Director is to mentor the centre's Indian scholars.

UPL has proposed to host the 'OpenAg Forum' with OICSD as an annual academic/business forum which sets out to discuss in practical language a range of sustainability, innovation, agtech and investment topics. The event would invite leading sustainability academics, agribusiness figures, and public personalities, allowing for debates and discussion to help contribute to the world's understanding of sustainability and highlight UPL's thought leadership in this area.

Through this initiative, UPL can bring greater awareness and focus amongst undergraduate and post-graduate students on issues of agricultural sustainability in a world facing multiple environmental challenges. Partnering with Oxford University-currently ranked as the world's pre-eminent academic institution will help bring greater public, private, academic and social sector attention on the challenges agriculture faces, and hopefully build cooperation and find new approaches to help address some of these challenges.





2 ZERO
HUNGER



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