

Stakeholder engagement

Collaborating for inclusive progress

Staying cognisant of what is expected of us as industry leaders is one of our long-standing business priorities. We encourage productive dialogue with our stakeholder groups to identify their interests and meet their expectations. This approach has helped us build trust and ensure lasting bonds.

**CONSUMERS**

As a consumer-centric company, our ability to meet fast evolving consumer needs is a priority. Delivering quality experience and expanding our consumer base is key to our success and growth.

Engagements in FY 20-21

- Focused group discussion and interviews
- Digital platforms
- Market research

Expectations they harbour

- A mix of tasty and healthy products
- Convenience
- Responsible and inclusive marketing
- Sustainability credentials
- Value for money

Focused response

- Broad portfolio with ample choices across categories
- Innovation to deliver on health, wellness and convenience
- Creative and informative advertising and marketing campaigns
- High-quality manufacturing, sourcing and environmental standards
- Products available at multiple price points and offering tangible value

Risks we combat

- Product contamination or quality control concerns
- Inability to develop, commercialise or deliver new products

**PEOPLE**

Our people, their ideas and their passion are the key forces driving our company's forward trajectory. Their dedicated approach and winning mindset bring our ambitions to life.

Engagements in FY 20-21

- Company-wide employee engagement surveys
- Developed informative and up-to-date employee communication channels
- Arranged regular interactions with the C-suite
- Town halls
- One-on-one performance reviews
- Various learning and development initiatives

Expectations they harbour

- Health, safety and well-being
- Growth through learning and development opportunities
- Sense of belonging and purpose
- Diversity and inclusion

Focused response

- Effective safety protocols and favourable policies during the pandemic
- Consistent talent and performance management programmes and upskilling trainings. Additionally, opportunities for online learning
- Open and transparent work culture
- Employee interest groups, more women on the workforce and a greater inclination towards engaging the non-executive workforce

Risks we combat

- Lack of motivation, retention and engagement
- Injuries or deaths at the workplace
- Geo-political tensions

Stakeholder engagement



COMMUNITIES

The true mark of a successful business is in its ability to create meaningful change in the communities under its influence. For us shared prosperity is paramount, and we make sustained efforts in creating resilient communities.



Engagements in FY 20-21

- Community investment programmes like Early Childhood Development Programme, Project Jalodari, among others
- Collaborations and partnerships with Ethical Tea Partnership, trusteea, Plastics Pact UK, among others
- Volunteering activities

Expectations they harbour

- Reducing operational footprint
- Responsible use of natural resources
- Opportunities for employment and skill development
- Improved access to basics, including water, sanitation and hygiene

Focused response

- Annual reviews and checks
- Emission reduction plans and targets
- Water conservation practices
- Upliftment programmes for the marginalised

Risks we combat

- Rising regulation
- Environmental concerns
- Socio-political unrest
- Social license to operate
- Reputational harm



GOVERNMENT AND NGOs

As a responsible corporate citizen, a symbiotic relationship with the government and non-profits can go a long way in bringing good change in the larger community.



Engagements in FY 20-21

- Contributed to a resilient corporate system by promoting transparency and raising awareness on societal issues
- Delivered services to meet the education, health, food and security needs of communities
- Brought expert knowledge and experience, empowering the marginalised and encouraging citizen engagement

Expectations they harbour

- Contribution to national economic and development priorities
- Promotion of sustainability agenda, human rights, environmental impacts
- Extending sustainable agriculture and support for communities
- Model corporate behaviour

Focused response

- Support during COVID

Risks we combat

- Environment and labour policies
- Public procurement
- Human rights in supply chain,
- Climate change and circular economy
- Sustainable packaging
- Sustainable procurement
- Living wages
- Deforestation in supply chain
- Gender issues
- Water stewardship
- Food safety



INVESTORS

The support of our shareholders is crucial for continuous access to capital, ability to make progress on our strategies and reach our objectives.



Engagements in FY 20-21

- Annual General Meeting
- Investor relations programme with regular updates on business and financial performance
- Institutional investor meetings
- Annual report and stock exchange announcements
- Shareholder information on website
- Timely response to shareholder queries

Expectations they harbour

- Business strategy and execution against it
- Consistency in financial performance and returns
- Sound corporate governance
- Environmental and social commitments and progress

Focused response

- Focused decisions and actions
- Consistent progress on strategic priorities
- Strong delivery on financial performance
- Adhering to highest standards of transparency and integrity
- Constituting best in class Board with strong governance mechanisms
- Focus on ESG with transparent and detailed disclosures

Risks we combat

- Extraneous factors like macro economic environment or a crisis like COVID-19 pandemic
- Foreign exchange rate exposures
- Market size reduction/consumer downtrading
- Raw material inflation



SUPPLY CHAIN PARTNERS

Maintaining our relationship with farmers and suppliers of raw materials and indirect services are key to uninterrupted operations and delivery to our discerning consumers.



Engagements in FY 20-21

- Supplier reviews, audits and dialogues
- Quality checks and adherence to policies
- Synergising the Indian supply chain

Expectations they harbour

- Developing mutually beneficial partnerships
- Collaborating to realise efficiencies
- Fair contract and payment terms
- Joint risk assessment and mitigation

Focused response

- CFA consolidation and direct delivery
- Integrated business planning
- Maintained highest standards of safety protocols
- Provided vaccination support
- Supplier code of conduct

Risks we combat

- Pandemics can disrupt supply lines and the network in pockets or at a larger scale
- Crop yields and availability impacted by weather or other environmental social and economic reasons