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Godrej & Boyce, a 121 year old company...
Message from COO

Celebrating ‘JEET’ in all its glory!

During the last financial year, we chose GI:JEET, a call to victory as our theme for the year. While there is no doubting the power of words and thoughts, the way the year has unfolded was a telling remark on the strength that words carry within them.

The year 2017-18 was a glorious year for us at Godrej Interio, truly filled with victory, joy and pride. Our hard work and commitment to excellence was recognized and rewarded at various levels. From winning the prestigious CII-EXIM Bank Award for Business Excellence to GreenPro Certifications for 2 of our products, IGBC certification for our plant and GreenCo rating for eight of our key vendor associates, it definitely has been a year full of achievements.

Only the 10th company in India to win this Business Excellence award since the 25 years of the Award’s institution, it serves as a formal industry-wide recognition of our continued efforts towards excellence at every level. I extend my heartiest congratulations to the GI team, our partners and all our stakeholders for enabling us achieve this goal.

This report aims to compile our efforts towards building an increasingly sustainable ecosystem. At Godrej Interio, we have always linked our growth not merely to volumes and profits, but to the number of lives where we can make a difference. From investing in our people and communities to taking care of our environment, the last few years have seen us enabling our vendors and associates to walk the green path as well.

This report compiles and presents our key initiatives towards greater sustainability. One of the highlights among our many initiatives, I am pleased to share, is the GreenCo certification our vendors have obtained. It makes us proud, indeed, that we are growing greener, and more prosperous, together.

In the coming year, we look to further widening the Godrej Interio universe and making sustainability a way of life in the truest sense. I urge you to stay connected and be a part of our sustainability journey in any way you can – for every effort matters.

With best regards,

Anil Mathur
COO, Godrej Interio

KEY HIGHLIGHTS OF THE YEAR

- CII- IGBC Green Factory Rating- Platinum Level for Shirwal phase 2.
- Received Excellent Energy Efficient Unit Award for Shirwal plant at CII Energy Summit 2017.
- Completion of SME GreenCo Cluster 1 with certification for 8 vendors and launch of SME GreenCo Cluster 2.
- CII- GreenPro certification for 2 system products.
- Implementation of ‘One Godrej’ CSR initiative at Shirwal for greater social impact.
- CSR approach reinforced with integrated village development programs at Bhagwanpur location.
The Brighter Tomorrow report this year has been prepared as per the Global Reporting Initiative (GRI) G4 sustainability reporting guidelines and is based on the “In Accordance Core” guidelines to a great extent. This year’s report has not sought any external assurance.

Godrej Interio’s materiality matrix has been prepared to identify key issues to be responded to as a part of the company strategy. This report explores how GI fulfills stakeholder and environmental responsibilities through a combination of forward looking strategies and robust processes. This report aims to provide the readers with a balanced and reasonable representation of GI’s contribution in the area of sustainability.

While applying the reporting principles approach, an attempt has been made to address all the relevant and applicable indicators. The appropriate topics and indicators in addition to those emerging from the materiality matrix are selected based on their significance for the economic, environmental and social performance of the company and its substantial influence on the assessment and decisions of stakeholders.

This report covers information for Financial year 2017-18 (1st April 2017 to 31st March 2018) about all Godrej Interio’s products, processes, plants & people, with the mention of a few processes and activities governed and controlled by parent company, Godrej & Boyce Mfg. Co. Ltd.

The Materiality of specific topics and indicators has been determined by using internal and external conventions including:

- World Business Council for sustainable development’s focus area.
- India GHG Program
- CII Mission for Sustainable Growth
- CII India business and biodiversity initiative
- Corporate Social responsibility reporting, Business Responsibility reporting, Stock Exchange board of India
- Sustainability Challenges facing our business identified through our Risk Management processes
- Godrej Core values and internal management systems

In case of queries, clarifications or suggestions, contact: Mr. Raviprakash R. Gupta, Godrej Interio Division, Godrej & Boyce Mfg. Co. Ltd, Plant 13 A, Pirojshanagar, Vikhroli, Mumbai – 400079, India.

interiogreen@godrej.com
Unlocking The Early Beginnings

The beginnings of Godrej & Boyce as an organization are traced back to 1897 – the year young Ardeshir gave up law and turned to lock-making. The young innovative thinker was committed to give the society products that served their needs and met the highest standard not just in India, but across the world.

Ardeshir went on to make safes and security equipment of the highest order, stunning the world by creating toilet soap from vegetable oil. His brother Pirojsha Godrej carried Ardeshir’s dream forward, leading Godrej towards becoming a vibrant, multi-business enterprise.

Pirojsha laid the foundation for the sprawling industrial garden township now called Pirojshanagar in the suburbs of Mumbai, where the Godrej Group has its headquarters.

Today, Godrej & Boyce Mfg. Co. Ltd., the holding company of the Godrej Group, has grown to have 14 diverse business divisions offering consumer, office and industrial products and services of the highest quality to every corner of India as well as across the globe.

SHAREHOLDING:
Since its inception, the Company is controlled by the GODREJ family based in Mumbai, India. Its shares are not listed on any Stock Exchange. About 24% of the Company’s share capital is held by Pirojsha Godrej Foundation, a public charitable trust.

BOARD OF DIRECTORS:
Mr. Jamshyd Godrej, Mr. Adi Godrej, Mr. Nadir Godrej, Mr. Kavas Petigara, Mr. Vijay Crishna, Mr. Navroze J. Godrej, Mr. Pradip Shah, Mr. Anil Verma, Mrs. Anita Ramchandran, Mr. Keki Elavia, Mrs. Nyrika Holkar.

REGISTERED OFFICE ADDRESS
Godrej & Boyce Manufacturing Company Limited, Pirojshanagar, Vikhroli, Mumbai - 400079, India.
www.godrejandboyce.com

GRI Indicators on this page: G4-3, 5, 7, 34
Godrej Interio: Enriching Life
Godrej Interio, one of the largest Strategic Business Unit of Godrej & Boyce, is also India’s premium furniture brand in both home and institutional segments with a strong commitment to sustainability and centre of excellence in design, manufacturing and retail.

The company aims to transform spaces with its smart furniture to create brighter homes and offices with products having the highest design quotient that combine aesthetics, functionality and technology. Godrej Interio pursues excellence with a special focus on health and ergonomics. Be it office, home or other specialised application, it has the entire range under one roof. Two new Business Lines, viz. AV Solutions and Vending Services, earlier with Godrej Prima were merged with GI to leverage the synergies and provide end-to-end workspace solutions.

This major furniture brand cares for the environment and strongly advocates the policy of sustainability. To that end, all its products are manufactured with minimalistic effects on the environment, thus lessening the carbon footprint. Usage of eco-friendly materials; setting up of less polluting and consuming processes; eco-friendly packing and transportation; and finally recycling/re-use of used furniture and scrap shows the company’s commitment to “Talk Green, Walk Green”.

**MISSION**

Enriching life by transforming home and workspaces

**VISION**

Godrej - the choice for home and workspace solutions

**VALUES**

Trust, Integrity, Respect, Environment, To Serve
Ninety Five years of Godrej in Furniture Business

1923 - Manufactures first Steel Cupboard
1935 - Commences manufacture of Hospital Beds and Library stacks
1937 - Manufactures and introduces Steel doors and windows, Multiflex Storage System
1952 - Manufacturing of Storwel starts
1955 - Office furniture manufacturing
1957 - Starts manufacture of Open Plan Office System (OPOS)
1960 - Launches new cupboard “Centurion” to celebrate Godrej Centenary.
1984 - Migration to BAAN ERP system
1996 - Launch of Seating campaign on Health platform
1997 - Launches new cupboard “Centurion” to celebrate Godrej Centenary.
1999 - Manufactures 13,000 cupboards for UNICEF to support cyclone hit Orissa
2001 - Forays into MODULAR ACCOMODATION SYSTEMS (Navy)
2002 - Forays into Laboratory Solutions
2003 - Amalgamation of Storwel & Furniture Business
2004 - Exeuction of 25000 School desk cum bench order for Afganistan
2005 - Formal launch of brand - Godrej Interio
2006 - Project Saksham’ - Working with Suppliers on Cost Down - Value Engineering
2007 - Institution of IIID-Godrej Innovations Award for Co creation of Futuristic Furniture solutions
2008 - Forays into “Interiors” Business
2009 - Launches Home Furniture range
2012 - Official launch of brand - Godrej Interio
2013 - Launch of influencer management program

GRI Indicators on this page: G4-13
Ninety Five years of Godrej in Furniture Business

2009
- Establishment of Seating Plant at Bhagwanpur
- TOC implementation for OPOS
- Product testing and Certification for AFRDI
- Launch of Mattress range won the Elle Décor International Design Award

2010
- U&US design Studio Launch
- Greenguard, certification of products
- Good & Green Policy
- Wellness campaign
- Business Excellence journey begins

2011
- Comfy Meter, for mattress
- Tie-up with Knoll & ITOKI
- Greenguard certification for Chairs
- CII Design Excellence Award
- Chrysalis Sizzle Dining Table
- Launch of DOCO stores
- Limca Book of Records: Manufacture of India’s longest mattress: 100 feet long

2012
- Design HQ: with Designer Anita Dongre
- ‘India Design Mark’
- Launch at ‘Better tomorrow’ Sustainability report
- Establishment of Shirwal Factory
- Upload and Transform campaign

2013
- Asia’s most promising brands award
- Room planner software at the COCO showrooms
- GRIHA certification
- Greenguard certification for Home Furniture

2014
- Start of GreenCo journey
- BIFMA level 2 Gold Certification for Wish
- Installation of Producer gas unit at Bhagwanpur
- Manufacturing Leadership award

2015
- GreenCo Gold certification for Shirwal and Vikhroli Plant
- TPM excellence award for Vikhroli unit
- BIFMA level 2 Gold Certification for ACE and VERSA chairs
- Greenguard certification for Education Furniture
- Model school CSR project at Shirwal

2016
- GreenCo Platinum rating for Vikhroli Plant
- Start of laquaring line at Shirwal plant phase 2
- IGBC gold rating for plant & store
- Establishment of Haridwar plant
- Superbrand Mark digital studio of U & US at Kharghar, 2

2017
- BEE 5 star rating and IGBC platinum rating for Interio Head Office Building at Vikhroli
- Greenguard certification for Home Furniture
- Greenguard certification for Education Furniture
- Limca Book of Records: Manufacture of India’s longest mattress: 100 feet long

2018
- CII Exim Bank Award for Business Excellence (Award)
- Shirwal phase 2- CII- IGBC Green Factory Rating- Platinum Level
- Merger of 2 businesses - AV Solutions & Vending Services
- Merger of Mercury Mfg. Co. Ltd., Chennai
- GreenPro certification for ‘Wish’ and ‘Reason’
Godrej Interio is constantly striving to improve its design and manufacturing processes, aiming to create offerings for brighter living and brighter workspaces.

**PRODUCTS**

- **Home furniture**
  - Bedroom furniture
  - Living room furniture
  - Kitchens
  - Dining room furniture
  - Mattresses
  - Home storages

- **Institution furniture**
  - Seating systems
  - Cabin desks & executive desks
  - Education furniture
  - Open plan office systems
  - Storages
  - Laboratory furniture
  - Healthcare furniture

**SERVICES**

- Interiors solutions
- Marine accommodation solutions
- AV solutions
- Vending services

**BRAND ASSOCIATION**

- U & US (Home Design Studio)
- India Circus
- Script
Products and Services

Home Furniture
Godrej Interio Home Furniture designs aspire not merely to bring alive your spaces, but to inspire a change in the way you live. With striking designs and a unique style, every piece created not only lives up to your expectations but also does its part to transform every aspect of your life.

Bedroom Furniture
Godrej Interio’s Bedroom range has been masterfully crafted to make every moment you spend in it relaxing and energizing. It is a range thatrefreshes and rejuvenates.

Mattresses
Designed with a fine balance of material to ensure good comfort and right posture, Godrej Interio range of mattresses assures a good night’s sleep for years.

Living Room Furniture
The Living Room furniture range is designed to amplify a family’s most memorable moments. Every piece is functional yet lets you experiment with your interior decor.

Dining Room Furniture
Aesthetically and functionally designed, GI’s range of tables cater to every need. They host the warmest moments and most delectable family dining experiences.

Kitchens
Godrej Interio offers a kitchen range that can be moulded to fit in with every style of cooking. With a place for every item, these kitchens make sure your cooking experience is hassle free.

Home storages
The wide range of Godrej Interio cupboards ensures maximum utilities with minimum efforts. With classy looks, organized shelving and easy to operate mechanisms, these home storages guarantee clutter free solutions for your homes.

GRI Indicators on this page: G4-4
Products and Services

**Institution furniture**
The office furniture range is designed to optimize space and increase convenience through thoughtful features and technological innovations. The aim is not just to make workspaces but to transform them.

**Seating Systems**
Godrej Interio has a vast range of highly evolved seating systems that are designed around sound principles of ergonomics, proper postures and wellness.

**Cabin desks & Executive desks**
Godrej Interio offers a wide range of office desks, integrated cabin modules and suites designed for comfort and utility at work.

**Storages**
Today, storages are an integral element in design of workspaces. GI’s storage options not only match with and enhance the office decor, but also multi-task with effortless ease.

**Education furniture**
The Godrej Interio educational furniture range is designed to support and supplement modern teaching methodologies and formats.

**Open Plan Office Systems**
The expertise of designers, architects and work-flow experts has led to a range of ergonomic, technology-integrated office solutions catering to every executive need, at each rung of the corporate ladder.

**Health Care Furniture**
Healthcare spaces today demand highly responsive and supportive furniture solutions. To meet the changing scenario of healthcare spaces as they transition from curative to preventive zones, Godrej Interio has developed solutions to all application areas within this arena.

**Laboratory Furniture**
GI offers world-class laboratory furniture for modern researchers. Sturdy and contemporary, it is engineered precisely to meet exacting needs, making it the perfect for any laboratory.
Products and Services

Services

Interior Solutions
Godrej Interio offers turnkey interior solutions and design consultancy. The execution is handled by a team of architects, designers, project managers and contractors with vast experience.

Marine Accommodation Solutions
Godrej Interio has developed solutions for the most challenging interior spaces – Interiors of commercial ships. It has on-board a team of capable designers, engineers and contractors ready to transform the life of sea-farers with well designed bright and safe spaces.

AV Solutions:
This is the business of Audio Visual Products & Solutions that seamlessly integrate audio, video, display, lighting equipment, system controls etc. for applications such as board rooms, auditoriums, digital class rooms, experience centers, etc.

PORTFOLIO

AV Solutions:
AV Solutions:
AV Solutions:
Services

Vending Services:
This is the business of beverages through vending machines addressing the Out-of-Home (non HORECA: Hotels, Restaurants, Cafes) segment in India.

Brand Association

U&US
The U&US venture offers an innovative concept of ‘design customization’, right down to the last detail by offering customers a chance to create their own furniture. This revolutionary offering combines user ideas with the company’s furniture design and execution expertise using state-of-the-art technology.

Script:
At Script, the focus is on rethinking how furniture & décor can be designed to bring more meaning into how we live, work and play at home. It is a new imagination of living at home, with contemporary design that is adaptive, delightful and distinctive.

India Circus:
India Circus aims to increase Godrej Interio’s foothold in the lifestyle vertical and offers contemporary and affordable home decor and personal accessories such as mugs, cushion covers, gift items, photo frames, to name a few.
An emotional connect across India
A 121 year old brand, Godrej reaches out to families, companies and businesses in the urban areas, far flung towns and rural areas across India. A household name today, the company is constantly striving to meet the expectations of every new generation.

Changing homes & businesses across the world
On the global front, Godrej Interio reaches out to customers across different continents. The Godrej brand makes its presence felt globally with exports to New Zealand, Australia, Indonesia, Sri Lanka, Nepal, Bangladesh, Middle East, North Africa, Nigeria, Ghana, Kenya, Uganda, Rwanda, Tanzania, Malawi, Mozambique, Zambia, Spain, Canada, Jamaica, Trinidad, Puerto Rico, Panama, UK & Bhutan.

Further GI has an online presence through E-commerce market places like Flipkart and Pepperfry.

Channels
In India, Godrej Interio has developed and maintains a vast network of channel partners and distributors. These include:

1200+B2B DEALERS ACROSS ALL MAJOR CITIES OF INDIA

58 COCO STORES Company owned, Company operated

40 DOCO STORES Dealer owned, Company operated

1 SCRIPT STORES BANGALORE

17 Branches

1 KNOWLEDGE CENTER MUMBAI

4 B2B DISPLAY CENTRES MUMBAI | PUNE | BANGALORE | DELHI

1 EXPERIENCE CENTER DELHI

GRI Indicators on this page: G4-6, 8
Manufacturing Capabilities

**H.O - MUMBAI PLANT**
Address: Plant - 13 & 14, Pirojsha Nagar, Vikhroli (East), Mumbai - 400 079, Maharashtra, India.
Products: 1. RTA (Ready to Assemble) and welded metal furniture
2. Healthcare and seating furniture
Processes: 1. Metal forming, welding, assembly and powder coating
2. Metal forming, pipe bending, welding, assembly, powder coating, foaming & upholstery

**SHIRWAL PLANT**
Address: Gat No. 1267, Shirwal - Palshi Road, Village Shirwal, Taluka Khandala, Dist. Satara – 412 801, Maharashtra, India
Products: Wooden home products and system furniture
Processes: Wood working - lamination, membrane pressing, lacquering, sheet metal working - fabrication and powder coating

**BHAGWANPUR PLANT**
Address: Khasra No. 174, 15th Mile Stone, Village - Raipur, Pargana - Bhagwanpur, Roorkee – 247 667
Products: Seating and Tubular products
Processes: Foam molding, tube working - fabrication and powder coating, upholstery and assembly

**HARIDWAR PLANT**
Address: Plot number - 13 & 25, Sector - 4, BHEL complex, SIDCUL, Haridwar - 247 663, Uttarakhand, India
Products: Mattresses and Sofa
Processes: Polyurethane continuous foaming process, foam rebonding, mattress quilting and finishing. Sofa making frame making and upholstery

**BHIWANDI PLANT**
Address: Office and Factory I-4, Saidhara Warehousing and Logistic Park, Village Kuska Borivali, Taluka Bhiwandi, Dist Thane - 421 308, Maharashtra India
Products: System furniture & storages
Processes: Component aggregation & packing

**INTERIO CHENNAI**
Address: D3, Phase II, MEPZ-Special Economic Zone,Tambaram, Chennai 600045, India
Products: Office Steel Storage systems – Filing cabinets, Cupboards and Lockers
Processes: Sheetmetal fabrication, powder coating and Packing

Plant Certifications: ISO 9001, ISO 14001, BS OHSAS 18001, GreenCo GOLD, TPM

Plant Certifications: ISO 9001, ISO 14001, BS OHSAS 18001

Plant Certifications: SEDEX
Reviewing the year that was
Stakeholder Engagement

Godrej Interio has always taken into consideration the various communities it touches and grown together.

GI broadly defines stakeholders as those groups or individuals who can be expected to be significantly affected by Godrej Interio’s activities, products and services. In return, their actions, views and expectations can be expected to affect the ability of GI to successfully implement its strategies and achieve its objectives.

Godrej Interio’s concern for its various stakeholder communities has long been part of Godrej culture and has been brought into mainstream focus as a key strategy to evolve a sustainable organization in the recent years.

GI has identified, prioritized the key stakeholders and regularly engages with them through varied mechanisms, such as: internal & third party surveys, regular meets, focus group discussions, co-creation platforms, industry associations, etc.

Today, stakeholder engagement is a crucial element for GI’s future business plans and strategies. The various modes of connecting, having a dialogue with the stakeholders within and outside the organization enables the company to gain an understanding of their needs and expectations, aids in identifying and managing risks, in building trust and strong relationships over time. It helps to explore ways to improve the organisation’s overall performance.

INTERNAL DEPARTMENTS
- CMD, ED
- Commercial
- Corporate P & A
- Godrej Infotech
- Corporate Safety
- Corporate Finance
- Locks
- Godrej Tooling
- Corporate Procurement
- Corporate Legal
- Export
- SMG
- GI EMPLOYEES
- GI Management Staff Workmen

EXTERNAL STAKEHOLDERS
- GOVT. AGENCIES
- PARTNERS
- CONTRACTORS
- CUSTOMERS

INTERNAL STAKEHOLDERS
- GI EMPLOYEES
- INTERNAL DEPARTMENTS

COMMUNITIES
- CARPENTERS, TECHNICIANS
- MANUFACTURING NEIGHBORHOOD

GRI Indicators on this page: G4-24, 25
Stakeholder Engagement Matrix

In FY 2017-18, regular interaction with the stakeholders has resulted in the conceptualization & implementation of major improvement projects related to:

- Risk Management
- Cyber security, Data security
- Product range enhancement
- Richer consumer experience
- Synergized Godrej-wide offering for B2B and B2C customers
- Retail expansion & e-commerce
- Supply chain sustainability measures
- Talent management
- Integrated community development

Most of these projects have been initiated based on specific stakeholder feedback in this regard.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Internal Departments Corporate procurement, common services, IT services &amp; internal suppliers</th>
<th>Employees</th>
<th>End Customers – B2B, B2C, International</th>
<th>Supply Chain Partners – Dealers, Franchisees, Retailers, Suppliers</th>
<th>Other Partners – Architects, Design Consultants, Technology Partners</th>
<th>Government Agencies</th>
<th>Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formal Engagement Frequency</strong></td>
<td>Annually / Quarterly / Monthly</td>
<td>Quarterly / Monthly</td>
<td>Annually</td>
<td>Annually / Quarterly / Monthly</td>
<td>Annually / Quarterly / Monthly</td>
<td>As &amp; when required</td>
<td>Once in 2 years</td>
</tr>
<tr>
<td><strong>Formal Modes of Interaction</strong></td>
<td>Annual Business plan presentation, Business reviews, Good and Green reviews, Design reviews, General Management council reviews</td>
<td>Monthly business reviews</td>
<td>Employee feedback survey</td>
<td>Customer needs and expectation survey, customer satisfaction survey, Design validation studies, Key account feedback, customer meets</td>
<td>Branch Dealer conferences, Priority Dealer Meets, Annual business planning discussions, Key supplier meets, New product development meetings</td>
<td>Technology partner meets, Influencer management programs, Design review meetings</td>
<td>Meetings and Visits</td>
</tr>
</tbody>
</table>

GRI Indicators on this page: G4-26, 27
Materiality Matrix: Measuring what matters

At GI Materiality was last assessed through the materiality issue survey in FY 2015-16 in line with GRI G4 reporting guidelines. The process included engaging with external & internal stakeholders. It was executed through a third party sustainability expert.

The results of that exercise also apply to FY 2017-18. The top management review at the end of FY 2017-18 ascertained a significant number of issues are relevant thus far in FY 2017-18 as well, as the organization has not undergone any significant changes in its business or constituent stakeholders as well as the market it operates in.

The objective of the Material Issues survey was to obtain a first-hand understanding of what issues were of concern to the various stakeholders and their specific importance.

Accordingly, the first set of issues was identified based on the criteria of company values, vision and mission. The second set addressed issues highlighted by peer companies across India and the world. This comprehensive list was fine-tuned by the application of the GRI principle on materiality assessment and stakeholder engagement.

The survey comprised of 3 parts:

**Step 1: Stakeholder identification / Mapping and Prioritization as per GRI G4 guidelines**

This includes Identification of all types of stakeholders, based on GRI principle of Inclusiveness and their prioritization.

**Step 2: Engagement Implementation**

Mechanisms of engagement with identified types of stakeholders through one to one interaction, surveys, sessions, telephonic interviews etc. This step also included collation of feedback received from other engagement forums.

**Step 3: Materiality issue identification and prioritization as per GRI G4 guidelines**

Consideration of GRI aspect list, topics of interest and its determination of relevance, identification of aspect boundaries, assessment of significance of aspects, providing a balanced representation of organization’s economic, environmental and social impacts.

**GRI Indicators on this page: G4-17, 18**
A total of 27 issues were identified from the survey, of which 16 issues have emerged as high interest, high impact areas. These have been grouped into 3 focus areas: Business Sustainability, Environment Sustainability and Social Sustainability.

The following pages list the 16 issues that GI has considered for its Sustainability Strategy and will be tracking against pre-defined metrics to study the progress made in the coming years. This details reflect how the various issues have been prioritized so that GI performs well on all the parameters identified.

*Issues included in the report apart from high material issues as these are of high importance to the GI stakeholders.*
Competition
Aspect Boundary: Within the organization
With many reputed Indian and international players. There is an acute need for GI to be aware of the competition’s offerings and activities to retain market attention.

Measures taken:
- Intensify focus on consumer research to have deeper understanding of consumer needs & aspirations
- Development of differentiated, Value adding products
- Provide easy access to products with new formats like franchisee stores and e-commerce

Cost Management
Aspect Boundary: Within the organization
A highly competitive operating market calls for high focus on cost saving initiatives to ensure profitability.

Measures taken:
- Yield improvement projects
- Energy conservation initiatives
- Workers’ productivity improvement projects

Profitability
Aspect Boundary: Within the organization
Notwithstanding the increased competition and at times not so promising business and uncertain business environment, GI chooses to adopt a profit first policy.

Measures taken:
- PMO projects, Profit protection plans, Purchase cost reduction projects created to increase revenues and reduce cost to enhance profitability.

Enhancing employee productivity
Aspect Boundary: Within the organization
Due to rising employee cost, GI is finding it increasingly challenging to improve its employee productivity (Value added per rupee of wages paid)

Measures taken:
- Study and redesign organization structure to align with future strategies
- Recalibrating back office roles at appropriate responsibility levels
- Extensive training of people to get it right the first time

Policy and Tax regulation
Aspect Boundary: Within the organization
Awareness preparedness and agility to adapt to evolving national laws, policies and regulations is critical for smooth running of operations across locations and markets.

Measures taken:
- Active participation in policy making through industrial associations like CII, IIID
- Establishment of structured compliance monitoring system
- Proactively creating IT systems which can enable seamless migration to new tax regulations
Environment
Sustainability
Material Issues

Enhancing Energy Efficiency
Aspect Boundary: Within & Outside organization
As a responsible corporate, GI believes that safeguarding national energy security is important. Further, energy saving directly relates to reduced operational cost and enhanced profitability.

Measures taken:
- Adopting rigorous energy management standards like ISO 50001 & BEE rating for buildings.
- Adopting Life Cycle Costing Approach for Capex selection
- Extensive training of employees to create energy experts & adept energy conservators

Transportation and Logistics
Aspect Boundary: Outside organization
Due to the vast domestic market GI serves, mainly by roadways and the voluminous nature of the product, the GHG Scope 3 impact due to inbound and outbound transportation is very high.

Measures taken:
- Creating a Local sourcing network around facilities to reduce transport mile for the raw material
- Adoption of efficient Milk Run practices
- Hub and spoke distribution model for finished goods
- Transporter training programs for vehicle maintenance, reduced instances of transit damage

GHG emissions & Climate change
Aspect Boundary: Within & Outside organization
Due to global concern about climate change and growing consumer awareness, GI believes the future competitiveness and progress of the company would be based essentially on the path it adopts to reduce its GHG emissions and overall climate impact.

Measures taken:
- GHG emission Inventorization and development of long term GHG mitigation plan
- Efforts towards increasing share of renewable energy
- Development of Low Impact Green products.
- Create consumer awareness about low impacting products and increase demand for these products

Supplier screening and assessment for social and environment aspects
Aspect Boundary: Outside organization
GI recognizes the importance and contribution of its supply chain to meet the ever changing needs of its consumers and demands of the highly competitive market. Hence, it has well defined processes in place to choose, assess and develop suppliers.

Measures taken:
- Institution of Supplier Code of Conduct
- Vendor cluster programs including training and projects related to Energy efficiency, Water and Waste management
- Assist vendors to get ISO 9001, ISO 14001 & GreenCo certification

GRI Indicators on this page: G4-20, 21, DMA
Social Sustainability

Material Issues

Customer Satisfaction
Aspect Boundary: Within the organization
Retaining customer loyalty in a highly competitive market is critical for GI’s business sustainability and brand value. GI has strived to retain loyalty of its customers by timely introduction of value added, quality products and enhancing its service levels as per changing consumer lifestyle. For insights on consumer perception about the company’s product and services, GI annually conducts a customer satisfaction survey.

Measures taken:
- Develop products with Indian sensibility and multi-utility value
- Product innovations and co-creation to meet the changing needs of the customer
- Large floor plate showrooms and e-commerce to enhance customer experience, both pre and post purchase
- Development of safe and greener products

Training and development
Aspect Boundary: Within the organization
For taking the leap into the future and to keep pace with the fast changing markets, GI invests heavily in training and development of its employees. This aspect is critical for its transformation from a product seller to solution provider.

Measures taken:
- Promote culture of creativity, innovation and leadership through Business Excellence program based on reputed EFQM model
- Identify and train for skills required to meet long term business goals, strengthening knowledge management system, to increase reach, frequency of information and knowledge sharing

Skilled labor availability and mechanization
Aspect Boundary: Within the organization
Due to the variety of products needed to cater to the ever changing market, large scale automation solutions are limited in furniture industry and there is a lot of dependence on skilled and semi skilled labour. GI is focusing on de-skilling in select manufacturing processes. It is also working with various government programs to increase availability of skilled manpower required for furniture industry.

Measures taken
- Development of error proof product design to reduce dependence on highly skilled labor for assembly
- In house skill enhancement programs for retention of skilled workers
- DISHA initiative - support and contribution to national skill development program to increase skill base
- Use of Low cost automation and robotics for repetitive tasks.
Talent Retention
Aspect Boundary: Within the organization
At GI, talent retention is one of the core responsibilities of the senior management. Notwithstanding that the GI overall attrition rate is 11%, which is less than the industry average, management is taking concrete steps to identify talent and retain it using various HR levers
Measures taken:
• Competitive Fixed remuneration with strong differentiation based on performance
• Contemporary work practices and work environment
• Capability building through advanced learning programs
• Early responsibility and accelerated career advancement

Occupation Health and Safety
Aspect Boundary: Within the organization
GI takes pride in its contribution towards making safe and healthy homes and workspaces by providing greener, ergonomic and safer products and services. It ensures safe, healthy and productive environment for its workers at its factories and warehouses.
Measures taken:
• Creation of a Safety-First culture
• Creating a robust system to enable reporting of near-miss incidences
• Efficient chemical management system, promoting safer and greener chemicals.

Value added products
Aspect Boundary: Within the organization
Being a market leader in furniture and interior space, GI is expected to lead the way in developing value added products which meet the consumer’s stated as well as unstated needs. Innovations in manufacturing as well as sourcing can lead to value creation for the customers and the society at large.
Measures taken:
• Development of Good products – meeting the needs of the under-served
• Development of Green products – products having lesser environmental impact
• Customized products & services for special needs or specific markets.
• Recycling services and buy-back schemes for reducing product impact in the End of Life phase

CSR
Aspect Boundary: Outside organization
At GI, social responsibility is paramount and the company is well known for its CSR activities. GI endeavours to ensure growth of the community, employees and suppliers along with the growth of the company.
Measures taken:
• Development of Good & Green CSR strategy aligning with national goals for human development and nation building
• Conduct Society need identification and perception surveys
• Development of integrated community development plan
• Forge strategic partnerships with government agencies to maximize benefit to the society
Godrej Interio, Sustainability Report 2017-18

THE YEAR THAT WAS

Maintaining the leadership position

In the organized Indian furniture market, GI share ranges from 20% in matured product lines (such as chairs) to 3% in new products like mattresses.

One of the largest organized players in the Indian furniture industry, Godrej Interio faces competition in the domestic markets from upcoming foreign players with international design, technology and scale as well as small-time local players having a definite cost advantage.

To create a niche for itself, GI uses a multi-pronged strategy of:
- In-depth consumer research on product offering, lifestyle relevance and user experience
- Rigorous multi-gate new product development process to ensure high quality products
- Customization for personalization
- Innovation to offer never-before products / features in Indian markets
- Channel expansion and operational management
- Integration of green and safety aspects to ensure well-being of people and planet.

GI has continued to generate a net surplus of Rs. 100+ crores; 6 to 8% for the past 3 years. In last year, GI achieved a revenue growth of 4%.

This was possible due to aggressive customer retention and acquisition drives, foray into new markets along with fixed cost control and many reduction initiatives, ranging from employee productivity improvement measures, transit damage reduction, energy cost reduction, raw material cost reduction to business travel cost optimization.

With a tight control on fixed costs, the company continues investing in best and new technologies in manufacturing, customer experience, e com; and stays committed to Good & Green Vision with a strong belief that these initiatives will lead to reduced operating costs and enhanced customer satisfaction in the future.

In conjunction with its vision of “Brighter living” for all stakeholders, GI has developed a long term vision for playing an active role in creating a more inclusive and greener India.

Godrej Good & Green Vision  
Beyond Business: Building a more Inclusive and Greener India

Ensuring Employability

By 2020, Godrej & Boyce will…
Train 200000 rural & urban youth in skilled employment

By 2020, Godrej Interio will…
Train 15000 rural and urban youth in skilled employment by 2020

Creating a Greener India

Achieve 25% reduction in Energy Consumption, Zero Waste, Carbon Neutrality, Positive Water Balance & 30% Renewable energy

Achieve 45% reduction in specific energy consumption, 50% reduction in specific water consumption and 15% use of renewable energy

Innovating for Good & Green Products

Have a third of its portfolio revenues comprising Good and/or Green Products and Services

Have a third of its portfolio revenues comprising Good and/or Green Products and Services

GRI Indicators on this page: G4-EC1
Godrej Interio by Numbers

ASPECT

- **PLANT LOCATIONS**: 6
- **PLANTS**: 7
  + 1 AGGREGATION CENTRE
- **Showroom area in Sq.ft.**: 2,48,464
- **Solution offerings**: 4
- **175 PRODUCT FAMILIES**
- **58 COCO**
  - Company owned Company operated showrooms
- **84 KEY SUPPLIERS**

IMPACT

- **Energy**
  - Consumption: 159 TJ
- **Water**
  - Consumption: 1,12,804 KL
- **GHG Scope (1 &2) emissions**
  - 17,299 MT CO₂
- **Material**
  - Consumption: 50,314 Tons

*Value as on 31.3.2018*

**THE YEAR THAT WAS**
THE YEAR THAT WAS

Godrej Interio by Numbers

VALUE ADD & CONSERVATION MEASURES

28,44,558
PRODUCT VOLUME

68 GREEN
PRODUCTS

Specific Energy Reduction
39% OVER
Baseline 2010-11

Specific Water Reduction
26% OVER
Baseline 2010-11

13% Share of
Renewable Energy

Specific GHG emissions reduction:
33% OVER
Baseline 2010-11

38 Suppliers are ISO
14001 certified

12 Suppliers supported
for GreenCo

70% Local
Purchase

1742 People directly benefited
in Social Programs

*Value as on 31.3.2018

AWARDS

CII-EXIM Bank
Award for Business
Excellence.
CII, November 2017

Brand of the
Year 2016-17:
WCRC, May 2017

Home Retailer
of the Year 2017:
Franchise India, May 2017

World’s Greatest
Brands & Leaders
2016-17:
URS Asia One, May 2017

Super Brands
SuperBrands India
2017-18

India Design
Mark
granted to 8
products, 2017-18

Acetech Design
Wall 2017 Gold
Winner
Motion Chair Range

Lexus Design
Award Finalist
(Runner Up)
Repos Gynaec Procedure Chair,
Ambit - A work from Home
Ecosystem (March 2018)

GRI Indicators on this page: G4-4, 9, 6, EN-1
Managing resources for a greener world
Energy Management

VISION
Though the energy spend contributes to only 2% of total manufacturing spends, through adoption of Good and Green Vision, Godrej Interio is committed to reduce its specific energy consumption by 45% by FY 2020 w.r.t FY 2010-11.

POLICY
Godrej Interio is guided by corporate energy policy, Divisional QEEHS policy and focuses on energy management, energy reduction projects, increasing efficiency, use of latest technologies and purchase of energy efficient equipment. Godrej Interio Vikhroli & Shirwal plants are certified for ISO 50001:2011 showcasing the organization’s commitment towards energy management.

For complete energy policy and Divisional QEEHS policy, refer to link http://www.interio.com/GodrejInterio/Policies.aspx?id=29&menuid=2554&catid=452&subcatid=57

Total Energy Consumption
Total energy consumption of Godrej Interio has increased by 4% over FY 2014-15 due to volume growth and addition of Chennai unit.

Fuel Mix
Fuel consumed at GI manufacturing plants includes High Speed Diesel, Piped Natural Gas (PNG), Biomass Briquettes and energy from Grid Electricity. At all plants, electrical energy is sourced from Grid. At Vikhroli location, requirement of thermal energy is met through PNG. At remote locations, due to unavailability of PNG, plant operations run on diesel. The diesel requirement at Shirwal plant and Bhagwanpur plant is reduced through use of biomass as a fuel.

Energy consumption records for each facility are based upon utility metered or energy provider measured datasets. Fuel energy consumed is calculated by using standard calorific values sourced from IPCC Guidelines 2006.

Breakup of total energy sources is given below in pie diagram

Plant wise breakup of total energy is given in below pie diagram

GRI Indicators on this page: G4-EN3
Energy Management

List of major projects implemented for Energy Conservation

Godrej Interio has adopted various technologies across all the manufacturing locations to reduce energy consumption. These technologies include use of VFDs on pumps and blowers, energy efficient machines and energy efficient lighting. Few of the projects implemented at Godrej Interio plants are included in table given below.

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Location</th>
<th>Type of energy</th>
<th>Saving in kwh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Installation of compressor for Dust collector, Cyclone Blower and compressor</td>
<td>Shirwal</td>
<td>Electricity</td>
<td>102800</td>
</tr>
<tr>
<td>Replacement of Heat exchanger of WDO old line</td>
<td>Plant 13 &amp; 14</td>
<td>PNG</td>
<td>97290</td>
</tr>
<tr>
<td>Zirconium based Pre-Treatment line,(Elimination of 4 pumps) new PT line</td>
<td>Plant 13</td>
<td>Electricity</td>
<td>72000</td>
</tr>
<tr>
<td>Repairing of PCO-1 Heat exchanger</td>
<td>Bhagwanpur</td>
<td>Electricity</td>
<td>56250</td>
</tr>
<tr>
<td>Plant-II lighting Optimization</td>
<td>Shirwal</td>
<td>Electricity</td>
<td>30000</td>
</tr>
<tr>
<td>Waste Heat Recovery</td>
<td>Shirwal</td>
<td>Briquettes</td>
<td>55 Ton fuel saving</td>
</tr>
<tr>
<td>Replacement of 250W Metal Halide Lamps with LED lamps</td>
<td>Chennai</td>
<td>Electricity</td>
<td>8000</td>
</tr>
</tbody>
</table>

Specific Energy Consumption

GI calculates specific energy consumption in terms of total energy consumed in kWh per Lac of rupee of MVA (Manufactured Value Add).

With prime focus on increasing equipment efficiency & use of latest technologies, various energy conservation projects implemented across all the plants have resulted in reduction of 10% in specific energy consumption in the last 4 years. **With alignment to Good & Green vision, GI has achieved 39% reduction in specific energy consumption w.r.t base year FY 2010-11.**

Along with kWh/MVA indicator, plant wise total energy is also compared with production unit of the said plant.

Employee Involvement

Each GI plant has an Energy Management Cell with an Energy Manager and cross-functional team. This aids in clear assigning of responsibility and accountability for improving energy efficiency in the plant. For awareness creation of employee involvement, programs like poster competition, energy saving suggestion schemes, quiz competitions, energy saving at homes are organised for staff members, including supervisors and workmen.
Energy Management

Testimonial

Pranav Katkamwar, 
Asst Manager- Engineering Cell, 
Godrej Interio, Vikhroli.

“Godrej Interio strives to achieve energy efficiency in each equipment and machine. At Vikhroli, we have adopted the benchmarking approach for equipment and machines by comparing the actual efficiency to the design efficiency or to the best efficiency/technology available in the market. The GSL retrofit is one of the examples in which we reduced consumption of machine by 50%”

Energy Efficiency Through Retrofits

Challenge
At Godrej Interio Vikhroli unit, GSL (Godrej Slitting Line) machine is the heart of notching process which is used to slit the metal coils. The GSL machine is operational since last 35 years in which the hydraulic system plays a very important role. The hydraulic pump pressurizes the hydraulic circuit with high pressure (100 Bar) irrespective of pressure requirement. Operation of system on continuous high pressure results in energy wastage, heating of oil, exerting unnecessary pressure on the seals resulting in leakage and impacting the life of pump.

Intervention
GI developed a ‘multifunctional Integrated mono-block valve assembly ‘ which provides high pressure, low volume, high volume and low pressure as and when required. An Accumulator is installed to hold the pressure developed. After retrofit, most of the time the pump is operational only for loading as per the demand in system (Approx. 10% of the time). The same project is horizontally deployed in another machine. As the system is not exposed to undue pressure all the time, life of the seals and leakage have also been addressed.

Benefits
The retrofitting project benefited in reducing the power consumption from 13.5kW to 6.8 kW. The cooling tower in the process is eliminated. The total saving in a year is 16,080 kWh of electricity unit.
Challenge
At Godrej Interio, Plant Shirwal, thermic fluid heater (TFH) is used to heat the thermic fluid for wood working processes. The fuel used in TFH is briquettes which contain agro waste, saw dust and other biomass. The moisture content in briquettes is 17 to 20% when these are sourced from supplier. The influence of the humidity of wood biomass has an adverse effect on increasing the extent of the TFH flue gas losses and thus inefficiency of the heat production.

Intervention
Plant Shirwal has implemented a waste recovery system to remove the moisture content of the briquettes. The compressor house of Shirwal plant is located near TFH. The exhaust air of compressors has a temperature of 60 Deg C. This exhaust air is circulated to the room where briquettes are stored for 24 hours, for drying. After drying, the briquettes are fed into the TFH. The briquette consumption of TFH is monitored daily. The Moisture content is measured using moisture content detector.

Benefits
This waste heat recovery initiative benefited in reducing moisture content of the briquettes from 20% to a maximum of 5%. This increased the combustion efficiency of TFH, resulting in reduction of briquette consumption by 85 Tons in a year.

Testimonial
Mahesh V Kulkarni,
Energy Manager,
AGM-Maintenance, Shirwal

“GI Shirwal always tries to find out opportunities related to waste heat recovery. This project is the classic example of how the exhaust air from air compressor can be used to increase combustion efficiency of solid fuel like briquettes. This has a good scope of horizontal deployment all across the industry.”
Renewable Energy

**Vision**
Renewable energy is a critical part of reducing global carbon emissions. Renewable energy not only helps in achieving carbon neutrality goals but also ensures energy security and long term business continuity. Aligning to Godrej Good and Green vision, Godrej Interio has taken a target to have 15% of its total energy coming from renewable sources.

**Policy**
Godrej Interio affirms its commitment of increasing share of renewable energy through QEEHS policy which states its commitment to harness the potential of renewable energy and strive towards increasing its share in our total energy consumption.

![Graph showing percentage of renewable energy from 2014-15 to 2017-18]

<table>
<thead>
<tr>
<th>Year</th>
<th>Biomass</th>
<th>Solar PPA</th>
<th>Roof Top Solar</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15</td>
<td>12.50%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>2015-16</td>
<td>14.00%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>2016-17</td>
<td>13.00%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>2017-18</td>
<td>14.00%</td>
<td>10%</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Renewable Energy Sources**

<table>
<thead>
<tr>
<th>Source</th>
<th>Energy 2014-15</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomass</td>
<td>3876360 kWh</td>
<td>Energy from producer gas plant, Shirwal Phase 1 &amp; 110 KW roof top solar panels at Shirwal Phase 2.</td>
</tr>
<tr>
<td>Solar PPA</td>
<td>1334575 kWh</td>
<td>Energy from 4 MW Solar PV for its manufacturing facility at Mumbai-Vikhroli.</td>
</tr>
<tr>
<td>Roof Top Solar</td>
<td>354390 kWh</td>
<td>Rooftop solar panels at Shirwal Phase 2. The installation of solar panels was completed in March 2016, and power generation began in April 2016.</td>
</tr>
</tbody>
</table>

GI has installed 250 KW roof-top solar panels at Shirwal Phase 1 & 110 KW roof top solar panels at Shirwal Phase 2. The installation of solar panels was completed in March 2016, and power generation began in April 2016.

In FY 15-16, Godrej & Boyce signed a power purchase agreement with a third party of 4 MW Solar PV for its manufacturing facility at Mumbai-Vikhroli. The PPA has helped GI in increasing its RE share.

With all efforts towards increasing RE, in FY 17-18, GI's renewable energy share was 13%.
As on date, GI is focusing on its Scope 1 & Scope 2 emissions wherein carbon emissions are largely linked to our energy consumption. Hence GI's carbon reduction strategy revolves around monitoring quantity and quality of energy used in plants, offices, point of sales to work out strategies to reduce consumption and adoption of cleaner modes of energy.

**GHG Emissions**
Since 2010-11, GI has documented its carbon footprint as per the Corporate GHG Inventory Program guide developed by CII (Confederation of India Industry) in conjunction with USEPA & WRI (World Resource Institute). GI has used emission factors provided by IPCC 2006, Guidelines for National Greenhouse Gas Inventories to calculate Scope 1 direct GHG emissions from natural gas, liquefied petroleum and high speed diesel usage. Scope 2 Indirect emissions are based on electricity purchased from the grid and are calculated using emission factors provided by IPCC 2006 guidelines.

As per the corporate 2020 Good & Green goals, GI has taken FY 2010-11 as the base year for calculating the specific GHG reduction. It reviews its performance against previous 3 years to get a better picture of YOY basis progress. Currently, GI is focusing on reducing its specific GHG emissions (Tonnes/Lac of MVA). Against the base year 2010-11, by FY 2017-18, GI reduced its specific GHG emissions by 33%. GI's GHG profile and Specific GHG reduction performance is illustrated on the following page.

GI aims to become Carbon Neutral for Scope 1 & 2 by FY 2020

GRI Indicators on this page: G4-EN15, 16, 19
Carbon Management

Renewable Energy
At GI, there are 3 sources of renewable energy: biomass, onsite electricity generation through roof top solar panels & solar PPA. In FY 17-18, producer gas unit & thermic fluid heat unit consumed 1240870 kg of biomass wood. The carbon emission from these is estimated at 2169T CO₂; with carbon offset (Diesel equivalent) estimated to be 977.91T CO₂. GI generated 352140 kwh of power through roof top solar panels, 1399441 kwh units through solar PPA; and attained 1436.6T CO₂ as carbon offset.

Additionally, GI is also working towards a multi-prong afforestation plan. This will include projects augmenting govt. initiatives related to increasing forest cover, community based plantations & mangrove restoration projects nationwide. With this approach, GI is confident of achieving its carbon neutrality goal by FY 2020.

For SCOPE 3 inventorization, GI has documented a limited amount of its Scope 3 Indirect emissions from Inbound & Outbound transportation, Waste disposal & Corporate business travel of Shirwal operations. These areas were selected after benchmarking the aspect being prioritized by leading furniture manufacturers. For Scope 3 documentation, DEFRA emission factors have been used.

As a part of the Scope 3 reduction policies, GI continues to work on small and big initiatives like:
a) Car Pool, shared transport facility and Video conferencing for employees
b) Local purchase initiatives
c) Milk-runs for raw material transport
d) Increased use of Rail transportation
e) Hub and spoke distribution model
Given GI’s pan-India presence, the Logistics dept. has a three fold target: to reach products in the least amount of time, cost and environment impact. For this, the department adopts a multi-pronged strategy aimed at reducing product transport miles, increasing awareness of partners, thereby increasing transport efficiency via careful selection of mode of transport. All these measures help in reducing carbon impact due to transportation.

### OUTBOUND TRANSPORT

**Road V/s Rail**

GI predominately uses road & rail modes for outbound transportation of its products. Selection of transportation mode depends on availability of vehicles for the destination. For all eastern states of India, which are the major markets for GI, the railways are extensively used, as vehicle availability is low. While chances of transport damages are high due to extraneous loading & transshipment of material, transit time by rail is very low compared to road & it is highly cost effective. Rail transport is also frequently used for Lucknow, Bangalore & Cochin routes.

In the coming years, GI is looking at increasing the rail transport % to Bangalore location and is on the look out to add new locations which can be served efficiently by rail mode.

**Collaborations ensure full truck load**

GI has the advantage of being co-located with other consumer facing divisions at both Vikhroli and Shirwal locations, where it uses the mixed loading concept to ensure 100% utilization of the truck’s carrying capacity. Mixed load dispatches methods are:

a) High priority GI material with part load is combined with the high priority load of other Godrej Divisions

b) Material from various divisions of G&B (including GI) for the same customer are planned together to ensure reduction in transportation time and complete delivery of all material

c) Part load delivery direct to customer is combined with material delivery to the nearest branch warehouse.

Thus Mixed load dispatch not only enables dispatching material with the lowest per piece cost (in case of appliances) or with the lowest possible cost per TLF, but also ensures being responsible for sustainable growth by utilising optimum truck capacity, reducing carbon footprint of goods transported.

**Transporter programs for better fuel efficiency**

As GI does not have its own fleet of vehicles for product transportation, it understands the need of creating awareness and educating its transport partners about climate impact due to transport and CO₂ emissions caused by goods transportation. For this purpose, GI has put in place transport...
Transportation Initiatives

related policies like Preferential Carrier Policy to promote use of CNG fuelled vehicles. No Idling Policy is in place to reduce fuel wastage during loading unloading activities. Steps like checking the tyre pressure before starting a trip have been added to ensure good fuel efficiency. Further, a series of vehicle maintenance trainings have been added in training calendar for regular transporters employed by G&B.

Hub & Spoke Logistics
GI is pursuing the 'Hub & Spoke' approach for manufacturing and distribution of goods to be closer to its consumers as well as reducing its transport impact. Its Bhagwanpur and Haridwar units help largely meet seating and mattress requirements of northern and eastern markets of the country.

The weight and volume intensive storage needs of eastern market are served by strategic OEM based at Guwahati. The transport impact of the southern market is reduced by introduction of Bangalore Logistic Hub. Creation of Hubs and clear definition of territories enable the widespread use of large size trucks (18' & 32'), the usage trend for the same is as given besides.

### INBOUND TRANSPORT

#### Local Purchase
The widespread network of plants places a lot of pressure on the procurement team to reach the right kind of material (quality, green and cost effective) in the right time for a varied product basket. GI looks at its wide plant network as an opportunity to contribute to the local economy. Hence as per its Material policy, it strives to source maximum generic raw material and sub components from suppliers located within 200 kms radius of its plant location. In line with this policy, it has developed a strong network of suppliers in its three areas of operation, Mumbai, Shirwal and Bhagwanpur/Haridwar. In last 3 years, GI has steadily improved its local purchase share (as % of total

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### SOURCING LOCAL VENDORS FOR PURCHASE

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Transport Miles Reduction Achieved (km)</th>
<th>Savings in MT Co₂-e in 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indigenization of polymeric polyol chemicals</td>
<td>267192</td>
<td>103</td>
</tr>
<tr>
<td>Indigenization of Imports Sofa</td>
<td>113916</td>
<td>98</td>
</tr>
<tr>
<td>Indigenization of Traded Desking Suite</td>
<td>42936</td>
<td>27</td>
</tr>
<tr>
<td>Local purchase of hardware for Shirwal products</td>
<td>27824</td>
<td>18</td>
</tr>
<tr>
<td>Localization of Sandhar armrest for BQ plant</td>
<td>17040</td>
<td>10</td>
</tr>
</tbody>
</table>
Transportation Initiatives

material cost) to 70% of total material used.

GI while shifting its plants from Mumbai location (like woodworking plant moved from Mumbai to Shirwal) in addition to finding capable local vendors, also gave its key suppliers opportunity and support to co-locate. In this way, good local supplier base could be established in a short time. At Shirwal, in FY 17-18 import of raw material through sea route and supplier relocation with transport optimization initiatives led to 49% reduction in inbound transport CO₂ emissions as compared to FY 15-16.

EMPLOYEE COMMUTE
To achieve the triple benefit of availability of skilled manpower, good work life balance for employees as well causing less environment impact due to transportation, GI plants are located in established industry hubs which are well connected with public transport systems. In Vikhroli, Bhagwanpur and Haridwar, public transport is available within 1 km from the plant. In Shirwal, public transport is available within 3 Kms from the plant.

At its up-county locations (Shirwal, Bhagwanpur & Haridwar), a common shuttle service is also employed for the employee ease of commuting and also reduced transport impact due to employee commute aspect.

Car Pool – The new cool
At Vikhroli, GI employees actively take part in the car pool program floated at the corporate level. The Car –Pool program is aimed to provide employees an avenue to contribute to the cause of environment, have a stress free commute to workplace and back, get a chance to meet interesting, like minded people and make new friends.

Testimonial

Akash Gupta,
Sr. Manager, Integrated Marketing & Communication, Godrej Interio

“During my daily car commute of around 40 minutes from my home at Vashi to our office in Vikhroli, I have often wondered how I could help few people on the way; while also making the boring, stressful drive more meaningful. The ‘Godrej Carpool’ initiative offered me an opportunity to help people, make new friends and in the process, also do my bit for the environment.”
Water Management

**VISION**
Water is a prime natural resource, a basic human need and a precious asset in the absence of which no socio-economic development activity can be sustained. By 2020, GI is committed to reduce its specific water consumption by 50% as compared to FY 2010-11 and be Water Positive across all its plants in India. Through its Greener India initiatives, GI aims to pro-actively address water related risks by leveraging available sources and generating new ones.

**POLICY**
Through QEEHS policy, Godrej Interio is committed to conserve water by optimizing its use. This commitment includes the minimization of water consumption, substitution of fresh water by efficient recycling, augmentation through rain water harvesting and water management beyond fence. The policy is communicated to employees and interested parties on request.

**Total Fresh Water Consumption**
At broad level, major sources of water at GI are:
1. Municipal Water,
2. Ground Water (from bore wells),

**Water Treatment & Recycling**
Each of GI’s plants is equipped with sewage treatment plant (STP) and effluent treatment plant (ETP), ensuring that none of its facilities directly discharge waste water into the environment. These treatment units provide GI with the opportunity to treat and reuse the waste treated water. At Plant 13 and Plant Shirwal treated water is again made process ready by Reverse Osmosis Process. Ultra-Filtration process is used at Plant Bhagwanpur to reuse the treated water. In FY 2017-18, percentage of recycled water as a substitute of fresh water consumption was 26%. Quality of treated water is monitored periodically to ensure compliance against applicable effluent disposal standards.

**Rainwater Harvesting Potential**
Rain water harvesting is an important feature of building design in the form of rooftop collection system, collection and storage tanks, recharging to bore well and pits. The rain water harvesting potential of Vikhroli plants is 83%, Shirwal Phase 1 is 96% and Shinwal...
Water Management

phase 2 is 97%. In FY 2017-18, total rain water harvested in Vikhroli Plants, Shirwal phase 1 and Shirwal Phase 2 was 145138.46 KL.

**Standard, Methodology and Assumption**

All the sources of water are metered and consumption is as per the readings of meters. The total rainwater harvesting potential is calculated based on the average rain fall in the region.

**Specific Water Consumption**

Over a period of time, considering the business impact due to water unavailability, GI has implemented various projects to reduce fresh water consumption and increase use of recycled water.

Some of the fresh water conservation initiatives are listed below:

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Location</th>
<th>Benefits KL per year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Aerator for taps in both facilities</td>
<td>Shirwal</td>
<td>1440</td>
</tr>
<tr>
<td>New RO line for PL-14 PT line</td>
<td>Vikhroli</td>
<td>960</td>
</tr>
<tr>
<td>Zirconium based PT Line</td>
<td>Vikhroli</td>
<td>384</td>
</tr>
<tr>
<td>Replacement of old underground water lines because of leakages</td>
<td>Haridwar</td>
<td>900</td>
</tr>
<tr>
<td>RO Waste Utilisation</td>
<td>Bhagwanpur</td>
<td>365</td>
</tr>
<tr>
<td>Use of treated water in Cooling tower.</td>
<td>Bhagwanpur</td>
<td>300</td>
</tr>
</tbody>
</table>

At GI, specific water consumption is calculated as total amount of fresh water consumption per Lac Rupees of MVA (Manufactured Value Add). Due to various water conservation initiatives, Godrej Interio has reduced its specific water consumption by 5% in the last 4 years. Aligning to Good and Green vision, GI has achieved 26% reduction in specific water consumption w.r.t FY 2010-11.

Aiming to create awareness and increase employee involvement in water management, each plant team arranges programs like poster competition, slogan competition, suggestion schemes. Further, domestic and process water consumption is tracked separately in the form of indicators like domestic water per person per day and process water per unit of production.
**Godrej Interio, Sustainability Report 2017-18**

**Water Management**

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**Self Sufficiency**

*Project Name: Minimizing fresh water requirement through waste water recovery*

GI has installed reverse osmosis water recycling systems to reduce the consumption of fresh water in its plants.

**Challenge**

54% of India face high to extremely high-water stress including Chennai. Chennai is staring at a severe water crisis in coming years due to deficit in northeast monsoon. Godrej Interio Chennai plant has to depend on the fresh water supply for its various needs. The powder coating process is the most water consuming process. The water shortages in the region might have an impact on plant processes and the business.

**Intervention**

At Godrej Interio plant Chennai, the output water of ETP is treated through Reverse Osmosis process to increase utilisation of recycled water in the process. The water recycled through RO process is reutilised for pre-treatment process. This has eliminated the need of fresh water for pre-treatment process. The ETP and RO process enables plant to recover 92% of waste water for reuse. Lowered waste volumes decrease the cost associated with waste management, improve environmental performance.

**Benefits**

The dependency on fresh water has been eliminated making powder coating process self-sufficient. This resulted in reduction of specific fresh water consumption of plant by 35% over the last three years. The RO unit recycles 2400 Kilolitres of water per annum. The project has helped the unit to make it the Zero Liquid Discharge Plant.

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M. Naresh
Senior Executive, Maintenance Dept., Godrej Interio, Chennai.

“We have to keep in mind that it is often cheaper, easier and safer to use less water in the first place than to recycle or reuse waste water. Our ground water supply is at risk of overuse in many areas. Therefore our motto is “Use less water, treat less water and recover more water”. Optimizing technique in water and new treatment chemicals in our process have minimized waste water at source. We have implemented ZLD Process with 92% recovery with sustainable results”
Godrej Interio has implemented a unique Rain water harvesting system i.e., Ulta Chhata, provided with multilayer physical filtration & maximum water catchment area at Shirwal Phase 2. The project is first of its kind in India. The system is linked to the 200 feet bore-well for water recharging & domestic water storage tank of capacity 100000 Liters.

Benefits
With implementation of Ulta Chaata project, Plant Shirwal has achieved the capability to harvest and filter up to 385000 liters during the rainy season. This has reduced the water dependency of Plant on River water. This project has helped in increasing the underground water level also by bore-well recharging system.

Testimonial
Sahadev Chavan, Water Manager, Manager- Maintenance, Shirwal

“Water is one of the most important substances on earth. We, on our journey of Water Positive, always seek opportunities to conserve and harvest water. The rain water harvesting was an integral part of new plant design and we adopted innovative option of Ulta Chaata to even capture parking area.”

Towards Water Positive

Self Sufficiency
Project Name: Rain Water Harvesting

Challenge
Shirwal is a speedily developing village with lots of industrial development around. The agriculture growth and industrialization is coupled with the increase in water demand in the area. With establishment of Godrej Interio Phase 2 unit in Shirwal, the water requirement of GI has increased. The growing imbalance between demand and supply is becoming one of the potential risks to the businesses.

Intervention
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Symbiosis with Nature

Birds, butterflies, bees and beetles is what makes up Godrej’s Pirojshanagar Industrial Township, spread across 3000 acres in Vikhroli, Mumbai. Acquired in the 1940s, today this township is a shining example of harmonious co-existence of industry and environment.

Two plants of Godrej Interio are proud residents of this ISO 14001:2015 certified habitat, hosting factories, corporate offices, colonies, schools and hospital which also hosts a mangrove ecosystem of 1228.72 hectares. Managed by Construction Division of Godrej & Boyce Mfg. Co. Ltd., this self sustainable township is known for its environmentally responsible features such as ‘zero waste to landfill’ initiative (total waste management) and water positive campus (water harvesting, reuse and recycle).

Pirojshanagar’s ecosystems and habitats may be divided into three main categories: i) Natural wilderness, ii) Modified habitats affected by human activities, iii) Habitats developed for recreation and biodiversity conservation.

Technically, these habitats can be classified as creekside mangrove forest, natural wetlands, artificial ponds, grasslands, scrubby areas, hilly area, open spaces, playgrounds, roadside avenues, vertical gardens, terrace gardens, plantations and indoor potted plants. Each of these habitats supports biodiversity in varying degree.

Major habitats and their biodiversity of Pirojshanagar have been mapped and are as follows:

GEOGRAPHICAL AREA:

Total area of Pirojshanagar = 1,698.929 ha
Total area of Natural Areas = 1,276.08 ha
(Mangroves 1228.72 + untouched forest land 47.36)
Proportion of Natural Areas = 75.11%

Parks and other recreational areas = 9.45 ha
Tree canopy cover = 170 ha (in addition to natural mangrove area)
Total water permeable area = 395 ha (84% of total terrestrial area)

Mangrove app has 24 true mangrove and mangrove associated species. Launched by Shri Devendra Fadnavis, Chief Minister, Maharashtra. Downloaded by 1900+ users from 50 countries.

Godrej Interio, Sustainability Report 2017-18
Bio-Diversity at Pirojshanagar

**FLORA**
Number of plant species = 964,
Number of vascular plant species = 136
Number of invasive plant species = 46,
Number of mangrove species = 16

**AQUATIC BIODIVERSITY**
Number of fish species = 23,
Number of mollusc species = 21

**REPTILIAN DIVERSITY**
Number of reptile species = 31

**INSECTS DIVERSITY**
Number of butterfly species = 82

**AVIAN DIVERSITY**
Nesting bird species in built up area = 72,
Total bird species recorded so far = 200

**WILD MAMMALS DIVERSITY**
Number of mammal species = 6

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**GRI Indicators on this page: G4-EN11**
Beyond Pirojshanagar

The Best Practices of the Home Location: Vikhroli are replicated to the best possible extent in upcountry locations. The biodiversity initiatives in Shirwal, Bhagwanpur and Haridwar locations is limited to maintenance of green cover using of native species of plant due to small size of operation sites.

Shirwal Location: Green Cover: 0.397 ha
Haridwar Location: Green Cover: 0.47 ha

Proper screening and due diligence is done during the selection of operation sites to ensure compliance to national laws like Coastal Regulation Zone Notification, 2011; Environment Protection Act, 1986; Maharashtra Tree (Felling) Act, 1972; Water (Prevention and Control of Pollution) Act, 1974 & Wildlife Protection Act, 1972. Further, a three-prong biodiversity management approach is followed to conserve and enhance biodiversity around the areas of operation.

**ORGANIZATIONAL COMMITMENT**
- Inclusion of biodiversity in Environmental Policy of G&B
- Setting SMART targets for all departments, sections and employees
- Follow ‘Beyond Compliance’ approach for proactive biodiversity conservation

**APPROPRIATE GOVERNANCE**
- Constitution of organizational governance to manage biodiversity through formation of departments, appropriate designations with role clarity and reporting structure
- Participation of internal and external stakeholders in biodiversity management initiatives

**APPROPRIATE INFRASTRUCTURE**
- Allotment of adequate resources and infrastructure for biodiversity management
- Participation in various certifications like ISO 14001, GreenCo Rating System, CII Code for Ecologically Sustainable Business, India Business and Biodiversity Initiative, Business Excellence and LEED Green Building Certification
- Networking and institutional collaborations with expert individuals and organizations

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**FLORA OF SHIRWAL**
- 363 - TREES
- 7066 - SHRUBS
- 1066 - CREEPERS
- 160 - GRASSES

**FLORA OF HARIDWAR**
- 410 - TREES

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GRI Indicators on this page: G4-EN11
Efforts taken for sustenance of the conservation initiatives

For sustenance of the conservation initiatives, Godrej group invests a lot of resources for creating awareness amongst internal and external stakeholders.

For employees, a visit to the mangroves is part of the induction process. Across the year, events like Nature Trails, Photography competition, Exhibitions etc. are conducted to create awareness and elicit participation in conservation activities.

Nature Club is formed for Udayachal School children. 30 internal programs were carried out in FY 2017-18. Nature trails, mangrove visits and photography programs are also carried out for customers, vendors, partners, research and academic institutes, CBOs and NGOs, Government agencies. In FY 2017-18, 188 programs were carried out for external stakeholders. Number of visitors covered through awareness programs, presentations and poster exhibitions beyond the fence is 9010, highest for a single year so far.
Green Purchase

Godrej Interio’s sourcing practices are governed by Materials Policy & Green Procurement Policy. These policies advocate environmentally and socially responsible purchasing to minimise environmental impacts. The Green Procurement Policy promotes the concept of life cycle costing, avoidance of hazardous material and low embodied energy materials. It covers purchase of capital equipment, raw materials, maintenance consumables, fuels, packing material, building / construction material and office consumables.

GI Green Procurement Process is fine-tuned to meet the requirement of its Design for Environment policy. It focuses on increasing the recycled content in raw material, elimination or reduction of chemicals of concern, and increased use of renewable & biodegradable materials.

Efforts are made to increase the percentage of local purchase to ensure stock management and to reduce its Scope 3 impact due to inbound transportation. GI defines local purchase as that done within 200 km of its manufacturing locations, the sites of its significant operations.

In FY 2017-18, 70% of total material by value was purchased locally.

GRI Indicators on this page: G4-33, 12, EC9
Green Purchase

Vendor Development
GI has established the Beyond Sourcing Programme for Building Supplier capability & developing relationships with suppliers; beyond the basic purchasing transactions. Rationalization & Tiering of suppliers was planned under this programme, not only for optimization & prioritization of supply base; but also for better management of engagement with them by using cluster approach. Godrej Interio started its first cluster program in FY 11-12. The ‘Cluster Approach’ is built on the principle of ‘learning by sharing’ with the objective of improving competi-tiveness of suppliers in an associated group rather than in discrete companies. The cluster philosophy aims at establishing systems and process management at Suppliers end, enhancing their technical competencies and building their managerial competencies.

Concepts and Tools used in this CII vendor Cluster Methodology are: 5S & 3M, Quality Plan, Continuous Improvement Process Road Map, Lean Manufacturing Concepts, OHS Standards & Theory of Constraints (TOC). A dedicated Vendor Development Cell has been formed to drive the Cluster Initiative under Beyond Sourcing Programme.

In year 2015-16, GI has pro-actively included ZED concept, Basic Vendor Cluster and Advanced Vendor Cluster. Energy conservation, water conservation and waste management & control parameters are added under “Zero Effect on Environment” in ZED Road Map of Basic Vendor Cluster and Advanced Vendor Cluster. These parameters address reduction in scrap generation and disposal, reduction in energy consumption and use of renewable energy and reduction in water consumption and re-harvesting. GI has achieved a weighted average resource intensity reduction of 6.2% in FY 2016-17 over FY 2015-16 and 2% in FY 2017-18 over FY 2016-17.

GreenCo Cluster
In the year 2016-17, GI launched a SME GreenCo Cluster – 1 to set up the sustainability framework at vendor’s end. In FY 2017-18 these vendors achieved GreenCo certification from CII in GreenCo Summit 2017:

Platinum: M/s Radhe Industries
Gold Rating: M/s Corru Cartons Ltd. and M/s Jay Industries

To continue the excellence in green supply chain, GI initiated SME GreenCo cluster - 2 with 4 of its suppliers. The cluster was initiated with training programs by GI covering all parameters of GreenCo certification followed by hand holding visits and reviews. The cluster approach for GreenCo certification helped members for collaborative negotiations for high investment projects, sharing of best practices & initiatives for greater impact. Key initiatives by SME GreenCo cluster 1 & 2 include – Rain Water Harvesting initiative by all suppliers, Installation of Solar rooftop panels of total 147 KW capacity by 4 suppliers, Installation of biogas unit by 2 suppliers, Carbon sequestration by tree plantation by 8 suppliers & dense plantation (Miyawaki method) by 1 supplier.

<table>
<thead>
<tr>
<th>Initiatives for resource intensity reduction implemented by GreenCo Cluster-1 members</th>
</tr>
</thead>
<tbody>
<tr>
<td>38</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No. of Projects Implemented at vendor sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>38</td>
</tr>
</tbody>
</table>

Screening of Suppliers for Environmental and Social Parameters
Godrej Interio evaluates its new suppliers based on

GRI Indicators on this page: G4-EN32, 33, G4-12
various criteria like quality management, logistics, manufacturing & environmental parameters. Of these, 10% score is awarded to environmental & safety parameters. **Supplier Code of Conduct (SCC)**

In order to assess the social responsibility aspects of suppliers’ company, in FY 2011, Godrej Interio had developed a survey, the Godrej Interio vendors’ Social Performance Evaluation Survey which was distributed to all key suppliers. The survey was aligned with guidelines of SA8000 which is social certification standards for decent workplaces. Godrej Interio conducted SA8000 training for key management staff and for key suppliers who are a part of its vendor cluster. These trainings were administered to sensitize suppliers and employees towards labour and human rights, safe working conditions, etc. Following the training, a survey was administered to check SA8000 readiness among suppliers. This tool was deployed for 4 years. In June 2015, Godrej launched a Supplier Code of Conduct.

The Supplier Code of Conduct (SCC) is a document which covers the understanding of G&B with its suppliers of goods and services. The purpose of the SCC is to outline G&B’s expectations from the registered suppliers with whom it does business.
**Corru Cartons (I) Pvt Ltd.**

**Resource Conservation Initiatives**

**Objective:** To make optimum utilization of specific resources by incorporating “Green Thinking” across the supply chain.

**Intervention:** M/s Corru Cartons (I) Pvt Ltd. is one the key suppliers of Godrej Interio. This company has been involved in cluster programs and has implemented various projects in the area of energy, water and waste management. The following are the initiatives taken by the vendor.

**Resource Conversation Projects Implemented**

<table>
<thead>
<tr>
<th>Energy</th>
<th>Water</th>
<th>Waste</th>
</tr>
</thead>
<tbody>
<tr>
<td>Installation of Roof Top Solar Power of 30 kwp, offset 37570 units of electricity.</td>
<td>Recharging groundwater by Rain water harvesting.</td>
<td>Reduced inventory of material leading to reduction in wastage due to handling.</td>
</tr>
<tr>
<td>Installed Biogas plant, to use biogas for canteen purpose.</td>
<td>Waste water released from RO reused for Gardening, Gum Tank &amp; Toilet.</td>
<td>Improved materials handling through usage of trolley and pallets.</td>
</tr>
<tr>
<td>Energy Audit conducted by ISTSL for checking efficiency.</td>
<td>20 Push Taps installed to save maximum water.</td>
<td>Kaizens done on Paper Yield Improvements to reduce paper wastage.</td>
</tr>
<tr>
<td>Kaizen- Circulate the steam pipeline surrounding to F.O Tank to keep oil hot.</td>
<td>Celebrated World Water Day by creating awareness among employees.</td>
<td>Reduced cotton wastage by replacing foam to clean machine parts.</td>
</tr>
<tr>
<td>45 Tube lights Changed to CFL &amp; LEDs.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Benefits Achieved**

Ms. Corru Cartons has achieved 30% weighted average reduction in specific energy consumption, specific water consumption and waste percentage. These efforts have enabled the vendor to get:

- GreenCo Gold Certification in June 2017
- 1st Prize in Green Manufacturing Case Study at 10th CII National Summit in Dec 2017
- 1st Prize in Environment Kaizen at 10th CII National Summit in Dec 2017.

**Testimonial**

“**A journey of a thousand miles begins with a single step. Team Godrej and CII always supported us to grow and develop into different spheres one of which was to become an Eco-Friendly Company. We are dedicated towards sustainability and keep reviewing our set targets of specific resource consumption at regular intervals. Furthermore we believe in awareness beyond the fence and as such we keep on doing CSR activities related to saving environment like Tree plantation drive, Poster making competition, National Energy Conservation Day celebration and so on. Our journey of sustainability has still a long way to go.**”

Mr. Sandeep Agarwal
Managing Director
Corru Cartons (I) Pvt Ltd.
Manufacturing responsibly
Life Cycle Approach

At Godrej Interio, Life Cycle Assessment is used as a tool to evaluate environmental impact and assess the cradle-to-grave impacts of a product, and find opportunities to reduce environmental impact of product. Life Cycle Approach enables GI to embed green considerations through the whole value chain.

GI has adopted a ‘Design for Environment’ policy which addresses the environmental considerations of a product at the design phase itself. For new products having high volume, GI conducts the LCA study for impact assessment and reduction. For this, LCA has been integrated in new product development cycle with multiple criteria for product selection.

GI has conducted Life Cycle Assessment studies for 7 Residential, 5 Seating, 4 Systems, 2 storage and 2 Desking products. GI has conducted a third party review based on ISO 14044 for its Life Cycle Assessment studies of Wish workstation, Ace & Versa chairs.


Life-stage wise impact for systems & seating categories

<table>
<thead>
<tr>
<th>Stages of Life Cycle</th>
<th>Systems (Average)</th>
<th>Seating (Average)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raw Material Extraction</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>18%</td>
<td>27%</td>
</tr>
<tr>
<td>Transportation</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>End Of Life</td>
<td>8%</td>
<td>-8%</td>
</tr>
</tbody>
</table>

GRI Indicators on this page: G4-EN27
Godrej Interio has adopted a life cycle approach for integrating green considerations throughout the value chain of its products. For furniture products, material phase has highest environmental impacts as compared to other phases of product life. Hence, material phase becomes a focus area for GI to act on and reduce environmental impacts of products.

For materials, Godrej Interio has split the approach in two ways:
1) Use of right type of material
2) Optimum usage of material.

At Godrej Interio, major raw materials are: 1) Steel, 2) Wood which includes particle boards, MDF and wooden Ply; 3) Foaming Chemicals, 4) Packaging Material, 5) Epoxy Powder, 6) Fabric.

In FY 2017-18, total raw material consumption of Godrej Interio was 50,314 Tons which includes 6 major types as mentioned above.

The following chart shows the % contribution of major raw materials by weight.

1. Use of low emitting Boards: Boards are manufactured using a resin adhesive. It is the level of formaldehyde in the adhesive that determines the VOC emissions. According to International Composite Board Emission Standards (ICBES), there are 3 European formaldehyde classes, namely: E0, E1 and E2. Godrej Interio utilises E1 category boards which have 1/3rd emissions as compared to commercial E2 grade boards available in the market.

2. Low emitting Glues: Glues though used in miniscule quantity are a major source of VOCs in furniture. Hence GI has shifted to low VOC hot melt adhesives from solvent based glues. Gluing done through mechanized guns ensure more surface coverage per kg and lower curing time. This ensures lower VOC content as well as lower VOC emissions.

3. Surface Coating / Powder Coating: GI patronizes the use of Steel in furniture and all steel components need to be carefully treated and coated for longer life span. For surface coating, GI uses powder...
coating technology which is more eco-friendly in terms of zero emissions in the use phase and less sludge in manufacturing stage. For powder coating, GI uses lead free powders and hexavalent chrome free process.

4. Use of Certified and Rapidly Renewable wood:
For Green range of products, GI uses boards made of wood chips sourced from rapidly renewable tree species like Rubber wood, Eucalyptus & Poplar. The chips are sourced from PEFC certified forests. Rapidly renewable trees are tree species which grow to full maturity within a life span of 8 to 10 years. Use of these species prevents deforestation of conserved forests.

5. Local Purchase: Godrej Interio sources 70% of its total raw material and components by value from suppliers based within 200 kms of its manufacturing location. Indigenization of sofas, desking suite and chair mechanisms were major steps taken under this initiative. This helped GI to reduce lead time as well as green-house gas emissions in inbound transportation. At Plant Shirwal, three new suppliers were developed and one supplier was relocated within 200 kms.

Optimum Usage of Material: Godrej Interio has adopted a five-prong approach for Raw Material conservation, termed yield improvement in manufacturing parlance. Some of material conservation initiatives are as shown below.

YIELD IMPROVEMENT

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Location</th>
<th>Saving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Design Waste</td>
<td>VIKHROLI</td>
<td>14 Tons of steel</td>
</tr>
<tr>
<td>Reduce in process rejection</td>
<td>SHIRWAL</td>
<td>60 Tons of steel</td>
</tr>
<tr>
<td>Reuse in alternate products</td>
<td></td>
<td>120 Tons of steel</td>
</tr>
<tr>
<td>Use of alternate sized raw material</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-optimize the product</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

VIKHROLI
- Maximum utilization of raw material coil by nesting
- Average Annual Saving 14 Tons of steel

SHIRWAL
- Reduction in process rejection by controlling process parameters
- Average Annual Saving 0.6 Lac SqFt. of Boards
- Reuse of steel scrap for making C class components like stiffeners, bottom frames
- Average Annual Saving 60 Tons of steel
- Coil rationalization to reduce number of SKUs
- Average Annual Saving 120 Tons of steel
- Re-optimizing Chocolate king bed wooden components.
- Average Saving of 20.16 SqFt. of bed wood

Promote Eco-friendly manufacturing processes
Following up eco friendly material with low impact manufacturing is of utmost importance. Low impact manufacturing focuses on adoption of low impacting processes like powder coating, efficient material planning to ensure best utilization and minimum wastage. Use of advanced machinery and automation are also helpful in getting best material utilization.

Promote Green Packaging and Transportation
At GI, special attention is given to packaging from the design stage. The packaging and transport related impacts are reduced by strategies like knockdown product design enabling flat packing, elimination or reduction of environment burdening packing material thermocol and promotion of greener packing material like corrugated paper.

GRI Indicators on this page: G4-EN27, EN2
Life Cycle Approach

Safe and Responsible Disposal

At GI, Hazardous waste as defined under Hazardous Waste Handling and Management Rules, 2016 is handled and disposed off as per provisions through authorized recyclers or waste management entities. The type of hazardous waste and its contribution total hazardous waste is shown below.

Given below is the trend of specific hazardous waste of GI. The increase in FY 2016-17 & FY 2017-18 is due to the addition of Haridwar plant and Chennai plant respectively.

Using Green Technology

Project Name: Phosphate Free Conversion Coating

Challenge

At Godrej Interio, pre-treatment process is used in powder coating department for surface treatment. The conversion coating in the process involved the use of phosphating chemicals. Phosphating chemicals have a high eutrophication potential. The degreasing process and phosphating process leads to generation of effluent and sludge.

Intervention

After successful implementation of Phosphate free Pre-treatment chemical at Shirwal plant, this initiative was deployed at Vikhroli new Pretreatment line. By implementation of zirconium technology, Degreasing plus Phosphate tank & passivation tank are eliminated. In degreasing tank, bio remediated cleaners are added which converts complex organic molecules like oil in the tank into simple, non-hazardous substances like carbon dioxide and water.

Benefits

The project has benefited in longer solution life, stable operating conditions, less line maintenance of nozzles and risers, reduction in process effluent generation, saving of 17280 & 72000 kWh units of power per year at Shirwal & Vikhroli plant respectively, saving of 238 KLitres and 384 KLitres of water per year was achieved at Shirwal and Vikhroli respectively. The sludge generation has been reduced by 75% on implementation of this project.

Testimonial

Prashant Korde, Manager, Production Godrej Interio, Shirwal

“Green technology is an encompassing term. It deals with using science and technology in order to protect the environment. The phosphate free conversion coating is an ideal example for it. The process has helped us to reduce energy, water consumption and sludge generation”

GRI Indicators on this page: G4-EN23
Value added services for customer for longevity of products.

GI, for its institutional customers, provides value added services such as refurbishing / re-upholstering, repairing, repainting, carpet cleaning, dismantling and re-layouting.

GI offers Nano Armour, a new value added service for fabric protection. Nano Armour is an innovative fabric protection liquid, based on Nano-technology, which protects almost any type of fabric, leather and suede against stains from water, dirt and contamination whilst remaining totally invisible. It doesn’t affect the appearance of the fabric, its ability to breathe, its colour or its feel; and is easy to maintain.

End of life management

Considering the situation and impact of furniture in its end of life phase, GI started WE CYCLE, the recycling program. Godrej Interio ‘WeCycle’ program is a recycling service for all its retired office furniture products. The furniture is meticulously processed and transformed into raw materials for other products. Clients can now ensure that their retired furniture is responsibly recycled and acquire brand new eco-friendly furniture in one step. In FY 2017-18, with concentrated efforts by Key Accounts team, ‘WeCycle’ initiative managed to salvage approximately 16 tonnes of material. With WeCycle, Godrej Interio completes its commitment to product stewardship, accepting full responsibility for the environmental impact of all its products.
Godrej Interio is taking innovative steps to respond to the growing demand from business customers, government procurement agencies, design professional and consumers for better and greener products that meet both specific performance and environmental criteria. Godrej Interio consumer research shows that a third-party certification against recognized standards assures the customers about product performance and its environmental accomplishment. GI views national and international standards as a road map to stay in tune with emerging trends in the world and attain higher design, performance and sustainability goals. Listed below are the key Sustainability and design related certifications pursued by GI.

At GI, products are designed according to ergonomic standards to suit 5th to 95th percentile Indian population. The design considers user function areas and features are added to improve user productivity, health and comfort by minimizing fatigue. The products are tested as per BIFMA standards to evaluate the safety, durability and structural adequacy. In products, touchpoint joinery, sharp corners, direct contact of hardware, projecting edges are eliminated to avoid user injury.

### UL GREENGUARD Certification

The GREENGUARD Certification Program (formerly known as GREENGUARD Indoor Air Quality Certification) gives assurance that products designed for use in indoor spaces meet strict chemical emission limits, which create healthier interiors. 62 GI products: 17 Greenguard Gold certified Institutional products and 45 Greenguard certified Home and Institutional products.

### BIFMA Level e3 2014 Furniture Sustainability Standard

BIFMA Level® is a multi-attribute sustainability standard and third-party certification program for the industry. It assesses the environmental and social impact of a furniture product in a built environment while simultaneously taking into account a company’s processes, social actions, energy usage, material selection, human and ecosystem health impacts. Seven products of GI: WISH & HABITAT are BIFMA level 3 and WALL, ACE & VERSA range of seating products are BIFMA level 2 certified.
GRIHA Product Catalogue provides information about products which meet GRIHA parameters and are recommended for use in GRIHA rated buildings.

16 GI products are listed in the GRIHA Product Catalogue.

GreenPro label guarantees that the product is environment friendly throughout its life cycle. Based on a holistic framework, the “Greenness” of the product is assessed. In FY 17-18, GI became the first furniture company to achieve GreenPro certification for 2 of its products.

2 products of GI are certified for GreenPro: WISH & REASON

India Design Mark is a design standard, a symbol, which recognizes good design. India Design Mark symbolizes excellence in form, function, quality, safety, sustainability and innovation. It communicates that the product is usable, durable, aesthetically appealing & socially responsible.

Till FY 2017-18, 33 products have been awarded the India Design Mark.

All these achievements make a green basket of 68 products in all, for Godrej Interio. In FY 2017-18, Good and Green products contributed to 29.6 % of total GI sales revenue.
Creating equal opportunity and safe work spaces
Employment Policies & Benefits

Godrej Interio is an equal opportunity employer and seeks to support and nurture its workforce at all levels.

GI strives to provide a conducive work environment for employees to realize their potential and contribute to the growth of the company. The strong commitment of employees helps the company overcome challenging situations and emerge stronger.

The company strongly believes in a culture of innovation, performance, collaboration, transparency, & openness. Occupational health and safety is of vital prime importance too. Hence these aspects reflect prominently in the policies and strategies of the company.

The company reviews and revises HR policies and people strategy on the basis of feedback received in various communication forums (Let’s Talk survey, Council Meetings) and on the basis of benchmark data of best practices industry-wide. These are communicated to employees through company intranet portal, Godrej Connect. The Company strives for healthy industrial relations through regular interaction with the workmen through Surveys, Work Committees, Central Work Committee and Safety Committee.

**Employment**

GI recruits talent based on job specification and competency / skill requirements for the appropriate job roles from the job market, without compromising on the selection screens. GI is an Equal Opportunity Employer and does not discriminate among applicants.

GI recruits freshers (PGs, Engineers, Graduates, ITIs) from some of the best campuses across the country and provides them with comprehensive development inputs during their trainee-ship making them fully employment ready. In FY 2017-18, the company recruited 131 GET/DET/GT/MT trainees. Godrej Interio is also a sought-after company in job market as indicated by the 125 lateral recruitments in FY 2017-18.

The attrition rate for management staff is about 11% of which 19% is regrettable attrition. Various employee retention initiatives like job rotation, organizational restructuring and growth within band have helped in containing regrettable attrition.

### Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>No.</th>
<th>% of total employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;25</td>
<td>127</td>
<td>8</td>
</tr>
<tr>
<td>25-30</td>
<td>500</td>
<td>30</td>
</tr>
<tr>
<td>31-40</td>
<td>700</td>
<td>42</td>
</tr>
<tr>
<td>41-50</td>
<td>231</td>
<td>14</td>
</tr>
<tr>
<td>50+</td>
<td>104</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>1662</td>
<td>100</td>
</tr>
</tbody>
</table>

**Total Years of Experience**

<table>
<thead>
<tr>
<th>Total Years of Experience (Internal + External)</th>
<th>No.</th>
<th>% of total employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;0-2 yr</td>
<td>107</td>
<td>6</td>
</tr>
<tr>
<td>&gt;2-5yrs</td>
<td>435</td>
<td>26</td>
</tr>
<tr>
<td>&gt;5-10yrs</td>
<td>450</td>
<td>27</td>
</tr>
<tr>
<td>&gt;10-15 yrs</td>
<td>337</td>
<td>20</td>
</tr>
<tr>
<td>&gt;15-20 yrs</td>
<td>119</td>
<td>7</td>
</tr>
<tr>
<td>&gt;20 yrs</td>
<td>214</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>1662</td>
<td>100</td>
</tr>
</tbody>
</table>

The company strongly believes in a culture of innovation, performance, collaboration, transparency, & openness. Occupational health and safety is of vital prime importance too. Hence these aspects reflect prominently in the policies and strategies of the company. The Company strives for healthy industrial relations through regular interaction with the workmen through Surveys, Work Committees, Central Work Committee and Safety Committee.

**GRI Indicators on this page:** G4-10, G4-56, G4-LA4
Work @ Godrej Interio

RESIDENTIAL / LIFESTYLE BENEFITS

- Housing: Subsidized housing facility for employees at Vikhroli
- Recreational Activities: Club house, Playground at Vikhroli, Defined recreation areas at upcountry locations in factory premises
- School at Vikhroli
- Consumer Society at Vikhroli
- Credit Society at Vikhroli
- Community Hall at Vikhroli

AT WORK

- Subsidized Meals: at Vikhroli and Upcountry locations
- Subsidized transportation to work: at upcountry locations only

MEDICAL

- Dispensary: at Vikhroli and Shirval location
- Medical support: at location as required by law

COMMUNITY BENEFITS

Pragati Kendra: Mahila Manch, Senior Citizen Club at Vikhroli

INSURANCE

- Mediclaim Policy or Govt. ESIC scheme as applicable
- Contributory Death Relief Scheme
- Group Insurance Scheme

MATERNITY BENEFITS

The company has a Maternity leave policy for its employees. The policy entitles female employees to benefits under the Maternity Benefit (amendment) Act 2017. In FY 2017-18, the company recorded 100% return rate for female employees gone on maternity leave. The company does not provide paternity leave to male employees.

Human Rights

The code of Ethics & Business Conduct Principles of the Company upholds the principles of human rights and fair treatment. The code provides that the company conducts its operations with honesty, integrity, openness and with respect for human rights in interest of employees.

The company condemns child labour, forced labor and adopts a stringent review process during hiring to verify the age of the employees. The security personnel have been trained to observe the employees and associates while entering the facilities and report any cases of underage workers. The company regularly screens all its critical suppliers (contributing to 80% of its spend value) for this aspect under the vendor evaluation/revaluation and regular visits of company representative at the supplier location.
Equality of Opportunity
The company is committed to promote a work environment that is conducive to the growth of the employee and encourage equality of opportunity. The company ensures that there is no discrimination against any employee on grounds of race, color, religion, caste, gender, age, marital status, disability, nationality or any other factor under applicable laws and contemporary practices at the workplace. Recruitment, placement, promotion, transfer, compensation, training and other benefits are based on the merit and competency of the individual and the business needs of the company.

Freedom of Association
In order to provide a workplace which is free of discrimination and to foster a work environment where all employees feel comfortable and respected, the company has formulated the HIV/AIDS policy and the Prevention of Sexual Harassment at Workplace policy to ensure that employees are not subject to any form of harassment. The complete policy is available on the link http://www.godrejandboyce.com/godrejandboyce/pdf/CSR_policy.pdf

Employment contract for the workmen is based on employee’s voluntary agreement. Operations are monitored and assessed periodically to prevent the risk of forced labour. The company follows the law of the land and allows freedom of association for workmen, which is a fundamental right guaranteed by our constitution. It also allows workmen to bargain collectively for their compensation and various benefits given to them.

Fair and Equal Compensation
All compensations and benefits given to workmen are driven by the Wage Settlement which is arrived at through a collective bargaining process involving the recognized Workmen’s union.

As a policy, the company keeps wages of its permanent and contract employees higher than the standard entry level minimum wages fixed by the State government. There is no gender differentiation in company wages.

Respect for the individual
The company understands that its security personnel play a very important part in creating the image of the company values, hence the deployment of security personnel at all operations is carried out following a rigorous process. The security personnel are trained and sensitized to make sure that at no point in time they are violating the fundamental rights / human rights of any person.

Employee policies and practices are administered in a manner consistent with applicable laws and other provisions of the Code of Ethics and Business Conduct, respect for the right to privacy and the right to be heard and equal opportunity is provided in all matters to those eligible and decisions are based on merit.

There have been no complaints and cases relating to child labour, forced labour, involuntary labour and sexual harassment or pending cases in the reporting period.
Training and Development plays a major role in enhancing competencies, while creating a self-conscious and alert workforce. In addition to on-going safety training, the company has developed the following requisites and trains employees regularly:

- Refresher-cum-Certification Program for selected trades
- Accelerated Learning in safety courses for line managers by external agencies (26 days duration)
- Modules for Graduate Engineering Trainees, New recruits, Temporary workers

To increase safety knowledge in all plants, Safety Corners / Safety Rooms exhibiting innovative safety practices, articles, safety kaizans, function specific Personal Protective Equipments (PPEs) with their usage, etc. have been set up. Further, systems like Lock Out Tag Out (LOTO), Clearance to work, Daily Tool Box meetings are implemented to control the hazards at workplaces and enable a safe mindset.

The Safety First culture is reinforced with various activities across the year like National Safety Day/Week Celebration, Observe Fire Service Day, Environment Day, Road Safety Week etc.
Safety @ Godrej Interio

Employee Safety Measures
The safety concern of the company extends beyond the boundaries of the company, a few examples of Public health and environment care are given below:

- Spraying mosquito repellent on stagnant water at ongoing construction site
- Enclosures / Barricades for excavation
- Dust control at construction sites by sprinkling water
- Working within restricted hours to control noise
- Top soil after excavation is used for gardening

Safe Working Days

Godrej Interio Vikhroli location completed “1000 Safe Working Days”

Godrej Interio Vikhroli location completed “1000 Safe Working Days” (6.43 million safe hours) on 4th March 2018 without any reportable incident. GI has achieved this landmark for the first time in the history of Vikhroli location. Safety heroes and departments were felicitated for completion of 1000 safe working days without any reportable incident.
**Godrej Interio has been promoting leadership and performance culture by driving leadership and empowerment, accountability and ownership through SMART goals.**

At GI, Performance Management Process is a tool to deploy the business strategy at an individual employee level to facilitate achievement of Business Goals and Targets. It focuses on communication of clear expectation, support and guidance being provided for achieving goals, freedom of operation, fair assessment, reward and recognition.

The company believes in rewarding performance through individual and team rewards. The Company drives performance and leadership culture by differential variable pay and rewards based on performance of the employee against targets.

Workmen are encouraged for upgradeation to the management cadre and the same is treated as promotion. It is managed through internal selection process (ISP). Each workman, based on his eligibility, gets ample opportunities to make it to the next level in the workmen category itself. Workmen are also promoted to the next skill level based on their performance, competency and other criteria.

**Training and Development**

GI believes in building the capabilities of its employees on a continuous basis so as to make them relevant and competitive. Training programs are organized to bridge competency gap as well as gaps between expected and actual performance of the employee. The capability – building framework of the company focuses on the functional and leadership competencies in alignment with employees' present roles and career development. This is done through deployment of a structured framework for all categories of workforce.

**Examples of Programs Conducted to Develop Competencies of Employees**

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Programs to Develop Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhancing customer experience</td>
<td>Customer centricity program</td>
</tr>
<tr>
<td>Expansion of U &amp; US Design Studio Network</td>
<td>Training on technical skills of carpentry</td>
</tr>
<tr>
<td>Differentiated products with technology and new materials</td>
<td>Training on upholstery design, CAD tool usage, patent search</td>
</tr>
<tr>
<td>Create a culture of sustainability</td>
<td>Greenco Certification Process, LCA software training</td>
</tr>
</tbody>
</table>

**Details of Higher Education Programs**

<table>
<thead>
<tr>
<th>Institute</th>
<th>Band</th>
<th>Impact/Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>VLFM</td>
<td>Top Mgmt.</td>
<td>Business Vision and leadership development</td>
</tr>
<tr>
<td>GLIM</td>
<td>Top Mgmt.</td>
<td>Leadership Development</td>
</tr>
<tr>
<td>IIT B</td>
<td>Designers</td>
<td>Enhancing in-house Design Capabilities</td>
</tr>
<tr>
<td>IIMs</td>
<td>Mid Mgmt.</td>
<td>Exposure to Management Concepts</td>
</tr>
<tr>
<td>SIBM</td>
<td>Mid Mgmt.</td>
<td>Exposure to Management Concepts</td>
</tr>
<tr>
<td>BITS – Pilani</td>
<td>Mid Mgmt.</td>
<td>Overall Technology Understanding</td>
</tr>
<tr>
<td>Fr. Agnel's</td>
<td>Workmen</td>
<td>Skill Upgrade &amp; Exposure to Concepts</td>
</tr>
</tbody>
</table>
The company has a rolling calendar which captures the programs for the upcoming 6 months on a continuous basis for the training needs identified. Keeping the business expansion plans in mind the company is giving special emphasis on competencies like Innovation and Project Management. Customized programs are designed for making employees aware of, and use of IT technology and social media platforms for analytics and gaining competitive advantage for the organization.

As a part of Career Development, Godrej Interio creates varied job experiences for employees through job rotation within and across functions, also giving employees cross functional assignments. This enables them to meet career aspirations and helps the organization in building a talent pool for identified positions. Career conversations are held annually with employees as part of performance conversations. For workmen, Godrej Interio has an Orientation programme, followed by detailed induction including general safety training.

There is a skill matrix for workmen which is mapped and documented for each employee. There is a developmental plan on bridging the skill gaps through tools like on the job training, special training, cross functional training, exposure visits, project assignments etc. whereby the capabilities of the workmen are enhanced.

The workmen go through training programs related to Kaizen, First Aid, Fire Fighting, TPM, Hazard identification and Risk Management. There is a comprehensive function specific training program for the operators and all workmen upgraded to K Band are put through an induction program to help them take up managerial responsibility.

While conducting its business the company follows highest ethical standards and has gained trust of its partners, customers and community at large. The company’s code of ethics and business conduct includes clauses on honesty, integrity and ethical conduct. All senior management personnel and employees are expected to comply with the letter and spirit of the code of conduct. The code of conduct is available on the internal portal.
The workmen are governed by the Certified standing order under the Industrial Employment (Standing Order) Act 1946. There were no reported incidents of corruption for the reporting year.

The company does not have any political allegiance and has not contributed to any political party or politician during the reporting year. But the company actively participates in nation building activities by being actively involved in various committees that decide future regulations, policies and implementation plans. The senior executives are active members of various industry bodies that participate in the development of public policy that address issues affecting industry, business, products and customers.

Growth @ Godrej Interio

**Kaizen Champions**

**Jitender Kumar**  
Management Category  
Foaming & Upholstery Dept.,  
Bhagwanpur Plant  

- **Total points earned:** 1977  
- **Total no. of Kaizens implemented:** 227  
- **Total no. of Kaizens horizontally deployed:** 6  
- **High impact Kaizen idea:** Removing the cutting and gluing operation of velcro completely with double sided tape thereby reducing the cycle time from 57 sec. to 26 sec. and increasing the Productivity by 10% for BEAT MID BACK CHAIR.  
- **Champion Speak:** “Kaizen is now a way of living enhancing ease of work and helps in improving various factors like productivity, quality.”

**Rane Arun Balkrishna**  
Workmen Category  
Paintshop Dept.,  
Plant 13, Vikhroli  

- **Total points earned:** 372  
- **Total no. of Kaizens implemented:** 36  
- **Total no. of Kaizens horizontally deployed:** 0  
- **High impact Kaizen idea:** To reduce water consumption of PT Line 2 water rinse tanks by transferring water from WR tanks 3 and 4 to WR tanks 1 and 2 by providing a new transfer line. Water Consumption reduced by 50%, total saving 624000 Ltr/year  
- **Champion Speak:** Through Kaizen we can improve things around us in whatever way we can do and I feel proud after doing kaizen for environment and saving water.
Diversity & Inclusion

People are GI’s greatest assets and the company is working towards building a diverse workforce that reflects the many consumers and communities it serves. GI defines diversity as all the unique characteristics that make up each of us: personality, lifestyle, thought processes, work experience, ethnicity, race, color, religion, gender, sexual orientation, marital status, age, national origin, disability, or other differences.

GI being a pan India player focuses on having workforce having good representation of people from regions it serves, helping the business to understand various cultures along with the work and home space solutions desired by them.

<table>
<thead>
<tr>
<th>Linguistic Diversity at Godrej Interio</th>
<th>% of Local People Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 persons between 6-50 persons</td>
<td>50 persons between 1-5 persons</td>
</tr>
<tr>
<td>Marathi 426</td>
<td>Vikhroli 44%</td>
</tr>
<tr>
<td>Hindi 468</td>
<td>Mumbai 96%</td>
</tr>
<tr>
<td>Bengali 126</td>
<td>Shirwal 83%</td>
</tr>
<tr>
<td>Gujarati 107</td>
<td>Cochin 96%</td>
</tr>
<tr>
<td>10 persons between 1-10 persons</td>
<td>Haridwar 87%</td>
</tr>
<tr>
<td>Punjabi 30</td>
<td>Bhiwandi 60%</td>
</tr>
<tr>
<td>Oriya 26</td>
<td>Ahmedabad 58%</td>
</tr>
<tr>
<td>Other 21</td>
<td>Bangalore 19%</td>
</tr>
<tr>
<td>Assamese 18</td>
<td>Bhopal 76%</td>
</tr>
<tr>
<td>Konkani 19</td>
<td>Bhubaneswar 45%</td>
</tr>
<tr>
<td>Kannada 23</td>
<td>Chandigarh 18%</td>
</tr>
<tr>
<td>Punjabi 16</td>
<td>Chennai 33%</td>
</tr>
<tr>
<td>Sindhi 9</td>
<td>% of Local People Employed</td>
</tr>
<tr>
<td>Tulu 7</td>
<td></td>
</tr>
<tr>
<td>Maithili 5</td>
<td></td>
</tr>
<tr>
<td>Bhojpur 3</td>
<td></td>
</tr>
<tr>
<td>Kutchhi 4</td>
<td></td>
</tr>
<tr>
<td>5 persons between 1-5 persons</td>
<td></td>
</tr>
<tr>
<td>Kashmi 2</td>
<td></td>
</tr>
<tr>
<td>Nepali 1</td>
<td></td>
</tr>
<tr>
<td>English 3</td>
<td></td>
</tr>
<tr>
<td>Portuguese 1</td>
<td></td>
</tr>
</tbody>
</table>

GRI Indicators on this page: G4-LA12, EC6
Diversity & Inclusion

Over the years with careful recruitment process, GI has endeavoured to maintain a good local employment %. The recruitment of people from other states for emerging cites like Bangalore, Pune, Chennai, helps to better understand the needs of cosmopolitan population that is now flocking to the cities.

The organization has clear policies adhering to governmental laws, ensuring fair and impartial dealing as well as taking care of all religious and regional sentiments.

**More Women across all functions**
GI values the contribution which female employees bring to the business in form of consumer insights, design sensibility, dedication and enhanced productivity, hence is working on increasing the % of female employees across functions. In the last three years, there has been a substantial growth in % of female employees in even male dominated functions like sales and manufacturing.

<table>
<thead>
<tr>
<th>No. of Female Employees over the years</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015-16</td>
</tr>
<tr>
<td>114</td>
</tr>
</tbody>
</table>

In recent years, many women employees have joined mid management band in marketing and design function.

There is a gradual progression to top management band with women employees being groomed for higher responsibilities in functions like HR, Communications, Sustainability and Design.

As one wise man said, “there is no sincerer love than the love of food” and that makes this Food Technologist land into Godrej Vending services which provides refreshing, thirst quenching beverages to the valued customers. Working with Godrej Vending Services provides me an opportunity to gain an insight into diversified customer needs. People want honest, flavourful and ready to drink beverages, not some show-off drink that takes hours to prepare. And the skills mastered over the years help me to seek the quick and right solutions to offer high quality beverage premixes earning trust for Godrej.

Employee Name: Richa Ranjan
Qualification - Master in Food Technology, CFTRI
Job Role - Assistant Manager - Product Development
Work Experience in Godrej - 7 Months

GRI Indicators on this page: G4-13, LA12
Diversity & Inclusion

Understanding & Recognizing the Shift in perception about D&I

For GI, diversity today means more than race and gender. In its new interpretation of Diversity & Inclusion, GI focuses on meeting the needs of the individual employee, rather than a class of employees.

In line with the new emerging trends on this subject, Godrej Interio is introspecting and working on cognitive diversity as well. GI's internal survey and research indicates that the perceptions of the Boomers, Gen - X and Millennials Gen - Y on the issue of Diversity are very different.

The Boomer and Gen-X view diversity as a representation of fairness and protection to all, regardless of gender, race, religion, ethnicity, or sexual orientation.

Whereas for Millennial Gen-Y, inclusion is the support for a collaborative environment that values open participation from individuals with different ideas and perspectives that has a positive impact on business.

Diversity of knowledge, skill sets

GI is seeking more diversity in professional qualification as well. It employs people with non – furniture specific qualifications like physiotherapy, environmental engineering, textile designing, software engineers, medical graduates, etc. as it helps in understanding and working on business adjacencies and emerging work & lifestyle concepts like Wellness, Green, e-com etc.

Diversity in professional qualifications

Employees by years of experience

Employees by numbers

Employees by Generation & Age Group

GRI Indicators on this page: G4-LA12
Building an Inclusive Environment

GI believes that merely having diversity in an organization is not enough; the management must learn to leverage and nurture it too. To engage with the substantial number of Gen Ys in the organization, GI leadership is adopting open, transparent and collaborative ways of working. At GI, people are encouraged to draw upon their unique experiences, perspectives and backgrounds to advance business goals, through effective global communication, training efforts and benchmarking with the best in class.

Another key approach to ensure sustainability of inclusion initiatives is to establish the connection between Innovation and D&I. GI extensively uses the CFT style of working, based on the four dimensions of cognitive diversity: diverse perspectives, interpretation, heuristics ability and prediction capabilities. This approach is used for a range of innovation centric projects related to service delivery, new product / solution generation, revenue enhancement and cost reduction. Representation of people of different ages, personality, experience, educational background is sought, to help in viewing the problem / offering from different perspectives and arrive at well thought-through solutions.

At Godrej Interio, Diversity is not just about each group getting their dues, it is a commitment at all levels of the organization to demolish barriers of bias, nurture talent of all kind and channelize it for business benefit; thereby making the business a vehicle for social change.

Testimonial

‘Working with Godrej Interio provides me an opportunity to address the workspace related problems across the country. I find the work experience very enriching as I can provide my inputs to design better ergonomic products and enable wellness and fitness in the lives of a large spectrum of people.’

For her efforts & dedication to creating healthy work spaces & educating the young workforce of India, and for her mission to improve occupational health, well-being, & productivity, Reena was nominated for 100 Women Achievers of India award by the Ministry of Women & Child Development, Government of India in FY 2015-16.
Contributing to healthier, better educated and happier communities
Wellness@Work

Towards healthier workspaces
An initiative of Godrej Interio Workplace and Ergonomics Research Cell, our Wellness@Work programme which was formed in 2009, has been a key knowledge advocate in the space of workplace trends and ergonomics. We have been advising 150 plus clients and reaching out to more than 10 lakh end users regularly with our Wellness Tips. Our team comprises of Workspace professionals, an Occupational Therapist and Ergonomists with research and advisory experience spanning across corporate, government and healthcare organizations. The team focuses to continuously understand the changes in work patterns and office spaces, issues arising there of & helping them improve their Ergonomic & Wellness Quotient.

We have been an active proponent of the 3 step A-C-P approach developed by our Workplace and Ergonomics Research Cell:

1. Assessment: Evaluating ergonomic quotient of the workspaces through Ergonomic Audit
2. Correction: Removal of ergonomic hazards and improving integration of Furniture elements via interventions like Workshops & Certification Programs.
3. Prevention: Constant Communication on preventive steps via Wellness Tips
   - Assessment: The Ergonomic audit of the workplace includes a thorough Work-Desk Assessment (WDA) including assessment of the employee and work-desk interaction. The audit report includes recommendation about fit of furniture to the employee work profile, Improvement / changes required in the existing set-up to improve employee productivity.
   - Correction: A self-learning e-learning module is developed which is easy to understand and not only shares knowledge, but also assesses the understanding of the audience. The objective of these workshops and the e-learning module is to spread awareness about changing office trends, correct ergonomic postures to be adopted at the workplace, office Yoganomics and techniques to improve efficiency in offices. The topics covered during the workshop are with special focus on Posture Correction, Office Exercises and Nutrition. In FY 2017-18, GI conducted 49 wellness workshops.
   - Prevention: A series of online weekly e-mailers, these tips provide a wealth of information regarding the growing importance of Ergonomics at the workplace. With the changing workplace trends, longer hours at the desk and exposure to computer screens have become a way of life. The tips educate people on correct ergonomic postures, simple exercises and office yoga tips which can be life transforming. As on March 2018, the mailers reached directly to 3lacs + recipients and the co-branded mailers reach additional 10 lac employees of 30 reputed organizations in India.

Testimonial

'With your training, we have been able to fully realize the potential of our office infrastructure and how small changes incorporated into daily work routine can cause noticeable differences to our body and mind. Many of the employees have started incorporating your guidelines into daily work routines and have benefitted from improved postures and workstation ergonomics.'

Lynette Gable,
Admin head - Sterlite Power, BKC
GI with its inhouse expertise and research in Ergonomics domain has published 4 white papers:

1. Improper lighting can impact employee health
2. Health Challenges in Evolving Offices
3. Handheld Tablets: A Preventive / convenience tool or a health risk
4. Ergonomics Helps Improve Organizational Productivity
5. Keep Moving
6. 4 Classic mistakes corporates make while selecting chairs.

These can be downloaded from Godrej Interio website: www.godrejinterio.com; or from the link http://wellness.godrejinterio.com/Whitepaper.aspx

With these initiatives, GI aims to keep the readers abreast of the changing ergonomic parameters, related concerns and measures to be taken by organizations to ensure healthier, happier and productive workforce.
At Godrej Interio, business is not only about revenues and profits, but also about keeping our land green, our communities healthy and our kids smart. In line with this philosophy, 24% of the shares of the company are held in a trust that invests back in environment, healthcare & education.

Since 2010, Godrej businesses are actively contributing to social development through the Good & Green (G&G) strategy - a shared value approach for CSR i.e. working on opportunities that help further our commitment to society and environment, while strengthening our business, through initiatives that would address the needs of the ‘Underserved population’ as well as the ‘Environmental issues’. The complete policy available on the link: http://www.godrejandboyce.com/godrejandboyce/pdf/CSR_policy.pdf

**DISHA skill development program**
Scope: Pan India
Godrej DISHA, a vocational training initiative, endeavours to direct and guide underprivileged youth towards a brighter future through skills training. Under this program, GI aims to bridge the skill gaps mainly in furniture, furnishing industry and vending services by providing quality training in skills like Carpentry, furniture assembly and repairing, installation, maintenance and basic service. Since inception in FY 12-13, GI teams with the help of 4 key partners (social enterprises: Labournet, Myrada, Gram Tarang & TARA) have trained over 6000+ youth in 10 states of India. GI’s focus is to improve the infrastructure at partner location to improve the quality of training and to develop the content with value addition of industry knowledge and field experience for skills like Site Supervisor, Upholstery, Carpentry, Furniture Technicians and Vending Machine Technicians.

**Employability: overall performance**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Persons trained</th>
<th>Number of Persons employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15</td>
<td>1477</td>
<td>1698</td>
</tr>
<tr>
<td>2015-16</td>
<td>1571</td>
<td>1735</td>
</tr>
<tr>
<td>2016-17</td>
<td>1573</td>
<td>1737</td>
</tr>
<tr>
<td>2017-18</td>
<td>573</td>
<td>781</td>
</tr>
</tbody>
</table>

**DISHA - FST, BWW & VMT Trainings**

**GRI Indicators on this page: G4-SO1**
**Community Development Projects**

**Scope:** Communities (villages) within 7 kms radius of GI plant (Palshi, Vadgoan near Shirwal, Mandavar near Bhagwanpur).

The needs of communities are ascertained with structured need assessment surveys conducted by third party, using purposive sample methods and tools like Transact Walk and Participatory Rural Appraisal.

Based on Need Assessment Surveys, projects in areas of Education, Health & Sanitation, Environment Conservation and Livelihood Generation have been taken up since FY 2013-14. Projects taken up in communities surrounding Bhagwanpur and Shirwal plants, during the last year, are shared alongside.

To maximize benefits to local communities, GI has initiated strategic tie-ups with local industrial bodies and government organizations such as NABARD and SKIP as well.

Every two years, a Society Perception Survey is conducted, where feedback is sought on the overall impact of the social projects taken up by the company. For all surveys, adequate sample size is ensured, inputs and feedback are sought from all stakeholders.

- Employment/Livelihood opportunities for Youth
- Support for Health & Sanitation initiatives
- Improving Quality of secondary education
- Upgradation of school infrastructure
- Career Guidance for youth
- Employment/Livelihood opportunities for women within the village
- Upgradation of school infrastructure
- Employment/Livelihood opportunities for youth
- Improvement in health & sanitation level
- Medical facilities for women & children

**GRI Indicators on this page:** G4-SO1
**STEM - MINI SCIENCE CENTRE PROJECT**

**Description:** STEM Learning aimed at inculcating basic concepts of Science, Technology, Engineering, Mathematics at school level, thereby encouraging inclination of students / learners towards science and technology

**Intended impact:** To create equal opportunities for under privileged students or students from municipal schools.

**Number of People impacted:** 268 students & 3 teachers trained

**Activities completed:** Installed a mini Science centre at Palshi having 60 models of science & maths, trained teachers to use the mini science centre for teaching students from 5th to 10th standard, Inauguration of mini-science centre & follow up visit to schools.

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**WASTE WATER MANAGEMENT PROJECT AT PALSHI**

**Description:** Waste water management project is taken up in collaboration with village Gram Panchayat. Project component includes creating awareness for waste segregation & domestic water management, diversion of domestic waste water, creation of basic water filtration structures, plantation along the stream & institution building for project maintenance in future.

**Intended impact:** Secondary treatment of 5 lac litres of waste water per day; Improvement in village sanitation.

**Number of People impacted:** 240 households

**Activities completed:** Community sensitization & capacity building for project implementation. Clearing of ~60 tons of municipal waste from stream. Excavation for treatment structure completed.

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**ONE GODREJ**

**Description:** ‘One Godrej’ initiative comprised of projects like – Career Edu-connect in collaboration with ‘Fuel’, Women Empowerment through health & sanitation in collaboration with WOTR and Agricultural scheme awareness & implementation in association with NGO ‘Award’ to make farmers aware about all current available schemes.

**Intended Impact:** Career guidance to students, Livelihood generation for women, farmers to avail government schemes.

**Number of People impacted:** 2000 students of Class 10th to 12th, 250 women & 246 children, 800+ farmers

**Activities completed:** Career guidance & counselling at 12 schools, Formation of 14 SHGs, childcare growth monitoring by Mahila Pravartaks, conducted awareness campaign for farmers.
Project Name: Model School, Sundar Swacch Susajjit Shala

Social context: Lack of appropriate infrastructure and hygiene facilities in over 2 lac govt. primary schools across India has led to exodus of students to private schools and high absenteeism in govt. schools. Maharashtra alone, has 400+ schools without basic infrastructure like clean toilets, desks & teaching aids.

Intervention: GI transformed one Zilla parishad Girls’ School into a model school by renovation covering building of new toilets, clean drinking water facility, repair and painting of the building, play area and provision of ergonomic, age appropriate furniture for classrooms and peripheral areas, a small garden and provided a computer room and digital classroom facility for improving quality of education. GI conducted HEEL project to increase awareness amongst students for health & sanitation issues and to build capacity of teachers to improve the level of education.

Benefits: The project improved the enrolment rate by 15% & 10% and reduced the absenteeism by around 8% & 6% in FY 2016-17 & FY 2017-18 respectively, thus increasing the motivation level of teachers.

“I was going to enrol my child in a private school, but after seeing the improvement, I have decided to continue her education in the same school.” - Parent, Palshi

“There are a lot of positive changes happening, even the students’ uniform has been changed. Students are feeling good about their school. I would not like to be transferred from here!” - School Teacher, Palshi
**Integrated Village development project – Mandavar Village (Near Bhagwanpur)**

**Social Context:** Mandavar village lacks basic amenities like proper drainage and clean drinking water leading to hygiene related issues. Community youth want better employment opportunities, women seek self-employment opportunities.

**Intervention:** Godrej implemented an integrated project with three main objectives.

1) **To make individuals employable** in the commercial stitching & tailoring area, resulting in skilled manpower.
2) **To generate awareness** among students & communities around Water, Sanitation, Hygiene & Health (WASH) (awareness campaigns, health camps)
3) **To strengthen Institutions & promote entrepreneurship** by formation of self-help groups (SHGs) and building capacities, fostering local economic development.

**Benefits:**
- WASH: Awareness sessions on hygiene & sanitation covered 311 women & children in Mandavar & nearby villages.
- 28 students undergoing training for stitching & upholstery skills at DISHA Skill Training Centre, Bhagwanpur.
- 57 women formed 4 Self-help groups, underwent training for book keeping, business idea generation and linked saving amount of Rs. 811,998 to the bank.

**Tales of Transformation**

- "Only because of the stitching training I received at the DISHA training centre, I have today learnt how to stitch. The skill has given me the confidence to open my new shop." - Trainee, Bhagwanpur

- "Through this programme, we learnt about various water borne diseases, ways to treat impure water and how to keep ourselves & our surrounding clean. We have seen rapid decline in cases of water borne diseases." - Ambassador, Bhagwanpur
Employee engagement in CSR activities is elicited through various corporate level initiatives. These are:

**Blood Donation Drives**

Every year on the death anniversaries of its founders, Mr. N. P. Godrej and Mr. B. P. Godrej, a blood donation camp is organized wherein Godrej employees, including Godrej Interio employees and their families, donate blood to the local blood banks. *In FY 2017-18, 620 Godrej Interio employees participated in the drive.*

**Tata Mumbai Marathon (TMM) Fund Raiser**

Godrej supported four NGOs: Republican Sports Club, War Wounded Foundation, Vasantha Memorial Trust and NASOEH (National Society for Equal Opportunities for the Handicapped) through annual contributions to Tata Mumbai Marathon formerly known as – Standard Chartered Mumbai Marathon. Along with the company’s monetary donation each year, employees participating in the marathon are encouraged to support these NGOs through their own fund raising efforts. *For FY 2017-18, 620 Godrej Interio employees participated in the drive.*

**Rose Day**

Every year on 22nd September, Cancer Patients Aid Association (CPAA) celebrates National Cancer Rose Day, a day marked out to bring cheer to all cancer patients. Godrej & Boyce (Vikhroli) has been supporting the cause of National Rose Day, since the last 17 years. Employee contribution is spent by CPAA on distributing toys and utility items at various hospitals and dharmshalas.

**Joy of Giving Week**

The Joy of Giving Week (JGW) is a ‘festival of philanthropy’, with a week being celebrated every year starting from 2nd October - Gandhi Jayanti - engaging employees through "acts of giving" - money, time, resources and skills. The items collected are donated to NGOs like Children Toy Foundation, Goonj & Umang Foundation.

**The Earth Hour**

A WWF-India initiative, supported by Godrej, is a global campaign to raise awareness and inspire individual action towards a better environment. Every year, for one hour ‘Complete switch off lights’ is observed at Godrej plants, offices and residential colonies in Vikhroli.
This report is a sincere effort to present the real performance of Godrej Interio as we walk the path toward sustainability. The purpose of presenting this report is to acquire feedback and encouragement from our sustainability partners, our customers, suppliers, vendors, government authorities and society at large. In our report, wherever possible, we have mentioned the boundaries and limitations of our data, if any exist. The data presented is accurate for FY 2017-2018 and we plan to publish our coming Sustainability Reports on an annual basis. We hope this report will be of interest to you. To find out more about our sustainability initiatives, or to send us feedback, write to us at interiogreen@godrej.com

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