



Catalyzing  
Inclusive  
Growth



Paradeep Phosphates Limited  
ESG REPORT 2022-23



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# About the Report

As we stride forward in our commitment to ethical business practices and transparent disclosure, PPL takes great pride in unveiling its second ESG report. This report presents our endeavors, actions, and advancements in embracing sustainability as a core pillar of our operations during the fiscal year 2022-23.

Paradeep Phosphates Limited started its business in 1981 and has grown & expanded significantly in the production and distribution of phosphatic fertilizers and other phosphate-based products. Through our dedication to providing high-quality fertilizers and agricultural solutions, we aim to support farmers in improving soil fertility, crop yields and enhancing agricultural productivity. Our ethos revolves around driving a purpose-led sustainable business guided by our core values: sustainability, agility, integrity, and a customer-first approach. We aim to manage our Environmental, Social, and Governance (ESG) impacts and cultivate a holistic culture of progress and excellence. Committed to adopting ESG as a guiding framework to measure our performance and success, we are further demonstrating this commitment by presenting our ESG Report, detailing our non-financial performance.

## Reporting Guidelines

'Paradeep Phosphate Limited has reported the information cited in the GRI content index for the period from April 1, 2022 to March 31, 2023 with reference to the GRI Standards.'

In addition to Global Reporting Initiative (GRI), the ESG report is also aligned with the Sustainability Accounting Standards Board (SASB), and the United Nations Sustainable Development Goals (SDGs).

## Report Boundary and Scope

This ESG Report outlines the non-financial performance of PPL from April 1, 2022 to March 31, 2023. It covers the company's sustainability-oriented performance and initiatives undertaken across its business. Furthermore, It highlights the PPL's commitment and goals for the future. The reporting boundary primarily extends to PPL's manufacturing facilities located at Paradeep, Odisha, and Mormugao, Goa, and provides its performance against key social and environmental metrics.

## Responsibility Statement

PPL believes that the FY 2022-23 ESG report represents a balanced, accurate and holistic view of the company's non-financial performance as well as its ability to deliver value to our stakeholders. It has been prepared under the guidance of the Board of Directors and Senior Management with support from various business functions. Some estimates documented in this report are derived from current performance data. The report may include "forward-looking" statements, and PPL is not obligated to publicly revise such statements due to factors beyond its control.



## Feedback

We firmly believe that as an organization, it is our responsibility to receive input for improvement and to address the concerns and expectations of all our stakeholders. Please share your feedback, suggestions, and/or queries by contacting:

Name:  
Susnato Lahiri

Designation:  
DGM - Corporate Strategy, Investor Relations and ESG

Email:  
susnato.lahiri@adventz.com



# Statement from Leadership

## Message from Chairman



We have launched a new product named “Gau Shakti” in addition to the products under our brands “Jai Kisaan” and “Navratna”.

### *Dear Shareholders*

I am delighted to share our Sustainability Report for the fiscal year 2022-23. As we strive to conduct business responsibly and provide transparent reporting, we are releasing our second ESG report in line with Global Reporting Initiative (GRI) standards. I want to express my sincere gratitude to the entire PPL team for their dedication and enthusiasm in gathering the information presented in this report.

We have come a long way and presently stand as the second-largest private sector phosphate fertilizer company. We aim to keep progressing and continue to be a trusted partner for our customers.

### **Our Glorious Journey**

Our journey began in 1981 through a partnership between the Government of India and the Republic of Nauru at Paradeep. Since then, our financial standing and production have grown significantly. We are now a publicly listed company on the Indian stock exchange. Starting with the DAP plant and expanding to establish a sulphuric acid, phosphoric acid, and our captive power plant, we have made substantial progress. We have also acquired the Goa fertilizer facility, expanding our presence further. We launched a new product named “Gau Shakti” in addition to the existing products under our brands “Jai Kisaan” and “Navratna”. Our operations hold certifications such as ISO 9001, ISO 14001, ISO 50001, ISO 45001, ISO 27001 and product steward excellence certificate. We are constantly taking steps to enhance our environmental, social and economic performance. The report reflects our efforts, steps and actions undertaken and demonstrates our commitment to implementing best practices, ensuring safer operations, and delivering high-quality products.

### **Macroeconomic view of the Indian economy and Agricultural sector**

Throughout FY 2022-23, our nation faced various challenges affecting its progress, including disruptions due to COVID-19, inflation, the Russian-Ukraine conflict, and supply chain interruptions. In addition, the rise in prices of crude oil, natural gas, fertilizers and wheat were also key issues affecting the growth. Despite these hurdles, the Ministry of Finance reported

a remarkable growth rate of 7% for the Indian economy. This positive growth outlook was fueled by increased private consumption, boosted production activities, higher Capital Expenditure (Capex), widespread vaccination facilitating spending on services, and the return of migrant workers to urban areas for employment.

The Agriculture and Allied Activities Sector played a pivotal role in the nation's growth and development by contributing to GDP, employment and ensuring food security. A prosperous agricultural sector can bolster economic growth, reduce poverty, and create livelihoods for millions. Conversely, fluctuations in agricultural output can impact the economy significantly, affecting food prices, trade balances, and overall economic stability. India as a nation did good in the sector and made significant progress during the reporting year. The country achieved a food grain production of 323.55 million tonnes in 2022-23, becoming a net exporter of agricultural products with exports reaching USD 50.2 billion. Kharif foodgrain production in the same period stood at 149.9 million tonnes. Long-standing schemes such as the PM KISAN scheme, Kisan Credit Card scheme, and Interest Subvention Scheme, amongst others, have significantly supported farmers, enhancing crop yields and boosting agriculture. India's shift towards organic and natural farming is evident, with over 44.3 lakh organic farmers - the highest globally - cultivating approximately 59.1 lakh hectares organically. Amidst these efforts, we are committed to contributing our utmost to sustain this momentum and support the nation's agricultural economy.

Fertilizers are vital inputs in modern agriculture, enhancing soil fertility and crop yields. Healthy soils are the foundation of successful agriculture and we believe the key to achieving it are possible through implementing sustainable solutions. Globally, the major concern is to produce an adequate supply of sustainable fertilisers to meet the increasing agricultural demands and effectively nourish the growing global population. We manufacture 100% neem coated urea which improves soil health and increases Nitrogen use efficiency. Our product Zypmite is specifically designed to condition the soil. It is a blend of phospho-gypsum and micronutrients, like Sulphur, Zinc, Boron, Calcium, and Magnesium. This unique formulation aids in enhancing soil fertility, optimising the utilisation of NPK fertilisers, and improving the overall crop yield quality. Sustainable agriculture practices that prioritize soil health, minimize chemical inputs, and promote organic fertilizers contribute to long-term economic sustainability.

Within the policy domain, various central and state governments schemes and policies have also helped boost the agricultural and fertilizer sector. PM-KISAN, a direct income support scheme for farmers, provides financial assistance to small and marginal farmers. With Pradhan Mantri Fasal Bima Yojana (PMFBY), Soil Health Card Scheme, Direct Benefit Transfer, Subsidy on Fertilizers and other similar initiatives, has helped ensure smooth agricultural activities in the country. In the fiscal year 2023, the government allocated 1.05 lakh crore rupees for Urea and NPK fertilizers in the budget. However, they ended up releasing funds

totaling 2.5 lakh crore rupees for the fertilizer subsidy, surpassing the initial allocation.

### **Embrace the future, nurture the present - Sustainability in action.**

At PPL, we are dedicated to embracing the future while nurturing the present through our commitment to sustainability in action. Our ethos revolves around cultivating a thriving ecosystem where sustainable practices are woven into every facet of our operations. From minimizing our carbon footprint, enhancing employees' wellbeing to empowering local communities, we actively engage in initiatives that prioritize environmental stewardship, social responsibility, and economic resilience. Through innovation and conscious decision-making, we strive to create a positive impact today that echoes into a brighter, more sustainable future for generations to come. We have made significant updates to our policies, data management and ESG initiatives. This report reflects steps undertaken and our ongoing journey toward a more sustainable tomorrow.

*I express my gratitude to all the Board Members and Senior Management for their consistent support and direction over the past year. I also thank my shareholders, board members, employees, customers, distributors, suppliers, banks, regulatory bodies, governments, and other stakeholders for their support in advancing the organization.*

*Best regards,*

**S.K. Poddar**  
Chairman



## Message from CEO & Managing Director



In our commitment to sustainability, we recognize that strong governance and effective risk management are the cornerstone of our journey toward success.

To implement it better, we have formulated an ESG Steering Committee composed of senior management personnel.

### *Dear Shareholders*

At PPL, our priority is conducting business responsibly, aiming to promote sustainable practices throughout our value chain. The fiscal year 2022-23 marked significant progress for us, achieving success in both financial and non-financial aspects. This progress was made possible by the dedication and hard work of our entire team. I extend my sincere gratitude to everyone, and we are committed to sustaining this momentum into the upcoming year.

### Progress through Purpose-Led Approach

At our core, we embrace a purpose-driven approach to business that drives all our operations. We aim for growth, both financially and non-financially, and this is evident in our year-on-year progress. During FY 2022-23, we recorded a 70% year-on-year growth with an annual revenue of ₹133,407 million. Our EBITDA increased by 26% and can be attributed to higher production and sales. Capacity expanded by 150% reaching 3 million metric tonnes per annum.

Beyond mere profit, our commitment to a higher purpose gives meaning to every decision and action we take. We published our first Sustainability Report in the year FY 2021-22 which reflected our performance against key ESG metrics. We updated or developed our core ESG policies as necessary. We also initiated conducting water risk assessment, biodiversity risk assessment, responsible supply chain framework, etc. This reflects our intent to not just focus on financial gain but also work towards long-term value creation and sustainability. This dedication to our purpose serves as the compass guiding our growth strategies, inspiring innovation, and integrating a culture that values both financial success and social responsibility.

### Steering Success: Navigating with Strong Governance and Risk Management

In our commitment to sustainability, we recognize that strong governance and effective risk management are the cornerstone of our journey toward success. To implement it better, we have formulated an ESG Steering Committee composed of senior management personnel. Through meticulous oversight and robust governance structures, we steer our operations with transparency, integrity, and accountability. By embracing proactive risk management strategies, we navigate the complexities of our industry, ensuring resilience in the face of uncertainties. Our risk management framework includes risk identification, evaluation, prioritization, and mitigation plan. Our risk register is periodically updated and risks are evaluated as per the emerging trends, government schemes, stakeholders' expectations, and changes in the global scenario. Our unwavering dedication to sound governance practices and risk mitigation not only safeguards our present operations but also fortifies our path to a sustainable and prosperous future.

### Aligning Impact: Materiality and Sustainable Development Goals

We have conducted a comprehensive materiality assessment process to identify our core material topics. The process helped us to form strategies and make decisions centered around these material issues. The issues are categorized into ESG themes and concluded based on stakeholders' feedback and as per business operations. Some of the core topics include corporate governance, product stewardship, occupational health and safety, chemical safety and air emissions. We also aim to keep contributing towards Sustainable Development Goals (SDGs). A set of 17 global objectives was established by the United Nations as part of the 2030 Agenda for Sustainable Development. These goals are crucial because they provide a comprehensive framework that unites governments, businesses, civil society, and individuals worldwide in a collective effort toward sustainable development. They serve as a roadmap for addressing pressing global issues, guiding policies, initiatives, and investments toward a more equitable, resilient, and environmentally sustainable future.

### Innovation, Product Stewardship, and Environmental Performance

We are constantly focused on innovation and integrating sustainability into the entire product design. Continuous innovation ensures the development of advanced products that boost crop yields while minimizing environmental impact, aligning with farmers' needs for efficient, eco-friendly solutions. Our product stewardship approach is centered around responsible sourcing, research and development, production and manufacturing, distribution & storage, and product efficiency. At each stage, we have taken steps to minimize risk and maximize efficiency.

We follow the 4R Nutrient Stewardship approach to improve fertiliser use efficiency. Our product Zypmite is specifically designed to condition the soil. Humic acid based fertilizers in our product portfolio provide suitable options to farmers for improving soil organic carbon content, decrease toxins, increase soil's water retention capacity and improve soil texture. Further, we achieved 100% zero liquid discharge in operations. Both our facilities are ISO 14001 certified. The Paradeep



facility is ISO 50001 (Energy management systems) certified. In the fiscal year 2022-23, we used 11,545,504 gigajoules (GJ) of energy, marking an over 18% decrease compared to the previous year. Our energy usage per unit (energy intensity) has also reduced by 25% to 5.68 GJ per metric ton. We have actively focused on generating power through waste heat recovery. We produce Captive Power by utilizing steam created in our Sulphuric Acid Plant. The implementation of Heat Recovery Systems (HRS) in all three sulphuric acid plants represents a significant change in how we recover energy at PPL. We are focussed to continue implementing and driving our operations sustainably.

## Communities, Customers, and Partnerships

Maintaining good relations with our stakeholders and accounting for their concern while taking business decisions is vital for long term success. Communities provide a supportive environment, fostering goodwill and contributing to the company's social impact. Customers are the lifeblood, driving revenue and offering valuable feedback for improvement. Partnerships expand opportunities, leveraging combined strengths for innovation, market reach, and sustained growth. We have developed a comprehensive supplier assessment framework to assess ESG risks and opportunities within our supply chain. Our CSR expenditure increased to ₹ 75.4 million during the year. A significant portion

of our total CSR budget, around 32%, was dedicated to advancing education development initiatives. Social welfare initiatives resulted in impacting 50,000+ lives. Our CSR initiatives are in sync with 13 out of the 17 United Nations Sustainable Development Goals (UNSDGs).

*As we continue our path toward being better at what we do and caring for the environment, I want to thank everyone who has supported our company's growth – including shareholders, board members, employees, customers, suppliers, banks, governments, and others. Your support has been crucial for our progress.*

*Warm regards,*

**N. Suresh Krishnan**  
CEO & Managing Director





# About Paradeep Phosphates Limited (PPL)

## Organization Brief

Founded in 1981, Paradeep Phosphates Limited (PPL) stands as a prominent force in India's landscape, excelling in the production, distribution, trade, and sales of a diverse range of fertilizers, soil enrichers, and industrial products. Our broad spectrum of products encompasses Urea, Di-ammonium Phosphate (DAP), multiple grades of NPK, Muriate of Potash (MoP), and Zypmite. These offerings facilitate farmers in implementing well-balanced nourishment for their crops, delivering indispensable plant nutrients to enhance plant growth, yield, and overall quality. Under

the brand names 'Jai Kisaan' and 'Navratna', we have cultivated a sense of trust among farmers. We have a significant 40-year track record of delivering top-notch fertilizers tailored for Indian soil and crops. Our steadfast commitment to improving its capabilities and championing sustainability has elevated our position in the fertilizer industry. Our presence in the phosphatic fertilizers market during the fiscal year 2022-23 was marked by a noteworthy 8% market share.

Currently, we boast a total capacity of 3 million MT, of which 2.60

million MT is Phosphates and the balance 0.40 million MT is Urea. With manufacturing facilities located at Paradeep in Odisha (1.8 million MT) and Zuarinagar in Goa (1.2 million MT), we strategically position ourselves in proximity to ports, granting us advantageous logistics. Our Goa plant is one of the few fertilizer plants in India with co-located manufacturing facilities for both phosphatic and urea fertilizers. Our aspiration revolves around becoming an integral contributor to India's journey towards prosperity, achieved through our tailor-made solutions designed for farmers.



**10+**  
products



**3.0 MMT**  
annual capacity



**8+ million**  
farmers reached



**5+ million**  
hectares fertilised annually



**15**  
states with  
geographical  
presence



**2<sup>nd</sup>**  
largest integrated private sector  
fertiliser company in India



### Our vision

To be the one-stop  
solution for the  
farm economy.



### Our mission

To create value for farmers and  
stakeholders by providing integrated  
agri-solutions to all farm needs



## Our Values

At the core of our business model are our values, serving as the driving force that propels and ensures the provision of enduring advantages to our customers, vendors, channel partners, employees, and the wider society.

### Sustainability

Our value system is focussed on growing profitable while ensuring we do good for the society and environment at large.



### Integrity

For the longevity of the business, we understand that ethics and transparency is fundamental and we do our utmost to ensure that.



## Our Core Values



### Agility

Being adaptable and staying on course with the changing business dynamics helps us to be prepared with the risk and opportunities that exist.



### Customer First

We aim to help and build authentic solutions that can help our customers generate more yield and productivity.





## Our Brands and Business Presence

Our success has been achieved through our integrated business model, setting us apart from our competitors. Our ongoing effort revolves around tailoring our product mix to ensure optimal nutrition for the crops our customers cultivate. In the realm of non-urea fertilizers, we are the second largest private-sector manufacturer in India. By operating in both Paradeep and Goa, we have positioned ourselves advantageously to benefit from economies of scale, speeding up our growth. Our prime focus lies in maintaining quality and on-time product delivery under our flagship brands – ‘Jai Kisaan’ and ‘Navratna’.

### ● Jai Kisaan

Born in 1967 amidst India’s first Green Revolution and the quest for self-sufficiency in food production, Jai Kisaan emphasizes the sentiment that the future belongs to nations with self-sustaining food production and reinforces our “Farmer First” approach. Jai Kisaan’s logo – the sprouting green seedling silhouetted against a benign blood-red sun – signifies the source of life on earth with bountiful harvests firmly anchored on the bedrock of arduous efforts of the Indian farmers.



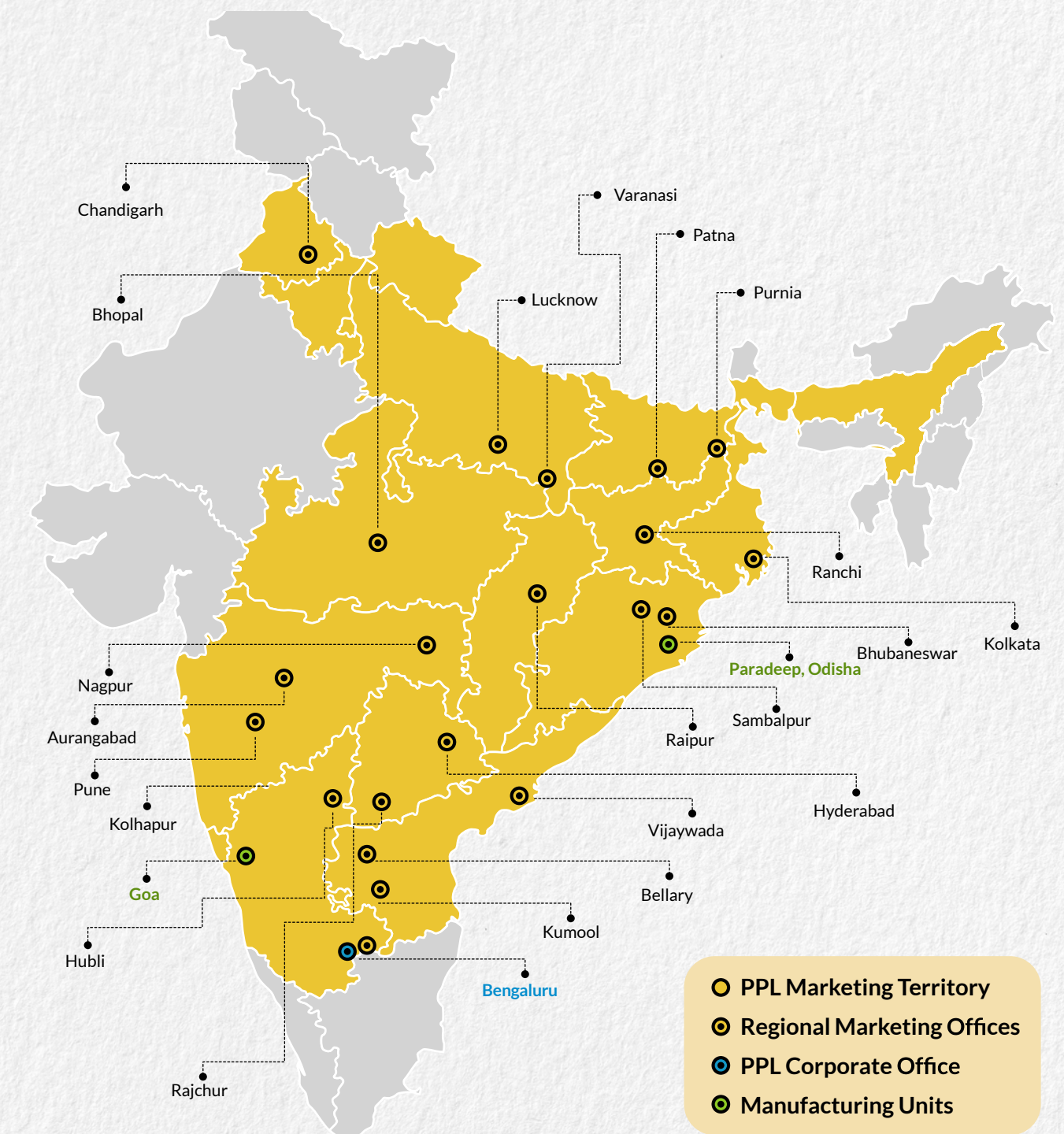
### ● Navratna

Born in 2002, Navratna soon became a household name in eastern India. The brand embodies our versatile fertilizer mix leading to the highest quality of farm produce and prosperity for the Indian farming fraternity.

Across 15 states, mainly in the eastern, western, and southern regions of India, we have positively impacted the lives of more than 8 million farmers.

## Geographic Presence

### PPL Marketing Territory






This map is a generalised illustration only for the ease of the reader to understand the locations, and it is not intended to be used for reference purposes. The representation of political boundaries and the names of geographical features/states do not necessarily reflect the actual position. The Company or any of its directors, officers or employees, cannot be held responsible for any misuse or misinterpretation of any information or design thereof. The Company does not warrant or represent any kind in connection to its accuracy or completeness.



## Our Product Portfolio

We offer a wide range of products designed to promote ideal plant growth, increase yields, and enhance quality through well-balanced fertilization. Our core product lineup consists of Urea, DAP (di-ammonium phosphate), various NPK fertilizers, and Zypmite; whereas our industrial offerings include Phosphogypsum, HFSA (High-Grade Fluorosilicic Acid), sulphuric acid, and ammonia. Beyond our core fertilizer products, we are also involved in the sale, trade, and distribution of MOP (Muriate of Potash) and city compost. We are committed to supporting farmers and promoting sustainable agricultural practices throughout India.

Di-ammonium Phosphate (DAP)	NPK	Urea
<ul style="list-style-type: none"> <li>DAP is a granulated and high-quality mineral fertiliser</li> <li>The ammoniacal form helps in releasing micronutrients (Zn, Fe, Cu &amp; Mn) from the soil, thus making them easily available for crop uptake</li> <li>DAP production in FY 2022-23 - <b>675,056 MT</b></li> <li>Highly soluble - dissolves in the soil to release plant-available phosphate and ammonium.</li> </ul>	<ul style="list-style-type: none"> <li>Multi-nutrient, complex fertilisers, known as NPK fertilisers, encompass the three main nutrient elements essential for plant growth: Nitrogen, Phosphate, and Potassium.</li> <li>Total NPK production in FY 2022-23 - <b>970,660 MT</b></li> <li>Suitable for both basal and top dressing applications for all crops due to the high solubility of P.</li> <li>Our core portfolio consists of NPK 20, NPK 12 and NPK 10</li> </ul>	<ul style="list-style-type: none"> <li>Neem-coated urea provides a more gradual release of nitrogen due to its nitrification inhibition properties, thus aiding plants in obtaining greater nutrition and enhancing yields.</li> <li>Urea production in FY 2022-23 - <b>386,800 MT</b></li> <li>Neem oil acts as an insecticide and helps deter insect attacks on crops.</li> </ul>
		

- Apart from the main NPK offerings, we also produce NPK 19:19:19 and NPK 28:28:0
- Zypmite's special blend of micronutrients such as Sulphur, Zinc, Boron, Calcium, and Magnesium boosts soil fertility, maximizes NPK fertilizer efficiency, and enhances overall crop yield quality.
- Our new product, **NPK 24**, is readily dissolvable and contains nitrogen in both urea and ammoniacal forms, allowing it to meet both immediate and later nitrogen needs during the initial growth phases.
- Phospho-Gypsum, featuring a 17:21 sulfur-to-calcium ratio, offers multiple benefits for alkaline soils, including increased crop yield, improved crop quality, higher oil content in oilseeds, enhanced fertilizer efficiency, and improved soil and plant health.

## Our Value Chain

We possess a robust value chain that includes vertically integrated manufacturing processes, state-of-the-art production facilities, in-house power generation, and an extensive network connecting farmers and retailers. Through our extended supply agreements, we secure essential raw materials at competitive prices for the long term.

Procurement and Upstream Integration	Quality Assurance	Research and Development
Our primary raw material acquisition takes place from Morocco, Jordan, Qatar, and Saudi Arabia, alongside local suppliers. The stability of our supply chain is fortified by enduring supply contracts and robust supplier connections. Among our associates, the OCP group, situated in Morocco, stands as a prominent global figure in phosphates, overseeing more than 70% of the planet's recognized phosphate reserves.	Spanning from the procurement of raw materials to the packaging and delivery of the final product, we place a paramount focus on assuring quality and ensuring product safety. Our dedication lies in optimizing the quality of our products to yield the utmost customer contentment. Thorough testing protocols are applied to all raw materials and finished goods, subjecting them to rigorous examination for approval prior to distribution at our advanced Quality Control Laboratory. Our samples also undergo a periodic assessment at independent NABL-accredited national laboratories.	Comprising a team of 4 proficient experts, our Research and Development (R&D) endeavors have garnered acknowledgment from the Government of India's Department of Scientific and Industrial Research. Our seasoned and adept R&D unit persists in discovering and formulating novel and varied products that align with the needs of our agricultural customer community.
Production Process	Sales and Marketing	Customers
At our comprehensive complexes located in Paradeep and Goa, we engage in the manufacturing of NP/NPK/NPS and Urea fertilizers, utilizing Sulphuric acid, Phosphoric acid, and Ammonia as intermediary components. Over time, we have channeled substantial capital investments into augmenting our production capabilities, improving energy efficiency, and minimizing our ecological impact. Simultaneously, we have undertaken initiatives to create innovative marketable items utilizing our by-products, exemplified by Zypmite and HFSA.	Our range of products is distributed via a robust sales and marketing framework, encompassing regional offices and spanning across fifteen states. This extensive network includes more than 450 stock points and involves a network of 6,500 dealers and over 65,500 retailers, collectively serving the needs of over 8 million farmers throughout India	Centered around farmers as our primary customers, we deeply understand the significance of aligning our products to their requirements and effectively tackling real-world challenges. The products we offer have played a constructive role in enhancing the livelihoods of more than 8 million farmers. Beyond delivering cost-effective, top-tier goods, we aspire to foster the advancement of methodologies. We are committed to empowering our farmers with specialized training covering comprehensive agronomic solutions and the application of scientific crop management techniques.



## Awards and Accolades

The actions we have taken to enhance production methods, tackle environmental issues and safety concerns, uphold fair treatment of our workforce, and fulfill our social obligations have been continuously acknowledged by government authorities, top industry organizations, respected non-governmental groups, and national as well as state-level media.



"Kalinga Environment Excellence Award - 2022" as 5 Star category for the outstanding achievement in Environment protection



ASSOCHAM HR & IR Leadership Award



PPL conferred with Kalinga Safety Excellence Award (PLATINUM) in Chemical & Fertiliser Category



As evidence of our high-quality operations and overall achievements, we have been honored with numerous esteemed awards and recognition in the areas of Sustainability, Corporate Excellence & Leadership. Our leadership in the Chemicals and Fertilisers sector in India has also been prominently recognized. Below are some of the most recent achievements:

- ❖ CIDC Vishwakarma Award Best Professionally Managed Company
- ❖ Accolades by CII for Energy Conservation Initiatives
- ❖ Greentech Foundation EHS Award
- ❖ 2022 Golden Peacock Award for CSR

- ❖ FAI (The Fertiliser Association of India) Award for Best Performing Phosphoric Acid Plant for 2022
- ❖ National Level Kalinga Safety Excellence Platinum Award-2022 from IQEMS
- ❖ Fire Safety Certificate from Govt. of Odisha Fire Service (valid till 4th Jan 2024)
- ❖ 'Premium Membership' certificate from British Safety Council UK (valid till 15th March 2025)

### Certifications

- ❖ Paradeep Plant Lab received the NABL (National Board for Testing and Calibration Laboratory) accreditation in April 2023 having a two-year validity




















# Sustainability Performance

## Highlights for FY 2022-23









### Social

	<b>1,476</b> Total Employees
	<b>166</b> New hires
	<b>43</b> Average training hours
	<b>₹20,105</b> Average training spend
	<b>Zero</b> Fatalities
	<b>₹75.4 million</b> CSR spend
	<b>50,000+</b> Beneficiaries
	<b>8+ million</b> Farmers outreach

### Environment

	<b>23%</b> Energy from process waste heat recovery
	<b>14%</b> Reduction in freshwater intensity
	<b>25%</b> Reduction in Energy consumption intensity
	<b>45%</b> Waste recycled
	<b>100%</b> Operations ZLD
	<b>235 MG</b> of rainwater harvesting capacity
	<b>100.5 MT</b> Waste to landfill

### Economic & Governance

	<b>3 million MT</b> Annual capacity of fertilizer
	<b>₹133,407 million</b> Revenue
	<b>₹8,921 million</b> EBITDA
	<b>50%</b> Independent Directors
	<b>Zero cases</b> Discrimination or harassment
	<b>Zero cases</b> Money laundering or insider trading
	<b>Zero cases</b> Conflict of Interest
	<b>Zero cases</b> Cybersecurity breaches or threats

### Other Key Initiatives

Below initiatives have been developed and are under implementation and Board ratification.

1. Updated Human Rights Policy
2. Developed Anti-Bribery and Corruption Policy
3. Conducted Employee Engagement Survey
4. Developed Tax Policy
5. Updated Occupational Health and Safety Policy
6. Updated Responsible Supply Chain Framework
7. Updated Product Stewardship Approach
8. Updated Environmental Policy
9. Re-assessed Biodiversity Risk Assessment
10. Conducted Water Risk Assessment





# Our Sustainability Strategy

## Message from Head of Sustainability



### *Dear Shareholders*

Instilling sustainability within our operations and throughout our business is of paramount importance to us.

We aim to cultivate a mindset that prioritizes efficiency in every task, maximizing output while minimizing resource consumption. This ideology is to be ingrained in every aspect of our activities, spanning from procurement, production, and human resource management to marketing and sales. Additionally, beyond leveraging our expertise in specific domains, we aim to integrate the principles of sustainable development into our daily operational practices. Collaboration and innovation are the other two key areas where we strive for continuous excellence. We fundamentally believe to create our niche and be the pioneer in the sector, seeking and implementing innovative ideas is essential. This intent will help us to continuously grow, expand, and perform.

### **Excellence in Governance**

To strengthen our governance structure, we have implemented several measures. This includes establishing an ESG Steering committee at the leadership level to oversee ESG matters throughout the company. We continue to publish our annual Sustainability report for transparent reporting of non-financial performance to our stakeholders. We have also adopted the BRSR framework mandated by SEBI and published it with our Annual report for FY 2022-23. We have curated an ESG

**We aim to cultivate a mindset that prioritizes efficiency in every task, maximizing output while minimizing resource consumption.**

strategy that combines our purpose, key enablers, and significant topics to provide a comprehensive overview. Our code of conduct has been revised to encompass and align with all governance aspects. Throughout the reporting period, we recorded no incidents involving data breaches, harassment, or money laundering. We strive to continue to improve our governance system, promoting ethical practices, transparency, and integrity.

### **Environmental Excellence**

During the reporting period, we consistently implemented eco-operational initiatives to enhance resource efficiency, conserve energy, and reduce GHG emissions, among other endeavors. We have developed and are in the process of implementing our standalone environmental policy and biodiversity & no-deforestation policy. All of our plants are ISO 14001 certified. We commenced Scope-3 accounting in FY 2021-22 and continued for the reporting year as well, with the results outlined in the report. In our dedication to sustainability and readiness for long-term impacts, we conducted a

water risk assessment in December 2023 for both of our manufacturing facilities. We will subsequently take steps to minimize the risks. We are also in the process of conducting a Biodiversity risk assessment benchmarked with GLOBIO and IUCN standards for our Paradeep facility. The assessment is done to identify risks to alleviate pressure on ecosystems while still working within the parameters of business operations. We continue to report our progress on key environmental KPIs and the same is covered in the "Our Environmental Strategy" chapter.

### **Human Capital Excellence**

Human Capital plays a pivotal role, serving as the backbone that nurtures and sustains its workforce. To further strengthen it, we have formulated and is implementing a dedicated Anti-Bribery and Corruption policy, underscoring our steadfast commitment to ethical practices. Likewise, our focus on enhancing Human Rights practices is evident through the recent formulation of a Human Rights policy aimed at prohibiting issues like child labor and forced labor. We continued

to report on key social KPIs such as employee count, new hires, turnover, etc. To understand employees' grievances and pain points, we conducted an Employment Satisfaction Survey in December 2023. The core aspects covered were job satisfaction, purpose, happiness, and stress. Based on the survey results, we are identifying initiatives to enhance employee well-being and foster a positive atmosphere. We are heavily focused on our human equity and aim to further prosper it. Moving ahead, we aspire to integrate advanced data analytics and digitalization into our operations to enhance efficiency and gain insights into trends related to hiring, turnover, etc.

### **Occupational Health and Safety Excellence**

Due to the nature of our operation involving the use of hazardous chemicals, establishing robust Occupational Health and Safety (OHS) systems is important. To demonstrate this commitment, we have developed and are in the process of implementing a standalone OHS policy emphasizing our dedication to secure work practices. Both of our manufacturing



units are ISO 45001 certified. We maintain a well-structured safety committee overseeing safety aspects across both units. Regular awareness sessions and safety training are provided to all employees. The operational level head ensures the workforce has proper safety gear, Personal Protective Equipment (PPE), equipment, etc. We prepared Hazard Identification and Risk Assessment (HIRA) and have conducted a HAZOP Study and Process Safety Audit including observations by external agencies. For every major or minor incident, root cause analysis is done to prevent their recurrence. We regularly report our performance against key OHS KPIs in the report. We remain dedicated to maintaining best-in-class safety practices and providing employees with a secure work environment.

## Robust Supply Chain Network

For continuous operations, a strong and dependable supply chain network is important. Therefore, it is essential to assess and minimize risks in the supply chain. In line with this, we have developed and are in the process of implementing a comprehensive Supplier Code of Conduct (SCoC), obligating suppliers to adhere to it. We have also identified our critical suppliers based on select criteria. This helped us to improve transparency and be prepared for possible issues. We are also implementing an ESG parameter-based framework to assess our suppliers' maturity in ESG practices. As a responsible corporate citizen, our goal is to extend support to our suppliers, helping them enhance their ESG practices for greater sustainability. Additionally, we actively procure materials from local and MSME sources to contribute to and bolster the local economy.

## Way Forward

As we continue onto our path of driving sustainable operations, our focus remains centered on innovation, efficiency, and transparent reporting. We are aiming to participate in one of the most trusted ESG rating indexes, S&P DJSI. We are also focused on expanding our biodiversity risk assessment to all the facilities. We will also work on identifying targets related to key social and environmental parameters, subsequently reporting on their progress. Furthermore, we are committed to implementing best practices and being accountable for our actions.

Thank you.  
*Warm regards,*

**V. Vinay**  
Chief Sustainability Officer

## Stakeholder Engagement

We are dedicated to maintaining open communication channels to promote increased transparency, accountability, and cooperation. Our business strategy and operational approach prioritize engagement with a diverse array of stakeholders, recognizing their essential role.







Regular and purposeful dialogues with our stakeholders foster collaboration, enabling us to achieve and deliver long-term shared value. The insights

gathered through such engagements ensure that our business strategy aligns with stakeholder expectations and allows for timely action to sustain value.

Our approach to engaging with stakeholders is designed to establish trust, facilitate effective decision-making, and create an environment that encourages collaboration and ongoing learning for improvement. It centers on advocacy, engagement,

and transparent communication to effectively address concerns and identify mutually beneficial opportunities.

We have identified core stakeholders as individuals, groups, or institutions that contribute to our operational success and enhance the value of our business activities. Our company's core stakeholders and our approach to engaging with them are as follows:

Stakeholder Group	Engagement approach	Frequency of engagement	Expectations
 Employees	<ul style="list-style-type: none"> <li>Newsletters, emails</li> <li>Satisfaction surveys</li> <li>Grievance Redressal</li> <li>Training sessions</li> <li>Meetings with employee associations and unions</li> </ul>	Regular and on a continuous basis	<ul style="list-style-type: none"> <li>Fair and equal opportunities</li> <li>Merit-based career development</li> <li>Workplace safety</li> <li>Employee benefits</li> <li>Leadership connects sessions</li> <li>Training and skill development</li> </ul>
 Customers	<ul style="list-style-type: none"> <li>Annual Customer Meet</li> <li>Zonal Customer Meet</li> <li>Farmer engagement programs</li> <li>World Farmer Day</li> <li>World Soil Day</li> </ul>	Regular and on a continuous basis	<ul style="list-style-type: none"> <li>Product quality standards</li> <li>Balanced nutrition and pest management</li> <li>Competitive pricing</li> <li>Understanding grievance/concerns</li> </ul>
 Suppliers, partners & vendors	<ul style="list-style-type: none"> <li>Contracts, emails, calls, virtual interactions</li> <li>Channel partner meets</li> <li>Conferences and exhibitions</li> <li>Supplier assessments</li> </ul>	As per requirement basis	<ul style="list-style-type: none"> <li>Product quality standards</li> <li>Pricing and data security</li> <li>Fulfill contractual obligations</li> <li>Timely payment</li> <li>Long-term business opportunity</li> </ul>
 Investors/ Shareholder	<ul style="list-style-type: none"> <li>Annual report, public disclosures, and investor presentations</li> <li>Investor Meets</li> <li>Conducting Press conferences</li> <li>Annual General Meetings</li> </ul>	As per requirement basis	<ul style="list-style-type: none"> <li>Financial performance</li> <li>Growth plans and product pipeline</li> <li>Get feedback and address concerns</li> <li>Adaptation of sustainable business practices</li> <li>Seek approval from shareholders on major decisions</li> </ul>
 Government/ Regulators	<ul style="list-style-type: none"> <li>Memorandum of Understandings</li> <li>Quarterly progress report</li> <li>Annual report</li> <li>Periodic submissions, Regulatory visits/interactions</li> </ul>	As per requirement basis	<ul style="list-style-type: none"> <li>Compliance with statutory laws and regulations</li> <li>Contribute to national development</li> </ul>
 NGOs/ Community Members	<ul style="list-style-type: none"> <li>Project meetings</li> <li>Annual reviews</li> </ul>	Regular and on a continuous basis	<ul style="list-style-type: none"> <li>Skill development</li> <li>Women empowerment</li> <li>Community development</li> </ul>



## Approach to Materiality

Materiality Assessment helps organizations to identify and prioritize the most significant environmental, social, and governance (ESG) issues or factors that are relevant to their business, stakeholders, and long-term sustainability. This assessment helps them to determine which ESG issues are significant and should become the focus of reporting, disclosure, and strategic efforts.

At PPL, we are committed to building a resilient and sustainable organization and developing our strategy focussing on key material

issues. During FY 2021-22, we conducted our first materiality analysis, consisting of four phases including identification of material topics and stakeholders, deployment of surveys, and analysis and validation of results. The process helped us to gather inputs from both internal and external stakeholders and understand their priorities and expectations. The materiality assessments were conducted in alignment with guidance from the GRI, the Sustainability Accounting Standards Board (SASB), and the MSCI framework.

Being in the Fertiliser sector which is heavily driven by regulatory compliances, prone to significant environmental risks, operational hazards, and product labeling requirements, and with a major customer base of farmers, it is essential for us to identify key material issues and develop systems and strategy to mitigate risks. It helps us to stay compliant, enhance our reputation, engage with stakeholders, and drive innovation, all of which are essential for long-term success in a changing business and regulatory landscape.

## Materiality Assessment Process

### ESG Landscape analysis:

We conducted thorough secondary research on ESG within the Chemical industry, aiming to understand the intricate ways in which ESG influences the industry and how the industry, in turn, affects its societal stakeholders. The process allowed us to compile a comprehensive inventory of 40 significant ESG topics

### Stakeholder Mapping:

We identified a group of internal and external stakeholders to gather their inputs through questionnaires in the form of a survey.

### Materiality Survey:

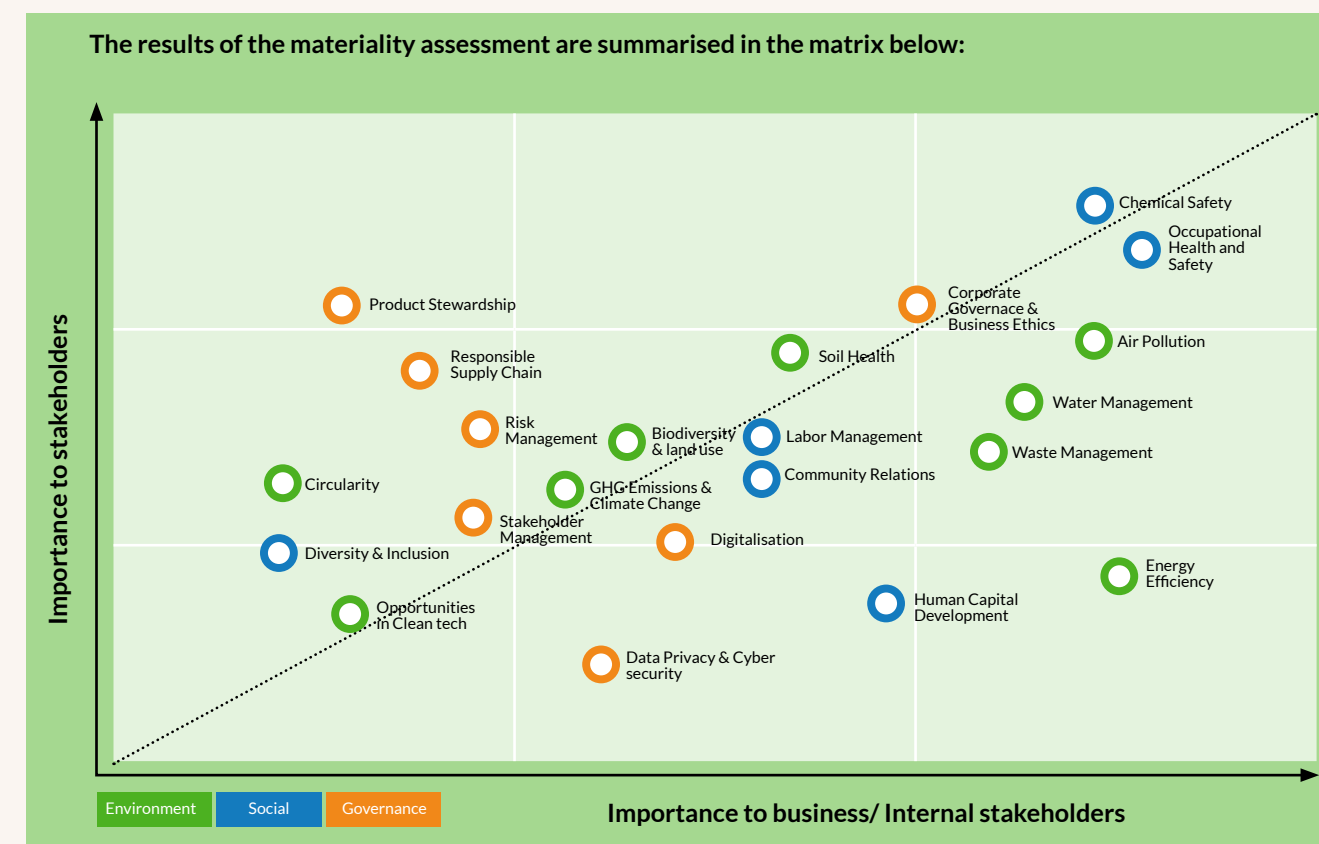
We developed a survey covering key material issues and collected data and information from the stakeholders.

### Survey Data Analysis:

We analyzed the materiality survey findings and subsequently grouped ESG topics into themes that align with our strategic goals.

### Key Details about the assessment process:

1. The materiality assessment results are signed off by the Senior Management
2. We conduct Materiality analysis once every two years or more
3. The stakeholder consultation includes collecting responses from both internal and external stakeholders
4. We have maintained a Risk register as part of the Company's risk management process which includes risks based on the ESG material topics and subsequently identifying the mitigating procedures for the same.
5. We prioritize Material Issues in a materiality matrix.



### PPL Materiality Topics

Environment	Social	Governance
Air Pollution	Occupational Health and Safety	Corporate Governance
Water Management	Chemical Safety	Risk Management
Energy Efficiency	Human Capital Development	Digitalization
Waste Management	Labor Management	Responsible Supply Chain
Soil Health	Community Relations	Stakeholder Management
Biodiversity and Land Use	Diversity and Inclusion	Product Stewardship
GHG Emission and Climate Change		Data Privacy and Cybersecurity
Circularity		
Opportunities in Clean Tech		



## Key Material Issues

The materiality assessment included identifying various issues/topics that have an impact on the business holistically. It accounted for every dimension of the value chain and considered the perspective of the ESG landscape. While every topic has its relevance and may incur negative consequences if not managed properly, there are a few priority issues on which we are heavily

focused and intend to concentrate even more.

The company has been in existence since 1981 and is recognized as one of the leading players in the fertilizers sector. We have been constantly growing and expanding, which is also reflected in our financial numbers and our continuous actions, such as acquiring

the Goa facility, registering on stock indexes, etc. Due to these reasons, it is supremely important for us to focus on each aspect of materiality. However, it is even more significant to prioritize a few and align our long-term strategies based on that. The importance and measures undertaken to manage such material issues are covered below.



### Chemical Safety

Due to the nature of the operations, we are heavily involved in the production or handling of chemicals, particularly phosphates and ammonia. These chemicals are hazardous and pose significant health and safety risks to workers, employees, nearby communities, and the environment if it is not managed properly.

Also, the company is subject to strict regulations based on the handling, production, storage, and transportation of these chemicals. Therefore, it is crucial to comply with these regulations else it may lead to penalties, legal issues, and production stoppages. Any occupational incident may steer workers' protest, increase downtime, damage reputation, and potentially impact hiring the right talent in the organization.

However, we have taken various initiatives to reduce the harmful impact of hazardous chemicals:

- Various Standard Operating Procedures (SOPs) and safety manuals have been formulated specifying clear instructions on safe handling of the chemicals.
- Both Goa and Paradeep plants are ISO 45001 certified (Occupational Health and Safety Management Systems).
- Periodic meetings, training, and discussions are undertaken to enable employees to proactively identify hazardous conditions and unsafe practices.
- Regular internal and third-party audits are conducted and results are shared with the senior management
- Adequate PPEs are provided to ensure safety in the storage, handling, and transportation of chemicals
- PPL collaborated with CSIR-National Environmental Engineering Research Institute (CSIR-NEERI) to create Standard Operating Procedures (SOPs) for spill cleanup and soil decontamination in the event of accidental chemical spillages.

**We aim to keep zero accidents in our operations including chemical spills**

### Business Ethics

Ethical conduct forms the bedrock of sustainable business practices. It builds trust among stakeholders, including customers, investors, employees, and the community at large. It significantly helps an organization to maintain customer and employee loyalty and drives it towards constant growth and profitability. It streamlines systems and processes, initiates fair treatment, and develops a culture wherein people support each other and grow together. It also helps stay compliant with regulatory requirements. Integrating ethical principles into business strategies instills a culture of innovation and responsible corporate citizenship and helps in achieving long-term success.

To ensure we conduct business ethically and responsibly, we have formulated various policies streamlining the principles that our employees, business partners, and other stakeholders are required to follow. Our Code of Business Conduct and Ethics provides its commitment against aspects such as bribery, gifts, insider trading, harassment, etc. It also mentions the escalation mechanism if an individual wants to raise a concern/ complaint. The code for insider trading highlights precautionary measures to be undertaken for unpublished price-sensitive information. It also provides guiding principles for a KMP or a Director regarding their holdings in other companies periodically. The supplier code of conduct specifies the commitment that the vendors, suppliers, and business partners are required to provide against fair treatment, human rights issues, health and safety, etc. Additionally, we have formulated an ESG Steering Committee to support our commitment to the environment, corporate social responsibility, and corporate governance.





## Occupational Health and Safety

As a responsible employer, we have a responsibility to ensure our workplace is safe and healthy, with no accidents or illnesses. Our operations involved handling various harmful chemicals and complex manufacturing processes. Therefore it is important to exercise extreme caution and attentiveness while operating on the shop floor. Even a momentary lapse in focus on safety protocols could result in severe injuries. Any such incidents impact employees and the company as a whole. It decreases productivity, impacts employees' trust, initiates legal consequences, and affects the company's reputation.

To mitigate the risk, we have implemented robust procedures. We have revised our EHS policy and developed a standalone OHS policy that reflects our commitment to address safety concerns in the organization. Both Goa and Paradeep plants are ISO 45001 certified (Occupational Health and Safety Management Systems). Various safety-oriented SOPs have been formulated and their strict implementation is strongly monitored. Regular health and safety training is organised. Additional initiatives included preparing for HIRA, conducting the HAZOP study, and process safety audit including observation by external agencies. (Detailed information on PPL's OHS management practices can be found in the 'Our People Strategy' chapter of the report)

**We aim to keep zero incidents of injuries. During the reporting year, PPL reported zero incidents of fatalities.**



## Air Pollution

Our manufacturing operations incur the emission of various air-polluting substances such as particulate matter (PM), nitrogen oxides (NOx), sulfur oxides (SOx), and other harmful gasses or particles. These emissions can have severe consequences on human health, ecosystems, and the environment. It can lead to respiratory problems, cardiovascular diseases, acid rain, smog formation, and damage to crops and natural habitats.

As a responsible corporate citizen, we understand the necessity and importance of reducing these substances. We have taken various proactive steps, both operationally and in governance, to minimize the harmful impact of these pollutants. Our environmental policy reflects PPL's commitment to minimizing the release of harmful air pollutants into the atmosphere. Our operations are ISO 14001 certified (Environmental management system). Various SOPs at the plant level have been formulated. Employees receive regular awareness sessions, training, etc., emphasizing the need to operate responsibly. Emissions are periodically monitored to ensure they remain within permissible limits.



## Sustainability Strategy

Since our inception, we have grown multifold, both financially and operationally. To be the second-largest manufacturer of phosphatic fertilisers in the private sector reflects our unwavering commitment

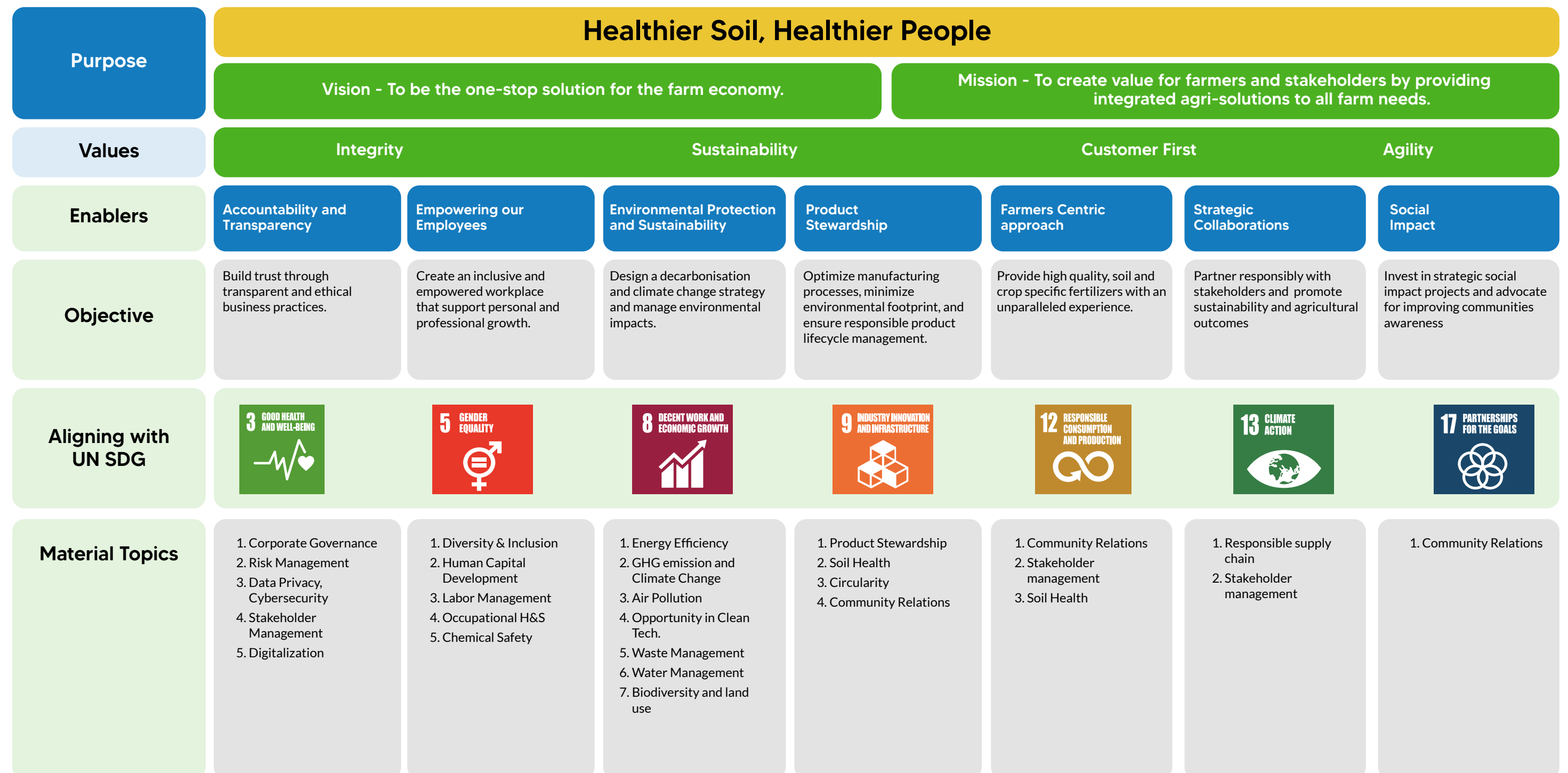
to consistency and continual progress. We have consistently adhered to our purpose and values. Moreover, we have embedded sustainability and risk management across our entire value chain. With

that being said, our sustainability strategy holistically encompasses our ethos, sustainable practices, and the management of core material issues to be able to generate value for both our internal and external

stakeholders. It embodies our belief and intent to make a positive impact, firmly rooted in key enablers that progressively drive Sustainable Development Goals. Throughout various sections of the report, we

have detailed the steps, initiatives, and progress toward each enabler, augmenting our intent and focus. Our Strategy is ingrained in our organisational DNA and aligns

with our steadfast dedication to transparency, management, and data monitoring practices.





# Our Corporate Governance

## Framework for Governance

To realize our ambitions and dedication to enhancing our innovation while maintaining stakeholder trust, we have systematically established systems and protocols that adhere to the most stringent standards of corporate governance, ethics, and quality compliance. We firmly believe that effective governance and transparent practices form the foundation of our future success and growth.

Our strong corporate governance framework is the cornerstone of our business strategies and operational methods. It enforces financial responsibility, and ethical behavior, and ensures accountability and transparency to all our stakeholders. Our governance principles have been developed to seamlessly adapt and implement across all levels of the organization, in complete alignment with our core values and mission.

We exceed legal requirements by embracing industry best practices in our governance mechanism. Through our company-level policies, we aim to surpass regulatory standards and nurture a culture of transparency. With these robust policies, we aim to strengthen and maintain the trust our stakeholders place in our brand.

## Board Oversight

The board offers guidance for management decisions, evaluates performance, and contributes to meeting stakeholder expectations. They uphold rigorous corporate governance standards and enhance the creation of shared value through their strategic insights, risk management expertise, and commitment to compliance. With half of the board composed of Independent Directors, we ensure that impartial perspectives are integral to the decision-making process. This substantial ratio of independent directors ensures an objective assessment of the Company's performance.

## Meet the Board

Across PPL, we understand the significance of having a diverse board to improve decision-making efficiency and provide a higher level of confidence to our stakeholders. In alignment with this goal, we have put in place a board diversity policy. Currently, the share of women on board stands at 12.5%. As of March 31, 2023, there are 8 directors on our board, consisting of 1 Chairman (Non executive member), 1 Managing Director, 2 Directors, and 4 Independent Directors. The average tenure of the Board is 3.5 years. At present, we have one female Director (Independent) on our Board. The Board comprises a 50% representation of Independent Directors who bring in-depth knowledge from various domains, encompassing strong managerial, technical, and sector-specific skills.





## Board of Directors



**Saroj Kumar Poddar**  
Chairman



**N. Suresh Krishnan**  
Managing Director & CEO



**Soual Mohamed**  
Director



**Karim Lotfi Senhadji**  
Director



**Rita Menon**  
Independent Director



**Satyananda Mishra**  
Independent Director



**Dipankar Chatterji**  
Independent Director



**Subhrakant Panda**  
Independent Director

## Senior Management



**N. Suresh Krishnan**  
Managing Director & CEO



**Rajeev Nambiar**  
President & Chief Operating Officer\*



**Harshdeep Singh**  
Chief Commercial Officer (CCO)



**Bijoy Kumar Biswal**  
Chief Financial Officer (CFO)



**Raj Kumar Gupta**  
Chief Procurement Officer



**Rajneesh Bhardwaj**  
Chief Human Resource Officer#



**Nilesh Dessai**  
Chief Manufacturing Officer &  
Unit Head, Goa Plant



**V. Vinay**  
Chief Sustainability Officer



**Palanisamy Velusamy**  
Chief Manufacturing Officer &  
Unit Head, Paradeep Plant\*



**Sachin Patil**  
Company Secretary

Joined the company in \*July 2023 and \*January 2024



## Committees to the Board

We have proactively implemented measures to ensure the successful execution of our corporate governance framework. This involves the formation of several committees, each with distinct

roles and responsibilities. These committees maintain continuous communication and deliver timely updates to the management team, facilitating vigilant oversight and expeditious decision-making. Such

well-structured processes and communication channels underscore the PPL's dedication to upholding robust corporate governance practices.

Committee	Function	Board of Directors associated (FY 2022-23)
Audit Committee	<ul style="list-style-type: none"> <li>Plays a crucial role in upholding the integrity and reliability of our accounting, auditing, and reporting procedures. This involves ensuring full compliance with legal and regulatory standards. The committee takes the lead in suggesting the appointment, re-appointment, replacement, and compensation terms of auditors.</li> <li>Conducts assessments of our internal financial controls, evaluates the effectiveness of our control systems and maintains oversight of our risk management processes.</li> </ul>	Marco Wadia* Dipankar Chatterji# Kiran Dhingra Satyananda Mishra Karim Lotfi Senhadji <i>*upto 18th September 2022            #w.e.f. 6th October 2022</i>
Nomination and Remuneration Committee	<ul style="list-style-type: none"> <li>Responsible for assessing the compensation of Directors, Key Management Personnel (KMPs), and Senior Management. Its primary goal is to establish a well-balanced compensation structure that combines fixed and incentive pay, aligning it with short and long-term performance objectives as well as the company's objectives.</li> <li>Supervises the Employee Stock Option Plan(s) and offers guidance to the Board regarding diversity-related matters. Furthermore, it conducts performance evaluations of Board members to ensure accountability and effectiveness.</li> </ul>	Marco Wadia* Satyananda Mishra# Kiran Dhingra Soual Mohamed <i>*upto 18th September 2022            #w.e.f. 19th September 2022</i>
Risk Management Committee	<ul style="list-style-type: none"> <li>Operates autonomously and takes on the responsibility of effectively managing risks. Its primary focus is on recognizing, predicting, and mitigating potential emerging risks. The Committee ensures the application of suitable methodologies, processes, and systems to monitor and assess risks associated with its operations.</li> <li>Supervises the implementation of the risk management policy and conducts regular assessments to maintain its continued effectiveness</li> </ul>	N. Suresh Krishnan Dipankar Chatterji Karim Lotfi Senhadji
Finance Committee	<ul style="list-style-type: none"> <li>Offers guidance to the Board in matters of budgeting and financial planning. It assesses financing proposals, utilizes borrowing authority within the limits set by the Board, and supports efficient refinancing.</li> <li>Plays a crucial role in securing both short-term and long-term funds to meet operational, corporate, and capital requirements, all in accordance with approved limits.</li> </ul>	N. Suresh Krishnan Kiran Dhingra Karim Lotfi Senhadji
Corporate Social Responsibility (CSR) Committee	<ul style="list-style-type: none"> <li>Develops policies that comply with CSR regulations and harmonizes them with the Board's consent. It is responsible for the supervision of the CSR department or team, including tasks such as program design, expenditure assessment, execution, and meeting deadlines.</li> <li>Guarantees periodic reports to the Board, providing insights into the advancement and effectiveness of CSR initiatives</li> </ul>	Marco Wadia* N. Suresh Krishnan Kiran Dhingra# Karim Lotfi Senhadji\$ <i>*upto 18th September 2022            #Chairperson w.e.f. 19th September 2022            \$w.e.f. 19th September 2022</i>
Stakeholder Relationship Committee	<ul style="list-style-type: none"> <li>Dedicated to upholding the rights and interests of stakeholders, all while promoting transparency. Its core mission is to preserve the trust and confidence of stakeholders in the company, with a specific focus on addressing the concerns of shareholders, debenture holders, and other security holders.</li> <li>The Committee is committed to efficiently resolving any grievances that may arise.</li> </ul>	N. Suresh Krishnan Kiran Dhingra Satyananda Mishra

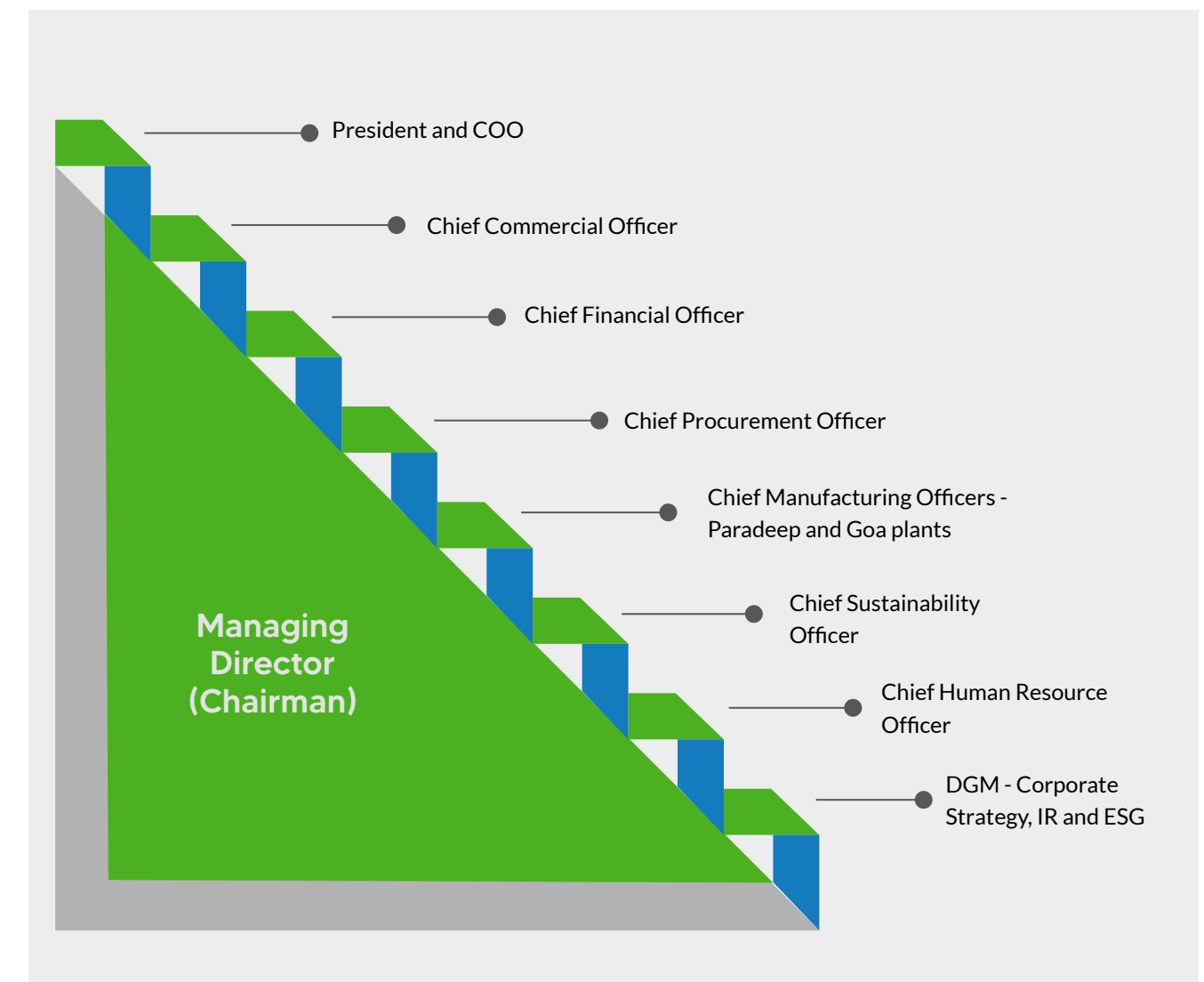
## ESG Governance

At the heart of our Environmental, Social, and Governance (ESG) efforts lies our ESG Steering Committee, which plays a pivotal role and has a broad set of responsibilities, including the formulation of a comprehensive ESG strategy. The committee is responsible for the execution of initiatives and policies aligned with the strategy, and vigilant oversight of their implementation. Furthermore, it manages effective communication channels for employees, investors, and stakeholders to engage them on ESG matters. The ESG Steering Committee maintains continuous

vigilance over sustainability-related developments, with a clear objective of enhancing our understanding and engagement with ESG principles. It also assesses the company's sustainability performance and provides regular updates to our Promoters, Investors, and Board of Directors, thereby promoting transparency and accountability.

Led by our Managing Director, the committee comprises of experienced members representing key business functions, bringing diverse perspectives to effectively manage ESG matters. The

Committee provides quarterly updates on ESG priorities and progress achieved to the Board of Directors. With a well-defined mandate, the ESG Committee is responsible for overseeing and monitoring the implementation of strategies and processes, ensuring that our operations align with our ESG objectives. In essence, our firm commitment to responsible business practices underscores the significance of ESG principles in creating enduring value for all stakeholders and the broader community.







## Guiding Principles for Our Business

We have established a governance mechanism anchored in trust, ethics, and accountability, with a strong emphasis on transparency and responsibility to all stakeholders. The framework is further fortified by the enforcement of rigorous internal controls and systems that provide clear guidance for

executing processes and operational strategies. Within this framework, our ESG (Environmental, Social, and Governance) approach is bolstered, reaffirming its commitment to responsible and sustainable business practices. We have also developed a comprehensive set of policies in alignment with ESG principles

to enhance governance practices and showcase its commitment to responsible business conduct.

In FY 2022-23, we reported zero cases of conflicts of interest, sexual harassment, and customer complaints.

Policy	Guidelines
<b>Code of Conduct</b>	Our Group-wide Code of Conduct sets forth clear directives and standards for all employees about ethical behavior and business practices. It is closely linked to the organization's core values and serves as a comprehensive guide to upholding the utmost ethical standards. The Code includes aspects around anti-corruption and bribery, conflict of interest, the confidentiality of information, insider trading, environment, health and safety, harassment, discrimination, and a safe work environment among others. Additionally, the Code of Conduct delineates effective mechanisms for addressing complaints, with a primary focus on safeguarding employees and expediting the resolution of any instances of non-compliance.
<b>Board Diversity</b>	We place great importance on having a diverse Board of Directors to ensure efficient governance. We have put in place a formal Board Diversity policy, which takes into account various factors such as culture, gender, age, regional background, industry expertise, skills, and knowledge when appointing Board members. This dedication encourages the formation of a Board that is both representative and well-experienced, thereby promoting inclusivity and improving decision-making procedures

Policy	Guidelines
<b>Whistle-blower</b>	We have established a formal reporting system that is accessible to all employees, whether they are permanent, on probation, in a trainee role, or working temporarily. This system enables them to report any confirmed or suspected breaches of the Code of Conduct or unethical conduct. This ensures that our employees have a well-defined procedure to voice their concerns, fostering a culture of integrity and ethics throughout the organization
<b>Corporate Social Responsibility (CSR)</b>	The CSR (Corporate Social Responsibility) policy highlights our commitment to social responsibility and community progress. Recognizing local communities as vital stakeholders, the Company carries out CSR projects in compliance with Section 135 of the Companies Act, 2013. Through adherence to its CSR policy, we strive to create a positive and lasting influence on society. These projects are meticulously designed and executed to tackle social and environmental issues, ultimately contributing to the overall welfare of the communities in which we operate.
<b>Prevention of Sexual Harassment (PoSH)</b>	To establish a workplace that is safe and welcoming for all, we have implemented a comprehensive Prevention of Sexual Harassment Policy. This policy maintains a strict stance of zero tolerance for any instance of workplace harassment. Its primary goal is to cultivate a secure and supportive environment, completely free from all forms of harassment. By promoting a workplace where every employee feels valued and protected, the policy seeks to boost the participation of women in the workforce, ultimately contributing to their economic empowerment and fostering inclusive growth. We are steadfast in upholding this policy and ensuring the well-being and dignity of all its employees.
<b>Integrated Management Systems (IMS)</b>	We have put in place an Integrated Management System (IMS) policy to reinforce its commitment to improving operational efficiency and effectiveness. This policy involves a holistic approach to aligning processes with the procedures outlined by the International Fertiliser Association's (IFA) Protect & Sustain (P&S) initiative. By following these guidelines, we aim to reduce the adverse environmental effects of its products and operations, protect the ecological balance, and conserve biodiversity in and around its facilities. This proactive approach underscores the organization's commitment to sustainable practices and environmental responsibility.
<b>Human Rights</b>	<p>We are dedicated to upholding the human rights of our workforce, communities, business partners, and contractors. In managing our businesses and operations, we endeavor to adhere to the principles of human rights, as outlined in the Constitution of India, and international standards such as the UN's Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.</p> <p>The policy signifies our commitment to conducting business with ethical values and promoting practices that protect human rights across all the regions in which we operate. We follow processes designed to align with the principles of human rights and strongly encourage business partners to likewise respect human rights, adhere to relevant principles, and strengthen the spirit and intent of the policy.</p>





## Navigating the Landscape of Cybersecurity

In today's digital landscape, which includes aspects like cloud computing, online marketplaces, and payment systems, it is imperative to maintain constant access to networks, IT systems, and data. Any deviations from agreed-upon system performance or service disruptions can lead to increased costs and damage a company's reputation. These risks primarily arise from technical malfunctions, human errors, malicious attacks, adverse weather conditions, natural

disasters, or even terrorist incidents. Effectively managing these risks, including the development of contingency plans, is essential for ensuring uninterrupted business operations. As we continue to incorporate technology and digital solutions into our day-to-day business activities, we are acutely aware of the potential issues related to data privacy and security breaches. This drives our commitment to safeguarding sensitive information and ensuring

the safety of our digital assets. Our operational success is intricately tied to the protection of information and the assurance of 'Confidentiality, Integrity, and Availability.' These principles are paramount in maintaining the trust, reliability, and performance of our operations. Safeguarding data, upholding its integrity, and ensuring it remains accessible when needed are fundamental pillars of our business.



### Cybersecurity Governance and Policy

Under Mr. N Suresh Krishnan's oversight, the Risk Management Committee operates independently and bears the responsibility for effective risk management.

The committee is also responsible for managing risks related to cybersecurity and data privacy in the organization. Its primary focus is on identifying, predicting, and mitigating potential emerging risks. It ensures the use of suitable

methodologies, procedures, and systems for monitoring and assessing cybersecurity risks related to our operations. Furthermore, it supervises policy implementation and conducts regular assessments to maintain their ongoing effectiveness.

Our cyber/information security policy is internally available to all employees and it aims to establish a secure and robust cyber environment for both users and businesses.

We are dedicated to reinforcing the regulatory framework that guarantees a secure cyberspace ecosystem for business applications and bolstering the safeguarding and resilience of critical data centers and disaster recovery infrastructure. To achieve this, we have formulated guidelines regarding email encryption, and social media use and implemented strong measures for virus protection and firewall policies.

### Cybersecurity Measures

Cybersecurity is a significant component of our refresher and induction training programs. We keep comprehensive records of all the training sessions conducted during the year. We are committed to conducting regular training sessions to raise awareness about cybersecurity threats and promote best practices. Any instance where an employee violates cybersecurity protocols is taken into account during the annual performance review process. This means that the employee's adherence to cybersecurity policies and their role in maintaining a secure digital environment is assessed as part of their overall performance evaluation at the end of the year. This approach

underscores the importance of cybersecurity as a fundamental aspect of our corporate culture and ensures that all employees are held accountable for maintaining a secure digital environment. The cyber escalation process entails that employees can directly contact the plant IT head in the event an employee notices something suspicious is in place. To raise any concern regarding I.T./cybersecurity an individual can do so by sending an email to [dpmohanty@adventz.com](mailto:dpmohanty@adventz.com).

We also carry out monthly assessments of our IT and cybersecurity systems. These evaluations encompass several key actions, including the removal

of credentials for separated employees, the creation of new user IDs, data backup procedures, and the execution of mock drills, among other activities. User access within SAP is governed by a robust authorization system, which dictates the specific actions they can perform, such as viewing, creating, modifying, or deleting consumer data. This authorization framework plays a crucial role in safeguarding customer information. In addition to SAP authorization, we have implemented a multi-layered security approach. This includes firewalls, regular data backups, and stringent password policies, all working together to protect customer data and maintain its integrity.

### Cybersecurity Infrastructure

We understand that the cyber threat landscape continues to expand and evolve, therefore, we are firmly committed to safeguarding the security and resilience of our networks and information systems. The connectivity between our Data Center (DC) and Disaster Recovery (DR) sites is established through a secure MPLS VPN connection, which is further strengthened by a firewall. External Internet Leased Lines (ILL) are terminated at this firewall to enhance security. Additionally, we have implemented Office 365 (O365) with point-to-point encryption hosted within the Microsoft India cloud to safeguard our data. To protect our network, all endpoint devices are equipped

with robust antivirus protection. Furthermore, our commitment to security includes third-party annual Vulnerability Assessment and Penetration Testing (VAPT) to proactively identify and address potential vulnerabilities.

Our IT team has implemented the SAP enterprise resource planning (ERP) system, which is seamlessly integrated with all our departments, and supported by robust infrastructure. This integration extends to various functions, including sales and distribution, material management, finance, HR, and more, all of which are automated for enhanced efficiency. In addition to this,

our IT department has equipped our users with email and team meeting tools to facilitate effective communication.

We have established business continuity and contingency plans, along with incident response procedures, to ensure the swift restoration of business operations in the event of a significant IT infrastructure disruption at our main Data Centre (DC). These plans undergo quarterly testing to verify their effectiveness. In the reporting year, there were zero instances of data breaches. Also, zero data breaches involving personally identifiable information of customers were reported.





## Innovation with a Transformative Digital Focus

We acknowledge the critical importance of elevating technological integration and embracing digitization to optimize our operational efficiency. Across all facets of our operations, we have adopted **SAP S/4HANA**, an integrated ERP analytical business solution. This robust system

enables us to execute transactions and analyze our business data in real time, thus facilitating data-driven decision-making and real-time performance management. Furthermore, it promotes seamless collaboration and knowledge sharing across all our business units. Additionally, we've implemented

supplementary systems, such as the SAP-integrated agri sales portal, which serves our field sales force, handling agents, transporters, and dealers by facilitating sales, stock transfers, e-invoicing, and dealer statement of accounts, among other functions.

### Digital Transformation of Agricultural Services

We are committed to enhancing its range of services for farmers by embracing digitalization in agriculture. This strategic initiative commenced with the establishment of an in-house digital ecosystem, and through partnerships with external digital firms, we have developed modernized portals and applications. This has played a pivotal role in cultivating a robust digital environment. Furthermore, the Indian fertilizer industry has witnessed transformative shifts

with the implementation of mFMS (Mobile-based Fertilizer Monitoring System), which enables the tracking of fertilizer sales down to the individual farmer level via Point of Sale (POS) devices. Additionally, we are harnessing the power of social media and customer data to optimize its operations using cutting-edge AI and ML technologies, including chatbots and Robotic Process Automation (RPA). To ensure comprehensive utilization and extended reach, our on-site experts

offer implementation guidance and support to the agricultural community.

Furthermore, we've introduced a mobile application called "**Jai Kisaan-Sampark**" as part of our efforts to broaden our engagement with the farming community. These initiatives are poised to empower PPL to provide better service to its customers and contribute to the growth of the agriculture sector.

## Tax Transparency & Reporting

We recognise the vital role taxes play in promoting economic and social progress, particularly in nation-building and we acknowledge the significance of our tax contributions. These contributions are integral to our dedication to fostering sustainable, responsible, and socially inclusive development for the well-being of all stakeholders. Our Tax policy underscores our dedication to responsible corporate citizenship. We are committed to adhering to all Indian taxation laws since we currently operate exclusively within a single geographical territory. In addition to timely corporate income

tax payments, property taxes, and other indirect taxes such as customs duty and Goods and Services Tax. We actively collect and remit substantial amounts of tax on behalf of various entities throughout the value chain, including our employees.

We maintain stringent tax governance standards and align with stakeholder expectations. Our focus is on corporate governance and transparency when it comes to managing our tax matters. The tax function, working closely with the Chief Financial Officer (CFO), is responsible for tax governance. The

Audit Committee provides oversight and guidance on tax governance, and the Risk Management Committee oversees and guides effective tax risk management. As a result, both the Audit Committee and the Board of Directors approve this Tax Policy. The tax team, under the guidance of the CFO, implements it within the overall control and governance framework of the Group. We understand the significance of maintaining a responsible and transparent approach to tax management. Our Annual Report covers all the information pertaining to effective tax rates.



# Risk Management

Risk management is a critical component of corporate governance and sustainability for a company. It plays a pivotal role in safeguarding a company's operations, reputation, and long-term success. Effective risk management allows an organization to identify, assess, and mitigate potential threats and uncertainties that could impact its financial health, operational efficiency, and stakeholder relationships. By proactively addressing risks, companies can better protect their investments, assets, and resources. Furthermore, it ensures compliance

with laws, regulations, and industry standards. This not only avoids legal and regulatory fines but also upholds reputation and public trust.

At PPL, risk management is of paramount importance. Due to the nature of the business, the manufacturing process involves handling hazardous materials and processes that can pose a range of environmental, health, and safety risks. Failure to manage these risks can lead to environmental contamination, health hazards for employees, and potential regulatory

non-compliance(s). Furthermore, we are highly exposed to supply chain risks, given the dependency on raw materials, and distribution networks. A sound risk management process helps ensure a reliable supply of critical inputs, plan for contingencies, mitigate disruptions, and thereby maintain production continuity and customer satisfaction. Similarly, various other inherent and residual risks exist, which led us to consistently seek out mitigation strategies to minimize their detrimental effects.

## Risk Governance

Our Risk management policy outlines the overall management framework. It highlights the company's step-by-step procedure which includes risk identification, evaluation, prioritization, and mitigation plan. The risks that are being identified are displayed in a structured format in the Risk Registers. The Register facilitates the description and assessment of risks. The maintenance of the Register is the responsibility of the Internal Audit Department. Periodically, it is constantly updated/reviewed based on the inputs received from the divisional heads. PPL reviews its risk management policy (or company's risk exposures) at least once in two years.

The Board of Directors holds the overall responsibility of oversight of the risk management framework and related policies. They define the risk

strategy, key areas of focus, and risk appetite for the company. The Board of Directors is further supported by the Audit Committee. It assists the Board in carrying out its oversight responsibilities relating to PPL's (a) financial reporting process and disclosure of financial information in financial statements and other reporting practices, b) internal control, and c) compliance with laws, regulations, and ethics (d) financial and risk management policies.

At an operational level, the Risk management committee is a responsible committee to manage, mitigate and coordinate risks on an ongoing basis. It ensures that appropriate methodology, processes, and systems are in place to monitor and evaluate risks associated with the business of the Company. The members of the committee include

Mr. N. Suresh Krishnan (Chairman and CEO), Mr. Dipankar Chatterji and Mr. Karim Lotfi Senhadji. Mr. Alok Saxena is the Head of Risk. The Risk Management Committee and the internal audit department are structurally independent of the business lines.

In compliance with the requirements of Regulation 25(7) of the Listing Regulations, the Company has put in place a Familiarisation Programme for the Independent Directors on various topics covering operations, functional overviews, business performance and opportunities, risk management framework, regulatory environment in which the Company operates, etc. Currently, 1 Non-Executive Director (out of a total of seven Non-Executive Directors) have industry experience in Risk Management.







## Emerging Risks

To create long-term value, it is crucial to consistently identify potential risks and be prepared to address them as needed. Given the increasing global economic, environmental, and social trends that could directly impact the chemical sector and market, it is

exceedingly important to assess and establish strategies for risk mitigation. As a result, we have collaborated with stakeholders to gain a thorough understanding of these risks. We have identified the most critical upcoming risks that pose challenges for our operations

in the medium to long term. For us, emerging risks are those that could threaten our business over the next 5-10 years. This approach enables us to proactively manage these risks and safeguard our business.

### Geopolitical Volatility

Geopolitical volatility refers to the instability, unpredictability, and changes in the political, economic, social, or diplomatic landscape among nations or regions. It poses a significant risk for us as we are heavily reliant on raw material procurement from regions like Morocco, Jordan, Qatar, and Saudi Arabia. The nature of geopolitical instability in these regions includes political tensions, conflicts, changes in government policies, trade disputes, and regional instability. Any disruption or conflict in these countries can directly impact the

supply chain and the cost/availability of raw materials for the company.

Due to the dependency of procurement from these regions, it can significantly affect the continuous supply due to various factors. Any geopolitical tensions or conflicts in these sourcing regions could lead to supply chain disruptions, causing delays or shortages in raw material supply. This would impact production schedules, increase costs, and impact business's overall profitability. Prolonged disruptions

or inability to maintain a steady supply might affect our reliability and reputation among clients, potentially leading to a loss of market share or customer trust. Geopolitical volatility often results in fluctuating prices, increased transportation costs, or sudden regulatory changes. This uncertainty can make it challenging for us to forecast expenses accurately, which may impact budgeting and disrupt financial stability.

To mitigate these risks, PPL is actively implementing strategies

such as diversifying its supply chain network and exploring local sourcing options. Major raw materials Natural Gas, furnace oil, rock phosphate, potash, ammonia are procured through long term contracts. These contracts set fixed rates and quantities for certain periods, typically lasting from a quarter to a year. They are checked every quarter or year for potential

changes. Additionally, comparisons with industry standards and similar companies are made regularly to make ongoing improvements.

Also, PPL has formulated and is in the process of implementing a **Responsible Supply Chain Framework** targeted to assess the extent of ESG risks for a supplier. It includes identifying its critical

suppliers as per its procurement spend and through globally accepted standards. Further, through a desk-based assessment, suppliers' ESG risk or maturity is assessed. We have also planned to conduct capacity-building and awareness sessions to help our suppliers grow their sustainability practices and minimize risks.

## Technology and Digitalisation

In fertilizer manufacturing, advanced technologies like IoT (Internet of Things), AI (Artificial Intelligence), and digitalization play a pivotal role in enhancing efficiency, sustainability, and competitiveness. These technologies enable real-time monitoring and control of manufacturing processes, ensuring optimal resource utilization and minimizing waste. AI-driven predictive maintenance helps prevent costly equipment breakdowns, while IoT sensors can monitor environmental factors and adjust production accordingly. Digitalization facilitates seamless data integration, allowing for better decision-making and supply chain optimization. Additionally, these technologies enable precision agriculture, ensuring that fertilizers are applied in the right amount and at the right time, reducing environmental impact

and increasing crop yield. Overall, embracing these advancements is essential for staying at the forefront of innovation and sustainability in the chemical and fertilizer industry.

Growth is built on progress and innovation, and technology and digitalization are key to staying competitive. Failing to seize these opportunities can lead to diminished economic, environmental, and social performance in both the immediate and long-term. Even though tech and digitalization bring great advantages, they also come with risks. Relying more on digital systems and networks can make them vulnerable to cybersecurity threats.

At PPL, we have a SAP system to manage and process data. SAP integrates data from various departments and processes within a company, creating a centralized

repository for different types of data, such as financial, sales, inventory, and human resources data. This integration ensures data consistency and reduces redundancy. SAP offers robust security features to protect sensitive company data. It includes user access controls, encryption, and audit trails to ensure data integrity and prevent unauthorized access.

We have also implemented an integrated Information Security Management System (ISMS) aligned with ISO 27001 standards. This system ensures that PPL maintains a consistently high level of cyber maturity, adapting to the evolving context of the business. Additionally, we have a business continuity plan to ensure continuous operations in times of unexpected disruptions, such as natural disasters, cyberattacks, or other emergencies.





## Nurturing a Resilient Risk Ecosystem

A strong risk culture, reinforced by training, awareness sessions, escalation procedures, and more, is vital for cultivating a robust risk environment. It empowers employees at all levels to recognize, assess, and respond to risks effectively. Secondly, it

fosters a proactive approach to risk management, reducing the likelihood of costly incidents. Thirdly, it ensures that risk-related knowledge is disseminated company-wide, promoting collective responsibility for risk mitigation. Additionally, a strong risk culture

enhances decision-making, compliance, and the organization's ability to adapt to changing risk landscapes. Ultimately, it safeguards the company's reputation, resilience, and long-term success, making it an indispensable asset in today's dynamic business environment.

### Reflection of PPL's Risk Culture

<b>Incentives that Incorporate Risk Management Metrics</b>	▶ While on an ongoing basis, the risk management committee is responsible for handling the risks, the board of directors also holds the overall responsibility and oversight of managing it across the organization. Any significant disruption due to mismanagement may impact the overall performance and, consequently, the variable payout of the board members.
<b>Focused Training Throughout the Company</b>	▶ All employees undergo mandatory annual refresher training workshops on aspects of Company policies, including the Code of Conduct, risk management policy, processes, statutory and regulatory compliances, and the associated risks.
<b>Internal Controls</b>	▶ Each year, a formal risk assessment is conducted to identify the threats to the company; to determine the risk of these threats occurring, and to recommend appropriate safeguards and countermeasures to reduce both the likelihood of threat occurrence and the effects produced if the threats are realized. ▶ Also, periodically the internal auditor carries out reviews of the various systems of the Company using a risk-based audit methodology. The internal auditor is charged with the responsibility for completing the agreed program of independent reviews of the major risk areas and is responsible to the audit committee which reviews the report of the internal auditors on a quarterly basis
<b>Inclusion of Risk Management Criteria in the HR Review Process</b>	▶ We have implemented thorough risk-reduction strategies to address significant risks connected to key departments and their objectives. These strategies involve evaluating employees' abilities to monitor and handle risks as part of their annual performance reviews. Moreover, during the employee onboarding process, we conduct background checks to verify their education, employment history, and, to the extent allowed by law, their criminal background. This is done as a precautionary measure to minimize risks.
<b>Robust Measures to help Employees Proactively Identify Risks and Report it</b>	▶ If an employee has identified any risk and wants to report it, can simply reach out to his/her manager or human resource personnel and share his concern. Also, as part of our whistleblower mechanism, an employee can raise his/her observation and mitigate any adverse incident before it occurs.

<b>Incorporation of Risk Criteria in Product Development and Approval</b>	▶ We have taken various control measures to minimize risks during production and in the approval process. The Production, marketing, and purchase teams conduct a review meeting every fortnight to assess the gaps or concerns. The major concern generally is the constant availability of raw material including other requirements such as availability of water, etc. On the basis of the production plan and monthly targets, the procurement plan is drawn out. Material Requirement planning runs are done on a quarterly basis to incorporate any changes. To minimize water concerns, regular engagement with the government along with industrial associations is done to ensure an adequate supply of water. Also, minimizing production loss due to breakdown is another concerning factor. Therefore, safe operating procedures & periodic preventive maintenance plans are devised. The safety interlocks in the automation system are continuously assessed for correct working.
<b>Processes for Continual Improvement of Risk Management Measures</b>	▶ Corporate responsibility and Sustainability activities are monitored on a regular basis by the board and senior management to uphold the company's reputation and meet social responsibilities. ▶ The risk management team conducts periodic assessments and updates its risk register accordingly. ▶ Efforts include identifying potential risks and taking action to minimize them. Conducted water risk assessment for both of our manufacturing sites. Initiated and implementing a biodiversity risk assessment for Paradeep site involving assessing impact on flora and fauna within the radius of 10 km. Developed and are in the process of implementing a standalone Environmental policy, Tax policy, Supplier code of conduct, and Human rights policy. Implementing a responsible supply chain framework to assess the ESG maturity and risk in its supply chain. All these initiatives are a testament to developing a resilient risk culture.



# Our People Strategy

Our exceptional and dedicated workforce is a testament to PPL's constant growth. Our Human Equity stands as one of the core pillars in our pursuit of conducting business profitably and sustainably. Therefore, we prioritize fostering a culture where they feel valued, supported, and safe. We aim to provide a work environment wherein they can thrive, perform at full potential and achieve success. We intend to

nurture our people in a way that empowers them, ensuring they have a rewarding and satisfying overall experience.

During the reporting period, our workforce comprises 1476 permanent employees; 893 employees at PPL Paradeep and 583 employees at PPL Goa. Our employees are integral to our success, and providing them with support and care is fundamental to our values

at PPL. Our systems, policies, and processes are aligned with industry benchmarks and facilitate the creation of a safe and inclusive environment, conducive to development and growth for all the employees. This approach ensures that we can attract and retain the right talent while also delivering on our commitment to long-term value creation for all our stakeholders.



## Unity in Diversity, Strength in Inclusion

Diversity and inclusivity in the workplace create an atmosphere of respect and collaboration. A culture where people wish to provide new ideas, discuss, and seek its implementation. It helps them as well as an organization to grow and flourish. At PPL, we try to seek diversity in our workforce at all levels and we consistently strive to become an organization that can accommodate people beyond their gender, disabilities, religion, nationalities, etc. Leveraging the potential of our diverse

workforce ensures that we remain competitively advantageous, secure economic growth and carry out our duties as a responsible corporate citizen. We aim to provide an environment wherein our people can inspire each other to achieve their potential, characterized by transparency, ethics, and accountability.

We have further institutionalized this commitment through our Board Diversity Policy which ensures robust and diverse representation

within our leadership. It enables the fostering of a culture that thrives through diversity and provides for an inclusive space for all. This is also reflected in our approach to hiring and recruitment wherein we focus on the right talent for the right role, irrespective of gender, religion, caste, and region. Apart from this, we also celebrate all festivals in PPL to provide for a work environment that celebrates diversity, promotes unity, and gives a chance to the workforce to come together and relieve stress.

## Talent Cultivation and Retention through a People-Centric Approach

In FY 2022-23, Paradeep Phosphates Limited (PPL) has demonstrated a strategic emphasis on talent acquisition and retention, aligning with its core values of trust and excellence. Adhering to a comprehensive Recruitment Policy, PPL employs diverse channels to attract top-tier talent, resulting in the successful onboarding of a substantial number of permanent employees. We recorded a turnover rate of 9%, and are focussed on

providing opportunities for career growth, and industry-competitive rewards to our employees.

PPL places significant importance on the holistic development and well-being of its workforce, emphasizing a robust approach tailored to individual's needs and aspirations. Regular team reviews, goal-setting sessions, and town halls have proven effective in fostering teamwork and enhancing alignment within the workforce and organization.

Employee feedback is highly valued, with multiple channels provided for expressing opinions, raising concerns, and assessing satisfaction levels.

To gauge employee perceptions and pinpoint areas for improvement, PPL recently conducted an annual employee satisfaction survey. The company has also instituted an effective grievance redressal mechanism, ensuring prompt resolution of critical matters.

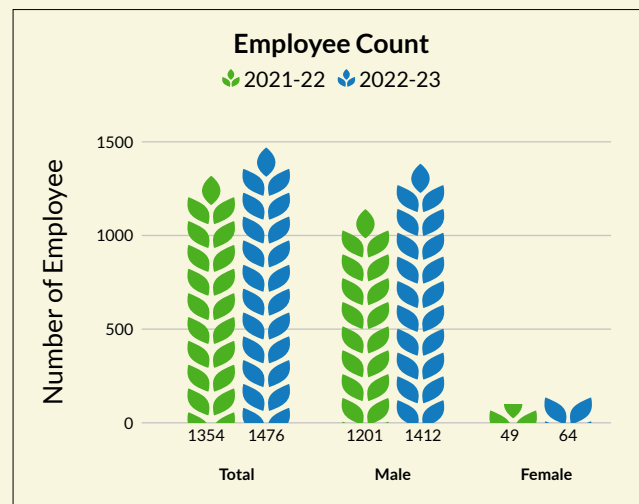


Fig. Employees Count

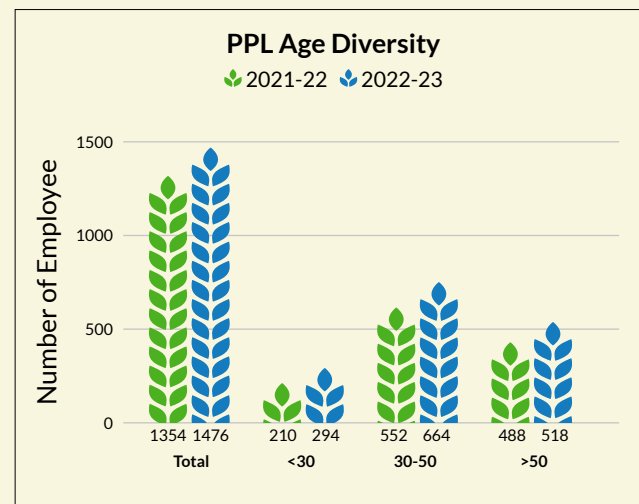


Fig. PPL Age Diversity 2022-23

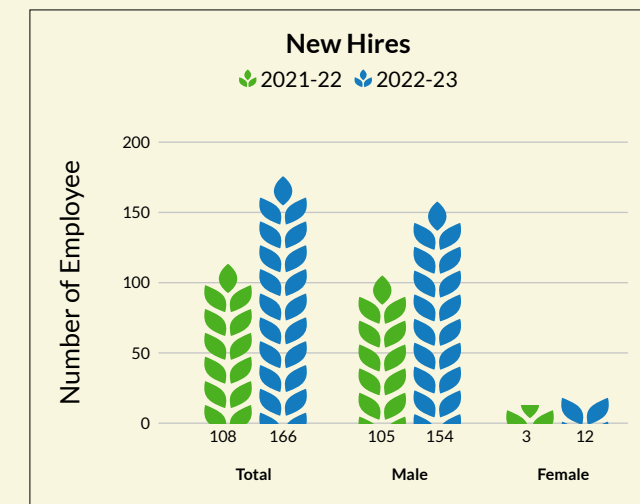


Fig. New Employee Hires

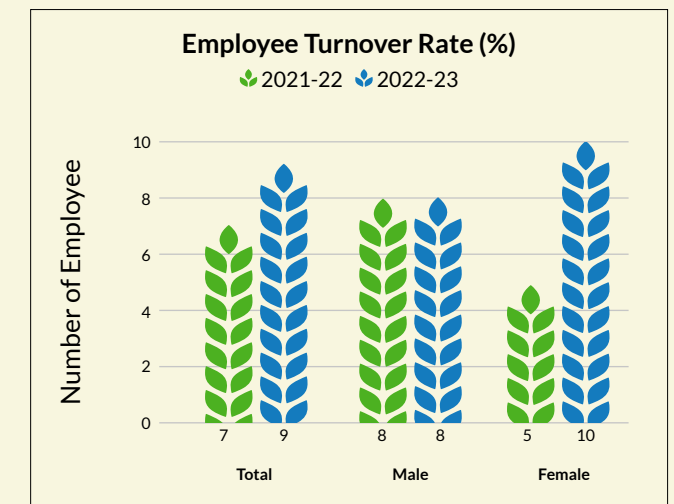


Fig. Employee Turnover Rate





## Learning and Development

At PPL, we are dedicated to nurturing a culture of continuous learning within our organization, recognizing it as a cornerstone for high performance and adaptability. Our approach involves facilitating the development of high-performing teams, fostering agile and adaptive work methodologies,

and strategically upskilling and reskilling employees by evolving requirements. During the reporting year, we recorded an average training of 43 hours and average training spend of ₹20,105.

Upon induction, all employees undergo mandatory training on our

Code of Conduct, Values, and other essential policies. Refresher sessions on company policies, addressing issues like anti-money laundering, prevention of sexual harassment, and cybersecurity, are conducted regularly.

Comprehensive technical and behavioral training opportunities are extended to enable holistic development and career growth. Technical training, delivered through partnerships with specialist training providers or internal teams, occurs at regular intervals based on individual and business needs. Behavioral training focuses on developing leadership and interpersonal skills. At PPL Goa, leadership training sessions are offered to enhance managerial skills across all levels. Annual team-building sessions are conducted to foster a collaborative and personally excellent work environment.



In addition, we provide self-learning opportunities, empowering employees to enhance their personal and professional skills. For those aspiring to higher education, we offer grants of up to ₹12,000 for graduation/diploma in engineering or equivalent and ₹30,000 for graduate professionals.

### Nayi Disha Programme

As we recognize the pivotal role of human capital in driving organizational success, we consistently organize tailored training programs to enhance employees' skills. The 'Nayi Disha' off-site program, conceptualized last year, exemplifies our unwavering commitment towards the same. It was led by seasoned corporate training professionals, and the program aimed to instill resilience, team spirit, and leadership qualities among 333

employees across various levels through nine batches during FY 2022-23.

Our sessions, totaling 5328 man-hours, featured a dynamic blend of live activities, games, green-field imaginations, extempore presentations, and discussions covering crucial topics like leadership, strategic planning, execution, communication, collaboration, time management, and work-life balance. Conducted in disparate locations across

India, including Munnar, Jaipur, Kausali, Jim Corbett, Chail, Goa, Dharamshala, and Darjeeling, the program offered a diverse and immersive learning experience.

Our commitment to cultivating human talent is evident in the success of the 'Nayi Disha' initiative. Going forward, we remain dedicated to the continuous development of our organizational family, with plans to introduce subsequent versions of 'Nayi Disha.'





## Employee Engagement

At PPL, we prioritize employee engagement and well-being by nurturing a lively community through various clubs and sports activities. Noteworthy among these are the Paradeep Phosphates Employees Recreation Club (PPEREC), Management Recreation Club (PPOC), PPL Ladies Club, and the Mandir Committee. These clubs provide platforms for recreational activities such as billiards, table tennis, swimming, and movie screenings. By actively participating in these clubs, employees not only enjoy leisure activities but also contribute to team-building and enhance interpersonal relationships.

At our Goa plant, we have established clubs like Jai Kisaan Club, Management Club, and Jai Kisaan Ladies Club, further enriching the work experience for our employees.

Along with that, on the 1st of October 2023, our dedicated workforce enthusiastically participated in a Shramdaan - for Swatcchata. The initiative was a reflection of the shared values for cleanliness and pride in maintaining a conducive workplace for everyone.

In addition to recreational activities, PPL places a strong emphasis on safety and organizes campaigns and competitions during significant

events like Road Safety Week, National Safety Week, Fire Safety Week, and National Electrical Safety Week. These initiatives are designed to raise awareness among employees about health and safety practices, cultivating a secure and informed work environment.

Recognizing the importance of cultural diversity, PPL celebrates all festivals, promoting an inclusive workplace where employees from various backgrounds come together to celebrate. This commitment to engagement, safety, and diversity underscores our dedication to creating a holistic and enriching work environment for our employees.





## Performance Management

At PPL, a robust performance management system comprises three distinct appraisal methods tailored to foster employee growth and organizational adaptability.

The 'Management by Objectives' (MBO) approach is a cornerstone, providing a structured annual assessment that aligns individual goals with organizational objectives. It is implemented every year.

A 'Multidimensional Performance Appraisal,' incorporating 360-degree feedback, is employed at least yearly. This method ensures a comprehensive evaluation, gathering insights from peers, subordinates, and supervisors to offer a well-rounded perspective on an employee's performance.

We also have 'Agile Conversations' as a crucial component of our performance management strategy. These conversations, conducted at least yearly, facilitate ongoing feedback and adaptability, creating a dynamic workplace culture.

In essence, PPL's performance appraisal systems blend goal-oriented approaches with multidimensional insights and agile communication, collectively shaping an environment conducive to individual development and organizational resilience.

## Employee Well-being Initiatives

At PPL, we stand committed to the well-being and satisfaction of our valued employees, offering a comprehensive range of benefits that prioritize their health and security. Our robust insurance coverage includes Group Health Insurance, Group Personal Accident Policy, and Group Term Life Insurance, surpassing statutory requirements with Employee Compensation Insurance and coverage under the Employee State Insurance scheme.

Understanding the pivotal role of a motivated workforce, we provide enticing benefits such as Bonus/ Ex-Gratia and production-linked incentives for our non-management staff. This not only cultivates a sense of appreciation but also aligns the success of our employees with the growth of our organization.

We place a premium importance on work-life balance and employee engagement, offering flexible

working hours and a work-from-home arrangement to contribute to a positive work environment. This flexibility allows our employees to tailor their schedules to meet both personal and professional needs. Additionally, we prioritize employee well-being through regular health check-up policies, ensuring proactive health management for our dedicated workforce.

## Employee Engagement Survey

We conducted an Employee engagement survey to gain valuable insights into our employees' perceptions and experiences within the organization. The survey primarily delves into four major aspects of the employee experience, allowing our workforce to rate their satisfaction across these dimensions. These dimensions include job satisfaction, motivation and value, happiness, and stress at the workplace.

The survey comprehensively addresses the dynamics of relationships within teams and with managers. It explores aspects such as encouragement from supervisors, the value placed on individual opinions, the promotion of a sense of community and shared purpose, the supportiveness of team members, and the equitable treatment by managers.

In summary, we view our employee engagement survey as

a dynamic instrument for gauging the pulse of our organization. The insights gathered through this comprehensive survey empower us to make informed decisions, implement targeted improvements, and ensure that our workplace reflects the values of inclusivity, support, and continuous growth. By actively seeking and valuing employee feedback, we strive to create an environment where our workforce thrives both personally and professionally.

Employee Satisfaction Index (ESI) - 65.8







## Human Rights

PPL has a zero-tolerance approach to child labor, forced labor, discrimination, or violation of human rights. We recognize the pivotal role of human rights in creating a responsible and ethical business. Committed to

principles outlined in international frameworks, PPL's Human Rights Policy establishes a foundation for fair labor practices, safe working conditions, and community engagement. It reflects our dedication to developing a

workplace that respects diversity, ensures employee well-being, and contributes to sustainable community development. Our Human Rights Policy places a strong emphasis on the following aspects:

### Equal Opportunity and Non-Discrimination

Ensuring an inclusive work environment without discrimination based on caste, creed, religion, or age.

### Prevention of Harassment

Upholding a zero-tolerance policy towards all forms of harassment, fostering a safe and respectful workplace.

### Labour Standards

Offering competitive remuneration, adhering to applicable laws, and providing a robust social support system for employees and their families.

### Safe and Healthy Workplace

Prioritizing employee safety, health, and well-being through continuous risk assessment and awareness programs.

### Prohibition of Child Labour and Forced Labour

Demonstrating a commitment to eradicating child labor, forced labor, and human trafficking.

### Right to Privacy

Safeguarding the privacy of employees and stakeholders, ensuring responsible handling of personal information.

### Anti-Corruption

Maintaining zero tolerance towards bribery or corruption, fostering a culture of integrity and transparency.

### Freedom of Association:

Recognition and respect of the right of its employees in the exercise of freedom of association in matters related to their employment, as per policies and procedures of the Company and the applicable laws, without them having any apprehension.

Additionally, the company ensures adherence to minimum wage guarantees, underscoring its dedication to fair labor practices. Rigorous background checks during the recruitment process exemplify PPL's commitment to maintaining a safe and secure work environment. The establishment of a robust grievance redressal mechanism further highlights PPL's proactive approach to addressing employee concerns and nurturing a culture of open communication. The grievance redressal process

ensures a timely resolution by employing a three-tier escalation system. This approach allows aggrieved employees the flexibility to address concerns through various channels, fostering transparency and accountability in the resolution process. Contractual workers can utilize a Grievance Redressal Mechanism forum, providing a direct avenue to approach their immediate Head/ Supervisor/Manager for resolving grievances.

Our Code of Conduct prohibits discrimination of any kind, on grounds of race, color, religion, age, gender, sexual orientation, nationality, disability, political opinion, and other factors. PPL's human rights commitment extends beyond its immediate workforce, encompassing the supply chain. The Supplier code of conduct specifies prohibition of human and labor rights and suppliers have to provide an undertaking to abide by the requirement.



## Occupational Health and Safety

Occupational Health and Safety (OHS) focuses primarily on protecting employees in the workplace from accidents, injuries, and exposure to harmful substances. Apart from direct exposure to hazardous Chemical Substances, the fertilizer industry also involves physical hazards or chemical hazards due to fumes/particles produced from granules, pellets, etc. Any health and safety incidents in an organization not only impact a company's smooth functioning but also its reputation.

As a responsible employer, we are committed to ensuring our workplace is safe and healthy, with no accidents or illnesses, especially when many workers handle and work with and around hazardous chemicals. Our facilities are designed with the highest safety standards and state-of-the-art safety controls. To reduce the exposure of staff to occupational health and safety hazards, we have been implementing robust procedures at both of our plants. Both of our sites are ISO 45001

(Occupational Health and Safety Management Systems) certified. We have formulated a comprehensive policy that extends to commitment with regard to Occupational Health & Safety in business operations to minimize risk to our personnel, business associates, and community by preventing pollution, injury, and ill health & strive for continual improvement in EHS management and performance.

Apart from that, we train our employees and workers by organizing regular health and safety training. An annual safety training calendar is prepared to conduct the training periodically. These trainings are conducted both off-site i.e., classroom training and on-site. We prepared Hazard Identification and Risk Assessment (HIRA) and have conducted HAZOP Study and Process Safety Audit including observations by external agencies

as well as by the Central Inspection Co-ordination Group (CICG) constituted by the Government of Odisha.

We implement proactive and preventive measures to manage safety risks and spread awareness of the importance of healthy lifestyles. Various measures such as emergency preparedness action plans, fire safety measures, emergency training, and routine

electrical safety audits amongst other targeted interventions have also been institutionalized. Additionally, workers in hazardous process areas undergo separate special health checks, and chronic disease follow-ups. To increase awareness and adoption of industrial best practices, we conduct Industrial Hygiene & Ergonomic Surveys in collaboration with external agencies.





## Health and Safety Committees

To foster an environment of collaboration and representation, we have formed safety committees at both our units. These committees have the mandate of promoting health and safety in the workplace and ensuring oversight of a safe working environment.

At PPL Paradeep, the Central Safety Committee and the Zonal Safety Committee play pivotal roles in fostering a robust safety culture within the organization. The Central Safety Committee shoulders the responsibility of promoting health and safety activities while

formulating strategic approaches to enhance overall safety performance. This involves conducting monthly safety committee meetings, performing regular safety audits, encouraging the reporting of unsafe conditions, and delivering daily safety briefings at the gate. Worker participation is actively encouraged through involvement in safety processes, incident investigations, job safety analysis (JSA), and the facilitation of hazard identification and risk analyses, including Root Cause Analyses (RCA). On the other hand, the Zonal Safety Committee

is tasked with monitoring hazards and implementing preventive measures in the field. Like its central counterpart, it conducts monthly safety committee meetings, safety audits, and daily safety briefings at the gate, with a specific focus on worker participation in monitoring hazards and executing preventive measures in the field. Together, these committees contribute to a comprehensive safety management system, ensuring the well-being of employees and addressing potential risks across centralized and field operations.

PPL Paradeep		
Name of the committee	Number of Members	Level of Constituency
Central Safety Committee	40	Unit Head Level
Zonal Safety Committee	149	Sectional Head Level

PPL Goa		
Name of the committee	Number of Members	Level of Constituency
Safe Operations Committee	12	Unit Level Head
Works Safety Committee	17	Unit Level Head
Central Safety Committee	14	Management and Non-management workers
Sectional Safety Committee	96	Plant/Sectional Head
Contractor Safety Committee	22	CGM - Maintenance

Together, these committees form a comprehensive safety net, fostering a workplace culture where the well-being of every individual is paramount.

## Chemical Safety

Chemical safety at PPL is of enormous importance due to the nature of our operations as we are extensively involved in the production and handling of chemicals, specifically phosphates and ammonia. Recognizing the potential hazards associated with these chemicals, the company, particularly at the Paradeep facility, has implemented various initiatives to minimize the harmful impact on employees and the surrounding environment.

Understanding the possible consequences of chemical incidents, the company emphasizes that any lapses in chemical safety can have detrimental effects on its reputation among stakeholders, customers, and investors. Major accidents or environmental incidents could disrupt operations, leading to production delays or shutdowns, thereby impacting the company's financial performance. The company's proactive approach, commitment to safety at all levels,

and collaborations to enhance safety knowledge across its value chain underscore its dedication to mitigating risks associated with chemical handling and ensuring a secure working environment.

To ensure chemical safety, the company has developed comprehensive Standard Operating Procedures (SOPs) and safety manuals that provide clear instructions on the safe handling of chemicals. We conduct regular

internal and third-party audits and the results get shared at the senior management level which thereby ensures ongoing compliance and continuous improvement.

Moreover, the company prioritizes employee training through periodic meetings and discussions, empowering them to proactively identify hazardous conditions and unsafe practices. Adequate personal protective equipment (PPE) is provided to ensure safety

in the storage, handling, and transportation of chemicals.

Beyond internal safety measures, the company extends its commitment to safety throughout its value chain. Recognizing a gap in safety knowledge among transporters, the company collaborated with the CSIR-National Environmental Engineering Research Institute (CSIR-NEERI) to create Standard Operating Procedures (SOPs) for spill cleanup

and soil decontamination in the event of accidental chemical spillages.

The commitment to maintaining the highest safety standards is evident in the company's laboratories, where detailed SOPs and safety manuals guide employees in safe behavior. Regular audits and proactive measures ensure the continuous improvement of safety protocols.





## Measures taken by PPL to address OHS related Challenges

Safety Training and Awareness	Infrastructure and Safety Measures	Certification and Standards	Risk Management and Recognition
<ul style="list-style-type: none"> <li>• Daily safety talks at entry gates for contractors and safety personnel.</li> <li>• Periodic refresher safety awareness sessions, known as 'Gyaan Sabha,' conducted for all employees.</li> <li>• Safety rules prominently displayed across facilities.</li> <li>• Regular safety sessions led by supervisors, including monthly business partner safety meetings.</li> <li>• Audio-visual safety induction provided in multiple languages for new entrants.</li> <li>• Basic safety training depending on the nature of the work and safety training on working at heights, gas cutting/ welding safety, handling of chemicals, electrical safety, safety training for confined space entry, safety training on ammonia handling, firefighting training, safety work permit training, machine guarding.</li> </ul>	<ul style="list-style-type: none"> <li>• Water pond created at SAP plant for accidental acid splash incidents.</li> <li>• New committee for monthly physical inspection of lifting tools and tackles.</li> <li>• Addressable fire detection system installed at Navratna Building and emergency control room.</li> <li>• New road safety signage installed, including cat eyes, median markers, and reflectors.</li> <li>• Well-maintained workplace model, 'AANAA,' initiated at SAP, CPP, WTP &amp; Offsite plant.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Energy Management System (ISO 50001).</li> <li>• 5S certification (Sort, Straighten, Shine, Standardise, Sustain) for high-quality housekeeping.</li> <li>• Driver's road safety declaration for new heavy vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>• Quantitative risk assessment of the industry.</li> <li>• Monthly Recognition in Contribution to Safety Committee (CSC) to acknowledge individual contributions.</li> <li>• Accident prevention plans submitted to the Ministry of Labour, Govt. of Odisha by section heads.</li> </ul>
		Safety Equipment and Emergency Response	Technology Integration and Communication
		<ul style="list-style-type: none"> <li>• Personal Protective Equipment (PPE) provided to workers.</li> <li>• Cooling vests supplied for work in high-temperature/ humidity areas and confined spaces.</li> <li>• Diphoterine solution provided for immediate assistance in chemical splash incidents.</li> <li>• Burn-free first aid kits and blankets distributed across all sections.</li> </ul>	<ul style="list-style-type: none"> <li>• STK, GPS, satellite phones, communication earmuffs, and LED installations near entry gates.</li> <li>• Cross-Functional Team for assessing working conditions of lifting tools, tackles, etc., kept in sheds.</li> <li>• Mobile Safety App at the Paradeep facility to report unsafe acts and unsafe conditions</li> </ul>





# Our Environmental Responsibility

We understand the importance of preserving our environment in the fast-evolving industrial dynamic. As a society we have reached an inflection point, if we do not concentrate human efforts towards a singular goal of protecting Earth's climate and ecosystem, humanity will be the biggest one to lose. We have adopted a systematic and process-oriented approach woven into our long-term business strategy to enhance resource efficiency,

circularity, and emissions reduction to achieve our commitments to our stakeholders.

Our manufacturing facilities at Paradeep and Goa are ISO 14001:2015 certified. We strictly comply with all relevant environmental guidelines and regulatory requirements applicable to the fertiliser sector. The Company proactively seeks and implements advanced technological

interventions at its manufacturing facilities to reduce the ecological impact without compromising on product quality and stakeholder value creation. We have formulated a standalone environmental policy aligned with global environmental standards which will serve as a foundation of our environmental performance commitments and improve stakeholder involvement.



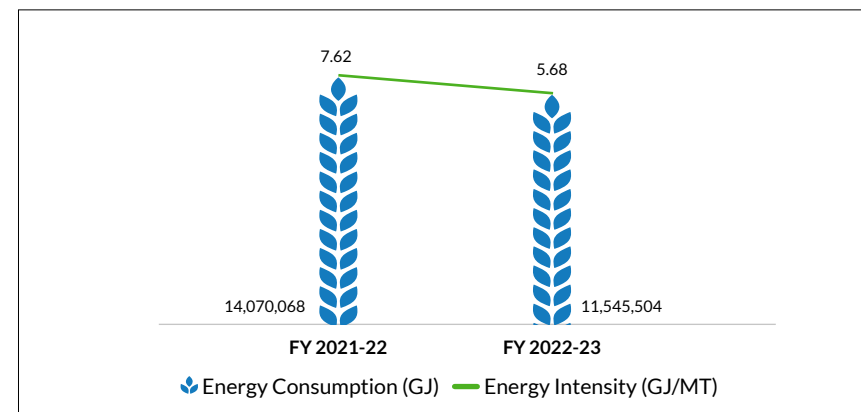


## Energy Management

Ensuring an optimal consumption of energy remains a focus for PPL. This commitment not only results in reduced production costs but also contributes to lower GHG emissions. Since 2012, the Indian fertiliser sector has been included in the Government of India's Perform, Achieve, and Trade (PAT) scheme, a market-driven compliance initiative designed to expedite enhancements in energy efficiency. Our steadfast efforts have consistently surpassed the targets set under the PAT scheme, underscoring our dedication to achieving and exceeding energy efficiency objectives. The Paradeep facility is ISO 50001 (Energy management systems) certified.

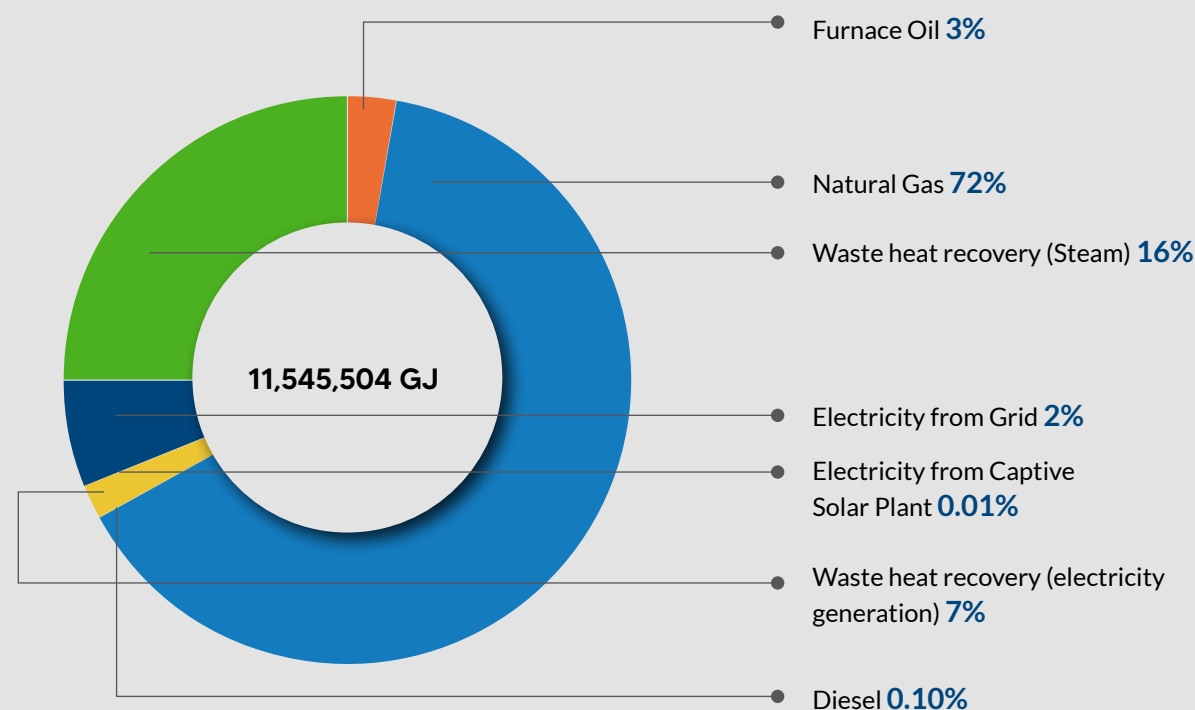
In FY 2022-23, our energy consumption was 11,545,504 GJ, achieving an impressive reduction of over 18% compared to the previous year's energy consumption. On a similar note, our energy intensity has also reduced by 25%, now standing

at 5.68 GJ/MT. Our dedicated efforts towards process optimisation and technological innovation have given us the opportunity to achieve consistent results on the energy efficiency front.



Energy consumption and intensity

Our energy needs are met using a mix of both conventional and renewable sources. 72% energy is sourced from natural gas, 16% from process waste heat recovered as steam, 7% from process waste heat recovered as electricity, 3% from furnace oil, 2% from grid electricity and a minor portion derived from our captive solar power plant.



Energy consumption by source

23% of our energy needs are met through steam and electricity generated through process (Sulphuric acid manufacturing process) waste heat recovery systems. This highlights our approach towards improving resource efficiency and reducing fossil fuel consumption.

### Heat Recovery System at PPL Paradeep

PPL has actively engaged in co-generation through waste heat recovery. The generation of Captive Power is achieved by harnessing steam produced in the Sulphuric Acid Plant. The deployment of Heat Recovery Systems (HRS) across all three sulphuric acid plants signifies a transformative shift in PPL's energy recovery approach.

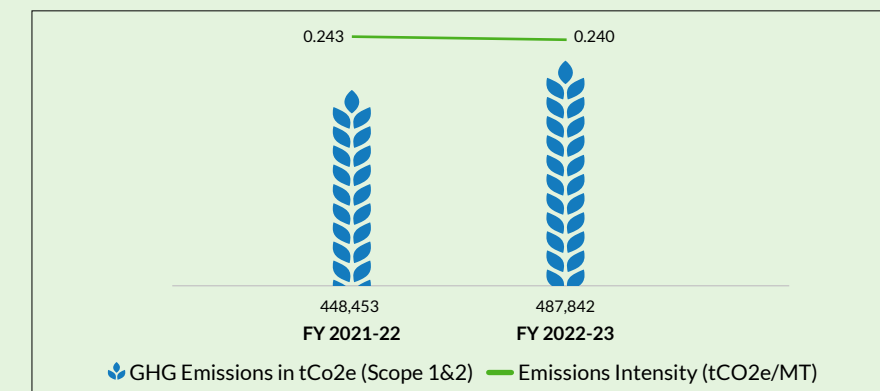
## GHG Emissions and Climate Change

Fertilizers play a crucial role in enhancing soil nutrients for food security, yet their production can contribute to adverse emissions and climate impact. As a prominent player in the fertilizer sector, we acknowledge our responsibility to mitigate our manufacturing processes' climate impact. We actively work to reduce both direct

and indirect greenhouse gas (GHG) emissions throughout our value chain. In FY 2023-24, we will be undertaking target-setting exercises for key ESG indicators to formulate a long-term road map to benchmark our performance.

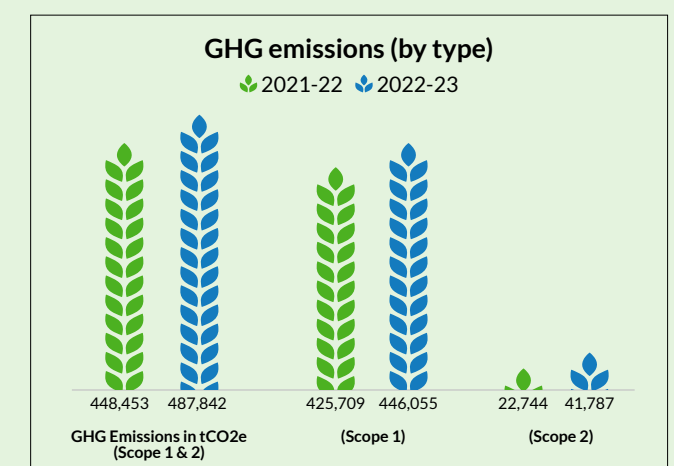
During FY 2022-23, both of our manufacturing plants collectively

generated 487,842 tCO<sub>2</sub>e GHG emissions (Scope 1 and Scope 2), reflecting a 9% increase compared to the preceding year. This is attributed to an increase in electricity consumption to produce higher volume of fertilizers. However, our GHG emissions intensity was recorded at 0.240 tCO<sub>2</sub>e/MT.



### Scope 1 emissions:

These are the direct greenhouse gas emissions resulting from sources that are owned or controlled by the company. Our Scope 1 emissions comprise stationary fuel combustion, mobile combustion emissions, and fugitive emissions (linked to the release of refrigerants due to equipment leakages). To mitigate emissions, we prioritize advanced technologies, cleaner fuel sources, and a swift transition to renewable energy. In FY 2022-23, our total Scope 1 emissions were 446,055 tCO<sub>2</sub>e.





### Scope 2 emissions:

Scope 2 emissions result from electricity purchases and heating, cooling, and steam processes. Both

Goa and Paradeep source electricity from the grid. In FY 2022-23, our total Scope 2 emissions were

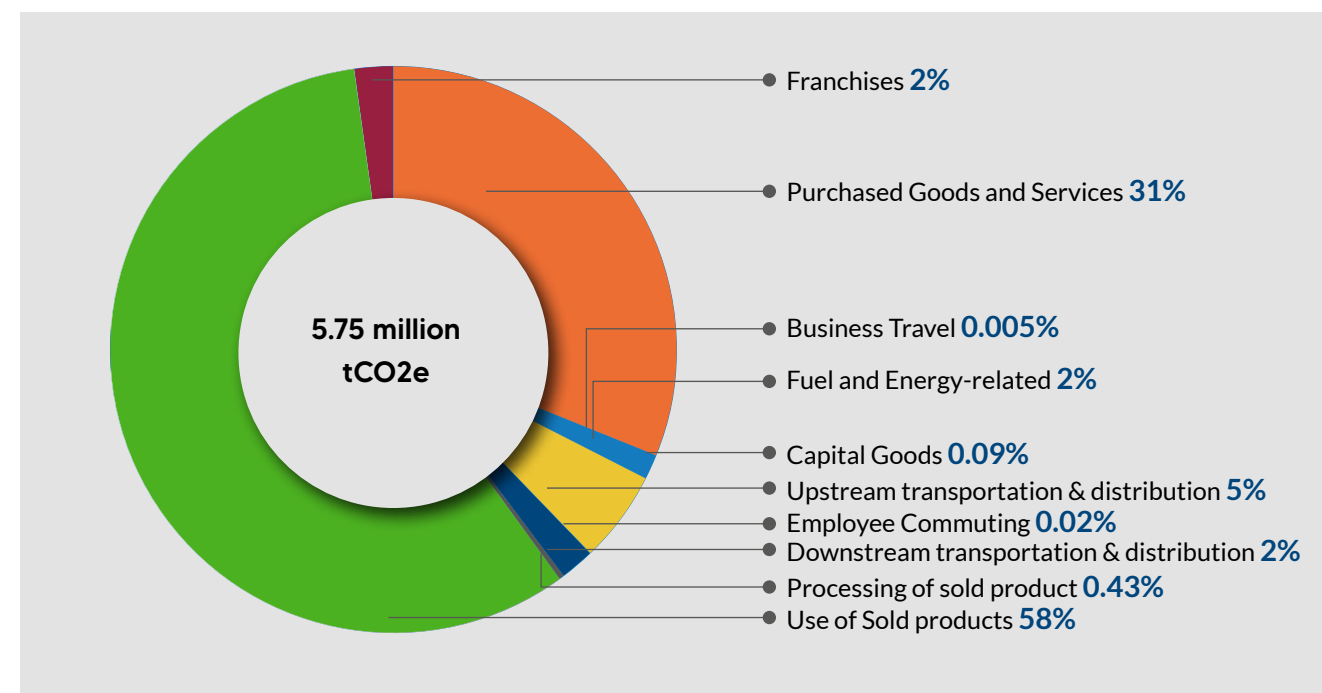
recorded as 41,787 tCO<sub>2</sub>e.

### Scope 3 emissions:

For FY 2022-23, we are reporting Scope-3 emissions for 10 categories increasing from 09 categories reported in the previous sustainability report. Our scope 3 emissions for FY 2022-23 are 5.75

million tCO<sub>2</sub>e. Being a fertiliser manufacturer, 58% of emissions were caused during the use phase of fertilisers which is expected and in line with global peers. The other major categories of emissions are

purchased goods and services (31%), upstream and downstream transportation & distribution (7%), fuel and energy (beyond the confines of Scope 1 and 2) (2%), and franchises (2%).



## Air Emissions

We have integrated stringent air pollution control measures into our manufacturing processes. As a minimum requirement, we ensure strict compliance with the stipulations of the Central & State Pollution Control Boards keeping stack emissions of PM, SO<sub>2</sub>, NO<sub>x</sub>, HF, and NH<sub>3</sub> below prescribed limits.

Continuous Emission Monitoring Systems (CEMS) ensure constant and real-time oversight of our emissions and effluent footprint. At Paradeep plant, CEMS is installed at the Di-ammonium Phosphate Plant, Sulphuric Acid Plant, and Phosphoric Acid Plant. In Goa, CEMS is installed at the Ammonia Plant, DG stack for monitoring Particulate Matter, and the Fumes stack of NPK-A Plant & NPK-B stack. The data from these

stacks is seamlessly linked to both state and central pollution control boards.

Additionally, both of our facilities are equipped with four Continuous Ambient Air Monitoring stations, ensuring that pollutant levels consistently remain well below permissible limits. The data collected is prominently displayed through a digital display board at the entrance of our premises.

Air Emissions	Unit	FY 2021-22			FY 2022-23		
		Paradeep	Goa	Total	Paradeep	Goa	Total
Direct NO <sub>x</sub> emissions	MT	0.00	380.95	380.95	0.00	438.75	438.75
Direct SO <sub>x</sub> emissions	MT	1094.70	43.08	1137.78	1212.10	47.83	1259.93
Particulate matter (PM)	MT	428.00	427.64	855.64	671.00	483.48	1154.48

## Water Management

### Water consumption

For FY 2022-23, the water consumption at both plants combined was 10.01 million cubic meters. Approximately two-thirds of this water was consumed at the Paradeep plant. Our water intensity has decreased by 14% over the previous fiscal year to 4.92 m<sup>3</sup>/MT.

In FY 2023-24, we will be undertaking a water stress assessment for both of our manufacturing facilities to identify and prioritise water-related risks. The findings of the water stress assessment will be weaved back into our water management strategies related to sourcing, consumption, and waste management.

### Wastewater treatment

Both our facilities are equipped with Effluent Treatment Plants (ETP) and Sewage Treatment Plants (STP). Furthermore, during the non-monsoon season, both sites are zero liquid discharge. Our Goa plant has been a Zero Liquid Discharge (ZLD) facility since 1990, achieved by a closed-loop water cycle and various recycling routes. To treat wastewater, both manufacturing plants have ETP and STP installed. Treated wastewater is reused to reduce freshwater use. Installation of a reverse osmosis (RO) plant to treat Cooling Tower Blowdown streams lowered freshwater use even further. The permeate is re-used as cooling tower make-up, while the discarded is utilised as

process water at our manufacturing facilities.

### Water conservation initiatives

We recognise the importance of water conservation initiatives such as rainwater harvesting. We have a rainwater harvesting facility of 235 million gallons capacity at the Goa plant.

Furthermore, we have not faced any major water related disruptions or fines due to our industry leading water management practices.

235 MG

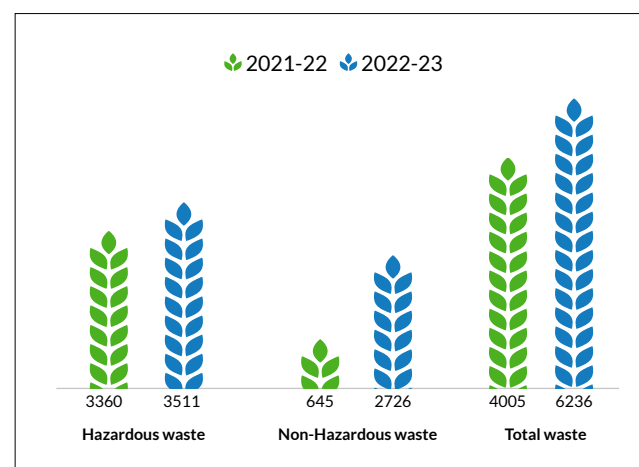




## Waste Management and Circularity

Our waste management strategy is anchored on the 3R principle of 'Reduce, Reuse, and Recycle.' Throughout our operations, we prioritize waste reuse and upcycling. Waste that cannot be repurposed is appropriately disposed of in accordance with regulatory requirements and statutory guidelines.

During FY 2022-23, PPL generated 6,236 MT of waste, an increase of 56% as compared to last year. The increase is due to the non-hazardous waste generated at the Goa plant.



### Hazardous Waste

During FY 2022-23, our sites generated 3,511 MT of hazardous waste or 56% of total waste. This included used/spent oil, sulphur muck, tank sludge, cleaning residues,

spent catalyst, ETP sludge, waste oil, and empty barrels. All hazardous waste is disposed of by registered CPCB and authorized SPCB recyclers. Additionally, drain sludge,

ETP sludge, and sulphur muck are repurposed as filler materials at our Phosphatic Fertilizer Plant and NPK Plant.

### Scientific disposal of hazardous waste

We have actively worked to meet all the relevant recommendations outlined in the Charter on Corporate Responsibility for Environmental Protection (CREP) for Fertilizer Industries. As part of these efforts, we phased out the use of Arsenic in the CO<sub>2</sub> absorption system at our Ammonia plant. We have conducted a "solution swap," replacing the Arsenic-based solution with a non-arsenic dual activator-based GV solution. Subsequently, arsenic inventory was disposed of. The process technology for solidification, stabilization and entombment was developed by NEERI, Nagpur, for which they hold a patent. This included the scientific disposal of chromium-bearing waste along with the solution.

### Non-Hazardous Waste

During FY 2022-23, our sites generated 2,726 MT of non-hazardous waste, or 44% of total waste. The non-hazardous waste comprises DM plant resin, sand from filters, activated carbon from filters, STP sludge, and canteen food waste.

We have adopted a sustainable approach by recycling or reusing all non-hazardous waste. At our Goa facility, we have implemented an organic waste converter with a daily capacity of 200kg to transform biodegradable waste

into high-quality organic compost. Additionally, we leverage the STP sludge generated as a biofertilizer to contribute to the maintenance of our green belts.

### Other Waste

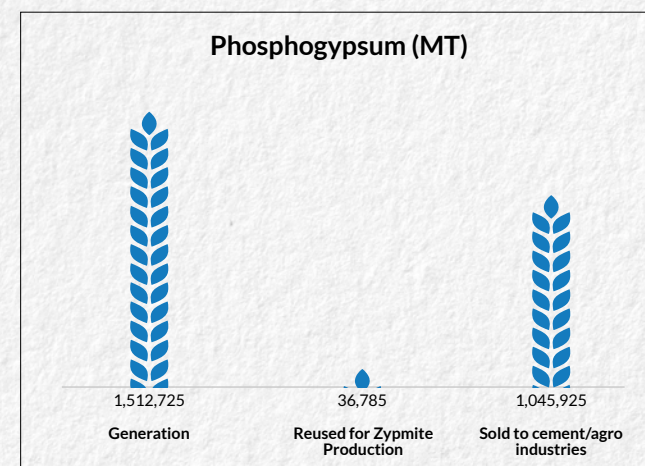
Our operations generate non-hazardous waste, comprising DM plant resin, sand from filters, activated carbon from filters, STP sludge, and canteen food waste. We have adopted a sustainable

approach by recycling or reusing all non-hazardous waste. At our Goa facility, we have implemented an organic waste converter with a daily capacity of 200kg to transform biodegradable waste

into high-quality organic compost. Additionally, we leverage the STP sludge generated as a biofertilizer to contribute to the maintenance of our green belts.

## Sustainable business opportunities from waste Gypsum

Phosphogypsum, a substantial by-product of phosphoric acid production, poses a waste management challenge, with our operations generating over 5000 MT/day stored in stacks at our sites. To manage legacy stocks effectively, we repurpose gypsum for road construction and cement production. This strategic approach has not only addressed the challenge ensuring efficient evacuation and utilization of this by-product.



### Zypmite

We have an installed capacity of 10 TPH Zypmite plant for granulating the physical mixture, primarily composed of phosphogypsum (~75%) and the micronutrient supplement. Zypmite, a blend of phosphogypsum and a micronutrient supplement providing essential Ca and Mg, effectively addresses micronutrient deficiencies in the soil within our marketing area. The final product is conveniently packed in 25kg / 50kg bags.

## Extended Producer Responsibility(EPR)

We strictly follow all relevant environmental regulations and guidelines for handling and disposing of plastics and packaging. Under the Plastic Waste Management Rules 2016, Paradeep Phosphates Limited is a registered Brand Owner with the Central Pollution Control Board (CPCB), responsible for handling plastic waste from our products under Extended Producer Responsibility (EPR).

In alignment with Ministry of Fertilizer guidelines, Government of India, we have planned to get our

Paradeep site's phospho-gypsum accredited by BIS (Bureau of Indian Standards) mark under IS:12679-2023 in FY 2023-24, making us the pioneer in India's fertilizer industry. Recognizing that the quality of phospho-gypsum is intricately linked to the rock-phosphate feedstock, we will leverage the exceptional quality of rock sourced from our promoter OCP (Morocco), the largest custodian of natural rock globally with over 70% of known reserves.

We're actively working to reduce the plastic waste created by end-users, setting an example

for other companies. Our close collaboration with GEM Enviro Management Private Limited, a Waste Management Agency, ensures professional and organized collection and aggregation of packaging waste across India. This partnership not only meets our EPR responsibilities under the 2016 PWM Rule (amended in 2018) but also leads to managing post-consumer plastic waste. In 2022-23, through our EPR efforts, we diverted around 1,440 tonnes of post-consumer plastic waste from landfills to recycle, contributing to a greener and cleaner environment.



## Biodiversity

While fertilizers are vital for enhancing agricultural productivity, the manufacturing process can potentially have adverse effects on biodiversity. As responsible stewards of the environment, we

recognize the need to address these challenges and commit towards the preservation of biodiversity. Both our manufacturing facilities are situated in coastal regions of India representing rich biodiversity. We

regularly undertake biodiversity risk assessments to gauge the impact our operations have on the flora and fauna in the vicinity of our manufacturing facilities.

**Recently, we commissioned a study to document the annual visits of more than 100 species of exotic migratory birds to our Paradeep campus. The bountiful freshwater reservoirs, freshwater marshes, brackish water estuaries, and grasslands, teeming with an abundance of fish, small reptiles, insects, weeds, and wild grains, attract them from thousands of miles away. The study documented the diverse flora and fauna in the vicinity of our operations, providing crucial insights for formulating strategies for biodiversity risk mitigation. This will ensure that we do not disturb or threaten the habitat of these birds.**

Expanding the horizons of our biodiversity protection commitment, we are planning to hire a third party to undertake a detailed Biodiversity risk assessment of our campus in Paradeep in FY 2023-24.

The biodiversity risk assessment study will be conducted using globally accepted taxa-specific methodologies for comprehensive data collection. The final report will be benchmarked with GLOBIO

and IUCN standards. Further, this exercise will serve as a stepping stone for us to develop a long-term corporate biodiversity vision, commitment, and management plan.

## Product Stewardship

At Paradeep Phosphates Ltd, continuous innovation and product development are pivotal to our success story. We endeavor to develop new products which not only satisfy our customer's requirements but are also resource efficient. The development of resource efficient products have a positive impact on the farming

ecosystem and is critical for sustainable agriculture. Over time, we have adopted modern manufacturing techniques to deliver best-in-class products to our customers. As a leading fertiliser manufacturer, we recognize the impact our products can have on the environment, human health, and agricultural ecosystems.

We have developed our product portfolio to meet the expectations and requirements of farmers. Our diverse portfolio of DAP, various grades of NPK, Urea, and soil conditioners provide an excellent choice for farmers to fulfill the nutrition requirements of a wide variety of soil and crops.

### Responsible Sourcing

At PPL, product stewardship begins with responsible sourcing. At Paradeep plant, we source our key raw material—rock phosphate—from the OCP group who has the world's largest phosphate reserves. Sustainability is the bedrock of OCP group's strategy and they are committed to achieving carbon neutral operations by 2040. For

manufacturing sulphuric acid, we directly procure molten sulphur from IOCL to meet one-third of our total sulphur requirement instead of using solid sulphur avoiding significant quantities of Scope 1 and Scope 3 emissions.

In FY 2023-24 we will be implementing a completely

revamped responsible supply chain framework inculcating the best ESG practices in the domain of sustainable value chain. This will provide impetus to our commitment of working with suppliers who share our vision on environment preservation and business ethics.

### Sustainable Production & Manufacturing

At PPL, we are constantly improving our manufacturing processes to be more sustainable. We have adopted several energy efficiency practices and invested in clean energy technologies which have lowered the GHG intensity of our production by 25% over last fiscal year. We have focused on waste heat recovery systems to meet our primary energy needs instead of completely relying

on fossil fuels. This has significantly prevented potential direct GHG emissions and reduced our operating costs.

Manufacturing products sustainably helps bring resource efficiency. It reduces waste generation and minimises the use of non-renewable sources and helps conduct business responsibly. Both of our

manufacturing facilities are ISO 9001:2015 certified and adhere to Good Manufacturing practices (GMP) principles. The IFA Protect & Sustain certification provides us an encompassing framework to align our practices and processes to highest levels of security and safety performance.

### Distribution, storage and transportation

The Company has recognized the importance of a fully integrated value chain as a key driver for achieving comprehensive sustainability. Our products need to be delivered to the farmers in the hinterlands of the country which

makes control over distribution costs and emissions challenging. To overcome this, we have developed a tool which uses advanced route planning algorithms in relation to cost and distance to provide us optimised distribution routes

resulting in lower transportation cost and emissions. This helps to pass on the lower costs of the transportation to the farmers which reduces overall food production cost aligning our efforts with UN SDG Principle 2.



## Product Design and Efficiency

### Fertiliser Use efficiency

Largest risk of nutrient losses occurs during the use phase of the fertilisers. We subscribe to the 4R Nutrient Stewardship program to improve fertiliser use efficiency. The 4R Nutrient Stewardship program defines a framework to achieve sustainable agriculture goals.

The 4R concept incorporates:



#### Right Source

Matches fertilizer type to crop needs.



#### Right Rate

Matches amount of fertilizer type crop needs.



#### Right Time

Makes nutrients available when crops need these.



#### Right Place

Keep nutrients where crops can use these.

Complying to the Indian government mandate, we manufacture 100% neem coated urea which improves soil health and increases Nitrogen use efficiency. Furthermore, this year we developed 04 new grades of NPK fertiliser (making it total 09 grades) with each grade formulated to improve nutrient delivery for varied cultivars and regions. Additionally, newly

developed NPK grades are water soluble making them suitable for fertigation delivering maximum possible quantity of nutrients to the crops. Moving beyond traditional fertilisers, we are exploring opportunities to develop customised fertiliser blends for specific use cases. These blends will extend the realm of NPK to NPK/S improving nutrient use efficiency for targeted

applications. We are investing in developing adequate infrastructure for formulating blended fertilisers to achieve required quality and efficiency.

Development of liquid fertilisers and nano fertilisers is also on our roadmap towards increasing fertiliser use efficiency.

**Nano Urea** - a liquid formulation containing minimum 8% Nitrogen and demonstrates a very high use efficiency (>95%) as compared to conventional urea.

**Nano DAP** - a liquid formulation containing minimum 6% Nitrogen and minimum 16% Phosphorous

These products are developed using non-biotech processes which retain their properties for 24 months. Nano Urea and Nano-DAP can be used for all types of soils and climatic conditions.

Apart from developing new formulations, we are constantly exploring avenues to improve fertiliser use efficiency by varying granule / prill size. Briquetting is one such process which increases fertiliser granule diameter for achieving slower release of nutrients.

### Soil Health and Nutrient Management

Maintaining soil health is a critical aspect of agriculture. Healthy soil is essential for high crop productivity. A balanced, and nutrient-rich soil provides adequate nutrition to crops, resulting in increased yield and improved quality of

produce. Another critical factor is the insufficient presence of organic carbon content in the soil. The Indian government has been focusing on promoting soil health through schemes like the Soil Health Card Scheme, which provides farmers with information on soil nutrients, enabling them to make informed decisions regarding fertiliser use.

Hence, our focus is to develop a product portfolio which not only meets crop nutrition requirements but also restore soil's organic carbon content. We have launched such products which provide farmers an opportunity to improve soil health.

**Gau Shakti** is cow dung based organic manure. It contains a variety of enzymes and microorganisms which maintains soil health by improving its texture, structure, water infiltration, water retention capacity, nutrient availability and microbial activity. Additionally, it is rich in nutrients like nitrogen, phosphorus, potassium and also contains smaller amounts of many essential nutrients such as Ca, Mg, S, Zn, B, Cu, Mn etc., which are important for plant health.

**Potash derived from molasses (PDM)** contains potassium and is produced as a by-product of the sugar industry. It is a natural form of potassium which improves soil aeration and water retention capacity.

**Phosphate rich organic manure (PROM)** is green chemistry based phosphatic fertiliser developed as an alternative to DAP. It is a slow release fertiliser which provides Phosphorus to the crops while maintaining soil organic carbon content. Application of PROM helps to improve soil's physical properties without compromising nutrient delivery.

**Humic acid based fertilizers** in our product portfolio provide suitable options to farmers for improving soil organic carbon content, decrease toxins, increase soil's water retention capacity and improve soil texture.

**Zyomite** is specifically designed to condition the soil. It is a blend of micronutrients, including Sulphur, Zinc, Boron, Calcium, and Magnesium. This unique formulation aids in enhancing soil fertility, optimising the utilisation of NPK fertilisers, and improving the overall crop yield quality.







## Research and Development

Like a powerful engine, innovation drives our business ahead. We place a strong emphasis on coming up with new ideas and using the technologies to make our products better. This benefits everyone involved, especially our prime stakeholders - the farmers. We're also working more with digital tools for greater efficiency and improved execution.

We consistently engage in the exploration of innovative methodologies as a strategic imperative to maintain a competitive advantage and uphold our commitment to delivering superior products and services to our customers. Regarding the

outcomes stemming from the deployment of these innovative methods in recent years, we have successfully accelerated our product manufacturing capabilities. These approaches have played a pivotal role in optimising our operational processes, achieving

cost reductions, and elevating product quality standards. At the forefront of our strategic agenda are key priorities that encompass substantial investments in the advancement of cutting-edge technologies and the establishment of state-of-the-art infrastructure.

04

Member R&D team

₹11.9

million Invested in R&D

04

Projects initiated

**In FY 2022-23 we formed 10 KAIZEN/Quality Circle teams to promote culture of innovation and incremental improvements within the organisation. These teams were encouraged to participate in various competitions hosted by QCFI highlighting the importance of innovations for us.**

Our R&D expenditure for the year amounted to ₹11.9 million increasing by 6% over previous fiscal year. Since 2014, our R&D Centre has been recognised by the Department of Scientific and Industrial Research under the

Government of India. The R&D team possesses significant expertise and invaluable insights that play a pivotal role in continually enhancing existing processes and customising products to align with real-world demands. In the transition from

laboratory-scale to full-scale production, our teams collaborate closely with the R&D unit to fine-tune process parameters, ensuring seamless scalability.





### The primary responsibilities of our R&D team encompass:

Innovation in product development.

Execution of pre-feasibility performance assessments on raw materials.

Up-scaling laboratory processes to plant-scale while establishing standardized operating procedures.

Creation and validation of analytical techniques.

Identification of essential raw materials, including rock phosphates, ammonia, sulfur, plant nutrient additives, etc.

Tailoring products to meet FCO (Fertilizer Control Order) standards, offering customized solutions.

Exploration of novel applications for by-products.

### The subsequent research and development (R&D) initiatives were carried out throughout FY 2022-23:

Project Name	Description
Indigenous Development of suitable metal oxide descaling/ anti-scaling agents	Two novel anti-scaling agents PMH-293 & PMH-343 were developed to clean up the scale forming in the reactor of the Phosphoric acid plant so that reactor volume availability for rock and sulphuric acid reaction is increased, ultimately increasing phosphoric acid production.
Maintaining Sulphate control and reducing Phosphates losses in PAP process	Sulphate control with respect to sulphuric acid consumption is decreased and PPL Phosphoric acid plant able to maintain sulphuric acid consumption as per budgeted specific consumption in various phosphatic rock blends. Also, H3PO4 production rate is increased due to less phosphate loss.
Development and exploration of Bentonite resources	We developed alternate resources to procure Bentonite which is critical for Zypmite manufacturing. With the new Bentonite we are able to produce Zypmite with higher purity and crushing strength decreasing deterioration rate of the product in storage. Also, customers' grievances regarding Zypmite particle size quality have considerably decreased.
Hydrometallurgical leaching of Vanadium spent catalyst for the recovery of Vanadium	Utilising novel leaching processes we have achieved 92-94% recovery of Vanadium from spent catalyst which is reused in the Sulphuric acid plant. Further reducing the need to dispose of spent catalysts.

### Open Innovation

PPL actively participates and holds a presence in numerous platforms and industry organisations that hold substantial influence within the fertiliser sector. We have representation on significant bodies such as the Confederation of Indian Industry (CII), Federation of Indian Chamber of Commerce (FICCI), Associated Chambers of Commerce and Industry (ASSOCHAM), Indian Chamber of Commerce (ICC), and various other industry associations.

Through these engagements, we reinforce our commitment to advancing industry efficiency and excellence. Additionally, we have established partnerships with prominent academic and research institutions, such as IIT Bhubaneswar and the Centre for Scientific and Industrial Research (CSIR). These collaborations are aimed at harnessing the capabilities of smart agriculture to create pioneering crop solutions for the

benefit of our farming community.

Demonstrating our commitment to collaboration, we have established partnerships with prominent academic and research institutions, such as IIT Bhubaneswar for improving burner efficiency and improving plant MTBF and MTTR. We have partnered with IMMT, Bhubaneswar to develop bio-fertilisers to promote sustainable agriculture





## Farmer Centric Approach

Farmers are at the core of our business. Their insights and experiences are a wellspring of knowledge that directly informs product formulations to suit specific crop types and regional variations, thereby increasing agricultural productivity. Moreover, educating farmers on the effective and sustainable use of fertilizers not only improves crop outcomes but also fosters brand loyalty. This engagement also plays a role in addressing environmental concerns and ensures regulatory compliance. Ultimately, collaborating with farmers creates a feedback loop for continual product improvement and innovation, making it

an indispensable aspect of a successful fertilizer manufacturing business.

Our comprehensive approach designed to foster active involvement with channel partners, retailers, and farmers, is facilitated through a structured Calendar of Activities (COA), meticulously planned and closely monitored via the JK Sangam, the company's dedicated marketing portal. As a part of this strategy, PPL orchestrates a spectrum of customer engagement programs encompassing a spectrum of activities such as Channel Partner Meetings, Retailer Meetings, Farmer Meetings,

Crop Seminars, Intensive Farmer Contact Programs, and Brand Visibility endeavors. Each of these endeavors serves as a pivotal component in the overall strategy, contributing to a holistic engagement approach. Furthermore, we leverage Above-the-Line (ATL) campaigns, strategically disseminating messages across television and print media. We tap into the digital landscape, deploying sophisticated digital marketing campaigns. In essence, our concerted efforts across varied channels and platforms culminate in a robust and integrated marketing strategy.







### Farmer Gatherings

Held in rural areas, these gatherings are a consistent and eagerly anticipated element of the Jai Kisaan Navratna marketing schedule. In these sessions, accomplished farmers are honored and encouraged to impart their triumphs to their peers. Soil examination findings and guidance are shared with the farmers, while topics concerning ongoing crop cultivation challenges and potential remedies are deliberated upon. In the 2022-23 timeframe, we organized more than 6,300 such farmer gatherings.

### Agricultural Workshops

In order to offer farmers tailored solutions for individual crops, we diligently arrange crop workshops. These workshops, carried out in partnership with Krishi Vigyan Kendras (KVKs) and Universities of Agricultural Sciences (UAS), have the objective of acquainting farmers with the company's products and making use of the know-how of agricultural experts. This fosters smooth collaboration and the exchange of knowledge. During the 2022-23 period, we successfully conducted more than 750 crop workshops.

### Showcasing Product Features

To ensure balanced fertilization, we implement an extensive program for conducting product showcases directly in farmers' fields. After these demonstrations, our representatives conduct frequent follow-up visits to the demonstration plots. The outcomes of these demonstrations are featured at the Field Day event, which takes place approximately three months prior to the harvest. During the 2022-23 period, we organized more than 3,600 product demonstrations.

### Intensive Farmer Connect Programmes (IFCP)

The IFCP, organized strategically during the Kharif and Rabi seasons, involves the use of branded vans to reach specific areas and establish connections with farmers and retailers. Our regional teams participate in farmer meetings, distribute promotional materials, and place them strategically at retail outlets and prominent village markets. In the fiscal year 2022-23, we conducted over 3,700 campaigns as part of the IFCP initiative.

### TV Commercials

To underscore the synergistic advantages of our leading product, Jai Kisaan Navratna 20:20:0:13, our company produces impactful TV commercials (TVCs). These commercials are strategically launched on leading television channels in key N20 markets, effectively presenting the product's benefits to our intended audience.

### Customer Satisfaction Survey

Periodically, at intervals of 3-4 years, we undertake comprehensive customer satisfaction surveys to gauge the sentiments of our stakeholders. The most recent survey, skillfully orchestrated in 2020 by Q&Q Research Insights, had three primary objectives, to understand:

- the awareness of our brand for our flagship products (N-20 and DAP)
- the product quality and consistency
- the quality of product packaging

The survey was meticulously implemented in the year 2020 across 4 Indian states (Uttar Pradesh, Maharashtra, Andhra Pradesh, Telangana). A total of 864 farmers responded to the survey. The brand awareness of our flagship products N-20 and DAP came out to be 88% and 87% respectively.

### Addressing Customer Concerns

We ensure the delivery of high-quality products, verify the accuracy of our macros, and assure farmers receive the product at the appropriate price. We diligently adhere to the current guidelines outlined in the Fertilizer Control Order (FCO) and legal metrology. No fines have been imposed by the regulatory body concerning product quality or nutrient content. There have been no reported instances of health and safety issues related to the product. Each product bag includes contact information or a helpline for the manufacturing units, allowing farmers to register complaints. While farmers typically communicate complaints to retailers, such as those regarding lumps, we have instructed to promptly replace the product directly with the farmer and send the replaced product back for our verification.



## Social Networking Platforms

Acknowledging the extensive adoption of smartphones among farmers, especially the tech-savvy younger generation, our company utilizes social media platforms such as Facebook and YouTube to connect with our rural audience. We run regular campaigns to share our brand messages. In the 2022-23 period, our digital campaigns during the Kharif and Rabi seasons effectively reached more than 20 million people on Facebook and achieved an impressive 16 million views on YouTube.

### Jai Kisaan Youtube Channel

The brand's Youtube channel provides a wide array of products and services specifically designed to cater to India's diverse agro-climatic conditions. Moreover, the Jai Kisaan YouTube channel hosts numerous educational videos that address a variety of farming subjects. This approach enables the brand to efficiently share valuable content with a broad audience of farmers. The channel offers a diverse selection of animated films and videos available in regional languages such as Kannada, Marathi, Hindi and Telugu.

### Jai Kisaan Facebook Page

The brand's Facebook page actively engages with farmers hailing from various states, employing their native languages for effective communication. Regional representatives are diligently managing inquiries and addressing concerns from farmers related to product availability and crop guidance. The company is also dedicated to visiting farmers' fields to gain a deeper understanding of their unique requirements.

To disseminate technical information to farmers, the brand regularly conducts Facebook

Live sessions, which have been increasingly popular among the farming community. Furthermore, the company has been running targeted digital media campaigns since 2019 to promote its products to farmers in multiple states, including Andhra Pradesh, Telangana, West Bengal, Uttar Pradesh, Bihar, Maharashtra, Odisha, Karnataka, and Chhattisgarh.

### Whatsapp Chatbot Communication

The Jai Kisaan Chatbot has proven to be a valuable asset to the agricultural community. Our tailored AI-driven chatbot delivers up-to-the-minute details on market prices, product specifications, soil testing, nearby store locations, and effective crop management techniques. Jai Kisaan goes the extra mile by furnishing personalized guidance and assistance, empowering farmers to make well-informed choices and enhance their crop yields. The Jai Kisaan WhatsApp chatbots are playing a pivotal role

in the agricultural sector, equipping farmers with vital information and assistance to boost their productivity and profitability.

सही दाम का वादा  
गुणवत्ता ज़्यादा से ज़्यादा!





# Strategic Collaborations

In today's globalized business landscape, managing the supply chains has become paramount. Maintaining a network of business partners who share our commitment to integrity is not just a matter of ethical responsibility but a strategic imperative. This approach helps organizations to safeguard its reputation and mitigate operational risks. It also opens up opportunities for innovation, cost reduction, and improved customer loyalty through environmentally friendly and socially responsible practices. It also helps attract investors whose

investment decisions revolve around integrating sound social and environmental practices, thereby improving the company's financial position.

For PPL, it is essential to integrate sound supply chain management practices. This is because most of our sourcing is from international geographies that are from Morocco, Jordan, Qatar, Saudi Arabia, etc. Our partner, OCP group, based in Morocco, is one of the world's largest phosphatic players, controlling over 70% of the

world's known phosphate reserves. International suppliers often operate under diverse regulations and ethical standards, making responsible sourcing crucial.

As a conscious corporate citizen, we also aim to uplift the local economy by prioritizing doing business with local suppliers and MSMEs. Our supply chain consists of 1,980 active suppliers, including 585 micro, small and medium enterprises and 761 as local suppliers.

## Supplier Code of Conduct

We have formulated a standardized supplier code of conduct (SCoC) which outlines the basic commitments that PPL expect from its suppliers/partners. It describes the principles, standards, or rules of behavior that guide the decisions, and systems of the

supplier in a way that respects the rights of all constituents affected by our operations. The commitment is primarily centered around requirements related to human & labor rights, health & safety, business ethics and environment. All the suppliers who intend to do

business with us shall be required to uphold the principles outlined and provide an undertaking to show its commitment. The SCoC will be hosted on the website and can be found at <https://paradeepphosphates.com/investors/corporate-governance>

## Responsible Supply Chain

To minimize risks, maximize opportunities and to bring greater transparency; we have developed a comprehensive supplier assessment framework. We are in the process of implementing it at present. The purpose of this framework is to promote sustainable business practices, and make informed decisions on engaging with suppliers, fostering a stronger

commitment to ESG principles throughout our supply chain. Our responsible procurement practices also undergo the review of senior management and their continuous feedback are regularly taken and incorporated.

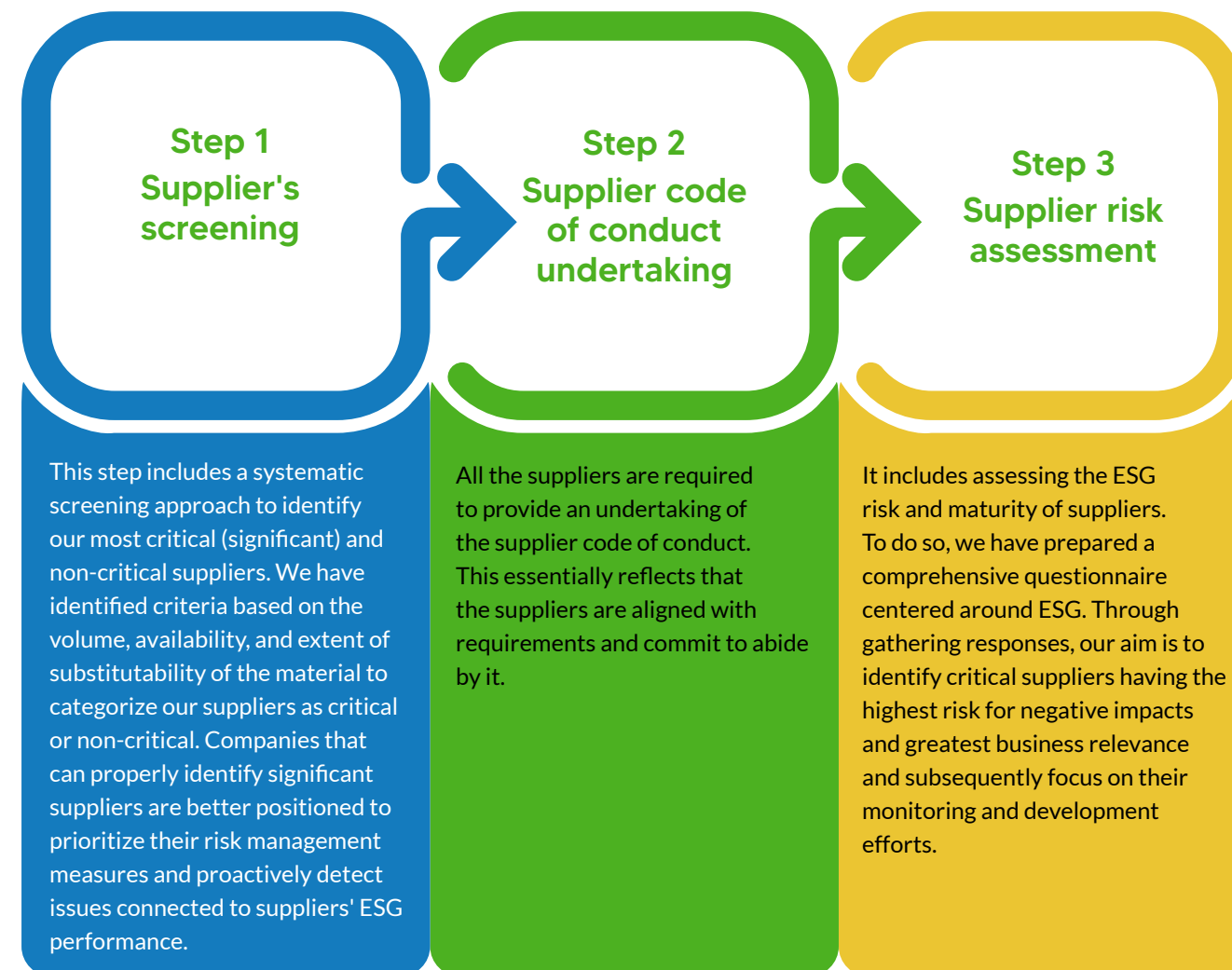
The primary objective is to systematically evaluate our supplier base in terms of Environmental,

Social, and Governance (ESG) practices. We will further guide them to improve their ESG practices through conducting periodic awareness sessions. By conducting this assessment, we aim to enhance sustainability, mitigate risks and increase collaboration.





The Framework is broadly divided into three Steps



## Membership and Associations

Our company fields representation on various platforms and industry bodies that play a significant role in the fertiliser sector. Our company is represented on the Confederation of Indian Industry

(CII), Federation of Indian Chamber of Commerce (FICCI), Associated Chambers of Commerce and Industry (ASSOCHAM), Indian Chamber of Commerce (ICC) and other industry associations. Through

such platforms we further enhance our agenda of fostering enhanced efficiency and execution in the industry.







# Social Responsibility

## The CSR Horizon

**We are committed to creating a society that fosters the well-being, prosperity, and happiness of individuals, with a focus on enabling everyone to thrive.**

Positive and open community relationships are essential for our business, especially in smaller communities where we have a more significant operational presence. These strong community ties offer various advantages, including attracting, engaging, and retaining employees. Our connections with community stakeholders are crucial in reducing business risks and managing our reputation. This is achieved through enhanced communication and collaboration with these key partners. Our commitment to these relationships allows us to have a positive influence and contribute

to the advancement of sustainability goals in the communities where we operate.

Our business revolves around our stakeholders, with a focus on delivering long-term shared value for all and maintaining a symbiotic relationship for our operational success. Guided by our ethical and transparent value system, our interactions are governed by principles of responsibility.

As a responsible corporate citizen, we are acutely aware of our duty to protect and empower our people,

society at large, and the environment. Through dedicated engagement with our key stakeholders, we are committed to fulfilling our responsibilities as a dedicated employer, business, and social entity. This ongoing engagement ensures the timely identification of stakeholder concerns and priorities, which informs the adaptation of our business strategy. We are resolute in our commitment to maintaining open lines of communication, as well as upholding transparency and accountability in all stakeholder relationships.

## Highlights

**50,000**  
Lives positively impacted

**7000**  
Students benefited through computer labs and classroom infrastructure

**19**  
High schools developed in Jagatsinghpur district

**25** Anganwadi centers developed  
Through Navratna Balygruha Initiative

**5000** Khadi-made flags  
Distributed through Har Ghar Tiranga programme



## Charting the Course of CSR Excellence

**Our commitment to corporate social responsibility is deeply rooted in a culture of trust and compassion, as it fulfills our social obligations to meet the expectations of all stakeholders and society in general.**

As a responsible corporate entity, we actively promote inclusive growth and development by empowering communities within its operational areas, with a specific focus on addressing their socio-economic and environmental needs. We believe that nurturing and upholding positive relationships with communities significantly enhances our social credibility and brand value. Our Corporate Social Responsibility (CSR) policy, in compliance with Section 135 of the Companies Act 2013, CSR Rules 2014, and subsequent amendments, serves as the overarching framework for our approach to community relations and development.

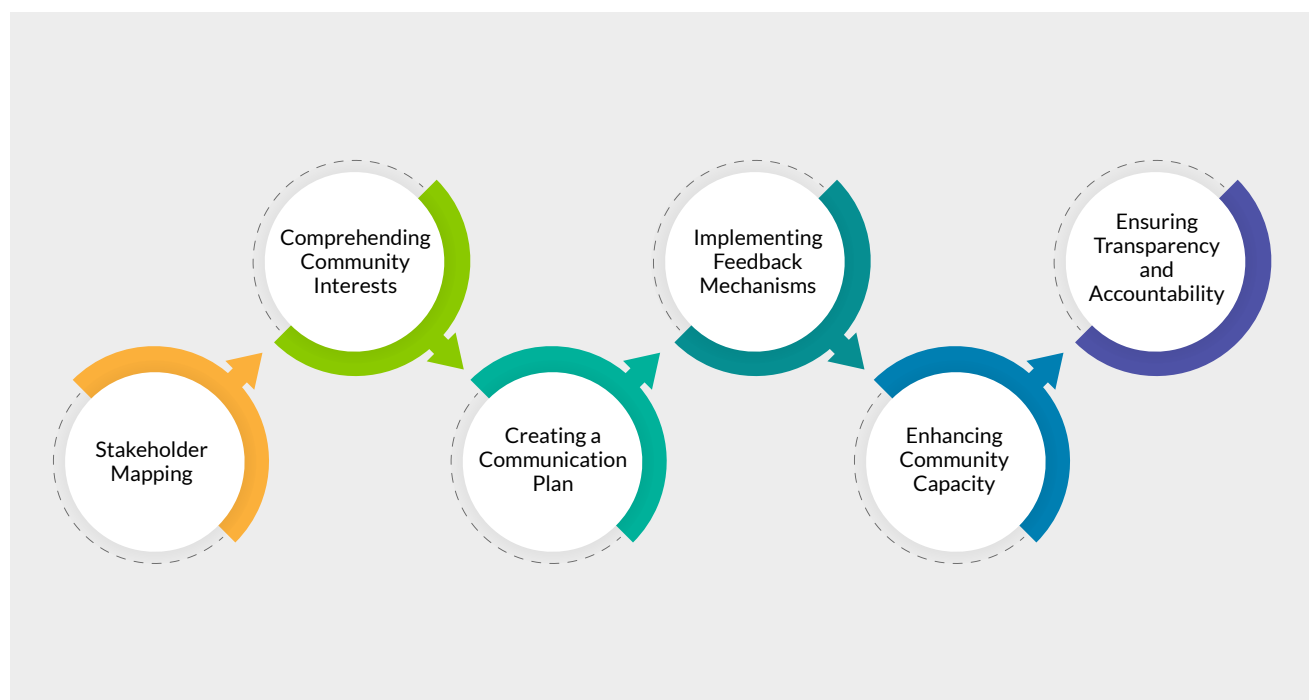
In FY 2022-23, our CSR committee, established by the Board of Directors, was led by Marco Wadia as Chairman, with Kiran Dhingra as Chairperson, and N Suresh Krishnan and Karim Lotfi Senhadji as Members. Under the committee's guidance, the Board has developed a comprehensive CSR Policy that outlines our CSR initiatives, execution methods, implementation timeline, budget allocation, and the ongoing monitoring of our policy. The committee's responsibilities include, but are not limited to, the following:

1. Crafting and proposing a Corporate Social Responsibility Policy to the Board, outlining the

activities to be carried out by the company in accordance with Schedule VII of the Companies Act, 2013.

2. Recommending the allocation of funds for these activities.
3. Regularly overseeing and assessing the Company's Corporate Social Responsibility Policy.
4. Addressing any other matters that the CSR Committee deems appropriate, subject to approval by the Board or as directed by the Board as needed.

We follow a 6-step approach and have established robust engagement processes to handle risks and opportunities linked to community interests:



Our long term strategy for CSR is focused on three pillars:

Enhance the agricultural productivity and incomes of small-scale food producers, with a specific focus on women, indigenous peoples, farmers, and fishers. This involves ensuring secure and equal access to land, productive resources, inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment.

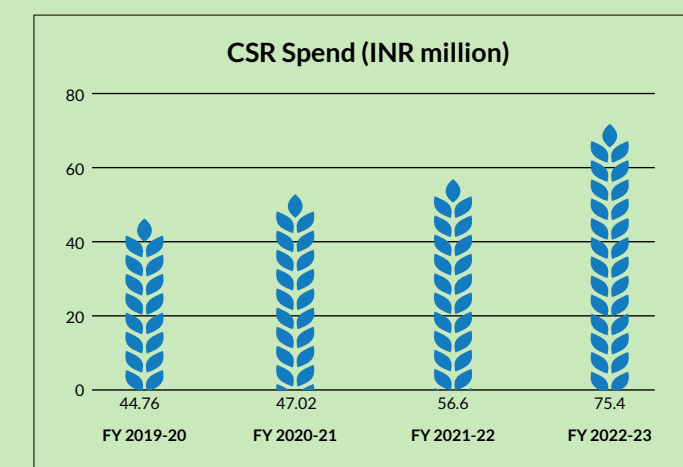
Eradicate hunger and ensure that all individuals, especially those in poverty and vulnerable situations, including infants, have year-round access to safe, nutritious, and sufficient food.

Eliminate all forms of malnutrition, meeting internationally agreed targets on stunting and wasting in children under 5 years old. Additionally, address the nutritional needs of adolescent girls, pregnant and lactating women, and older individuals.

We strictly follow the implementing agency selection criteria set forth by the Ministry of Corporate Affairs (MCA). Furthermore, we have instituted a due diligence framework evaluating NGOs on three critical parameters: administrative, financial, and managerial. Additionally, the due diligence process incorporates site visits and stakeholder feedback.

### CSR Spend

In the fiscal year 2022-23, we spent ₹75.4 million of our CSR budget, equitably distributed across these core focus areas.



A significant portion of our total CSR budget, around 32%, was dedicated to advancing education development initiatives. Following closely, approximately 27% of the budget was allocated to healthcare and Water, Sanitation, and Hygiene

(WaSH) projects. We also allocated 18% to skill development and livelihood generation programs. The remaining portion of our CSR funds was utilized for a variety of other important causes, including projects focused on slum and

rural development, environmental sustainability, and digital literacy. This diversified approach allows us to make a meaningful impact across a range of crucial areas.





## Our Transformative CSR Ventures

At the core of our mission lies the ambition to actively shape a future filled with limitless possibilities. Our CSR initiatives are in sync with 13 out of the 17 United Nations Sustainable Development Goals (UNSDGs), covering approximately 57 of the 169 targets in our CSR implementation. We recognize the pivotal role of the digital revolution in driving change, understanding the importance of harnessing technology to meet the needs of farmers and other vital

stakeholders. Our aim is to leverage technology for a transformative impact on communities, enhancing their well-being and paving the way toward a more inclusive and promising future.

We recognize that sustainable development, which meets present requirements without jeopardizing the ability of future generations to meet their own needs, is vital for fostering a prosperous society. As a responsible corporate citizen, we are dedicated to meticulously

evaluating our impact and taking steps to generate value that benefits all our stakeholders. Annually, during the CSR program planning, we perform a needs assessment to pinpoint developmental gaps and community necessities. Following that, we commence the project design and fund allocation in alignment with the identified needs.

Our primary areas of focus within our community development framework encompass:

Skill Development  
and Livelihood  
Generation,

Education

Health  
(specifically WaSH -  
Water, Sanitation, and  
Hygiene)

Environment

Our interventions are tailored to meet the specific needs of the communities we serve and support. We also take a proactive stance in responding to impromptu requests from neighboring communities and local authorities, providing critical support in times of need and addressing immediate requirements.

CSR activities undertaken	Purpose	Partners	Benefits	Amount spent (₹)	Future plans
Skill Development and Livelihood Promotion	1. Doubling farmers income 2. Women empowerment through micro enterprise promotion	Fixed term partnership with Harsha Trust	<ul style="list-style-type: none"> <li>Formation of Farmer Producer Group</li> <li>Agri tool bank (farm machinery) established</li> <li>Development of Solar irrigation facility cultivating addl. 20 Acres of land</li> <li>15 HHs provided goat rearing support</li> <li>Around 3662 animals vaccinated and 952 families supported in Animal care program</li> <li>Two micro enterprises (Cafe and Spawn Unit) established benefitting 30 women directly</li> <li>More than 500 men and women farmers trained on farming program</li> </ul>	13,689,882	<ul style="list-style-type: none"> <li>Establishment of FPO and market linkage</li> <li>Fully function Farmer help Center in 5 Gps</li> <li>Support to 5000 HHs in Farm and Non Farm activities</li> </ul>



CSR activities undertaken	Purpose	Partners	Benefits	Amount spent (₹)	Future plans
Promotion of Healthcare and WaSH	1. Model Village program 2. Access to safe drinking water, primary Healthcare and sanitation improvement in villages	Fixed term partnership with Harsha Trust and HelpAge India	<ul style="list-style-type: none"> <li>One village turned into a model village through various initiatives</li> <li>5000 HHs provided with clean drinking water through community RO plant</li> <li>31000 patient treated through MHU</li> <li>Eight AWC developed as WaSH compliant model AWC</li> <li>One Ophthalmology OT and One casualty center developed at Goa benefitting 50,000 patient annually</li> <li>150 HHs provided clean drinking water in Goa</li> </ul>	20,271,804	<ul style="list-style-type: none"> <li>Provision of clean safe drinking water to 10,000 HHs in Paradeep and Goa</li> <li>Maximising Primary Healthcare support and Eye care benefiting healthy lifestyle</li> </ul>
Education development Initiative	1. Development of Primary and Upper primary school as model school 2. Establishing STEM based learning in Schools	Fixed term partnership with Harsha Trust	<ul style="list-style-type: none"> <li>19 High Schools and 15 Upper primary school developed in Model School program in partnership with State govt. and District Administration benefitting more than 7000 in Odisha</li> <li>4 Separate school toilets constructed</li> <li>3 schools developed in Goa benefitting around 700 students</li> <li>27 meritorious students from economically weaker section provided scholarship for higher studies</li> </ul>	15,268,549	<ul style="list-style-type: none"> <li>100 % achievement in matriculation result in intervention schools</li> <li>100 % achievement in Grade specific learning (FLN) in interventions schools</li> </ul>
Youth Empowerment (Skilling and Employment)	Skill development training for unemployed Youth	-	75 students provided skill development training at paradeep Plant	2,815,893	New skill development program for the unemployed youth in plant periphery location and ensuring 70% placement assistance

CSR activities undertaken	Purpose	Partners	Benefits	Amount spent (₹)	Future plans
Environment and Biodiversity	Community partnership supporting biodiversity restoration and preservation	Solo and Partnership (UNICEF, Harsha Trust)	<ul style="list-style-type: none"> <li>One community park developed</li> <li>110 solar lights installed in villages</li> <li>1000 students participated in awareness campaign on reduce uses of single plastic product in Goa</li> <li>60 Youth trained and supported with the support of UNICEF to work on water related challenges and climate action</li> </ul>	3,102,062	<ul style="list-style-type: none"> <li>5,00,000 mangrove plantation in 3 years with community managed restoration Program</li> <li>Climate resilient infrastructure development and community awareness</li> <li>Water resource development and water conservation measures</li> </ul>
Sports Promotion	Community resilience development through sports	Fixed term partnership with Harsha Trust	<ul style="list-style-type: none"> <li>155 children enrolled and providing football training in sport development</li> <li>370 women participated in annual sports competition to break the taboo in rural villages</li> </ul>	1,698,176	<ul style="list-style-type: none"> <li>Support young players/athlete to national/state level programs</li> <li>Selection of athletes for sports academy for better career opportunity</li> </ul>
Community asset and rural infrastructure	Strengthen community infrastructure for better lifestyle	Fixed term partnership with Harsha Trust	9 community infrastructure developed (Road, Crematorium, Community Hall and Drinking water pump house, Bus stop) developed benefitting 50,000 population in project locations	5,109,187	<ul style="list-style-type: none"> <li>Climate resilient infrastructure for better infrastructure management</li> <li>Smart amenities in rural villages</li> </ul>
Disaster mitigation, Emergency Relief Support	Support vulnerable families for illness care, relief restoration during natural disasters	Solo and Fixed term partnership with Harsha Trust	<ul style="list-style-type: none"> <li>11 person supported for cancer care treatment</li> <li>1,00,000 people supported with hot cook meal, dry ration during flood</li> <li>12 families supported for fire breakout issues</li> </ul>	2,117,939	Support to vulnerable families residing in periphery location for emergency care and support during disasters





# Skill Development and Livelihood Generation

Our CSR initiatives aim to improve the livelihoods of marginalized rural and urban communities near our Paradeep plant. We focus on increasing the income levels of small and marginal farmers, landless individuals, women's Self Help Groups (SHGs), and youth groups.

To achieve this, we have organized training and capacity building programs that promote sustainable agriculture practices and encourage the formation of Farmer Producer Companies (FPCs). We have also established solar-based irrigation systems to provide a clean, renewable energy source for irrigation.

In addition, we have promoted animal husbandry through integrated goat rearing, improved shelter, and timely vaccination. These measures are designed to enhance skills, increase productivity, reduce costs, and provide sustainable livelihood opportunities.

To maximize our positive impact and promote inclusive growth, we have aligned our livelihood initiatives with national flagship programs. We have also partnered with leading technical institutions and non-government organizations to ensure effective implementation. Our efforts are all geared towards improving livelihood security and incomes for small and marginal farmers.







## Education

We understand the crucial role of quality education in driving development and progress. Therefore, we are committed to ensuring access to quality primary education in both village and slum areas.

Our initiatives are focused on improving the learning environment in schools near our plant. We offer essential support to underprivileged children through remedial coaching, career guidance, and teacher

training. These activities aim to raise the standard of education in government primary schools across our project locations.

As part of our commitment, we have developed 19 high schools in the Jagatsinghpur District of Odisha and 15 Primary and Upper Primary Schools in the Kujang Block as part of a Model School Programme.

We have also enhanced the classroom infrastructure and

computer labs in four schools, benefiting 700 students. Additionally, we have provided scholarships to 27 meritorious students from economically weaker sections for high school, and engineering and agriculture college in Goa. These efforts are geared towards contributing to our mission of promoting quality education and community development.



The **Navratna Balygruha Initiative** has been successful in setting up eight Anganwadi Centres that adhere to WASH (Water, Sanitation, and Hygiene) standards. These centres serve as models of cleanliness and hygiene, providing a safe and healthy environment for children.

To spread awareness and advocate for policy changes, a short film documenting these centres has been created. The film showcases the effective implementation of WASH standards in these centres and encourages the replication of this model in other locations.

The **Har Ghar Tiranga Programme** has successfully distributed over 5,000 Khadi-made flags. This initiative aims to foster a sense of patriotism and increase awareness about India's rich history of independence.

The flags have been distributed in schools and among the Commissionerate police personnel in Odisha. This programme not only celebrates our nation's history but also promotes the use of Khadi, a symbol of self-reliance and resilience, further connecting us to our roots.





## WaSH

We are actively engaged in various community-focused projects that aim to improve the quality of life for local residents. These initiatives include the installation of RO water plants and the implementation of a door-to-door pipe water supply program, providing clean drinking water to numerous families. Additionally, we have launched a comprehensive Holistic Village Development

program that concentrates on vital areas such as agriculture, allied activities, education, healthcare, and renewable energy, with the goal of enhancing the living standards of the village.

Efforts like establishing a biodegradable sanitary napkin unit, cleaning community ponds, and promoting sanitation and hygiene awareness have played a pivotal

role in creating a cleaner and healthier environment. We have also made substantial investments in healthcare infrastructure, including an Ophthalmology OT and casualty center, as well as a mobile health unit offering primary healthcare services. Moreover, we have organized maternal and adolescent health camps and awareness sessions, contributing to the overall well-being of the community.







that are conducive to various mangrove species. The initial phase, held in Kankana village of Erasama Block, marked the successful planting of 5,000 mangroves. This endeavor, backed by community members, NGOs, and our staff, signifies a crucial move in preserving the area's biodiversity. Our employees have been instrumental in the success of this initiative, generously dedicating their time and effort. Their enthusiasm not only highlights their commitment to environmental causes but also strengthens the connection between Paradeep Phosphates and the local community. Through their collective efforts, an impressive 208 man-hours were contributed during the initiative, showcasing a shared dedication to environmental stewardship.

## Environment

We have carried out a variety of actions to preserve and safeguard the natural environment. Notably, we have introduced solar panels and LED streetlights in diverse villages, aiming to cut down on carbon emissions and encourage sustainable living. Additionally, we have actively engaged in revitalizing community ponds and other water sources. These endeavors are conducted in collaboration with various stakeholders and beneficiaries, all working together to ensure the ever-lasting vitality

of the ecosystem. Our approach to environmental conservation is geared towards securing natural resources for future generations. Our initiatives unmistakably illustrate their unwavering commitment to advancing sustainable living and the protection of the environment. These endeavors not only benefit local communities but also contribute to the broader aspiration of establishing a cleaner and more environmentally friendly planet.

### Mangrove Plantation Initiative in Jagatsinghpur District – A Testament to our Commitment to CSR and Environmental Sustainability

Taking a significant step towards promoting ecological equilibrium and safeguarding coastal ecosystems, we have recently launched a Mangrove Plantation Drive along the Jagatsinghpur District coast. Our goal is to annually plant 100,000 mangrove saplings in carefully chosen mud flat lands



Our Mangrove Plantation initiative perfectly aligns with our broader vision for sustainable development. We firmly believe that such projects not only benefit the environment but also improve the overall quality of life for the communities we serve. To emphasize community involvement, we've partnered with local residents to establish mangrove nurseries in specific areas. This joint effort not only generates income for the community but also supports their livelihood ecosystem. In addition, community members actively participate in monitoring the planted mangroves, contributing to carbon credit initiatives and ensuring long-term environmental sustainability. The positive impact of our Mangrove Plantation Drive goes beyond the environmental aspect, building goodwill and fortifying our connections with the communities that generously host us. We are steadfast in our commitment to undertake more initiatives that align with our CSR goals and contribute to the broader cause of sustainable development.



# ESG Data Book

## Economic Performance

### Economic Value Generated

Category	Unit	*FY 2021-22	FY 2022-23
Total Income	₹ million	78,587.19	133,407.22

\*Data pertains to PPL Paradeep only. The fertilizer plant at Goa was acquired on 01st June 2022

### Economic Value Distributed and Retained

Category	Unit	*FY 2021-22	FY 2022-23
Total Revenue	₹ million	78,587.19	133,407.22
Total Operating cost	₹ million	70,992.67	123,790.53
Total employee related expenses (salaries + benefits)	₹ million	1,385.04	2,132.03
Payments to providers of capital	₹ million	855.41	2,912.43
Payment to government	₹ million	10.25	315.59
Community investments	₹ million	-	-
Economic value distributed	₹ million	73,243.33	129,150.55
Economic Value Retained	₹ million	5,343.81	4,256.65

\* Data pertains to PPL Paradeep only. The fertilizer plant at Goa was acquired on 01st June 2022

### Fines/Settlements/Complaint

Category	Unit	FY 2021-22	FY 2022-23
Fines or settlements related to Anti-competitive practices	₹	0	0
*Confirmed cases of Corruption & Bribery	No.	0	2
No. of incidents of discrimination and harassment	No.	0	0
No. of incidents of Conflicts of Interest	No.	0	0
No. of incidents of Money Laundering or Insider trading	No.	0	0
No. of complaints related to Child labour/Forced labour/ Involuntary labour	No.	0	0
Complaints concerning breaches of customer privacy, thefts and losses of customer data	No.	0	0
Total number of information security breaches	No.	0	0
Total number of clients, customers and employees affected by the breaches	No.	0	0
Number of incidents of non-compliance associated with water quality permits, standards and regulations	No.	0	0

\*The figure for FY 2022-23 has been reinstated as 2. In the published BRSR, it was disclosed as 0.

### Philanthropic Contributions

Category	Unit	FY 2021-22	FY 2022-23
CSR expense	₹ million	56.7	75.4
Beneficiaries Impacted	No.	47,500	50,000+
Political contributions	₹ million	0	0

### Research and Development

Category	Unit	FY 2021-22	FY 2022-23
Research & Development spending	₹ million	11.2	11.9
No. of R&D positions	No.	5	4

Category	Unit	FY 2021-22	FY 2022-23
Contributions and other spending: contribution to and spending for political campaigns, political organizations, lobbyists or lobbying organizations, trade associations and other tax-exempt groups	₹ million	0	0
Largest contribution and Expenditures: contributions to or expenditures to political campaigns or organizations, lobbying, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns or public policy and legislation	₹ million	0	0

### Marketing Communications

Category	Unit	FY 2022-23
Incidents of non-compliance with regulations resulting in a fine or penalty	No.	0
Incidents of non-compliance with regulations resulting in a warning	No.	0
Incidents of non-compliance with voluntary codes	No.	0

### Product Information & Labeling

Category	Unit	FY 2022-23
Incidents of non-compliance with regulations resulting in a fine or penalty	No.	0
Incidents of non-compliance with regulations resulting in a warning	No.	0
Incidents of non-compliance with voluntary codes	No.	0

### Board Effectiveness

Category	Unit	FY 2022-23
Average board meeting attendance	%	87
Average tenure of board members in years	No.	3.5



## Environment Performance

### Material Consumption

Category	Unit	FY 2021-22	FY 2022-23
<b>Raw materials</b>			
Sulphur	MT	284,925.03	392,065.00
Rock phosphates	MT	921,122.08	1,052,954.00
Muriate of potash	MT	43,193.80	14,526.00
Sweet sand	MT	36,536.88	42,960.00
Natural gas (as feedstock)	SCM	157,029,281.00	150,447,714.00
<b>Associated materials</b>			
Furnace oil	MT	609.63	48.77
LSHS	MT	3.63	457.45
Ammonia (DAP Plant)	MT	247,579.86	286,729.00
Phosphoric Acid	MT	204,859.00	283,932.00
Sulphuric acid	MT	12,607.00	70,521.00
Purchased Ammonia	MT	8,912.19	36,725.00
Potash	MT	59,079.52	35,133.00
Filler	MT	6,291.33	20,725.00

### Energy Consumption

Category	Unit	FY 2021-22	FY 2022-23
Natural Gas as fuel	GJ	8,037,121.00	8,297,484.43
Diesel	GJ	5,802.20	11,055.97
Furnance oil/LSHS	GJ	342,015.73	384,792.07
Electricity purchased from grid	GJ	115,322.97	211,877.60
Renewable energy	GJ	995.42	908.16
Electricity produced from captive power plants	GJ	198,855.00	972,507.28
Steam Produced from boilers/ cogeneration power plants	GJ	8,231,368.00	5,280,368.90

Category	Unit	FY 2021-22	FY 2022-23
Total Non-Renewable Energy	GJ	14,069,072.90	11,544,595.56
Renewable Energy	GJ	995.42	908.16
Total Energy	GJ	14,070,068.32	11,545,503.72

### GHG emissions

Category	Unit	FY 2021-22	FY 2022-23
Scope 1: Direct emissions	tCO2 eq	425,708.92	446,055.29
Scope 2: Indirect emissions	tCO2 eq	22,744.25	41,786.97
Scope 3: Value Chain*	tCO2 eq	5,459,498.29	5,747,817.48
Total GHG emissions (Scope 1 + Scope 2)	tCO2 eq	448,453.17	487,842.26
GHG emission intensity (Scope 1 and Scope 2)	tCO2 eq/MT	0.243	0.240

\*We have updated our estimation methodology based upon which we have restated the Scope-3 emissions for FY 2021-22

### Consumption of ozone-depleting substances

Category	Unit	FY 2021-22	FY 2022-23
HCFC-22 or R-22	Kgs	2,240	671

### Air Pollutant Management\*

Category	Unit	FY 2021-22	FY 2022-23
Particulate matter (PM)	MT	855.64	1,154.48
Nitrogen Oxide (NOx)	MT	380.95	438.75
Sulphur Oxide (SOx)	MT	1,137.78	1,259.93

\*Emissions of Ammonia (NH3) and Hydrogen fluoride (HF) remain well below the prescribed standards.

### Water Sourcing and discharge

Category	Unit	FY 2021-22	FY 2022-23
Municipal water supplies (or from other water utilities)	million m3	3.36	3.35
Fresh surface water (lakes, rivers, etc.)	million m3	7.16	6.66
Fresh groundwater	million m3	0	0
Total Withdrawal*	million m3	10.52	10.01
Water Discharged	million m3	0.004	0.004
Water Recycled and reused	million m3	0.27	0.30

\* As per water stress assessment using WRI methodology, both of our manufacturing plants are situated in water stress regions.

### Waste Generation

Waste Generation	Unit	FY 2021-22	FY 2022-23
Hazardous Waste	MT	3,360.06	3,510.74
Non-hazardous Waste	MT	644.70	2,725.54
Phosphogypsum	MT	1,505,250	1,512,725
Total Waste Generation	MT	1,509,254.73	1,518,961.28



## Waste Generation

Waste Category - Hazardous Waste			
Waste Type	Unit	FY 2021-22	FY 2022-23
Used Oil/ Spent Oil	MT	29.83	29.73
Spent Resin	MT	1.95	2.40
Discarded Containers	MT	1.36	2.13
Sulphur Muck	MT	1,871.52	1,984.00
Spent Catalyst	MT	45.97	98.10
Chemical Sludge from Wastewater Treatment Plant	MT	1,085.72	1,373.20
Oil Tank Residue/Sludge	MT	11.21	18.21
Waste Or Residue Containing Oil	MT	0.62	2.97

Waste Category - Non - Hazardous Waste			
Waste Type	Unit	FY 2021-22	FY 2022-23
Waste Resin Material from DM Plant	MT	3.18	0
Waste Sand from WTP filters	MT	16.33	3.00
Waste Activated Carbon from Wtp Filters	MT	2.00	0.20
Sludge From STP	MT	1.81	2.00
Metal Scrap	MT	482.62	350.00
Rubber Scrap	MT	17.24	16.00
Packaging Material	MT	6.35	1.50
Plastic Scrap	MT	55.66	2,352.84

Mode of Disposal	Unit	Generation	Reused in Zypmite Production	Sold to cement/ Agro industries
Phosphogypsum	MT	1,512,725	36,785	1,045,925

Type of Waste	Mode of disposal	Unit	FY2021-22	FY2022-23
Hazardous	Landfill	MT	50.75	100.5
	Recycled	MT	6.91	91.17
	Reused	MT	3261.3	3316.1
	Incinerated	MT	41.11	2.97
<b>Hazardous Total</b>		<b>MT</b>	<b>3360.06</b>	<b>3510.74</b>
Non-Hazardous	Recycled	MT	619	2720.34
	Reused	MT	25.7	5.2
<b>Non-Hazardous Total</b>		<b>MT</b>	<b>644.7</b>	<b>2725.54</b>

## Environmental Violations

Category	Unit	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Number of violations of legal obligations/ regulations	No.	0	0	0	0
Amount of fines/penalties related	₹	Nil	Nil	Nil	Nil
Environmental liability accrued at year end	₹	Nil	Nil	Nil	Nil

Details of environment related projects undertaken*				
Category	FY2019-20	FY2020-21	FY2021-22	FY2022-23
CAPEX (₹ Million)	0.97	NIL	0.90	2.03

\*The data in this table pertains to PPL Paradeep plant only.

## Social Performance

### Employee Information

Category	Employees	Unit	FY 2021-22	FY 2022-23
Management Staff	Male	No.	564	1,008
	Female	No.	19	42
	<30	No.	52	294
	30-50	No.	338	537
	>50	No.	193	219
Non-Management Staff	Male	No.	637	404
	Female	No.	30	22
	<30	No.	158	0
	30-50	No.	214	127
	>50	No.	295	299
Permanent Workmen	Male	No.	101	101
	Female	No.	3	3
	<30	No.	0	0
	30-50	No.	53	53
	>50	No.	51	51



Category	Employees	Unit	FY 2021-22	FY 2022-23
Contractual employees	Male	No.	1,099	1,245
	Female	No.	27	19
	<30	No.	45	105
	30-50	No.	466	606
	>50	No.	615	553

## Share of Women at different positions

Category	Unit	FY 2022-23
Share of women in junior management position	%	5
Share of women in middle management position	%	3
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	%	Nil
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	%	Nil
Share of women in STEM-related positions (as % of total STEM positions)	%	1.4

## New Employee Hires

Category	Employees	Unit	FY 2021-22	FY 2022-23
Management Staff	Male	No.	54	154
	Female	No.	2	12
	<30	No.	22	97
	30-50	No.	31	66
	>50	No.	3	3
Non-Management Staff	Male	No.	51	0
	Female	No.	1	0
	<30	No.	46	0
	30-50	No.	6	0
	>50	No.	0	0

Category	Employees	Unit	FY 2021-22	FY 2022-23
Permanent Workmen	Male	No.	0	0
	Female	No.	0	0
	<30	No.	0	0
	30-50	No.	0	0
	>50	No.	0	0
Contractual employees	Male	No.	46	0
	Female	No.	6	0
	<30	No.	51	0
	30-50	No.	1	0
	>50	No.	0	0

## Internal Employee Hires

Category	Employees	Unit	FY 2021-22	FY 2022-23
Management Staff	Male	No.	4	8
	Female	No.	0	1
	<30	No.	0	2
	30-50	No.	4	7
	>50	No.	0	0
Non-Management Staff	Male	No.	0	0
	Female	No.	0	0
	<30	No.	0	0
	30-50	No.	0	0
	>50	No.	0	0
Permanent Workmen	Male	No.	0	0
	Female	No.	0	0
	<30	No.	0	0
	30-50	No.	0	0
	>50	No.	0	0

## Average Hiring Cost

Category	Unit	FY 2021-22	FY 2022-23
Average hiring cost/FTE	₹	56,127	59,669



## Employee Turnover

Category	Employees	Unit	FY 2021-22	FY 2022-23
Management Staff	Male	No.	117	116
	Female	No.	4	4
	<30	No.	45	38
	30-50	No.	49	42
	>50	No.	28	40
Non-Management Staff	Male	No.	31	31
	Female	No.	3	1
	<30	No.	0	0
	30-50	No.	2	0
	>50	No.	32	32
Permanent Workmen	Male	No.	0	0
	Female	No.	0	0
	<30	No.	0	0
	30-50	No.	0	0
	>50	No.	0	0
Contractual Employees	Male	No.	69	92
	Female	No.	4	2
	<30	No.	30	0
	30-50	No.	0	5
	>50	No.	43	89

## Voluntary Employee Turnover

Category	Employees	Unit	FY 2021-22	FY 2022-23
Management Staff	Male	No.	76	75
	Female	No.	3	4
	<30	No.	39	36
	30-50	No.	40	41
	>50	No.	0	2
Non-Management Staff	Male	No.	2	0
	Female	No.	0	0
	<30	No.	0	0
	30-50	No.	1	0
	>50	No.	1	0

## Turnover Rate

Category	Unit	FY 2021-22			FY 2022-23		
		Male	Female	Total	Male	Female	Total
Employee Turnover	%	8	5	7	8	10	9
Workforce Turnover	%	5	0	5	8	18	8

## Voluntary Turnover Rate

Category	Unit	FY 2021-22	FY 2022-23
		Total	Total
Employee Voluntary Turnover	%	5.83	5.35

## Training Hours and Spend

Category	Unit	FY 2022-23
Total training hours	hours	63,756
Average training hours	hours	43
Total Training Spend	₹	29,675,270
Average Training Spend	₹	20,105

## Trainings Man Hours (Category-wise)

Employee Category	Unit	FY 2022-23
Management Staff	hours	58,634
	Average training hours	56
Non-Management Staff	hours	5,122
	Average training hours	12
Male	hours	63512
	Average training hours	45
Female	hours	244
	Average training hours	4

## Parental Leave

Category	Unit	FY 2021-22	FY 2022-23
Employees entitled for parental leave	No.	1,336	1,476
Employees that took parental leave	No.	32	47
Employees that returned to work in the reporting period after parental leave ended	No.	32	47
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	No.	32	47



Rate of Return to work that took parental leave	%	100	100
Retention rates of employees that took parental leave	%	100	100

## Performance Management Appraisal System

Type of Appraisal	Available (Yes/No)	Frequency
Management by objectives	Yes	At least yearly
Multidimensional performance appraisal (e.g. 360 degree feedback)	Yes	At least yearly
Agile conversations	Yes	At least yearly

## Gender Pay Gap

Employee Level	Average Women Salary (₹)	Average Men Salary (₹)
Executive level (base salary only)	-	191,253.81
Executive level (base salary + other cash incentives)	-	567,614.02
Management level (base salary only)	22,686.12	28,367.36
Management level (base salary + other cash incentives)	66,559.16	85,464.48
Non-management level (base salary only)	56,511.24	57,808.85

## Health and Safety<sup>3</sup>

S. No.	Category	Unit	FY 2021-22	FY 2022-23
1	Fatalities	No.	1	3
2	Near miss incidents	No.	49	80
3	Occupational disease cases	No.	0	0
4	Recordable injuries which are lost time	No.	1	1
5	Injuries (Total) Note: Only lost time injuries will be considered here.	No.	6	1
6	Man hours worked	No.	93,60,000	14,972,738
7	Total working days scheduled to be worked by the workforce	No.	300/365	300/365
8	Lost time injury frequency rate (LTIFR)	Rate	0.64	0.07
9	High consequence work-related injury / ill-health	No.	4	2

<sup>3</sup>Health and Safety Table covers both Permanent Employees and Contractual Workers

S. No.	Category	Unit	FY 2021-22	FY 2022-23
1	No. of Transport Incidents	No.	Nil	Nil

## Suppliers and Procurement spend

Category	Unit	FY 2022-23
<b>Supplier Count</b>		
Total Suppliers	No.	1,980
Total Critical suppliers	No.	159
Total Non-Critical suppliers	No.	1,821
Critical Tier-1 suppliers	No.	131
Critical non-tier 1 suppliers	No.	28
No. of locally based suppliers	No.	761
No. of MSME suppliers	No.	585
<b>Procurement Spend</b>		
Total procurement spend	₹ million	104,400
Procurement spend on critical suppliers	₹ million	90,620
Procurement spend on non-critical suppliers	₹ million	13,780
Percentage spend on critical suppliers	%	87
Percentage spend on non-critical critical suppliers	%	13



## Benefits provided to Permanent employees and Temporary employees

Category	Paradeep		Goa	
	Permanent Employees	Temporary/ Part time Employees	Permanent Employees	Temporary/ Part time Employees
Life Insurance	Yes	No	Yes	No
Health Care	Yes	Yes	No	Yes
Disability	Yes	Yes	No	No
Parental Leave (Maternity/Paternity Leave)	Yes	No	Yes	No
Marriage Leaves (Additional to Normal Leaves)	No	No	No	No
Retirement Provision	Yes	Yes	Yes	No
Stock Ownership	No	No	No	No
Transportation	Yes	No	No	No
Housing	Yes	No	Yes	No
Food Allowance	Yes	Yes	Yes	No
Extra Paid Holidays	Yes	Yes	No	No
Joining Leave	Yes	No	No	No
Marriage Gift	Yes	No	No	No

## Material issues for External Stakeholders

We conducted an assessment of positive and/or negative impacts on external stakeholders resulting from our business operations, products & services and/or supply chain. Based on the responses received from external stakeholders, following are the two material topics that are identified as being most critical by external stakeholders and have the ability to impact society and environment at large. For us, it is supremely important to take necessary actions and mitigate the direct and indirect impacts, both in the shorter and longer term arising from it.

Indicator	Material Issue
Material Issue	Chemical Safety
Cause of the Impact	Operations and Supply chain
External stakeholder(s)/ impact area(s) evaluated	<p>The manufacturing process in the fertilizer manufacturing involves handling and processing various chemicals, some of which can be hazardous. Inadequate chemical safety measures can put the health and safety of nearby communities at risk. Accidents, leaks, or improper storage can lead to exposure to toxic substances, leading to health issues, and, in severe cases, fatalities.</p> <p>Failure to adhere to chemical safety regulations can result in fines, penalties, and legal action, impacting not only the PPL's bottom line but also the trust of regulatory bodies and stakeholders in the commitment to responsible operations.</p> <p>Fertilizer manufacturing involves handling chemicals that can harm the environment if not managed properly. Chemical spills, leaks, or emissions can contaminate soil, water bodies, and the air. This pollution can harm local ecosystems and wildlife, potentially leading to long-term environmental damage.</p>
Mitigating measures	<p>We implement proactive measures to reduce the harmful impact of chemical use. Intermediate products, such as sulphuric and phosphoric acid, are combined with Ammonia and Potash to create the final products. To mitigate its carbon footprint, the Company has successfully secured a supply of Molten Sulphur from IOCL, leading to reduced imports, cost savings, and direct greenhouse gas (GHG) savings.</p> <p>Our Paradeep facility is a zero liquid discharge facility and avoids the waste water going to land and spoiling it.</p> <p>At an operational level, regular internal and third party audits are conducted and results are shared with the senior management</p>
Type of impact	Negative
Output Metric	Amount of water discharged
Impact Valuation	We have conducted a comprehensive Water Risk Assessment in December 2023 for both our Paradeep and Goa sites. The assessment included to provide the future forecasting of it being as high, medium and low risk.
Impact Metric	<ul style="list-style-type: none"> <li>Overall water risk</li> <li>Physical risk quantity</li> <li>Physical risk quality</li> <li>Regulatory and Reputational Risk</li> </ul>



Indicator	Material Issue
Material Issue	Product Stewardship
Cause of the Impact	Operations, Products
External stakeholder(s)/ impact area(s) evaluated	<p>Fertilizer manufacturing involves the use of various chemicals and processes that can have a significant impact on the environment. If not managed properly, the release of pollutants, greenhouse gasses, or other harmful substances can lead to air and water pollution, soil degradation, and harm to ecosystems. This can affect not only the environment but also the surrounding communities that rely on clean air, water, and fertile soil for their well-being.</p> <p>Violations of environmental and safety regulations can lead to fines, legal liabilities, and reputational damage. Stakeholders, such as investors, customers, and regulatory authorities, closely monitor a company's compliance with these regulations. Non-compliance can result in significant financial losses and loss of public trust.</p>
Mitigating measures	<p>Integrating product stewardship processes adds value to products by minimizing the risk of harm both to people and the environment, thereby reducing potential liabilities. At Paradeep plant, we source our key raw material – rock phosphate – from OCP group who has the world's largest phosphate reserves. For manufacturing sulphuric acid, we directly procure molten sulphur from IOCL instead of using imported sulphur which saves significant quantum of Scope 1 and Scope 3 emissions.</p> <p>In our product Zypmite and Zypmite+, we are using phosphoric gypsum for the soil correction and micronutrients 45 for the soil conditioning product. Apart from our core fertilizer products, we also engage in the sale, trading, and distribution of city compost. Biodegradable waste generated from canteens, offices and households in the township is sent to the vermicomposting unit at PPL premises, which in turn produce organic manure (bio fertiliser)</p>
Type of impact	Positive and negative
Output Metric	No. of new products in the product portfolio
Impact Valuation	<p>Product Design Criteria - 4R principles</p> <p>Through the use of 4R principles, we tend to value and minimize the damage at source. The principles include Right source, Right rate, Right time and Right place.</p>
Impact Metric	Y-o-Y new products added

## Product Design

Category	Initiative undertaken
Raw materials or components that have a lower environmental footprint	<p>In our product Zypmite and Zypmite+, we are using phosphoric gypsum for the soil correction and micronutrients for the soil conditioning product. Apart from our core fertiliser products, we also engage in the sale, trading, and distribution of city compost.</p> <p>Biodegradable waste generated from canteens, offices and households in the township is sent to the vermicomposting unit at PPL premises, which in turn produce organic manure (bio fertiliser)</p> <p>Potash derived from molasses (PDM) contains potassium and is produced as a by-product of the sugar industry. It is a natural form of potassium which improves soil aeration and water retention capacity.</p>
Actions implemented in direct operations, production & manufacturing	PPL Paradeep site successfully commissioned a phosphoric acid plant with state of art technology which provides higher recovery efficiency by 4th Generation solid liquid separation.
Steps taken during distribution, storage and transportation (e.g. increased safety, packaging choice, or reduced environmental impact)	When someone needs to move a specific item to the warehouse, our new system calculates the cost and distance it would require. Then, considering the lowest value between these two factors, the system identifies the closest and most suitable warehouse for the item to be taken to.
Criteria adopted during use phase - operation and servicing/ maintenance	<p>Use of Digitalization technology like Distribution Control System improves monitoring and control of the entire operation of plants.</p> <p>Maintenance systems also having modern Digitalization tool like CMMS – SAP/ HANA for better Maintenance management</p>
End of life management	High scale of Reliability improvement and equipments replacements/upgradation program in Paradeep site ensures good life cycle for the assets



## Risk Review

### Risks identification and assessment

Our Risk Management policy and Risk Register clearly articulates the process of identifying and prioritizing the risks that may have detrimental impact on the organization. The risks are broadly classified/identified as:

- Internal risks: It includes risks as strategic, business, finance, reputation, etc.
  - External risks: It includes risks as sectoral risks, sustainability, political, natural calamities, etc.
- Risks are then prioritized using the Risk Rating criterion which includes:

- Risk metrics: It includes predefined impact metrics such as impact on profits, sales/turnover, business interruptions, stream days lost, compliance indicators (fines/penalties), health & safety, etc.
- Risk Rating: The risks are rated or prioritized based on its extent of impact on risk metrics as minor, moderate, major or severe and its probability of occurrence.
- Risks classification: Based on the extent of impact, risks are finally classified as high, medium and low. Further, mitigation actions are identified and implemented to reduce or eliminate the possible negative impacts.

Risks Identified	1. Information Technology	2. Supply Chain/Procurement
Objective	Operations	Operations
Description	The seamless and dependable operation of I.T. systems and equipment plays a crucial role in ensuring the plant operates continuously and without disruption. Failure to maintain this reliability may lead to several problems, including system inefficiencies and failures that interrupt operations. Inadequate data security may also result in leaks, and the absence of regular system maintenance can cause frequent shutdowns and breakdowns, leading to losses due to inefficient data processing.	As a manufacturer of phosphates, Paradeep Phosphates Limited depends on a consistent and dependable supply of raw materials. An effective supply chain is crucial to enabling the company to acquire the required inputs for sustaining uninterrupted production and fulfilling customer demands. Additional concerns include the rising costs of sourcing, which can affect profitability, the analysis of sustainability risks associated with vendors, and a significant reliance on imported raw materials. There also exists issues related to the insufficient methods or frequency of quality audits conducted on vendors.
Mitigation Measures	<p>Various mitigation actions has been taken which includes:</p> <ul style="list-style-type: none"> <li>All Systems/equipment's are covered under periodic maintenance.</li> <li>Preventive maintenance of IT devices is done on a quarterly basis.</li> <li>Documentation (Hard/soft) of various phases of the application development is maintained.</li> <li>All the data related to business transactions are stored in the SAP Database.</li> <li>Data retention of critical systems are maintained as per IT Policy</li> <li>Daily health checkups of servers are performed at DC and DR locations.</li> <li>Adequate trainings are provided to IT personnel to improve their skills and ability to execute IT initiatives.</li> </ul>	<p>To mitigate risk, the Company has taken various initiatives:</p> <ul style="list-style-type: none"> <li>Shifted to supply of Molten Sulphur from IOCL to reduce overall carbon footprints of the supply chain.</li> <li>Developed and in the process of implementing Responsible supply chain framework to identify extent of sustainability risk in the supply chain.</li> <li>Developed and in the process of implementing Supplier code of conduct reflecting commitments that each supplier must have to abide by.</li> <li>Delays in delivery are charged to the vendor for critical and high value contracts, applicable only for non-raw material vendors.</li> </ul>

## SASB Index

SASB Indicator	Section/ Sub-Section	Page No.
RT-CH-110a.1. Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Our Environmental Responsibility: GHG Emissions ESG Data Book: Environment Performance - GHG Emissions	ESG Report, Page 68, 113
RT-CH-110a.2. Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Our Environmental Responsibility: GHG Emissions	ESG Report, Page 68
RT-CH-120a.1. Air emissions of the following pollutants: (1) NOX (excluding N2O), (2) SOX, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	Our Environmental Responsibility: Air Emissions ESG Data Book: Environment Performance - Air Pollutant Management	ESG Report, Page 72, 113
RT-CH-130a.1. (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Our Environmental Responsibility: Energy Management ESG Data Book: Environment Performance - Energy Consumption	ESG Report, Page 70, 112
RT-CH-140a.1. (1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Our Environmental Responsibility: Water Management	ESG Report, Page 73
RT-CH-140a.2. Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Our Environmental Responsibility: Water Management ESG Data Book: Economic Performance - Fines/Settlements/ Complaints	ESG Report, Page 73, 110
RT-CH-140a.3. Description of water management risks and discussion of strategies and practices to mitigate those risks	Our Environmental Responsibility: Water Management	ESG Report, Page 73
RT-CH-150a.1. (1) Amount of hazardous waste generated; (2) percentage recycled	Our Environmental Responsibility: Waste Management and Circularity ESG Data Book: Environment Performance - Waste Generation	ESG Report, Page 74, 75, 113, 114
RT-CH-210a.1. Discussion of engagement processes to manage risks and opportunities associated with community interests	Social Responsibility: Charting the Course of CSR Excellence	ESG Report, Page 96, 97



# GRI Content Index

SASB Indicator	Section/ Sub-Section	Page No.
RT-CH-320a.1. (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	ESG Data Book: Social Performance - Health and Safety	ESG Report, Page 120
RT-CH-320a.2. Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	Stakeholder Engagement: Approach to Materiality - Key Material Issues Our People Strategy: Chemical Safety Material Issues for External Stakeholders	ESG Report, Page 24, 64-67, 123
RT-CH-410a.1. Revenue from products designed for use-phase efficiency	NA	-
RT-CH-410b.1. (1) Percentage of products that contain Globally Harmonised System of Classification and Labelling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	NA	-
RT-CH-410b.2 Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human or environmental impact	Stakeholder Engagement: Approach to Materiality - Key Material Issues Our People Strategy: Chemical Safety Material Issues for External Stakeholders	ESG Report, Page 24, 64-67, 123
RT-CH-410c.1 Percentage of products by revenue that contain genetically modified organisms (GMOs)	NA	-
RT-CH-530a.1. Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Risk Management: Emerging Risks BRSR: Section A - General Disclosures	ESG Report, Page 44-49 Annual Report, Page 70
RT-CH-540a.1. Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	NA	-
RT-CH-540a.2. Number of transport incidents	ESG Data Book: Social Performance - Health and Safety	ESG Report, Page 120

GRI Standard	Disclosure	Description	Section/Subsection Title	Page No.
General Disclosures				
GRI 2 - General disclosures	2-1	Organizational details	About Paradeep Phosphates Limited: Organization Brief	ESG Report, Page 10
	2-2	Entities included in the organization's sustainability reporting	About the Report: Reporting Boundary	ESG Report, Page 03
	2-3	Reporting period, frequency and contact point	About the Report: Reporting Guidelines	ESG Report, Page 03
	2-4	Restatements of information	ESG Data Book: Social Performance - Fines/Settlements/Complaint	ESG Report, Page 110
	2-5	External assurance	NA	NA
	2-6	Activities, value chain and other business relationships	About Paradeep Phosphates Limited: Our Value Chain	ESG Report, Page 15
	2-7	Employees	Our People Strategy ESG Data Book: Social Performance - Employee Information	ESG Report, Page 52, 115
	2-8	Workers who are not employees	Our People Strategy ESG Data Book: Social Performance - Employee Information	ESG Report, Page 52, 115
	2-9	Governance structure and composition	Our Corporate Governance: Framework for Governance	ESG Report, Page 32-35
	2-10	Nomination and selection of the highest governance body	Directors' Report: Nomination and Remuneration Policy and Disclosure on Remuneration	Annual Report, Page 131
	2-11	Chair of the highest governance body	Our Corporate Governance: Framework for Governance - Meet the Board	ESG Report, Page 32-35
	2-12	Role of the highest governance body in overseeing the management of impacts	Our Corporate Governance: Framework for Governance - ESG Governance	ESG Report, Page 37
	2-13	Delegation of responsibility for managing impacts	Our Corporate Governance: Framework for Governance - ESG Governance	ESG Report, Page 37
	2-14	Role of the highest governance body in sustainability reporting	Our Corporate Governance: Framework for Governance - ESG Governance	ESG Report, Page 37
	2-15	Conflicts of interest	Our Corporate Governance: Guiding Principles for Our Business ESG Data Book: Economic Performance - Fines/Settlements/Complaints	ESG Report, Page 38-39, 110



GRI Standard	Disclosure	Description	Section/Subsection Title	Page No.
	2-16	Communication of critical concerns	ESG Data Book: Economic Performance - Fines/Settlements/ Complaints	ESG Report, Page 110
	2-17	Collective knowledge of the highest governance body	Annexure A - To the Board's Report	Annual Report, Page 135
	2-18	Evaluation of the performance of the highest governance body	Directors' Report: Performance Evaluation	Annual Report, Page 131
	2-19	Remuneration policies	Directors' Report: Nomination and Remuneration Policy and Disclosure on Remuneration	Annual Report, Page 131
	2-20	Process to determine remuneration	Directors' Report: Nomination and Remuneration Policy and Disclosure on Remuneration	Annual Report, Page 131
	2-22	Statement on sustainable development strategy	Our Sustainability Strategy: Sustainability Strategy	ESG Report, Page 30-31
	2-23	Policy commitments	Our Corporate Governance: Guiding Principles for Our Business	ESG Report, Page 38-39
	2-24	Embedding policy commitments	Our Corporate Governance: Framework for Governance - Committees to the Board	ESG Report, Page 36
	2-25	Processes to remediate negative impacts	Our Corporate Governance: Framework for Governance - Committees to the Board	ESG Report, Page 36
	2-26	Mechanisms for seeking advice and raising concerns	Our Corporate Governance: Guiding Principles for Our Business - Code of Conduct	ESG Report, Page 38
	2-27	Compliance with laws and regulations	ESG Data Book: Economic Performance - Fines/Settlements/ Complaints	ESG Report, Page 110
	2-28	Membership associations	Product Stewardship: Research and Development - Open Innovation	ESG Report, Page 83
	2-29	Approach to stakeholder engagement	Our Sustainability Strategy: Stakeholder Engagement	ESG Report, Page 23
	2-30	Collective bargaining agreements	BRSR Principle 3	Annual Report, Page 86

GRI Standard	Disclosure	Description	Section/Subsection Title	Page No.
GRI 3: Material Topics	3-1	Process to determine material topics	Our Sustainability Strategy: Approach to Materiality	ESG Report, Page 24
	3-2	List of material topics	Our Sustainability Strategy: Approach to Materiality - Materiality Assessment Process	ESG Report, Page 24-25
	3-3	Management of material topics	Our Sustainability Strategy: Approach to Materiality - Key Material Topics	ESG Report, Page 25-29
GRI 201 - Economic performance	201-1	Direct economic value generated and distributed	ESG Data Book: Economic Performance	ESG Report, Page 110
	201-2	Financial implications and other risks and opportunities due to climate change	BRSR: Section A - General Disclosures	Annual Report, Page 70
	201-3	Defined benefit plan obligations and other retirement plans	BRSR: Principle 3	Annual Report, Page 84
GRI 203- Indirect Economic Impacts	203-2	Significant indirect economic impacts	Social Responsibility: Our Transformative CSR Ventures	ESG Report, Page 95-109
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	ESG Data Book: Social Performance - Suppliers and Procurement Spend	ESG Report, Page 121
GRI 205: Anti-Corruption	205-1	Operations assessed for risks related to corruption	Risk Management	ESG Report, Page 44-49
	205-2	Communication and training about anti-corruption policies and procedures	Our People Strategy: Learning and Development	ESG Report, Page 54
	205-3	Confirmed incidents of corruption and actions taken	ESG Data Book: Economic Performance - Fines/Settlements/ Complaints	ESG Report, Page 110
GRI 206: Anticompetitive Behavior	206-1	Legal actions for anticompetitive behavior, antitrust, and monopoly practices	None	Annual Report, Page 79
GRI 300 Environmental Standards Series				
GRI 302 - Energy	302-1	Energy consumption within the organization	ESG Data book: Energy Consumption	ESG Report, Page 112
	302-2	Energy consumption outside of the organization	-	-
	302-3	Energy intensity	Our Environmental Responsibility: Energy Management	ESG Report, Page 70
	302-4	Reduction of energy consumption	Our Environmental Responsibility: Energy Management	ESG Report, Page 70



GRI Standard	Disclosure	Description	Section/Subsection Title	Page No.
GRI 303 - Water and Effluents	303-1	Interactions with water as a shared resource	Our Environmental Responsibility: Water Management - Wastewater Treatment	ESG Report, Page 73
	303-2	Management of water Discharge-related impacts	Our Environmental Responsibility: Water Management - Wastewater Treatment	ESG Report, Page 73
	303-3	Total water withdrawal by source	Our Environmental Responsibility: Water Management - Water Consumption	ESG Report, Page 73
	303-4	Water discharge	ESG Data Book: Environment Performance - Water Sourcing and Discharge	ESG Report, Page 113
	303-5	Water consumption	Our Environmental Responsibility: Water Management - Water Consumption ESG Data Book: Environment Performance - Water Sourcing and Discharge	ESG Report, Page 73, 113
GRI 305 - Emissions	305-1	Direct (Scope 1) GHG emissions	Our Environmental Responsibility: GHG Emissions ESG Data Book: Environment Dimension - GHG Emissions	ESG Report, Page 71, 113
	305-2	Energy indirect (Scope 2) GHG emissions	Our Environmental Responsibility: GHG Emissions ESG Data Book: Environment Performance - GHG Emissions	ESG Report, Page 71, 113
	305-3	Other indirect (Scope 3) GHG emissions)	Our Environmental Responsibility: GHG Emissions ESG Data Book: Environment Performance - GHG Emissions	ESG Report, Page 71, 113
	305-4	GHG emissions intensity	Our Environmental Responsibility: GHG Emissions ESG Data Book: Environment Performance - GHG Emissions	ESG Report, Page 71, 113
	305-5	Reduction of GHG emissions	Our Environmental Responsibility: GHG Emissions	ESG Report, Page 71
	305-6	Emissions of ozone-depleting substances (ODS)	ESG Data Book: Environment Performance - Emissions of ozone-depleting substance (ODS)	ESG Report, Page 113
	305-7	Nitrogen Oxides (NOX), Sulphur Oxides (SOX), and other significant air emissions	Our Environmental Responsibility: Air Emissions ESG Data Book: Environment Performance - Air Pollutant Management	ESG Report, Page 72-73, 113

GRI Standard	Disclosure	Description	Section/Subsection Title	Page No.
GRI 306 - Waste	306-1	Waste generation and significant waste related impacts	Our Environmental Responsibility: Waste Management and Circularity ESG Data Book: Environment Performance - Waste Generation	ESG Report, Page 74-75, 113-114
	306-2	Management of significant waste-related impact	Our Environmental Responsibility: Waste Management and Circularity	ESG Report, Page 74-75
	306-3	Waste generated	Our Environmental Responsibility: Waste Management and Circularity ESG Data Book: Environment Performance - Waste Generation	ESG Report, Page 74-75, 113-114
	306-4	Waste diverted from disposal	Our Environmental Responsibility: Waste Management and Circularity ESG Data Book: Environment Performance - Waste Generation	ESG Report, Page 74-75, 113-114
	306-5	Waste directed to disposal	Our Environmental Responsibility: Waste Management and Circularity ESG Data Book: Environment Performance - Waste Generation	ESG Report, Page 74-75, 113-114
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	NA	NA
	308-2	Negative environmental impacts in the supply chain and actions taken	NA	NA
GRI 401 Employment	401-1	New employee hires and employee turnover	ESG Data book: Social Performance - New Employee Hires	ESG Report, Page 116-117
	401-2	Benefits provided to full-time employees	Our People Strategy - Employee Benefits	ESG Report, Page 122
	401-3	Parental leave	ESG Data Book: Social Performance - Parental Leave	ESG Report, Page 119
GRI 403 - Occupational health and safety	403-1	Occupational health and safety management system	Our People Strategy: Occupational Health and Safety	ESG Report, Page 62-67
	403-2	Hazard identification, risk assessment, and incident investigation	Our People Strategy: Occupational Health and Safety	ESG Report, Page 63
	403-3	Occupational health and services	Our People Strategy: Occupational Health and Safety	ESG Report, Page 62-67
	403-4	Worker participation, consultation and communication on occupational health and safety	Our People Strategy: Occupational Health and Safety - Health and Safety Committees	ESG Report, Page 64
	403-5	Worker training on occupational health and safety	Our People Strategy: Occupational Health and Safety - Measures taken by PPL to address OHS related Challenges - Safety Training and Awareness	ESG Report, Page 62-67



GRI Standard	Disclosure	Description	Section/Subsection Title	Page No.
	403-6	Promotion of worker health	Our People Strategy: Occupational Health and Safety - Measures taken by PPL to address OHS related Challenges	ESG Report, Page 62-64
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our People Strategy: Occupational Health and Safety	ESG Report, Page 62-64
	403-9	Work-related injuries	BRSR Report: Principle 3 - Details of safety related incidents	Annual Report page, 88.
GRI 404- Training and education	404-2	Programs for upgrading employee skills and transition assistance programs	Our People Strategy: Learning and Development	ESG Report, Page 54-55
	403-3	Percentage of employees receiving regular performance and career development reviews	Our People Strategy: Employee Engagement - Performance Management	ESG Report, Page 58
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Our People Strategy: Unity in Diversity, Strength in Inclusion	ESG Report, Page 52-53
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Our People Strategy: Human Rights ESG Data Book	ESG Report, Page 61, 110
GRI 412: Human Rights Assessment	412-2	Employee training on human rights policies and procedures	Our People Strategy: Human Rights	ESG Report, Page 61
GRI 413- Local communities	413-1	Operations with local community engagement, impact assessments, and development programs	Social Responsibility: Our Transformative CSR Ventures	ESG Report, Page 98-109
	413-2	Operations with significant actual and potential negative impacts on local communities	Social Responsibility: Our Transformative CSR Ventures	ESG Report, Page 98
GRI 417: Marketing and Labeling	417-1	Requirements for product and service information and labeling	ESG Data Book: Economic Performance - Product Information and Labeling	ESG Report, Page 111
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Data Book: Economic Performance - Fines/Settlements/ Complaints	ESG Report, Page 110

## NOTES





Paradeep Phosphates Limited

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