

# Integrated Approach to Sustainable Growth

## We Care

The pervasive unifying thread that runs through everything that Reliance does is the spirit of 'We Care'.

For Reliance, 'We Care' is not just about caring for the financial and economic well-being of the Company and its stakeholders. It is also about taking cognisance of the non-financial and social parameters, the convergence of which is critical to optimise trust and goodwill with its stakeholders and the larger ecosystem. The Company's unique strength lies in its ability to balance financial and non-financial goals. It gives Reliance the edge to tap opportunities across the spectrum to strengthen its long-term sustainable value creation potential while meeting the needs of its diverse stakeholders.

Given the complexity of Reliance's operations and its growth aspirations, it must embrace the latest technology advances, invest in robust research capabilities, nurture communities and stay abreast of ever-evolving customer preferences. The Company must also create a mutually rewarding experience for employees and reduce the environmental impact of every action it undertakes. Reliance understands the importance of monitoring and mitigating risks and identifying opportunities that can directly or indirectly impact its present and future existence. Its approach has always been holistic so that the interdependencies between the different aspects of business

and the cause-effect relationship are synchronous. Its determination to walk this balanced path and grow while keeping 'Care' at the core are reflected in the Company's resilient and sustained financial performance.

The disclosures made in this part of the report are shaped by industry best practices and universally accepted standards and frameworks such as Global Reporting Initiative (GRI), International Integrated Reporting Council (IIRC), Task Force on Climate-Related Financial Disclosures (TCFD), United Nations Sustainable Development Goals (SDGs) and World Economic Forum's International Business Council (WEF-IBC) metrics.

In this report, Reliance has enumerated its value creation story by aligning to the six capitals of the framework laid down by the IIRC covering Natural Capital, Human Capital, Manufactured Capital, Intellectual Capital, Financial Capital and Social and Relationship Capital.

This section focuses on Reliance's value creation from the lens of Non-financial Capitals of IIRC <IR> framework. The details of Financial Capital is described in the Financial Performance and Review (Page 44) section of this report.

**Extending 'Care' during COVID-19** 152

**Reliance's Integrated Approach to ESG governance** 155

**Responding to the Material Issues** 162

**Driving the ESG Growth in Reliance** 166

## NATURAL CAPITAL

**Caring for our planet: Building a more sustainable world** 168

Towards a cleaner future 168

Highlights FY 2021-22 169

Management approach 169

Environmental performance 169

Energy efficiency of operations 170

Climate change 171

Ecosystems and biodiversity 172

Waste management and circular economy 172

Towards circularity 173

Water and effluent management 175

Way Forward 175

## HUMAN CAPITAL

**Nurturing the 'One Reliance' Family: Creating a growth-driven workplace with care and empathy** 176

Highlights FY 2021-22 177

Management approach 177

Health, safety and employee well-being 178

Diversity and inclusion 179

Talent management 180

Way Forward 187

## MANUFACTURED CAPITAL

**Committed to growing with care for the planet** 188

Highlights FY 2021-22 189

Business performance 189

Strengthening the framework to build a digital-first company 192

Way Forward 193

## INTELLECTUAL CAPITAL

**Research and development for a sustainable future** 194

Reliance research and development: A crucial driver of sustained value creation 194

Highlights FY 2021-22 195

Innovation and technology 195

Leveraging its intellectual capital to fight COVID-19 195

R&D focus areas 196

Way Forward 201

## SOCIAL AND RELATIONSHIP CAPITAL

**Caring for the community: Building a stronger India** 202

Highlights FY 2021-22 203

Management approach 203

Community development 203

Sustainable supply chain management 210

Nurturing digital ecosystems 212

Customer satisfaction 213

Way Forward 215

## FINANCIAL CAPITAL

Read Financial Performance and Review for more details

PG 44

**Independent Assurance Statement** 216

# Reliance Industries – Extending 'Care' during COVID-19

The world has grappled with a health and humanitarian crisis rarely seen in history as it battled the COVID-19 pandemic in the past two years. For Reliance, caring for its stakeholders during these troubled times took centre stage. Just as people around the globe were struggling to manage the first wave of the pandemic, the debilitating second wave struck the world and India in 2021. Against this backdrop, Reliance's enduring commitment to 'Serve' or deliver 'Seva' to India and humanity became even more crucial. It formed the nucleus of proactive support to communities undertaken by the Company.

Drawing on its combined strengths, the 'One Reliance' family worked round the clock to quickly mobilise efforts on the ground to deliver 'CARE' and support the nation's fight against the pandemic. Since its inception, the Company's dedication to inclusive growth, sustainable development and meeting stakeholder expectations

have been a part of its core values. Reliance's commitment to its stakeholders includes but is not limited to the communities in which it operates, the employees who drive its growth, the suppliers and partners who help achieve its business goals and the customers who are the lifeline of the Company. Reliance's spirit of

'WE CARE' encompasses all Indians and the humanity at large. Today as India and the world emerge out of the shadows of COVID-19, the spirit of resilience has become the new lodestone guiding Reliance in the post-pandemic era.

The infographic features a light blue background with a white circular logo in the top left and the R-SWASTHYA logo in the top right. The central text reads "Make 'SMS' your habit!". Below this, three circular icons are arranged horizontally. The first icon shows hands being washed in a sink with soap, labeled with a blue circle containing the letter 'S' and the word "Sanitise" in bold, with the instruction "Wash hands frequently with soap and water". The second icon shows a person wearing a blue face mask, labeled with a blue circle containing the letter 'M' and the word "Mask" in bold, with the instruction "Always wear a mask if stepping out is unavoidable". The third icon shows two people standing apart with a double-headed arrow between them labeled "2 meter", labeled with a blue circle containing the letter 'S' and the words "Social distance" in bold, with the instruction "Maintain 2 meter distance from others".



## Employee Care

During the pandemic, Reliance extended care to its employees and the 'One Reliance' family through a four-pronged approach that covered communications, risk reduction, creating Infrastructure, and ensuring health and well-being, with a focus on mental health.

- In addition to implementing stringent social distancing norms, all work locations were sanitised every three hours. Materials entering sites and townships were fumigated to ensure safety.
- To contain the spread of the virus, Reliance ran daily temperature checks and ran a separate Outpatient Department for employees with symptoms.
- Reliance initiated an online symptom-checker where the employees filled questionnaires daily to identify high-risk cases and extend support, as required.
- The Company adopted robust testing modalities in collaboration with the state-of-the-art Reliance Life Science Labs to maximise testing capacity.
- Reliance developed dedicated COVID-19 care centres across various locations housing over 2,000 beds for critical patients.
- The Company implemented a COVID Pass Authenticator that has been integrated with the online symptom checker and testing data.
- The Company announced an initiative, 'Reliance Family Support and Welfare Scheme', under which it extends support to the bereaved family members of the employees who succumbed to COVID-19.
- The Company made provisions for special COVID leave that employees can avail if they or their family members are affected by the pandemic.
- For off-roll workforce members who succumbed to the pandemic, the Company, through Reliance Foundation, extended its support to the bereaved families by contributing a lump sum payment of ₹10 lakh directly to the nominee of the deceased.
- In line with the Government of India's guidelines, Reliance rolled out its vaccination programme, called Mission Vaccine Suraksha, for all its employees and eligible family members. As of FY 2021-22, nearly 100% of the eligible employees have been administered the first dose under Mission Vaccine Suraksha and 96% of all the eligible employees are fully vaccinated.
- To address physical and mental health challenges, Reliance implemented webinars on lifestyle disorders and ways to manage the post-pandemic impact, Diabetes Control Mission, BMI reduction programme, and lifestyle clinic, amongst others.
- Teleconsultations with specialists were conducted via the JioHealthHub app.
- Yoga and meditation sessions and peer-to-peer discussion platforms were facilitated.

## Integrated Approach to Sustainable Growth

### Community Care

#### Mission Oxygen: setting up the largest production unit of medical-grade liquid oxygen from a single location in India

Availability of medical grade oxygen for impacted patients was a life-saving need during COVID-19, especially during the second wave. Under the dedicated personal supervision of the Chairman and Managing Director, Shri Mukesh D. Ambani, the Company re-engineered its existing facilities to set up the largest production facilities in India to produce and deliver medical oxygen from a single location in record time. The Company adopted a two-pronged approach to strengthening the availability of medical-grade oxygen in India, including:

- Refocusing several industrial processes at Reliance's Jamnagar and other facilities for rapid scale-up in the production of medical-grade liquid oxygen.
- Managing the supply chain by augmenting loading and transportation capacities to ensure the swift and safe supply of oxygen to states and Union Territories across India.

Despite not being a manufacturer of medical-grade oxygen historically, the Company's engineers quickly reconfigured and optimised operations, which were initially designed for refining and producing petrochemical grade oxygen to produce high-purity medical-grade oxygen during the second wave of the pandemic. Reliance also converted nitrogen tankers into transport trucks for medical-grade oxygen through innovative and safe processes approved by the Petroleum and Explosives Safety Organisation (PESO), the relevant regulatory body of the Government of India.

**In the words of Chairman and Managing Director Shri Mukesh D. Ambani,** "For me and all of us at Reliance, nothing is more important than saving every life as India battles against a new wave of the COVID-19 pandemic. There is an immediate need to maximise India's production and transportation capacities for medical grade oxygen. I am proud of our engineers at Jamnagar who have worked tirelessly, with a great sense of patriotic urgency, to meet this new challenge. I am truly humbled by the determination and sense of purpose shown by the bright, young

members of the Reliance family who have once again risen to the occasion and delivered when India needs it the most."

### Expanding COVID Care Facilities

- As the second wave of COVID-19 infections gripped the country, Reliance BP Mobility Limited (RBML, Operating under the brand name Jio-bp) reintroduced its programme of supplying fuel free of cost to COVID emergency services vehicles. Under the pan-India programme, a total of 2,203.59 KL was dispensed to 56,283 emergency vehicles (53,272 HSD and 3,011 MS) from May 13 to June 30, 2021.
- Reliance procured and administered 40+ lakh vaccine doses. Of this, 9.4 lakh doses were given to various state governments and 2 lakh to the armed forces.



Ramped up from zero to produce 11% of the liquid medical-grade oxygen requirements of the country, including establishing the entire supply chain to meet the urgent need

Set up capacity of  
**2,000+** beds  
for COVID-19 care

Distributed  
**1.4+** crore  
Masks

Distributed  
**8.5+** crore  
Meals

Increased capacity of Reliance-led  
COVID-19 testing labs to  
**15,000+**

Distributed  
**2,00,000+**  
gloves and  
**5,00,000+**  
ORS packets

# Reliance's Integrated Approach to ESG Governance

Since its inception, Reliance has been committed to sustainable growth, which has only been possible due to the underpinning governance. The Company recognises the role of robust governance mechanisms for long-term value creation. Efficient corporate governance has acted as a pillar of Reliance's sustained growth throughout the year.

Reliance's Corporate Governance practices are driven by the principles of transparency, accountability, and integrity. This is operationalised by relevant policies and Standard Operating Procedures (SOPs) to ensure compliance and good governance for all stakeholders.

## Board Governance

Reliance's senior leadership comprises of a 14-member Board which is responsible for direction and oversight of Reliance. The Board of Directors come from diverse backgrounds with unique competencies and rich experience. The induction into the Board of Directors is instituted by the Board level Human Resources, Nomination and Remuneration Committee. This Committee oversees aspects which include formulation of the criteria for determining qualifications, positive attributes, and independence of a Director, and recommend to the Board a policy, relating to the remuneration of the Directors, Key Managerial Personnel, and other employees. The Committee has also developed a set of criteria for evaluating the performance of the Board of Directors, including that of Independent Directors. Attendance, familiarity with the business, and engagement are some of the key parameters defined for evaluating the Board's performance. The Board of Directors, through its Committees, oversee the ESG initiatives and performance.

Board diversity in skill-set, nationality, experience, and perspective is important for effective leadership and governance. A diverse Board provides guidance and effective oversight over the Company's operations. It enhances responsiveness to stakeholder needs, collaboration across departments, and provides expertise leading to the continuous growth of the Company. Presently, the Board consists of two eminent women directors.



## Regulatory Issues and Compliance

Regulatory compliance at Reliance has been of utmost importance, especially in an evolving regulatory scenario. Reliance's Regulatory compliance risk is addressed by the Reliance Compliance Management System. It is a digitally enabled comprehensive compliance management framework that's integrated with business processes, risks and controls and updated on a regular basis.

Changes in regulations are also monitored on an ongoing basis by the Group Compliance Committee. The Directors get monthly or quarterly information on key statutory and regulatory developments, as well as key judicial rulings affecting interpretation of important laws.



More information is available on <https://www.ril.com/ar2020-21/pdf/Risk%20and%20Governance.pdf>

## ESG Governance

Reliance is on a continuous improvement journey to create long-term value for its stakeholders. The key decisions that are taken pertaining to ESG include indepth analysis through an Integrated Profit and Loss lens. Reliance has integrated ESG into its governance structure so that the Company can have a better oversight and strengthen management responsibility for business-related ESG challenges and opportunities.

The Corporate Social Responsibility & Governance (CSR&G) Committee oversees the implementation of sustainability activities. Business Responsibility Report (BRR) describing the initiatives taken by the Company from an environmental, social and governance perspective is reviewed and recommended to the Board by the CSR&G Committee. The progress on the Company's CSR initiatives is periodically reviewed by the CSR&G Committee and the Company's Board of Directors. RIL continuously enhances its existing systems and processes to capture the impact of its social/economic and developmental initiatives. The Risk Management Committee oversees the ESG related risks and risk mitigation measures. Further, the Health, Safety & Environment (HSE) Committee reviews the environment related policies and matters.



Detailed information on various Board Committees is available on <https://www.ril.com/OurCompany/Leadership/BoardCommittees.aspx> and the Corporate Governance section of this report.

## Policies and Codes

Policies and codes are the essential components that help operationalise governance frameworks. Reliance's policies and codes signify the Company's commitment to the highest business ethics and corporate values and are communicated transparently to all the relevant stakeholders. A detailed list of policies is available in the Corporate Governance Section of this report.



### Code of Conduct

With strict adherence to its Code of Conduct Policy, RIL maintains its reputation and continues to earn the trust of its stakeholders. A robust Code of Conduct Policy ensures integrity, accountability, and transparency in the Company. RIL's code lays down the responsibilities and expectations for the Directors, Business Partners, Employees, Suppliers, and other stakeholders. To deal with ethical transgressions in the organisation, the Company has established the Vigil Mechanism, Whistle blower Policy, and Ethics & Compliance Task Force (ECTF).



More information is available at <https://www.ril.com/DownloadFiles/IRStatutory/Code-of-Conduct.pdf>

Details of Reliance's governance policies and codes can be accessed on its website: <https://www.ril.com/investorrelations/downloads.aspx>



### Towards Clean and Alternative Energy: Reliance Net Zero

#### Reliance's Goal

Reliance believes that although climate change is a global threat, but tackling it in a timely manner can offer an opportunity to create a healthier, happier, more secure and resilient future. Therefore, the global New Energy agenda has to transcend from dialogue to action and commitment through urgent on-ground implementation. Led by this vision, Reliance had announced a target to be Net Zero by 2035. To achieve this ambitious goal, Reliance announced to:

- Establish and enable 100 GW of solar energy by 2030
- Build Giga Factories to create and offer a fully-integrated, end-to-end renewable energy ecosystem
- Invest in value chain, partnerships and future technologies, including upstream and downstream industries
- Transform its business to Net Carbon Zero operations

#### Reliance's Commitment

As the world develops new technologies to combat the effects of climate change, Reliance has embraced the need of the hour and spearheaded its initiatives towards decarbonisation. The Company is transforming itself, embracing new-age technologies and establishing a comprehensive green energy ecosystem in India, ranging from solar modules and batteries to hydrogen fuel cells.

Reliance sees investments in renewables and alternative energy as an active way to ensure positive outcomes for future generations. With renewables and alternative energy dominating the future power generation mix, the Company is changing the way it operates.

As one of the biggest energy markets globally, India will play a key role in transforming the world's energy landscape. The country has already



announced its National Hydrogen Mission, which aims to boost green hydrogen production. As a Company that is always focused on growing businesses of the future and making India a stronger economy, Reliance will lead by leveraging its strengths that include finance, talent, technology, and proven project execution capabilities. The Company aims to play a meaningful role in meeting the country's growing energy demand sustainably by making its New Energy business truly global.

## Reliance's Strategy

As a part of Reliance's long-term strategy on emission reduction, the Company is committed to reducing its overall operational GHG footprint – Scope 1 or direct emissions and Scope 2 or indirect emissions from energy purchase.

The O2C Net Zero plan is anchored on six key strategic initiatives, which are as follows:



Improving energy efficiency



Energy transition to clean and green renewable energy from fossil fuels



Repurposing of petcoke gasification streams to utilise syngas for producing chemicals and hydrogen



Producing syngas on a renewable basis through biomass gasification



Using Carbon Dioxide (CO<sub>2</sub>) as a recyclable resource and adopting Carbon Capture Utilisation and Sequestration (CCUS) pathways such as but not limited to synthetic fuels and chemicals, mineral carbonation in construction materials, algae cultivation for biofuels and food supplements, and other technology-led solutions



Generating carbon credits and using them to offset hard-to-abate emissions

The Company is already accelerating its progress through resource efficiency and energy conservation. As the business evolves towards its Net Zero target, digitalisation is one factor that enables the ecosystem. Reliance is using its global collaboration to help establish the feasibility and successful deployment of CCUS.

The Company's initiatives will contribute towards the United Nations Sustainable Development Goals (UN SDGs) to combat climate change, ensuring sustainable consumption and production patterns, and ensuring access to affordable, reliable, sustainable, and modern energy for all.

## Reliance's Approach

Reliance is on the path of transformation to move its legacy businesses to Net Zero operations and improve it further with the best Corporate Governance and sustainability systems.

The Company has already enlisted eight global technocrats, many of whom are advisers to governments worldwide, as part of a nine member New Energy Council. This Council will be vital in leading an accelerated transition and providing futuristic solutions to practical problems that may arise along the way.

Reliance's approach is to create a New Energy ecosystem, transition to clean energy and convert clean energy to Green Chemicals.









# Integrated Approach to Sustainable Growth

The Company has made substantial progress on photosynthetic biological pathways to convert CO<sub>2</sub> emissions at Jamnagar into high-value proteins, nutraceuticals, advanced materials, and fuels. The Company is taking strong strides in its journey to develop the next-gen Carbon Capture and Storage (CCS) technologies. It is also evaluating options to convert novel catalytic and electrochemical transformations to use CO<sub>2</sub> as a valuable feedstock.

Reliance has also embarked on making changes in the present business, using less carbon-intensive alternatives and changing the legacy business model. Promoting a net-zero strategy in energy production and consumption is a key focus area for the Company. Championing an aggressive energy transition, Reliance sees a significant opportunity in hydrogen and alternate energy as the key to developing its business of the future. While doing so, the Company is selecting meaningful technologies for building a portfolio that has the most efficient, smart and sustainable solutions.

## Alignment with WEF-IBC Core Metrics

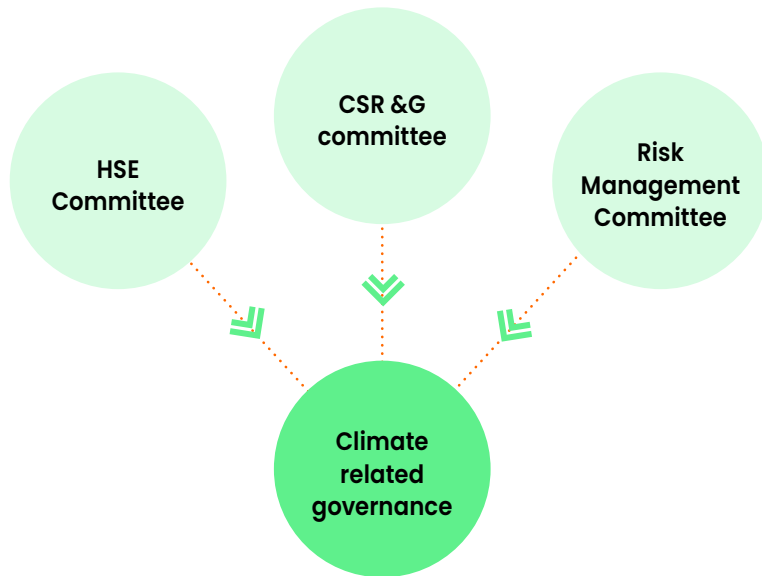
Theme	Report Section
 <b>Pillar-1 Governance</b>	
Governing Purpose	Corporate governance section <a href="#">PG 218</a> ; Value-creation model <a href="#">PG 28</a>
Quality of governing body	Corporate governance section <a href="#">PG 218</a> ;
Stakeholder Engagement	Responding to the Material Issues <a href="#">PG 162</a>
Ethical behaviour	Corporate governance section <a href="#">PG 218</a> ; Human capital <a href="#">PG 176</a>
Risk and opportunity oversight	Management Discussion and Analysis Report; <a href="#">PG 42</a> ; Progress towards Task Force on Climate Related Financial Disclosures (TCFD) <a href="#">PG 158</a>
 <b>Pillar-2 Planet</b>	
Climate Change	Natural capital <a href="#">PG 168</a> ; Progress towards Task Force on Climate Related Financial Disclosures (TCFD) <a href="#">PG 158</a>
 <b>Pillar-3 People</b>	
Dignity and Equality	Corporate governance section <a href="#">PG 218</a> ; Human capital <a href="#">PG 176</a>
Health and well-being	Human capital <a href="#">PG 176</a>
Skills for the future	Human capital <a href="#">PG 176</a>
 <b>Pillar-4 Prosperity</b>	
Employment and wealth generation	Human capital <a href="#">PG 176</a> ; Value-creation model <a href="#">PG 28</a> ; Consolidated Statement of Cash Flow <a href="#">PG 402</a>
Innovation of better products and services	Intellectual capital <a href="#">PG 194</a>

## Progress Towards Task Force on Climate Related Financial Disclosures (TCFD)

In its quest to strengthen climate-related disclosures and the management and reporting of climate-related risks in response to the TCFD recommendations, the Company is further strengthening its endeavour to move towards Net Zero. In line with the TCFD risk methodology, it takes into cognisance climate-related risks that may hamper the Company's growth. It has instituted steps to hedge such identified risks using proper lines of control.

### Governance

Governance is one of the most vital components of a company's climate risk framework. This pillar covers the Governance framework, roles, responsibilities, and decision-making procedures by which a company adheres to its climate-related commitments. Reliance has a robust Governance structure to identify and mitigate climate-related risks and opportunities. The Company's material issues that may impact climate change are assessed at regular intervals. The Governance structure followed at Reliance to oversee climate change risk mitigation includes:



The HSE Committee has broad oversight on climate-related governance. The HSE Committee, CSR & Governance and the Risk Management Committee oversees Company's ESG initiatives.

## Strategy

Reliance conducts a deep analysis of the climate-related nuances of all its businesses to formulate critical strategic advantages and competitive strengths of each segment. The structured materiality assessment process also helps determine issues vital to individual business units and Reliance. The Company has outlined its way to decarbonise in Reliance's Net Zero Strategy.

A detailed discussion on the Company's New Energy Business to achieve Net Zero by 2035 is provided in the MD&A section of this report.

## Risk and Opportunities

Climate-related risks pose threats that have financial implications for organisations, such as direct damage to assets and indirect impacts on the supply chain. Reliance identifies such risks at the Corporate and site levels through integrated work processes and group-wide risk management. It applies an Enterprise Risk Management (ERM) framework

using top-down and bottom-up approaches to anticipate any issues and mitigate their impacts in advance. Climate-related risk management initiatives are analysed through the lens of physical and transition risks. To facilitate continuous and real-time risk assessment, **Reliance has implemented a 'Three Lines of Defense' model that encapsulates:**

- **First line of defense by Business/ Process managers through Self-verification**
- **Second line of defense by the Risk Management team through Functional Assurance**
- **Third line of defense by the Internal Audit and Management Assurance Function offering Independent Assurance**

Reliance's business operations face risks from natural calamities due to the vast spread of its operational locations. Natural calamities which are largely resultant of climate change are being manifested in terms of heat waves, erratic rainfall, cyclones, floods, and drought.

The Company has created Global Corporate Security (GCS). It is a dedicated and distinct function that focuses on adopting pre-emptive, de-risking strategies to safeguard and secure the Company from disasters, natural calamities, and any other disruptions or incidents as a part of business continuity management. GCS ensures that the people, assets, and operations of Reliance are secure.

To combat climate change, Reliance has embarked on an ambitious journey to transition to new, green, and clean energy. However, this transition to a lower carbon economy brings its own set of risks which include dynamic policy, legal, regulatory, technology and market developments and changes to facilitate this transition.

Reliance sees a significant opportunity in hydrogen and alternate energy. Details on the Company's energy transition plan is provided in the Natural Capital section and the details on creating a green energy ecosystem is in the New Energy section.

## Metrics and Targets

The disclosure on Metrics provides information on how the Company is progressing towards targeted climate-related indicators. These are the mechanisms for measuring and disclosing the progress in line with the commitments or ambitions set for managing and mitigating the impact of climate-related risks. Reliance consistently discloses its metrics, goals, and progress against them in its Annual Integrated Report.







Reliance's assured climate-related parameters and performance metrics can be found in the section on Natural Capital on [PG 168-175](#) of this report.

# We Care: Maximising Shared Value

Reliance adopts a stakeholder centric approach when making business decisions. Understanding stakeholder expectations and aligning business objectives are critical to Reliance's growth. The Company regularly engages with its stakeholders to seek constructive feedback and systematically identify and resolve their concerns.

Reliance has developed robust processes to communicate and engage with various stakeholder groups and instituted necessary measures to meet their requirements and expectations appropriately. The Company strives for economic and ecological sustainability through these interactions and pre-empt and manage future uncertainties.

Reliance's Stakeholder engagement approach and inter-linkage with the Capitals:

Stakeholder Group	Employees	Investors	Customers
	<p>For Reliance, employees are at its core and one of its most valuable assets driving its consistent success. Reliance is committed to providing a progressive workplace focused on its employees' overall development and well-being.</p>	<p>Investors play a critical role in bolstering the Company's financial position and ensuring its operational success. Reliance is committed to creating value for its shareholders through implementing scalable business strategies.</p>	<p>Reliance places a great emphasis on ensuring that the requirements of its customers are understood and met. Reliance aspires to be the brand of choice for all its customers and remain relevant through its customer-centric approach.</p>
Functions	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Corporate Services</li> <li>• Medical Services</li> <li>• Security</li> </ul>	<ul style="list-style-type: none"> <li>• Investor Relations</li> <li>• Secretarial and Compliance</li> </ul>	<p>Business Teams:</p> <ul style="list-style-type: none"> <li>• Retail</li> <li>• Digital Services</li> <li>• O2C</li> <li>• Oil and Gas E&amp;P</li> </ul>
Engagement Channels	<p>Personal/group interactions, mailers, trainings, employee satisfaction survey, townhalls</p>	<p>Meetings, conferences, investor calls, roadshows and correspondence</p>	<p>Meetings, surveys, web portals</p>
Frequency	<p>Annually, Quarterly, monthly, need-based, real-time</p>	<p>Annually, half-yearly, quarterly, monthly, need-based</p>	<p>Annually, monthly, need-based, real-time</p>
Key Factors	<p>Employee well-being, health and safety, performance reviews, career development conversations, training, and upskilling</p>	<p>Financial performance, growth plans and strategies, shareholder returns and dividends</p>	<p>Customer experience, product and service quality, Reliance's response to demands and expectations</p>
Impact on Capitals	 	 	 



**Suppliers**

**NGOs**

**Communities**

**Government and Regulatory Authorities**

Reliance fosters long-term relationships with its suppliers and ensures compliance with the Business Partner Code of Conduct policies. The Company believes that its suppliers enable the organisation to source responsibly and adhere to the highest standards.

Reliance works together with Non-Governmental Organisations (NGOs) to achieve holistic growth and broaden the scope of its objectives.

Reliance strives to provide value to local communities to maintain its social licence to operate. By contributing to the upliftment and growth of its surrounding communities, the Company aspires to prosper with them.

Government policies and regulations impact Reliance's operations and open up new avenues for the Company to pursue its goals.

- Crude, feedstock, and fuel sourcing
- Procurement and contracting

- Reliance Foundation
- Reliance Foundation Youth Sports
- Reliance Foundation Institution of Education and Research
- CSR Divisions: Retail, Digital Services, O2C, Oil and Gas E&P

- Manufacturing division CSR teams
- Reliance Foundation
- Reliance Foundation Youth Sports
- Reliance Foundation Institution of Education and Research

- Secretarial and Business Compliance
- Legal

Meetings and through Annual Reports or compliance filings

Meetings and correspondence, participatory development activities, project planning and implementation meetings, capacity building and communities of practice

Meetings, newsletters, surveys, fieldwork and trainings, digital services, virtual engagement

Industry representations, filings, correspondence, meetings

Real-time, need-based

Annually, ongoing partnerships

Annually, ongoing partnerships

Annually, ongoing engagements

Terms and conditions, procedures, and payments

Community development, Public infrastructure development, community health and well-being, enable communities to achieve their potential

Community needs and expectations, financial and medical support, health, nutrition, and livelihood enhancing efforts, building capacities and training

Compliance with regulatory requirements, collaboration in government-led sectoral plans and programmes



Natural Capital

Intellectual Capital

Human Capital

Social and Relationship Capital

Manufactured Capital

Financial Capital

# Responding to the Material Issues

Reliance has always strived to address issues concerning its stakeholders and the growth of its businesses. The Company consistently works towards creating a long-term value for all its stakeholders by responding to their needs and expectations.

Materiality is principle that determines which topics or issues directly or indirectly impact an organisation's ability to create value for all stakeholders and stay competitive. The Company conducts in-depth materiality assessment at defined intervals to identify the topics that are pertinent to its business and stakeholders. At Reliance, materiality assessment entails finding and evaluating a wide range of potential economic, environmental, and social issues that could impact the Company's performance and its stakeholders and then prioritising them into important material topics.

## Approach towards Materiality

Reliance operates in dynamic environments, and the assessment of material topics is an ongoing process that helps the Company in prioritising the topics depending on its criticality. Reliance conducted a materiality assessment for the listed entity during FY 2021-22. The selection of material topics involved identifying probable material issues considering international reporting standards and the priorities of peers. Subsequently, key internal and

external stakeholders that have an impact and influence on Reliance were identified for the materiality assessment. Inputs of the identified stakeholders on the probable material issues were captured through relevant stakeholder engagement mechanisms. A detailed analysis of each probable material issue was undertaken, considering the inputs of stakeholders and management. Further, the material topics were prioritised considering both management and stakeholder perspectives.





## Methodology



### Peer Benchmarking

Identified a list of industry peers as well as international standards viz. GRI and SASB and conducted a benchmarking for material topics.



### Identification of important stakeholders

Identified key internal and external stakeholder groups for RIL and communicated with them regarding the materiality assessment exercise.



### Stakeholders' survey for determining the impact of probable material topics

Created questionnaires for relevant stakeholder groups and collected response from each stakeholder group.



### Evaluation of stakeholder perception of Reliance's impact with respect to material topics

Collated stakeholders' responses and carried out a detailed analysis of the responses.



### Prioritisation of material topics for RIL

Created a prioritised list of material topics based on the results of the analysis. These topics will be considered as material for RIL.

#### Key external stakeholder groups identified

- Shareholders/ Investors
- Government regulators
- Customers
- Employees
- Local communities
- Suppliers
- NGOs

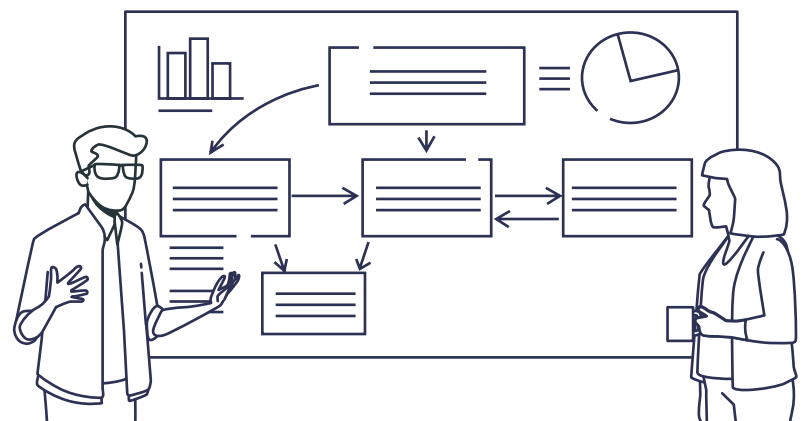
#### Internal Stakeholder Questionnaire

Comprehensive questionnaire divided into 3 parts:

- Part A: Prioritising identified stakeholders
- Part B: Prioritising enlisted business impacts
- Part C: Rating material topics

#### External Stakeholder Questionnaire

- Short questionnaire for rating of enlisted material topics



# Integrated Approach to Sustainable Growth

Through the focused materiality assessment process, RIL has identified the following key issues that are material to the growth of the Company and the well-being of all its stakeholders.

## Matrix



## Environment

### Why the issue is material to Reliance

#### 1 Climate Change

With the increasing awareness around climate change, it is crucial for Reliance to address the challenges by taking conscious efforts to ensure that the Company continues to respond to the issues arising out of climate change and develop a pathway to decarbonise its operations.

#### 2 Managing Environmental Impacts

Being a company with a vision to contribute materially to the future of India, it is critical for Reliance to continue its environmental management efforts that are aimed at creating positive impacts and minimising negative impacts that may result from unpredictable spills or unmanaged GHG emissions.

#### 3 Energy Efficiency of Operations

While the world is moving towards optimal eco-efficiency, it is important that Reliance manages its raw material and assets in the most efficient manner to generate superior returns while reducing carbon footprint through its energy efficient operations.

#### 4 Water and Effluent Management

Water availability and accessibility are key concerns. Being a responsible corporate, Reliance needs to map and manage the water used across its operations and ensure that the consumption is socially equitable and environmentally sustainable.

#### 5 Raw Material Security

Efficient reuse of materials to minimise dependency on raw materials and predicting future requirements is essential for Reliance to ensure raw material security and efficient consumption.

#### 6 Ecosystem and Biodiversity

Ecosystem and biodiversity loss can have a grave impact on a company's reputational risk. Hence, it is important that Reliance continues its conscious efforts to ensure proper care is being taken by the Company to preserve flora and fauna within its geographical scope.

#### 8 Waste Management & Circular Economy

In a decade where waste management is a critical issue and moving towards a circular economy can be an alternative, it is critical for Reliance to continue innovating its processes to materialise its vision of scaling up the recycling of its materials and maximising circularity across the value chain.

#### 9 Sustainable Supply Chain Management

With its extensive supplier footprint spread across the globe, it is important for Reliance to address the issues of quality, safety, environmental impacts, and social aspects such as human rights and fair wages.

#### 10 Disaster Preparedness and Management

With the criticality of climate change impacts being manifested in unpredictable weather patterns, cyclones, droughts, and downpour, it has become important for Reliance to continue its endeavours in planning, organising, coordinating, and implementing measures for the prevention and mitigation of disasters.

## Social

### Why the issue is material to Reliance

#### 7 Innovation and Technology

To meet the needs of its stakeholders and achieve consistent growth, it is critical for Reliance to strengthen its innovation capabilities and leverage cutting-edge technologies to remain relevant in the ever-evolving macro-economic environment.

#### 11 Health, Safety, and Employee Well-being

Employee health and safety is a non-negotiable aspect for Reliance to ensure that its human capital is provided with a working environment that places utmost emphasis on their mental and physical well-being.

#### 12 Diversity and Inclusion

For Reliance, it is essential to promote a progressive and inclusive workplace that onboards people from diverse backgrounds and provides them meaningful growth opportunities, thereby resulting in organisational growth.

#### 13 Customer Satisfaction

To remain competitive in a fast-changing business environment, it is important for Reliance to position itself as a customer-focused organisation by offering them a wide range of choices, outstanding value proposition, and unmatched experience across all its business segments.

#### 14 Data Privacy and Cybersecurity

To protect its businesses, customers, infrastructure, and internal users from security threats, it is critical for Reliance to focus on data privacy and cybersecurity by implementing measures and strengthening its systems and processes.

#### 15 Security and Asset Management

Security and asset protection is an essential aspect for Reliance to ensure safety of all its assets and reliability in operations.

#### 16 Talent Management

To strengthen its talent pool, it is critical for Reliance to invest in uninterrupted growth and development, which is supported by meaningful engagement activities and learning opportunities.

#### 17 Community Development

Being a responsible organisation, community development is an indispensable aspect for Reliance. It is essential for the Company to continue implementing community-facing programmes that can benefit society and result in true economic growth.

#### 18 Labour Management

As a people-centric entity, managing and maintaining cordial labour relations is important for Reliance to ensure that the needs and rights of its entire workforce are addressed.

#### 19 Human Rights

To ensure ethical conduct, it is important for Reliance to confirm that all its businesses comply with the applicable national and local laws surrounding human rights and implement measures to avoid incidents of human rights violations.

## Governance

### Why the issue is material to Reliance

#### 20 Business Ethics, Integrity and Transparency

At Reliance, ethics and integrity have always been the key values that have enabled the organisation to gain stakeholder trust and build a strong reputation. These aspects are critical for Reliance to ensure that the organisation conducts business in an ethical and transparent manner to remain successful over the long run.

#### 21 Regulatory Issues and Compliance

Compliance is the foundation to build the reputation of the Company. It is crucial for Reliance to continue to ensure regulatory compliance to build trust among its stakeholder groups while also ensuring that its operations are in line with relevant and applicable laws to avoid legal violations.

#### 22 Grievance Redressal Mechanisms

Establishing effective grievance redressal mechanisms is essential for Reliance to track the issues raised by stakeholders and take immediate actions to resolve their concerns.

#### 23 Risk Management

Risk management is of paramount importance for Reliance to ensure that the Company is safe from volatility, the current and emerging risks and uncertainties surrounding its business. Having a robust risk management system and effective monitoring protocols will ensure Reliance continues to manage its existing risks while parallelly identifying any new risks that may impact its ability to create value over the long run.

#### 24 Economic Performance

The Company's undeterred focus on financial and operational performance is essential for maximising stakeholder value and ensuring consistent growth of the organisation, year after year.

#### 25 Code of Conduct

Code of Conduct embodies a company's vision and mission and defines business practice principles. For an organisation like Reliance, it helps dovetail the Company ethos, set the highest standard of values, and create a healthy business relationship with all stakeholders.



# Driving ESG Growth in Reliance

## Interplay of Capitals



### Natural Capital



### Human Capital



### Manufactured Capital



Plans of adding direct and indirect jobs to the economy through the energy transition

Decarbonisation of legacy businesses



Skilled workforce addition to drive Reliance's vision in New and Alternate Energy



Adequate training on Asset Management to ensure compliance and maximise asset availability



Target of developing infrastructure for New and Alternate Energy, four Giga factories in the pipeline

Digitalisation of processes, enhancing employee safety in critical operations



R&D for net bags and bag on roll applications using biodegradable plastic

Best-in-class Electronic Lab Notebook (ELN) integrated with the Laboratory Information Management System (LIMS), giving research employees better amenities

Developed Multizone Catalytic Cracking (MCC), an in-house disruptive innovation, for converting various hydrocarbons to generate chemical building blocks. Jio has indigenously developed and launched a full stack of digital products, platforms and services backed by AI/ML, Block-chain, IoT, NLP etc.



Investment to build a New Clean Energy business

Increased HSE expenditure, ensuring adequate funds for environmental initiatives and associated infrastructure development

Investment in setting up Integrated Renewable manufacturing facilities for Solar PV Module (Manufacture of Polysilicon, Wafer, Cell & Module); Electrolyser; Energy-storage Battery; Hydrogen value chain



Watershed projects completed in several villages ensuring water accessibility and quality

Reliance Foundation's Mission Vaccine Suraksha ensured vaccinations for family members of employees

Partnered with WhatsApp to simplify the entire 'Prepaid Recharge' process for its digital business



### Intellectual Capital



### Financial Capital



### Social and Relationship Capital

R&D in technology that produces biofuel using various organic feedstock wastes

Heavy investment in renewable energy, operational eco-efficiency

Deployment of Electric Vehicles for deliveries by Reliance Retail

Creation of IP, technology expertise backed by a strong talent pool

Talent pool to ensure business resilience  
Performance measures that integrate business value streams, P&Ls, and financial reporting available across the enterprise to the individual

Appropriate customer, supplier, and business partner engagement continuing the Reliance legacy that is built on trust and relationships

Development of commercial-scale continuous catalytic pyrolysis technology

- Revenue: ₹7,92,756 crore
- Capital expenditure: ₹1,45,352 crore
- EBITDA: ₹1,25,687 crore

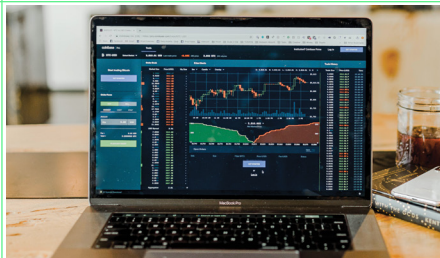
Increase Jio bandwidth to ensure maximum accessibility



Developed a technology (under RIL's flagship programme Algae to Oil) that converts sunlight, CO<sub>2</sub> and sea water to renewable bio-crude. This technology has the potential to convert CO<sub>2</sub> to valuable products to combat climate change

R&D to create medical grade oxygen for community support during COVID-19

Reliance increased its expenditure on Research and Development to ₹2,608 crore this year to encourage new ideas, innovation, and pioneering technologies



Financial support for the family members of deceased employees, ensuring the well-being of all

Developed JioPhone Next which is the world's most affordable smartphone

In FY 2021-22, JioGenNext announced its Market Access Programme (MAP '21) with 11 high-potential businesses



# NATURAL CAPITAL

## Caring for Our Planet: Building a More Sustainable World

The unchecked rise in global temperatures and the resulting climatic disruptions are impacting people, communities, and the business environment in multiple ways. However, it is heartening to note the growing awareness among individuals, communities, governments and businesses who are coming together in constructive and impactful ways to contain the damage. Urgent affirmative action undertaken at the national and international levels is helping build a more robust and carbon-efficient foundation to secure the future of the planet. Recognising the urgent need of containing the impact of climate change, a rapid transition from fossil fuels to a new era of green, clean and renewable energy is imperative. Reliance understands that the global new energy agenda needs to move from dialogue to action and commitment to urgent implementation on the ground.

### Material Topics

- Energy Efficiency of Operations
- Climate Change
- Managing Environmental Impact
- Water and Effluent management
- Waste Management and Circular Economy
- Ecosystems and Biodiversity

### United Nations SDGs



Reliance is taking proactive steps to demonstrate its care for the planet and manage the criticality of climate change. Chairman and Managing Director Shri Mukesh D. Ambani outlined the Company's mega-investment in the New Green Energy business at its 44<sup>th</sup> Annual General Meeting (AGM). Having committed to Net Zero by 2035, he detailed an ambitious strategy and roadmap for implementing this vision. Reliance announced an investment of ₹75,000 crore to build an end-to-end green energy ecosystem.

The Company has re-engineered its traditional energy business completely and is poised to become a global leader in Clean and Green Energy and Materials. Its energy transition strategy focuses on accelerating the adoption of clean energy through a path of 'Just Transition'. It focuses on addressing associated risks and ensuring that the transition is fair, inclusive and creates value for all stakeholders, leaving no one behind. This commitment extends Reliance's philosophy of 'We Care' to chart the way for the planet to survive and thrive again.

**"The world is entering a new energy era, which is going to be highly disruptive. The age of fossil fuels, which powered economic growth globally for nearly three centuries, cannot continue much longer".**

**Shri Mukesh D. Ambani**  
Chairman and Managing Director

### Towards a Cleaner Future

Reliance has started developing the Dhirubhai Ambani Green Energy Giga Complex on 5,000 acres in Jamnagar, Gujarat. It is planned to be among the world's largest Integrated Renewable Energy manufacturing facilities. Under the plan, the Company aims to build four Giga factories to manufacture and integrate critical components of the New Energy ecosystem with the aim of bridging the green energy divide in India and globally. Reliance aims to invest in Giga factories in Solar, Battery, and Hydrogen value chains.

## Highlights FY 2021-22

### Committed to invest in Solar and Hydrogen Giga factories, value chain, partnerships and future technologies

# 352%

Increase in Renewable Energy Consumption in RIL

# 2.11 million GJ

Energy savings through conservation efforts in RIL

# 1.64%

Reduction in GHG emission in RIL

### RJIL received 'A-' in CDP 2021 which is in the Leadership band

This is higher than the Asia regional average of 'B-', and higher than the Media, telecommunications & data centre services sector average of 'B'.

The Company will also invest in enhancing the value chain, partnerships, and future technologies, including upstream and downstream industries. Its multifaceted projects include:

- Integrated PV manufacturing from sand to PV modules, including building an ecosystem of ancillary units
- Battery chemicals and components, cells and pack manufacturing and energy storage system
- Electrolyser and Hydrogen value chain
- Power generation to ensure round-the-clock availability
- Power generation for production of Hydrogen
- Conversion of Hydrogen to chemicals
- Power electronics systems required to support renewable energy such as inverters, chargers, DC-DC converters
- Renewable energy for mobility

### Management Approach

Reliance has a robust governance framework to track, assess, and improve how it manages its natural capital consumption. The Company has implemented annual environmental and sustainability action plans that are regularly assessed and revised.

Reliance adopts a comprehensive strategy at the Group level that establishes company-wide HSE objectives and processes for plant operations to promote operational discipline and performance. The Company has developed a well-defined HSE audit programme to verify that management standards are followed across its operations.

The Group Safety and Operational Risk team monitor the quarterly evaluation of business plans. They also regularly perform independent reviews of environmental aspects at the segment and site levels. The asset lifecycle is covered by a comprehensive review system, which includes the phases of implementation, operation, and closure. Reliance continues to strengthen its compliance systems and processes through rigorous internal and external audits.

The Board level CSR and Governance committee has oversight on Foundations and its related disclosures. The Board level monitoring at regular intervals is a testimony to the proactive approach taken by Reliance to ensure responsible and sustainable growth.

### Environmental Performance

#### Managing Environmental Impact

Reducing the environmental footprint across Reliance's businesses is key to its operational performance. The Company's environmental and sustainability stewardship ensures that its manufacturing sites meet consent terms and environmental regulations beyond compliance. Reliance complies with all applicable laws and regulations and periodically audits operations to confirm compliance. The Company ensures that its employees are regularly trained and updated on changing laws and regulations, measures to prevent pollution, minimise waste and other solutions to reduce environmental impact.

The Company adopts comprehensive measures and advanced technology to reduce waste, energy and water usage. It is also focused on reducing and eliminating flaring and venting of feed and product gases, including volatile organic compounds. Reliance tracks, streamlines and manages GHG emissions across its manufacturing units. Retrofitting investments are made across every manufacturing division to reduce the environmental impact and energy consumption. Real-time monitoring of stack emissions through Continuous Emission Monitoring System (CEMS) has enabled Reliance to adhere to local standards for parameters like SO<sub>x</sub>, NO<sub>x</sub> and TPM emissions. Initiatives like converting organic waste into bio-manure through vermicomposting, stringent monitoring measures to prevent spills during storage, safe handling and transportation of hydrocarbon materials, have significantly reduced the negative environmental impacts of its operations.

## NATURAL CAPITAL

The air emissions recorded for RIL includes:

Parameter	Unit	FY 2021-22	FY 2020-21	FY 2019-2020	FY 2018-19
TPM	'000 ton	1.81	2.02	1.85	2.29
SO <sub>x</sub>	'000 ton	20.74	21.61	22.53	22.61
NO <sub>x</sub>	'000 ton	37.85	39.88	42.01	34.43
VOC	'000 ton	46.66	41.31	46.15	41.88

### Energy Efficiency of Operations

Reliance recognises its obligation towards climate change-related risks. As a global player, it is incumbent upon Reliance to overcome the challenges of transitioning to a lower carbon regime. The Company has in place best-in-class technologies and good operations & maintenance (O&M) practices that ensure optimal energy consumption at applicable sites. During FY 2021-22, the energy efficiency improvement initiatives resulted in energy savings of 2.11 million GJ for RIL.

Dedicated Energy Teams pursue relentless monitoring of energy performance at all sites and at the group level. The Company uses in-house mechanisms to monitor different energy usage parameters in real-time. Along with tools to facilitate decision-making, simulation and visualisation of energy efficiency, the monitoring system is also integrated with production control systems that make the Company's energy management system agile, flexible, and effective. Energy audits and benchmarking studies are also conducted periodically to identify performance gaps.

Across manufacturing sites, the Company has taken up energy optimisation and waste heat recovery projects, co-firing biomass with fossil fuel, opportunistic equipment upgrades and flare gas recovery to improve energy efficiency and resource conservation. The O2C manufacturing sites at Barabanki, Dahej, Hazira and Hoshiarpur have utilised 3.09 million GJ of bio-energy. The Company has also achieved a 16% reduction in flaring at E&P and O2C sites compared to FY 2020-21. This year the volume of flared and vented hydrocarbons was 1,32,491 MT.

**530.20 million GJ**

Total Energy Consumption in RIL

**3.12 million GJ**

Renewable Energy Consumption in RIL

Reliance Retail has undertaken several measures, including the upgradation of conventional equipment and rooftop insulation of warehouses to improve energy efficiency. The Retail team is encouraging the use of day lights and HVLS fans to reduce the overall energy consumption of warehouses and stores.

The Reliance digital business accounts for one of the lowest carbon intensity per TB of data usage with the right energy systems in place. In the last financial year, Jio had a total energy consumption of 6.69 million MWh out of which 65,283.53 MWh was wheeled from renewable sources.

Reliance Jio Infocomm Limited's energy efficiency projects and measures are an important part of achieving its carbon reduction goals and Net Zero emissions milestone. As a fast growing telecommunications company in India, it has introduced initiatives and measures to optimise energy consumption at all facilities.

RIL adopts a strategy to manage energy based on the five tenets of energy management:



Eliminate unnecessary energy use through process and heat integration, quick restoration of equipment performance, consumption optimisation using simulation models, and reduce-recover-reuse programmes.



Improve energy usage efficiency using simulation tools, deploying best practices, and upgrading equipment and technology.



Adjust operations to reduce energy consumption by redesigning the product basket and optimise the use of installed capacity.



Optimise the cost of energy consumed through an enterprise-wide fuel planning and scheduling mechanism.



Reduce carbon intensity by judicious selection of energy sources and ramping up renewable energy use to offset emissions from fossil fuels.

These include:

- Energy saving technology feature implementation in 2.3 GHz Time Division Duplex band which entails turning off radios during non traffic hours (02:00 AM and 05:00 AM).
- Hot Aisle and Cold Aisle separation by installing cold air containment to avoid mixing of cold and hot air.
- Smart lighting system and motion sensors implementation for lighting load reduction in all Server Halls.
- Diesel Generator (DG) demobilisation implementation for identified sites where low utilised DGs are replaced with a 100 AH additional Li-ion battery.
- Optimising DG run hours by prioritizing site operation on battery before DG in absence of grid power.



## Climate Change

Reliance has always been cognisant of the impending climate change and the effect it can have on the future. In FY 2021-22, the Company ensured that it will continue its business-wise endeavours so that it is on its track to become a Net Zero organisation. It understands that controlling the increase of global temperatures by 1.5°C above pre-industrial levels is no longer a choice but a necessity and Reliance has been extremely proactive in taking exemplary strides to decarbonise its operation. The Reliance O2C business is deploying several energy conservation solutions using next-generation digital technologies. It has integrated Internet of Things (IoT) and Machine Learning (ML) solutions in oil fields, repurposed petcoke gasification to utilise synthesis gas to produce chemicals and hydrogen and generate synthesis gas on a renewable basis through biomass gasification. Reliance Retail has initiated the use of battery-operated equipment for material handling to eliminate fossil fuel consumption. It ensures that idle trucks in waiting areas turn off their ignitions, reducing emissions, noise levels and fuel consumption. The heavy investments have been instrumental in helping Reliance manage its footprint.

## RIL's GHG Emissions

Parameter	Unit	FY 2021-22	FY 2020-21	FY 2019-20	FY 2018-19
Scope 1 CO <sub>2</sub> e	million ton	43.96	44.67	47.50	29.69
Scope 2 CO <sub>2</sub> e	million ton	1.19	1.25	1.45	1.14

Reliance Jio has also been a forerunner when it comes to decarbonising its operation. Reliance Jio Infocomm Limited (RJIL) has received its highest 'A-' rating in CDP's 2021 global rating of companies on the way it manages its environmental impacts. Jio is the only telecom and digital services firm in India to receive a leadership rating on CDP's Global Environment Impact. The Science Based Targets initiative (SBTi) has validated the corporate greenhouse gas emissions reduction target(s) submitted by RJIL. In FY 2021-22, the Scope 1 emissions were 0.49 million tonnes of CO<sub>2</sub> and Scope 2 emissions were 3.36 million tonnes of CO<sub>2</sub>. Jio also calculates its Scope 3 emissions, which accounted for 4.55 million tonnes of CO<sub>2</sub> in FY 2021-22. Jio has also been able to reduce 51,574 tonnes of CO<sub>2</sub> emission by procuring power from renewable sources.

Reliance continues to meet its growing energy demands with sources that have minimal environmental impacts. The total renewable energy consumption increased by 352% Y-o-Y. Hazira manufacturing unit contributes

significantly to the renewable energy generation, and generated 13,60,181 GJ in FY 2021-22. Reliance also co-fired biomass with coal at its Dahej and Hazira manufacturing units to reduce dependence on natural resources.

Speaking at the International Climate Summit 2021, Reliance Chairman and Managing Director Shri Mukesh D. Ambani expressed his optimism that India can become the first country in the world to produce Green Hydrogen at less than US\$ 1 per 1 kg in 1 decade to meet the 1-1-1 target. India has set the goal to reach 450 GW of renewable energy capacity by 2030. Reliance has committed to enable at least 100 GW of solar energy by 2030, leading to creation of a pan-India network of kilowatt and megawatt-scale solar energy producers who can produce Green Hydrogen for local consumption. This endeavour by Reliance is aligned with its vision of making India the first country globally to make hydrogen affordable.

## NATURAL CAPITAL



Jio-bp has made strategic engagements to enable the Electric Mobility ecosystem. Jio-bp has tied-up with BluSmart, an all EV ride hailing company operating in Delhi NCR for providing their fleet with state-of-the-art charging facilities.

Jio-bp also operationalised battery swapping service under Vehicle as a Service (VaaS) model with Swiggy, so that their driver partners seamlessly deliver food to customers and reduce carbon footprints.

Jio-bp signed MoU with the Mahindra Group in December 2021 to explore the development of EV products and services, alongside identifying synergies in low-carbon and conventional fuels. A MoU was also signed with Piaggio and moEving for exploring some of the exciting solutions in electric mobility space.

### Ecosystems and Biodiversity

Reliance conducts periodic environmental impact studies for biodiversity and marine ecosystems surrounding its greenfield and brownfield projects to assess the ecological status and mitigate negative impacts, if any, on the neighbouring ecosystem.

The impactful greenbelt development and habitat restoration efforts have borne fruits as more than 2.3 crore saplings have been planted across India, covering more than 2,600 Ha of green belt area till date. In FY 2021-22, 6 lakh + saplings were planted across various sites, and 70 Ha of green belt area was developed.

**6 lakh+**

(2.3+ crore since inception) Saplings planted across various sites in India during FY 2021-22

### Waste Management and Circular Economy

Reliance is a firm believer in the 3Rs of a circular economy – Reduce, Reuse, Recycle. The Company collects, sorts, and recycles plastics to reduce dependency on new and virgin resources to improve circularity in plastics.

The Company strongly focuses on responsible and efficient resource consumption. The waste management initiatives go far beyond regulatory compliances to strengthen the circular economy. Some of the initiatives taken by the Company include:

- **Recron® GreenGold™ Polyester Staple Fibre (rPSF):** Reliance recycles over 2 billion PET bottles every year to make Recron GreenGold Fibre. Reliance has adopted an innovative asset-light business model to support entrepreneurs for setting up toll manufacturing plant with minimal market risk and augment its recycling capacity.
- **Green Polyolefin (gPO):** Reliance is developing green polyolefin products, which are introduced to the market as sustainable packaging solutions for non-food and non-pharma applications. These products can be used in the automotive segment, appliances, paint pails, warehousing pellets, PE films, HDPE blow moulding, HDPE injection moulding and raffia bags.
- **Waste to Road (W2R):** Reliance has developed an innovative product for hard to recycle end-of-life plastics called ReRoute™, which is used in preparing roads.
- Reliance has collaborated with India's CSIR-National Chemical Laboratory (CSIR-NCL) to recycle COVID-19 PPE waste. Useful products such as automotive components and flowerpots are being made from the recycled PPEs.
- Hazardous waste from Reliance operations is recycled as alternate fuels and raw material (AFR) for the cement industry.

In FY 2021-22, the volume of waste disposed and recycled across the Company's operations for RIL and Jio stood at :

	Parameter	Unit	FY 2021-22
RIL	Hazardous waste (disposed)	'000 MT	15.70
	Hazardous Waste diverted from disposal	'000 MT	58.66
	Non-Hazardous waste (disposed)	'000 MT	797.55
Reliance Jio	Hazardous waste (disposed)	'000 MT	2.01
	Non-hazardous waste (disposed)	'000 MT	1.38



Additionally, Reliance Retail is extremely conscious about the waste it may generate and is proactive in managing waste at every stage of its product lifecycle. Re-usable totes and crates are used to a large extent to reduce generation of packaging wastage. Supplier cartons are re-used where possible. Reliance Retail's vision is to move towards 100% paperless operations at its facilities. Reliance Jewels uses carry bags and envelopes made with recycled paper at its stores.

## Towards Circularity

To grow responsibly in magnitude and scale while satisfying all stakeholders expectations lie at the core of Reliance's operation. The Company recognises the need to move to a low-carbon economy. It takes proactive initiatives to accelerate the change and has enhanced its internal governance framework to minimise and mitigate risk. Reliance is working on a multipronged approach covering various aspects of the circular economy through a cradle-to-cradle approach. It has identified short, medium and long term strategies to accelerate the progress of circularity for plastics. In the short term, the focus is on increasing the Company's PET recycling footprint and usage of Multi-layered Plastics (MLP) for road construction. In the medium term, it is focusing on polyolefin recycling. In the long term, the Company is looking at chemical

recycling alternatives such as Waste to Oil (W2O) and Hydrothermal Liquefaction (HTL), among others.

Reliance supports projects that encourage circularity, such as the development of the RIELAN™ fabric, in recognition of the growing consumer preference for environmentally-friendly products. The Company is also developing commercial scale continuous catalytic pyrolysis technology. The process has been successfully demonstrated as a pilot delivering promising results to convert unsegregated mixed waste plastics into Pyrolysis Oil. These products have significant scope in accelerating global circularity.

Reliance Retail's packaging is based on the core principle of a Sustainable Circular Economy. The 3Rs for Retail business stands for:

**Reduce:** Reduction of usage of packaging material and packaging material waste.

**Reuse:** Multi-use packaging instead of single-use/ single time packaging.

**Recycle:** Converting waste packaging into materials for new packaging items.

## Packaging Design Approach Targeted for Sustainable Packaging

For Reliance's brand Hamleys, the plush toys developed out of India are made of 100% sustainable fibre sourced from the Company.

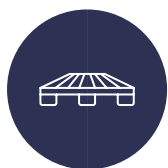
30% (~54K units) of Hamley's e-commerce orders are fulfilled by Reliance's re-useable gamified, up cycled packaging.





# NATURAL CAPITAL

## Green Initiatives - Packaging Design & Application



### Pallet

Pallets are developed with 30% recycled HDPE instead of 100% new polymer

↓ Recycle

### Shelving Bin

Multiple use plastic bins instead of corrugated paper bin box

↓ Reuse

### Delivery Tote

Multi use Totes deployed for primary & secondary movement in place of single use plastic bags and corrugated boxes

↓ Reuse

### Delivery Bags

Development of multiple use customer delivery bags. Each delivery bag is made from R Elan Green Gold fabric using ~10 PCR\_PET bottles

↓ Recycle

### Tote Partition

Minimum use of corrugated paper partition to avoid damages due to rattling, replacing conventional (non-biodegradable) Bubble Film & Inflated Air Packaging

↓ Reduce

### Protective Pack

In-house corrugated packaging waste in shredded protective packaging

↓ Recycle

### CASE STUDY

Reliance converts more than 2 billion post-consumer PET bottles. Reliance plans to double its PET recycling capacity to 5 billion PET bottles by setting up a recycled polyester staple fibre (PSF) manufacturing facility in Andhra Pradesh. Reliance's R|Elan™ Green Gold converts polyester from ocean bound plastic into high quality branded polyester. The Company introduced a new product, R|Elan™ Ecogold, with Ciclo, one of the most environment-friendly fabrics that encourages sustainable fashion across different segments.



### CASE STUDY

Reliance is driving various initiatives such as Fashion for Earth in partnership with Lakmé Fashion Week and the United Nations in India, Hub Excellence Programme and Circular Design Challenge to inculcate circularity and sustainability concepts in polymer, textile, and fashion industries.

Satyajit Vetoskar's 'Bandit' label of accessories at the FDCI x Lakmé Fashion Week in March 2021 was the winner of the Circular Design Challenge. David Abraham and Rakesh Thakore for their label Abraham and Thakore presented a collection created from recycled PET under the theme "Assemble, Disassemble and Reassemble" as a pre-launch initiative.

## Water and Effluent Management

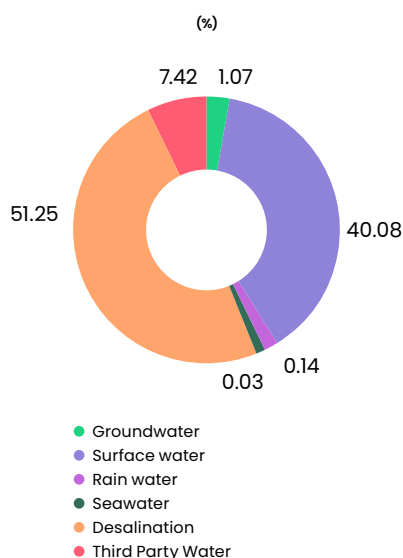
Water is a critical resource used in the operations. With Reliance's philosophy to reduce freshwater dependence, the Company has commissioned state-of-the-art technologies to reduce specific freshwater consumption, maximise recyclability and minimise external discharge. The world-class desalination unit at Jamnagar provides strategic advantage in terms of water management.

Reliance continues to focus on maximising wastewater recyclability and reusability of treated water. The treated effluent is reused in cooling towers, horticulture activities and firewater networks. Rainwater harvesting capacities are being augmented to 3,17,669 kL across RIL. All the manufacturing divisions have water efficient faucets and reuse treated wastewater for domestic purposes.

Reliance Retail in FY 2021-22 has made significant Investments in automation to improve operational efficiency and productivity in its quest to reduce overall water consumption. The Company has employed mechanised crate washers at fruits and vegetable processing centres that have reduced the consumption of water.

In FY 2021-22, the total water withdrawn for RIL stands at 224.19 million kilolitre out of which 32.94 million kilolitre was discharged and 103.54 million kilolitre was recycled. Additionally, the E&P vertical reported on 5.25 million kilolitre of produced water.

### RIL'S WATER CONSUMPTION BY SOURCE



## Way Forward

Reliance is going through a transformative phase. With its commitment to be Net Zero by 2035, it is investing heavily across all the levers of decarbonisation and changing its business which previously was heavily dependent on fossil fuels to new avenues of energy. The Company has planned significant investments in the next decade and will work along with strategic collaborators/partners to help India and the world transition to clean and green energy.



# HUMAN CAPITAL

## Nurturing the 'One Reliance' Family: Creating a Growth-driven Workplace with Care and Empathy

Reliance has always believed that its greatest strength is the ONE RELIANCE family that has powered its inclusive growth since the beginning. The Company regards its people as its most valuable asset. Therefore, caring for its people holistically, enabling them to build meaningful careers and ensuring their overall well-being, is central to the Company's organisational culture, strategic priorities and future aspirations. In turn, led by the organisational spirit of service and care, every member of the Reliance Family goes that extra mile to create value for society and serve as a Goodwill Ambassador of the Company.

### Material Topics

- Health, Safety and Employee Well-being
- Diversity and Inclusion
- Talent Management
- Labour Management and Human Rights
- Business Ethics, Integrity and Transparency
- Grievance Redressal Mechanism

### United Nations SDGs



As one of India's largest private-sector employers, Reliance focuses on fostering the sustained development of its human capital through a well-defined strategy underlined with care, empathy, inclusiveness and respect. The Company's culture of boldly embracing the future and empowering successive generations to take up seemingly unsurmountable challenges helps it attract some of the best minds from across the world. Reliance nurtures a progressive people environment, where purpose-driven talent is empowered by a strong, consistent, and meritocratic Human Resources (HR) framework.

Over the years, Reliance has continued to place a great emphasis on enriching its human capital.

The Company ensures that its people have an encouraging work culture and continuous learning opportunities. Additionally, it has invested in creating a world-class workplace that interweaves productivity, health and safety, and a deep sense of belonging.

Reliance believes that its success is inextricably related to the success of its people. Continuous learning, structured career advancement opportunities and an industry-leading employee value proposition are part of its value creation strategy for its people. The entrepreneurial culture at Reliance has nurtured an energised and motivated talent pool that is translating opportunities into reality for the Company every day while carving enriching professional paths for themselves.

## Highlights FY 2021-22

### TOTAL WORKFORCE STRENGTH FOR FY 2021-22

# 3,42,982

Reliance Group

# 22,642

RIL

# 2,15,614

Retail

# 83,347

Jio

### INCREASE IN NEW RECRUITS AS AGAINST THE PREVIOUS YEAR

# 56%

RIL

# 132%

Retail

# 67%

Increase in Women workforce  
at Retail

# 116%

Increase in total person -hours of  
training in Jio

### Management Approach

The Company has strong systems and processes to monitor and improve its workforce's quality continuously and implement measures required to support a dynamic business environment.

One of the significant challenges the Company faced was ensuring people's mental health and well-being during COVID-19. During the year, Reliance periodically assessed employee sentiment studies through feedback on wellness & safety, learning, productivity, communications, and overall organisational response to the pandemic. Additionally, various

cohort-specific measurement frameworks were launched to receive feedback across the employee lifecycle at multiple touchpoints. These included new joiner experience, exit feedback, and cadre experience surveys targeting the campus cadres' learning journey, Reliance Emerging Leaders, Graduate Engineering Trainees, Chartered Accountancy Trainees, Executive Trainees, and others. Over the last year, Reliance has received overwhelmingly positive feedback from eligible employees and has endeavoured to ensure consistent action planning and remedial measures for any gap areas identified.

# HUMAN CAPITAL

## Health, Safety and Employee Well-being

Reliance’s Health, Safety, and Environment (HSE) Policy reflects the importance of human value. The HSE Policy is enabled by the Operating Management System (OMS). The OMS is a framework to deliver and sustain conformance to the essentials at all times and achieve excellence in operating activities and processes. The OMS provides a systematic approach to consistently reduce Health, Safety, Security, and Environment (HSSE) risks in operating activities. Risk management is at the heart of the OMS and implementation of a standardised Risk Management process has brought enhanced risk understanding down to the asset facing personnel who understand and manage operating risk on a real time basis.

The governance of OMS is entrusted to a fully equipped and well-qualified HSE and Process Safety organisation embedded within the operating entities. A Safety & Operational Risk function has been put in place at the corporate level to bring in technical expertise and to provide independent assurance. This function facilitates aligning the requirements of OMS with global and national standards such as OSHA, API, PESO, PNGRB, OISD and NFPA.

The Company implemented a three lines of defense approach to have an independent view of OMS implementation requirements in the operating and maintenance activities.

The principles set out in OMS have been imbibed in operations and are helping to achieve safe, compliant and reliable operations. The OMS framework is based on the principle of continual improvement. Systems and processes have been put in place to analyse incidents and implement learnings to further improve the operations from safety and reliability point of view.

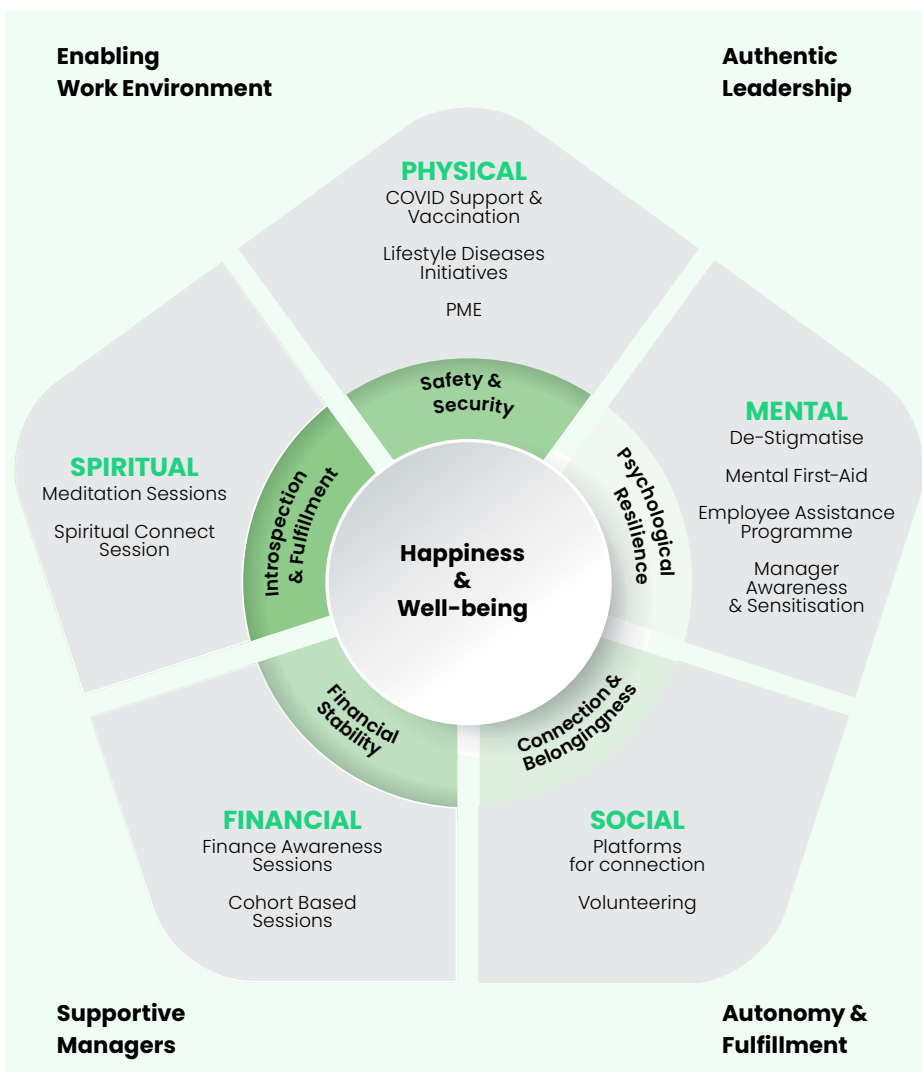
Safety Parameters (FY 2021-22)	RIL	Retail	Jio
Lost Time Injury	35	49	5
Lost Time Injury Frequency Rate (per million man-hours)	0.13	0.06	0.07

In Malaysia, there were 46 injuries and the LTIFR was 4.73 per million man-hours. In December 2021, there was a fatality at one of our RIL sites, involving 1 contractor workman. The incident has been thoroughly analysed and corrective actions have been taken to strengthen our systems further to prevent recurrence of such incidents in future.

## R-Swasthya

Reliance has taken several measures to institutionalise care and ensure the holistic well-being of all its employees. The R-Swasthya initiative is an integrated approach based on the five pillars of well-being mainly, Physical, Mental, Financial, Social and Spiritual wellness.

### R-SWASTHYA - FRAMEWORK



The programme is a focused effort to develop the capabilities of managers to ensure mental well-being in the organisation. In the spirit of self-reliance, the programme includes interventions that train individuals on self-care and build resilience to deal with life and work challenges. R-Swasthya serves as a platform where communities of trust can be formed, inculcating a deep sense of psychological safety necessary for people to thrive. These are spaces where employees can lean on each other and provide mutual support when facing stress and anxiety. In addition, the programme helps develop well-being champions who can act as listening posts and support employees without prejudice and judgement.

Several unique initiatives under R-Swasthya were rolled out for the employees and their families during the year. Over 15,000 employees and families attended about 60 webinars. Additionally, engagements on mental wellness, education and awareness, physical health, financial planning, mindfulness, and others were organised throughout the year.

CASE  
STUDY

## A 21 Day Campaign to Mark International Day of Happiness

The Company launched a 21-day campaign on the International Day of Happiness for the Reliance Family. The campaign was curated to encourage employees and their families to develop healthy habits focusing on mental, physical, financial, social, and spiritual wellness. More than 2000 employees joined this initiative, where a new activity was shared every day and participants were encouraged to socialise and share the learnings of their experience with others through various platforms.

Reliance Retail has implemented measures to provide a safe and healthy workplace and access to benefits. With the onset of the pandemic, the Company moved to a remote working environment and offered employees with benefits of location flexibility, extended maternity leaves, guidance on accessing doctors on the Reliance network and coordination for hospitalisation and medicines among many other initiatives. It extended its well-being benefits to all employees to ensure their physical and mental well-being. As part of this, several webinars were conducted for employees on Empathy, Physical well-being, Mental health and Behavioural and Mental adjustments to remote working models. Structured communication around vaccination ensured eligible employees register themselves and their family members for vaccinations through the government app – CoWIN or Aarogya Setu as applicable and follow the mandated process.

In FY 2021-22, key initiatives undertaken to promote health and well-being across the Company included:

- Providing psychological and financial support through emergency assistance or additional insurance coverage on a case-to-case basis
- Scaling internal counselling capabilities with external partners, giving employees time offs and breaks for mental well-being and self-care
- Setting up adequate IT infrastructure support to enable employees to work-from-home efficiently
- Launch of 'Project Sakhi' shaped by three key pillars – Women Safety and Hygiene, 24\*7 Outreach and Career Progression to reinforce safety, hygiene and well-being of women store employees

- One tap 'StreeShakti' WhatsApp group created for the safety and well-being of women employees at the stores through which updates are shared on the group regularly

## Diversity and Inclusion

Reliance's philosophy of 'We Care' has helped it draw talent who not only bring expertise and experience to the Company but also have shared values. It takes pride in its diverse workforce that transcends nationalities, cultures, genders, abilities, generations, and experiences.

Reliance strives to build a conducive environment where each employee has the chance to participate, contribute and grow while tapping its rich and diversified human capital to realise its aspirations and build a long-term competitive edge. Diversity and Inclusion (D&I) at Reliance is incorporated into the Company's people strategy and focuses on three key dimensions of gender, ability, and generation.

The Reliance Group's Diversity & Inclusion (DEI) Charter was launched by Ms Isha Ambani, affirming Reliance's unwavering commitment to the values of Diversity, Equity and Inclusion. The Company follows a 5E framework (Educate, Encourage, Enable, Experience and Effectiveness) to support a more inclusive workplace for all. Group D&I efforts focused on demonstrating "intended inclusivity" and further strengthening the culture of allyship through interventions such as inclusive leadership program, inspiring leader connects, created various platforms for employees to connect/share and learn and a Group D&I Portal to showcase the One Reliance Inclusion Story to all and ensuring people can access information relevant to them based on their life stage and career stage.

## HUMAN CAPITAL

Reliance Retail has adopted a top-down approach to demonstrate the spirit of inclusion & diversity. As a starting point, more than 200 senior leaders have been sensitised on 'Unconscious Biases', which often serve as impediments to building an inclusive workplace. Reliance Retail has implemented two significant flagship programmes, 'Jagriti' and 'Pragati', to enable women employees to grow to managerial roles at stores. These programmes are designed to empower women employees to overcome their mental barriers and inhibitions and generate belief in their abilities to become managers and successfully lead stores and teams. Select women employees were put through various training programmes and promoted as store and department managers to encourage more women to take on leadership roles and boost gender diversity. Currently, there are over 370 stores led by women managers, of which the Grocery business has 204 women-led stores, followed by Trends with 76. There has been a perceptible and definitive improvement in hygiene, discipline and working conditions at these stores.

Reliance Retail has gone a step further. Its 'Sahakari Bhandar' has employed close to 100 differently-abled boys and girls under the programme 'Saksham', transforming their lives right from training to employment and then engagement. There are exclusive rewards & recognition programmes designed for them at the workplace as well as cultural activities to ensure their continued engagement.

### 'HerCircle'

A first-of-its-kind digital networking platform launched by Smt. Nita Ambani aims to accelerate women's empowerment and strengthen the bonds of sisterhood globally. It offers women from all over the world a joyful and safe space for interaction, engagement, collaboration and an extended mutual support group.



### Empowering Women at Reliance through R-Aadya

**Approach:** R-Aadya is a gender inclusion programme which firmly believes that each gender has a unique set of realities and ways of knowing and understanding the world. The initiative focuses on gender specific needs and challenges; and through a set of development interventions aims at addressing the specific personal life stages and career stage needs of women employees in partnership with all the stakeholders.

**Impact:** The programme reached out to nearly 5,000 employees resulting in a allyship in the organisation with an increased awareness on inclusion, equality, equity and diversity.

### Talent Management

Onboarding the right talent and investing in their growth is key to Reliance's people strategy. The Company seeks out and develops high-potential employees, providing them with accelerated learning and development opportunities.

Talent Development has always remained a key enabler for achieving business and talent outcomes. The Company focuses on four key areas to promote the culture of continuous improvement and development among the employees.

Four key focus areas of Reliance:



**Building Future Readiness and Talent Sustainability**



**Building Leaders of Tomorrow**



**Nurturing Young Talent**



**Fostering Talent in the Virtual Ecosystem**

### Building future readiness and talent sustainability

Reliance aspires to be a global leader in the energy and materials space, sustaining the leadership position of O2C, and achieving Net Zero. The Company operates in a highly volatile and disruptive industry scenario which requires sharp focus on building capabilities across the value chain. Therefore, upskilling for future-readiness is a critical business imperative.

Reliance's key initiatives:

#### A. Upskilling for new-age technologies, power skills and domain knowledge

During the year, the Company launched several deep skilling initiatives to develop and strengthen digital and data skills of its employees both at an organisation level as well as for specific focus groups. These include training for specialised skills to enhance Digital, Data and Design Thinking capabilities among employees.

The 'Power Skills of Future' initiative aims at developing critical behavioural skills. Immersive mini simulations on ten future skills were launched during the year, benefiting more than 3,500 employees.

Reliance also launched 'Learning Challenge', an innovative effort to develop critical power skills. The challenge witnessed participation from over 12,500 employees.

Based on business needs, 177 future domain skills have been identified across the organisation, 64% of which are addressed through relevant initiatives. Some of the training initiatives include IWCF and BOSIET HUET (E&P), Techno-Commercial Expertise in Procurement Risk Management, Business Acumen, Export Import management (P&C), Value-Based Selling, Customer Centricity and Business Risk Management (Petchem).

Further, continuous learning is at the centre of all the talent development interventions at Reliance Retail. The intent is to

inspire a pull-based learning culture in which employees are provided with multiple opportunities and mediums to learn. The learning strategy has been defined as per the role-based employee lifecycle from new role readiness programmes to next role readiness programmes.

The objective for defining a structured capability development strategy is two-fold:

- Encourage people's productivity by creating a sustainable learning environment within the organisation.
- Enable employees to learn the knowledge and skill they need to excel in their position using digital tools and technology.

CASE  
STUDY

## Healing while learning through powerful business stories

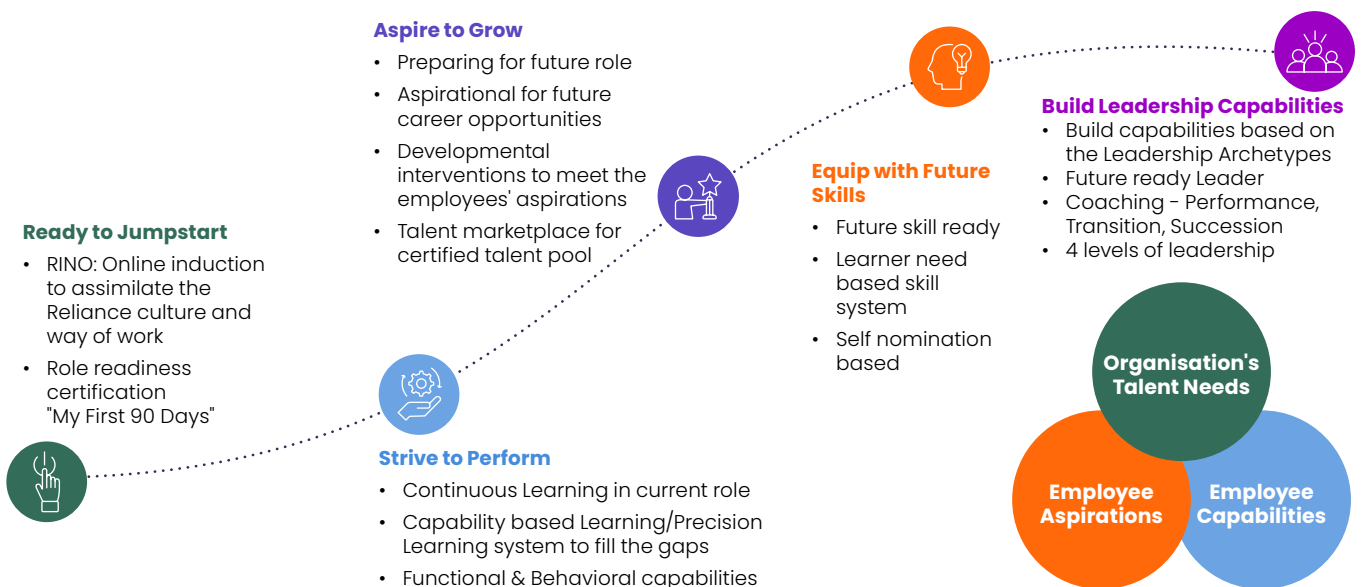
**Approach:** The Petchem Academy launched a monthly initiative 'Story Sutra' to cover a business story by employees. Till date, 7 episodes have been successfully concluded with participation by more than 1,000 employees. Every episode received average participant rating of more than 4.6 on the scale of 5.

### Impact:

- Uplifting and changing employees' mood.
- Improving the information retention up to 22 times more by weaving it through stories instead of sharing the facts alone.
- Improving decision making of the employees.

## Employee Development Journey... in the flow of work & life

Learning agenda is no more Push-based, its Pull based. It is employee-centric and meets the organisation's talent needs!





## HUMAN CAPITAL

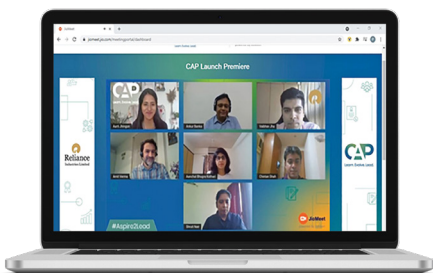


### Nurturing Talent through the Career Acceleration Programme (CAP)

**Approach:** Reliance’s CAP initiative is designed to identify high potential employees. The programme is a journey of learning and self-reflection with preparatory assistance and access to previous CAPs.

**Impact:**

- The programme expanded to over 8,000+ employees this year.
- Participants get an opportunity to work on cross-functional assignments and roles.
- The programme, till date, has boosted the career progression of over 70% of the participants.
- The programme has been instrumental in retaining high performing and potential talent with average retention being 96% over the years.



### B. Talent reviews and succession planning

Reliance emphasises robust succession planning to identify high potential talent and prepare them for critical leadership positions. Sustained efforts were taken to ensure that high calibre employees led critical roles within the organisation.

**Building leaders of tomorrow**

The Company follows a structured and comprehensive leadership development approach that focuses on building and empowering leaders at all levels. Some of the interventions undertaken include:

- **Career Acceleration Programme (CAP)**, the Company’s flagship leadership development programme, which identifies high potential talent through rigorous evaluation and supports their development to fast-track their growth.
- **Step-Up**, a development programme aims at building transitional leadership capability for First Level, Senior Level and Group Leader roles. The programme was redesigned as an end-to-end digital learning journey for the participants.
- **R-Aadya**, the leadership programme, seeks to address the unique challenges women leaders face and build a more inclusive environment.
- **The First Line Young Engineers at Reliance (FLYER)** programme seeks to build commercial and business acumen among engineering talent to groom them as effective technical leaders.

### Nurturing young talent

Reliance emphasises young talent and offers entry-level programmes at prominent institutions, enabling fresh graduates from campuses to join the organisation and contribute to its expansive ecosystem. Reliance continues to nurture talent through entry-level programmes, with hiring efforts ramped up in FY 2021-22:



- Graduate Engineer Trainee (GET) programme for engineering talent.
- Reliance Emerging Leaders Programme (REL) for management graduates.

The young talent undergoes a careful selection process and a unique gamified orientation into the world of Reliance. They are mentored by senior leaders and experts, and are involved in live projects to develop their capabilities to prepare them for future leadership roles.

- Base Camp is responsible for onboarding all new hires at Reliance to quickly acclimatise them to the Company’s culture and equip them with the necessary tools for smooth transitioning. The flagship programme under Base Camp is the Discover Reliance session that is offered both as a virtual session and self-paced learning module. During FY 2021-22, 100% of the newly joined employees have completed all the trainings.

- Reliance deploys a structured role and skill-based approach for building people manager capabilities. This includes interventions for first-time, asset facing and experienced people managers. Over 2,200 unique people managers were benefitted through 800+ trainings during the year.
- The Company's initiative 'Ascender' focuses on key behavioural skills such as communication, prioritisation, and planning. They are offered both as self-learning paths and instructor led sessions. During the fiscal, over 10,000 participants were covered through this initiative.
- Reliance Retail has developed a strong managerial talent pool in its Grocery Business stores through its Flagship 'Graduate Store Trainee Programme.' The programme allows final-year students to strengthen their managerial skills through the 'earn-while-you-learn' scheme, which consists of blended learning tools spread over nine months and includes e-learning courses, on-the-job trainings, job shadowing, and specially designed projects. The initiative launched in 2019, presently employs over 200 persons and is further looking to hire at least 800 trainees next year. Additionally, Reliance Retail is committed to providing employment opportunities across India with a special focus on Tier 2, 3 and 4 towns over and above the metro cities.

- Reliance's initiative 'The Ultimate Pitch' has been a huge success in nurturing entrepreneurial thinking and innovation among India's youth. The initiative's 7<sup>th</sup> season was hosted in a 3D virtual setup, witnessing 15,200+ student registrations and 1,600+ ideas across 350+ B-School campuses.

### Fostering talent in the virtual ecosystem

To ensure the continued development of talent in the face of changing realities, all the initiatives seamlessly operated in the virtual mode of delivery, with the focus of efforts pinned on holistic development and well-being.

- In line with its philosophy of nurturing a digitally enabled learning value chain, Reliance leverages both internally and externally curated content to deliver an excellent learner experience. The Company has partnered with the world's best learning content partners to meet the requirements of effective learning. In FY 2021-22, employees from the Hydrocarbons division

consumed more than 2.4 lakh hours of digital learning content across various platforms:

- LinkedIn Learning – Over 1,09,000 employees are actively engaged in developing micro-skills via the platform across the company
- Coursera- Over 26,000 employees are deep-skilling through intense learning journeys to build skill proficiency via this medium
- Learnet – Over 51,000 employees are active on the social learning platform and are committed to blogging, sharing, and learning via the platform

These mediums have democratised learning which is accessible anytime, anywhere and on any device. They are available to anyone and provide a superior learner experience.

- The talent initiatives also involved the parents and spouses of the participating employees in the efforts towards employee development and well-being by sending them acknowledgements.



# HUMAN CAPITAL

## HR and L&D Key Parameters

Parameter	RIL*	Jio	Retail	Reliance Group**
Number of employees	22,642	83,347	2,15,614	3,42,982
Number of new hires	1,843	57,883	1,68,910	2,32,822
Number of voluntary separations#	1,785	28,473	69,266	--
Differently-abled employees	45	0	1,351	1,410
Number of Female employees	1,303	8,280	48,882	63,167
Paternity leaves taken by employees	463	2,504	902	4,090
Employees back in the same year after Paternity Leave	463	2,456	814	3,954
Maternity leave taken by employees	43	213	251	608
Employees back in the same year after Maternity Leave	43	208	226	578
Total man hours of training (in Hours)	7,65,273	88,41,082	1,31,37,620	2,27,78,582

\* RIL in this context only includes India operations.

\*\* Consolidated data for the Group includes RIL, Jio, Retail, Media and Malaysia operations.

# Voluntary separations exclude death, retirement and other involuntary separations.

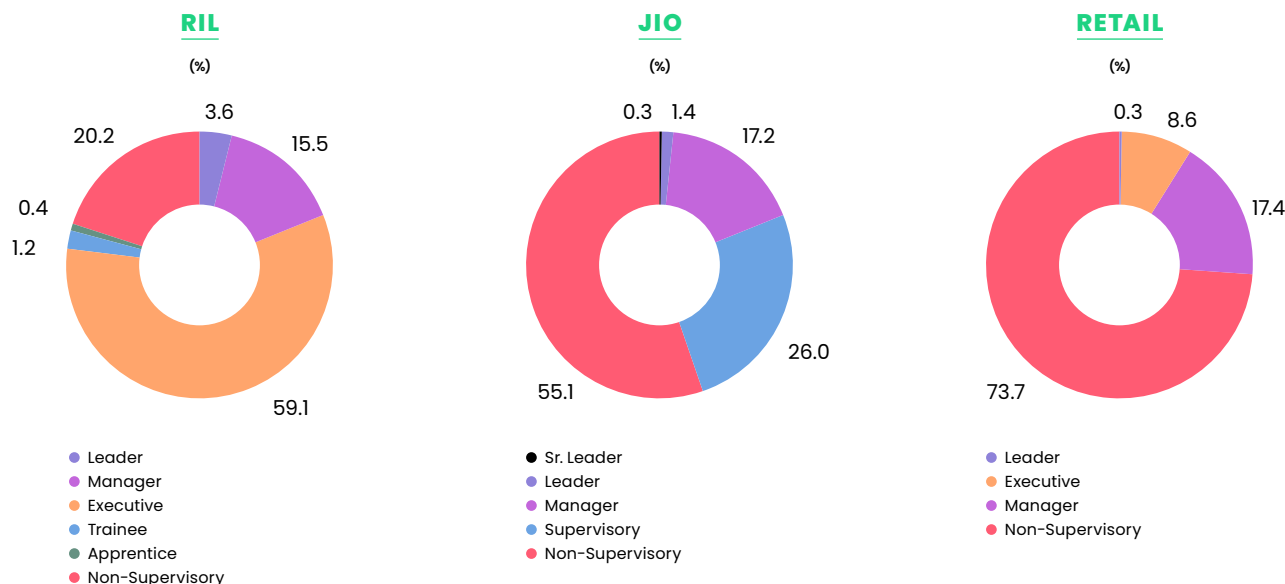
Reliance is committed to talent management and investing in people. The Company recognises that it can play a fundamental role in providing skill building opportunities to the young or unskilled workforce. Reliance takes immense pride in developing skillsets relevant for India and Indians in evolving economic models. This is reflected in the 2.2+ Crore person-hours of training imparted during the reporting year. The Company has a substantial workforce that is under the age of 30 (representing 55.2%), and in the consumer facing businesses the Company also provides job opportunities to the employees in the Non-Supervisory category (over 50% as shown in the graphs below). Nonetheless, there are factors which contribute to separations and the Company recognises that these are inevitable and monitors them as an important matrix for employee retention.

For RIL, the most common reasons for the voluntary separations have been identified as – diverse career advancement opportunities available in the market, pursuing higher education, and relocating to areas closer to home.

In the digital services business voluntary separations was primarily driven by specific frontline non-supervisory roles pertaining to sales and service.

Retail employs a young staff, typically in the twenties. With reopening of the economy, multiple opportunities opened up for young employees, enabling them to explore new sectors and workforce models. Retail implemented significant engagement programs to secure critical talent. Retail's people practices have allowed it to get certified by the Great Place to Work Institute as one of the Top 100 Best Workplaces in the country.

## Employees by Skill Breakdown



## Grooming Future Leaders

'Spectrum', Reliance Hydrocarbons' annual dedication to the Company's culture of continuous and holistic development, ran its 6<sup>th</sup> edition on the theme of 'Learning Unlimited'. The two week-long learning intervention witnessed deep leadership involvement of 100+ leaders as speakers, guides, and content designers. This initiative delivered business-led, future-focused immersive learnings through innovative new formats covering 13,000+ learners in 65+ sessions. Eminent industry leaders such as Smt. Arundhati Bhattacharya, Ex Chairperson SBI and Independent Director, Reliance, led "Spectrum Talks". The marquee event saw the participation of 1,200 Company employees.



### Immersive Learning

Inspiring micro learning, leadership talks, SME Sessions, Simulations, Speed Monitoring, Idea Hackathon, Day in the life of Leader, and more



### New-age Gateway

3D and 360-degree gateway enhanced the experience manifold



### Leadership Presence

Strong presence as speakers, facilitators, and content designers



### Future-focused Approach

Centred around themes of future of business and future skills



### Engaging Families

Open to families with a variety of sessions and activities



### Continued Learning

The Spectrum Reflection campaign keeps the spirit of the programme alive beyond the event by making the content available to all

Reliance continues to celebrate 'Inspire' in September 2021 to recognise internal facilitators. During Inspire 2021, over 1,200 internal facilitators were thanked for their contribution to the learning agenda. Additionally, 800 People Managers who played an active role in their team's learning were recognised as Learning Enablers.

## Digitally enabled people transformation

Reliance is building a world-class digitally enabled platform, aptly named PeopleFirst, that places 'people at the centre'.

PeopleFirst aims to provide a highly personalised and curated employee experience to help people find their purpose and passion at work, and reinforces growth and well-being. It has simplified employee services and brought them to the fingertips of each employee, no matter their location or role.

The platform acts as a world-class real time integrated performance management system, with wide customisation choices by business and workforce, linking individual performance to business outcomes, feedback from primary and agile project teams and many more features.

In the near future, the Company will have visibility on employee skills, automated, dynamic and individual career maps for each employee, and integrated learning needs with personal aspirations.

PeopleFirst will facilitate swifter adoption of 'future of work' practices and seamless access to all infrastructure and benefits.

## Fostering employee centric innovation platform

The spirit of innovation is central to Reliance's credo. The core element of the organisation's DNA is Innovation which enables the Company to add value to all its stakeholders. Be it inspiring the first generation of retail investors in India, setting up the world's largest grassroots refinery, or ushering in the Fourth Industrial Revolution, Reliance's disruptive innovations continue to fulfil the aspirations of millions of Indians.

Innovation within the Company endeavours to catalyse 'integrated innovation-led exponential growth'. Reliance leverages cutting-edge digital technologies to develop and deploy relevant programmes that empower all its stakeholders and foster a culture of innovation.

**1 Mission Kurukshetra (MK)** aspires to equip all members of Reliance with new-age tools to innovate, thereby democratising creativity and resourcefulness. It is an interactive digital platform through which ideas, big or small, are submitted, refined, and executed to create a lasting positive impact. Through MK, human capital practice hands-on creative problem solving and climb the upskilling ladder.

Launched in 2014, MK is now a treasure trove of more than 35,700 path-breaking ideas that have the potential to springboard the organisation. 2,775 new ideas were submitted in FY 2021-22 under MK.

# HUMAN CAPITAL

- 2 Having pledged to achieve Net Zero emissions by 2035, Reliance is well on course to help decarbonise India's growing economy and make the human experience more pleasant for all through its New Energy business.

Reliance's New Energy Council (NEC) has been set up to guide the science, technology, and innovation vision and to construct pathways to sustainability. Global thought-leaders and new energy pioneers will join forces with the Company to accelerate the shift away from fossil fuels and leverage technology to drive innovation-led growth in India. The NEC comprises leading lights in sustainability such as Dr. Alan Finkel (Special Adviser to the Australian Government on Low Emissions Technologies & Former Chief Scientist, Australia), Dr. David Milstein (Professorial Chair at Weizmann Institute of Science & Founder of Molecular Design Centre, Israel), Dr. Geoffrey Maitland (Professor at Imperial College London, Founder Qatar Carbonates and Carbon Storage Research Centre), Mr. Henrik Stiesdal (Professor at Technical University of Denmark's Department of Wind Energy), Dr. Martin Green (Professor at University of New South Wales, Australia), Dr. Rachid Yazami (Entrepreneur, former Professor & Principal Scientist at NTU Singapore), and Dr. Robert Armstrong (Professor of Chemical Engineering and Director, MIT Energy Initiative, USA). The Company is committed to furthering the Hon'ble Prime Minister's goal of reaching 450 GW of renewable energy by the end of this decade and ensuring that the post-pandemic recovery is green and equitable.

### Labour management and human rights

Reliance adheres to the principles of the United Nations Global Compact (UNGC) in human rights, labour practices, environmental protection, and anti-corruption. The Company's operational units comply with local and national regulations. Further, the Company's Values and Behaviours, and the Code of Conduct provide necessary policy and operating framework for execution of its strategic vision. The collective bargaining agreements encompass nearly all non-supervisory permanent employees across all manufacturing facilities.

There were zero occurrences of child labour, forced labour, involuntary labour, sexual harassment, or discriminatory employment throughout the reporting period. Men and women selected for the same cadre programme receive equal pay at the entry-level.

### Business ethics, integrity and transparency

Reliance has robust governance and Code of Conduct policies for its human capital. The Company's Board level Human Resources, Nomination and Remuneration Committee periodically reviews and evaluates overall human resources and associated policies from time to time. Further, the decisions relating to the employee Code of Conduct are monitored through Ethics and Compliance Task Force (ECTF), which consists of an Executive Director, General Counsel, Group Controller, and Group Company Secretary. This Task Force evaluates incidents of suspected or actual violations of the Code of Conduct and reports them to the Audit Committee every quarter. In addition to this, Reliance

has mandatory e-learning courses, which aim to equip its employees with the required understanding and knowledge to effectively conduct its business in an ethical manner and prevent, identify, and respond to violations.

### Grievance redressal mechanism

To deal with concerns of ethics, non-compliance, and violations of its Code of Conduct, Reliance has established a vigil mechanism and a whistle blower policy for its employees and directors. The whistle-blower can make a protected disclosure through an e-mail or dedicated telephone line or a letter to the ECTF or to the Chairman of the Audit Committee. RIL's Code of Conduct, Vigil mechanism and Whistle blower policy form the foundation of the Company's commitment towards ethical conduct at all levels.

### Employee volunteering

Several studies indicate that employee volunteering instils a sense of purpose amongst employees and has the potential to increase productivity and higher workplace morale. Throughout the year, Reliance organised numerous employee volunteering activities to provide them with a meaningful and gratifying experience. These activities saw increased participation of employees from all levels across the Company. The Reliance Foundation organised the engagements to promote various causes through partner NGOs around the country.



## Our recognitions

- Reliance has been recognised with the Great Place to Work® certification from the Great Place to Work® Institute, based on their Trust Index® assessment. This is the second time that Reliance has been Great Place to Work—Certified™. RIL was also one among 15 organisations that featured in their 'India's Best Employers Among Nation Builders List-2021'.
- Reliance has been featured in LinkedIn's Top Companies list of 2022. The Company has achieved this feat for the 6<sup>th</sup> time in a row.
- Reliance is ranked #52 globally in the Forbes "World's Best Employers 2021" list, making it the top-most Indian Company on the list.
- Reliance Foundation and Jio won two awards for their Diversity & Inclusion initiatives at the 3<sup>rd</sup> D&I Summit & Awards.



## Way Forward

As Reliance reimagines its future, the Company is also strengthening its talent development frameworks to groom the next generation of leaders and workforce. The Company will continue to create opportunities to increase the diversity in the workforce.

Reliance will continue to extend support to help tackle any COVID-19 challenges and better adapt to the post-pandemic world. Building this relationship of trust and shared values with its people empowers the Company to realise its aspiration of creating a more sustainable and inclusive future for India and the world.

# MANUFACTURED CAPITAL

## Committed to Growing with Care for the Planet

Reliance believes that the global new energy agenda needs to move from dialogue to action, from commitment to urgent implementation on the ground. Therefore, it has made a bold commitment to meet its ambitious Net Zero target by 2035.

### Material Topics

- Raw Material Security
- Security and Asset Management

### United Nations SDGs



Reliance is conscious of the need to build environmentally responsible capabilities and robust state-of-the-art infrastructures that make judicious use of nature's resources to build world-class products and services.

Reliance has always focused on the efficient use of resources and advanced digital technologies in its operations. The Company has strategies in place to ensure efficient use of all capital goods, enhancing flexibility of operations, meeting ever evolving consumer demands, and contributing to addressing global challenges such as climate change. The Company strives for total system optimisation and economies by improving its assets' efficiency, performance, and lifecycle. As a Company, its philosophy of 'We Care' has ensured that its facilities are technologically advanced, innovative, flexible and limit their environmental footprint.

Owing to the diverse set of businesses Reliance operates in, the Company relies heavily on the optimum utilisation of its manufactured capital to ensure sustained growth across businesses. Reliance Retail has crossed 15,000 stores milestone and has a direct presence across 7,000+ cities, with services in 98% of India's pin codes. Extensive supply chain network, largest network of stores, digital and new commerce platform offers Retail strategic advantages over its competitors. Exploration & Production (E&P) has R Cluster Field and Satellite Cluster field together producing ~18 MMSCMD. The Company's O2C business includes the world's largest and most integrated O2C Complex at Jamnagar Supersite with 1.4 MMBPD crude refining capacity.

## Highlights FY 2021-22

Reliance Retail crossed

# 15,000

stores milestone

# 1,732

MHz

Increased Jio's spectrum footprint

# 1.4

MMBPD

Crude refining capacity

## Largest Petcoke Gasifier globally

# 68.2

MMT

Production meant for sale

## Satellite Cluster field commissioned in April 2021

Reliance has always been a frontrunner in leveraging digital technologies to tap new market opportunities and improve business operations. The launch of Jio in 2016 with the aim of bridging the digital divide in India is a testimony to the Company's focus on digital technologies. Post the 2021 spectrum auction, Jio's spectrum footprint has increased 56% to 1,732 MHz, which bolsters its network capacity to meet the ever increasing demand for data services.

## Business Performance

### Digital Services

The year 2021 marks five years since Jio began its commercial operations in September 2016. Over these five years, Jio changed the communication landscape of India. With 410.2 million subscribers, Jio's services span geographies, income, and social classes. One of the most important factors behind the steady growth of Reliance Jio is its customer centricity on the back of three key pillars: innovative products/services, affordable tariffs and plans, and network expansion and augmentation .

Jio has built a network to serve every citizen, home, and enterprise across the country with over 99% population coverage for mobility network. JioFiber services has increased its homes passed to almost 20 million. Jio's widest and deepest market presence and ahead of the curve investment in next-generation

communication and digital technologies have helped steady business growth. It has created a full stack of digital products, platforms, and services to serve evolving consumers and business needs.

Jio partners with globally established and new age platforms across the full suite of digital and connectivity services. Some of the major partnerships and milestones are mentioned below:

Reliance Jio and Google cloud have embarked on a comprehensive, long-term strategic relationship with a goal of powering 5G in enterprise and consumer segments nationwide. Google Cloud will provide a complete end-to-end cloud offering for fully automated lifecycle management of Jio's 5G network and services.





# MANUFACTURED CAPITAL

In addition, Jio and Google Cloud will collaborate to bring a portfolio of 5G edge computing solutions to help industries address business problems. Reliance will also augment its compute workload for the Retail business taking advantage of Google's AI/ML, e-commerce, and demand forecasting offerings. This will help Reliance leverage Google Cloud with increased reliability and performance, and the scale-up needed to respond to customer demand.

JioPhone Next jointly designed by Jio Platforms and Google was launched during the reporting period. JioPhone Next is among the most affordable smartphone anywhere globally with a unique financing option and unprecedented features like an all new Pragati OS.

Jio also partnered with WhatsApp to simplify its entire 'Prepaid Recharge' process.

Jio has relentlessly driven network improvements for enhanced customer experience through network automation, Next-Gen platform deployment, advanced analytics, and data sciences.

Jio's 5G stack is a comprehensive 5G solution which is fully cloud native, software defined and digitally managed. 5G coverage planning has been completed for 1,000 top cities across the country based on targeted customer consumption and revenue potential using heat maps, 3D maps and ray tracing technology. Within two years of its launch, Jio has become the largest fibre broadband provider with over 5 million connected homes with an average data usage of almost 300 GB per home, per month.



## O2C

Reliance's O2C structure enables an integrated decision-making approach to maximise and optimise the entire value chain. The integrated O2C business consists of state-of-the-art manufacturing assets, including a refinery with an integrated off-gas cracker and gasification unit, aromatics, multi-feed and gas crackers, downstream manufacturing facilities, logistics and supply-chain infrastructure.

O2C business includes the world's largest and most integrated O2C complex at the Jamnagar Supersite.

O2C will focus on transforming into a Net Zero entity by transitioning from fossil fuels to renewables for energy demand and adopting a circular and sustainable business model. Optimisation, cost reduction and debottlenecking are other focus areas of the O2C business.

## New Energy

Having committed to Net Zero by 2035, the Company detailed an ambitious strategy and roadmap to achieve the target at Reliance Industries' 44<sup>th</sup> Annual General Meeting (AGM).

In this context, Reliance aims to build four Giga factories to manufacture and integrate critical components of the new energy ecosystem.

- Solar Photovoltaic Giga Factory
- Advanced Energy Storage Giga Factory
- Electrolyser and Hydrogen value chain

Its existing infrastructure and materials will support the four Giga factories. The Company's Jamnagar complex will provide infrastructure and utilities to manufacture ancillary material and equipment needed to support these Giga factories so that all critical materials are available in time. The Company will also help independent manufacturers to build capabilities to be part of the ecosystem.

Over the years, Reliance has demonstrated significant engineering, project management and construction capabilities combining physical and digital technologies. Reliance aspires to repurpose these capabilities, along with major international organisations to execute and deliver world-class, renewable energy solutions.

## Reliance Retail

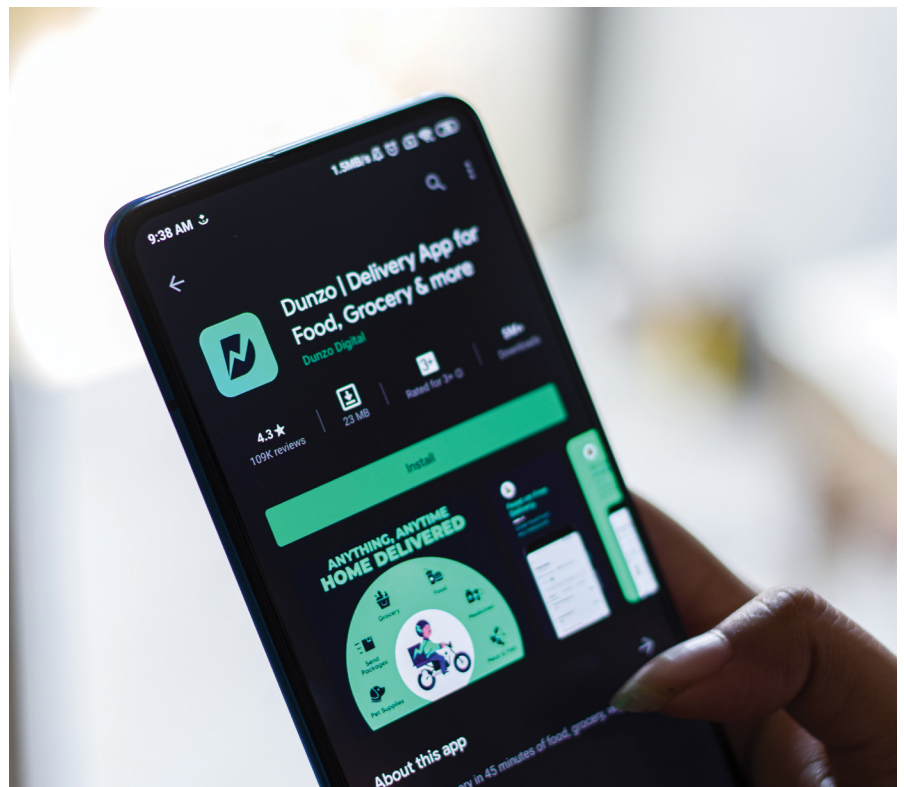
Reliance Retail is India's largest and most profitable retailer with a diverse omni-channel presence via integrated store concepts and digital commerce platforms. Retail's performance demonstrates a robust business model, superior understanding of evolving consumer needs and highly capable staff. The Company operates in consumer electronics, fashion and lifestyle, grocery, pharma, and connectivity consumption baskets.

Retail's strategic advantage and competitive strength include its largest store network and strong supplier relationships that straddle across the value chain. The Company's extensive supply chain covers the length and breadth of the country and supports product design and development, serves customers across segments and deploys cutting edge technology to improve business efficiencies.

Reliance Retail continued its investments in network and infrastructure expansion. The business added ~7 new stores every day during the financial year and crossed the 15,000 store milestone. Retail is trusted by more than 193 million registered customers. It has also bolstered retail capabilities through acquisitions, partnerships, and strategic investments. During FY 2021-22, it invested over ₹ 9,700 crore. Retail made significant investments in a broad range of companies, including Just Dial, 7-Eleven, Milkbasket, Kalanikethan and Ritu Kumar. It also invested US\$ 200 million in Dunzo, India's leading last-mile delivery and quick commerce player, for a 25.8% stake on a fully diluted basis.

**₹9,700 crore\***

Invested in Reliance Retail in FY 2021-22 to bolster capabilities and brand portfolio



## MANUFACTURED CAPITAL



### Exploration and Production (E&P)

Reliance is India's leading deepwater E&P operator with best-in-class safety and reliability track record. The Company is committed to maximising shareholder value and conducting business in an environmentally responsible manner.

Highlights of FY 2021-22:

- Satellite Cluster field was commissioned in April 2021, two months ahead of schedule, with peak production of 6.1 MMSCMD. Together with R-cluster field, the fields are currently producing ~18 MMSCMD and contributing ~20% of India's domestic production.
- Exploration is underway in the proven geological fairways.
- Reliance has divested all its shale gas assets and exited from the business in the USA.

With the expected commissioning of the MJ field in 3Q, FY 2023, the KG D6 block will produce more than 1 BCFe/day by FY 2024, thereby contributing ~30% of India's gas production. This will help to meet a significant portion of India's demand and reduce the country's dependence on imported gas and meet the growing clean energy requirements of the nation.

### Strengthening the Framework to Build a Digital-first Company

#### Raw Material Security

Reliance strives to enhance raw material utilisation by adopting the 3R philosophy. Efficient waste management is well ingrained into its business model, which helps in minimising dependency on raw material. The Company has deployed IT systems to understand

current trends and predict future requirements based on real-time data tracking and monitoring of business operations. The Company's O2C business focuses on cost reduction, debottlenecking and optimisation to enhance its competitive advantage. Reliance also makes strategic investments in various companies to ensure raw material security.

Reliance has partnered with several companies to build an entire green energy ecosystem. The key acquisitions and investments are mentioned in the New Energy section on page 22 and 23 of the report.

## Security and Asset Management

The protection and security of assets across businesses are critical for Reliance to ensure the reliability of its operations. The Company uses analytics-led and technology-driven measures to ensure the safety of all assets. The Company's Group Security function and teams provide assurance to businesses at all levels to manage security risks through continuous monitoring and assessing emerging risks. The Company has instituted management plans for robust disaster recovery, crisis, and business continuity.

The Company is a forerunner in adopting advanced technologies and smart manufacturing processes

in its value chain. It uses advanced technologies such as machine learning-based solutions to predict equipment and process health to take corrective/preventive actions and the use of drones for inspection of inaccessible points. Secured Connected System (RelianceSCS), Company's smart manufacturing system, is based on real-time information using advanced analytics to predict the future state of operations established on the foundation of securely connected sensors and systems. In addition, Global Corporate Security (GCS) officers are engaged round the clock to ensure the safety of employees, assets and operations.



## Way Forward

The Company's undeterred focus on efficient use of its manufactured capital has helped deliver robust operational and financial performance across all businesses. Reliance remains steadfast on its Net Zero commitment. It will focus on the next big value creation engine - New Energy and New Materials business through its mega-investment. In 2016, the Company launched Jio with the aim of bridging the digital divide in India. Now, RIL has launched a New Energy business to bridge the green energy divide in India and globally. Reliance will continue to focus on providing a superior customer experience across its businesses. It will continue to bolster its manufactured capital through investments, acquisitions, strategic partnerships and environmentally conscious ways to meet consumer demands and tap emerging opportunities into sustainable business ventures.

# INTELLECTUAL CAPITAL

## Research and Development for a Sustainable Future

Led by its philosophy of 'We Care', Reliance strives to make its products and services affordable and accessible for all by reducing complexity, leveraging technology, and exploring sustainable options through its Research and Development (R&D) initiatives and investments.

The Company's R&D strengths are the foundation that enables it to build the edifice of a great company that brings exceptional products and services to customers far and wide. The Company's Intellectual Capital fuels its ambition to develop innovative products, processes and catalysts to build a sustainable and profitable business. Reliance encourages new ideas, innovation, and pioneering technologies to create sustainable and long-term value for its stakeholders.

### Material Topics

- Innovation and Technology
- Data Privacy and Cyber Security

### United Nations SDGs



Reliance has more than 1,000 scientists and engineers to support R&D activities. The Company runs initiatives and campus recruitment drives to continually attract the best minds to expand its R&D capabilities. Reliance laboratories and R&D facilities are equipped with advanced infrastructure that provides the optimal environment to accelerate the development of innovative products and services for customers and the greater well-being of the planet, communities and the country.

### Reliance Research and Development: A Crucial Driver of Sustained Value Creation



#### Shareholder Value

R&D will build an IP portfolio to provide a long-term competitive advantage



#### Customer Value

R&D will support all technologies to create customer value with short-term as well as long-term projects



#### Societal Value

R&D will help businesses to reach all segments of society through products developed for masses

## Highlights FY 2021-22

# 1,000+

Researchers and Scientists

# 152

Patent applications filed

# 123

Patents granted

# ₹2,608

crore  
R&D expenditure

## Won the CII Innovation Award

For Reliance's Novel Adsorbent for Dowtherm & NMP Purification & RELOX catalyst commercialisation for PET production



## Innovation and Technology

Reliance believes that innovation and technology will pave the way for its steady growth. The spirit of innovation is central to Reliance's value system. Innovation, a core element of the organisation's DNA enables the Company to create value for all stakeholders. As a result, the Company invests significantly in R&D efforts. The Company always looks for market opportunities and leverage its intellectual capital to tap the same. Be it inspiring the first generation of retail investors in India, setting up the world's largest grassroots refinery, Reliance's disruptive innovations fulfil the aspirations of millions of Indians. Its continuous innovation efforts include advancement in biological science to tackle climate change, deriving value out of waste to promote circular economy, affordable and clean energy initiatives, among many others. As a consequence of the Company's relentless efforts, it has witnessed several breakthroughs over the years. In FY 2021-22 a total of 123 patents were granted to Reliance and 152 new patent applications filed in various jurisdictions. Reliance has been granted 1,323 patents till date.

Reliance has a robust internal Intellectual Property (IP) governance framework that ensures that these patents are in close alignment with the organisation's business objectives. The IP governance framework helps in meeting all compliance requirements in areas such as confidential information management, third party engagement management, regulatory requirements across the globe, among others.

Reliance has implemented various digital initiatives to support its R&D efforts. The R&D team has adopted a benchmarked Intellectual Property management system that provides enterprise-wide end-to-end workflow management, streamlining and automating various portfolio

management processes. This system also acts as a centralised repository of various intellectual properties. The Company's R&D has implemented best-in-class Electronic Lab Notebook (ELN) which is seamlessly integrated with the Laboratory Information Management System (LIMS). The ELN application provides scientists with a robust platform to capture and store structured and unstructured data as they conduct experiments or execute laboratory procedures. ELN user interface is flexible and can be tailored by creating experiment templates that allow the scientist to easily enter information and directly capture results from analytical instruments and barcode systems for sample lifecycle management.

## Leveraging its Intellectual Capital to Fight COVID-19

The outbreak of COVID-19 disrupted every economy worldwide and tested human vulnerabilities. Nevertheless, governments and businesses left no stone unturned to minimise the impact of COVID-19 on health and the economy. Reliance, a responsible organisation, leveraged its intellectual capital to contribute to the country's fight against COVID-19.

Reliance's scientists analysed more than 1,000 genomes of the virus. The knowledge base was used to develop novel cost-effective diagnostic kits called 'R-Green' and 'R-Green pro one'. These kits have received ICMR approval and showed a high degree of accuracy and specificity during validation studies. Reliance has also collaborated with IIIM-CSIR (Jammu) to develop an RT-LAMP Kit to facilitate the point-of-care diagnosis of COVID-19.

The R&D team actively contributes to the Company's technical wisdom to facilitate innovation globally by publishing research articles on diagnostics and treatment. Application of natural-astaxanthin for

# INTELLECTUAL CAPITAL



COVID-19 management published in 'Biomedicine and Pharmacotherapy' journal is recognised as top 100 research paper. The paper is listed in WHO's global repository. The flow-virometry-based method proposed by Reliance for robotics-based high-throughput sample testing has received accolades from international communities, such as the Future Virology journal.

PSA based oxygen concentrators can produce oxygen with 93% (+/- 3%) purity. The unit is an excellent solution during hospitalisation situation due to COVID-19 to maintain the SpO<sub>2</sub> level of a patient. Reliance R&D has designed oxygen generator with a purity of 90% to 95% with 5 LPM oxygen leveraging its expertise in adsorption technology. As adsorbents contribute significantly to the cost of the PSA unit, the Company's R&D team is working extensively for in-house adsorbent development for oxygen PSA systems.

## R&D Focus Areas

### Bio-innovations

Reliance recognises that advancements in biological science could transform economies and societies to tackle climate change issue. At Reliance, the core biology stream was integrated with digital sciences and engineering for

development of Next-Gen tools and eco-friendly technologies for a safe and healthy planet.

Reliance's synthetic biology platform aims for innovation-led growth via hybridising competencies developed in genetic engineering, photosynthesis, omics, big-data analytics and robotics. The platform has helped improve productivity outcomes for novel products and create new business opportunities in food, personal care and next-generation biomaterials. Reliance demonstrated robust and scalable year-round outdoor algal cultivation continuously for more than four years.

Reliance has successfully demonstrated the application of algae biomass for food and feed application in a sustainable and eco-friendly way. It has also initiated work to commercialise super protein powder from algae for various Indian and global snacks, health drinks, and texturised meat substitutes. Algal biomass produced in a sustainable way using seawater, sunlight, and CO<sub>2</sub> was harvested and processed to develop a rich and appropriate source of highly nutritious food and feed ingredients. The ingredients have successfully replaced the prevalent and environmentally regressive fish meal ingredient from various applications.

Reliance has also developed Microbial cell factories for fermentation production of one of the strongest biomaterials such as Spider Silk for advanced fabric and personal care application. Collaboration with some of the leading personal care brands is ongoing for developing unique skin and hair care formulations using this recombinant spider silk.

The Company also leverages advanced analytical science to fast-track innovation in biology. 'Digital tongue' is an algorithm for prediction of taste of the proteins and proving enzyme-system to bias taste of food towards customer's requirement. Several ML (Machine Language) tools were developed and used in computational biology platforms to fabricate DNA to make novel products from microbial cell factories.

The CRISPR platform demonstrated genome alteration of algae and cyanobacteria using programmable nucleases. The R&D team is working relentlessly for developing molecular tools and applications of the technology for agricultural and synthetic biology product development.

The team is applying this technology for higher algal biomass and novel product development in crops that conventional methods cannot produce. The Company aims to use this path breaking technology to solve significant challenges.

Coal which cannot be mined and, if not redeemed for its value in the form of methane production, would be a waste of natural resources. Reliance's Bio CBM process is targeted at converting coal that cannot be mined to methane, which will help improve the country's energy security and even help reduce GHG emissions.



## Circular Economy

The single use plastic in food packaging and consumer goods mostly ends up in landfills. Reliance recognises the negative impact of single use plastic on the environment. Reliance is exploring sustainable solutions to reuse plastic waste to promote and adopt a circular economy to tackle this menace. The Company's R&D team and the Sustainability Solutions team in the Reliance-Petchem business have launched ReRoute™, the only product of its kind in the market today that can be used to make bituminous concrete road surfacing using the 'dry mix' process.

The R&D team also developed net bags and bag on roll applications using biodegradable plastic. These have been tested at Reliance Retail stores. The materials showed excellent properties required for flexible as well as rigid packaging. Innovations in biodegradable plastic technology have also moved from bench scale to pilot scale development.

Reliance's low temperature continuous catalytic pyrolysis technology can convert plastic waste containing multi-layer film polymers into stable oil. The technology does not require any feed segregation or clean up. Additionally, this novel process gives a higher yield and enhanced stability. The produced stable oil can be readily processed in a refinery or petrochemical units such as FCC, Coker, Steam cracker, etc.

Reliance uses RCAT HTL technology to produce biofuel using various organic feedstock wastes to derive value from the waste. Produced biofuel can be utilised for heat and power applications or as a transportation fuel. Biofuel generated using the technology has been successfully tested in commercial engines, and the technology is ready for commercialisation. The technology has the potential to significantly contribute to the Company's Net Zero goal by achieving a 25% blend in its refining capacity.

Discarded PET based fabrics have a detrimental impact on the environment. As an essential step towards a circular economy and addressing the challenge of discarded PET based fabrics, the Company's R&D is targeting to separate PET from mixed fabric blends and convert it back to fibers and into fabric. The R&D team has also developed a process to recycle waste tyres and is exploring ways to convert waste recyclable polyester material into valuable chemicals to make polyurethane with improved physical properties. The team developed a bench process using a Reliance proprietary solvent to separate different layers of polymer. Separate layers can be recycled as per their different functionalities and processability.

Earlier, a benign process was used to recover high-value metals, vanadium and nickel, from petcoke cinder, which is a leftover by the product from entrained flow gasifiers. Hydro process demands a large quantity of acid or alkali for leaching, and pyro process involves very high temperature (> 1,700°C). The R&D team has developed a hybrid process where salt roasting at low temperature, followed by hydrometallurgical processing steps, leads to the extraction of vanadium and nickel at a significantly lower cost than the conventional process. R&D team is also pursuing various national and international collaborative projects to utilise CO<sub>2</sub>.



## Chemical Recycling of Multilayer Packaging Material

**Approach:** The Polymer R&D team developed a novel process using in-house developed chemical 'RESOLVE' for separation of polymer layers in multilayer packaging. The process is a simple two-step approach using 'RESOLVE' separating medium and it avoids the complex multistep process involving various solvents and antisolvents for the recovery of the polymer layers.

**Impact:** The process helps in recovering the polymer layer in pure form without dissolution.



# INTELLECTUAL CAPITAL

### Industry and Infrastructure

Reliance has its pulse on evolving consumer needs, and it leverages its intellectual capital to develop novel solutions for industry and infrastructure use. Following are the key initiatives undertaken by the R&D team:

- R&D team has developed a novel functional emulsion based SBR rubber. Reactive silica composite prepared from this reactive product has low rolling resistance and excellent abrasion properties.
- Poly Vinyl Chloride (PVC) is generally processed with a higher quantity of external plasticisers to make it more flexible and processable. However, this flexible PVC polymer has poor leaching properties. Reliance has developed internally plasticised-PVC (IP-PVC), which does not need external plasticisers. Additionally, IP-PVC does not lose its inherent properties of flexibility and neither does it leach any plasticiser into the environment.
- R&D team has developed quick and visible methods for identification of industrial popcorn samples from normal elastomer/polymer samples, thereby, enhancing the safety quotient of the elastomers or polymer processes.
- R&D team has developed a novel polymer, disentangled high molecular weight polyethylene (DPE), for lightweight helmets, cut-resistant gloves.
- The chlorination of PVC produces chlorinated Polyvinyl Chloride (CPVC). UV-light mediated photochlorination of PVC to CPVC is a common industrial practice to produce CPVC resin. Reliance has developed in-house visible light mediated photochlorination by replacing hazardous UV light. The CPVC has improved resin properties than the commercially available option.

- R&D team has developed an innovative, green, and commercially viable process to produce selective infrared transmitting polymeric materials. The NIR-transmitting material is produced through solid-state reactive processing and is cheaper, non-toxic, air and moisture stable with the added advantage of the flexibility to mould into the desired shape.
- R&D team is developing technologies to make low-cost carbon fibers using various raw materials.
- There is a growing demand for novel solutions that provide protection to process and structural components from corrosive environment. R&D team has developed thermoset composite solutions that can be coated on surfaces to provide adequate protection from mild to the harsh corrosive environments.

### Affordable and Clean Energy

Reliance believes that climate change presents an opportunity to create a healthier, happier, and sustainable planet. Affordable and clean energy options will realise this opportunity for humanity. The R&D team has been operating a large pilot facility near Jamnagar, where it converts sunlight, CO<sub>2</sub> and seawater to renewable bio-crude. The ponds have been operating continuously without any failure for more than four years. No other organisation in the world has been able to cultivate algae without crashes and significant downtime. Reliance has developed all the technology components which will be instrumental in converting CO<sub>2</sub> to useful products to combat climate change.

## The Company has also developed a catalytic gasification technology that can convert a variety of carbonaceous feedstocks like petcoke, coal, biomass, etc. into hydrogen and syngas.

The novel catalytic process can be used to convert challenging feedstocks like high-ash Indian coal and agricultural residue into hydrogen or syngas. The Company has successfully completed plant testing of the technology with different agricultural residues and high-ash Indian coal, and 10 TPD plant capacity is being worked out.

A high temperature-polymer electrolyte membrane (HT-PEM) fuel cell system has been built and is presently being tested on simulated Reliance-Jio towers. In coming years renewable hydrogen will supply fuel cells to produce in-situ hydrogen.

### Oil to Chemicals (O2C)

Fossil fuels like gasoline and diesel have a high carbon footprint impacting the environment. Having committed to a Net Zero target by 2035, Reliance strives to explore innovative options to adopt sustainable practices. Reliance's Multizone Catalytic Cracking (MCC) is an in-house disruptive innovation to generate chemical building blocks for speciality materials from refinery streams or whole crude instead of fuels. The MCC is a vital technology enabler that will help in Jamnagar's O2C transformation. The 3KBPSD MCC demo plant is in the advanced design stage and has been constructed for a demonstration before building a full-scale commercial plant.



A unique technology has also been developed to separate the aromatics BTX component from olefinic MCC gasoline and recycle the raffinate stream to MCC riser for maximising petrochemicals production.

## Refining and Petrochemicals

Reliance has developed a high-capacity sodium removal adsorbent and a process to remove trace amounts of sodium from disulphide oil (DSO). This solution has been commercialised at Jamnagar. The treated DSO is being utilised in Reliance's Refinery Off-Gas Cracker (ROGC) unit replacing imported costly additive, Dimethyl disulphide (DMDS). A facility is also being developed at the JMD to transport the product to Reliance's other petrochemical sites to use them in-stream crackers.

The R&D team has developed an in-house RELOX (Reliance Oxidation) catalyst for the purification of nitrogen gas streams. The RELOX catalyst purifies nitrogen gas streams containing hydrocarbon impurities and is used in the nitrogen purification unit. The RELOX catalyst is being supplied to the PET HMD site, where production is in progress. The Company aims to use RELOX

catalyst in all PET plants for nitrogen gas purification.

Thermic fluids are predominantly used in high temperature process applications between 150°C and 400°C. For the first time globally, the R&D team has developed an in-house novel adsorbent and a process for the online purification of thermic fluids. The technology has been commissioned at Dahej and Silvassa plants and is under commissioning in Hazira. Besides being superior to conventional techniques like distillation and alkali wash, this technology is environmentally friendly and cost effective.

The R&D team has developed REL-ORCAT, a proprietary catalytic technology, for olefins removal or BI reduction from aromatics rich hydrocarbon streams. The technology with its superior catalyst has the potential to replace conventionally used clay-based catalyst. The team has also developed an eco-friendly, single-step adsorptive process to purify recycling/waste MEG generated in polyester plants. Further, to maximise propylene yield, conversion and reduce the coke make, the team has developed a process for High Active FCC catalyst.

Biodegradation is the most sustainable and economical way of industrial effluent treatment, as it leads to terminal conversion of organic pollutants into microbial biomass without leaving behind toxic residues. Once established, it's a self-regenerating system. Tailor made microbial consortia have been developed, scaled, and implemented for consistent chemical oxygen demand (COD) remediation at the polyester ETP plant at Patalganga Manufacturing Division (PMD). Similarly, a specialised microbial consortium has been implemented for COD reduction at Silvassa Manufacturing Division (SMD) for smooth and uninterrupted operations.

## Climate action

R&D team has developed a mixed oxide stable catalyst to convert methanol and CO<sub>2</sub> to a high-value Di-methyl carbonate (DMC) product that can be used as a solvent and specialty chemical. The process and the catalyst have been scaled up to a pilot stage. The team has also developed a sorbent based circulating fluidised bed process for concentrating CO<sub>2</sub> from dilute refinery and power plant flue gases. The process is protected by several patents.

Under RIL's flagship programme, Algae to Oil, the R&D team has developed a technology that utilises abundant sunlight, waste CO<sub>2</sub> and sea water, to produce valuable products. This process has a huge potential to utilise atmospheric CO<sub>2</sub> and convert it to a valuable green crude oil, thus reducing the carbon footprint to a significant extent and combating climate change. RIL has been operating a large pilot facility at Gagwa near Jamnagar.

# INTELLECTUAL CAPITAL

### Digital Services

Leveraging its technology investment and customer engagement, Jio has indigenously developed and launched a full stack of digital products, platforms and services for multiple ecosystems serving consumers and businesses. The Jio R&D team, with over 9,000 technical and research professionals, has developed leading technology platforms spanning 5G stack, cloud and edge compute, devices & operating systems, blockchain, IoT, mixed reality, AI / ML, secure identity and natural language processing, among others. Till date, Jio has been granted 417 patents across multiple

jurisdictions for the pioneering initiatives it has undertaken. In FY 2021-22 alone, the company filed for 110 patents and was granted 46. Among the key technology areas covered by these patents are vDLT (Virtual Distributed Ledger Technology), 5G User Equipment, AI for Health and Agriculture, IoT, Industrial 4.0 and AR/ VR.

### Data Privacy and Security

Considering the wide range of digital services Jio offers, it is important for the company to provide a safe and secure experience while using its services. Jio always strives to assure users that their personal

information is protected. To this end, data privacy, data protection, and information security form an intrinsic part of Jio's service design across the entire lifecycle.

Jio's privacy and security programme focuses on three key aspects of embedding security in design, effective governance and enabling organisation-wide security awareness. Jio tries to minimise the chances of security incidents by defining and implementing a highly effective governance structure. It has implemented a holistic information security management programme to protect its business, customers, infrastructure, services, and internal users from security threats. The Company has policies (including Data Privacy Policy), standards, and processes in place.

Jio also conducts security risk assessments to evaluate and identify security flaws in services, products, and technology. It has implemented state-of-the-art security monitoring infrastructure and effective incident detection and management processes. Suspected events are analysed and verified for its impact on assets and organisation. The incident movement processes define the criticality level for every incident and are managed in line with documented processes.



CASE  
STUDY

## R-phish: A phishing simulation platform to measure user awareness level

Phishing is a form of Cyber-attack where Cybercriminals attempt to trick individuals by disguising as a trustworthy source. Although organisations have tried numerous ways to prevent phishing attacks, there is no full-proof solution. Therefore, employees become the last line of defence.

Several organisations use Simulation based anti-phishing exercises as a method to educate employees. However, it only assesses an employee's susceptibility to phishing attacks which varies with every new simulation.

To address this, Reliance has developed a phishing simulation platform 'R-phish' to conduct anti-phishing exercises on a periodic basis and to calculate the user awareness index 'Phishing Resistance Score (PRS)'. PRS, which is a function of multiple factors attributing to user awareness initiatives, determines user's resistance to identifying a phishing email.

## Way Forward

Reliance believes that innovation and technology will be key to its continuous growth. Over the years, Reliance has leveraged digital technologies and tapped business opportunities through innovative business models. Customer-centricity, care, and commitment to building a better world and India have always been at the core of its innovation and R&D efforts. The Company has always focused on developing new products at affordable prices and expanding product applications to broaden the access and reach of its offerings. Having committed to a Net Zero target by 2035, Reliance focuses on developing innovative products and solutions that contribute towards building a sustainable world.

Reliance will focus its R&D efforts to develop technologies that promote circularity and help it fulfil its ambition to build an entire green energy ecosystem. The Company will continue to focus on industry innovation to explore alternative and sustainable options for industrial and infrastructural needs.

# SOCIAL AND RELATIONSHIP CAPITAL

## Caring for the Community: Building a Stronger India

Harmonious relationships and partnerships built on trust have been Reliance's first principles of business since its inception. Coupled with its ethos of 'We Care', these principles have steered Reliance to create unmatched transformational value for its stakeholders, be it communities, partners, customers and others. Today the Company's empowered stakeholders are, in turn, creating tangible and sustainable value for their stakeholders and the larger eco-system to help build the new India.

### Material Topics

- Community Development
- Sustainable Supply Chain Management
- Customer Satisfaction

### United Nations SDGs



From the time it was founded, Reliance made a promise of 'We Care' to all those who are touched by the Company and beyond. Its commitment to stand with the nation and serve those most in need with care and empathy continues unabated. Throughout its journey to becoming India's most successful business house, the Company has led with the intent of building a purpose-led organisation and fostering mutually enriching relationships with all its stakeholders.

Reliance's ability to grow and prosper in harmony with the community and other stakeholders while balancing financial and non-financial needs is paramount to its sustained success. As a responsible corporate citizen, it has upheld its philanthropic spirit and has improved the quality of life for millions of people across the nation. Today, as Reliance builds the Company of the future to reach even greater heights, it continues to be motivated by the single-minded desire to make a difference to India and Indians and extend CARE to all.



## Highlights FY 2021-22

# 5.75+

 crore

Lives touched through CSR initiatives since inception

# 40+

 lakh

Free COVID-19 vaccinations provided to employees, extended families and general communities

# 410.2

 million

Jio subscribers

# 193

 million

Retail customer base

# 17,000+

O2C customer base



## Management Approach

Reliance's Corporate Social Responsibility (CSR) programmes are designed based on the requirements of Schedule VII of Section 135 of the Companies Act, 2013.

The Board level CSR & Governance (CSR&G) Committee oversees the Company's community development programmes, ensuring stringent due diligence, evaluation, and impact tracking.

The CSR policy provides the framework for implementing the programmes that are designed to reflect the Company's vision, mission, and focus areas for community development.

The policy is periodically revisited to reflect the community's changing needs and accommodate legislative changes mandated by amendments in the Act.

Reliance has positively impacted 5.75+ crore people through its efforts, with a total CSR spend of ₹1,186 crore during FY 2021-22. A detailed overview of the Company's CSR programmes and financial outlay is available in Annexure II of the Board's Report.

## Community Development

Reliance partners with local communities, governments, and other stakeholders to design and implement its social development programmes that bring to life its pervasive philosophy of Care and Empathy for all.

Through Reliance Foundation, the Company implements its community development programmes focusing on Rural Transformation, Health, Education, Sport for Development, Disaster Response and Art, Culture and Heritage to achieve comprehensive, inclusive, and sustainable development.



**Health**



**Rural Transformation**



**Education**



**Sports for Development**



**Disaster Response**



**Arts, Culture and Heritage**

# SOCIAL AND RELATIONSHIP CAPITAL

### Health for All

Through Reliance Foundation, the Company broadens access to quality and affordable healthcare in India. The Foundation's 'Health for All' motto, integrated healthcare model and delivery network, brings care and cure to some of the most vulnerable sections of society. The Reliance Family, including the Foundation, came together to strengthen India's fight against COVID-19. It continued to build on its commitment of supporting and uplifting the community through its development efforts and interventions led by care and 'Seva' through the tumultuous times.

### The Reliance family's COVID-19 response

Reliance has always been at the forefront of assisting and uplifting communities. During the pandemic, the Company has taken remarkable measures as part of its 'We Care' endeavours. Mission Oxygen, Mission COVID Infra, Mission Anna Seva, Mission Employee Care, and Mission Vaccine Suraksha are some of the efforts that supported the most-at-need communities during the crisis.



**“The COVID-19 pandemic is a humanitarian crisis. It has tested the very spirit of humanity. But even in the darkest hour, our spirit has shone bright. We, as a people, have come together and fought this battle with immense empathy and compassion”.**

**Smt Nita M. Ambani**

Founder & Chairperson of Reliance Foundation



## Our Support to the People in Shahdol and Kakinada

Reliance has extended all efforts to provide end-to-end support in the Shahdol and Kotma regions in India. Under Mission COVID Suraksha, over 50,000 masks and 5,000 hand sanitisers were distributed to the frontline workers, community, and police officials in these regions. 18 oxygen concentrators were handed over to the Shahdol District Administration by Reliance Foundation and Coal Bed Methane (CBM) CSR team.

As part of Mission Anna Seva, more than 3,000 dry ration kits were distributed to the community, labourers and agencies working for COVID relief in Shahdol. The team supported the establishment and operation of two COVID Care Centres in Shahdol.

The Company provided financial support to the District Administration in Shahdol to purchase an Emergency Ambulance for the Police and undertake other COVID-19 related relief activities in the district. The

CSR team in Shahdol also extended support to 15 children who had lost one or both parents to COVID-19. They provided an allowance of ₹2,000 per month to every impacted child. In coordination with CBM HR, the team provided 1,000 doses of COVID-19 vaccine to the district health department to support the community vaccination drive in Shahdol.

Initiatives by Reliance equipped the villagers to better handle the crisis with awareness about precautionary measures like social distancing, avoiding social gatherings, proper washing of hands and the importance of sanitation.

Reliance Foundation installed a 10 KL Oxygen plant at District Government Hospital, Kakinada, which can supply medical-grade oxygen to about 200 patients for 48 hours. The Foundation also took up community vaccination drives providing free vaccination to all eligible persons in the nearby villages.

CASE  
STUDY

## Extending Critical Care to Communities during COVID-19

During COVID-19, Reliance Foundation connected rural communities with government officials and experts to address various issues such as enrolling for government schemes, agriculture and allied services inputs, securing farm machinery at subsidised costs and access to temporary procurement centres and markets. RFIS also undertook efforts to raise awareness about COVID-19, supported employment drives to meet temporary paramedical staffing needs and facilitated the availability of medicines and other requirements. Foundation provided specialist help and advice to Gram Panchayat leaders in

rural communities on schemes for financial support and livelihood opportunities through virtual conferences for farmers, fishing communities, livestock owners and migrant labourers. These services reached close to four million people in rural India.

The Mobile Medical Units (MMUs) of Reliance Foundation helped raise awareness about precautionary measures in rural communities while delivering healthcare services. Information on COVID-19 vaccination centres and awareness about symptoms were shared across 20 states.

CASE  
STUDY

## Our Support to the People in Jamnagar

Reliance set up Gujarat's first paediatric COVID-19 hospital at Jamnagar. Around 50,000 PPE kits, N95 masks, triple layer masks and medical examination rubber gloves were handed over to the Guru Gobind Singh Hospital. The Padana veterinary hospital provided consultation support to 19,000+ animal cases from 50 surrounding villages.

Women's groups were supported under the Swashray initiative in preparing and selling healthy food

products that earned them a good amount. The construction of a primary school building along the lines of 'Building as Learning Aid' concept in Lalwadi was undertaken. In Jamnagar and Dwarka districts, HIV/AIDS affected children were given nutritional kits every quarter. In Dwarka and Khambhaliya, two ambulances were made available to reduce response time during emergencies.

## Delivering Health Services to the Underserved Across India

Reliance aims to provide quality and affordable healthcare to society's most vulnerable members. Reliance's health outreach programme also provides primary health services to the underprivileged communities across the plant locations in Andhra Pradesh, Gujarat, Haryana, Maharashtra, Madhya Pradesh and Uttar Pradesh through 12 MMUs and several health camps. Through MMUs and camps, over 2.4 lakh consultations were provided during the year.

Under the Government of Madhya Pradesh's "Adopt an Anganwadi" initiative, Reliance Foundation has renovated and beautified 6 Anganwadis or childcare centres, in the state during FY 2021-22. The Foundation has beautified and renovated 53 Anganwadis till date. The renovation and beautification of these Anganwadis are helping the children learn and develop in clean, healthy, and sanitized environments.

Reliance is increasing focus on women's healthcare and well-being progressively. Initiatives such as 'HerCircle' and 'One-Stop Breast Clinic' were launched during FY 2020-21 to strengthen infrastructure for women's health. HerCircle aims to create a network of women by sharing meaningful content that include motivating films, life-skill development guides and expert-led masterclasses to inspire and empower women, including entrepreneurs. The platform has touched 50 million lives within a year of its launch.

For our overall COVID-19 response, please refer to [PG 152](#)



# SOCIAL AND RELATIONSHIP CAPITAL



### Building the New India, One Village at a Time

Through Reliance Foundation, the Company is undertaking several projects to enhance sustainable livelihood opportunities. The interventions focus on improving critical development indicators such as rural livelihoods, water, food and nutrition, women empowerment and access to knowledge resources. Reliance has reached out to over 14.5 million people and empowered 50,600+ villages across India through various initiatives under the Rural Transformation Programme.

During FY 2021-22, over 121 lakh m<sup>3</sup> of water harvesting capacity was created through the construction or upgradation of facilities such as earthen or masonry dams and check dams, agricultural ponds and open wells. As a result, over 5,600 hectares of land is estimated to get guaranteed irrigation for at least two agricultural seasons. Consequently, 364 villages now have better access to drinking water.

Furthermore, Reliance is augmenting rural households' nutritious intake by promoting Reliance Nutrition Gardens (RNG), which are modest kitchen or backyard gardens.

Reliance aims to augment the lives of farmers, fishermen and women, livestock owners, and rural youth across the country by delivering critical information, thereby protecting livelihoods. Initiatives such as interactive awareness, broadcast dissemination services, and troubleshooting programmes assist the rural population living in hinterlands to stay informed. The initiative engages with over 1,000 knowledge partners, including research institutes, universities, specialist technical agencies, and grassroots organisations. Understandable and straightforward information in vernacular languages is circulated using numerous digital platforms such as voice messages, WhatsApp, Jiochat, and audio-video conferencing.



CASE STUDY

### Giving Sight, Giving Opportunity

Through its Drishti programme, Reliance through Reliance Foundation has improved and restored the vision of people from underprivileged sections of society. In partnership with the National Association for The Blind (NAB) India, Govel Trust – Aravind Eye Hospitals, and Sankara Eye Hospital (unit of Sri Kanchi Kamakoti Medical Trust), Drishti has facilitated over 20,400 transplants since its launch in 2003. In association with NAB, Drishti also publishes India's only Braille newspaper in Hindi and reaches over 24,000 visually impaired people across India and 15 other countries. RF also engages in vision screenings within the local community and has conducted over 6,000 consultations during FY 2021-22.



CASE STUDY

### Improving Livelihoods through Farmer Producer Organisations (FPOs)

Reliance Foundation has undertaken various initiatives to support, promote, nurture, and incubate FPOs across the country. The Company also assists these farmers in developing and strengthening market links to enhance their incomes by enabling them to form FPOs through the Foundation. To date, Reliance Foundation is engaged intensively with over 100 FPOs. Around 63% of FPO members reported an incremental

annual income of ₹40,000 or more in the last year due to their association with the Foundation. These FPOs have a combined annual revenue of more than ₹114 crore. Business activities and promotion of FPOs in respective locations have increased the source of income and have improved the economic situation of farmers by giving them better bargaining power, reducing the cost of production, and providing linkages.

IMPACT  
ASSESSMENT

## Reliance Foundation's Impact Assessment for Water Interventions

Reliance Foundation's flagship programme of Bharat India Jodo (BIJ) has worked on water interventions for the past ten years. This initiative works with communities affected by variable rainfall, repeated droughts, dependency on rainfed agriculture, severe soil degradation, migration for manual work, lack of basic facilities and uncertain earnings. BIJ's initiatives are broadly based on four aspects: organising and capacitating the community, participatory budgeting, collaboration with Gram Panchayats and the Government for synergies and building community capacities for water resources, including critical support for water harvesting and management.

The capacities created through these activities have resulted in improved water availability for agriculture and household needs. Based on a study conducted, the

programme has demonstrated impact and contribution to the holistic development of the villages in the following ways:

### **For 89% of the farmers**

Rain was no longer a primary source for irrigation

### **79% of the farmers**

Reported an increase in area under assured irrigation in the last five years

### **54% of the farmers**

Adopted efficient irrigation techniques

### **85% of the farmers**

Could crop their fields two or more times a year

### **More than 50% of the farmers**

Cultivate three or more types of crops annually

### **89% intervention village residents**

Have the primary source of water within 200m from their house

### **75% intervention village residents**

Reported reduction in the inconvenience caused to women in fetching water

CASE  
STUDY

## Towards Water Security through Shramdaan

Although the region of Uttarkashi, Uttarakhand receives ample rain during monsoons, lack of proper storage and irrigation left the Kharwan village often high and dry during summers. Reliance Foundation engaged with the Gram Panchayat to mobilise the community to come together to build an irrigation canal to ensure a more consistent supply of water. Smt. Jagdamba Devi,

Sarpanch and 30 women and youth volunteers from the village worked relentlessly for 28 days to reconstruct the 1.5 km long irrigation canal through shramdaan to address water scarcity between May and June 2021. This inspiring display of community participation has ensured ease of irrigation, benefiting 85 households in the village.

CASE  
STUDY

## Women Connect India Challenge

Reliance Foundation announced the Women Connect Challenge, a global call for solutions to improve women's participation in everyday life by meaningfully changing how they access and use technology. Ten organisations across India were chosen as grantees for the Women-Connect Challenge India, established by the Reliance Foundation and the United States Agency for International Development (USAID). The organisation's solutions encouraged women farmers, entrepreneurs, and members of Self-Help Groups to solve social and cultural hurdles and bridge the gender digital gap. These initiatives to bridge the gender digital divide and boost women's economic empowerment through technology will benefit over 3,00,000 women and girls across 17 states.



# SOCIAL AND RELATIONSHIP CAPITAL

### Sports for Development

The 'Sports for Development' programme promotes sports activities to achieve critical outcomes such as learning and developing leadership skills and improving health and empowerment among children and youth in India. An integrated set of interventions under this programme offers aspiring athletes in India a strong and free resource to develop their skills and abilities in various sports.

### Enabling Youth through Sports: RFYS-AIFC Workshops Aid Nagaland, Arunachal and JK Football Coaches

In conjunction with the Association of Indian Football Coaches (AIFC), Reliance Foundation Youth Sports (RFYS) organised a three-day course for 33 coaches from Nagaland and Arunachal Pradesh. Tangbao Singto, Technical Director and Assistant Coach of Indian Super League (ISL) team Hyderabad FC, well-known in Indian football circles, helped organise the event. Another such workshop was organised for 35 Jammu and Kashmir coaches assisted by the former Indian football player, Mehrajuddin Wadoo and former Indian national youth team coach, Sajid Dar. The camps educated participants on topics such as acceptable behaviour, effective communication, player scouting, and safeguarding youngsters from all types of abuse.

### Disaster Response

Natural catastrophes wreak havoc on human lives, livelihoods, and intensity wherever they strike. The impact is amplified in developing countries such as India, with inherent socio-economic inequities. Reliance Foundation aims to ease the suffering of those affected by such events.

The Foundation adopts a two-pronged approach to respond to natural disasters. The programme provides early warning and advisory services to build community preparedness and ensures speedy response post disaster. Reliance Foundation strives to respond quickly to disasters by interacting directly with affected communities by leveraging its strengths – human resources and information technology.

Through Reliance Foundation, the Company extended support to communities impacted by cyclones –Tauktae, Yaas, Jawad– and flood-affected communities in the states of Gujarat, Maharashtra, Goa, Rajasthan, Karnataka, Uttar Pradesh, West Bengal, Odisha, and Kerala by distributing dry ration kits, livestock shelters during FY 2021-22. The activities were organised in collaboration with government agencies such as INCOIS, IMD, agriculture, animal husbandry, fisheries, and Jio and RRVL.

Reliance also mobilised its trained disaster response volunteers to respond to the community's needs swiftly and effectively. Reliance's disaster response was given ISO Certification 9001:2015.



### Reliance Foundation Information Systems: A lifeline for many in good times and bad

When the Tauktae cyclone was approaching, Sh. Vasrambhai Solanki, a fisherman and President of Bhidiya Koli Samaj Boat Association, received forecasts through the voice message service and the RFIS. He was a member of the WhatsApp group of the Veraval Fish Landing centre and had participated in various marine fisheries related field programmes conducted by RFIS. Based on the forewarnings, the Association advised its members not to take their boats into the sea during this time. They also recalled boats from the ocean saving precious lives and livelihoods. Further, the warnings helped the community to move their boats and other equipment to a safer place, preventing further damage.



## Education and Skill Development: Bridging the Literacy Divide

Reliance Foundation believes in quality education for all, irrespective of their financial, geographical, and cultural challenges. To achieve its mission of providing education to children across the nation, Reliance delivers quality education to 15,000+ children annually through 14 Reliance Foundation Schools, including Dhirubhai Ambani International School, to fulfil its mission of educating children across India; 9,395 online courses and 12,903 webinars have been

completed by around 754 teachers and 126 non-teaching staff of 13 Reliance Foundation Schools on technology platforms.

With the goal of empowering India's brightest youth with the potential to lead India's technologically driven growth, the Reliance Foundation Scholarships were awarded to 76 students in August 2021, to full-time undergraduate and postgraduate students of Artificial Intelligence (AI) and Computer Sciences. This year the scholarships will be awarded to 100 students of AI, Computer Sciences, Mathematics and Computing and Electrical / Electronic Engineering.



## Empowering through Education

The CSR initiatives across Shahdol CBM, Dahej Manufacturing Division and Model Economic Township Limited (METL) are focused on active engagement with the students in local schools and colleges. One notable activity is to assist students in appearing for entrance examinations of prestigious schools such as Navodaya and Sainik schools. The projects helped children keep up with studies through remedial classes run by volunteers in their villages during the lockdown.

Reliance's CSR team at Nagothane launched the Lakshya initiative to support students who cannot afford private coaching classes. The Lakshya initiative, started in 2015, prepares students from surrounding villages for competitive exams for securing jobs in services like the Police, Army, Navy, Railway, SSC, and Banking. It includes on-ground

training provided by subject matter experts like security personnel, Reliance Foundation school teachers, counsellors and others. The preparatory platform trains students free of cost. The CSR team also aims to address the inferiority complex among rural students. They work with them to build their self-confidence and help shape their careers. The team provides required guidance and encouragement to students to prepare them for jobs that can provide them with security, respect, and social standing in their communities.

To date, 114 students have enrolled in the training programme, of which 21 students (23.94%) have qualified for the competitive examinations conducted by the Government, with female candidates outnumbering the male candidates.



## Sri Singh makes her mother proud

Sri Singh from Lalpur village in Shahdol, Madhya Pradesh, lost her father at a young age. Since then, the three family members, her mother, elder sister, and Sri, have tried extremely hard to make ends meet. Her mother, an educated lady, took it upon herself to earn for the family by tutoring local students. She wished to give her daughters a good education so that they could come out of this devastating situation and end their financial struggles.

Reliance Foundation stood firmly by their family. Her mother, Shipra, works as a Shiksha Mitra with the Foundation and prepares children for school entrance exams. Sri's elder sister secured admission in a Navodaya school and thereafter qualified for several higher education opportunities. She is presently pursuing a nursing course.

Both the daughters have earnestly worked and studied hard to end their mother's struggles and help her lead a comfortable life. Sri secured admission last year in Class 7 in the Beohari Navodaya Vidyalaya. Shipra's dream of giving her daughters a quality education has been fulfilled. Sri and her sister are shining examples in their village. Today, they are motivating other students in the village to follow their example.



# SOCIAL AND RELATIONSHIP CAPITAL

### Reviving and Nurturing India's Art, Culture and Heritage

India is a land of diverse cultures. Reliance through the Foundation endeavours to ensure that the youth appreciate and connect with the country's rich heritage and arts. Reliance Foundation defines ways to protect and promote India's priceless heritage to sustain and make art and culture relevant to the younger generation. This rich art and cultural ethos runs across all of Reliance's businesses.

Reliance collaborated with pioneering designer Ritu Kumar and Reliance Retail Ventures Limited (RRVL) to charter a new, untried interpretation of India's crafts and textiles. It took the country's vibrant and diverse culture beyond existing ideas in couture and fashion. This was a novel step to preserve, nurture and celebrate India's art and textiles heritage.

### Employee Volunteering & Social Change

Volunteering is a significant enabler to express and share gratitude, essential for developing resilience in challenging times. At Reliance, volunteering has been a key lever for giving back to the communities. Reliance Foundation continued with the virtual mode of volunteering due to the pandemic. In FY 2021-22, volunteering was expanded to newer areas of engagement to address present and future challenges. The programmes were crafted and implemented to focus on harnessing skills of the immense people resources and their expertise available within the organisation. The objective of these programmes has been the holistic development of beneficiaries while concentrating on thematic areas of education and capacity building of social organisations. These programmes are congruent with the goals of Reliance Group of Industries and the UN SDGs.

Reliance Foundation continued to work extensively with two major beneficiary groups – children and youth. During FY 2021-22, the employee volunteering activities focused on building the capacities of staff members of social development organisations across India. The highlights of the year are as follows:

- This was the third consecutive year for the Month of Good Deeds, which encourages employees and their families to give back to the community by volunteering their time and skills. These sessions reached more than 4,400 children, youth, and NGOs from cities like Giridh and Koderma (Jharkhand), Rourkela, Rajpura, Alibaug and several metros.
- Employees and their families from Jio Digital organised 30 virtual sessions on art and language skills in the second edition of the Jio Digital Monsoon Camp for more than 5,300 children from Jammu, Srinagar, Latur, Tuticorin, Erode and others.
- Volunteers from the Learning and Development team from the Hydrocarbons and Retail divisions located across metros and Nagapattinam, Shillong, Warangal, Begusarai trained 1,000 staff members from NGOs on advanced excel, report writing, stakeholder management etc.
- Virtual sessions on raising awareness on plastic and waste segregation were conducted by expert volunteers in partnership with the Indian Centre for Plastics in the Environment (ICPE). Over 3,800 children attended the sessions, including students from Reliance Foundation schools.

Nearly 21,000 lives have been touched due to the invaluable contribution of Reliance employees and their family members in FY 2021-22.

### Sustainable Supply Chain Management

Reliance takes pride in diversified portfolio of businesses spread across Oil and Gas (O2C, E&P), Retail and Digital. The Company relies heavily on its excellence in supply chain management aided by efficient and robust systems and processes to run seamless operations and efficiently manage its vast pool of suppliers and partners.

### Managing a Vibrant Supplier Network

To effectively deliver high-quality projects with stringent timelines, managing a substantial number of suppliers located across the globe is key to any company's success. Reliance ensures regular interface and interactions with its partners and vendors across various levels to address this need. All procurement and Contracting (P&C) activities for Exploration and Production (E&P) Division are primarily governed by contracts signed with the Government of India. E&P Project Development and Operations require highly specialised technical goods and services. Reliance is one of the very few vendors in the world that can cater to these technological and expertise requirements at exceedingly high precision and satisfactory levels.

Through its sustained investment in mega projects and operations, Reliance has contributed to developing India's chemicals and engineering supplier base. Supporting and encouraging its suppliers to indigenise, expand their capabilities and increase their economic value has always been the focus of the Company. Reliance has procured goods and services worth more than ₹23,800 crore from indigenous suppliers in FY 2021-22. The Company ensures a high quality of service by

working with its contractors to ensure that their employees are competent, and that work is carried out in a safe environment complying with statutory requirements. Some of these initiatives include :

- Standardisation of PPEs for contract workers
- Fair & transparent practices for statutory compliance
- Contractor performance evaluation including Safety and Environment Performance
- Trade & Safety test for all contract workers
- Focus on safety practices and records during new contractor registration
- Weekly visit of safety ambassadors to plants for improvement of contract worker safety
- Training for field personnel on safe handling of hazardous chemicals

Reliance also ensured that COVID-19 vaccinations were made available for the Company's suppliers and their employees.

### Sustainable Supply Chain Processes and Supplier Engagement

Reliance has developed systems and processes with years of expertise and experience to build and manage a sustainable and effective supply chain. Ongoing collaborations and partnerships have helped the Company maintain a long-term productive relationship with suppliers.

The sustainable sourcing ethos of Reliance focuses on eight parameters



#### Green packaging



#### Environment protection



#### Make in India & developing India's engineering talent



#### Supplier collaboration



#### Digital enabling interaction with suppliers



#### Contract worker care



#### Community support



#### Regeneration/Safe disposal

Green packaging involves using recycled plastic or PET flakes, recycling plastic / wooden pallets used for domestic market, and optimising bag specifications to reduce material usage and palletisation to ensure safe handling and faster turnaround. The packaging design approach is based on the core principles of a sustainable circular economy of reduce, reuse, and recycle.

Environment protection is ensured by the co-development of environmentally conscious and safe products with suppliers, like the development of Silicon spray using environment-friendly solvents during FY 2021-22. The Company also

focused on reducing paper use and its physical transfer through end-to-end digital 'Procurement to Pay Cycle' processes and preference for digital invoices over paper invoices. Reliance received over 90% of the invoices from suppliers in digital format. The procurement decisions are also based on the energy efficiency of the products.

Reliance encouraged the development of India's engineering talent by replacing imported RE13 Spin Finish oil for PFY with indigenously developed Spin finish oil components developed in the Company's technical laboratories. Reliance uses Vendor Managed Inventory (VMI) for select categories, long-term agreements with packaging suppliers, and conducts joint programmes with vendors and reduce system costs to ensure sustainable supplier collaborations.

Reliance has developed a query management system for supplier queries, vendor self-service facility for transaction-related queries, development of P&C helpdesk and 'Chatbot' for online, real-time feedback to suppliers. The Company has shown care towards its contract workers with multiple safety performance evaluations and defining PPE norms by work type. It ensures 100% compliance to the laws and regulations, including verification of contract worker wages payment.

Reliance extends support to the local community by encouraging its suppliers to source talent from 'near plant' communities. The Company is conscious about the regeneration and safe disposal of its waste. The total sale of e-waste including used oil and batteries, catalyst and plastic waste to the vendors is authorised by the Central and State Pollution Control Boards (CPCB/SPCB) for efficient and environmentally friendly recycling and disposal of that waste. Waste materials like wood, paper, metal, etc., are also recovered or recycled.

# SOCIAL AND RELATIONSHIP CAPITAL

### Transparent and Robust Process for Identification and Evaluation of Suppliers

Reliance follows an in-depth and robust evaluation process for its suppliers that involves sending out a global notice inviting Expression of Interest (EOI) that publishes the requirements of all major goods and services. The EOIs received are then evaluated based on parameters such as technical competence, past experiences, HSE performance, quality system and financial strength for shortlisting bidders in response to the issuance of Request for Proposal.

The Supplier Code of Conduct, developed by Reliance, forms the basis of the Company's relationship with its suppliers. Reliance's belief that its suppliers need to comply with Labour and Human rights, Health and Safety, Environmental Protection, Ethical Conduct, Business Integrity and Confidentiality Laws and Standards is reflected in its Supplier Code of Conduct. The Company facilitates a range of measures to comply with the prevalent Anti-Money Laundering, Anti-Bribery and Prevention of Corruption Act and the Supplier Code of Conduct. The compliance function and Ethics and Compliance Task Force (ECTF) have built a strong capability to undertake regulatory compliance checks, counterparty checks, real-time screening of any suspicious internal transactions, and investigations of reported incidents to curb any unlawful behaviour by its suppliers.

All suppliers are compliant with the Reliance Group Business Partner Code of Conduct (BPCOC). Reliance strictly adheres to all the procurement processes for the contracts signed with the Government of India.

Third-party vendors are identified and evaluated based on their track record and capability of meeting the Company standards. Reliance is moving towards a per-piece/per-pallet based contract from the cost-plus contracts to enable a significant cost advantage. The operational performance of these vendors, once onboarded, are continuously measured and monitored against defined parameters, and corrective actions demanded where necessary.

Supplier engagement is an overly critical factor for Reliance, and the same is ensured during the procurement process through regular meetings / communication. Suppliers and Reliance work as Partners to achieve the laid down objectives of the Company.

### Nurturing Digital Ecosystems

#### JioGenNext

JioGenNext began with the leadership's vision of encouraging startups. They saw early on that startups would increasingly become a major powerhouse of talent, technology, and creativity for the country. JioGenNext has been essential in catalysing the Indian entrepreneurial ecosystem and enabling various businesses to attain scale by launching them

in the Reliance ecosystem since its debut in 2014. Startup Reseau recognised it at the NEXTT Summit 2021 as one of the top five corporate innovation and corporate venture capital programmes in India. It has conducted more than 16 cohorts supporting 170 startups who have collectively raised over ₹2,600 crore in early-stage venture capital.

In FY 2021-22, JioGenNext announced its Market Access Programme (MAP '21) with 11 high-potential businesses. MAP focuses on two areas of advice and opportunity for startups:

1. Reliance / Jio access: To connect founders in the Reliance / Jio ecosystem. Create and accelerate interactions between startups and internal stakeholders to identify partnerships and possibilities that can help them expand quickly. It's a one of a kind 'customer-as-mentor' approach.
2. Business Mentorship: To assist businesses on product innovation, go-to-market strategy, recruiting, marketing, funding, and product-market fit, all of which are related to a startup's overall business success. The programme is tailored to each startup's specific needs and goals.

MAP currently operates on an annual cohort model, with entrepreneurs being accepted on a rolling basis throughout the year. JioGenNext intends to use MAP to increase its value addition to entrepreneurs and develop win-win collaborations in the startup ecosystem.



## Customer Satisfaction

For Reliance, customers are the key to a sustainable future. Winning their trust drives the Company to surpass consumer expectations continuously. Across all its businesses, Reliance aims to offer customers a diverse selection of options, an exceptional value proposition, high standards of quality, and an unrivalled experience. The Company continued to provide its millions of customers with high-quality service across all business verticals throughout the challenges of the COVID-19 pandemic and beyond.

### Customer Satisfaction Surveys

Understanding consumer demands and responding to market realities are critical to the success of Reliance's businesses. Reliance engages customers through various channels to understand their needs and obtain crucial insights into their requirements, interests, and preferences. The Company is always agile and aware of the changing market environment, which allows it to build services that are market-driven.

Reliance's customer engagement initiatives include direct feedback through one-on-one meetings/visits, calls to dedicated operation desk lines, surveys and meets that are arranged regularly. This allows effective customer contact, ensuring compliance with corporate norms and standards, identifying process improvement opportunities, and providing solutions to any unique concerns encountered by the customer.



Reliance Jewels conducts 'Mystery Audits' to measure customer satisfaction. This includes audits on critical parameters that contribute to the overall customer experience, such as cover employee appearance, ease of store navigation from the customer perspective, ability of employees to recommend and pitch products and handle objections. In addition to obtaining feedback from converted customers, Reliance also collects non-converted customer feedback through an online feedback form, which helps the Company understand customer preference and satisfaction levels.

## Delivering Superior Customer Experience

Reliance is at the forefront of applying technology to automate sales processes for improved customer experience and cost and time savings. Reliance was the first to introduce a web-based sales operations system that allows customers to check their accounts around the clock. The Company continues to develop its systems and processes. As a result, it has introduced and intends to roll out additional features and flexibilities in the system to give customers easy access and convenience of operation. Reliance complies with all contractual commitments and legal and legislative requirements related to sales.

Reliance is improving the user experience across its businesses through digitisation. Measures such as collaborative planning using Client Relationship Management (CRM) systems to manage demand successfully and mobile applications for approvals, account management, and customer visits have aided in providing customers with service excellence.

As of March 31, 2022, RIL received 1,191 customer complaints, of which 1,125 were successfully resolved. Subsequently, most of the remaining complaints have been resolved.





# SOCIAL AND RELATIONSHIP CAPITAL



## Redefining customer centricity at Reliance Retail

Reliance Retail reorganised its customer service Standard Operating Process (SOP) across functions and formats to deliver an enhanced customer experience at the store and online. The focus is to simplify systems and processes, and train and empower people to deliver a faster resolution to customers. Human resources and scheduling restructuring for its Customer Action Centre have helped the Company respond to calls and emails from customers. The abandoned call percentage was always kept at less than one per cent, and no pendency to customers reaching out on email and social channels. Reliance Retail created a specialised team whose primary responsibility is to track orders placed online by customers and communicate with them to ensure that they are delivered and installed as efficiently as possible. The Company launched a Remote Technical Support (RTS) desk that

eliminates the need for repair engineers to travel to customer locations. Troubleshooting is done over the phone with videos and images, providing customers quick resolution to technical issues. RTS also helped pull off faster replacements, which reduced complaints by 20%. The Company empowered customers with various self-service initiatives including deploying cancellation feature on the app. It reduced complaints related to cancellations and refunds by 15%. As a result of supply bottlenecks during the year, imported spares were not readily available, adversely impacting repair service levels. Reliance Retail improved the repair Service Level Agreements (SLA) to 82% closure within three days and 94% closure within seven days by working closely with brands to prioritise ResQ customer repairs, increasing spares inventory levels and enabling quick supply to service centres.



## Elevating Customer Experience at Reliance Fashion and Lifestyle

To enhance customer experience at Reliance Fashion & Lifestyle offline outlets, the Company launched various targeted initiatives. It launched Project CASH at Reliance Trends stores. The project focused on rigorous store team capability building and assessment for a consistent brand experience, improved product options, coordinated visibility to aid customer decision-making and upgraded the cashiering process to smoothen the point-of-sale experience. The aim was to ensure that each client was well-served. The results were reflected in an improved Net Promoter Score (NPS) of 21% absolute for Trends Small-town and 12% absolute for Trends, with a 63% increase in NPS feedback response rate.

Within the online store, an improvement in NPS of 7% was achieved through the launch of several customer focused initiatives and process improvements, such as aggressive promised delivery dates and adherence to the same, supply chain speed improvements across order journey by an average of one day, improved refund speed with 99% returns getting repaid at the door. To further enhance customer service on the platform, the Company has focused on reducing queue waiting time and increasing first-time solution percentage, improving NPS of customer interactions.



## Netmeds: Standing by customers through COVID-19

Netmeds is an online pharmacy digital commerce platform managed and operated by Reliance Retail. Netmeds spread COVID-19 awareness through its app and through awareness camps at many Netmeds stores. Netmeds also created a new COVID-19 essentials category, with a wide assortment of products, in the app for customers to place orders easily. The Fulfillment Centre team went beyond its call of duty to deliver essential products to customers in times of crisis and fear when courier partners were not available to make the deliveries. Customers wholeheartedly appreciated this act of humanity and kindness, as evident through their testimonials. Netmeds has ensured exceptional customer delight led by its B2B sales force team that personally delivered medicines to pharmacies on multiple occasions, enabling timely availability to customers. Netmeds also supported its group companies by on-time delivery of Remdesivir, PPE kits and other COVID related medicines.

### Data Privacy and Security

Reliance places tremendous importance on security and privacy in each of its businesses. Within Jio's privacy and security programme, the focus is on three essential aspects: embedding security in design, effective governance, and allowing organisation-wide security awareness. A highly efficient governance architecture with optimised processes ensures asset protection, customer data privacy, and fewer security breaches.

## Way Forward

Reliance continues its efforts to build a more inclusive India. The Company works closely with communities and collaborates with various organisations and business groups with shared values to empower and enable those most in need. Powered by its talented and committed team, the Company has successfully established replicable and scalable development models to transform many more lives across the country.

Reliance's success is underpinned by its forward-looking strategies. Its robust business model is ever ready to adapt and evolve to embrace change and realise the potential of emerging opportunities. The Company's support for the most marginalised communities strengthens its commitment to help achieve the United Nations Sustainable Development Goals (UN SDGs). It remains invested in understanding and responding to the changing needs of its customers and has built deep-rooted relationships with them. Customers continue to be at the core of Reliance's future growth trajectory.

To strengthen the Indian entrepreneurial ecosystem, the Company will expand its efforts to empower budding entrepreneurs through JioGenNext. It has nurtured a responsive partner network that remains the force behind its steady growth in every addressable market. The Company will further enhance its supply chain management systems and processes, banking on decades of expertise and experience. Reliance will boost its supplier base to include many more small and medium-sized businesses from the local communities.

The Company has successfully navigated macroeconomic headwinds and other obstacles throughout the year to create long-term value for all stakeholders. Reliance stays firm in its resolution to build a stronger nation by enabling lives and livelihoods through outcome-oriented social change endeavours led by its philosophy of 'We Care' and duty of 'Seva' or 'Service' to all.

# Independent Assurance Statement to Reliance Industries Limited on their Sustainability Disclosures in the Integrated Annual Report for Financial Year 2021-22

To the Management of Reliance Industries Limited, 3<sup>rd</sup> Floor, Maker Chambers IV, 222, Nariman Point, Mumbai 400021, Maharashtra, India.

## Introduction

We, KPMG Assurance and Consulting Services LLP ('KPMG'), have been engaged for the purpose of providing assurance on the selected sustainability disclosures presented in the Integrated Annual Report ('the Report') of Reliance Industries Limited ('RIL' or 'the Company') for FY 2021-22. Our responsibility was to provide assurance on the selected aspects of the Report as described under 'boundary, scope and limitations' below.

## Reporting Criteria

RIL has developed its report based on the applicable accounting standards and has incorporated the principles of the International Integrated Reporting Framework (iIR) published by the International Integrated Reporting Council (IIRC), into the Management Discussion and Analysis section of the Report.

The Company's sustainability performance reporting criteria has been derived from the GRI Standards of the Global Reporting Initiative, United Nation's Sustainable Development Goals (UN SDGs), the American Petroleum Institute / The International Petroleum Industry Environmental Conservation Association's (API/IPIECA) Sustainability Reporting Guidelines, and the Business Responsibility Reporting (BRR) framework of the Securities and Exchange Board of India (SEBI).

RIL has also referred to new and emerging frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD), and the WEF-IBC metrics.

## Assurance Standards

We conducted the assurance in accordance with:

- The requirements of the International Federation of Accountants' (IFAC) International Standard on Assurance Engagements (ISAE) 3000 (Revised)

Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

- Under this standard, we have reviewed the information presented in the Report against the characteristics of relevance, completeness, reliability, neutrality and understandability.
- Limited assurance consists primarily of enquiries and analytical procedures. The procedures performed in a limited assurance engagement vary in nature and timing and are less in extent than for a reasonable assurance engagement.
- Reasonable assurance is a high level of assurance, but it is not a guarantee that it will always detect a material misstatement when it exists.

## Boundary, Scope, and Limitations

- The boundary of our assurance covers the sustainability performance of RIL's manufacturing divisions, refineries, exploration and production in India; business divisions such as chemicals, fibre intermediates, petroleum, polyester, polymers, Recron and RP Chemicals units in Malaysia, petro-retail division facilities under Reliance BP Mobility Limited (RBML), terminal operations, LPG, Reliance Jio Infocomm Limited (RJIL), Reliance Retail Ventures Limited (RRVL), and corporate office at Reliance Corporate Park, Navi Mumbai.
- The reporting period for all the above business units except Recron and RP Chemicals, Malaysia was from 01 April 2021 to 31 March 2022. The reporting period for Recron and RP Chemicals, Malaysia was from 01 January 2021 to 31 December 2021.
- The scope of reasonable assurance included total number of employees, new employee hires, diversity of governance bodies and employees, parental leave and total manhours of training for Reliance group. The sustainability performance data for RIL covered under reasonable assurance were total energy consumption, reduction in energy consumption, renewable energy generated, direct (scope 1) GHG emissions and energy indirect (scope 2) GHG emissions,

quantity of flared and vented hydrocarbons, emissions of total particulate matter, oxides of nitrogen, oxides of sulphur, and volatile organic compounds (VOC), water withdrawal, waste water discharged, water recycled, hazardous and non-hazardous waste disposed, and the number of injuries, fatalities and Lost Time Injury Frequency Rate (LTIFR).

- Additionally, the data subjected to limited assurance for RIL included, markets served, mechanisms for advice and concerns about ethics, governance structure and chair of the highest governance body. For Reliance Jio Infocomm Limited (RJIL), the sustainability performance data covered under limited assurance were total energy consumption, renewable energy consumption, direct (scope 1) GHG emissions, energy indirect (scope 2) GHG emissions and other indirect (scope 3) GHG emissions (limited to business travel, upstream leased assets, upstream transportation and distribution, capital goods, purchased goods and services, fuel and electricity and waste disposal), hazardous and non-hazardous waste disposed, number of injuries, fatalities and Lost Time Injury Frequency Rate (LTIFR). For Reliance Retail Ventures Limited (RRVL), the data on number of injuries, fatalities and Lost Time Injury Frequency Rate (LTIFR), were covered under limited assurance. For Recron Malaysia and RP Chemicals Malaysia, the performance data namely total energy consumption, direct (scope 1) GHG emissions, energy indirect (scope 2) GHG emissions, emissions of total particulate matter, oxides of nitrogen, oxides of sulphur, water withdrawal, wastewater discharged, water recycled, hazardous and non-hazardous waste disposed, number of injuries, fatalities and LTIFR were covered under limited assurance.

The assurance scope excludes:

- Aspects of the report other than those mentioned above;
- Data and information outside the defined reporting period;
- Strategy, regulatory compliances and other related linkages expressed in the Report;

- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention and assertions related to intellectual property rights and other competitive issues.

## Assurance Procedures

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

- Assessment of RIL's reporting procedures regarding their consistency with the application of the GRI Standards.
- Evaluating the appropriateness of the quantification methods used to arrive at the sustainability performance presented in the Report.
- Verification of systems and procedures used for quantification, collation, and analysis of sustainability performance data included in the Report.
- Understanding the appropriateness of various assumptions, estimations and materiality thresholds used by RIL for data analysis.
- Discussions with the personnel at the corporate and business unit level responsible for the performance data presented in the Report.
- Discussion on sustainability aspects with senior executives at the different plant locations and at the corporate office to understand the risks and opportunities from sustainability context and the strategy RIL is following.
- Assessment of data reliability and accuracy.
- For the data and information related to RIL's financial performance, we have relied on its audited financial statements for the FY 2021-22.
- Review of the Company's Business Responsibility Report section to check

alignment with the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVG-SEE)

- Verification of performance data through virtual conference meetings with manufacturing units at Barabanki, Dahej, Hazira, Hoshiarpur, Jamnagar DTA, Jamnagar SEZ, Jamnagar C2 complex, Jamnagar Pet Coke Gasification unit, Nagothane, Naroda, Patalganga, Silvassa, Vadodara; Recron Malaysia facilities at Nilai and Melaka; RP Chemicals Malaysia; Petro-retail division facilities under RBML, Terminal Operations and LPG; On-shore and Off-shore exploration and production facilities at Gadimoga and Shahdol; Reliance Jio Infocomm Limited; Reliance Retail Ventures Limited; and Corporate office at Reliance Corporate Park, Navi Mumbai.

Appropriate documentary evidence was reviewed to support our conclusions on the information and data verified. Where such documentary evidence could not be shared with us due to sensitive nature of the information, our team verified the same during the site interactions using screen sharing tools.

## Independence

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 3000 (Revised) standard. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC 1 and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

## Responsibilities

RIL is responsible for developing the Report contents. RIL is also responsible for identification of material sustainability topics, establishing and maintaining appropriate performance management and internal control systems, and derivation of performance data reported. This statement is made solely to the Management of RIL in accordance with the terms of our engagement and as per scope of assurance.

Our work has been undertaken so that we might state to RIL those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than RIL for our work, for this report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.

## Conclusions

Based on our assurance procedures and in line with the boundary, scope and limitations, we conclude that, for the selected performance data subjected to limited assurance procedures as defined under the scope of assurance, nothing has come to our attention that causes us not to believe that these are appropriately stated in all material respects, in line with the reporting principles of the GRI Standards. The sustainability performance data that have been subjected to reasonable assurance procedures as defined under the scope of assurance, are fairly stated in all material respects and are in alignment with the GRI standards.

**Anand S. Kulkarni**

Technical Director  
KPMG Assurance and Consulting Services LLP

19 July 2022