

Sustainability Performance

Towards a Greener Future

As a progressive and value-driven organisation, ICI Pakistan Limited understands that sustainability is critical to future survival. The Company makes conscious decisions and mindful efforts to conserve resources, minimise waste and reduce its carbon footprint. The sustainability agenda of ICI Pakistan Limited is aimed at creating a future, where all thrive.

This section contains a comprehensive report on the Company's sustainability strategy, KPIs, annual and long-term targets and performance.



STEP

Towards a Greener Future

Sustain • Transform • Evolve • Preserve

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Leadership Statement

Dear Stakeholders,

It gives me immense pleasure to share with you ICI Pakistan Limited's thirteenth annual Sustainability Report, presented as part of the Company's Annual Report 2020-21. The Company's voluntary adoption of sustainability reporting to GRI Standards and UN Sustainable Development Goals (UNSDGs) is a testament to ICI Pakistan Limited's continual commitment to responsible stewardship.

The COVID-19 pandemic brought with it a greater focus on the safety and well-being of our people and the community at large. In the early days of the pandemic, the Company established a Pandemic Watch Committee and supplemented it by introducing a Pandemic Management Manual. The Manual largely focuses on creating effective internal communication channels and spreading awareness on COVID-19 preventative measures to ensure business continuity. This allowed ICI Pakistan Limited to serve the larger Pakistan community, uninterruptedly and responsibly.

As a manufacturing and trading concern, we are cognizant of our impact on the economy, environment, and the communities in which we operate. Driven by our brand promise of Cultivating Growth, we believe that we must nurture growth and responsibility in everything we do. In this regard, we continue to manage our impact, work towards offsetting negative and maximising positive contributions, while ensuring sustainable growth of the businesses and Delivering Enduring Value for our stakeholders.

Our Sustainability Council is entrusted with steering our sustainability agenda. The Council is tasked with setting voluntary targets for future performance, based on data gathered from our Environmental Performance Management System database. This guides our sustainability performance for the coming years.

This year, we reinforced sustainability within the Company by launching our flagship sustainability drive, STEP (Sustain, Evolve, Transform and Preserve). This initiative is aimed at enhancing employee awareness of sustainable practices and encourage our businesses to further create a positive impact, bolstering ICI Pakistan Limited's mission of Improving Lives.

We recognise that we have a unique and inspiring opportunity to grow while making the world stronger, safer, and healthier. To that end, I feel privileged to share that our Polyester business has surpassed expectations by delivering strategic niche innovations to their polyester fibre portfolio. Moreover, geared

towards reducing ICI Pakistan Limited's carbon footprint, our businesses have made strides in developing innovative packaging solutions by reducing or eliminating components of excessive packaging.

As a leader in the corporate landscape, ICI Pakistan Limited ensures the highest standards of Health, Safety, Environment and Security (HSE&S). The Company has achieved the milestone of over 35 million man-hours without injury, reflecting our robust HSE&S systems. HSE&S is and will remain our license to operate as we work towards continuously raising the bar. During the year in review, the Company has successfully reduced its energy consumption by 13% and water consumption by 21%, per tonne of production. Moving forward, ICI Pakistan Limited strives to improve its performance on waste management, projects for which have already been initiated by the businesses this year.

We believe in the power of doing better by doing good. ICI Pakistan Limited has been committed to strengthening the communities it operates in, by investing in its pillars of corporate social responsibility: education, health, women's empowerment, sustainability, and community development. During the year, through the Company's employee volunteer programme, Pehchan, 155 volunteers invested 2455 hours in community development programmes. In the truest sense, the Company's people have upheld its brand promise of Cultivating Growth.

Our best practices in the realm of Corporate Social Responsibility were recognised when ICI Pakistan Limited won the Global Diversity and Inclusion Benchmark Award 2021 in the 'Social Responsibility' category by HR Metrics.

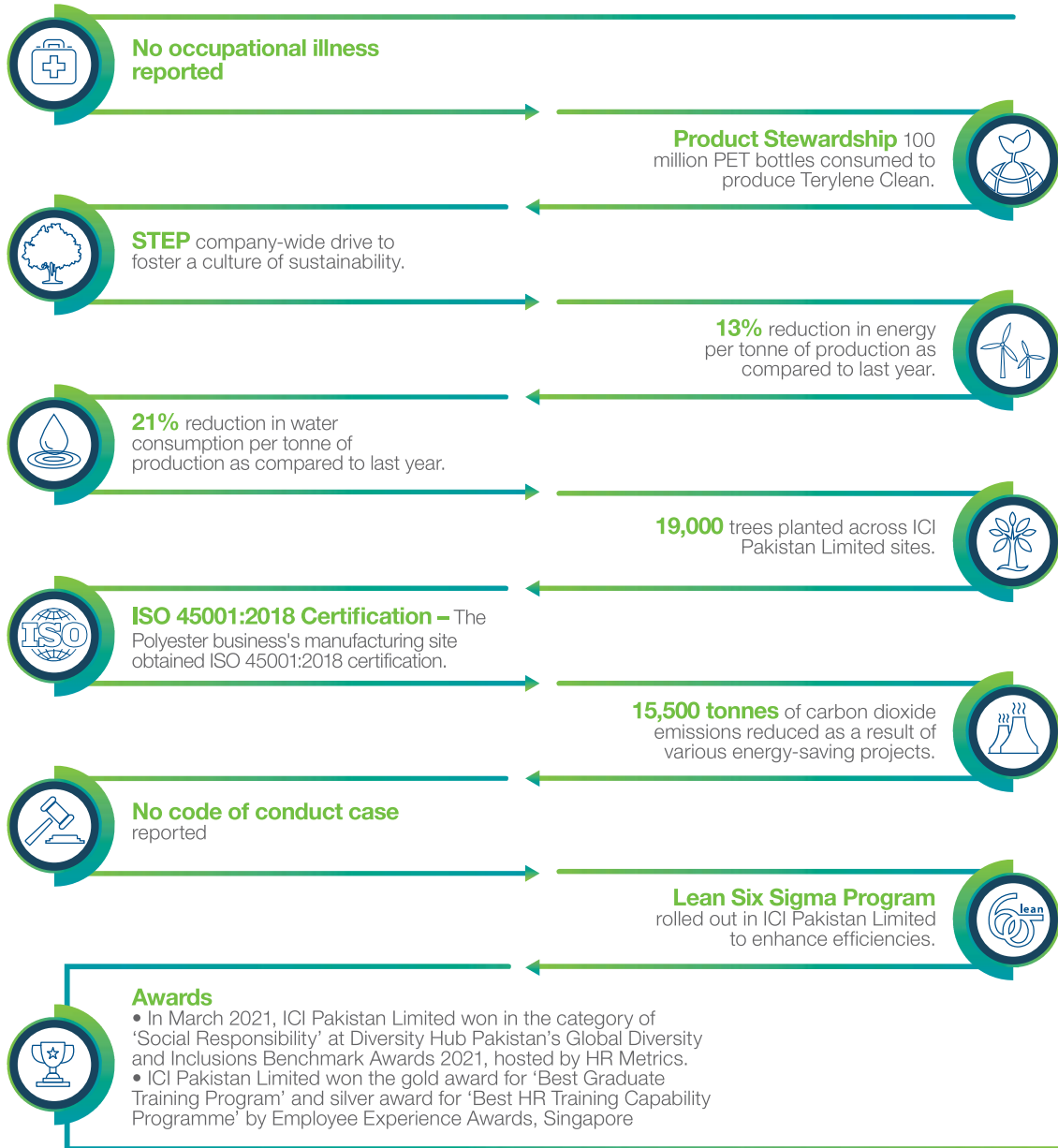
ICI Pakistan Limited's progress over the past year is addressed in greater detail in this report. We remain deeply committed to playing our part in ensuring that in growing our business, we operate with integrity and responsibility towards our people, the environment, and communities at large.

Warmest Regards,

Asif Jooma
Chief Executive
ICI Pakistan Limited

Sustainability at a Glance

Highlights for 2020-21



ICI Pakistan Foundation Certified by PCP

ICI Pakistan Foundation has been certified by the Pakistan Centre for Philanthropy (PCP). PCP is the first and only certification agency authorised by the Federal Board of Revenue (FBR), Government of Pakistan to undertake performance evaluation of non-profit organisations in Pakistan. The PCP evaluation process examines the operations of the organisation in light of the objectives stated in the governing document of the organisation and certifies that requirements are met as

per the set standards agreed with the FBR. PCP's certification programme is aimed at fostering an enabling environment for philanthropy and thereby supports social development.



Creating Shared Value

In line with its core values and brand promise of Cultivating Growth, ICI Pakistan Limited believes in delivering sustained growth and creating enduring value for all key stakeholders. The Company's triple-bottom line concept of the sustainability framework is focused on creating shared value, based on social, environmental and economic parameters.

Key Inputs



Social

- 1,700+ employees nationwide.
- Pioneer in adopting principles of sustainability (Health, Safety and Environment).
- Employee and leadership development.
- Partnerships with communities and universities.
- Pandemic management.
- PKR 30 million allocated to corporate social responsibility (CSR) programmes last year.
- Strong culture of corporate governance and business ethics.
- Foster a culture of inclusivity and diversity.



Environmental

- Reduced environmental impact of operations.
- Tree plantation drives.
- Improvement in biodiversity.



Economic

- Project investments.
- Business Continuity Plans during pandemic.
- Delivered strong and healthy return on equity.
- 100,000+ vendors.



Supply Chain



Manufacturing

Value Creation and Addition

The Company's sourcing and manufacturing processes are sustainable, safe and continuously optimised.

ICI Pakistan Limited manufactures, markets and produces high-quality and innovative products.

Key Outputs/Impact



Social

- 35+ million safe man-hours.
- Farmer and customer awareness sessions.
- Impact Women's Development Programme.
- 24,000+ direct beneficiaries of CSR programmes in 2020-21.
- 20 CSR projects funded in 2020-21 by the ICI Pakistan Limited Foundation.



Distributors



Customers



Environmental

- 19,000 trees planted at various sites.
- 33% improvement in biodiversity as compared to 2003.
- 2,113+ birds of 82 species and 293+ species of plants are found at the ICI Pakistan Limited site in Khewra, as per the WWF flora and fauna study.
- 15,500 tonnes of CO₂ emissions eliminated by ICI Pakistan Limited.



Economic

- PKR 6.3 billion contributed to the national exchequer in taxes and duties.
- 62% payout ratio to shareholders.
- PKR 5.3 billion consolidated profit after tax.

The Company maintains a strong focus on supporting and investing in communities.

ICI Pakistan Limited's brand promise of Cultivating Growth creates sustainable value for all stakeholders.

Sustainability Strategy

Through the expansive scope of its diverse businesses, ICI Pakistan Limited believes in driving inclusive growth for its stakeholders while making a positive environmental impact, exploring opportunities for enhanced quality of life and supporting the communities that the Company operates in.

Approach

Sustainability is integrated in all areas of the Company's operations – for the benefit of customers, shareholders, employees, and the world around it. The Company's sustainability strategy is simple and compelling. It is divided into the following underlying principles, which it aims to uphold and adhere to:

Fostering a Culture of Excellence: ICI Pakistan Limited aims to build an environment in which its people constantly strive to deliver more, it endeavours to achieve this through attracting and retaining the best talent.

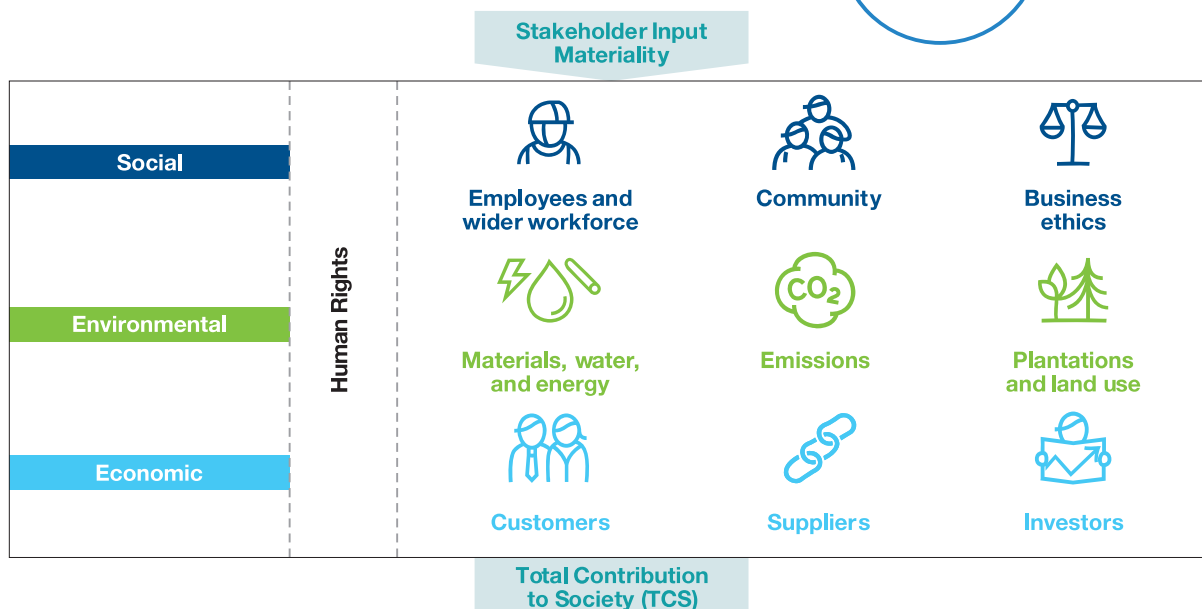
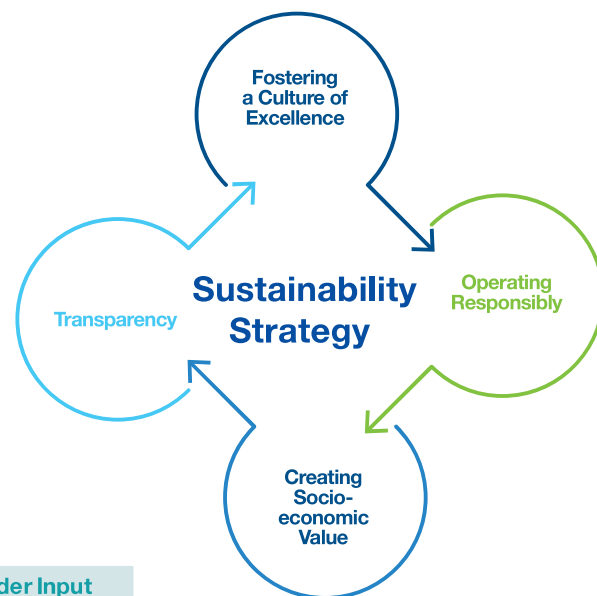
Operating Responsibly: The Company strives to operate with due respect and consideration for the environment, the communities in which it operates, and other stakeholder groups.

Environmental Stewardship: ICI Pakistan Limited is a leader in innovation and developing solutions for cleaner and greener systems to reduce its impact on the environment.

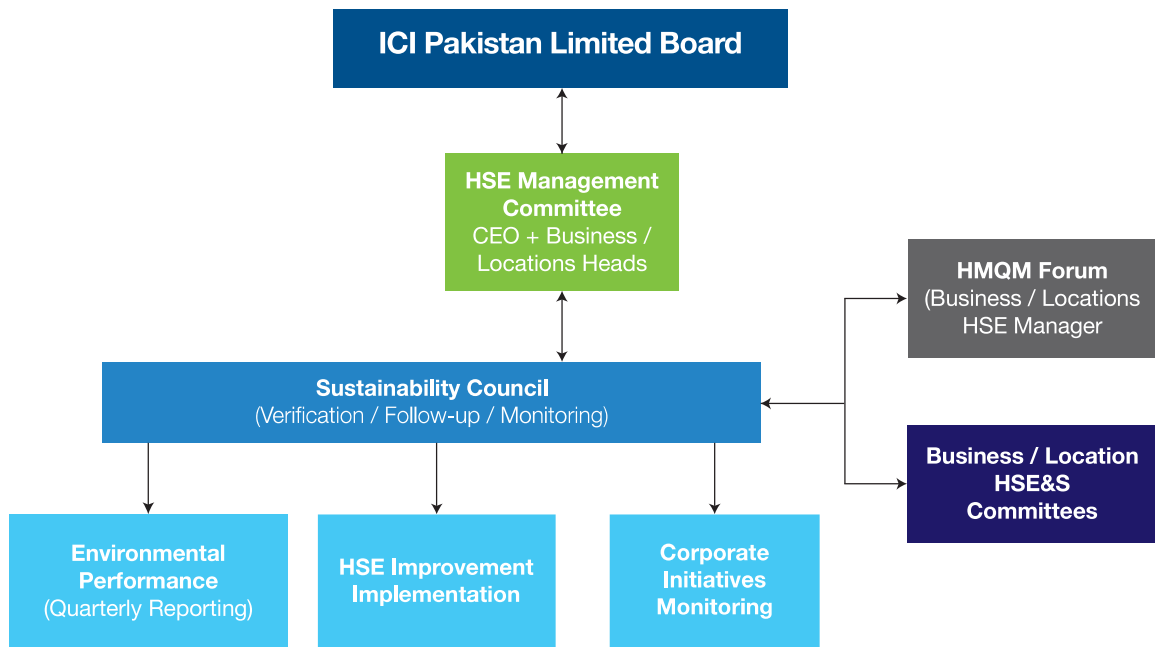
Creating Socioeconomic Value: ICI Pakistan Limited is working to create value in local communities by providing

the tools and assistance required for capacity building and improving quality of life.

Transparency: ICI Pakistan Limited ensures that processes and operations at its businesses and functions are transparent to promote trust.



Structure and Operation of the Sustainability Process at ICI Pakistan Limited



Sustainability Council

Established to foster sustainable growth for ICI Pakistan Limited, the Sustainability Council is a multi-disciplinary team from all businesses and functional areas of the Company.

The Council's objective is to assist the Board in fulfilling its overarching responsibility to shareholders regarding the Company's sustainability practices. The Council's scope includes development, implementation and monitoring of the Company's Health, Safety, Environment and Security (HSE&S) policies and practices.

Responsibilities of the Council

Within the overarching areas of Corporate Social Responsibility, environmental stewardship of operations and economic impact and growth, the Council will act to:

- Define sustainability KPIs, measurement matrices, and establish sustainability targets.
- Review partnerships and relationships, both current and proposed, with stakeholders, i.e., customers, regulators, communities, shareholders, and suppliers.
- Formulate and execute communication strategies relating to the Company's sustainable growth.
- Introduce new and innovative technologies that will further the goal of sustainability within the Company and implement actions to promote such technologies.
- Set guidelines for managing sustainable change.
- Define broad parameters for enhancing product responsibility.

- Prioritise sustainability goals towards areas where the Company can make the most meaningful impact and generate the biggest results.
- Review the environmental footprint and develop strategies to mitigate impact.

In accordance with requirements of the ICI Pakistan Limited HSE&S Management System, all businesses and functional locations are required to monitor and report parameters that directly affect the Company's Operational Eco-Efficiency (OEE) footprint. Besides this, all businesses are also required to report their health and safety performance. The reporting is governed through a state-of-the-art application called the Environmental Performance Management (EPM) database.

The Corporate HSE function acts as an independent authority within the organisation and is the custodian of the EPM database. The Corporate HSE team analyses data to extract trends for each sustainability KPI and benchmarks performance against the baseline. These trends are then presented to the Sustainability Council for review.

After discussion, the Council agrees on a suitable mechanism for control of the KPIs based on global sustainability guidelines. The Council also briefs the Company's Executive Management Team (EMT) regarding the OEE footprint, potential technological requirements, and the financial impact that these may have on the Company and its communities.

Adopting the Sustainable Development Goals

ICI Pakistan Limited's brand promise of Cultivating Growth is at the heart of all that it does and aligns well with the SDGs for a brighter and more exciting future.

While the Company supports most of the SDGs, it is prioritising its actions where it can create the greatest impact.



Demonstrating Leadership in Sustainability



ICI Pakistan Limited remains committed to its vision of building a strong local and international footprint through sustainable growth and by creating value for all its stakeholders. The Company's vision and values help to further engrain its commitment to the principles of sustainability. As an organisation, the Company is driven towards respecting the environment, enhancing the quality of life and creating a positive economic and social impact in the communities it operates in.

Flagship Sustainability Drive Launched

In line with its commitment towards creating a greener future, ICI Pakistan Limited rolled out its sustainability drive - 'STEP', an acronym for Sustain, Transform, Evolve and Preserve. This initiative was designed to enhance employee awareness and highlight the positive impact created by sustainability initiatives of each of the Company's businesses. The engaging activities under this banner work to forge a culture of sustainability and bolster ICI Pakistan Limited's mission of Improving Lives.

Working Beyond Organisational Boundaries

ICI Pakistan Limited partnered with the Centre of Excellence in Responsible Business (CERB – Pakistan Business Council) to

conduct a webinar promoting sustainable practices. The webinar on Waste Management was conducted by Sabir Mahmood; Corporate HSE Manager and Ahmed Jamal Cheema; HR Manager Polyester and highlighted the responsible business practices adopted by ICI Pakistan Limited. The event was designed to identify the waste produced in value chains and the importance of the waste reduction process as per SDG 12 requirements.

Global Recycling Day

On March 18, Global Recycling Day was celebrated across all key locations of the Company to further the cause of recycling. The Company partnered with the Al-Wasila Trust and the Aabroo Educational Welfare Organization to recycle the administrative waste from its Karachi Head Office, Polyester Sheikhupura Plant and Mozang Office. Funds generated from recycling support their medical centres and schools respectively. Under its Pehchan volunteer program, employees from all locations participated in a newspaper donation drive and donated over 800 Kgs of the same in favour of the Ra'na Liaquat Craftsman Colony.

Celebrating World Environment Day

As an advocate of environmental conservatism, ICI Pakistan Limited celebrated World Environment Day across its locations nationwide on June 5, 2021. Tree plantation initiatives were undertaken at multiple locations. Moreover, the Soda Ash business conducted an internal and external awareness campaign with a special focus on sustainable management solutions.



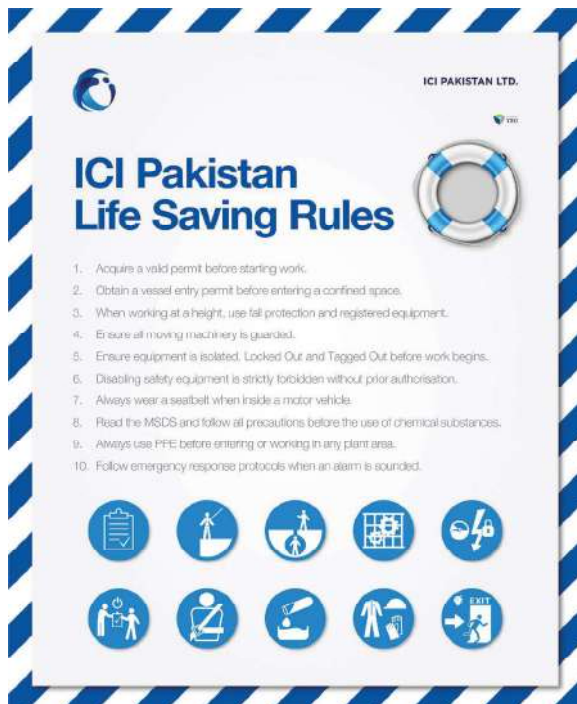
ICI Pakistan Pharamaceuticals' Pehchan Volunteers planted trees on World Environment Day

International Firefighters' Day

In line with its core value of Passion for People, ICI Pakistan Limited paid homage to the dedication of the firefighting community on International Firefighters' Day, observed on May 4, 2021. The Soda Ash business celebrated this day with their firefighting team, where their services were recognised and commended by the 1122 Rescue Team. Over the years, ICI Pakistan Limited's Soda Ash firefighting team has extended its support to the Khewra community in times of fire related emergencies.

Life Saving Rules

A "Life Saving Rules" campaign was developed and launched



this year by Corporate HSE&S with the aim of creating awareness of HSE&S onsite protocols across all sites of ICI Pakistan Limited.

WWF – Alliance for Water Stewardship

ICI Pakistan Limited participated in a seminar on "Promoting a holistic approach to water through Alliance for Water Stewardship standard" organised by the WWF. The agenda of the event was to spread awareness regarding water conservation and highlight the best industrial practices to conserve water.



ICI Pakistan Limited's heroic firefighting team has been extending its support to the Khewra community for many years



About the Report

This is the thirteenth annual Sustainability Report of ICI Pakistan Limited and has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option.

This report also contains a reference to the UN SDGs. ICI Pakistan Limited began the practice of voluntary sustainability reporting in 2008, and this continues to be an important part of the Company's commitment to sustainable practices and transparency.

Report Boundary

The report covers the five core businesses and corporate functions of ICI Pakistan Limited, including manufacturing sites, corporate offices and regional/business offices. The data in this report does not cover subsidiaries or associated companies of ICI Pakistan Limited.

Employee data includes management and non-management staff. Community investment initiatives are managed by the ICI Pakistan Foundation, which is a separate legal entity registered as a Trust. All monetary amounts in this report are given in Pakistani rupees unless otherwise indicated.

Reporting Period

The reporting period corresponds with the Company's financial year 2020-21 (from July 1, 2020 to June 30, 2021). The cycle of reporting is annual.

Report Content

This report provides information on topics that have been assessed to be material to the Company, based on the significance of the impact on the economy, environment, and society, and are significant for stakeholder interests and decision-making.

The content of this report has been developed keeping in consideration the GRI 101 Foundation (2016) Reporting Principles, which include principles that govern both the content and quality.

Developed in accordance with the Company's sustainability strategy (outlined in this document), this report also presents Key Performance Indicators (KPIs) relating to the material topics that have been set internally by the Company's sustainability reporting governing body, the Sustainability Council. The KPIs shared in this report were set during 2016-17 and presented for the first time in that year's report. This year's report also presents achievements on the previous five years' targets.

The five-year target will serve to guide the Company in its sustainability efforts going forward. However, given the Company's growth and expansion, as well as the changing

economic and political landscape, these targets may be subject to review and revision going forward. There were no significant changes in the list of material topics or boundaries from previous year's report

Data Collection

The data to compile this report has been obtained from the Company's financial management reporting systems, the Corporate HR Information Management System, and the Company's Environmental Performance Management (EPM) database, which is a tool for the collection and reporting of Health, Safety, Environment & Security (HSE&S) parameters.

ICI Pakistan Limited's reporting cycle takes place on a quarterly basis and related information is gathered and input by the respective businesses and functions for review by the Corporate Health, Safety, Environment and Security (HSE&S) function. The Corporate HSE Manager is responsible for the overall data of ICI Pakistan Limited. The data pertaining to integrity management, employment practices, sourcing and community investment is compiled and monitored by the Sustainability Council members responsible for each area. Where limitations in collecting data exist, appropriate explanations have been added to the report.

Assurance

Independent review of this report was conducted by CSRCP, in accordance with GRI Standards, ISAE 3000 (Revised) standard and principles of inclusivity, materiality, responsiveness and impact. A statement from the independent external reviewer is included at the end of this sustainability report, and outlines the scope of the assurance, activities carried out and opinion.

Contact Us

To share any feedback or comments related to the Sustainability Report, please email at:
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*A soft copy of this report and additional information on the Company, including the business units and products, is available on the website at **www.ici.com.pk***

Materiality Assessment

ICI Pakistan Limited focuses its sustainability efforts on those areas which are deemed to be of the greatest value to the Company's continued growth, performance, and success, and could potentially have a significant impact on the economy, environment, communities, and other vital stakeholder groups. This section shares information on these critical or material topics and aims to explain how they have been chosen and why they are critical to the Company's operations.

Material topics for sustainability performance have been identified based on several factors, including alignment with the Company's

strategy, objectives, vision, values, and brand promise (Cultivating Growth); the past practice of the Company; and internal analysis, debate and discussion on issues raised by the Sustainability Council. Material topics are also chosen based on stakeholders' concerns and feedback, general relevance, and likely impact in the broader social, economic, and environmental context, such as the markets in which the Company operates, energy availability, environmental issues and climate change.

List of Material Topics and their Boundaries		
Area	Material Topic	Boundary
Economic	Economic Performance	ICI Pakistan Limited
	Indirect Economic Impacts	Local community
	Market Presence	ICI Pakistan Limited
	Compliance	ICI Pakistan Limited
	Anti-Competitive Behaviour	ICI Pakistan Limited
Environmental	Energy	ICI Pakistan Limited, customers
	Water	ICI Pakistan Limited, local communities, customers
	Emissions	ICI Pakistan Limited, suppliers, and local communities
	Effluents & Waste	ICI Pakistan Limited, suppliers, and local communities
Social	Employment and labour relations	ICI Pakistan Limited
	Training and Education	ICI Pakistan Limited
	Occupational Health and Safety	ICI Pakistan Limited
	Diversity and Equal opportunity	ICI Pakistan Limited
	Non-Discrimination	ICI Pakistan Limited
	Freedom of Association	ICI Pakistan Limited
	Child Labour	ICI Pakistan Limited
	Local Communities	ICI Pakistan Limited, and local communities

Relevance of Material Topics to ICI Pakistan Limited

ECONOMIC

Economic Performance: Deemed to be material as disclosures under this topic relate directly to the Company's value creation agenda as embodied by its vision, values, and brand promise of Cultivating Growth. ICI Pakistan Limited is committed to providing enduring growth and value for the stakeholders, and this growth and value can be quantified and assessed accurately through complete, audited financial statements of the Company, which

are attached with this report. In addition, economic performance carries implications for all other material topics reported upon.

Indirect Economic Impacts: Disclosures under this topic illustrate the Company's economic impact on a wider socio-economic front than if it were simply to take the customers and suppliers into consideration. ICI Pakistan Limited's intent to support growth and development is not limited to the Company. The Company considers itself as a responsible corporate citizen and, therefore, it is important to monitor and measure its ongoing indirect economic impact in the wider context.

Market Presence: The Company's presence in the markets that it serves has a significant impact in terms of the provided employment opportunities, numbers and level of professionals employed, regional employment prospects, and compensation and benefits provided. Information in this regard is, therefore, highly relevant to the Company's operations and its value creation agenda.

Compliance: Compliance is a material topic due to its significance on the license to operate and economic impact in form of fines and penalties in the case of violation. Non-compliance also negatively impacts the brand image.

Anti-Competitive Behaviour: Anti-Competitive Behaviour is a material topic due to its significance on the license to operate and economic impact in form of fines and penalties in the case of violation. Non-compliance also negatively impacts the brand image.

ENVIRONMENTAL

Energy: Due to energy shortages in the country, this topic is deemed material as energy costs directly impact the cost of doing business and manufacturing products. More efficient energy usage is, therefore, not only vital in terms of the environment but also because it can provide the Company with a competitive edge in terms of the cost factor.

Water: This is deemed a material topic based on not only the water usage requirements of the Company's operations but also the current state of water availability in the country. According to a recent report by the International Monetary Fund (IMF), Pakistan ranks third in the world among countries facing acute water shortages. The United Nations Development Programme (UNDP) and the Pakistan Council of Research in Water Resources (PCRWR) have also warned that the country will reach absolute water scarcity by 2025.

Emissions: Emissions control relates directly to climate change and the impact of gaseous emissions on the ozone layer. As a manufacturing concern, this is of vital importance. Disclosures in this regard also provide an overview of the Company's compliance to national and governmental regulations, such as National Environmental Quality Standards (NEQS).

Effluents and Waste: As a manufacturing concern, this is an important topic as it has an impact not only on the Company's operations but also on local communities where waste is generated and disposed of. The management and minimisation of waste materials are also important for the preservation of biodiversity in the relevant areas.

SOCIAL

Employment and Labour Relations: The employment topic is critical to ICI Pakistan Limited and is driven by its core value of Passion for People. ICI Pakistan Limited aspires to be an employer of choice and recognises that the development of employees in terms of training and education, growth opportunities, compensation and benefits are of

utmost importance. The Company maintains a strong focus on providing skills and value to employees, while its policies and employment practices ensure an environment that encourages diversity, engagement, personal growth, and professional development. To attract, retain and bring out the best in its people, ICI Pakistan Limited invests in leadership and development training and offers rewarding careers where employees can continuously learn and grow.

Training and Education: Closely linked to the material topic of employment, training and education remains an ongoing focus for ICI Pakistan Limited, in pursuit of the Company's ambition to be an employer of choice, recruiting and retaining the brightest talent. Training, education, and development of its people is, therefore, a topic of critical importance to the Company. It is an area where ICI Pakistan Limited works on an ongoing basis with formal training, development, and growth opportunities, effective, timely, performance appraisals and feedback systems, and by creating an open culture that encourages feedback and discussion.

Occupational Health and Safety: This topic carries tremendous significance in relation to ICI Pakistan Limited as health and safety are a primary concern and an overarching responsibility of the Company under its values (Passion for People; Integrity and Responsibility) and the HSE&S policy. The topic affects not only employees of the Company, but also service providers, suppliers, and members of the communities. ICI Pakistan Limited also focuses on customer Health & Safety and provides training sessions to their customers covering aspects of products safety, environmental compliance and general health, and safety orientation.

Diversity and Equal Opportunity: As an equal opportunity provider, ICI Pakistan Limited takes great pride in its commitment to fostering diversity and inclusion and valuing the contributions of its diverse workforce. The Company's commitment to diversity and inclusion is driven by its core values (Passion for People; Integrity and Responsibility), the brand promise of Cultivating Growth and Code of Conduct.

Non-Discrimination: ICI Pakistan Limited is committed to ensuring fair, free of bias and equal treatment of employees. This belief is driven by its core values (Passion for People; Integrity and Responsibility), the brand promise of Cultivating Growth and the Code of Conduct.

Local Communities: Disclosures on this topic, which consider initiatives for the development of communities, are important because they provide an overview and impact of these initiatives. As a result, various stakeholders can assess the value added by such initiatives.

Freedom of Association and Child Labour: In line with ICI Pakistan Limited's core value of Integrity and Responsibility and as per its Code of Conduct the Company upholds the highest standards of internationally proclaimed human rights. The Company supports and abides by international charters on freedom of association, ILO Conventions, and local regulations in its sphere of influence.

Stakeholder Engagement

ICI Pakistan Limited's approach to engaging with key stakeholders is underpinned by the Company's core values of Customer Centricity and Passion for People, in line with its vision to be the partner of choice and furthering its brand promise of Cultivating Growth.

Being a pioneer in responsible stewardship, the Company continuously engages with key stakeholders to build strong relationships, better understand the material issues that affect them and align its sustainability strategy with their needs to create shared value.

Major initiatives carried out during the year for stakeholder groups include:



Shareholders/Investors

AGMs and EoGMs were carried out as required to inform and obtain the consent of the shareholders. The Board members and senior management of the Company were also available at these occasions to answer queries and address any concerns of the shareholders, investors, and analysts. An Investor Relations Policy is also in place to govern the timely, accurate and comprehensive release of information.



Employees

To cascade the corporate strategy and share updates about key business initiatives, Chief Executive communication sessions are held bi-annually at ICI Pakistan Limited. Each business head also organises town hall and skip-level meetings to ensure strategic alignment across the Company and create a culture of engagement. This year, ICI Pakistan Limited has won the silver award for "The Employer of the Year" in the "Large National Companies" category by the Employer's Federation of Pakistan. The second round of the ICI Pakistan Limited's intrapreneurship programme, the Explore Challenge, also received an overwhelming response from the employees and is being implemented in all its businesses. The Company also initiated the Lean Six Sigma program in accordance with its value of Innovation.



Customers

Customer Centricity is one of the Company's key values and all businesses are committed to the success of their respective customers. The businesses continued to focus on multiple customer engagement initiatives, including regular customer meetings, customer visits to the manufacturing facility, technical assistance, and the distributors/customers conference to further strengthen their strong business relationships. All engagement activities were conducted in adherence to COVID-19 safety protocols.



Local community

In 2020-21, new projects were launched in addition to the ongoing, longstanding initiatives that benefit local communities, particularly in the areas of healthcare provision, education/ vocational training, and women empowerment. Throughout the year, employees continued to take part in various activities organised under the Pehchan Volunteer Programme. (For details, please refer to the Pehchan Volunteer section of this report).

The Company's core groups of stakeholders are identified by the business and functional teams, based on the nature and scope of their operations. These are endorsed by the EMT and the Sustainability Council as significant groups to engage with, and engagement objectives and strategies are formulated and carried out accordingly.

Customer engagement is monitored at the level of each business by surveys and feedback collected through various channels. Community engagement is maintained and monitored by the CSR contacts in each business, and through

effective coordination with labour unions at the plants and manufacturing sites. Employee engagement is driven across the Company at a corporate level. The Chief Executive (CE) communication sessions are conducted Company-wide as a platform to cascade the business strategy, performance, and key updates to employees. The Company's annual employee engagement survey, as well as performance appraisal and management systems, serve as vital channels for feedback and monitoring of progress against the set engagement targets. In each area of stakeholder engagement, concerns and suggestions are registered and actions outlined accordingly.



Government and other regulatory bodies

During the year, the Company worked with government and regulatory bodies to provide inputs, both directly and through relevant platforms and forums, on draft legislation and regulations, where required. Additionally, ICI Pakistan Limited makes it a practice to share information on the industry-related matters which could potentially impact the business and economic landscape of the country.



Media

A streamlined process is in place to share timely and prompt updates on the Company website regarding any disclosure of material information, such as financial results, acquisitions, expansions, new partnerships and product launches. The channels of communication open to media and the public include email, as well as social media platforms. The Company continued to leverage its social media presence in 2020-21 to better inform the media and the public about its operations and key initiatives.



Civil Society/NGOs

In response to ongoing socio-economic gaps, the ICI Pakistan Foundation continued to fund and partner with reputed NGOs and other non-profit organisations to support community development initiatives in the areas of health, education, environment, community development, and women empowerment.



Academic Institutions

ICI Pakistan Limited's employees also participated in multiple guest speaker sessions and recruitment drives in different universities across Pakistan. These events provided the employees an opportunity to share their professional experiences and mentor the students.

Key Stakeholder Groups

Stakeholder group	Engagement frequency	Mode of consultation	Topics identified by stakeholders	ICI Pakistan Limited's response
Shareholders/ Investors	Regular	Corporate Finance, Company Secretary, Corporate Communications and Public Affairs Department, analyst briefings, meetings	Ongoing economic viability, growth prospects, petrochemical market situation, new projects and expansions	Commitment to ongoing growth and value creation; continuing transparency of financial and other information; timely public disclosures; clarifications, if any required
Employees	Regular	CE Sessions, internal events, annual engagement survey, discussions, internal communications	Training and education; career development;	Career roadmap launched; increased transparency of HR processes; focus on capacity-building trainings
Customers	Regular	Technical Support Services, surveys, field visits, advisory services	Cost, quality and product availability	Customer capacity-building, expanding/increasing product offerings, efficiencies in supply chain, HSE-related support to customers for optimisation of systems, efficiencies and energy conservation.
Suppliers	Regular	Code of conduct compliance, surveys, visits	Favourable terms and conditions	The suppliers are given ample opportunity for discussion & negotiation. ICI Pakistan Limited strives to provide fair and market compatible rates
Local Community	Regular	Manufacturing site employees, CSR teams	Manufacturing sites' impact; employment prospects; community development	Understanding and ensuring all legal and regulatory requirements are complied with.
Government and other regulatory bodies	Regular/Case Basis	Relevant Business or functional representatives, meetings with officials, submissions of data for review and compliance	Compliance with regulations and laws	Understanding and ensuring all legal and regulatory requirements are complied with. Engaging with the Government to address matters impacting the business.
Media	Occasional	Press Releases, one-on-one media engagement	Information on the operations of the Company, growth prospects and sustainability practices, economic contribution	Press and media releases on relevant subjects, Chief Executive's statements/ interviews, responsiveness to media queries
Academic Institutions	Occasional	Guest speaker sessions, recruitment drives, internship programme, participation in career fairs	Career development, opportunities and placements, leadership and workplace insights	The Company's employees participated in multiple guest speaker sessions that enable sharing of experiences and advice imparted by professionals to the student body. The Company also holds regular recruitment drives at various universities.
Civil Society/ NGOs	Regular	Meetings, one-on-one engagement	Funding for programmes; logistical and technical support.	ICI Pakistan Foundation-led and funded partnerships to support community development initiatives; volunteer programme and activities

Customer Engagement 2020-21

ICI Pakistan Limited has built its brand equity on the grounds of the strong relationships established with its customers. The Company recognises the importance of retaining customers and thus, identifies 'Customer Centricity' as a core value.

During the year the following initiatives were undertaken by each of the Company's businesses to enhance customer engagement and remain a partner of choice:

Soda Ash Business

- Customers were given a walkthrough of the production and dispatch processes at the Soda Ash Plant followed by a tour of the renowned Khewra Salt Mines.
- The business continued to engage with customers through regular meetings, technical assistance and advisory services.
- Compliance: In line with its commitment to being the supplier of choice, the Soda Ash business achieved successful site compliance with SEDEX Member Ethical Trade Audit (SMETA) 6.0. The audit assessed the site based on internationally established standards of labour, health, safety, environment and business ethics.

Polyester Business

- Terylene Express: The business introduced its Terylene App, creating a virtual dashboard to share daily market intelligence with its customers. The App tracks changes in the upstream and downstream markets and provides customers with information on new product developments.



Pharmaceuticals Business

- Successful integration of new digital channels in order to deliver exceptional customer experiences to healthcare professionals (HCPs).



Closing ceremony of ThinkHealth'21

- More than 90 webinars were successfully delivered, hosting an audience of 10,000+ HCPs to facilitate scientific discourse.
- An MoU was signed with the Medical Microbiology and Infectious Diseases Society of Pakistan. The partnership propagates the appropriate usage of antibiotics demonstrating its commitment towards addressing the issue of rising Antimicrobial Resistance AMR.
- Protective gear including masks, gloves and sanitisers were distributed and more than 6,000 OPDs have been provided with PPEs.
- Through the ICI Pakistan Foundation, a bus stand has been set up to facilitate patients outside the Nuclear Medicine Oncology & Radiotherapy Institute in Nawabshah and medicines were donated to the Shahid Afridi Foundation for those in need.

Chemicals & Agri Sciences Business

Chemicals Segment

- Sessions were organised at the Chemicals Technical Center, Karachi to strengthen relationships with customers and better understand the product requirements of customers.
- Surveys were conducted across customer segments to gauge feedback regarding the quality of its products and services during COVID-19.



The Animal Health team assisting farmers during the deworming campaign.

- Following the outbreak of COVID-19, the business distributed hygiene kits to all major customers.
- The Industrial Chemicals' segment conducted HSE&S training regarding chemical handling at the plant site.
- The Adhesives segment engaged carpenters from all over Pakistan in a series of "Baithak" events to drive Calabond brand awareness. All events were conducted in compliance with COVID-19 protocols.

Agri Sciences Business

- Regular farmer gatherings and trainings were organised, facilitating knowledge transfer on specific crops to enable farmers to become self-sufficient on product selection.

- The business initiated a seminar to educate women on potential occupational hazards while working in the field and raised awareness on the long-term health implications of hazards.

Animal Health Business

- Various symposiums were conducted in collaboration with Trouw Nutrition to enhance farmers' awareness on the use of clean drinking water, rationalising of anti-biotics and good practices for healthy poultry farming.
- The business actively participated in various dairy and livestock exhibitions, such as the Pakistan Dairy & Sindh livestock Expo and Sindh Para Veterinary Staff Ceremony.

Employee Engagement and Wellness

ICI Pakistan believes that its people and culture are the Company's greatest asset. Delivery of the Company's growth aspirations is underpinned by attracting the best talent, ensuring their well-being, and providing them with an enabling environment and opportunities to excel.

ICI Pakistan Limited's employer brand is synonymous with people centricity and its rich heritage is a testament to that. The Employee Value Proposition 'One Team, Many Possibilities' reflects the Company's constant strive to provide its existing and future talent with possibilities to grow, learn, succeed and celebrate.

In light of the challenges presented by COVID-19, the strength and resilience of ICI Pakistan Limited's people and culture came to the forefront. As always, the well-being of its people remained the Company's topmost priority. A very close check was kept on the health, safety and wellness of its people with the Company playing an active role in creating awareness and strong advocacy around adherence to COVID-19 SOPs. With the changing practices around the globe, the Company showcased high agility in adopting and embracing new avenues for engagement, learning and development.

The following initiatives were taken:

To keep a check on employee morale and engagement levels, monthly pulse surveys were conducted to enable line managers to engage in constructive dialogue with their teams and address their concerns. Platforms such as "AskHR", "Subha ki Chai" and "Leadership Connect" were set up to provide employees with multiple avenues to connect with the HR and leadership teams. This helped employees gain a better understanding of the organisation's direction, policies, and practices.

To strengthen the focus on the health and wellness of its employees and their families, ICI Pakistan Limited designed and implemented a structured Workplace Wellness Program. Through this platform, designated wellness ambassadors ensured that each of the Company's sites were covered.



ICI Pakistan Limited's people stayed engaged and motivated virtually despite the challenges



Employee Appreciation Day celebration.

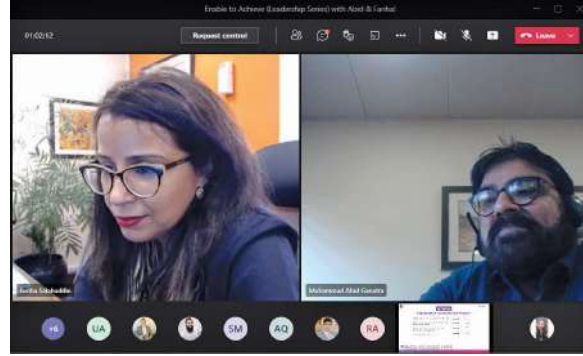
These ambassadors played a pivotal role in driving and embedding the wellness agenda and made it possible for the entire organisation to come together and participate in various specially designed COVID-19 friendly engagement activities, such as Employee Appreciation Week, Possibilities to Celebrate – a campaign celebrating cultural diversity, and the Humans of ICI Pakistan stories.

To reaffirm the commitment of its people to the Company's values an organisation-wide campaign was launched, which included exciting activities, leadership messages and learning modules.

The Company's efforts were recognised and appreciated not only by its people, but also by various other local and international platforms. ICI Pakistan Limited won the Gold award for "Best Graduate Training Program" and the Silver award for "Best HR Capability Development Programme" from Employee Experience Awards, Singapore. The Company also won the Silver award for "Employer of the Year" from the Employer's Federation of Pakistan.

Managing COVID-19 at ICI Pakistan Limited

The COVID-19 pandemic has drastically altered how organisations conduct business and how individuals engage

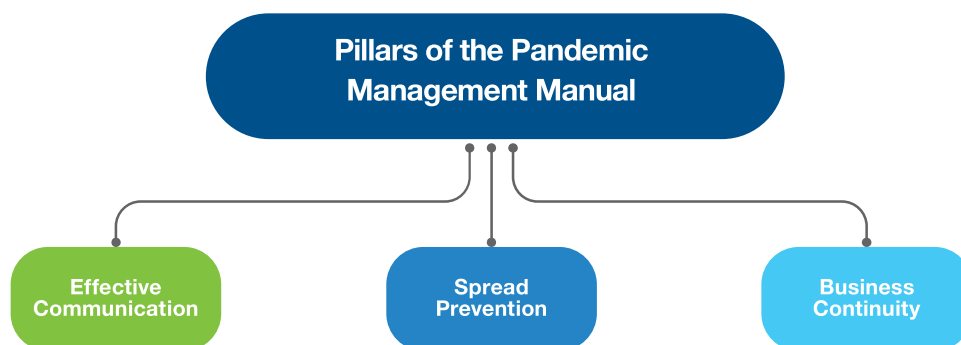


Fariha Salahuddin, General Manager HR & Administration and Abid Ganatra, Vice President Soda Ash business conducting a Leadership Connect session.

with one another. The initial waves of the pandemic presented a multitude of challenges for companies across the globe. While managing the challenges onset by COVID-19, ICI Pakistan Limited remained committed to ensuring the wellness of its people, business continuity and community outreach.

To curtail the impact of economic, social and environmental implications of the pandemic, the Company adopted bold measures early on. A Pandemic Watch Committee was established to develop, coordinate, and implement uniform pandemic management policies across all businesses and locations. The Pandemic Management Manual was developed and implemented on March 20, 2020 with the aim of furthering effective communication, and business continuity, while preventing the spread of COVID-19.

The various initiatives undertaken have enabled the Company to work towards ensuring the wellbeing of its employees while ensuring continued business operations. As a supplier of essential products with applications across diverse sectors, uninterrupted business operations helped the Company to better serve its stakeholders and the nation.



Economic Performance: Management Approach

Management approaches for the following material topics are covered in this section: Economic Performance, Indirect Economic Impacts, Market Presence, Compliance and Anti-competitive Behaviour. Other disclosures for these topics are presented in the GRI Content Index, and/or in the Company's Financial Statements 2020-21.



ICI Pakistan Limited's performance is guided by its vision, values and the brand promise of Cultivating Growth, which underpins everything that the Company does. ICI Pakistan Limited recognises that its operations and activities

have an economic impact, at both the community and national

levels, and is committed to sustainable growth and value creation for all stakeholders. Economic performance is thereby a key driver of the Company's aspirations, goals, strategy and operations, and is proactively managed accordingly by all relevant stakeholders across the organisational hierarchy. The Company continues to demonstrate its commitment to fulfilling its promise of value creation and sustainable growth. The overall responsibility of governing the organisation, along with driving its economic performance, lies with the Board of Directors. [For details on how the Board functions, please turn to page 72 of the Annual Report].



Integrity Management

Key Performance Indicators

Integrity Management		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Code of Conduct confirmed incidents	number	0	3	5	4	1	0	0
Code of Conduct acceptance	% employees	100	100	100	100	100	100	100
Management audits including reassurance audits	number	6	0	6	6	6	6	6
Serious Incidents - Level 3	number	0	1	1	0	0	0	0
Serious Incidents - Level 1, 2	number	0	4	2	2	4	4	0
Serious loss of containment - Cat D	number	0	0	0	0	0	0	0
Regulatory action - Level 3	number	0	0	0	0	0	0	0

Overview 2020-21

The Code of Conduct is a significant part of employee induction at ICI Pakistan Limited. Upon joining the Company, all new hires are required to read, understand and sign a declaration of compliance to the Code of Conduct. The Company has an e-module for the Code of Conduct and Health, Safety, Environment and Security (HSE&S) training that is mandatory for all employees to go through and be well versed with.

The Company also has a whistleblowing policy, known as Speak Up, through which all employees can confidentially report any Code of Conduct violations. This programme ensures that all checks and balances are in place with regard to any other sort of violations of the Code. In 2020-21, no case was reported against Code of Conduct violations.

The frequent site audits and communication of Corporate HSE&S to all businesses ensures company-wide implementation and compliance with the ICI Pakistan Limited HSE&S Management System. A quarterly review of all businesses is conducted based on the assessment of hazards, and the recommendations from the previous review.

This year, 4 incidents of level 2 were reported. (For details, please refer to the Occupational Health and Safety KPI overview section of this report on page no 157.

Socio-Economic Compliance

ICI Pakistan Limited maintains a zero-tolerance policy towards corruption. ICI Pakistan Limited's business operations are subject to various domestic federal and provincial laws and regulations. It is a core principle of the Company, enshrined in its Code of Conduct that it will comply with all applicable laws.

Freedom of Association & Child Labour

ICI Pakistan Limited respects its employees rights to freedom of association. There were no cases in which freedom of association or the right-to-collective bargaining were endangered or breached during the year under review. ICI Pakistan Limited rejects any form of child labour, forced labour or slavery and strictly complies with local regulations concerning legal minimum age requirements for work permits.

Sourcing

The Company's supply chain network includes the respective supply chain managers of each business, along with their teams. ICI Pakistan Limited's supply chain network aims to enhance the effectiveness of procurement practices and material handling processes to deliver excellence in supply chain management. This is done by actively seeking out and applying best practices, and by capitalising on opportunities for synergy between businesses.

The Company believes in the cradle to grave approach, ensuring its products are compliant with the Company's HSE&S Management System at all stages of the life cycle. With respect to supplier evaluation and selection, the Company has stringent procedures in place to ensure that only high-quality raw materials are purchased through local and international suppliers.

Through the ICI Pakistan Limited Vendor Policy, the Company continues to engage new suppliers while ensuring that all suppliers are compliant with applicable laws, regulations and ICI Pakistan Limited's value system. The Vendor Policy covers compliance with human rights, labour and social standards, and anti-discrimination and anti-corruption policies in addition to protecting the environment. Continuous review of the Vendor Policy for Suppliers is conducted, including a full analysis of current standards and industry best practices to ensure that the Company's suppliers are held to the highest standards of sustainability, human rights, labour & social standards and environmental health and safety.



Key Performance Indicators

Integrity Management		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Vendor Policy signed by key suppliers	%	87	91.3	98	99	96	96	96
Vendor Policy signed by Central NPR Suppliers*	%	40	80.8	83.3	83	84	92	-
Supportive Supplier Visits	number	-	30	48	131	165	240	146

* Major public sector utility suppliers not included in this analysis.

Overview 2020-21

To achieve sustainable growth, ICI Pakistan Limited has a strong policy in place to build relationships with suppliers whose working practices meet the Company's HSE&S Management System requirements. The Company aims to do business with partners that endorse its ethical values as well as social and environmental standards.

ICI Pakistan Limited has a comprehensive supplier evaluation process described in its HSE&S Management Manual. All suppliers are screened against social, environmental and safety aspects before they are included in the approved supplier list based on the Corporate Guideline for Selection of Suppliers. The most critical suppliers are also evaluated based on the "CEFIC" protocol.

ICI Pakistan Limited's defined target is 96% compliance with its Vendor Policy and in 2020-21, the Company was able to achieve this target along with the integration of new suppliers to the Polyester business.

ICI Pakistan Limited has a programme to develop its critical suppliers as sustainable business partners. Through formal feedback and follow-up visits, the Company works together with suppliers to improve their overall sustainability.

As per its policies, the Company does not allow the employment of child or bonded labour and it does not engage with suppliers who cannot provide the same assurance. Regular HSE&S audits and site visits of suppliers are conducted to ensure that no malpractices are taking place. Relevant avenues for improvement are shared with suppliers as part of the audit process. Frequent pro-bono trainings on HSE&S best practices in warehousing, transportation and logistics are conducted by the Company so that none of its suppliers faces a loss-time injury or worse, a fatality.

During the current fiscal year, COVID-19 was a major challenge for the Company. In line with its value of Innovation, ICI Pakistan Limited worked virtually with more than 200 suppliers to build their HSE&S capacity.

The Company's efforts for the future entail continuing to bring all its direct suppliers, both product and non-product related, under the umbrella of ICI Pakistan Limited's sustainability efforts.

Spend Analysis

Through ICI Pakistan Limited's Polyester, Soda Ash, Pharmaceuticals, Animal Health and Chemicals & Agri Sciences businesses, the Company deals in a diversified product portfolio, including light and dense soda ash, refined sodium bicarbonate, polyester staple fibre, general & speciality chemicals,

pharmaceuticals, nutraceuticals, animal health and agricultural products. ICI Pakistan Limited's supply chain operations are therefore complex, involving multiple suppliers across the country, as well as internationally.

The Company's partnerships with suppliers are based on

mutual value-creation, as well as a reliable supply of raw materials, technical goods and services at competitive prices. The Company works with suppliers in an open and transparent manner to generate long-term benefits for both parties. In doing so, the Company creates value addition that goes above and beyond procurement alone.

ICI Pakistan Limited Spend Data

S. No	Business	Procurement spend(pkr million)				
		Local	Import	Total	Local	Import
1	Polyester	9,328	9,332	18,660	50 %	50 %
2	Soda Ash	2,829	5,942	8,771	32 %	68 %
3	Chemicals & Agri	1,685	5,424	7,109	24 %	76 %
4	Pharma	2,875	1,366	4,241	68 %	32 %
5	Animal Health	966	2,814	3,780	26 %	74 %
	Grand Total	17,683	24,878	42,561	40 %	60 %

Transportation

ICI Pakistan Limited is operating diverse businesses having varied transportation requirements for inbound and outbound materials. On one hand, there are specific requirements for the transportation of materials in bulk like Lime Stone, Salt, Coal, Met Coke, PTA, MEG, VAM, Polyol and finished goods and on other hand, there are specific requirements for the transportation of temperature-sensitive pharmaceutical raw materials and finished products.

To reduce carbon footprint, special efforts are made to transport materials through railways. This year, 70% of coal used at the Polyester plant and 58% of coal used at the Soda Ash plant has been transported through Pakistan Railways. A total quantity of 140,016 metric tons of materials, mainly coal, has been moved through Pakistan Railways. With a target to increase the movement of coal by 15%, the Company successfully achieved an increase by 54%. To move 140,016 metric tons of material through train, 89 train tracks were utilised. Alternatively, to move this material by road 2979 trailers (22 wheelers) would have been required.

Environmental Performance: Management Approach

Management approaches for the following material topics are covered in this section: Energy, Water, Emissions, Effluents and Waste. Other disclosures for these topics are presented in the GRI Content Index or referenced therein if occurring elsewhere in the Annual and Sustainability Report.



ICI Pakistan Limited recognises that its operations have a significant impact on the environment. Monitoring and evaluation of environmental performance come under the domain of the Health, Safety, Environment (HSE) function. The Company's enduring commitment to the highest standards of health and safety for its employees, customers and contractors, as well as protection of the environment, leads it to abide by a set of HSE&S beliefs and principles. In line with these principles, the Company strives to continually innovate and improve its HSE&S performance, which is the collective responsibility of every individual, from the Board of Directors, Executive Management Team to each employee. Accordingly, the Company strives to apply the most stringent HSE&S standards at the workplace.

ICI Pakistan Limited has in place an integrated HSE&S policy that governs all HSE&S-related matters, providing clear provisions for environmental performance management. The Corporate HSE department is responsible for overseeing HSE&S for the Company. Along with this, each business has its own HSE&S department, which handles more business-specific, localised environmental and other HSE&S-related matters. HSE is at the core of the Company's operations, and every employee or any person entering ICI Pakistan Limited premises is responsible for complying with HSE&S policies and procedures and is held accountable accordingly.

The Company's HSE&S Management System serves as a guideline for all ICI Pakistan Limited's operations, including existing projects and operations as well as new investments, and its scope extends to cover all businesses and locations of the Company.

The HSE&S Management System follows internationally recognised systems such as ISO 14001 Environmental Management Systems Standard; ISO 45001 Occupational Health and Safety Management Systems; and the Responsible Care Management System. Strict compliance with HSE&S standards is a requirement at both the corporate and individual levels. The calculation of KPIs shared in the report is based on the HSE&S Management System and the reported KPIs cover all businesses of ICI Pakistan Limited. The HSE&S policies are approved by the Board of Directors, the ultimate governing body of the Company. The currently applicable HSE&S policy was issued in December 2013 and was reviewed by the Sustainability Council in 2016-17.

The management of vital environmental performance parameters is carried out not only in line with regulatory compliance requirements such as NEQS, but also based on best global practices and the Company's belief in sustainable development and growth, consistent with its vision and brand promise. The environmental performance is monitored and reported regularly (internally on a quarterly basis, while externally on an annual basis), through the use of a state-of-the-art Environmental Performance Management (EPM) database, an application for the collation and analysis of the Company's HSE&S data, and the reduction of the Company's Operational Eco-Efficiency (OEE) footprint. The data collected via the EPM database is studied against relevant sustainability parameters and utilised in various ways, including the analysis of each business's sustainability performance and to set the goals and targets for future sustainability performance.



Project Green at the Soda Ash facility at Khewra.

The Company's multi-functional Sustainability Council is tasked with reviewing annual performance and setting voluntary targets for future performance. Targets are set for five years, with the current target for the financial year 2020-21 based on the actual performance achieved in 2015-16 and approved by Sustainability Council members. However, these targets may require subsequent review and revision in line with the Company's changing business scenarios.

For the grievance and reporting mechanisms, ICI Pakistan Limited has a guideline titled "Information Notes for Managers: HSE 003 Arrangements for Reporting Health Safety Environment and Safety performance to Corporate HSE." This is a reporting guideline for any HSE&S related issue, such as injury and illness reporting, motor vehicle and distribution incidents, occupational health performance reporting, environmental reporting, product stewardship reporting and community involvement reporting. It outlines the procedure for reporting HSE&S violations and is available for all internal stakeholders. The ownership of this mechanism lies with the Corporate HSE function and is intended for use by the HSE departments of individual businesses. The reporting guidelines were last updated in March 2018.

The Corporate Engineering Procedures (CEPs) based

on the international standards are guidelines for all hazardous activities. The responsible engineers for each of the procedures ensure compliance to these guidelines for monitoring areas related to energy, emissions, water and waste. Based on technological changes globally, the responsible engineers review their area procedures and implement the changes. The Corporate HSE department, which is the custodian of these CEPs, organises trainings for the relevant executives and engineers after every two years to enhance their knowledge and competency. The Company remains focused on assessing the effectiveness of existing regulatory HSE&S frameworks and methods on an ongoing basis. This helps it to ensure that the systems are sufficiently robust to safeguard both the people and the environment.

Water is being used in ICI Pakistan Limited in various processes including cooling, heating and manufacturing. ICI Pakistan Limited has implemented a sustainable water management process to minimise its water consumption and ensure the safe discharge of treated wastewater according to NEQs and ISO14000 requirements. The Sustainability Council of ICI Pakistan Limited works with all businesses to identify water-related impacts and set challenging targets, spread over five years, to reduce its consumption and minimise stress on groundwater sources.

Product Stewardship

Product Stewardship is an environmental management strategy whereby designers, producers, sellers and users of a product take responsibility for minimising the product's environmental impact at all stages of the products' life cycle, including end of life management. Product Stewardship integrates all aspects of a product's health, safety and environmental management through its life-cycle, taking into account existing and emerging regulatory requirements, societal pressures and best business practices. An integral part of sustainability, Product Stewardship provides a valuable framework to improve product management.

ICI Pakistan Limited has been a strong advocate and proponent of Product Stewardship since the commencement of operations in the 1940s. ICI Pakistan Limited acts responsibly to minimise the human health and environmental impacts of its products throughout their complete life cycle.

Innovating to Solve

Reducing the Global Plastic Load

Based on its four-tier strategy, the Polyester business has always made a conscious effort to introduce sustainable alternatives for its customers by bringing innovations in the manufacturing process. The business holds a valuable market share of the total recycled polyester produced in the country and has been venturing into other areas to explore efficient recycling methods. In this regard, new products have been developed offering a higher percentage of recycled PET in Semi-dull and Black Polyester fibre. The products come with Global Recycling Standard (GRS) Certification.

The business team, after multiple iterations, has developed a successful formula that is sustainable and environmentally friendly. The product, despite having a recycled PET content, has virgin-like quality and performance. This is in line with the world's demand for sustainable products, which is growing at a much faster pace than ever before.

A total of 3,000,000 kg of recycled PET chips have been utilised in the current year which accounts for around 100 million plastic bottles and is equivalent to a CO₂ footprint reduction by approximately 500,000 kg.

ThinkHealth'21: Pakistan's leading digital scientific exchange

Amidst a global pandemic, where in-person interactions are limited to minimise the risk of COVID-19 exposure, it is necessary to discover new avenues to continuously engage

and remain connected with healthcare professionals. Innovation and Customer Centricity are core values of ICI Pakistan Limited and as such the Pharmaceuticals business scaled up its Multichannel Customer Engagement and launched ThinkHealth'21; Pakistan's leading digital scientific exchange on healthcare.

ThinkHealth'21 was a digital talkathon comprising of relevant engaging academic content, participation by leading healthcare experts and an extraordinary customer experience through a state-of-the-art interactive virtual conference venue. With 17 multidisciplinary sessions spread over the month of March, 2021, the talkathon was able to attract an audience of 5000+ Healthcare professionals via web-to-web and web-to-face setups. 60+ speakers and expert panellists led the scientific discourse across the talkathon.

Collaborating with 22 renowned scientific societies and institutions across the country ThinkHealth'21 worked to enhance scientific advocacy and offered a total of 13+ credit hours to attendees through external accreditations. The initiative was a remarkable success and has set a new benchmark for digital engagement amongst healthcare professionals. The Pharmaceuticals business will carry on this momentum and continue to bridge gaps in the industry through its innovative and progressive approach.

Improving Crops

ICI Pakistan Limited believes in going the extra mile to support its customers to form long-term sustainable partnerships. The Company's Agri Sciences business partnered with Ricult Pakistan to provide a digital platform that uses satellite imagery to provide actionable insights to farmers. This service will enable farmers to take informed actions through weather forecasts, product recommendations and application manuals to improve crop yield. This technology helps the farmers throughout the crop cycle and provides them with useful data points to evaluate their crops and make pre-emptive decisions.

Deworming Campaign Across the Country

As ICI Pakistan Limited is committed to the success of its customers and addressing their concerns. The Livestock segment conducted a deworming campaign across the country for the control and treatment of parasites. The campaign was conducted in KPK, Sindh and Southern & Central Punjab. The initiative is a true reflection of ICI Pakistan Limited's commitment to benefitting the communities and people around which it operates.

Energy

Key Performance Indicators

Energy Usage		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Total energy consumption	1000Tj	6.5	8.2	6.75	7.6	7.79	7.92	7.4
Per tonne production	GJ/te	13.86	17.09	12.88	13.66	15.65	13.03	15.38

Overview 2020-21

ICI Pakistan Limited is focused on reducing its energy consumption by electronically monitoring it through the EPM database. Any deviation in consumption is immediately noted and conveyed to the relevant business.

Keeping in view the energy crisis in the country, all businesses implemented projects to reduce energy consumption. In the year 2020-21, energy consumption per tonnes of production was 13% lower than the same period last year, due to steady plant operations, energy optimisation projects and enhanced production of eco-efficient products.



Energy Conservation

As the Soda Ash business accounts for almost 55% of the variable cost of manufacturing, the Soda Ash Energy Conservation Team continuously strives to ensure that the most optimum operating scenarios are run at all times. This continuous drive to conserve energy not only contributes to the business's bottom line but also supports ICI Pakistan Limited's sustainability agenda to reduce emissions. The Energy Conservation Team is ever vigilant in identifying potential areas of energy minimisation. As a result, the Soda Ash business has successfully delivered several projects during 2020-21, which have helped the business in reducing energy consumption by 3% versus budget, resulting in financial savings of PKR 160 million. This energy conservation is equivalent to 167 Tera Joules (TJ) of energy saved during the year and its impact on reduced carbon footprint equates to 15,000 tons of carbon dioxide.

Following are some salient projects, which have been successfully completed:

- Saving in steam consumption at Calciner 5 through reduction of moisture in crude sodium bicarbonate, achieved by the installation of a higher mesh sieve at rotary drum vacuum filter.
- Reduction in coal consumption at Coal Fired Boilers 1 & 2 through water tubes' repair and removal of additional refractory.
- Design and installation of coal crusher for Coal-Fired Boilers 1 & 2 to handle a 50:50 feed mix ratio of local and imported coal.
- Savings in steam consumption at deaerators through the complete recovery of Calciner 3 condensates.
- Design and installation of a duplex strainer at the suction of Screw Compressor # 10 to ensure sustainable operations and minimise downtime.

Energy consumption is a key contributor to sustainable operations and in this regard, the Polyester business took various initiatives to reduce its electricity consumption. Major initiatives of the year included:

- Replacement of an old nitrogen compressor with a high-efficiency model resulting in 17% of energy savings.

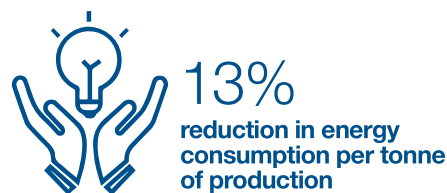
- Installation of VSDs (variable speed drives) on raw water pumps and air handling units resulting in a 30% reduction in energy consumption.
- Integration of the Polyester and Circulating Fluidised Bed compressed air headers to benefit from energy-efficient compressors. This modification helped reduce compressed air energy consumption by 9%.
- Installation of a high-efficiency air dryer, reducing air wastage from 15% to 2%.

Together, these projects led to a CO₂ footprint reduction of approximately 400 tonnes.

The Chemicals & Agri Sciences business embarked on and implemented various energy conservation projects which include:

- Electricity saving by optimising the use of the cooling tower fan, energy conservation through condensate recovery and via installation of a Variable Frequency Drive at the cooling tower pump motors.
- In the winter season, the environment temperature reduces and allowed the business to optimise the use of its cooling tower fan, due to which an average of 1200 KWH is saved every winter season.
- Condensate recovery is used in boiler feed water to reduce fresh intake of RO water. Recovery has improved from 75% to 80%, which will result in a 5% reduction in freshwater intake.
- A cooling tower pump motor has 30 KWH reach and installation of VFDs on cooling tower pump motors will allow savings of up to 40% of the total KWH being used.

The Animal Health silage plant has replaced a 120HP tractor engine with a newly modified engine. The tractor was used for operating the Gowel Baler to make 1 tonne of silage bales, resulting in a reduction to manufacturing cost by 40% and to fuel consumption by 58%. It has also decreased CO₂ emissions by 61%.



Water

Key Performance Indicators

Water Usage		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Total fresh water use	million m3	4.22	4.83	5.4	5.5	5.3	5.1	4.35
Per tonne production	kg/te	8.91	10.01	10.48	9.78	10.62	8.30	8.9
% of sites with sustainable fresh water	%	33	33	25	17*	66*	66	100

*Newly acquired Cirin and Hawke's Bay Plants

Overview 2020-21

This year water consumption reduced by 21% per tonne of production, as compared to last year, mainly due to increased production volume of polyester staple fibre, eco-efficient silage production and consistent operation of the Soda Ash plant.

Cross-functional teams were formed to monitor water usage, as well as to identify and take immediate action against instances of water leakage or overuse at all locations of ICI Pakistan Limited. There were several water conservation projects done at various locations of the Company to significantly conserve water. A breakdown of these initiatives, at each business site, is as follows:

Conserving Every Drop!

Water is a critical natural resource owing to which water management has remained a key driver towards the Company's sustainability strategy and has been vital to business continuity. The Water Conservation Team of the Soda Ash business strives to ensure responsible management of freshwater as well as to use recycled wastewater in its business operations.

During the year, several initiatives/projects were executed which enabled the business to reduce water consumption over the last year by 11%. In terms of volume, this reduction is equal to 140 million gallons of water. Some of the key projects executed last year include:

1. 100% condensate recovery from expansion tank of Calciner 3 through uprating of its condensate. line and utilisation of condensate in boilers' deaerators.
2. Optimisation of reverse osmosis plant operation through modification in recycling regime.
3. 100% recycling of RO second stage water through automation of tank level.
4. Recycling of cooling towers blowdown for preparation of crude brine at salt dissolving basin.

Reuse of RO Water

At the Animal Health plant, during the processing of raw water at the RO plant, only purified raw water is used in the manufacturing process and the remaining is counted as wastewater. In an effort to reuse this wastewater, the engineering team installed new storage tanks and piping systems. This repurposing has resulted in a saving of 45% of the wastewater, further resulting in a reduced load on groundwater usage by 270,000 gallons annually. This water is used for horticulture, administrative cleaning and maintenance purposes.

Reuse of Treated Effluent Water

A by-product of the manufacturing processing, the effluent being generated at the plant, is sent to the Effluent Treatment Plant. After treatment and analysis of quality parameters, the treated water is reused for horticulture, administrative and caustic cleaning activities.



140 million
US gallon reduction of
water consumption by
Soda Ash business



45%
of waste water saved
by Animal Health
business

Emissions

Key Performance Indicators

Emissions Control	Units	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Total COD emissions	metric te	15.99	20.04	26.9	29.72	24.73	28.73	16
Per tonne production	kg/te	0.03	0.04	0.05	0.05	0.05	0.05	0.03
Total VOC emissions	te	3.56	3.52	3.31	3.22	2.85	3.04	3.2
Per tonne production	kg/te	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Total NOx emissions	te	1611	2387.27	2017	2527.4	2878	2612	2150
Per tonne production	kg/te	3.4	4.95	3.84	4.49	5.77	4.29	4.4
Total SOx emissions	te	3562.32	4251.98	3438	3454.29	3680	3768	3827
Per tonne production	kg/te	7.53	8.82	6.55	6.14	7.38	6.19	7.91
Total Direct CO₂ emissions (Scope 1)	metric te	620,000	890,000	650,000	800,000	845720	831381	800,000
Per tonne production	kg/te	1318.7	1854.07	1247	1424.41	1696	1366	1670
Total indirect CO₂ emissions (Scope 2)	te	1501.56	1275.63	1864	1938.22	2213	1823	1123
Per tonne production	kg/te	3.17	2.64	3.55	3.44	4.44	3.00	2.4

Overview 2020-21

In 2020-21, one of the top priority deliverables of the Sustainability Council was to monitor and control emissions-related KPIs to ensure that they remained within the National Quality Environment (NEQS) and global requirements. At ICI Pakistan Limited, emissions are controlled through a robust Electronic Management System (EMS).

NOx, SOx and CO₂ emissions of ICI Pakistan Limited remained within the NEQs and on the lower side per tonne of production compared to last year. This significantly increased production with efficient operations of plants and reduced emissions. Silage production of the Animal Health business has also contributed to a reduction in specific emissions.

At the Polyester business, a shift to natural gas and HFO coupled with the closure of the coal fired boiler has resulted in reduced emissions this year. Utilised at the plant for power and steam generation, HFO and natural gas are comparatively cleaner sources of fuel that produce lower emissions as compared to coal. As a responsible corporate citizen, ICI Pakistan Limited is focused on the reduction of operational eco-efficiency KPIs and to control these emission levels within NEQS. Accordingly, the Company is now using low- sulphur-content coal. Process conditions/combustion ratios were also optimised to reduce SOx and NOx emissions.

To reduce CO₂ emissions, energy audits were conducted across all sites and sources of inefficiencies and loss were removed.

The Company's manufacturing sites have taken the initiative to monitor insulation surface temperature. Weak insulation was replaced in areas where the temperature was higher than the standard.

The absolute value of indirect CO₂ emission was higher this year due to high production volumes and high usage of electricity across the businesses. Various energy saving projects were conducted by all businesses to reduce the carbon footprint resulting in a reduction of 15,500 tonnes of Carbon dioxide emission.

Tree Plantation Drive

Planting and maintaining trees serve as the earth's natural solution to many challenges faced by today's world.

In line with its commitment to sustainable operations, the Soda Ash business initiated a tree plantation drive under Project Green, over dried lime beds in 1992. The project is now spread over an area of 41 acres. Approximately 450,000 saplings have been planted since the inception of the project.

Furthering its legacy of Improving Lives and the environment, the Soda Ash business has planted 18,500 trees in the year 2020-21. As a reflection of its commitment to the communities that it operates in, the business extended the tree plantation drive across the Khewra community to include Rescue 1122 stations, government schools, colleges, hospitals and other public areas.

360 new trees were planted at Pharmaceuticals business at the Hawke's Bay Plant and the Hattar Plant, and 200 trees were planted at various other locations of ICI Pakistan Limited.

 **15,500**
tonnes of reduction in
TOTAL CO₂ emissions

Effluents and Waste

Key Performance Indicators

Waste Management	Units	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Total waste	kte	28.94	8.86	40.83	34.19	37.5	101.7	8
Per tonne production	kg/te	61.13	18.38	77.88	60.74	75.2	167	16.4
Total hazardous waste	kte	0.006	0	0.2	0.028	0.024	0.095	0
Per tonne production	kg/te	0.013	0	0.38	0.05	0.05	0.16	0
Total non-reusable waste	kte	4.03	4.11	0.2	0.028	0.047	0.285	3.8
Per tonne production	kg/te	8.76	8.53	0.38	0.05	0.094	0.46	8
Total non-reusable hazardous waste	kte	0.006	0	0.2	0.028	0.024	0.095	0
Per tonne production	kg/te	0.013	0	0.38	0.05	0.05	0.16	0
Total hazardous waste to landfill	kte	0	0	0	0	0	0	0
Per tonne production	kg/te	0	0	0	0	0	0	0

Overview 2020-21

Waste management has been one of the biggest challenges for the businesses. Teams have been nominated at all sites to control waste and its resulting environmental impact.

This year, an increase in waste figures has been noted primarily due to increased sales of Fly Ash, ongoing projects at the Soda Ash business and increased waste generation at the Polyester business after the turnaround of its manufacturing plant.

The Company is striving to reduce its wastage through the following initiatives:

Reduced use of Polyethylene shrink wraps: The Agri Science business has introduced QR code based security seal labels, replacing the practice of using Polyethylene shrink wraps to seal the packaging. In addition to the added security feature, introduction of these seals have helped to reduce business's consumption of Polyethylene in an effort to reduce waste.

Reduction in paper usage: The Agri Sciences business upgraded its SFE software allowing the business to conduct technical evaluations/trainings online. This has resulted in cost savings of PKR 1.1 million for the business, increased training participation and has eliminated the use of paper in the process.

Reuse of Waste and Scrap: The Pharmaceuticals business actively worked to reduce waste and recycle waste

products through adoption of cost-effective solutions at its manufacturing sites. This is in line with the United Nations Sustainability Development Goals (SDGs) for responsible manufacturing and consumption practices.

Waste Reduction: The Pharmaceuticals Hattar plant utilised effluent treated plant's sludge as a fertiliser in the plant's horticultural spaces.

Solid Waste Recycle Project: The Pharmaceuticals business has received approval from the Board to write off and recycle over 270 tonnes of defective/not suitable for sale packaging material.

Guard Huts: During the year, scrap wooden pallets and drums were used for the fabrication of guardrooms.

Process Chiller for Blister Machines: The Pharmaceuticals business utilised discarded split AC parts to fabricate mini process chillers for blister machines.

Sustainable Packaging: The Soda Ash plant reduced the liner weight of its bags, the Pharmaceuticals business de-cartoned Lederplex and Mucaim syrups and reduced the number of PLY in its corrugated cartons from 5 PLY to 3 PLY. Similarly, the Chemicals business uses refurbished drums that generate 68% less CO₂.

Social Performance: Management Approach

Management approaches for the following material topics are covered in this section: Occupational Health & Safety, Training & Education, Diversity & Equal Opportunity, Non-discrimination, Local Communities, Freedom of Association & Child labour. Other disclosures for these topics are presented in the GRI Content Index or referenced therein if occurring elsewhere in the Annual and Sustainability Report.



ICI Pakistan Limited is focused on ensuring that its impact on society is positive and geared towards its value of Cultivating Growth. Society in this context covers the Company's workforce and the local communities that it operates in.



As an employer of over 1,700 people across Pakistan, ICI Pakistan Limited has a significant impact on the livelihood, opportunities and growth prospects of the people that work for the Company. As such, the Company needs to monitor and share information on these aspects. Social performance at the Company is the joint responsibility of three stakeholders, each responsible for their specified area; HSE&S, Corporate Social Responsibility (CSR) and Human Resources. As a responsible and ethical company driven by values such as Passion for People and Integrity and Responsibility, ICI Pakistan Limited places high value on the health and well-being of its employees.

As a corporate entity that operates within the context of a wider community, ICI Pakistan Limited is aware of its effects on, and responsibilities to, the communities that are situated nearby or are otherwise affected by the Company's operations. These include people from local communities that are geographically close to the Company's major manufacturing sites.

Community investments and CSR programmes at the Company are managed primarily by the Corporate Communications and Public Affairs function, under the guidance and approval of the Board of Trustees of the ICI Pakistan Foundation. Additionally, the multifunctional CSR teams of each business or location also carry out and manage CSR projects.

All CSR initiatives undertaken by the Company, as well as all related major investments, are approved by the Board of Trustees and monitored regularly. CSR initiatives are planned out on an annual basis, with some projects having a limited duration, and others being long-term, ongoing projects. The Board of Trustees is empowered to approve commitments to support social investment initiatives; this approval is granted based on the criticality of need and a thorough assessment of each proposal, in accordance with the Board-approved CSR Policy. The Company makes an annual contribution of a percentage of its profit after tax for the year to the Foundation, with the approval of the Board of Directors of ICI Pakistan Limited.

Guided by the Company's CSR Policy, which was approved by the Board of Directors in January 2017, the Foundation's initiatives (under the umbrella of the Hamqadam Programme) focus primarily on the following broad areas: education, health, community, women empowerment and the environment. Through the Foundation, ICI Pakistan Limited also supports civic development by investing in community projects, disaster relief and rehabilitation activities as needed.



Emergency First Aid and CPR Training at the Pharmaceuticals' business Hawke's Bay Plant



Firefighting training at the Chemicals Warehouse, Sahiwal

For the Human Resources function, practices and policies are governed by the Company's Code of Conduct and applicable laws and regulations. Depending on the nature of the HR initiative, approval is given by either the Board of Directors or the Executive Management Team of the Company.

Goals and targets are annually reviewed at the organisation and business levels, through which medium and long-term objectives are identified. The HR team facilitates these goals moving to the individual level and they become part of the performance and development (P&DD) system. Training needs and individual development areas are also reviewed through the Company's annual performance appraisal tool - P&DD.

Overall, targets for each of these areas of operation are set by the heads of the respective business/function, in consultation and agreement with the Chief Executive, Executive Management Team or Board of Directors, as and where applicable. In addition to these stakeholders, specific governing bodies/management teams (such as the Sustainability Council) are also responsible for approving and setting targets in collaboration with other key stakeholders.

Clear grievance mechanisms exist in the Company to support ethical and fair social performance. The whistleblowing programme, Speak Up, is open to all employees and is a provision made for the confidential reporting of Code of Conduct violations. Detailed information on the Code of Conduct can be found in the Corporate Governance and Compliance section of the Annual Report (page 54). Other complaints or issues can be raised and discussed directly with line managers.

ICI Pakistan Limited has a robust policy enshrined in its Code of Conduct which prohibits child labour and any form of forced or compulsory labour.

The effectiveness of the Company's social performance is gauged in various ways. In the area of HSE&S, effectiveness

is determined through the Learning Event database, management audits and the Environmental Protection Management (EPM) database. For Human Resources, effectiveness is gauged through the Company's performance appraisal system and employee engagement surveys. For corporate social responsibility, effectiveness is gauged on the successful disbursement of the annual approved budget for the ICI Pakistan Limited Foundation, as well as the KPIs of individual ongoing CSR initiatives.

ICI Pakistan Limited has implemented a detailed HSE&S management system based on Responsible Care Management System, ISO 14001 and 45001 to mitigate risks associated with people, products, and process safety.

ICI Pakistan Limited has implemented multiple layers of hazard and risk assessments. The hazard studies process identifies risks and control mechanisms starting from project conceptualisation. All employees are encouraged to report hazards through the Learning Event database, which are then used to improve HSE&S processes. All work-related incidents are immediately reported to corporate HSE&S and higher management and incident investigation is initiated by competent HSE professionals.

ICI Pakistan Limited ensures the occupational health of its employees through Health Assessment and Hygiene Assessments plans.

Employees are further involved in communication and behavioural safety sessions, daily safety talks and all essential HSE&S training to foster an organisational culture that promotes HSE&S.

All employees are covered through a robust medical policy. ICI Pakistan Limited promotes a healthy lifestyle through various campaigns under its well-being initiatives.

Occupational Health and Safety

Key Performance Indicators

		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Total reportable injury rate	\million hours	0	0.44	0.1	0.1	0.47	0.44	0
Occupational illness rate	\million hours	0	0	0	0	0	0	0
Total illness absence rate	%	1.17	1.43	1.51	1.28	1.28	1.39	1.15
Fatalities	number	0	1	1	0	0	0	0
Total reportable injury rate independent contractors	\million hours	0	0.33	0.45	0.28	0	0	0
Lost time injury independent Contractors	number	0	0	2	1	0	0	0
% sites with BBS programme	%	100	100	100	100	100	100	100
Distribution incidents	number	0	1	2	1	0	0	0
Motor vehicle incident with injury	number	0	2	0	0	0	0	0

Overview 2020-21

There were four reportable injuries during the year and total reportable injury rate remained at 0.44. The incidents of reportable injuries were investigated by a proficient committee and action plans were formulated and implemented against each finding to avoid recurrence.

Collectively, ICI Pakistan Limited recorded 35.2 million safe man-hours, with Soda Ash at 24.8 million; Chemicals & Agri Sciences at 4.04 million; Pharmaceuticals at 1.36 million; Animal Health at 2.91 million; Corporate Offices at 1.53 million and Polyester business at 0.53 million.

The Health Assessment Performance Index (HAPI) and Hygiene Performance Index (HYPI) Programmes were

complied and practised in a true sense across the Company resulting in zero reportable occupational illnesses.

Furthermore, this year a detailed HSE&S management audit was conducted across all sites of ICI Pakistan Limited (excluding the Chemical's business) by trained safety professionals. The audit identified areas of improvement in each business to further the HSE&S agenda across all locations of ICI Pakistan Limited. The training of employees on vital HSE&S topics remains a key strategic item on the corporate agenda this year.



Training and Education

Key Performance Indicators

	Units	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Average hours of training per employee (gender and grade)			Male: 38.1, Female: 30.5 G30: 28.9; G31: 36.8; G32: 29.8; G33: 46.9; G34: 44; G35: 39.6; G36: 57.6; G37: 57.3; G38: 26.3; Trainee: 40.9; WL-4: 19.6	Male: 14, Female: 28 G30: 15; G31: 37; G32: 5.46; G33: 18.08; G34: 23.11; G35: 38.13; G36: 41.48; G37: 24.4; G38: 7.75; Trainee: 36.09; WL-4: 3.3	Male: 86.7, Female: 13.2 G30: 6.34; G31: 4.52; G32: 9.06; G33: 18.23; G34: 20.09; G35: 32.31; G36: 27.35; G37: 60.62; G38: 16.00; G39: 50.00; G40: 37.00; Trainee: 41.47; WL-4: 42.00	Male: 6.8, Female: 8.4, G30: 2.04 , G31: 5.1, G32: 2.9, G33: 6.18 G34: 7.12 G35: 18.5; G36: 25.8; G37: 44.1; G38: 46.5; G39: 30.8 G40: 24 Trainee: 6.2; WL-4: 40	Male: 4.6, Female: 3.3, G30: 3.1; G31: 3.7; G32: 4.36; G33: 4.46; G34: 4.6; G35: 5.15; G36: 5.7; G37: 4.9; G38: 5.5; G39: 7.2; G40: 6.3 Trainee: 3.03;	43.5
On-line P&D Discussion participation	%	98	98.5	98.5	85	98	100	100%
Management Development Programme	No. of Managers	572	743	643	238	439	86	90%*
Employee engagement index	%	58	68	82	NR	NR	78	75

*Percentage of total managers

Overview 2020-21

Employee Training and Development is of paramount importance for ICI Pakistan Limited, building on the Company's value of Passion for People. In the year 2020-21, on account of COVID-19, a majority of the learning interventions were conducted virtually. Furthermore, the organisation went through an HR transformation allowing for a centralised organisation and execution of learning interventions.

Launched in 2019, the ICI Pakistan Limited Learning Academy platform, continually works toward building employee capability. The programs being offered under the umbrella of the Learning Academy are primarily from the following streams:

- Finance
- Leadership
- Personal Effectiveness
- Commercial
- Technical
- Organisational Development
- Employee, Health & Safety

The Core Development Programme (CDP) for engineers acts as a building block for future competence. The programme aims to position engineers as an integral part of ICI Pakistan Limited, by enhancing their knowledge and skills in HSE&S and technical functions through a series of training courses. To continue building onto the technical skills, the content was updated in eighteen areas and learning interventions were lined up.

To further embed the Leadership framework, "Enable to Achieve", the team added two more phases to the existing three-phase Leadership Growth Journey (building trust and resilience and developing teams to create impact). During the year 2020-21, owing to reduced participation resulting from COVID-19, the sessions came to a halt. The Company has

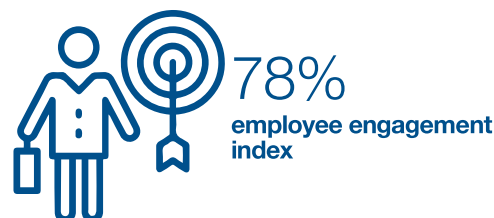
plans to resume the sessions across all businesses in the coming year.

Additionally, the following interventions were introduced:

- INSEAD "Leadership in Crisis": An online programme organised for higher management. The course aims to identify the Company's key stakeholders, the challenges faced by organisations during a crisis and offers a guide to designing an effective crisis action plan.
- Harvard Manage Mentor: An online comprehensive resource portal catering to the challenges faced by the executive management team.
- E-Library: E-books curated for employees to explore and enhance their knowledge on a wide variety of subjects.
- Pause for Thought: In partnership with various acclaimed trainers, bite-size learnings are shared with all employees once a week through the 'Learning Lounge' platform. Curated content on a new area of learning is featured each month.

ICI Pakistan Limited has set up a performance evaluation and development system for appraisal and employee development aiming to sustain the performance and growth of both the Company and its people. Categorised into three phases: Objective setting, Mid-Year review and Year-End review, the system is accessed via an online application. The system continues to be an essential tool in providing constructive and regular feedback to employees at all levels, allowing employees and their managers to assess performance against set targets and objectives. The participation rate increased to 100% for the P&DD discussion this year.

The employee engagement index increased from 7.2 to 7.8 this year. This reflects that the Company's workforce is more engaged and satisfied with their work and the environment they operate in.



Diversity and Equal Opportunity

Key Performance Indicators

Diversity and Equal Opportunity	2018-19	2019-20	2020-21
Percentage of governance body by gender	Male 6, Female 2 (75%M, 25%F)	Male 6, Female 2 (75%M, 25%F)	Male 8, Female 6 (57%M, 43%F)
Percentage of employees by gender	Management – Male 1351, Female 88 Trainees – 29 Male, 25 Females 93.88 M 6.12 F	Management – Male 1520, Female 92 Trainees - Male 27, Females 13 M 93.6%, F 6.3%	Management – Male 1597, Female 107 Trainees - Male 11, Females 4 M 94%, F 6%
Percentage of governance body by age	30-50: 62.5% (5) Above 50 37.5% (3)	Between 30 - 50 - 38% (3) Above 50 - 63% (5)	Less than 30 - 14% (2) Between: 30-50 - 86% (12)
Percentage of employees by age	Under 30: 426 (29.60%), 30-50: 850 (59.07%), Above 50: 163 (11.33%)	Less than 30 - 483 (29.2%) Between 30 & 50 - 1025 (62.0%) Above 50 - 144 (8.7%)	Less than 30 - 474 (28%) Between: 30 & 50 - 1077 (63%) Above 50 - 153 (9%)

*As of June 30, 2021

Overview 2020-21

ICI Pakistan Limited is committed to creating a workplace where all employees have a chance to develop skills and talent consistent with the Company's values, based on merit and suitability. The Company's Code of Conduct and core values of Passion for People and Integrity and Responsibility inculcate these principles and are followed by everyone associated with ICI Pakistan Limited.

In order to increase diversity and inclusion, ICI Pakistan Limited has formed a Diversity and Inclusion (D&I) Council. The Council has representatives from each business who endeavour to meet every quarter to monitor the progress and work towards introducing initiatives to attract and retain diverse employees. The D&I council annually sets diversity targets for each business to accomplish, which are cascaded to executives, managers, and employees performance plans.

Gender diversity as well as gender sensitisation within the workforce is imperative to the Company's diversity agenda. Today, the Company has 22% female representation in its Executive Management Team (EMT), the body responsible for the management of the organisational affairs on an ongoing basis. With plans to further improve female representation in its overall workforce, the gender diversity ratio was maintained at 6% from the year before.

Diversity and Inclusion Highlights

- Under iMPACT, the Company continued its female scholarship programme. The iMPACT Scholarship Programme aims to provide scholarship opportunities to females with financial limitations to pursue their undergraduate degrees at prestigious universities in Pakistan.
- The Women Development Programme currently provides internship opportunities to female students from diverse backgrounds. The aim of the programme is to provide high calibre students with an opportunity to gain direct exposure to a wide range of learning, networking and corporate exposure opportunities.
- An internal job posting mechanism was implemented to inform all employees about job opportunities across all businesses.
- Social media has been effectively utilised to communicate the Company's D&I agenda to attract a diverse talent pool.
- Diversity & Inclusion Awareness and Unconscious Bias training were conducted to create awareness about the D&I agenda.
- The Company holds organisation-wide D&I days geared towards diversity awareness, workforce education and workplace inclusion. The aim of such initiatives is to promote cultural tolerance and diversity.
- An online dashboard was set up to monitor and gauge gender diversity progress in each business.

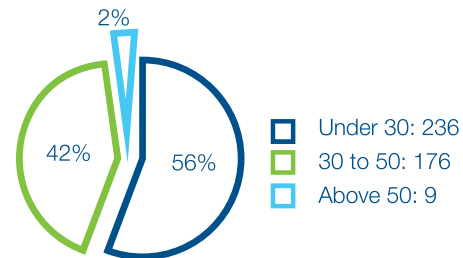
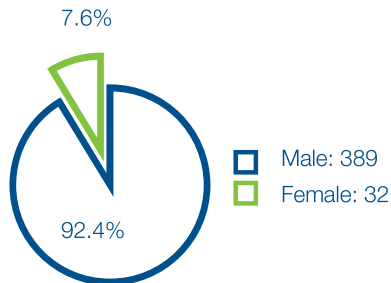
Anti-competitive behaviour

There are no legal actions initiated or pending against the Company during the reporting period before the Competition Commission of Pakistan.

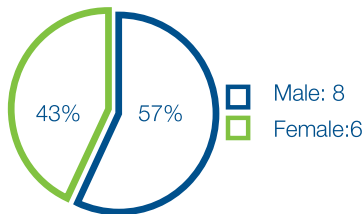
All personnel at ICI Pakistan Limited are expected to conduct

Company business in compliance with applicable competition laws. As such, compliance with competition laws falls within the framework of the Company's Code of Conduct, where it is dealt with in a detailed section. The Code is accessible to and read by every employee of the Company.

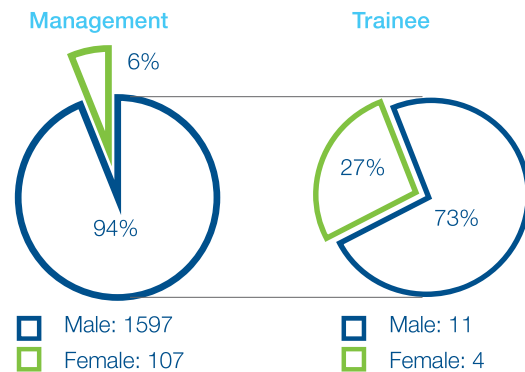
Total number and rate of new employee hires during the reporting period, by gender and age group:



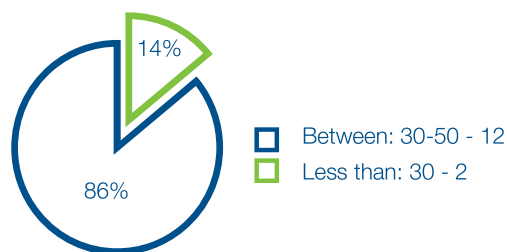
Percentage of governance body by gender



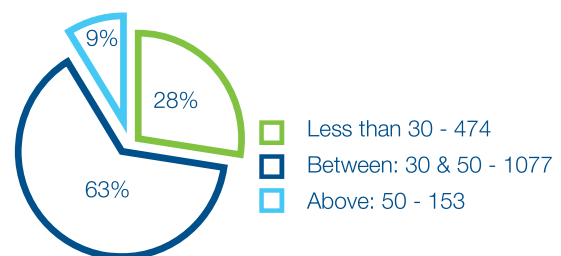
Percentage of employees by gender



Percentage of governance body by age

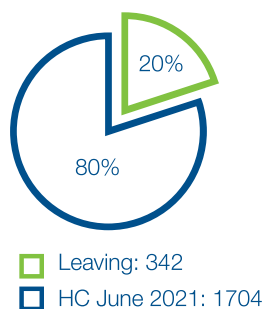


Percentage of employees by age



Total number and rate of employee turnover during the reporting period, by age group and gender.

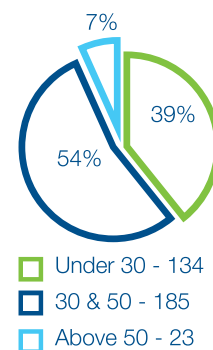
Attrition Rate 20%



Percentage of leavers by gender



Percentage of leavers by age group



Non-Discrimination

Key Performance Indicators

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Total number of Incidents of discrimination	NR	NR	NR	0	0	0	0

Overview 2020-21

Non-Discrimination is an integral part of ICI Pakistan Limited's Code of Conduct and Values. The Code explicitly states that the suitability of candidates for job opportunities depends solely on objective and non-discriminatory criteria.

ICI Pakistan Limited also has a whistleblowing policy in place known as Speak Up, which is open to all employees for confidential reporting of any Code of Conduct violations. This policy ensures that all checks and balances are in

place with regards to, not only the discriminatory practices but also any other sort of violations of the Code. In the year 2020-21, there were no reported incidents of discrimination at the Company.

The Company aims to maintain this status quo, and strengthen its ongoing focus on ethical and responsible behaviour.





Local Communities

Key Performance Indicators

Community Investment		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 Target
Community programme investment	PKR Million	20	20	30	30	30	30	30



In line with its mission of Improving Lives, ICI Pakistan Limited is involved in numerous Corporate Social Responsibility (CSR) projects and initiatives that aim to support and invest in the local communities around it. In doing so, the Company is doing its part to create and shape a more sustainable future for generations to come.

Through its Hamqadam Programme, the Company focuses on community investment activities in five main areas namely education, health, community, women empowerment and the environment. With these activities, ICI Pakistan Limited

has embraced its corporate citizenship and supported civic development through investment in community projects, disaster relief and rehabilitation activities. (For more details refer to page 84-86).

With the COVID-19 pandemic having a significant adverse impact on communities in general, ICI Pakistan Limited played its part in alleviating the hardships faced by the healthcare industry by donating PPEs to non-profit organisations and district hospitals in Sindh and Punjab to assist frontline workers in the fight against COVID-19.



PKR 140 million
committed to community
investments over the last five years



20 projects
were funded under the
community investment
programme in 2020-21



250,000+
community members have been
benefitted directly and indirectly
from the Company's community
programmes so far

Testimonials from CSR Partners

Montessori Teachers Training Course- Kakapir

Besides conducting regular teachers training sessions for the faculty at the Govt. Boys and Girls Primary School, Kakapir Village, in August 2019, ICI Pakistan Limited initiated a six-month Montessori Teachers Training course in collaboration with Global Education Consultants. School faculty and teachers of surrounding schools were invited to participate. In February 2021 the second round of this course was successfully initiated with a total of 48 participants currently enrolled and an attendance rate of 94%.



“

I am doing BS in Education from Federal Urdu University of Arts, Science & Technology. This Diploma course is very practical and easy to understand. It is helping me understand children better, be an understanding teacher and look after children's needs. I am teaching class prep at the Bavaria Model School. I am using the method of teaching that I have learned from this course. I have gained a significant amount of knowledge related to child development connected with Maria Montessori's educational approach.

I would like to thank ICI Pakistan Limited and Ms. Humaira and Husna for their remarkable commitment to the Montessori method of teaching. They instruct with care, dedication and precision. This course provided me with an enriched experience that I will always carry with me throughout my teaching career.

Shazia Hammed
Teacher

”

Al-Wasila Trust

Al-Wasila Trust operates projects in the field of microfinance, healthcare, community service, and disaster relief management. ICI Pakistan Limited contributed to the cause of Al-Wasila Trust by donating all administrative waste generated at the Company's Head Office. A total of 12,420 Kgs of paper, plastic and metal waste have been donated to the Al-Wasila Trust; funds generated from the recycling of this waste has helped treat 3,577 OPD patients in Karachi and other healthcare initiatives.

“

We would like to thank ICI Pakistan Limited for providing waste that is recycled as funds generated through this supports our clinics, and contribute to the betterment of our society. We are glad that your company realises the importance of a healthy and clean environment. Safai Wala Programme is dedicated to providing high-quality services and working for our society and continue to render services that are beneficial for the environment. We hope that we will continue working together for a better Pakistan.

Asim Ismail
Founder and CEO

”

ChildLife Foundation (CLF)

ChildLife Foundation, a non-profit institution, operates and manages the Paediatric Emergency wards in both Civil and Jinnah Hospitals, Karachi. In 2016, ICI Pakistan Limited made a three-year pledge and contributed to the establishment of three additional pediatric emergency facilities to the CLF network. In 2019, ICI Pakistan Limited signed a Memorandum of Understanding (MoU) with the CLF through which it is partially sponsoring the Fast Track OPD (FTO) Block in the Sindh Government Lyari General & Teaching Hospital Karachi's new Children's Emergency.

ChildLife Foundation is grateful to the ICI Pakistan Foundation for their contribution over the past few years. Their support towards the Fast-Track OPD at our Emergency Room in Lyari General Hospital served in saving thousands of children in the community. Children are our future, and we believe through this partnership we can safeguard the future of Pakistan. Thank you once again for your support with hopes to continue making Pakistan safe for children in the future as well.

Tabish Shahzad
General Manager Communications

Ra'ana Liaquat Craftsmen's Colony (RLCC)

RLCC is a non-profit organisation committed to the aim of empowering women through improved health, education and economic independence. ICI Pakistan Limited's partnership with RLCC was initiated with the project of constructing sheds using recycled material. On World Environment Day, Agri Sciences business donated seeds for plantation to RLCC and on Global Recycling Day, an exclusive handicrafts exhibition was held at the Head Office, Karachi, to highlight the work of RLCC's talented craftsmen. Further, the Chemicals business also donates Calabond glue for use in the workers' craft to RLCC.

RLCC is eternally grateful to ICI Pakistan Limited and its wonderful team for donating and installing shade and insulation at various locations for our project. Our clinic patients, school children, and artisans are now protected from the harsh sunlight and rain as they wait for their turn, play on the school grounds, and enjoy lunch in our cafe during the summertime. This is just one of many integral projects and donations that ICI Pakistan Limited has so graciously supported us with, in this past year. We are honoured to be in partnership with ICI Pakistan Limited for their CSR initiatives and look forward to continued collaboration for several other projects in the pipeline.

Somayeh Bardai
Project Lead- Livelihoods Program



Pehchan Volunteer Programme

ICI Pakistan Limited launched its Pehchan Volunteer Programme in June 2018, which is directed by the Company's CSR Policy as well as its core values of Passion for People, Integrity and Responsibility and Delivering Enduring Value. The Pehchan Volunteer Programme aims to promote and engage its employees to take part in community-based CSR initiatives, in line with its culture, values and brand promise of Cultivating Growth. Employee participation in the Programme

is supported and encouraged by the Company, with employees being able to devote up to two working days (16 working hours) annually on Company's time to take part in the Programme's volunteer activities.

In 2020-21, employees overwhelmingly participated in the Pehchan Volunteer activities, with over 155 employees spending more than 2,455 hours in over 18 activities.



Volunteering for Impact

Pehchan volunteers actively took part in the following initiatives during 2020-21:

- Organised a fundraising auction to help those affected by the urban flooding in Karachi;
- Organised a clothing collection drive for the Oosman and Rahima Bai Foundation to distribute clothes amongst those affected by the urban flooding in Karachi.
- Participated in multiple blood donation drives in partnership with the Fatimid Foundation to help individuals in desperate need of aid;
- Organised a beach clean-up activity at Sandspit beach;
- Donated recycled materials to the Ra'na Liaquat Craftsmen's Colony;
- Conducted awareness sessions for rural women and children on the safe and responsible disposal of packaging for agrochemicals products;
- Participated in multiple tree plantation drives across business locations nationwide, successfully planting over 7,000 saplings;
- Provided shelter to the community from the scorching heat by using recycled material to construct a bus stand at NORIN and sheds at the Ra'ana Liaquat Craftsmen's Colony (RLCC) and the Kakapir Dispensary.



Shed Construction at RLCC



**Awareness Session
for Rural Women**



Fund Raising Auction



Blood Donation Drive










Tree Plantation Drive



ICI Pakistan Limited
VOLUNTEER PROGRAMME










GRI Content Index

Full Compliance: Partial Compliance: 




GRI STANDARD CORE DISCLOSURES			
Disclosures		Response	Compliance
General Disclosures			
GRI 102: General Disclosures 2016			
Organizational Profile			
102-1	Name of the organisation	Section: ICI Pakistan Limited at a Glance– Page 6	
102-2	Activities, brands, products and services	Section: ICI Pakistan Limited at a Glance - Page 6-7 Section: Soda Ash Business - Page 106-109 Section: Pharmaceuticals - Page 116-119 Section: Animal Health – Page 120-123 Section: Chemicals & Agri Sciences – Page 124-129 Section: Polyester - Page 110-115	
102-3	Location of headquarters	Section: ICI Pakistan Limited at a Glance- Page 8	
102-4	Location of operations	Section: ICI Pakistan Limited at a Glance - Page 8	
102-5	Ownership and legal form	Section: : ICI Pakistan Limited at a Glance - Page 6-9 Section: Corporate Governance and Compliance - Page 56-63, F66-F67	
102-6	Markets served	Section: ICI Pakistan Limited at a Glance - Page 6-8	
102-7	Scale of the organisation	Section: ICI Pakistan Limited at a Glance - Page 6-9 Section: Report of the Directors for the Year Ended – Page 88-90 Section: ICI Pakistan Limited Unconsolidated Financial Statement - Page F06-F09	

102-8	Information on employees and other workers	<p>Section: Diversity and Equal Opportunity - Page 160</p> <p>Response: Permanent - 1593 (Male 1509, Female 84) (Temporary Staff - 111 (96 contractual and 15 Trainees) 79% Male, 21% Female. Trainees (15) are employees on temporary employment contracts. Employees perform significant portion of ICI Pakistan Limited's activities. Data was compiled by the Corporate HR Department as per actual and no assumptions are made. The employees are distributed in Punjab (60%), Sindh (30%), KPK (5.5%), Islamabad (2.7%), Balochistan (1%) and AJK (0.3%).</p>	
102-9	Supply chain	Section: Sourcing - Page 145	
102-10	Significant changes to the organisation and its supply chain	<p>Section: Sourcing - Page 145-146</p> <p>Section: A Rich Legacy of Corporate Leadership – Page 5</p>	
102-11	Precautionary principle or approach	Section: Corporate Governance and Compliance: Code of Conduct - Page 19, 57-63	
102-12	External initiatives	Response: GRI Standards adopted for the 2019-20 Sustainability Report and United Nation Sustainable Development Goals.	
102-13	Membership of associations	Response: Chamber of Commerce, EPA – All Provinces, Competition Commission of Pakistan, National Board of Boilers and Pressure Vessels, National Environmental Quality Standards, Pakistan Business Council (PBC), Pakistan Institute of Corporate Governance, MAP, OICCI	
Strategy			
102-14	Statement from senior decision-maker	Section: Message from CE - Page 22, 134	
Ethics and integrity			
102-16	Values, principles, standards and norms of behaviour	<p>Section: Vision, Mission and Values - Page 14</p> <p>Section: Code of Conduct - Page 18</p> <p>Section: Sustainability Strategy – Page 128</p>	
Governance			
102-18	Governance structure	<p>Section: Board and Management Committees - Page 72</p> <p>Section: Company Information - Page 73</p> <p>Section: ICI Pakistan Limited at a Glance – Page 9</p> <p>Section: Sustainability Strategy & Sustainability Council - Page 128-129</p>	


Stakeholder Engagement			
102-40	List of stakeholder groups	Section: Stakeholder Engagement - Page 138	
102-41	Collective bargaining agreements	Response: Response: 472 employees (28%) covered by collective bargaining agreements of employees. Total number of employees: management 1591; Contractual 97; trainees 5	
102-42	Identifying and selecting stakeholders	Section: Stakeholder Engagement - Page 136-137	
102-43	Approach to stakeholder engagement	Section: Stakeholder Engagement - Page 138	
102-44	Key topics and concerns raised	Section: Stakeholder Engagement - Page 138	
Reporting Practice			
102-45	Entities included in the consolidated financial statements	Response: ICI Pakistan Limited at a Glance – Page 9 Section: About the Report - Page 133	
102-46	Defining report content and topic Boundaries	Section: About the Report - Page 133 Section: Materiality Assessment - Page 134-135	
102-47	List of material topics	Section: Materiality Assessment - Page 134-135	
102-48	Restatements of information	Response: Not Applicable - no restatements of information given	
102-49	Changes in reporting	Section: About the Report - Page 133	
102-50	Reporting period	Section: About the Report - Page 133	
102-51	Date of most recent report	Response: August 2020	
102-52	Reporting cycle	Section: About the Report - Page 133	
102-53	Contact point for questions regarding the report	Section: About the Report - Page 133	
102-54	Claims of reporting in accordance with the GRI Standards	Section: About the Report - Page 133	
102-55	GRI Content Index	Section: GRI Index – Page 168-179	
102-56	External Assurance	Section: About the report – Page 133 Section: External Assurance – Page 182-183	

Material Topics			
Category: Economic			
ECONOMIC PERFORMANCE			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Economic Performance Management Approach - Page -143, 54	
103-3	Evaluation of management approach	Section: Economic Performance Management Approach - Page 143 Section: Corporate Governance and Compliance 55-56, 62-63	
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	See ICI Pakistan Limited Financial Statements Page F08-F09	
MARKET PRESENCE			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Economic Performance Management Approach - Page 143 Section: Corporate Governance and Compliance 54	
103-3	Evaluation of management approach	Section: Economic Performance Management Approach - Page 143 Section: Corporate Governance and Compliance 55-56, 62-63	
GRI 202: Market Presence 2016			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Response: ICI Pakistan Limited adheres to all local and federal laws with regards to minimum wage and the ratio of entry level wage by gender is above than the minimum wages at all location of operations.	
202-2	Proportion of senior management hired from the local community	Response: Karachi: 100%, Lahore: Nil, Sheikhpura: Nil, Khewra: Nil Senior Management – G37 plus excluding EMT; Local: Residence and belonging to the significant location identified	




INDIRECT ECONOMIC IMPACTS**GRI 103: Management Approach 2016**

103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Economic Performance Management Approach - Page 153 Section: Corporate Governance and Compliance 54	
103-3	Evaluation of management approach	Section: Economic Performance Management Approach - Page 143 Section: Corporate Governance and Compliance 55-56, 62-63	


GRI 203: Indirect Economic Impacts 2016

203-1	Infrastructure investments and services supported	Section: Local community - Page 163-167	
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ANTI-COMPETITIVE BEHAVIOR

103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Economic Performance Management Approach - Page 143 Section: Corporate Governance and Compliance 56-57	
103-3	Evaluation of management approach	Section: Economic Performance Management Approach - Page 143 Section: Corporate Governance and Compliance 55-57, 62-63	


GRI 206: Anti-competitive Behavior

206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Section: Diversity and Equal Opportunity 161	
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Compliance

103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Economic Performance Management Approach Page -143, Section: Corporate Governance and Compliance 56-63	
103-3	Evaluation of management approach	Section: Economic Performance Management Approach Page -143 Section: Corporate Governance and Compliance 56-63	




GRI 419: Socioeconomic Compliance

419-1	Non-compliance with laws and regulations in the social and economic area	Section: Integrity Management – 144	
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Category: Environmental

ENERGY

GRI 103: Management Approach 2016


103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Environmental Performance Management Approach - Page 147-148	
103-3	Evaluation of management approach	Section: Environmental Performance Management Approach - Page 147-148	

GRI 302: Energy 2016





302-1	Energy Consumption within the organization	Section: Energy - Page 150 Response: Standard calorific values of fuels are used for conversion	
302-3	Energy intensity	Section: Energy - Page 150	
302-4	Reduction of energy consumption	Section: Energy - Page 151	

WATER

GRI 103: Management Approach 2016




103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Environmental Performance Management Approach - Page 147-148	
103-3	Evaluation of management approach	Section: Environmental Performance Management Approach - Page 147-148	














GRI 303: Water and Effluents 2018












303-1	Interactions with water as a shared resource	Section: Environmental Performance Management Approach - Page 147-148	
303-2	Management of water discharge-related impacts	Section: Environmental Performance Management Approach - Page 147-148	
303-4	Water discharge	Section: Water - Page 152	
303-5	Water consumption	Section: Water - Page 152	

EMISSIONS

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Environmental Performance Management Approach - Page 147-148	
103-3	Evaluation of management approach	Section: Environmental Performance Management Approach - Page 147-148	




GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Section: Emissions - Page 153 Response: ICI Pakistan Limited reporting is compliant with National Environmental Quality Standards (NEQs) Factors used in the calculation of emissions are based on the current International Energy Agency	
305-2	Energy indirect (Scope 2) GHG emissions	Section: Emissions - Page 153	
305-4	GHG emissions intensity	Section: Emissions - Page 153	
305-5	Reduction of GHG emissions	Section: Emissions - Page 153	
305-6	Emissions of ozone-depleting substance (ODS)	Section: No chemical classified as an ODS is listed in the Chemical Substance Inventory of ICI Pakistan Limited	
305-7	Nitrogen oxides (NOx), sulfur oxides (Sox), and other significant air emissions	Section: Emissions - Page 153	
EFFLUENTS AND WASTE			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Environmental Performance Management Approach - Page 147-148	
103-3	Evaluation of management approach	Section: Environmental Performance Management Approach - Page 147-148	
GRI 306: Effluents and Waste 2016			
306-2	Waste by type and disposal method	Section: Effluents and Waste - Page 154	
Category: Social			
EMPLOYMENT AND LABOUR RELATIONS			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 155-156	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 155-156	

GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Section: Diversity and Equal Opportunity – Page 161	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Section: Life Insurance, Health Care, Disability Coverage, Parental Leave, Retirement Provision Significant locations of operation are all ICI Pakistan manufacturing sites, offices and warehouses.	
GRI 402: LABOR/MANAGEMENT RELATIONS 2016			
402-1	Minimum notice periods regarding operational change	Section: 4 weeks Also mentioned in collective agreements	
OCCUPATIONAL HEALTH AND SAFETY			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 155-156	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 155-156	
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Section: Social Performance Management Approach- Page 155-156	
403-2	Hazard identification, risk assessment, and incident investigation	Section: Social Performance Management Approach- Page 155-156	
403-3	Occupational health services	Section: Social Performance Management Approach- Page 155-156	
403-4	Worker participation, consultation, and communication on occupational health and safety	Response: Our manufacturing sites have different systems in place to promote such programs. Monthly joint management and worker safety meetings are one such process, steered by line managers and occasionally section head of all functional departments. The agenda is set by the HSE&S department and feedback is recorded. These meetings ensure 100% participation by the workforce	
403-5	Worker training on occupational health and safety	Section: Social Performance Management Approach- Page 155-156	


403-6	Promotion of worker health	Section: Social Performance Management Approach- Page 155-156	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Response: Workers involved in occupational activities that have a high risk of specific diseases are trained on, and well-versed in, the appropriate health and safety protocols, provided appropriate equipment, and regularly monitored. For example, laboratory employees are provided with protective equipment and training, and are assessed for lung-related diseases that may rise due to fume inhalation. Similarly, employees working in high noise areas are provided with appropriate protective equipment and are annually checked for any hearing loss. These procedures are as per the ICI Pakistan HSE&S Management System and the Company's Occupational Health Policy. Areas at all manufacturing sites have been assessed for health risks and accordingly Health Monitoring Programs have been developed for employees.	
403-9	Work-related injuries	Response: Occupational Health & Safety - Page 157	
403-10	Work-related ill health	Response: Occupational Health & Safety - Page 157	

TRAINING AND EDUCATION

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 155-156	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 155-156	

GRI 404: Training and Education 2016

404-1	Average hours of training per year per employee	Section: Training and Education – Page 158-159	
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404-2	Programs for upgrading employee skills and transition assistance programs	Response:: Leadership Essentials: Code of Conduct, HSE Awareness, Performance Management System, HR for Non HR Managers, Discovering the Leadership Within, Behavioral based interviewing skills Leadership Development Roadmap Leadership Development Journey, Leading Beyond, Leading and Developing Teams, Self-development Program, Creative Thinking & Collaboration, Greater Self, Leading Teams for Impact Functional skills development programs Core Development Program for engineers E-modules Toolkit A core technical training program for engineers comprises of e-modules on Success Factors	
404-3	Percentage of employees receiving regular performance and career development reviews	Section: Training & Education - Page 158-159	

DIVERSITY AND EQUAL OPPORTUNITY

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 155-156	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 155-156	

GRI 405: Diversity and Equal Opportunity 2016






405-1	Diversity of governance bodies and employees	Section: Diversity & equal Opportunity - Page 160	
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NON-DISCRIMINATION

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
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103-2	The management approach and its components	Section: Social Performance Management Approach- Page 155-156	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 155-156	
GRI 406: Non-Discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Section: Non-discrimination – Page 162	
CHILD LABOUR			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 155-156	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 155-156	
GRI 408: Child Labour 2016			
408-1	Operations and suppliers at significant risk for incidents of child labour	Section: Integrity Management – Page 144	
FREEDOM OF ASSOCIATION			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 155-156	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 155-156	

GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Section: Integrity Management – Page 144	
LOCAL COMMUNITIES			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 155-156	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 155-156	
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Section: Local Communities - Page 163-167	

SDGs

Index

SDGs		PAGE NO.	GRI STANDARDS DISCLOSURE
	End poverty in all its forms everywhere	171	202-1
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	F08-F09, 163-167	201-1, 203-1
	Ensure healthy lives and promote well-being for all at all ages	153, 154, 155, 156	305-1, 305-2, 305-6, 305-7, 306-2, 403-2, 403-3
	Ensure inclusive and quality education for all and promote lifelong learning	158-159	404-1
	Achieve gender equality and empower all women and girls	F08-F09, 158-159, 160, 161, 162, 163-167, 171	201-1, 202-1, 203-1, 401-1, 404-1, 404-3, 405-1, 406-1
	Ensure access to water and sanitation for all	147-148, 152, 154	303-1, 303-2, 303-4, 304-5, 306-2
	Ensure access to affordable, reliable, sustainable and modern energy for all	F08-F09, 163-167, 150-151	201-1, 203-1, 302-1, 302-3, 302-4

SDGs		PAGE NO.	GRI STANDARDS DISCLOSURE
	Promote inclusive and sustainable economic growth, employment and decent work for all	160,169, 170, F08-F09, 171, 150-151, 147-148, 152, 161, 174, 155-157, 158-159, 176, 162, 144	102-8, 102-41, 201-1, 202-1, 202-2, 302-1, 302-3, 302-4, 303-1, 303-2, 303-4, 303-5, 401-1, 401-2, 402-1, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 407-1, 408-1
	Build resilient infrastructure, promote sustainable industrialization and foster innovation	F08-F09 163-167	201-1, 203-1
	Make cities inclusive, safe, resilient and sustainable	163-167	203-1
	Ensure sustainable consumption and production patterns	150-151, 147-148, 152, 153, 154	302-1, 302-3, 302-4, 303-1,303-2, 303-4, 303-5 305-1, 305-2, 305-6, 305-7, 306-2
	Take urgent action to combat climate change and its impacts	150-151, 153	302-1, 302-3, 302-4, 305-1, 305-2, 305-4
	Conserve and sustainably use the oceans, seas and marine resources	153	305-1, 305-2, 305-4, 305-5, 305-7
	Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss	153	305-1, 305-2, 305-4, 305-5, 305-7
	Promote just, peaceful and inclusive societies	14, 18, 128, 161, 162, 144	102-16, 206-1, 406-1,408-1, 419-1
	Revitalize the global partnership for sustainable development	131	Not Applicable



Independent Assurance Statement for the ICI Pakistan Limited Sustainability Report 2021

Corporate Social Responsibility Centre Pakistan (CSRCP) was engaged by ICI Pakistan Limited to carry out an independent review of the ICI Pakistan Limited Sustainability Report 2021, which was prepared 'in accordance' with Global Reporting Initiative's (GRI) Standards' Core option. The objective of the critical independent review is to provide ICI Pakistan Limited's Management with an independent opinion about the quality of the report and adherence to the principles of Inclusivity, Materiality, Responsiveness and Impact.

Responsibility of ICI Pakistan Limited and of CSRCP

The Management of ICI Pakistan Limited is responsible for the preparation of the Sustainability Report and for the information and statements contained within it. The Management is responsible for determining the sustainability goals, performance and for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Our responsibility is to express independently a conclusion on the Sustainability Report as defined within the scope of work to The Management of ICI Pakistan Limited only in accordance with the terms of reference agreed with them. We do not accept or assume any responsibility for any other purpose or to any other person or organization. Any reliance placed on the report by any third party is entirely at its own risk.

Scope of Assurance

CSRCP was engaged to express an opinion in relation to the review scope, which includes the following aspects:

- Review of the policies, initiatives, practices and performance described in the non-financial - qualitative and quantitative information (sustainability performance) reported and referenced in the report.
- Evaluation of the disclosed information in the report to check adherence to the GRI's Universal and Topic Specific Standards.
- Adherence to International Standard on Assurance Engagement (ISAE) 3000 (Revised), 'Assurance Engagements Other than Audits or Reviews of Historical Financial Statements' to provide limited assurance on performance data within the Sustainability Report.
- Adherence to the principles of Inclusivity, Materiality, Responsiveness and Impact.
- Review of the Sustainable Development Goals (SDG) linkage with GRI Standards General and Topic Specific Disclosures reported in the SDG Index.

Assurance methodology

We carried out a desk review of the final draft report. We communicated with ICI Pakistan Limited to determine the accuracy

and authenticity of the report content, data points, methodologies and policies around the organization's social, environmental and economic data and activities.

Our procedures on this engagement included:

- Critical review of the Sustainability Report 2021 and respective Content Index to check consistency and adherence to GRI's Universal and Topic-Specific Standards
- Evaluation of the report adherence to the in accordance: Core option
- Critical review of the Sustainability Report to obtain limited assurance about whether the Sustainability Report is free from material misstatement
- Analysis of the report content against principles of Inclusivity, Materiality, Responsiveness and Impact
- Review of the SDGs Index to check correctness of references with GRI Standards General and Topic Specific Disclosures
- Elaboration of the adjustment report
- Final review of the report content

Our assurance activities were planned and conducted to provide limited, rather than absolute assurance and we believe that the desk review of the ICI Pakistan Limited Sustainability Report completed by CSRCP provides an appropriate basis for our conclusions.

Opinion

GRI Standards in accordance option

ICI Pakistan Limited declares the report to be in accordance with GRI Standards: Core option. CSRCP evaluated the quality of the application of GRI Universal and Topic Specific Standards. Based on the evaluation, CSRCP made a series of recommendations to complete the content or adjust the disclosure level in the Content Index, which have been accepted by the company. Based on the rectifications and acknowledging the fact that the Disclosures on Management Approach (DMA) and Topic Specific Standard Disclosures need a more detailed response for achieving full compliance in future reports, we can confirm that the report is attending the above mentioned 'in accordance' option, giving a complete overview of ICI Pakistan Limited's sustainability governance and management systems in place to report on a relevant set of disclosures related to the identified material topics.

Main Conclusions on Adherence to Principles of Inclusivity, Materiality, Responsiveness and Impact

CSRCP reviewed the report to analyze adherence to the Principles of Inclusivity, Materiality, Responsiveness and Impact. For this report, the main considerations of this analysis were the following:

- As a GRI in accordance report, the report is considering all four principles in the report content and elaboration.

- The report addresses how company identifies and engages with different stakeholders, including focus for engagement and response to stakeholders' concerns. The material issues emerging from the stakeholder engagement were collected, prioritized and the results are fairly reflected in the report.
- Material issues have been identified, considering the influence on stakeholder assessment and decisions and the significance of environmental, social and economic impacts, using a commonly accepted approach. The parameters of risks and opportunities were considered in the materiality determination process, which makes the process more focused on prioritizing issues relevant to ICI Pakistan Limited.
- ICI Pakistan Limited has appropriate policies and externally certified quality, environmental and health & safety management systems, which involve a high-level analysis of risks, non-compliance of applicable laws and regulations and corrective actions.
- Sustainability management at ICI Pakistan Limited maintains high level support in the shape of Sustainability Council, conforming ICI Pakistan Limited's commitment to address sustainability challenges, stakeholder concerns and promoting sustainable practices in its supply chain. The launch of Flagship Sustainability Drive STEP demonstrates ICI Pakistan Limited commitment to embed sustainability in its culture, stimulate workforce to adopt sustainable practices and enhance sustainability impacts of business.
- The report demonstrates a system for suppliers' evaluation against social, environmental and security aspects and activities supporting safety, health and environment practices at supply chain partners.
- ICI Pakistan Limited environmental impact has increased over the years. The environmental performance in most of the impact areas missed the targets in 2020-2021.
- ICI Pakistan Limited reiterates its commitment with the UNGC Ten Principles, has adopted SDGs relevant to ICI Pakistan Limited operations and activities and exhibited alignment of its activities with UN Sustainable Development Goals (SDGs). ICI Pakistan Limited performing a leading role to share best practices with industry on SDGs 12 and promote sustainability practices among industry.
- While, in general, the principles are addressed in a satisfactory manner, we can appoint areas of improvement for the next reporting cycle:
 - ICI Pakistan Limited describes how it engages with different stakeholders and how information gathered by engagements informs materiality process. We recommend implementing a report specific stakeholders' engagement and refresh list of material topics taking into consideration expansion, acquisitions and the significant changes in global and local sustainability context as a result of pandemic which can influence significantly the list of material topics.
 - ICI Pakistan Limited targets for material impact areas expired this year. We recommend to take into consideration climate science for defining target for environmental impact areas. We further recommend to align the targets with material sustainability topics in the report.
 - ICI Pakistan Limited promotes safety, health and environment practices at supply chain partners. We recommend to include aspects of social impact while promoting sustainability management practices in supply chain.
 - The report demonstrates linkage of company various activities with SDGs. We recommend to demonstrate how ICI Pakistan Limited is capitalizing the opportunities offered by the SDGs and the impact of products and services to meet the SDGs.

Statement of conclusion

Based on the scope of our work and the assurance procedures we performed using the International Standard on Assurance Engagement (ISAE) 3000 (Revised), 'Assurance Engagements Other than Audits or Reviews of Historical Financial Statements', we conclude that nothing has come to our attention that causes us to believe that the information in ICI Pakistan Limited's Sustainability Report 2021 is in all material aspects not fairly stated.

We confirm that the report is aligned with the requirements of the GRI Standards and reports its material topics in an adequate manner. The compliance with GRI Standards has been disclosed in more detail in the Content Index which provides overview of which standards have been fully complied and which have been partially complied in the report. In our opinion ICI Pakistan Limited has appropriate systems for collection, aggregation and analysis of the data presented in the report.

Limitations and exclusions

Excluded from the scope of our work is any verification of information relating to:

- Physical verification of data, content of ICI Pakistan Limited's Sustainability Report;
- Positional statements (expression of opinion, belief, aim or future intention of ICI Pakistan Limited) and statements of future commitment.

Statement of independence, impartiality and competence

CSRCP operates strict conflict of interest checks and has confirmed our independence to work on this engagement with ICI Pakistan Limited. The members of the review team have not provided consulting services and were not involved in the preparation of any part of the report. CSRCP is a consulting firm specialized in sustainability. The review team has the required combination of education, experience, training and skills for this engagement.



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