



Knowledge grows

Yara India Sustainability Report 2022

Building a Healthy India







Knowledge grows

Grow, Nourish, Sustain... Together

Building a Healthy India

Let food be thy medicine ... Hippocrates

We are what we eat.

India has, over the years, made impressive strides in food production. While the country is now among the world's top producers of several varieties of grains and crops, there remain huge challenges in terms of the quality of produce and its nutritional level.

Globally, India ranks distressingly low on several key parameters of nutrition and food security. It ranks 107 out of 121 countries in terms of levels of hunger, as per the Global Hunger Index 2022, and at 19%, has the highest child wasting rate in the world. The Global Nutrition Report 2021 highlights that India is way off-track in achieving five out of six global maternal, infant and young children nutrition (MIYCN) targets to address concerns of stunting, wasting, anaemia, low birth weight and childhood obesity.

Studies show that the nutrition quality of crops in India is lower than that of many developed economies. This is a result of the nutrient deficiency in our depleted soils, and consequently, in the crops raised and ultimately, the food they become.

This is a key factor for the malnutrition and inadequate nutrition that plagues a vast majority of our people. The maladies of poverty, food security and malnutrition have been further exacerbated by challenges such as Covid and various socio-economic upheavals across the globe.

We at Yara are committed to **building a healthy India**, by improving the nutritional levels of the crops grown in the country. Our range of products improves soil health by providing the optimal mix of required nutrients, resulting in healthier crops, and healthier food products. Our vision is to improve the health of present and future generations of Indians, by providing food resources with the right blend of carbohydrates, proteins, oils, vitamins and minerals. Better produce also manifests in better incomes for farmers, and better quality of life for the vast number of people depending on agriculture for their livelihood.

Our sustainability report 2022 shares with you our efforts to build and sustain this virtuous circle of health and welfare for India.

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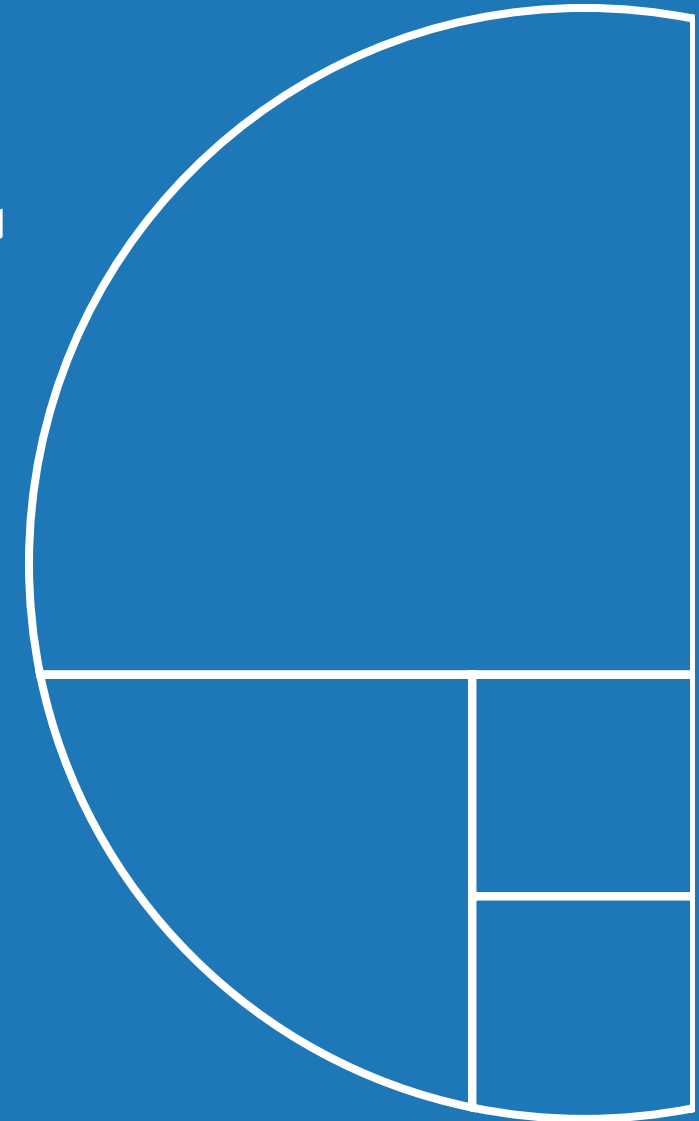
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Introduction

A crop nutrition company deeply engaged with and committed to the betterment of our stakeholders



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Message from the Managing Director

Yara has been positively impacting the life of Indian farmers for almost two decades. Working extensively and intensively with our agriculture value chain partners, we have, over these years, shaped our business, aligned with their experience and insights.

This year, we are taking a leap forward with the Yara India Sustainability Report 2022, to present our diverse range of sustainability initiatives. Though we are not mandated to report on sustainability standards, we firmly believe that sharing these initiatives will strengthen trust in the company, and help us attain sustainable market leadership in the country.

The theme of the Yara India Sustainability Report 2022, ‘Building A Healthy India’, highlights the role of Yara India products towards human health. It is indeed a virtuous circle. Our range of products are enriched with requisite micronutrients to nourish the soil, thereby leading to healthier crops, which, in turn, positively impact human health. Our products help farmers improve their crop yield, and thereby raise their incomes and quality of life, while also boosting the quality and quantity of food produce in the country, supporting the national goal of doubling farmers’ income, and enhancing agri exports.

We have developed a forward-leaning sustainable growth strategy, to take forward our mission and vision of building a healthier India. The strategy is built around five critical pillars – commit, care, channelise, concern and contribute – guided by robust governance mechanisms to ensure transparency, responsibility and accountability across all initiatives.

We are committed to improving agriculture-related economic opportunities for the value chain through our range of products and agronomy support. We work closely with our farmer community to ensure that the required products, agronomy knowledge and other support is available to them for their economic growth and overall prosperity. We care for the well-being of our people and community by facilitating a safe and healthy ecosystem and creating opportunities for growth.



Going forward, we are channelising support for diversity, equity and inclusion from all our stakeholders to drive our business in the country. Our concern for our planet and future generations drives our transition to climate-positive growth, through sustainable manufacturing facilities and nature-positive products. Finally, we contribute to the national agenda by aligning with government priorities such as doubling farmers’ income, contributing to achieving the Sustainable Development Goals, and climate objectives. We develop initiatives which support entrepreneurship aligned with flagship national missions such as Digital India, Atma Nirbhar Bharat and Start-up India.

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Our sustainable growth strategy is just the beginning of the large transformative growth that we envisage for the country, extending well beyond commercial imperatives to ensure well-being of the people, driven through our innovative products and services.

During the reporting period, we reached out to more than 11.6 million farmers through our digital platforms and connected with more than 700,000 farmers through our YCNCs. Our FPO programme now engages more than 68,000 farmers. Beyond business, our CSR initiatives have grown multi-fold over the past few years, touching 65,000 lives during the reporting period.

Internally too, our organisation is undergoing several exciting transformational changes. Our code of conduct for employees and business partners is the moral compass for the way we work. And to make workplaces safer, we are continuously improving our systems and creating awareness to achieve zero accidents.

Recognising that we will prosper only if our employees grow, we are creating opportunities to attract and retain talent. During the reporting period we conducted 12,812 hours of training for 743 employees to enhance individual capabilities and upskilling. Initiatives such as road safety awareness programmes, Covid relief measures, medical check-ups, counselling sessions, amongst others addressed the physical as well as mental well-being of our people.

Diversity, equity and inclusion are the hallmarks of our business in India. At Yara, we see women as a key lever for driving a prosperous and healthy sectoral growth. The contribution of women in agriculture is immense and closing the gender gap will channelize the untapped potential to drive holistic growth. We are, therefore, committed to creating more opportunities for women, both within Yara India and in the wider agri-food ecosystem. We are proud to be path-breakers in the fertiliser industry through initiatives such as supporting women in agriculture, partnerships with women-only FPOs, and developing women entrepreneurs in the mineral fertilisers industry. During the reporting period,

we added 06 women executives to our sales force. Five women agronomists with PhD in agriculture and related areas joined our team of experts, connecting with more than 1.5 million farmers across the country. We curated leadership development programmes for women employees, to guide their transition into managerial and leadership roles over time. Beyond the fence, we are now supporting 7 women- only FPOs with an average membership of 1500 members to improve access and livelihood opportunities for them.

Increasing focus on climate change globally, and in India, is making us much more conscious about how we are producing, and who are we impacting, through our business. We have set a target to reduce GHG emissions from our manufacturing activities by 2% by 2025. Over time, we aim to reduce our energy consumption from non-renewable sources and increase recycle and reuse of the waste produced as part of our manufacturing activities. Recognising that systemic change is critical, we are working towards decarbonising India's agri-food value chain through a two-pronged approach. Our products and knowledge solutions promote regenerative agriculture and sustainable farming practices. We are also assessing a transition to green ammonia in the medium term.

As we transform and our business grows in the country, we intend to further strengthen our governance systems, curate mechanisms to deepen our engagement with stakeholders, and draw insights on material topics relevant to business and stakeholders.

This report is the first step in an exciting journey.

Sanjiv Kanwar

Managing Director, Yara South Asia

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Message from the Advisory Council



Agriculture is the primary source of employment for 43% of our working population. The figure is even higher for women: of the total number of women employed, 55% work in the agriculture sector. There has been a feminisation of agriculture, in that men have tended to go into non-agricultural employments so that it is the women who actually farm the land. Yet, despite contributing to more than half of the agriculture produce of the country, women ownership of land is a dismal 12%. Consequently, they have limited access to the latest farm technologies, leading to lower productivity.

These figures highlight the urgent need to drive inclusive growth in the sector, by empowering more women in agriculture, and enhancing their access to modern and sustainable farming practises as well as quality agriculture inputs.

Organisations like Yara India can become change-makers for the agriculture sector by providing women farmers with access to modern techniques, guiding policy-makers, and enabling access to fair market-places, amongst others. I am glad to note that Yara is breaking conventional gender norms in both, the agriculture and chemicals sector, by inducted women in farmer-facing roles such as agronomy and sales. The Yara India Sustainability Report 2022 highlights the efforts that the organisation has made in this direction during the year and outlines the path that it intends to follow in future.



Agriculture contributes 15-20% to the GDP of the country, making it one of the key contributors to the economy. Over the past few years, a growing population and rising income levels have raised the demand for agriculture produce.

India tops the world in the production of pulses and is the second-highest in production of paddy and wheat. With its agriculture sector poised to grow to USD 24 billion by 2025, the country has set itself an ambitious goal of doubling farmers' income. The total export of agriculture and allied products stood at USD 50 billion in 2021-22, with the ambitious target to touch USD 60 billion by 2022-23. On the other hand, the average productivity of many crops in India is quite low relative to global standards. This, coupled with sub-standard quality of produce, constrains the sector from achieving its full potential in terms of food production and exports.

India's agriculture sector presents a tremendous opportunity for companies such as Yara India to introduce world-class agriculture inputs based on cutting-edge research and development, and establish sustainable market leadership by being part of this growth and aligning with government priorities. The Yara India Sustainability Report 2022 presents an unique platform for the organisation to showcase its expertise and insights on the sector, and become a trusted partner of the government and the wider agriculture ecosystem.

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Connecting with stakeholders

Reporting Framework

The Yara India Sustainability Report 2022 is the first comprehensive sustainability report of Yara Fertilisers India Private Limited (Yara India). It presents our vision, mission and efforts towards enabling inclusive growth of India's agri-food system, Yara India employees, and the local community, through a climate-positive growth model while creating opportunities and wealth for the country.

Our sustainability approach is built around five broad pillars – Commit, Channelise, Care, Concern and Contribute – encompassed within our high standards of governance. The report details our work across these realms.

The report has been prepared in accordance with the 'Global Reporting Initiative (GRI) Standards: Core option'. It takes cognisance of the principles for report content and quality, as defined in the GRI standards.

These include, amongst others, identification of material topics and key stakeholders, as also clarity and accuracy in information presented. The content covered in the report has been mapped against the reporting requirements of the GRI standards.

Reporting Boundary

The reporting boundary for this report, unless otherwise stated, covers the Yara India plant in Babrala, Uttar Pradesh, the Yara India CSR Trust (formally, 'Kiran-A Yara India Community Initiatives') and the Yara India corporate office in Gurgaon, Haryana. The environment performance metrics presented in the report pertain to the Yara India plant in Babrala. The disclosures regarding social performance cover the Yara India plant in Babrala, our CSR initiatives under the Yara India CSR Trust and the corporate office in Gurgaon. The governance framework pertinent to Yara India has also been presented in this report. Although Yara India is not a public listed company in India, and hence, is under no obligation to publicly share its financial information, this report, in keeping with our principles of transparency, includes key financial data.

The information presented in this report relates to the period 01 January 2022 to 31 October 2022, excluding financial information, which pertains to the period 01 April 2021 to 31 March 2022.

Data Compilation

The information presented in the report has been collected, compiled and analysed based on internal reporting systems. Yara India has deployed

high-quality mechanisms to ensure that the data on the parameters included in the report is reliable and accurate. Wherever applicable, the report highlights any significant limitations in the information or analysis presented. The specific methodologies adopted and units for computing technical metrics have been transparently laid. The endeavour has been to present a balanced and unbiased view of the company's performance.

External Assurance

No independent third-party assurance has been obtained for the information presented in this year's report. However, over the coming years, Yara India is likely to seek external assurance from a reputed third party. It may be noted that Yara India is currently not listed on the Indian stock exchanges and, thus, is not subject to any obligations pertaining to an independently-audited Sustainability or ESG report.

Your Feedback

We welcome any comments, suggestions or requests for clarifications on the report. Please connect with us at: Head - Public Affairs & Communications, Yara Fertilisers India Private Limited, 502, Global Business Square Gurugram 122003, Haryana.
E-mail: india.operations@yara.com

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Crop Nutrition Company For The Future

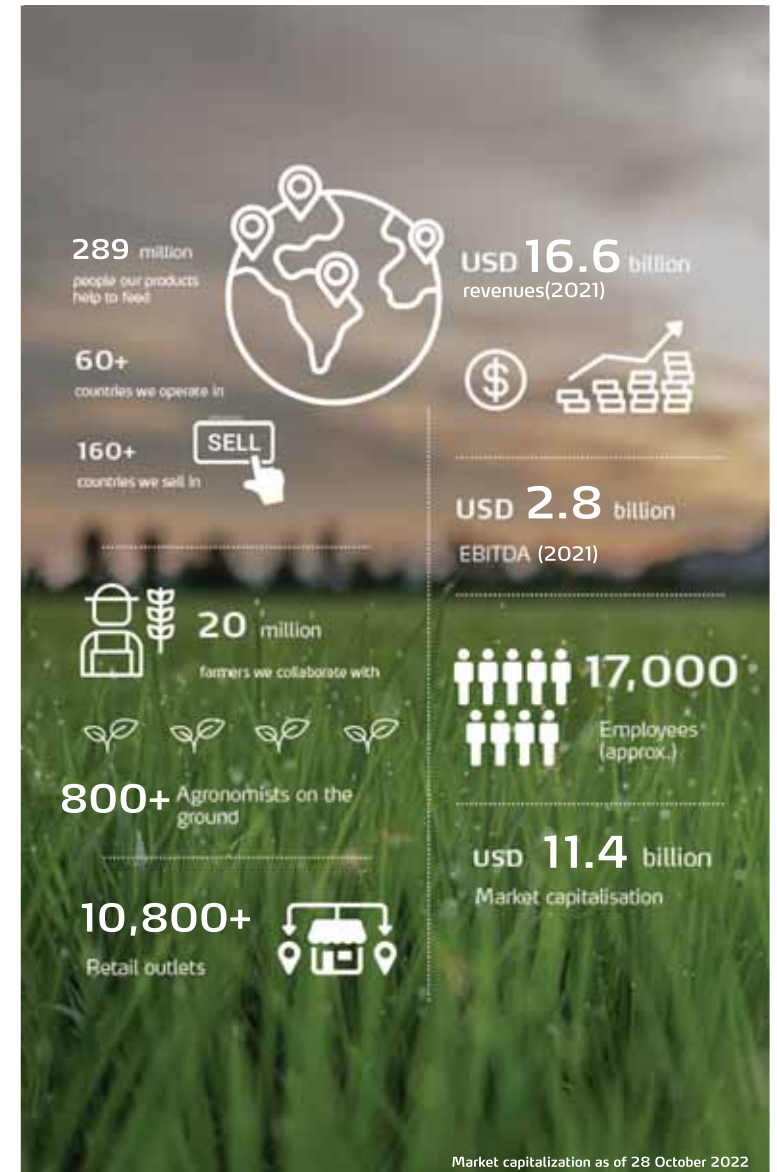
Yara is the world’s leading fertiliser company and provider of environmental solutions. We are committed to creating value for the entire agri-food ecosystem, by contributing to people and planet health through cohesive collaboration with all stakeholders. We allocate resources optimally to develop more efficient and sustainable ways to produce food. Deep-rooted in the core of all we do, is care for each component of the agri-food value chain, and concern for the well-being of our planet and all who live in it, today, tomorrow, and beyond.

We work closely with all our partners to develop, offer and promote climate-friendly and high-yielding crop nutrition solutions for the world’s farming community and food industry to enhance the efficiency and sustainability of agriculture and food production.

Our Lineage : A young company with an old association

Our parent, Yara International ASA, was founded in 1905 in Norway, to seek solutions for the-then emerging famine in Europe. Headquartered in Oslo, Norway, 41.7% of Yara International’s shareholding is owned by the Government of Norway, primarily through the Ministry of Trade, Industry and Fisheries (36.2%) and the Government Pension Fund Norway (5.5%).

 Ambition Taking the initiative, exceeding expectations.	 Curiosity Inquiry is our origin, and it powers our future.	 Collaboration Amplifying our collective knowledge.	 Accountability Earning trust through responsibility and reliability.
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Yara Fertilisers India Private Limited (Yara India) is a young company with old roots. A wholly-owned subsidiary of Yara International ASA, Yara India has grown exponentially to emerge as India's leading player in the premium crop nutrients' product segment in just over two decades, garnering a whopping 36% market share. Currently we are in the process of exploring the possibility of extending into green ammonia.

Our India story began in 1990, when Yara India initiated trials of select products in order to obtain Fertiliser Control Order (FCO) registration. On receipt of approval from the FCO, Yara began to market its products through third parties.

We set up our own operations in 2011, in Maharashtra, building an in-house sales team and distribution channels. In January 2018, Yara India acquired Tata Chemicals for USD 421 million, making it India's first and the highest stand-alone foreign direct investment in the fertiliser sector. Yara India is headquartered in Gurgaon, Haryana. The manufacturing facility is located in Babrala, Uttar Pradesh and is recognised as one of the most efficient manufacturing plants in the sector.



Fernanda Lopes Larsen
EVP, Africa and Asia,
Yara International ASA

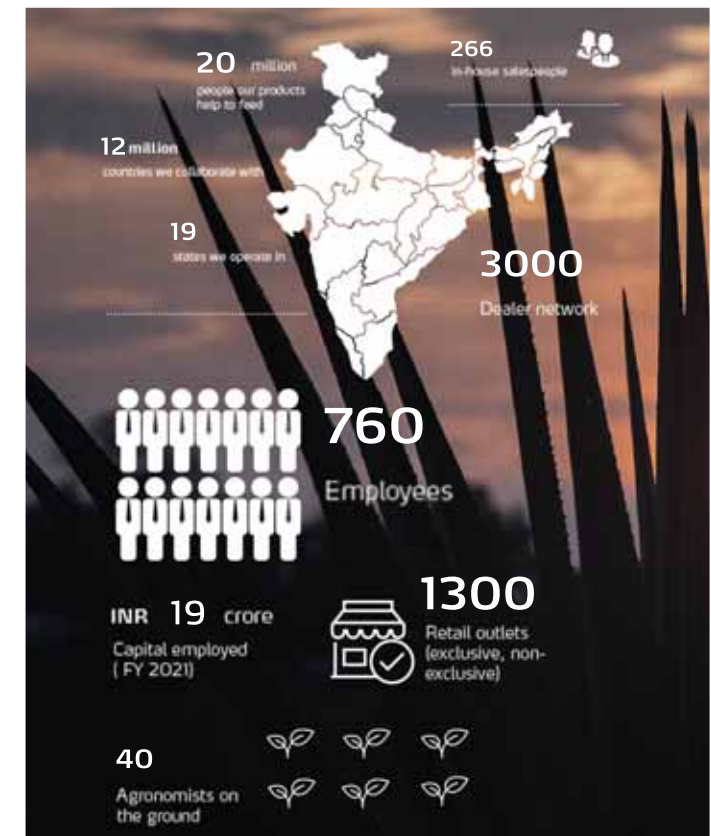
In just two decades, Yara India has established a strong India footprint, forging deep relationships with the Indian farming community through its farmer-centric approach. We work closely and cohesively with farmers to promote the use of balanced crop nutrition solutions, leading to improved yield and quality of output.

Our Mission

Responsibly feed the world and protect the planet.

Our Vision

A collaborative society; a world without hunger; a planet respected.



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Stakeholder Engagement

Collaborating to amplify the impact

At Yara, we recognize that realizing our ambitious vision requires deep collaboration with other players in the agri-food system. Yara India therefore adopts a rigorous and holistic approach to identify focus stakeholders and engage with them on matters of mutual relevance. Importantly, we have set in place a robust feedback loop to ensure that inputs from stakeholders are incorporated into our decision-making process.

Identifying Focus Stakeholders

Yara India engages with stakeholders across the spectrum to understand their perspective on our actions, and their expectations from us. This, in turn, helps us augment and shape our business. We have also found that the diversity of perspectives drawn from different stakeholders enriches our business and strategic decisions.

We broadly define stakeholders as being those entities that work directly with us; or we impact through our business; or who impact our work.

We have established a set of parameters such as extent of mutual influence, and potential to create value, amongst others, to determine and define our focus stakeholders. We are particularly mindful of ensuring that vulnerable or under-represented groups, with weak voices, are included as focus stakeholders.

Engaging with Focus Stakeholders

We recognize that stakeholders may have differing preferences of modes of engagement with us and thus offer a range of consultation channels.

We believe in continuous, frank and direct dialogue with our stakeholders, to shape our understanding of our

extended family, the way they think, and what they want and need, to build a relationship of mutual trust and respect. We carry out this dialogue through our field executives, employee engagement teams, farmer fairs, workshops, online sessions, seminars, conferences, industry associations, and digital as well as print media, among other communication channels.

Our Stakeholder Engagement Approach



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Our Key Stakeholder Groups



We also conduct periodic surveys with our stakeholders within and outside the organisation to seek their feedback. The responses received are kept anonymous in order to ensure honest and open feedback. Responses from our external stakeholders are shared with the relevant teams, and follow-up actions are regularly reviewed by the senior management.

Actioning Feedback

At Yara, we understand that it is critical to go beyond merely consulting with stakeholders; the feedback and inputs received from stakeholders must inform our actions. Taking feedback and inputs from our stakeholders to the next level, we have developed a set of criteria for prioritising the issues raised by our stakeholders, based on parameters such as concerns related to vulnerable groups, direct impact on environment due to our operations, and non-compliance, amongst others. A cross-sectoral Yara team then analyses the impact of these issues on our business. Finally, we integrate the implications into our decisions and actions.

To the extent feasible, relevant teams at Yara work closely with specific stakeholders to ensure that their concerns are resolved, and thereafter monitor the progress of the outcomes. Our teams ensure that constant dialogue is maintained throughout the process with stakeholders, through regular updates and timely feedback.

This holistic approach ensures that we retain consistent engagement with all our employees, value chain partners and a wide range of relevant Government and affiliated organisations.



“Policy dialogues and communication forms a critical aspect of our business and we believe in establishing efficient processes to enable meaningful engagement with our stakeholders.”

Vaishali Chopra
 Head - Public Affairs & Communication
 Yara India

Modes of Engagement



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Illustrative modes of engagement with select focus stakeholders

Farmers and Farmer Producer Organisations are amongst our most important stakeholders. We engage with them regularly, in formal and informal ways. Our on-ground sales and agronomy teams remain in regular touch with the farmers, and act as a conduit for transmitting their priorities, needs and aspirations to the decision-makers within Yara India. We also hold formal sessions to facilitate an open two-way dialogue.

We nurture a culture of transparency, inclusiveness and respect within the organisation. Mechanisms and norms have been set up to facilitate open, candid and retaliation-free dialogue between Team India members, Yara India management and Board of directors.

We consider our value chain partners – suppliers, vendors, distributors and retailers - as an extension of ourselves. Through formal and informal communications and meetings, we seek their feedback and identify areas where Yara India could provide assistance. Likewise, we share updates relating to Yara's achievements and plans with our partners.

The sector we operate in is highly regulated, making government – at the central, state and local level – as well as government-affiliated organisations, a critical element in the ecosystem. We engage with decision-makers and influencers, providing unbiased and factual data / information inputs to facilitate informed policy-making. Whenever

requested for Yara India leaders are available to participate in and make positive contributions to government panels and committees. Trust and support from local communities is fundamental to Yara India's success, and to enable us to contribute meaningfully and effectively to society. Our on-ground social impact team interacts with the residents of the villages surrounding our Babrala plant on an almost-daily basis. The feedback they receive, and the concerns raised by the community, are expeditiously escalated to the appropriate team within Yara India. Recognising that the surrounding community is amongst the most vulnerable stakeholder group in the Yara India ecosystem, the senior leadership team, too, is kept informed of their views and concerns.

Partnership and Collaborations

We believe in synergistic collaborations across stakeholders to drive positive outcomes for the country and for our stakeholders. We collaborate and partner with industry associations, universities and research bodies, government and affiliates, and civil society.

Industry Associations

Yara India is a member of the Confederation of Indian Industry (CII) and the Federation of Indian Chamber of Commerce and Industry (FICCI), and is represented in various high-powered councils, committees and task-forces constituted by these organisations, on subjects such as nutrition and agriculture, sustainability, farmer welfare, et al. We are a signatory to a Memorandum of

Understanding with CII for promoting FPOs.

We also chair the Fertiliser Association of India's Northern Region committee.

Government and Affiliated Bodies

Yara India is an invited member to the prestigious committee constituted by the Ministry of Agriculture and Department of Fertilisers to share pre-budget and policy reform recommendations for the Fertiliser Control Order, National Nutrition Policy, etc. We are also part of the coalition for food system transformation in India, and a member to the BIS soil quality and fertilisers sectional committee.

Yara India has also partnered with NITI Aayog to promote sustainable agriculture practices across nine aspirational districts in the country.

Universities and Research Institutions

Yara India has signed a Memorandum of Understanding with Professor Jayashankar from the Telengana State Agriculture University, Hyderabad, to develop a holistic sustainable development approach. The joint initiatives involve elements related to balanced crop nutrition, balanced use of fertilisers, crop diversification, strategy for uniform crop in rotational manner, improving yield, quality, decarbonisation of the food system, conducting trials through drones, soil analysis, seed pattern, effective water utilisation, market linkages and collaborative research in the agriculture and allied sectors.

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Materiality Assessment Prioritising issues

At Yara, feedback from our stakeholders is an integral input for strategic business planning. We use a robust materiality assessment to prioritise stakeholder feedback and deploy it effectively to positively impact our business and stakeholders.

Our structured stakeholder engagement approach helps us identify and relate with key stakeholders and understand their concerns and issues of mutual relevance. (You can read more about this in the stakeholder engagement section). We use the inputs gleaned from these interactions to further develop, through internal brainstorming, a holistic list of issues that could impact our business and stakeholders. We then prioritise these issues, based on their relevance and criticality for delivering sustainable business performance for Yara India, and the ecosystem we work in. The issues that are raised by, and directly impact the more vulnerable communities receive greater attention and priority.

These issues are then mapped across our sustainability growth framework – prosperity (encompassing care, commit and channelise), concern, contribute and governance – to ensure comprehensive coverage and appropriate attention across our focus areas.

Finally, the identified material issues are presented to the Yara India leadership to establish an action plan for their resolution. The progress of the plans is reviewed regularly.

This approach to materiality assessment helps us identify, prioritise and action issues critical to business and stakeholders.



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Strategic Risk Management Staying Prepared

Risk Management Process

Like all businesses, ours too is impacted by various internal and external factors, which throw up a diverse set of risks for our stakeholders across the value chain. Managing potential risks with minimum disruption and dislocation is critical to the health of our business. At Yara India, we use a four-step structured process to identify and mitigate potential risks across our value chain. Planning and preparing to address these identified risks is an integral part of our decision making strategy.

Our management committee, comprising five senior members of Yara India, also assumes the role of the risk management team. The team meets every month, and identifying potential risks is high on the agenda. The team works with various functional teams to identify potential threats that could arise across our value chain from a variety of factors - government, environment, economic and social, amongst others and to understand their implications on our business and stakeholders.

We further assess these risks for impact, based on specific criteria such as effect on employees, influence on business and reputation, amongst others. The risks are prioritised taking into consideration their potential severity, impact on business and stakeholders, and the expected probability of occurrence.

The risk management team then develops a mitigation plan to overcome the risks in a structured way. Finally, the risks and proposed mitigation measures are communicated to the Yara leadership and specific stakeholders, and an appropriate action plan is developed.

The threats and the measures for their redressal are periodically reviewed by our expert team and the senior leadership at Yara India.

Our Risk Management Approach

Identify potential
risk across value chain

Assess the risk for
prioritisation

Develop a
mitigation plan

Monitor and review the risk
and mitigation plan



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During the reporting period, key risks and mitigation measures were identified across six different risk categories. The risk assessment presented below excludes the risks associated with the Agoro Carbon Alliance.

	Risk	Description	Mitigation Measures
	Transition to green Ammonia	Government mandates quicker transition to green hydrogen, and thus green ammonia.	<ul style="list-style-type: none"> • Develop a transition plan under various scenarios, including technology identification, partnering with renewable energy and/or green hydrogen suppliers, deployment plan, assessing requirements for investment and other resources and determining the return on investment. • Sensitise government and policy-makers on the transition challenges and help them understand the practical time frames required due to on-ground constraints and business imperatives.
	<p>Greenhouse Gases (GHS) and other emissions</p> <p>Stricter waste management rules</p>	<p>Government introduces stricter GHG and other emission norms.</p> <p>Tighter compliances and regulations in relation to the Extended Producer Responsibility (EPR).</p>	<ul style="list-style-type: none"> • Develop a decarbonisation plan (related to the transition plan mentioned above). • Develop and implement a comprehensive EPR plan.
	Shift to organic fertilisers	Increase in demand for organic fertilisers as compared to mineral-based fertilisers due to factors such as the former's positive market reputation, soil health concerns, and lower price point.	<ul style="list-style-type: none"> • Create widespread awareness that Yara's crop nutrition products, although mineral-based, do not harm the soil; on the contrary, they enhance soil health, by supplementing the soil with much required nutrients. Leverage our vast agronomy knowledge base and network to generate awareness. • Introduce Yara's range of organic and biostimulant fertilisers in the Indian market. • Leverage Yara's research expertise to ensure that Yara products further enhance soil health.
	Low off-take of our digital farming solutions	Increased penetration by third party application developers, particularly core agri-tech companies, in digital farming solutions could impact our competitive positioning due to our limited digital expertise.	<ul style="list-style-type: none"> • Widen the range of digital offerings, including providing additional hyper-local solutions to farmers. • Partner with technology companies to further develop and strengthen our digital farming solutions.

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	Risk	Description	Mitigation Measures
	Economically unviable price of fertilisers	Government regulates maximum retail price for fertilisers.	<ul style="list-style-type: none"> • Sensitise the government on the need for cost indexed pricing. • Partner with other players and industry associations for policy advocacy.
	Over-supply of crop(s)	Over-supply of a crop could significantly lower or crash its market price, which might have an adverse impact on the income of the farmers and, consequently, the demand for fertilisers.	<ul style="list-style-type: none"> • Timely intelligence on local market developments from our on-ground sales and agronomy teams.
	High government dues for fertiliser subsidies	Delays in payment of fertiliser subsidies by the government, which, in turn, impacts the working capital.	<ul style="list-style-type: none"> • Maintain regular interaction with the government, in tandem with industry bodies, to sensitise the government about the adverse financial impact on fertiliser companies due to high working capital requirements.
	Downturn in farm economy	Threats to the farm economy from factors such as severe climatic conditions, dumping of produce by other countries and trade wars, amongst others.	<ul style="list-style-type: none"> • Ensure that Yara is in a healthy financial condition to be able to tide through the downturn. • Maintain strong relationship with distributors and retailers to seek their support.
	Currency appreciation	Higher cost of imports, thus pushing up the prices of Yara's Premium Products (which are imported) and depressing demand.	<ul style="list-style-type: none"> • Currency hedging.
	Fluctuation in natural gas prices	Rapid fluctuations in natural gas prices, impact the overall profitability of the firm. Uncertainty in prices makes it difficult to develop realistic business plans.	<ul style="list-style-type: none"> • Improve long-term contracting conditions with the natural gas supplier(s) to hedge the risk from constant price fluctuation.

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	Risk	Description	Mitigation Measures
	Worker relationship	Disruption in smooth functioning of operations due to poor worker - management relationship (worker unrest at the plant).	<ul style="list-style-type: none"> • Ensure regular interactions with workers and any employee representatives to understand their concerns and take proactive actions to resolve issues as needed.
	Loss of intellectual capital	Agri-related industries are not considered very lucrative or trendy in terms of career options. Therefore, better employment opportunities for high quality talent in other sectors make it difficult for these industries to attract and retain talent, leading to erosion of intellectual capital and investment for the organization.	<ul style="list-style-type: none"> • Position Yara as a forward-leaning, purpose-driven organization. • Promote and adopt employee-centric policies and rewards. • Capture talent at a young age through campus recruitments. • Create leadership pathways for high-performing talent. • Allow young recruits to grow in the company by providing them opportunities across various business functions.
	Inappropriately skilled personnel	Transition to new technology requires personnel to upgrade their skill sets.	<ul style="list-style-type: none"> • Identify skills requirement across employee levels, and proactively design required internal and external training and capacity building programmes.
	Diversity in workforce	Lack of a diverse workforce leads to limited innovation, impacting market position and perception, amongst other consequences.	<ul style="list-style-type: none"> • Hire workforce from diverse backgrounds. Provide high quality training to enable a greater number of female employees to transition to managerial positions. • Monitor the progress against set targets on a regular basis.
	Hazardous leakage	Negligence at a manufacturing facility can cause leakage of hazardous gases / substances (such as carbon monoxide, hydrogen sulphide, ammonia, etc.) which might cause fire or toxic release in the environment.	<ul style="list-style-type: none"> • Ensure regular safety checks • Prepare emergency action plans for such situations • Run mock-drills regularly
	Safety at the workplace	Accidents due to lack of safety measures on the shop floor can impact manufacturing operations.	<ul style="list-style-type: none"> • Communicate precise and detailed standard operating procedures to be followed on the shop floor. • Ensure that the workforce is regularly trained on health and safety norms.
	Health and safety at the workplace of business partners	Poor working conditions at the workplace of the business partner can impact the reputation of the firm.	<ul style="list-style-type: none"> • Ensure adequate due-diligence of the business partners' workplace. • Establish robust measures to report and remedy health and safety concerns at business partners' workplace.

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	Risk	Description	Mitigation Measures
	Disruption in supply chain	Availability of raw material and other essential items could be impacted by unforeseen circumstances beyond control, such as Covid-19.	<ul style="list-style-type: none"> • Maintain close relationship with vendors. • Adopt a multi-vendor policy, where feasible.
	Adverse impact on local community	Yara India operations could be perceived as having an adverse impact on local communities, in terms of depleting water level, degradation of soil quality, increasing air pollution level, etc.	<ul style="list-style-type: none"> • Identify potential impact on community. • Prepare an engagement plan to tackle such issues in consultation with the local stakeholders

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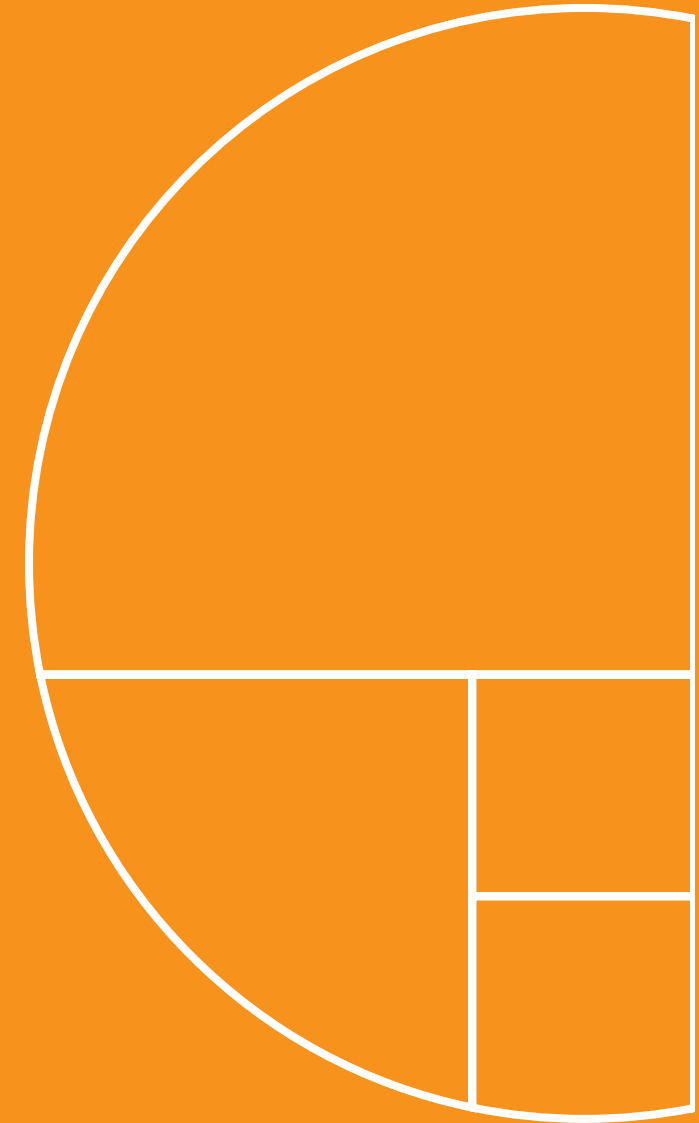
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Sustainability Strategy

Enhance prosperity of India's agri-ecosystem to deliver inclusive, Nature-Positive Food Future bolstered by strong governance



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Sustainability Growth Framework

Our 5Cs framework encompassed by a strong governance framework

Yara India Strategy

Drawing from Yara’s mission to ‘responsibly feed the world and protect the planet’, Yara India is committed to building a healthy India. With the twin tenets of responsibility and sustainability, we aim to create value for our stakeholders by transforming India’s agri-food system and accelerating the country’s journey to global leadership in agriculture.

Yara India’s Mission

Build a healthy India and responsibly create value for its stakeholders.

Transform India’s agri-food system while adopting sustainable farming methods and accelerate India’s journey to global leadership in agriculture.

Our 5Cs sustainable growth approach - commit, channelise, care, concern and contribute - reflects these strategic priorities. Through these five pillars, we seek to enhance the prosperity of India’s agri-food system while delivering inclusive and climate positive growth. Our report is structured around these pillars.

Our Strategy Narrative

	Deliver exponential value to the Indian farmer and agri-food system with the highest levels of ethical conduct.	Enhance the Indian farmer’s competitiveness in the global market and drive economic prosperity in the agri-food system.
	Support India to realize its potential in the agriculture sector and meet its SDG targets.	Support India to meet its agriculture, social and environmental commitments and targets.
	Care for the agri-food system, our people and community.	Build trust amongst stakeholders by promoting their overall well-being and creating inclusive growth opportunities across the value chain.

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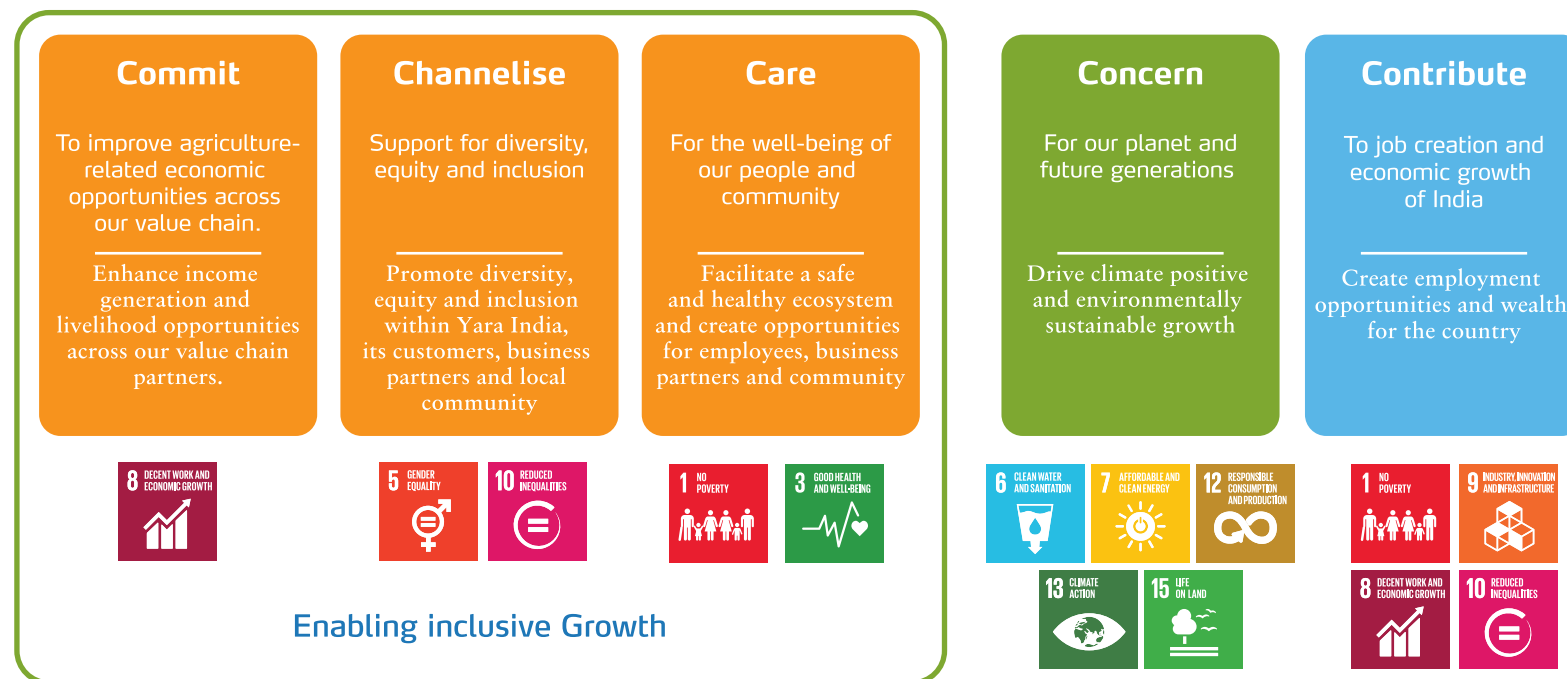
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Sustainability Growth Framework



Commit : Enhance the economic well-being of the country’s agri-food system in an ethical and responsible manner, with particular focus on farmers, by offering a comprehensive range of crop nutrition products supported by deep agronomy knowledge and digital solutions.

Channelise : Support for inclusive growth by generating equitable opportunities and leveraging the power of diversity.

Care : Build trust with all our stakeholders by promoting their overall well-being and enabling them to meet their potential.

Concern : Accelerate the decarbonisation of India’s agri-food system by ensuring that our manufacturing operations and processes minimise adverse impact on the climate and

promote sustainable farming practices.

Contribute : Support India to achieve its development and economic goals by creating employment opportunities and generating wealth through our investments, operations and social initiatives.

We believe that we must succeed in the right way. Hence, a stringent and robust **GOVERNANCE FRAMEWORK** encompasses our sustainability strategy. This ensures that we conduct our business with the highest standards of integrity and ethics. It also facilitates accountability and oversight across all levels of hierarchy and activities. The Yara India sustainability strategy, through our 5Cs approach and initiatives, aligns with the United Nations’ Sustainable

Development Goals (SDG) that have been established, through international consensus, as a ‘blueprint to achieve a better and more sustainable future for all people and the world by 2030’. Yara India actively supports India’s efforts to meet its SDG commitments.

We are also aligned with the United Nations Framework Convention on Climate Change and voluntarily participate in the roundtable discussions organised by leading think-tanks, to develop pathways to enable India to achieve its targets of nationally - determined contributions.

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Summary Scorecard

Our progress report in numbers

Select Quantitative Highlights

Sustainability Growth Pillar	Theme	Matrics	2022
Prosperity - Commit, Care and Channelise	Safety	Strive towards zero accidents (total recordable injuries)	1.34
		Proportion of employees covered under health and safety system	100%
		Average hours of training to full-time employees on occupational health and safety (person days/employee)	8
	Engagement	Engagement index	83%
		Number of incidents of labour dissatisfaction and unrest	Nil
		Average hours of training provided to employees for career progression (total training hours/total employees)	2.2
		Number of knowledge building sessions/workshops organized for farmers, FPOs, value chain partners	32,666
	Diversity and inclusion	Percentage of total employees at Yara India completed training on code of conduct	96%
		Diversity and inclusion index	84%
		Female senior managers (full time employees in managerial role)	21
Average hours of training to female employees (total training hours for female employees/total female employees)		30	
Percentage of new women hires of the total new hires		29%	
Concern*	Energy Efficiency	Number of hours of training session dedicated to anti-harassment and anti-discrimination	818
	Decarbonisation	Number of awareness building sessions for our employees on organizational diversity	2
		Energy efficiency (Gcal/MT of Urea)	5.211
		GHG émissions ¹ (scope 1) (million tons of carbon dioxide equivalent per ton of nitrogen)	1.4
		GHG emissions intensity (tons of carbon dioxide equivalent per tons of nitrogen)	2.607
		Active hectares (million hectare)	2
Proportion of renewable energy in total energy consumed	0.004%		
Significant other air emissions ² in tons	910		

*Data for the reporting period starting from 01 January 2021 to 31 December 2021

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Sustainability Growth Pillar	Theme	Metrics	2022
Concern*	Water stewardship	Total water withdrawn (in megaliters)	6,113
		Total water consumption (in megalitres)	3,668
		Total water discharged (in megaliters)	2,445
		Proportion of water withdrawn that has been recycled or reused	100%
	Solid waste and circular economy	Total waste generated (in metric tons) per tons of production	1,364
		Proportion of hazardous waste in total waste generated	22%
		Proportion of waste diverted from disposal	30%
		Proportion of waste directed to disposal	70%
		Proportion of waste directed to disposal for incineration and landfills	37%
Contribute	Financial health & returns	Ammonia production (million tons)	0.7
		Finished fertilizer production (million tons)	1.2
		Working capital (INR billion)	5.8
		Total revenue (INR billion)	44.3
		Net profit (INR billion)	1.4
		Net cashflow (INR billion)	(3.7)
	Contribution to nation building	Total infrastructure investment made for core business (INR billion)	19.0**
		Number of farmers reached (in million)	11.6
		Number of farmers supported through FPOs	68,000
		Lives touched through our CSR initiatives	65,000**
	Indirect economic impact	Total number of new jobs created for full time employees	139
		Total employment generated	1,535
		Percentage of employees hired from surrounding community	3.5%

*Data for the reporting period starting from 01 January 2021 to 31 December 2021

**Data for the year ending 31 March 2021

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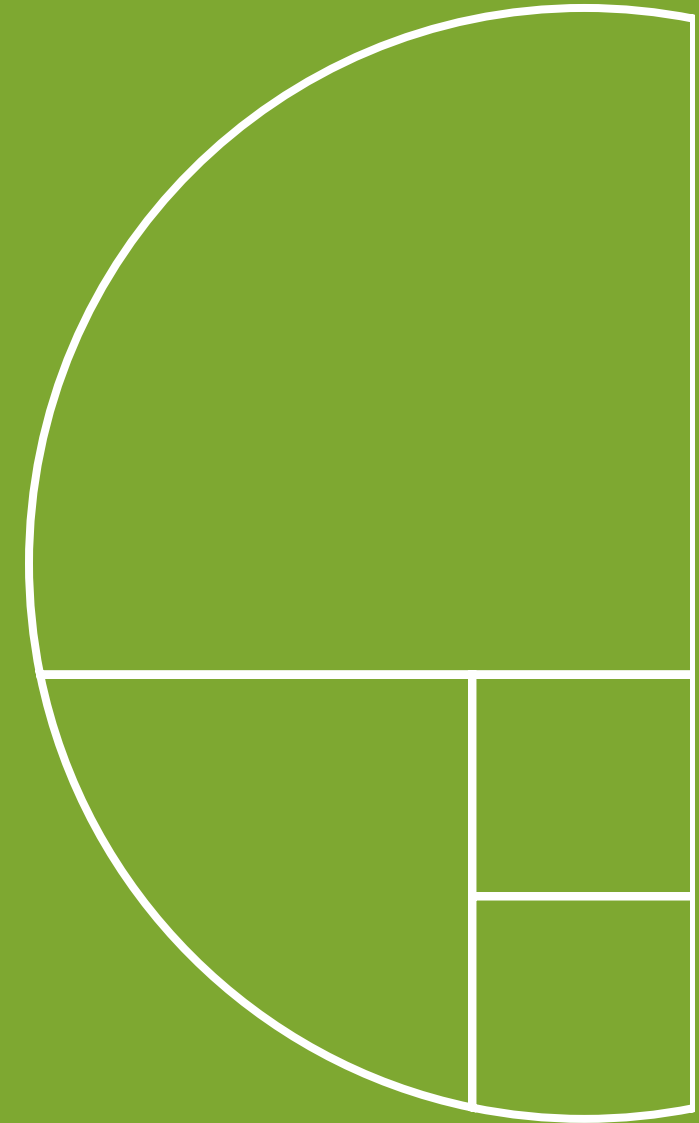
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Commit to improve access and livelihood opportunities across our value chain



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Enhanced livelihood opportunities for more than **11.6 million** farmers

Organised over **32,600** knowledge sharing sessions

Promoted fair and ethical business practices across our YCNCs and partner FPOs

Yara is committed to enhancing income generation and livelihood opportunities for all our partners across the value chain. The farmer, and his/her ecosystem, is intrinsic to our holistic farming solutions. Our trio of offerings – a comprehensive range of crop nutrition products, knowledge solutions, and ethical business practices – are constantly engineered to improve crop yields and quality, to help farmers increase both incomes and profitability, creating a ripple effect of tangible and intangible benefits.

Holistic Solutions for the Indian Farmer



(YCNCs) Yara Crop Nutrition Centres : An integrated conveniently located retail hub offering a range of agri inputs and agronomy support for farmers.



Farmer Producer Organisation partnership : Supporting farmers by delivering quality agriculture inputs and catering to the specific needs of each FPO through curated add-on services.

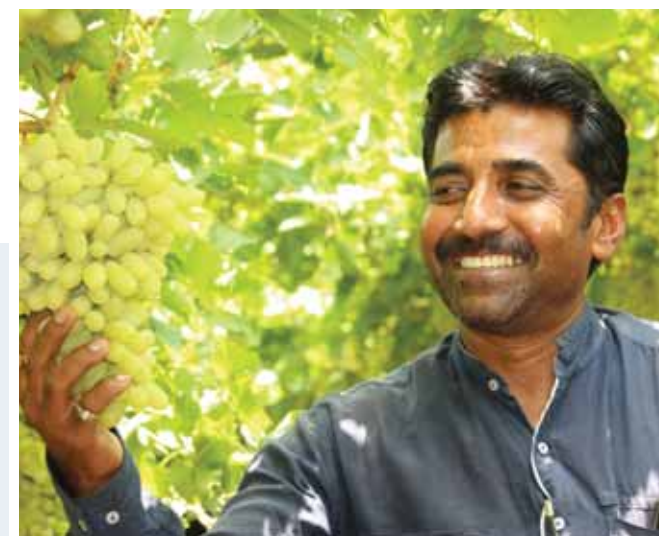
Comprehensive range of crop nutrition products
Knowledge solutions and tools
Fair and ethical business practices

Benefits

Improved crop yield and quality
Increased farmer income and profitability
Overall well-being of the farmer

Key Performance Metrics

Farmers reached
Farmers connected through agronomy sessions
Downloads of digital applications
Retailers connected through Yara Connect
FPO partnerships
Farmers connected through FPOs



“ By applying Yara fertilisers, combined with the detailed crop knowledge provided by the Yara agronomist and timely local weather alerts through the FarmGo application, I was able to improve my crop yield and produce export quality grapes. My income has now nearly doubled and I am able to afford the school fee for both my children. I am so happy to be able to provide my children with the opportunity to pursue the future they want for themselves. ”

Pravin Deshmukh
Grape Farmer from Sangli

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Our Comprehensive Range of Products

Our objective is to deliver globally best-in-class products to the Indian farmer. Yara India's product portfolio comprises six brands – YaraMila, YaraVita, YaraLiva, YaraTera, YaraRega and Bharat Urea (erstwhile YaraVera) – and a total of 23 product variants, offering the most comprehensive range of crop nutrition solutions in the industry.

Studies show that the nutrient reserve levels of soil in India are deteriorating. A combination of 13 primary, secondary and micro-nutrients are required to ensure healthy growth and high-quality yield of crops. Our range of products provide the requisite elements in the correct composition to provide balanced nutrition to crops. The result is increased incomes for farmers; in fact, some of our partner-farmers have now been able to transition to export quality produce! Moreover, healthy soil, and thereby robust crops, can better withstand climate stress, and are more resilient to the vagaries of nature than plants struggling to grow in nutrient-deficient soils.

A critical outcome of nutrient-rich soil is its positive impact on human health. (You can read more about this in our Care chapter).



Green Ammonia

The world is witnessing a rapid transition to clean energy, across various sectors. Leveraging its strengths in manufacturing and distribution, Yara International recently forayed into the production of green ammonia in Europe, with the intent to serve not just the fertiliser sector, but also the maritime and other energy-intensive industries. Besides enhancing Yara's product portfolio, this extension aligns powerfully with our ambition of decarbonising the food value chain – an aspect covered more extensively in the Concern chapter.

Recently, Yara has globally introduced an innovative model for farmers to accumulate carbon credits, to help them supplement their existing income from the sale of produce.



I have a land holding of 32 acres on which I grow chilli. Earlier, I would get a yield of 20-25 quintal per acre, by spending 60% on pesticides and 40% on fertilisers. Yara India's support and expertise has taught me better ways of farming the same crop. Now I am getting almost 6-7 quintals extra of chillies per acre.

I grow different varieties of apples like King Roat, Mema Master, Fenplus Gala etc. With Yara Products and guidance, I have achieved production of 50Mt/Ha which is much, much more than the Indian average of 6-7Mt/Ha. I am very happy with the results: the fruits have better colour, longer shelf life and are disease-free. I am now able to produce higher quality apples for export to other countries.



Using the range of Yara products has helped me improve my paddy yield per acre by 74%. As a result, my income per acre increased by 95%, adding Rs. 11,944 to my earnings.

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Carbon Credit

Yara India, through its global Agoro Carbon Alliance, aims to create an agriculture-carbon market to boost farmers livelihoods, and reduce greenhouse gas emissions. Yara will hand-hold farmers in implementing carbon cropping practices and facilitate the process with clear and transparent guidance. Leveraging our 110+ years of agronomy knowledge, we will facilitate creation of quality carbon credits demanded by businesses around the world in order to meet their carbon emission goals. Associating with the alliance will enable farmers to maximize their carbon crop yield and earn additional income through carbon credits. (You can read more about this in the Concern chapter).

Our Knowledge Solutions & Tools

At Yara, we go beyond just selling our products. We seek to build lasting relationships with our customers and create enduring value for them and their communities. Our range of additional services - agronomy support, digital farming solutions and farmer's toolbox – are tailor-made to address the needs and concerns of the Indian farmer.

Agronomy Support

In its 100-plus years of existence, Yara has accumulated a vast reservoir of agronomy knowledge and solutions. Augmenting this with continuous R & D to meet changing situations and contexts, we proactively share our global and India-specific experiences with farmers and our value chain partners to guide and enable them to make informed decisions.

In India, our in-house team of 40 highly qualified agronomists, with an average 14 years of relevant experience, offer farmers crop-specific and region-specific guidance at each stage of the cultivation process: from pre-cropping to harvesting. This extends far beyond the usage of fertilizers and covers diverse issues such as dealing with pest attacks, and protecting crops during adverse weather conditions, among others.

Yara India adopts a variety of modes to disseminate its knowledge repository and learnings, to promote sustainable and modern farming techniques.

Practical demonstrations at the farmer's field itself, and our Yara Knowledge Growth Centre (YKGC) demo-plots, are a powerful tool to accelerate the adoption of better practices. They allow farmers to witness first-hand the impact of the suggested recommendations. Similarly, agronomy sessions are regularly held with farmers to give them clear understanding and knowledge about crops and modern farming techniques, such as the use of drones for spraying fertilisers, and appropriate use of other agriculture-related products and equipments. During the reporting period, Yara India organized over 32,600 agronomy sessions, reaching out to more than 650,000 farmers across the country.

We deploy our internal digital platform, Yara Meet, to connect with farmers for sharing knowledge. We also use Facebook Live to conduct knowledge sharing sessions between our experts and user farmers, as also to enable peer-to-peer experience sharing. We optimally utilize social media such as WhatsApp, Facebook, and YouTube, to connect with and mobilize farmers for sharing knowledge and exchanging inspirational stories.

Meeting the Covid challenge

The pandemic brought in unprecedented and unforeseen challenges that disrupted our outreach to the farming community. Our team quickly adapted to the uncertain situation and shifted the in-person delivery of our agronomy solutions to our internal platform Yara Meet and social media platforms such as Facebook, YouTube and WhatsApp messenger. During the pandemic, we connected with 11.6 million farmers and conducted 2,500 online agronomy sessions for our farmer community.

Digital Outreach



2,500
Online sessions
conducted



8.9 Million
FarmCare and FarmGo
application downloaded



11.6 Million
Farmer reach
through online sessions



220,000
Farmers connected
via Facebook



7.1 Million
Views across
YouTube platform

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Suraj Rana
Rapoli village, Yamunanagar

Yara's experts helped me understand the best use of fertiliser, in the right quantity and the correct application. This has greatly improved my sugarcane yield per acre.

“Our support to Suraj in Yamunanagar district helped him make the right decisions to improve soil quality by using our soil analysis solutions.

This has resulted in higher yields for him. The sheer joy on his face made me realize my contribution in his life.

The positive impact I could make is satisfying and has motivated me to reach out to more farmers with need-based solutions.”



Ridham Kakar
Yara India - Agronomist

“Yara connect offers a holistic ecosystem for the farmers. It has a system of providing smart rewards to the retailers and farmers by offering value added services. A retailer can manage inventory, set up an online shop in yaraconnect, and accept orders from existing and new farmers using yarabodega.”



J.P. Mohanty
Digital Growth & Commercialization Lead, India

Soil Analysis

Insights about soil type and health guide farmers to make informed decisions on the appropriate crops and nutritional requirements. Soil analysis provides knowledge about the chemical, physical and biological status of soil. Through our soil testing facility in Babrala, we offer this service to farmers at nominal rates. Based on our findings, we offer comprehensive recommendations on the specific nutrients to be used to enhance yield and quality.

Digital farming and farmer's toolbox

Our digital interventions help us reach the wider farmer insights from digital applications enable farmers to make more informed decisions, optimise resources and, thereby, generate profits. The digital applications we currently offer to Indian farmers are FarmGo and FarmCare.

By end October 2022, these applications had been downloaded by over 8.9 million Indian farmers. YaraConnect, our application to connect with retailers, was downloaded by more than 14,500 retailers across the country.

We have also developed a farmer toolbox to facilitate informed nutrient decisions and more efficient use of fertilisers via a soil analysis service.

farmcare
End-to-end production support for cereal crops including crop advisory, nitrogen management tools, etc.

farmgo
Hyperlocal weather and insights tailored to smallholder farmers

yaraconnect
A reward-based loyalty program for retailers

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Fair and Ethical Business Practices

Integrity is at the core of how we operate and conduct our business. We provide accurate and genuine information related to products and their usage. Our team does not recommend over-use of fertilisers to drive commercial benefits. Our promotional material are an honest reflection of the outcomes from our products.

We deal fairly with all our business partners – irrespective of their size. Our code of conduct for employees and the code of conduct for the business partners encapsulate the high standards of conduct we expect from ourselves and our business partners and set the bar for the ethical standards. We expect both our employees and our business partners to comply with the same levels of integrity. Our responsible business conduct guidelines include elements such as accepting gifts and hospitality, anti-corruption and fraud, human and labour rights, fair competition, etc.

Our Services

Combining our wide range of products, knowledge solutions and ethical practices, we have developed two powerful service models to holistically cater to the requirements of farmers.

Yara Crop Nutrition Centres (YCNCs)

The YCNC is a retail hub offering a range of agri-inputs and farming related services, right from the pre-cropping to post-harvest stage. Although, currently, more than 50% of our YCNCs are located in northern India, we have charted ambitious plans to expand our YCNC network across the country.

In addition to the Yara line of products, YCNCs also stock a range of other agri-inputs - pesticides, seeds, drip irrigation systems and agriculture tools - from reputed Indian and multinational corporates. The products are made available at competitive prices, reducing the inputs cost for the farmers. Moreover, farmers can be assured of genuine products.

The YCNC also serves as a nodal point for services such as soil testing and other agronomy sessions. Each YCNC is connected with a dedicated agronomist from Yara to address the queries and concerns of local retailers and farmers. In addition, YCNCs undertake practical demonstration sessions for farmers to enable experiential learning.

Importantly, Yara is now working towards offering market linkage opportunities, using its YCNCs, to bring farmers and key produce off-takers together. Similarly, YCNCs are also being explored as conduits to link farmers with financial institutions to offer attractive funding options.



**0.7 – 1.0 Million per month
farmer footfall across YCNC**

Yara Knowledge Growth Centres

An extension of the YCNC is the Yara Knowledge Growth Centre (YKGC). These are Yara owned outlets which, in addition to the YCNC offerings, have in-house capacity building facilities. Depending on the specific YKGC, this could include an attached demonstration plot, training room, and a Yara brand shop.

Innovation to Ease Access for Farmers

Yara is easing access for farmers through innovation in retailing solutions. Bodega, an internally developed platform, allows farmers to check inventory of required products and book orders. Currently the service is being provided to 12,000 farmers associated with YCNCs and 1,700 retailers have setup marketplace in 2022. The same will be soon available to the larger farmers community of FPOs associated with Yara India.

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Partnership with Farmer Producer Organizations

Promoting and strengthening FPOs is a national priority and we, at Yara India, are proud to contribute to this initiative. Partnerships with more than 125 FPOs across 13 states enable us to directly connect with and support around 68,000 members of the farmer community.

Associating with Yara provides FPO members access to the full range of offerings at YCNCs. Members get access to dedicated agronomy support with Yara conducting knowledge and capacity-building sessions for the FPO members, customised to their specific requirements. Other advantages of establishing YCNCs at FPOs as compared to standalone YCNCs include minimum documentation, no security deposit and relaxation in branding cost. Further, FPOs can leverage Yara's analytical services such as soil analysis at bulk rates and access digital and farming solutions.



~ 68,000 farmers reach

“ In recent times, many FPOs have shown proactive interest in partnering with Yara India. They have started appreciating that our comprehensive interventions help farmers reduce their input cost and increase the value of their produce. We aim to extend our partnership with many more FPOs in the near future. ”



Anuj Sharma
Lead - Strategic Initiatives
Yara India

Aspirations and Targets

Strive to achieve a 3x increase in farmers reached by 2030

Deepen our connect with farmers using a two-pronged approach

Offer Indian farmers cutting-edge agriculture solutions by introducing the full range of Yara global products and services into India

Offer relevant and timely agronomy support and exposure to modern sustainable farming practices

Extend third party product and service offerings at YCNCs and FPOs

Priority Actions

Enhance farmer connects through YCNCs: increase average footfall and reach

Enhance the impact and reach of our agronomy sessions

Strengthen our digital offerings, for farmers and our distributors / retailers

Forge meaningful FPO partnerships

Extend our offerings to FPOs and YCNCs by partnering with other agri-input and agriculture ecosystem players

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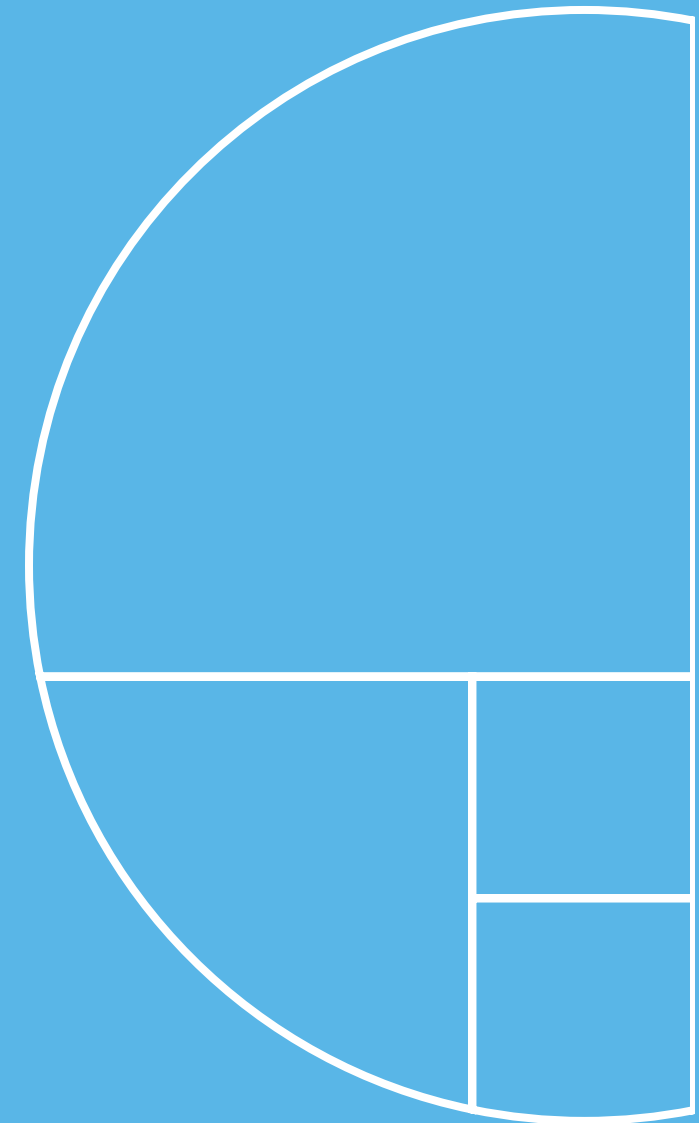
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Channelise

Channelise support for diversity, equity and inclusion



- Overview
- DE&I in Workplace
- DE&I in Ecosystem

Channelise

Highlights

Challenged industry stereotypes by creating opportunities for women in customer facing roles such as agronomy and sales; and as Agri-entrepreneurs
Partnered with **7 women-only FPOs**

Key Performance Metrics

- Gender mix
- New female recruits
- Women in senior managerial positions
- Gender pay gap
- Women farmers supported
- Women owned YCNC franchisees

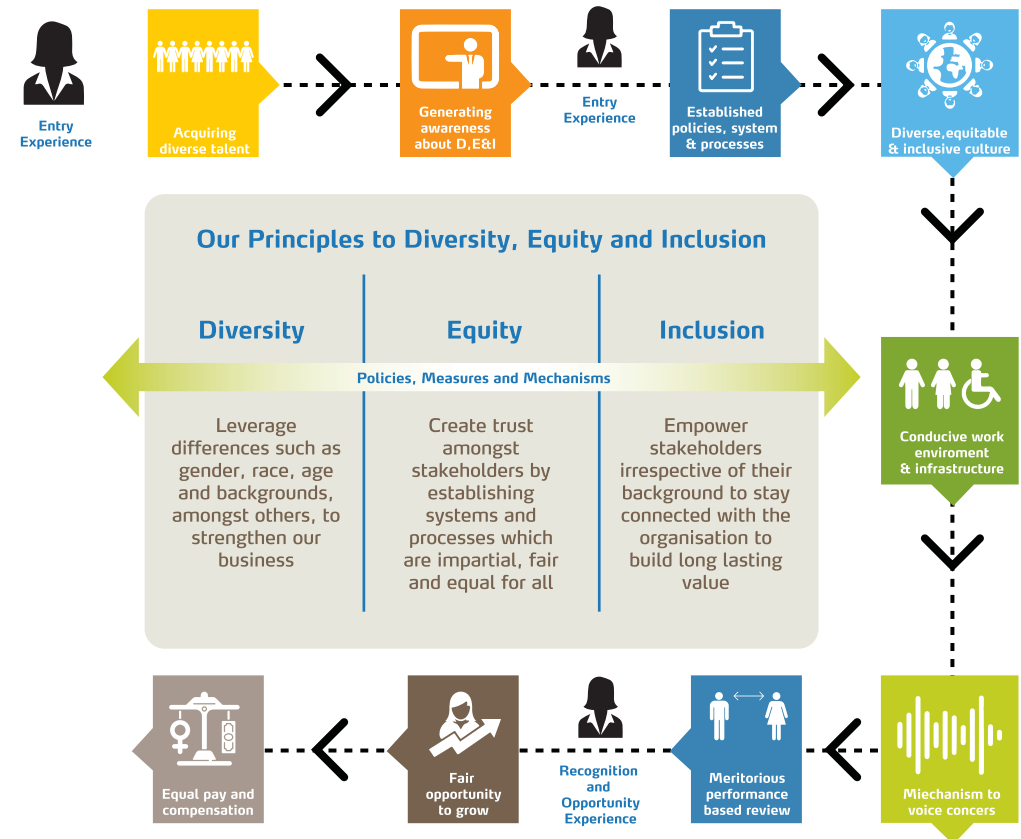
Our Cornerstones

Diversity, equity and inclusion are the three over-arching principles that guide and shape our business and growth in this country.

These principles apply uniformly across our entire ecosystem - management, employees, value chain partners and other key stakeholders.

We promote an inclusive culture, empowering people from various strata and sections of society, different genders, and diverse backgrounds, to draw the marginalised into the mainstream of national progress and prosperity. Our policies, systems and processes ensure that fair, impartial and equal opportunities are provided to all our people.

In the chemical industry, which has traditionally been dominated by men, we at Yara India are striving to improve the diversity of our workforce by not only improving the gender ratio, but also by bridging the gaps caused by disparities in age, experience, socio-economic background, et al.



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Our code of conduct sets out the policies crafted to ensure that Yara offers an inclusive, equitable and responsible workplace. We track and measure our progress in these areas to ensure on-ground action on our commitments. A team of 19 employees is responsible for the implementation of our diversity, equity and inclusion agenda with board-level oversight to monitor performance across these initiatives. We track our progress using measures such as diversity in leadership positions, recruitment, et al. to ensure that we action our commitments at the ground level.

Established mechanisms are in place to allow both internal as well as external stakeholders to report concerns related to diversity, equity and inclusion. (You can read more about our policies and code of conduct in the Care chapter).

We actively encourage, promote and foster diversity, equity and inclusion amongst our business partners and the wider agriculture ecosystem, too.

Diversity, Equity and Inclusion in Our Workplace

Employee Composition

Currently Yara India has a bench strength of 743 permanent employees, with a male-female ratio of 92% : 8%. An additional 792 temporary workers were engaged with us during the reporting period. Our employees – permanent and temporary – are drawn from the length and breadth of the country. Our workforce currently does not include any physically-challenged employees, but we intend to address this gap over the coming years.

Recruitment and Turnover

During the reporting period, 139 new recruits, 28% of them women, joined the Yara India family. The period saw 119 employees (13 of them women) part ways with the organisation, either voluntarily or due to termination, retirement, or other reasons.

Breaking the industry stereotype, Yara India added 6 women executives to its sales team during the reporting year, and aims to further strengthen the count. Our pool of experienced agronomists includes five women, all PhDs in agriculture-related areas, each with a minimum of 14 years of experience in the field. These women experts conducted around 1150 online sessions and supported over 1.5 million farmers across the country during the reporting period.

“ When I joined Yara as a fresher, six months ago, I was a little apprehensive about entering an industry that has historically been dominated by men. But after interacting with my colleagues and understanding the company’s commitment to provide equal opportunity, I feel very confident that I am an integral and valued part of the organisation. Yara is now home for me. ”



Grima Bairagi
New member in Commercial Team, Yara India

“ The fertiliser industry has been dominated by men and we are challenging this stereotype. Initially we were uncertain about how farmers would react to women agronomists. To our surprise, within just a few minutes of conversation, the farmers became comfortable and started sharing their concerns openly. As an added benefit, sessions led by women agronomists witnessed a huge increase in participation from women farmers. ”



Dr. Rajiv Mishra
Head Agronomist, Yara India

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	Recruitment	By Age Group			By Gender		Total
		< 30 Years	30 - 50 Years	> 50 Years	Male	Female	
	Management	5	14	-	11	8	19
	Other permanent employees	86	28	2	85	31	116
	Total contractual employees	3	1	-	4	-	4
	Total	94	43	2	100	94	139

	Turnover	By Age Group			By Gender		Total
		< 30 Years	30 - 50 Years	> 50 Years	Male	Female	
	Management	4	20	7	26	5	31
	Other permanent employees	51	35	2	80	8	88
	Total	55	55	9	106	13	119

Fair Compensation

Our code of conduct sets out the policies crafted to ensure that Yara offers an inclusive, equitable and responsible workplace. We track and measure our progress in these areas to ensure on-ground action on our commitments.

Leadership and Training

At Yara, we believe in building an inclusive leadership pipeline through our structured talent recognition and training approach. During the reporting period, we conducted four women leadership development programmes such as a Himalayan trekking expedition (an outbound leadership development programme), amongst others. The women employees that underwent these training programmes benefitted in their leadership journey with Yara India.

During the year, one female employee was promoted to the managerial cadre, taking the total number of women in managerial positions to 21 women. Our intent is to double this number in five years.

**Leading by example:
Fair representation of women in our
Advisory Council**

Women form 50% of the Yara India Advisory Council, which has been established to guide the organisation across various strategic business imperatives.

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Creating an inclusive environment

A pre-requisite for creating an inclusive environment is that all employees – regardless of gender – are sensitised on the issue, and actively contribute to fostering a positive workplace. During the reporting period, two awareness building sessions were conducted for our employees (male and female) on the criticality and value of organisational diversity. In addition, seven gender sensitisation workshops were held during the year. Other initiatives such as setting diversity targets in the business plan, Diversity, Equity and Inclusion (DEI) day celebration, formation of a taskforce on DEI, and international women’s day celebration were also undertaken.

We make our workplace more inclusive for our employees by providing 30 days of paternity leave, five days of marriage leave and creche facility.

Fostering Diversity, Equity and Inclusion within the Agriculture Ecosystem

Business Partners

We expect and encourage our business partners to promote diversity, equity and inclusion at their respective workplaces. To this end, we regularly conduct awareness building sessions for our partners.

Other Stakeholders

Yara values the immense contribution of women in agriculture and is committed to improving livelihood opportunities for women farmers. Our partnerships with Farmers Producer Organisations (FPOs) across the country support five exclusive women-only FPOs, each with an average membership of 2000 farmers, offering them access to better resources, knowledge and improved livelihood opportunities.

Some of our FPOs function as YCNCs, providing FPO member farmers with access to similar services as stand-alone YCNCs. Currently, three such FPO-YCNCs are largely managed by women entrepreneurs servicing on an average more than 1500 members. You can read more about our FPO programme in the Commit chapter.



“ In today’s world, it is diversity, equity and inclusion that showcase an organization and its culture. It is heartening to know that by employing women in non-traditional roles, Yara is breaking the industry stereotype and making all efforts to become a more diverse, equitable and inclusive organisation. Yara should aim to set the benchmarks within and outside the industry, to create a cadre of women who will lead the industry in increasing agricultural growth and productivity. ”



Renana Jhabvala
President, Sewa Bharat

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Aspirations and Targets

Within Yara India

Near balanced gender mix, in our employee base, at an overall level
Target at least 30% women in senior management roles, by 2025
Continue to ensure nil gender pay gap

For the ecosystem

Strive to achieve a 2.5x increase in women farmers supported by 2025
Target at least 20% of the new YCNCs are owned by women by 2025

Priority Actions

Build a strong pipeline of female talent, across functions and hierarchy levels – through internal progression and recruitment

Strengthen the leadership development programme for women; extend coverage to a larger number of female employees

Include more women in managerial positions

Focus on partnering with women FPOs

Actively scout for women entrepreneurs to increase the number of women owned YCNCs.

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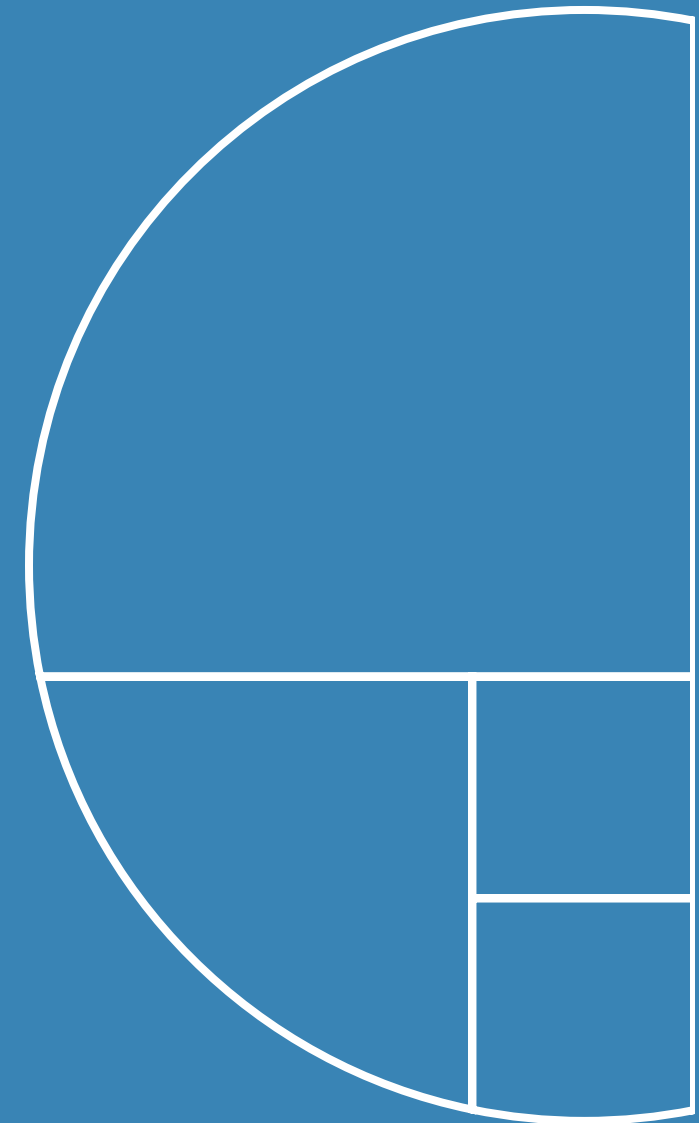
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Care for the well-being of our people and community



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Highlights

Impacted **65,000** lives through our CSR initiatives
 Initiated special measures to ensure the physical, mental and emotional well-being of our people
 Zero incidents of violation of our code of conduct reported

Key Performance Metrics

Incidents of violation of the code of conduct
 Mechanisms to ensure a secure and exemplary workplace
 Adherence to the defined performance review cycle
 Total Recordable Injuries
 Incidents relating to product safety
 Average training hours per employee
 Lives touched through our CSR initiatives

Making everyone's world a better place

At Yara, we care for our employees, business partners and the local community, keeping their interests at the heart of all our policies and practices. Our endeavour is to better the lives of all we touch - our employees, customers, associates, community, country, and the planet at large, with sustainable development as the leitmotif of all our efforts and actions. For our employees, we strive to provide a safe and secure workplace; for farmers, we work to make our products safer, and enable wider earning opportunities; for our associates, we ensure fair practices; for the community, we build health and sanitary infrastructure; for the country, we aim to boost soil and crop health, and for the planet, ecological harmony is our inherent theme and aspiration.

Creating a safe, enabling and exemplary workplace

At Yara, we take all measures to keep our people comfortable, safe and secure, both physically as well as emotionally, at their workplace – whether it is the plant, the office or the field.

Caring for our Employees, Stakeholders and Community

Create a safe, enabling and exemplary workplace for our people and business partners

Secure work environment
 Meritorious work setting
 Safe workplace
 Safe products
 Employee well-being

Capacity building to enable our people and business partners reach their full potential

Upskilling for knowledge and career progression
 Capacity building of wider ecosystem

Care for the overall well-being of our local community

Local community engagement



Forward leaning initiatives to build trust amongst stakeholders



Promote well-being of the employee and business partners



Enable growth by creating opportunities



Proactive engagement for community welfare

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Code of Conduct

We have developed a set of codes, policies, and processes to guide us to conduct business in an ethical, fair and responsible manner. The Yara Code of Conduct defines the key principles of our compliance programme. It is uniformly applicable in all our offices across the globe and to all employees (full time, part time, permanent, temporary, and the members of the board). Yara is fully committed to complying with all applicable laws, rules, and regulations in the countries where we operate.

Our business partners, including suppliers, distributors, agents and retailers, are key members of our ecosystem. We expect our partners to comply with all the relevant laws and regulations of the operating ecosystem as well as endorse the principles enshrined in our Code of Conduct. Towards this, the Code of Conduct for Yara's Business Partners is included in all material contracts. Further, we undertake a rigorous Integrity Due Diligence (IDD) for all potential new business partners. Our intent is to engage only with organisations that conform to our standards of integrity and ethical conduct.

Code of Conduct training completed by

730 full-time Yara India employees
96% of total Yara India full time employees



Nil

Incidents or complaints received related to breach of customer privacy



instances of leaks, theft, and loss of data reported

“ Yara’s strength comes from two key elements -its people and its business principles. Both these elements are vital for our enterprise to run smoothly and, therefore, protecting their interests is critical for us. ”



Umanand Jha

General Manager - HR and Administration
Yara India

Training

All employees must be made aware of the Yara Code of Conduct, to avoid any unintentional breaches. We, therefore, require all employees to complete our interactive Code of Conduct e-learning course, available on the Yara Learning Platform, every two years.

Redressal

The Ethics and Compliance department is the nodal point to offer guidance and counselling to employees seeking advice on Yara India's policies and Code of Conduct. Formal grievance reporting and redressal is also routed through this department. Breaches or concerns related to the conduct of Yara employees, consultants, contractors or business partners are reported to this department via a confidential e-mail channel.

In India, we have a dedicated qualified employee for this role.

Other Policies

We have also put in place other policies and codes, as required by, or relevant to, the local context, to supplement the Yara Code of Conduct.



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Key Commitments and Compliances Covered by the Yara Code of Conduct

Commitments

Harassment : Providing a harassment-free workplace

Health and safety : Providing safe and healthy working conditions, and conducting business in full compliance within all health, safety and environment laws and regulations

Human and labour rights : Respecting internationally recognised human rights across our own operations, as well as in our supply chain (elaborated below)

Fraud : Combatting fraud in all forms with zero tolerance, and proactively acting to identify and mitigate fraud risks in our activities.

Working with our business partners : Being an integral part of a responsible and sustainable value chain, and continuously working on improving our systems and processes to achieve this objective

Fair competition : Conducting business in full compliance with all applicable competition laws and regulations

Sustainability, our stakeholders and our community : Yara aspires to be a leader in developing sustainable agricultural practices and becoming more sustainable in our own operations

Expectations from Employees and Associates

Anti-corruption : Adherence to the highest standards of business ethics, respect for local laws, and absolutely no engagement or involvement in any form of corruption, bribery, fraud, facilitation payments, or extortion

Conflict of interest : Immediate identification and addressal of situations where there is an actual conflict of interest, or even the potential for any conflict of interest

Compliance

Confidential information : Full compliance with all applicable laws and regulations governing the protection, use and disclosure of Yara's proprietary, confidential, and personal information.

Data privacy : Protecting the privacy and personal data of employees, customers, suppliers, and business partners; and complying with the requisite regulations including GDPR.

We have identified five levers for creating a safe, enabling & exemplary workplace



Secure work environment



Safe Products



Meritorious work setting



Employee well-being



Safe workplace

Secure work Environment

At Yara India, we strive to create a non-coercive work environment wherein all our people feel safe, secure and respected.

Harassment-free workplace

We are committed to creating a harassment-free workplace. We strictly prohibit harassment (through verbal, written or physical conduct) on any basis whatsoever.

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To address gender-specific harassment, we follow the Prevention of Sexual Harassment at workplace (PoSH) policy laid out by the Government under the Prevention of Sexual Harassment Act, 2013. A PoSH committee comprising 5 female (including 1 external member) and 2 male members along with other mechanisms, as mandated by Indian law, has been set up. The policies apply to all our employees, irrespective of the nature of employment. We have constituted robust, fair and transparent procedures and mechanisms to seek redressal against incidences of harassment.

Periodic awareness-building and training sessions update our employees on our general anti-harassment and PoSH policies and redressal mechanisms.

We also sensitise our value chain partners and encourage them to adopt similar standards, through our Code of Conduct for Business Partners.

Harassment and Discrimination Statistics

700 hours of training sessions dedicated to anti-harassment and anti-discrimination

285 of our employees underwent training related to anti-harassment

Nil case of discrimination reported

Human Rights

Yara is committed to respecting internationally-recognised standards of human rights across our own operations, as well as those of our value chain partners. We have zero-tolerance for any act of human rights violation, child labour or forced labour. Yara India does not employ any person below the age of 18, and does not promote any form of forced labour. We also require our business partners to strictly adhere to these standards.

Freedom of Association

Yara India recognises the right of employees to exercise freedom of association and collective bargaining. We have developed a fair trade union policy, in conjunction with relevant stakeholders, to ensure that the voice and concerns of our workforce are well-heard and heeded. We have also constituted mechanisms to report and resolve any issues that may arise, through transparent hearings, and fair resolution.

We are proud to report that the relations between the management and employees at all levels of hierarchy are very cordial. Currently, there is no employee association constituted within Yara India.

Whistle-blower Protection

We recognise that ensuring a non-retaliatory environment is critical to creating workplace security. Accordingly, we have set in place a stringent whistle-blower protection policy, assuring full confidentiality.

Human and Labour Rights

32 training hours devoted to human rights policies and procedures

326 of employees trained on human rights policies and procedures

100% of significant investment agreement and contracts incorporating a clause on human rights

Zero cases of human right violations reported

Zero incidents of labour unrest reported

Zero incidents of labour dissatisfaction reported

Meritorious work Setting

Yara promotes a merit-based transparent process of evaluation, enabling growth and personal career progression across its workforce world-wide. Yara India conducts regular performance and career development reviews for all employees. All the major processes are consistent globally, and across all levels of the organisation. The processes are supported by Yara PeoplePath, our global HR platform, through which all employees and managers participate in the performance management and talent development process.

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We completed 100% performance reviews during the reporting period. We also have a mechanism in place to assess the existing and required capabilities of our business partners, to ensure credibility and optimum performance.

Safe Workplace

The health and safety of our employees is of utmost importance to us. We constantly monitor and improve our performance across key national and global parameters of health and safety. Yara India was runner-up for the Fertiliser Association of India award for ‘Excellence in Safety’ in 2021 and was shortlisted for an award by the National Safety Council of India in 2021.

We undertake several initiatives for our employees, to boost not only their physical but also their mental and emotional well-being.

Health & Safety Systems

Yara India is certified by the International Fertilizer Association. This certification mandates us to adopt specified health and safety practices across our value chain.

To create a safe and healthy working environment in all our premises, from our manufacturing plant to our corporate office, Yara India has implemented the occupational health and safety management system using the British Safety Council, the International Safety Rating System and the Du Pont Safety System as benchmarks. The system is managed by a dedicated 31-member team of occupational health and safety experts.

In accordance with the Factories Act, the system covers Yara India full time employees and contractual employees, as well as visitors entering the Babrala plant, or undertaking any one-off or external activities. The occupational health and safety management system is subjected to an annual internal audit. A third party audit is conducted every two years by Dun & Bradstreet. In addition, employees can report any unsafe activity or deviation from procedure on our Synergy portal for further action.

Ensuring that our business partners, too, create and maintain a safe and healthy working environment at their premises, is a top priority.

Health & Safety Training

We believe that providing periodic health and safety training to our employees and contract workforce will lead us to our target of achieving zero accidents at our premises. To enable this, for employees at our plant, we prepare and follow a detailed annual training calendar for health and safety outcomes, encompassing first aid training, occupational heat stress, confined stress, behavior observation, driving safety, reporting on Health, Environment and Safety (HES) incidents, firefighting training, and ‘lock out try out’ training, amongst others.

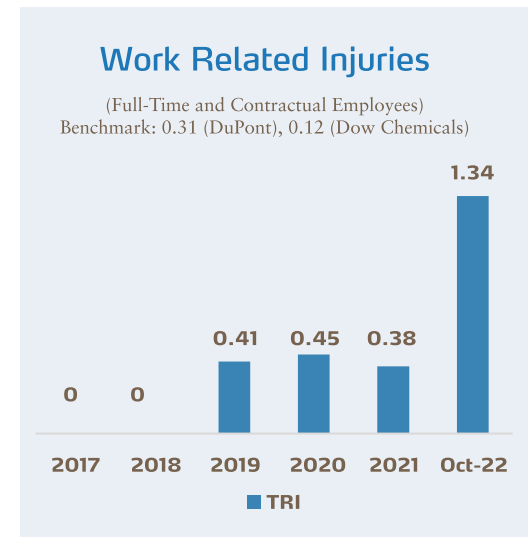
In addition, we also provide training on specialised skills to employees whose job requires them to handle hazardous material and substances, work at a height, work in confined spaces, welding, etc.

We periodically conduct health and safety programmes such as fire training, first aid training, and general safety training at our corporate office.

We conducted 15 training workshops / seminars on the health and safety policy for our employees during the reporting period.

Safety Performance

We have an established process to identify work-related hazards and assess risks on a regular basis. The outcomes of the process are integrated into our operational activities to ensure a safe working environment for our people.



Total Recordable Injuries is defined as the loss of one-man day of work and includes fatalities, lost time injury, restricted work case and medical treatment case but excludes first aid injury

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We have institutionalised processes for workers to report hazardous situations, if any.

We continue to monitor our safety performance over time. During the reporting period, the Total Recordable Injuries (TRI) was 1.34%.

A Health, Environment, Safety and Quality (HESQ) committee, with representation from employees, and health and safety experts, ensures work safety and monitors performance at our manufacturing facility at Babrala. Further, we have a central committee that meets every quarter, and five regional committees that meet every month, to identify and resolve issues related to health and safety. In recent times we have also constituted a Covid committee which meets frequently to ensure employee well-being and business continuity.

“ Our products feed the soil with nutrients in the right mix essential for the growth and health of crops. Healthy crops yield more nutrition-rich produce. This, in turn, helps fulfill the essential nutritional requirements of our people by ensuring that the food they consume contains the adequate quantities of carbohydrates, proteins, oils, vitamins and minerals, thereby leading to a healthier population. ”



Vinaya K Sharma
Commercial Head,
Yara India

Safe Products

The compliance and regulatory approval process for introducing fertiliser products in the Indian market is highly robust and well laid out. All Yara products currently available have undergone rigorous assessment for any impact on human and soil health in accordance with the required Fertiliser Control Order regulations. (You can read more about the impact of our products on soil health in the Concern chapter). In addition, all our products meet the health and safety norms specified by the International Fertilizer Association.

Rigorous product testing, quality checks and internal compliance mechanisms through independent reputed third-party assessors ensure that our products are safe for application. The reporting period saw no incidents of non-compliance with regulations and/or voluntary codes from our products and services. Similarly, no incidents concerning health and safety aspect of any of our products were reported by our end customers as well.

Employee Well-Being

The physical, emotional and mental well-being of employees is a top priority for Yara, in India and across the globe. We continue to strengthen our staff wellness programmes every year, adding fresh dimensions to craft a working environment which is encouraging and motivating for employees.

During the reporting period, we undertook a road safety awareness programme for our employees, and were able to achieve our target of zero road accidents. Through this programme, we introduced a safe driving policy, carried out behavioural assessment of our employees, coached our sales team on road safety and provided four wheelers to our sales team to travel safely. We also reimbursed the cost of safe driving gear such as reflector jackets, helmets, knee guards and elbow guards for sales team members using two wheelers.

Third party service providers, who manage a significant part of our logistics operations, are contractually obliged to follow Yara India's health and safety guidelines, such as mandatory vehicle registration certificate, driver's licence and training, et al.

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The 24x7 health centre in our Babrala township serves around 2300 people including full time and contractual employees, and their families. The eight-bed facility comprises an OPD, a laboratory to service the OPD, two residential doctors, a pharmacist, eight paramedics and a female nurse. The facility is also equipped with an oxygen generator and two oxygen concentrators. In addition, a dispensary, located in the plant itself and managed by a pharmacist, provides emergency treatment of shop floor injuries.

Yara India provides the facility for all plant employees to undergo a complete annual medical check-up, at the health centre, and for personnel at our corporate office, at specified hospitals. Personnel at risk in extreme working conditions in the plant also undergo a pulmonary and hearing check-up every six months.

Coping with Covid

Our employees, business partners and the community living near our manufacturing facility in Babrala, Uttar Pradesh, were severely affected by the Covid pandemic.

At Yara India we had three broad priorities during the peak pandemic phase:

- Safeguard our people;
- Act responsibly and comply with government guidelines; and
- Keep our operation running smoothly.

We extended our support to employees, business partners and the larger community through the following initiatives:

Yara India – Norwegian Business Association India (NBAI) Covid Relief Initiative : Yara India partnered with NBAI to provide Covid essentials such as PPE kits, oximeters, and patient monitors, amongst other critical equipment to the Narauli Covid hospital in Sambhal district of Uttar Pradesh. We provided around 1000 PPE kits, 10 oximeters, 5 infrared thermometers and 50 litres of sanitiser to the hospital. We also installed 14 multi parameter patient health monitors at the hospital facility.

Provision of oxygen : Oxygen was a crucial resource for fighting Covid. Yara India provided 4 portable oxygen generators to three government hospitals in Sambhal district in Uttar Pradesh, serving a total population of 2 million.

We have also installed a higher capacity oxygen production plant with the capacity to produce 102 oxygen cylinders per day.

Covid prevention : With the support of 65 health workers (Asha and AMM) across 25 villages of the district, we conducted awareness sessions on preventive and precautionary measures to safeguard against Covid. We also held live Covid awareness sessions on Facebook with our business partners for the farming community. We promoted vaccination by distributing informative pamphlets and mobilising the community across 25 villages.

Support to district administration : We provided 100 beds for quarantined patients, and offered facilities for Covid

testing at the CSR campus, for people of the district. We also stitched and distributed more than 50,000 face masks to government officials and the local community.

Ensuring the safety and well-being of employees and business partners : The pandemic brought with it mental and emotional stress - anxiety, sleeping disorders, fear of illness, and worries about economic losses, amongst others. To help alleviate these concerns, we took steps such as:

85 sessions with employees and their families to create awareness about Covid.

Strengthening peoples' resilience and immunity through yoga sessions, physical fitness campaigns, and Ayurveda.

Encouraging time off through initiatives such as digital holiday and 3-day special leave scheme, amongst others. Conducting 5 town hall meetings to connect with employees and provide regular updates.

Doctor on call subscription with Prudent for free consultation, to support employees and their families during the pandemic.



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Building Human Capital

At Yara we believe that continuous learning is critical for the progress of individuals and the growth of the organisation. The success of our organisation is a direct factor of the intellectual and skill strength of our employees. We therefore give great importance to continuous learning, on the job. We encourage our employees to keep upgrading their skills in order to gain expertise, either through self-initiated training, or via programmes customised by the organisation.

Upskilling for Knowledge and Career Progression

Our employees are integral to our business and we believe in investing in their development. We curate various capacity-building sessions throughout the year to enhance individual capabilities, for upskilling, reskilling and building team skills, amongst others, to keep our employees up-to-date with industry requirements, and to demonstrate our commitment to their development and growth. The training is delivered through in-person sessions, on the job learning, institution-based learning programmes, special modules and online cohorts.

Total Employee	Total Training	Average Training Hours
743	12,812	16.9

We help our employees upgrade their skills through both internal and external courses, and offer sabbatical periods for education.

During the reporting period, we conducted 637 training programmes, with majority of these being undertaken in an online training mode. These programmes were conducted across various internal and external initiatives such as own-ur-ship, campus to corporate, women in leadership, gender diverse workplace and presentation skills, amongst others.

Capacity-Building for the wider Yara Ecosystem

Yara undertakes capacity-building efforts for farmers through various agronomy initiatives. Our teams of field experts and agronomists conduct interactive demonstrations, workshops, seminars, and farmer fairs, amongst others, to create awareness about Yara products, modern farming techniques, and disseminate agronomy knowledge. During the Covid pandemic outbreak, most of these sessions were conducted through online and social media platforms.

We also leverage our YCNCs and FPOs to reach out to large number of farmers for capacity-building. (You can read more about this in our Commit chapter).

Similarly, we conduct capacity-building sessions for our retailers and distributors to strengthen their understanding about Yara products, our business ethics and compliance requirements. During the reporting year 4,500 training programmes engaged 166 business partners.

Training and Skilling

637 training programmes for employee skill upgradation

99% of full-time employees covered through training sessions during the year

6,934 hours of training for our contract workers

11 employees opted for skill upgradation through internal or external courses

Care for the Local Community

We are committed to the welfare and well-being of the wider community we operate in. We engage with key stakeholders to identify and prioritise impact areas of interventions which would optimally serve our local community. Alongside, we keep communication channels with local stakeholders free and open, to share our plans and consider their views in our decisions, to mitigate any potential impact due to operations.

Our Corporate Social Responsibility (CSR) efforts are centered around our plant in Babrala, Uttar Pradesh. We have developed education, health and SHG indices, amongst other frameworks, to regularly measure the impact of our CSR initiatives on parameters such as organisational structure and capacity, financial performance, and partnerships, amongst others. We conduct social impact assessment studies of our initiatives every year, to report on our social performance.

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The CSR Committee of Yara Fertiliser India Private Limited defines Yara's CSR policy, which is then approved by the Yara India Board. The three member-committee, comprising the Senior Vice President, Supply Chain and Operational excellence, Asia Oceania; CEO, Yara India; and Head of Legal, Asia and Africa, ensures that the activities undertaken are in accordance with Section 135 of the Companies Act 2013.











The CSR Board recommends the expenditure for pre-defined activities, and monitors the company's CSR strategy. During the financial year 2020-21, Yara India spent INR 25.9 million on CSR initiatives. In addition, the CSR arm also received INR 3.9 million as contribution from the beneficiaries of the activities.

The CSR plan is implemented by a Trust registered under the Societies Act. Currently, the Trust has nine trustees who meet at least twice a year to monitor the progress of activities. Various initiatives for the local community are implemented through the CSR arm of Yara India – under the

“ Yara India endeavors to become a more responsible corporate by driving inclusive growth, social equity and sustainable development. It is our objective to improve the quality of life in the communities we serve. We meet at least twice a year to monitor the progress of activities. ”

Maya Shanker Prasad
Plant Head, Yara India

Holistically Addressing the needs of Local Community

Health and Sanitation		Reducing maternal and infant mortality rate Improving malnutrition All round health check-ups Menstrual health
Education		Online and open classes Preparing children for school After school learning centres School infrastructure development Education scholarship
Agriculture	 	Improving utilisation of natural resources Capacity building of farmers Adopting scientific practices Introducing new crops Farm mechanisation Rural energy
Animal Husbandry		Curative health services Preventive health care services Improving stock
Skill Development	 	Centre based vocation training Vocational training through external partnership Women empowerment through formation of SHGs, enterprise creation and financial linkage
Affirmative Action	 	Construction of toilets Construction of brick paved roads Renovation of anganwadi centres Installation of safe drinking water source
Infrastructure Development		Vocational and education programme for marginalised youth to improve livelihood opportunities

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umbrella brand of ‘Kiran-A Yara Community Initiative’ (Kiran). The CSR department acts as a bridge between Yara India and the Trust to ensure that all the objectives defined by the board are effectively implemented, and, conversely, any concerns raised by the Trust are communicated to the Board.

A professional in-house team at Kiran coordinates the implementation of the initiatives, drawing in external agencies on a need basis, to implement specialised activities. Our community initiatives are aligned to three tiers – the internationally - defined Sustainable Development Goals (SDGs), specific national priorities, and the requirements of the local community. Our CSR Annual Report details these interventions.

Health Care and Sanitation

Under the health and sanitation theme, Kiran implement projects to address concerns such as reducing maternal and infant mortality, reducing malnutrition, and improving menstrual health for women and adolescents.

Project Vatsalya

Reducing infant and maternal mortality rates in the community

Supporting the government in creating awareness about Antenatal Care (ANC) and Postnatal Care (PNC), Kiran mobilises local women to undergo antenatal check-ups at the health camps. Our volunteers also directly reach out to women and their children to administer vaccinations.

Type of Interventions	Total (Govt. and Kiran)	Solely by Kiran	Percentage of Total
ANC Check-up Camps	5212	862	17
ANC Vaccination	3036	530	17
Immunization of Children	8871	1458	16
Institutional Delivery	80 % (995 out of 1253)		
Gynae Camps	2 camps, 148 patients treated		

Project Chirenjeevi

Providing underweight women and children with nutrition supplements and medicines

During the year, Kiran, under this project, helped the government identify children requiring supplementary nutrition and provided the requisite additional nutrition and medicines to 628 children, categorised as severely and moderately malnourished, from the core command villages.

Project Sanjeevani

Access to curative health check-ups and mobile health clinics

Health check-up camps are conducted at least once a week (often, twice) in about 30 villages, and are open for everyone, at a nominal charge. Mobile health clinics target women and children below the age of 10 years. We held 49 such camps and served 4348 beneficiaries during the reporting period. 647 patients were treated in 27 OPDs. Special health checkup camps organized in primary and upper primary schools covering 305 children.

Project Subhangi

Enabling menstrual hygiene of women and adolescent girls

This project provides sanitary pads to rural women to improve their menstrual health and hygiene. The initiative is implemented with the support of women Self-Help Groups (SHGs) which oversee the procurement, sterilisation, packing of the sanitary pads. The pads are sold by Asha and Anganwadi workers for a nominal charge. During the reporting period, 7078 sanitary pads were sold at the village level. In addition, Kiran volunteers promote the use of sanitary pads in rural women and adolescents.

Education

We focus on pre-school and K-12 education. Our initiatives extend from rainbow centres for making children school-ready, to online and open classes, school infrastructure development, and after school learning centres for additional hand-holding beyond the classroom.

Online and Open Classes

Improving access to school for economically disadvantaged communities
With the closure of physical schools due to Covid, we have been working to ensure that young learners from economically disadvantaged communities do not lose

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out on education. We worked closely with 612 students of the government primary school under the ‘Children Learning and Improvement Program’, to help them improve their learning abilities. With schools shut, we introduced open class rooms across villages for community learning. Today, we run 9 classroom centres in 9 different villages, with around 612 students enrolled into our programme.

Rainbow Centre

Preparing children to become school fit

This initiative helps pre-school children become school fit, by giving children below the age of six a basic understanding of alphabets and numerals. The centres are equipped by Yara India with adequate physical infrastructure, and managed by village level Self Help Groups. During the reporting period, eight centres were operational centre, including six newly established ones, benefiting a total of 280 children.

Scholarships

Funding futures for better opportunities and improved livelihood

Kiran’s scholarship programme provided fellowships to 27 deserving children worth INR 1,94,000. ‘Buddy 4 Study,’ the agency hired by Kiran to source and disburse fellowships from other institutional players, such as Toppr Asha, LIC, Shriram Capital, and MI, among others, supported 42 children with scholarships worth INR 6,30,720.

After School Learning Centers

Going beyond the classroom

Going beyond the classroom to improve learning for children, Kiran operates

tuition classes for school-going children from two villages around our Babrala plant. About 63 students (29 girls) attended these tuition classes for a token fee of INR 100 per month (contribution towards the cost of teachers), with the remaining cost borne by Kiran. Primary School, Nagaliya Kazi

- The project supported a total of 70 children, which included 26 girls. Started Computer literacy classes for 27 of Nagaliya Kazi School.

Capacity building of Teachers

Organised 3 trainings for the community teachers of project Rainbow, CLIP and for the teacher of Nagaliya Kazi school.

Agriculture

Agriculture is the primary source of income for most households in the villages around our Babrala plant. We run diverse initiatives to improve the crop yield and income levels for the farmers. We also enable farmers’ access to farm equipment, renewable energy, adoption of scientific farming practices, and improving water levels and soil health.

Improving the Resource base

Improving utilisation of natural resources

Kiran promotes water conservation and other practices to improve soil health. Land levelling is a precursor to good agronomic, soil and crop management practices. Making the soil surface level and even improves nutrient absorption, germination, and crop yield. Land levelling is thus an important part of the package of field applications developed by Yara India for crop productivity and water efficiency. This package also includes deep ploughing, use of organic fertilisers, and soil testing facilities at

“ I have five acres of land. Since my land is extremely uneven, water tends to get logged at one end with the other end remaining dry. This leads to loss of seeds either due to excess of water or limited availability of water. Every year I used to lose almost half my crop. Last year I got my fields levelled because of which I expect my yield will increase at least by a quintal. A crop like wheat must be irrigated at least four times during the season. After levelling, I have to irrigate only thrice. Now, not only am I optimising my water usage, I am also saving on seeds.”

Bhai Singh

Farmer, Village Kaail, Gunnaur Block

“ I invested Rs. 300,000 on laser levelling of my land, and now offer these services to farmers in the region. I charge them Rs. 600 per hour for laser levelling and Rs. 1250 per acre for deep ploughing. As much as 50% of this amount is contributed by Kiran to encourage farmers to adopt modern farming techniques. I earn an additional income of Rs. 50,000 per year by providing these services!”

Humkum Singh

Agri Entrepreneur
Village Kaail, Gunnaur Block

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subsidised rates. Yara managed to level around 250 hectare of land over the past four years with the support of local entrepreneurs.

Capacity-Building of Farmers

Supporting farmers enhance their knowledge of modern agricultural practices and techniques

We support farmers through training, field-level demonstrations and exposure visits to research stations and universities. During the reporting year, 439 farmers from 15 villages participated in our capacity-building sessions.

Adopting New Practice

Encouraging use of scientific practises
Kiran facilitated the farmers in adopting new scientific practices and technologies such as wheat intensification and line transplantation of rice (TPR). We offered subsidies, which helped farmers pay for the additional expenses such as labour and hiring of machines to accomplish these activities. 359 farmers from 8 villages adopted the technique of wheat intensification. 57 farmers adopted TPR.

Introducing New Crops

Enabling crop diversification
Kiran enabled crop diversification for 266 farmers by providing quality seeds as input support at a subsidised rates. 18 Shak Poshan Vatika (Vegetable nutrition garden) developed. Vegetable seedlings were provided to 59 farmers. We also offered seeds of new varieties from universities and research institutions at subsidised rates.

Farm Mechanisation

Providing access to modern farm equipment

Subsidies are provided to farmers who want to invest in farm equipment. Yara India supported by providing 30 seed storage bins, 44 spray machines (manual and power), 3 seed drill machines, 1 subsoiler and 4 sugarcane planters. Farmers from several villages benefitted from this support.

Rural Energy

Promoting use of renewable energy

We introduced self-sustaining solar powered lighting systems in nearby villages to provide clean renewable energy to the residents. Each system includes two LED lights, a mobile charging plug point and an extra socket for a fan. Kiran provided subsidy support to 50 farmers from 10 villages to buy these solar lights, along with 25% subsidy per unit for installation.

Animal Husbandry

Recognising the importance of livestock for the population living around our factory, Kiran has invested both energy and resources to improve animal husbandry. Our three-pronged strategy to boost livestock-based livelihood focuses on animal health, breeding through artificial insemination, and assisting households grow fodder grasses.

Animal Health Care

Animal Health services provided through OPD and veterinary camps

Curative and preventive health services are provided through OPDs at the campus, as well as veterinary camps in diereent locations. In the reporting period, our OPDs treated 2678 animals, and 974 animals were treated in the mega animal health camp.

On the preventive front, vaccination of cattle, to prevent the outbreak of Foot

and Mouth Disease (FMD) and haemorrhagic septicaemia was undertaken. The vaccinations were obtained from the government's veterinary department. In the reporting period, 53,819 animals were vaccinated through the intervention. Kiran also undertook the de-worming of 3162 cattle.

Improving Stock

Artificial insemination through active volunteers

Artificial insemination is an important activity carried out by Kiran. Trained para veterinarians, called PashuPalakMitra (PPM), carry out this service in operational villages, charging just INR 100 per artificial insemination. At present, there are 55 trained PPMs. During the reporting period, they carried out 22,030 artificial inseminations.



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Skill Development and Women Empowerment

Our centre-based approach and partnership with expert agencies enables us to help local youth better their job prospects through market-relevant skill training. Similarly, we encourage local women to become self-sufficient by supporting them in forming SHGs and micro enterprises.

Skilling Rural

Skills to promote market relevant training to youth from underserved areas

For skill development, we run two vocational training centres, one each at Gunnour and Babrala, for rural unemployed youth from underserved areas. The programme imparts skill training across four key trades - industrial tailoring, basic sewing, beautician, and computer classes. The USHA Sewing School partnered us in assessing and certifying students in the industrial tailoring and sewing programme. In the reporting year, 523 youths completed the training, and 518 of them received final certificates post assessment.

Women Empowerment

Providing opportunities for livelihood enhancement

The rural poor, specifically women, depend on non-institutional sources for financial support, paying high rates of interest. Kiran's intervention follows a two-pronged approach: One, set up SHGs of women, which are later linked with formal financial institutions. Two, help women start informal enterprises.

Currently, Kiran supports women with initiatives such as the formation and strengthening of SHGs, capacity-building

training, promotion of local handicrafts and diversification of livelihoods.

Formation and strengthening of Self-Help Groups

Our Self-Help Groups (SHG) project is operational across 55 villages. During the year, an estimated 346 SHGs, comprising 4192 members, participated in the project. We help women become financially inclusive by linking them with financial institutions and assisting them to undertake saving, inter-loaning and capacity-building activities. Kiran also supports these SHGs and their members carry out income-generating activities through skill-building measures, and in resource mobilisation. In addition, some SHGs run group and individual enterprises and manufacture products for local markets. During the reporting year 4100 women members of 320 SHGs from 55 villages came together to attend the annual general meeting of SHGs. Received the approval from MD, Uttar Pradesh State Rural Livelihood Mission (UPSRLM) for the Convergence of Kiran's women SHG program (242 SHGs of 02 blocks) with National Rural Livelihood Mission (NRLM) - A Government flagship programme on women empowerment and Livelihood of MoRD. 51 SHGs (out of 242 SHGs) of 16 villages received 31.475 Lakhs of the fund. Facilitated formation of 12 village-level organizations (VO).

Enterprise creation and support to individuals

Our enterprise creation programme supports individual enterprise by empowering SHG members to set up

gainful self-employment ventures. This year, 53 women from SHGs in 15 villages started their own enterprises with financial support in the form of loans from the SHGs and banks.

Project Aakriti and Karzobi

The Aakriti centre provides women who are into manufacturing of dress materials an opportunity to manufacture and sell under the brand name of Aakriti. The Karzobi art work is done on dress materials and on shawls and is a specialty art form in Gunnar area. Both these projects made a business turnover of Rs 298926.00 during the year.

Supporting NABARD

100 SHG project - Kiran, being the implementation partner of Yara India for NABARD, completed 100 SHG project during the year (100 SHGs formed, SB linkage - 43 accounts opened, CCL - 10 Linkages done). Women from several villages came together to form 35 SHGs during the reporting period.. Several of these newly-formed SHGs received INR 700,000 as cash credit limits from formal financial institutions, of which they disbursed INR 375,000 to their members.

Project Eshakti - Successfully completed data digitization of 230 SHGs.

Micro-Enterprise Development Program (MEDP) on Beautician - 30 women from women SHG got trained for 15 days and received course completion certificate.

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Affirmative Action

Affirmative action refers to corrective actions introduced to eliminate the effects of persistent discrimination against a sub-group of the population. Our Affirmative Action programmes aim to bring marginalised people to the mainstream, with focus on the 4 Es: Education, Employment, Employability and Entrepreneurship. Kiran undertakes interventions to support the vulnerable sections of the community to continue with their education, attain skill training, and develop employability skills, to pursue a vocation and gain better access to employment, and, subsequently, livelihood. In addition, our Affirmative Action programme also seeks to build life skills.

Employable skill development program

We primarily operate these interventions through two partnerships:

GMR Varalaksmi Foundation (GMRVF): Youths from the villages of Gunnaur Tehsil gain access to different vocational training through a skill training programme organised by GMRVF. Kiran was responsible for the mobilisation and selection of 79 students and enrolling them at the training centre.

Central Institute of Petrochemical Engineering and Tech (CIPET): This is a Government of India initiative to train youth on plastic technology and provide job opportunities in plastics and allied industries. Kiran sponsored 10 youths from the Tehsil for skill training at CIPET, Lucknow.

Scholarship to SC students - 62 students studying in Govt. institutions received scholarships.

80 women benefited through Quality of life training by Circle Office-Bareilly, Central Board for Workers Education, Labour Department.

196 farmers covered through agricultural initiatives such as seed support, training, visit to fair and support for village based demo farm.

Infrastructure Development

We care for the community that we operate in by building and renewing local infrastructure. Our key activities during the year are set out below.

Toilets were constructed in 41 households in core command villages. The units were constructed at a cost of INR 28,000 each, with the contribution of the beneficiary directly linked to their level of deprivation, with Kiran providing the remaining amount.

Kiran extended support to construct brick paved internal roads in villages, totalling 60 metres. A 65-meter drainage channel was constructed in Mehua Hasanganj.

Renovation of the anganwadi centre of village Mehua and Kail, including structural repair of the building, plastering of the walls and flooring; repairing and replacing of doors and windows; and white-washing and painting was undertaken.

Rural haat, a village market has been established with the support from NABARD. The initiative supports the villagers in getting fresh vegetables at an affordable price and in selling their agriculture produce directly to the customers.

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Aspirations and Targets

Achieve the target of zero accidents in the plant

Create a future-fit workforce by ensuring appropriate upskilling and recruitment

Become the employer-of-choice by creating an enabling and exemplary work environment

Strive to achieve a 3x increase in lives touched through our CSR initiatives

Priority Actions

Ensure full compliance with the Yara code of conduct

Deepen initiatives which enhance employee well-being leading to increased employee satisfaction

Increase average training hours per employee

Forge appropriate partnerships with educational and other learning organisations to further employees' career development

Bolster health and safety systems, processes and training

Deepen and widen the impact of our CSR initiatives

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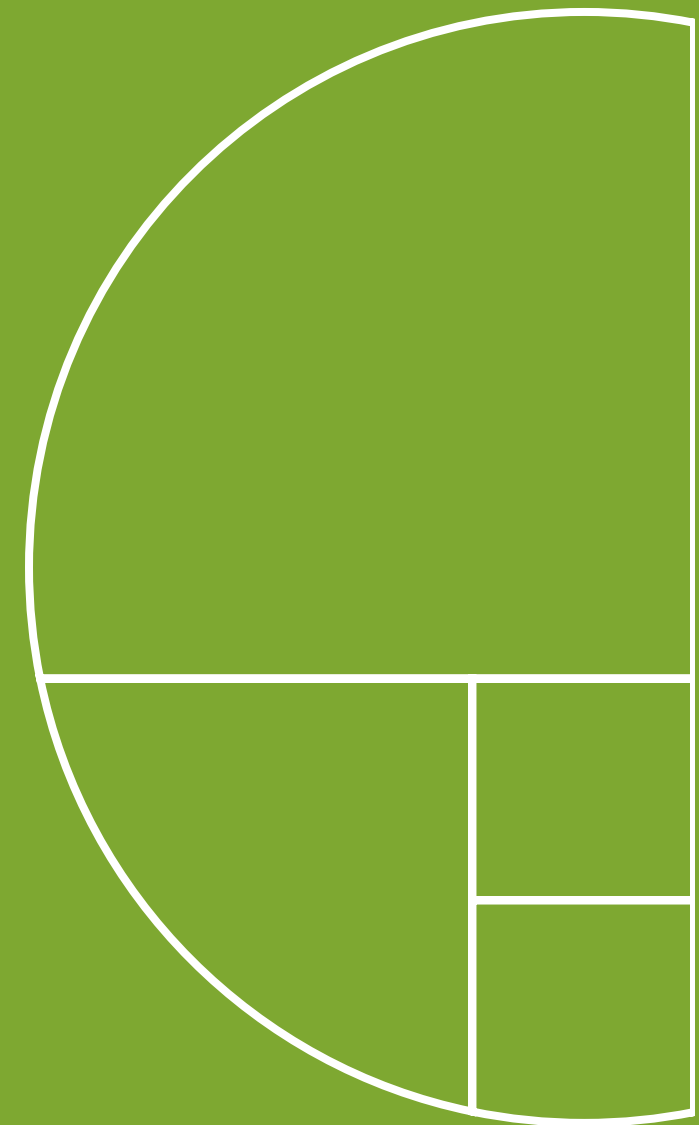
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Concern for our planet and future generations



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Highlights

Initiated additional energy saving measures to reduce scope 1 GHG emissions
Established a rigorous process for waste segregation and recycling
No significant direct or indirect adverse impact due to our operations, on biodiversity in our Babrala premises

Key Performance Metrics

GHG emissions
Renewable energy consumed
Energy consumption
Water usage: proportion of water consumed
Circularity: proportion of waste recycled
Biodiversity: green belt coverage of Babrala premises

Women Empowerment

At Yara India we believe that our business should create opportunities for climate-positive and environment-friendly growth for all our stakeholders. We understand the value of building sustainable business for our future generations, and the importance of preserving the critical resources of our planet. Hence, we take various measures to ensure the highest standards of environmental sustainability.

Our Approach

Environmental sustainability is an integral consideration for every aspect of our business. We have established, and continue to further set in place, technologies such as electric power drives, advanced process controls, distributed control system for the entire complex, and integrated steam network, amongst other processes at our manufacturing facilities to enable optimal utilisation of resources. Our standard operating procedures for waste disposal, water treatment, effluent management and maintenance activities, are regularly to enhance and continuously improve efficiency. Along with employee training initiatives, we also partner with external agencies and experts to periodically evaluate our performance and environmental parameters and seek suggestions for improvement.

Our Policies and Practices

The Management Team at Yara India identifies initiatives critical to ensure environmental sustainability and agrees on targets to be achieved over a period of time. The implementation of these targets is guided by the health, environment, safety and quality (HESQ) policy, following a detailed roadmap approved by the Yara India leadership.

Our three-member internal environment and sustainability team has the mandate to identify, develop and implement programmes, in tandem with external experts, to ensure environmental sustainability across our activities. These initiatives are monitored and reviewed by the environment committee, along with the leadership team.

The Process and Quality Assurance (P&QA) Laboratory at Babrala plant

The facilities for accurate monitoring of quality parameters pertaining to urea fertiliser, key plant consumables, raw materials and packaging material. The facility has the in process quality parameters of all sections of the plant, including environmental parameters for ambient air quality, emissions and water quality.

The laboratory is equipped with modern equipment like HPLC, GCs, Ion Chromatograph, TOC, Oxygen, moisture, emissions and water analysers, microbiological testing equipment et. al. The laboratory has been accredited to National Accreditation Board for Testing and Calibration Laboratories as per ISO 17025 and all the equipment are compliant to certified reference standards to meet national and international requirements. The facility is managed by an expert team, providing continuous support at the manufacturing site.

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Our Sustainability Initiatives

We undertook initiatives across our five key sustainability pillars - reduction in GHG emission, energy conservation, water stewardship, circularity, and biodiversity - during the reporting year. Going forward, we intend to further build on these initiatives.

Reducing Greenhouse Gas (GHG) and other Significant Air Emissions

During the reporting period, we emitted 1.4 million tons of carbon dioxide equivalent per ton of nitrogen. The GHG emission intensity, during the year, was 2.607 tons of carbon dioxide equivalent per ton of nitrogen. The carbon dioxide equivalent includes only scope 1 emissions. Since Yara India has its own captive power plant at Babrala, we do not purchase electricity from external sources, and hence the carbon dioxide equivalent does not include scope 2 emissions.

Similarly, the carbon dioxide equivalent figure cited does not include scope 3 and biogenic emissions.

“ The environment has significant social, commercial, and sustainability implications. At Yara, we not only comply with the statutory environmental regulations, but also take proactive steps to ensure the judicious use of natural resources. Adopting regenerative agriculture technologies, systems and processes enables long-term business sustainability, and will help us become climate positive.”



Maya Shanker Prasad
Plant Head, Yara India

Building on the several energy-saving measures already initiated earlier, we undertook more steps during the reporting period to reduce GHG scope 1 emissions, towards a target reduction of 2% in our GHG emissions by 2025.

During the reporting period, 910 tons of nitrogen oxides were emitted as a result of our operations, largely from our fire heater, primary reformer, heat recovery unit and service boiler. Since we use natural gas as fuel, which contains no significant sulphur content, the sulphur oxides emissions from our operations were negligible. Similarly, there were no other significant emissions such as persistent organic pollutants or volatile organic compounds due to use of natural gas.

Our emissions from nitrogen oxides are well within the environment regulation standards set by the Government of India and we will continue to keep the emissions within the stipulated level in the coming year as well. We adhere to a rigorous preventive maintenance plan and scheduled check-ups to ensure the operational effectiveness and reliability of all our equipment. Simultaneously, we continue to adopt new techniques and technologies to improve process efficiency and optimise process parameters.

We are taking measures such as transitioning our refrigeration systems to R-134 to reduce our ozone-depleting substance footprint to near negligible.

Agoro Carbon Alliance

Yara set up the Agoro Carbon Alliance to promote sustainable farming practices across the larger Yara ecosystem and assist in decarbonising the food system.

The programme presents farmers with the opportunity to earn additional revenue by adopting climate-positive practices, and decarbonising the food supply chain, to generate reliable farm carbon credits and certified climate-smart crops. It offers multiple levers such as reduced tillage, crop rotation, and grazing livestock, to name a few, to help farmers reduce carbon dioxide emissions and generate carbon credits. Agoro Carbon puts farmers at the centre of the solution by incentivising and enabling them to change their practices and connecting them to a growing number of businesses that are looking for ways to

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achieve their climate pledges. Agoro Carbon supports farmers with agronomy expertise and practical support to successfully sequester carbon in the soil and reduce emissions from their fields. This would generate high-quality, third-party certified carbon credits and increase farmers' income.

Farmers who join Agoro Carbon can therefore generate additional sustainability income from carbon cropping, while maintaining or even increasing crop yields. Farmers have the option to transition to the climate-positive practices that best fit their operation, and can choose the quantum of acreage they prefer to enrol in the programme. The programme works closely with the farmers, retailers and distributors, cooperatives, technology providers, lenders, insurers and the food industry across globe.

Green Ammonia

Transitioning to green sources of energy such as green hydrogen will allow us to reduce our dependency on natural gas to produce ammonia, a key raw material for producing fertilisers. The hydrogen drawn from water through electrolysis and use of renewable sources of energy will enable us to reduce our manufacturing and product carbon footprint. This will lead our transition to greener products and contribute to decarbonising the food value chain.

Environmental Features of our Babrala Plant

Least water consumption per ton of urea

Least effluent generation per ton of urea

ISO-14001, BSC-ES management, RC-14001

Three Clean Development Mechanism (CDM) projects registered

Energy Conservation

We consumed a total of 26,568,864 giga joules of energy during the reporting period for activities primarily related to our operations. Of this, 0.004% was renewable energy. Natural gas was the major source of non-renewable energy, while solar was our only source of renewable energy during the reporting period.

Particulars	Renewable Energy	Non-Renewable Energy
Total energy consumption (in giga joules)	1,081	26,567,783
Percentage of energy consumption	0.004%	99.996%

Over time, we plan to transition further to renewable sources of energy, and reduce our dependency on non-renewable energy sources. Several initiatives, such as the installation of a 1 megawatt solar power plant to increase our supply of renewable energy, were undertaken during the reporting period.

Our energy intensity ratio was 5.211 Gcal/MT of urea during the reporting period, and we aim to reduce this to

5.030 Gcal/MT of urea by 2025 through energy efficiency initiatives, smart maintenance practices and process improvements. Our manufacturing facility is amongst the best in class in the industry in terms of energy and environment management.

Water Stewardship

Ground water is the only source from which we draw water for commercial usage. During the reporting period, 6,113 megalitres of ground water were withdrawn to support our operations at Babrala. Of this, 59.1% was consumed and the remaining 40.9% was discharged for reuse in our green belt area for irrigation purposes.

At Yara India we believe in curbing pollution at the source itself. Consequently, most of our process effluents are controlled at the source by in-built treatment units like hydrolysers, distillation towers in the urea plant and ammonia strippers in the ammonia plant. The latter ensure that no further treatment at the effluent treatment plant is required.

Water withdrawn (in megalitres)



Consumed
3668



Discharged
2445

Percentage of water withdrawn & consumed which was recycled or reused



Recycled
43.2



Reused
15.9

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We have installed an online continuous effluent monitoring system (OCEQMS) at our facility to monitor that the pH level, ammoniacal nitrogen and flow of discharge effluent are in accordance with regulatory requirements. The discharge levels for nitrogen and phosphorous are well within the stipulated limits of compliance, demonstrating our ability to control the excessive flow of these nutrients into the ground water.

Schedule for Effluent Monitoring

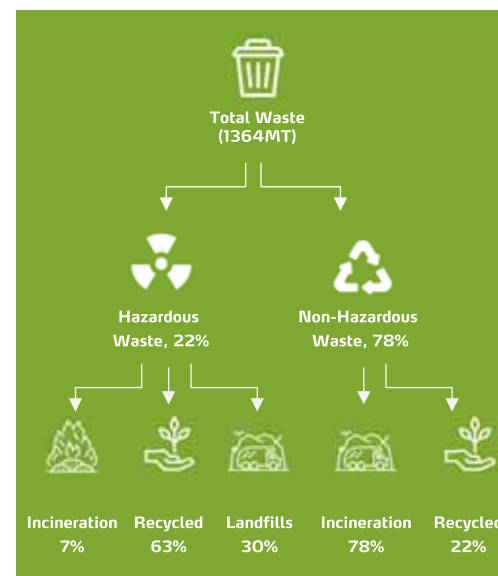
Daily	Weekly	Quarterly
Monitoring of ammonia, pH by our accredited inhouse laboratory	Monitoring of pH, ammonia, nitrogen and phosphorous by our inhouse accredited laboratory	Monitoring of pH, ammonia, nitrogen and phosphorous by approved third party

Techniques Adopted for Water Conservation

-  Installation of 24 magnetic flowmeters at various consumption points such as the discharge point of borewell, drinking water point and plant consumption point to monitor water consumption at these sources and to ensure adequate usage of water
-  Installation of 2 digital water level recorders to periodically monitoring of ground water level
-  Strengthening of rainwater collection mechanism in our plant as well as our township to ensure adequate reuse of water. We have also undertaken a feasibility study during the reporting period to understand the use of collected rainwater for high end application
-  Installation of 600 KLD MBR based sewage treatment plant for water treatment is underway and is expected to be commissioned by June 2022

Circularity


We follow the prescribed waste categorisation norms, and segregate waste generated from our plant and township into e-waste, plastic waste, battery waste, hazardous waste and bio-medical waste. After collection, the e-waste, plastic waste and hazardous waste is sent to an authorised recycler, while bio-medical waste is sent to an authorised common bio-medical waste treatment facility, and battery waste is sold off to approved dealers during new purchases. During the reporting period, we generated a total 1364 metric tons of waste, of which 1071 metric tons (78%) was non-hazardous, consisting of metal scrap, plastic waste, e-waste, rubber, wood and other waste from our plant and township. The balance, 293 metric tons (22%) was hazardous waste.



The organisation undertook several initiatives to reduce waste during the reporting period. We are continuously

making efforts to rationalise the consumption of raw materials and other inputs utilised for production and packaging, by improving our process efficiency and manufacturing technology. In compliance with Plastic Management Guidelines 2016 and Extended Producer Responsibility(EPR), we collected the equivalent of weight of plastic waste from the states in which we operate. This was then disposed of in an environmentally-sound manner in cement kilns, as per the Central Pollution Control Board (CPCB) guidelines. Most of the waste is generated from non-renewable multi-use plastic, while the waste generated from other materials such as copper wire, lathe machines and welding rods was minimal.

Particulars	Renewable Energy	Non-Renewable Energy
Weight of material consumed (in tons)	5228	6995

 ~5,228 tons of multi-use non-renewable plastic used during the reporting period

Yara Products : Creating a healthier India Our range of products provide the requisite amount of micronutrients in adequate composition to provide balanced nutrition to the soil, resulting in improved soil quality. Healthy soil yields nutrient-rich crops, creating a positive impact on human health.

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Initiatives Undertaken to Reduce Waste



Use of water bottles in place of single use plastic water bottles in meetings and guest house



Distribution of cotton bags to employees and their families to discourage use of plastic bags in township.



Changing behaviour through waste related posters at prominent places to increase awareness about waste segregation and proper disposal



Dust bins installed in the township for proper collection and segregation of waste at source



Encourage promotion of composting for waste generated from green belt

Bio-Diversity

Yara India's manufacturing facility and township at Babrala is spread across 490 acres, of which 37% is a green belt. The facility is surrounded by a wide range of bio-diversity, and is home to 46 species of birds, 52 species of trees, 15 varieties of shrubs, 48 herbs and 15 varieties of grasses. The facility and its surroundings also host 41 species of wildlife.

We understand our responsibility towards conserving and enriching this bio-diversity, and co-existing in harmony with our natural surroundings. During the reporting period we planted more than 20,000 trees in the existing green belt, and plan to plant an additional 25,000 trees in the coming year, in

and around our facility.

Currently, our manufacturing and township facilities have had no significant direct or indirect impact on biodiversity in the protected area and the buffer zones.

Yara India commissioned a study to understand the impact of biodiversity in conducting green business. The study helped identify the protected area, locate all the habitats, and list the endangered plants and animal species in and around the facility and the township. This data will enable us to take proactive steps to mitigate any potential risk caused by our activities to these endangered species.



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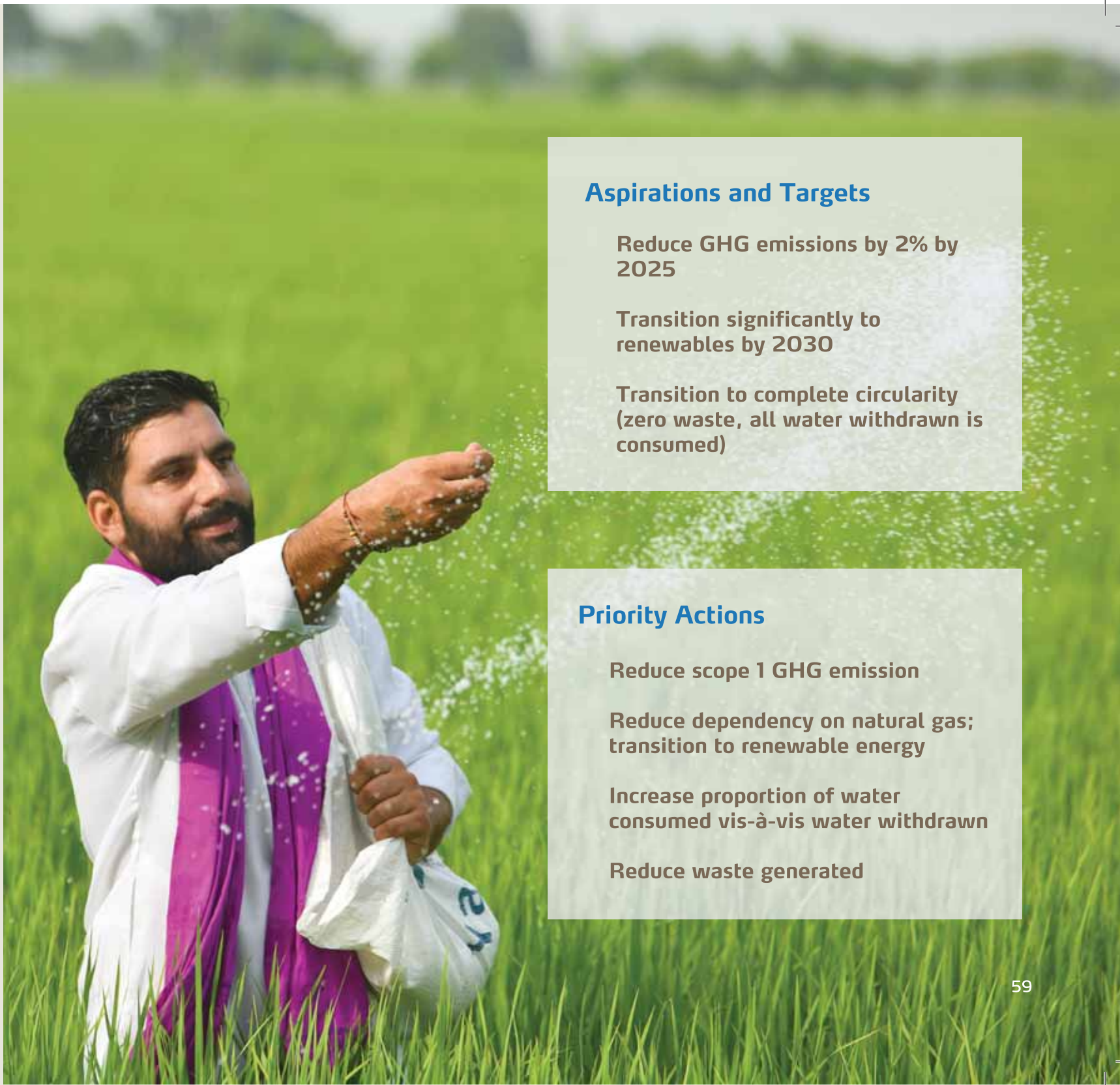
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Aspirations and Targets

Reduce GHG emissions by 2% by 2025

Transition significantly to renewables by 2030

Transition to complete circularity (zero waste, all water withdrawn is consumed)

Priority Actions

Reduce scope 1 GHG emission

Reduce dependency on natural gas; transition to renewable energy

Increase proportion of water consumed vis-à-vis water withdrawn

Reduce waste generated

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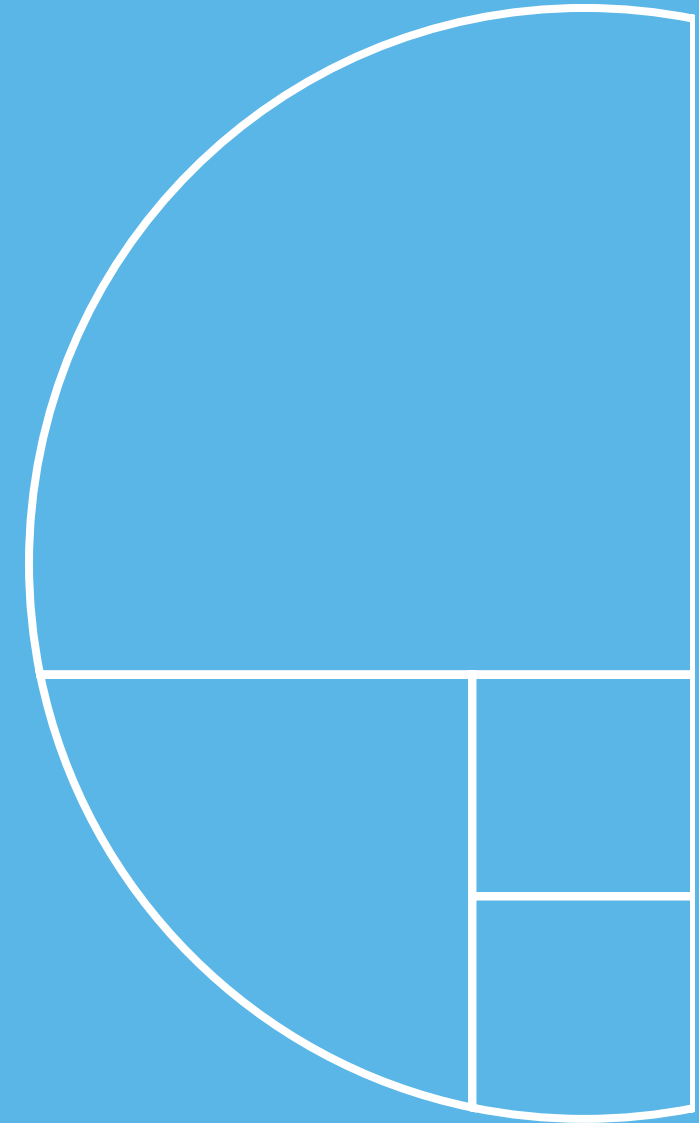
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Contribute to job creation and economic growth of India



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- Building knowledge and skills
- Generating employment
- Building the nation

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Highlights

- Generated decent and respectable employment for **1535** people
- Supported **55** small businesses
- Contributed to helping India meet its climate change commitments by promoting sustainable farming practices
- Co-opted by the Government of India onto various high-powered committees related to fertiliser and nutrition policies

Diversity, equity and inclusion are the three over-arching principles that guide and shape our business and growth in this country.

These principles apply uniformly across our entire ecosystem - management, employees, value chain partners and other key stakeholders.

We promote an inclusive culture, empowering people from various strata and sections of society, different genders, and diverse backgrounds, to draw the marginalised into the mainstream of national progress and prosperity. Our policies, systems and processes ensure that fair, impartial and equal opportunities are provided to all our people.

In the mineral fertiliser industry, which has traditionally been dominated by men, we at Yara India are striving to improve the diversity of our workforce by not only improving the gender ratio, but also by bridging the gaps caused by disparities in age, experience, socio-economic background, et al.

We direct our efforts towards:

- Strategic investments in infrastructure
- Employment generation
- Boosting India's agriculture economy, including contributing towards agriculture exports and FDI in the farm sector
- Supporting Farmer Producer Organisations
- Fostering women farmers and entrepreneurs
- Encouraging small businesses
- Enabling community-building

Building Infrastructure For Our Business

Yara India's state-of-the-art urea manufacturing facility in Babrala, Uttar Pradesh, is at par with the best in the world. The plant, with a 1.2 million

Key Performance Metrics

FDI and capital employed
Employment generated
MSMEs supported

MT annual capacity, has set new standards in the Indian fertiliser manufacturing space, in terms of technology adoption, energy conservation, environment protection and safety. It is one of the few fertiliser facilities in the country with several unique features envisioned and incorporated at the design stage itself, raising the bar for the industry.

The 2200 metric tons per day ammonia facility is based on the Danish Haldor Topsoe technology, while the 3500 metric tons per day urea plant uses Italian know-how from Saipem. The facility is certified for ISO 9001, ISO 14001, ISO 45001 and ISO 50001.

“ We are building a business that extends far beyond its commercial imperatives, and ably supports the growth of the country and its people. The foundations of our work are grounded in the core value system of Yara. In over two decades of passionate commitment to India, its farmers and the agri-food ecosystem, we are proud to have touched the lives of more 11.6 million farmers through our products, agronomy knowledge and other out-reaches, and look forward to even deeper engagement.”



Sanjiv Kanwar
Managing Director, Yara South Asia

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For the Community

We serve the community that we operate in through infrastructure investment to support local needs in the Sambhal district of Uttar Pradesh.

Some highlights during the year:

- Construction of toilets in 40 households to improve sanitation facilities
- Laying a brick paved road to ease the daily commute for the local population
- Renovation of the local anganwadi centre, to drive women and child nutrition
- Providing clean drinking water by installing reverse osmosis (RO) units with ultraviolet radiation (UV) capacity to process 1000 litres per hour.

Highest Stand-alone FDI in Fertiliser Sector

Yara has been present in the country for over 25 years. In January 2018, it acquired from Tata Chemicals a 1.20 million MT annual capacity urea plant located in Babrala, Uttar Pradesh for USD 421 million. This is the highest stand-alone foreign direct investment in the Indian fertiliser sector.

Building Knowledge & Skills

Yara works for, and with, under-served people, especially youth and women, to equip them with relevant market-ready skills. Our dedicated skill training centres impart skill training to unemployed youth in partnership with external training

partners. You can read about this in the Care chapter.

We bring to our India operations state-of-the-art solutions garnered from the formidable knowledge and R&D resources of Yara International, customised to local needs for advanced and market-relevant sustainable products.

Generating Employment

The Yara India family comprises 743 permanent and 792 temporary employees, across our manufacturing facility, corporate office and in the field. During the reporting period, we created 139 new jobs across our facilities, hiring 05 people from the Sambhal and adjoining districts. The jobs created through our manufacturing facility span the spectrum from basic skills requirements to high end technical and managerial expertise, reflective of the diversity of expertise available in India. We believe in offering decent and respectable employment opportunities, right from the entry level, with remuneration well above the stipulated minimum wages, to enable a better quality of life for the people we work with.

In tandem, our association with our business partners supports their growth, creating manifold indirect employment opportunities across various industries.

Building the Nation

Yara supports the national endeavour of building a better India. While we contribute significantly towards achieving our country's macro-economic targets, our

contribution extends well beyond these, to other national priorities such as nutrition, health, environment, infrastructure, sanitation, et al. Our strategic focus is on supporting the Government in fulfilling its commitment to universal global aspirations such as the Sustainable Development Goals (SDGs) and the United Nations Framework Convention on Climate Change (UNFCCC), as well its own national agenda.

“ Businesses in the current scenario need to develop their strategy keeping in mind not only the internal and external stakeholders relevant to the business but also the macro and micro economic priorities of the country, and indeed, the world.



I understand that Yara, through its holistic sustainable growth strategy, aims to become a pioneering and trusted organisation within India.”

Ramesh Abhishek

Former Secretary, Department for Promotion of Industry and Internal Trade

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
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Priority area and SDG alignment	Yara India's Contribution	
 Agriculture	<p>Yara's products help improve soil health. This results in enhanced crop produce and, consequently, enhanced farmers' income. It also contributes directly to the country's agriculture GDP target of USD 1 trillion, within the overall vision of making India a USD 5 trillion economy.</p> <p>By raising the quality of Indian agriculture produce to make it world-class, we are also helping India achieve its farm export target of USD 60 billion by 2022. Our products help farmers enhance their income through reduced input cost and increased farm yield, directly supporting the Government's vision of doubling farmers' income. During the reporting year, our products were used across 2 million hectares of farm area, to generate farm produce for the country.</p> <p>We support the Government's target of formation and promotion of 10,000 Farmer Producer Organisations (FPOs) in India through our FPO programme, which provides access and improved livelihood opportunities for farmers, particularly women farmers.</p>	   
Government Priorities Agriculture GDP and export Doubling farmers' income Formation and promotion of Farmer Producer Organisations		
 Digital	<p>Yara's digital farming solutions provide farmers access to digital farming applications, which provide general crop related information as well as hyper-local information (weather, pest attack, etc.), thereby facilitating informed decision making. Our applications also enable peer-to-peer experience sharing.</p> <p>Simultaneously, we are in the process of connecting our retailers digitally through our customised online platform.</p>	 
Government Priorities Digital India		
 Make in India	<p>With the goal to 'Make in India,' and thereby reduce the country's dependence on imported fertiliser at higher prices, our manufacturing facility in Babrala, UP, produces 1.2 million MT of indigenous output annually.</p> <p>Supporting the Government's vision of Start-Up India and promoting women entrepreneurs, three YCNCs associated with our FPO partners are entirely managed by women entrepreneurs. We are in the process of setting up more women-led YCNCs across the country, thereby fostering women entrepreneurship.</p> <p>We work with around 55 micro, small and medium enterprises (MSMEs), nurturing their growth by improving the quality of their produce, upgrading the skill of their workforce, etc. Our MSME partners are engaged in a wide range of businesses from packaging to tools to transport and distribution.</p>	 
Government Priorities Start-up India Atma Nirbhar Bharat Supporting MSMEs		
 Health	<p>Our core raison d'être is our strong commitment to improve the nutritional value of food for Indians through our range of products.</p> <p>Further, as part of a high-level government committee, we are working to bring in system reforms to improve nutritional levels by amending the national nutrition policy.</p>	 
Government Priorities National nutrition policy		

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Aspirations and Targets

Continue to align with and contribute to national priorities

Priority Actions

Continue to contribute to agriculture-related macro-economic targets and national goals such as Doubling Farmers' Income by facilitating farmers to enhance the quality and quantity of their yield

Continue to generate quality employment opportunities

Support local businesses and MSMEs

Contribute to India's climate change commitments

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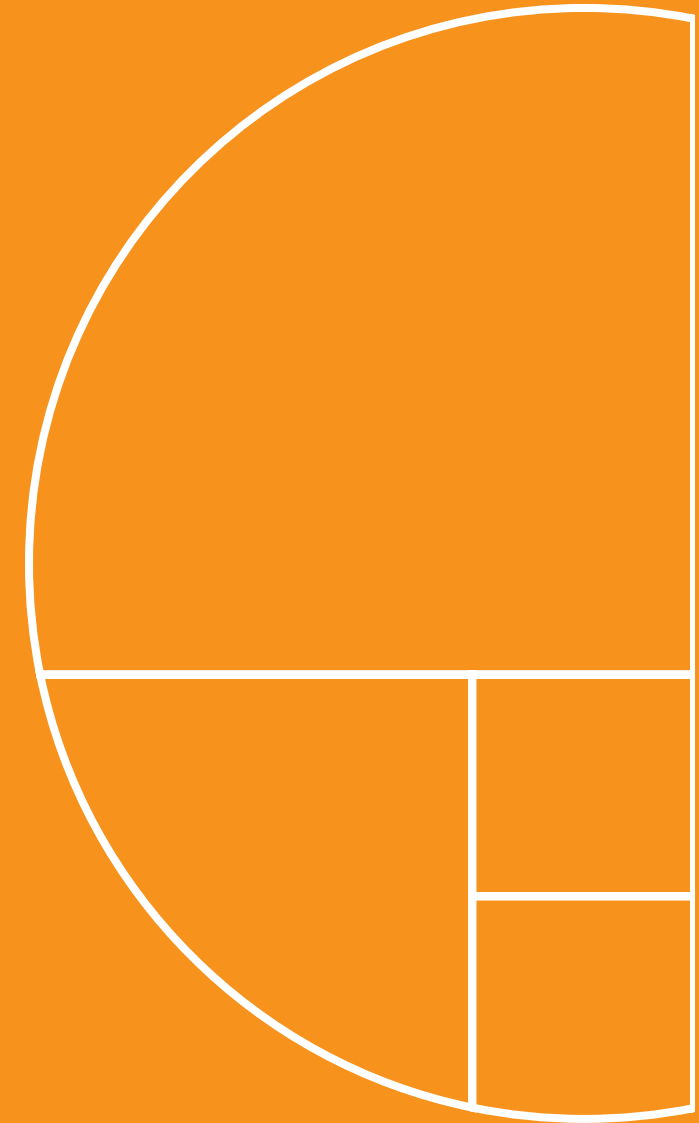
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Governance for building transparency and trust



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- **Systems and processes**
- **Board composition**
- **Role of committee**
- Reporting and review

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Highlights

Ensured stakeholder trust in Yara India on account of our robust governance structures; comprehensive and fair policies; and transparent systems and processes

Key Performance Metrics

Diversity in the Board and Sustainability Committee
Expertise of the Sustainability Committee members on ESG matters
Monitoring and impact assessment cadence of ESG initiatives

Building Systems and Processes for Sustainability

At Yara India, we conduct our business with the highest standards of governance. We have established structures and processes that enable transparency and trust amongst our stakeholders, on our path of sustainable market leadership. Governance is one of the key cross-cutting elements of our sustainability growth framework, a common guiding thread across our 5Cs - commit, care, channelise, concern and contribute.

The overall governance of the organisation is driven through the strategic direction provided by the statutory Board of Yara India. The Board sets the sustainability agenda, and the Sustainability Committee, comprising members from the Yara India management team, is responsible for delivering on the high-level targets.

Our sustainability agenda is defined by our vision to

Build a healthy India and responsibly create value for its stakeholders; and Transform India's agri-food system while adopting sustainable farming methods, and accelerate India's journey to global leadership in agriculture.

Composition of the Board and Sustainability Committee

The Yara India Board comprises three directors: one executive member and two non-executive members, to ensure an independent body which gives due consideration to the interests of all stakeholders. Currently the Board consists of all male members.

The Sustainability Committee draws members from relevant functions such as Health, Environment, Safety and Quality (HESQ), plant operations, HR and Governance, CSR, and Finance, amongst others. Going forward, we intend to ensure adequate representation from vulnerable social groups and stakeholders on the committee.

The members of the Sustainability Committee are selected on a rotational basis for a period of one year or more, depending on the management's consideration. The members are selected through a structured process, giving consideration to criteria such as diversity, stakeholder representation, conflict of interest, independence, expertise, and experience, amongst others.

Role of the Sustainability Committee

The Sustainability Committee is responsible for implementing our sustainability agenda, as relevant to our business and stakeholders, and for assessing its risk implications, while leveraging any specific opportunity. We use our stakeholder engagement approach and our materiality assessment to guide us on subjects that are relevant for sustainable business performance and beneficial to our stakeholders. Our risk management process helps us identify, prioritise and manage risks. The members of the sustainability committee meet on a periodic basis to review the company's performance across each of the identified sustainability topics. Progress is then reported to the Yara India board during the quarterly review meetings.

The committee also ensures that the mandated code of conduct for employees and business partners is being carried out with full compliance across the organisation. (You can read more about our code of conduct in the Care chapter).

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- Systems and processes
- Board composition
- Role of committee
- **Reporting and review**

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Going forward, one of the most critical tasks of the committee will be to ensure the effective implementation of Yara India's sustainability growth framework. In the next reporting year, the committee will review and approve Yara India's sustainability report and ensure that all material topics are covered.

Reporting and Review

We have well-defined mechanisms for stakeholders to communicate their concerns to the sustainability committee in case of a requirement. During the reporting period, no critical concern was reported to the committee.

The performance of the Sustainability Committee members is reviewed periodically by the Yara India Board, based on pre-set KPIs.

Aspirations and Targets

Achieve the highest standards of transparency and trust with all stakeholders

Priority Actions

Continue to add rigour to the monitoring frameworks and mechanisms relating to sustainability matters

Enhance reporting coverage in the next Yara India Sustainability Report

Improve diversity across governing bodies

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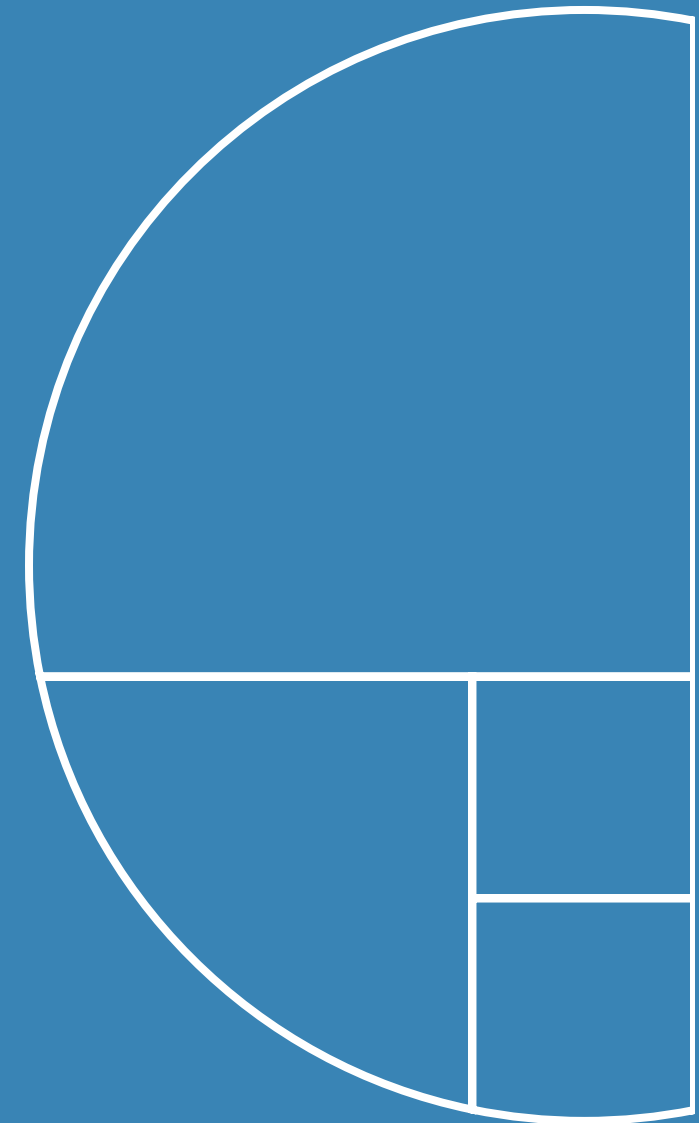
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The Way Forward

Upwards and onwards on the growth spiral



2021 - 22 was period of flux for the entire planet. Amidst uncertainties and new challenges, we at Yara India took a pause from our routine, to reflect on what will be critical for us, as we step into the new normal.

Taking hard-learned lessons from the adversities of Covid, we are now exploring innovative ways of working and connecting. Yet, in these new ways, the old values endure. The 5Cs - Care, Channelise, Commit, Concern and Contribute – of our sustainability growth framework remain inherent to our business, and most importantly, for our stakeholders. We now believe, even more strongly, that the governance mechanisms guiding this framework ensure transparency, accountability and integrity in our commitments across these 5Cs.

This sustainability report, for 2022, is just the beginning. We hope it will guide us towards deeper care, deeper channels, deeper commitment, deeper concerns, and deeper contributions, building both strong relationships and a solid business foundation. Going forward, we will continue to reinforce our sustainability reporting practices to define standards that can set the benchmarks for the fertiliser industry in the country.

During the reporting period we were able to reach out to a large number of our stakeholders. We expanded across markets by introducing new initiatives. Taking on the challenges of this volatile world, we are re-defining our narrative for doing business in the country. Going forward, we will focus on increasing the participation of women in agriculture from within Yara India and outside the wider ecosystem. We will strengthen our digital farming solutions to give more farmers access to our bank of cutting-edge agronomy knowledge. We will continue to reduce our carbon footprint by minimising our GHG emissions, and by introducing renewable and greener energy sources such as green ammonia. Finally, we also aim to increase our social footprint by contributing more towards nation-building and community development.

This report defines our targets for 2025. It will serve as the blueprint for our efforts and actions as we step bravely and boldly into the future.

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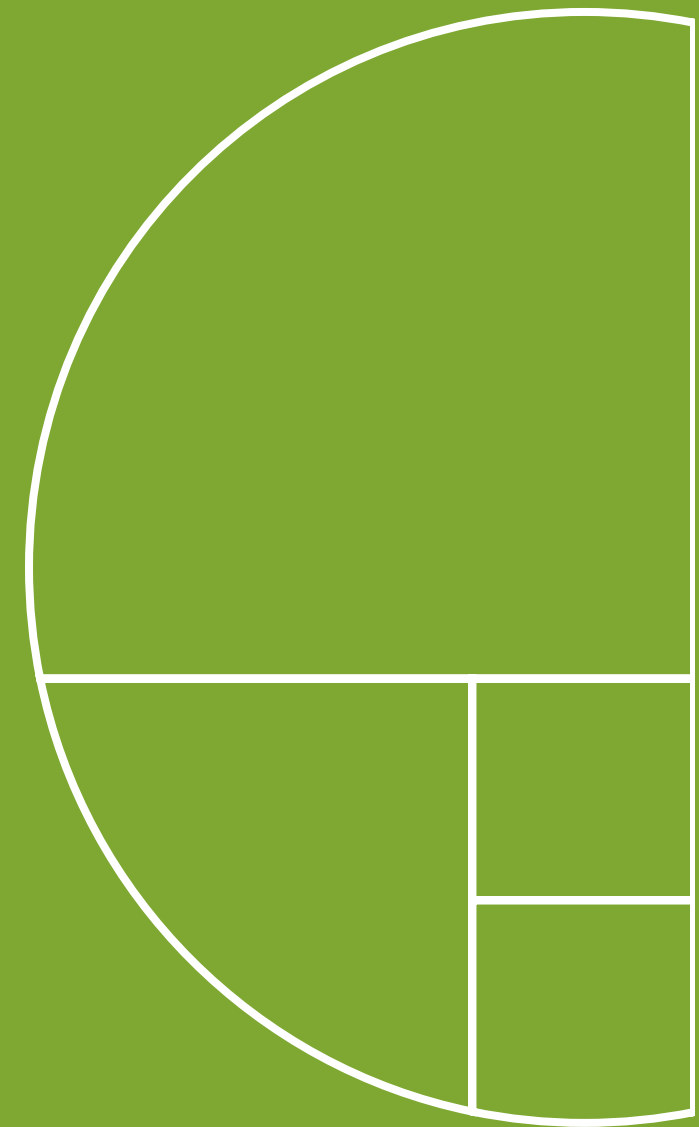
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Mapping to Global Reporting Initiative standards



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Mapping to Global Reporting Initiative Standards

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102-5	Ownership and legal form	Company overview	Company overview	9
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102-9	Supply chain	This report will cover in future	-	-
102-10	Significant changes to the organisation and its supply chain	This report will cover in future	-	-
102-11	Precautionary principle or approach	This report will cover in future	-	-
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