



Sustainability Performance

An Agenda for Action

We are committed to delivering value beyond the boundaries of our operations. ICI Pakistan Limited has propelled itself on a journey that encourages us to STEP beyond sustainability, towards conservation and circularity. We continue to give back to the communities we serve.

This section delves into the Company's sustainability strategy, Key Performance Indicators, and outlines achievements against annual and long-term targets.



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Message from the Chief Executive

Dear Stakeholders,

As a responsible manufacturing entity with a rich legacy spanning over seven decades, sustainability, for ICI Pakistan Limited, represents our future. We understand that our footprint extends beyond our boundaries and as such, our mission of Improving Lives captures the greater purpose of our Company – that is, accelerating growth through strategic investments and creating shared value in everything that we do. We believe that we have an obligation. The good that we do today will make way for a brighter and healthier future for generations to come.

Welcome to our latest sustainability report, which highlights our commitment to consistently cultivate sustainable and profitable growth in all areas of our operations, generating long-term value for our stakeholders.

Fourteen years ago, ICI Pakistan Limited was one of Pakistan's pioneers of voluntary sustainability reporting. Since then, we have continued to deliver and supplement our sustainability journey. In line with the GRI standards and UN Sustainability Development Goals (UNSDGs), our transparency and thoroughness in reporting were also recognised by the ICAP-ICMAP last year as we received the Best Sustainability Report Award.

Our Sustainability Council is tasked with reviewing annual sustainability performances and setting voluntary targets for future reporting. In this report, we present a new range of five-year targets for FY'2024-25 and will provide a clear roadmap for our sustainability performance in the coming years.

I am pleased to report that along with our robust financial performance this year, ICI Pakistan Limited's sustainability agenda also demonstrated strong progress. We achieved 39 million man hours without injury, reduced our KPIs for energy consumption by 8% and increased our philanthropic spending by 96.6%. Our Soda Ash, Polyester and Chemicals & Agri Sciences businesses received multiple awards for their commitment to the environment, safety and philanthropy – a testament to a deep-rooted culture of doing better by doing good.

Launched in 2021, our flagship sustainability drive, STEP (Sustain, Transform, Evolve, Preserve) completed two years as a meaningful platform for creating awareness and employee engagement, whilst collaborating with multiple eco-friendly initiatives. Spanning eight successful campaigns during FY'2021-22, STEP has helped foster a sustainable mindset within our organisation so that we Refuse - Reduce - Reuse - Recycle resources wherever possible.

Climate change is progressively affecting the world as we know it. We must all play a role in the responsible consumption of the planet's finite resources and take necessary actions to tackle this emergent threat. During the year, ICI Pakistan Limited reduced 1,400 tonnes of CO₂ emissions by investing in a total of 1,734KW solar projects across multiple manufacturing sites. This included our largest solar power undertaking - a 1000KW project at our Polyester fibre plant in Sheikhpura.



In addition, spread over multiple cities, collectively through the efforts of our Soda Ash, Pharmaceuticals, Chemicals & Agri Sciences businesses and Pehchan employee volunteers, we completed the plantation of 23,000+ trees – an activity that we plan to continue in the years ahead.

I am delighted to share that this year, the Company commissioned an rPET recycling unit at our Polyester plant, enabling the business to forge ahead and build on its eco-friendly portfolio. Strategic collaborations with WWF, Aabroo Educational Welfare Trust and Lahore Biennale Foundation, in the area of waste management, will aid us in not only converting post-consumer PET waste into our premium recycled polyester fibre brand Terylene Clean but also reflects ICI Pakistan Limited's focus on product stewardship and circularity.

Regarding social performance, although in line with last year, we aim to improve our workplace diversity and inclusion statistics in the coming years. We see our 2,100+ workforce as our most important asset, and the Company's commitment to providing its People with a healthy and equitable work environment, one that encourages their development, is unwavering.

I encourage you to read on and learn more about ICI Pakistan Limited's overall sustainability efforts and positive contributions to UNSDGs and society.

Warmest regards,

Asif Jooma,
Chief Executive

Taking Sustainable STEPs

Sustainability Highlights FY'2021-22

Zero

occupational illnesses

250 million+

PET bottles recycled to produce Terylene Clean, reduced CO₂ emissions equivalent to planting 200,000 trees

8.1%

reduction in energy intensity as compared to the SPLY

1,400+ tonnes

of CO₂ emissions reduced through 1,734 KW solar energy projects

23,000+

trees planted

100 million

gallons of brackish water recycled by the Soda Ash business

8+ campaigns

for sustainability awareness and engagement conducted

Learnathon

ICI Pakistan Limited's month-long virtual learning marathon launched

Yes, She Can!

launched

Best Sustainability Report

Award by ICAP and ICMAP

ISO Verification

of ICI Pakistan Limited's HSE&S Management System by URS

HSE&S Management Audit

conducted for the Pharmaceuticals business

Awards

Soda Ash

business won the International Safety Award for HSE Management Systems by British Safety Council and the CSR Award in the Community Development & Services Category by NFEH

Polyester

business won the Annual Community Emergency Response Team (CERT) event by Rescue 1122, Sheikhpura

Chemicals & Agri Sciences

business received the Annual Environmental Excellence Award by NFEH

Community Outreach

321

free-of-cost
eye care camps

46,843 kgs

of waste recycled with
Aabroo Educational
Welfare Organization

50

scholarships for
TCF students

Refurbishment

of the Children's' Emergency Room
at Mayo Hospital with ChildLife
Foundation

2,077

Pehchan hours clocked by
224 volunteers



Creating Shared Value



Key Inputs

Social

- 2,100+ employees nationwide
- Pioneer in adopting principles of sustainability (Health, Safety and Environment)
- Employee and leadership development
- Partnerships with communities and universities
- Pandemic management
- PKR 59 million allocated to Corporate Social Responsibility (CSR) programmes during the year
- Strong culture of corporate governance, ethics, diversity and inclusivity

Economic

- Project investments
- Business Continuity Plans during the Pandemic
- Strong and healthy return on equity
- 100,000+ vendors

Environmental

- Enhanced environmental stewardship plans
- Tree plantation drives
- Improvement in biodiversity

Key Outputs

Social

- 39 million+ safe man-hours
- Farmer and customer awareness sessions
- Impact Women's Development Programme
- 24,000+ direct beneficiaries of CSR initiatives
- 20 CSR projects funded by the ICI Pakistan Foundation

Economic

- PKR 17.5 billion contributed to the national exchequer in taxes and duties
- 52% payout ratio to shareholders
- PKR 8,860 million consolidated Profit-after-Tax (PAT)

Environment

- 23,000+ trees planted at various sites
- 33% improvement in biodiversity, compared to 2003
- 250,000+ PET bottles recycled
- 1,400+ tonnes of annual CO₂ emissions reduction

Value Creation and Addition

- ICI Pakistan Limited's sourcing and manufacturing processes are sustainable, safe and optimised continuously
- The Company manufactures, markets and produces high-quality and innovative products
- There is a strong focus on supporting and investing in communities
- In line with its brand promise of Cultivating Growth, ICI Pakistan Limited creates sustainable value for all stakeholders

About the Report

This is ICI Pakistan Limited's 14th annual Sustainability Report, prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. This report also contains a reference to the UN SDGs. The Company began the practice of voluntary sustainability reporting in 2008 and continues to leverage sustainable practices and transparency for environmental excellence and social impact.

Report Boundary

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

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

Reporting Period

The reporting period corresponds with the Company's FY'2021-22 (from July 1, 2021 to June 30, 2022). The cycle of reporting is annual.

Report Content

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

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

Developed in accordance with ICI Pakistan Limited's sustainability strategy (outlined in this document), this report also presents Key Performance Indicators (KPIs) relating to material topics that have been prioritised internally by the Company's sustainability reporting governing body, the Sustainability Council. The five-year KPIs shared in this report were set during FY'2021-22, after the FY'2020-21 report covered the concluding year of the previous five-year targets. This year's report also presents achievements against targets in comparison to the last five years.

These will pave the way for the Company's sustainability efforts going forward. However, given its growth and expansion, as well as the changing economic and political landscape, the targets may be subject to review and revision. There were no significant changes in the list of material topics or boundaries from the previous year's report.

Data Collection

The data to compile this report has been obtained from the Company's financial management reporting systems, the Environmental Performance Management (EPM) database and the Corporate HR Information Management System.

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

Assurance

An independent review of this report was conducted by Corporate Social Responsibility Centre Pakistan (CSRCP), in accordance with GRI Standards, the IISAE 3000 (Revised) standard and principles of inclusivity, materiality, responsiveness and impact. A statement from the independent external reviewer is included at the end of this Sustainability Report and outlines the scope of the assurance, activities carried out and opinions.

Contact Us

To share any feedback or comments related to the Sustainability Report, please email at: sustainability.council@ici.com.pk

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A soft copy of this report and additional information on ICI Pakistan Limited's business units and products is available on the website at www.ici.com.pk

Materiality Assessment

ICI Pakistan Limited focuses its sustainability efforts in areas deemed to contribute the greatest value to its continued growth, performance and success, and those that could potentially have a significant impact on the economy, environment, communities, and other vital stakeholder groups. This section shares information on these critical or material topics and aims to explain how and why they have been selected and deemed critical to the Company's operations. The topics have been identified based on several factors,

including alignment with its strategy, objectives, vision, values, and brand promise of Cultivating Growth, past practices, and internal analysis on issues raised by the Sustainability Council. These topics are also chosen based on stakeholders' concerns and feedback, general relevance, and the likely impact in the broader social, economic, and environmental context, such as the markets in which the Company operates, energy availability, environmental issues and climate change.

List of Material Topics and their Boundaries

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

Relevance of Material Topics to ICI Pakistan Limited



Economic

Economic Performance

Deemed to be material as disclosures under this topic relate directly to ICI Pakistan Limited's value creation agenda, as embodied by its vision, values, and brand promise. The Company is committed to providing enduring growth and value for its stakeholders and the same can be quantified and assessed accurately through audited financial statements, which are appended to the Annual Report. In addition, economic performance carries implications for all other material topics reported upon.

Indirect Economic Impacts

Disclosures under this topic illustrate ICI Pakistan Limited's economic impact on a wider socio-economic front, covering a wider span of stakeholders. The Company intends to support growth and development beyond its scope of operations. As a responsible corporate citizen, it monitors and measures its ongoing indirect economic impact in the wider context.

Market Presence

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

Compliance

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

Anti-Competitive Behaviour

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



Environmental

Energy

This topic is deemed material as energy costs directly impact the cost of doing business and manufacturing products. More efficient energy usage is, therefore, not only vital in terms of the environment but can also provide the Company with a competitive edge in terms of cost-effectiveness.

Water

This is deemed a material topic based on the Company's water usage requirements for its operations and the current state of water availability in Pakistan. According to a recent report by the International Monetary Fund (IMF), Pakistan ranks third in the world amongst countries facing acute water shortages. The United Nations Development Programme (UNDP) and the Pakistan Council of Research in Water Resources (PCRWR) have also warned that the country will reach absolute water scarcity by 2025.

Emissions

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

Effluents and Waste

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



Social

Employment and Labour Relations

The employment topic is critical to ICI Pakistan Limited and driven by its core value of Passion for People. The Company aspires to be an employer of choice and recognises that the development of employees in terms of training and education, growth opportunities, compensation and benefits are of utmost importance. It maintains a strong focus on providing skills and value to employees, while its policies and employment practices ensure an environment that encourages diversity, engagement, personal growth and professional development. To attract, retain and bring out the best in its people, ICI Pakistan Limited invests in leadership and development training and offers rewarding careers where employees can continuously learn and grow.

Training and Education

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

Occupational Health and Safety

This topic carries tremendous significance to ICI Pakistan Limited as health and safety are a primary concern and an overarching responsibility of the Company under its values (Passion for People; Integrity and Responsibility) and the HSE&S policy. The topic affects not only employees of the Company but also service providers, suppliers and members of the communities.

ICI Pakistan Limited also focuses on customer health and safety and provides training sessions to their customers covering aspects of product safety, environmental compliance and general health and safety orientation.

Diversity and Equal Opportunity

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

Non-Discrimination

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

Freedom of Association and Child Labour

In line with the Company's core value of Integrity and Responsibility, and its Code of Conduct, the highest standards of internationally proclaimed human rights are upheld. The Company supports and abides by international charters on freedom of association, ILO Conventions, and local regulations in its sphere of influence.

Local Communities

Disclosures on this topic take into account operations for the development of communities. These disclosures are important because they provide an overview of the significance of these operations and their impacts, allowing stakeholders to assess the value added by such initiatives.



Sustainability Strategy

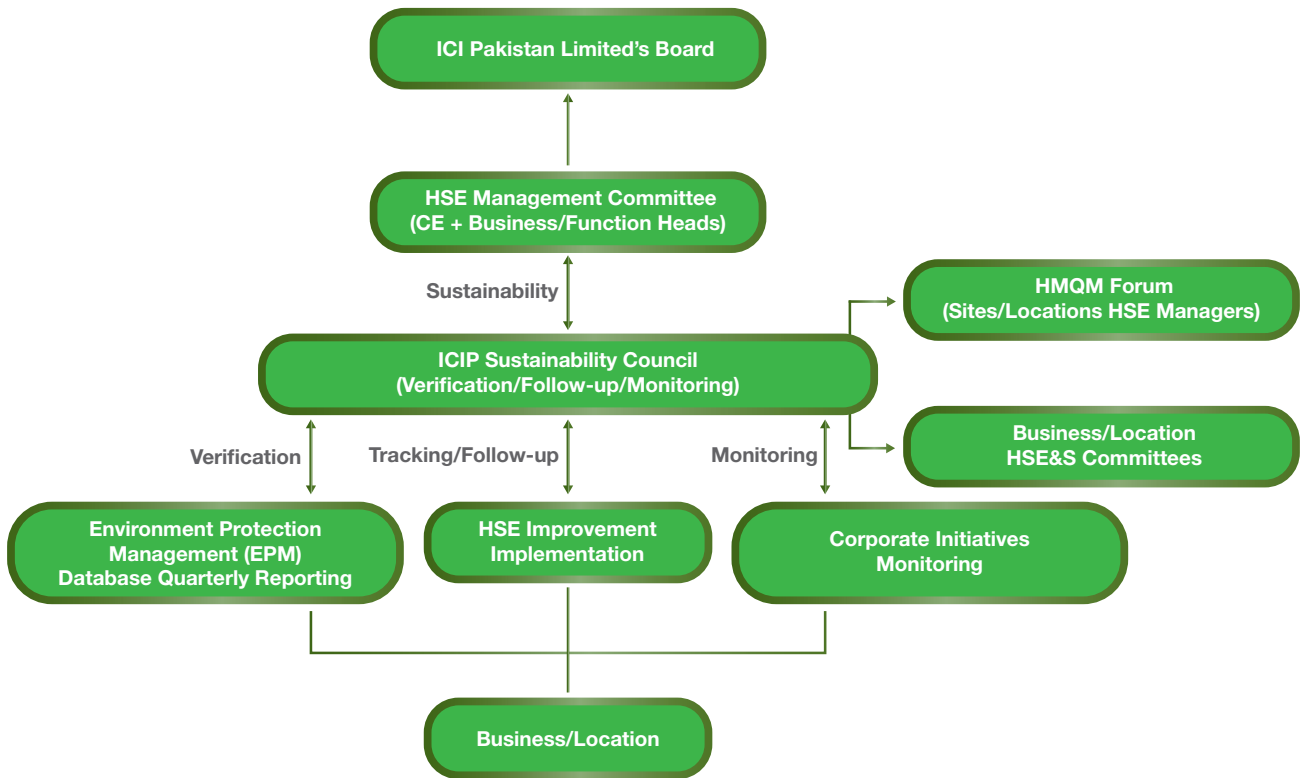
ICI Pakistan Limited's sustainability strategy is based on creating a sustainable future and enhancing quality of life for society at large, whilst creating shared value for its stakeholders.

Approach to Sustainability

Sustainability is embedded in all areas of the Company's operations for the benefit of its stakeholders. Driving the strategy are five underlying principles:



Structure and Operations of the Sustainability Process at ICI Pakistan Limited



Sustainability Governance

ICI Pakistan Limited's sustainability strategy is guided by a clear governance structure in tandem with KPIs and other controls. These include its mission and values, Code of Conduct and the HSE&S Management System.

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

The Corporate HSE function acts as an independent authority within the organisation and is the custodian of the EPM database. It analyses data for each sustainability KPI and benchmarks performance against the baseline. These trends are then presented to the Sustainability Council for review and agreement on a suitable control mechanism of KPIs, based on global sustainability guidelines. It also briefs the Executive Management Team (EMT) regarding the OEE footprint, potential technological requirements and the financial impact that these may have on the Company and the community.

Sustainability Council

Comprising of representatives from all businesses and functional areas, the Sustainability Council assists the Board in fulfilling its responsibility to the Company's shareholders regarding sustainability practices. The Council's scope includes development, implementation and monitoring of all Health, Safety, Environment and Security (HSE&S) policies and practices.

Responsibilities of the Council

The Council will act to:

- Define sustainability KPIs, measurement matrices and establish sustainability targets
- Review the environmental footprint and develop strategies to mitigate impact
- Review relationships, both current and proposed, with stakeholders
- Formulate and execute communication strategies relating to ICI Pakistan Limited's sustainable growth
- Set guidelines for managing sustainable change
- Introduce and implement actions to promote cutting edge technologies that further the Company's sustainability agenda
- Define broad parameters for enhancing product responsibility
- Prioritise sustainability goals in areas where the Company can make a meaningful impact

Adopting Sustainable Development Goals (SDGs)

The breadth of sustainability initiatives undertaken underscores ICI Pakistan Limited's commitment to addressing the United Nation's (UN) Sustainable Development Goals (SDGs), while fulfilling its brand promise of Cultivating Growth. Highlights of these initiatives and their corresponding SDG contribution are showcased further in this Sustainability Report.

1 NO
POVERTY



2 ZERO
HUNGER



3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



5 GENDER
EQUALITY



6 CLEAN WATER
AND SANITATION



7 AFFORDABLE AND
CLEAN ENERGY



8 DECENT WORK AND
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



10 REDUCED
INEQUALITIES



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



14 LIFE
BELOW WATER



15 LIFE
ON LAND



17 PARTNERSHIPS
FOR THE GOALS



Taking Action on Sustainable Development Goals

Inculcating a Sustainable Mindset

ICI Pakistan Limited recognises that vital to furthering its sustainability agenda is fostering a green mindset within its employees. In October 2021, World Sustainability Day was celebrated in partnership with The Shamil Initiative. A 'Seeds of Sustainability' workshop was conducted, wherein employees learnt the benefits of seed bombing as a convenient alternative to conventional methods of plantation, followed by a live demonstration of how to create seed bombs. An exhibition of environmentally-friendly products made by the artisans of The Shamil Initiative was also held at the Head Office.



Moreover in November 2021, ICI Pakistan Limited conducted a challenge that engaged and rewarded employees for sharing their sustainability efforts. Daily challenges encouraged employees to refuse single-use plastics and reduce carbon emissions by carpooling, decluttering, planting trees and reusing items in their daily lives. Winners of the daily challenges received eco-friendly products sourced through SME businesses.

In June 2022, on World Environment Day, the Company held a webinar on the importance of solid waste management, in partnership with TrashIt and Aabroo Educational Welfare Organization. This was followed up with a live composting demonstration for employees and an exhibition of locally-crafted, eco-friendly products.

Throughout the year, the Company highlighted all sustainability initiatives undertaken by each of its businesses via internal and external communication campaigns. In this way, it encouraged cross-learning and raised awareness among stakeholders on how they can play their part in safeguarding the environment.

ICI Pakistan Limited Wins Best Sustainability Report Award

The Company won the Best Sustainability Report Award, held by the Institute of Chartered Accountants Pakistan (ICAP) and the Institute of Cost and Management Accountants Pakistan (ICMAP) in August 2021. The report received praise for its depth and transparency of reporting as well as for upholding responsible reporting standards.



ICI Pakistan Limited recognised for excellence in HSE&S

The Company views upholding stringent standards for HSE&S as its licence to operate. Testament to the efforts made during the year, Its HSE&S initiatives were lauded by multiple external awarding entities. In September 2021, the Chemicals & Agri Sciences business won the 18th Environmental Excellence Award from the National Forum for Environment and Health (NFEH). The Polyester business also secured the top spot in the annual Community/Industrial Emergency Response Team (CERT) competition, organised by Rescue 1122 (Punjab Emergency Response Services Department) in Sheikhpura. In March 2022, the Soda Ash team won the International Safety Award from the British Safety Council for its commitment to occupational health and safety.



International Safety Awards 2022 Winner

Ayesha Chundrigar Foundation (ACF) - Fund Raising Drive

17 PARTNERSHIPS FOR THE GOALS



In October 2021, to mark World Animal Day, ICI Pakistan Limited organised a fundraising auction in support of ACF. Items donated by employees were put up for sale and all the proceeds from the auction were forwarded to ACF for animal welfare.

OICCI Pakistan Climate Conference 2022

In March 2022, Mr Asif Jooma, Chief Executive ICI Pakistan Limited, participated in a panel discussion on 'Reducing Waste Through a Circular Economy' at the Pakistan

13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS



Climate Conference 2022, organised by the Overseas Investors Chamber of Commerce and Industry (OICCI). The theme of the event supplemented recent efforts made by ICI Pakistan Limited's Polyester business towards inculcating circularity within its operations for the launch of its recycled polyester brand, Terylene Clean, which enables the Company to support the downstream value-added textile industry in meeting the stringent demands of both local and international customers.



Fundraising auction held to support ACF

Stakeholder Engagement

Active stakeholder engagement and constructive dialogue are imperative to ICI Pakistan Limited's sustainability commitment. In line with its vision, mission and values, the Company remains dedicated to understanding the concerns and expectations of its stakeholders and developing opportunities to create sustainable value.

Stakeholder Group	Key Concern	Concerned Function	ICI Pakistan Limited's response	Detailed Information
Shareholders/ Investors Engagement Frequency Regular	Timely and proper disclosure of information, ongoing economic viability, growth prospects, opportunities for growth, reflection of shareholder/ investor's viewpoints in corporate management	Corporate Finance, Company Secretariat, Corporate Communications and Public Affairs	Timely disclosure to PSX on Company website, Corporate Briefing Sessions, Shareholder meetings (AGM and EOGM), communication with institutional investors and analysts, Investor Relations Policy	Corporate Governance Pg 81
Employees Engagement Frequency Regular	To cascade corporate strategy and share updates about business initiatives, proper treatment, promotion of occupational health and safety of workforce, career development and training opportunities	EMT, Human Resources, Corporate Communications and Public Affairs	CE Sessions and EMT Town Hall meetings between senior leadership and employees, Employee Engagement Survey, Employee Wellness Programme, Internal Communications - Intranet portal, in-house newsletters, Explore Innovation Challenge, trainings	Employee Engagement and Wellness Pg 128 Occupational Health and Safety Pg 146 Training and Education Pg 148 Diversity and Equal Opportunity Pg 150 Non Discrimination Pg 152 Explore Innovation Challenge and Lean Six Sigma Pg 50-51
Customers Engagement Frequency Regular	Development and delivery of better/ cost-effective products, timely resolution of complaints, pertinent disclosure of information on products and services	Business sales team, Technical support and quality assurance	Technical and HSE-related support services, surveys, field/site visits, customer satisfaction surveys, online and offline marketing, engagement activities	Customer Engagement Pg 126 Business Performance Pg 94-107



Stakeholder Group	Key Concern	Concerned Function	ICI Pakistan Limited's response	Detailed Information
Local Community Engagement Frequency Regular	Supporting local communities as a responsible corporate citizen, community engagement	Manufacturing site employees, ICI Pakistan Foundation and on-site CSR teams	Ensuring compliance with HSE&S regulatory requirements, contribution to local communities through ICI Pakistan Foundation and ICI Pakistan's businesses, participation in Pehchan Volunteer activities	ICI Pakistan Foundation Pg 153 Pehchan Volunteer Programme Pg 159 Business Performance Pg 94-107
Government and other Regulatory Bodies Engagement Frequency Regular/Case Basis	Compliance with relevant laws and regulations	Relevant business/ functional representatives	Ensuring compliance with all applicable laws and regulations	-
Suppliers Engagement Frequency Regular	Fostering fair business relations, streamlined information sharing for effective partnerships	Procurement, relevant business teams	Procurement Policy Manual, procurement and negotiation activities, supplier audits	Code of Conduct Pg 08 Sustainability Report Sourcing Pg 132
Media Engagement Frequency Occasional	Timely disclosure of information	Corporate Communications and Public Affairs, EMT	Digital presence (Website and Social Media), press releases, announcements to Pakistan Stock Exchange	Code of Conduct Pg 08 Corporate Governance and Compliance Pg 52
Academic and Research Institutions Engagement Frequency Occasional	Promotion of technological progress, placement opportunities for future talent, leadership and workplace insights	HR, technical services, relevant business teams, ICI Pakistan Foundation and CSR teams	Graduate Recruit and Internship Drives, career fairs, participation in guest speaker sessions, CSR and volunteer activities	Diversity and Equal Opportunity Pg 150 Training and Education Pg 148 ICI Pakistan Foundation Pg 153
NGOs and NPOs Engagement Frequency Regular	Social contribution through CSR activities	ICI Pakistan Foundation, business CSR teams	CSR and volunteer activities	ICI Pakistan Foundation Pg 153 Business Performance Pg 94-107

Customer Engagement 2021-22

Customer Centricity is a core value at ICI Pakistan Limited, fulfilled by its varied business units with regards to their respective customers. The Company strongly believes that customer engagement creates value that is vital for commercial success.

Pharmaceuticals business

- This year, Health360 – a one-of-a-kind digital exchange comprising 70+ local and international speakers, 40,000+ attendees, 30+ universities and 35+ multidisciplinary sessions – was launched. The initiative was aimed at enhancing research capabilities, inspiring innovation and promoting inclusivity. Through this, the Pharmaceuticals business successfully increased customer engagement by 1.5x. Some 90 webinars were delivered to 10,000+ HealthCare Professionals (HCPs), local and international, during FY'2021-22, with an integrated build-up including emails and SMS-based communications.



Customers interacting at the PU Coatings Show

Polyester business

- This year, ICI Pakistan Limited's Polyester business collaborated with various organisations as "partners in change" to improve waste collection in Pakistan.
- The Guess and Win T20 Competition, held to increase customer engagement and usage of the Terylene App.
- The business' Commercial team continued to be an effective interface with external stakeholders, keeping them abreast with market trends and providing seamless assistance.
- A customer conference arranged by the Techno-Commercial team to share the latest developments in the industry with attendees and give them updates on upcoming projects.

- Frequent customer visits took place throughout the year, where the focus was on product safety guidelines in accordance with the HSE standards. Furthermore, the segment also organised activities at the customers' end, including bulk trials for new launches.
- The crops protection chemicals sub-segment engaged in commercial visits to maintain healthy relationships with customers by providing technical assistance.
- In March 2022, the Agrochemicals sub-segment of the Agri Sciences business held a Business Partners' Conference in Baku, Azerbaijan, to solidify stakeholder ties and make grounds for future growth.

Chemicals & Agri Sciences business

- A series of sessions called 'Baithaks' were organised by the General Chemicals (GC) and Adhesive teams to encourage capacity-building with its target audience regarding product usage and safety guidelines.
- The Polyurethane (PU) segment held extensive training sessions at the Chemicals Technical Centre (CTC) for its customers. This aided the business in understanding specific customer requirements and drive innovation through tailor-made solutions, specifically for the sports segment.
- The PU segment was a Gold Sponsor of the PU Coatings Show, where it interacted with customers and suppliers and reinforced its reputation as a leading supplier of PU solutions.
- The Industrial Chemicals segment arranged customer trainings in collaboration with its international suppliers Evonik and Venator.

Animal Health business

- To commemorate World Animal Day, ICI Pakistan Limited's Animal Health business held a one-day seminar at the Lasbela University of Agriculture, Water and Marine Sciences, Balochistan. The event focused on best animal-rearing practices.



The Animal Health business at the Lasbela University of Agriculture, Water and Marine Sciences

- The business' Livestock Commercial sub-segment initiated a nationwide deworming campaign to help farmers combat infestations in their farm animals. The campaign covered remote areas of Thar, where the vast majority depends on cattle herding for survival. A total of 80 camels, 100 cattle and 500 sheep and goats were treated in Mithi, whereas, in Chelar, 1,200 sheep and goats and 250 cattle were dewormed successfully.



The Animal Health deworming campaign in full swing

- The business participated in the Dairy Asia Expo to exhibit its products and solutions to livestock and dairy stakeholders, including farmers, extension agents, livestock development organisations, researchers and scientists.



The Animal Health team at the Dairy Asia Expo

- Multiple farmer gatherings were organised in major districts of Pakistan to build awareness on modern feeding practices and available solutions, such as Farmer's Choice Vanda and Silage.



Farmers gathering to discuss modern feeding practices

Employee Engagement and Wellness

As ICI Pakistan Limited continues to build on its brand promise of Cultivating Growth, employee engagement and wellness remain vital. The Company believes that success is made possible when employees are engaged, aligned with its vision and feel valued and heard.



In line with the Company’s employee value proposition ‘One Team, Many Possibilities’, the Company continued to provide its People with opportunities to grow, learn, participate, celebrate and succeed.

With the threat of COVID-19 having subsided during the latter part of the year, celebrations formed a large part of ICI Pakistan Limited’s wellness initiatives. During the year, employees reconnected with colleagues to celebrate multiple national, cultural and diversity-related days such as Eid and Independence Day, Easter Egg Hunts and a Basant Festival.



Employees at the Basant Festival

During FY’2021-22, to further the Company’s Diversity and Inclusion (D&I) agenda, the ‘Yes She Can!’ campaign was launched. Employees were engaged through a series of gender sensitisation sessions to foster and sustain a diverse ecosystem within. Moreover, ICI Pakistan Limited celebrated International Women’s Day, hosting a virtual panel discussion on the theme of ‘Break the Bias’, wherein accomplished female figures from various industries shared insights on shattering stigmas and biases within their respective workplaces. Additionally, a pop-up display attended by employees was organised at the Head Office and in Mozang in support of SME female entrepreneurs.



International Women’s Day panel discussion on ‘Break the Bias’

To strengthen D&I, a Sensitivity, Inclusion and Accessibility workshop was conducted in partnership with Connect Hear. The nuances of deaf inclusion were discussed, followed by an introduction to sign language.



Sensitivity, Inclusion and Accessibility workshop conducted in partnership with Connect Hear

To support employee health and wellness, the Company’s Workplace Wellness Programme continued to conduct various engagement activities, such as sessions on mindfulness and meditation, Employee Appreciation Week and the promotion of real-life stories through the Humans of ICI Pakistan Limited campaign.

To celebrate World Health Day, the Company partnered with Karwan-e-Hayat to hold an awareness session on mental health and workplace stress management, followed by instructional breathing and anxiety-relieving exercises.

Sustainability Highlight

Praise – Rewarding Talent

Workplace recognition is an ideal way to boost employee engagement and morale. This highlight delves into ICI Pakistan Limited’s initiatives towards recognising the efforts of its employees.

Launched by the Company’s Corporate HR function to make recognition a strong pillar of our culture, Praise is a workplace recognition initiatives that aids the Company’s people in recognising each other easily through a user-friendly digital platform.

Praise has the functionality to have managers award points to their team members, which the latter can redeem to avail exciting gifts. Since recognition goes beyond hierarchies, the system also has a feature whereby any employee can award an Appreciation Card to anyone else. The launch of Praise was met with an enthusiastic response. Over 26,000 praise cards and 1.8 million Praise Points were awarded.



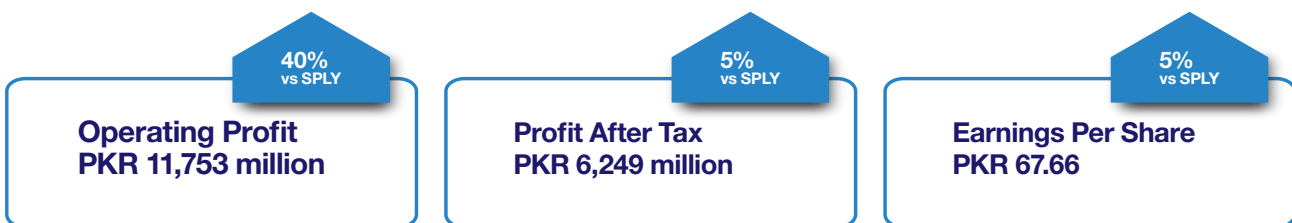
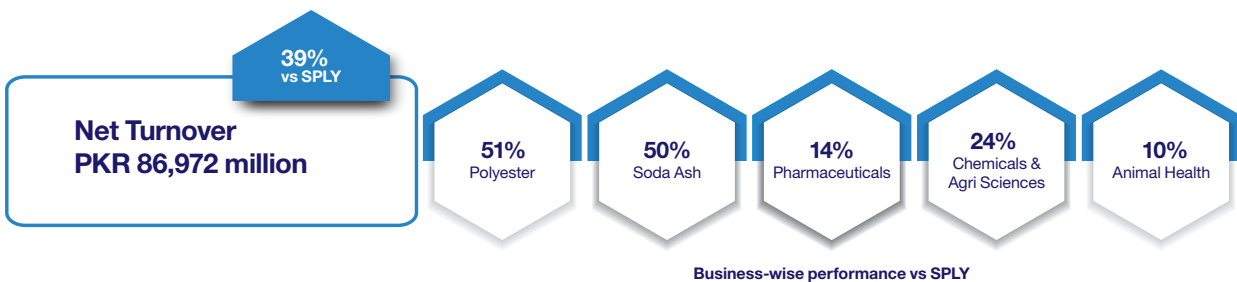
Economic Performance: Management Approach

This section outlines ICI Pakistan Limited’s approach to the material topics of Economic Performance, Indirect Economic Impacts, Market Presence, Compliance and Anti-Competitive Behaviour. Other disclosures relating to these are presented in the GRI Content Index, and/or in the Company’s Financial Statements for FY’2021-22.

ICI Pakistan Limited is well aware of the economic impact of its activities and operations at both community and national levels. As such, it remains committed to value creation for all. Economic performance is one of the key drivers of the Company’s aspirations and the strategy for the same is proactively managed by relevant stakeholders across the Company.

The overall responsibility of governing the organisation, along with driving its strategy, lies with the Board of Directors. (For details on how the Board functions, please turn to page 52 of the Annual Report).

Comprehensive information on the Company’s commercial performance for the year can be found in the respective Business Performance and Directors Report sections of the Annual Report 2021-22, as well as the financial statements.



Overview of ICI Pakistan Limited’s Performance on an Unconsolidated Basis

Integrity Management

Key Performance Indicators

KPIs	Units	2017-18	2018-19	2019-20	2020-21	2021-22	Target 2024-25
Code of Conduct confirmed incidents	number	5	4	1	0	2	0
Code of Conduct acceptance	% employees	100	100	100	100	100	100
Management audits, including reassurance audits	number	6	6	6	6	6	6

KPIs	Units	2017-18	2018-19	2019-20	2020-21	2021-22	Target 2024-25
Serious Incidents - Level 3	number	1	0	0	0	0	0
Serious Incidents - Level 1, 2	number	2	2	4	4	3	0
Serious loss of containment - Cat D	number	0	0	0	0	0	0
Regulatory action - Level 3	number	0	0	0	0	0	0

Overview 2021-22

In line with its core values, ICI Pakistan Limited ensures that the highest standards of integrity are maintained across all facets of its operations. The Company's business principles are transparent and reflected in the Code of Conduct, adherence to which is mandatory. As part of the induction process, all new employees are required to read and sign a declaration of compliance and also undertake a mandatory E-module on the Code of Conduct and Health, Safety, Environment and Security (HSE&S) practices. If required, employees may confidentially report any violations to the Code of Conduct, through the Company's whistleblowing policy, Speak Up. Two violations of the Code of Conduct were reported during FY'2021-22 and the appropriate actions were taken accordingly.

Frequent site audits and communication to all businesses ensures implementation and compliance with the HSE&S Management System. A quarterly review of all businesses is conducted based on the assessment of hazards and recommendations from previous reviews. This year, three incidents of Level 2 were reported. (For details, please refer to the Occupational Health and Safety KPIs overview on page 146 of this report.)

Socio-Economic Compliance

ICI Pakistan Limited maintains a zero-tolerance policy towards corruption. Its business operations are subject to various domestic federal and provincial laws and regulations. To comply with all applicable laws is a core principle of its Code of Conduct.

Freedom of Association and Child Labour

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

Sourcing

Key Performance Indicators

KPI's	Units	2017-18	2018-19	2019-20	2020-21	2021-22	Target 2024-25
Vendor Policy signed by key suppliers	%	98	99	96	96	96	98
Vendor Policy signed by Central NPR Suppliers	%	83.3	83	84	92	92	95
Supportive Supplier Visits	number	48	131	165	240	436	500

Overview 2021-22:

Building shared value to achieve sustained growth requires ICI Pakistan Limited to maintain strong ties with its business partners. Its extensive supply chain network covers supply chain managers of each of its businesses and their respective teams. To streamline procurement and handling practices, the teams actively seek and apply best practices to capitalise on opportunities for synergy.

Following the cradle-to-grave approach, the Company ensures the procurement of high-quality raw materials through a stringent supplier evaluation process and the compliance of finished products with the HSE&S Management System at all stages of the product life cycle. All suppliers are screened against social, environmental and safety aspects before being included in the Approved Supplier List, based on the Corporate Guidelines for Selection of Suppliers. The most critical suppliers are also evaluated based on "CEFIC" protocol.

Regular HSE&S audits of suppliers are conducted to ensure compliance with the Vendor Policy. Relevant avenues for improvement are shared with them as part of the process. Frequent pro-bono trainings on HSE&S best practices in warehousing, transportation and logistics are conducted to minimise loss-time injury or fatality.

Through the Vendor Policy, ICI Pakistan Limited continues to engage new suppliers and ensure that they comply with all applicable laws, regulations, and the internal value system. The Policy complies with human rights, labour and social standards, and anti-discrimination and anti-corruption policies, in addition to protecting the environment. Continuous reviews of the Vendor Policy for suppliers are conducted.

The Company works closely with its supply chain partners to promote sustainability in their operations and ensure the continuity of its own operations and improvements in its partners' business operations. With the subsiding threat of Covid-19 during the year, supportive supplier visits increased by 81% compared to the SPLY.

ICI Pakistan Limited aims to do business with partners that endorse its ethical values, as well as social and environmental standards. It aims to continue its efforts to bring its direct suppliers, both product and non-product related, under the umbrella of its sustainability efforts.

Spend Analysis

ICI Pakistan Limited's diversified product portfolio includes light and dense soda ash, Refined Sodium Bicarbonate (RSB), Polyester Staple Fibre (PSF), general and speciality chemicals, pharmaceuticals, nutraceuticals, animal health and agricultural products. Its supply chain operations are complex, involving multiple suppliers present both locally and internationally.

The Company's partnerships with suppliers are contingent upon mutual value-creation, as well as a reliable supply of raw materials, technical goods and services at competitive prices. A summary of procurement spends made by each business are as follows:

S. No	Business	Procurement Spend (PKR million)			% Spend	
		Local	Import	Total	Local	Import
1	Polyester	15,530	13,788	29,290	53%	47%
2	Soda Ash	10,571	8,439	19,010	56%	44%
3	Chemicals & Agri Sciences	1,016	5,138	6,154	17%	83%
4	Pharmaceuticals	1,490	3,087	4,577	33%	67%
5	Animal Health	1,842	1,677	3,519	52%	48%

Transportation

The diversity of the Company's portfolio requires varied transportation for inbound and outbound materials. These range from the transportation of materials in bulk, such as Lime Stone, Salt, Coal, Met Coke, PTA, MEG, VAM, Polyol and finished goods, to temperature-sensitive raw materials for the Pharmaceuticals business and other finished products.

To reduce the resulting carbon footprint, special efforts are made to transport the materials through railways. This year, 76,547 tonnes of coal for the Soda Ash plant and 4,951 tonnes for the Polyester plant were transported on trains. A total of 93,306 metric tonnes of materials, mainly coal, coke breeze and met coke, has also been moved. To transport 93,306 metric tonnes of material on trains, a total of 60 train tracks were utilised. Conversely, to move this material by road, 1,985 trailers (22 wheelers) would have been required.

Further efforts were made to supply soda ash in bulkers to customers, instead of polypropylene bags. A total of 10,673MT of soda ash was delivered via bulkers, saving 213,460 bags.

Environmental Performance: Management Approach

This section outlines ICI Pakistan Limited's approach to the material topics of Energy, Water, Emissions, Effluents and Waste. Other disclosures relating to these are presented in the GRI Content Index, or referenced therein if occurring elsewhere in the Annual and Sustainability Reports.

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A leading manufacturing entity, ICI Pakistan Limited is guided by its core values of Integrity and Responsibility. It remains committed to delivering sustainable growth while monitoring and managing the impacts of its operations on the environment. As a responsible corporate citizen, it strives for environmental responsibility, within the Company and beyond.

The monitoring and evaluation of environmental performance falls under the domain of the Health, Safety, Environment (HSE) function. ICI Pakistan Limited's continued dedication to upholding the highest standards of health and safety for its stakeholders and to protecting the environment is ensured by abiding by a set of HSE&S principles. In line with these, the Company strives to improve its HSE&S performance every year, which is considered the collective responsibility of every individual working therein.

The Company has in place an integrated HSE&S policy that governs all related matters, providing clear provisions for environmental performance management. The Corporate HSE function is responsible for overseeing HSE&S. Along with this, each business has its own HSE&S department, which handles more specific, localised matters.

The HSE&S Management System serves as a guideline for its operations, including future projects. Its scope extends to all businesses, locations and employees or persons present on any ICI Pakistan Limited premises. The system abides by globally-recognised standards such as the ISO 14001 Environmental Management Systems Standard, ISO 45001 Occupational Health and Safety Management Systems and the Responsible Care Management System. The calculation of KPIs for this Report is based on the HSE&S Management System and covers all businesses of ICI Pakistan Limited. The current HSE&S policy was issued in May 2022 and reviewed by the Sustainability Council.

The management of vital environmental performance parameters is carried out in line with regulatory compliance requirements such as NEQS, best global practices and ICI Pakistan Limited's belief in sustainable development and growth. The environmental performance is monitored and reported regularly (internally every quarter and externally on an annual basis) through the Environmental Performance Management (EPM) database - an application for the collation and analysis of HSE&S data, and the reduction of the Company's Operational Eco-Efficiency (OEE) footprint. The data is then studied against relevant sustainability parameters and utilised in various ways, including for the analysis of each business' sustainability performance, and to set goals and targets for the future.

ICI Pakistan Limited remains focused on assessing the effectiveness of existing regulatory HSE&S frameworks on an ongoing basis. This helps ensure that its systems are sufficiently robust to safeguard both people and the environment.

Product Stewardship

ICI Pakistan Limited has been a strong advocate of Product Stewardship since the commencement of its operations in the 1940s. The Company works to ensure that its products are of the highest quality and that their health, safety and environmental impacts are monitored and managed throughout the product life cycle.

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Product Stewardship Highlights FY'2021-22

Reducing PET Waste

In line with the Company's sustainability agenda, the Polyester business had launched a premium brand of traceable and 100% recycled polyester fibre, Terylene Clean. Manufactured from recycled PET chips that are derived from post-consumer PET waste, the product offers a solution to Pakistan's growing PET waste burden. To date, more than 250 million PET bottles have been recycled through Terylene Clean. This year, to further the recycling cause, the business collaborated with multiple organisations including Aabroo Educational Welfare Organisation to improve avenues for PET waste collection. For additional information, please refer to page 143 of the Sustainability Report.

Rethinking Product Transportation and Packaging

During the year, the Soda Ash business continued to improve its customer serviceability to remain a 'Supplier of Choice'. Successful trials in June 2021 have enabled the business to transport material consignments in customised bulkers to its key accounts in the domestic market.

Moreover, the business has redesigned its packaging to mitigate spatial constraints and maximise the amount transported. This helped eliminate the consumption of 81,000 kgs of polypropylene liners in the soda ash supply chain.

Leading Digital Scientific Exchange

To promote scientific advocacy, ICI Pakistan Limited's Pharmaceuticals business launched Health 360 – a digital platform for Healthcare Professionals (HCPs) to engage in dialogue with others from the medical community. The initiative offered multiple info-sessions featuring top-notch academic content, leading local and international HCPs, and customer testimonials. Utilising a state-of-the-art, customised virtual conference set-up, Health 360 showcased best medical practices and how they can be implemented in Pakistan, in line with the Company's core values of Innovation and Customer Centricity.

Sustainability Highlight

Cultivating Growth through Product Innovation

In line with its values of Customer Centricity and Innovation, ICI Pakistan Limited is committed to understanding customer and market needs for its sustained growth and success. This highlight illustrates the Company's tireless efforts towards developing innovative solutions.

Businesses are encouraged to identify and develop solutions to address the needs of their respective markets. Moreover, the Company's Explore Challenge also encourages employees to innovate all year round and present their concepts to the EMT for further feasibility.

During FY'2021-22, ICI Pakistan Limited strove to create new avenues for growth, and launched new products across its businesses. The Pharmaceuticals business completed 42 new product development briefs. Of these, four new brands and three product line extensions were successfully commercialised. The Animal Health business expanded its portfolio during the year and introduced six new products: three antibiotics, a non-steroidal anti-inflammatory drug (NSAID) for livestock, an oral de-wormer and an anti-protozal. The Chemicals & Agri Sciences business built on its adhesives portfolio to launch a new variant of its flagship Calabond brand. Moreover, the Agri division successfully launched four new products, including the launch of the Company's first ever locally developed cotton seed.

These initiatives are a reflection of the Company's belief in pioneering technologies and innovative possibilities. Pursuing growth in every business, ICI Pakistan Limited remains committed to providing strategic, quality solutions for all.



Energy

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Key Performance Indicators

Energy Consumption	Units	2017-18	2018-19	2019-20	2020-21	2021-22	Target 2024-25
Total energy consumption	1000Tj	6.75	7.6	7.79	7.92	8.30	10.1
Per tonne production	GJ/te	12.88	13.66	15.65	13.03	11.98	11.61

Overview 2021-22

ICI Pakistan Limited is focused on reducing its energy consumption through the EPM database. Any deviations are immediately noted and conveyed to the relevant business. During the year, the Sustainability Council actively seeks and proposes projects that reduce energy consumption.

In FY'2021-22, total energy consumption was higher but energy conservation initiatives and investments in renewable energy were made by the Company and resulted in an 8.1% reduction in the energy intensity.

Tubular Chain Conveyor (TCC) System

The Polyester business has reduced its electricity consumption by 95% in its conveying process through the installation of a new Tubular Chain Conveyor (TCC) System for its primary raw material. The system conveys PTA through a drag conveyor instead of pneumatic air conveying, which is an energy-intensive process. In addition, the TCC offers multiple benefits such as easy maintenance, reduction in dust and waste created during the conveying process, lower use of Nitrogen and the elimination of the need for consumables like return filters and bag filters.

The project has led to a decline in carbon emissions of approximately 842,700 kgs per annum, which is equivalent to planting approximately 29,500 trees per annum.



Sustainability Highlight

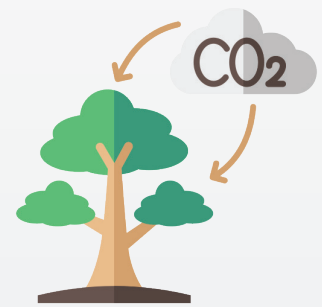
Harnessing Solar Power for a Brighter Future

In line with its sustainability agenda and its core values of Innovation and Customer Centricity, ICI Pakistan Limited prioritises initiatives that will optimise processes and procedures for a sustainable future. This sustainability highlight illustrates the Company's efforts to move to renewable energy forms.

At ICI Pakistan Limited's Soda Ash business, this focus translated into the installation of a 486KW Solar Power System at the Bela Water Pumping Station in December 2021. Situated on the banks of River Jhelum, the project covers an area of 2,300 m² and includes 900 solar panels, which will reduce the Company's reliance on the national grid by producing 650,000 units of electricity. It is also expected to curtail emissions by approximately 281,000 kgs per annum, a reduction equivalent to planting 12,800 trees per annum.

Similarly, the Polyester business installed a 1,000 KW Solar Power Project at its Sheikhpura manufacturing site. This was the largest solar energy project historically undertaken by ICI Pakistan Limited and is expected to generate 1.35 million units of electricity and save PKR 28 million in energy costs annually, whilst reducing the business' carbon footprint by 957,000 kgs per year, a reduction equivalent to planting 38,000 trees per annum.

To responsibly sustain its growth ambitions, the Pharmaceuticals business installed a 248KW Power Generation System at its Hawke's Bay plant. It is expected to save 357,800 kWh of electricity per annum and reduce the business' carbon footprint by approximately 162,256 kgs.



Solar Initiatives Collective:
Carbon Emission reduction of
1400+ tonnes;
(Equivalent to planting
56,000 trees per annum)



Water Conservation

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Key Performance Indicators

Water Usage	Units	2017-18	2018-19	2019-20	2020-21	2021-22	Target 2024-25
Total fresh water use	million m ³	5.4	5.5	5.3	5.1	5.6	7.38
Per tonne production	kg/te	10.48	9.78	10.62	8.3	8.2	8.47
% of site with sustainable fresh water	%	25	17	66	66%	66%	75%

Overview 2021-22

Water consumption per tonne of production was lower compared to the SPLY, on account of higher PSF production, eco-friendly processes for the manufacturing of Silage and steady operations at the Soda Ash plant.

Cross-functional teams were formed to monitor water usage and take immediate actions against instances of leakages or overuse. ICI Pakistan Limited's businesses continued their water conservation efforts during the year, which included the following initiatives:

Recycling Waste Water

The Soda Ash business completed a significant water conservation project during the year, involving the recycling of

submersible water. Using a state-of-the-art water collection, processing and recycling system, the initiative has reduced the consumption of fresh submersible water. This project has enabled the business to conserve more than 100 million gallons of water annually.

Ultrasonic Vial-Washing System

During the year, the Animal Health business installed a modern, ultrasonic vial washing system at its plant in Lahore. Prior to the installation, significant quantities of water were consumed during the vial washing process. This initiative has helped the business reduce its water consumption by 45%, a reduction of 300,000 gallons of water per annum.

Emissions

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Key Performance Indicators

Emissions Control	Units	2017-18	2018-19	2019-20	2020-21	2021-22	Target 2024-25
Total COD emissions	te	26.9	29.72	24.73	28.73	40.71	29
Per tonne production	kg/te	0.05	0.05	0.05	0.05	0.06	0.03
Total VOC emissions	te	3.31	3.22	2.85	3.04	2.80	3.2
Per tonne production	kg/te	0.01	0.01	0.01	0.01	0.01	0.004
Total NO_x emissions	te	2,017	2,527	2,878	2,612	2,787	3,531
Per tonne production	kg/te	3.84	4.49	5.77	4.29	4.02	4.05
Total SO_x emissions	te	3,438	3,454	3,680	3,768	3,987	4,715
Per tonne production	kg/te	6.55	6.14	7.38	6.19	5.75	5.4
Total direct CO₂ emissions (Scope 1)	te	650,000	800,000	845,720	831,381	884,038	1,103,095
Per tonne production	kg/te	1,247	1,424	1,696	1,366	1,276	1,263
Total indirect CO₂ emissions (Scope 2)	te	1,864	1,938	2,213	1,823	2,452	2,229
Per tonne production	kg/te	3.55	3.44	4.44	3.00	3.54	2.55

Overview 2021-2022

During the year, ICI Pakistan Limited's focus on the reduction of Operational Eco-Efficiency (OEE) KPIs remained one of its top deliverables. These are monitored through the Company's robust environmental performance monitoring database and any deviations are promptly reported to the Sustainability Council for further action. During the past year, ICI Pakistan Limited's total emissions remained within the National Environmental Quality Standards (NEQS).

The Company's NO_x, SO_x and direct CO₂ emissions remained well within the NEQs. Due to efficient operations at plant sites, a significant reduction in emissions is evident per tonne of production.

However, due to the expansion projects undertaken at the Soda Ash plant and the resultant upsurge in electricity usage, the Company's overall Scope CO₂ has seen a minor increase. Additionally, the absolute values of emissions were higher during the year owing to a rise in the volume of production and the consequent electricity usage across the Company. Multiple energy reduction initiatives, such as the Tubular Chain Conveyor Project, Moisture Reduction at Calciner 3 and 4 at the Soda Ash plant, and the Improved Rotary Dissolver, are in process to curb this increase in emissions.

As a responsible manufacturing concern, ICI Pakistan Limited is taking steps to moderate and reduce CO₂ emissions. As such, the initiative to increase the Company's capacity for solar power generation was taken. During the year, the Company commissioned approximately 1,750 KW of solar energy, aiming to reduce over 1,400 tonnes of CO₂ per annum. For additional information, please refer to page 138 of the Sustainability Report.

Energy audits were conducted across ICI Pakistan Limited's sites. The sources of inefficiencies and loss related to emissions were addressed.

Sustainability Highlight

Planting Trees for a Greener Future

As a manufacturing entity, ICI Pakistan Limited is cognisant of its impact and actively works towards adopting nature-based solutions to curtail carbon emissions. This sustainability highlight illustrates the Company's efforts to offset its carbon footprint through tree plantation initiatives.

One of the simplest and most effective ways to positively mitigate environmental impact remains the act of planting trees. A number of tree plantation drives were undertaken during the year. Initiated in 1992, through Project Green, ICI Pakistan Limited's Soda Ash business has converted 41 acres of dried lime bed into green plantation sites since inception, with 450,000 saplings planted to support 82 species of fauna. As an extension of the project, a green park and bird sanctuary was launched in September 2021. The business has also added an olive garden to the park, planting 650 olive trees. Showcasing the use of recycled materials, the green park project was completed using reused or recycled materials from the manufacturing site. Amongst other recycled materials, lime grit which is formed during the soda ash manufacturing process was used to level the park site. Bricks from old plant kilns were also utilised.

In December, 2021, the Chemicals & Agri Sciences business conducted a tree plantation drive at the Company's Head Office in Karachi, planting 50 saplings.

World Earth Day was observed across the Company in April 2022. Multiple tree plantation drives were held at its offices nationwide and a total of 395 trees were planted. Moreover, the ICI Pakistan Foundation partnered with Karwan-e-Hayat, a psychiatric rehabilitation NGO with operations across Karachi to plant 30 trees at its facility in Karachi.

To commemorate International Biodiversity Day, in May 2022, the Agri Sciences team conducted an awareness session regarding green initiatives and the importance of environmental protection, at the Government Boys Primary School in Hafizabad. The session was followed by a tree plantation activity where 100 saplings were planted on the school premises.

Through these initiatives, more than 23,000 trees have been planted in various parts of the country during FY'2021-22.



Effluents and Waste



Key Performance Indicators

Waste Management	Units	2017-18	2018-19	2019-20	2020-21	2021-22	Target 2024-25
Total waste	kte	40.83	34.19	37.5	101.7	66.8	84.998
Per tonne production	kg/te	77.88	60.74	75.2	167	96.4	97.39
Total hazardous waste	kte	0.20	0.028	0.024	0.095	0.152	0.117
Per tonne production	kg/te	0.38	0.05	0.05	0.16	0.02	0.0134
Total non-reusable waste	kte	0.20	0.028	0.047	0.285	0.255	0.219
Per tonne production	kg/te	0.38	0.05	0.094	0.46	0.36	0.25
Total non-reusable hazardous waste	kte	0.20	0.028	0.024	0.095	0.152	0.117
Per tonne production	kg/te	0.38	0.05	0.05	0.16	0.22	0.134
Total hazardous waste to landfill	kte	0	0.00	0.00	0	0	0
Per tonne production	Kg/te	0	0.00	0.00	0	0	0

Overview 2021-2022

The production of waste is an unavoidable by-product of any manufacturing process. ICI Pakistan Limited strives to minimise its impact on this material topic by employing the 4R Concept in its waste management process. Its efforts commence at the time of waste generation by Refusing and Reducing when possible, Reusing to preserve balance and Recycling where possible.

This year, a 34.3% decrease in waste generated per tonne of production was reported primarily due to reduced Fly Ash sale.

Moreover, as part of STEP, its flagship sustainability drive,

ICI Pakistan Limited worked towards eliminating single-use PET water bottles from its locations nationwide. The initiative has resulted in a reduction of over 30,000 PET bottles during the year. It was further supported by various awareness campaigns and collaborations with local, eco-friendly initiatives such as The Shamil Initiative, Aabroo Educational Welfare Organisation, TrashIt, Al-Wasila and Studio 25.

Also, the Hawke's Bay plant of the Pharmaceuticals business recycled over 500 kgs of scrap materials (including metal, wood and plastic waste), and repurposed it into decorative and useful items, using them at the plant or donating them to multiple philanthropic organisations.

Sustainability Highlight

Trash to Treasure: Preparing for a Circular Economy

In line with its sustainability agenda, and its core values of Passion for People and Innovation, ICI Pakistan Limited strives to promote circularity and protect the environment through waste management. This sustainability highlight illustrates the Company's efforts to curb excessive waste and support its surrounding community.

The Polyester business maintained its momentum from last year and continued to foster circularity. It has introduced Terylene Clean and Terylene Powered by CiCLO to help curb plastic and microfiber pollution, respectively. The former is a premium brand of traceable and 100% recycled polyester fibre, salvaged from post-consumer PET bottle waste while the latter behaves like natural fibre, leaving less waste behind.

To date, through Terylene Clean, more than 250 million PET bottles have been recycled, resulting in reduced carbon dioxide emissions equivalent to planting more than 200,000 trees. By 2023, the brand aspires to be recycling more than 1.2 billion PET bottles per annum.

To support its circularity agenda, during the year, the business collaborated with multiple philanthropic and academic partners to create awareness and help improve solid waste management. Its partnership with Aabroo Educational Welfare Organization (Aabroo), which has been providing cost-free education to marginalised children for over 18 years, has proved to be especially impactful. The mutually beneficial collaboration, funded by ICI Pakistan Limited's Polyester business, involves the setup of an organised PET waste collection process from households. The collected waste is monetised by the business to fund Aabroo's educational endeavours and is used in the manufacture of recycled PET chips.

Additionally, the business successfully commissioned a PET bottle recycling unit at its manufacturing site in Sheikhpura, for the conversion of PET bottles (post-consumer waste) into PET chips used to manufacture Terylene Clean.



Social Performance: Management Approach

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



ICI Pakistan Limited considers itself a custodian of society which, in this context, covers its workforce and the communities that it operates in. With an employee base of over 2,100, the Company imparts a marked impact on livelihood, opportunities and growth. This includes people who live in close proximity to its major manufacturing sites. As such, it needs to monitor and share information on these crucial aspects.

Social Performance is the joint responsibility of three internal stakeholders, each responsible for their specified area: HSE&S, the ICI Pakistan Foundation (Foundation) and Human Resources (HR).

All CSR initiatives undertaken by ICI Pakistan Limited, as well as all related major investments, are planned on a yearly basis and managed by the Foundation in line with its CSR policy. The company makes a contribution of a set percentage of its PAT to the Foundation every year, with the approval of the Foundation's Board of Directors. Detailed information on the Foundation's CSR initiatives and the impact created can be found on page 153 of the Sustainability Report.

In the HR function, policies and practices are governed by the Code of Conduct and all applicable laws and regulations. Depending on the nature of the initiative, approval is given by either the Board of Directors or the EMT.

Goals and targets undergo a strict review annually, resulting in the identification of medium and long-term objectives. The HR function facilitates the dissemination of these goals at an individual level, and their delivery becomes part of the Company's Performance and Development System. Training needs and individual development areas are also reviewed through ICI Pakistan Limited's annual performance appraisal tool, P&DD.

Overall, voluntary targets for each of these areas of operation are set by the respective Heads of Departments (HoDs), in correspondence with the Chief Executive, EMT or Board of Directors, as and where applicable. At times, specific governing bodies/management teams (such as the Sustainability Council) are also part of the approval body and help set targets in collaboration with other key stakeholders.

ICI Pakistan Limited adheres to a clear and concise grievance mechanism to support ethical and fair social performance. Its whistleblowing policy, Speak Up, is open to all employees for the confidential reporting of Code of Conduct violations. Detailed information on the Code of Conduct can be found in the Corporate Governance and Compliance section of the Annual Report on page 52.

The effectiveness of social performance is gauged in a multitude of ways. For HSE&S, it is determined through the Learning Event Database, management audits and the Environmental Protection Management (EPM) Database. For HR, effectiveness can be measured based on the Company's performance appraisal system and employee engagement surveys. For CSR, effectiveness is gauged on the KPIs of individual ongoing initiatives and successful disbursement of the annual approved budget for the Foundation.

A detailed HSE&S management system based on Responsible Care Management System ISO 14001 and 45001 is in place to mitigate risks associated with people, products, and process safety. ICI Pakistan Limited has implemented multiple layers of hazard and risk assessments which help it to identify and control risks through all stages of a project. Employees are encouraged to report hazards through the Learning Event database and their inputs are recorded and investigated for improvements to the HSE&S processes. They are engaged in behavioural safety discussions, daily safety talks, online communications, and workshops regarding all essential HSE&S matters.

ICI Pakistan Limited ensures the occupational health of each employee through Health Assessment and Hygiene Assessments plans. All employees are covered through a robust medical policy. The Company takes care to ensure their wellbeing and promotes a healthy lifestyle through various campaigns under its Wellness initiative.



Key HSE training on accident investigation

Occupational Health and Safety



Key Performance Indicators

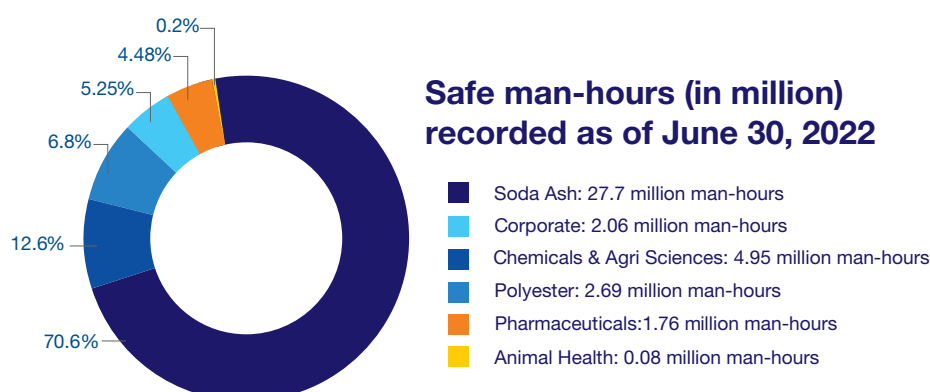
Occupational Health and Safety		2017-18	2018-19	2019-20	2020-21	2021-22	Target 2024-25
Total reportable injury rate (employees/supervised contractors)	\million hours	0.10	0.10	0.47	0.44	0.20	0
Occupational illness rate (employees)	\million hours	0	0	0	0	0	0
Total illness absence rate (employees)	%	1.51	1.28	1.28	1.39	1.66	1.30
Fatalities	number	1	0	0	0	0	0
Total reportable injury rate (independent contractors)	\million hours	0.45	0.28	0	0	0.16	0
Lost time injury (independent contractors)	number	2	1	0	0	0	0
% sites with BBS programme	%	100	100	100	100	100	100
Distribution incidents	number	2	1	0	0	0	0
Motor vehicle incidents with injury	number	0	0	0	0	0	0

Overview 2021-22

There were three reportable injuries during the year and the total reportable injury rate remained at 0.20 for employees and 0.16 for contractors, The incidents were thoroughly investigated and action plans were formulated and implemented against each finding to avoid recurrence.

The Health Assessment Performance Index (HAPI) and Hygiene Performance Index (HYPI) Programmes were compiled and practised across the Company and there were no reportable cases of occupational illnesses during FY'2021-22.

Furthermore, this year, a detailed HSE&S management audit was conducted across Pharmaceuticals sites by trained safety professionals. Areas of improvement were identified in each to further the HSE&S agenda. Training employees on vital HSE&S topics remains a key part of the Company's HSE&S agenda every year.



Fire Safety Management at the Pharmaceuticals business' Hattar plant

A new fire hydrant system comprising a 400 gpm pump, jockey, eleven hose reel cabinets and one pillar hydrant was installed at the Pharmaceuticals plant in Hattar to safeguard the entire premises (GMP areas included) against any unfortunate events. The system follows NFPA 1, while the fire water storage has been developed in compliance with NFPA 22.

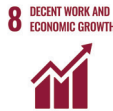
Key HSE&S Trainings Conducted

- One-day training on “Accident Investigation” for employees of the Animal Health business was held at ICI Pakistan Limited’s Mozang office;
- Three-day session on “Basic Life Support and Fire Training” was conducted at Animal Health’s Veterinary Medicine plant, in collaboration with Rescue 1122. It included demonstrations on using fire extinguishers, administering First Aid and CPR, practical evaluations and written assessments by the Emergency Response team;
- One-day training on “Hazard Operability” for the Animal Health business was arranged in collaboration with Inovo Solutions Limited, before the Hazard and Operability (HAZOP) and Periodic Hazard Assessment (PHA) studies on the plant;
- Two-day session on “Behaviour Based Safety” for all Animal Health employees took place in collaboration with Corporate HSE;
- One-day training on Fire Safety at the Pharmaceuticals business’ Hawke’s Bay site in September 2021;
- Two major external trainings regarding fire-fighting and the safe lifting of heavy equipment, organised for the logistics staff of the Pharmaceuticals business;
- A mock drill as part of the Soda Ash business’ Crisis Management Plan wherein a mock fire scenario was created to check the response of all individuals and teams in Khewra. The observations were made by independent parties;
- An inter-business HSE Workshop by Chemicals & Agri Sciences and Animal Health, held in June 2022 in partnership with Rescue 1122, to apprise attendees on fire safety, emergency preparedness and disaster response;
- A two-day session on the requirements of ISO Environmental Management System (14001:2015) and ISO 19011 (Guidelines for Auditing Management Systems) held by the Polyester team. This included a Risk Assessment activity, where trainees were provided with insight on ICI Pakistan Limited’s Risk Management framework with regards to ISO 14001 2015.



HSE team engaging in a mock drill

Training and Education



Key Performance Indicators

Training and Education for Management Employees	2017-18	2018-19	2019-20	2020-21	2021-22
Average hours of training per employee (gender and grade)	Male: 14, Female: 28 G30: 15; G31: 37; G32: 5.46 ; G33: 18.08; G34: 23.11; G35: 38.13; G36: 41.48; G37: 24.4; G38: 7.75; Trainee: 36.09; WL-4: 3.3	Male: 86.7, Female: 13.2 G30: 6.34; G31: 4.52; G32: 9.06; G33: 18.23; G34: 20.09; G35: 32.31; G36: 27.35; G37: 60.62; G38: 16.00; G39: 50.00 G40: 37.00 Trainee: 41.47; WL-4: 42.00	Male: 6.8, Female: 8.4, G30: 2.04 , G31: 5.1, G32: 2.9, G33: 6.18 G34: 7.12 G35: 18.5; G36: 25.8; G37: 44.1; G38: 46.5; G39: 30.8 G40: 24 Trainee: 6.2; WL-4: 40	Male: 4.6, Female: 3.3, G30: 3.1; G31: 3.5; G32: 3.6; G33: 4.5; G34: 4.6; G35: 5.2; G36: 5.7; G37: 4.9; G38: 5.5; G39: 7.2; G40: 6.3 Trainee: 3.03; WL4:	Male: 4.9, Female: 2.9, G30: 4.4; G31: 12.9; G32: 15.8; G33: 14.2; G34: 22.3; G35: 32.4; G36: 12.7; G37: 11.7; G38: 9.2; G39: 11; G40: 12.4 Trainee: 3.8; WL4: 16
On-line P&D Discussion participation	% 98.5	85	98	100%	100%
Management Development Programme	No. of Managers 634	238	122	86	126
Employee engagement index	8.2	NR	N/R	7.9	8.04

Overview 2021-22

Employee development is positioned at the forefront of all learning interventions at ICI Pakistan Limited. The Company's Learning Academy platform is grounded in its value of Passion for People and consistently aims to enhance employee capability. The programmes offered under the ambit of the Learning Academy cover finance, leadership, personal effectiveness, commercial, technical, organisational development and employee health and safety.

This year, the Company launched 'Learnathon' - a virtual learning programme. Spread over 35 sessions, the Company's internal senior talent, supplemented by Harvard ManageMentor, conducted sessions for the benefit of their colleagues. Over 570 employees participated in the month-long programme.

To strengthen the technical competence of engineers, the Core Development Programme (CDP) continued to offer training for the HSE&S and technical functions. As a manufacturing entity, engineers occupy a vital position in the Company, owing to which, course content for engineers was updated in 18 areas, with a special focus on technical skills.

ICI Pakistan Limited continued to expand its talent pool through its Graduate Recruitment Drive. Fresh graduates from leading local and international universities are thereby recruited into commercial, technical and finance streams. In addition, for the gamification assessment, the Company partnered with Revelian, an international service provider that designs psychometric tests to provide data-driven profiles of candidates. Twelve graduates were recruited during the year for entry-level positions. Additionally, the following learning interventions were introduced:

LUMS Developing Future Leaders

In partnership with LUMS, 34 employees recognised as Emerging Talent and High Potential attended the university's flagship programme, aimed at enhancing leadership skills

Finance for Non-Finance

An in-house training programme aimed at developing financial acumen was conducted.

Read to Lead

A comprehensive initiative comprising projects such as the e-library, book club and book corner, to encourage a Company-wide learning culture.

Career Development and Performance Management

ICI Pakistan Limited's performance evaluation and development system aims to sustain and review the performance of its workforce. Categorised into three phases (Objective Setting, Mid-Year Review and Year-End Review), the system is integral to assessing performance and providing constructive feedback against the objectives set at the beginning of the year.

Developed to navigate difficult conversations between employees and their managers, a conversation starter toolkit, Focus Forward was developed. Tackling topics such as employee performance, growth and career progression, this three-step guide enabled employees to engage in conversations that added value to their development.

Launched to map out career progression, and equip employees with the tools necessary for growth, Aspire 2.0 focused on career planning and the development of future leaders. An intensive week-long programme, it included panel discussions, technical career roadmaps, peer-to-peer coaching sessions and capability-building trainings.

Employee Engagement Index

During FY'2021-22, the employee engagement index rose from 7.9 to 8.04, reflecting an increase in employee satisfaction throughout the Company.



Aspire 2.0 in full swing

Diversity and Equal Opportunity



Key Performance Indicators

Diversity and Equal Opportunity for Management Employees	2017-18	2018-19	2019-20	2020-21	2021-22
Percentage of governance body by gender	Male 6, Female 2(75%M,25%F)	Male 6, Female 2(75%M,25%F)	Male 6, Female 2 (75%M,25%F)	Male 7, Female 2 (78%M,22%F)	Male 8, Female 1 (89%M,11%F)
Percentage of employees by gender	Management – Male 1154, Female 49 Trainees - Male 26, Females 21 94.4% M 5.6% F	Management – Male 1351, Female 88 Trainees – 29 Male, 25 Females 93.88 M 6.12 F	Management – Male 1520, Female 92 Trainees - Male 27, Females 13 M 93.6%, F 6.3%	Management – Male 1599, Female 104 Trainees - Male 11, Females 4 M 94%, F 6%	Management – Male 1603, Female 105 Trainees - Male 22, Females 18 M 93.9%, F 6.1%
Percentage of governance body by age	30-50:62.5% (5) Above 50 37.5% (3)	30-50:62.5% (5) Above 50 37.5% (3)	30-50:62.5% (5) Above 50 37.5% (3)	Between 30-50 - 44% (4) Above 50 – 56% (5)	Between 30-50 – 44%(4) Above 50 - 56% (5)
Percentage of employees by age	Under 30: 384 (30.7%). 30-50: 660(52.8%) , Above 50: 206 (16.5%)	Under 30: 426 (29.60%). 30-50: 850 (59.07%) , Above 50: 163 (11.33%)	Less than 30 - 483 (29.2%) Between 30 & 50 - 1025 (62.0%) Above 50 - 144 (8.7%)	Less than 30 - 469 (28%) Between 30 & 50 - 1081 (63%) Above 50 - 153 (9%)	Less than 30 - 427 (25%) Between 30 & 50 - 1132 (66%) Above 50 - 149 (9%)

Overview 2021-22

ICI Pakistan Limited's commitment to fostering diversity and inclusion in the workplace is grounded in its values. The Company firmly believes in providing merit-based equal opportunities, in line with the values of Integrity and Responsibility and Passion for People. The Code of Conduct fosters the paramount importance of an equitable workplace.

To further cement diversity and inclusion at every level, ICI Pakistan Limited's Diversity and Inclusion (D&I) Council works towards meeting the diversity targets set each year. Consisting of representatives from each business, the Council makes efforts toward the hiring and retention of diverse employees, introducing inclusive initiatives, and aims to sustain a culture of respect.

During the year, the gender diversity ratio stood at 11% in the Executive Management Team (EMT) and 6.1% in the overall employee base. With plans to sustain and increase female representation, the Company aims to maintain a gender-inclusive workforce and environment.

Diversity and Inclusion Highlights

- The Dignity at Work programme was introduced to inculcate the importance of a respectful and conducive work environment. Replete with interventions such as anti-harassment and disciplinary policies, trainings geared towards harassment investigations and Code of Conduct refreshers, the initiative promotes a progressive work culture.

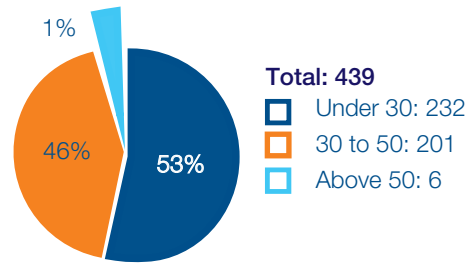
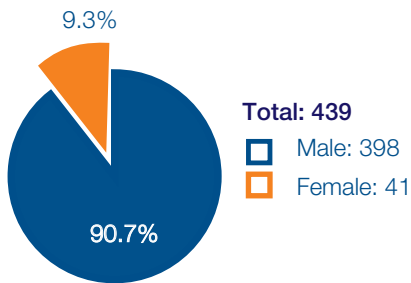
- The 'Yes She Can!' campaign was launched to conduct D&I trainings and facilitate a recurrent dialogue on gender sensitisation.
- Under IMPACT, ICI Pakistan Limited continued its female scholarship programme. In partnership with top-ranked local universities, the programme provides scholarship opportunities to women facing financial limitations. Aiming to provide high-performing female students with internship opportunities geared towards corporate exposure while facilitating their learning and networking, the Women Development Programme catered to individuals from diverse backgrounds.
- D&I days are consistently observed to celebrate diversity and create an inclusive environment for all employees. To commemorate International Women's Day, a week-long celebration took place, including a pop-up event featuring women entrepreneurs running small businesses and a panel discussion composed of leading and inspirational women sharing insights on breaking biases in their respective fields.

Anti-Competitive Behaviour

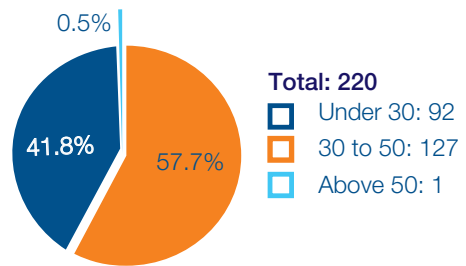
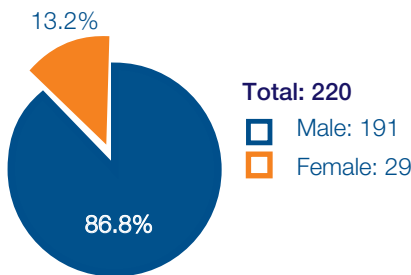
During the reporting period, there have been no legal actions initiated or pending against the Company before the Competition Commission of Pakistan.

All personnel at ICI Pakistan Limited are expected to conduct Company business in compliance with applicable competition laws. Furthermore, compliance with competition laws falls within the framework of its Code of Conduct. The Code is accessible to and read by each employee.

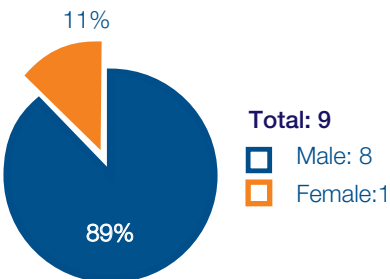
Total number and rate of new employee hires during the reporting period, by gender and age group



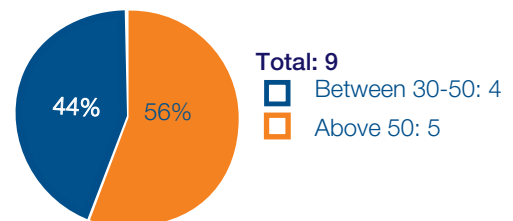
Total number and rate of employee turnover during the reporting period, by age group and gender



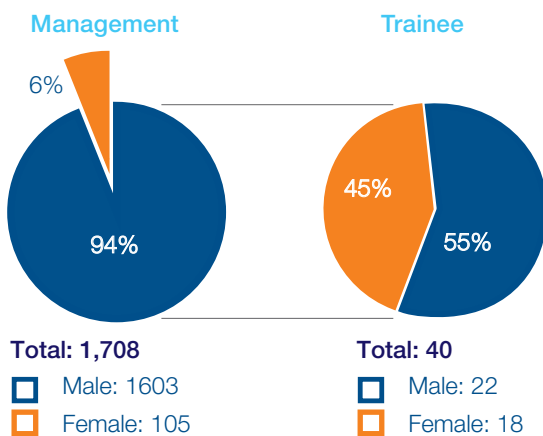
Percentage of governance body by gender



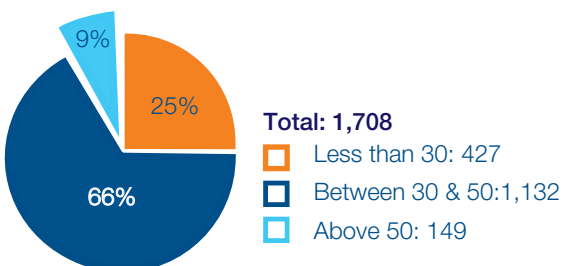
Percentage of governance body by age



Percentage of employees by gender



Percentage of employees by age



Non-Discrimination



Key Performance Indicators

Non-Discrimination		2017-18	2018-19	2019-20	2020-21	2021-22	Target 2024-25
Total number of incidents of discrimination	No.	0	0	0	0	0	0

Overview 2021-22

Non-Discrimination is a fundamental part of ICI Pakistan Limited’s ethos and values. The Code of Conduct explicitly states that the suitability of candidates for job opportunities depends entirely on objective and non-discriminatory criteria.

Speak Up, the Company’s whistleblowing policy, is accessible to employees for reporting any breaches to the Code of Conduct. The policy provides for a detailed mechanism to report any such cases whilst maintaining anonymity. Speak Up ensures that all checks and balances are in place with regards to not only discriminatory practices but also any other violations of the Code.

In addition to the above, the Code of Conduct strictly prohibits child labour and any form of forced or compulsory labour.

There were no reported incidents of discrimination during the year. The Company aims to maintain this status quo, and strengthen its ongoing focus on ethical and responsible behaviour.



Local Communities

Key Performance Indicators

Community Investment		2015-16	2016-17	2017-18	2019-20	2020-21	2021-22
Community programme investment	PKR million	20	20	30	30	30	59

ICI Pakistan Limited’s Corporate Social Responsibility (CSR) agenda is largely managed through the ICI Pakistan Foundation (‘the Foundation’), which is certified by the Pakistan Centre for Philanthropy (PCP). The Foundation is governed by its own Board of Trustees and its policies and objectives as outlined in the Trust Deed and CSR Policy. Its accounts are audited by certified chartered accountants.

The Foundation’s CSR philosophy is derived from ICI Pakistan Limited’s vision, mission, values and brand promise. ‘Improving Lives’ manifests itself in the ICI Pakistan Foundation’s commitment toward CSR, focusing on creating shared value in the communities that the Company operates in.

The Foundation maintains strict evaluation criteria for grant approvals to ensure that all allocations are utilised responsibly and transparently. It works with registered organisations involved in one or a combination of its CSR pillars. Its community investment programmes are geographically specific to ICI Pakistan Limited’s presence in the selected community.

The Company’s location-based teams are engaged frequently to evaluate community requirements, identify intervention areas and ensure smooth implementation of the programmes. The Foundation’s aim of directing philanthropic investment toward socio-economic development has enabled it to support underserved communities, thereby prompting positive change.

CSR Pillars



Health



Education



Community Development



Women Empowerment



Environment

Overview of CSR Initiatives for FY'2021-22



Health

Support extended to health-related initiatives includes funding for programmes that serve the community and reputed healthcare non-profits.

Access to Quality Healthcare - Hamqadam Community Clinic

Established in 2016 and 2017 in Khewra and Sheikhpura respectively, the Hamqadam Mother and Child Healthcare Community Clinics benefit the lives of countless marginalised infants and mothers in the community. Funded by the Foundation and run-in partnership with the Marie Adelaide Leprosy Centre (MALC), support for the Hamqadam Community Clinics continued during the year. Having contributed to the improvement of the local healthcare infrastructure in their communities, the clinics have monitored over 4,000 children of age five years and below for immunisation and nutrition, and conducted regular consultations of over 1,100 pregnant women. Throughout the course of the year, 17,332 OPD cases were successfully facilitated with 95 emergency ambulance trips recorded.



Daily check-ups at the Hamqadam Community Clinic

The Gift of Sight - LRBT

One of the Foundation's longest-running programme, free-of-cost eye care camps were continued at Khewra in partnership with the Layton Rahmatulla Benevolent Trust (LRBT) during the year. Since 1991, the programme has benefited thousands of deserving patients from Khewra and beyond. A milestone achievement of 321 camps since the programme's inception was achieved in June 2022. During FY'2021-22, 9 camps were completed, a total of 2,091 patients benefited and 506 surgeries conducted.



Eye Camp conducted in partnership with LRBT

Prioritising Health - Tabba Kidney and Tabba Heart Institute

In partnership with the Tabba Kidney Institute, the Foundation continued bi-annual renal health camps in Khewra. 363 individuals benefitted from free-of-cost consultation, examination and lab testing. Additionally, 100 dialysis sessions were sponsored for critically-ill individuals at the Tabba Kidney Institute during the year. In continuation of its commitment towards quality healthcare, the Foundation initiated its partnership with the Tabba Heart Institute to launch quarterly cardiology camps inclusive of screening tests, cardiologist consultations and ultrasounds, in Khewra.



Kidney Camp conducted in partnership with the Tabba Kidney Institute

Supporting Mental Healthcare - Karwan-e-Hayat

Recognising the dire gap between quality mental healthcare in Pakistan and the marginalised individuals in need of it, the cost of psychiatric medicines for a total of 100 OPD and inpatients at Karwan-e-Hayat was funded by the Foundation.

Sustainability Highlight

Saving Lives

Since its inception, the ICI Pakistan Foundation has prioritised and invested in the provision of quality healthcare to the communities that it operates in. This sustainability highlight illustrates the Foundation's commitment to providing quality healthcare to marginalised communities.

Recognising the need to uplift pediatric healthcare in the nation, the ICI Pakistan Foundation has contributed to the cause through a recurring partnership with the Child Life Foundation (CLF). In 2016, the Foundation initiated a fruitful collaboration with the Child Life Foundation, a non-profit institution that works with the aim of providing children from low-income settings with quality and affordable healthcare facilities. As part of the three-year partnership, the Foundation funded the Pediatric Fast Track OPD Block in the ChildLife Emergency Room at the Sindh Government Lyari General and Teaching Hospital in Karachi.

As such, over 22,500 young lives were treated during the course of three years. Furbished with modern surgical equipment, an on-site pharmacy and comfortable beds, CLF's facilities provide free of cost treatment and have fully-trained staff, doctors and nurses available to accommodate the patients. By improving the quality of healthcare provided, CLF has successfully brought up the survival rate of critically ill patients from 15% to 90% across its facilities.

Given the immense impact created by CLF, this year the Foundation has partnered with it to upgrade, refurbish and manage the Resuscitation Block of the Children's Emergency Room (ER) at Mayo Hospital, Lahore. The revamped facility is a 24-hour, free-of-cost facility with more than 40 beds and upgraded equipment. While the ER treats 150,000 children annually from all across Punjab, the Resuscitation Block caters to the most critically ill, which forms 10% of the patient pool. As such, the annual impact is projected to be 15,000 children's lives saved.





Women's Empowerment

Support extended to women's empowerment related initiatives includes vocational training and educational support.

Creating Opportunities for Financial Empowerment - RLCC

The Foundation funded a six-month quilt-making workshop for 36 female artisans of the Ra'ana Liaquat Craftsmen Colony (RLCC) to enhance livelihood opportunities and encourage the financial empowerment of home-based female entrepreneurs.

Supporting Future Leaders – IMPACT Scholarship Programme

Launched by the Foundation in 2018, the IMPACT Scholarship Programme in partnership with top-ranked local universities, finances the undergraduate degrees of four female students. The programme aims to provide scholastic opportunities to underserved female students, allowing them to engage in quality higher education.



Quilting workshop at RLCC



Community Development

Support extended to uplifting the lives of stakeholders in communities that ICI Pakistan Limited operates in includes infrastructural support and employee volunteer activities.

Launched in 2018, the Pehchan Volunteer Programme provides employees of ICI Pakistan Limited with opportunities to engage in community-based CSR initiatives of their choice. For more detailed information on the Pehchan Volunteer Programme, please refer to page 159 of the Sustainability Report.

During the FY'2021-22, the Foundation funded the extension of the footpath and walkway leading from Khewra to Pind Dadan Khan. The project allowed for greater accessibility and safety for the community and ensured the provision of improved infrastructural facilities.



Extension of the footpath and walkway from Khewra to Pind Dadan Khan



Education

Support extended to learning and development initiatives includes primary, secondary and higher education support.

Developing Young Minds - Government Boys and Girls Primary School, Tibbi Hariya

During the year in review, the Foundation continued to support the Government Boys and Girls Primary School in Tibbi Hariya, Sheikhpura, in collaboration with CARE Foundation, to provide quality education to 140 deserving students. The school has a female enrollment rate of 52.5%. Also, to foster an environment conducive to learning and development, the Foundation funded the refurbishment and maintenance work on the school's facility, including the provision of new classroom furniture and teaching aids.

Supporting Educators – CMGHS, Bararkot

Reconstructed by the Foundation in 2007 post a devastating earthquake, the Foundation, in collaboration with Friends Welfare Organisation, has continued to fund the salaries of four teaching staff at the Community Managed Girls High School (CMGHS) in Bararkot.

Access to Quality Education – The Citizens Foundation

This year, 50 deserving students from The Citizens Foundation V. M. Ghany campus received an annual educational scholarship.

Sustaining the Future of Healthcare – Murshid School of Nursing and Midwifery

To further the inclusion of women in healthcare, the Foundation has been supporting merit-based scholarships for the female students enrolled in the two-year Midwifery Diploma Programme at the Murshid School of Nursing and Midwifery since 2014. This year, a batch of eight students was supported throughout the two-year period, until graduation.



Students of the Tibbi Hariya School in Sheikhpura

A Step Closer to Agricultural Best Practices – Pakistan Agricultural Coalition

The Foundation has been helping the Pakistan Agricultural Coalition (PAC) since 2014, investing in their agricultural technical institute to facilitate the educational and technological needs of local farmers.



Environment

Support extended to environment-related initiatives includes funding for tree plantations and waste management activities.

In line with ICI Pakistan Limited's sustainability agenda, the Foundation collaborated with multiple CSR co-partners during the year to reduce, reuse and recycle waste. Environmental impact reduction initiatives included:

- Continued recycling of administrative waste generated at the Head Office. A total of 15,988 kgs of waste were donated to Al-Wasila Welfare Trust under their Safaiwala Programme for further recycling. All funds generated were utilised to treat 2,202 OPD patients from marginalised communities in Karachi. Moreover, the Foundation collected and recycled 237 obsolete desk calendars from FY'2020-21. A total of 78 kgs of dry waste was recycled in the process;
- Continued recycling of administrative waste generated at the Mozang office and in Sheikhpura. A total of 46,843 kgs of waste was donated to Aabroo Educational Welfare Organization for further recycling. Funds generated were utilised to support the educational needs of 72 students from low-income households in Lahore;
- A tree plantation drive at Karwan-e-Hayat.



Tree plantation drive at Karwan-e-Hayat

Coming Together to Make a Difference



ICI Pakistan Limited encourages its employees to commit to social and environmental causes of their choice, calling on their generosity to support disadvantaged populations through the Pehchan Volunteer Programme. Through various initiatives employees can apply their personal and professional expertise to take part in volunteering initiatives and devote up to two working days (or 16 working hours) annually on Company time in pursuit of volunteer work.



Pehchan Highlights FY'2021-22



224 Volunteers Engaged

2,077 Hours Dedicated

28 Initiatives Conducted

8 CSR Partners Engaged



















Pehchan volunteers participated in the following initiatives during the year:

- Organised a fundraising auction to protect abandoned, abused and neglected animals through the Ayesha Chundrigar Foundation (ACF);
- Conducted awareness sessions for rural women and children on the safe and responsible disposal of packaging material for agro chemical products;
- Organised a book donation drive, donating over 450 books to the libraries at Akhuwat Foundation's NJV School and Kiran Foundation;
- Conducted an awareness session regarding the importance of green initiatives and planted 100 trees at the Government Boys Primary School in Hafizabad;
- Collected over 490 Kgs of clothes through a Company-wide clothing donation drive to support the Akhuwat Foundation;
- Participated in 11 blood donation drives, nationwide, in partnership with the Fatimid Foundation and donated 165 pints of blood;
- Organised a beach cleanup activity at Sandspit Beach to commemorate World Cleanup Day, collecting 212 Kgs of waste. Collected waste was donated to Al-Wasila Trust for onward recycling;
- Conducted multiple tree plantation drives across the Company's locations, planting over 7000 saplings;
- Donated scrap secondary packaging materials, discarded panaflex from marketing activities, and unwanted furniture and fixture items from the Company's Head Office location, for reuse or recycling to ACF, Ra'na Liaquat Craftsmen Colony (RLCC), Akhuwat Foundation, and Al-Wasila Trust.

GRI Content Index

Full Compliance: Partial Compliance: 

GRI STANDARD CORE DISCLOSURES			
Disclosures		Response	Compliance
General Disclosures			
GRI 102: General Disclosures 2016			
Organizational Profile			
102-1	Name of the organisation	Section: ICI Pakistan Limited at a Glance– Page 10	
102-2	Activities, brands, products and services	Section: ICI Pakistan Limited at a Glance - Page 10-11 Section: Soda Ash Business - Page 96-97 Section: Polyester - Page 98-99 Section: Pharmaceuticals - Page 100-101 Section: Animal Health – Page 102-103 Section: Chemicals & Agri Sciences – Page 104-107	
102-3	Location of headquarters	Section: ICI Pakistan Limited at a Glance- Page 14	
102-4	Location of operations	Section: ICI Pakistan Limited at a Glance - Page 14	
102-5	Ownership and legal form	Section: : ICI Pakistan Limited at a Glance - Page 10-15	
102-6	Markets served	Section: ICI Pakistan Limited at a Glance - Page 10-15	
102-7	Scale of the organisation	Section: ICI Pakistan Limited at a Glance - Page 10-15 Section: Report of the Directors for the Year Ended – Page 62-72 Section: ICI Pakistan Limited Unconsolidated Financial Statement - Page F06-F09	

102-8	Information on employees and other workers	<p>Section: Diversity and Equal Opportunity - Page 150</p> <p>Response: Permanent - 1600 (Male 1520, Female 80) (Temporary Staff - 108 (68 contractual and 40 Trainees) 77% Male, 23% Female. Trainees (40) are employees on temporary employment contracts.</p> <p>Employees perform a significant portion of ICI Pakistan Limited's activities.</p> <p>Data was compiled by the Corporate HR Department as per actual and no assumptions are made.</p> <p>The employees are distributed in Punjab (55.2%), Sindh (30.6%), KPK (9%), Islamabad (4%), Balochistan (0.9%) and AJK (0.4%).</p>	
102-9	Supply chain	Section: Sourcing - Page 132	
102-10	Significant changes to the organisation and its supply chain	<p>Section: Sourcing - Page 132-133</p> <p>Section: A Rich Legacy of Corporate Leadership - Page 12-13</p>	
102-11	Precautionary principle or approach	Section: Corporate Governance and Compliance: Code of Conduct - Page 9,78-80	
102-12	External initiatives	Response: GRI Standards and United Nation Sustainable Development Goals.	
102-13	Membership of associations	Response: Chamber of Commerce, EPA - All Provinces, Competition Commission of Pakistan, National Board of Boilers and Pressure Vessels, National Environmental Quality Standards, Pakistan Business Council (PBC), Pakistan Institute of Corporate Governance, MAP, OICCI	
Strategy			
102-14	Statement from senior decision-maker	Section: Message from CE - Page 21, 111	
Ethics and integrity			
102-16	Values, principles, standards and norms of behaviour	<p>Section: Our Vision, Mission and Values - Page 6-7</p> <p>Section: Our Code of Conduct - Page 8-9</p> <p>Section: Sustainability Strategy - Page 119</p>	
Governance			
102-18	Governance structure	<p>Section: BBoard and Management Committees - Page 55</p> <p>Section: Company Information - Page 54</p> <p>Section: ICI Pakistan Limited at a Glance - Page 10</p> <p>Section: Sustainability Strategy & Sustainability Council - Page 119</p>	

Stakeholder Engagement			
102-40	List of stakeholder groups	Section: Stakeholder Engagement - Page 138	
102-41	Collective bargaining agreements	Response: Response: 404 employees (24%) covered by collective bargaining agreements of employees. Total number of employees: management 1600; Contractual 68; trainees 40	
102-42	Identifying and selecting stakeholders	Section: Stakeholder Engagement - Page 124-125	
102-43	Approach to stakeholder engagement	Section: Stakeholder Engagement - Page 124-125	
102-44	Key topics and concerns raised	Section: Stakeholder Engagement - Page 124-125	
Reporting Practice			
102-45	Entities included in the consolidated financial statements	Response: ICI Pakistan Limited at a Glance – Page 15 Section: About the Report - Page 115	
102-46	Defining report content and topic Boundaries	Section: About the Report - Page 115 Section: Materiality Assessment - Page 116	
102-47	List of material topics	Section: Materiality Assessment - Page 116	
102-48	Restatements of information	Response: Not Applicable - no restatements of information given	
102-49	Changes in reporting	Section: About the Report - Page 115	
102-50	Reporting period	Section: About the Report - Page 115	
102-51	Date of most recent report	Response: August 2021	
102-52	Reporting cycle	Section: About the Report - Page 115	
102-53	Contact point for questions regarding the report	Section: About the Report - Page 115	
102-54	Claims of reporting in accordance with the GRI Standards	Section: About the Report - Page 115	
102-55	GRI Content Index	Section: GRI Index – Page 160-171	
102-56	External Assurance	Section: About the report – Page 115 Section: External Assurance – Page 174-175	

Material Topics

Category: Economic

ECONOMIC PERFORMANCE

GRI 103: Management Approach 2016

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

GRI 201: Economic Performance 2016

201-1	Direct economic value generated and distributed	See ICI Pakistan Limited Financial Statements Page F08-F09	██████████
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MARKET PRESENCE

GRI 103: Management Approach 2016













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













GRI 202: Market Presence 2016







202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Response: ICI Pakistan Limited adheres to all local and federal laws with regards to minimum wage and the ratio of entry level wage by gender is above than the minimum wages at all location of operations.	██████████
202-2	Proportion of senior management hired from the local community	Response: Karachi: 100%, Lahore: Nil, Sheikhpura: Nil, Khewra: Nil Senior Management – G37 plus excluding EMT; Local: Residence and belonging to the significant location identified	██████████

INDIRECT ECONOMIC IMPACTS			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	
103-2	The management approach and its components	Section: Economic Performance Management Approach - Page -130, 76-78	
103-3	Evaluation of management approach	Section: Economic Performance Management Approach - Page 130 Section: Corporate Governance and Compliance 76-78, 82-83	
GRI 203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported	Section: Local community - Page 163-167	
ANTI-COMPETITIVE BEHAVIOR			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	
103-2	The management approach and its components	Section: Economic Performance Management Approach - Page 130 Section: Corporate Governance and Compliance 78-80	
103-3	Evaluation of management approach	Section: Economic Performance Management Approach - Page 130 Section: Corporate Governance and Compliance 78-80, 82-83	
GRI 206: Anti-competitive Behavior			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Section: Diversity and Equal Opportunity - Page 150	
202-2	Proportion of senior management hired from the local community	Response: Karachi: 100%, Lahore: Nil, Sheikhupura: Nil, Khewra: Nil Senior Management – G37 plus excluding EMT; Local: Residence and belonging to the significant location identified	
Compliance			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	
103-2	The management approach and its components	Section: Economic Performance Management Approach Page -130, Section: Corporate Governance and Compliance 78-81	
103-3	Evaluation of management approach	Section: Economic Performance Management Approach Page -130 Section: Corporate Governance and Compliance 78-81	
GRI 419: Socioeconomic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	Section: Integrity Management – 131	

Category: Environmental			
ENERGY			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	██████████
103-2	The management approach and its components	Section: Environmental Performance Management Approach - Page 134	██████████
103-3	Evaluation of management approach	Section: Environmental Performance Management Approach - Page 134	██████████
GRI 302: Energy 2016			
302-1	Energy Consumption within the organization	Section: Energy - Page 137 Response: Standard calorific values of fuels are used for conversion	██████████
302-3	Energy intensity	Section: Energy - Page 137	██████████
302-4	Reduction of energy consumption	Section: Energy - Page 137-138	██████████
WATER			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	██████████
103-2	The management approach and its components	Section: Environmental Performance Management Approach - Page 137	██████████
103-3	Evaluation of management approach	Section: Environmental Performance Management Approach - Page 137	██████████
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	Section: Environmental Performance Management Approach - Page 137	██████████
303-2	Management of water discharge-related impacts	Section: Environmental Performance Management Approach - Page 137	██████████
303-4	Water discharge	Section: Water - Page 139	██████████
303-5	Water consumption	Section: Water - Page 139	██████████
EMISSIONS			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	██████████
103-2	The management approach and its components	Section: Environmental Performance Management Approach - Page 137	██████████
103-3	Evaluation of management approach	Section: Environmental Performance Management Approach - Page 137	██████████



GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Section: Emissions - Page 140 Response: ICI Pakistan Limited reporting is compliant with National Environmental Quality Standards (NEQs) Factors used in the calculation of emissions are based on the current International Energy Agency	
305-2	Energy indirect (Scope 2) GHG emissions	Section: Emissions - Page 140	
305-4	GHG emissions intensity	Section: Emissions - Page 140	
305-5	Reduction of GHG emissions	Section: Emissions - Page 140	
305-6	Emissions of ozone-depleting substance (ODS)	Response: No chemical classified as an ODS is listed in the Chemical Substance Inventory of ICI Pakistan Limited	
305-7	Nitrogen oxides (NOx), sulfur oxides (Sox), and other significant air emissions	Section: Emissions - Page 140	
EFFLUENTS AND WASTE			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	
103-2	The management approach and its components	Section: Environmental Performance Management Approach - Page 137	
103-3	Evaluation of management approach	Section: Environmental Performance Management Approach - Page 137	
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Section: Effluents and Waste - Page 142	
306-2	Management of significant waste-related impacts	Section: Environmental Performance Management Approach - Page 137 Section: Effluents and Waste - Page 142	
306-3	Waste generated	Section: Effluents and Waste - Page 142	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 155-156	

Category: Social			
EMPLOYMENT AND LABOUR RELATIONS			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 144-145	
103-3	Evaluation of management approach	Section: Effluents and Waste - Page 142	
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Section: Diversity and Equal Opportunity – Page 151	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Section: Life Insurance, Health Care, Disability Coverage, Parental Leave, Retirement Provision Significant locations of operation are all ICI Pakistan manufacturing sites, offices and warehouses.	
GRI 402: LABOR/MANAGEMENT RELATIONS 2016			
402-1	Minimum notice periods regarding operational change	Response: 4 weeks Also mentioned in collective agreements	
OCCUPATIONAL HEALTH AND SAFETY			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 144-145	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 144-145	
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Section: Social Performance Management Approach- Page 144-145	
403-2	Hazard identification, risk assessment, and incident investigation	Section: Social Performance Management Approach- Page 144-145	
403-3	Occupational health services	Section: Social Performance Management Approach- Page 144-145	

403-4	Worker participation, consultation, and communication on occupational health and safety	<p>Response: Our manufacturing sites have different systems in place to promote such programs. Monthly joint management and worker safety meetings are one such process, steered by line managers and occasionally section head of all functional departments. The agenda is set by the HSE&S department and feedback is recorded.</p> <p>These meetings ensure 100% participation by the workforce</p>	
403-5	Worker training on occupational health and safety	Section: Occupational Health & Safety - Page 147	
403-6	Promotion of worker health	Section: Social Performance Management Approach- Page 144-145	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Response: Workers involved in occupational activities that have a high risk of specific diseases are trained on, and well-versed in, the appropriate health and safety protocols, provided appropriate equipment, and regularly monitored. For example, laboratory employees are provided with protective equipment and training, and are assessed for lung-related diseases that may rise due to fume inhalation. Similarly, employees working in high noise areas are provided with appropriate protective equipment and are annually checked for any hearing loss. These procedures are as per the ICI Pakistan HSE&S Management System and the Company's Occupational Health Policy. Areas at all manufacturing sites have been assessed for health risks and accordingly Health Monitoring Programs have been developed for employees.</p>	
403-9	Work-related injuries	Response: Occupational Health & Safety - Page 146	
403-10	Work-related ill health	Response: Occupational Health & Safety - Page 146	

TRAINING AND EDUCATION


GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 144-145	




103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 144-145	
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Section: Training and Education – Page 148-149	
404-2	Programs for upgrading employee skills and transition assistance programs	Response: Leadership Essentials: Code of Conduct, HSE Awareness, Performance Management System, HR for Non HR Managers, Discovering the Leadership Within, Behavioral based interviewing skills Leadership Development Roadmap Leadership Development Journey, Leading Beyond, Leading and Developing Teams, Self-development Program, Creative Thinking & Collaboration, Greater Self, Leading Teams for Impact Functional skills development programs Core Development Program for engineers E-modules Toolkit A core technical training program for engineers comprises of e-modules on Success Factors.	
404-3	Percentage of employees receiving regular performance and career development reviews	Section: Training & Education - Page 149	
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 144-145	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 144-145	
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Section: Diversity & equal Opportunity - Page 150	
NON-DISCRIMINATION			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	

103-2	The management approach and its components	Section: Social Performance Management Approach- 144-145	██████████
103-3	Evaluation of management approach	Section: Social Performance Management Approach- 144-145	██████████
GRI 406: Non-Discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Section: Non-discrimination – Page 152	██████████
CHILD LABOUR			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	██████████
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 144-145	██████████
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 144-145	██████████
GRI 408: Child Labour 2016			
408-1	Operations and suppliers at significant risk for incidents of child labour	Section: Integrity Management – Page 116-117	██████████
FREEDOM OF ASSOCIATION			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 134-135	██████████
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 144-145	██████████
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 144-145	██████████


GRI 407: Freedom of Association and Collective Bargaining 2016

407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Section: Integrity Management – Page 131	
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LOCAL COMMUNITIES**GRI 103: Management Approach 2016**

103-1	Explanation of the material topic and its Boundary	Section: Materiality Assessment - Page 116-117	
103-2	The management approach and its components	Section: Social Performance Management Approach- Page 144-145 Section: Local Communities – Page 153	
103-3	Evaluation of management approach	Section: Social Performance Management Approach- Page 144-145 Section: Local Communities – Page 153	

GRI 413: Local Communities 2016

413-1	Operations with local community engagement, impact assessments, and development programs	Section: Local Communities - Page 154-159	
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SDGs Index

SDGs		PAGE NO.	GRI STANDARDS DISCLOSURE
	End poverty in all its forms everywhere	163	202-1
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	F08-F09, 154-159	201-1, 203-1
	Ensure healthy lives and promote well-being for all at all ages	137, 140, 142, 144-145	305-1, 305-2, 305-6, 305-7, 306-2, 403-2, 403-3
	Ensure inclusive and quality education for all and promote lifelong learning	148-149	404-1
	Achieve gender equality and empower all women and girls	F08-F09, 148-149, 150, 151, 152, 154-159,	201-1, 202-1, 203-1, 401-1, 404-1, 404-3, 405-1, 406-1
	Ensure access to water and sanitation for all	137, 139, 142	303-1, 303-2, 303-4, 304-5, 306-2
	Ensure access to affordable, reliable, sustainable and modern energy for all	F08-F09, 137-138 154-159	201-1, 203-1, 302-1, 302-3, 302-4

SDGs	PAGE NO.	GRI STANDARDS DISCLOSURE
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote inclusive and sustainable economic growth, employment and decent work for all</p>	<p>F08-F09, 131, 137-138, 139, 144-145, 146, 147, 148-149, 150, 151, 162, 163, 167, 168, 169</p> <p>102-8, 102-41, 201-1, 202-1, 202-2, 302-1, 302-3, 302-4, 303-1, 303-2, 303-4, 303-5, 401-1, 401-2, 402-1, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 407-1, 408-1</p>
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>Build resilient infrastructure, promote sustainable industrialization and foster innovation</p>	<p>F08-F09 154-159 201-1, 203-1</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Make cities inclusive, safe, resilient and sustainable</p>	<p>154-159 203-1</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Ensure sustainable consumption and production patterns</p>	<p>137-138, 139, 140, 142, 166</p> <p>302-1, 302-3, 302-4, 303-1, 303-2, 303-4, 303-5 305-1, 305-2, 305-6, 305-7, 306-2</p>
 <p>13 CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts</p>	<p>137-138, 140</p> <p>302-1, 302-3, 302-4, 305-1, 305-2, 305-4</p>
 <p>14 LIFE BELOW WATER</p>	<p>Conserve and sustainably use the oceans, seas and marine resources</p>	<p>140</p> <p>305-1, 305-2, 305-4, 305-5, 305-7</p>
 <p>15 LIFE ON LAND</p>	<p>Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</p>	<p>140</p> <p>305-1, 305-2, 305-4, 305-5, 305-7</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Promote just, peaceful and inclusive societies</p>	<p>6-9, 119, 131 150, 152</p> <p>102-16, 206-1, 406-1, 408-1, 419-1</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Revitalize the global partnership for sustainable development</p>	<p>122-123</p> <p>Not Applicable</p>



Independent Assurance Statement for the ICI Pakistan Limited Sustainability Report 2022

Corporate Social Responsibility Centre Pakistan (CSRCP) was engaged by ICI Pakistan Limited to carry out an independent review of the ICI Pakistan Limited Sustainability Report 2022, which was prepared 'in accordance with the Global Reporting Initiative's (GRI) Standards' Core option. The objective of the critical independent review is to provide ICI Pakistan Limited's Management with an independent opinion about the quality of the report and adherence to the principles of Inclusivity, Materiality, Responsiveness and Impact.

Responsibility of ICI Pakistan Limited and of CSRCP

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

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

Scope of Assurance

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

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

Assurance methodology

We carried out a desk review of the final draft report. We communicated with ICI Pakistan Limited to determine the accuracy and authenticity of the report content, data points, methodologies and policies around the organization's social, environmental and economic data and activities.

Our procedures for this engagement included:

- A critical review of the Sustainability Report 2022 and respective Content Index to check consistency and adherence to GRI's Universal and Topic-Specific Standards
- Evaluation of the report's adherence to the in accordance: Core option
- A critical review of the Sustainability Report to obtain limited assurance about whether the Sustainability Report is free from material misstatement
- Analysis of the report content against principles of Inclusivity, Materiality, Responsiveness and Impact
- Review of the SDGs Index to check the correctness of references with GRI Standards General and Topic Specific Disclosures
- Elaboration of the adjustment report
- Final review of the report content

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

Opinion

In accordance with GRI Standards: Core option

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

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

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

- As a GRI in accordance report, the report is considering all four principles in the report content and elaboration.
- The report addresses how the company identifies and engages with different stakeholders, including stakeholders' key concerns and ICI's response to stakeholders' concerns. The material issues emerging from the stakeholders' engagement were collected and prioritized and the results are fairly reflected in the report.

- Material issues have been identified, considering the influence on stakeholder assessment and decisions and the significance of environmental, social and economic impacts, using a commonly accepted approach. The parameters of risks and opportunities and importance to ICI's business growth and performance were considered in the materiality determination process, which makes the process more focused on prioritizing issues relevant to ICI Pakistan Limited.
- ICI Pakistan Limited has appropriate policies and externally certified quality, environmental and health & safety management systems, which involve a high-level analysis of risks, non-compliance with applicable laws and regulations and recommending corrective actions.
- Sustainability management at ICI Pakistan Limited maintains high-level support in the shape of the Sustainability Council, conforming to ICI Pakistan Limited's commitment to addressing sustainability challenges, and stakeholder concerns and promoting sustainable practices in its supply chain.
- The report demonstrates a system for suppliers' evaluation against social, environmental and security aspects and activities supporting safety, health, and environmental practices at supply chain partners.
- ICI Pakistan Limited's absolute environmental impact has increased over the years with reduced intensity-based impact. ICI Pakistan Limited's launch of Terylene to reduce PET waste, using alternative product transportation and packaging to reduce packaging materials and emissions and increasing the share of renewable energy at different manufacturing locations demonstrate ICI Pakistan Limited's sustainability strategy to reduce the environmental impact of its operations.
- ICI Pakistan Limited reiterates its commitment to the UNGC Ten Principles, has adopted SDGs relevant to ICI Pakistan Limited operations and activities and exhibited alignment of its activities with UN Sustainable Development Goals (SDGs).
- While, in general, the principles are addressed satisfactorily, we can appoint areas of improvement for the next reporting cycle:
 - ICI Pakistan Limited's materiality determination process is informed by different factors including stakeholders' input gathered from engagements held throughout the year. We recommend implementing a report-specific stakeholders' engagement and refreshing the list of material topics considering the continuous expansions and significant changes in global and local sustainability context which can significantly influence the list of material topics.
 - ICI Pakistan Limited's redefined targets for material impact areas this year. We reiterate our recommendation to take into consideration climate science for defining targets for environmental impact areas and align the targets with material sustainability topics in the report.
- ICI Pakistan Limited promotes safety, health, and environmental practices at supply chain partners. We reiterate our recommendation to include aspects of social impact while promoting sustainable management practices in the supply chain and further recommend demonstrating the impact of these practices in future reports.
- The report demonstrates the linkage of the company's various activities with SDGs. We reiterate our recommendation to demonstrate how ICI Pakistan Limited is capitalizing on the opportunities offered by the SDGs and the impact of beneficial products and services on SDGs.

Statement of conclusion

Based on the scope of our work and the assurance procedures we performed using the International Standard on Assurance Engagement (ISAE) 3000 (Revised), 'Assurance Engagements Other than Audits or Reviews of Historical Financial Statements, we conclude that nothing has come to our attention that causes us to believe that the information in ICI Pakistan Limited's Sustainability Report 2022 is in all material aspects not fairly stated.

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

Limitations and exclusions

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

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

Statement of independence, impartiality and competence

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



Muhammad Arfan Nazir,
Director,
Corporate Social Responsibility Centre Pakistan.



Muhammad Imran,
Muhammad Imran & Co.,
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