



HINDUSTAN UNILEVER LIMITED

Familiarisation Programme for Independent Directors

The Board familiarisation programme comprises the following:

- Induction programme for new Independent Directors,
- Immersion sessions on business and functional issues,
- Strategy sessions

At HUL, all new Independent Directors are taken through a detailed induction and familiarisation programme when they join the Board. The programme is an exhaustive one that covers the history and culture of Unilever, background of the Company and its growth over the last several decades, various milestones in the Company's existence since its incorporation, the present structure and an overview of the businesses and functions. The programme also covers the Unilever Sustainable Living Plan.

As part of the induction sessions, the Chairman & Managing Director provides an overview of the Organization its history, culture, values and purpose. The Business and Functional Heads take the Independent Directors through their respective businesses and functions. The Independent Directors are also inducted through factory and market visits to understand the operations of the Company. The Independent Directors are also exposed to the constitution, Board procedures, matters reserved for the Board and major risks facing the business and mitigation programmes. The Independent Directors are also made aware of their roles and responsibilities at the time of their appointment and a detailed Letter of Appointment is issued to them.

In the Board meetings, immersion sessions deal with different parts of the business and bring out all facets of the business besides the shape of the business. These immersion sessions provide a good understanding of the business to the Independent Directors. Similarly, for all the functions, there are immersion sessions that are convened. These sessions are also an opportunity for the Board to interact with the next level of management. To make these sessions meaningful and insightful, pre-reads are circulated in advance. Deep dive sessions are also organized on specific subjects for better appreciation by the Board of its impact on the business. There are opportunities for Independent Directors to interact amongst themselves every quarter. Many themes for such sessions come through on account of these structured interactions and meetings of Independent Directors. The process of Board evaluation also throws up areas where the Board desires deep dive sessions. In the financial year 2020-2021, deep dive sessions were

conducted for Board of Directors on the business of the Company to provide a better understanding of the changing business and regulatory landscape.

Every year, a two-three days Strategy session is organized generally at a location where the Company has an office or an establishment. It gives to the Board an opportunity to understand HUL's footprint in that market and also interact with the HUL team in that market. The strategy session focusses on the strategy for the future and covers all parts of the business and functions, the course corrections, if any, required to be undertaken and gives a good perspective of the future opportunities and challenges. During the financial year 2020-21 all the Board including Strategy and Committee meetings were conducted through audio visual means as per the circulars / rules issued by Ministry of Corporate affairs and Securities Exchange Board of India from time to time, for conduct of meetings during pandemic.

In order for the Directors to exercise their judgement and discharge their duties with sufficient knowledge, the Directors are updated with changes in laws, regulations, relevant judicial or regulatory orders, and compliance requirements during the Board meetings.

The details of training programme attended by Independent Directors are as under:

(in hours)

Independent Directors	2020-2021		Cumulative till date (From Oct 2015 till March 2020)	
	Business Presentations and immersion sessions	Factory / Market Visits / Strategy Meetings	Business Presentations and immersion sessions	Factory / Market Visits
Aditya Narayan	1.00	-	17.20	92.15
Sanjiv Misra	11.30	11.55	19.90	92.15
O. P. Bhatta	11.30	11.55	19.90	92.15
Kalpana Morparia	11.30	11.55	17.20	92.15
Leo Puri	11.30	11.55	6.00	28.00
Ashish Gupta	11.30	11.55	-	-
