

A circular collage of four images representing different modes of transport: a semi-truck on a road at sunset, a stack of colorful shipping containers, a large container ship at sea, and a commercial airplane in flight.

Navigating the **Green** Horizon

WE AIM TO BE
Carbon Neutral
BY
2040

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Theme of the Report

Navigating the Green Horizon

As a logistics provider with operations in 180 countries, we understand our colossal responsibility to safeguard the environment. With this report, we embark on a journey towards instilling more sustainable practices in our operations, aiming to minimize our ecological impact while delivering seamless logistics solutions.

We are committed to reducing our carbon footprint by implementing emission reduction strategies, promoting a sustainable supply chain, and prioritizing employee engagement and well-being. We, at ECU Worldwide, have set ambitious goals in our pursuit of sustainability. We aim to achieve Carbon Neutrality (Scope 1, 2, & 3) by 2040 in all our entities by investing in renewable energy sources for our offices. We see sustainable logistics as a great opportunity to partner with companies in the industry that have opted to transition from fossil fuel-based fleets to those powered by renewable and cleaner alternative fuels.

Digital innovation has drastically altered the way we do business. The future is digital, and to support the digital aspirations of businesses, we have invested heavily in our digital portfolio to drive efficiencies across our entities. A focus on adopting new-age tools and technologies leads the digital transformation. Integrating digital tools and technology across various operations and processes has the potential to not only fundamentally transform our business and our customer experience, but also reduce our environmental footprint.

Through our efforts, we aim to inspire others, become a role model for responsible business operations, and contribute to building a sustainable future for generations to come. Join us on this transformative journey as we navigate these uncharted waters towards a green horizon.



About the Report

The last few years have highlighted the need to respond to business disruptions in a sustainable and resilient manner. The logistics industry is now overcoming the slowdown and disruptions that it faced in the recent years due to Coronavirus pandemic, and this presents a massive opportunity for the industry to rebuild better. As a prime global logistics player, we look to mine this opportunity by establishing a robust sustainability strategy in line with the best global standards and practices.

With this, we are delighted to present our ESG Report covering our Environmental, Social and Governance (ESG) performance. The ECU Worldwide ESG Report intends to unveil our sustainability initiatives over the past year and showcase our salient ESG strategic goals and targets that we look to achieve in the coming years.

Reporting Scope and Boundary

The disclosures in the report provide details for the non-financial performance of ECU Worldwide N.V., Belgium and its subsidiaries operating across the world along with its business operations in India under the parent company Allcargo Logistics Limited for the reporting period from 1 April 2022 to 31 March 2023 (referred to as 'ECU Worldwide' or 'the Company' further).

ECU Worldwide accounts for the ESG performance for our multimodal Less than Container Load (LCL) consolidation and transportation service, Non-Vessel Owning Common Carrier (NVOCC). We have covered eighteen countries of ECU Worldwide to report carbon emissions to the extent information is available, except for ocean freight where the reported emissions cover all operating countries of ECU Worldwide.

Reporting Frameworks

This report has been developed with reference to the Global Reporting Initiative (GRI) 2021 Standards. Further, the report is aligned with the Business Responsibility and Sustainability Report (BRSR) and the United Nations Sustainable Development Goals (UN SDGs).

Forward-looking statements

As we disclose our ESG goals and targets, this report includes many forward-looking statements centered around our plans and aspirations for the overall ESG strategy. It is recommended that such statements are not considered as an assertion of ECU Worldwide's performance in the future, given that certain assumptions may change over time. Such statements are contingent of developments in the industry, business expansions, government regulations, conditions of international markets, among other factors.

Feedback

Any concerns, clarifications or feedback for this report can be communicated to Suresh Kumar R and Rani Shah on esg@allcargologistics.com

From the Chairman's Desk



Shashi Kiran Shetty

Founder & Chairman, Allcargo Group

Dear Stakeholders,

The financial year witnessed a gradual normalisation of global container shipping, air freight, and road transportation. The business environment has been challenging and economic growth has remained subdued and muted in many regions. As global supply chains look for more resilient ways to combat these

ever-changing geopolitical factors, we at ECU Worldwide, are determined to move towards a more sustainable and resilient future with our ESG 2.0 journey to help us manoeuvre these challenges.

It gives me immense pleasure that we have launched our ESG 2.0 journey marked by significant progress, setting specific goals and commitments to achieve excellence in our commitment to Environmental, Social, and Governance (ESG) practices across our operations. We've consistently prioritised contributing to the welfare of society and fostering a culture of care within the organisation.

Corporate Update and Digitalisation

Over the past year, we have successfully implemented complex acquisitions, enabling a strategic turnaround to create value and sustainable growth for the organisation. The company's approach of turning challenges into opportunities is helping it navigate these tough times and support its customers, partners, and stakeholders.

To ensure that we adapt to such challenges, we are moving towards inculcating digitalisation and technology into our systems. We are leveraging digital tools and portals to optimise our processes and operations, enabling teams to collaborate and work more efficiently. Making digital technology our core focus, we have invested in cutting-edge digital logistics platforms such as ECU360 and organisation-wide CRM systems with strategic dashboards and tools. By

bringing in technologists and logistics experts, we are gaining a competitive advantage with data science and analytics-based decisions. We are also providing our customers with the convenience of transacting with ease for a seamless customer user experience. Thus, maintaining customer data confidentiality and the highest standards of cybersecurity are crucial to preserve and value our customers' trust.

Environmental Stewardship

The demand for freight logistics has increased over the years, as it plays a major role in the supply chains of many industries, boosting our growth further. While this has created numerous business opportunities, we cannot overlook the impact this may have on the environment. According to the World Economic Forum, eight major supply chains contribute to more than 50% of global emissions.

As a central player in the supply chains, we recognise our responsibility to transform operations and actively contribute to reduce greenhouse gas (GHG) emissions. Against this backdrop, we have set out to achieve carbon neutrality and adopt 100% renewable energy by 2040 at owned sites. We are on the lookout for adopting greener ways of operating and collaborating with strategic partners to achieve our goal. We have also planted a million trees to green the earth's cover, with the overarching goal of planting 3 million trees by 2027 and 5 million by 2030.



Fostering a People-driven Culture

Our team is the foundation of the ECU Worldwide family, representing our greatest asset. Fostering a culture of career development and providing a secure work environment has steadily contributed to our workforce's enduring resilience over the years. Given the vulnerability and exposure of our workforce to perilous working conditions in the logistics sector, it is vital for us to maintain the highest standards of employee safety and labour practices. Thus, we aim to maintain a Zero Harm culture at our facilities, utmost respect for our employees' human rights. Diversity and inclusion play a crucial role in creating a versatile, dexterous workforce. At ECU Worldwide, more than 50% of our workforce comprises of women, despite being in a sector that predominantly has lower gender diversity. With the RESTART program, we have established a platform for women who wish to join the workforce after a career break. Going forward, we will also look to increase the representation of minority groups in the overall workforce.

Our CSR team, Avashya Foundation, has positively impacted approximately 40,000 lives across various areas in the current reporting period. We remain

committed to contributing towards our six CSR Priorities - Health, Education, Environment, Women's Empowerment, Sports, and Disaster Relief. Our efforts align with the UN Sustainable Development Goals, covering diversity, inclusion and equity, occupational health and safety, community development, corporate governance, and more, as we continuously strive to integrate sustainability in our operations.

Way Forward

Supply chain sustainability is swiftly gaining prominence as a global priority, and is poised to reshape the future of business operations. We are committed to create a positive impact across our supply chains and navigate this green horizon which is brimming with numerous opportunities. We are on the lookout for cross-industry partnerships with our suppliers who share our goals, and take collective measures. It is my firm belief that we will achieve great heights through this journey and emerge as a sustainability leader.

Best regards,



Shashi Kiran Shetty
Founder & Chairman
Allcargo Group



About ECU Worldwide

- Markets Served
- A Glance at the Highlights of the Financial Year
- Vision and Mission
- Our Values
- Operational Presence
- Our Group Companies
- Portfolio of Services
- Membership of Associations
- Awards and Accolades

ECU Worldwide is the global leader in LCL consolidation enabling seamless cargo movements with door-to-door deliveries in more than 50 markets.

Its wide range of services comprises International Supply Chain including LCL and neutral FCL, and international air freight along with charters and special project cargo, backed by the expertise to handle customs, compliance, and documentation support. Value-added services such as CFS, e-commerce, warehousing, trucking, DG (Dangerous Goods) handling, etc. add to the ease and convenience of customers.

ECU Worldwide creates unique synergies with offices at origin and destination countries, port pair offerings in collaboration with core carriers, teams of expert professionals, and a focus on customer centricity, all with a digital-first approach.

Its cutting-edge digital logistics platform, ECU360, lets customers ship in just a few clicks and simplifies shipping with a host of features - 24x7 instant quotes,

convenient bookings, real-time sailing schedules, easy cargo tracking, dashboards and analytics, secure API/EDI integration – to name just a few.

ECU Worldwide is also set apart by its value-driven, customer centric approach and constant endeavour to take a strategic approach to ESG and sustainability.

ECU Worldwide's parent company

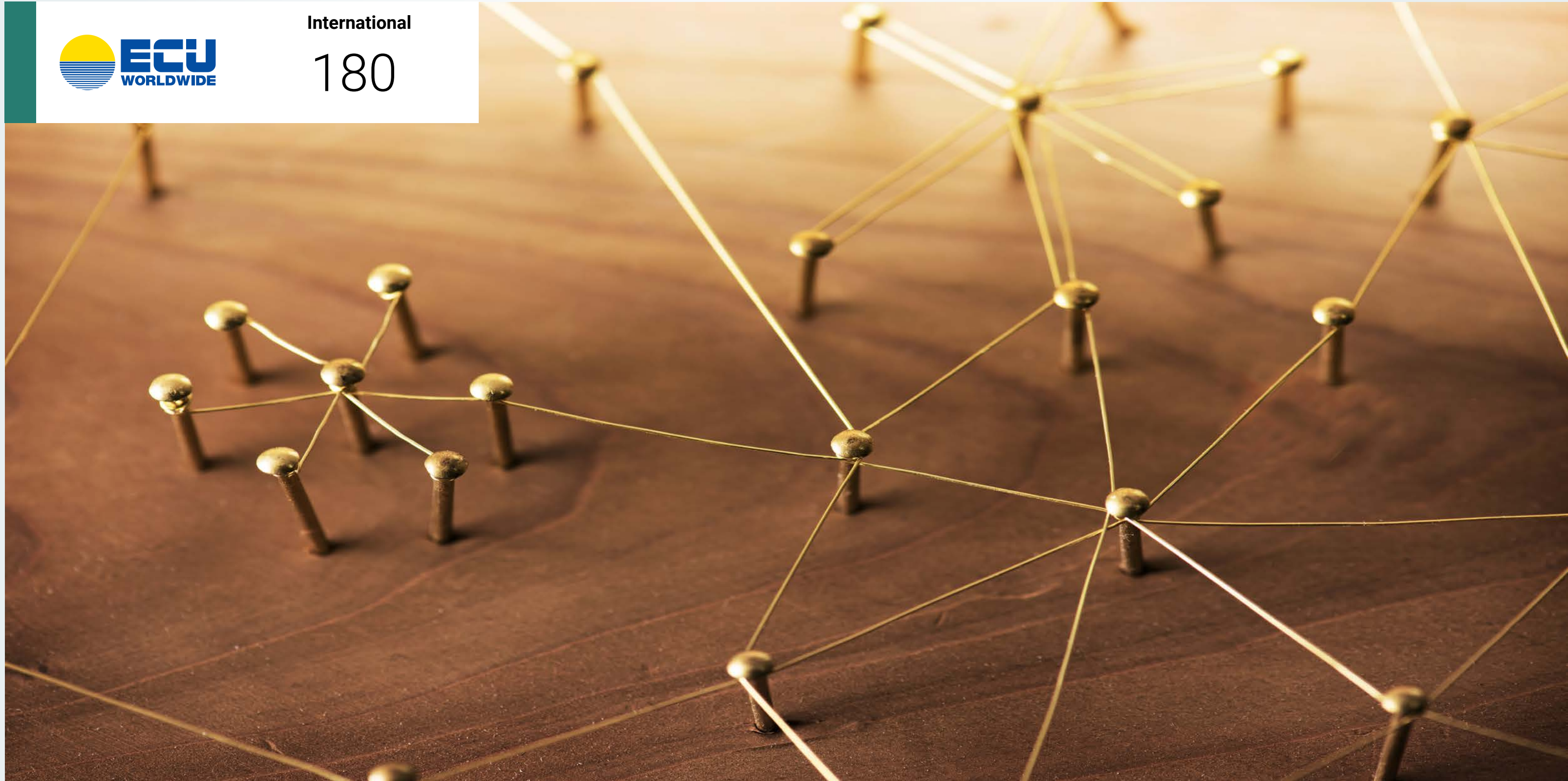
Allcargo Logistics Limited started its operations in 1994 and has since become one of the top Indian multinational companies, with operations in 180 countries. For 30 years, the organization has been providing its customers with seamless, end-to-end, efficient logistics solutions. The goal has been to establish a sustainable and well-managed logistics business globally, with a focus on digitalization. At ECU Worldwide and Allcargo, we believe in staying ahead of the curve and reaffirming our leadership through dynamism, innovation, adept change management, courageous decision-making, and agile execution, in India and around the globe.

Markets Served



International

180





Our Values

✔ Entrepreneurship with a Purpose

Practice the owner's mindset, as the organisation is the collective soul of its employees. Be unwilling to accept 'it cannot be done' as an answer. Take initiative to push limits. Use resources consciously, chase goals aggressively, be frugal and pursue passion for business excellence.

✔ Customer Centricity

Recognize that our customers are the reason for our existence. Be obsessive about delighting customers and all stakeholders. As our Vision and Mission suggest, go to infinite ends to deliver the best customer experiences.

✔ Care for Environment and Society

Always aim to minimise the impact on environment, supporting scientific research that reflects environmental and sustainability concerns. Build a culture of empathy within the companies towards colleagues as well as underprivileged individuals around us. Be responsible corporate citizens and contribute to a better society, country and world at large.

✔ Innovation and Execution

Constantly strive to challenge conventional views and drive innovation with new ideas, a futuristic outlook and perspectives from the youth. Maximise impact by delivering world-class solutions leveraging IT, digital platforms and newer technologies. Be agile, flexible and lead the disruption.

✔ Collaboration

Build a highly capable and committed team to build growing businesses which deliver highest value by fostering a meaningful relationship with all stakeholders by practicing highest standards of business ethics, humility and governance.



Our Vision

Ingenuity in motion to serve stakeholders for market leadership, by far



Our Mission

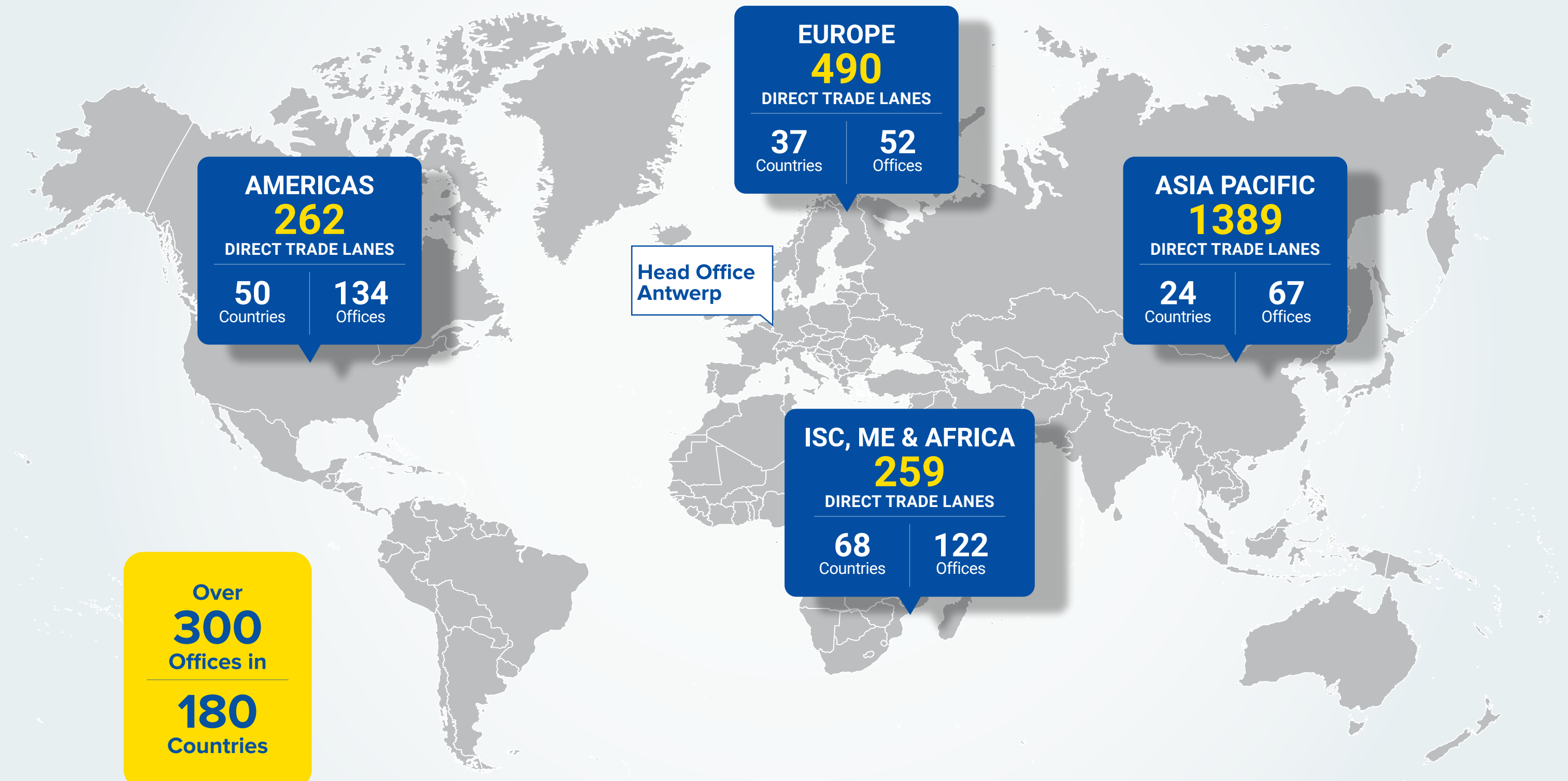
Always be customer-centric and proactive. Create digitally-enabled, well-governed logistics magic, worldwide.



Our Purpose

Helping global supply chains, while caring for sustainability.

ECU Worldwide:

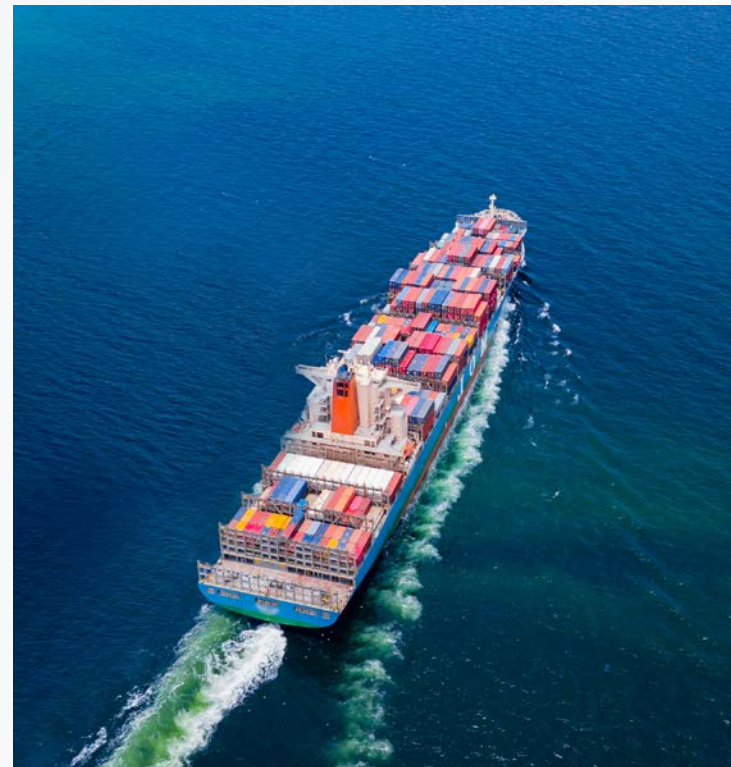


The headquarters of ECU Worldwide is based in Antwerp, Belgium.

Portfolio of Services



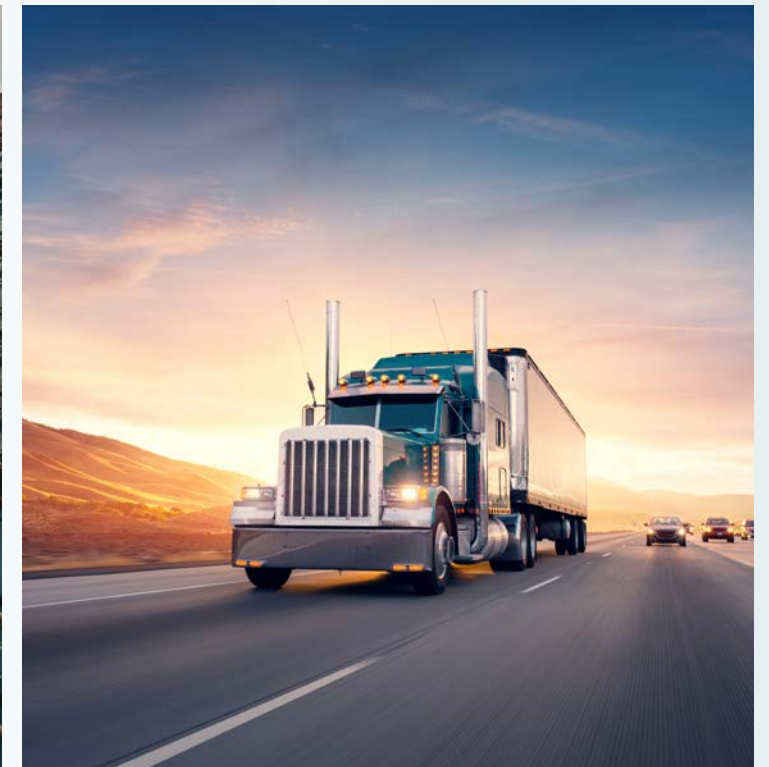
**International Supply Chain
Solutions (LCL)**



Neutral FCL



Air Freight



Road Transportation

Portfolio of Services



International Supply Chain Solutions (LCL)

The International Supply Chain division has excelled both in India and overseas. With over 35 years of experience in the logistics industry, ECU Worldwide has become a global leader in LCL consolidation.

Our customized logistics services cater to the unique needs of our customers and are recognized for their innovation and adaptability. Our all-inclusive logistics solutions provide businesses in India and around the world with dependable services from a single logistics partner for their supply chain requirements across 180 countries.

Our Solutions:

- > LCL Consolidation - Exports and Imports
- > Neutral FCL Forwarding - Exports and Imports
- > Air Freight Services
- > Pan India Multi-City Consolidation - Exports and Imports
- > International Transshipment at Chennai and Nhava Sheva Ports



Neutral FCL

ECU Worldwide provides excellent logistics solutions in major trade hubs and destinations worldwide. Our neutral FCL services cater to various industry sectors, offering transit for heavy, out-of-gauge, and breakbulk cargo. With long-standing partnerships with leading carriers, we ensure our customers receive the most efficient transit times, optimal routes, and cost-effective services. Our team of local experts provides excellent advisory and consultation services, to make neutral FCL transit an efficient and seamless experience.



Road Transportation

ECU Worldwide also offers road transportation services in select geographies in conjunction with its LCL and neutral FCL services to provide customers with a more seamless experience.



Air Freight

Our global network facilitates air freight services to major business centers and trade destinations worldwide. Our team of experts are well-versed in local regulations across continents and with customs and compliance. To ensure safe and seamless end-to-end transit, we offer value-added services such as inland trucking and warehousing.

Membership of Associations

ECU Worldwide Trade Associations

Sr. No.	Name of the Association / Industry Body	Country
1	Association Professionnelle des Transitaires	Mauritius
2	Womesa	Mauritius
3	SAAF (South African Association of Freight Forwarders)	South Africa
4	Exporters Club	South Africa
5	Istanbul chamber of commerce (ITO)	Turkey
6	Chamber of shipping	Turkey
7	Association of International Forwarding and Logistics Service Providers (UTIKAD)	Turkey
8	International Federation of Freight Forwarders Associations (FIATA)	Turkey
9	Asociacion Argentina de Agentes de Carga Internacional (AAACI)	Argentina
10	Asociacion Uruguay de Agentes de Carga (AUDACA)	Uruguay
11	Entrepreneur's Organisation (EO)	USA
12	Asociacion Peruana de Agentes de Carga Apacit	Peru
13	Ateia-OLT (Freight Forwarders association of barcelona)	Spain
14	Colombia chamber of commerce (ITO)	Colombia
15	Colombian federation of logistics agents in international trade (FITAC)	Colombia
16	Colombia chamber of commerce (ITO)	Colombia
17	Colombian federation of logistics agents in international trade (FITAC)	Colombia
18	Camara de Comercio de Guayaquil	Ecuador
19	Cámara de Comercio de Quito	Ecuador
20	AMCHAM Cámara de Comercio Ecuatoriano Americana	Ecuador
21	Aseaci Gye	Ecuador
22	Aseaci Uio	Ecuador
23	Forward Belgium (the Belgian Freight Forwarding Association)	Belgium
24	Voka (Chamber of Commerce)	Belgium
25	BITO IBOT - license commisionary	Belgium
26	APAC (Asociacion Panameña De Agencias De Carga)	Panama
27	AGEXPORT (Asociacion Guatemalteca De Exportadores)	Guatemala
28	AMACARGA (Asociacion Mexicana De Agentes De Carga)	Mexico
29	AMACARGA (Asociacion Mexicana De Agentes De Carga)	Mexico

Allcargo Logistics Limited Trade Associations

Sr. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	Confederation of Indian Industry (CII)	National
2	Federation of Indian Chambers of Commerce and Industry (FICCI)	National
3	The Associated Chambers of Commerce and Industry in India (ASSOCHAM)	National
4	Association of Multimodal Transport Operators of India (AMTOI)	National
5	International Market Association (IMA)	International
6	Indian Chamber of Commerce (ICC)	National
7	Confederation Of Indian Industry -Family Business Network	National
8	EU Chambers of Commerce of India	National

Awards and Accolades

Best Case Study of the Year 2022

K J Somaiya Institute of Management, Mumbai

Technology Services Provider of the Year 2022

Landmarks in Logistics Awards 2022

Asia's Best Employer Brand Award 2022

Conferred on ECU Worldwide APAC, by World HRD Congress, endorsed by the CHRO Asia, at Asia's Best Employer Brand Awards 2022

Top Most HR Leaders – ASIA

(Conferred on Vaishali Azad Batra, Global HR Head), Asia's Best Employer Brand award 2022

Awards for Risk Management (Availability Management), Data Security (Security Management), Design Management (Infrastructure Management)

11th Edition Datacenter Summit and Awards 2022

Freight Forwarder of the Year – Sea (Exports)

(Conferred on NVOCC, North team), Northern India Multimodal Logistics Awards 2022

Kokan Icon Award – 2022

(Conferred on Dr. Nilratan Shende, CSR General Manager, Allcargo Logistics)

LCL Consolidator Of The Year (Export)

12th All India Maritime and Logistics Awards (MALA)



Women Icon of the Year

(Conferred on Indrani Chatterjee, Group Chief People Officer)

Best Organisation for Women Empowerment, 2022

Women Empowerment Summit and GIWL Awards 2022

Best CSR Impact Award

5th Edition of Corporate Social Responsibility Summit and Awards 2022.

Maharashtra CSR Summit 2022 Award for Healthcare Initiatives

(Recognized for Jeevan and Jeevan Coping with Cancer), Maharashtra CSR Summit 2022

Most Preferred Brands 2022 Award

Most Preferred Brands 2022

Corporate Social Responsibility Awards 2023 for health initiatives

(Recognized for Jeevan Coping with Cancer), 7th edition of the Corporate Social Responsibility Awards 2023.

World CSR Day 2023 Award

(Recognized for Maitree – our unique initiative to green the earth), 12th edition of World CSR Day

LCL Consolidator of the Year - Eastern Star Awards 2023

(Conferred on Allcargo Eastern Region), 8th edition of East Coast Maritime Forum concurrent with Eastern Star Awards 2023.

BT Best CEO Award, Transport and Logistics 2023

Conferred on our Founder and Chairman, Mr. Shashi Kiran Shetty), Business Today's flagship annual conclave, BT MindRush.





ECU Worldwide's ESG - Shaping a Sustainable Future

- The 'Now' of our journey
- The 'Next' of our journey

The 'Now' of Our Journey

For ECU Worldwide, the ESG journey has been all about realizing the crucial role it will play in achieving sustainable and responsible supply chains. By late 2022, the logistics industry had gradually begun recovering from the ripples caused by the Coronavirus pandemic across the global supply chain which highlighted the necessity of building a vastly sustainable supply chain. Climate protection and improving workplaces for people emerged as two important factors to facilitate a transformative shift that is crucial for the logistics sector to bounce back from disruptions.

Over the last year, we have been understanding our potential to adopt a transformative shift, while looking to revamp our processes to fit our sustainability vision. In doing so, we have digitalized not only our operational processes but also established an ESG dashboard to facilitate tracking our environmental and social footprint. We turned to our stakeholders to understand their expectations from us as a global leader in cargo consolidation. A culmination of the views of our stakeholders and the valuable insights provided by our leadership helped us establish our sustainability goals and commitments.

Our Goals & Commitments



Energy & Emissions

- › Achieve Carbon Neutral by 2040
- › **100%** transition to renewable sources for electricity consumption at all owned facilities by 2040



Occupational Health & Safety

- › Committed to making a safer workplace for all our employees and workers



Diversity, Inclusion and Equity

- › **50%** gender diversity in junior and middle management by 2040
- › **40%** gender diversity in the top management



Community Development

- › Committed to multiple United Nations Sustainable Development Goals - SDG 3, 4, 11, and 14 to benefit community growth



Cybersecurity

- › Zero cases of data and cybersecurity breaches through timely resolution of cyber incidents, if any



Labour Practices & Human Rights

- › Continue to ensure zero employment of child and forced labour
- › Continue to ensure zero instances of human rights violation



Corporate Governance

- › Maintain zero instances of non-compliance with regulatory requirements year-on-year

WE AIM TO BE
Carbon Neutral
 BY
 2040

The 'Next' of Our Journey

Our goals and targets have helped lay the foundation stone of our ESG journey, highlighting the areas where we can create a positive impact. The focus for the coming years is to be able to establish initiatives to reduce our environmental footprint, subsequently reducing the footprint in our value chain. We strongly believe that collaborative action will help in solving challenges and creating a global green supply chain, as we look to collaborate with our customers and our suppliers. With this in mind, we look to explore the areas of sustainable transportation, greener cargo consolidation and establishing transparent value chains.

Our ESG Ambition

Our ESG Ambition is our navigation system, guiding us towards a sustainable tomorrow through the alignment of our core values and our vision, proactively.



Environmental Stewardship

As a leading logistics company, we will prioritize and deploy sustainable practices. Our goal is to reduce our ecological footprint by implementing innovative solutions and actively working to mitigate climate change and contribute to conserve resources.



Social Responsibility

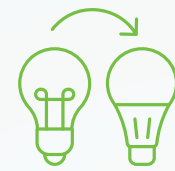
By fostering a culture that embraces diversity, we aim to contribute to the development of resilient communities across our international operations, ensure safe and inclusive workplaces, promote fair & ethical practice and create positive social impact around all our sites.



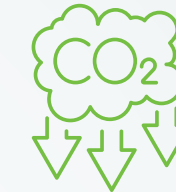
Strong Governance Practices

We are committed to establishing and upholding strong governance practices with integrity. We will focus on fostering accountability, engage stakeholders, ensure responsible decision-making for a sustainable growth.

ESG Performance Highlights



18,830 GJ
Energy Consumption



827,936 tCO₂e
Total GHG Emissions



8,60,000
of Tree Plantations up until
FY 2022-23



77 GJ
Energy Consumption through
Solar Energy



50%
Females on the Workforce



750 Allcargo
Logistics Limited
on BitSight Security Ratings



Zero
Cases of Corruption and Bribery

Stakeholder Engagement and Materiality Assessment

- Stakeholder Engagement
- Stakeholder Engagement Process
- Materiality Assessment



Stakeholder Engagement

Encouraging a healthy dialogue and strong relationships with all our stakeholders enables us, to deliver on our objectives that contribute to the well-being of the Company. This interaction helps us manage our stakeholders' expectations and concerns, thereby co-creating long-term value. We believe in conducting periodic engagements and providing necessary disclosures in order to nurture a long-lasting relationship with them. We are aware that our activities impact our various stakeholders such as employees, suppliers, communities, customers, regulatory bodies, and channel partners.

Stakeholder Engagement Process

The process of stakeholder engagement involves identifying and prioritizing relevant stakeholders across the stakeholder groups and interacting with them in a timely manner to understand and resolve any key concerns. To enable the process, the representatives from the Company work judicially with external parties in identifying the key concerns and seeking opinions from respective stakeholders to address the concerns.

Our Board approved Stakeholder Engagement Policy establishes our approach to engage with each stakeholder group through various engagement channels and sets out our method of interacting with each stakeholder group. The policy also has a provision for stakeholders to report any grievances and details on other reporting mechanisms.

To ensure effective communication with our stakeholders, we categorized them based on key priorities of our business which helps us evaluate the frequency and nature of engagement required with relevant stakeholders. We have identified nine critical stakeholder groups that are listed in the table below:

Key Stakeholder Groups	Mode of Engagement	Frequency of Engagement	Priority Areas
Employees and Workers	<ul style="list-style-type: none"> > Intranet portal > Trainings and development programs > Performance management system > Emails, written communication > Newsletters, circulars and internal publications > Employee engagement initiatives > Functional and cross-functional committees 	Daily/Weekly	<ul style="list-style-type: none"> > Availability of the company's offerings > Pricing of the offerings > Quality of the offerings > Development of new services > Logistics > Efficient service > Grievance redressal and Transparency > Information on the safe use of products
Investors and Shareholders	<ul style="list-style-type: none"> > Annual shareholder meeting > Investor presentations and conference calls > Investor conferences and meets > Press releases and newsletters 	Monthly / Quarterly	<ul style="list-style-type: none"> > Service availability > Service portfolio > Development of new services > Market trend

Key Stakeholder Groups	Mode of Engagement	Frequency of Engagement	Priority Areas
Customers	<ul style="list-style-type: none"> › Customer satisfaction surveys › Marketing and advertising › Customer service centres › Complaint handling and feedback › Electronic communication – social media, WhatsApp messages, Calls 	Daily	<ul style="list-style-type: none"> › Health › Education › Indirect economic impact
Suppliers and Contractors	<ul style="list-style-type: none"> › Regular interaction through online and offline meetings, phone calls, e-mails › Conferences and workshops › Trainings and awareness programs 	Daily/Weekly	<ul style="list-style-type: none"> › Financial performance › Business growth › Business strategy › Future investments › Transparency › Good governance practices › Social responsibility › Sustainability
Government and Regulatory Authorities	<ul style="list-style-type: none"> › Meetings and formal dialogue › Representation through various trade bodies workshops 	Other – Need basis	<ul style="list-style-type: none"> › Regulatory compliance › Tax Payments
Industry Associations	<ul style="list-style-type: none"> › Conferences, global events and workshops › Press releases and newsletters › Written Communications › Meetings › Publications and Announcements 	Other – Need basis	<ul style="list-style-type: none"> › Provide thought leadership and global expertise › Promote global connectivity › Collaborate with industry associations to address impacts of climate change and support transition to low carbon technology
Communities and NGOs	<ul style="list-style-type: none"> › Conferences and workshops › Communication via telephone, email, etc. › Community-participation events › CSR partnerships - Contribution towards various causes › Communication with Beneficiary Committees 	Other – Need basis	<ul style="list-style-type: none"> › Long-term association › Innovation opportunities
Media	<ul style="list-style-type: none"> › Written Communications › Interviews and Forums › Meetings › Publications and Announcements › Media releases 	Other – Need basis	<ul style="list-style-type: none"> › Regulatory compliance › Community initiatives

Materiality Assessment

Giving importance to the economic, environmental, and social issues material to the company and its stakeholders is crucial to our organization. Prioritizing the key issues helps us optimize resources and strengthen long-term value. To clearly identify the issues that directly and indirectly impact ECU Worldwide business, we carried out the first ever materiality assessment in our organization. During this assessment, we interacted with numerous stakeholder groups to understand the sensitivity of varied ESG topics. To help us arrive at our key focus areas, we charted the approach illustrated below:



01

Understanding the purpose and scope of conducting assessment in Allcargo's context

02

Identify potential industry specific issues and topics based on best-in-class sustainability guidelines

03

Categorize topics based on environment, social and economic importance

04

Identify actual and potential positive as well as negative impacts of topics

05

Preparation of materiality survey for all stakeholder groups

06

Interacting with pertinent internal and external stakeholders through the survey

07

Analysis of responses received from all 3 entities

08

Identification of material topics

09

Finalization of material topics through discussions with senior management

We administered the survey across ECU Worldwide to our stakeholder groups globally, with the aim to capture as many views as possible. This facilitated the identification of key material topics for ECU Worldwide.



Figure: Material topics for ECU Worldwide

Understanding the impact materiality of these topics helped us gain visibility over key issues that may cause hindrance to our processes or through which ECU Worldwide may impact these key areas. The identification of these material topics has helped us form a blueprint of our ESG roadmap and strategize our ESG goals and commitments.

Material Topics and Impacts	Impact (Actual/Potential)	Positive/ Negative	Type of Impact (Financial/Non-financial)
Energy			
<p>Impact 1: Increased cost of switching to renewable energy</p> <p>Switching to renewable sources of energy like solar, wind or green hydrogen is fundamental to becoming self-reliant and thereby reducing emissions. Although these energy sources are beneficial, they will require a significant amount of investment to make the shift. Switching fuels may also lead to purchasing vehicles that are compatible with alternative fuel sources.</p>	Actual	Negative	Financial
<p>Impact 2: Reduced cost due to improved Energy Management</p> <p>Optimisation of energy by using various technological methods is a key factor in energy management. This is done to achieve energy efficiency and to obtain energy from renewable sources. The decrease in the amount of energy used to perform the same task is defined as energy efficiency. Reduction in energy intensity will create a positive lasting impact on the economy and the environment.</p>	Actual	Positive	Non-financial
<p>Impact 3: Moving towards green fuel</p> <p>The logistics industry uses a significant amount of fuel for its day-to-day operations. As fossil fuel sources are non-renewable in nature and rapidly depleting, it is necessary to start looking into other fuel sources such as fuel from agricultural waste, bio-methanol, or green electro fuels.</p>	Potential	Positive	Financial
<p>Impact 4: Route optimisation to reduce the fuel consumption</p> <p>To reduce fuel consumption and improve resource efficiency, the industry could adopt route optimisation methods through the help of artificial intelligence. Advanced analytics technology could help in identifying the routes in real time. This will, in turn, help in reducing the total fuel consumed and thereby the total emissions.</p>	Actual	Positive	Financial

Material Topics and Impacts	Impact (Actual/Potential)	Positive/ Negative	Type of Impact (Financial/Non-financial)
Emission			
Impact 1: Increasing Green House Gas emissions In the logistics industry, the major sources of emissions include road transportation, ocean freight, air freight through fossil fuels and electricity consumed in owned operations. These amount to significant GHG emissions into the environment.	Actual	Negative	Non-financial
Impact 2: Deploying Decarbonisation Strategy and Tools Emissions are material to ECU Worldwide, therefore it is necessary to set goals to decarbonise operations. Setting a goal will help formulate a strategy to reduce the footprint of the company and reduce Scope 1, 2, and 3 emissions. Accordingly, relevant tools can be invested in. Deployment of breakthrough technologies like Carbon Capture Use and Storage (CCUS) and usage of Hydrogen fuel will help in achieving short and medium-term process efficiency gains leading to CO ₂ emissions reductions.	Potential	Positive	Non-financial
Impact 3: Reputational damage Amongst the stakeholders, there is an increased awareness of climate change as there are significant emissions in the logistics sector. This could lead to damage to brand value and reputation, subsequently impacting the product sale.	Potential	Negative	Financial
Impact 4: Implication of carbon tax A negative short-term impact on the company's finances would be incurred due to expenditure on carbon taxes. This may affect our operations as the carbon tax would be applicable in regions with regulatory requirements such as the EU Emissions Trading System (EU ETS).	Actual	Negative	Financial
Impact 5: Restrictions due to existing and emerging regulations Due to the tightening of the regulation on carbon emissions across the globe, infrastructural changes, and changes in energy sources would be required to remain marketable in the existing and overseas markets. This will also lead to a higher cost of compliance.	Potential	Negative	Non-financial

Material Topics and Impacts	Impact (Actual/Potential)	Positive/ Negative	Type of Impact (Financial/Non-financial)
Biodiversity			
<p>Impact 1: Avoiding invasive species</p> <p>Through our partnerships with shipping liners, we indirectly risk impacting native species in the ocean and around warehouses. It is necessary that we partner with shipping liners that are committed to ensure that biodiversity is not disturbed and there is no accidental invasion of species, specifically in the ocean, by pumping out untreated ballast water. Shipping liners must comply with international conventions to perform pest control and install ballast water treatment systems. The Ballast Water Management Convention (BWMC) obligates shipowners to have such systems installed on all vessels by 2024.</p>	Actual	Positive	Non-financial
<p>Impact 2: Operations in Sensitive and Protected Areas</p> <p>It is necessary to comply with the rules and regulations of the relevant territories when cargo is being transported. Following mandatory speed reductions at sea is required to avoid restricted zones. This must be done to reduce the risk of whale strikes and disturbing whale breeding. Spillage of chemical substances and littering can affect biodiversity in the ocean as well.</p>	Actual	Negative	Non-financial
<p>Impact 3: Effective biodiversity management</p> <p>Effective biodiversity management plans help in the preservation of biodiversity around the operational sites. It further minimises the compliance costs and legal liabilities and avoids difficulties in obtaining permits, accessing reserves, and facing delays in project completion.</p>	Potential	Positive	Financial

Material Topics and Impacts	Impact (Actual/Potential)	Positive/ Negative	Type of Impact (Financial/Non-financial)
Labour Practice and Human Rights			
<p>Impact 1: Employee Wellbeing</p> <p>Efficient labour and human rights practices ensure a safe workplace and boost overall productivity. Periodic assessments of human rights help to ensure equal treatment of employees, which promotes their well-being. Workers' rights to organise and take collective action are essential for improving working conditions in their respective aspects, including occupational health and safety, wages, and job security. These rights can also facilitate public discussion about the sector's governance and practices, enhance collaboration towards a just transition, and help to reduce social inequality.</p>	Actual	Positive	Non-financial
<p>Impact 2: Reputational damage & Regulatory non-compliances</p> <p>Encouraging child labour and forced/ labour within the workforce may lead to statutory violations. Moreover, any incidents of child labour or forced labour occurring across the value chain may affect the reputation of the organisation and lead to infringement of legal compliances.</p>	Potential	Negative	Financial
<p>Impact 3: Providing a decent standard of living</p> <p>The setting of adequate wages is an essential mechanism to enable decent living standards and incomes for women and men workers and their families, while at the same time ensuring the sustainability of enterprises which create jobs for these workers.</p>	Actual	Positive	Non-financial

Material Topics and Impacts	Impact (Actual/Potential)	Positive/ Negative	Type of Impact (Financial/Non-financial)
Diversity, Equity and Inclusion			
Impact 1: Healthy workplace relationship Bias hinders healthy professional relationships with those whom the bias is against. When healthy workplace relationships are not created, activities like coaching, mentoring, and professional development are hindered and the person who receives the bias doesn't have an equitable chance at career advancement. Hence, when diversity, inclusion and equity are practiced, a healthy workplace relationship is created between the two parties which enables the growth and career advancement of the personnel.	Actual	Positive	Non-financial
Impact 2: Improving diversity and inclusion in the logistics sector The physical work environment and geographic locations of the industry increase the chances of family exclusions and safety. Gender equality would require equitable employability policies that ensure safety, family welfare and social security and to ensure social sustainability.	Actual and potential	Positive	Non-financial
Impact 3: Reduced need for migrants The ability to engage the local workforce helps in reducing the migrant workforce.	Actual and potential	Positive	Non-financial
Impact 4: Allows inclusion and retention of talent Many persons with physical disabilities and with mental disabilities are unemployed. Providing opportunities to persons with disabilities with requisite skill development will help to bridge the gap and bring new talent to the firm	Actual and potential	Positive	Non-financial
Impact 5: Growth in business a. Sends a positive message about the organisation's values to the public b. Increase efficiency and productivity by attracting the best employees and reducing staff absence and turnover rate c. Form a key part of the organisation's corporate social responsibility - increasingly important for many stakeholders	Actual and potential	Positive	Non-financial

Material Topics and Impacts	Impact (Actual/Potential)	Positive/ Negative	Type of Impact (Financial/Non-financial)
Occupational Health and Safety (OHS)			
<p>Impact 1: Reduction in lost time injury</p> <p>A reduction in the lost time injury would be positive and long-term. However, the impact is volatile to fluctuations in investments towards OHS, therefore making it a reversible impact.</p>	Actual	Positive	Non-financial
<p>Impact 2: Reduced cost associated with accidents and incidents</p> <p>Achieving the goal of an injury-free and healthy workplace for employees and contractors is crucial. Each accident involves the loss of assets and the human workforce.</p>	Actual	Positive	Non-financial
<p>Impact 3: Capacity building to improve health and safety through risk awareness and zero-harm culture</p> <p>The capable workforce requires efficient training and capacity building which will help in building awareness among the workforce about the hazards and risks related to occupational health and safety. This capability development will aid in the reduction of costs which may occur due to accidents and incidents. While the Company incorporates sustainable solutions, new technologies and fuels will be introduced such as ammonia and hydrogen. This could represent a significant health and safety risk for seafarers, ships, the environment and communities unless properly handled. Thus capacity building workshops related to OHS will help in implementing a zero-harm work culture across the value chain.</p>	Actual	Positive	Non-financial

Material Topics and Impacts	Impact (Actual/Potential)	Positive/ Negative	Type of Impact (Financial/Non-financial)
Community Development			
Impact 1: Brand recognition Community outreach programs led by companies help raise awareness among consumers about a company's commitment to social responsibility. As consumers become more aware of the positive impact that businesses can have on their communities, they are making more informed choices about where to spend their money. This suggests that companies that demonstrate a strong commitment to social responsibility are more likely to gain the trust and loyalty of consumers.	Potential	Positive	Non-financial
Impact 2: Investor Relations Employing development strategies have a favourable effect on how the investors feel about the Company and how they perceive its value.	Actual	Positive	Non-financial
Customer Satisfaction			
Impact 1: High Customer Retention and Attraction Providing green logistics solutions can attract and retain customers as they are looking for ways to make their supply chain sustainable. Research has shown that a 5% increase in retention can result in a bottom-line profit increase of up to 75%, depending on the industry. The impact would be short-term and reversible as the customer retention rate would be high only as long as the measures are being actively taken for customer retention.	Potential	Positive	Non-financial
Corporate Governance			
Impact 1: Securing the Interest of Stakeholders Corporate governance ensures the interest of a company's stakeholders. Empirical evidence suggests that over a period of 5 years, the difference in return on equity between well-governed and poorly governed companies can be as much as 56%. The management incentives are also aligned with stakeholder interests. The corporate governance strategy can be formulated for a long period of time; however, the stakeholder's interest would be retained only as long as the strategy is actively implemented making it a long-term reversible impact.	Actual	Positive	Non-financial

Material Topics and Impacts	Impact (Actual/Potential)	Positive/ Negative	Type of Impact (Financial/Non-financial)
Cyber Security			
Impact 1: Operational costs related to dealing with cybercrime, fines, and penalties With cloud computing and online marketplace and payments, maintaining the privacy of customer or employee data becomes very crucial. The number of information security breaches are rising in the past decade. Cyber-attacks have several impacts on the functioning of the organisation such as operational cost and reputational damage.			
	Actual	Negative	Financial
Sustainable Supply Chain			
Impact 1: Supply chain management to minimise the risks To ensure that suppliers are not engaged in illegal or environmentally or socially damaging practices, carrying out a sustainability assessment is beneficial. Additionally, practices such as adopting green supply chains help minimise emerging regulatory risks and climate change risks.			
	Actual	Positive	Financial
Impact 2: Improved reputation and investment attraction Companies that have green supply chains and take on the responsibility to assess important metrics for their suppliers are considered accountable. Such companies will have a better reputation and attract more investments if they take responsibility beyond their own operations.			
	Potential	Positive	Non-financial

Table: Impacts identified for Materiality Assessment

Corporate Governance

- Corporate Governance Philosophy
- The Board of Directors
- Skills and Expertise of the Board
- Board Evaluation
- Committees of the Board
- Remuneration of the Board
- ESG Governance
- ESG Core Group
- Business Ethics
- Grievance redressal and vigil mechanism
- Risk Management Procedures
- Cyber Security and Data Privacy
- Logistics that Brings Value

Our Commitment to Corporate Governance

Maintain zero instances of non-compliance with regulatory requirements year-on-year

Corporate Governance Philosophy

Our organization's culture is guided by a commitment to good governance. Adopting effective corporate governance practices is imperative for us to be able to provide seamless logistics services and improve the efficiency of domestic and international supply chains. In our astute commitment to devise and provide ingenious logistics solutions spanning different modes of transportation, we take great responsibility in ensuring to be guided by robust and transparent corporate governance principles. Exercising strong corporate governance so far in our journey has enabled us to become a reliable partner for our stakeholders.

In line with our vision and in alignment with our values of Entrepreneurship with a Purpose, Customer Centricity, Innovation and Execution, Collaboration, and Care for Environment and Society, we strive to achieve market leadership by creating benchmarks of quality and consistency across our services.

As we continue to provide our services to a diverse set of stakeholders across the nation and the world, we are committed to following the highest standards of corporate governance. We believe that it is our responsibility to protect the rights of our shareholders and to provide them with timely, accurate, and transparent information about our company. We also believe that it is important to follow global best practices, and we are constantly evolving our corporate governance practices to ensure that we are meeting the highest standards.

Our goal is not only to achieve excellence in good governance by complying with corporate governance guidelines, but also to ensure continual improvement in these areas by constantly innovating and adopting industry-best business practices. We, at the parent company, comply with the applicable provisions of corporate governance and the principles set forth in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), as amended from time to time.



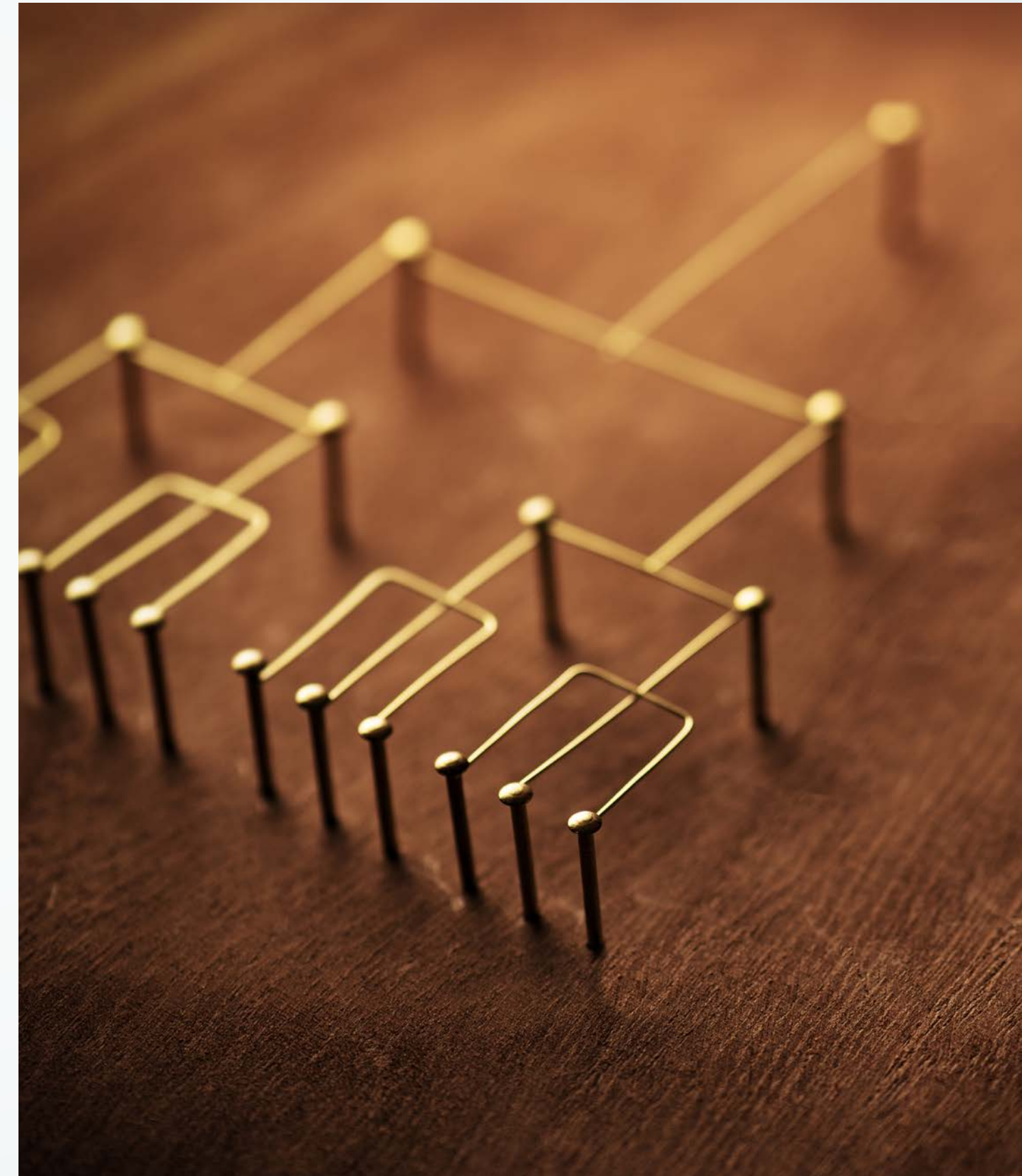
The Board of Directors

The establishment of an effective Board aids in setting the right foundation for corporate governance whilst also strengthening and sustaining our corporate governance standards.

The Board sets strategic goals and is accountable for its achievement. Our Board of Directors makes decisions and initiates deliberations that promote sound and proactive corporate governance practices. The Board also provides direction and exercises appropriate control to ensure that the company is managed in a way that meets the expectations of stakeholders and society. We believe that an active, well-informed, and independent board is essential for ensuring the highest standards of corporate governance. Our Board is made up of both executive and non-executive directors. More than half of the Board is made up of non-executive directors, and half of the Board is made up of independent directors. The Board is headed by the Managing Director of the company.

ECU Worldwide's Board comprises of Executive, Non-Executive, and Independent Directors to carry out the various obligations imposed by the various laws, statutes, rules, and regulations that may from time to time be relevant to the Company.

At the parent company, we aim to have a board that is both diverse and inclusive, with a mix of functional and industry expertise. Towards this end, we have formulated and institutionalized a Board Diversity policy which will serve as a guide to achieving diversity and inclusion on the board. This policy is in accordance with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended till date).



Skills and Expertise of the Board

Our Board holds a diverse set of skillsets and expertise as required for the logistics sector which together help foster and nurture strong corporate governance practices at ECU Worldwide.

The following points summarize the list of core skills and competencies which our Board of Directors is well equipped with:

- › Leadership
- › Industry Experience, Global Business, Business Acumen
- › Sales and Marketing, Business Development
- › Board Services, Corporate Governance & Sustainable Development
- › Mergers and Acquisitions
- › Risk Management & Financial Planning

The composition of the Board of Directors at ECU Worldwide N.V., Belgium as on 31st March 2023 is as follows:

Sr. No.	Name of the Director	Designation
1	Saleem Mohamed Nazir Mohamedhusein	Managing Director
2	Vaishnav Kiran Shetty	Director
3	Jitesh Shetty	Director
4	Martin Muller	Director
5	Tim Tudor	Director
6	Eddy Bruyninckx	Director
7	Parthasarthy Vankipuram Srinivasa	Director

**The Board of Directors of ECU Worldwide is privately held*

The composition of the Board of Directors at Allcargo Logistics Limited as on 31st March 2023 is as follows:

Sr. No.	Name of the Director	Designation	Committee positions
1	Shashi Kiran Shetty	Executive Director (Chairman and Managing Director)	<ul style="list-style-type: none"> > Stakeholders Relationship Committee > Corporate Social Responsibility Committee > Governance and Nomination & Remuneration Committee
2	Adarsh Hegde	Executive Director (Joint Managing Director)	<ul style="list-style-type: none"> > Stakeholders Relationship Committee > Risk Management, Finance, Strategy and Legal Committee
3	Arathi Shetty	Non-Executive Director	<ul style="list-style-type: none"> > Corporate Social Responsibility Committee
4	Kaiwan Kalyaniwalla	Non-Executive Non-Independent Director	-
5	Martin Müller	Non-Executive Independent Director	<ul style="list-style-type: none"> > Audit Committee > Risk Management, Finance, Strategy and Legal Committee
6	Mohinder Pal Bansal	Non-Executive Independent Director	<ul style="list-style-type: none"> > Audit Committee > Risk Management, Finance, Strategy and Legal Committee
7	Parthasarathy Vankipuram Srinivasa	Non-Executive Non-Independent Director	<ul style="list-style-type: none"> > Audit Committee > Risk Management, Finance, Strategy and Legal Committee
8	Mahendra Kumar Chouhan	Non-Executive Independent Director	<ul style="list-style-type: none"> > Governance and Nomination & Remuneration Committee > Corporate Social Responsibility Committee
9	Radha Ahluwalia	Non-Executive Independent Director	<ul style="list-style-type: none"> > Audit Committee > Stakeholders Relationship Committee
10	Nilesh Vikamsey	Non-Executive Independent Director	<ul style="list-style-type: none"> > Audit Committee > Governance and Nomination & Remuneration Committee > Risk Management, Finance, Strategy and Legal Committee

Table: Board of Directors at Allcargo Logistics Limited

Board Evaluation

At the parent company, Allcargo Logistics Limited's Board of Directors, its Committees, and individual Directors were evaluated for their performance during the year, in accordance with the Listing Regulations. For more information, please refer to the Board's Report in the Annual Report of FY 2022-23.

Committees of the Board

To streamline and oversee the company's numerous activities, we have institutionalized robust Board committees.

The Board of the parent company oversees the creation, allocation, co-opting of, and establishment of the mandates for the various committees in accordance with the applicable statutory requirements. The Committees meet on a regular basis to discuss various issues, make recommendations, and provide management approval to carry out recommendations.

The following Statutory Committees of the parent company were active during the reviewed year and have been established by the Board from time to time:

- > Audit Committee
- > Governance and Nomination & Remuneration Committee
- > Stakeholders Relationship Committee
- > Corporate Social Responsibility Committee
- > Risk Management, Finance, Strategy and Legal Committee

The five committees institutionalized at the parent company are illustrated below:



Remuneration of the Board

The parent company's Governance and Nomination & Remuneration Committee (GNRC) is responsible for the selection of the Board of Directors, Managing Director, Key Managerial Personnel and Senior management and the remuneration of the Board members. The Remuneration Policy oversees the criteria for compensation in line with the Listing Regulations and covers the following aspects:

- > Selection and compensation of Non-Executive Directors
- > Appointment and compensation of the Managing Director
- > Selection and compensation of Key Managerial Personnel and Senior Management Employees

ESG Governance

ECU Worldwide's forward movement towards sustainable growth and progress is fueled by free, honest, open, and ethical business practices and people-centric policies to foster a great workplace. Moreover, there are rigorous cybersecurity frameworks and data protection measures, as well as zero tolerance for sexual harassment. These initiatives are supported by the advice and suggestions of a diverse and experienced Board of Directors. The Company's material topics and reported sustainability information is reviewed by sustainability domain experts on the Board to ensure completeness in our disclosures.

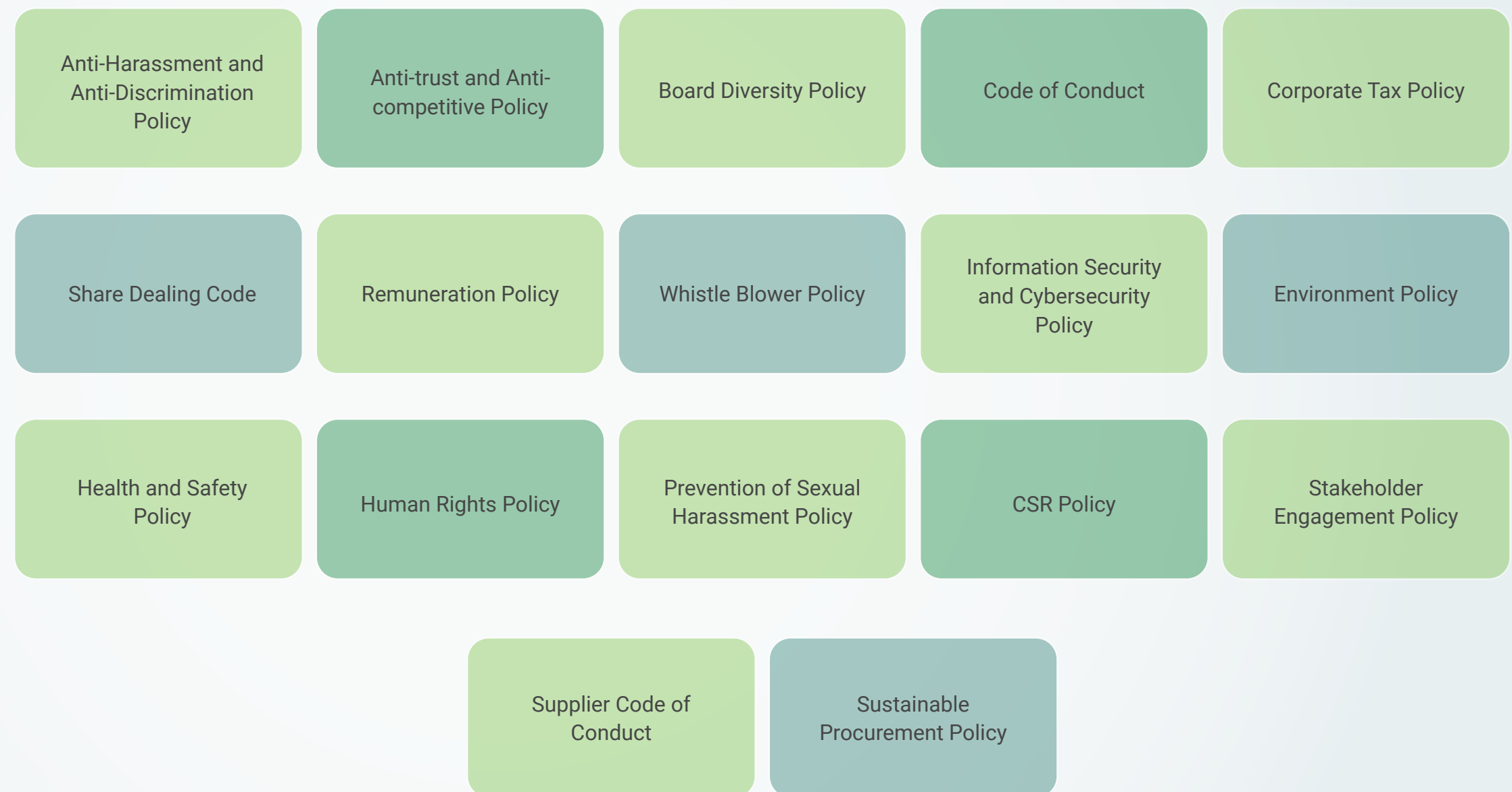
ESG Core Group

Behind every major initiative is a dedicated taskforce that strives to drive it in the right direction. ECU Worldwide's ESG Core Group has been the backbone of our ESG Journey. The Core Group has played a vital role over the last year in formulating ECU Worldwide's ESG Goals and Commitments. From developing innovative initiatives for emission reduction and supply chain sustainability to establishing a course of action, the Core Group is steering ECU Worldwide's ESG Goals and Commitments to the next level.

Moreover, to aid in driving and achieving the ESG ambitions we have in place a set of organizational policies, which target and help address the different aspects of ESG.

All our policies are Board approved and shall be reviewed as and when required. Our Supplier Code of Conduct is a step forward to further integrate our ESG commitments into our value chain.

The policies established by the parent company are depicted below:



Business Ethics

ECU Worldwide is committed to ensuring good and ethical governance mechanisms in its operations. The Code of Conduct on Ethics, Transparency and Accountability (the Code) establishes the highest ethical standard that all employees and Board members are expected to follow. To ensure that all employees comply with the Code, training is provided to all full-time employees and the Board.

The Code describes acts of bribery and corruption clearly defined and the circumstances in which the clauses of anti-bribery and anti-corruption may be violated. In the current reporting period, we reported zero cases of bribery and corruption and have not faced any anti-competitive litigations.

Conflict of Interest

All employees are expected to not engage in any activity or a form of relationship with the company's shareholders, suppliers or subsidiaries that may affect the company's independence and result in a conflict of interest.

Whistle Blower Policy

At the Group level, we have implemented a Whistle-blower Policy and established a Vigil Mechanism in compliance with Regulation 22 of the Listing Regulations and Section 177 of the Act. According to this Policy, individuals who wish to report concerns regarding unethical behavior, violations of the Code of Conduct or Ethics Policy, actual or suspected fraud, non-compliance with legal and regulatory requirements, retaliation against directors and employees among others. All grievance can be reported on whistleblower@allcargologistics.com or whistleblower@ecuworlwide.com

Share Dealing Code

The parent company condemns insider trading in any capacity and form by which the involved parties may have a direct or an indirect financial gain. Employees in possession of material unpublished price sensitive information regarding the Company are forbidden from trading in the Company's securities.

Anti-trust and Anti-competitive Policy

The Policy governs our approach to ensure that the Company promotes a competitive market culture and maintain a healthy competitive environment globally. In line with the policy, employees are highly discouraged from engaging in price fixing practices.



Grievance Redressal and Vigil Mechanism

As a leading logistics company, ECU Worldwide looks to ensure that all stakeholders that it interacts with are content and satisfied with their involvement with ECU Worldwide in any capacity. All our stakeholders can report any grievances, concerns or feedback through the whistleblowing mechanism mentioned in the Whistle Blower Policy and the Stakeholder Engagement Policy of ECU Worldwide. Complaints can be made confidentially, and ECU Worldwide maintains anonymity of such complainants.

All cases of whistleblowing are overseen by the company-wide Chief Assurance and Risk Officer. It ensures that no retaliatory action is taken against such complainants irrespective of their position in or outside the Company. Upon the registration of a complaint, the Committee begins an enquiry into the incidence and may involve independent auditors or experts for further investigation. In a scenario wherein the decision of the Chief Assurance and Risk Officer may be unsatisfactory, the matter may be further investigated by the Audit Committee. The Audit Committee oversees the overall performance of the vigil mechanism.

Risk Management Procedures

Our ability to accomplish sustainable business growth, secure the Company's assets, protect shareholder investments, ensure compliance with relevant laws and regulations, and prevent significant surprises of risks is made possible by implementing effective and appropriate risk management systems and structures.

As ECU Worldwide is a logistics company that provides integrated business solutions for national and international trade, warehousing, transportation, and handles different kinds of cargo, the Company is exposed to inherent business risks. To identify, evaluate, monitor, control, manage, minimize, and mitigate these risks, the Board of Directors has formulated and implemented an Enterprise Risk Management Policy. The Enterprise Risk Management Policy is intended to ensure that an effective risk management framework is established and implemented within the Company.

Setting up a robust organizational structure for the implementation of risk management systems and structures ensures that they are effectively governed. The roles and responsibilities defined for each group identified in the organizational structure are governed in the Enterprise Risk Management Policy, and the Risk Management, Finance, Strategy and Legal Committee oversees potential negative impacts from the risk management process. During the reporting period, the Risk Management, Finance, Strategy, and Legal Committee met four times to discuss and review the Company's risk management practices.

To ensure that we have a deep understanding of our risk landscape and are better positioned to mitigate and prevent the same, we work towards making risk management an integral part of the day-to-day operations of our businesses. All our employees are responsible for promoting sound risk management methods in their respective fields and are actively engaged in risk management within their own areas of responsibility.

We have in place a broad risk management framework which is formulated in line with the ISO 31000 Risk Management – Principles and Guidelines. The risks are identified, classified, and managed in a timely and accurate manner, and information about risks is escalated to all management levels so that informed decisions can be made. The below illustration depicts how the ISO 31000 are integrated into both our risk management framework and the process adopted to manage the identified risks.

Under the guidance of the Board, the Risk & Compliance Head facilitates dedicated risk workshops for each business vertical and key support function. In these workshops, risks are identified, assessed, analyzed, and accepted or mitigated to an acceptable level within the organization's risk appetite. The Risk Management Committee monitors the risk management activities of each business vertical and key support function. The Risk Management Committee also ensures that fraud risk assessment is an integral part of the overall risk assessment process.



Figure: Enterprise Risk Management Process

We identify and classify risks under relevant baskets based on their broad nature upon which each risk receives a score to help us better understand its severity and be able to potentially predict the impact it might cause on the organization. The process of risk management is carried out at three levels: operational, business unit and enterprise level. This ensures detection of potential risks at all levels and timely formulation of mitigation plans.



Figure: Levels of Risk Management

Through our risk management process, we have been able to interpret risks that can affect us globally and our risk mitigation strategies have enabled us to adjust to such risks.

Cyber Security and Data Privacy

We constantly look to provide seamless services to our customers and have integrated a one-stop online platform that enables them to place orders and track the status of their shipments. In doing so, we aggregate large amounts of Personally Identifiable Information (PII) of our customers for shipments and tracking of parcels. Thus, upholding customer privacy and data confidentiality is of utmost importance to ECU Worldwide.

Our critical information assets and IT Infrastructure is certified for ISO 27001:2013 Information Security Management Systems for ECU Worldwide. Our business continuity management practices have been instrumental in ensuring the uninterrupted functioning and success of our operations. We recognize the criticality of maintaining our business functions, even in the face of unforeseen events or disasters, and have implemented a robust framework to mitigate risks and ensure the continuity of our services.

The systems and process making up the IT infrastructure are adopted and implemented post conducting vulnerability assessments to evaluate the systems for exposure to cyber threats, data privacy risks and are examined for the in-built level of threat intelligence. Doing so ensures the protection of our IT systems and helps secure each IT platform utilized by us. Inspired by the NIST framework, the IT systems are managed by focusing on four key areas: information security management, security operations center, security engineering, and business continuity management. These areas work together to maintain mechanisms for developing policies and strategies for information systems management.

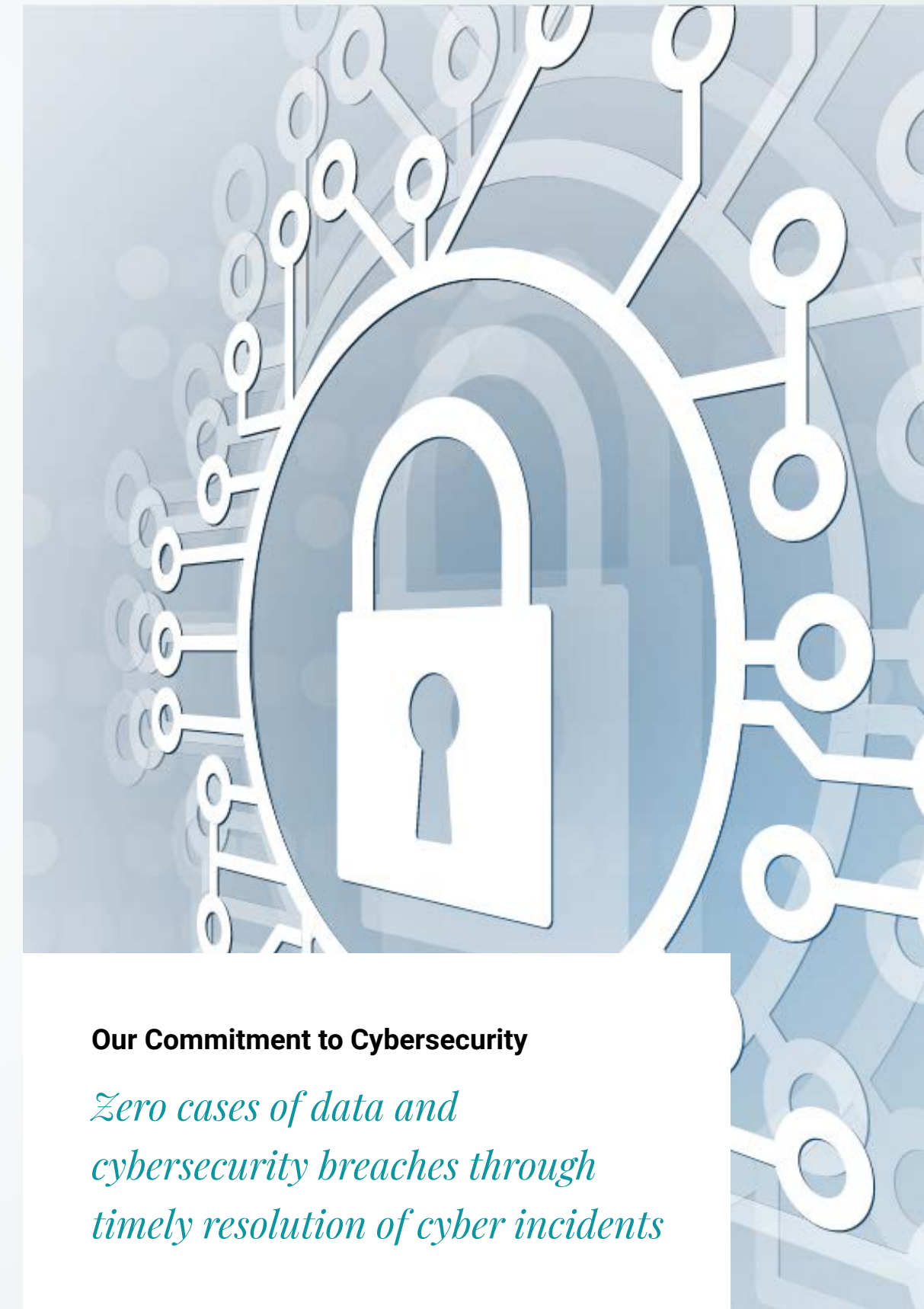
Our Cybersecurity systems are rated 'Advanced' by Bitsight Security Ratings

Allcargo Logistics Limited attained a score of

750

To aid the management of our IT systems and to maintain appropriate information security controls, we have in place an Information Security Policy. Along with this, we also have in place an incident management policy whose purpose is to better equip us to swiftly respond to the security incidents which may occur across our premises.

To help monitor the state of our IT infrastructure, implement necessary sets of actions to secure the infrastructure at large and help aim for higher standards of cybersecurity, a Board level committee has been set up to oversee all matters concerning the IT systems and cybersecurity. In the current reporting, no incidences of data breaches or leakages were recorded by the Company. We, at ECU Worldwide, continue to create, review, and update all cybersecurity standards, policies and processes. Additionally, we continue to perform cyber-risk analytics for new threats and risks.



Our Commitment to Cybersecurity

Zero cases of data and cybersecurity breaches through timely resolution of cyber incidents

Logistics that Brings Value

Enhancing stakeholder value by providing best-in-class logistics solutions is at the core of our value creation strategy. We look to grow and strengthen our profitability and enhance our relationship with our shareholders.

The table below shows our growth over the past few years:

Direct Economic Value Generated and Distributed	FY 2022-23 (EUR Mn.)
Economic value Generated (A)	1,956.66
Revenue from operations	1,951.67
Other Revenue	4.99
Economic Value Distributed (B)	1,798.02
Operating Costs	1,553.88
Employee Wages and Benefits	205.47
Payments to providers of capital	9.55
Payments to Government	28.44
Community Investment	0.68
Economic Value Retained (A-B)	158.65





Environment Stewardship

- Energy and Emissions
- Biodiversity
- Water and Waste

At ECU Worldwide, we understand that the environmental and social impacts are interlinked and have a domino effect on the stakeholders and the planet. Therefore, in our forward-looking approach, we will take significant steps to address critical areas impacted by our business operations.

Our ESG Core Group is working proactively towards sustainability initiatives by closely examining and embracing the leading ESG trends in the logistics sector. Under their guidance, we look to adopt innovative sustainable practices and capitalize on emerging opportunities to position ourselves at the forefront of the ESG advancements and driving positive transformation across our entities.

Additionally, we are extensively tracing our environmental performance through our ESG dashboard to track and improve our environmental performance. Further, we plan to provide comprehensive environmental trainings for our employees and key value chain partners to foster a culture of sustainability and awareness.

Energy and Emissions

Our Commitment to Energy and Emissions

- › *Achieve Carbon Neutrality by 2040.*
- › *100% transition to renewable sources for electricity consumption at all owned facilities by 2040.*

The logistics industry's environmental footprint ranges from logistical operations to business functioning. In logistical operations, the major footprint is through the consumption of energy from various sources. Our organization's major environmental footprint is contributed by transportation services and travel emissions.

Although electric vehicles have the potential to bring about significant changes in the logistics industry, it will take several years before their widespread adoption becomes a reality. We envisage partnering with carriers that use renewable energy for their activities and with liners who have set targets to decarbonize their operations. We will prioritize carriers and road freight partners who are using or have set plans to use greener fuels including but not limited to green or blue ammonia, hydrogen fuel, biofuels, and so on for business operations. Given the effort required to transition towards sustainable logistics, we endeavor to promote sustainable logistics amongst our suppliers who may be under-equipped for such a transition. Further, we are exploring several possibilities like signing of Power Purchase Agreements (PPAs) for renewable energy.

During the financial year, we have tracked and monitored our energy consumption and resulting emissions across the organization.

Parameter	Unit	Energy Consumed
Total electricity consumption (A)	GJ	18,753
Total fuel consumption (B)		0
Energy consumption through other sources (C) (Solar)		76.9
Total energy consumption (A+B+C)		18,830
Energy Intensity	(GJ/ Revenue EUR Mn.)	9.62

Our scope 1 emissions were negligible for the reporting period primarily as all our emissions fall under Scope 2 and Scope 3. For calculating the emissions, we have considered the emission factors published by the Department for Environment, Food and Rural Affairs, (DEFRA) 2022. The approach considered for calculating the emissions is Tank-to-Wheel (TTW) as defined by the Global Logistics Emissions Council (GLEC) Framework.

Our Scope 2 emissions from electricity consumed for the reporting period totaled 7,744 tCO₂e. Scope 2 emissions constitute electricity consumption from the grid of our operations across 18 countries, including Indian operations. For calculating the emissions, we have

considered the emission calculation methodology as described by Greenhouse Gas (GHG) Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) (2015). The sources of emission factors are a combination of the emission factors published by the local authorities such as Environmental Protection Agency (US EPA), Central Electricity Authority (CEA) of India, Energy Market Authority, Singapore wherever available. For countries that do not publish the local emission factors, we have considered sources such as Harmonized IFI Default Grid Emission Factors, Version 3.2, Department for Environment, Food and Rural Affairs, (DEFRA) 2022 and Institute for Global Environmental Strategies (IGES).

Scope 1 Emissions:

NIL

Scope 2 Emissions:

7,744 tCO₂e

ECU Worldwide is primarily involved in road freight, ocean freight and air freight logistics. Being an integral part of the supply chains of several sectors such as e-commerce, import and export trading, our exposure to Scope 3 emissions, especially Category 4 (Upstream transportation and distribution) and Category 9 (Downstream transportation and distribution) from the movement of freight, is high globally. The emissions are calculated based on the Greenhouse Gas (GHG) Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) (2015) with Global Logistics Emissions Council (GLEC) Framework.

Category 3: Fuel and energy-related activities - The category constitutes diesel used in Diesel Generator sets operated and maintained by the Company.

Category 6: Business travel - The category considers business travel covering three classes of flights for business, economy, first class for short, medium and long distances of travel.

Category 4 and 9: Upstream and Downstream transportation and distribution - The category includes air freight, road freight and ocean freight logistics. The emissions are calculated based on distance, load factor (weight of load carried) and fuel type. In line with the (GLEC) Framework, the approach considered is Tank-to-Wheel emissions, which refers to emissions produced by a vehicle during its operation, specifically from the point when the fuel is consumed to the point the vehicle reaches its destination.

For the current reporting period, Upstream and Downstream transportation and distribution are considered in a combined category.

Category 7: Employee commuting - The category includes passenger travel for vehicle categories of small car, medium car, average car and medium bike (125 cc – 500 cc) with types of fuels considered as diesel and petrol.

Scope 3 Emissions			
Scope 3 Category	Category	UoM	Emissions
Category 3: Fuel and energy-related activities	Liquid Fuel	tCO ₂ e	0
Category 6: Business travel	Air Travel	tCO ₂ e	596
Category 4 and 9: Upstream and Downstream transportation and distribution*	Air Freight	tCO ₂ e	59,709
	Ocean Freight	tCO ₂ e	759,886
	Road Freight	tCO ₂ e	0
Category 7: Employee commuting	Passenger Transport	tCO ₂ e	1
Total Scope 3 Emissions		tCO₂e	827,396

Emissions Category	UoM	Emissions (tCO ₂ e)
Scope 1 GHG emissions	tCO ₂ e	0
Scope 2 GHG emissions	tCO ₂ e	7,744
Total Scope 1 & 2 GHG emissions	tCO ₂ e	7,744
Scope 3 GHG emissions	tCO ₂ e	820,192
Total GHG Emissions	tCO ₂ e	827,936
GHG emissions intensity (Scope 1 and Scope 2 GHG emissions)	(tCO ₂ e/ Revenue EUR Mn)	3.96

* We are in the process of differentiating our Upstream and Downstream transportation and distribution

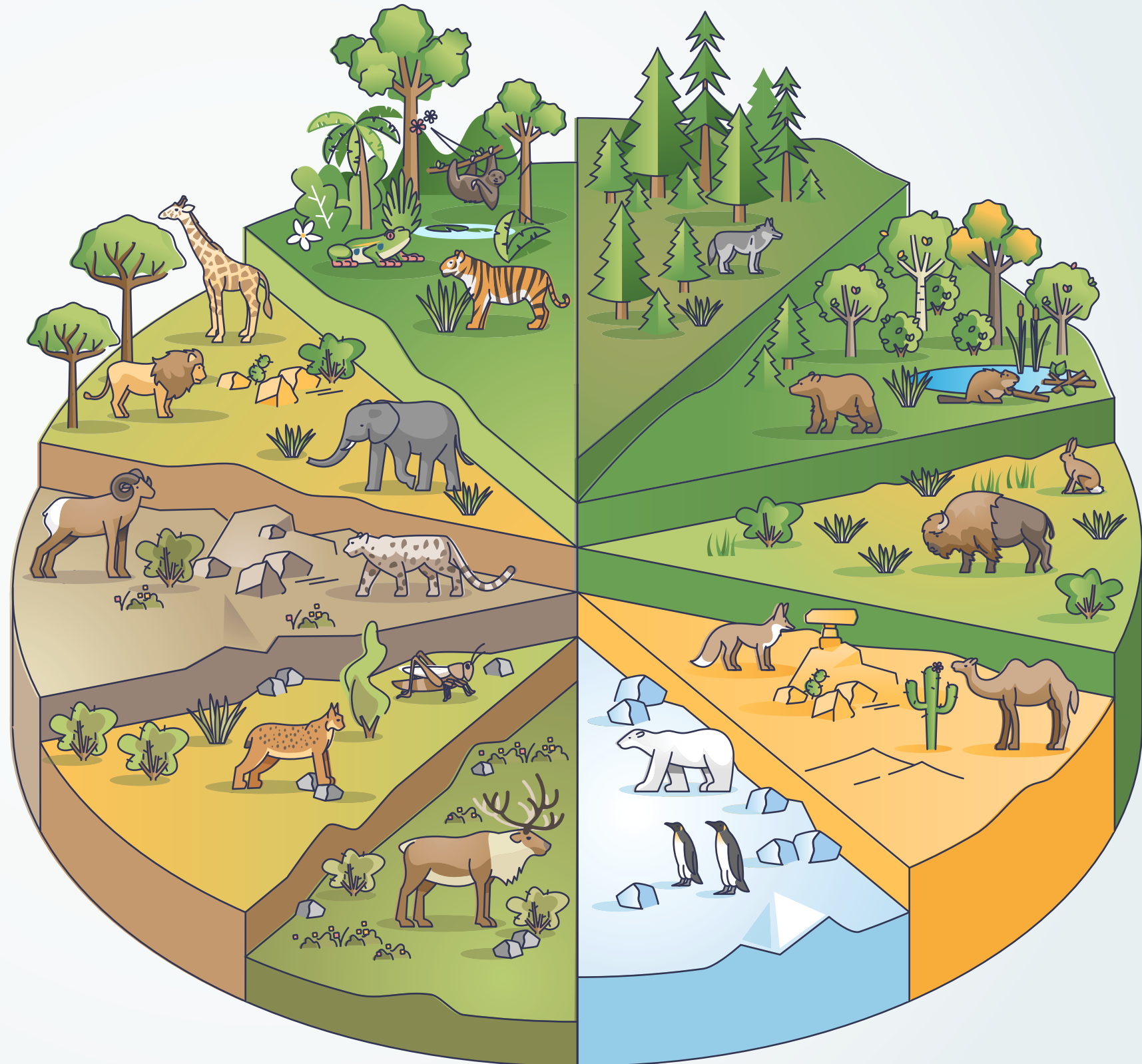
Biodiversity

Our sites are located in urban areas or designated industrial and commercial zones having minimal damage to the nature conservation areas. We are looking to develop a standalone Biodiversity Policy with commitment statements to align with the regulatory requirements of the location of our operations. Further, to understand the impact of our operations, we endeavor to conduct Biodiversity Impact Assessments to understand our exposure and impacts on biodiversity and to accordingly take actions to mitigate any potentially negative impacts.

As a logistics company partnering with carriers, we are committed to minimizing any indirect impact on marine biodiversity in our operations involved in ocean freight. Considering this, in the coming years, we will look to prioritize collaborating carriers with fleets equipped with environmental technologies and complying to standards such as International Marine Organization (IMO's), Energy Efficiency Design Index (EEDI) and the Ballast Water Management Convention (BWMC) to ensure responsible shipping. Such initiatives can also include the possibility of choosing shipping routes that avoid operations in sensitive marine areas.

Water and Waste

As an organization providing logistics services, our water usage is limited to domestic purposes. We intend to conduct a waste audit in the future to comprehend our patterns of waste generation and formulate a strategic plan for effective waste management going ahead. We are looking forward to monitoring the total water consumption within the organization and the total waste generated by the organization.



Fostering a People Driven Culture

- Occupational Health and Safety
- Safety Training
- Employee Wellbeing and Benefits
- Responsible Supply Chain
- Supplier Network
- Supplier Code of Conduct
- Supplier Evaluation and Assessment
- Sustainable Sourcing
- Customer Relationship
- Customer Engagement and Satisfaction Survey
- Customer grievance redressal mechanism
- Community Development
- Accolades for CSR
- Case Study
- Human Resources Management
- Talent Attraction, Retention and Management
- Learning and Development
- ECU Worldwide Entrepreneurship Challenge
- Performance Management and Employee Engagement
- Celebrating life
- Diversity, Equity and Inclusion
- Gender Diversity
- Human Rights



Occupational Health and Safety

Our Commitment to Occupational Health and Safety

Committed to making a safer workplace for all our employees and workers

Health and Safety are a key material topic in the company's value chain. Employees of the transportation and logistics sector can be exposed to dangerous working conditions due to various activities. Most hazards and risks are due to human errors and mechanical failures during material handling. The most frequent causes of injuries are slipping, tripping and falling, as well as carrying heavy objects. Other risks involve fire and electrical hazards, ergonomic hazards, physical stress, musculoskeletal disorders etc. and can impact the health and safety of the workforce. Failing to provide a safe and healthy work environment may lead to an impact on the productivity, sale, and revenue of the business operations.

At ECU Worldwide, the safety and well-being of our people are among our first and foremost priorities. We focus on promoting Zero Harm culture and maintaining zero fatalities in our business operations. We are committed to providing a healthy and safe work environment for our employees and stakeholders. We strive towards becoming a leader in safety excellence and aim to set a benchmark for the logistics industry.

We have established a well-defined Health and Safety policy which conveys our approach to integrating safety standards in our business processes, and our aim to identify, manage and mitigate

Our HSSE philosophy



Protecting and improving the health of our workforce



Safety of Man, Machine & Material



Minimising security risks to our people and assets



Minimising the environmental impacts of all our activities

health and safety threats. We have developed robust Health and Safety management system with a proper monitoring plan, applying best safety practices and processes with high standards, to ensure the effective implementation of the Health and Safety policy. Our safety system encompasses hazard identification and risk assessment and on-site emergency plan at our facilities and operations. Given the success of these systems in our Contract Logistics business, we are looking to expand this process to all our businesses in the future.

Our approach includes the undertaking of assessments of various risks such as workplace risks, fire risks, road safety, ergonomics, machinery risk, occupational health, and chemical risks during material handling and so on and so forth. We continuously monitor and evaluate the safety performance and periodically carry out internal as well as external audits. We have adopted a preventive rather than reactive approach to safety concerns and its management. We conduct a quarterly review of our Health and Safety performance, the findings of which are discussed with senior leadership.

Safety Training

We ensure every employee feels secure and protected at work. To this effect, we have implemented a comprehensive safety training program. We aim to create a culture of safety within our organization through regular training and awareness programs. At ECU Worldwide, we cover training programs on various aspects such as material handling, and equipment safety training, which provides employees and contract laborers with knowledge on the proper usage of equipment to avoid accidents. The training includes safety for lifting tools, tackles and machines, crane safety training, reach stacker and forklift safety training, chemical handling training, defensive driving training and safe lifting procedures.

Additionally, we conduct fire safety training and mock drills, which teaches our employees and contractors to prevent fires, respond to fire alarms, and use fire extinguishers. Our training also covers first aid, evacuation procedures and fire drills which are conducted quarterly to half-yearly across our entities, depending upon the criticality of the operations. During the reporting period, we have also organized defensive driving and road safety training for our employees, and drivers to ensure their safety while commuting. For our women workforce, we conducted a women's safety training program by an external agency. The program was attended by 162 participants across our organization.

There are several different types of training offered at ECU Worldwide, they are as follows:

Health and Safety Trainings

- > Firefighting & use of extinguisher
- > Safety Manual Handling
- > Spill Management
- > Work permit system
- > Awareness & Use of PPE
- > DG Classification
- > General awareness about heat stress
- > Basic Fire Fighting & Operation of Fire Hydrant
- > Safety at Workplace
- > Operation and use of eye wash and safety shower



National Fire Service Week FY 2022-23

We conducted Fire Safety Training to train our employees to prevent fires, respond to fire alarms, and use fire extinguishers. This training also covered evacuation procedures and fire drills.

Employee Wellbeing and Benefits

The prioritization of our employees' well-being needs is well ensured, and we are consistently working to create a conducive work environment, one that places great emphasis on each and every employee's long-term well-being. We provide a vast range of benefits to our full-time employees covering areas of healthcare, wellness, retirement, and parental leave to ensure a high quality of life for our employees.

We conduct health check-up camps, and diabetes and hypertension awareness programs through knowledge campaigns, and webinars, for our employees periodically. We carry out general health check-ups, eye check-ups and driver health check-ups periodically. We encourage our employees to join and attend virtual meditation and yoga sessions in collaboration with Yogatainment for better relaxation of the mind and overall well-being. We regularly conduct walkathons and Zumba sessions for our employees. We also conduct road safety awareness programs for our employees and drivers who are on the field to inculcate a culture of safety. To ensure that we provide an engaging lifestyle on the professional and personal front of our female employees, we provide maternity leaves as per local laws and regulations of our operations.

Additionally, we provide benefits such as group health insurance, group personal accident, life insurance, and parental leaves to our full-time employees to ensure that they lead healthy and fulfilling lives during their tenure at ECU Worldwide. To ensure that our employees can maintain a healthy lifestyle, we have an Annual Health Checkup Policy for all employees. We are committed to providing a healthy physical and work environment for our employees.



Promoting World Mental Health Day at ECU Worldwide at the 'Chill Out' room.

Returning to work after a period of caregiving can be a challenging time for many employees, especially mothers. ECU has created a "Chill Room" for employees returning to work after maternity leave or other caregiving responsibilities. This space is designed to provide a calming environment for anyone in need. Lactating mothers can use it to express milk, employees can use it to host casual meetings, resting, praying, or even taking a short break.



Let's Get Fit!

Promoting fitness and employee health is of utmost importance at ECU. In 2022, we ran a six-month long program to promote health and well-being across several locations of ECU Worldwide. Participating employees tracked installed applications on their phones to monitor their physical activity. Several teams competed with each other for step count, calorie count and other such health benchmarks.



Lets Get Fit Prizes in China

Medical Check-up Camp 2022 at Jebel Ali, Dubai

As a part of its ongoing provision of healthcare services to its employees, ECU Worldwide organized medical check-up camps. Employees could avail various tests to check their lipid profile, liver profile, diabetes, profile, iron deficiency profile, renal profile and complete blood count. Furthermore, the company arranged for a general physician to analyse the medical reports and advise the employees on their current health conditions. The health check-ups were then followed by a healthy breakfast.



Responsible Supply Chain

Our procurement decision has an impact on environmental and social conditions in our global supply chain operations. We rely on all our suppliers to create value across our business operations. With the increased focus on ESG, it has become a priority for our business operations to identify potential and actual ESG risks which are material to our supply chain.

We believe that carbon emission, traceability, environmental and social impacts, working conditions, health and safety, human rights issues and labor practices are material to our business growth. In our value chain, environmental and social impact can cause business disruptions, operational delays, loss of productivity, financial implications and reduce return on investments, and reputational damage. Non-compliance with the environmental and social statutory requirements can lead to the loss of investors and lender scrutiny.

We understand how important building a sustainable supply chain is for the growth and survival of our Company. We are committed to our stakeholders to continually improve our supply chain management by addressing ESG risks and opportunities with responsible mitigation actions to achieve sustainable growth. We ensure that we remain focused and aware of the impact of our services and supply

chain activities on the environment and society. We expect our value chain partners to conduct their business in alignment with our sustainability goals and priorities.

The need for a robust supply chain management system has increased with a focus on sustainable business. In response to the challenge of ensuring a sustainable supply chain and resource efficiency, we have increased our focus on sustainable procurement and identifying ESG-related risks in the supply chain. Our sustainable supply chain management practices are driven by considering the following aspects:

- > Minimize business disruptions from environmental, social and economic impacts through a robust supply chain management strategy.
- > Reduce the cost of input material, energy, and transportation through resource optimization.
- > Protect the Company's reputation and brand value with robust governance.
- > Create process efficiency across the supply chain.

At ECU Worldwide, we focus on ethical business practices, adhere to all the regulatory requirements and urge our suppliers to follow the same. We work closely with our value chain partners to ensure improved quality and value of assets in addition to implementing responsible procurement practices.





Supplier Network

ECU Worldwide has a large supplier network spread across 180 countries. We work with our local suppliers considering the availability of services locally as per statutory guidelines and requirements. We are in the process of carrying out supplier assessments during the supplier registration process which will help us to understand the risk profile, supplier credibility and the capacity to complete the service and activities smoothly. Based on our Supplier Code of Conduct and ESG criteria, we shall be carrying out supplier assessments for critical and non-critical tier 1 suppliers. This supplier assessment activity will help us identify critical tier 1 and non-critical tier 1 suppliers in a phase wise manner. We are also planning to conduct supplier awareness and training on environmental and social aspects.



Supplier Code of Conduct

We ensure our commitment towards responsible stewardship for the supply chain. We have developed and adopted a Supplier Code of Conduct to encourage sustainability throughout the value chain in FY 2022-23. For current and potential supply chain partners, the Supplier Code of Conduct will specify our requirements to create a green supply chain by integrating ESG into business. We are dedicated to promoting environmental performance, ethical conduct, sustainability, and safety across our supply chain. Along with extending these sustainability criteria, we uphold ethical supply chain management standards and continue to collaborate with our supply chain partners to advance ethical procurement methods.

At ECU Worldwide, we are committed to creating and supporting a resilient work culture and environment where our suppliers have equal opportunities to perform their best work. Through the adoption of the Supplier Code of Conduct by suppliers and periodic supplier engagement programs, we will be ensuring that our suppliers work towards environmental conservation by following industry best practices. We aim to make a net positive impact on communities while doing our business.

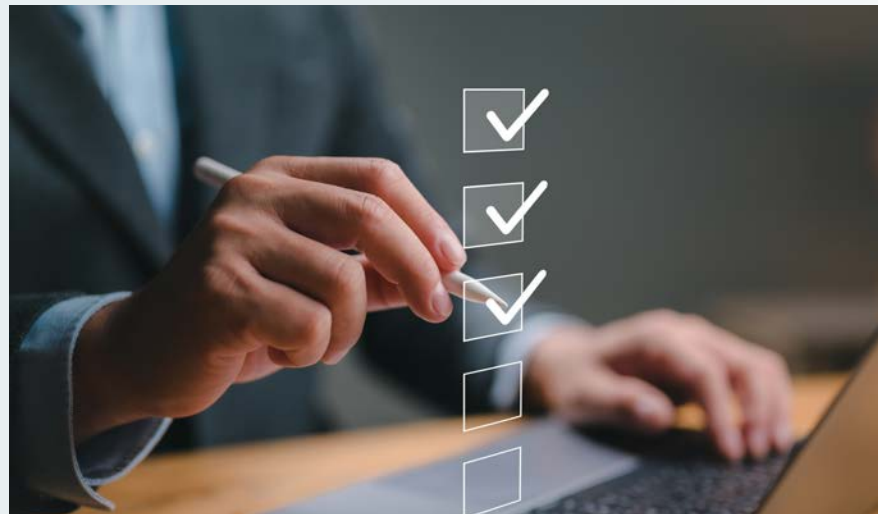
Our Supplier Code of Conduct focuses on the following five pillars:

- > Corporate Governance, Business Conduct and Ethics
- > Environment
- > Health and Safety
- > Human Rights and labour practices
- > Community development

The detailed Supplier Code of Conduct is available on our website.

Further, ECU Worldwide has implemented the Sustainable Procurement Policy. Suppliers are required to follow the company's policy expectations and fulfil sustainable procurement obligations such as environmental stewardship, efficient use of natural resources, compliance with human rights, local laws and regulations among others. Further, suppliers are also expected to source sustainably in their respective value chains.

We are in the process of developing training and awareness programs on the Supplier Code of Conduct for our value-chain partners. Currently, we are interacting with them as per the requirement of our business operations. We are developing a process for the assessment of suppliers on Human Rights issues, working conditions and health and safety practices. We ensure that the statutory dues are collected and deposited with the concerned authorities as per the statutory requirement by our value chain partners.



Supplier Evaluation and Assessment

At ECU Worldwide, supplier engagement is carried out at multiple levels. During the supplier's onboarding, we ask our suppliers to furnish details about their compliance with statutory regulations related to finance, tax, labor, and other regulations. We capture these indicators every year in the annual Vendor Engagement Survey. We engage with the suppliers during regular meetings which are organized to understand their concerns and share our expectations and help them to align with our business policies.

We are in the process of developing a supplier evaluation mechanism considering ESG criteria along with current finance, tax and labor practices on the basis of a newly developed Supplier Code of Conduct. We are planning to deploy the mechanism across the company and carry out supplier evaluation in the upcoming year for ESG criteria for existing as well as new suppliers. We plan to develop a mechanism to evaluate the risk and opportunities, post-evaluation of our suppliers and prepare a mitigating action plan to reduce the environmental and social impact of our supplier activities.



Sustainable Sourcing

We are committed to a responsible supply chain and to establishing mechanisms for encouraging suppliers to report on environmental performance and sharing best practices with suppliers. We extensively engage with our suppliers for technical guidance and sustainable practices discussion forums through meetings and communications. We are following the best industry practices such as rooftop solarization and Electric Vehicle (EV) usage and effective resource management initiatives that suppliers can replicate in their business activities.

Our sustainable supply chain engagement strategy focuses on suppliers with the highest impact on the environment. This will help us to develop the following actions for effective implementation:

- > Benchmark the supply chain to find the highest-impact suppliers and to prioritize their engagement.
- > Develop a management team and outline guidelines to support suppliers on environmental and social issues.
- > Establish a culture of shared understanding and learning with suppliers.
- > Reduce survey fatigue by establishing consistent reporting practices that align with well-established frameworks.
- > Engage and educate C-suite leadership to increase internal support for environmental management and understand its impact on suppliers. ECU Worldwide strives to develop mutually beneficial relationships with suppliers that make progress towards internal sustainability goals that are consistent with global best practices.



Customer Relationship

We serve a global customer base through our operations spread across 180 countries. Failing to offer quality customer services and poor communication in our service segment may result in litigation, diminished trust with customers, and lower sales and revenues. We recognize that the endurance of our business relies on customer satisfaction with our services. It is important to provide quality customer service that can promote trust, long-term relationships, and happy customers.

We endeavor to engage with our client base to understand their set of preferences and fulfil their expectations. We constantly work towards building a robust customer relationship culture and by doing so we are able to maintain a continued presence. Our multidimensional approach towards customer centricity has helped us deliver enhanced customer experience across our value chain. In line with our commitment to sustainability, we will be devising green portfolio-based services for customers in the near future.

Customer Engagement and Satisfaction Survey

Our focus relies on business longevity through regular interactions with customers and helps us upgrade our services and processes to meet their dynamic needs and requirements. We continuously work to develop processes and practices that help us to deliver superior quality and unmatched customer experience.

We engage with our customers through marketing and advertising campaigns, customer service centers, complaint handling and feedback and electronic communication through social media, WhatsApp, calls among others. At ECU Worldwide, we are integrating digital tools and technology across various operations and processes that have the potential to fundamentally transform the business and customer experience. We have adopted software and tools that streamline operations and increase efficiency through the digitalization effort. A number of digital tools enable secure information flow and data exchange, to collaborate with customers and offer seamless, digital logistics solutions.

We offer the following digital tools to our customers:

ECU360
SHIP WITH A CLICK

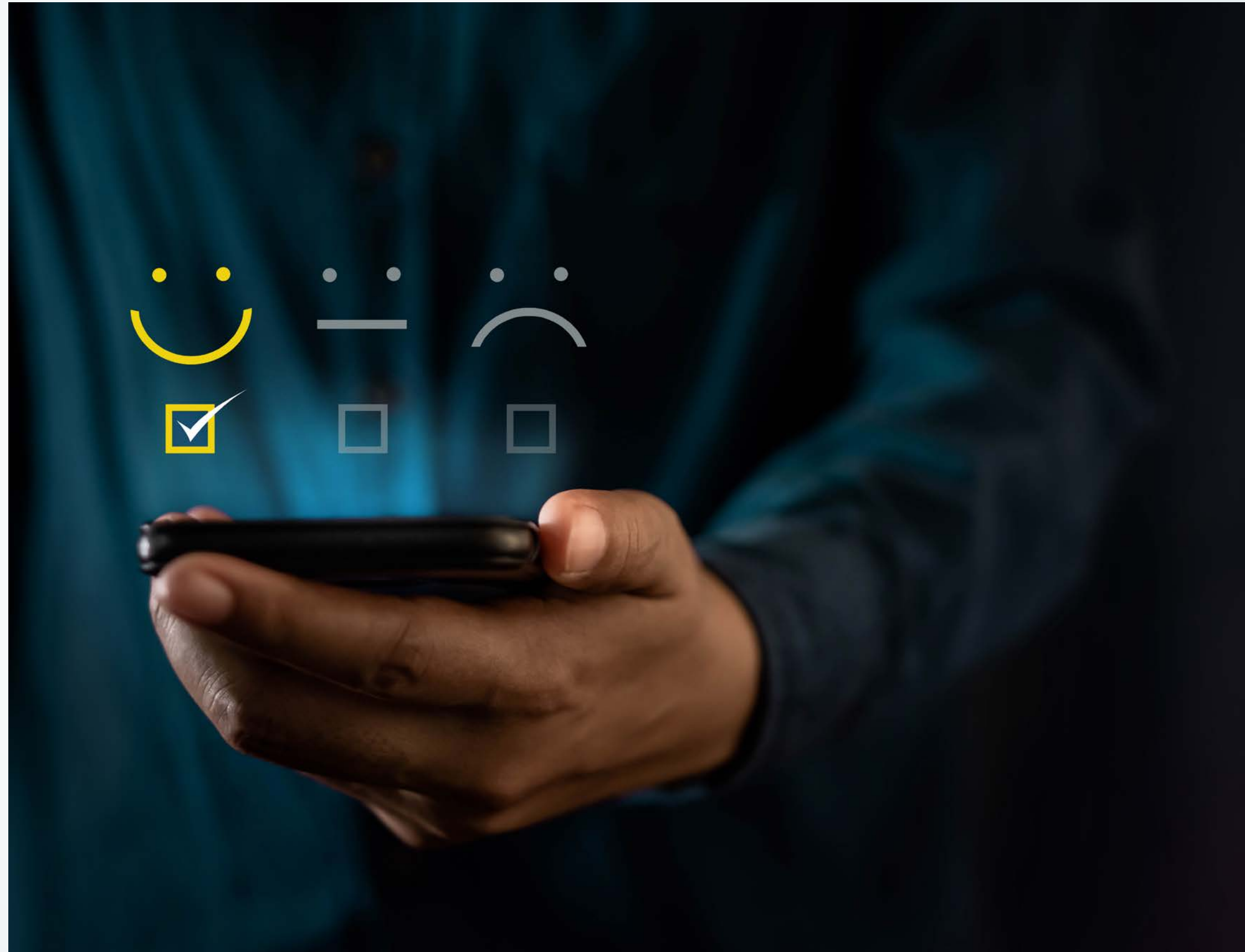
ECU360

The state-of-the-art digital logistics platform ECU360 enables global cargo movements in just a few clicks with instant quotes, quick bookings, real-time tracking and tracing, reports, and analytics, backed by access to a network operating in 180 countries and door-to-door deliveries in more than 50 global markets

Customer Grievance Redressal Mechanism

Being a customer-centric company, ECU Worldwide is always looking to enhance its customer experience by actively recording and addressing grievances and feedback. We are tracking all our customer complaints through the Online Reputation Management tracking system, social media or publicly available platforms. We keep track of all customer complaints and queries raised. Complaints and feedback received through the mail are addressed by the customer experience team, and twice a day the reports are published. All IT-related complaints are observed by the IT helpdesk and complaints can be raised through email. In case of any service disruption, the customer service team sends service advisories to the customers.

We are committed to maintaining customer privacy and cybersecurity. We capture Personally Identifiable Information of our customers; however, appropriate technical and process control measures are implemented to ensure that the data is maintained in our systems with the highest standards of security. The IT systems are ISO 27001:2013 certified and are in line with the NIST framework. There are strong procedures for incident management, and vulnerability assessments are regularly conducted. During the reporting period FY 2022-23, we have not received any complaints concerning customer privacy breaches, data privacy, thefts, or losses of customer data.



Community Development

Our Commitment to Community Development

Committed to multiple United Nations Sustainable Development Goals – SDG 3, 4, 11 and 14 to benefit community growth

Our communities are important to us and our relationship with them can flourish only when there is mutual reliance and trust. Over the past year, we have taken several initiatives to share the benefits of our growth with the community at large. Headed by Mrs. Arathi Shetty, Non-Executive Director, Allcargo Logistics, our CSR-arm, Avashya Foundation, has reached new heights with its outreach activities around our operations in India. The success stories of our beneficiaries are truly one-of-a-kind.

The core philosophy of our CSR activities aim to create a positive social and economic impact on the community. All our outreach programs are centered around six focus areas.





Promoting well-being and hygiene

Beneficiaries:

27,389

Activity	Impact
Psychiatric Medical Camps in Gandibagilu, Karnataka – mental health awareness sessions and screenings with affordable psychiatric help organized	Awareness on topics of mental health, normalizing stigma around the discussion of such issues and superstitions attached to mental illness, 683 impacted
Nutritional and Medical care Belthangady, Karnataka, that provided timely medicines and nutritious meals	Ensured well-being, and food and nutritional security of 2960 underprivileged individuals
General Medical Camp in Mumbai, Bantawala and Mangalore, Karnataka	Health check-up camps for general and specific health conditions, routine blood-pressure and blood sugar check-ups that impacted 4,420 individuals
Leprosy screening, social stigma awareness initiatives, disability prevention initiatives were undertaken	Impacted 1,400 patients
Eye check-up camps organized under Drushti project in Mumbai, Chennai, Kolkata and Mangalore region	10,477 impacted, 5,331 provided with spectacles, 1,467 referred to higher institutions, 780 cataract operations performed.
Jeevan and Jeevan Coping with Cancer at LTMG Hospital, KEM Hospital and B Y L Nair Charitable Hospital, Mumbai, for investigation, operation and medicine support and with reference to cancer patients' chemotherapy support, psychosocial counselling support provided to patients and care givers	3,839 patients completed their treatment in three major BMC hospitals that enabled their lives to be saved by making healthcare affordable and accessible for the patients
Heart operations and cleft surgeries performed for the children from underprivileged background	35 surgeries performed that saved and prolonged life of the children. It instilled dignity and confidence among children.
Dhvani program - supporting children with hearing impairments in collaboration with the Integrated Child Development Scheme (ICDS) at Mankhurd, Mumbai	2,197 impacted through screening for specially abled children
Senior Citizens provided with care and food	Benefitted 200 senior citizens and ensured their food and nutritional security
Health initiatives in the adopted model Dhamni village in Maharashtra	1,178 benefitted through healthcare initiative in the model village.



Unleashing ambitions through education

Beneficiaries:

6,371

Activity	Impact
Disha project provided scholarships to meritorious and underprivileged students in Mumbai and Mangalore	3,384 students in schools, colleges and universities in Mangalore and Mumbai have been extended scholarship support that ensured reduction of financial stress on the students and promoted access to education.
Provided skill-based training in the area of logistics, heavy commercial vehicles, retail sales management, accounting and tally, data entry operator, advance e-office, banking and insurance finance, through Prime Minister Kaushal Kendra and Nipun projects in Mumbai, Mangalore and Chennai	1,048 students, with a gender ratio of 50:50, were given skill training to improve chances of employability
Library project in the Zilla Parishad Schools of Maharashtra	1,459 impacted through promotion of culture of reading.
Special inclusive education promoted in South Kanara district	480 students have been impacted and awareness on inclusive education has been promoted.
Boosting digital literacy through donations of computers to schools in Maharashtra, Tamil Nadu and Gujarat	Over 300 students benefited.



Protecting the environment

Beneficiaries:

2,243

Activity	Impact
Beach clean-up at Pirwadi, Uran by JNPT CFS team	Collection of around 2 tons of plastic waste by CFS employees in collaboration with the Gram Panchayat
Under Maitree project, plantation in Karjat and Mokhada blocks of Palghar and Raigad districts of Maharashtra	2,243 tribal families have been supported that created livelihood opportunities for the farmers and a step towards environment conservation.



Empowering aspirations of women

Beneficiaries:

6,503


Activity	Impact
Sabla: Anaemia control programme, Life skills education and International Women's Day- celebration in Mangalore and Mumbai	6,503 impacted through life skill sessions organized in the schools, and series of initiatives on self-defense organized in the community for adolescent girls



Fostering rising stars in sports

Beneficiaries:

15

Activity	Impact
<p>19-year-old, Dhanush Srikanth won the gold medal for India in the 10m Air Rifle Men's event at the 24th Summer Deaflympics in Caxias Deo Sol, Brazil from 1st to 15th May 2022. Deaflympics is the international multi-sport event for deaf athletes, which is held once every 4 years and is the highest competition for deaf athletes at the elite level.</p> 	<p>Pool of 487 sportspersons groomed in the area of sports across India. Dhanush being a hearing and speech-impaired shooter was able to excel and compete with able-bodied shooters. He is currently preparing for the 2024 Paris and 2028 Los Angeles Olympics.</p>



Fostering rising stars in sports

Activity	Impact
<p>Ishika Umathe, won a bronze medal in the recently held 3rd Maharashtra State Table Tennis Ranking Tournament held in Nashik. Nagpur's players have been India's Number One in Table Tennis Federation of India's (TTFI) rankings.</p> 	<p>Three new facilities have come up in different areas where young paddlers are turning up in large numbers. We are proud to have extended all our support for Ishika Umathe's success.</p>
<p>Allcargo Logistics collaborated with the 18th edition of Mumbai's iconic Tata Mumbai Marathon 2023 (TMM) to raise funds for Health and Education.</p> <p>This initiative helps citizens come together from different walks of life to run for a cause and raise funds.</p> 	<p>We supported an area of health which deals with the elimination of leprosy through the Alert India Foundation. We also promoted education among the deprived sections of society through the Chinmay Charitable Trust. We partnered with SAVALI for the cause of the environment.</p> <p>Over the years, Allcargo employees have whole-heartedly participated in all the marathon runs and this year too three teams were fielded under the Corporate Challenge category with 45 runners who represented Allcargo.</p> <p>We look forward to organizing more marathon runs to support the causes of health, education, and the environment</p>

Accolades for CSR

Celebration Of 75th Foundation Anniversary of LTMG Hospital, Sion (Mumbai)

The 75th Foundation Anniversary of Lokmanya Tilak Municipal Medical College and General (LTMG) Hospital, Sion, Mumbai commended and acknowledged several philanthropists for their social work. The list included prominent individuals from Mr. Sanjeev Kapoor, a celebrity chef, to a special guest of the program Dr. Shriram Nene, and Dr. Promod Ingale, the academic dean.

Additionally, Dr. Nilratan Shende and Mr. Nitin Kamble on behalf of our CSR arm Avashya Foundation were honored with felicitations for our philanthropic work, Jeevan Coping with Cancer Project in association with LTMG hospital.



Measurable, Scalable and Sustainable Future

At ECU Worldwide, we prioritize and give great importance to the environment and society. We have actively made a difference to over 3,60,000 lives. This is in addition to the initiatives carried out across the nation for providing healthcare, helping underprivileged youths with education and skills training, and carrying out disaster relief, amongst many others.

We are delighted to have been honored with an award for our health initiatives on Jeevan and Jeevan Coping with Cancer, received by our CSR team, at the Corporate Social Responsibility Summit and Awards 2023. The members of our team have volunteered and participated in giving back to society and making a difference for a better and sustainable future.



Case Study

Report on JNPA-CIDCO-ALLCARGO Multi-Skill Development Centre under PMKVY at JN Port FY 2022-23

On 25th May 2023, JNPort Authority organized an event to celebrate the 34th Foundation Day. Allcargo Logistics, JNPA's partner in the Skill Development Training Program was invited for the event. In India, more than 54% of the total population are below the age of 25 and over 62% of the population belongs to the working age group which falls between the range 15 to 59 years. Skill and knowledge are the driving forces of economic growth and social development. Therefore, India needs to harness its demographic dividend and overcome its skill shortages in the near future.

The total workforce is growing at a rapid rate, which means that the logistics sector alone will generate additional requirements of over 9 million people across modals – roads, railway, ports and aviation. There is a need to ramp up training capacity to cater to the growing needs of the sector by the Government and associated stakeholders such as the sector skill council, training institutions and logistic firms.

Nipun | Skill Training Initiative

Allcargo collaborated with Avashya Foundation to create a skill training initiative called Nipun. Nipun is aimed at skill development for the youth through the various layers of society in the state of Maharashtra.

As a part of the national skill mission, Allcargo launched its skill training as a part of the Allcargo Skill Development Centre (ASDC) which is located in the TransIndia premises in Khopta village, Uran in FY 2015-16.

Since then, Allcargo Skill Development Centre imparts skill training in logistics and allied sectors based on local needs as well as industry-demanded courses. Allcargo signed an MoU with JNPT –CIDCO to operate the Pradhan Mantri Kaushalya Kendra (PMKK) for Maritime Logistics and Port Sector Skill Development in 2019.



Allcargo PMKK for Logistics Training

The JNPT-CIDCO Allcargo Multi Skill Development centre uses a PPP model that promotes skill training to employees of ports, CIDCO, unemployed youth, project affected persons and persons nominated by various organisations through central Government schemes, CSR, etc.

The Multi Skill Development Centre (MSDC) is to create suitable skilled workforce in different disciplines to cater to diverse requirements of maritime logistics, port users, airport, and other industries.

The Allcargo skill centre provides skill trainings in six logistics courses as per the local demand and requirement of the industry. They are as follows:

- › Heavy Vehicle Driver
- › Consignment Booking Assistant
- › Consignment Tracking Executive
- › Documentation Assistance
- › Inventory Clerk
- › Warehouse picker

The Ministry of Port, Shipping and Waterways Joint Secretary praised the JNPA for successfully running the skill centre. The model of JNPA-CIDCO Allcargo skill centre is to now be replicated across ports in India. As a result, Visakhapatnam, Marmagao, Chennai, Vadhvan, and Kandla port officials have visited the Allcargo skill centre to understand the model and its success.

Allcargo added new courses based on industry demands such as Data Entry Operator, Assistant beauty Therapist, Account Executive, Fireman training in the skilling basket in Belapur and Uran center.

Allcargo has successfully trained more the 2,000 youths in different streams over the last 4 years and they are able to provide employment opportunities to more than 1200 youths under CSR and various others schemes.

Way Forward for PMKK

Allcargo ensures that all the training programs and its implementation is in alignment with government and industry requirements. The skill development programs consist of theory and practical interventions to support the trainees to understand the current trends.

Allcargo arranges guest lectures by industry experts, subject matter experts as well as industrial visits at JNPA, warehouses and corporate offices. This is done such that the trainee can have exposure to the outside world to experience professional virtue. In-house activities are also organised such as games, competitions, cultural events, sports, activity-based learning sessions, debates and group discussion that foster and instill integrity and personal skills among the trainees that is needed to perform tasks in a group or as individual. Such interventions help build a strong foundation for trainees to build self-esteem, confidence, and leadership skills. It develops problem-solving skills and collaboration.

Allcargo Logistics has been awarded by JNPA – Special Recognition for Smooth & Efficient Running of JNPA-CIDCO-ALLCARGO Multi-Skill Development Centre under PMKVY at JN Port 2022-2023.

MSDC Beneficiaries		
Year	Trained	Placed
2019-20	574	392
2020-21	480	242
2021-22	530	330
2022-23	618	324
TOTAL	2,202	1,288



Reaching out to create an impact in the Nordic region

ECU Worldwide's global presence helps amplify its efforts to create tangible impact in society. In the Nordic region, where ECU Worldwide has strengthened its presence through a Joint Venture with Nordicon, efforts to give back through socially beneficial projects keeping the individual as a focal point has been underway under the aegis of Nordicon Cares. These well thought out projects aim at involving team members and encourage partners to be aligned with initiatives in the same direction.

Nordicon supports the project – IT For Children in Africa



Since 2017, Nordicon has been collaborating with IT For Children, an independent non-profit organization from Sweden with operations in Ghana, West Africa, which believes that information and communication technology is the key to positive development for the countries of Africa. Companies and private individuals in Sweden donate their used laptops which, after an inspection, are shipped down to Ghana. IT For Children offers free access to computers, internet and IT education for hundreds of school children in Ghana, and on site has built schools and provides education for thousands of children.

Nordicon supports their important work, by offering free transport of all computers, and is also reaching out to other companies in the industry to support this work by donating used computers or contributing to the cause.

Nordicon supports UNCHR

Nordicon has supported the important work of the UNCHR in Ukraine. UNHCR is a UN Refugee Agency, a global organization, dedicated to saving lives, protecting rights, and building a better future for refugees, forcibly displaced communities, and stateless people, and their important work in Ukraine. The Nordicon team held an internal donation campaign for UNHCR, the UN Refugee Agency. The company chose to triple the amount raised by the team, and the final amount of USD 7,240 was donated to UNHCR.

With war forcing people to flee for their lives, Nordicon is glad to be able to support UNHCR in their valuable work on-site in Ukraine.

NORDICON supports solar energy race in Australia

Nordicon supports Halmstad University Solar Team, a student driven, non-profit organization operating from the city of Halmstad, Sweden, which works toward a sustainable future for the automotive industry. They are developing a solar driven racing car to participate in Bridgestone World Solar Challenge. In this race, 35 different nations from across the globe, compete in who has developed the most effective solar powered car, in a race that spans 3000 km through the Australian countryside from Darwin to Adelaide.

Bolstering Halmstad University Solar Team's aim to change the automotive industry and enable a transition to completely fossil-free vehicles, Nordicon in Sweden sponsors the transport of the solar car to and from Australia.

Nordicon spreads cheer during the festive season

A few years ago, Nordicon entered a collaboration with Stadsmission, a non-profit organization that offers emergency help and long-term support for people in state of homelessness, poverty and social vulnerability. Each year all employees collected money and bought Christmas gifts and handed in to Stadsmission. Nordicon is looking to partner with organizations with volunteer work to make a difference.

In another meaningful initiative, Nordicon encouraged Ung Cancer (Young Cancer), an organization providing psychosocial and rehabilitation support to cancer survivors to fill the gap that often arises between life in the hospital and real world experiences. Nordicon bought 550 bracelets that were sent out to clients as a Christmas gift.

In addition to these various initiatives

Nordicon in Sweden, Finland and Norway, has been certified according to ISO14001 (Environmental management) and are continuously striving to improve our environmental standard.

Beach Cleanup – ECU Worldwide, Antwerp Office

Every year, the staff of the office in Antwerp participates with full enthusiasm in World Clean Up day. Many people, many companies take to the streets to clean up their neighbourhood. The company provides the equipment, staff bring their smiles and enthusiasm and collect dozens to hundreds of kilos of garbage. The result are much cleaner streets!

Human Resources Management

We believe that our people are our greatest asset and the key to propelling our business forward. The industry witnessed a boom in the previous financial year, and the only way we were able to adapt to the sudden changes was with our resilient workforce. The unwavering support from our employees has helped us achieve leadership as one of the largest cargo consolidators. We are committed to providing a sound and healthy workplace to our employees and provide a platform that pushes our employees to explore various opportunities and continuously improve their capabilities.

Our workforce comprises our employees, workers, and trainees, both in permanent positions and temporary contracts. To ensure effective workforce management and supervision, we have adopted DarwinBox / Oracle as our Human Resource Management System (HRMS). DarwinBox / Oracle has enabled ease of human resource management by aiding to track changes in our workforce globally. The system also helps us conduct regular performance management.

Category	FY 2020-21			FY 2021-22			FY 2022-23		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	89	14	103	94	16	110	102	22	124
Middle Management	184	78	262	194	81	275	224	87	311
Junior Management	415	273	688	505	308	813	1,803	2,017	3,820
Trainees	3	2	5	9	15	24	54	33	87
Total Workforce	691	367	1,058	802	420	1,222	2,183	2,159	4,342

Table: Total Workforce

Note: Non-managerial employees are considered under Junior Management.

We believe that maintaining a constant dialogue with our employees is fundamental to ensure the smooth running of the firm. We strive to provide fairness, equality and dignity through our POSH Policy, Anti-Harassment and Anti-Discrimination and Human Rights Policy.

Talent Attraction, Retention and Management

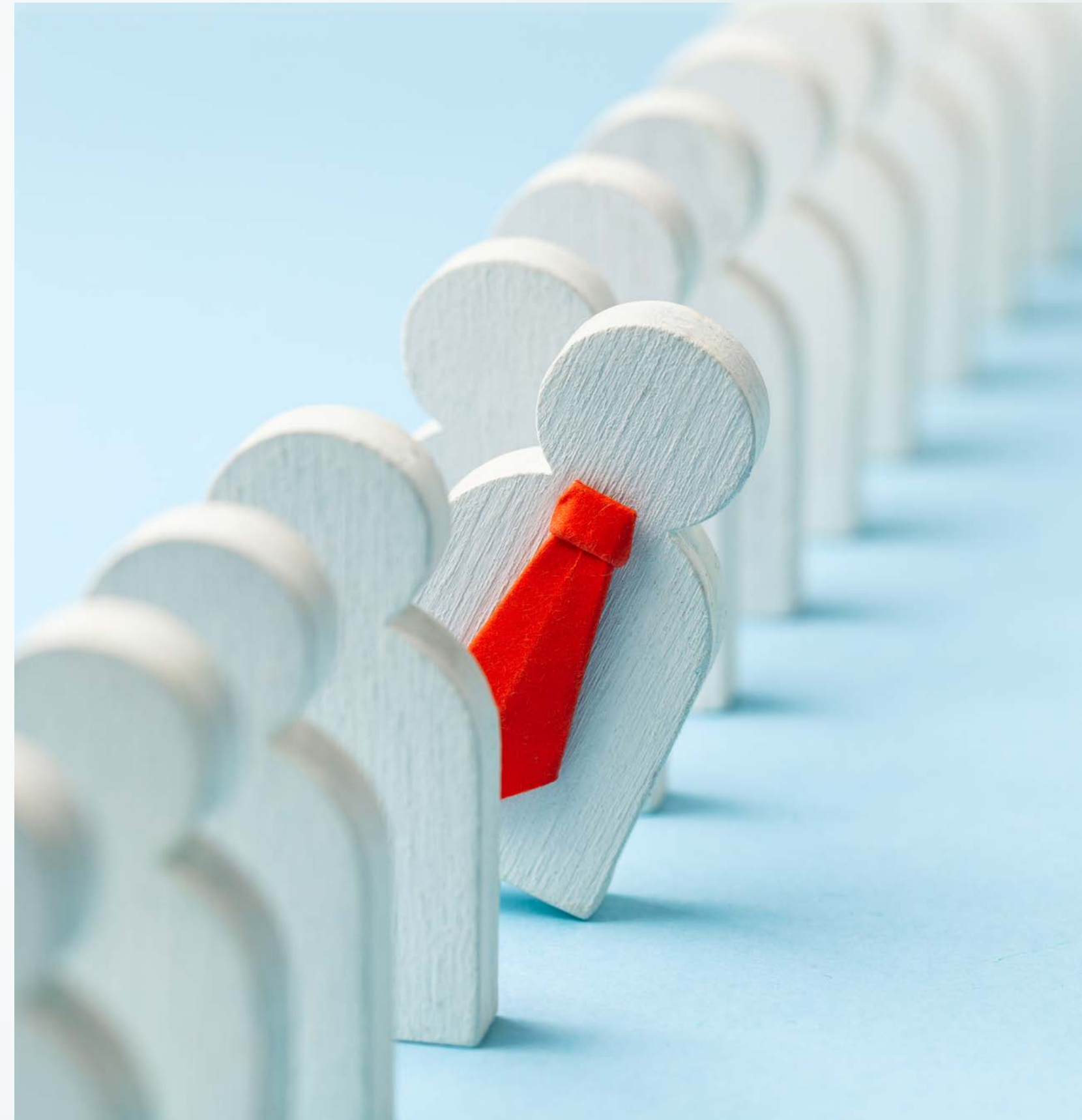
Recognizing and retaining exceptional employees is crucial to ensure that we have a competitive advantage in the industry. A blend of hiring the right people and discovering the right talent has enabled us to reach our leadership position. We maintain a holistic Talent Management System wherein we have identified candidates for critical positions, key talents, and successors. Based on this analysis, an Individual Development Plan is curated, and multiple interventions are conducted. Group coaching interventions, individual projects, learning intervention based on leadership competencies among other training are planned for such candidates. Employees identified under the category of Key Talent and Critical Positions also undergo the Development Centre through an external partner. This has aided in retaining major talent within ECU Worldwide with many exceptional employees being promoted, transferred for better opportunities, or assigned higher responsibilities.

We are at the forefront of nurturing young minds through our Velocity – Global Campus Program. Velocity is an initiative aimed at attracting highly motivated graduates from top-tier business schools, eager to advance their careers at a global level in the logistics sector and make a positive impact. The program provides a comprehensive learning experience, with exposure to all aspects of the organization through interactions with leaders, mentorship programs, shadowing opportunities, and live learning projects. The first cohort consisted of 15 dynamic individuals who have been placed in various roles within the organization.

In this reporting period, Allcargo India's Aarambh, a Management Trainee Program, also provided training for 19 management trainees. This twelve-month program facilitates the integration of young professionals into the company, starting with an induction process that provides an overview of the organization, the businesses verticals, processes, and the overall culture.

Category	FY 2020-21		FY 2021-22		FY 2022-23	
Employee Category	Male	Female	Male	Female	Male	Female
Senior management	2	3	15	3	14	4
Middle management	9	3	25	15	25	16
Junior management	35	25	121	64	166	71
Total	46	31	161	82	205	91

Table: Total New Joinees by Gender



Learning and Development

It is imperative that we create a positive work environment and provide a platform for career enhancement to our people. In doing so, we have developed a distinguished workforce with a varied set of skills. We find it our responsibility to ensure that our employees are provided with all the necessary means and resources to upskill and upgrade their knowledge, tailored to their liking, and needs. We conduct an analysis of the learning needs of our employees. Additionally, programs can be arranged in agreeance with reporting managers. Based on such surveys, the most sought-after programs are decided upon as the core trainings for the year.

A list of 25-35 programs is prepared out of which only the top 12-15 are selected to decide the learning goal for the year. These are allotted in our Learning Management Systems (LMS) called Upside to all employees at Allcargo except ECU, wherein the LMS platform used is ECUDEMY. We carry out trainings across a large array of areas focused on topics such as:



Personal Effectiveness training for NVOCC Chennai



Leadership sessions



Session on Chemical Safety for CL Business



Excel trainings for ECU Worldwide Dubai employees



Customer Centricity

Trainings to help participants provide end-to-end solutions to our customers and enhance customer experience by personalizing the process to gain a competitive advantage in the market



First Time Managers & Managerial Effectiveness

Transition trainings for newly promoted managers are provided to help the participants build an understanding of the role of a manager in enabling and managing performance, driving performance culture, and managing multiple stakeholders



Certifications with IIM Ahmedabad

Certificate training on innovation and value creation through innovation to achieve competitive performance



Soft Skills Trainings

Trainings on effective communication, interpersonal skills, time management, conflict management, negotiation skills, effective problem solving and decision making



POSH Sessions

Trainings to raise awareness on sexual harassment at the workplace and course of action in the case of a violation



IT and Cybersecurity Trainings

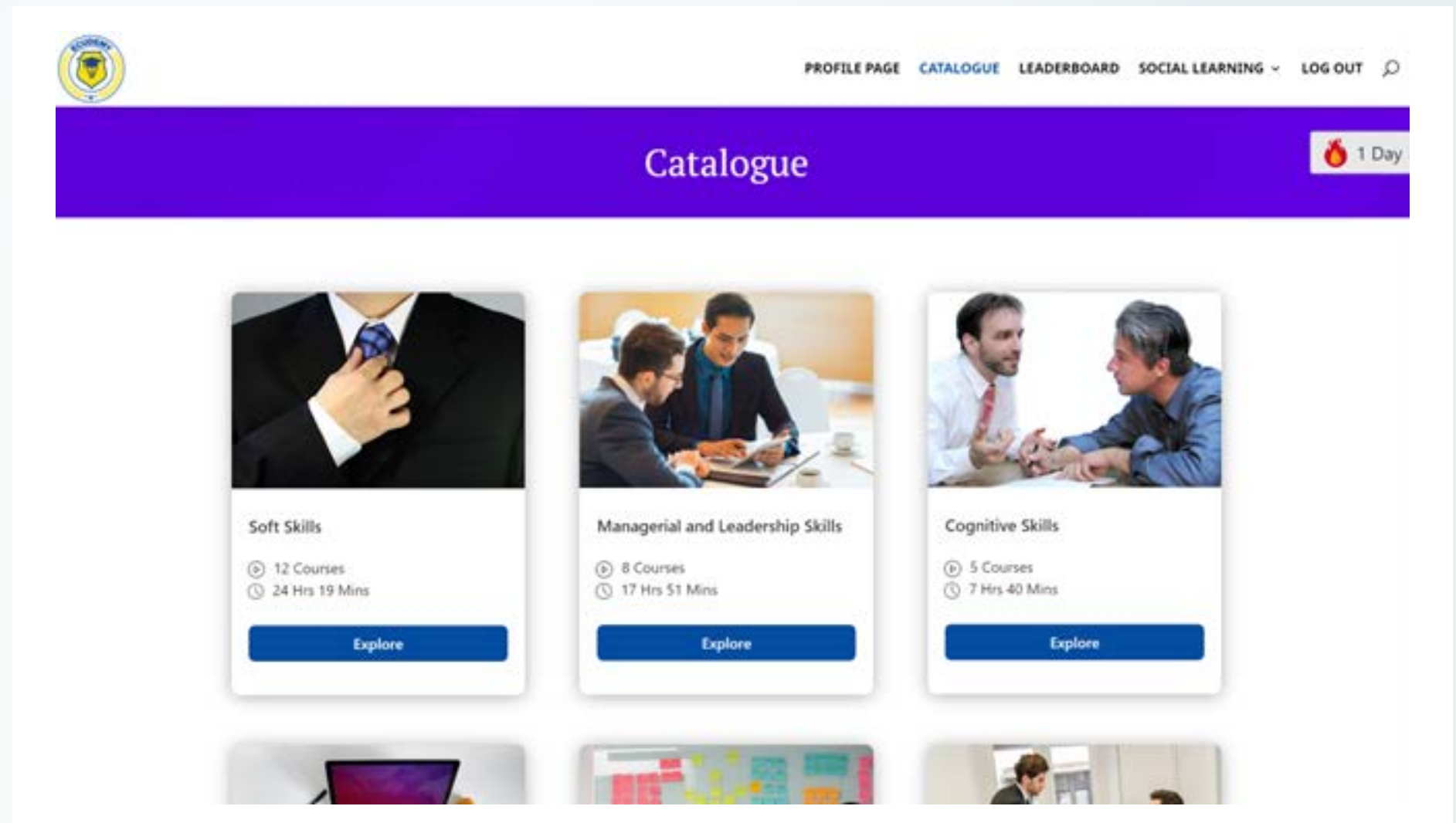
Trainings to teach basic to advanced IT applications as well as cybersecurity trainings awareness in line with our IT Policy and ISO 27001:2013 requirements

We believe that we have much to learn from our workforce and thus provide a platform for them to bring forward ideas that contribute to the way we work.

Enhancing Skills, Building Capabilities

With a focus to develop a distinguished workforce, we provided various training courses to ensure that we always maintain a highly skilled workforce.

At ECU, we have conducted 190 soft skill courses, ECU technical courses and onboarding training. Additionally, we have a competency framework against which we map skill gap and assign courses to our employees in our learning management system. Each employee, who is onboarded on the platform, has a learning path mapped to them as per their department and role. For our employees in the sales functions, we provide training on sales, relationship building, managing objection and escalations, building a sales pipeline as well as ECU product and sales platforms. Employees of the IT and Operations platforms receive training for ECU products to understand the more technical aspects of the products.



ECUDEMY

All employees have access to hundreds of on-line courses. These can be management skills, cognitive skills, language skills and so much more.

The ECUDEMY catalogue is quite extensive, and staff are encouraged to take on optional courses, while some courses are mandatory to ensure compliance as well as proper handling of IT tools, safety at the workplace etc.

ECU Worldwide Entrepreneurship Challenge

At ECU Worldwide, we conducted an entrepreneurship challenge to promote an entrepreneurial spirit amongst our employees. The challenge aligned with the company's vision, mission, and values of collaboration and entrepreneurship with a purpose.

It encouraged employees from various departments to come together and share their innovative ideas within any two of the five criteria mentioned below:

- > Cost Effectiveness
- > Process Elimination/Improvement
- > Profit Maximization
- > Possibility of implementation
- > Uniqueness of idea

The employees with the winning idea also got to work alongside the department and implement their ideas on ground.

Winners of the Challenge!



ECU Worldwide Mexico

By fostering entrepreneurship and collaboration, ECU Worldwide is creating a culture of innovation and excellence that benefits the company and its employees.



Performance Management and Employee Engagement

All permanent employees go through bi-annual and annual performance reviews through a performance management system. During the current reporting period, 100% of employees across ECU Worldwide received a performance review in the current reporting period. We also conduct regular employee satisfaction surveys that help us gauge our performance as a company and constantly refashion our practices around our employees. The employee satisfaction surveys are conducted through 'Great Place to Work' for Allcargo Logistics Limited, while the survey is conducted through the Wills Tower Watson's Employee Experience Survey (EXS). These surveys are comprehensive and measure various aspects of employee engagement, including job satisfaction, work environment, leadership, and communication.

83

scored on the Great Place to Work Survey, a 6 point increase from previous year for Allcargo

4.6 / 5

avg. feedback score on online and offline training programs

4.2 / 5

on the Mood-O-Meter in DarwinBox



Increasing awareness on sustainability among our ECU Worldwide team members

ECU Worldwide is committed to reducing its environmental impact and has implemented several sustainability initiatives. With a focus on giving back to the Earth and the Society, we launched the Sustainability Weekly Kit to promote mindful consumption. By adopting a conscious approach to our consumption habits, we have begun our journey towards sustainability, to make a positive difference. With this, we promoted the following activities:

A Cup of Kindness: Mug Donation Program

Employees often use disposable cutlery at the workplace for a lack of alternatives. This activity's aim was to collect used mugs or cutlery sets that are in a good condition from employees and gift it to office friends or donate it further, encouraging reduction in use of plastic at work, working towards a common goal, and promoting a positive work culture. Additionally, the activity helped to foster a sense of community among employees by working towards a common goal and promoting a positive work culture.

Carpool Friday

The objective of Carpool Friday was to encourage people to think about their carbon footprint and have a positive impact on the environment, employee well-being, and workplace culture. By encouraging employees to share rides, carpooling can also help reduce traffic congestion, save money on fuel and parking costs, take the carpool lane, and promote social connections among co-workers.

Office Bazar

Office Bazaar promoted sustainability through a gift exchange of un-used fashion items and re-gifting these for Christmas.

Celebrating life



Christmas Celebration, across India



Halloween Celebrations at ECU Worldwide



Independence Day Celebration across India

Diversity, Equity and Inclusion

At ECU Worldwide, we firmly believe that diversity, equity and inclusion (DEI) are integral parts of our success as a global organization. We are committed to fostering an inclusive workplace environment that celebrates and respects the unique perspectives, backgrounds, and abilities of our employees. We have established a Board Diversity policy that serves as a guiding framework to achieve diversity and inclusion in the Board bringing in a diverse mixture of skills, industry knowledge, experience, age, tenure, gender, and diversity of thought. This ensures that the Board of Directors comprises personnel with diversified knowledge, capabilities and experience that will benefit the formulation of strategies, directions and business plans. Our defined goals and targets reflect our commitment to ensure a safe, inclusive and nurturing workspace.

The tables below represent the age diversity across ECU Worldwide

Diversity by age group			
Category	<30 years	30-50 years	>50 years
Senior Management	0	73	51
Middle Management	9	254	48
Junior Management	929	2,430	461
Total Workforce	938	2,757	560

Our Commitment to Diversity, Equity and Inclusion

50%

gender diversity in junior and middle management by 2040

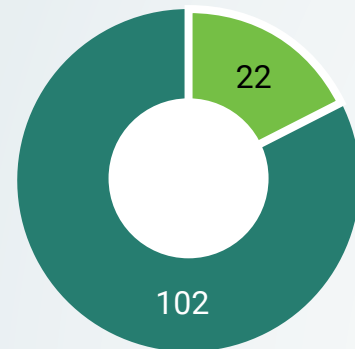
40%

gender diversity in the top management



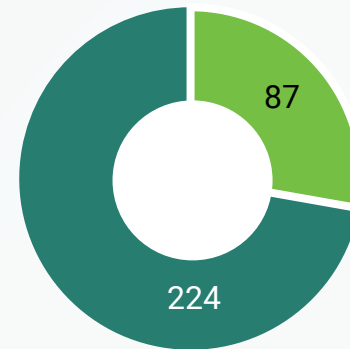
Gender Diversity

Senior Management



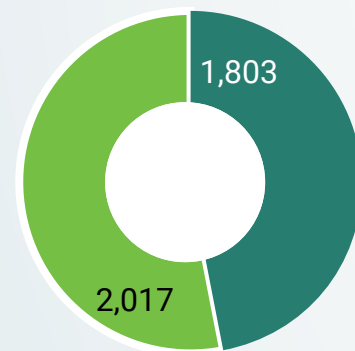
■ Male
■ Female

Middle Management



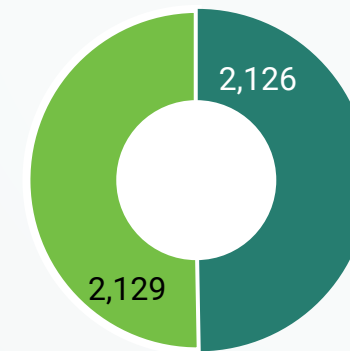
■ Male
■ Female

Junior Management



■ Male
■ Female

Total Workforce



■ Male
■ Female

ECU Worldwide currently has **4,342** full-time employees, with a female-to-male ratio of **50:50**

Women of ECU Worldwide

Logistics and supply chain has typically been recognized as a field with lower women workforce. However, we are committed to changing this perception. We are proud to have a female workforce of over 50% at ECU Worldwide, leading the way in gender equality in logistics. Through our group wide RESTART Back to Work program, we are making it easier for women who have taken a break from their careers to return to work. We also believe that these women bring unique life experiences that can enrich the professional ecosystem. We are committed to creating a gender-positive workplace in the logistics sphere. We believe that diversity and inclusion are essential for a successful business.



Celebration of International Women's Day 2022-23 across various offices of ECU Worldwide

Human Rights

Our Commitment to Labour Practices and Human Rights

- › *Continue to ensure zero employment of child and forced labor*
- › *Continue to ensure zero instances of human rights violation*

At ECU Worldwide, we are committed to upholding and promoting human rights across our operations and value chain. We recognize that respecting human rights is essential for sustainable and responsible business practices. Our zero-tolerance policy ensures that there is no room for human rights violations or discrimination. To ensure compliance, we have implemented stringent measures to prevent child labor and forced labor within our Company and across our value chain.

We established a comprehensive Human Rights policy in the reporting period that reflects our commitment to the protection and promotion of human rights within our sphere of influence. We took a step ahead to ensure the wellbeing of our employees at Allcargo and Gati facilities using a human rights checklist. This checklist is focused on employee wellbeing and helps us internally track various aspects such as forced or compulsory labor, bonded labor, protection and safeguarding of children (including child labor), right of community, discrimination, freedom of association and collective bargaining, health and safety of the workplace, and training of employees. This initiative helps us in identifying and mitigating risk.

We believe that our employees are our most valuable asset, and they deserve to be appreciated for their hard work and dedication. We offer a rewards package that includes competitive pay and benefits, opportunities for growth and development and a positive work environment. We also promote freedom of association, worker participation and collective bargaining for all our employees.

Human Rights elements in our policy include:

Human Trafficking, Child labour, and Forced Labour	Rights of Community	Discrimination
Freedom of Association and Collective Bargaining	Employee Lifestyle	Workplace safety and security
Human Rights Due Dilligence Assessment	Training for employees	Grivance redressal mechanism

Complaints on the following made by employees and workers	
Sexual Harassment	3
Discrimination at workplace	-
Child Labour	-
Forced Labour/Involuntary labour	-
Wages	-

We have instituted a grievance mechanism to effectively address any issues or concerns related to human rights arising from our operations. The mechanism is accessible to all our employees, regardless of their position or status. It is also designed to be impartial and confidential so that employees can feel comfortable raising concerns.

GRI Content Index

EECU Worldwide has reported the information cited in this GRI content index for the period from 1st April 2022 to 31st March 2023 with reference to the GRI Standards.

GRI Standard and other source	Disclosures	Location	Omissions			GRI Sector Standards Ref. No
			Requirements Omitted	Reason	Explanation	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	5 (About ECU Worldwide)	-	-	-	-
	2-2 Entities included in the organization’s sustainability reporting	2 (About the Report)	-	-	-	-
	2-3 Reporting period, frequency and contact point	2 (About the Report)	-	-	-	-
	2-4 Restatements of information	-	Not Applicable	-	-	-
	2-5 External assurance	-	Not Applicable	-	-	-
	2-6 Activities, value chain and other business relationships	5 (About ECU Worldwide)	-	-	-	-
	2-7 Employees	64 (Human Resources Management)	-	-	-	-
	2-8 Workers who are not employees	-	Requirement Omitted	Information incomplete	We are in the process of monitoring this information.	
	2-9 Governance structure and composition	34 (Skills and Expertise of the Board) 36 (Remuneration of the Board)	-	-	-	-
	2-10 Nomination and selection of the highest governance body	36 (Remuneration of the Board)	-	-	-	-
	2-11 Chair of the highest governance body	35 (Board of Directors at Allcargo Logistics Limited)	-	-	-	-
	2-12 Role of the highest governance body in overseeing the management of impacts	33 (The Board of Directors) 39 (Risk Management Procedures)	-	-	-	-

GRI Standard and other source	Disclosures	Location	Omissions			GRI Sector Standards Ref. No
			Requirements Omitted	Reason	Explanation	
General disclosures						
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	37 (ESG Core Group)	-	-	-	-
	2-14 Role of the highest governance body in sustainability reporting	37 (ESG Governance)	-	-	-	-
	2-15 Conflicts of interest	38 (Business Ethics)	-	-	-	-
	2-16 Communication of critical concerns	38 (Grievance redressal and vigil mechanism)	-	-	-	-
	2-17 Collective knowledge of the highest governance body	34 (Skills and Expertise of the Board)	-	-	-	-
	2-18 Evaluation of the performance of the highest governance body	61 (Annual Report FY 2022-23)	-	-	-	-
	2-19 Remuneration policies	36 (Remuneration of the Board)	-	-	-	-
	2-20 Process to determine remuneration	36 (Remuneration of the Board)	-	-	-	-
	2-21 Annual total compensation ratio	-	Requirement Omitted	Confidentiality constraints	Given the spread of our operations, this information is confidential for certain locations globally.	-
	2-22 Statement on sustainable development strategy	3 (From the Chairman’s desk)	-	-	-	-
	2-23 Policy commitments	37 (ESG Core Group)	-	-	-	-
	2-24 Embedding policy commitments	37 (ESG Core Group)	-	-	-	-
	2-25 Processes to remediate negative impacts	21 (Materiality Assessment)	-	-	-	-

GRI Standard and other source	Disclosures	Location	Omissions			GRI Sector Standards Ref. No
			Requirements Omitted	Reason	Explanation	
General disclosures						
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	21 (Materiality Assessment)	-	-	-	-
	2-27 Compliance with laws and regulations	38 (Business Ethics)	-	-	-	-
	2-28 Membership associations	11 (Membership of Associations)	-	-	-	-
	2-29 Approach to stakeholder engagement	19 (Stakeholder engagement)	-	-	-	-
	2-30 Collective bargaining agreements	73 (Human Rights)	-	-	-	-
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	21 (Materiality Assessment)	-	-	-	-
	3-2 List of material topics	22 (Materiality Assessment)	-	-	-	-
Economic performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	30 (Materiality Assessment) 40 (Cyber Security and Data Privacy)	-	-	-	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	41 (Logistics that Brings Value)	-	-	-	-
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
	205-2 Communication and training about anti-corruption policies and procedures	38 (Business Ethics)	-	-	-	-
	205-3 Confirmed incidents of corruption and actions taken	38 (Business Ethics)	-	-	-	-

GRI Standard and other source	Disclosures	Location	Omissions			GRI Sector Standards Ref. No
			Requirements Omitted	Reason	Explanation	
Anti-competitive behaviour						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	38 (Business Ethics)	-	-	-	-
Revenues and Taxes						
GRI 3: Material Topics 2021	3-3 Management of material topics	71 (Materiality Assessment)	-	-	-	-
GRI 207: Tax 2019	207-1 Approach to tax	41 (Logistics that brings value)	-	-	-	-
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	43 (Energy and Emissions)	-	-	-	-
	302-2 Energy consumption outside of the organization	43 (Energy and Emissions)	-	-	-	-
	302-3 Energy intensity	43 (Energy and Emissions)	-	-	-	-
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
	304-2 Significant impacts of activities, products and services on biodiversity	45 (Biodiversity)	-	-	-	-

GRI Standard and other source	Disclosures	Location	Omissions			GRI Sector Standards Ref. No
			Requirements Omitted	Reason	Explanation	
Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	43 (Energy and Emissions)	-	-	-	-
	305-2 Energy indirect (Scope 2) GHG emissions	43 (Energy and Emissions)	-	-	-	-
	305-3 Other indirect (Scope 3) GHG emissions	44 (Energy and Emissions)	-	-	-	-
	305-4 GHG emissions intensity	44 (Energy and Emissions)	-	-	-	-
Employment						
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	65 (Talent Attraction, Retention and Management)	-	-	-	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	49 (Employee Wellbeing and Benefits)	-	-	-	-
	401-3 Parental leave	49 (Employee Wellbeing and Benefits)	-	-	-	-
Safety and Well-being						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	47 (Occupational Health and Safety)	-	-	-	-
	403-2 Hazard identification, risk assessment, and incident investigation	47 (Occupational Health and Safety)	-	-	-	-
	403-5 Worker training on occupational health and safety	48 (Safety Training)	-	-	-	-
	403-6 Promotion of worker health	49 (Employee Wellbeing and Benefits)	-	-	-	-

GRI Standard and other source	Disclosures	Location	Omissions			GRI Sector Standards Ref. No
			Requirements Omitted	Reason	Explanation	
Training/Skill development						
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	66 (Learning and Development)	-	-	-	-
	404-3 Percentage of employees receiving regular performance and career development reviews	69 (Performance Management and Employee Engagement)	-	-	-	-
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	71 (Diversity by age group and gender)	-	-	-	-
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	73 (Human Rights)	-	-	-	-
Freedom of association and collective bargaining						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
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	73 (Human Rights)	-	-	-	-

GRI Standard and other source	Disclosures	Location	Omissions			GRI Sector Standards Ref. No
			Requirements Omitted	Reason	Explanation	
Child labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	73 (Human Rights)	-	-	-	-
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	73 (Human Rights)	-	-	-	-
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	55-60 (Community Development)	-	-	-	-
Customer Privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 (Materiality Assessment)	-	-	-	-
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	40 (Cybersecurity and Data Privacy)	-	-	-	-

Mapping with UN SDGs

Sustainable Development Goals	Section Reference
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensure healthy lives and promote well-being for all at all ages</p> <ul style="list-style-type: none"> > Occupational Health and Safety > Community Development
 <p>4 QUALITY EDUCATION</p>	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <ul style="list-style-type: none"> > Community Development
 <p>5 GENDER EQUALITY</p>	<p>Achieve gender equality and empower all women and girls</p> <ul style="list-style-type: none"> > Diversity Equity and Inclusion > Community Development
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>Ensure access to affordable, reliable, sustainable and modern energy for all</p> <ul style="list-style-type: none"> > Environmental Stewardship
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <ul style="list-style-type: none"> > Human Resources Management

Sustainable Development Goals	Section Reference
 <p>10 REDUCED INEQUALITIES</p>	<p>Reduce inequality within and among countries</p> <ul style="list-style-type: none"> > Human Resources Management
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p> <ul style="list-style-type: none"> > Sustainable Supply Chain
 <p>13 CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts</p> <ul style="list-style-type: none"> > ECU Worldwide's ESG – Shaping a Sustainable Future > Environmental Stewardship
 <p>15 LIFE ON LAND</p>	<p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> <ul style="list-style-type: none"> > Environmental Stewardship

Mapping with BRSR

BRSR Principle	Section in the Sustainability Report
PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent, and accountable.	<ul style="list-style-type: none"> > Corporate Governance > Business Ethics
PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe	Sustainable Sourcing
PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains	<ul style="list-style-type: none"> > Human Resources Management > Occupational Health and Safety
PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders	Stakeholder Engagement
PRINCIPLE 5: Businesses should respect and promote human rights	<ul style="list-style-type: none"> > Human Resources Management > Human Rights > Diversity Equity and Inclusion
PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment	Environmental Stewardship
PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent	Membership of Associations
PRINCIPLE 8: Businesses should promote inclusive growth and equitable development	Fostering a People Driven Culture
PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner	<ul style="list-style-type: none"> > Cybersecurity and Data Privacy > Customer Relationship Management



Glossary

Abbreviation	Expansion
BRSR	Business Responsibility and Sustainability Report
CFS	Container Freight Station
CSR	Corporate Social Responsibility
FCL	Full Container Load
GRI	Global Reporting Initiative
GHG	Greenhouse Gas
ICD	Inland Container Depot
LCL	Less-than Container Load
NVOCC	Non-Vessel Owning Common Carrier
TTW	Tank-to-wheel
UN SDG	United Nations Sustainable Development Goals
UoM	Unit of Measurement