



# Human capital

## SDGs IMPACTED



## Driven by care and empathy

Our evolution into India's leading paints company over 80 years is attributed to the creativity, dedication and perseverance of our people. Strengthening our human capital is vital to our growth strategy which is achieved by offering a free, fair, and safe workplace that fosters inclusivity, encourages innovation, and empowers employees through learning and development initiatives. Our principles of care and empathy guide us in every action we take, prioritising employee well-being and growth at every stage of their journey with us.

### FY 2022-23 KEY HIGHLIGHTS

# 32,036

Employee strength inclusive of permanent and temporary employees

# 110,000+

Training hours on skill-upgradation and health & safety

# 100%

Employees paid above notified minimum wage rate

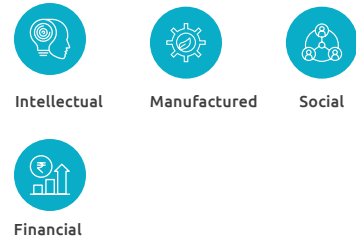
### ESG STRATEGY

- Energising, equitable and inclusive environment
- Safe workplace
- Ethics, transparency, quality and accountability
- World-class governance

### KEY MATERIAL ISSUES

- Diversity & inclusion
- Occupational health, safety and well-being
- Talent management and Employee engagement
- Human rights
- Industrial workforce management

### INTERLINKAGES TO CAPITALS



### STAKEHOLDERS IMPACTED



## Energising, equitable and inclusive work environment



### BUILDING A STRONGER WORKFORCE THROUGH LEARNING AND DEVELOPMENT

For Asian Paints, it is a strategic imperative to build a pool of leaders and ensure seamless succession planning across the Company. Our philosophy is to create 'Leaders for Life' by facilitating all-round, holistic development that enables personal and organisational effectiveness. Our robust framework of leadership development programmes allows us to groom our employees to enhance capabilities, enable readiness to lead high-performance teams and steer the organisation into our next phase of evolution.

### Strategic People Agenda

- Strengthen leadership and succession through precision talent management.
- Strengthening new organisation structure and support new acquisition.
- Movement of talent across verticals through institutionalisation of a democratic process.
- People collaboration and engagement.

### Strategic leadership programmes

We have rolled out several learning programmes for leadership development of senior and middle management:

#### Senior management

Our Company is dedicated to enhancing the skills and perspectives of our top management and functional heads by offering three leadership development programmes:

- An immersive learning experience tailored for our **top management**, which includes exposure to diverse industries and coaching from globally renowned coaches.
- **Programme for CXO-level leaders** which provides best-in-class functional programmes from globally recognised institutions.
- **Explorer series programme** which helps business leaders build their external perspective on business strategy, inclusive culture building, innovation, and finance.

#### Middle management

Our Company has put in place specially designed development programmes for our middle management to enhance their managerial and leadership potential. The following programmes have been implemented for our middle management employees:

- Launched an **inclusive conversation programme** based on collaboration index survey aimed at encouraging the acceptance of diversity in thought and listening with empathy.
- **Additional coaching** to Associate General Managers (AGM) and Senior Managers by certified coaches and is available on both personal and professional levels.
- **Transition programme** for AGMs and Senior Managers focusing on strategic thinking, visioning for the team and function. Personality assessment of each participant is done by following a scientific and largely accepted methodology to give insights to each individual on their behavioural patterns and assess strengths and weaknesses against the role need for further development. Personal and group coaching can be availed basis this outcome.

# 140+

AGMs and Senior Managers participated in the inclusive conversation programme



# Human capital

## Emerging leaders\*

We have developed comprehensive programmes for our first-time managers aimed to enhance knowledge and behavioural skills. These programmes focus on improving their understanding of the organisation, functional skills, and team management. During the year, 79 managers underwent the emerging leader programme training.

### PROGRAMMES/TRAININGS FOR IMPROVING EMPLOYEES SKILLS

#### Values-based behavioural programmes

We prioritise our values as the cornerstone of employee development at all levels. In FY 2022-23, we launched three values-based programmes for Assistant Managers and Managers, engaging several employees. These programmes focused on our charter values and addressed value gaps identified through the People Review Process. Utilising internal and external leaders and gamification, these programmes received feedback scores of over 8 out of 10, highlighting their effectiveness in reinforcing desired values.

#### Functional development programme

Our focus is on empowering employees with skills in critical development areas identified as per training needs analysis, feedbacks, discussions, etc.

#### Designed excellence learning journey across functions for entry and mid-level managers.

#### External programmes

Offering IIM designed management programmes to managers without a MBA to give them exposure on areas like business management, strategy, finance, people and stakeholder management.

We promote transition programmes for emerging and enabling leaders across levels helping them move into new roles smoothly.

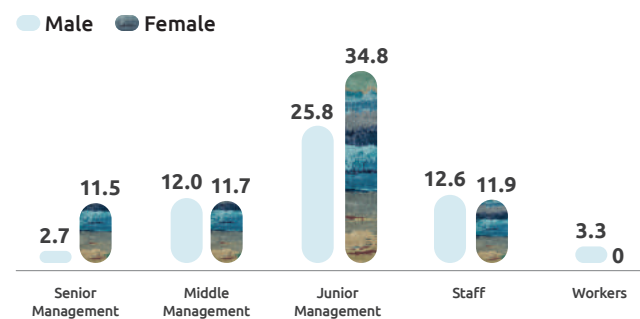


#### People review and development priorities

Our employees receive regular feedback on their performance and improvement areas through a structured review process. A people review process is designed to evaluate and identify development opportunities specifically for our employees in managerial cadre. This feedback is used to create individual and functional development journey that contributes to the growth of our Company. For self development our employees are provided access to various e-learning courses. 100+ managers utilised 360° tool for their self-improvement.

#### Learning & Development Dashboard

(Average hours of training per year per employee)#



## EMPLOYEE WELL-BEING

Employee well-being is paramount to our commitment for sustainable operations and our promise of 'care'. We actively engage in various initiatives aimed at promoting positivity, wellness, and good health among our employees and their families.

Engagement events and wellness weeks are hosted across all our locations. We conduct regular workshops and engagement sessions on health and wellness to encourage positive living and healthy habits among employees and their families. These were organised for different groups of employees on different aspects of well-being – physical, mental and financial.

Initiatives on Yoga were run on the weekends for a part of the year so that employees could learn and practice the same at their own pace from the comfort of their homes along with their families.

The sessions conducted focused on overall development of the workforce with specific focus on their mental health and personal growth.

Health check-ups conducted for

**4,250+**  
employees

### Glimpse of employee wellness initiatives in FY 2022-23



#### Global Step Challenge

A month long event where individuals and teams across the entire organisation competed with each other to clock up the highest number of miles of walking, jogging, running, cycling etc.



#### Train your mind for peak performance

Sessions with prominent sports personalities to learn lessons on resilience, equanimity, discipline, etc.



Snapshot of Wellness Sessions dedicated to Women's Health Care

#### Employee incentives^

We have an ESOP plan which was implemented in the year 2021-22. This plan aims to motivate, retain, and attract key employees through a performance-based stock option program, improve shareholder value, instil a sense of ownership among employees, and offer a tool for wealth creation that aligns medium and long-term compensation with the Company's performance.

Employee well-being is paramount to our commitment for sustainable operations and our promise of 'care'. We actively engage in various initiatives aimed at promoting positivity, wellness, and good health among our employees and their families.

^GRI 401-2 Benefits provided to Full-time employees that are not provided to temporary or part-time employees

\*GRI 404-2 Programs for upgrading employee skills and transition assistance programs  
#GRI 404-1 Average hours of training per year per employee





# Human capital

## Creating employee delight

### Using technology in employee reimbursements

We introduced Intelligent Data Processing (IDP) technology which reads the invoice and extracts relevant data points for employees to raise claims faster with minimal manual efforts.

### DigiBurse (Application for employee reimbursement)

A mobile application to enable employees raise the reimbursement claims on the go. It allows employees to click picture and save copies of the invoice to avoid the hassle of losing it. With the Optical Character Recognition (OCR) feature in the application, all the necessary fields are filled automatically.

### Trexit (Application for air ticket and hotel booking)

An application that simplifies air ticket booking experience by enabling the employees not only to book tickets for official travels but also for the personal travels. Taking a leap forward, feature for hotel booking was also introduced during the year. Employee can book hotel with bill to Company model which eliminates hassle of paying hotel bills, claiming reimbursement and ensuring GST compliance.

### Cabdesk (Self - booking Tool for cab booking)

A mobile application to book vehicle for official visits. The application helps employees track booking till actual travel and billing process making the travel experience hassle-free.

## Empowering voices: listening, engaging, evolving together

Through our unwavering commitment to employee feedback, we have established a powerful framework for listening, engaging, and evolving together. Our organisation conducts regular engagement surveys, held every six months, to ensure that every employee feels included, valued, and deeply engaged in our shared journey. The engagement survey also includes measuring the Psychological Safety Score and Wellness Initiative Score.

Additionally, we launched an Onboarding Experience survey for employees towards strengthening their induction experience. This measures their experience at the end of 30 days and again at the end of 90 days in the organisation. Employee listening is a top priority for our organisation, and we plan to continue focusing on it in the years ahead.

Together, we are building a culture where every voice matters, and where listening, engaging, and growing are the pillars that drive our collective success.

**78%**  
Employee Engagement Score

**8.5/10**  
Wellness Initiative Score

**6/10**  
Psychological Safety Score

## DIVERSITY & INCLUSION

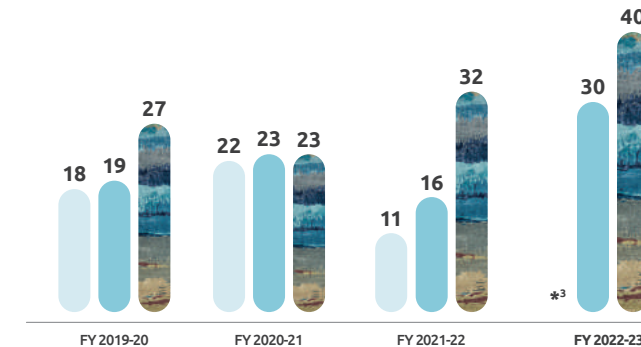
### Asian Paints IED Vision

Being a progressive world-class organisation, we have created a psychologically safe and inclusive environment which champions diversity in capability and thought leadership.

At Asian Paints, we embrace Inclusion, Equity, and Diversity (IED). By fostering an inclusive and safe culture, we empower our employees to freely express themselves, bringing forth innovative ideas and unique perspectives that better serves our diverse customer base.

In line with our commitment to IED, the focus is to enhance inclusion, engagement, and employee well-being, while also setting representation targets for women, persons with disabilities, and people of the other gender.

### Women employees who availed maternity leave and resumed work\*



- Females who availed maternity leave
- Females who returned to work till 31<sup>st</sup> March after maternity leave ended
- Females who returned to work after maternity leave ended and who were still employed 12 months after their return

- Notes:
- All employees are entitled to avail parental leave.
  - During the year 2022-23, 40 female employees took maternity leave of which 30 returned to work till 31<sup>st</sup> March 2023 after their leave ended.
  - Of these, the number of male and female employees who would still be employed with the Company, 12 months after their return, would be assessed in the year 2023-24.
  - During the year 2022-23, 463 male employees took paternity leave out of which as on 31<sup>st</sup> March 2023, 439 male employees are still employed with the organisation.
  - The return to work rate for both male and female employees is 100% during the year 2022-23.
  - The retention rate for male employees is 95% and female employees is 73% during the year 2022-23.
  - 418 male employees returned to work in the reporting period after their leave ended.

\*GRI 401-3 Parental leave  
^GRI 405-2 Ratio of basic salary and remuneration of women to men

## Future ready and diverse talent pool^

Our commitment to being an inclusive business is reflected in our people practices. We strive to attract, retain, and develop talented individuals from all backgrounds. Our workplaces offer an open, supportive, and inclusive environment to our people. We are an equal opportunity employer and do not discriminate in terms and conditions of employment based on gender, race, religion, caste, creed, and other such criteria. Further, the organisation believes in pay for performance. Our policy on equal opportunity and non – discrimination is available on the website of the Company at [www.asianpaints.com](http://www.asianpaints.com)

At Asian Paints, we have the same base pay for all employees in the same category.^

## Crafting inclusive policies

After conducting thorough audits of our policies, we have taken significant steps to promote inclusivity and address the crucial needs of our diverse workforce. Based on the findings, we have added the following benefits into the policies:

- **Expanding Policy Benefits**  
We have extended all policy benefits also to same-sex and live-in partners. This change ensures equality and inclusivity for all our employees.
- **Enhancements to the Employee Medclaim Policy**  
Our updated policy now includes additional provisions to support our employees' well-being. This includes coverage for mental health consultations, reimbursement for IVF treatments, assistive devices for Persons with Disabilities (PWD), and coverage for gender reassignment surgeries.
- **Maternity Counselling Programme**  
We have launched a comprehensive maternity counselling programme that offers end-to-end support for our employees and their partners during pregnancy and for two months after delivery. This program aims to provide essential guidance and assistance during this important phase of their lives.

# Human capital

## Facilities and amenities

As an equal opportunity employer, we are committed to creating an inclusive environment that values diversity and empowers every individual. In line with this commitment, we have conducted a comprehensive infrastructure accessibility audit across our locations, including plants, sales offices, and the head office, with the assistance of an externally certified accessibility auditor.

For the year 2023-24, we have outlined plans to undertake infrastructure modifications in key office locations to ensure accessibility for all. These modifications aim to provide a conducive environment where persons with disabilities and individuals of all genders can perform their roles without barriers, enabling them to thrive and excel in their respective fields.

## Key initiatives for enhancing sensitisation

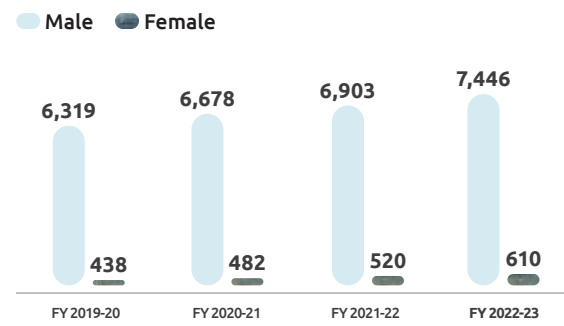
We conduct several initiatives to improve our employees awareness and understanding for respecting differences and being part of a workforce built on the principles of respect, empathy and inclusion.

We:

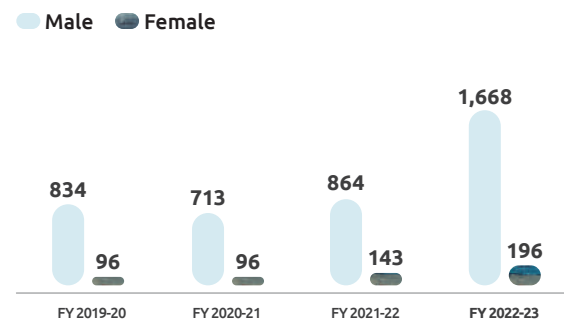
- Established an IED Council at One Link level with 2 external members.
- Enrolled One Link on Asian Paints IED imperatives and defined work areas for next 3 years.
- Conducted awareness and sensitisation sessions on IED imperatives for our leadership team and HR hierarchy.
- Conducted Trans-Inclusion sessions.
- Conducted psychological safety sessions for employees.

## Employee snapshot\*

### TOTAL EMPLOYEES BY GENDER

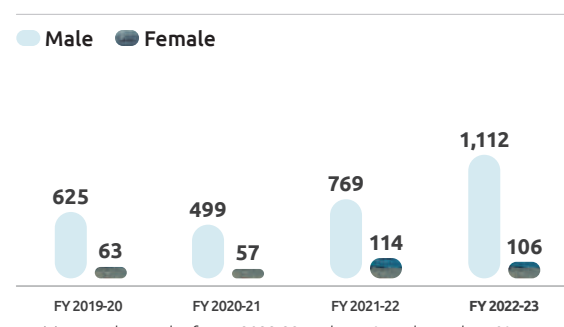


### NEW HIRES BY GENDER



Hire rate by gender for FY 2022-23: Male - 23% and Female - 35%

### EMPLOYEE ATTRITION BY GENDER

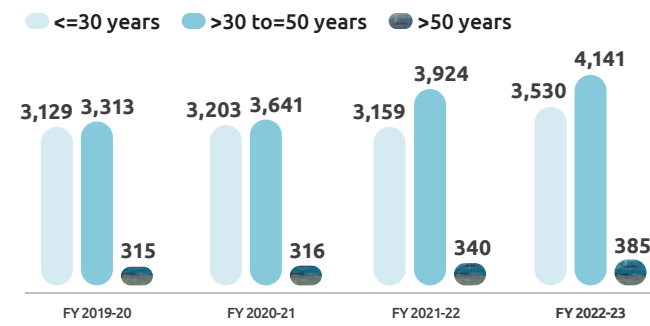


Attrition rate by gender for FY 2022-23: Male - 15% and Female - 19%

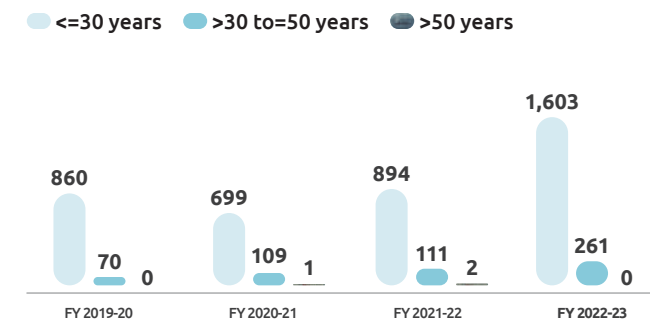
### TOTAL TEMPORARY AND CONTRACTUAL EMPLOYEES

Financial year	Number
2019-20	16,224
2020-21	16,354
2021-22	18,600
2022-23	23,980

### TOTAL EMPLOYEES BY AGE

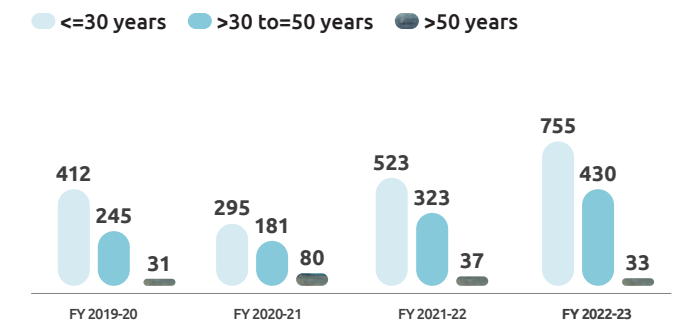


### NEW HIRES BY AGE GROUP



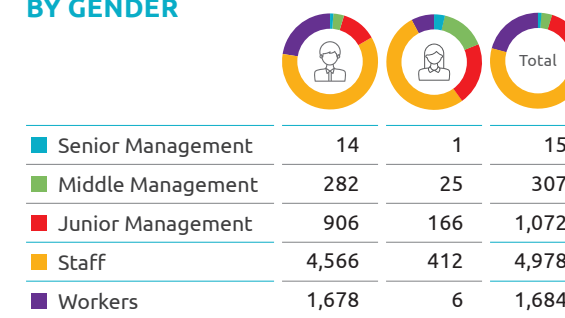
Hire rate by age group for FY 2022-23: <=30 years - 48%, >30 to=50 years - 6%, >50 years - 0%

### EMPLOYEE ATTRITION BY AGE GROUP



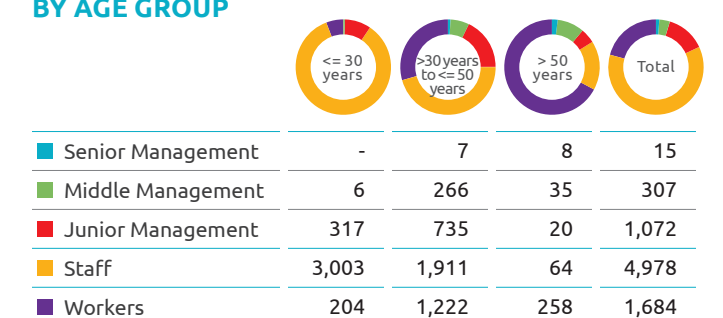
Attrition rate by age group for FY 2022-23: <=30 years - 23%, >30 to=50 years - 11%, >50 years - 9%

### TOTAL EMPLOYEES PER CATEGORY BY GENDER



Including 2 transgender persons

### TOTAL EMPLOYEES PER CATEGORY BY AGE GROUP



### EMPLOYEES PER CATEGORY BY AGE GROUP AND GENDER (%)

	Age Group (%)		
	<= 30 years	>30 years to <= 50 years	> 50 years
Senior Management (Male: 93.3%; Female: 6.7%)	-	46.7	53.3
Middle Management (Male: 91.9%; Female: 8.1%)	2	86.6	11.4
Junior Management (Male: 84.5%; Female: 15.5%)	29.6	68.6	1.8
Staff (Male: 91.7%; Female: 8.3%)	60.3	38.4	1.3
Workers (Male: 99.6%; Female: 0.4%)	12.1	72.6	15.3

\*GRI 2-7 Employees | GRI 401-1 New employee hires and employee turnover  
GRI 405-1 Diversity of employees





# Human capital

## Safe workplace



### OCCUPATIONAL HEALTH AND SAFETY\*

At Asian Paints, we prioritise the safety and well-being of our employees. Our Occupational Health and Safety (OHS) approach focuses on prevention, intervention, and collaboration.

We have invested in advanced technologies and processes to minimise risks and hazards associated with manual interfaces with machinery. Safe practices and behaviours are facilitated across our manufacturing and other operational processes through well-defined frameworks, protocols, training, and awareness programmes. We share the lessons learned from incidents across units to prevent recurrence of the incident at the unit and occurrence of the same incident at the other units and improve our safety track record.



Each team member has clearly defined responsibilities and functions to respond to emergencies efficiently and effectively. A list of regulatory agencies and local hospitals with names and telephone numbers is regularly updated and made available. We conduct mock drills every six months to test the effectiveness of our plans.

Asian Paints' OHS management system meets the 5-Star Integrated Audit standards of the prestigious British Safety Council.

### Safety monitoring mechanism®

Our OHS framework is designed to identify work-related hazards through Hazard Identification and Risk Assessment (HIRA), process safety hazards through Bow – tie analysis, Hazard and Operability Study (HAZOP), Quantitative Risk Assessment (QRA) fire risks through fire risk assessment and manual material handling through manual material handling risk assessment.

We use the above to identify and analyse risks related to processes, buildings, equipment, chemicals, ergonomic hazards and fires annually. The process also focuses on developing action plans and control systems to mitigate or eliminate hazards. We train our employees on HIRA to create awareness and make them alert towards workplace hazards thereby preventing and addressing them effectively.

### Emergency Response Plan (ERP)

An emergency response plan enhances our readiness to handle untoward incidents. We have an Emergency Response Team at each manufacturing plant, comprising the Site Main Controller, Incident Controller, Fire Fighting Team, First Aides, Communications Team, and Power & Utility Teams.

### Safety practices in the Warehouses

- Ensured compliance with minimum requirements across all warehouses, focusing on statutory norms, electrical and fire safety, man-machine interface, material handling equipment, racking, and visual management.
- Addressed electrical audit observations to ensure compliance.
- Developed a manual for standard amenities for warehouses.
- Implemented engineering innovations such as installing forklift cameras.
- Celebrated Road Safety awareness week across locations.
- Conducted storage rack health assessment studies.
- Established hospital tie-ups at all warehouse locations across the country through an external agency.

→ For more details, turn to [Manufactured Capital on page no. 70](#)

### Promoting safe workplace^#

We prioritise the health and safety of our employees with comprehensive measures to assess and mitigate potential risks. A dedicated industrial hygienist conducts regular workplace assessments. Pre-employment and periodic medical check-ups are conducted for all employees and contractor workmen for various parameters. Regular monitoring of Volatile Organic Compounds (VOC) and Respirable Particulate Suspended Matter (RPSM) ensures air quality control. Ventilation studies, ergonomic assessments, and safety audits further reinforce our commitment towards safety.

Through rigorous assessments and preventive actions, we create a secure environment where employee well-being remains paramount. Toxicity assessments and categorisation of materials based on international standards enhance our safety practices.

### Building a safety culture

Asian Paints prioritises safety through diverse training programmes for employees and their families. Digitalised and gamified modules supplement regular training, while safety awareness initiatives include presentations, newsletters, and toolbox talks. The Rolling Trophy - a safety promotional activity, incentivises positive practices, and observances like National Safety Week reinforce awareness. Safety messages reach employees' families through booklets and displays, covering road and home safety measures.

### CASE IN POINT

## Maintaining health and safety of employees

To make employees aware of the safety systems, the Company has put in place a mandatory induction system for all new joiners, with specific training modules on safety based on the nature of work.

A skill development programme for all contractors with a progress card issued to track the completion of safety training as per the timeline.

Safety related training modules are available on our intranet portal for all the employees.

Further, to keep abreast with regulatory updates on safety statutes and new requirements, the Company has subscribed to external portals for regular updates.

\*GRI 403-1 Occupational health and safety management system | ^GRI 403-2 Hazard identification, risk assessment, and incident investigation  
 ®GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships  
 #GRI 403-2 Hazard identification, risk assessment, and incident investigation  
 #GRI 403-3 Occupational health services

### CASE IN POINT

## Transforming Safety Culture through Behaviour-Based Safety (BBS) at Ankleshwar Plant

Ankleshwar Plant partnered with the British Safety Council (BSC) to launch a robust Behaviour-Based Safety (BBS) programme. Starting with a Safety Culture Assessment, the plant's calculative stage was identified, leading to a proactive plan guided by the BSC. A dedicated site steering team ensured the successful implementation, while expert trainers conducted BBS workshops.

### Vision

We commit to fostering a Safe Work Environment where all of us voluntarily exhibit safe behaviour and contribute to continually improve safety performance.

### Values

- Stick to the rules
- Look out for each other
- Speak up courageously
- Recognise safe behaviour
- Continuously seek improvement

### Outcome

Ankleshwar plant achieved BBS Generative Stage during the year (First in the world in coatings sector)



# Human capital

## Safety highlights and initiatives in FY 2022-23

We have implemented a comprehensive range of occupational safety initiatives across our operations to prioritise the safety of our employees. These initiatives encompass identifying and safeguarding moving equipment parts, evaluating man-vehicle interaction in plant areas, and establishing guidelines for monitoring the Total Recordable Incident Frequency Rate (TRFR) and Total Severity Rate (TSR). By closely monitoring these safety performance indicators, we ensure a safe working environment and strive for continuous improvement.

Besides these, we also implemented several elements of Process Safety Management (PSM) this year. These include setting detailed safety standards for areas like contractor management, risk assessment, work equipment, and hazardous substance control. Asian Paints also implements BBS initiatives, a contractor passport system, and PSM initiatives to enhance workforce competency and ensure process safety. Incident investigation, Corrective and Preventive Action (CAPA) implementation, and an online reporting system further strengthen safety practices.

### HIGHLIGHTS

- Road safety week celebrated by means of quiz, skit and games. Awareness created on road safety through emails
- Safety Connect application launched for 800 employees to identify at-risk behavior while driving
- Campaign on 5 golden rules for road safety, with tagline "jivan" identifying road safety as a Key Safe Behaviour (KSB) was introduced at Ankleshwar plant. This initiative resulted in zero road accidents at Ankleshwar plant
- Campaign on road safety, with tagline "roddu bhadrata budhavaaram" meaning "Wednesday - dedicated to road safety" was introduced in Patancheru plant
- Refresher defensive driving techniques training through simulators.

## Safety Performance

All workplace-related injuries are tracked and monitored through iSafe portal.

### Incident investigation and reporting

We have a robust incident reporting portal "iSafe" implemented across manufacturing plants. On occurrence of any incident, investigation team is formed at manufacturing plant to identify probable causes using tools like 5-Why, fish bone diagram, etc. On the basis of the investigation reports, probable causes and CAPA are identified. Investigation report, probable causes and CAPA are discussed at various levels in the Company. Findings of the investigations are shared across the plants. Incidents along with CAPA are reported to the Board of Directors of the Company on quarterly basis.

Details of safety related incidents are given below:

Parameter	FY 2020-21	FY 2021-22	FY 2022-23
Recordable Work Injury	51	43	40
Fatalities	0	0	0
LTI	14	13	14
LTIFR	0.72	0.59	0.55
Severity Rate	23.80	60.33	17.05
Frequency Severity Index	0.004	0.006	0.0031
Manhours Worked	19,454,212	21,936,418	25,509,383

LTI: Lost Time Injury

LTIFR: Lost Time Injury Frequency Rate

Recordable work related ill health is Nil for the years aforesaid. We are taking various preventive and mitigation measures to reduce occupational health and safety impacts such as quantitative risk assessment for manufacturing operations.#

Above table relates to the incidents at the manufacturing units only.



## AWARDS AND RECOGNITION



Over the years, we have been receiving recognition in the form of awards and achievements related to safety of our manufacturing plants

- 1 3 plants - Kasma, Khandala and Patancheru were awarded the prestigious 'Sword of Honour' by British Safety Council in FY 2022-23 for achieving 5 star rating in the British Safety Council audit process in FY 2021-22
- 2 3 plants - Rohtak, Mysuru and Visakhapatnam achieved five star rating in British Safety Council's five star rating audit conducted in FY 2022-23
- 3 Khandala plant recognised with ICC National Occupational Health and Safety Gold Award
- 4 Global Safety Award 2023 for Visakhapatnam plant by the Energy & Environment Foundation at the 13<sup>th</sup> World Petro-Coal Congress Conference
- 5 Ankleshwar plant received Platinum award by Quality Circle Forum of India (QCFI) for Project Defensive Driving
- 6 Rohtak plant bags National Safety Award at the Global Safety summit organised by Fire & Safety Forum & United Nation Global Compact Network India
- 7 Kasma plant bags Golden Peacock Occupational Health & Safety Award

### Technological Interventions to Enhance Health and Safety

We are at the forefront of implementing cutting-edge technology solutions to minimise human interaction with machines and optimise processes. Automation plays a key role in our operations, with the production of paints and intermediates being automated through Manufacturing Excellence System (MES).

We prioritise safety through measures such as conducting HAZOP studies, configuring alarms and interlocks based on temperature, pressure, and level parameters, and employing independent controls for solvent and monomer tanks to prevent hazardous situations. Additionally, we leverage pneumatic conveying for bulk handling of solid raw materials and deploy robots for efficient palletising of paint containers, reducing manual handling risks. Our commitment to technological advancements ensures enhanced safety and efficiency throughout our operations.

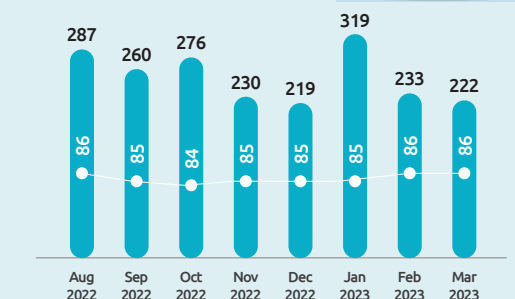
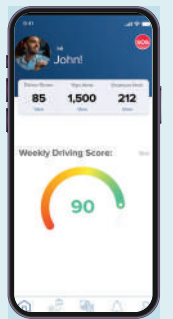
### CASE IN POINT

## Empowering employees to make safer choices on the road

Our Company recognises the need to address road safety incidents during employees' travel between home and work. These incidents are monitored as part of the Total Recordable Frequency Rate (TRFR) and Total Severity Rate (TSR).

To monitor the road safety incidents, a ground-breaking solution was developed during the year, leveraging cutting-edge technology to mitigate risky driving behaviours. An application was created, utilising the sensors of employees' smartphones to monitor and detect dangerous driving actions such as harsh braking, sudden cornering, over speeding, and phone usage. Basis these parameters, a safety score is assigned. This application was developed to raise awareness, trigger immediate attention, and prompt corrective actions among the employees.

Following the deployment of the application in August 2022 at the select location, the impact was remarkable. We witnessed adaptation of the application and reduction in road accidents, and substantial decrease in reckless driving.



● Active Users ● Safety Score



# Human capital

## World-class governance



### HUMAN RIGHTS\*

Our Code of Conduct for employees (CoC), inter alia, upholds human rights principles. Our CoC has been designed to align our employees with our values by incorporating human rights into it. We ensure no scope for forced labour or child labour and discrimination in employment decisions through our robust recruitment and selection process. Our position on human rights is available on the website of the Company at [www.asianpaints.com](http://www.asianpaints.com).

We conduct regular training sessions to instil the key principles of our CoC across our workforce, including topics related to human rights.

We have a Policy on Prevention of Sexual Harassment at Workplace for prevention, prohibition and redressal of sexual harassment at workplace. Further, Internal Complaints Committee is in place to redress any complaints received. We conduct regular sessions for employees across the organisation to build awareness about the Policy and the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Our Environment, Health, and Safety (EHS) Policy reinforces our unwavering commitment to upholding human rights principles. Through this policy, we ensure safety, well-being, and healthy working conditions for employees.

**4,000+**

Training hours on CoC including Human Rights

## Zero-tolerance

Policy towards harassment

### Grievance redressal mechanism^

Our comprehensive system addresses employee grievances through the 'Voice of Employee' portal at our manufacturing plants. The plant Human Resources function is responsible for addressing and remediation of grievances received.

At an organisation level, "Sampark Helpdesk" is available as a platform for employees to raise grievances and seek clarifications.

Furthermore, we have a Whistleblower Policy in place which encourages our employees and stakeholders to report or make a protected disclosures for any illegal or unethical behaviour, ensuring confidentiality and protection from adverse actions for whistleblowers. The Ethics Committee is responsible for addressing and remediation of complaints received under this Policy.

### COLLECTIVE BARGAINING#\*\*

We respect the right of our employees to join associations and engage in civic activities within legal boundaries. We maintain open communication channels and have constructive dialogue with our employees and their representatives to address their issues. Trade unions are present across our manufacturing plants to support collective bargaining, maintain harmony, and ensure uninterrupted operations.

Through a well-established collective bargaining system, we transparently and fairly negotiate productivity and wage settlements with employee union for a defined period agreed with employee union. We provide a minimum of 21-days' notice to all parties involved for any changes affecting unionised employees' conditions or rights protection®.

### CASE IN POINT

## Harmonious negotiations

Our process of collective bargaining for wage and productivity settlement, typically involves engaging with employee unions generally every three years or as per the settlement period. During the year, multiple plants entered into wage settlement negotiations with an objective to improve productivity, rationalise wage structures, creating appreciation for the concept of Cost to Company (CTC) and at the same time meeting employee union expectations with respect to wage increase and other benefits.

### Process

The management engaged with the respective plant union representatives before entering actual negotiations. The purpose of these discussions was to create an understanding on the concept of CTC and linkage of wages to productivity. Through sessions including classroom sessions, the members were appraised on calculation of CTC and various components of wages and their rationale.

The management also emphasised on the importance of operational flexibility and incorporated elements of manufacturing excellence to increase worker participation.

The sessions brought in alignment on the collective bargaining process and principles to be followed during discussion. These interventions ensured that both sides entered the negotiation process with a common understanding and aligned objectives.

### Outcome

The introduction and common understanding of the CTC concept in wage negotiations facilitated agreement on the amount of wage increase. The unions showed openness to flexible operations, considering the evolving business context. Implementation of manufacturing excellence initiatives enhanced worker participation and accountability. Open and transparent communication throughout the process, fostered consensus during discussions. Wage settlements were successfully concluded across the manufacturing units during the year 2022-23 without any productivity loss or industrial disputes. The agreed productivity changes and wage benefits were smoothly implemented immediately after signing of the settlement.

### WAY FORWARD

Our people form the backbone of our organisation and are our pride. We will continue to lay focus on their development, health and well-being, thereby constantly delivering value to our stakeholders.



\*GRI 2-23 Policy commitments | GRI 408-1 Operations and suppliers at significant risk for incidents of child labor | GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | ^GRI 2-25 Processes to remediate negative impacts | \*GRI 2-30 Collective bargaining agreements| \*\*GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | ®GRI 402-1 Minimum notice periods regarding operational changes