

Human Capital

Growth- conductive Work Environment

Our commitment to our team is central to our Company's purpose, our business practices, and brand experiences. We uphold human rights, nurture a culture of sharing and caring, and provide opportunities to our people to grow personally and professionally.

STAKEHOLDERS IMPACTED

- Customers
- Employees
- Communities

MATERIAL ISSUES

- Employee Health and Safety
- Diversity Inclusion
- Human Rights
- Talent Management
- Employee Training and Development
- Employment Opportunities

KEY RISKS

- Strategic Risk
- Operational Risk
- Compliance Risk

ALIGNMENT WITH SDGs



FY23 Highlights

24,455*
Permanent employees^

1,317*
Total female employees^

14,926
Employees upskilled^

18,674*
Non-permanent employees^

53*
Specially abled employees^

0.22
LTIFR^

^Including workers

OUR APPROACH

Our workforce is our most valuable asset as the growth and success of the company depends on the contribution of our people. Our goal is to create a meritocratic organisation that empowers employees to take the right business decisions, by providing an open, safe and motivating work environment. We commit to fostering people by creating an environment that encourages learning and growth while enabling us to build a next-generation organisation—with a focus on promoting innovation, delivering business value, and driving thought leadership.



TOTAL NUMBER OF PERMANENT EMPLOYEES BY GENDER

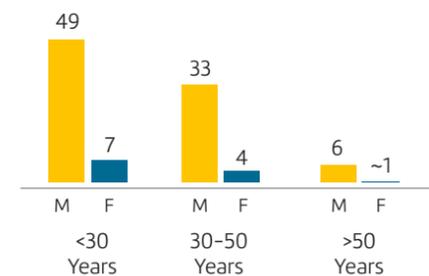


23,647*
Male^

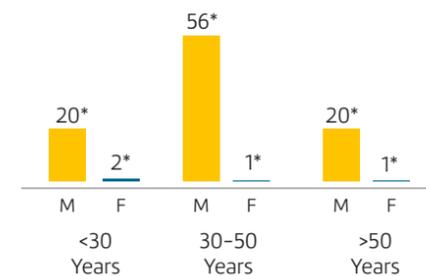


808*
Female^

NEW EMPLOYEES HIRED BY AGE (PERMANENT EMPLOYEES AND WORKERS) (%)



WORKFORCE BY AGE (PERMANENT EMPLOYEES AND WORKERS) (%)



*Indicator covered under assurance scope
^Including workers



1 TALENT MANAGEMENT

Our remarkable growth can be directly attributed to the success in not only attracting but also retaining highly skilled individuals who are effectively engaged in roles that align with their strengths. Our comprehensive training programme plays a pivotal role in reskilling and upskilling our employees, equipping them for future roles and establishing a robust talent

pipeline. We uphold fair and equitable policies and practices that have garnered the trust of our employees in terms of their career development. This trust forms the foundation of our investment in our employees, and they are confident that we will provide them with ample opportunities for learning and growth, thus enabling us to collectively achieve our objectives.



Key offerings

Long-term Incentive Plan

To engage and retain talent pool employees, it is crucial to evaluate their development needs and MDP projects every four months. Additionally, we offer a Long-Term Incentive Plan (LTIP) for JB 5 and above band employees and top-talented employees to incentivise them to stay.

Exploring Our Job Bands

The talent pool has expanded significantly this year with the inclusion of JB 10 and 11, leading to a substantial increase in the number of employees.

Accelerating Careers

To manage talent effectively, efforts are always on to accelerate career progression within the organisation. These measures ensure that the company can retain its valuable employees and maintain a skilled workforce.

Full stack Project

We have a bouquet of four business models. Businesses like VSF often struggle to identify and recruit potential employees from a general pool. To address this, we launched the full stacking initiative last year to train multi-skilled technical leaders from within the company. These full stack employees gain experience in all departments, through specific programmes to become proficient in each area within set timeframes. The goal of the initiative is to mitigate risk of competent technical people and those from the leadership, leaving.

POORNATA Portal

In our internal job portal 'POORNATA', we do not restrict the hiring of employees to a particular domain. Instead, we offer them the opportunity to switch to another domain through resume updation and features like 'Job I LIKE', 'Job Preference', and 'Opportunities'. These tools assist employees in identifying their purpose and career goals, thereby enabling them to make informed career decisions. Through POORNATA, we believe in empowering our employees to explore different career paths and achieve their full potential.



Internal Recruitment System (IRS)

Our employee-first philosophy means that internal talent has priority over external candidates when applying for open positions; vacancies across different locations are initially posted on the internal portal. Consequently, we have observed a considerable amount of movement of employees across different business units and departments and at various levels over the past three years.

Accelerating Manufacturing Leadership Programme

Aditya Birla Group (ABG) has been focused on developing talent to establish a suitable pool of leaders capable of fulfilling our growth objectives. As a part of our strategic workforce planning (SWP) initiative, we have implemented the Step Up—Accelerated Manufacturing Leadership Programme to enhance our talent pipeline. This meets the distinct requirements of both our businesses and individuals. Its key principles are listed below:

Integrated approach

Builds role-based, functional/technical skills and leadership/managerial skills

Individualised/customised programme

Common curriculum for all combined with individually customised technical/functional development plan

Individual and business ownership

Guided learning through faculty/mentors through a self-sustained mode-owned by the individual and business/units

Multiple learning methods

A mix of classroom, immersions, study tours, e-learning, shadowing, projects, and mentoring

Outcome

This programme equips participants with essential skills for developing and implementing functional strategies. It enables informed decision-making on personnel, machinery, processes, and the environment, while fostering proactive and sustainable problem-solving. Emphasising cooperation across departments, it enhances participants' abilities in leadership, communication, and shaping employee relations. By developing competent strategists, problem solvers, team leaders, and effective communicators, the programme drives business success and cultivates a positive work environment.

Engaging Talent Pool

We have implemented an internal talent segmentation process that involves a system-generated potential rating, which can be adjusted by the manager, if necessary, accompanied by appropriate reasons. The modified rating is then reviewed by the manager's manager. This rating process takes into account both potential and performance ratings.

2

LEARNING AND DEVELOPMENT

As the workplace and business environment evolve, companies that develop employees' skills for the long-term will be best prepared to respond to emerging trends and opportunities and attract the best talent. We employ a wide range of Learning and Development (L&D) approaches to develop its people.

The programme includes workshops, seminars, e-learning modules, on-the-job training, coaching, and mentoring.

L&D Framework

We believe in providing learning opportunities that focus on competence-based training, managerial and leadership skills, and investing in the development of a talent pool and critical role holders. The management development plan (MDP) is created in partnership with an employee's manager and aims to enhance skills and address developmental areas of employees to prepare them for more challenging roles.

The MDP is a valuable tool that improves employee performance, enhances employability, and supports career development. We have developed a structured process flow that includes goal setting, mid-year reviews, and annual appraisals. All trainings are aligned with digital, safety, quality, ABG Values, Purpose, and Sustainability. The MDP is divided into four parts. The first part has employees discussing the MDP with their manager and getting approval for their goals. Next, MDP goals are established in alignment with PMS goals, while considering all available resources and ensuring comprehensive learning frameworks. The employee development framework consists of several components.

At Grasim, we have an iLearn policy which is related to the education policy. This policy prioritises learning and growth by supporting mid-career professionals, enhancing expertise, and developing specialised skills.



ON-THE-JOB LEARNING

Projects | Customer Visits | Plant Visits | Secondments



GUIDED LEARNING

Coaching | Mentoring | Reverse Mentoring



FORMAL LEARNING

Instructor-led Training | Virtual Classroom | Simulations | Assessment

L&D Programmes

Our management shares information on career growth and development initiatives being taken to enhance skills of employees. To facilitate collaboration and knowledge-sharing, we have implemented various platforms for employees, such as:

'Succeeding Together' e-Module	TechX	Back to School	Samarthya	Focus 50	Blend and Grow
FLEX Programme	Gyanoday Virtual Campus	Ignite Academy	WISE	Finance Conclaves	Finance 360

We recognise the importance of retaining top talent and providing opportunities for growth and development. By implementing these initiatives, we aim to create a supportive and collaborative work culture that promotes employee engagement and satisfaction.

Learning Evolution

- Assessments were conducted for both staff and workmen to determine their technical and upskilling development needs.
- Employees can receive feedback under the 360-degree collective feedback system based on the need from MDP if they are part of the talent pool, or manager feedback captured during the Vibe survey.



Employee Retirement Assistance Programme

Grasim has nurture new talent as well as talent which is nearing its retirement age. Grasim has a dedicated programme “ENLPR” on providing transition assistance to its retiring employees. The session is conducted with spouse over a three-day across three broad categories: Mindset, Health and Legal and Asset Management. Such programme helps employees orient themselves post-retirement life by planning better and manage change associated with retirement.

3 DIVERSITY AND INCLUSION

Across Grasim, our practices reflect a promise to be an inclusive business. We are an equal-opportunity employer when it comes to attracting, retaining, and developing new talent. These all help drive a respectful and inclusive workplace for our colleagues, better products for our customers, and engagement with our communities. Women empowerment is a core belief at Grasim, with initiatives such as employee referral campaigns and partnerships with vendors to source women candidates. Infrastructure and surveys monitor progress, resulting in increased gender diversity from 2% to 3% from the previous year. Gender sensitisation workshops and a Diversity Council promote inclusivity throughout the organisation, involving senior leadership.

Promoting Diversity and Inclusivity

Grasim is committed to equal employment opportunities for individuals with disabilities. Our policy ensures that all employees are treated without distinction. We provide job opportunities, training,

and development programmes, and ensure workplace accessibility. Safety and hygiene are prioritised, with adherence to WASH practices. We align with the Enrich initiative supported by the ABG group, aiming to build responsible businesses and institutions that inspire trust. Gender diversity and inclusivity for women are also key focuses in our continuous efforts.

Discrimination-free Workplace

As a responsible organisation, we prioritise a discrimination-free workplace, treating all employees with respect, dignity, and fairness regardless of personal characteristics. Our Code of Conduct policies prevent discrimination and promote diversity and inclusion. We foster

11%

Total women hired in FY23

a culture of respect and empathy, valuing unique perspectives and contributions. Training sessions educate employees on human rights, discrimination awareness, and reporting incidents. We have a zero-tolerance policy for values violations and sexual harassment. Equal pay and inclusive policies, including women-friendly initiatives and Prevention of Sexual Harassment (POSH) training, are top priorities for us.

POSH Policy: <https://www.grasim.com/Upload/PDF/POSH-policy.pdf>



Initiatives

Be Unstoppable

- Women employees joined Be Unstoppable Online Community for Women ABCites to be a community.
- Women accessed inspiring content and participated in the WOW Ink Series to motivate others with their success stories.

Coffee Sessions and Workshops

- Coffee-with-CEO sessions organised for women managers.
- Gender diversity workshops held for Head of the Departments and Functional Heads.
- CEO's address to women, inspiring them to work towards equality in terms of contribution and quality sharing.

Promoting Diversity

- Targets set for hiring women in non-production and non-sales roles.
- More hiring of women for shopfloor roles.
- Unprecedented rise in women's employment from previous years.

Collaborative Sessions

- Women's Day celebrated with tailor-made sessions and fun.
- Wonder Women campaign showcasing success stories of women at ABC.
- Women's Wellness Initiative launched in August 2021 covering physical, spiritual, emotional, financial, and intellectual wellness.

Enrich

- The aim of this initiative is to promote companionship among workmen residing near the unit premises. They will be paired with companions who are graduate engineer trainees (GETs) between the ages of 25 and 30. The goal is to encourage the sharing of experiences, interests, hobbies, and foster bonding through conversations, knowledge exchange, and more. This initiative is aligned with our Group Purpose.

4 EMPLOYEE WELL-BEING

Empowerment and well-being of employees are of utmost importance and there is a strong belief that motivated employees are a key to organisational success. Regular employee engagement programmes are conducted to ensure strong bonding between the employees and the Company.

We offer a comprehensive employee benefits package, including health insurance, retirement plans, financial incentives, subsidised meals, transportation, and assistance programmes. To foster engagement, we provide regular feedback, recognition, satisfaction surveys, sports tournaments, cultural events, and wellness programmes. Grasim supports women with maternity leave, childcare leave, flexible working options, and Mediclaim coverage. Monthly programmes

cover topics like PCOD, breast cancer awareness, safety, and mindfulness. We also provide preventive healthcare through the Wellness Assurance Policy for management employees in India.

Employee Survey

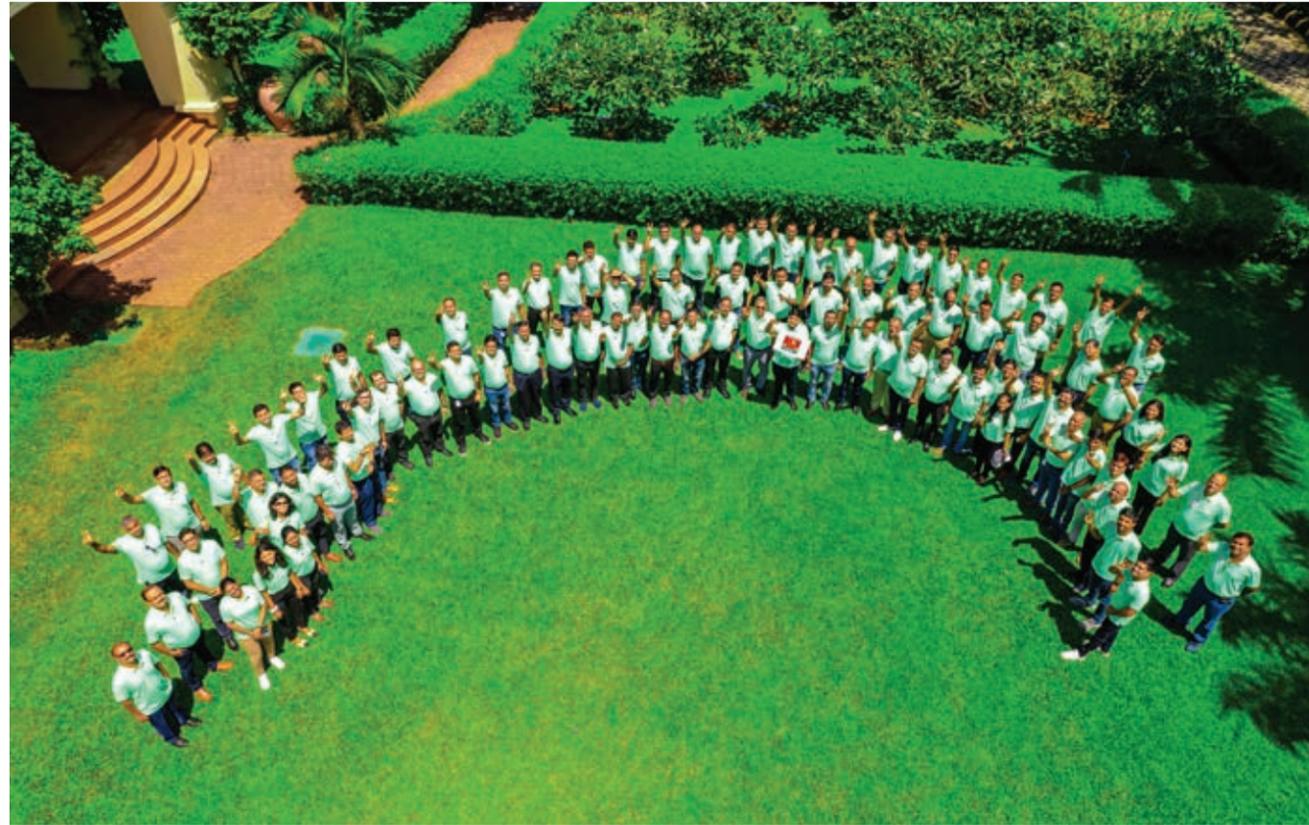
We regularly conduct both the Vibe and the Pulse Survey to gauge employee satisfaction and assess the effectiveness of business development measures.

Employee Volunteerism

We have introduced the employee volunteering pilot project in Vadodara and Mumbai, the aim of this programme was to create the structured volunteering opportunities for employee segments. Through this programme our employees were able to reach out to differently abled people and help them with entrepreneurial and job readiness

workshops. The topics included essentials for setting up a business, financial literacy—concepts such as income, expenditure, savings, banking, investment and loans, and development of entrepreneurial skills (setting of goals, risk taking, problem solving, creative thinking, and more). It also involved a motivational movie screening, session, and worksheets on resume writing and personality development.

Also, our team engaged with children through storytelling sessions, fun learning, and mural painting on environmental themes. These initiatives benefit both the children and our volunteers, fostering purpose, teamwork, and personal fulfilment. They also enhance our company's reputation and social impact. By contributing their time and expertise, our employees make a meaningful difference in society, creating a positive ripple effect beyond the workplace.



FY23 PARENTAL LEAVE*

Particulars	Permanent Employees		Permanent Workers		Total
	Male	Female	Male	Female	
Employees entitled for parental leave (No.)	7,645	669	-	139	8,453
Employees that took parental leave (No.)	200	25	-	3	228
Employees returned to work after parental leave ended (No.)	194	12	-	1	207
Return to work (Employed 12-months parental leave) (No.)	94	4	-	-	98
Return to Work (%)	99	55	-	50	94
Retention Ratio (%)	76	57	-	-	75

*Indicator covered under assurance scope

5 EMPLOYEE SAFETY

Safety is not negotiable at Grasim. We care for our team members and adopt practices to ensure their safety and health. Employee health and well-being directly impacts on business success. We aim to provide a productive and health promoting workplace and enables its employees to foster health and avoid work-related stress. This benefits the business through reduced absence and higher productivity, as well as improving the employee experience.

The OHS system is designed to ensure compliance with all applicable laws and regulations, as well as with industry standards and best practices. We regularly perform risk assessments and implement appropriate measures to control or eliminate identified hazards. Regular safety audits and inspections are conducted to monitor compliance with safety policies and procedures and have a dedicated team of safety professionals who work to continuously improve the safety culture within the organisation.

Occupational Health Policy: <https://www.grasim.com/Upload/PDF/occupational-health-policy.pdf>

TRAINING HOURS



78,371
Health and safety



414,031
Skill upgradation

Occupational Safety*

Grasim is committed to safety across the board. Our innovative safety initiatives include Virtual Reality training for height safety and night shift drills. We promote national road safety and celebrate safety week to raise awareness and foster a safety culture.

Proper use of Personal Protective Equipment (PPE), Self-Contained Breathing Apparatus (SCBA), scaffolding, and gas cylinders is critical in preventing accidents and injuries; providing training and demonstrations on their proper use, care, and maintenance can help reduce risks. Furthermore, preparing employees for emergencies, including response plans and training, can help reduce the risk of further injury and improve response time.

*Indicator covered under assurance scope



FY23 SAFETY PERFORMANCE

Division	No. of Fatalities		Lost Time Injury	
	Employee	Worker	Employee	Worker
Viscose	-	1	5	3
Textiles and Insulators	-	-	5	1
Chemicals	1	-	-	6
Total	1	1	10	10

For operational safety, we have implemented an updated Progressive Consequence Management Policy that focuses on serious injury and fatal potential observations, life-saving rules walk-throughs, and job cycle checks.

Safety Policy: <https://www.grasim.com/Upload/PDF/safety-policy.pdf>

Initiatives

- Conducted safety-induction training for workmen across the entire plant. A total of 3,239 man hours of training were completed, which provided workers with a comprehensive understanding of safety protocols and procedures to follow to prevent accidents and promote a safe working environment.
- To ensure the safety of shop-floor workers, a training session on Scaffolding Safety was conducted for seven groups, with a total of 415 participants.
- To promote safety in the workplace, the organisation conducted Chalta-Bolta sessions on machine guarding for shop-floor workmen. These sessions provided practical guidance on how to prevent accidents and injuries caused by machinery. A total of 307 people benefited from this training initiative.
- A training session on rescue techniques in emergency was conducted by a third-party agency, M/s LCS India; 57 employees were trained in this session.
- The inspection and training of self-contained breathing apparatus (SCBA) was conducted to ensure that workers are equipped to handle hazardous situations involving smoke or toxic gases.
- A mock drill was conducted off-site with the participation of legal authorities such as DIGH, SDM, Police, Mamlatdar, and the Chief Fire Officer. In addition, representatives from mutual aid group companies, including Ambuja Cement, GHCL, Siddhi Cement, and others, were also present.