



GRASIM INDUSTRIES LIMITED

ESG DATA BOOK FY 2022-23



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About the Company

Grasim Industries Limited, a flagship company of the Aditya Birla Group, ranks amongst the top publicly listed companies in India. Grasim has completed 76 glorious years of its existence. Incorporated in 1947, it started as a textiles manufacturer in India. Today, it has evolved into a leading diversified player with leadership presence across many sectors. It is a leading global producer of viscose, diversified chemicals, linen yarn and fabrics producer in India. The company recently has entered paints business and setting up six plants across pan India locations. Leveraging the Group synergies, Grasim has launched "Birla Pivot", the B2B online marketplace for building materials. Through its subsidiaries, UltraTech Cement and Aditya Birla Capital, it is also India's prominent cement producer and a leading diversified financial services player. At Grasim, there is an endeavour to create sustainable value for 25300+ employees, 247,000+ shareholders, society, and customers. The company reported consolidated net revenue of ₹1,17,627 Cr. and EBITDA of ₹20,478 Cr. in FY 2022-23.

About the ESG Data Book

Grasim Industries Limited (hereafter referred to as Grasim, 'We,' 'Our,' 'the Company') is pleased to present the Company's ESG Data Book for Financial Year (FY) 2022-23.

Annually, Grasim reveals its significant financial and sustainability disclosures, as well as its performance and accomplishments, using a comprehensive annual report encompassing the Global Reporting Initiative's (GRI) index and Business Responsibility and Sustainability Report (BRSR).

However, due to the annual introduction of novel global reporting initiatives and revelations, coupled with the diverse concerns held by various stakeholder groups, the incorporation of all essential performance indicators within a single report poses a challenge. With the aim of upholding transparency, Grasim is introducing its ESG Data Book for the FY 2022-23. This move is intended to synchronize its disclosures with the most current global trends in ESG reporting.

Scope & Boundary

The ESG Data Book is compiled to showcase the ESG performance of Grasim Industries Limited and its prominent subsidiaries, encompassing over 75% of the total revenue. Grasim Industries Limited has released its Integrated Annual Report, detailing the ESG performance of the company on a standalone basis. Similarly, separate Integrated Reports are published by other subsidiaries such as UltraTech Cement and others.

The ESG Data Book presents last four years (FY 2019-20, FY 2020-21, FY 2021-22, and FY 2022-23) consolidated numbers for environmental and social KPIs of Grasim Industries Limited inclusive of UltraTech Cement Limited. The economic and governance KPIs referenced from Grasim's Integrated Annual Reports of the corresponding years.

Economic

Risk and Crisis Management

❖ Risk Governance

| Particulars | Please indicate name and position | Reporting line: please indicate who the person or committee reports to |
|--|--|--|
| Highest ranking person with dedicated risk management responsibility on an operational level (not CEO) | Mr. Hemant Kadel Senior President Corporate Finance Division | Mr. Pavan Jain Chief Financial Officer |
| Highest ranking person with responsibility for monitoring and auditing risk management performance on an operational level (not CEO) | Mr. Viral Shah General Manager Corporate Finance division | Mr. Hemant Kadel Senior President Corporate Finance Division |

Business Ethics

❖ Codes of Conduct: Systems/Procedure

To establish a strong foundation for ethical behaviour, every employee is required to endorse the code of conduct on becoming a part of the organization. Furthermore, the company regularly conducts mandatory training sessions on the code of conduct to refresh employees' understanding of its principles and guidelines.

The code of conduct encompasses a range of essential clauses, each addressing distinct aspects of professional behaviour. This includes explicit directives concerning information security, anti-corruption and anti-bribery measures, the promotion of non-discrimination and the prevention of harassment, guidelines for engaging in political and charitable activities, provisions for maintaining health, safety, and environmental standards, protocols for managing conflicts of interest, and instructions for maintaining a general code of conduct while performing duties.

During the annual performance evaluation period, a thorough assessment is carried out to ensure adherence to the organization's established code of conduct. Remuneration is linked to this code, and the code's violations impact remuneration.

❖ Political Contribution

During the fiscal year 2022-23, the company has not made any financial contributions to any political party.

Supply Chain Management

❖ KPIs for Supplier Screening

| Supplier Screening | FY 2023 |
|---|---------|
| Total number of Tier-1 suppliers | 4586 |
| Total number of significant suppliers in Tier-1 | 368 |
| % Of total spend on significant suppliers in Tier-1 | 81 |
| Total number of significant suppliers in non-Tier-1 | 86 |
| Total number of significant suppliers (Tier-1 and non-Tier-1) | 454 |

❖ Supplier Assessment and Development

At Grasim, our approach to supply chain management, strategic sourcing, and procurement practices revolves around a core commitment to safeguarding the environment, promoting societal well-being, and achieving cost-effective procurement strategies.

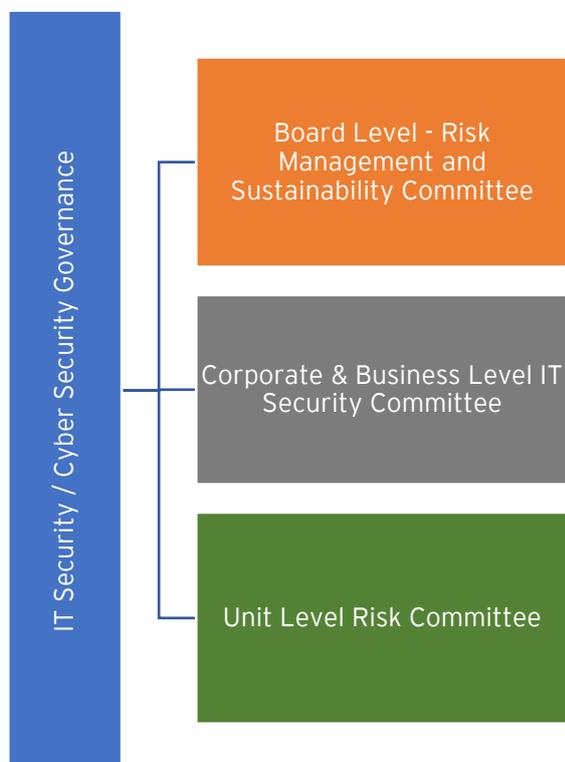
Our supplier screening criteria are meticulously designed to ensure that environmental and societal are considered. We assess the tier-1 suppliers' on ESG criteria, and take corrective actions where suppliers fall short of aligning with Grasim's business expectations. Our goal is to guide and support them in their journey towards alignment with Grasim's overarching business philosophy and expectations.

We are committed to build the capacity of our suppliers across the supply chain ecosystem. We regularly conduct informative sessions with our significant Tier-1 suppliers, empowering them with the knowledge and tools needed to meet our sustainability and business performance standards.

During FY 2023, we have successfully evaluated 40% of our significant tier-1 suppliers against our sustainability benchmarks. Looking ahead, our VSF business division has set a target to comprehensively assess the sustainability performance of key suppliers by the fiscal year 2025.

Information Security/ Cybersecurity & System Availability

The company has implemented a three-tier cybersecurity governance model and employs a dual approach - both top-down and bottom-up - to implement IT security systems and procedures. Company's' business locations have obtained ISO 27001 certification, signifying compliance with the Information Security Management System standard. Grasim maintains business continuity and contingency plans, subjecting them to manual testing by the company's IT representatives. Additionally, the company conducts vulnerability analyses in collaboration with third-party agencies.



Dr. Thomas M. Connelly, Jr. is an Independent Director on Grasim Industries Limited's Board, who possesses relevant experience in the field of cybersecurity. He serves on the Risk Management and Sustainability Committee, which reviews cybersecurity matters and provides guidance to the management.

With expertise in digitalization, technology, and innovation, Dr. Connelly previously held positions like Chief Science and Technology Officer and Chief Innovation Officer at a multinational chemical company. In the Risk Management Committee, he guides teams in implementing cybersecurity measures, including ISO 27001 compliance, reviewing IT security policies, and assessing third-party audit reports.

Dr. Connelly's role enhances Grasim's cybersecurity with his strategic insights and experience. He guides the management to ensure Governance, strong protection of information assets and reinforce cybersecurity practices.

At Business Level - The CIOs of each business division hold the primary responsibility for implementing systems and procedures related to IT Security and Cybersecurity. Their role also encompasses ensuring the effectiveness and efficiency of IT Security and Cybersecurity processes and infrastructure.

Dedicated business wise email IDs grasim.infosec@adityabirla.com, complaint@adityabirla.com, gilvsf.infosec@adityabirla.com, have been published and conveyed to employees to report any suspicious events. Additionally, users can report any incident through the local unit IT team. There is an Incident Response mechanism (IRM) at Grasim, to address the information security incidents in an appropriate and timely manner. All reported incidents will be logged in a centralized system and classified based on their severity and impact to business.

Environment

Environmental Policy and Management

❖ EMS: Certification/Audit/Verification

| Particulars | Certification/Verification details |
|--|---|
| Specification of international standards through which EMS has been verified | 100 % of our sites are ISO 14001:2015 certified |

❖ Return on Environmental Investments (in INR)

| Parameters | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|--|----------------|----------------|----------------|-----------------|
| Capital Investments | 2,61,00,00,000 | 52,64,00,000 | 2,52,08,00,000 | 9,03,75,64,000 |
| Operating Expenses | 2,95,59,000 | 57,17,600 | 3,82,31,000 | 4,74,82,71,874 |
| Total Expenses = Capital Investment + Operating Expenses | 2,63,95,59,000 | 53,21,17,600 | 2,55,90,31,000 | 13,78,58,35,874 |
| Savings, cost avoidance, income, tax incentives, etc. | 33,21,00,000 | 2,66,05,00,000 | 1,85,27,00,000 | 3,18,87,68,800 |

❖ Environmental Violations

| Parameters | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|--|---------|---------|---------|-------------|
| Number of violations of legal obligations / regulations | 0 | 0 | 0 | 1 |
| Amount of fines / penalties related to the above. INR | 0 | 0 | 0 | 2,07,37,500 |
| Environmental liability accrued at year end. Currency: INR | 0 | 0 | 0 | 0 |

Emissions

❖ Direct Greenhouse Gas Emissions (Scope 1)

| Parameters | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|--------------------------------------|---------------------|-------------|-------------|-------------|-------------|
| Total direct GHG emissions (Scope 1) | MTCO ₂ e | 5,19,44,350 | 6,07,25,915 | 6,60,23,952 | 6,72,55,110 |

❖ Indirect Greenhouse Gas Emissions (Scope 2)

| Parameters | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|--|---------------------|-----------|-----------|-----------|-----------|
| Total indirect GHG emissions (Scope 2) | MTCO ₂ e | 32,41,892 | 25,25,920 | 24,39,149 | 33,11,340 |

❖ **Indirect Greenhouse Gas Emissions (Scope 3)**

| Parameters | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|--|---------------------|-----------|-----------|-----------|-----------|
| Total indirect GHG emissions (Scope 3) | MTCO ₂ e | 53,76,354 | 52,57,232 | 93,57,816 | 97,72,535 |

Note: UltraTech started GHG Scope 3 emissions disclosure since FY 2019-20 but Grasim standalone started GHG Scope 3 emissions from FY2021-2022. So, the numbers presented in the table for FY 2020 & 2021 only represents the UltraTech's Scope 3 emissions. FY2021-22 and FY 2022-23 included the Scope 3 emissions from both the entities.

❖ **Scope 3 Categories**

| List of Categories | Scope 3 Emissions in the reporting year (MT CO ₂ e) |
|---|--|
| Purchased Goods and Services | 29,12,706.02 |
| Capital Goods | 28,351.06 |
| Fuel-and-energy-related-activities (not included in Scope 1 or 2) | 31,26,003.90 |
| Upstream transportation and distribution | 30,25,860.08 |
| Waste generated in operations | 51,635.48 |
| Business travel | 5,787.94 |
| Employee commuting | 2,253.87 |
| Downstream transportation and distribution | 6,19,936.12 |

Note: Grasim Coverage for Scope-3 Categories - 1, 2, 3, 4, 5, 6, 7 & 9.
UltraTech Coverage for Scope-3 Categories - 3, 4, 5, 6 & 9.

❖ **NO_x Emissions**

| Parameters | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|----------------------------------|------|-----------|-----------|-----------|-----------|
| Direct NO _x emissions | MT | 74,943.32 | 97,063.65 | 75,730.84 | 86,297.82 |

❖ **SO_x Emissions**

| Parameters | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|----------------------------------|------|-----------|-----------|-----------|-----------|
| Direct SO _x emissions | MT | 27,533.27 | 28,358.95 | 16,115.77 | 20,418.82 |

❖ **Dust Emissions**

| Parameters | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|-----------------------|------|----------|----------|----------|----------|
| Direct dust emissions | MT | 5,921.64 | 7,114.66 | 4,185.32 | 4,265.96 |

Resource Efficiency and Circularity

❖ **Energy Consumption**

| Total energy consumption | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|--|------|-------------|-------------|--------------|--------------|
| Total non-renewable energy consumption | MWh | 6,74,55,714 | 7,41,13,374 | 9,09,67,756 | 9,65,12,174 |
| Total renewable energy consumption | MWh | 8,05,831.60 | 10,55,663.1 | 17,65,171.90 | 13,29,217.50 |

Waste

❖ Waste Disposal

| Parameters | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---|------|--------------|-------------|-------------|-------------|
| Total waste recycled/ reused | MT | 12,17,261.60 | 6,00,788.73 | 9,73,033.00 | 8,66,726.00 |
| Total waste disposed | MT | 0.00 | 74,647.40 | 1,05,827.44 | 1,21,765.00 |
| Waste landfilled | MT | 0.00 | 65,851.00 | 1,03,895.00 | 1,19,368.00 |
| Waste incinerated with energy recovery | MT | 0.00 | 1,392.31 | 1,057.00 | 1,198.00 |
| Waste incinerated without energy recovery | MT | 0.00 | 7,404.09 | 875.44 | 1,199.00 |

Water

❖ Water Consumption

| Parameters | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---|----------------------|---------|---------|---------|---------|
| Withdrawal: Total municipal water supplies (or from other water utilities) | Million cubic meters | 10.59 | 9.99 | 11.12 | 13.67 |
| Withdrawal: Fresh surface water (lakes, rivers, etc.) | Million cubic meters | 45.22 | 40.73 | 42.54 | 44.75 |
| Withdrawal: Fresh groundwater | Million cubic meters | 7.49 | 7.92 | 7.57 | 8.15 |
| Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted | Million cubic meters | 15.02 | 23.84 | 28.75 | 25.64 |
| Total Net Fresh Water Consumption | Million cubic meters | 48.28 | 34.80 | 32.49 | 40.93 |

Grasim has undertaken a range of initiatives to uphold water stewardship. The company places a strong emphasis on water conservation, treatment, and reuse. Through continuous investments in cutting-edge technologies and process enhancements, Grasim strives to reduce its overall water consumption.

As a resultant of these initiatives the company has not faced any water-related incidents which could disrupt our business operations.

❖ Water consumption in Water-Stressed Areas

| Parameter | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---|----------------------|---------|---------|---------|---------|
| Total net freshwater consumption in water-stressed areas (Total water withdrawals - Total water discharges) | Million cubic meters | 52.61 | 34.33 | 41.05 | 56.51 |

Climate Related Management Incentive

| Position | Type of Incentive | KPI |
|---|-------------------|--------------------|
| Chief Sustainability Officer (CSO) | Monetary | Emission Reduction |
| Description | | |
| <p>The Chief Sustainability Officer (CSO) works closely with the business level management and Board Level Committee on various business units' goals and targets of sustainability.</p> <p>At Grasim, the Chief Sustainability Officer (CSO) is responsible for developing a climate transition plan, integrating climate-related issues into the strategy, getting climate-related corporate targets, Monitoring progress against climate-related corporate targets, Assessing and managing climate-related risks and opportunities.</p> <p>Thus, CSO is responsible for the implementation of the sustainability agenda across the business operations, which includes energy reduction and subsequent emission reduction as well. At the start of every financial year, the CSO sets Key Performance Indicators (KPIs) in alignment with the Key Result Areas (KRAs) of the company. Each KPI has a specific weight attached to it. Implementation of energy and emission reduction initiatives, improvement in the renewable energy share in the total energy mix, achievement of year-on-year targets, and the overall target of emission reduction and net zero - all of which are set at the business level - are some of the KPIs related to climate change. At the end of the year based on the achievement of the targets, the company incentivizes individuals with monetary rewards.</p> | | |

| Position | Type of Incentive | KPI |
|---|-------------------|------------------|
| Plant Head | Monetary | Energy Reduction |
| Description | | |
| <p>The chemical business is one of the highest energy-consuming business segments. Therefore, it is imperative for us to reduce energy consumption, as it would yield economic and environmental benefits for us and other stakeholders.</p> <p>Considering this fact, our management has considered energy reduction as Key Result Area (KRA) in its balanced scorecard. These KRAs have been cascaded to every unit head/plant head at Grasim. The head of each unit sets relevant targets in their yearly KPIs. These targets encompass the implementation of energy reduction initiatives, process modifications to enhance energy efficiency, upgrading or changing the type of fuel, and implementing initiatives related to renewable energy, increasing the share of renewable by utilising the Group Captive Solar on real-time basis. Additionally, achieving the Perform, Achieve, and Trade (PAT) targets, as mandated by the Bureau of Energy Efficiency (BEE), is part of these targets. At the end of the year, individuals who have achieved their respective targets are awarded monetary rewards.</p> | | |

| Position | Type of Incentive | KPI |
|--|-------------------|------------------|
| Employee | Recognition | Energy Reduction |
| Description | | |
| <p>Grasim has implemented the Kaizen (World-Class Manufacturing) concept across its business operations, and the unit teams are identifying potential energy reduction opportunities through this program. As a component of integrating the Kaizen concept into business units, the unit teams have introduced a reward and recognition scheme that includes categories like best projects, highest savings, best kaizen, and maximum kaizen contributors. The company acknowledges each winning team/individual with vouchers, certificates of appreciation, mementos, and trophies. As a result of this initiative, several of our units have achieved notable reductions in energy consumption, subsequently leading to reduced emissions as well. In addition to this there are pride awards which recognized individual team efforts laid in the direction of sustainability initiatives like energy reduction, use of renewable sources of energy and emission reduction. A total of 45 employees have been rewarded with pride awards summing to INR 19.45 lacs in FY23.</p> | | |

❖ *Low Carbon Products*

| Type and Description of Low carbon Product | Level of aggregation | % of total revenues from "climate change" product(s) in FY 2023 | Estimated total avoided emissions per year |
|--|----------------------|---|--|
| Blended cements - PPC, PSC and CC with substitution of clinker content with materials like fly ash, slag etc. | Group of products | 68 | 97,69,181.77 |
| Description | | | |
| <p>For manufacturing blended cements (PPC, PCC and PPCS), the Company uses waste materials such as fly ash and slag that helps in the substitution of a natural resource such as limestone. These cements are also less carbon and energy-intensive. All our low carbon products contribute to the achievement of additional credits in the certification of Green Buildings. Some of our 'Building Products Division' (BPD) products such as Super Stucco, Power Grout, Seal & Dry, C'retePro, etc. are listed in the Indian Green Building Council (IGBC) Directory of green products under the category of energy efficiency and low emitting materials. White Cement, Wall Care Putty, Textura & Level Plast have been recognized by IGBC for use in Green Building. Our RMC products such as Litecon, Freeflow Plus, Ultratech Plus, Pervious Concrete, Hypercon, and DuraPlus have been conferred with GreenPro certification.</p> | | | |

| Type and Description of Low carbon Product | Level of aggregation | % of total revenues from "climate change" product(s) in FY 2022 | Estimated total avoided emissions per year |
|---|----------------------|---|--|
| Birla Spunshades | Products | 6 | 2,35,939.65 |
| Description | | | |
| <p>These are the products that reduce the emissions in the downstream value chain i.e. emission reduction happens outside the operational boundary of Grasim, by avoiding certain downstream processes (e.g. wet processing) that enable customers to reduce their final products' GHG emissions. Grasim has a long-term strategy to increase the share of these specialty products in its product basket. One such product from Grasim is Birla Spunshades or Spun-dyed fibres. These are made by directly injecting the pigment in the viscose dope, requiring no dyeing at a later stage. These viscose fibres result in chemical, water and energy savings due to the shortened sequence in the downstream value chain and hence facilitate the customer to reduce their carbon footprint. Birla Spunshades fibers with unique Colour-Lock technology make fabric fade-resistant and ensure best in class color consistency. The spun dyed fiber eliminates the process in downstream value chain such as dyeing step at the fabric stage, saving large amount of water and chemicals as well as there is no wastewater generation.</p> | | | |

Sustainability Construction

❖ *Revenue from Sustainable Construction*

| % Of revenues from recognized credits in FY 2023 | Description of certifications or green building standards |
|--|---|
| 69 | <p>For manufacturing blended cements (PPC, PCC and PPCS), the Company use waste materials such as fly ash and slag that helps in the substitution of natural resource such as limestone. These cements are also less carbon and energy intensive. All our low carbon products contribute to the achievement of additional credits in certification of Green Buildings. Some of our 'Building Products Division' (BPD) products such as Super Stucco, Power Grout, Seal & Dry,</p> |

| | |
|--|---|
| | C'retePro, etc. are listed in the Indian Green Building Council (IGBC) Directory of green products under the category of energy efficiency and low emitting materials. White Cement, Wall Care Putty, Textura & Level Plast have been recognized by IGBC for use in Green Building. Our RMC products such as Litecon, Freeflow Plus, Ultratech Plus, Pervious Concrete, Hypercon, and DuraPlus have been conferred with GreenPro certification. |
|--|---|

Climate Advocacy and Industry Engagement

At Grasim, we have established a robust management framework to oversee both our involvement in climate advocacy and our engagements as members of trade associations. We take an active role in industry dialogues concentrated around sustainability.

We advocate for the Paris climate goals by leveraging our affiliations with trade associations. Notably, we have forged significant partnerships with esteemed organizations such as the Sustainable Apparel Coalition, Global Cement and Concrete Association, and Textile Exchange. These associations advocates for critical goals such as decarbonization and the achievement of Net Zero emissions, both of which closely align with the overarching targets set forth in the Paris Agreement.

In line with our steadfast dedication to sustainability, Grasim has established a dedicated Risk Management and Sustainability Committee (RMSC). RMSC takes the climate agenda forward and sets up context with trade associations. This committee plays a pivotal role in steering and overseeing our sustainability initiatives, ensuring they align with our core values and broader strategic direction.

Additionally, we have a specialized Corporate Communication Team in place to effectively convey our sustainability stance and initiatives to our stakeholders, reinforcing our commitment to transparency and engagement.

Reference: [Sustainable Apparel Coalition](#), [Global Cement and Concrete Association](#), [Textile Exchange](#)

Social

Labour Practice indicator

❖ Total Permanent Employee

| Parameter | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|-----------|------|---------|---------|---------|---------|
| Employees | Nos. | 45,715 | 45,470 | 46,146 | 47,375 |

❖ Workforce Breakdown: Gender

| Diversity Indicator | Percentage |
|---|------------|
| Female share of total workforce (%) | 3.4 |
| Females in all management position including senior, middle and junior management position (as % of total management workforce) | 5.1 |
| Females in junior management position (as % of total junior management positions) | 6.1 |
| Females in top management position, i.e., maximum two levels away from the CEO or comparable positions (as a % of total top management positions) | 7.6 |
| Females in management positions in revenue-generating functions (e.g., sales) as a % of all such managers (i.e., excluding support functions such as HR, IT, Legal, etc.) | 5.8 |
| Share of women in STEM-related positions (as % of total STEM positions) | 3.2 |

❖ Workforce Breakdown: Nationality

| Country wise share in total workforce | Percentage |
|---------------------------------------|------------|
| India | |
| Share in total workforce | 99.65 |
| Share in all management positions | 99.81 |
| Sri Lanka | |
| Share in total workforce | 0.20 |
| Share in all management positions | 0.12 |
| UAE | |
| Share in total workforce | 0.06 |
| Share in all management positions | 0.04 |
| Bangladesh | |
| Share in total workforce | 0.02 |
| Share in all management positions | 0.01 |
| Bahrain | |
| Share in total workforce | 0.02 |
| Share in all management positions | 0.01 |
| Philippines | |
| Share in total workforce | 0.01 |
| Share in all management positions | 0.01 |

❖ Freedom of Association

| Indicator | % of employees |
|---|----------------|
| Represented by an independent trade union or covered by collective bargaining agreements: | 48 |

Human Capital Development

❖ Training and Development Inputs

| Indicator | Values |
|--|----------|
| Average hours per FTE of training and development FY 2023 | 22.6 |
| Average amount spent per FTE on training and development FY 2023 | 1,581.7 |
| Total Training Hours FY 2023 | 9,18,361 |

❖ Employee Development Programs

| Program Name | FOCUS 50 |
|--|---|
| Description | <p>Grasim strives to create a reservoir of capable and adept Department Heads across various technical and functional domains. In a dynamic and rapidly evolving business landscape, the role of Department Heads is pivotal. They are responsible for orchestrating the efficient functioning of critical technical and functional segments within the organization. As the business sets its sights on ambitious growth targets, the need for adept leaders in these roles becomes increasingly important.</p> <p>By establishing a pool of proficient Department Heads, the organization aims to bolster its leadership pipeline. This entails identifying individuals with exceptional expertise and leadership potential within their respective fields. These individuals will be cultivated, nurtured, and groomed to take on the crucial responsibilities of guiding and driving their departments towards the fulfilment of strategic goals.</p> <p>The effort to construct a cohort of Department Heads in technical and functional realms underscores the organization's dedication to strengthening its leadership cohort. Through proactive nurturing of a pool of talented leaders, the company aims to position itself for enduring growth, adaptability, and triumph within an ever-evolving business sphere.</p> |
| Program Objective and Business Benefit | <ol style="list-style-type: none"> 1. Foster self-awareness among every employee. 2. Cultivate a sense of individual accountability for personal growth. 3. Establish platforms for engaging with COOs and CXOs, facilitating enhanced visibility, motivation, and valuable insights. 4. Enhance technical proficiencies and managerial acumen through personalized functional learning experiences. <p>Serving as the distinguished Leadership Development initiative of the business, Focus 50 aims to nurture emerging leaders exhibiting promising potential. Tailored to the specific needs of the business, this program functions as a vehicle for the enhancement of technical and behavioural competencies. Additionally, the program significantly reinforces the core technical proficiencies requisite for success within the business. This endeavour aligns with the long-term strategic vision of the organization, ensuring a strong leadership pipeline that is adept at navigating the complexities of the industry.</p> |
| Impact | <p>To date, GRASIM has successfully conducted three cohorts of the Focus 50 program, each designed to cultivate and enhance leadership capabilities within the organization.</p> <p>With a track record of accomplishments, a total of 65 employees have successfully completed this transformative program. Among these accomplished graduates, several have made notable strides in their careers. Specifically, three individuals have ascended to the esteemed position of Functional Head, two have assumed the role of Locational Head, and an impressive twelve have taken on responsibilities as Departmental Heads.</p> <p>As the fourth cohort unfolds, it is anticipated that the legacy of impactful leadership development will persist, further solidifying the program's significance within the business's strategic framework.</p> |

| | |
|---|---|
| Program Name | SAMARTHYA |
| Description | <p>The aim is to enhance the functional proficiency of employees within the marketing department. To achieve this goal, the Sales & Marketing team is poised to navigate the challenges of expanding the specialty share of the market.</p> <p>This endeavour demands a distinctive array of capabilities, skill sets, knowledge, and, significantly, a transformed mindset. This mindset shift is as crucial as acquiring technical skills and knowledge, as it propels the team to approach challenges with a fresh perspective, identify novel opportunities, and formulate effective strategies.</p> <p>By fostering a more profound functional expertise and an adaptive mindset within the marketing department, the organization can position itself at the forefront of capturing the specialty market. This approach ensures that the Sales & Marketing team is not only equipped with the requisite skills but also armed with the right mindset to lead the charge toward achieving market growth objectives.</p> |
| Program Objective and Business Benefit | <p>The sales objectives and business benefit encompass the following:</p> <ol style="list-style-type: none"> 1. Reinforce emphasis on B2B sales activities. 2. Develop adeptness in price negotiation and commercial acumen, particularly among Regional & Country Heads and for the Export Market. 3. Cultivate an emotional bond with customers. 4. Enhance awareness of cultural nuances and familiarity with geographical codes of conduct and etiquette. 5. Address and navigate geo-political risks effectively. <p>The marketing objectives and business benefit encompass the following:</p> <ol style="list-style-type: none"> 1. Understanding consumer insights to facilitate the transition from B2B to B2B2C. 2. Enhancing the broader business environment. 3. Developing adept Channel Management Skills. 4. Nurturing proficiency in Project Management. 5. Establishing a heightened commercial acumen. 6. Crafting compelling marketing campaigns and narratives. <p>The above objectives provide several benefits:</p> <ol style="list-style-type: none"> 1. Clarity and Focus 2. Targeted Growth: 3. Customer-Centric Approach 4. Transition and Expansion |
| Impact | <p>The given training program for enhancing the functional proficiency of employees within the marketing department carries several inferred benefits.</p> <ol style="list-style-type: none"> 1. Enhanced Market Penetration and Expansion 2. Innovative Problem Solving 3. Effective Strategy Formulation 4. Identifying New Opportunities 5. Leading Market Growth 6. Long-Term Market Positioning <p>The business advantage of the SMARTHAYA program stems from the significant achievement that the VSF and Chlor-Alkali segments experienced a growth of 24% and 13% respectively in FY'23, with a compounded annual growth rate (CAGR) over the past three years.</p> |

Talent Attraction and Retention

❖ Hiring

| Particulars | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|--|---------|---------|---------|---------|
| Total number of new employee hires | 1999 | 783 | 2081 | 4088 |
| Percentage of open positions filled by internal candidates | 49 | 85 | 82 | 26 |

❖ Employee Turnover Rate

| Particulars | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|----------------------------------|---------|---------|---------|---------|
| Total employee turnover rate | 6.2 | 6.2 | 8.8 | 8.1 |
| Voluntary employee turnover rate | 6.2 | 5.9 | 8.4 | 6.2 |

❖ Employee Engagement

The company regularly conduct both the Vibes and the Pulse Survey to gauge employee satisfaction and assess the effectiveness of business development measures. These surveys capture a comprehensive snapshot of employee sentiment and engagement across different dimensions of the organization. It delves into various aspects such as work culture, job satisfaction, communication effectiveness, stress at workplace and opportunities for professional growth. By analysing, the responses obtained through the Vibes Survey, the company gains insights into the overall morale of its employees and identifies areas where improvements may be needed.

| Particulars | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---------------------|---------------------------------|---------|---------|---------|---------|
| Employee Engagement | % of actively engaged employees | 88.31 | 89 | 97 | 97 |

Occupational Health and Safety

❖ Fatalities

| Particulars | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|-------------|---------|---------|---------|---------|
| Employees | 3 | 3 | 2 | 1 |
| Contractors | 1 | 3 | 7 | 2 |

❖ LTIFR

| Particulars | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|-------------|-------------------------|---------|---------|---------|---------|
| Employees | n/ million hours worked | 0.30 | 0.22 | 0.29 | 0.21 |
| Contractors | n/ million hours worked | 0.22 | 0.20 | 0.17 | 0.11 |

Customer Satisfaction Measurement

| Satisfaction Measurement | Unit | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Target FY23 |
|--------------------------|--------------------|---------|---------|---------|---------|-------------|
| Employees | Net Promoter Score | 68 | 62 | 63.4 | 62 | 65 |

Reference

1. Integrated Annual Report 2022-23 of Grasim Industries Ltd. - [Click Here to Access Report](#)
2. Integrated and Sustainability Report 2022-23 of UltraTech Cement Ltd. - [Click Here to Access Report](#)
3. Task Force on Climate-related Financial Disclosures (TCFD); Grasim's Approach to Climate Change and Net Zero; FY 2022-23 Summary Report - [Click Here to Access Report](#)