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.
**FY23 Highlights**

- **24,455*** Permanent employees
- **18,674*** Non-permanent employees
- **1,317*** Total female employees
- **14,926*** Employees upskilled
- **53*** Specially abled employees

**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)**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;30 Years</td>
<td>49</td>
<td>7</td>
<td>56</td>
</tr>
<tr>
<td>30-50 Years</td>
<td>33</td>
<td>4</td>
<td>37</td>
</tr>
<tr>
<td>&gt;50 Years</td>
<td>6</td>
<td>3</td>
<td>9</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;30 Years</td>
<td>20*</td>
<td>2*</td>
<td>22</td>
</tr>
<tr>
<td>30-50 Years</td>
<td>56*</td>
<td>1*</td>
<td>57</td>
</tr>
<tr>
<td>&gt;50 Years</td>
<td>20*</td>
<td>2*</td>
<td>22</td>
</tr>
</tbody>
</table>

**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 JBs 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.

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*Indicator covered under assurance scope

*Including workers
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 timelines. 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 the opportunity to switch to another domain through resume updation and opportunities to switch to another domain. Instead, we offer the opportunity to switch to another domain. POORNATA Portal from the leadership, leaving.

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 Learn 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.

<table>
<thead>
<tr>
<th>Programme</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching</td>
<td>70%</td>
</tr>
<tr>
<td>Reverse Mentoring</td>
<td>20%</td>
</tr>
<tr>
<td>Instructord Learning</td>
<td>10%</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Platform</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLEX Programme</td>
<td>Virtual Campus</td>
</tr>
<tr>
<td>Cyanoday Virtual Campus</td>
<td>Ignite Academy</td>
</tr>
<tr>
<td>Back to School</td>
<td>WISE</td>
</tr>
<tr>
<td>Samskruthy</td>
<td>Finance Conclave</td>
</tr>
<tr>
<td>Focus 50</td>
<td>Finance 360</td>
</tr>
<tr>
<td>Blend and Grow</td>
<td></td>
</tr>
</tbody>
</table>
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 workers to determine their technical and upskilling development needs.
- Employees can receive feedback under the 360-degree collective feedback system based on the need from MD/MD if they are part of the talent pool, or manager feedback captured during the Vibe survey.

Employee Retirement Assistance Programme
Grasim has nurtured 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.

POSH Policy:
Training sessions educate employees on Sexual Harassment (POSH) training, are top priorities for us. 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.

Employee Volunteerism
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 motivational movie screening, session, and worksheets on resume writing and.

Employee Volunteering
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).

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

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.

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 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.


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 opportunities for job-seeking women. 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.

Enrich
- The aim of this initiative is to promote companionship among workers 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.

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

Promoting Diversity
- Targets set for hiring women in non-production and non-sales roles.
- More hiring of women for shop floor roles.
- Unprecedented rise in women’s employment from previous years.

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

Coffee Sessions and Workshops
- Coffee-with-CIO 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.
**Occupational Safety**

Grasim is committed to safety across the board. Our innovative safety initiatives include Virtual Reality training for height safety and right shift drills. We promote national road safety and celebrate safety weeks 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

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**FY23 SAFETY PERFORMANCE**

<table>
<thead>
<tr>
<th>Division</th>
<th>No. of Fatalities</th>
<th>Lost Time Injury</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

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


**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.

**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 enable 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.


**TRAINING HOURS**

78,371 Health and safety
414,031 Skill upgradation

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**FY23 PARENTAL LEAVE**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Permanent Employees</th>
<th>Permanent Workers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Employees entitled for parental leave (No.)</td>
<td>7,645</td>
<td>669</td>
<td>119</td>
</tr>
<tr>
<td>Employees that took parental leave (No.)</td>
<td>200</td>
<td>25</td>
<td>3</td>
</tr>
<tr>
<td>Employees returned to work after parental leave ended (No.)</td>
<td>194</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Return to work (Employed 12-months parental leave) (No.)</td>
<td>94</td>
<td>4</td>
<td>22</td>
</tr>
<tr>
<td>Return to Work (%)</td>
<td>99</td>
<td>55</td>
<td>6</td>
</tr>
<tr>
<td>Retention Ratio (%)</td>
<td>76</td>
<td>57</td>
<td>75</td>
</tr>
</tbody>
</table>

*Indicator covered under assurance scope