



HUMAN CAPITAL

The dedication and talent of our employees are the driving forces behind our operations, and we are deeply committed to nurturing a workplace that promotes their growth and well-being. We believe in the power of open communication, ensuring that every voice within our organisation is heard and valued. This sense of unity is a reflection of Grasim's core values and our aspiration to be 'A Force for Good' in everything we do. The diversity and inclusivity of our culture drive us toward our mission of achieving collective success and generating widespread benefits. Our vision is to establish a legacy of value creation grounded in our people who form the foundation of our forward-thinking strategy.

Alignment with SDGs



FY 2023-24 HIGHLIGHTS

45,929
Total workforce

30,120
Workforce upskilled

4%
Gender diversity in the
workforce

7%
Permanent workforce
turnover rate

7
Average training hours

0.04
LTIFR – employees

OUR APPROACH

At Grasim, we believe in the inherent potential of our employees and are fully committed to their growth and development in a fair, equitable, and transparent manner. We encourage every employee to achieve their personal and professional potential. Our workplace embraces diversity and maintains a zero-tolerance approach towards discrimination, ensuring an environment free of bias and prejudice. We strive to build an organisation based on merit, fostering an open, safe, and motivating work environment.



Stakeholders Impacted

Employees
Local Communities
Government and Regulators
Suppliers and Value
Chain Partners

Material Issues

Human Rights
Diversity and Inclusion
Occupational Health and Safety
Responsible Supply Chain
Employee Training and
Skill Development

Key Risks

Strategic Risk
Operational Risk
Compliance Risk

Supporting / Aligned Policies

[Human Rights Policy](#)
[Prevention of Sexual
Harassment \(POSH\) Policy](#)
[Diversity and Inclusion Policy](#)
[Code of Conduct](#)
[Grievance Handling Policy](#)
[Whistle Blower Policy](#)
[Occupational Health Policy](#)
[Safety Policy](#)

FOCUS AREAS

Talent Management
Learning and Development
Diversity and Inclusion
Human Rights
Employee Well-being
Health and Safety

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TALENT MANAGEMENT

Grasim's talent management strategy focuses on attracting, developing, and retaining high-performing employees to drive business. Our commitment to talent management is a key driver of success, enabling us to attract and retain the best talent for a sustainable and successful business. We implement several measures and initiatives to manage and retain our talent pool, and ensure their overall well-being and development.

Talent Attraction and Recruitment

Our business success and remarkable growth stem from our recruitment and nurturing of highly skilled employees who thrive in roles that are tailored to their strengths. By offering internal mobility across various departments and businesses, we empower our staff to carve out fulfilling career paths and realise their full potential. Additionally, we actively seek external talent, aiming to provide opportunities for those eager to launch or advance their careers in a supportive environment that fosters both professional and personal development.

12%

of our new hires were females
(Permanent Workforce)

Talent Development

We ensure regular performance appraisals and career development opportunities, including skill upgradation initiatives and leadership development programmes. We do this for continued and proactive talent engagement and development. Our approach includes agile conversations and 360-degree feedback, offering multidimensional insights into performance and areas for growth. By engaging employees in various departments within the organisation, we help to diversify their experience. Further, we nurture future leaders by offering targeted opportunities within our leadership development programmes.

Talent Retention

For effective talent retention, we implement robust transition assistance programmes to facilitate continued employability and the effective management of employee careers. Moreover, we provide a variety of learning and development opportunities to promote professional growth.

Recognising our employees' contributions is also a priority. We appreciate their impact on the organisation's success with both monetary and non-monetary awards and recognitions. For instance, our 'Pride Award' is an aspirational recognition scheme for our valued employees, recognising exceptional contributions, noteworthy innovations, or modifications that have had a direct and significant impact on the business.

7%

Turnover rate for permanent
workforce in FY 2023-24



Incentivising Sustainable Practices

We recognise the rising importance of environmental and social sustainability in our businesses. To accelerate progress, we collaborate with our employees and encourage them to actively participate in related activities, while providing extra incentives to those who contribute to improving processes and achieving ESG-related targets. Based on the achievement of the ESG goals and targets, we reward our employees at the end of the year.

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LEARNING AND DEVELOPMENT (L&D)

We prioritise nurturing personnel with tailored programmes and ample growth opportunities, integrating on-the-job training, digital learning, coaching, mentorship, and workshops. Our approach addresses safety, technical, behavioural, and managerial skills for diverse groups across various locations.

iLearn Policy

We have implemented the iLearn Policy, which embodies our commitment to employee development. The policy is aimed at ensuring holistic training for all employees and advancing their career growth. It focuses particularly on mid-career professionals, enhancing their expertise and cultivating specialised skills to support their professional growth.



L&D Framework

Our Learning and Development (L&D) Framework includes goal-oriented development plans and supports career growth through structured goal-setting and mid-year reviews. This ensures continuous progress and alignment between individual development and organisational objectives. We promote a developmental culture that encourages reflection, leadership advocacy, knowledge sharing, and cross-functional learning.

We have incorporated a Management Development Plan (MDP) in close collaboration with each employee's manager to improve performance, boost employability,

support career progression and prepare them for more demanding roles. The plan is structured to include 70% on-the-job learning (projects, customer visits, plant visits and secondments), 20% guided learning (coaching, mentoring and reverse mentoring), and 10% formal learning (instructor-led training, virtual classroom, simulations, and assessments).

1.2+ lakh hours
Skill upgradation training

L&D Programmes

We ensure that our management keeps employees informed about their career growth initiatives through training programmes, counselling sessions, and workshops aimed at enhancing skills and fostering career advancement. Our employees undergo various training initiatives.

Shikhar Tak Safar

Programme for sharing best practices for excellence

E-Karigar

Online training modules and courses

Samarthya

Enhance professionalism and transform mindset

Focus 50

Fostering leaders for tomorrow

Lead the Change

Gearing Middle Management



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DIVERSITY AND INCLUSION

Our core focus revolves around establishing an inclusive workplace that values a diverse workforce and nurtures their professional growth. Through our Diversity and Inclusion Policy, we actively seek, support, internally monitor and advance diverse talent. This fosters a culture of respect and inclusivity among team members across the Company.

Equal Opportunity Employer

As an equal opportunity employer, we are committed to building a workforce that comprises of people from diverse backgrounds and facets of life. We respect our employees and their experiences, continually working to enhance their journey at Grasim. From recruitment to retirement, we ensure equitable treatment for persons with disabilities, as demonstrated through our customised infrastructure, extensive job prospects, training, and growth initiatives. We maintain a workplace environment free from discrimination based on race, colour, nationality, religion, age, marital status, disabilities, gender, gender identity or expression, sexual orientation or individuals affected by HIV/AIDS and any other characteristics or status that is legally protected.

Fostering Inclusivity

Inclusivity remains core to our organisational culture, driving positive change and advancement at Grasim. Our commitment to inclusivity is reinforced by gender sensitisation workshops and trainings. Our senior leadership including our CHROs oversight across different initiatives on diversity and inclusion.

3+ lakh
Training hours in FY 2023-24



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HUMAN RIGHTS

We uphold the principles of equality in line with the UN Global Compact (UNGC) Principles, OECD Due Diligence Guidance for Responsible Business Conduct, International Labour Organization Declaration on Fundamental Principles and Rights at Work, UN Guiding Principles on Business and Human Rights (UNGPs) and UN Sustainable Development Goals (UN SDGs). We have a zero tolerance towards human rights violations and non-compliances as evident through our extensive policy framework to address and protect human rights.

Human Rights Assessments

In line with our commitment to protecting human rights, we regularly conduct due diligence assessments to identify, assess, monitor, and mitigate potential adverse impacts within our business operations and supply chain. Our comprehensive human rights compliance assessments cover a wide range of issues.

These assessments ensure that we effectively manage human rights issues and resolve grievances from affected stakeholders. During the reporting year, no human rights violations were identified. Our Human Rights policy ensures that periodic assessments are conducted for human rights violations.

Our comprehensive human rights compliance assessments cover a wide range of issues, including:

Forced and Bonded Labour	Child Labour	Modern Slavery and Human Trafficking	Freedom of Association and the Right To Collective Bargaining	Rights to Minimum Wages and Fair Remuneration
All Forms of Discrimination and harassment	Rights of Indigenous People, Minorities, and Marginalised Communities	Freedom of Expression	Health and Safety and Better Working Conditions	Overall Development and Well-being of Employees

Human Rights Trainings

Through dedicated training sessions, we educate, train, and guide our employees, workers and security staff on human rights, discrimination awareness, diversity and inclusion, and proper incident reporting protocols. These sessions include mentorship programmes designed for all category of employees with diverse backgrounds.

We are committed to providing a work environment that is inclusive, safe, and free of sexual harassment for all employees, irrespective of the gender, sexual orientation, or difference in abilities. We prioritise this by implementing our Zero Tolerance Policy to Prevent & Redress Sexual Harassment at Workplace. We promote tailored initiatives to support women and provide comprehensive Prevention of Sexual Harassment (POSH) trainings. All our employees undergo POSH trainings annually.

14,000+
Human rights
training hours

8,000+
POSH training hours

Human Rights Grievance Redressal

Our Human Rights Policy ensures access to the grievance redressal mechanism that provides a framework for timely resolution of grievances in a culturally appropriate manner. Under this mechanism, employees are free to report violations of applicable laws, regulations and Code of Conduct. If an employee raises a concern, they will not be under any risk in the form of retribution or retaliation. The Company does not tolerate any harassment or victimisation (informal pressure) against any employee raising concerns and will take appropriate action accordingly.





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EMPLOYEE WELL-BEING

We proactively engage with our employees through open feedback channels, satisfaction surveys, sports tournaments, social events, team gatherings, and health & nutrition sessions for their empowerment and well-being. Our employee benefits package includes health insurance, life insurance, financial incentives, subsidised meals, transportation, and transition assistance programmes.

Employee Wellness Initiatives

All female employees are supported with maternity leave, childcare leave, flexible work arrangements, and Mediclaim coverage. Additionally, we have designated areas within the office premises for breastfeeding and a zone where

caretakers and children can stay. Our permanent male employees are entitled to paternal leaves. Moreover, our employees also have the option to take paid family leave to focus on ailing family members.

We proactively work on conducting awareness sessions, alongside monthly initiatives that focus on Happy Living, PCOD, breast cancer awareness, safety protocols, and managing mental health. Additionally, we regularly conduct health assessments and checkups, medical camps, and counselling sessions. All employees are offered quick access to doctors and OPD insurance for diagnostic tests. During the reporting period, we have implemented key initiatives to manage and retain our talent pool effectively.

AB Multiply App



We have launched a Wellness App, as a fitness initiative for employees working in the metro cities. This app offers gym sessions, health assessment, consultations, dieticians, health counsellors and mental health physiologists.

Prayas - Personal growth leads to organisational growth



Prayas is a mental health awareness initiative that includes all the cadres of employees. The programme contents are customised based on individual units' needs and requirements.

Embracing a new life post-retirement



We introduced a new post-retirement programme for employees to orient their life in a better manner with their partner, by keeping in consideration matters of health, wealth, legal matters, networking, etc.

Emotional Wellness Programmes



We conduct 'Emotional Wellness Programmes' across our sites to promote mutual respect and empathy for co-workers, self-worth, collaboration, and overcoming challenges. The programmes emphasise dealing with stress, daily meditation, teamwork for long-term progress, self-growth, and mindset development.

Employee Satisfaction

Our success in fostering employee development and well-being becomes evident when employees feel their grievances are recorded, their voices and concerns are heard, and their issues are addressed effectively. We maintain a robust grievance redressal mechanism to manage all concerns raised by employees, ensuring they are handled with the utmost care and professionalism.

Employee Satisfaction Survey

We assess employee satisfaction through our Vibes Survey, conducted every alternate year, to evaluate the impact of our business strategies and well-being initiatives. These surveys assess key metrics such as stress levels, overall happiness, sense of purpose, and job satisfaction.

The feedback helps us identify successful efforts and areas for improvement. By focusing on these crucial aspects, we aim to create a supportive and fulfilling work environment. Further, continuous evaluation and adaptation based on survey results ensure that employee well-being remains a top priority.

Employee Volunteering

Our employee volunteering initiatives aim at providing structured opportunities for effective employee engagement. In Vadodara and Mumbai, employees participated in workshops to assist differently abled individuals with entrepreneurial and job readiness skills, covering topics such as business essentials, financial literacy, and entrepreneurial development.

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HEALTH AND SAFETY

We maintain a conducive work environment and ensure safe working conditions for all employees, contractors, subcontractors, and workers. Our commitment extends to promoting physical well-being and preventing work-related stress, aiming to minimise absenteeism, enhance efficiency, and elevate the overall workplace experience.

Health and Safety Management

We have adopted an Occupational Health and Safety (OHS) management system in accordance with ISO 45001 across all units, ensuring adherence to laws, regulations, industry norms, and best practices. We have also developed robust operating guidelines to ensure effective contractor safety management.

Moreover, we conduct Hazard Identification and Risk Assessments (HIRA) as part of our health and safety management programme to systematically identify and mitigate risks effectively. To address potential hazards proactively, we implement preventive actions. Additionally, our programme includes Hazard and Operability Study (HAZOP) and prioritisation of action plans with quantified targets to manage these risks. We integrate actions to prepare for and respond to emergency situations, ensuring readiness across all operations.



We emphasise regular preventive maintenance to uphold the safe operation of equipment and processes. In the event of an incident, thorough investigation and root cause analysis guides us in implementing corrective actions. The insights gained from these investigations are shared widely across all units for continual safety improvement.

Our OHS issues are overseen by the Safety Committee, ensuring that all aspects of occupational health and safety are effectively managed and communicated to the Board of Directors. Routine safety examinations and independent third-party audits are undertaken to ensure compliance with safety protocols.

100%**Sites Certified with
ISO 45001 Certification**



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CASE STUDY

Health Emergency Response Service (ERS) for Chemicals

Chemicals has established a robust safety system within its plant, alongside advanced vehicle tracking through a Central Control Tower. However, there was a critical gap in emergency support for roadside incidents during transportation. This lack of emergency response capability posed significant risks to public safety and the environment in case of accidents involving chemical shipments.

Methodology and Execution

To address this challenge, Chemicals contracted with Nicer Globe/ICC, becoming a registered member of ICC. This partnership enabled the implementation of an Emergency Response Service (ERS) specifically for roadside incidents. The ERS includes immediate on-site support from the agency in the event of an accident, with a Quick Response Team (QRT) always on standby. The QRT is equipped to handle local support, liaison with government bodies, site clearance, and trans-shipment. This measure ensures rapid and effective response to any incidents during transportation.

Impact

The implementation of the ERS has significantly enhanced the safety and preparedness of Chemicals' distribution activities. Key benefits include:

1. Improved Incident Management

Immediate on-site support and quick response to roadside accidents minimise the impact of incidents.

2. Enhanced Public and Environmental Safety

The primary objective of the ERS is to prevent and mitigate the consequences of transportation incidents, protecting both the general public and the environment.

3. Efficient Coordination

The QRT's ability to liaise with government bodies and manage site clearance ensures swift and effective resolution of incidents.

4. Increased Confidence

The establishment of a robust emergency support system reinforces Grasim Chemicals' commitment to safety and responsibility in its distribution operations.



Workplace Safety

We maintain a safe working environment through rigorous standards and practices. We utilise Personal Protective Equipment (PPE) matrix to identify and provide the appropriate PPE for each area and operation. Regular toolbox meetings are held to discuss safety practices and reinforce protocols. We also assign job roles to employees and workers who meet the specific health requirements necessary for the position.

Our Management conducts routine factory rounds to identify unsafe acts and conditions. Employees promptly report observed hazards, enabling corrective actions to mitigate risks and uphold a safe working environment. Thorough investigations of near misses help to identify root causes, leading to immediate action to enhance safety protocols and prevent recurrence. This systematic approach enhances vigilance and leads to continual improvement in safety practices across our operations.

Process Safety

We have an integrated approach towards the management of process safety risks associated with our business activities and operations, focusing on design safety, operational safety, and maintenance. Design safety ensures that all systems and processes are engineered to minimise risks from the outset, incorporating safety features and compliance with industry standards. Operational safety emphasises the safe use and management of machinery, including rigorous training for operators and strict adherence to safety protocols. Regular maintenance is conducted to avoid safety incidents, ensuring that all equipment is in optimal working condition and potential hazards are addressed proactively.

Health and Safety Training

Health and Safety training forms the foundation of a secure workplace environment. We conduct training programmes tailored to address specific risks and operational needs. For instance, to mitigate the significant risks associated with working at heights, we provide training on fall protection equipment and protocols. For hazards associated with confined spaces, we conduct training on emergency response procedures to mitigate accidents and injuries related to restricted entry points and ventilation. Additionally, we emphasise behaviour-based safety to encourage safe practices and proactive risk management among all employees and contractors.

We have adopted an employee safety programme that encompasses virtual reality training sessions focusing on height safety and night shift protocols, utilisation of Personal Protective Equipment (PPE), Self-Contained Breathing Apparatus (SCBA), scaffolding, and gas cylinders to ensure accident prevention and injury mitigation. Additionally, all employees are equipped with emergency preparedness through response plans and comprehensive training to enhance response efficiency and minimise the likelihood of potential accidents.

Our contractual agreements ensure compliance with all safety guidelines as specified in our Occupational Health Policy, Safety Policy and Supplier Code of Conduct. Through rigorous screening, we identify, assess, and monitor safety performance and risks. We also seek to develop objectives/targets regarding contractor safety, monitor contractor safety performance and report on contractor safety management.

1.75+ lakh
Training hours on Occupational Health and Safety

Safety Performance

	Permanent Workforce	Contractual Workforce
Fatality (number)	-	3
LTI (number)	1	20
LTIFR (per Million Hours worked)	0.04	0.30

Occupational Health

Regular inspections and periodic health checkups are conducted to safeguard the occupational health of our workforce, and prevent, control and eliminate hazards to occupational health. Health assessment reports resulting from these health checkups are developed to ensure optimum occupational health standards across the organisation.