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# Human Capital

Our people drive progress, shaping performance and long-term value through their expertise and dedication. We invest in capability building, continuous learning, and digital readiness to prepare for the future. Our inclusive and fair workplace provides a safe environment where diversity enhances performance. Across roles and businesses, we promote accountability and support collaborative, agile ways of working. Through structured development, we empower our people to grow alongside the organisation. As we navigate change and pursue new opportunities, human capital remains a *Force for Growth*, driving resilience and meaningful progress.

### Alignment with SDGs



### Stakeholders Impacted



### Material Issues

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

### Strategic Priorities



### Supporting Policies

- Diversity and Inclusion
- Human Rights
- POSH
- Code of Conduct
- Grievance Handling
- Whistle Blower
- Occupational Health
- Safety

### Key Risks

- R1 Strategic
- R2 Operational
- R4 Compliance

### FY 2024-25 Highlights

47,022  
Total Workforce

4,43,000+  
Total Training Hours

5%  
Gender Diversity in the Permanent Workforce

0.06  
LTIFR - Employees

### Our Approach

The strength of our organisation lies in its people, supported by a comprehensive learning and development framework that builds skills and capabilities. We maintain a zero-tolerance policy toward human rights violations and consider diversity and inclusion essential at all levels. Employee wellbeing and safety remain top priorities, creating an environment where everyone can contribute with confidence. Integrity and diligence guide our operations, enabling adaptability and growth while keeping our people at the heart of progress.

### Focus Areas

- 1 Talent Management
- 2 Learning and Development
- 3 Diversity and Inclusion
- 4 Human Rights
- 5 Employee Wellbeing
- 6 Health and Safety



Human Capital

Focus Area 1

Talent Management

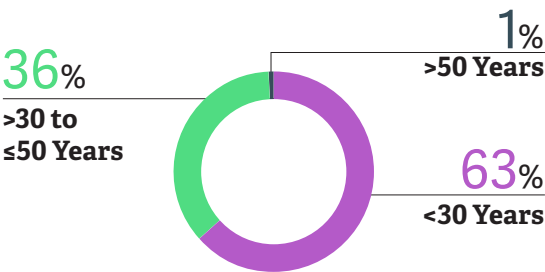
We adopt a structured approach to talent management, guided by frameworks for roles and responsibilities, performance, progression, and retention. Our hiring practices are aligned with evolving business needs and leverage digital tools to enhance reach and efficiency. Systematic performance management aligns individual goals with organisational objectives. Leadership development relies on succession planning and targeted interventions for high-potential (Hi-Po) talent. We invest in structured career pathways and recognition to sustain long-term engagement and drive value.

Talent Attraction and Hiring

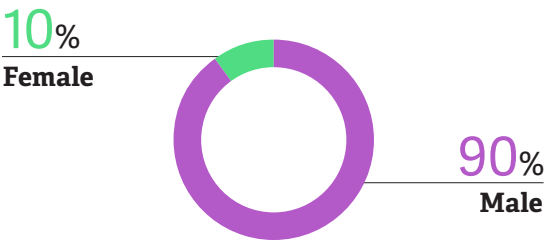
Our talent acquisition strategy aligns with business priorities through structured hiring practices that identify individuals whose skills and potential meet organisational needs. Alongside external recruitment, we promote internal mobility across departments and businesses, enabling employees to take on roles that reflect their evolving capabilities and aspirations. This approach broadens experience, strengthens retention, and helps build a resilient workforce ready for future growth.

New Hires\*

Age-wise Distribution



Gender-wise Distribution



\*Data includes permanent employees and workers hired during FY 2024-25 (GRI 401-1)

Note: New hires data is covered under limited assurance.

3,829  
Total Permanent Workforce New Hires

Performance Enablement and Talent Development

We regard performance enablement as a continuous process that supports clarity and growth. Employees set measurable objectives in consultation with their managers, ensuring aligned expectations. Structured reviews, constructive feedback, agile check-ins, targeted skill enhancement, performance appraisals, and 360-degree feedback support progress and accountability. This process helps cultivate a consistent performance-driven culture across the organisation.

84%  
Employees Received Performance and Career Development Reviews

Leadership Development and Succession Planning

Our leadership development programmes equip current and future leaders to meet evolving business needs. We focus on strengthening strategic thinking, sound decision-making, and people management capabilities, while promoting self-awareness, accountability, and the ability to inspire teams. Ongoing development ensures a strong leadership pipeline capable of driving success with agility and confidence.

Career Progression and Retention

At Grasim, career growth is supported by structured progression pathways and performance-linked learning opportunities. Our learning ecosystem enables employees to develop capabilities aligned with evolving roles and responsibilities. Transition assistance programmes guide employees through career shifts, ensuring smooth and informed moves. The turnover rate for the permanent workforce stood at 9%.

Career Canvas

Career Canvas, a digital platform for employees in the Chemicals business, offers resources for self-awareness, skill development, and career planning. It empowers employees to take ownership of their professional journey and reflects our Group Value of 'seamlessness' by integrating tools and insights in one accessible space.

Recognition and Rewards

Employees are acknowledged through a range of monetary and non-monetary awards, with the 'Pride Award' specifically honouring innovations or improvements that directly impact business outcomes.

Aditya Birla Group hosts the Aditya Birla Awards to honour outstanding contributions across its businesses. Awards are presented in four categories, Emerging Professionals, Distinguished Achievers, Exceptional Contributors, and Accomplished Leaders. CSOs are nominated in the 'Accomplished Leaders' category.

Recognising Contributions to ESG Goals

Environmental and social sustainability are integral to our operations, with employees actively driving initiatives across locations. ESG-linked KPIs are defined in alignment with Key Result Areas (KRAs). Contributions toward these goals are recognised through structured year-end rewards, including monetary incentives.

Focus Area 2

Learning and Development

We view learning as a catalyst for performance and sustainable growth. Our Learning and Development (L&D) approach builds capability at all levels, enabling our workforce to adapt, lead, and excel in a dynamic environment.

L&D Framework

Our goal-oriented L&D framework integrates learning seamlessly with talent and performance management. It supports career progression through structured development, goal-setting, and periodic reviews to track progress and identify training needs. The Management Development Plan (MDP) promotes ongoing professional and leadership development through manager-employee collaboration. Based on the 70-20-10 model, it blends on-the-job learning, mentoring, and formal training. We collaborate with leading institutions and training partners to bring in global best practices and domain expertise. Digital learning platforms enhance scalability and accessibility across locations.

4,43,000+  
Total Training Hours





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L&D Programmes

Our structured learning frameworks deliver measurable outcomes across functional training, behavioural development, technical skill enhancement, leadership development, compliance and ESG trainings. Training follows a blended model: in-person sessions, e-learning modules, virtual classrooms, and hands-on learning.

**Shikar Tak Safar**  
Sharing best practices to achieve excellence

**E-karigar**  
Online platform with role-based training modules

**Samarthya**  
Developing professionalism and a transformative mindset

**Focus 50**  
Preparing future-ready leaders

**Lead the Change**  
Empowering middle management to drive impact

Programmes are tailored to business and location-specific needs. Worker training is delivered in vernacular languages with visual aids to support retention. For corporate employees, interventions align with strategic priorities, development goals, and functional requirements.



CASE STUDY

### Chemicals Technical Academy

**Overview**

Chemicals Business Technical Academy is a structured learning initiative aligned with Aditya Birla Group’s values and Grasim’s business strategy. Launched to strengthen technical capabilities across functions, it supports business expansion into new chemistries and product categories. Through tailored learning paths, technical leadership programmes, and skill assessments, the academy enables both foundational learning and specialised expertise. Delivered in collaboration with IIT Guwahati, IIT Madras, and industry experts, the curriculum focuses on high-impact training in emerging chemistries and technologies.

**Solution**

The academy offers a comprehensive learning ecosystem that combines digital modules, classroom sessions, and expert-led training. It encourages continuous skill enhancement, cross-functional collaboration, and application-based learning. Integrated with HR processes, it contributes to employee development, talent management, and engagement. Partnerships with academic institutions and industry experts ensure the curriculum remains up to date and aligned with business needs.

**Impact**

The initiative has strengthened technical maturity and readiness across the organisation. Employees actively engage with the platform, deepening their skills and driving operational excellence. As the Chemicals business continues to evolve with new technologies and market needs, the academy remains a key enabler of workforce capability.

Focus Area 3

Diversity and Inclusion

At Grasim, inclusion is integral to how we grow and operate. We strive to build a workplace that values individual differences and leverages diverse perspectives to enhance collaboration and performance. Guided by our Diversity and Inclusion Policy, we continue to embed practices that promote equitable access, respectful engagement, and equal opportunity across the organisation.

Enabling a Diverse Workforce

Diversity at Grasim extends beyond gender to include age, cultural background, experience, ability, and thought. Our hiring practices are designed to attract talent from a wide socio-economic spectrum and ensure fair representation. We are committed to maintaining a workplace free from discrimination based on race, colour, nationality, religion, age, marital status, disability, gender identity or expression, sexual orientation or health status.

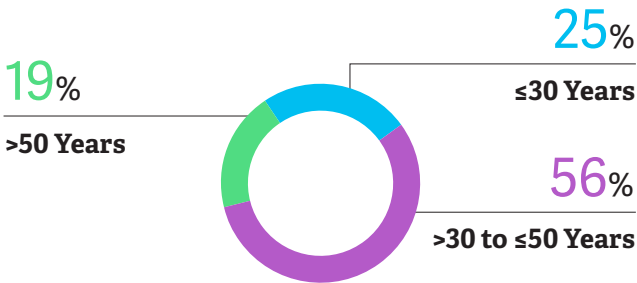
We aim to increase the representation of women in leadership and expand opportunities for individuals across diverse life journeys. As an equal opportunity employer, we integrate inclusive practices throughout the employee lifecycle, from recruitment to retirement. Our manufacturing sites are progressively upgrading infrastructure to enhance accessibility for individuals with disabilities, across both physical and digital environments.

Training programmes on gender sensitisation, unconscious bias, and workplace conduct are in place to build awareness and encourage inclusive behaviours. These initiatives are championed by senior leadership, implemented by HR and site-level teams, and overseen by our CHROs in coordination with business units to ensure measurable progress.

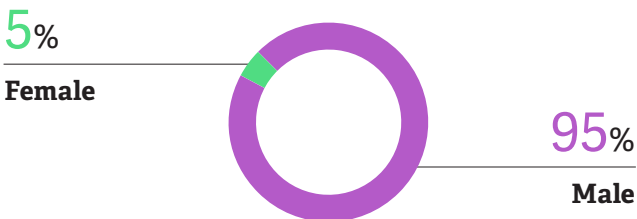


Workforce Diversity\*

Age-wise Distribution



Gender-wise Distribution



\*Data includes total number of permanent employees and workers for FY 2024–25  
GRI 2-7, GRI 2-8

Note: Number of employees and workers data is covered under limited assurance.



Focus Area 4

Human Rights

We maintain zero tolerance for any human rights violations across our operations and value chain. Our Human Rights Policy reflects our commitment to equality and fair treatment for all individuals associated with our business. We align with global frameworks, including the UN Global Compact Principles, OECD Due Diligence Guidance for Responsible Business Conduct, International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, UN Guiding Principles on Business and Human Rights, and the UN Sustainable Development Goals.

100%  
Plants and Offices Assessed on Human Rights Parameters

Human Rights Assessment

We conduct comprehensive human rights assessments and internal audits aligned with SA 8000 standards to identify and mitigate risks such as discrimination, child labour, sexual harassment, and other critical concerns. All sites have implemented a Human Rights Due Diligence tool that enables systematic evaluations, continuous monitoring and timely risk management across our operations and value chain.

Core Assessment Areas

- Forced and Bonded Labour
- Child Labour
- Modern Slavery and Human Trafficking
- Minimum Wages and Fair Remuneration
- Discrimination and Harassment
- Freedom of Association and Collective Bargaining
- Rights of Indigenous People, Minorities, and Marginalised Communities
- Freedom of Expression
- Health and Safety and Working Conditions
- Development and Wellbeing of Employees

Human Rights Compliance and Awareness Training

We conduct regular training for employees and security personnel on human rights, diversity, inclusion, and workplace ethics. These sessions cover respectful conduct, prevention of harassment and discrimination, incident reporting protocols and grievance procedures, promoting a safe, inclusive and ethical work environment.

19,000+  
Human Rights Training Hours

Prevention of Sexual Harassment

Our POSH Policy reinforces a zero-tolerance approach to sexual harassment. Regular awareness campaigns, mandatory annual training, and accessible reporting channels ensure employees are equipped to identify, report, and address incidents effectively.

Grievance Redressal Mechanism

Grasim has a structured grievance redressal process guided by our Grievance Redressal and Human Rights Policies. A dedicated Grievance Committee addresses concerns related to legal, regulatory, and ethical violations, including human rights issues. Stakeholders can raise grievances through formal channels via the designated Stakeholder Contact Officer. All reports are handled with transparency, fairness, and strict non-retaliation.



Focus Area 5

Employee Wellbeing

We prioritise employee wellbeing through a comprehensive range of physical, emotional, and mental health initiatives. These include regular health check-ups, wellness sessions, counselling support, and awareness campaigns. Mental health programmes such as stress management boot camps, help build workforce resilience. Social connection and recreation are encouraged through celebrations, sports tournaments, and team gatherings.

100%  
Return to Work Rate of Permanent Employees and Workers Who Took Parental Leave

Employee Wellness and Benefits

Our benefits are designed to support employee health, wellbeing and work-life balance. These include parental leave and paid family care leave, flexible work arrangements, day care facilities and dedicated breastfeeding areas, health, accident and OPD insurance, on-site medical centres, subsidised meals, and transition assistance programmes.

Women employees receive additional support through childcare leave and extended Mediclaim coverage to promote comfort and continuity at work.



We conduct regular health camps, medical assessments, and counselling sessions covering topics such as mental wellness, PCOD, breast cancer, addiction awareness (tobacco and alcohol) and women’s health. Engagement around events like Women’s Day, Earth Day and community initiatives fosters a sense of shared purpose beyond the workplace.

Employee Satisfaction

We strive to create a collaborative, growth-orientated culture by prioritising engagement, transparent communication, and continuous development. Regular feedback mechanism helps us align with employee expectations and design initiatives that enhance connection and motivation.

The Vibes Survey, conducted every alternate year, gauges stress levels, happiness, sense of purpose, and job satisfaction. Insights from the survey inform ongoing efforts to strengthen workplace wellbeing and alignment across all levels.

Employee Volunteering

Volunteering is embedded in our culture, encouraging employees to contribute meaningfully to social and community causes. Through organised programmes and partnerships, they engage in initiatives spanning education, environment, health, and social welfare. These efforts create positive outcomes for communities while encouraging teamwork and empathy across the organisation. Aligned with our values, employee volunteering amplifies our collective social impact.



Health and Safety

We are committed to maintaining a healthy and safe working environment for all employees, contractors, subcontractors, and workers. Our approach integrates physical and mental well-being with proactive risk management to build a safer, more resilient workplace.

Health and Safety Management

Grasim adopts a structured, risk-based approach to ensure regulatory compliance and drive continuous improvement in safety performance. Responsibilities are clearly defined, with regular monitoring, and preventive interventions implemented across all operations.



100%\* of our sites have achieved ISO 45001:2018 (Occupational Health and Safety Management System) certification

\*This excludes three newly commissioned Paints sites, where the certification process is currently underway.

100% Plants and Offices Assessed on Health and Safety Practices

Health and Safety Management System

Certified Management System

- Implemented ISO 45001 certification
- Aligned with legal, regulatory, and industry standards
- Workforce safety governed by robust guidelines

Performance Monitoring

- Tracking of key indicators - LTIFR, TRIR, Near-misses
- Progress Review by Senior Management and Board
- Governance through Site-level Safety Committees

Risk Identification and Control

- Conducted regular HIRA and HAZOP
- Set risk-based action plans with measurable targets
- Integrated emergency preparedness at all sites

Assurance and Continuous Improvement

- Perform independent third-party audits
- Conduct internal safety inspections
- Focus on learning and cross-site sharing

Operational Controls

- Preventive maintenance for safe equipment operation
- Root cause analysis after incidents
- Implementation of corrective actions across units



Occupational Health

We conduct periodic medical check-ups and workplace inspections tailored as per job-specific exposures and risk profiles. These assessments support early detection, prevention, and control of occupational health risks. Findings are regularly reviewed to identify trends and implement targeted interventions, ensuring compliance with occupational health standards. Occupational Health Centres (OHC) provide routine care, emergency response, and ongoing health surveillance across sites.

Health Risk Prevention and Monitoring

Preventive healthcare remains a key priority, especially for workers and contractors in industrial settings. Initiatives include:

- Periodic Ergonomic Assessments
- Dust and Noise Exposure Control
- Nutritional Advisory & Hygiene Awareness Drives
- Immunisation and Vector Control Programmes

Workplace Safety

We enforce safety through clearly defined protocols, hazard-specific controls, and proactive awareness initiatives:

- A structured Personal Protective Equipment (PPE) matrix ensures role- and task-specific gear is provided
- Employees and workers are assigned duties only after meeting health and fitness criteria
- Toolbox talks and safety briefings reinforce safe work practices
- Factory leaders conduct routine safety rounds to identify and address unsafe acts or conditions in real time
- Employees are encouraged to report hazards, enabling prompt corrective action
- Near-miss incidents are investigated, and corrective measures implemented to prevent recurrence
- An Emergency Response Plan (ERP) outlines clear roles, communication protocols, and actions for swift and effective emergency handling

Process Safety

We follow an integrated approach to process safety, focusing on:

- Risk identification and safe design
- Operational control and regular maintenance
- Role-specific training and compliance with safety standards
- Defined role and responsibilities for prompt resolution of deviations

This approach safeguards people, protects assets, and ensures operational continuity.

Safety Performance

	Man-Hours Worked	Fatality (No.)	Lost Time Injury (LTI) (No.)	LTIFR (Per million hours worked)
Permanent				
Employees	1,50,12,144	0	1	0.07
Workers	3,83,53,292	1	8	0.23
Other than Permanent				
Employees	30,19,092	0	0	0.00
Workers	5,29,87,956	0	12	0.23

GRI 403-9

Note: LTIFR, total recordable work-related injuries, and fatality data is covered under reasonable assurance.







Incident Reporting and Investigation Framework

We follow a structured process for incident reporting and investigation to ensure timely resolution, transparency, and accountability. All incidents, including near misses, are recorded through defined channels and thoroughly reviewed to identify root causes. Investigations involve relevant stakeholders and subject matter experts to ensure accurate analysis and corrective actions. The process includes documentation, follow-up, and knowledge sharing to prevent recurrence.

In the event of an incident, we initiate regulatory reporting, share key learnings across units to prevent recurrence, and review and update relevant SOPs and policies. The risk register is revised, and refresher training is conducted. Preparedness is reinforced through mock drills, safety assessments, and statutory inspections. Prompt medical care is provided to affected personnel. Environmental impact assessments are conducted as part of the response. Process remediation measures are implemented to address root causes and strengthen safety controls.

Incident Reporting and Investigation Process



Health and Safety Training

Health and safety training is central to our commitment to a safe working environment. We deliver risk-specific programmes designed to the unique hazards of each operational area, for example, fall protection for work at heights and confined space training covering emergency procedures, ventilation, and hazard recognition.

We promote behaviour-based safety to build hazard awareness, proactive risk management, and safe practices among employees and contractors. Immersive virtual reality sessions strengthen preparedness and cover scenarios such as working at heights, PPE usage, night shift protocols, operation, scaffolding, and gas cylinder handling.

To strengthen knowledge and ensure alignment with updated safety protocols, refresher training is regularly conducted on key topics such as chlorine gas leak response, Self-Contained Breathing Apparatus (SCBA) usage, handling hazardous chemicals, sulphuric acid MSDS, and valve operation.

1,60,000+ Training Hours on Occupational Health and Safety

Emergency response drills are held routinely to ensure personnel can act swiftly and effectively in crisis situations. Contractors’ safety is managed through stringent screening, adherence to our Occupational Health and Safety Policy and Supplier Code of Conduct, and continuous performance monitoring.

We set measurable safety objectives, track performance indicators, and report outcomes to drive accountability and continuous improvement across operations.

Key Initiatives

- 1. Installed SPARSH (Safety & Operational Video Analytics Review & Showcasing Hotspots)**  
An AI-based system for early detection of safety non-compliances
- 2. Introduced Department and Contractor Safety Scorecards**  
KPI-based tools to drive ownership and accountability
- 3. Hydrogen Cylinder Safety Enhancements**  
Installation of non-hot work safety caps and impact-resistant valve guards for safe transit

Enhancement of Transportation Safety

**Overview**

Ensuring safe transit of hazardous materials is essential to protecting people, assets, and the environment. The Enhancement of Transportation Safety initiative at GCA was launched to mitigate operational risks through digital monitoring, targeted training, and accountability-driven systems. It reflects our Zero Harm objective and proactive logistics safety approach.

**Solution**

A centralised IoT-based Control Tower (CCT) supports real-time shipment tracking, automated alerts, and seamless integration with third-party GPS providers. This is complemented by a Driver Fatigue Monitoring System (DFMS) and a Vehicle Gate Check Entry System that validates vehicle and driver readiness prior to dispatch.

Vendor assessment and transporter accountability are enhanced through digital platforms. Structured training programmes, delivered via classroom sessions and safety simulations, is reinforced with ongoing awareness initiatives and recognition programmes for high-performing drivers.

**Impact**

This initiative has improved in-transit visibility, strengthened safety compliance, and enabled early risk detection. It has fostered a more safety-aware logistics ecosystem, with greater participation from vendors, drivers, and field teams.

**Future Outlook**

We plan to expand digital monitoring, integrate AI-driven training modules, and continuously evolve the system in response to emerging safety risks and operational insights.