



Human capital

Empowering our workforce

We are a people first organisation and we recognise the significant role our dedicated and skilled workforce play in furthering our business objectives and meeting our goals. We are committed to fostering an inclusive and diverse work culture. As a responsible organisation, we provide them a supportive, transparent and safe working environment that furthers their career aspirations.



HUMAN CAPITAL

Employee engagement

The well-being and safety of our people are integral to our business decisions. Rewards and recognition program, leadership connect, events and celebrations form the basis of people engagement policy. During the year, we launched our first ever Employee Engagement Survey under the aegis of Awaaz in October 2021.

In line with our strategic pillar of embracing digitalisation, the Awaaz survey was launched online in association with an external partner, enabling employees to give their feedback on-the-go. The survey received a phenomenal response, with 88% of the employees coming forward to voice their opinion.

The survey findings were presented to the leadership team followed by its dissemination among all employees. Structured Awaaz – Action planning workshops were conducted across all sales and marketing zones and

manufacturing locations. These interactive workshops involved employees from all age groups, service levels and regions coming together for a day to look at critical focus areas and plan action for each of the identified areas.

One of the focus areas of Awaaz was to connect the young talent to our leadership. In line with this objective, we launched our first-ever 'Young Council', wherein 15 young talents were identified across functions and locations for engagement with our Managing Director, Mr. Parth Jindal. The first meeting was conducted in March across eight focus areas. The Young Council members will also get a chance to be part of the monthly leadership review meets.

1,359

Full-time employees

1,691

Associate employees

Awaaz

JSW Cement's first Employee Engagement Survey

In FY2021-22, we conducted our first employee experience survey called Awaaz 2021. 86% of our workforce came forward and participated. We are proud to have received such a high response rate, especially as we were undertaking this survey for the first time.

86%

Survey participation

60%

Engagement score

5:1

Engagement ratio

8

No. of Awaaz action planning workshops

300+

Employees covered through workshops

As per the survey results, our overall engagement score is 60%, which indicates that 6 out of 10 of our employees believe in our organisation's mission and vision. The engagement score for manufacturing, sales and marketing, corporate office and projects, as

compared to our overall engagement score, has been presented in the following section.

Division	%
Corporate	64
Manufacturing	57
Projects	73
Sales and marketing	61

We are striving to successfully position ourselves in the 'Best Employer' category in the coming years. Our focus has been to understand, analyse and strengthen the drivers that keep the 60% engaged. We are also identifying and working on the areas that are leading to disengagement.

Area of focus	%
Given the opportunity, I (the employee) tell others great things about working at JSW Cement	74
JSW Cement inspires me to do my best work every day	73
Enabling infrastructure	71
Customer focus	73
Response to COVID 19	80
Brand	75

Co-creation of wealth: Employees as partners

JSW Cement is a pioneer and proud to partner with employees as owners towards building an organisation for tomorrow. ESOP 2021, launched in December 2021, was the first ever such scheme in the cement industry offered to all employees across roles and grades. The scheme gives stock options to our employees at a discounted price in such a way that employees can create wealth in line with the growth of our organisation. In keeping with our vision of being digital, we launched ESOP 21 on a digital platform.



Diversity and inclusion

We are an equal opportunity employer and we ensure that all our processes are free from any forms of bias. We proactively promote a diverse and inclusive work culture.

4.50%

Diversity

Our Company's success is dependent on our diverse group of employees who bring forth a range of experiences, talents and perspectives. We prioritise providing equal opportunities for all our employees without discriminating based on gender, race, and ethnicity, among others. We ensure that the recruitment of our employees is purely based on their qualifications, skills and knowledge while strictly ensuring equality in terms of salary and remuneration.

We encourage our employees to take maternity and paternity leave to share their family responsibility. Our organisational culture prioritises inclusivity and ethical behaviour. Our values form the basis of our system and percolate down from our senior management. This has aided us in creating a peaceful, safe and inclusive work environment in which everybody feels free to express and think independently. In the previous fiscal year, we recorded no incidences of prejudice or violence.

D&I in action: start at the very beginning

We passionately believe in promoting diversity and inclusion among our workforce, particularly our manufacturing team. We also intend to encourage students to pursue a career in manufacturing. To promote this objective, we welcomed 11 new graduates to our Salboni plant on December 6, 2021. Ten of these trainees have master's degree in science and one holds a bachelor's degree. They underwent a six-month induction programme that included exposure to Central Control Room (CCR) operations and the quality lab, as well as projects that ensured their thorough involvement and learning during the training period. We began with a two-week introduction on JSW Cement, a factory tour and POSH awareness workshop for the trainees. They have now been stationed at various locations – from Salboni, to Nandyal to Vijayanagar. We ensured they had a seamless onboarding experience under their assigned mentors and were groomed to handle shift operations independently.



HUMAN CAPITAL

Trainings and development

We invest in our employees and help them enhance their skill set through specific trainings and learning sessions.

Capacity building through the gurukul experience

Capability building is a high strategic priority for the organisation. We believe in providing our workforce with opportunities to grow and develop on both the professional and personal front. At JSW Cement, we focus on employee development by enhancing their skills and knowledge and fostering a culture of continuous learning through multiple developments and training programs that give them strong industry exposure and build their expertise.

During the year, we conducted various technical and behavioural workshops as per the training needs identified. Keeping in mind the pandemic, we continued to build on e-learning initiatives. Technical workshops on roller press operation, slag grinding, reactivity, process maintenance, and the impact of cement manufacturing on the environment among others were conducted online.

'Sales Gurukul' sessions were introduced to build the overall capability of the sales and marketing teams. The sessions are conducted periodically by internal Sales Excellence Managers. The sessions are also customised according to the requirements of a specific market.

21,000 hrs

Total training conducted

3

Average training days per employee

Skill development trainings

Management level	% Of employees who attended skill development trainings	Average training hrs
Top Management	6	32
Middle Management	58	21.5
Lower Management	76	19
Other employees	66	25.5

'Kshamata se Saksham ki or': Our sales transformation journey

Kshamata, launched in FY 2020-21, was aimed at improving our go-to-market strategy, overall sales and marketing capabilities. During the year, we continued this journey with the launch of Saksham, focused on improving the capability of our sales and marketing teams. Through engagement sessions with key stakeholders and market visits, we developed a competency framework for different roles. The framework looked at current and future business requirements and matched them with functional and behavioural competencies. In line with our philosophy of building inclusive people processes, a roadshow was conducted across all zones to explain Saksham, its linkage with the strategic initiatives of the Company and our people development roadmap.

Benefits provided to employees

Full-time employees receive benefits such as life insurance, healthcare and parental leave among others. Part-time employees receive similar benefits, although the range of benefits covered may differ.

FY 2021-22	Female	Male
Employees entitled to parental leave	All	All
Employees who availed of parental leave	19	-
Employees who returned in the current reporting period after availing parental leave	19	-
Employees who availed parental leave and were employed even after 12 months	19	-

Indicators	FY 2021-22	FY 2020-21
Total employees	1,359	1,224
No. of associates	1,691	1,699
No. of joinees	353	153
Retention (%)	83.1	88.7



Benefit plan obligations and other retirement plan

As part of our retirement plan, we provide pension to our employees. As much as 8.33% of the basic salary is transferred to the pension fund. We also offer post-retirement health insurance to our employees.

Collective bargaining

The Company does not have trade union hence collective bargaining is not applicable.

Performance management

Performance evaluation follows training and development initiatives. It keeps employees motivated and help them introspect, set goals and work towards achieving these goals. Employee progress is tracked throughout the year, which contributes to the assessment procedure. The performance assessment cycle begins with goal setting, followed by a continuous review throughout the year and an annual appraisal on a four-point scale. The ratings are tied to increments.

100%

Employees were covered under regular performance and career development review during the reporting period

Respecting human rights

Our human rights policy highlights our dedication to safeguarding and advancing individual rights while also fostering inclusion, diversity and equality. We prohibit any kind of discrimination or action that might lead to human rights violations across our operations or that of our suppliers and business partners. We do not use child labour, nor do we use forced or compelled labour. During the year, no cases of prejudice were recorded.

Safety Apex Committee

In addition to the Safety Steering Committee, we have Apex Committees at all our plants and sites to make sure that on-site personnel have adequate resources and skills for a world-class safety performance. The plant manager serves as Chairman, the Safety HOD serves as Convenor and all essential staff are members of the committee. The Apex Committee's main responsibilities include implementing the Safety Steering Committee's goals and objectives, providing communication and training to all personnel, aligning all employees to the Company's safety vision, principles and policies and establishing and approving site-specific rules and procedures.

All senior employees are trained on the Safety Observation (SO) procedure. SO tours are carried out on time across our operational locations, with 83% planned compliance. To foster a safety culture across all sites, we recognise employees who exhibit appropriate safety behaviour. All events and high-risk near-miss occurrences are examined and preventative measures are put in place to prevent such incidents from happening again. The Executive Committee reviews the reports and occurrences every month.

Divisional Implementation Committees (DIC)

The DIC is responsible for putting in place procedures and systems that help us achieve our goal of an injury-free workplace. They ensure that the Site Sub-committees' safety systems and procedures are implemented on schedule. Each plant is divided into two or three DICs for better control or implementation, depending on the plant's size.

Sub-committees at location

Sub-committees assist the Apex Committee to make sure that the standard safety procedures are followed by all employees at the plant. These committees define and implement processes for improving the behavioural safety performance. There are around seven sub-committees at all the five plants.

Health and safety

At JSW Cement, we are committed to achieving zero harm at our workplace. Our employees are our most important resources and hence, we lay strong emphasis on improving our health and safety parameters.

13,221

Near miss reported

0.10

LTIFR

2,29,953

Safety training hours

1,91,38,757 million

Manhours worked

Safety Steering Committee

Our Safety Steering Committee offers strategic safety direction to the Company, approves business-level initiatives, safety policies, safety standards and monitors and assesses performance within its area of power and influence. The Committee majorly focuses on developing strategies, policies and standards to establish a world-class safety culture. It also monitors safety performance and ensures uniform implementation of safety standards across all our locations.

The Committee is also responsible for ensuring resource availability and the efficacy of safety procedures, communicating safety decisions and designing and implementing Standards of Procedure (SOPs) across all levels of operations. The progress of the safety management system at all locations gets reviewed by the CEO on a monthly basis.

Safety Sub-committees at plants

Safety Observation Sub-committee	Incident Investigation Sub-committee
Contractor Safety Management Sub-committee	Training & Communication Sub-committee
Road & Rail Sub-committee	Rules and Procedures Sub-committee
Plant Electrical Safety (PES) Sub-committee	

Ensuring safety at our mines

- > Every Mining Officer and Supervisor, including contractual personnel, is required to submit a near miss submission
- > High potential safety standards have been adopted in mines and garages (i.e. PPE, LOTO, PTW, WAH, work permit, etc.)
- > SOPs/SWPs and Job Safety Analysis (JSAs) have been developed and sent to all Mining Officers; these are periodically updated
- > A robust Safety Management System (SMS) has been developed, authorised and implemented in mines, including garages
- > An Emergency Management Plan (EMP) has been developed and is being implemented in the mines
- > Daily safety discussions are held before the beginning of shift operations
- > Hazard Identification and Risk Assessment (HIRA) is prepared prior to the start of non-routine activities
- > The Pit Safety Committee (PSC) meets on a monthly basis, and all matters mentioned are handled within 7-15 days
- > New joinees are provided the induction training

HUMAN CAPITAL

4

Sites covered under ISO 18000

100%

Number of sites audited for health and safety

81%

Permanent employees attending training on health and safety

86%

Contract employees attending training on health and safety

Worker's involvement in safety management system

- > Equal no. of workers and management staff are a part of the Safety Committee
- > All incidents are investigated and monitored by the investigation team and workers are members of the same
- > Every workmen's suggestions are implemented for a better workplace
- > Trainings are conducted by the senior management as per their area of expertise
- > Workers actively participate in presenting skits for improving the safety culture at the workplace
- > Senior workers participate in the preparation of JSA and risk assessments

High potential safety standards

Five criteria have been established across all our sites to guarantee that safety is a priority. Each standard includes an established protocol for site implementation and progress tracking. A five-member taskforce with a Chairman and Convener is formed to supervise implementation at all our sites. We keep our personnel informed on these standards on a regular basis, and we have trained all our employees in the criteria.

Mandatory safety standards

Working at Height (WAH)	Lock Out and Tag Out (LOTO)
Confined Space Entry (CSE)	Permit To Work (PTW)
Personal Protective Equipment (PPE)	

Contractor safety management system

As part of our Contractor Safety Management (CSM) system, all contractors must go through a pre-qualification examination. The passing grade is 70%. This provision assists line management in designing and implementing procedures and practises to control or reduce the risks associated with contracted on-site operations. Our occupational health and safety management system covers all our employees. The data on safety performance includes all employees and contract workers. Contractors must provide Employee State Insurance (ESI) to all employees and contribute to it. Only workers holding a valid ESI are permitted on our premises.

Implementing HIRA for safety

Before beginning non-routine tasks, HIRA is a mandatory procedure. Hazop studies are also carried out for new processes or any process alterations. To avoid a recurrence, all facilities keep a strict record of all near misses and investigate all high potential near misses and the outcome. All occurrences are recorded in the 'mySetu' programme, which is used at all the plants. All occurrences are assessed once a month by the Cement Group Safety Council, which is headed by our CEO and the implementation progress is closely monitored.

Occupational health services

Every plant has a doctor and each employee is required to go through a health check-up once a year. Medical insurance and Group accidental insurance cover employees. Health webinars/sessions on emerging health concerns are held on a regular basis. Yearly health check-ups are also conducted for all contract workers as per Factories Act.



Safety performance

Period unit	Fatalities		LTIFR		TRIFR	
	No.	Rate	No.	Rate	No.	Rate
FY 2020-21	0	0	5	0.44	7	0.62
FY 2021-22	0	0	2	0.10	6	0.31

Safety training

The safety training schedule is prepared based on the previous year's safety performance, including near-miss occurrences recorded, first aid instances and the training needs of workers and associates. To promote the workplace safety culture, behaviour-based safety training is provided at all sites. We also give first-aid and firefighting training to all employees and contract workers in accordance with statutory requirements. Safety discussions through 'Tool Box Talks' are held on a regular basis for contract employees prior to the beginning of shift operations.



Six step safety observation (SO) procedure

277

Employees trained on safety observations

All senior personnel above L8 get safety observation training. They must follow a specific six-step method to enhance worker behaviour.

Observe an unsafe act.

Comment on a safe act or behaviour.

Discuss any unsafe/at-risk behaviour observed. Discuss consequences (possible injury) of the unsafe act/behaviour. Encourage the employee to discuss safer ways to do the job.

Agree to work safely.

Invite the employee to discuss other safety issues in the workplace.

Thank the employee.

HUMAN CAPITAL

Hazard identification and assessment of risk

All actions are classified as either 'routine' or 'non-routine', and risks are assigned to each group. The leadership team creates a JSA document, which is shared with all the employees on a regular basis. The JSA is reviewed and approved by the Department Head. The JSA is always communicated to workers before they begin work in the language they understand. During the year, we undertook various measures to improve the safety culture of our organisation. Plant-wise details of our safety statistics are given below:

Nandyal

261

Safe man-days

3,252

Near miss cases for FY 2021-22

350

Workers awarded 'Safe Worker of the Month'

36,796 hrs

Of training on safety systems

6,716

Safety observations identified and corrected during FY 2021-22

100%

Compliance of all statutory requirements pertaining to safety

We were successfully able to complete our Composite and PSC bulk loading projects without any major incidents. Special training programs were conducted on firefighting for our shift associate employees and employees. Aligned with the principle of zero harm at our workplace, we undertook initiatives to create awareness around safety practices, celebrated the National Safety Week and felicitated winners of various competitions.

Vijayanagar

444

No. of days worked without LTI for FY 2021-22

3,028

Near miss for FY 2021-22

27,153 hrs

Of training man hours

15

Scaffolding inspection officers trained

20

Trained in building the scaffolding

We ensured timely monthly reports on the 'mySetu' portal and conducted on-site safety training and demonstrations, including fire mock drills quarterly. We ensured 100% statutory compliance to testing tools, tackles and pressure vessels, certification of all lifts, hoists, cranes and UT testing of air receivers as per statute. We have conducted 100% hydrostatic pressure test for all pressure vessels and made sure to file 100% monthly and annual returns to Inspectors of Factories. Our reward, recognition and consequence management system has been implemented. We also organise 'Tools Box Talks' on the monthly theme, ensuring the same is followed across all areas on a regular basis. We also celebrated the Road Safety Week, National Safety Week and the Fire Service Week.



Dolvi

933

Safe man-days

202

Workers awarded 'Safe Worker of the Month'

100%

Compliance of all statutory requirements pertaining to safety

25

Additional CCTV cameras installed for administrative control

1,674

Near miss cases for FY 2021-22

Zero

LTI during FY 2021-22

30,935 hrs

Of training on safety systems

16,267

Safety observations identified

15,068

Behaviour corrected during FY 2021-22

We conducted training programs for contractors on CSM to enhance knowledge regarding Safety Management Systems and special training programs for firefighting shift associate employees. Safety observations including unsafe acts/ conditions are compiled through the 'mySetu' portal and by our Safety Department. As per the recommendations of Directorate of Industrial Safety & Health (DISH), we also completed our internal IMS and statutory audit. We installed a Nitrogen Fire Protection System (NIFPS) for protection against transformer fire. All the pressure vessels were handled and lifting operations carried out by trained people as per Maharashtra Factories Rules, 1963. All pressure vessels and lifting equipment done by competent person as per Factories Act.





Salboni

771

Safe man-days

279

Workers awarded 'Safe Worker of the Month'

2,176

Near miss incidents for FY 2021-22

₹53 lakh

Spent on safety initiatives

17,550 hrs

Of training imparted during FY 2021-22

4,280

Safety observations identified

3,926

Behaviour corrected during FY 2021-22

100%

Compliance of all statutory requirements pertaining to safety

Monthly Central Safety Committee Meeting is organised with all members and we monitor and record all actions on a weekly basis. We frequently conduct training programs on CSM for employees and contractors to enhance their knowledge on CSM. Monthly machine guarding and floor opening survey is conducted as per JSW Standards and corrective action is undertaken accordingly. Daily compliance status is monitored by the Plant Head and Operation Head and discussed during the daily production meeting. We organise a defensive driving training program thrice a week for truck drivers to instil better awareness and also provide driver passports (including safety instructions and road symbols) after training. We also ensure the inspection of vehicles (inward and outward) to monitor their condition and speed inside the plant premises. Meetings are also organised with transporters for taking corrective and preventive action. We organised two demonstration programs on 'Rescue from height'.

All body harnesses are inspected biannually and damaged harnesses are discarded immediately. For better emergency preparedness, fire demonstration training and fire emergency mock drills are carried out at the plant. We organise regular training and quizzes on topics such as WAH, LOTOTO, Hot Work, Confined Space, Lifting activities, and PTW among others across the plant with all operational and project workers. We celebrated the 33rd National Road Safety Week from 11th-17th January 2022 coupled with a motivational program and reward function. We also celebrated the 51st National Safety Week in March 2022 with various safety-related programs, competitions, awareness sessions, safety skits with employees, contractors, their associates and family members. We have also implemented CARE Systems.

Other safety highlights

- › 771 LTI free safe man days till 31st March 2022
- › Successfully completed New Packer 4, Silo projects, water tank demolition project without any incident



JAJPUR

1,593

Safe man-days

48

Workers awarded 'Safe Worker of the Month'

859

Near miss incidents for FY 2021-22

100%

Compliance of machine and conveyor guarding

11,282 hrs

Of training imparted during FY 2021-22

713

Safety observations identified and corrected during FY 2021-22

ISO 45001

certified



We completed RP building sheeting work without any incidents and conducted special training programs on firefighting for all employees. A training program on CSM was organised for employees to build awareness and enhance their knowledge of the standards. We improved our connectivity from RP to fly ash silo for better movement and easy access and carried out the magnetic practical test for hydra and EOT hooks to identify and replace internal cracks.

- › Prepared Job Safety Analysis (JSA) for all routine and non-routine activities, explaining the hazards and implementing mitigation measures to avoid any unwanted incidents before performing the task at all locations
- › Prepared, approved, displayed and explained the General Safety Rules to all employees
- › PPE, LOTO, PTW, WAH and Confined Space Entry (CSE) task force teams have prepared the procedure and training modules and commenced the training programme at all locations
- › All senior employees (L8 and above) have been trained on Safety Observation procedure (SO); SO tours have been carried out as per schedule in all operating locations with scheduled compliance at 83%
- › To ensure CSM, all contractors go through the pre-qualification assessment before being awarded contract; the cut off score is 70%
- › Rewarding safe working employees to encourage the safety culture in all locations
- › Training drivers on defensive driving techniques on a daily basis through plants' Road and Rail Sub-committees
- › All incidents and high potential near miss investigating and preventative actions are implemented to avoid reoccurrence and these measures are reviewed by the Executive Committee on a monthly basis

Safety excellence journey

Through our Safety Excellence journey, we have tried to uphold the following safety measures in order to strengthen the safety culture of the organisation.

Summing up our safety drive in FY 2021-22

- › Cement Group Safety Council meeting conducting monthly, and CEO reviewed the progress of safety management system across all locations
- › Implemented consequence management system at all locations
- › COVID -19 protocols in place at all locations to avoid the spread of infection
- › Zero fatal incidents recorded during the year
- › Group LTIFR was 0.10, lowest ever in the last five years

