

INVESTING IN OUR GREATEST ASSET

Apart from heightened competition, the cement industry is facing multifarious challenges that are pushing production as well as resources to the extreme. To counter the internal and external challenges, we continue to reinvent our build-retain-engage approach. This integrated approach to talent management equips us create an work environment that enables the personal and professional growth of our employees. Our focus on health and safety will continue to help us build long-term relationships with our people and keep them motivated.

Recruitment and selection

Inducting fresh talent

During the year, we inducted trainees in the team in manufacturing and S&M with the aim of building future leaders.

The year-long training programme consists of:

- ▶ Month-long induction: Trainees start with a comprehensive one-month induction programme.
- ▶ Structured rotation: After induction, trainees undergo structured rotations in 2-3 core domain areas
- ▶ On-the-job training: Following rotations, trainees undergo on-the-job training where they independently manage assigned roles; this experience builds their confidence and provides first-hand exposure to work dynamics
- ▶ Feedback sessions: Quarterly feedback sessions are integrated into the programme to help trainees track their progress and development
- ▶ Senior management staff is hired within the country, while non management staff is also hired mostly from local communities

21.63 HRS

Training hours per employee

31,253 HRS

Total training hours imparted

~85%

Of trainees who joined the programme in FY 2022-23 successfully completed their journey



Special focus on gender diversity

We continued to build on our benchmark initiative to induct female graduate candidates and build their skills through the year-long training programme. In FY 2022-23, the programme expanded to build talent for Central Control Room (CCR) operations in addition to Quality function.

Female candidates who completed the programme and joined the Company

11

Batch of FY 2021-22

15

Batch of FY 2022-23

Engagement

Building team connect: To promote a culture of 'One team, One family' in our Nandyal plant, each Head of Department engages with family members of the team once in six months. The HODs are empowered to plan this in consultation with the team. We saw some innovative approaches being adopted by the team leaders during the year, which saw outbound sessions and talent hunt being held along with team lunches and dinners.

Foundation Day celebration: Our Jajpur, Salboni, Dolvi and Vijaynagar plants celebrated Founder's Day with great fervour. Employees and their family members were in attendance, resulting in massive turnouts at these events.

IPL fever hits JSW Cement: To recognise achievements of our employees and the contribution of their family members, 20 employees from each location, along with their family, were selected to watch Delhi Capitals in action during IPL 2023.

During the year, all major festivals were celebrated across our manufacturing and sales locations.

Motivating the sales teams: Sales teams also conducted several team meetings and celebrated achievements during the year through a lot of outbound sessions.

People summary

Indicators	FY 2022-23	FY 2021-22	FY 2020-21
Total employees	1,445	1,359	1,224
No. of associates	1,754	1,691	1,699
No. of new hires	393	353	153

393

New employees hired

30

Female employees hired

We do not have unions at our plants except at our subsidiary Shiva Cement, where 15% of staff is covered through agreements.

As part of the learning journey, Achievement Motivation Labs and outbound sessions were organised for the Odisha sales team. This was aimed at invigorating the collective energy of the team and channelise it to help each individual identify their true potential.



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Retention and people transformation

Unnati programme

We broadened the scope of our 'Unnati' initiative – our people transformation journey. Various modes like one-on-one conversations, focused group discussions, and an online survey were conducted to engage 75% of our employees to gather feedback on various matters. This initiative is driven in partnership with an external management consultancy.

Our leadership recognised six key themes revolving around learning, career growth and development and seamless decision-making through a day-long 'U Collaborate' workshop. The idea was to learn from them, since we believe that talented youngsters are also people who understand present realities the most.

SAKSHAM II

Among the many initiatives implemented under the Unnati banner, 'Saksham' is the most significant one. Saksham

as the name suggests, is aimed at understanding core strengths of our teams and help build them to 'exceed expectations'. This will help us to build a pipeline for future growth, aligning employee aspirations and organisational goals. In Wave II of Saksham, we developed competency frameworks and job descriptions all roles in manufacturing, sales and marketing. Wave III, planned for FY 2023-24, will include development centres for all sales and manufacturing role holders and competency framework development for enabling functions.

Employee survey

We conducted employee survey in FY 2022-23, and presented the findings first to our leadership team and then shared these with all our employees. To translate insights into action, we organised structured 'Awaaz - Action Planning Workshops' across our sales and marketing zones and manufacturing locations. These interactive sessions brought together employees of diverse backgrounds, fostering collaboration and enabling us to address critical focus areas effectively.

Human Rights

We are committed to respecting, safeguarding, and upholding the human rights of all stakeholders across our value chain. To demonstrate this commitment, we have also become a member of United Nations Global Compact (UNGC).

Many of human rights clauses are already mentioned in our Business code of Conduct and Suppliers Code of Conduct. As mentioned in both, we oppose forced and compulsory labour, and condemn child labour in all its forms, discrimination, ensuring occupational health and safety, providing fair wages, and safeguarding vulnerable groups. In 2022-23, 100% of our employees have signed off on the Code of Conduct.

We have initiated the responsibility of conducting human rights due diligence exercises as well as dedicated trainings at our plants.

Benefits

Our full-time employees are entitled to a benefits package that includes term life, medical life insurance, healthcare coverage and parental leave, among others. Similarly, our part-time employees and associates also receive benefits, although the specific range of benefits provided may vary based on their employment status. We are committed to ensuring that all our team members have access to valuable benefits that support their well-being and work-life balance.

Parental leave

We actively encourage our employees to take advantage of maternity and paternity leave to fulfil their family responsibilities.

Retention rates FY 2022-23

88%
Female

81%
Male

Training and development

We are dedicated to developing the skills and competencies of our employees, fostering a culture of continuous learning through various training programmes. Throughout the year, we conducted technical and behavioural workshops, including online sessions covering topics like roller press operation, slag grinding, process maintenance, and environmental impact in cement manufacturing. Additionally, we introduced 'Sales Gurukul' sessions led by our Sales Excellence Managers to enhance our sales and marketing teams' capabilities. Our commitment to employee development and continuous learning is key to our success, benefiting both our workforce and the Company's long-term growth. We have taken the annual sign-off on Code of Conduct from all employees. We regularly conduct trainings at group level on the various aspects of the Code of Conduct for our employees

Transition assistance programmes

As part of the retirement plan offered, we allocate pension benefits to our employees, contributing up to 8.33% of their basic salary to the pension fund. Additionally, we extend post-retirement health insurance coverage to our employees as part of our commitment to their sustained well-being.

Performance management

We place strong emphasis on performance evaluation following our training and development initiatives. This approach keeps our employees motivated, encourages introspection, goal-setting, and working towards achieving these goals. Throughout the year, we actively track employees' progress, which plays a crucial role in our assessment procedure.

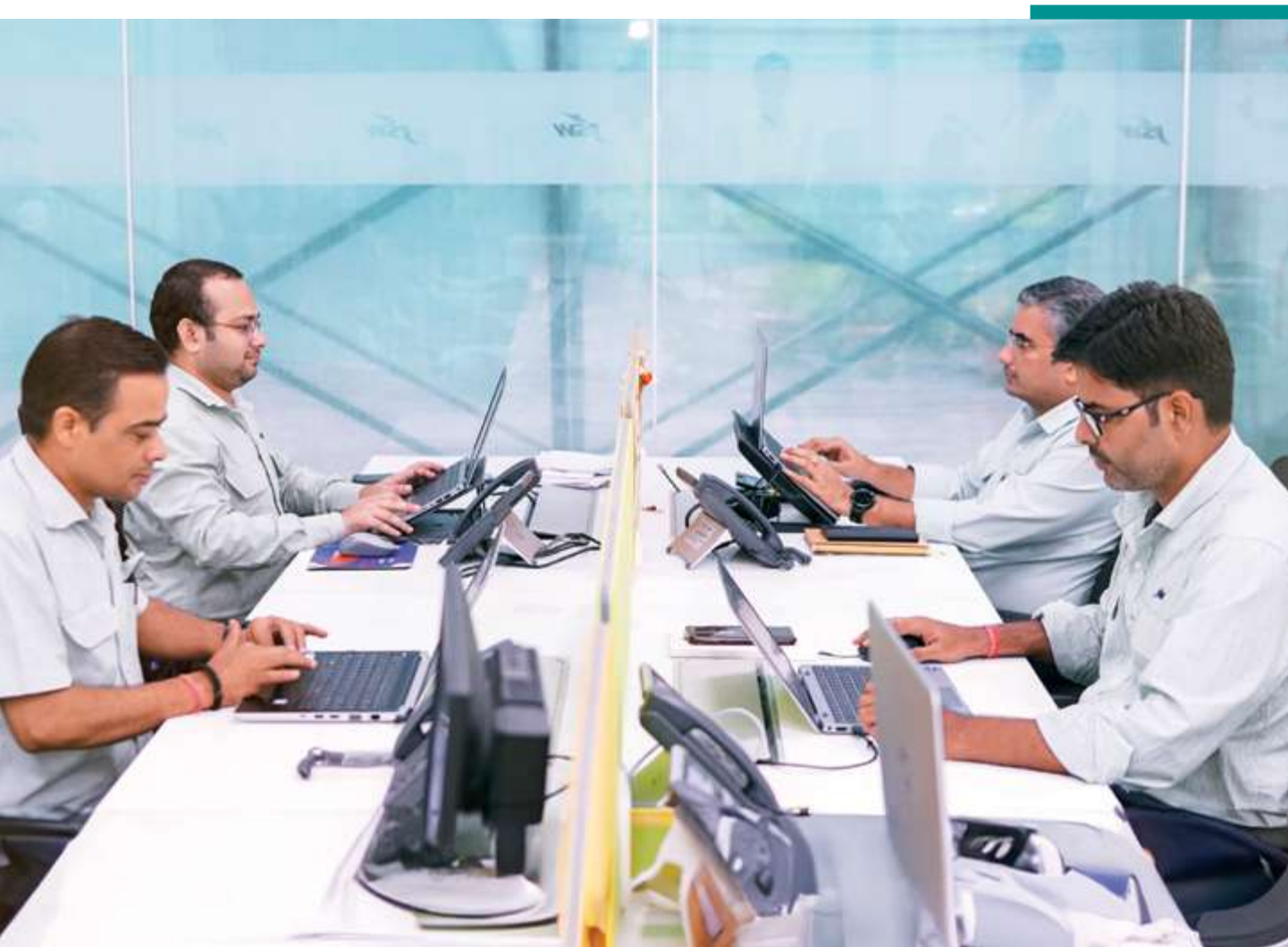
Our performance assessment cycle commences with goal-setting, followed by continuous reviews throughout the year, leading to the annual appraisal. The appraisal process employs a four-point scale to evaluate performance, and the resulting ratings are directly tied to increments. This process ensures that we consistently assess and reward our employees based on their performance and contributions to the organisation.

100%

Employees were covered under regular performance and career development reviews

18%

Increase in revenue per employee



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Diversity and inclusion

We firmly believe in being an equal opportunity employer, and we are dedicated to ensuring that all our processes are free from any form of discrimination based on factors such as gender, race, ethnicity, and others. Our proactive efforts are geared towards promoting a work culture that is diverse and inclusive.

We recognise that the Company's success is directly linked to our diverse group of employees, each of whom brings a unique set of experiences, talents, and perspectives to the table. Our recruitment processes are solely based on merit, skills, and knowledge, with a commitment to salary and remuneration equality.

Our organisational culture is built on a foundation of inclusivity and ethical behaviour, with our values cascading down from the senior management level. This approach has enabled us to create a peaceful, safe, and inclusive work environment where every individual feels empowered to express themselves and think independently. Importantly, in the previous fiscal year, we are pleased to report that we had no incidents of prejudice or violence within our Company.

20%

Increase in diversity in FY 2022-23 (y-o-y)

Health and Safety

At JSW Cement, our commitment to safety remains unwavering, ensuring the well-being of our employees and the integrity of our operations. Our foremost commitment is to achieve a 'zero harm' workplace. We continually enhance

our health and safety measures to eliminate chances of injury and ensure our employees feel safe and confident while engaging in their daily tasks. Risk mitigation is also integrated into our work processes and our staff are made aware of potential risks and the measures they need to take to prevent accidents from occurring.

Safety excellence journey

All our plants have obtained ISO 45001 certification, and we are currently in the process of certifying the Salboni plant. We have taken extensive safety measures across all locations, beginning with the preparation of Job Safety Analysis (JSA) for both routine and non-routine activities. These analyses identify hazards and outline mitigation measures to proactively prevent unwanted incidents. We have conducted inter-location safety audits, addressing all identified concerns and implementing best practices consistently across all facilities.

Safety training

To ensure that our employees and associates are well-prepared, we have provided comprehensive training on critical safety standards such as Personal Protective Equipment (PPE), Lock-Out Tag-Out (LOTO), Permit to Work (PTW), Working at Height (WAH), Confined Space Entry (CSE), and incident investigation. Additionally, all senior employees at Level 8 and above have received safety training. All senior staff (L8 and above) are trained to do the Safety Observation. The six-step process helps keep the workers safe.

Contractor Safety Management system

Our Contractor Safety Management (CSM) process involves a pre-qualification assessment for all contractors before they are awarded contracts, with a minimum cut-off score of 70%. In the event of any incident, thorough investigations are carried out, and preventive actions are promptly implemented to prevent recurrence. These incidents are reviewed on a monthly basis by our Executive Committee, led by the CEO. Furthermore, we promote sharing and discussion of best practices on a monthly basis, facilitating their implementation across all our locations.

0.23

Group LTIFR (Lost Time Injury Frequency Rate)

12,611

Near-misses reported

3,32,595

Total safety training hours



NANDYAL PLANT

At Nandyal, we completed composite cement and PSC bulk-loading projects without any incidents. During the year, we celebrated National Safety Week and Road Safety Week grandly and distributed prizes to winners of competitions held. The reporting year also saw special training programmes being conducted on scaffolding safety, confined space, coal mill safety, incident investigation, safety during cyclone jam cleaning, permit to work, SO training for shift workers and other employees.

OTHER SAFETY MEASURES IN FY 2022-23

- Fire hydrant line installed in the new coal mill building and fire-fighting system provided for handling emergency at new fine coal Rotary Air Lock (RAL) area
- A door with proxy sensor arrangement installed at packer machines Ventomatic 1 and 2 to avoid unauthorised entry inside the packer machine area
- Florescent wind socks installed at four locations to ensure wind direction is available to assist personnel to escape an emergency

96

Safe man days without a reportable incidence

55,581

Safety training hours for employees and contract workers

331

Workers honoured with 'Safe Workers of the Month' award to improve safety

6,783

Safety observations identified and corrected

100%

Compliance with all statutory safety requirements

9

Safety mock drills conducted

1,633

Near-misses reported

GREENTECH and APEX

Safety awards received in FY 2022-23



55,581

Safety training hours for employees and contract workers

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86,117

Safety training hours for employees and contract workers

VIJAYANAGAR PLANT

Various safety trainings were conducted throughout the year for employees and contract workers. We also conducted a Machine Guarding and WAH survey and rectified processes on the basis of the observations made by the departments concerned.

OTHER SAFETY MEASURES IN FY 2022-23

- Installation of portable fire extinguishers
- Hydrostatic testing and certification by competent authority
- Standardisation of VRM and RP section machine guards as per JSW standards
- Purchase of rescue hook for the rescue of electrocuted persons

809

Safe man days without a reportable incidence

100%

Compliance with all statutory safety requirements

6,395

Safety observations identified and corrected

3,827

Near-misses reported



SALBONI PLANT

At Salboni, a Safety Committee meeting was arranged every month with all members and weekly monitoring of all actions was undertaken and recorded in MOM. Various training programmes for safety were conducted at frequent intervals all through the year. Regular training and spot quiz on LOTOTO were organised. Training was conducted on WAH, hot work, confined space, lifting activities, and permit to work across the plant with all operational workers and project workers. Winners of competitions were awarded in the presence of departmental HODs. We successfully completed the Ball Mill project without any injury.

OTHER SAFETY MEASURES IN FY 2022-23

- Installation of LOTO box at every corner of the plant for effective implementation of personal lock
- Testing and certification of all electrical hand tools and tagging done by E&I department on a quarterly basis

1,136

Safe man days without a reportable incidence

4,277

Safety observations identified and corrected

289

Workers honoured with 'Safe Workers of the Month' award to improve safety culture

5

Safety mock drills conducted

100%

Compliance with all statutory safety requirements

GREENTECH and APEX

Safety awards received in FY 2022-23

2,665

Near-misses reported

17,752

Safety training hours for employees and contract workers



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11,812
Safety training hours for employees and contract workers

JAJPUR PLANT

At Jajpur, various training programmes, including training on fire-fighting and CSM, were conducted to enhance safety management. We also conducted monsoon preparedness audit.

OTHER SAFETY MEASURES IN FY 2022-23

- Provided slag sample removing platform for increasing worker safety
- Replaced all safety signboard stickers with high retro-reflective stickers for more visibility at night time
- Installed water sprinkler systems and fire suppression systems as per statutory compliance
- Conducted noise and illumination survey to improve work zone safety

180
Safe man days without a reportable incidence

836
Near-misses reported

140
Workers awarded 'Safe Workers of the Month' to improve safety culture

ISO 45001
Certification earned (valid till 2025) after surveillance audit

100%
Compliance with all statutory safety requirements



SHIVA CEMENT PLANT

The plant saw several safety trainings throughout the year. Every month, Safety Committee meetings were conducted, chaired by the unit head in the presence of all HODs and contractors. Apex meetings are conducted every month, chaired by the plant head to discuss the progress of sub-committees and Divisional Implementation Committees.

OTHER SAFETY MEASURES IN FY 2022-23

- Traffic control system implemented, with award for drivers who follow safety rules
- Carried out third party survey of the LOTOTO system together with training on system

5.3 MN
Safe man hours

94,201
Safety training hours for employees and contract workers

100%
Compliance with all statutory safety requirements

9,102
Safety observations identified and corrected

580
Near-misses reported

100%
Safety observations rectification rate

889
Safe man days without a reportable incidence



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SALEM PLANT

1,244

Safety observations identified and corrected

During the year, we conducted periodical training on all JSW Critical Rules. For all activities, SOPs and Job Safety Analysis (JSA) are prepared, reviewed, approved and kept available for workmen at the shop floor. We also conduct regular trainings and spot quiz on themes selected on a monthly basis to create safety awareness among workers.

701

Safe man days without a reportable incidence

3,120

Safety training hours for employees and contract workers

100%

Compliance with all statutory safety requirements

24

Associates rewarded with 'Safety Hero' award

319

Near-misses reported

GREENTECH

Safety award received in FY 2022-23



RMC PLANTS

We are in the course of implementing best practices at our RMC plants to improve safety. The year saw us undertake various safety awareness training programmes.

1,096

Safety training hours for employees and contract workers

SAFETY MEASURES IN FY 2022-23

- Implementation of wheel choke system during loading at mixer point
- Implementation of LOTO system
- Installation of ladder safety door at conveyor belt and plant at Borivali RMC
- PPEs provided to all contract workers and employees for monsoon and allocated area ownership for proper housekeeping during the rainy season

5,220

Safe man hours

100%

Rectification of safety observations

237

Near miss reported

Rolling Trophy for Best Achievement in FY 2022-23

Received by Deonar RMC plant

303

Safety observations identified and corrected

