

Talent that strengthens the future



Human Capital

Our "People at Core" philosophy continues to guide the way we build, engage and enable our workforce. Our people practices focus on workforce diversity, future-ready capability building, a stronger performance culture and improved workforce efficiency. A collaborative and respectful workplace helped us sustain employee engagement, and we continued to be recognised as a Great Place to Work during the year.

1,848

Total employee base

2,710

Indirect employee base

FOCUS AREAS

Diversity and inclusion

5.47%

Diversity ratio

Recruitment

481

New employees hired during FY 2025-26

Engagement and retention

87.80%

Employee retention ratio

Becoming great place to work

80%

Positive feedback for people practices

Training and development

11.63 hrs

Average training hours dedicated per employee

STRATEGIES LINKED

S1

S2

S3

RISKS ASSOCIATED

R1

R2

R5

MATERIAL TOPICS LINKED

- Human rights
- Human capital development

UNSDGs LINKED





OUR TRANSFORMATION JOURNEY

Our journey to become an Employer of Choice continues under the banners of "Unnati" and "Saksham". These initiatives form the foundation of our interventions across talent attraction, capability building and employee engagement.

During the milestone year of our listing on the Stock Exchange, we focussed on talent interventions aligned with the needs of existing operations as well as expansion into newer geographies.

TALENT ATTRACTION

Infusing talent across levels remains central to our workforce planning. We continue to identify skills and competencies from both internal and external talent pools. During the year, our priority was to develop talent from within to ensure continuity, cultural alignment and faster stabilisation of new operations. Targeted external hiring complemented this approach by expanding our capability mix and strengthening the overall talent pool.

We continue to build a workplace anchored in fairness, respect and equal opportunity. Most employees including senior management are hired locally (India) hiring and progression remain merit-led and competency-driven, supported by safeguards against discrimination on the basis of gender or other personal characteristics. Our India-based workforce helps maintain cultural consistency and aligned ways of working across locations. Transparent communication

and respectful collaboration across hierarchies further strengthen an environment where employees feel secure, included and empowered to grow.

Key initiatives included the Graduate Engineer Trainee Programme and strong internal redeployment across key projects and new markets.

CAPABILITY BUILDING

We initiated a specially curated 18-24-month learning intervention to strengthen capabilities across levels and move closer to our vision of establishing the JSW Cement Learning Academy.

The proposed Academy is built on structured, aspirational and impactful learning journeys that reach every part of the organisation, from frontline experts to future business leaders. These initiatives are designed to address current skill gaps while institutionalising learning that builds subject matter experts, people managers and enterprise leaders.

Our multi-tiered intervention includes excellence programmes, entrepreneurial leadership development, executive coaching and specific learning programmes for high performers. We identified top talent across the organisation and launched "Aarohan – the Entrepreneurial Leadership Development Journey" as a unique development intervention for this cohort. Executive coaching was also extended to select senior leaders during the year.

TALENT ENGAGEMENT AND RETENTION

Fairness and transparency remain central to our Performance Management System and continue to drive employee engagement. During the year, we enhanced the fairness quotient through structured interventions, including the cascading of business objectives, unit-level scorecards, structured goal setting, meaningful performance conversations and regular feedback.

People Managers were empowered to lead performance discussions, while the "All Hands Meet" helped align employees with organisational priorities and outcomes.

Our "One Team, One Family" approach strengthened bonding and collaboration both at work and beyond. Location-led engagement programmes, including Foundation Day celebrations and festival celebrations, brought employees and their families together. These platforms helped employees showcase talent beyond work, build relationships, reinforce a shared identity and strengthen team cohesion.

Our continued focus on people development and engagement helped us improve retention and manage attrition effectively.

HEALTH AND SAFETY

We are committed to creating a Zero Harm workplace by maintaining high standards of health and safety across our operations. The safety of our employees, contractors and stakeholders remains a core value, supported by robust systems, proactive risk management and continuous improvement.

We regularly assess and strengthen our health and safety practices to minimise workplace risks and prevent incidents. Our approach focusses on identifying hazards, implementing effective controls and building a safety culture where every individual takes ownership.

To further enhance workplace safety, we initiated the deployment of AI-based Computer Vision Analytics at critical operational areas across our plants. These systems support real-time identification of unsafe conditions and behaviours, enabling timely intervention and strengthening our preventive safety approach.

Our safety framework

- Well-defined safety policies and procedures aligned with JSW Group Safety Standards
- JSW Critical Safety Rules developed from operational risks and historical incident learnings
- Mandatory use of Personal Protective Equipment, with activity-specific requirements identified through risk assessments
- Robust emergency preparedness systems supported by trained emergency response teams and specialised rescue equipment
- Through these initiatives, we continue to protect people, improve operational reliability and pursue excellence in safety performance

SAFETY EXCELLENCE JOURNEY

Our safety excellence journey is driven through structured governance, proactive risk management and continuous learning. All our operational plants are ISO 45001 certified, reflecting the strength and maturity of our Occupational Health and Safety Management System.

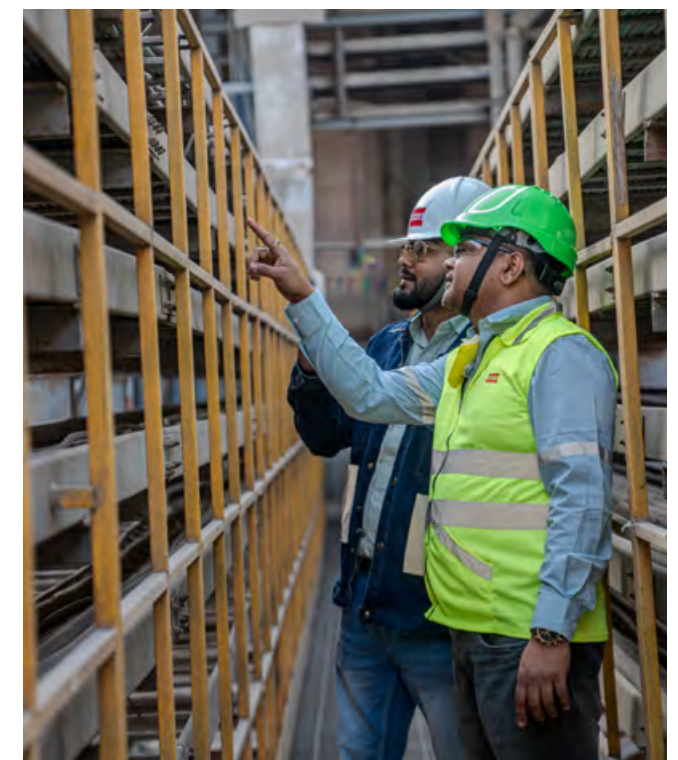
Our safety governance structure

- Apex Safety Committee to provide strategic direction, review performance and drive improvement initiatives
- Eight specialised safety sub-committees focussed on critical areas and plant-specific safety requirements
- Certified Plant Champions for each JSW Safety Standard to ensure effective implementation, awareness and capability development across locations

Our proactive safety management practices

- Job Safety Analysis for routine and non-routine activities
- Regular safety audits, assessments and third-party audits to benchmark performance and share best practices
- Periodic inspection of equipment, machinery and facilities to ensure compliance with safety requirements
- Incident reporting and detailed investigations to identify root causes and implement corrective and preventive actions

We encourage a culture of transparency and participation, where employees are empowered to report unsafe conditions and contribute ideas for continuous improvement. Monthly safety themes, awareness campaigns, quizzes, poster competitions and safety skits help sustain engagement and strengthen safety ownership across the organisation.



SAFETY TRAINING

We believe a skilled and aware workforce is fundamental to achieving a Zero Harm environment. Comprehensive safety training programmes are conducted for employees, associates and contractors to strengthen safety competence at every level.

Our training programmes cover critical operational and behavioural safety areas

- Personal Protective Equipment usage
- Lock Out Tag Out and energy isolation procedures
- Permit-to-Work systems
- Safe working practices for work at height
- Confined space entry and rescue procedures
- Hot work safety
- Machine guarding and conveyor safety
- Road safety and defensive driving practices
- Process Safety Management and Management of Change
- Incident investigation and safety observation techniques

Regular refresher programmes reinforce safe practices and keep employees updated on evolving safety requirements. Senior employees and supervisors are trained to conduct structured safety observations, enabling early identification of unsafe acts and conditions.

All workers participate through plant-level Health and Safety Committees, ensuring wider ownership of safety initiatives. Monthly gate meetings with employees and contractors provide a platform to communicate safety expectations, discuss concerns, share learnings and recognise individuals demonstrating exceptional safety commitment.

EMPLOYEE HEALTH AND WELL-BEING

Employee health and well-being are integral to our commitment to creating a safe, productive and sustainable workplace. We implement wellness initiatives focussed on preventive healthcare, occupational health management and overall well-being. Regular medical check-ups help identify and address work-related health concerns at an early stage.

Emergency preparedness is strengthened through trained response teams and specialised rescue equipment for critical scenarios such as confined space emergencies, work-at-height incidents and fire situations. We continue to promote an environment where employees feel supported, valued and empowered to contribute to a healthier workplace.

Our wellness initiatives

Periodic health assessments and occupational health monitoring

Awareness programmes promoting healthy lifestyles and preventive care

Mental health support and well-being initiatives

Workplace practices designed to reduce occupational health risks



CONTRACTOR SAFETY

Safety extends beyond our employees to include all contractors and business partners working across our operations. Our Contractor Safety Management framework ensures that contractors operate with the same commitment to safety excellence.

Contractors undergo a structured pre-qualification assessment before contracts are awarded. This helps evaluate their safety capability and preparedness and ensures alignment with JSW safety expectations.

Incident reporting and investigation processes are extended to contractor activities, ensuring root causes are identified and preventive measures are implemented. Leadership teams review safety performance and incidents every month, while learnings are shared across locations through best practice forums. These initiatives strengthen collaboration, improve safety performance and reinforce our shared commitment to a Zero Harm workplace.

Key initiatives under contractor safety management

- Regular contractor safety meetings to communicate standards, expectations and operational risks
- Safety audits and assessments to monitor compliance with JSW safety procedures
- Training programmes covering critical safety practices and site-specific requirements
- Joint reviews to identify gaps and implement corrective actions

COMMITMENT TO HUMAN RIGHTS

We are committed to upholding human rights in line with internationally recognised standards, including freedom of association, collective bargaining and equal pay. Our plants do not have unions, and therefore none of our employees are represented by independent trade unions or covered under collective bargaining agreements.

Respect for human rights is embedded across our value chain and guided by the principles outlined in our Business Code of Conduct and Supplier Code of Conduct. As a member of the United Nations Global Compact, our Codes address critical issues such as forced and child labour, discrimination, occupational health and safety, fair wages and the protection of vulnerable groups.

Our approach is strengthened by a comprehensive Group-level Technical Standard for Human Rights Management. This enables us to identify and manage key human rights risks, define responsibilities and maintain systems for ongoing oversight and accountability. It also complements our overarching Policy on Protecting Human Rights.

Our framework is further supported by the following policies

- Policy on Labour Practices and Employment Rights
- Policy on Enhancing Equality, Diversity and Inclusivity
- Policy on Business Conduct

We continue to align our operations with the voluntary requirements of the United Nations Global Compact Principles, the Universal Declaration of Human Rights, Core Conventions of the International Labour Organisation and the United Nations Declaration on the Rights of Indigenous Peoples. We also comply with applicable local and national human rights regulations.

HUMAN RIGHTS DUE DILIGENCE AND ASSESSMENTS

In FY 2023-24, we initiated a Human Rights Due Diligence process covering labour rights, environmental rights, grievance mechanisms, non-discrimination, anti-harassment, gender equality and the inclusion of vulnerable groups, including indigenous communities.

The assessment involved engagement with diverse stakeholders, including employees, permanent and contract workers, migrant workers, local communities, women, youth, children, indigenous people and JSW employees residing in nearby communities. Going forward, we will expand the assessment scope to cover all operations, communities and critical suppliers.

Building on the HRDD gap analysis, we undertook Human Rights Impact Assessments across all our manufacturing sites. A structured methodology was adopted to identify and evaluate key human rights indicators aligned with Indian regulatory requirements and international standards. These indicators covered health and safety, gender equality, stakeholder engagement, labour and working conditions, employment practices, ethical value chains, including anti-bribery and anti-corruption, governance and security.

21

Human rights indicators evaluated

7

Operating units covered over the last three years

~100%

Employee sign-off on Code of Conduct over three years

~100%

FY 2025-26 training coverage across employees, security personnel and workers

Some assessments were conducted jointly with other JSW entities where sites are co-located. Based on the outcomes, we developed site-specific mitigation plans to address identified risks and improvement opportunities. Key actions include enhancing workplace facilities and working conditions, strengthening safety systems and processes, improving grievance redressal mechanisms and deepening communication with employees and workers. Several of these initiatives have already been implemented across multiple locations.

Over the past three years, we achieved full employee sign-off on our Code of Conduct, reinforcing our shared commitment to ethical conduct. Key human rights-related aspects of the Code, including safety, POSH and ethics compliance, are also covered regularly through online and classroom training programmes.

We have established an online ethics reporting system to enable the registration of concerns related to human rights violations, corruption, bribery, discrimination, harassment and issues affecting indigenous communities.

During FY 2025-26, five complaints were received through the ethics reporting system. Two related to anti-bribery and corruption, while three related other topics. In addition, two complaints were filed under the POSH framework.