

Synergising relationships

At Asian Paints, we have consistently prioritised building long-lasting relationships with our employees, customers and the communities we operate in. Adhering to this guiding philosophy, we have effectively generated transformative value for all our stakeholders.

FY 2023-24 highlights

9,482

Total on-roll employees

183,000+

Employee training hours

353,000+

Lives touched through healthcare initiatives



ESG strategy

Customer celebrations

Community ownership

Water stewardship

Energising, equitable & inclusive environment

Safe workplace

Key material topics

- Consumer Delight
- Water Management
- Influencer Management
- Local Communities
- Consumer Health and Safety
- Human Rights
- Diversity & Inclusion
- Occupational Health, Safety and Well-being
- Talent Management and Employee Engagement
- Industrial Workforce Management

SDGs impacted



Stakeholders impacted



Customers



Influencers



Communities



Employees

Kamyabi ke Rang – Colours of Success

In the journey of excellence, every stroke of colour tells a story of triumph and progress. It is an initiative that celebrates the inspiring journey of painters who have transformed their lives through dedication, hard work and the vibrant world of colours. It not only celebrates individual achievements but also brings their stories of triumph to the forefront, painting a vivid picture of hope, perseverance and success.

Success meets impact

Aneesh's journey into the world of painting began with a heartfelt desire to enhance the quality of life in his hometown in Kerala. Initially, he worked as a driving instructor, but his passion for knowledge compelled him to explore the ways he could give back to his community, leading him to create his mark in the field of painting. Today, Aneesh offers employment to 85 individuals. His spirit for innovation and giving back is going strong, as he looks towards making a greater impact.

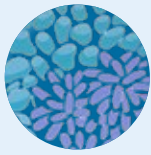
Watch Aneesh's journey to success here

A passion for design

Akriti, a creative and ambitious individual from Banaras, has been fascinated with art and craft since childhood. She pursued her passion for interior design with the goal of standing out in her field. Inspired by videos from the Colour Academy, she decided to undergo training at the institution. After completing her training, she founded a contracting business with the support of her partner and equipment from Asian Paints and is dedicated to delivering exceptional client experiences and providing comprehensive painting solutions across Uttar Pradesh.

Watch Akriti's dreams come true here

Synergising relationships



Customer celebrations

Management approach

At Asian Paints, our commitment to understand and fulfill the unique needs of each customer is at the heart of everything we do. With a comprehensive range of products, services and support, we empower customers to transform their spaces into expressions of their individuality and style, ensuring satisfaction and delight with each brushstroke. We cater to dealers, contractors, interior designers, painters as well as end consumers.

Addressing the evolving demands of our customers, we have adopted an omnichannel strategy for customer engagement through 'phygital' touchpoints which is a blend of physical and digital interactions.

Policies

Customer policy 

Metric

Net Promoter Score (NPS)

Performance
FY 2023-24

73

Target
2025

70

Target
2030

70

Number of St+art/community sites

450+

500

1,000

Customer touchpoints

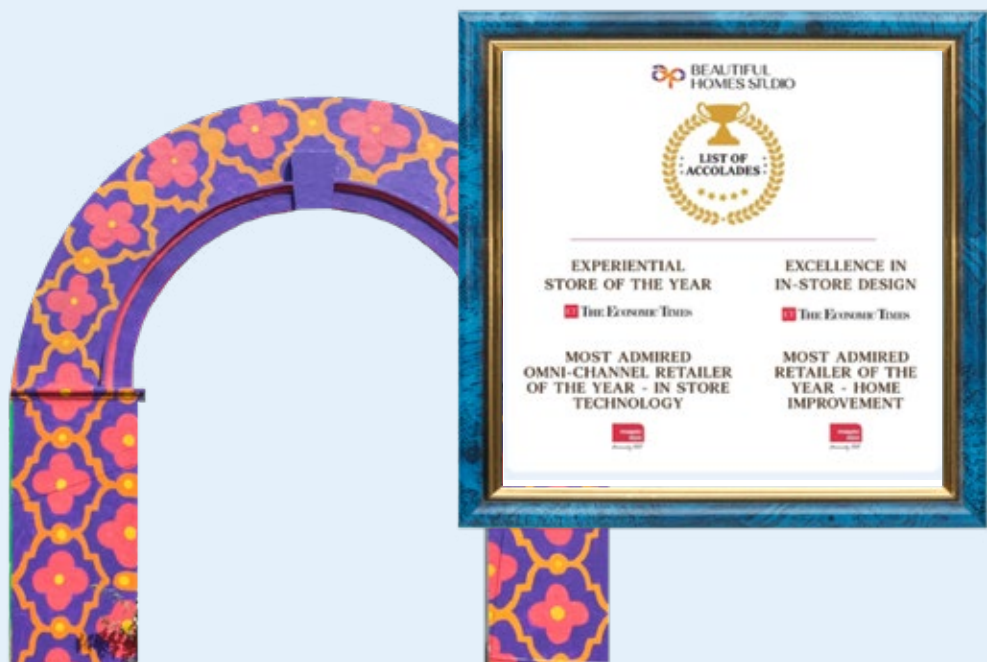
Physical

We have 1.6 Lakhs+ retail touchpoints to connect our brand with customers at all stages of their purchase journey. Our store format ranges from a humble hardware store to grand experience store.

To give our customers more enriched experience, we introduced Beautiful Homes which has been a key pillar of our omnichannel home décor strategy with 60 operational stores. It is a one-stop solution for entire spectrum of home décor needs of our customers with a unique

proposition of in-store design consultation. Each such interaction is an opportunity to inspire creativity, build trust, and transform spaces into expressions of personal style and imagination. These stores have received numerous awards for their exceptional interior design and use of innovative in-store technology.

We have various formats of these stores, including Beautiful Homes Boutique (experience stores), Beautiful Homes Stores (flagship home décor stores), and Beautiful Homes Studio (a lifestyle destination for luxury designer décor).



Beautiful Homes Studio: Elevating luxury décor

The establishment of Beautiful Homes Studio marked the beginning of a transformative era in India's décor industry. Over the years, we have leveraged our understanding of home aesthetics to drive revolutionary growth in the segment. The culmination of this remarkable progress is exemplified by the launch of the Beautiful Homes Studio, a testament to Asian Paints commitment to elevate the consumer experience in luxury décor.

The new 17,000 sq ft Beautiful Homes Studio in Chennai (Tamil Nadu) is a six-level showroom designed as a homage to the local vernacular design while maintaining a contemporary ambience. Each piece curated by us embodies functionality while retaining its distinct visual appeal.



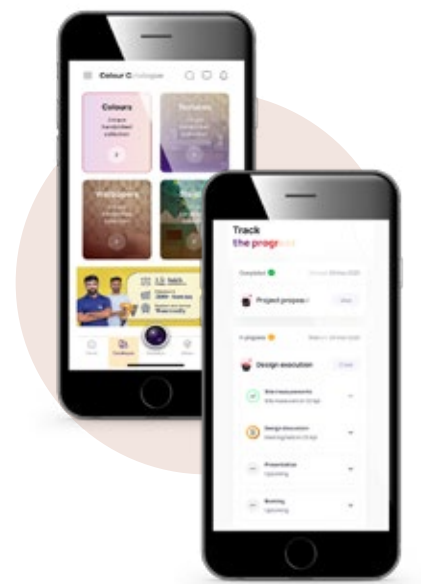
CUSTOMER TESTIMONIAL

The Asian Paints team demonstrated exceptional punctuality and efficiency. Their digital colour selection process facilitated easy decision-making, and their thorough post-painting cleaning service ensured a hassle-free experience.

Piyush, Mumbai

Digital

We harbour an engaging digital vision to develop technology platforms that drive innovation centred around customer needs. Our ever-active social media campaigns and product-specific digital initiatives across various platforms have experienced significant growth. We have been enhancing the visualisation capabilities of our visualiser tool allowing consumers to experiment with different designs and décor style making the design process interactive.



- 'Colour with Asian Paints' is our 'One tap' mobile app that lets users to reimagine their home by trying out range of wall colours, wall textures, and wallpaper designs.
- The BHS Customer App offers customers a dashboard to monitor their site's progress and facilitate collaborative communication with dedicated designers.
- Our mobile applications for contractors provides support during onboarding and cash settlements.

Synergising relationships

Customer centricity ▲

Customer satisfaction drives our success. We prioritise empowering and supporting our customers, understanding their needs, and delivering high-quality products and services. By staying connected with our customers throughout the journey, we build lasting trust and loyalty, viewing customer engagement as a continuous process.

Grievance redressal mechanism

There is a robust grievance redressal mechanism comprising multiple channels. Our system is tailored to efficiently understand and swiftly address customer concerns. We log and track grievances using our consumer complaint management system, ensuring transparency and speedy resolution. Our commitment to resolve all issues within 5 days is a testament to our prioritisation of customer satisfaction.

Grievance redressal process

Complaint registration

🕒 4 Hours

Setting up appointment

🕒 48 Hours

First visit

🕒 120 Hours

Final resolution

Our Net Promoter Score (NPS) is calculated through feedback obtained after the resolution of each complaint which further evidences commitment to our 'customer-first' approach. We focus on increasing our NPS by resolving customer issues promptly, ensuring faster complaint resolution, and transparently explaining compensation details to uphold satisfaction and loyalty.

73%

NPS in FY 2023-24
(500 bps y-o-y growth)

91.5%

Customer complaints closed in FY 2023-24

In our vision for the future, we aim to establish accessible customer service channels for guidance on product usage and safety. Detailed user manuals and robust retailer training programme will reinforce our safety practices and product education.



The customer quotient journey

In our endeavour to cultivate a more comprehensive customer-centric approach and enhance employee awareness of customer needs, our Company has launched the 'Customer Quotient' initiative. During the month-long initiative, employees from all functions visited customers directly to get firsthand feedback on products and services. Over 1,300 employees participated with great enthusiasm and came back with invaluable insights that were fed into their respective work areas.

What do our employees say?

We visited Asian Paints Beautiful Homes dealer and Colour Ideas store in the city of Nashik. It was a great experience of witnessing a décor story at market. Dealers were excited to share their experience with AP and also suggested areas of further improvement.

Ajay Patel



We visited our dealers and contractors in Surat as part of the customer-centricity initiative. It was satisfying to hear customers expressing their gratitude for Asian Paints and their enthusiasm for the brand. The discussion helped to gain insights about new products market acceptance and other demands.

Atul Ahire



A platform for creative expression ▲

As partners with a shared philosophy of #ArtForAll, St+art, and Asian Paints have collaborated for over 10 years. We have been an active and dynamic patron across multiple festivals and public art projects organised by St+art India across Indian cities. The collaboration sees the transformation of urban spaces into vibrant, artistic expressions, enhancing the aesthetic appeal of communities and building a deeper connection with customers. Together, we have over 450+ murals and 7 public art districts across 29 cities, aiming to make traditional and vernacular art forms more accessible and inclusive.

450+

St+art sites in FY 2023-24

Tracking our impact

Public art districts

We have created 7 public art districts across India to drive tourism. Our recent addition in Chennai – the Marina Art District is the 7th art district in the country and the state's third open-air and open-to-all public art gallery. St+art and Asian Paints aspire to develop Marina Art District as one of the major destinations for art and experiential tourism in the country.

Artist Name: Sayan Mukherji
Project Name: Tribute To West Bengal



Artist Name: Sadhna Prasad
Project Name: Tribute To Tamil Nadu



Donate a wall

In collaboration with the public, we transform walls in urban spaces annually. From iconic buildings to theatres to public societies, we have transformed 30 landmark locations until now. This year's edition of 'Donate a wall' was held in Gujarat to celebrate the vibrant cities of Ahmedabad, Vadodara and Surat.

St+art transit

As part of the 'Tribute To Tamil Nadu' initiative, buses in Chennai were redesigned with images of depicting the state's culture and customs. We also unveiled a special heritage-inspired festive pack of Asian Paints Royale Glitz to honour Tamil Nadu's culture. In Kolkata on Pujo, the

Tram was reimagined to celebrate its 150 years in the city by turning public transportation modes into moving canvases.

St+art Care

Asian Paints and St+art India Foundation have created India's first-of-its-kind art museum at the Rajasthan Netraheen Kalyan Sangh school in Jaipur. The project involved transforming the school into a tactile art museum, offering visually impaired students a fresh perspective on art. Murals were designed using Asian Paints' Royale Play range of textured paints, incorporating the Bandhej technique and Braille.

The initiative focuses on impacting these children's lives in a meaningful way.

Through Project Sparsh, we aim to broaden young minds to new ways of experiencing art while sharing their pride in the vibrant and cultural heritage of Rajasthan on which the designs of the murals are based. This initiative promotes inclusivity and accessibility in art and education.

Artist Name: Shruti Katiyar
Artwork Name: Indoor Tactile Museum
Project Name: Project Sparsh



Synergising relationships



Community ownership*

Management approach

In our commitment to foster inclusivity and stakeholder engagement, we have designed our CSR vision to deliver maximum impact with trust, fairness and care being our guiding principles. Governed by our CSR Policy and Code of Conduct for Business Partners, we strive to create shared value for all stakeholders, contribute to the well-being of society, and build a sustainable future for generations to come.

Together with our communities, we are painting a canvas of progress and prosperity.

Our CSR focus areas & expenditure^ (₹ in Crores)

	Enhancing vocational skills	49.75
	Health and hygiene	12.72
	Water Stewardship	23.26
	Disaster management	0.02

^ Excludes expenditure on CSR overheads

Metric	Performance FY 2023-24	Target 2025	Target 2030
Beneficiaries impacted through healthcare initiatives	353,000+	500,000	650,000
Participants trained at Asian Paints Colour Academy	680,000+	600,000	1,000,000

Our CSR initiatives in the relevant focus areas are implemented through partnerships with NGOs and relevant stakeholders. The progress of our endeavours is regularly assessed by the management, the CSR Committee, and the Board of Directors. All initiatives, projects, programmes, and activities undertaken fall within the scope of Schedule VII of the Companies Act, 2013, and align with the UN SDGs.

₹ 90.8 Crores
CSR expenditure in FY 2023-24

Policies

Corporate Social Responsibility Policy

Code of Conduct for Business Partners

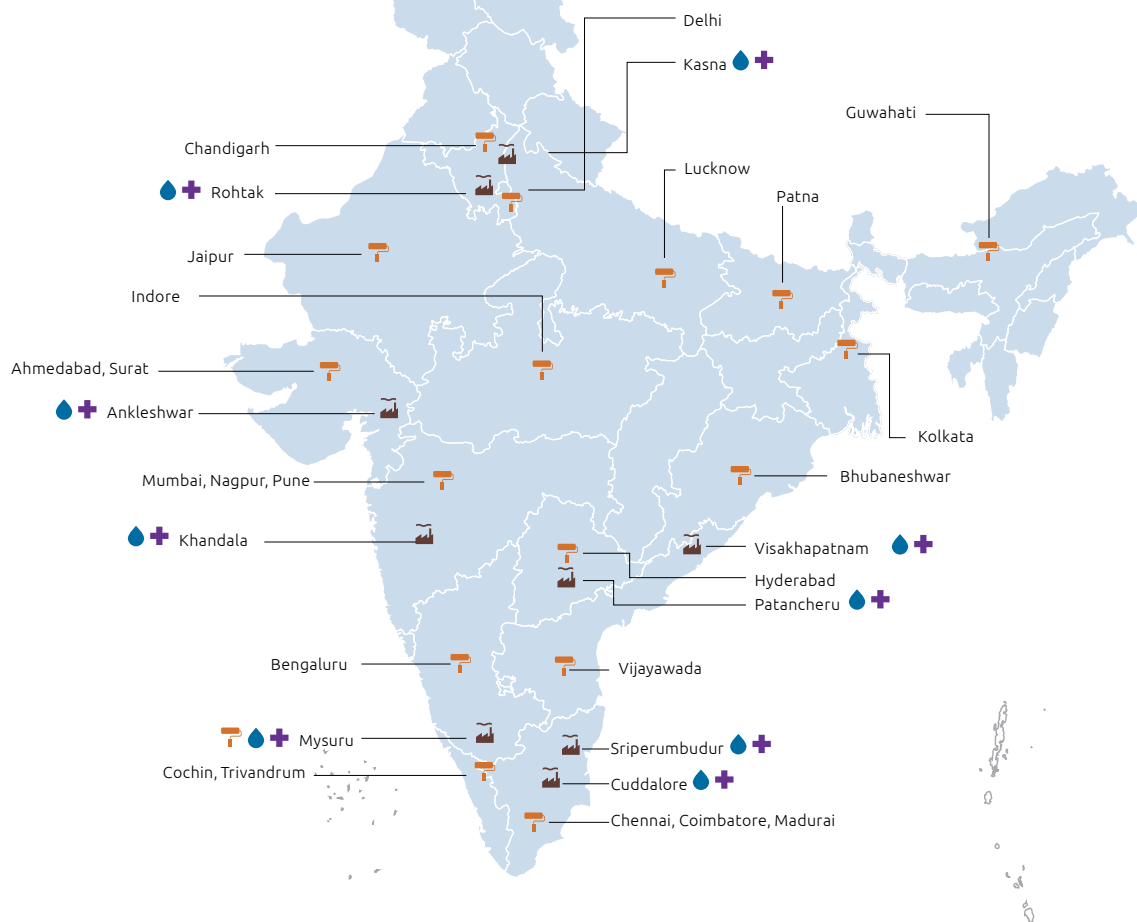
* GRI 413-1: Operations with local community engagement, impact assessment and development programmes

* GRI 203-1: Infrastructure investments and services supported



Transforming communities across India

- Colour Academy
- Manufacturing Units
- Health & Hygiene Intervention
- Water Intervention



* We undertake CSR intervention covering 100% of our operations.

Note: Map not to scale



* GRI 413-1: Operations with local community engagement, impact assessment and development programmes

Synergising relationships

Enhancing vocational skills ▲

The Asian Paints Colour Academy empowers communities by providing specialised vocational training in paint application, carpentry, plumbing, and masonry trainings for the benefit of our local communities.

Our fixed academies are situated in Tier 1 cities and major metropolitan areas, while our mobile academies serve Tier 2 cities, ensuring nationwide accessibility. Additionally, our website apcolouracademy.in/ offers access to curated training courses that can be accessed anytime, anywhere.

Each course is designed to enhance the skills of our participants. Our wide range of courses covers textures, waterproofing, wood finishes, and more, aiming to familiarise participants with products and application processes.

680,000+

Trainings provided in FY 2023-24

1,278

Towns covered by Colour Academy



Empowering communities

We embarked on numerous initiatives across various communities to create opportunities for the members to lead fulfilling lives and become self-sufficient earners.

Training for women in Gadchiroli

In partnership with Yuva Parivartan, Asian Paints Mobile Colour Academy in Nagpur arranged a 6 day basic painting course for 40 women in Godalwahi town, Gadchiroli.

Through our hands-on-training session, participants were educated on the significance of safety in painting and methods to maintain a secure working environment. Subsequently, they were acquainted with the fundamental skills such as surface preparation, paint application, and brush techniques, with visual and practical demonstrations provided for each step to enhance proficiency. The 40 women received certificates, marking the successful completion of their training.

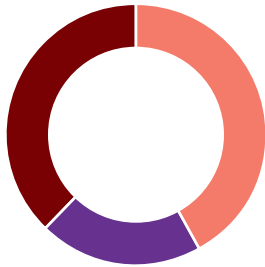
They then commenced painting work and undertook projects at various locations within the Gram Panchayat, including the community hall, toilets, anganwadi, classrooms, and wall compounds. The participants expressed gratitude for the opportunity provided by us, as it has the potential to transform their lives and support them in earning an income.

Courses

- Basic Painter Course
- Designer Finishes
- Mechanisation
- Wallpaper
- Waterproofing
- Next Gen Contractor Pro
- Shop Manager Mantra
- Carpentry
- Plumbing
- Basic Financial Management Course
- Soft Skill Course
- Basic Sanitisation Course and many more

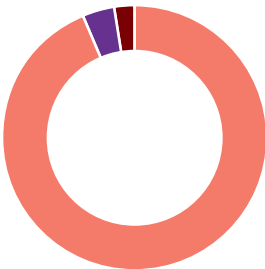


Modes of training in FY 2023-24 (%)



- Physical training **42.00**
- Digital training **20.43**
- Virtual training **37.57**

Training across different verticals in FY 2023-24 (%)



- Painter training* **93.82**
- Plumber training* **3.75**
- Carpentry training* **2.43**

Measuring impact

We performed impact assessment studies as required by law to assess the social impact of our colour academies, health and water projects. The results indicated that our initiatives had profound impact on people's lives by addressing critical needs in skilling, healthcare, environment sustainability and livelihood enhancement. The recommendations of the study helps to formulate future programmes.

Detailed impact assessment reports are available at www.asianpaints.com



Voices that matter

I initially learned basic painting from my father but sought further education to advance my career. The Colour Academy was highly recommended by my dealer. Under their guidance, I saw a vast improvement in my work quality, especially in textures, waterproofing, and wood finishes. Now with a team of 10, I simultaneously manage multiple projects efficiently.

Heena[^], Nagpur

[^] Name changed to protect identity

Synergising relationships

Health and Hygiene

We adopt a dual-pronged approach to healthcare, tailoring initiatives to cater to the various segments of society and address the specific health needs. This strategy enables us to maximise the benefits of our healthcare initiatives and improve health outcomes across different communities.

The balanced approach of curative and proactive healthcare ensures that communities receive both immediate assistance and resources to maintain their health over time.

Curative health

We ensure quality health care services are accessible to the marginalised community in the times of need through our curative healthcare initiatives.

340,000+

Lives impacted through curative health programmes

Mobile Medical Units

Through our Mobile Medical Units (MMU), we aim to bridge gaps in healthcare access, reaching populations that may have limited resources or face barriers to access healthcare facilities. The services include consultation, treatment, medicine provision, diagnosis, and referrals.

We also extend specialised healthcare assistance to bedridden patients, conduct informative sessions covering various health topics, and facilitate access to government health schemes.

163,000+

Lives impacted under MMU initiative

Static Medical Units

Static medical units enable communities to access primary healthcare services, lab test facilities, preventive care, health education on a consistent basis, promoting long-term health outcomes and well-being.

115,000+

Lives impacted under static medical unit Initiative

Safar programme

Under our Safar programme, we take care of the healthcare needs of truckers by providing consultation, treatment and end-to-end medication. Additional services like physiotherapy, nutrition and lifestyle counselling are also provided.

61,000+

Lives impacted under Safar programme

Proactive health

Our focus under proactive healthcare is to improve health outcomes and diminish disease prevalence among adolescent girls, pregnant and lactating women and children, through counselling and Behaviour Change Communication facilitated by AAAs (Anganwadi Workers, Accredited Social Health Activists, and Auxiliary Nurse Midwives).

12,900+

Lives impacted through proactive health programmes

79

Villages covered



CASE STUDY

A story of resilience from Nirog clinics

A 54-year-old woman from Patancheru, Telangana is from a below-poverty-line family. Over time, her health declined due to her financial and social circumstances. She found accessible healthcare through our Nirog clinics that provided free medication and counselling services. Through the clinic's support, she witnessed a significant improvement in her health, showcasing the positive impact of Asian Paints' commitment to community welfare.

CASE STUDY

A healthier tomorrow

In a concerted effort to combat under-nutrition, a series of key interventions were implemented with precision and care:

- Regular screening of weight and height
- Providing iron-folic acid and protein supplements for 90 days
- Diet diversity counselling for the parents
- Deworming tablets for children
- Enrolling children in the Integrated Child Development Services programme

An assessment of 1,722 children (baseline to ending gap is 10 months) shows 86% decline in Moderate acute malnourished (MAM) cases, and 44% decline in borderline cases. Severe acute malnourished (SAM) cases also saw a remarkable shift from 148 to 0 and a considerable improvement was seen for overweight (17%) and obese (25%) categories.

Through proactive measures and sustained efforts, tangible improvements in child health and nutrition outcomes were achieved, signalling a promising path toward a healthier future.

CASE STUDY

Behind the wheel of change

A driver from Bihar, was addicted to tobacco and alcohol. In 2021, he crossed paths with Safar, seeking guidance to combat his addictions. Through consistent counselling for two years, he has undergone a remarkable transformation. Today, not only does he attend regular counselling sessions at the clinic, but he also inspires fellow drivers to break free from addiction.



Synergising relationships



Water stewardship

Management approach ▲

To demonstrate commitment to environmental sustainability and social responsibility, aiming to positively impact both the environment and the well-being of local communities by safeguarding water. Transforming the community's connection with water in every form – Leaving a lasting 'Watermark' - is a CSR initiative by Asian Paints which involves efforts to address water-related challenges through various projects and programmes. This includes initiatives focused on water conservation, promoting water efficiency, improving water quality, and enhancing access to clean water in communities where we operate.

217%

Water harvesting potential created as % of annual freshwater consumption

By implementing a well-researched, data-driven, and flexible approach encompassing demand, supply, and qualitative interventions, we aim to instigate a cultural shift towards self-sustaining water practices. We envision creating our own impact assessment model, leveraging technology and data to measure the transformative impact on communities in terms of socio-economic development, gender equality, inclusivity, and equity.



Leaving a watermark

We have consolidated our community-focused initiatives in the space of water under the umbrella of Watermark initiative. The initiative addresses several challenges to combat the deteriorating condition of water and land resources, aiming to secure a sustainable future for communities affected by these issues.

CHALLENGES

Limited availability of drinking and irrigation water severely affects communities, hindering access to clean water for daily use and farming needs.

Climate change's impact on agriculture could distort the distribution and quality of India's natural resource and affect people's livelihoods.

Poor water quality increases waterborne diseases, worsening public health. Inadequate sewage treatment infrastructure worsens water scarcity problems.

There is a growing need to further push innovative solutions for sustainable water management practices.

INTERVENTIONS

Supply-side: Focus on augmenting the efficiency of water harvesting structures. Examples of interventions include rejuvenation of water bodies, Integrated Watershed Development, canal lining, and check dam rejuvenation.

Demand side: Promotion of judicious use of existing water resources to ensure enhanced water use efficiency. Examples of interventions include silt application, a system of rice intensification, and horticulture plantation.

Safe drinking water: To ensure access to clean drinking water.

Solutions: Treatment of sewage into usable water. Recharge pits to enhance groundwater table.

Supply Side Interventions

Rejuvenation of Water Bodies

Rejuvenation of Water Bodies (RWB) involves finding and cleaning dried-up or underused natural or man-made tanks to increase their capacity. With active projects in Cuddalore, Kasna, Khandala, Mysuru, Patancheru, Sriperumbudur, and Visakhapatnam, a total of 67 water bodies have been fixed, creating a total potential storage capacity of 903,531 CuM.

Collaboration for the water wellness

We came up with the Participatory Water Resource Management for Enhancing Livelihood for improving lives of residents of Visakhapatnam (Vizag), Andhra Pradesh. The project created a total of 3.8 Lakhs KL of water potential in 15 villages of the Anakapalli district near Vizag.



The project targeted villages where the access to surface water from the existing resources like traditional tanks and canal irrigation infrastructure become limited. Some of the key projects include:

1. Revival of 13 Traditional Tanks by desilting the tanks.
2. Improvement of 3 Major Canal Irrigation System by repairing the head regulators and installing the gates in the head regulators.
3. Community engagement to foster a sense of ownership, resilience, and self-reliance within the communities.
4. Capacity building to ensure the long-term sustainability of water resource management initiatives in the villages.



Synergising relationships

Integrated Watershed Management (IWSM)

IWSM aims to improve both nature and community in rural areas by managing land and water together. This includes actions like building Gully Plugs, Continuous Contour Trenches, Stone Bunds, renovating and constructing Earthen/Cement Nala Bunds, and planting trees.

Canal Lining

Canal Lining provides a waterproof layer to the bottom and sides of a canal to make it last longer and carry more water. Without this lining, about 50 to 60% of the water leaks out through the ground. This project is saving water in villages near the Rohtak manufacturing unit. So far, we have completed 415 meters of lining.

Check Dam Construction/ Renovation

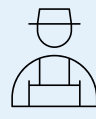
A check dam is a structure built across a river or stream to slow down the water flow to prevent soil erosion, store more water, and recharge the groundwater. In Gujarat's Narmada district, we are working on water projects by fixing or building new check dams in four areas mostly inhabited by tribal communities. So far, we have created the potential to store 18,122 cubic meters of water through these projects.

Metric	Performance FY 2023-24	Target 2025	Target 2030
Water harvesting potential created as % of annual freshwater consumption every year	217	>70	>70

Measuring our progress towards 'Watermark'



24,401
Number of farmers benefited



7,032
Small and marginal farmers benefited



222
Number of villages

Impact

Supply side Interventions

141
Water bodies
2,396,407 KL
Water potential created
63
Water use group formed

Demand side interventions

80 Hectares
Area under water-efficient agriculture
1,543,000 CuM
Silt applied
1,937 Hectares
Area under which silt applications were done



CASE STUDY

The value of water

A farmer from Singayyankere village in Mysuru, faced challenges from the scarcity of irrigation water, which restricted crop cultivation to just one season on his 2-acre farmland. With the assistance provided by Asian Paints water resource development programme, he took the initiative to apply silt across all 2 acres, thereby enhancing soil fertility. This step has amplified water accessibility, facilitating cultivation along improved soil conditions leading to a significant rise in banana and coconut yields and increased income.

CASE STUDY

Improving productivity

A farmer from Yellamaguda Village, Patancheru, Telangana reaped the benefit of improved soil quality after using deposited silt from a rejuvenated pond in his area. This significantly increased the yield. The silt applied is of excellent quality as it has been deposited in the pond for several years. He expressed gratitude as the intervention by Asian Paints created a potential of 11,000 KL of water.

Employee volunteering

Employees dedicate their time and skills to community projects, environmental initiatives and social causes supported by our Company. Employee volunteering not only benefits the communities served but also fosters team spirit and personal development among employees.

Our aim is to establish Asian Paints as a frontrunner in employee volunteering through our **SPARSH programme**. SPARSH aligns with our CSR goals, enabling employees to connect with their communities.

1,500+

Number of employees participated in FY 2023-24*

4,500+

Hours of volunteering undertaken during FY 2023-24

* In addition, 400+ off-roll employees have also contributed to several employee volunteering activities.



Disaster management

As part of our disaster management efforts, we contribute to relief, rehabilitation, and reconstruction activities in case of an emergency. Our focus is on mitigating the impact of crises caused by natural disasters, pandemics, and similar events.

Synergising relationships

A glimpse into our volunteering activities

Tech warriors

A recurring four week intervention to optimise the knowledge pool of the employees for the benefit of the community. It includes sessions on Power BI, Data Science, Artificial Intelligence and ChatGPT etc.



Vein warriors

Blood donation drives have been a part of the APL Culture for the last 20 years. This year onwards, we have branded the drive as 'Vein Warriors', as a recognition to all the donors who selflessly come forward and donate their blood.

862

Units of blood collected

Water warriors

Our water warriors embarked on a journey to raise awareness amongst school kids from underprivileged communities to sensitise them on 'Water Positive Behaviour'.



Visionary warriors

Our HR department embarked on a skill development journey with youth students at Udaan India Foundation with interventions on cognitive and personality development and career readiness.



Energising, equitable and inclusive workplace

Management approach

Our employees are the most valuable asset of our Company and are vital to our growth strategy. Effective talent management, nurturing skills and competencies of our employees and providing a safe and inclusive work environment is the key to create an unbeatable human capital.

Our Talent Management philosophy enables Asian Paints to create 'Leaders for Life' by facilitating their all-round and holistic development. We believe in creating an open, psychologically safe and inclusive workplace which champions diversity in capability and thought leadership. We cultivate positive labour relations through open communication and engagement with workers across all levels.

Metric	Performance FY 2023-24	Target 2025	Target 2030
Employee engagement score (%)	79	80	80
Psychological safety score (out of 10)	7.7	7	7
Wellness initiative score (out of 10)	8.8	8	8

Policies

Code of Conduct for Employees

Code of Conduct for Board Members and Senior Management Personnel

Policy for Prevention, Prohibition, and Redressal of Sexual Harassment of Women at Workplace

Policy on Equal Opportunity and Non-Discrimination

[Click here to know more](#)



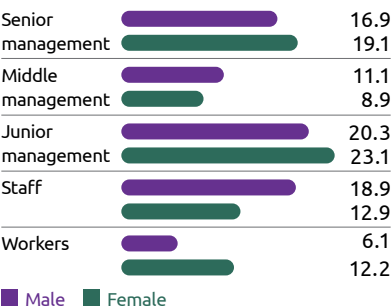
Synergising relationships

Learning and Development

At Asian Paints, we aim to create a pool of capable leaders and implement smooth succession planning throughout our Company. Our ‘Leaders for Life’ philosophy promotes comprehensive growth and development for all team members. We collaborate with each function to understand their unique requirement, which is followed by the design and implementation of learning interventions across our verticals. We employ a structured annual People Review Process (PRP) to identify individual development needs and career possibilities, emphasising values-based behaviours. This process includes regular performance evaluations and feedback sessions, tailored especially for managerial staff, to ensure individual and functional growth within our Company. Further, we encourage our employees to utilise 360° feedback tool for their self-improvement. More than 100 managers utilised this tool during the year. Our employees also benefit from access to numerous e-learning courses for self-development.

Learning and development dashboard for FY 2023-24*

(Average hours of training per year per employee)



Senior management

To build a wide worldview and enhance their skill set, we offer leadership development programmes:

- An engaging journey tailored for our senior leadership, offering exploration across diverse industries and guidance from globally renowned coaches
- A programme designed for CXO-level leaders offering best-in-class functional courses from globally recognised institutions

At the zenith of transformation

During the year, we launched Zenith, a transformative leadership development for several leaders across different verticals. This programme, lasting approximately six months, is in partnership with a renowned leadership consultancy firm. Its purpose is to empower our leaders to become game changers capable of bringing significant change within our Company. Additionally, our leaders from finance function attended the Chief Financial Officer programme at the London Business School.

Middle management

We provide an extensive array of development initiatives aimed at bolstering the managerial and leadership capabilities of our mid-level management. Transition programmes facilitate a seamless shift for managers and leaders stepping into new roles, with a focus on self-awareness, values-driven conduct, leadership prowess, and strategic financial acumen.



* GRI 404-1: Average hours of training per year per employee

Leaders Transition Programme

The programme is designed to assist recently promoted senior managers to make a smooth transition into their roles and exhibit expected leadership behaviours.

Phase 1

Self-awareness Assessment

Self-awareness assessment is conducted using the psychometric tool 'Hogan', followed by one-on-one debriefing conversations to help individuals understand their strengths and areas for development.

Phase 2

Strategic and Financial Acumen Program

The program focuses on developing skills in managing managers, collaborating with diverse stakeholders, making strategic choices, and enhancing financial acumen.

Phase 3

Delta Coaching Program

This builds high-performance teams through a nine-month journey comprising individual and group coaching sessions, facilitated by an external certified coach. Several participants have benefited from the program in FY 2023-24, providing overwhelmingly positive feedback, with an overall rating of 9 out of 10.

Empowering middle management: Broadening perspectives

We provide an outside-in perspective to middle management through **Xchange Program**: In the year, we successfully implemented the Xchange Program in collaboration with leading companies in the automobile and e-commerce sectors. Participants had the opportunity to gain firsthand insights into the best practices in supply chain and logistics functions within these industries. We view the programme as a valuable opportunity for our middle management to expand their knowledge, learn from industry leaders, and engage in peer collaboration across different organisations.



LEARNING FOR ALL

The next step through LinkedIn Learning

We launched LinkedIn Learning for our 7,800+ employees, democratising learning and addressing upskilling needs. This platform enriched the existing learning ecosystem, offering access to expert-led content and fostering a community of learning through certifications. Activation campaigns and challenges boosted platform adoption, with a remarkable 72% activation and 69% repeat learners in the first month. The organisation witnessed a shift towards managerial and leadership content.

5,000+
Hours of learning

Explorer Series: Throughout the year, we offered our team fresh perspectives through learning sessions led by renowned business leaders. These sessions covered topics such as providing valuable insights. We also introduced the Design Inspiration Series for our design team with speakers sharing insights on design trends and creative problem-solving. These series aim to inspire and motivate team members to think creatively, innovate, and lead with purpose.

Synergising relationships

Emerging Leaders*

We have a range of initiatives for emerging leaders to develop managerial skills, values-based behaviours, cross-functional exposure, and business acumen skills such as:

Emerging Leaders Transition

Programme: This programme aids employees' growth and development during their transition period and covers topics such as team management, conflict management and delegation.

96

Of our employees attended the Emerging Leaders Program in FY 2023-24. Received positive feedback of 8.6/10.

Business Management

Programme: Our premier management programme, done in partnership with IIM Bangalore, provides managers with a comprehensive understanding of general management, focusing on

sales, marketing, and supply chain. In the last year, participants from diverse departments have engaged in this educational journey, with the programme receiving praise and an impressive rating of 4.4/5 from participants.

Values-Based Behaviour Programmes

This year, we have engaged over 100 managers in our Audacity, Creative Zeal and Scientific Rigor programmes. They aim to offer diverse perspectives and firsthand experiences, both internally and externally. The programme received a positive response, with an overall feedback rating of 8.9/10.

Improving cross-functional expertise

The Impact Programme is a strategic developmental initiative designed specifically for Assistant Managers at Asian Paints. Its primary objective is to enhance cross-functional understanding and provide a platform for applying acquired skills in real-world scenarios.



IIM Bangalore - Business Management Programme 2023 Batch

[^] GRI 404-2: Programs for upgrading employee skills and transition assistance programs

F.I.R.E. – Field Readiness

We empower our employees with skills and knowledge essential for success. Our Field Readiness function focuses on enhancing sales capabilities through tailored learning programs across verticals like Retail, Project Sales, Services, Marketing, and Décor. We employ a 6-D framework to ensure effective learning transfer and alignment with business metrics for program participants. In FY 2023-24, we conducted tailored learning programmes, including induction and skill-building sessions for 3,500+ employees across various verticals. These initiatives, totalling 52 programmes and 71,000 training hours are directed towards employee development.

DISHA - In the right direction

In 2023-24, under our flagship programme DISHA, we trained 709 new joiners, equipping them with essential competencies like product knowledge and customer acquisition skills. DISHA includes a rigorous assessment process to evaluate retail executives' readiness for their roles. DISHA has played a pivotal role in laying a solid foundation for employee success and significantly contributing to our growth.



Document

Results are documented and stringent evaluations are undertaken to enable the next cycle of the framework.



Define

Understand stakeholder needs, assess training necessity, analyse performance gaps, align learning objectives with business goals and illustrate benefits through business outcomes.



Deploy

Ensure that managers recognise their duty to facilitate learning, allocating resources for instruction and performance support wherever applicable and necessary.



Design

Design a learner's holistic experience, consequently improving the training's efficacy and ensuring learning translates to enhanced performance.



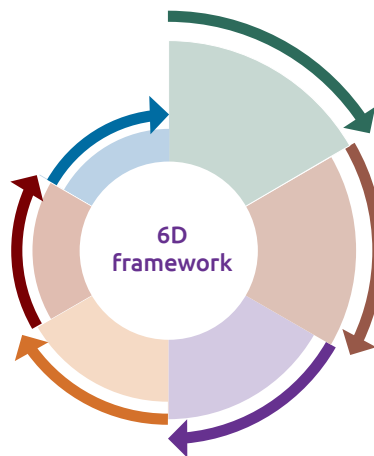
Drive

Focus transferring these learnings back to our Company's objectives and targets through establishing systems and processes which actively encourage and manage this transfer process.



Deliver

Ensure learning translates into action by starting with desired outcomes and selecting strategies that bridge the gap between learning and application.



Synergising relationships

Employee well-being ▲

Employee engagement and well-being are our top priorities as we recognise our workforce as the cornerstone of our Company's values. Open channels for communication and feedback ensure a positive environment where employees can thrive authentically. We conduct surveys to help gauge satisfaction, motivation, and commitment levels, covering various aspects of the overall employee experience such as work environment, company culture, psychological safety, openness and work-life balance.

We analyse the survey results to identify trends, strengths, and areas for improvement, informing decisions aimed at enhancing employee engagement and organisational performance.

This data-driven approach is applied at each unit, allowing for tailored improvement strategies with the involvement of respective leaders and developing both short-term and long-term action plans.

We ensure holistic well-being, addressing mental, physical, and financial aspects through various interventions conducted throughout the year. Physical wellness activities focus on core strength, flexibility, and nutrition, aiming to improve areas such as sleep patterns influenced by prevalent dietary and

lifestyle choices. Financial wellness sessions cover money management, investments, and retirement planning to empower employees with financial security options.

Recognising the importance of mental wellness, we provide resources on stress management and performance improvement, drawing on expertise from diverse domains globally. We also conduct skilling and socialisation interventions for managers and engage in leadership discussions to improve psychological safety. We understand that overall well-being significantly impacts an individual's life. We go a step forward and ensure that the wellness initiatives facilitated by experts are not only relevant but also relatable.

Employee wellness initiatives in FY 2023-24

Global Step and Plank Challenge:

We organised a company-wide Global Plank Challenge and Global Step Challenge, with progress tracking and live leaderboards to build motivation. We tailored the rewards based on various demographics, which were designed to encourage participation and foster camaraderie.

Train your mind for peak

performance: Sessions with prominent sports personalities to be inspired and imbibe the qualities of resilience, equanimity, and discipline.

Employee incentives*

We implemented an ESOPs plan in the year 2021-22. The aim of the plan is to motivate, retain, and attract key employees through a performance-based stock option programme, improve shareholder value, instil a sense of ownership among employees, in addition to offering a tool for wealth creation that aligns medium and long-term compensation with our performance.



* GRI 401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees

Diversity and inclusion

At Asian Paints, Inclusion, Equity, and Diversity (IED) shape our work environment, and encourage our employees to openly share their thoughts and perspectives. This fosters creativity and innovation that ultimately benefits our diverse customer base. Aligned with our IED commitment, we aim to improve inclusion, engagement, and employee well-being, setting representation targets for women, individuals with disabilities, and other gender identities.



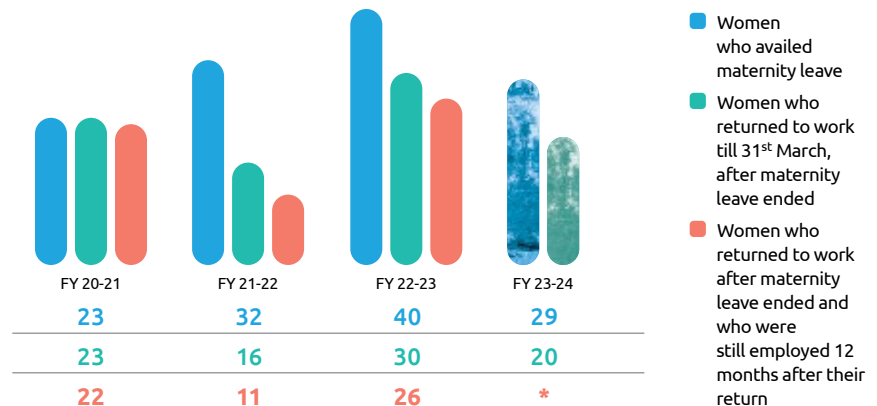
Asian Paints IED Vision

Being a progressive world-class organisation, we have created a psychologically safe and inclusive environment which champions diversity in capability and thought leadership.

Building a future-ready and diverse talent pool

We aim to recruit, retain, and nurture talented individuals from diverse backgrounds. Our workplaces foster an open, supportive, and inclusive atmosphere. We are committed to being an equal opportunity employer, devoid of discrimination based on gender, race, religion, caste, creed, or other such criteria. Moreover, we prioritise compensation linked to performance.

Women employees who availed maternity leave and resumed work*



Notes:

1. All employees are entitled to avail parental leave.
2. During the year, 29 female employees took maternity leave, of which 20 returned to work till 31st March 2024 after their leave ended.
- *3. Of these, the number of male and female employees who would still be employed with our Company, 12 months after their return, would be assessed in the year 2024-25.
4. During the year 2023-24, 442 male employees took paternity leave out of which as of 31st March 2024, 440 male employees are still employed with the organisation.
5. The return to work rate for both male and female employees is 100% during the year 2023-24.
6. The retention rate for male employees is 89% and female employees is 87% during the year 2023-24.
7. 370 male employees returned to work in the reporting period after their leave ended and who were still employed 12 months after their return.

Encouraging empathy

During the year, there was an enhanced focus on sensitising our employees on IED. We covered 57% of managerial cadre and 39% of executives through various sensitisation initiatives across various departments.

We have initiated efforts to share our work in the Décor Inclusion space with communities through collaboration with St+art India in Elle Décor magazine. For the first time ever, we have also hired 12 Persons with Disabilities (PwDs) across various locations, with 6 in plant locations and the remainder in central functions. We have ensured basic accessible infrastructure such as ramps and railings to facilitate their mobility and access. Furthermore, we have initiated a website accessibility audit to ensure our website is accessible for PwDs.

We became a proud member of EPIC (Equal Pay International Council). We are glad to be the first organisation from India to join this esteemed coalition led by the International Labour Organisation (ILO), UN Women, and the OECD. This is a significant stride in line with our charter promise on IED.

Synergising relationships

Specific sensitisation initiatives launched in FY 2023-24

- **IED e-Module launched:** We created an e-module on IED that covered the vision of Asian Paints on IED. It also aimed to give our employees an understanding of IEDs through practical scenarios at the workplace.
- **Celebrating Pride Month:** We have built a culture of inclusion where we celebrate the uniqueness of all our employees. In June 2023, we celebrated Inclusion Month with various sensitisation sessions on IED across different locations.
- **Awareness and sensitisation of IED:** We have sensitised over 3,000 employees through sessions held across locations. Additionally, we have conducted activities aimed at building empathy within our workforce.
- **Immersive theatre-based session on navigating unconscious biases:** Sessions with immersive learning experience using different theatre techniques helped participants reflect and share their experiences of inclusion and exclusion and how they can navigate their biases.

- **Disability Inclusion Month:** We conducted sensitisation sessions using empathy-building games, allowing participants to experience the challenges faced by Persons with Disabilities (PwDs) and understand their perspectives better, leading to a more inclusive environment.
- **Inclusion stories series:** We launched the series with leaders sharing what inclusion means to them, their experiences of inclusion and exclusion, inclusive behaviours they practice with their teams, and how managers can create an inclusive culture for their teams. We released 22 such inclusion stories that garnered more than 21,000 views on our internal platform Yammer.

CASE STUDY

Harmony in diversity

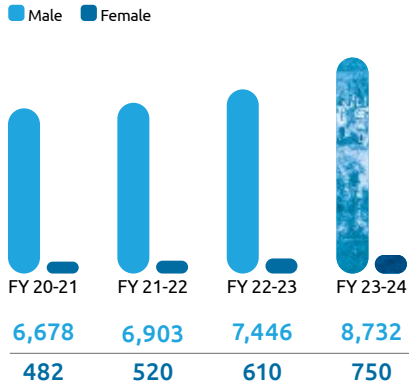
We launched our Transgender Internship Programme with a batch of 9 interns across different locations in sales and marketing, and manufacturing. To facilitate a smooth transition, we conducted sensitisation and onboarding calls with the managers across these locations.

United by purpose

Embarking on the path of becoming an inspired and purpose driven ONE team, our Collaboration Index survey measures the charter values of 'Standing for Each Other's Success' and 'Integrity'. The survey, applicable to Senior Managers and above, as well as identified managers across Asian Paints, including Group companies, bolsters our capacity to collaborate effectively across diverse functions horizontally.

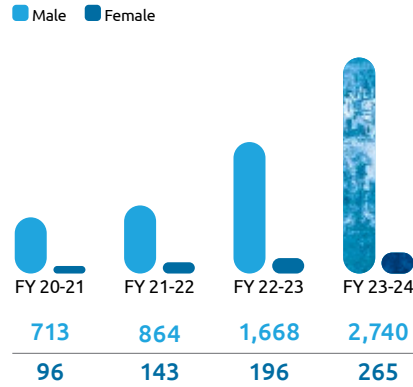
Employee snapshot*

Total employees by gender



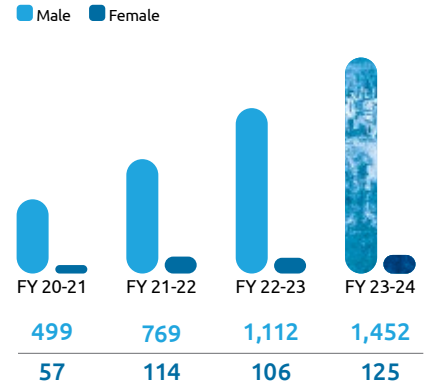
Includes one transgender person

New hires by gender



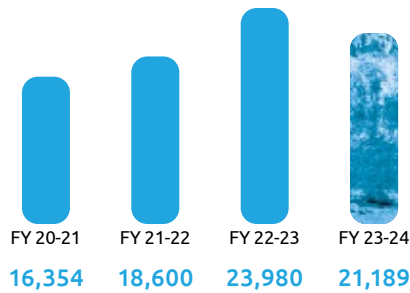
Hire rate by gender for FY 2023-24: Male - 33.9% and Female - 38.9%.

Employee attrition by gender

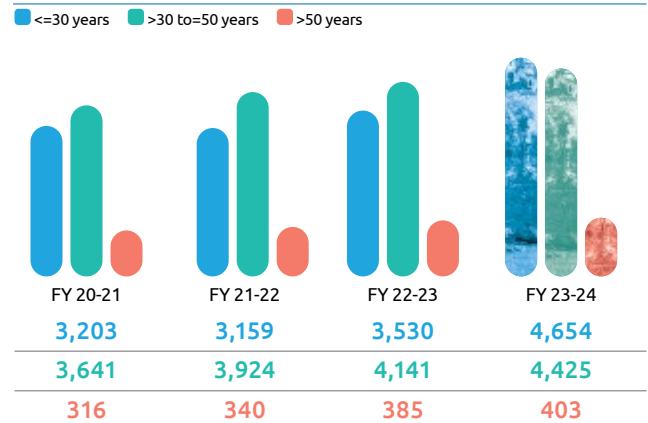


Attrition rate by gender for FY 2023-24: Male - 18% and Female - 18.4%

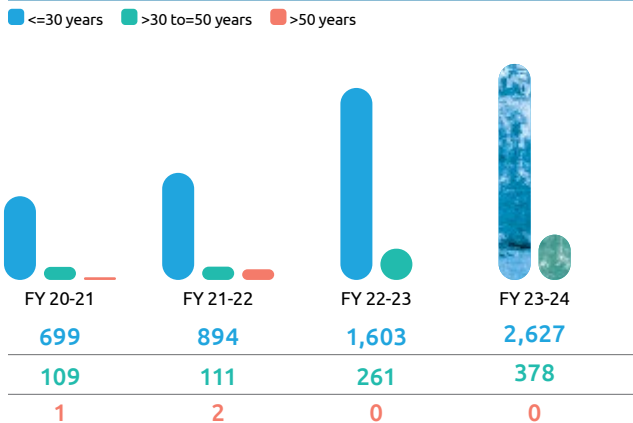
Total temporary and contractual employees



Total employees by age

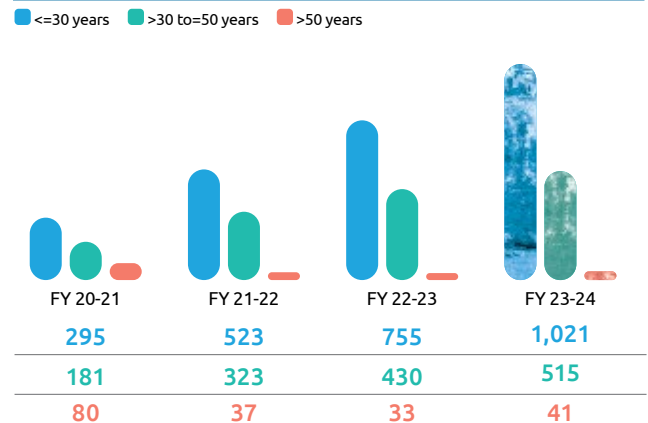


New hires by age



Hire rate by age group for FY 2023-24: <=30 years - 64.2%, >30 to=50 years - 8.8%, >50 years - 0%

Employee attrition by age




Attrition rate by age group for FY 2023-24: <=30 years - 25%, >30 to=50 years - 12%, >50 years - 10.4%

*GRI 2-7: Employees #GRI 2-8: Workers who are not employees

*GRI 401-1: New employees hires and employee turnover *GRI 405-1: Diversity of employees


Synergising relationships

Total employees per category by gender



	Male	Female	TOTAL
Senior Management	16	1	17
Middle Management	316	25	341
Junior Management	1,043	214	1,257
Staff	5,685	504	6,189
Workers	1,672	6	1,678

Total employees per category by age



	<=30 YEARS	>30 TO=50 YEARS	>50 YEARS	TOTAL
Senior Management	0	8	9	17
Middle Management	4	295	42	341
Junior Management	427	804	26	1,257
Staff	4,042	2,091	56	6,189
Workers	181	1,227	270	1,678

Total employees per category by age and gender

	<=30 years	>30 to=50 years	>50 years
Senior Management (Male: 94.1%; Female: 5.9%)	0	47.1	52.9
Middle Management (Male: 92.7%; Female: 7.3%)	1.2	86.5	12.3
Junior Management (Male: 83%; Female: 17%)	34.0	64.0	2.1
Staff (Male: 91.9%; Female: 8.1%)	65.3	33.8	0.9
Workers (Male: 99.6%; Female: 0.4%)	10.8	73.1	16.1

*GRI 2-23: Policy commitments

*GRI 408-1: Operations and suppliers at significant risk for incidents of child labor

*GRI 409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor

*GRI 2-30: Collective bargaining agreements

*GRI 407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

*GRI 402-1: Minimum notice periods regarding operational changes

Human rights*

Our Code of Conduct (CoC) for employees is founded on the human rights principles, prohibiting forced and child labour and discrimination. Regular training sessions ensure alignment with these values, and our stance on human rights is publicly available on our website at www.asianpaints.com. We have a robust Policy on Prevention of Sexual Harassment at Workplace, backed by an Internal Complaints Committee. Furthermore, our Environment Policy, Health and Safety Policy emphasises the importance of employee well-being and safety, demonstrating our dedication to adhering to human rights principles within our Company.

Collective bargaining#

We respect our employees' rights to association and civic engagement within legal boundaries, creating open communication channels and constructive dialogue with representatives to address concerns. Our trade unions across manufacturing plants facilitate collective bargaining, harmony, and operational continuity. Through transparent collective bargaining, productivity and wage settlements are negotiated with unions for agreed periods, with a minimum 21-day notice provided for changes affecting unionised employees' conditions or rights.

We generally engage with employee unions every three years or as per settlement period. Our management engages with plant union representatives beforehand to establish an understanding of finances and wage-productivity linkage. Several discussions focused towards operational flexibility and manufacturing excellence boost worker involvement, ensuring both parties enter negotiations with shared objectives and principles.



Safe workplace

Management approach*

At Asian Paints, we strive to set the global standard for safety in the coatings industry and provide a healthy and safe work environment for our people. Our Occupational Health and Safety (OHS) system is built upon a robust foundation of protocols and comprehensive training and awareness programmes. It prioritises prevention, intervention, and cooperation to ensure a safe workplace. Adopting a holistic approach, in the medium term, we aim to invest in innovative technologies and efficient processes to reduce the risks and hazards linked to manual interactions with machinery.

The Vyansamadhanam initiative introduced by our management embodies the motto of "Commitment towards life and breath".



Through the adoption of innovative and cutting-edge technologies, we have pioneered advancements, setting a high standard for safety practices and environmentally responsible waste management system on a global scale.

All Asian Paints' plants are ISO 45001 certified with our 8 decorative paint manufacturing plants being British Safety Council (BSC) five-star certified.

POLICIES

Health and Safety Policy 

Metric

Total Recordable Frequency Rate (TRFR)

Performance
FY 2023-24

1.39

Target
2025

< /=0.98

Target
2030

Total Severity Rate (TSR)

231.09

< /=150

To sustain
as global
benchmark
in safety

Tier-1 process safety incidents

2

< /=3

Safety at every step

We are at the forefront of implementing advanced technological solutions to minimise human interaction with machines, ultimately enhancing process efficiency and safety.

- At the design stage, a Hazard and Operability (HAZOP) study is conducted to decide the configuration of manufacturing equipment.
- Manufacturing of paints and intermediates is done through an automated process with a Distributed Control System (DCS).

- All solvent and monomer tanks have two independent controls to prevent overfilling of materials and all solid raw materials are transferred to paint processing equipment through a pneumatic conveying system.
- Automated system of packing lines of paints, transportation, and sorting of packing material.
- Robots are employed for palettising paint containers.



* GRI 403-1: Occupational health and safety management system

Synergising relationships

Putting our employees first^{**}

We ensure the well-being and safety of our workforce through our OHS framework. This framework includes periodic assessments of potential health risks conducted by an industrial hygienist every three years to identify and mitigate hazards within our plant premises. Weekly monitoring of Volatile Organic Compound (VOC) emissions and fortnightly sampling for Respirable Suspended Particulate Matter (RSPM) are carried out at selected locations. These samples undergo analysis by accredited external labs. Additionally, ventilation studies are conducted biennially or in response to any changes in design or processes by qualified professionals across all our plant areas to maintain a safe working environment.

Emergency Response Plan (ERP)

We have an ERP in place across our facilities to handle unexpected incidents. Our Emergency Response Team comprises specialists in distinct roles, including the Site Main Controller, Incident Controller, Fire Fighting Team, First Aiders, Communications Team, and Power and Utility Teams. Each member is assigned specific duties and tasks

To ensure best practices at our plants, in addition to statutory audits, we undertake:

- Non-statutory safety inspections by plant personnel at various frequencies
- British Safety Council five-star certification audit once every three years
- ISO 45001 Management system surveillance audits

to address emergencies efficiently and effectively. To ensure swift action, we release an updated list of regulatory agencies and local hospitals with relevant contact information. The effectiveness of our plan is assessed via mock drills that are conducted every six months.

Safety monitoring mechanism[#]

Our OHS framework is structured to identify work-related hazards through Hazard Identification and Risk Assessment (HIRA), process safety hazards via Bow-tie Analysis, HAZOP, Quantitative Risk Assessment (QRA), fire risks through Fire Risk Assessment, and manual material handling through Manual Material Handling Risk Assessment.

Additionally, we have rolled out a robust incident reporting portal called 'iSafe' across all our manufacturing plants. In the event of an incident, a dedicated investigation team promptly assembles at the respective plant. Using methodologies like the 5-Why Analysis and Fishbone diagrams, they meticulously analyse the incident to determine the probable causes.

The findings, potential causes, and corrective and preventive Actions (CAPA) undergo discussion at various levels within our Company. These insights are then disseminated across all plants, fostering a culture of shared learning. Furthermore, incident reports along with the CAPA are presented to the Board of Directors every quarter.

Strengthening warehouse safety

To guarantee maximum safety across all our warehouses, we focus on electrical and fire safety regulations, effective man-machine interface protocols, and proper maintenance of material handling equipment, racking systems, and visual management standards, in addition to adhering to the basic requirements and statutory norms.

Furthermore, we address electrical audit observations and develop a comprehensive manual for standard warehouse amenities. We have also introduced engineering innovations such as forklift cameras to enhance safety and efficiency.

Completed electrical and fire safety audits in 63 Sales Depots



^{*}GRI 403-2: Hazard identification, risk assessment, and incident investigation

^{*}GRI 403-3: Occupational health services

[#]GRI 403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

Building a culture of safety

Asian Paints has extended diverse training programmes to its employees and their families, including digitalised and gamified modules to build upon our existing safety culture. Through initiatives like presentations, newsletters and booklets, and toolbox talks, we have strengthened our efforts in the area of safety awareness. In FY 2023-24, we launched WING (Workplace Insight for Nurturing Growth) which focused on legal frameworks and ensuring collaborative learning.

Health and Safety (H&S) Hour at the Khandala plant

Safety Hour is a vital platform that is embraced by everyone in Khandala plant, wherein production is halted for an hour for discussions on H&S. These sessions are a prime example of a bottom-up approach, facilitated by contractors, to foster a culture that allows open conversations about safety and well-being.

The minutes of these sessions are shared in the local language, and each meeting addresses the closure of previously identified problems, status updates on action items, and their resolutions.



● Mock drill being performed at Khandala Plant

CASE STUDY

Leading the way

Our leadership team spearheaded a health and safety initiative with the 'Vyansamadhanam Saga by Leaders' video series. Through personal anecdotes and insights, leaders passionately endorsed safety, sparking discussion and reflections on how safety is an integral part of daily life. This series marks a pivotal step in transitioning safety from a directive to a shared value embedded in our organisational DNA.

1,000+

Impressions on every video on Yammer

CASE STUDY

Rethinking workflows

Having identified that a significant portion of our workforce engages in man-machine interactions (MMI) within the FG block at our Visakhapatnam plant, we initiated a layout study of the area and made a strategic adjustment to the area, leading to a reduction in our MMI risk by 79%.

CASE STUDY

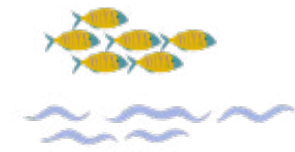
Passport to safety: Contractor Training Passport System (CTPS)

Our contractors handle hazardous chemicals in paint manufacturing, necessitating competency building and effective management. Inspired by passport systems we developed the Contractor Training Passport System (CTPS) for our Khandala facility. The CTPS involves identifying contractors, phased training in local languages, issuing colour-coded passports based on risk levels, integration with work permits, and mandatory firefighting training. We ensure continuous capability building through regular refresher training and integration with re-induction processes. This system has ensured that 100% of our contractors undergo job-specific training, **earning us Gold recognition in the Confederation of Indian Industry (CII).**

100%

Contractors undergo job-specific safety training

Synergising relationships



Our Behaviour-Based Safety journey

Acknowledging the profound impact of individual attitudes and behaviours on safety, we have undertaken a comprehensive journey into Behaviour-Based Safety (BBS) across all our decorative plants. By addressing individual behaviours that could result in risks and striving to achieve a generative level of cultural maturity, BBS encourages us to cultivate a culture of mutual reliance that goes beyond the workplace.



● Nukkad Natak performed at Kasna plant to create safety related awareness

Benchmarking safety culture at each plant

Plant	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
ANKLESHWAR	Chaotic		Proactive				Proactive		Proactive	Generative	Generative
PATANCHERU			Reactive		Calculative			Calculative		Proactive	Generative
KASNA								Calculative		Proactive	Generative
SRIPERUMBUDUR					Calculative			Calculative		Proactive	Proactive
ROHTAK					Proactive				Proactive	Proactive	Generative
KHANDALA					Calculative			Calculative		Proactive	Proactive
MYSURU								Calculative		Calculative	Proactive
VISAKHAPATNAM								Calculative		Calculative	Proactive

Chaotic
 Reactive
 Calculative
 Proactive
 Generative

Technology: Enhancing health and safety

CASE STUDY

Pioneering IoT integration

To accelerate our journey towards digitalisation, we have taken a significant step forward by integrating IoT (Internet of Things) technology. This advancement has resulted in the development of a pioneering system that operates swiftly and responds proactively to critical process safety interlocks. With this technology, we are able to detect and notify real-time deviations in critical process safety interlocks, enabling us to take proactive steps to prevent any unforeseen failures that could result in process safety incidents.

Key outcomes of the project

Detects process safety incidents and Tier-3 process safety near-misses

Detects deviation log whenever necessary

Provides alerts and mail notification information when an abnormality is detected

CASE STUDY

Management of Change (MOC) Industry Operating Systems (OS) at Kasna Plant

During the year, we implemented MOC with Industry OS. It uses iLOL™ (Information Layered over Layout) a cutting-edge technology for digitalising assets and floor layouts along with MOC workflow. This initiative involved the creation of a digital twin of their plant, all information, specification and process linked to the equipment is digitalised. It created numerous advantages in approving any change request:

Streamlined Change Management

All process and equipment details are readily available during the change request and approval stages. This accessibility allows users to expedite the change management process, thereby enhancing operational agility and ensuring informed decision-making for MOC approval.

Enhanced Change Control

All modifications undergo thorough scrutiny and approval, preventing unauthorised alterations. If there are changes in specifications, the system seamlessly executes a Like-to-Like (Replacement in Kind) change.



Synergising relationships

CASE STUDY

AutoBeacon 2.0: Safety on the go

Safety incidents are closely monitored as part of our Total Recordable Frequency Rate (TRFR) and Total Severity Rate (TSR) metrics.

Last year, we introduced AutoBeacon – a pioneering road safety mobile app designed to enhance awareness, send prompt alert to relevant parties, and facilitate immediate corrective actions among our employees.

During this year, we enhanced the app with new features:

- Enhanced real-time driving alerts with voice and vibration
- Hindi language support
- Reminders for expiry of important driving documents (Vehicle Registration, Insurance, Driving License, PUC)
- SMS to emergency contact in case of detection of a potential crash

- Real-time voice alert in case of entry into accident prone area
- Improved over-speeding threshold in case of highways and expressways

1,500+

Active users of AutoBeacon

Awards and recognition

We are honoured to have received numerous awards for our exceptional focus on safety, and this tradition of excellence continues this year as well.

- Rohtak, Visakhapatnam, and Mysuru plants recognised with 'Sword of Honour' for demonstrating excellence in health and safety standards by the British Safety Council
- Rohtak plant won three national awards during the second edition of CII – in Electrical Safety, Power, Quality and Reliability
- Visakhapatnam plant awarded with Global Safety Awards 2023 in platinum category
- Ankleshwar recognised with a platinum award in 2nd National HR Conclave by Quality Circle Forum of India



Keeping track of safety

Metric	FY 2022-23	FY 2023-24
Recordable Work Injury ^A	60	63
Fatalities ^A	0	3
LTI ^A	30	30
LTIFR ^A	0.43	0.40
Severity Rate ^A	10.22	252.60
Frequency Severity Index ^A	0.0021	0.0101
Manhours Worked ^A	69,750,725	74,985,112

LTI: Lost Time Injury

LTIFR: Lost Time Injury Frequency Rate

Recordable work related ill health is Nil for the years aforesaid[^]. We are taking various preventive and mitigation measures to reduce occupational health and safety impacts such as quantitative risk assessment for manufacturing operations[#].

- 1) The details of safety related incidents include all the locations.
- 2) The lost time injury details for manufacturing locations and R&T Centre, is as per the criteria defined in Factories Act, 1948. For non-manufacturing locations, where Factories Act, 1948 is not applicable, man days lost >= 2 has been considered.
- 3) The fatalities pertain to road accidents during on duty travel.

Proactive engagement and response towards stakeholders

Value chain partners

We are committed to conducting business with integrity, fairness, and legality, while also prioritising social and environmental responsibility. We acknowledge the significance of our business partners within our ecosystem and encourage them to adhere to similar standards of corporate citizenship. To highlight our areas of priority such as business ethics, human rights, labour practices, and environmental stewardship, we have developed a Code of Conduct specifically tailored for our business partners.

Please read more about supplier initiatives [+ Pg. 117](#)

Government and regulatory bodies

We align with national and international priorities, engaging in multi-stakeholder dialogues and responding to public consultations. As industry leaders, we robustly identify and comply with regulatory requirements, actively participating in discussions with government bodies through industry associations to bridge policy and implementation gaps.

Read about key engaging issues with the government in FY 2023-24 on

[+ Pg. 42](#)

