



Workforce Resilience and Well-being

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Workforce Resilience and Well-being



Engage, Empower, Thrive

Our workforce is important for our success. Aligned with our vision of 'Reaching People, Touching Lives' worldwide as a top provider of valuable medicines, we are dedicated to nurturing and enhancing the potential of our diverse and dynamic workforce. Our employees bring expertise to the Company's expanding intellectual resources, drawing on their diverse educational backgrounds and experiences. With more than 51,000 employees, we are united by a shared mission to create a healthier future for everyone.

UN SDG Alignment



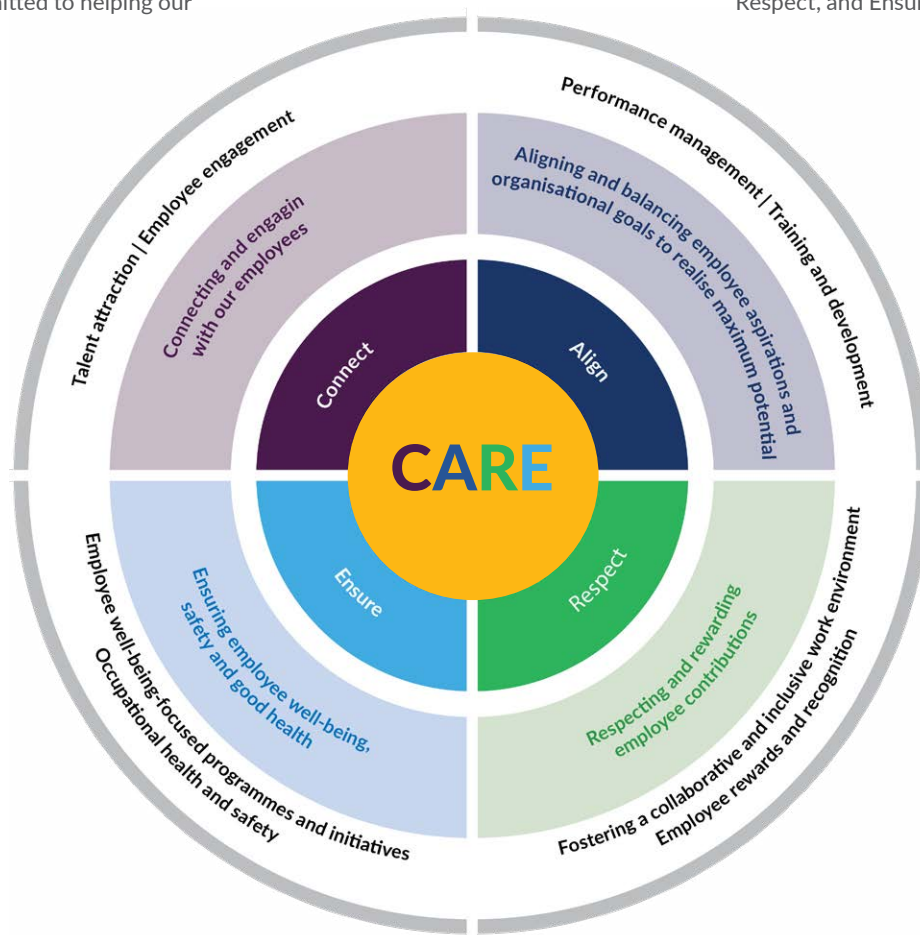
Building Empowered Teams

The CARE Philosophy

Our employees personify the core values of Humility, Integrity, Passion, and Innovation, which are crucial for operational success and for positively impacting the patients we serve. We understand that our achievements are the result of empowered individuals, so we are committed to helping our

employees reach their full potential. The diversity and unity within our workforce are critical for achieving operational excellence. We strive to instil pride and ownership in their work while supporting their development.

Our forward-thinking human resource management strategy is upheld through continual investments and partnerships, tailored to meet the changing expectations of our workforce. We have reinforced our approach by aligning with four core principles: Connect, Align, Respect, and Ensure (C.A.R.E).



Workforce Resilience and Well-being



At Sun Pharma, we are committed to fostering a workplace culture that empowers our people and encourages innovation, collaboration, and continuous growth. This commitment reflects our dedication to building an environment rooted in trust, mutual respect, and genuine care, positioning Sun Pharma as an employer of choice for those seeking meaningful and rewarding careers.

In a rapidly changing world, continuous learning and development are crucial for employees to stay ahead of the curve. We offer adequate opportunities for our staff to acquire new skills, expand their knowledge, and inspire creativity, enabling them to work with passion. We motivate teams to surpass expectations with strategically integrated growth initiatives.

By gathering talent from various backgrounds, we mirror the diversity in our international operations and the communities we serve. Our goal is to empower our global workforce

of over 51,000 individuals, grounded in a robust value system that bolsters our workforce management and development approach.



The table below provides details on our workforce by gender, age, and region for FY25.⁶⁸

Total Global Consolidated Workforce

Employee Category	<30 years	30-50 years	>50 years	Male	Female
Employees					
Top management	0	50	146	163	33
Senior management	0	512	421	770	163
Middle management	91	2,395	651	2,367	770
Junior management	267	3,687	677	3,548	1,083
Non-Management	2,722	4,220	731	5,615	2,058
Field Employees	8,890	8,620	1,033	16,397	2,146
Executives on Contract	1,302	48	4	810	544
Total Employees (A)	13,272	19,532	3,663	29,670	6,797
Workers					
Permanent associates	1,596	4,336	1,461	6,355	1,038
Casual labour	3	113	3	72	47
Contractual labour	7,619	156	22	6,056	1,741
Total Workers (B)	9,218	4,605	1,486	12,483	2,826
Total Workforce (A+B)	22,490	24,137	5,149	42,153	9,623

⁶⁸GRI 2-7, 2-8 and 405-1

Workforce Resilience and Well-being



We recruit talented individuals from a wide age range, which enhances our competitive advantage and allows us to tap into various expertise for our value creation efforts. At Sun Pharma, we acknowledge the value that young professionals bring with their diverse

skills, enthusiasm, and innovative ideas. Their contributions enable us to stay dynamic and progressive in a rapidly changing industry. Supported by strong leadership, our young employees are essential in creating a thriving workplace, offering fresh perspectives,

and preparing a workforce for the future. In FY25, those under 30 years and those aged 30-50 years made up 43.44% and 46.62% of our workforce, respectively, while the remaining 9.94% were over 50 years old.

Total Workforce – India

Employee Category	<30 years	30-50 years	>50 years	Male	Female
Employees					
Top management	0	39	86	112	13
Senior management	0	389	219	549	59
Middle management	71	1,828	286	1,855	330
Junior management	152	2,962	336	3,013	437
Non-management	2,283	3,008	91	4,386	996
Field Employees	8,298	6,162	296	14,360	396
Executives on Contract	1,278	21	0	782	517
Total Employees (A)	12,082	14,409	1,314	25,057	2,748
Workers					
Permanent associates	1,457	3,698	882	5,747	290
Casual labour	0	0	0	0	0
Contractual labour	7,410	0	0	5,780	1,630
Total Workers (B)	8,867	3,698	882	11,527	1,920
Total Workforce India (A+B)	20,949	18,107	2,196	36,584	4,668

Workforce Resilience and Well-being



Total Workforce – Global (Excluding India)

Employee Category	<30 years	30-50 years	>50 years	Male	Female
Employees					
Top management	0	11	60	51	20
Senior management	0	123	202	221	104
Middle management	20	567	365	512	440
Junior management	115	725	341	535	646
Non-management	439	1,212	640	1,229	1,062
Field Employees	592	2,458	737	2,037	1,750
Executives on Contract	24	27	4	28	27
Total Employees (A)	1,190	5,123	2,349	4,613	4,049
Workers					
Permanent associates	139	638	579	608	748
Casual labour	3	113	3	72	47
Contractual labour	209	156	22	276	111
Total Workers (B)	351	906	604	956	906
Total Workforce India (A+B)	1,541	6,029	2,953	5,569	4,955



Workforce Resilience and Well-being



Diversity, Equity and Inclusion

At Sun Pharma, we believe that a diverse workforce coupled with an inclusive workplace culture enhances decision-making and boosts employee engagement and retention. We are dedicated to fostering an atmosphere where everyone is valued, respected,

and supported, irrespective of race, ethnicity, gender identity, sexual orientation, religion, age, or ability.

Promoting Diversity, Equity, and Inclusion⁶⁹

Our strategy for diversity, equity, and inclusion focuses on establishing a work

environment that prioritises employee well-being while meeting their unique needs and expectations. We are devoted to nurturing a safe and inclusive workplace that harnesses the strengths of diversity to achieve positive outcomes for all stakeholders.

Our Diversity, Equity and Inclusion (DEI) strategy prioritises three critical principles

Equal Opportunity

As an equal-opportunity employer, we are committed to treating our employees with the highest levels of dignity, respect, and fairness.

Non-discrimination

Our zero-tolerance policy strictly prohibits all forms of discrimination, including those based on gender, sexual orientation, race, religion, caste, ethnicity, age, nationality, disability, HIV status, family status, and more.

Meritocracy

We place an emphasis on merit-based recruitment and selection, as well as training and development, performance evaluation, compensation, and career advancement.



Workforce Resilience and Well-being



Our Diversity, Equity, and Inclusion (DEI) Approach:

- **Focused Hiring:** Seizing the right opportunities to onboard more women while providing recruiters and hiring managers with the skills and capabilities needed to meet this objective.
- **Fundamental Support:** Providing essential infrastructure, safety measures, and progressive policies for all employee groups.
- **Cultivating Inclusive Culture:** Creating a workplace culture that promotes inclusivity, ensuring all key stakeholders are aligned and invested.
- **Enhancing Competence and Career:** Collaborating with diverse groups to encourage targeted career progression and development, strengthening our talent pipeline.
- **Network of Allies and Sponsors:** Developing team members committed to advancing our DEI journey by assuming roles as Sponsors, Allies, or Mentors.
- **Employer Branding:** A crucial component of our employee value proposition, communicated both internally and externally.
- **Recognition and Celebration:** Acknowledging behaviours that promote diversity and celebrating milestone achievements.

To bring about a sense of belonging and inclusiveness, we celebrate a variety of ethnic festivals and observe international recognition days, such as Women's Day.

Female Employees in Global Workforce (in %)

	FY25 Performance	FY40 Target
Women in Overall Workforce	18.59	30
Women in All Management Positions	23.03	30
Women in Top Management Positions	13.47	15
Women in Junior Management Positions	23.39	30
Women in Revenue-generating Functions	28.09	40
Women in STEM-related Positions	25.49	30

Workforce Resilience and Well-being



Talent Acquisition

We are dedicated to attracting and nurturing a diverse workforce through specific hiring efforts. Our recruitment approach is founded on two key principles: merit and diversity. As an employer that champions equal opportunity, we focus on candidates' skills and their alignment with our Company's values and mission during

the hiring process.⁷⁰ To ensure a smooth transition, every new employee participates in compulsory onboarding training, which introduces them to our values, operational structure, and organisational goals. This method promotes a unified understanding and dedication to our common mission.

Our global employee count grew by 6,978 employees in FY25, and internal hires accounted for 12.49% of all open positions. The table below provides details on our total new hires by age, gender and region for FY25.⁷¹

New Hires for FY25

Region	<30 years		30-50 years		>50 years		Male		Female	
	Nos.	Rate	Nos.	Rate	Nos.	Rate	Nos.	Rate	Nos.	Rate
India	4,059	31.89%	1,088	8.05%	36	2.68%	4,156	16.61%	1,027	39.81%
Global (excluding India)	624	51.40%	943	17.73%	228	9.16%	967	20.76%	828	18.98%

Rate - implies the number of new hires as % of total employees in respective categories

We have embraced a strong people-focused approach, concentrating on the growth, empowerment, and engagement of our employees. Our strategy emphasises retention through carefully designed initiatives backed by rewards and recognition programs. In FY25, our total employee turnover rate was 19.01% (6,958 employees), and our voluntary employee turnover rate was 13.57% (4,967 employees).

The table below provides details on our employee turnover by gender, age and region for FY25.⁷²

Employee Turnover Rate for FY25

Region	<30 years		30-50 years		>50 years		Male		Female	
	Nos.	Rate	Nos.	Rate	Nos.	Rate	Nos.	Rate	Nos.	Rate
India	3,261	26.45%	1,668	12.08%	246	16.99%	4,260	17.00%	915	36.25%
Global (excluding India)	397	36.07%	982	18.39%	404	15.68%	889	19.24%	894	20.34%

⁷⁰GRI 3-3 | ⁷¹GRI 401-1 | ⁷²GRI 401-1

Workforce Resilience and Well-being



Continuous Learning

We are dedicated to workforce development by nurturing a culture of continuous growth and excellence. Our objective is to cultivate an environment that promotes lifelong learning, providing employees with the skills they need for their present positions and future career advancement.⁷³

Annual Assessments for Performance Management

The process includes yearly goal setting, evaluation of development needs, mid-year and year-end assessments, and enhancing our performance management strategy. We encourage agile and informal two-way communication between managers and employees to foster open dialogue and maintain transparency in team-based performance assessments and feedback. The annual appraisal cycle is completed for all eligible employees, utilising a systematic, objective-driven approach led by management.⁷⁴

Holistic Training and Development Programmes

In our ongoing efforts, we offer numerous comprehensive learning opportunities aligned with our organisational goals and workforce ambitions. Our programs cater to varied learning needs through personal growth plans and collaboration with different business units. By involving both internal and external experts, we enhance our capacity to provide flexible learning experiences for our employees. We also offer access to programs like Massive Open Online Courses (MOOCs) and TED Talks.

Overview of Our Skill-building Programmes⁷⁵

We offer training programs aimed at developing and sustaining a workforce ready for future challenges. To cultivate a culture of high performance, growth, and employee satisfaction, we have crafted learning and development programmes centred on achieving excellence. Our training initiatives pinpoint learning requirements and bridge knowledge gaps to ensure employees stay updated on emerging topics. As a Company devoted to maintaining ethical standards, we place a strong emphasis on corporate

ethics. As a result, our training modules cover a variety of subjects, such as adherence to the Global Code of Conduct, IT security, Health and Safety, and Prevention of Sexual Harassment (POSH), among others.

Training programmes designed to build a Future-ready Workforce include:

- Technical Skill Development
- Leadership Development
- Data and Documentation Management

- Soft Skills and Behavioural Training
- Digital Tools Training
- Culture-building

For FY25, each employee underwent an average of 57 hours of training. The following table provides details on average training hours for FY25 by gender and employee category.⁷⁶

Average Training Hours for FY25

Employee Category	Male (Hours)	Female (Hours)
Top management	78	54
Senior management	153	70
Middle management	169	132
Junior management	81	37
Non-management	90	56
Field Employees	25	26
Executives on Contract	100	100

In FY25, we spent an average of ₹ 4,753 per employee on training.

Workforce Resilience and Well-being



We continue to offer comprehensive learning opportunities which align with the objectives of our organisation and the aspirations of our employees.⁷⁷ Our key programmes include:

People Manager Development Programme

This Programme is thoughtfully crafted to strengthen the skills of managers at every level, recognising their vital role as the link between the organisation and its employees. This extensive programme is structured into four tiers: First-Time Managers receive foundational training tailored to frontline leadership, particularly within manufacturing teams; the Operational & Functional Level Program focuses on building essential management skills for strategic

decision-making and includes initiatives such as Manager as a Coach and LEAD; the Strategic Level Programme prepares senior leaders to navigate market volatility and enhance global competitiveness by developing expertise in areas like Data Analytics and Digital Transformation.

As a global organisation with a workforce representing around 50 different nationalities, the programme incorporates a cultural component designed to foster awareness,

sensitivity, and respect for diverse cultures and perspectives. Furthermore, this development effort is inclusive of contractual and part-time employees, promoting a cohesive culture and shared organisational values.

In FY25, the programme achieved full participation from all managers, contributing to a 9% improvement in production efficiency compared to the previous year, highlighting its significant positive effect on business performance.

Salesforce Effectiveness Programme

The Salesforce Effectiveness Programme (SFEP) plays a vital role in developing our frontline field employees, who constitute 36% of our workforce and are key drivers of revenue through direct customer engagement. SFEP provides these employees with comprehensive development beginning with a smooth 7-day induction, followed by ongoing training in essential areas such as sales fundamentals, role responsibilities, product knowledge, and marketing strategies. This structured training approach enhances market readiness, encourages innovative selling techniques, improves time

management, and strengthens customer communication skills.

By fostering a strong sense of ownership and accountability, the programme empowers employees to become passionate brand ambassadors capable of delivering significant business results. The inclusion of cultural education within the program also aligns field employees with Sun Pharma's values and ethics, promoting a unified identity and shared sense of purpose across the sales force.

As the primary point of contact with our customers, our sales team gains valuable insights through these

direct interactions, which serve as a critical learning opportunity to better understand customer needs and perspectives. This knowledge helps improve service standards and overall effectiveness. Additionally, our sales force organises medical events and camps, facilitating collaboration with customers, deepening understanding of their requirements, and further enhancing their skills.

With approximately 80% annual participation, the SFEP has demonstrated a substantial impact, contributing to a 15.1% revenue increase in FY25 compared to FY24.

⁷⁷GRI 404-2

Workforce Resilience and Well-being



Behavioural Framework

By concentrating on seven essential behavioural traits, the framework significantly contributes to leadership development, serving as a roadmap that guides employees toward future leadership positions while promoting a leadership-oriented culture. By nurturing these vital competencies, we encourage an entrepreneurial, effective, and inclusive mindset that propels organisational leadership. This approach helps us establish an internal talent pipeline for succession planning.

Elements	Behavioural Competencies						
	Strategic Orientation	Execution Focus	Accountability	Collaboration	Process Excellence	People Developer	Customer Centricity
	Market awareness	Aspiring higher by taking stretch goals	Performance monitoring of functional and cross-functional goals	Self-awareness and emotional control	Process orientation	Providing inspirational leadership	Understanding customer expectations
	Tolerance to ambiguity	Planning and prioritisation	Initiative	Boundaryless behaviour	Process compliance	Attracting and engaging talent	Market Intelligence
	Analysing and interpreting Data	Attention to detail	Adapting and responding to change	Nurturing relationship	Resource optimisation	Delegation	Relationship building
	Persistence			Influence	Process improvement	Developing talent	Developing customer-centric solutions
	Culture Sensitivity						

Talent Management

Our workforce is the cornerstone of our productivity and performance. We encourage them to share ideas and suggestions, fostering innovation and collaboration to achieve operational excellence. Our engagement strategy prioritises continuous and transparent communication to build synergistic relationships. We maintain strong connections through multiple communication channels, including leadership town halls, to regularly

engage employees. These touchpoints enable us to share updates, disseminate key information, and cultivate unity and belongingness across our global workforce.

Fair Compensation

Our compensation programmes provide fair, competitive remuneration that acknowledges employees' contributions. They are aligned with industry standards, benchmarked against peers, and guided by global reward practices

and recommendations from independent compensation advisors. The Board's Nomination and Remuneration Committee oversees and manages the Remuneration Policy and procedures and plays a pivotal role in determining senior management compensation and benefits. The Managing Director and Whole-time Directors' remuneration is decided with shareholders' consent and in compliance with local laws⁷⁸. We comply with all applicable minimum wage laws at the hiring stage across our operations.⁷⁹

Equal Pay Statistics⁸⁰

Employee Level*	Average Women's Salary in INR	Average Men's Salary in INR
Executive level (base salary only)	13,081,433	18,254,274
Executive level (base salary + other cash incentives)	14,865,881	21,413,887
Management level (base salary only)	19,19,212	18,52,466
Management level (base salary + other cash incentives)	19,21,309	18,54,110
Non-management level (base salary only)	4,74,999	5,86,710

*The above data is for our India operations covering ~80% of our global workforce.

Workforce Resilience and Well-being



Employee Benefits

Employee benefits and rewards are benchmarked and structured as per current market trends to align with the changing needs of our diverse global workforce and their families. We provide comprehensive benefits, including insurance policies, retirement benefits,

various allowances, and pension fund contributions, in compliance with applicable laws and regulations. To support our employees in improving their work-life balance and flexible needs, we have established a range of leave benefits. Employees at all

locations can select shift hours and, where justified at specific locations, opt for work from home. We provide maternity, paternity, and adoption leave, along with on-site creche facilities to support employees returning after parental leave.⁸¹

Sun Pharma Employee Benefits

Global parental leave [#]	Car allowance [*]	Education allowance for school fees [*]
Medical insurance [#]	Transportation allowance	Phone allowance [*]
Accident insurance [#]	Professional allowance [*]	Meal allowance [*]
Life insurance [#]	Housing allowance ^{*#}	Variable/Performance pay for certain employee categories [*]

^{*}These provisions are contingent upon the HR Policy of the individual global locations

[#]Benefits provided to employees and workers

Parental Leave for FY25

Description	Male	Female
Number of employees entitled to parental leave	23,667	5,706
Number of employees who availed parental leave	1,858	250
Number of employees who returned to work in the reporting period after parental leave ended	1,721	232
Number of employees who returned to work after parental leave ended in the previous year, who were still employed 12 months after they returned to work	1061	151
Return to work rate (%) ⁸³	92.63%	92.80%
Retention rate	84.74%	74.75%

In FY25, our total return-to-work rate was 93% and our retention rate was 83%. The table below provides details of parental leave taken during FY25.⁸²

Employee Engagement Survey

We conduct an Organisational Health Index (OHI) survey every two years, incorporating global and functional benchmarks, to assess employee experience and satisfaction. The survey insights help us understand employee sentiments and provide us with valuable data to enhance our work culture. Our employee engagement scores have consistently improved compared to previous surveys.

⁸¹GRI 201-3, GRI 401-2 | ⁸²GRI 401-3 | ⁸³Return to work rate is calculated by dividing Number of employees who took parental leave and returned in FY25 by Number of employees who took parental leave in FY25

Workforce Resilience and Well-being



Commitment to Human Rights

We are committed to upholding and protecting human rights across all our global operations, in full alignment with our Human Rights Policy. This commitment ensures that our practices respect dignity, fairness, and equality, reinforcing our responsibility toward employees, communities, and stakeholders. Rooted in the Universal

Declaration of Human Rights, the Policy encompasses principles from the International Bill of Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work (1998).

We expect all our value chain partners to uphold these human rights principles,

recognising that safeguarding human rights is a shared responsibility. We have procedures to identify and mitigate human rights risks, along with grievance redressal systems to address stakeholder concerns promptly and fairly.⁸⁴ In FY25, 30% of our security personnel received training on our human rights policies and processes in specific locations.⁸⁵

Zero Tolerance Policy towards Child and Compulsory/Forced Labour

We are committed to ethical labour practices and ensure that no individuals under the age of 18 are employed. We strictly prohibit forced or compulsory labour and avoid working with suppliers or vendors who engage in such practices.⁸⁶

Freedom of Association⁸⁷

We comply with local labour laws and emphasise the importance of fair wages, freedom of association, participation, and collective bargaining within our operations. We are dedicated to creating an environment that continuously respects and protects employee rights. To support this, our employees are entitled to join, form, or opt out of employee collectives without fear of retaliation, harassment, or intimidation. As of March 31, 2025, our management-recognised employee unions, wherever applicable across global manufacturing sites, represent 9.05% of our workforce.⁸⁸

Human Rights Protection and Due Diligence Efforts

At Sun Pharma, we aim to identify any adverse human rights impacts of our business on relevant stakeholders and address these through corrective actions. Our efforts span across various domains, including labour standards, health and safety, environmental practices, corporate ethics, and specific issues like freedom of association, safe working conditions, fair wages, child labour, and discrimination.

Employee Awareness on Human Rights Policies and Procedures

We are dedicated to upholding human rights by offering targeted training to our employees via our learning management system. These programs are crafted to improve awareness and understanding, fostering a workplace culture grounded in respect, fairness, and equality. We strictly adhere to all applicable human rights laws and regulations. In FY25, we received 28 complaints, with 5 pending resolutions at the end of the reporting year.⁸⁹ Necessary corrective actions were taken for the reported complaints.

Employee Health, Safety and Well-being

Care, Nurture, Sustain



At Sun Pharma, we have a range of targeted programmes and initiatives designed to create a supportive and safe workplace culture. These efforts go beyond traditional benefits, focusing on the holistic health and well-being of our employees, covering physical, mental, and emotional wellness to ensure a thriving workforce.

Our Proactive Approach to Occupational Health and Safety⁹⁰

Our Employee Health and Safety (EHS) Policy provides a comprehensive framework for establishing and maintaining occupational health and safety standards across the organisation. This policy ensures a proactive approach to risk management, compliance with regulatory requirements, and the creation of a safe and healthy work environment for all employees. Central to this policy is our unwavering commitment to 'zero harm', driving us to meet regulatory and legislative requirements.

We adopt international best practices, including ISO 45001:2018, to establish a robust foundation for effective occupational health and safety risk management, ensuring alignment with industry standards. We conduct regular health and safety audits under a well-structured governance framework that tracks and evaluates the implementation and effectiveness of safety measures, ensuring continuous improvement.

Our EHS leadership team, comprising the Operations Head, Area Managers, and other key personnel, plays a pivotal role in monitoring and enforcing

safety standards across all locations. Their proactive oversight ensures compliance with EHS policy, fosters a culture of safety, and drives continuous improvement in workplace health and safety practices. We further enhance our safety initiatives through regular training sessions and awareness programmes, fostering a culture of safety and shared commitment. By engaging employees in ongoing training about safety practices, we empower them to contribute actively to a safe, healthy work environment.

Employees Covered by OHS Management System⁹¹

Employees covered by the OHS System: **17,602**

Employees covered by the OHS system and audited or certified by an external party: **14,008**

Employees covered by the OHS System and internally audited: **17,602**

Employees whose Work/ Workplace is controlled by the organisation: **17,602**

Number of workers excluded: **0**



⁹⁰GRI 403-1, 3-3 | ⁹¹GRI 403-8 | ⁹²GRI 403-7, GRI 403-5

Employee Health, Safety and Well-being



Global EHS Focus Areas

The four core areas of our global EHS management system shape our multi-pronged approach toward safety and well-being:

Audit

18 sites globally are ISO 45001:2018-certified.

- Self-audit
- Corporate audit
- Third-party audit

Governance

The EHS policy, management system, and global standards strengthen our EHS governance.

- EHS KPIs
- EHS CAPA Tracker
- EHS Culture Meter

EHS Standard Implementation

The ISO framework serves as the foundation for our global EHS standards.

- EHS management
- Process safety
- Occupational safety
- Environment
- Occupational health and hygiene

Culture Building

We drive our EHS culture development by a top-to-bottom EHS engagement mechanism that works through numerous channels.

- Visible leadership
- Engagement of employees
- Line accountability in EHS
- Competence and capability

This structured approach enhances our understanding of workplace risks and conditions, fostering a culture of safety that evolves alongside our operations. We have developed a customised Global EHS portal that enables employees to report incidents and conduct investigations, promoting transparent information-sharing on preventive measures to avert future occurrences and reinforce a safe, sustainable work environment.

Employee Health, Safety and Well-being



Hazard Identification, Risk Assessment, and Incident Investigation⁹³

At Sun Pharma, we conduct regular and comprehensive health and safety risk assessments to evaluate existing practices and implement targeted action plans to mitigate potential risks. Central to our safety commitment is our Process Safety Management (PSM) framework, which encompasses 14 key elements.

This structured approach guides our risk assessment methodology and drives continuous improvement in safety performance across all operations.

This structured approach enhances our understanding of workplace risks and conditions, fostering a culture of safety that evolves alongside our operations.

We have developed a customised Global EHS portal that enables employees to report incidents and conduct investigations, promoting transparent information-sharing on preventive measures to avert future occurrences and reinforce a safe, sustainable work environment.



14 Elements of Process Safety Management

Health and Safety Management	Control of Work	Advanced Risk Assessment
<ul style="list-style-type: none"> Management of change 	<ul style="list-style-type: none"> Hot work permit 	<ul style="list-style-type: none"> Process safety information
<ul style="list-style-type: none"> Incident investigation 	<ul style="list-style-type: none"> Emergency preparedness and response 	<ul style="list-style-type: none"> Process hazard analysis
<ul style="list-style-type: none"> Contractors 	<ul style="list-style-type: none"> Mechanical integrity 	<ul style="list-style-type: none"> Operating procedures and safety practices
<ul style="list-style-type: none"> Compliance audits 	<ul style="list-style-type: none"> Pre-startup safety review 	
<ul style="list-style-type: none"> Employee involvement 	<ul style="list-style-type: none"> Training management 	
<ul style="list-style-type: none"> Trade secrets 		

⁹³GRI 403-2 and 403-7

Employee Health, Safety and Well-being



Key Focus Areas of Process Safety Management

1

Risk Analysis

Purpose: Assists in analysing root causes and guides the creation of effective mitigation action plans.

Tools implemented:

- EHS checklists – Hazard and Operability Study (HAZOP)
- Hazard Identification and Risk Assessment (HIRA)
- Qualitative Risk Analysis (QRA) – Job Safety Analysis (JSA)



2

Risk Evaluation for Materials used across Manufacturing Operations

Purpose: Review and assess EHS information concerning the materials used in manufacturing operations to prevent potential hazards from the accidental mixing, storage, and handling of various materials.



3

Change Management System

Purpose: Analyse and respond to modifications in processes and facilities.



4

Work-related Hazard Identification

Purpose: Spot unsafe work conditions and keep track of work-related hazards through the site-specific EHS governing team.

5

On-site emergency preparedness

Purpose: Establish a comprehensive fire safety and emergency management system.

Regular fire safety drills and training sessions are conducted to ensure preparedness, and we maintain a ready supply of fire protection equipment, which has been tested for functionality, across our manufacturing locations.

6

Disaster management

Purpose: Identify emergencies and establish a chain of procedures.

Strive to ensure uninterrupted operations and healthcare solutions. Use a formal on-site emergency plan (OSEP) to identify potential emergencies and outline procedures, including designated evacuation routes. Additionally, evaluate risks related to potential disasters that could impact the entire supply chain as part of the business continuity plan.

Employee Health, Safety and Well-being



Employee Health Management System⁹⁴

Our health management system is designed to promote holistic employee well-being through a structured framework of clearly defined processes, standard operating procedures (SOPs), and robust administrative controls to mitigate operational risks. As part of this commitment, all prospective employees undergo pre-employment health assessments to ensure fit-to-work certification before onboarding.

In addition, we provide regular health check-ups at all our sites through professionally certified health centres, staffed with qualified nurses and doctors who are dedicated to monitoring employee health and ensuring prompt response to any medical emergencies. In alignment with our Global Code of Conduct, patient health records are kept confidential. We provide comprehensive health insurance covering all employees and organise health-focused initiatives to promote healthier lifestyles.

Our ongoing commitment includes regular webinars and awareness programmes on nutrition, mental health, meditation, and the prevention of lifestyle-related diseases. These health-centred programmes are also extended to contractual employees to encourage participation. Through these efforts, we aim to foster a culture of health and well-being throughout our organisation.

Instilling a Safety Culture and Mindset

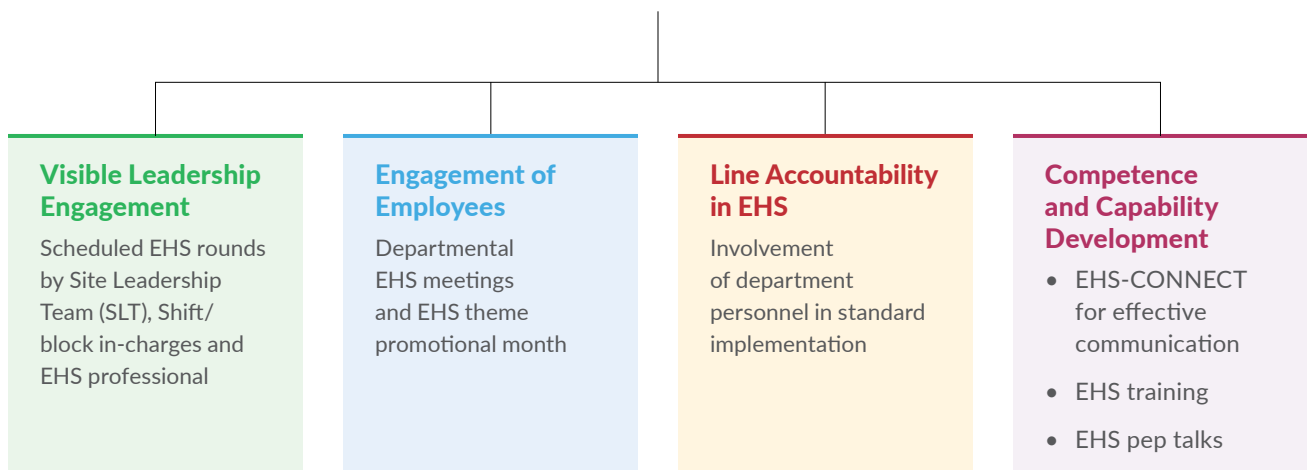
We are embedding a safety-first mindset across our operations through a comprehensive strategy. Practical safety training equips employees with essential knowledge and skills, enhancing their understanding of safety practices and ensuring active contributions to a safer work environment. We actively promote safety awareness through both formal and informal communication channels, including quizzes, EHS competitions, and safety drills.

Additionally, we participate in initiatives such as National Safety Week and Fire Service Week to reinforce the

importance of safety across our operations. Recognising and rewarding individuals who demonstrate exceptional commitment to safety is a cornerstone of our strategy, inspiring others to prioritise safety in their daily routines. Our leadership actively embeds a safety-first mindset throughout the organisation, reinforced by scheduled EHS rounds led by the Site Leadership Team (SLT), Shift/Block in-charges and EHS professionals, ensuring accountability and responsibility at every level. We measure and understand our EHS culture to gain insights that shape and strengthen safety.⁹⁵

The 'EHS Culture Meter' is instrumental in assessing the effectiveness of our safety training programmes and initiatives across roles and functions. By evaluating engagement, compliance, and integration of safety factors into our existing safety management systems, our EHS governance team identifies strengths and areas requiring additional focus. This ongoing evaluation ensures we remain proactive, continuously striving for improvement and excellence in our safety practices.

EHS Culture Building



⁹⁴GRI 403-3 & 403-6 | ⁹⁵GRI 403-4

Employee Health, Safety and Well-being



Safety Performance in FY25

Safety Metrics for Work-related Injuries⁹⁶

Description	Employees	Workers
Fatalities (as a result of work-related injury)	0	0
High-consequence work-related injuries (excluding fatalities)	0	0
Recordable work-related injuries	47	17
Man hours worked	44,173,589	23,243,829
Rate of fatalities*	0	0
Rate of high-consequence work-related injuries (excluding fatalities) *	0	0
Rate of recordable work-related injuries*	0.213	0.146

*Rates have been calculated as per 200,000 man-hours worked.

Safety Metrics for Work-related ill Health⁹⁷

Description	Employees	Workers
Fatalities	0	0
Recordable cases	0	0

Addressing Mental Health

We prioritise mental health and overall well-being through regular awareness and support sessions that equip employees with tools to manage stress and navigate challenges effectively. These initiatives foster a culture of resilience, openness, and mutual support, creating a safe and inclusive work environment. To further strengthen this commitment, we offer Mann Talks—a free, confidential counselling helpline available to all employees—providing a secure space for discussion, guidance, and professional assistance.

As part of our commitment to holistic employee well-being, we complement our mental health initiatives by celebrating International Yoga Day across all operations. We provide dedicated spaces for yoga and mindfulness practices, fostering calmness, focus, and renewed energy. Recognising the vital role of physical fitness in overall wellness, we also implement comprehensive employee welfare programs that promote sports and health activities.



Recognising the importance of physical fitness in overall well-being, we have implemented a variety of employee welfare initiatives that focus on sports and health programmes. We encourage participation in sports activities at every location to foster teamwork and mutual trust. We organise sports

competitions during our Family Day event to encourage employee family participation, foster connections among colleagues, and enhance community well-being. Our efforts promote a supportive environment that prioritises the physical and mental health of our workforce.