

# Anchored by purpose, driven by innovation

Our people shape the kind of organisation that we are. They exemplify our culture and values and drive our distinctiveness. Godrej & Boyce has always placed the highest priority on its people. Our management processes, inclusive policies, fair compensation, rewards help in building a supportive work environment that demonstrates our purpose.



A diverse workforce representing 32 different states & union territories with 27 languages spoken across the organisation





Building a conducive environment for a diverse workforce

Godrej & Boyce strongly believes in nurturing a culture that drives excellence by inculcating and recognizing performance, collaboration, hard work and innovation. We offer our employees work environment in which they can build skills, learn and gain exposure and contribute while navigating to deal with the external environment. The company relies on the commitment, enterprise and judgement of our employees to handle evolving challenges as global economic and political situations get more complex, volatile and unpredictable. We ensure that we recruit the best talent by promoting merit based recruitment and creating a culture which nurtures the employee life cycle by providing

comprehensive approach on rewards and recognition, opportunities for learn and grow through CFTs, Job enlargements, Job Rotations across functions and businesses etc. with the focus on professional and personal development.

Our policy framework and work culture ensure zero tolerance for discrimination and promote diversity and inclusion. There are adequate platforms and channels for employee engagement, employee feedback and grievance redressal.

**BREAKUP OF PERMANENT EMPLOYEES BY AGE AND GENDER (MANAGEMENT & WORKMEN)**

Age Group	FY20		FY21		FY22		FY23	
	Male	Female	Male	Female	Male	Female	Male	Female
<30	1,997	266	1,713	243	1,358	206	1,447	203
30-50	6,840	493	6,771	571	6,449	517	6,674	518
>50	1,752	43	1,779	47	1,799	56	1,830	62

## Building a culture of High performance

We believe in leveraging the potential of our people to bring out their best and creating a difference in the achievement of business outcomes. Our policies, processes and enabling systems create the ecosystem for employees to contribute their best in a fair and equitable manner in strengthening a high performance work culture.

### MERIT-BASED RECRUITMENT, WITH NO DISCRIMINATION

We support and implement an inclusive workplace, with organisational policies and values that reinforce bringing in this equity.

Across all levels of hiring, our recruitment process is designed to ensure fair and impartial handling of candidates throughout the hiring cycle. From the screening of candidates to their final recruitment, pay decisions and work conditions, are all treated at par with no discrimination on the grounds of race, colour, religion, caste, gender, age, marital status, disability, nationality or any such factors. Similarly, promotion, transfer, compensation, training and other benefits are also merit-based and linked to the competencies of the individuals and the business needs.

### BREAKUP OF NEW HIRES BY AGE AND GENDER

Age Group	FY20		FY21		FY22		FY23	
	Male	Female	Male	Female	Male	Female	Male	Female
<30	653	72	343	59	695	114	603	92
30-50	417	27	116	12	345	31	700	51
>50	6	0	3	0	11	1	18	0

### EMPLOYEE ATTRITION BY AGE AND GENDER

Age Group	FY20		FY21		FY22		FY23	
	Male	Female	Male	Female	Male	Female	Male	Female
<30	345	61	213	30	480	61	336	58
30-50	386	33	294	23	629	62	645	92
>50	5	1	11	0	15	2	18	1





Driving digital transformation across the value chain

The company recruits from some of the best engineering, graduate and business schools. There is comprehensive plan for building talent pipeline through campus recruitment and thereby providing developmental inputs in leadership and function including technical inputs thereby making them productive in the context of business requirement at an accelerated pace

**Technical Training Programme (TTP) for GETs/DETs is conducted for 5-6 weeks in our**



**core technical processes**

**Training initiatives for workforce; onboarding at various levels:**



**Godrej Learning Enhancement for Aspiring Minds (GLEAM)**

Extensive programme for over month long programme enhancing the leadership traits and functional competencies for the B- School Graduates. Experiential learning through business simulation and case studies in building knowledge and understanding of business processes and being productive at a faster pace.



**Godrej leadership induction programme for development and excellence (GLIDE)**

Facilitates smooth transition from Campus to Corporate working with focus on building the talent pipeline for businesses. The one year programme is Customized to provide exposure in Functional, Technical and Leadership areas for our Graduate and Engineering Trainees.



**Corporate induction programme for lateral recruits**

Week-long Corporate induction programme for lateral recruits to connect, converse and collaborate with the functional and business leaders. The programme aids the individuals in understanding the business processes and in facilitating their integration with the company's culture, values and business ethics.



**Buddy connect**

All new recruits are assigned buddies for smooth transition and acclimatization to the organisation's work processes, environment and work culture.

## TTP (Technical Training Programme) Training for GETs/DETs

Fresh Engineering graduates are given an in-depth exposure as well as practical training through simulations for functional and technical competencies as per their job and role expectations.

Trainees are given detailed learning sessions in Sales, Service and Marketing function along with Practical exposure and training through field visits etc.

Engineers belonging to Manufacturing and related functions undergo technical and simulation-based training in areas such as

Industrial relations, Engineering Drawing, Quality Concepts, Welding, Machine Operations, Supervisory skills, Safety practices and more.

5 to 6 weeks of technical and functional training across the year helps the trainees to effectively contribute to the business outcomes.

The program is delivered through a blended approach of core classroom sessions, e-learning, projects/assignments and on the job training during the one year traineeship.

## Gender diversity

We are an equal opportunity employer and strive to achieve a balance in our workforce through every recruitment exercise that we undertake. Diversity is a reality of human

society and for an organisation to be truly effective, it is important to include and absorb that diversity within the organisational culture.

Our constant effort is to ensure that women are adequately represented in the workforce and that they feel valued, comfortable and empowered.

### DIVERSITY OF WORKFORCE (BY GENDER)

Age Group	FY20		FY21		FY22		FY23	
	Male	Female	Male	Female	Male	Female	Male	Female
Junior Management (O and P bands)	4,758	535	4,580	552	4,103	525	4,370	504
Middle Management (T band)	573	42	548	43	529	43	539	51
Senior & Top Management (E and S bands)	145	5	133	5	125	5	132	5





More than 40% of the workforce at our Locks factory in Goa are women

## Fair compensation and employee benefits

As a policy, G&B determines salaries for its permanent employees in line with industry benchmarks and commensurate with employee skills and qualifications. In compliance with national laws, the company allows its workers the freedom of association and the right to bargain collectively for compensation and various other benefits. The collective bargaining process involves recognised unions, and

we have recognised workers' associations at our manufacturing facilities in Vikhroli, Mohali, Shirwal and Shindewadi. The wage settlements that are agreed on as part of the collective bargaining process determine workmen's wages. Contractual employees, however, are paid as per statutory requirements of minimum wages fixed by the state government.

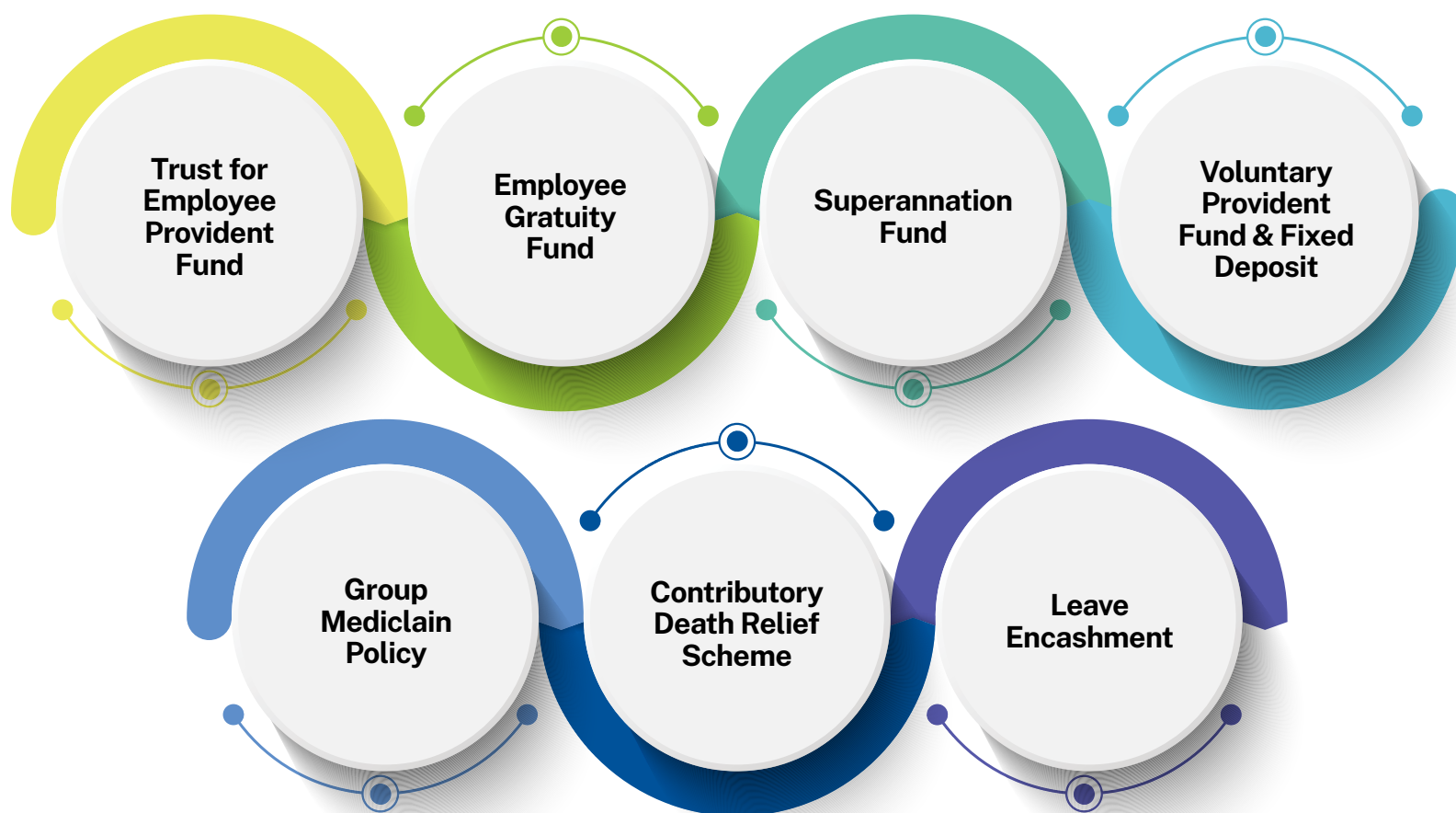
**We offer maternity benefits to our women employees and our return-to-work ratio is**

96%

**For our employees at Mumbai, there are benefits and facilities provided at our Township**

These include Company provided residential accommodation, Udayachal Schools (Pre primary, Primary and High School), Consumer and Credit Societies, Club house, Community Hall, Dispensary etc.

In addition, the company offers several benefits to its employees, that address their health, well-being and retirement needs. These include:



## Capability development and building a competitive edge

We continue to make significant investments in our learning & development function towards building a resilient organization, focused on business imperatives in the new normal. The Learning & Development strategy continues to focus on future ready processes and systems. There is a strong focus on driving performance culture throughout the organisation ensuring in enhanced professional and personal capabilities. The capability building framework of the organisation focuses on short-term and long-term programmes to develop technical, functional, behavioural and leadership competencies of employees

for their present roles and career development. Some of the key initiatives implemented in the organisation eg. I-Build, Band, DigiNXT, Sprint, Project Management, VLFM etc. has enhanced the leadership and functional competencies across the workforce. The initiatives have also got recognition in various external forums like SHRM, CII, Businessworld, NHRD, Economic Times as winning entries in the learning and development category. The learning methodology focusses on providing exposure, share and apply concepts through Action Learning Projects and CFTs and individuals are able to

Reinforce and Refine their learnings through on-the-job assignments. The percentage of employees covered in various training and learning programs, through E-learning and Classroom is more than 90%.

Our comprehensive efforts in digitalizing offerings and moving our curriculum online have enabled employees to effectively manage the transition to a virtual work environment. We have been able to engage

employees and cater to diverse learner needs through Virtual Instructor Led Trainings (VILTs), self-paced modules, virtual learning journeys, social learning, virtual mentoring, gamified interventions and e-summits. Usage of technology like QR codes and E-feedback forms have helped us reduce paper usage and be more conscious towards conserving the environment.

#### TOTAL NUMBER OF PARTICIPANTS WHO HAVE UNDERGONE VARIOUS TRAININGS

Gender	Training Type	FY20	FY21	FY22	FY23
		No. of Participants	No. of Participants	No. of Participants	No. of Participants
Male	Behavioural / Functional / Technical	8,174	7,823	6,755	7,175
Female	Behavioural / Functional / Technical	660	887	809	847
		<b>8,834</b>	<b>8,710</b>	<b>7,564</b>	<b>8,022</b>

The below table depicts leveraging of E-learning for our workforce, from 30% (in FY '19) to more than 70% coverage as on end of FY 2023, which has aided in reducing carbon footprint.

Training Methodology	FY20		FY21		FY22		FY23	
	Total Needs Met	Total Training Hours	Total Needs Met	Total Training Hours	Total Needs Met	Total Training Hours	Total Needs Met	Total Training Hours
Classroom	11389	169264	-	-	12012	77624	8405	121496
E-Learning	4890	17120	48145	185032	10925	32312	17625	37232
<b>Total</b>	<b>16279</b>	<b>186384</b>	<b>48145</b>	<b>185032</b>	<b>22937</b>	<b>109936</b>	<b>26030</b>	<b>158728</b>



## An overview of our learning and development programmes:

### Sprint

Individuals get to work on their ideas either individually or in a team and convert them into functional prototypes in 90 days. Participants learn to innovate and bring their ideas to life. Organisation gets an opportunity to access fresh ideas from within, evaluate them for business potential, adopt them and nurture them into business offerings.

### Enhancing business outcomes

As part of the performance management process, individuals identify competency development areas (CDA) in functional, technical and behavioral areas. Customised training interventions for businesses are designed and delivered, which help the individuals to enhance their competencies and contribute at work effectively.

### Action learning projects

Working on CFTs/ Functional and cross-functional assignments, PMOs, enhances the leadership and functional capabilities of individuals. The approach is on holistic development for individuals to get varied exposure and experience through job enrichment and enhancement.

### Buddy connect

Use of technology like E-modules, simulations, gamification helps in a larger reach and self-paced learning. It helps individuals to embrace change and be future ready. The learning portal offers more than 510 courses, facilitating employees for self-driven learning.

## Building cohesive teams and grooming future leaders through leadership development

The organization offers various short and long term leadership programs across levels, aiding in building leadership capabilities and enhance business results.



### 'I-Build'

'I-Build' is a leadership development programme with the objective of grooming leaders in mid and senior level. The focus is on leadership competencies of Godrej through group intervention program spanning over 15 months and a thrust on individual development plans with action learning projects.

Reinforcement of learning is done through peer-learning, sharing with teams and webinars.



### Nurturing future leaders

The company nurtures young talent and provides sponsorship courses in leadership and technical areas through Great Lakes Institute of Management, IIM Kolkata, BITS-Pilani, CII-Visionary Leadership Programmes for Manufacturing (VLFM) etc. The focus is on building managerial and leadership capabilities for individuals to take up enhanced leadership roles in the future.



### Masterclass

Customised learning programmes with industry experts for sharing of best practices. The focus areas are the leadership competencies of Godrej, eg. Being strategic, driving results, leveraging technology, agility, innovation etc.

## Talent development process

The core objective of the Talent Development Process is to identify and develop Talent. The process focuses on creating a fungible talent pool for the organization across multiple levels and functions. The Talent Development process aids in succession planning and grooming talent keeping the present and future business context in mind.

The Talent Development process in the organization is a well-established,

structured process consisting of two main stages of Talent Identification and Talent Development.

The organisation uses the 9-box approach for identification of Talent. Leadership Development interventions (Eg. Mentor-Mentee Conversations, Customised Leadership Development Programmes, Projects/Assignments, Job Rotations) are an integral part of the individual's development plan (IDP).

## Occupational Health and Safety (OHS)

Occupational health and safety (OHS) is of vital importance for the company and G&B has developed a robust safety culture across the organisation through a comprehensive framework of policies and proactive practices for identifying health and safety issues. All our business units and locations are ISO 45001:2018 certified. G&B's Occupational Health and Safety (OHS) policy is in accordance with the Factories Act 1948, and consists of the Management's statement, health and safety goals and objectives, and roles and responsibilities

for every function. Accountability systems are in place to ensure that expectations are clear, authority is appropriate and the safety process is managed to deliver continual improvement.

### WORKPLACE HEALTH MONITORING

There is regular monitoring of employee health at the workplace, with dispensaries at all our factories and pre- and post-employment health screening done. For more complex injuries and health-related issues the facilities of health centres.

### OUR PERFORMANCE ON KEY SAFETY INDICATORS

OHS	FY20	FY21	FY22	FY23
Manhours worked (In Cr)	4.18	3.11	4.05	4.01
Safety Training hours	1,87,664	1,63,537	2,07,174	2,54,622
Safety improvement Kaizens	26,665	20,579	27,968	28,406
Near miss incidents reported	3,123	2,140	2,710	2,644
Non Reportable incidents	16	4	8	11
Reportable incidents	10	5	11	8
Work related fatalities	0	0	0	1
Frequency rate	0.24	0.16	0.27	0.22





## IMPROVING SAFETY PERFORMANCE

The performance of BUs is evaluated on the basis of lead and lag indicators. The main lead indicators are –hazard closure (score based on hierarchy of control), OHS training in manhours, Safety kaizens, departmental safety committee meetings, behavior-based safety performance (efficiency and effectiveness), penalty points for reportable and non-reportable accidents. To incentivise top-order safety performance, the highest scorers are recognised every year.

## HAZARD IDENTIFICATION

Formal processes for hazard identification, risk assessment and control have been instituted to manage workplace hazards. These include:

- Hazard Identification and Risk Assessment (HIRA) of all critical activities
- Safety Audit/inspection
- Scientific studies like HAZOP, as required
- Employee feedback/suggestions
- External agencies recommendations
- Work permit system
- Incident Investigation

A hierarchical hazard control system is used to minimise or eliminate exposure to hazards and keep them within acceptable limits. Continuous improvements to the system are made through periodic reviews based on user feedback and accepted benchmarks. based on user feedback and accepted benchmarks.

## BEHAVIOUR-BASED SAFETY (BBS) PROGRAMMES

To inculcate high levels of safety awareness and appropriate behaviour amongst our workforce, several steps have been taken. Promoting a high safety awareness culture flows from the top, and core behavioural-based safety committees have been formed, which includes key manufacturing heads and divisional safety heads. These committees determine focus areas for BBS, after detailed

analysis of past years' incidents. At the second level, divisional core committees comprised of cross functional teams that implement the BBS initiative across the BUs. Safety awareness is being spread through Train the Trainer programmes for line managers, communication around safety issues like material handling, hand tool safety etc.

## Safety in day to day working

Daily Tool Box Talks which focus on Safety (Incidents, Education, Awareness etc.).  
The Divisional Safety Scores which are computed each month in a way assesses

the Safety Index of each Division and ranks them vis-à-vis other Divisions of G&B to foster a complete spirit.

### CONTROLLING COVID-19: EMPLOYEE-SPECIFIC INITIATIVES

The COVID-19 pandemic was an example of situations that a VUCA world may keep throwing up, demanding responses that are unconventional, quick yet comprehensive in their scope of impact.

#### Measures for safe working

During the pandemic, G&B was prompt in releasing guidelines and advisories for safe working protocols that included work from Home and business travel. The company took several measures to support this. Desktops and laptops were provided to employees so that they could work from home, and secure connectivity was provided through VPN.

Once lockdown restrictions were lifted, the company once again, released comprehensive guidelines to facilitate the smooth reopening of factories, offices, warehouses and other facilities. Retrofitting of special filters for all Central Airconditioning Systems was done to make to make office spaces Covid-Ready. Transport was provided for safe commute and employees who stayed far away from our Vikhroli, Mumbai campus were provided accommodation in the housing colonies within the same neighbourhood.

#### Vaccination drives

Vaccination Drives were organised for employees and employees of our contractors at our manufacturing locations.

#### Initiatives for mental well-being

G&B organised a series of webinars to develop

awareness and make help available for emerging mental health issues.

#### Doubling of mediclaim coverage for all categories of employees

The Mediclaim coverage (sum assured) for all categories of employees has been doubled, with a marginal increase in the premium from FY21-22 onwards. Further, from August 2020 onwards, all categories of trainees and temporaries have been covered under Mediclaim schemes, wherein the premium is paid by the Company. The premium is fully paid by the company.

#### Support for urgent medical help

The company established tie-ups with local hospitals, primary healthcare centres to provide prompt medical assistance to employees. Further, the community hall at the Vikhroli township was made available to the local municipal corporation for setting up of quarantine facilities, along with ICU and oxygen support. Buildings were identified for housing sick employees and their family members during home quarantine, with arrangements made for food, connectivity and medical facilities.

#### Bio-bubbles at manufacturing locations

To ensure worker safety at our factories, bio-bubbles were created on premises. From accommodation and food to sports and recreation, a variety of facilities were provided to ensure that employees remained healthy.