



HUMAN CAPITAL

Promoting a high-performance culture

We are a people-first organisation and we make every effort to provide our employees with an open, inclusive and dynamic work environment which is conducive to their career growth. We continuously invest in talent development and capacity-building programmes that drive employee engagement and improved performance.

Material issues addressed

- Health and safety
- People strength and development
- Fair remuneration and growth opportunities for employees

Key risks considered

- Employee health and safety risk
- Attrition

SDGs impacted



Learning and Development

Learning and development is a key differentiator for the Company. As workplaces and businesses evolve, it becomes imperative for companies to develop employee skills and capabilities to respond to emerging trends and opportunities. We have a wide range of learning and development approaches to develop our people. These include on-the-job learning; mentoring and coaching; classroom training workshops; peer circles; and digital/mobile learning.



Notable Initiatives

- Parivartan - Capability building initiative which includes learning interventions of 3-4 months covering behavioural aspects and technical skills. All interventions are in association with institutional organisations.
- Pravesh - Comprehensive, one-year, talent development programme designed for freshers and encompasses mentoring, behavioural and safety training, as well as project assignments. Through this programme, we lay the groundwork for their professional development and ensure a seamless transition into our organisational culture.
- Kaushalya - Multi-disciplinary engineering certification program for campus trainee batch 2022 of the UPL University with the objective of capability building.
- Launch of annual calendar and monthly deployment of technical/functional and behavioural trainings.
- Certificate programs – Six Sigma Yellow Belt, Project Management, Scaffolding, IMS-internal auditor, Safety Awareness, Vibration Analysis, etc.

60,757

Training man hours

CASE STUDY



Rewards & Recognitions

Deepak Group has a comprehensive Rewards & Recognitions (R&R) framework in place which is designed to enhance employee morale and engagement by recognising and rewarding individuals, teams and managers who rise above and beyond expectations from their roles, contribute beyond their job description and continually deliver excellence. The framework applies to all personnel, directly employed with Deepak Group and are on-rolls, across locations and functions.

These exemplary awards underpin our organisational values viz. Integrity, Empathy (ownership/responsiveness), Collaboration/Teamwork, Agility and Innovativeness as well as our inclusive work culture and employee development capabilities. The awards were presented by the Chairman in a ceremony organised for the Group and are listed as under:

- Value Champion
- The Most Inspiring Leader
- The Best Employee
- The Most Innovative Employee
- The Best Coordinator
- The Best Cross-Functional Team

Diversity & Inclusion (D&I)

Diversity and inclusion is of utmost importance to us. We are an equal opportunity employer when it comes to attracting, retaining and developing new talent. It enables us to foster a respectful and inclusive workplace for our colleagues, embrace diverse perspectives and drive innovation and engagement with our communities. We also provided certification training to the Prevention of Sexual Harassment Committee (POSH) Committee during the year to promote a safe and healthy work environment for female employees.

We have identified 5 pillars along with the top management to promote D&I across the Deepak Group which include:

1. Brand Image and Communication

- Being an equal opportunity employer in all out-recruitment communications
- All our corporate communications have a reference to Deepak Group being EOE

2. Culture Building/Awareness

- Monthly dialogues are conducted with the Leadership team and the SBU heads to have high-level corporate leadership involvements and formal commitments
- Townhalls are conducted across all locations of DNL with direct communication between the CEO and the Board Members and all the DNL employees
- Employee Resource Groups are formed and FGDs are done to create inclusive goals towards D&I

3. Talent Acquisition

- Veteran hiring is done at middle management and senior management levels
- Hiring of female senior employees in leadership roles

4. Ecosystem

- Rolled out D&I Policy for Deepak Group
- Formation of the D&I Council which is a three-tier committee led by our top leaders and directors

5. Administration and Infrastructure

- Identified the area for infrastructure improvements to make the buildings more accessible and meet the needs of a diverse workforce

89
Women employees

2,204
Permanent employees and workers

5,358
Total Workforce

UNIQUE INITIATIVE

Promoting Sustainability with Electric Vehicle Subsidy Programme for Employees

In an effort to encourage employees to transit from fossil fuel-based vehicles to Electric Vehicles and thereby contribute to reducing the Company's carbon footprint, we have commenced an innovative programme.

We provide a subsidy to employees upon purchasing electric vehicles (two-wheelers or four-wheelers).

Employee Engagement

We believe that motivated employees are key to the success of the organisation. Regular employee engagement programmes are conducted to ensure strong bonding between the employees and the Company. Understanding engagement status and initiating

need-based actions to enhance engagement continues to be our prime focus.

In FY 2022-23, we launched the Group-wide employee engagement survey 'Project Aikyam' in partnership with the Great Place to Work Institute.

Other employee engagement initiatives during the year were:

- Tie-ups with TLSU, GSFC University and UPL University for customised learning interventions
- Outbound training for unit employees
- Family meets for DRDC employees
- Town halls
- Celebration of Navratri festival, Women's Day, Yoga Day, birthday occasions and other festivities, etc.



Health and Safety

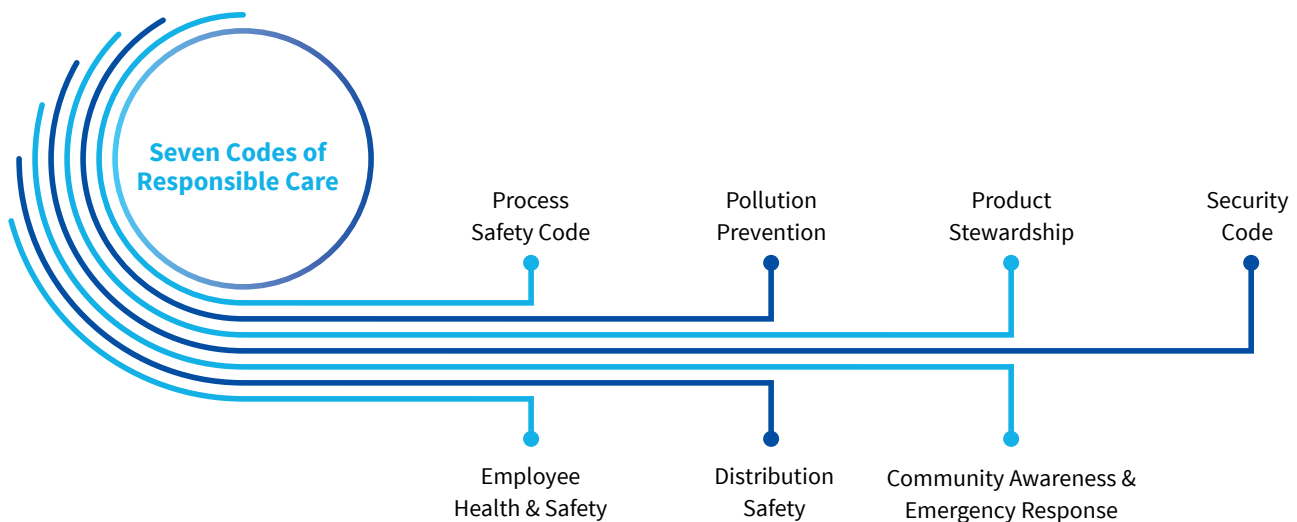
We care for our team members and adopt stringent practices to ensure their safety and well-being. We strive to create a productive and health-promoting workplace that enables our employees to foster health and improve performance and productivity.

Key initiatives in FY 2022-23

- Visual safety instruction for tank farm gantry operations and logistic park
- Successful rollout of HIRA campaign
- Deployment of safety observers for carrying out closed safety compliance monitoring throughout plant shutdown schedule. Plant shutdown was successfully achieved without any loss time injury
- Conducting safety talks with all the workers
- Implementation of HSE management system across all locations of DNL in line with ISO 45000 and ISO 14001. The Plan-Do-Check-Act cycle is also followed for continual improvement

Nil

Incidents of labour unrest



Culture and Mindset change:

Deepak Group recognises that mindset and cultural change are essential for driving innovation, embracing transformation and remaining competitive in a rapidly changing business environment. By fostering a growth mindset, promoting collaboration, empowering employee engagement and cultivating a learning culture, we pave the way for continuous improvement and success

Through strong leadership, open communication and a supportive environment ensures that the necessary mindset and cultural shifts are embraced by employees at all levels. By collectively embracing change and adapting to new challenges, we create a dynamic organisation that thrives on innovation, fosters creativity and achieves sustainable growth in the ever-evolving industry.

Embracing a Growth Mindset

We, at Deepak Group, encourage employees to adopt a growth mindset, where they believe in their ability to develop new skills, embrace challenges and learn from failures. By fostering a growth mindset, we cultivate a culture of continuous learning, resilience and adaptability.

Employees are encouraged to seek new opportunities, explore innovative ideas and embrace change as a catalyst for personal and professional growth. This mindset shift allows us to adapt to evolving industry trends, identify new market opportunities and proactively respond to dynamic business environments.

Promoting Collaboration and Knowledge Sharing

We, at Deepak Group, recognise the power of collaboration and knowledge sharing in driving cultural change. We promote an inclusive and collaborative work environment where individuals across departments and hierarchies are encouraged to share their ideas, expertise and perspectives.

By breaking down silos and fostering cross-functional collaboration, we create a culture that values diverse insights and encourages collective problem-solving. This collaborative approach promotes innovation, fosters creativity and accelerates the implementation of new ideas and technologies.

Empowering Employee Engagement and Ownership

Deepak Group believes in empowering employees to take ownership of their work, contribute meaningfully and drive positive change. We encourage employees to voice their opinions, share their feedback and actively participate in decision-making processes.

By empowering employees with autonomy and decision-making authority, we foster a sense of ownership and accountability. This empowerment allows individuals to take risks, experiment with new ideas and drive impactful outcomes. It also promotes a sense of pride and commitment among employees, enhancing their engagement and satisfaction.

Continuous Learning and Adaptability

Deepak Group encourages a culture of continuous learning and adaptability. We provide employees with access to learning and development opportunities, whether through formal training programmes, workshops or knowledge-sharing platforms.

By nurturing a learning culture, we enable employees to acquire new skills, stay updated with industry advancements and embrace emerging technologies. This emphasis on continuous learning enables us to adapt to evolving market demands, innovate and remain ahead of the competition.

Succession Planning

Our succession plans are regularly reviewed and updated to align with the evolving needs of the organisation. We maintain a structured and well-documented approach to succession planning, ensuring that concerned stakeholders are aware of the identified successors and the timeline for potential leadership transitions. By being proactive and transparent, we minimise disruptions and maximise the effectiveness of our succession planning efforts.

The key features of our succession planning programme include:

- Identification of critical positions based on 'Job Evaluation methodology'
- Assessment centre process for existing incumbents undertaken to identify key talent
- Initiation of IDP (Individual Development Plan) and structured developmental process for employees to build capabilities for higher roles
- Rotation of employees through internal mobility for various key positions which is further supported by structured developmental interventions to facilitate their smooth transition to new roles
- Mapping of key talent to various critical positions and structured interventions to ensure availability of talent for various positions (including at senior level)

CASE STUDY



Special recognition for life-saving effort

Shri Ravinder Kumar, Assistant Manager-Security has gone beyond his duty to save an unknown man's life by giving first aid treatment for chest pain and helped him reach hospital on time which saved his life. This spirit is commendable and highly appreciated by the Deepak Group.

Our Focus Area for Human Capital

