



# Prioritizing Our People



## Context

Technology and automation improve our production efficiency and support our workforce. While innovation will keep transforming our operations, our personnel will embody the organization's vision. The pharmaceutical industry requires specialized skills, which are scarce due to rapid growth. Therefore, retaining, developing, and recruiting talent is a priority for Granules.

**People are at the core of Granules. We are committed to fostering an environment that encourages growth, collaboration, and empowerment. Our approach supports colleagues and communities in reaching their full potential, creating meaningful opportunities for engagement and impact.**

## Approach

At Granules, we prioritize innovation and creativity through open idea exchange and strong training initiatives. Engaging young talent is vital for building our future workforce and investing in their growth benefits both the company and society. Additionally, equipping our leadership with essential training fosters clear guidance and an inclusive workplace culture.

Our main goal is to implement talent retention strategies to keep skilled professionals while fostering an equitable environment for all

employees. We aim to be the employer of choice by promoting a positive workplace atmosphere and effective leadership, which boosts engagement and performance. Our dedicated learning and development team provides diverse training opportunities for various career stages within the organization.

## Actions and Initiatives

### Training and Development

A centralized training and development policy sets foundational principles for training all stakeholders, including employees, contractors, and consultants. The programs cover various topics such as quality assurance, safety, ethics, labor practices, human rights, pharmaceutical R&D, regulations, marketing, and customer relations. Employees also have opportunities for career growth through tailored training aligned with their roles.

All employees must complete at least 24 hours (three man-days) of training annually. We conduct a needs assessment to allocate training hours effectively across departments based on employee roles. Training is tailored to departmental needs, and we track participation. First-line managers in manufacturing receive industry-specific training. We assess training effectiveness through feedback and evaluations. In FY 24, an equal number of male and female employees participated in skill upgradation training.





## Types of Training Programs for Employees

### Leadership Skills

### Personal Development Skills

### Technical Skills

### Management Systems Skills

#### Employees

No. of training

12

Coverage

100% of employees

- ▶ Safety, Code of Conduct, POSH, Insider training, Quality, Compliance, Regulatory
- ▶ Soft skills training
- ▶ Regular emailers and awareness on mandatory training

#### Board of Directors

No. of training

2

Coverage

50% of Board of Directors

- ▶ Leadership training on various business dimensions, code of conduct, ethics, integrity
- ▶ EY-ISB Board Directors Program for Women
- ▶ Nomination & Remuneration Committee forum meetings by KPMG

#### Workers

No. of training

3

Coverage

100% of workers

- ▶ Good Manufacturing Practices
- ▶ Safety at Work
- ▶ Code of Conduct

#### Key Management Personnel

No. of training

6

Coverage

100% of KMP



### Vocational Studies Program

In partnership with the Tata Institute for Social Sciences (TISS), we offer a three-year vocational studies program, that combines classroom training with on-the-job training on pharmaceutical manufacturing for our shopfloor employees.

228

Employees currently enrolled in Vocational Studies Program

### Granules Learning Academy

The Granules Learning Academy, launched during the year, provides training to grassroots-level employees on the fundamentals of unit operation, manufacturing, and quality control.

### ESG focused training

A training program for employees has been launched, with 50 participants in FY 23 focusing on ESG development, business responsibility, and sustainability reporting, facilitated by a third-party consultant. This year, an awareness session on the Carbon Disclosure Project was held for relevant employees.

### E-Learning Platform

We are launching a new training initiative, 'e-learning Platform: LinkedIn Learning' to promote learning across the organization. A range of training topics has been mapped grade and function-wise for 500 employees, each required to complete at least 24 hours of mandatory training annually.

24 hours

Annual minimum training for all employees

## First-time Leaders Programme

FLTP is a flagship training programme at Granules slated to launch in FY 25.

The programme seeks to enable first time leaders across departments to help them engage in self-assessment, their alignment with company objectives, and in enabling teams to function effectively. Through a combination of in-person and online classes, the programme uses interactive tools such as books, movies and lives assignments. Around 800 employees are set to participate in this three-day workshop in two phases.



Trainings & Performance and Career Development Review	Unit	FY 23	FY 24
Performance and career development reviews	%	79.7%	83.7%
Provided training on human rights issues and policy	%	100%	100%
Training Hours – GMP	Man-hours	2,89,391	2,86,783
Training Hours – EHS Training	Man-hours	13,695	13,463
Other Trainings (External Technical & Behavioral)	Man-hours	3,425	9,761

## Performance Management

We have a dedicated performance improvement policy to guide the process of employee performance assessment and management. The performance management process involves setting clear objectives and performance standards for employees, regularly reviewing progress against the identified goals, and providing feedback. Our performance review system helps identify high achievers and specific employees needing support, enhancing performance improvement planning and career management.

In FY 24, around 83.7% of eligible 413 employees received performance and career development reviews. Over the past three years, the percentage of employees receiving such reviews has consistently increased. Notably, the rate of women employees undergoing performance and career development reviews has risen to 74.6% in FY 24.

Category	FY 24			FY 23		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
<b>Employees*</b>						
Male	3,741	3,162	84.5%	3,410	2,740	80.3%
Female	316	236	74.6%	240	171	71.2%
<b>Total</b>	<b>4,057</b>	<b>3,398</b>	<b>83.7%</b>	3,650	2,911	79.7%

\* The Company considers employees joined till December of every year for the purpose of performance evaluation. Hence, the above data includes employees joined till December 2023.



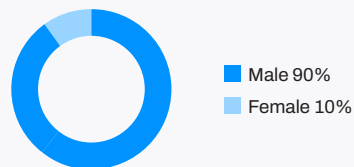




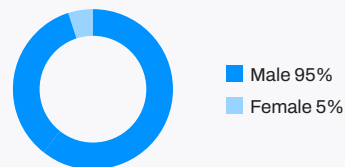
## Talent Attraction and Retention

This year, of 1,406 new employees, 90% were male and 10% female. Among 1,020 exits, 95% were male and 5% female, with many departures among employees under thirty. To address gender imbalance, we are enhancing the identification of female candidates in recruitment.

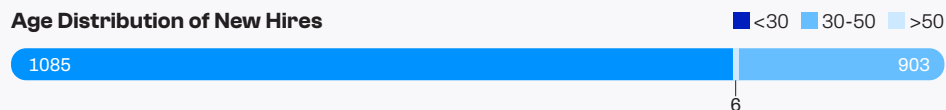
### New Hires



### Attrition



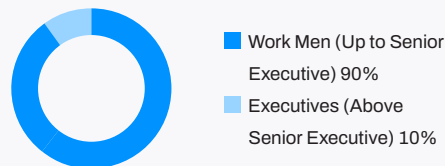
### Age Distribution of New Hires



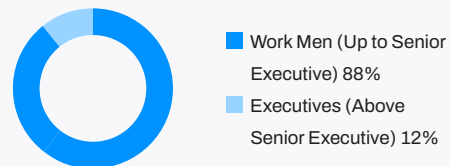
### Age Distribution of Employees Who Have Left



### New Hires



### Attrition



## Outlook

In the coming years, we aim to enhance employee engagement by implementing measurable metrics to evaluate our programs' impact. For FY 25, we are launching the Built to Last leadership training initiative, focusing on transparency, accountability, and continuous learning to foster sustainable growth through innovative ideas. We are also dedicated to achieving full compliance with mandatory training requirements and ensuring every employee completes 24 hours of required training annually.

We are set to enhance our sustainability integration by launching broad and specialized ESG training programs. Our dual strategy of refining employee engagement and training, along with improvements from ESG initiatives, aims to develop a skilled workforce. We believe these efforts will help our employees adapt to evolving trends over time.

