

# Employee well-being



At SGC, we are determined to build an inclusive and progressive work culture that fosters personal as well as professional growth. We undertake several programmes to support learning and development, promote well-being of our people and promote an environment where every individual is valued and respected for their skills and talent. Our people strategy emphasises continuous learning and development, enabling employees to unlock their full potential.

## Key highlights

**1,207**  
Total Employees

**35,286**  
Total training hours

**9.86**  
Training Hours per Employee

**16.3%**  
Employee turnover rate

**2.4%**  
Female workforce

## Diversity and inclusion

At Sagar Cements, we are committed to fostering a diverse and inclusive workplace where all employees feel valued and respected, regardless of background, gender, ethnicity or abilities. The Company supports diverse hiring practices and promotes an inclusive culture through targeted policies.

We remain committed to improving diversity across our workforce, including increasing the participation of women and individuals from diverse communities. We introduced a flexible work timing policy to enhance employee experience and promote a healthier work-life balance. This initiative has been particularly impactful for women employees, enabling them to better manage professional and personal responsibilities.

Through continuous efforts, we aim to foster a workplace where every employee feels valued, respected and empowered to contribute to organisational growth. We are committed to providing a safe and respectful workplace. We have conducted POSH (Prevention of Sexual Harassment) awareness sessions twice this year, achieving 100% coverage of all employees. No POSH complaints were received across the Group during the year.

## Employee diversity

Employees	FY 2026	FY 2025
Male	1,178	1,179
Female	29	23
<b>Total</b>	<b>1,207</b>	<b>1,202</b>

## Employees breakdown by gender, age and region

Particulars	Total (A)	Male		Female		Other	
		No. (B)	% (B / A)	No. (C)	% (C / A)	No. (D)	% (D / A)
<b>EMPLOYEES</b>							
Permanent (D)	1,207	1,178	98%	29	2%	0	0
Other than Permanent (E)	0	0	0%		0%	0	0
Total employees (D + E)	1,207	1,178	98%	29	2%	0	0
Total number of employees, by age group	1,207	1,178	98%	29	2%	0	0
21-30	110	104	95%	6	5%	0	0
30 - 50	846	825	98%	21	2%	0	0
50 and above	251	249	99%	2	1%	0	0
Total number of employees, by region.	1,207	1,178	98%	29	2%	0	0
Telangana	500	480	96%	20	4%	0	0
Madhya Pradesh	211	209	99%	2	1%	0	0
Andhra Pradesh	450	446	99%	4	1%	0	0
Odisha	46	43	93%	3	7%	0	0

### Human capital development and employee engagement

At SGC, we lay emphasis on human capital development through focus on career growth, employee and wellbeing efforts recognition. We empower employee aspirations and potential.

Employee experience is strengthened through initiatives that promote engagement, and a positive work environment. To strengthen connections within the workforce, we regularly organise team-building events, social programmes and outdoor activities.

We support employees through competitive compensation, structured career progression, recognition programmes and team-building initiatives.

### Learning and development

Our learning interventions are designed to enhance plant operations, improve efficiency, strengthen safety awareness and build leadership capability across functions.

Our approach is guided by a structured, business-aligned learning and development strategy, built on competency-based frameworks that address skill gaps across key areas. A comprehensive annual training calendar developed by the Corporate HR team ensures consistent delivery of technical, behavioural and safety training programmes across all units, with close monitoring to maintain quality and adherence.

#### STRUCTURED LEARNING INTERVENTIONS

Learning and development programmes include:

- Role-specific technical training across core operations
- Behavioural and safety training aligned with zero-harm objectives
- Cross-functional projects and job rotations
- Skill upgradation and refresher training initiatives

Training hours are monitored and reported annually to ensure adequate coverage across functions and plants.

### Location wise training conducted

S.No	Location	Total training hours
1	Mattampally	12,369.5
2	Gudipadu	6,106
3	Bayyavaram	6,132
4	Jeerabad	2,435
5	Jajpur	3,889.5
6	Dachepalli	4,354
<b>Total</b>		<b>35,286</b>

**35,286**

Total training hours

**9.86**

Average training hours per employee



CASE STUDY

### Digital HR transformation through HRMS software

We undertook an organisation-wide HR transformation through the deployment of HRMS platform across all plants, departments and divisions. The platform centralised employee data, automated routine workflows and strengthened communication across the organisation. The solution was customised to organisational requirements and integrated seamlessly with existing systems, ensuring continuity of operations while enhancing efficiency and scalability of HR processes.

#### OBJECTIVES

- Digitising performance management
- Centralising employee travel
- Smart recruitment
- Building learning pathways

#### RESULTS

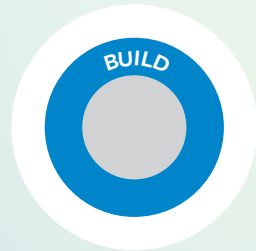
- **Digitalised performance:** Automation reduced reliance on manual tracking
- **Optimised travel:** App-based travel requests and approvals minimised follow-ups and enabled better planning and employee convenience
- **Improved recruiting and upskilling:** Enhanced hiring efficiency through structured workflows, alongside increased accessibility to learning modules supporting continuous skill development

## The seven core competencies



### A Clear Future

- 1 STRATEGIC & ANALYTICAL THINKING



### Stronger Together

- 2 CUSTOMER FOCUS
- 3 COLLABORATION & TEAMWORK
- 4 PROBLEM SOLVING & INNOVATION



### Your Best, Every Day

- 5 EXECUTION & ACCOUNTABILITY
- 6 PEOPLE LEADERSHIP & DEVELOPMENT
- 7 RESILIENCE & ADAPTABILITY

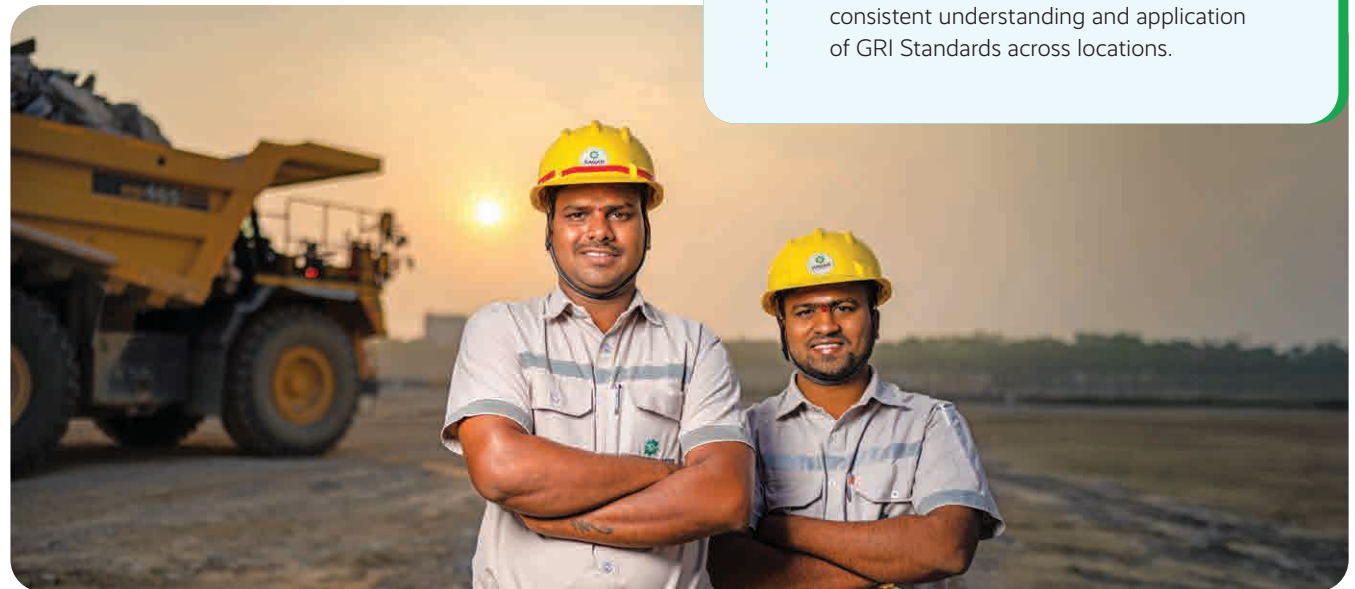
## Talent retention and succession planning

We actively identify and develop high-potential employees through structured leadership development programmes, building a strong pipeline for future leadership roles. These initiatives are aligned with succession planning and focus on strengthening managerial and functional capabilities.

Through a combination of structured learning, digital platforms and experiential training, we continue to enhance workforce competencies while supporting long-term organisational growth and resilience.

## Performance management

Our performance management system aligns individual goals with organisational objectives, ensuring clarity, accountability and continuous improvement. Employees undergo annual performance reviews to assess achievements, strengths and development areas. The evaluation process includes self-assessments, HOD reviews and immediate supervisor assessments. This holistic approach helps identify skill gaps and fosters professional growth.



### CASE STUDY

## Online workshop on GRI Standards

This year, we conducted a two-day online workshop on sustainability reporting aligned with the Global Reporting Initiative (GRI) Standards. The programme was facilitated by SGS India Pvt. Ltd., Hyderabad, with participation from five representatives across safety, electrical, environmental, quality, engineering, HR, and operations functions.

The workshop aimed to build practical understanding of GRI Standards and strengthen internal capability for structured sustainability disclosures.

The workshop was extended to participants across multiple functions, ensuring consistent understanding and application of GRI Standards across locations.

CASE STUDY

## Annual employee engagement survey

We conduct an annual employee engagement survey to assess workplace experience and identify opportunities for continuous improvement. In FY 2025, the survey recorded 88% gave response and indicating strong employee willingness to contribute feedback.

### SURVEY PROCESS

Fully anonymous online survey

Combination of scored and open-ended questions

Analysis across locations, departments and tenure

Identification of trends and improvement areas

### KEY DIMENSIONS ASSESSED

- Workplace facilities and amenities
- Training and skill development
- Career growth and advancement
- Cross-functional collaboration
- Work culture and environment
- Communication and transparency
- Safety and health
- Recognition and appreciation

### OUTCOME AND WAY FORWARD

The survey recorded an overall engagement score of 4.28 out of 5, reflecting a positive employee experience. Insights from the survey are being translated into targeted actions.

## New employees

Particulars	Total (A)	Male		Female	
		No. (B)	% (B / A)	No. (C)	% (C / A)
Total number of new employee hires during the reporting period, by age group	190	183	96.3	7	3.7
21-30	67	63	94	4	6
30 - 50	115	112	97.4	3	2.6
50 and above	8	8	100	0	0
Total number of new employee hires during the reporting period, by region.	190	183	96.3	7	3.7
Telangana	70	63	90	7	10
Madhya Pradesh	68	68	100	0	0
Andhra Pradesh	44	44	100	0	0
Odisha	8	8	100	0	0

## Employee turnover

Particulars	Total (A)	Male		Female	
		No. (B)	% (B / A)	No. (C)	% (C / A)
Total number of new employee hires during the reporting period, by age group	196	193	98.5	3	1.5
21-30	60	59	98.3	1	1.7
30 - 50	107	105	98.1	2	1.9
50 and above	29	29	100	0	0
Total number of new employee hires during the reporting period, by region.	196	193	98.5	3	1.5
Telangana	88	86	97.7	2	2.3
Madhya Pradesh	61	61	100	0	0
Andhra Pradesh	40	39	97.5	1	2.5
Odisha	7	7	100	0	0