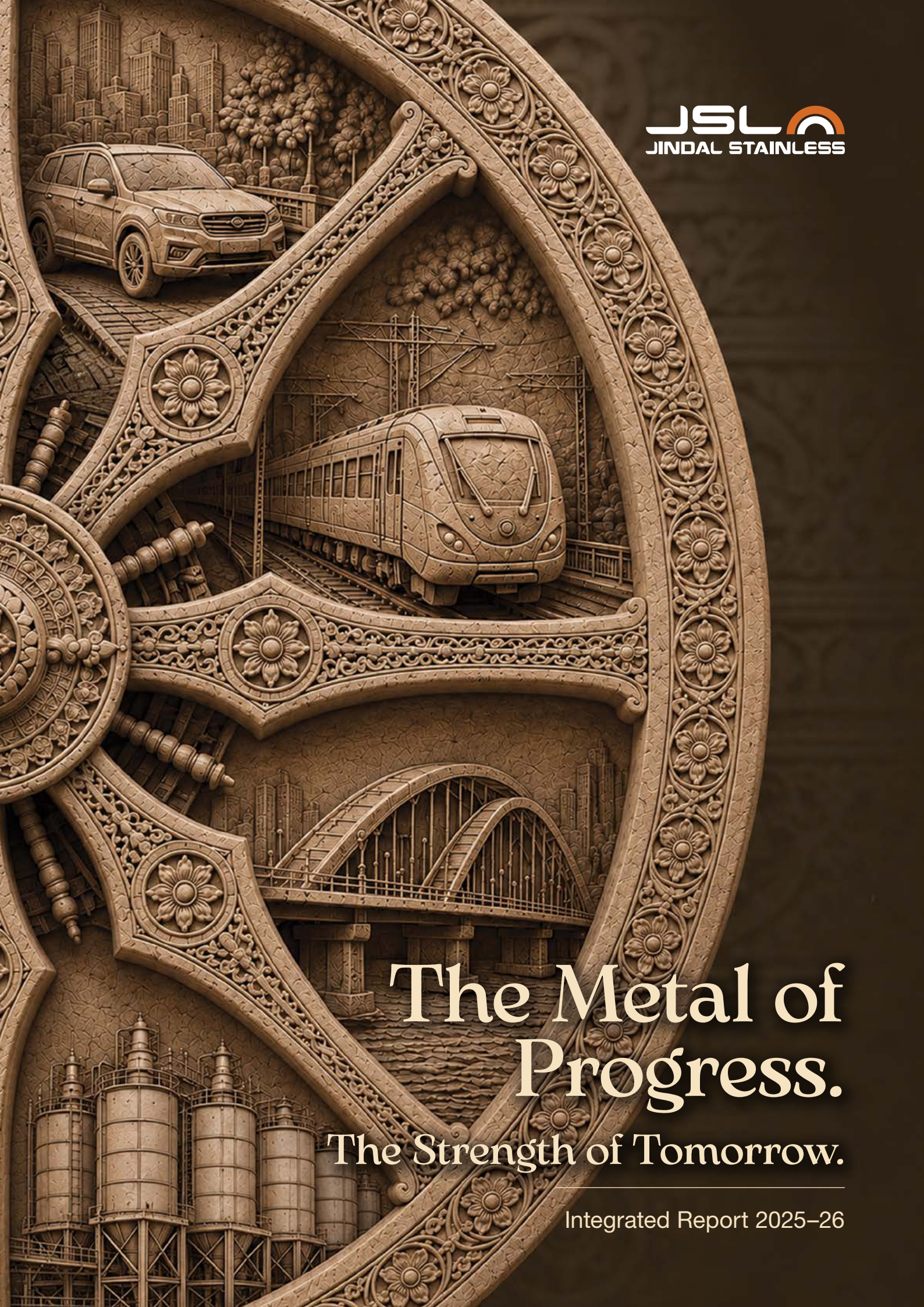


A large, intricate, golden-brown metalwork frame, resembling a traditional Indian archway (Prabhavali), frames the central content. It is decorated with floral and geometric patterns. Inside the frame, there are four distinct scenes: a modern SUV in the top left, a high-speed train in the top right, a large steel bridge in the bottom right, and industrial storage tanks in the bottom left.

The Metal of Progress.

The Strength of Tomorrow.

Integrated Report 2025–26

Human Capital

Nurturing an Inclusive, Safe, & Future-Ready Workforce

Jindal Stainless views its human capital as a primary driver of performance and future readiness, anchoring long-term growth in a culture of safety, continuous learning, and leadership excellence. The Company's people strategy combines technical capability building, leadership development, digital enablement, and an unwavering commitment to diversity, well-being, and community impact.



GRI Standards

GRI 2 GRI 401 GRI 403 GRI 404
GRI 405 GRI 406 GRI 408 GRI 409
GRI 412

UNGC

Principle 1 Principle 2 Principle 3
Principle 4 Principle 5 Principle 6

UN SDGs



SASB

Iron & Steel Producers Standard: Employee Health & Safety; Labour Practices; Workforce Health & Safety; Employee Recruitment, Inclusion & Performance Management

IFRS

Governance; Strategy; Risk Management; Metrics & Targets relating to Human Capital Management, Workforce Capability, Organisational Culture, and Workforce Health & Safety

Human Capital Management

The expertise, dedication, and innovation of Jindal Stainless' workforce form the foundation of its continued leadership and commitment to sustainable growth. Its diverse and geographically distributed talent pool brings together individual aspirations and collective capabilities, fostering innovation, creating long-term stakeholder value, contributing to nation-building, and strengthening the Company's global competitiveness.

Building on the refreshed Employee Value Proposition (EVP) introduced in FY25, JSL further strengthened its implementation during FY26 by embedding its five pillars—Learning Opportunities, Nurturing Future Leaders, Exposure to the Stainless Steel Industry, Sense of Community, and Freedom to Experiment—more deeply across employee engagement, learning, leadership development, workplace culture, and talent-attraction initiatives.

Guided by its values of integrity, excellence, and care, the Company continues to strengthen employee capabilities, enhance workplace experiences, and create opportunities for professional and personal growth. This is complemented by a continued focus on employee well-being, equal opportunities, and an inclusive workplace culture that encourages collaboration, innovation, and continuous improvement across the organisation.

People-Centric Strategies for Long-Term Success

Employee Hiring & Retention Strategies

Strategic Talent Acquisition:

Focused on recruiting individuals with the right skills and leadership potential from engineering and management institutes, as well as experienced professionals aligned with the Company's values of ethics, innovation, and sustainability

Leadership Pipeline:

Designed to attract and nurture future leaders to drive long-term growth

Recruitment & Selection

Equal Opportunity Employer:

Fair, unbiased, and inclusive hiring practices

Diverse Talent Pool:

Encouragement of employee referrals to enhance diversity

Diversity, Equity & Inclusion (DEI)

Inclusive Culture:

DEI is embedded across operations to foster collaboration, engagement, and productivity

Gender Representation:

Women currently represent 5.35% of the workforce, with emphasis on improving ratios at senior and board levels

Respect & Empowerment:

Every employee is valued and supported to reach their full potential

Compensation & Benefits

Equitable Rewards:

Transparent, merit-based compensation practices

Supportive Policies:

Maternity leave and daycare facilities to support work-life balance

Performance Management & Recognition

Objective Evaluation:

Quarterly reviews and annual ratings based on merit

Recognition Programmes:

Celebrating contributions to diversity and inclusion

Workplace Culture

Respect & Inclusion:

Open communication and safe reporting channels

Upholding Non-Discrimination:

No discrimination complaints were reported

Social Responsibility & Communication

CSR Engagement:

Promoting DEI through community initiatives Inclusive

Communication:

Emphasis on respectful, unbiased interactions

Accessibility

Inclusive Infrastructure:

Compliance with the Rights of Persons with Disabilities Act, 2016

Facility Enhancements:

Ramps, touchless entry, and accessible design (excluding shop floors due to operational safety requirements)

Policy Access: Equal Opportunity Policy

Labour Practices

JSL has an Employment Policy in place that covers key labour practices applicable across the organisation's operations and extends to contractors and business partners. [Please refer here for more information.](#)

The Company's approach to labour practices is underpinned by a commitment to equitable and responsible employment across its value chain. This includes measures to promote fair compensation practices, strengthen workforce well-being, and uphold consistent employment standards for employees and contractual workers. Further details are available in the [Living Wage Assessment Approach Note](#).

Living Wage Assessment

Recognising that fair remuneration is fundamental to employee well-being and long-term workforce sustainability, the Company conducts periodic living wage assessments across its operations to evaluate employee and contractual worker remuneration against location-specific living wage benchmarks. The assessment follows a structured methodology aligned with the IDH – The Sustainable Trade Initiative (Roadmap for Living Wages) and utilises credible external cost-of-living benchmarks to identify and address potential wage gaps.

Key Outcomes

- Established a baseline to evaluate wage adequacy across key operating locations.
- Identified opportunities to strengthen compensation review processes through data-driven insights.
- Enhanced understanding of cost-of-living requirements across workforce categories and geographies.
- Reinforced the Company's commitment to fair remuneration, employee well-being, and responsible employment practices.
- Supported alignment with evolving ESG expectations and responsible labour practice frameworks.

Further details are available in the [Living Wage Assessment Approach Note](#).



Building a High-Performing and Inclusive Workplace

Employee Hiring & Retention Strategies

JSL recognises that attracting talented individuals with the right skills, behaviours, and values is essential to achieving its vision and maintaining its leadership in the stainless steel sector in India. The Company's hiring strategy focuses on attracting committed and driven individuals with the potential to become future leaders.

Accordingly, the Company follows an inclusive and merit-based recruitment approach aimed at attracting diverse talent across roles and functions. JSL recruits graduates from leading engineering and management institutes, along with experienced professionals who bring expertise and share the Company's commitment to ethics, innovation and sustainability. It also provides equal opportunities to candidates and follows fair hiring practices focused on skills, capabilities, and alignment with organisational values.

Campus Talent Development

JSL develops future talent through a comprehensive set of campus programmes:

Arise Biz: A one-year programme for Chartered Accountants and MBA graduates combining corporate and plant exposure through projects and online learning.

Arise Tech: A one-year programme for B.Tech. and M.Tech. graduates providing exposure to manufacturing operations and functional assignments.

Arise GenNXT: A two-month internship for engineering and management students, offering hands-on experience through live business projects.

Creating a Strong Talent Pipeline



Recruitment from leading engineering and management institutes, complemented by experienced professionals.



Leadership development initiatives to build a strong succession pipeline.



Equal opportunity hiring based on merit.



Employee referral programmes to broaden and diversify the talent pool.

Diversity, Equity and Inclusion

Diversity, Equity and Inclusion (DEI) is an integral part of JSL's approach to building an engaged and future-ready workforce. It recognises that different perspectives, experiences, and capabilities strengthen collaboration, improve decision-making, and contribute to long-term business performance.

Further, the Company is focused on increasing gender diversity across the organisation, including senior management, leadership roles, and the Board of Directors. It has set a target to increase women's

representation in its workforce to at least 8% by 2030, reflecting continued focus on strengthening diversity and inclusion across the organisation. Women currently represent around 5.35% of the permanent employee base, with continued efforts to improve representation across levels.

Moreover, the Company's commitment to inclusive leadership is reflected at the highest level of governance. As of March 31, 2026, two of JSL's eight Board members were women, representing 25% of the Board composition. This exceeds the regulatory requirement for listed companies and reflects JSL's focus on building balanced



and diverse leadership. Greater representation at the Board level further brings broader perspectives and reinforces strategic decision-making.

Additionally, accessible channels are available for employees to raise concerns, with discrimination and harassment complaints addressed through a structured process. In doing so, the Company promotes respectful and unbiased communication across all interactions, recognising its importance in building a positive workplace culture while ensuring diverse perspectives are valued.

2 out of 8

Board members are women

Internal Mobility and Career Growth

The Company encourages internal mobility through job rotation programmes that provide employees with cross-functional exposure and broader business understanding. Rotations are aligned with individual development plans and career aspirations, helping employees build diverse capabilities while preparing for future roles.

Parental Leave and Childcare Support

JSL provides six months of paid maternity leave for primary caregivers, in line with applicable government regulations, to support women employees during important life stages. To read more about the return-to-work and retention rates of permanent employees and workers who availed parental leave during FY26, refer to **Principle 3, Essential Indicator 5 of the BRSR**.

Further, the Company offers childcare support through on-site crèche facilities at applicable locations. Where these facilities are not available, employees can claim reimbursement for external childcare services, helping them manage their work and family responsibilities.

Accessibility

JSL is committed to creating an inclusive and accessible workplace in line with the Rights of Persons with Disabilities Act, 2016. The Company provides equal opportunities and necessary support to employees, workers, visitors, and other stakeholders, irrespective of their physical abilities.

Accessibility measures across facilities include ramps, touchless entry systems, and other infrastructure improvements to make key areas easier to access. Shop-floor areas are excluded due to operational safety requirements.

Anti-Harassment, PoSH, and Vigil Mechanisms

Further, the Company's Prevention of Sexual Harassment (PoSH) Policy and Whistleblower Mechanism provide employees with structured channels to raise concerns. Internal Committees are established at every location in line with the PoSH Act to review and address complaints. All matters are handled with confidentiality, fairness, and sensitivity, with measures in place to protect employees and stakeholders from victimisation. Regular PoSH training and awareness sessions are conducted to familiarise employees with relevant policies, guidelines, and available reporting mechanisms. During FY26, organisation-wide awareness communications were rolled out through engaging emailers and creatives to strengthen employees' understanding of the Whistleblower Policy.

During the year, JSL received 03 complaints under the PoSH Policy, of which all were resolved during the year. Under the Vigil Mechanism, the Company received zero complaints.

Learning and Development

JSL invests in continuous learning to build a skilled, future-ready workforce. The Company's Learning and Development team regularly assesses capability requirements, designs targeted programmes, and tracks outcomes to strengthen employee skills and organisational capabilities.

Learning opportunities are extended to employees and workers across the organisation, including contractual or part-time employees. Training programmes cover technical, behavioural, and leadership development, along with safety, quality, environmental management, and sustainability. The Company also conducts training, mentoring, and knowledge-sharing initiatives, covering areas such as unconscious bias and cultural competency to build a more inclusive workplace.

As part of its digital transformation journey, JSL delivers targeted learning through its Aarohan digital learning platform. The platform focuses on emerging capabilities, including cybersecurity, artificial intelligence and other digital technologies.

During FY26, the Company delivered an average of 31.68 training hours per full-time employee across technical, behavioural, and leadership development areas.

Further, workers participate in classroom and on-the-job training programmes covering process control, Total Productive Maintenance (TPM), communication skills, hazard identification, and emergency preparedness. Functional, behavioural, and leadership training modules are also extended to workers, along with sessions on safety, environment, quality, and sustainability to strengthen operational excellence across all levels.

Training Across Technical and ESG Competencies

In FY26, JSL delivered over 2,10,531 hours of training to more than 6,900+ employees, reinforcing its commitment to building a skilled, future-ready, and sustainability-conscious workforce. 100% of employees received training during induction, covering a comprehensive range of technical, behavioural, and ESG-related competencies.

Technical training programmes were tailored to functional requirements and covered areas such as material handling, equipment operation, process optimisation, quality control, and operational excellence. These were complemented by programmes focused on leadership development, time management, and other behavioural competencies. ESG-related learning initiatives addressed topics, including environmental management, responsible sourcing, business ethics, anti-bribery and anti-corruption practices, and sustainability principles. To further strengthen sustainability awareness across the organisation, JSL also conducted dedicated training sessions on topics such as circularity and waste-to-wealth initiatives. In addition, sustainability was embedded into the induction programme for all new employees, ensuring that sustainability principles form an integral part of the employee experience from the outset.

Industry-Academia Collaboration

JSL strengthens specialised capabilities through partnerships with leading academic institutions. The Company sponsors employees for higher education programmes, including:

- M.Tech. in Steel Technology, IIT Bombay
- B.Tech. in Process Engineering and M.Tech. in Manufacturing Management, BITS Pilani
- MBA, Shoolini University
- B.Tech. in Mechanical Engineering, GJU, Hisar

The fully sponsored M.Tech. in Steel Technology programme with IIT Bombay, currently in its second batch, provides employees with advanced knowledge in iron and steelmaking technologies. The two-year programme develops expertise in manufacturing innovation, quality improvement, cost optimisation, and decarbonisation. Graduates are considered for strategic job rotations to apply their learning across the business.

Case Study

Strengthening the Leadership Pipeline

To build future-ready leaders, the Company implemented a structured leadership development programme focused on Business Leadership, People Leadership, and Self-Leadership competencies. The programme combines experiential learning, collaborative projects, mentoring, and leadership interactions to prepare high-potential employees for future roles.

Quantitative Impact

- 6% of FTEs participated in the leadership development programme.
- 300+ high-potential employees were identified for accelerated development.

Business Value

The programme has strengthened JSL's internal succession pipeline by identifying and developing future leaders, reducing dependence on external hiring for critical positions and enhancing leadership readiness across the organisation. By aligning leadership development with business priorities, the initiative supports organisational resilience, talent retention, and long-term business continuity.

ASTRA:

Powering a Future-Ready Technical Workforce

Jindal Stainless launched ASTRA on December 8, 2025, marking a significant step in strengthening technical capability across the organisation.

Established as a structured centre of excellence, ASTRA supports the development of consistent, future-ready technical capabilities as JSL expands its capacities, introduces new product lines, and progresses greenfield projects. The Academy brings together classroom instruction, hands-on learning, digital modules, internal expertise, and partnerships with original equipment manufacturers (OEMs).

Following its central launch, department-level roll-outs were conducted at plant locations to improve reach, contextualise learning and align capability-building interventions with operational requirements. Aligned with JSL's Vision 2030, ASTRA provides a standardised framework for assessing skills, addressing identified gaps, and tracking measurable technical advancement.

ASTRA | अस्तरा

Academy for
Stainless Steel
Technology
Reskilling &
Advancement

Key focus areas:

- Role- and designation-based learning informed by skill-gap assessments
- Technical capability-building across operations, maintenance, automation, and metallurgy
- Partnerships with IITs, NITs, OEMs, and experienced industry practitioners
- Standardised skill benchmarking, assessments, and targeted interventions
- Contemporary learning technologies to enable faster and more accessible delivery

Building Future Leaders

JSL continues to strengthen its leadership pipeline through structured development initiatives. In FY26, the Company's leadership development framework integrates coaching and mentorship through the **Prerna** programme, leadership pipeline development through **Career Capability Centres** and **Step-Up Leadership Programmes**, and collaborative learning through teams and networks that foster knowledge sharing, cross-functional collaboration, and peer support across the organisation.

The Prerna mentoring programme connects experienced leaders with management trainees and high-potential employees to encourage learning, leadership development, and knowledge sharing. Supported by the Society for Human Resource Management (SHRM) India,, the programme includes structured mentor-mentee interactions during the initial months to build meaningful development relationships.

The Company's Step-Up Leadership Programmes prepare employees for larger responsibilities:

- Step-Up prepares first-time managers transitioning into leadership roles.
- Step-Up equips mid-level leaders moving into Assistant General Manager roles with capabilities required for greater organisational responsibilities.

Performance Management

JSL follows a structured and objective performance management framework that encourages continuous learning, accountability and career growth. The process is designed to provide fair evaluation, regular feedback, and opportunities for employee development across all levels of the organisation. The Company follows the SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goal-setting framework, where performance objectives are defined with measurable targets and timelines. This provides employees and managers with clear benchmarks to review progress, assess contributions, and plan future development.

Employees participate in quarterly performance reviews through the Darwinbox HRMS platform, enabling regular feedback, goal tracking, and performance discussions. Such quarterly reviews, regular manager-employee discussions, continuous feedback, goal tracking, and performance discussions demonstrate an agile feedback approach. In addition, functional-level and business unit-wise performance reviews are conducted to assess team-based performance reviews, foster collaboration, and align collective outcomes with organisational objectives. Employees also undergo annual appraisals through a management-by-objectives approach. Regular manager-employee conversations and 360-degree feedback complement the formal review process, promoting continuous improvement and career progression.

Compensation and Benefits

JSL's compensation framework is designed to attract, retain, and develop talent while recognising individual contributions and organisational performance. The Company follows a transparent and equitable approach to remuneration, with compensation decisions based on merit and free from any form of discrimination.

The compensation strategy is benchmarked against industry standards and includes a balanced mix of competitive fixed pay, performance-linked incentives, and other benefits. This approach aligns employee performance with business objectives while encouraging accountability, achievement, and long-term growth.

For employees at eligible grades, including Executive Directors, Key Management Personnel (KMPs), senior management, and other designated employees, the remuneration structure comprises a balanced mix of fixed and performance-linked pay. The framework is designed to recognise both short-term performance and long-term value creation. Additionally, eligible employees at the General Manager level and above participate in the Company's Employee Stock Option Schemes (ESOS), aligning employee interests with the long-term growth of the Company.

Employee Benefits

JSL provides a range of employee benefits designed to enhance financial security, well-being, and workplace experience. These initiatives reflect the Company's focus on supporting employees across different stages of their professional journey.



Insurance

- Group Medical Insurance
- Group Personal Accident Insurance
- Group Term Insurance



Retirement Benefits

- Continued Group Medical Insurance coverage
- Retirement gift/reward through JSL Welfare (up to INR 1 lakh)
- Same-day full and final settlement



Worker Facilities at Sites

- Canteen services
- Labour accommodation

Transition Programme for Retiring Employees

JSL supports employees through workforce transitions by providing voluntary retirement support programmes designed to facilitate a smooth and responsible transition from active employment. The Company extends post-employment medical and insurance continuation benefits, where applicable, to support employee well-being beyond their tenure with the organisation.

The Company also maintains connections with former employees through alumni engagement platforms and encourages structured knowledge-transfer initiatives prior to retirement to preserve critical institutional knowledge and support succession planning. These measures are complemented by continuous learning, reskilling, and career development opportunities, reflecting JSL's commitment to managing employee transitions in a fair, respectful, and employee-centric manner.



Strengthening Employee Ownership

JSL offers equity-based rewards through the Employee Stock Option Scheme (ESOS), enabling employees to participate in the Company's long-term growth journey.

The ESOS is designed to:

- Attract and retain high-performing talent.
- Recognise employee contributions and performance.
- Strengthen employee ownership and commitment.
- Align employee interests with the Company's growth and shareholder value creation.

All stock options upon vesting shall be exercisable during the exercise period of four years, and are linked to individual and organisational performance, reinforcing a performance-driven culture and encouraging sustained value creation.

Employee Well-Being

Employee well-being is a critical aspect of JSL's people-centric strategies. The Company puts equal focus on initiatives to strengthen employees' physical health, mental wellness, and work-life balance. Flexible workplace practices, including staggered work timings, short leave provisions, part-time options, and work-from-home arrangements, help employees manage personal and professional commitments effectively.

In addition, the Company supports working families through childcare assistance and lactation benefits. These initiatives are complemented by broader employee welfare and well-being programmes aimed at creating a supportive and inclusive work environment. Further details are available in the General Employment Policy. The Company provides programmes and facilities that encourage healthier lifestyles, build resilience, and create a positive workplace experience.

Sports & Health Initiatives

- **OP Jindal Sports Tournament** featuring multiple indoor and outdoor games to encourage fitness, teamwork, and employee engagement.
- Annual medical check-ups for employees and their spouses.
- Balanced and nutritious meals provided through employee canteens.
- Access to specialist doctors, healthcare services, and regular health awareness sessions through Occupational Health Centres (OHCs).
- Availability of doctors on the shop floor to address employee health needs.

Workplace Stress Management

- Weekly virtual **Utthaan** sessions conducted with external experts to promote mental health awareness and provide employees with tools to manage stress and improve well-being.
- Confidential counselling and stress management support through the **Silver Oak Health App**, covering mental wellness, stress management, and diet guidance.
- Regular training sessions focused on stress management and emotional resilience.

Flexible Working Hours

- Flexible workplace practices, including staggered office start timings, grace periods, and short leave provisions, help employees balance personal and professional commitments.
- Corporate employees can start work between 9:00 AM and 10:00 AM while completing their required working hours, with a 15-minute grace allowance available four times a month.
- Employees can also avail two short leaves of up to 90 minutes each month.

Employee Engagement

JSL fosters team/employee collaboration, networking, and knowledge sharing through a range of formal and informal engagement platforms, including the **Perna Mentoring Programme, Career Capability Centres, Sampark leadership interaction sessions, cross-functional job rotations, CSR volunteering initiatives, sports and cultural programmes, and employee engagement forums**. These platforms encourage peer learning, strengthen organisational connectivity, and promote a 'one-organisation' mindset across the workforce.

At Hisar, the 'aap-beeti' initiative, which translates to 'first-hand experience', initiative provides employees with a platform to share personal experiences related to accidents and near-misses, highlighting their impact on individuals and families. The programme strengthens safety awareness by encouraging employees to learn from real experiences.

Employee engagement is further strengthened through sports and team-building activities, along with celebrations of key events such as Women's Day, International Labour Day, and Republic Day. New employees are engaged through the 5-5-5 feedback model, which helps understand their experience and improve integration into the organisation.

Digitalisation continues to improve the employee experience through the implementation of Darwinbox, JSL's next-generation HR platform. The system integrates key HR processes, including helpdesk services, recruitment and payroll, and provides employees with access to an AI-enabled chatbot for improved responsiveness.

Quarterly Sampark sessions with the Managing Director provide employees with an open platform for dialogue and interaction with leadership. Rewards and recognition programmes are conducted quarterly in line with the R&R Policy to acknowledge employee contributions and achievements.

Employee Feedback and Satisfaction

The Company regularly measures employee experience through its Employee Net Promoter Score (eNPS) survey, achieving a score of **64%** in the reporting year. The survey evaluates employee perceptions across key dimensions of workplace experience, including job satisfaction, sense of purpose, employee happiness, well-being, and stress levels, providing insights into factors that influence engagement, motivation, and productivity. The results are used to identify improvement opportunities, strengthen employee experience initiatives, and support the development of a positive, inclusive, and high-performing workplace culture.

Employee Grievance Redressal

JSL's holistic grievance redressal mechanism is accessible to all employees and workers. Employees are encouraged to raise concerns with their immediate supervisor, with escalation to the Head of Department where required. Unresolved matters are reviewed by a four-member Grievance Resolution Committee comprising representatives from management and workers, which recommends appropriate actions.

Complaints involving the Ombudsperson are referred to the Chairperson of the Audit Committee for an independent review. Employees and workers may also report concerns directly to the Chief Human Resource Officer.

Additional reporting channels are available through the Code of Conduct and Whistleblower Policy. Concerns may be raised with managers, HR or senior leadership, or submitted confidentially via whistleblower@jindalstainless.com. The identity of individuals reporting concerns is protected to the extent permitted under applicable laws and investigation requirements.

Human Rights

Jindal Stainless is committed to respecting and protecting human rights across its operations and value chain. The Company promotes fair labour practices, equal opportunity, non-discrimination, and safe working conditions, guided by internationally recognised human rights principles. Its policies and practices seek to safeguard the dignity, rights, and well-being of employees, workers, contractors, and business partners while encouraging ethical and responsible conduct across the organisation.

Please refer to the ***Human Rights Policy*** to know more about JSL's human rights commitments.

Human Rights Risk Assessment (HRRA)

JSL conducted a Human Rights Risk Assessment (HRRA) last year to identify and evaluate actual and potential human rights risks across its operations. The assessment covered key human rights themes relevant to the Company's workforce and business activities, enabling the identification of priority areas requiring management attention. Insights from the assessment have been used to strengthen human rights due diligence processes, enhance risk management measures, and support the integration of human rights considerations into business decision-making and operational practices.

For further details, please refer to the ***Human Rights Risk Assessment (HRRA) Report***.



Responsible Security Management and Human Rights

JSL maintains a zero-tolerance approach to human rights violations across its operations and value chain, including child labour, forced labour, and other forms of labour rights abuse. While the Company is not a Corporate Participant of the Voluntary Principles on Security and Human Rights (VPSHR), it has established an approach for managing security forces that incorporates key elements of responsible security governance. The Company conducts periodic risk assessments, including threat, vulnerability, and security reviews, to identify and mitigate potential risks to people, assets, and operations. Interactions with public and private security forces are governed through defined protocols and contractual requirements, ensuring that security services are delivered in accordance with JSL's policies, legal requirements, and human rights commitments.

JSL also maintains mechanisms for monitoring security providers through regular briefings, inspections, and supervisory oversight to ensure compliance with its rules of conduct. In addition, periodic audits and assessments of security contractors evaluate workforce competency, training, statutory compliance, health and safety performance, and adherence to the Company's expectations.

To support accountability, the Company has established grievance mechanisms covering security forces, enabling employees and workers to raise concerns through formal escalation channels and grievance committees. These measures are complemented by human rights awareness programmes and robust due diligence processes, reinforcing JSL's commitment to managing security operations in a manner that respects and protects the rights, dignity, and well-being of all stakeholders.

Occupational Health and Safety

JSL places the health and safety of its workforce at the forefront of its operations. The Company continues to strengthen its safety culture through structured governance, digital interventions, capability building, and employee engagement programmes focused on reducing incidents and improving workplace safety performance. The Occupational Health and Safety (OHS) Management System is applicable to JSL's entire workforce, including employees, contractual workers, and individuals performing work under the Company's supervision. It is implemented across all operational locations and activities.

JSL's OHS Management System is aligned with ISO 45001:2018 and implemented across all locations, covering employees, contract workers, and relevant stakeholders. The Company's manufacturing facilities at Jajpur and Hisar are certified to ISO 45001:2018, reflecting adherence to globally recognised occupational health and safety management standards.

The Company's safety approach is guided by the **4E Principles**:

- Engineering Controls
- Engagement
- Education
- Enforcement

These principles guide policies and procedures that:

- Promote a safe and healthy work environment.
- Identify and mitigate workplace hazards.
- Maintain compliance with applicable legal and regulatory requirements.

Occupational Health Management System

JSL's Occupational Health Management System (OHMS) is designed to protect employee health and well-being through a comprehensive and preventive approach. A key component of the system is the Hazard Identification and Risk Assessment (HIRA) framework, which enables the Company to systematically identify, assess, and mitigate occupational health and safety risks across its operations.

The HIRA framework follows a structured six-step process:

1. Identify potential internal and external risks.
2. Assess the likelihood and impact of identified risks.
3. Develop appropriate mitigation measures.
4. Implement risk control actions.
5. Monitor the effectiveness of mitigation measures.
6. Review outcomes and incorporate learnings for continual improvement.

This systematic approach strengthens risk management and drives continuous improvement in workplace safety. In addition to HIRA, JSL employs several complementary safety tools, including Hazard and Operability (HAZOP) studies, a structured Permit-to-Work system, Job

Safety **Analysis (JSA)**, **Toolbox Talks (TBT)**, **job-specific safety training**, and **regular safety briefings**. Mandatory use of **Personal Protective Equipment (PPE)** and ready access to **Material Safety Data Sheets (MSDS)** further reinforce safe working practices. Environment, Health and Safety EHS protocols are regularly reviewed and updated to address emerging risks and strengthen operational safety.

Furthermore, the OHMS incorporates medical support, emergency response planning, employee well-being initiatives, and regular health awareness programmes, encouraging employees to actively participate in maintaining a safe and healthy workplace.

EHS Governance

The Company's Environment, Health and Safety (EHS) governance follows a three-tier committee structure operating at the shop floor, site, and apex levels, along with a dedicated EHS team. Key elements of the safety management system include:

- Hazard and Operability (HAZOP) studies.
- Safety induction and refresher training.
- Certified equipment and routine inspections/internal health and safety inspections.
- Mandatory use of personal protective equipment (PPE).
- Pre-employment medical examinations and safety training before issuing employee photo identity cards.
- Well-planned internal traffic management, including designated roads, lighting, signage, and controlled vehicle movement.

The Company continues to strengthen its safety culture through robust governance, preventive controls, and employee participation, aligned with its long-term objective of Zero Lost Time Injuries (LTI) across all operations. The occupational health and safety risks are prioritised through structured risk assessment processes, including HIRA, HAZOP studies, and JSA, with defined mitigation measures, action plans, responsibilities, and monitoring mechanisms.

The Company conducted a safety maturity assessment through an external expert firm to evaluate existing practices and identify opportunities for further improvement. The assessment identified key focus areas, including strengthening safety leadership and accountability, improving safety culture and workforce engagement, enhancing contractor safety management, and refining risk assessment processes. JSL will periodically evaluate progress in reducing and preventing occupational health risks against defined targets and use the findings to strengthen health programmes, risk controls, and continuous improvement initiatives.

Emergency Preparedness and Business Continuity

JSL has established a comprehensive on-site emergency response plan and disaster management framework to respond effectively to incidents such as fires, explosions, cyberattacks, and other business disruptions.

The framework is designed to:

- Align emergency preparedness with industry best practices and global Business Continuity Management standards.
- Define clear governance structures, roles, and responsibilities.
- Coordinate response through designated controllers and specialised emergency response teams.
- Maintain business continuity and minimise operational disruption during emergencies.

Incident Management

All safety incidents and findings from health and safety assessments are managed through a structured response process that includes:

- Detailed documentation of the incident and recommended corrective actions.
- Formation of an investigation team to identify root causes.
- Implementation of corrective and preventive measures, including process improvements, additional training, and enhanced PPE requirements.
- Periodic monitoring to assess the effectiveness of corrective actions and drive continual improvement.

Strengthening Safety Awareness and Capabilities

JSL promotes the consultation and participation of workers through a three-tier EHS governance structure, **Behaviour-Based Safety (BBS)** programmes, safety committees, TBT, safety meetings, awareness campaigns, and contractor engagement forums. The Company's **Safety Training Centre (STC)**, with a seating capacity of 100, delivers structured induction, role-based, and audio-visual training programmes. Safety campaigns, rallies, and awareness drives are conducted regularly to reinforce safety behaviours across operations.

Training programmes cover critical areas including **HIRA**, **JSA**, **work at height safety**, **confined space entry**, **Lockout-Tagout (LOTO)**, **gas safety**, **molten metal safety**, **electrical safety**, **fire and emergency response**, **material handling safety**, **heavy equipment operation**, **driving safety**, and **BBS**. A cumulative total of over 1,500 man-hours of safety training was delivered, with each employee receiving an average of three man-hours of training.

Key Safety Training Programmes:



Conveyor Safety Training

Training on safe operation, inspection, maintenance and emergency response procedures related to conveyor systems.



Manual Material Handling

Training on ergonomic practices, safe lifting techniques, and injury prevention measures to reduce musculoskeletal risks.



Gas Safety Training

Training on safe handling, storage, transportation, leak detection, and emergency response for industrial gases, including LPG, PNG, oxygen, nitrogen, hydrogen, and acetylene.



Job Safety Analysis (JSA)

Structured assessment of task-specific hazards and development of safe work procedures before undertaking activities.



Molten Metal Safety

Specialised training covering safe handling of molten metal, splash prevention, PPE requirements, emergency preparedness, and safe operating practices in steelmaking operations.



Hazard Identification and Risk Assessment (HIRA)

Training to identify workplace hazards, assess risks, and implement appropriate control measures.

Reinforcing Safety Systems and Culture

Jindal Stainless continues to strengthen its safety culture through advanced technologies, robust management systems, employee capability building, and proactive risk management. The Company is committed to maintaining health and safety standards aligned with national and international requirements, while creating a workplace where every individual returns home safely. The Company has implemented multiple initiatives to reduce incidents, improve accountability, and enhance safety performance across operations.



Digital Safety Management System

The Safety Administration System (SAS) strengthens safety monitoring and enables online reporting of incidents, near misses, unsafe acts, and unsafe conditions. The platform supports tracking and closure of Corrective and Preventive Actions (CAPAs), real-time monitoring of safety observations, and improved visibility across departments.



Enhanced Safety KPIs

Safety Key Performance Indicators (KPIs) have been strengthened and cascaded across departments and contractor teams. Key parameters include near-miss reporting, safety observations, HIRA/JSA completion, training compliance, Permit-to-Work compliance, closure of safety actions, and contractor safety performance.



AI-Based Virtual Safety Monitoring

JSL is adopting digital and AI-enabled solutions to improve workplace safety. These solutions help detect unsafe behaviours and restricted area violations, generate real-time alerts, use CCTV-based analytics for risk identification, and provide digital dashboards for safety performance tracking.

JSL's commitment to workplace safety was recognised through the CII National Electrical Safety Competition 2025 Gold Award for its Hisar unit.

Occupational Health and Safety Performance	Category	FY26	FY25
Lost Time Injury Frequency Rate (LTIFR) (per one million person-hours worked)	Employees	0	0
	Workers	0.15	0
Total Recordable Work-Related Injuries	Employees	3	0
	Workers	11	10
No. of Fatalities	Employees	0	0
	Workers	1	0
High-Consequence Work-Related Injury or Ill Health (excluding fatalities)	Employees	0	0
	Workers	4	0

Behaviour-Based Safety

Behaviour-Based Safety (BBS) programmes encourage employees and contractors to identify, report, and address unsafe behaviours while reinforcing positive safety practices through participation and feedback.

During FY26, JSL continued to enhance its Safety Management System (SMS) through defined Standard Operating Procedures (SOPs) and Safe Work Procedures (SWPs). The SMS framework progressed to the 2S stage of the 5S methodology, supporting workplace organisation and continuous improvement.

Further, **Unsafe Act/Unsafe Condition (UA/UC)** monitoring and mitigation campaigns were implemented across operations. These campaigns are led by Department Heads and Assistant HODs, with Safety Presidents and Safety Captains driving implementation and periodic reviews with the Safety Department.

The **Surakhya Chakra** initiative was introduced to improve safety ownership, accountability, and awareness across teams. Monthly employee engagement programmes, safety skits, and safety drills were conducted to reinforce safe behaviours and strengthen employee participation. Awareness programmes covered areas such as work at height permits, gas safety measures, chemical disaster preparedness, road safety initiatives, and safety rallies.

Safety and 5S Excellence at Ferro Alloys

Creating a safer, cleaner, and more efficient workplace remains a key focus area for JSL. The Company continues to implement initiatives that combine environmental responsibility, safety improvements, and employee participation to strengthen operational excellence.

At its Ferro Alloys Division in Vishakhapatnam, Andhra Pradesh, JSL introduced focused interventions to reduce environmental impact and embed a stronger safety culture. A wheel washing system was installed to minimise chrome dust emissions from vehicle movement, improving environmental controls across operations.

Safety practices were strengthened through regular intra-departmental inspection audits and increased reporting of unsafe acts and unsafe

conditions under the Safety Observation System. These initiatives encourage greater employee involvement in identifying risks and implementing preventive measures.

The Ferro Alloys Division were divided into 15 sub-zones to drive structured adoption of the 5S methodology. A total of 901 workforce members were trained on 5S principles and practices, building awareness around workplace organisation, efficiency, and continuous improvement.

With sustained efforts and employee participation, the Ferro Alloys Division progressed to the 3S stage of the 5S methodology, demonstrating JSL's commitment to enhancing operational discipline, workplace safety, and long-term performance.



Six Years of Safety Excellence

Jindal Stainless has been honoured with the **British Safety Council's International Safety Award** in the Merit category for the **sixth consecutive year**, recognising its unwavering commitment to workplace safety across its manufacturing facilities in **Jajpur, Odisha**, and **Hisar, Haryana**.



This continued recognition reflects a deeply embedded safety culture that empowers employees to identify, mitigate, and prevent workplace risks, reinforcing JSL's commitment to safer workplaces.



Occupational Health Centres

JSL operates fully equipped **Occupational Health Centres (OHCs)** at its manufacturing facilities. These centres are staffed by qualified medical professionals and supported by ambulances, diagnostic facilities, and pharmacists.

Employees undergo regular health surveillance and medical examinations, including mandatory health checks for personnel operating heavy equipment such as cranes. First-aid boxes are available across all facilities, and employees receive periodic first-aid training to improve emergency preparedness.

Contractor Safety Management

JSL strengthens contractor safety through structured engagement, capability building, and robust safety controls. Regular one-on-one communication and safety counselling sessions are conducted with contractor teams to reinforce safe practices, address concerns, and improve risk awareness.

Contractor safety controls begin at the onboarding stage and are integrated into contractor qualification, procurement, and contractual requirements. Contractors are required to comply with applicable occupational health and safety requirements, including verification of legal and statutory documents, medical examinations and health checks, mandatory safety induction training, PPE compliance, and job-specific safety training.

Daily TBT, pre-job safety briefings, safety meetings, and shop-floor interactions provide continuous opportunities for dialogue and learning. BBS initiatives further encourage observation, feedback, and adoption of safe behaviours, while the Contractor Safety Awards and Recognition Programme acknowledges positive safety practices.

A new Patient Care Ward and dedicated ambulances were commissioned at Jajpur to strengthen on-site healthcare and emergency response.



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