

# Building a future-ready workforce






Our relentless pursuit of excellence prioritises developing and empowering our human capital. We have designed our strategic focus areas to enhance employee growth and contribute to our overarching business goals.

## UN SDGs impacted





### Focus areas

-  Talent acquisition and retention
-  Learning and development
-  Health, safety and well-being
-  Employee engagement
-  Diversity and inclusion

### Stakeholders impacted

-  Employees

### Material topics associated

- Health and safety
- Talent and capability development
- Labour relations and human rights

HUMAN CAPITAL

Talent acquisition and retention

At RAIN, we recognise the importance of acquiring and retaining top talent to ensure continued success. Our recruitment policies aim to attract the best candidates while promoting diversity and inclusion across all levels. The hiring process is globally standardised, ensuring that all job advertisements are gender-neutral.

**Global recruitment standards:** We follow international recruitment policies to ensure consistent and fair hiring practices across all locations.

**Gender-neutral recruitment:** Job advertisements and hiring practices are designed to be gender-neutral, ensuring equal opportunities for all candidates.

**Employee engagement and retention:** We recognise the importance of employee engagement and strive to create an inclusive work culture through leadership principles, transparent communication and career development opportunities.

Learning and development

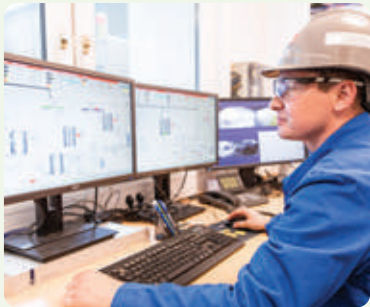
RAIN is committed to fostering a culture of continuous learning and growth, focusing on enhancing employee skills and leadership capabilities. We provide a range of development programmes tailored to meet evolving industry demands in technology, process improvements and sustainability. Our leadership development initiatives seek to cultivate talent from within, preparing employees for advanced roles and ensuring a pipeline of future leaders who understand our values and objectives. Leveraging digital platforms, we facilitate training and upskilling, particularly in technical and managerial areas, to equip our workforce with the tools needed to excel in their roles. The result is a highly skilled team capable of driving innovation and operational excellence.

At RAIN, we are committed to learning and development through comprehensive training initiatives that are accessible to all employees globally. Our International Training

& Development Policy ensures a standardised approach to employee training, crucial for enhancing technical and leadership skills.

Key focus areas

- Leadership development programmes
- Cybersecurity and digital skills training
- Regional and global leadership development for succession planning

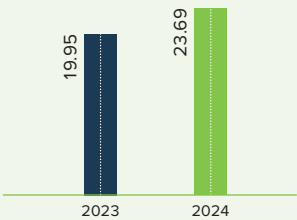


Employee training

Each employee at RAIN received, on average, 23.69 hours of training annually, an increase of 19% from the previous year. This training is tailored based on the outcomes of performance evaluations. In India, time spent on behavioural and

technical training was roughly equal, although technical training was prioritised, particularly in our manufacturing locations. Total wellness training hours — covering men’s health, women’s health, and other topics — reached 832, setting a RAIN record.

Training hours per employee





**Performance and career development reviews**

Our performance evaluation system is globally standardised and includes feedback sessions to identify development areas for each employee.

In 2024, 86% of employees participated in career development reviews, showcasing our commitment to individual growth.

**Leadership and technical skill enhancement**

We invest leadership and technical skills of our employees through customised programmes, mentorship and training. This approach equips our employees to drive innovation and contribute to our ongoing success.

**86%**

Employees participated in career development reviews



# HUMAN CAPITAL

## Health, safety and well-being

At RAIN, we prioritise the health and safety of our employees through a globally integrated Safety, Health and Environment (SHE) programme. This approach includes providing extensive occupational health and safety training, specifically focusing on identified hazards such as noise, welding and ergonomics.

### Safety, Health and Environment (SHE) initiatives

#### Key health and safety training initiatives

Training programme	Covered hazards	Training type
Hearing conservation / noise	Noise-related health risks	Instructor-led + CBT
Confined space entry	Confined space hazards	Instructor-led + CBT
Ergonomics for facility	Office and facility ergonomics	Instructor-led + CBT
Welding / Hexavalent chromium	Health risks from welding and chemicals	Instructor-led
Lockout / tagout awareness	Equipment-related safety	Instructor-led + CBT

We also place significant emphasis on mental health and work-life balance. In 2024, wellness programmes were expanded, including annual wellness exams in the US and incentives for participation in these programmes.

### Training for occupational health and safety

At RAIN, we undertake various training initiatives to address general and site-specific health and safety concerns. This broad approach ensures that we equip our employees with the knowledge and skills to identify and mitigate potential hazards.

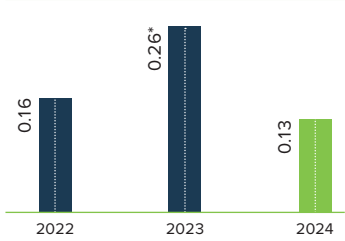
#### Mental health and work-life balance

At RAIN, we recognise the importance of mental health as part of our commitment to employee well-being. We promote a healthy work-life balance through various initiatives, including flexible work arrangements and mental health support programmes. Our **Safety First 2.0** initiative emphasises mental well-being and encourages a culture of openness around stress management.

#### Quest for Zero

Additionally, our **Life-saving Rules** and the **Quest for Zero** safety campaigns actively promote awareness of mental health and encourage employees to prioritise their well-being alongside physical safety.

#### Total recordable incident rate (TRIR)



\*As per OSHA guidelines for 2023 for our Carbon & Advanced Materials segments only. Starting with 2024, all three segments are now reported as per OSHA guidelines.

#### International safety standards and certifications

RAIN adheres to international safety standards to ensure that our health and safety practices align with global best practices. Key certifications include:

- ISO 45001 (at our sites in Germany, Belgium, Canada and India)
- US OSHA 29 CFR compliance at all RAIN sites

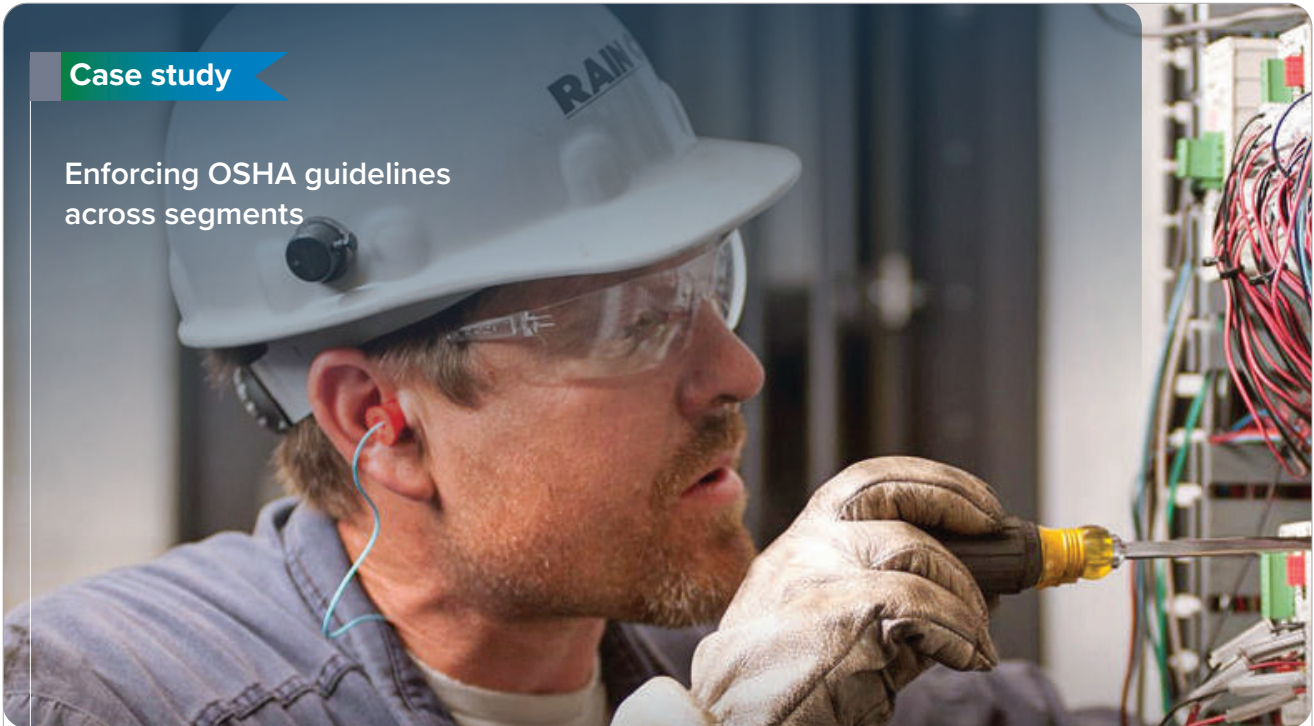
These certifications validate our commitment to maintaining a safe and healthy working environment for all our employees, no matter their location.

#### Gold medal for RAIN's in-house safety innovation practices

In 2024, RAIN's Carbon Segment plant in Visakhapatnam, India, developed an emergency spray system to enhance safety during CPC (Calcined Petroleum Coke) transportation. The system automatically activates when the CPC temperature exceeds 165°C, preventing overheating risks. This innovation, powered by a dedicated pump for reliability, won the Gold Award in RAIN's internal safety competition, reinforcing our commitment to workplace safety and operational excellence.

## Case study

### Enforcing OSHA guidelines across segments



#### Objective

In 2024, we set out to enhance safety reporting across all global operations by adopting a unified safety standard based on the Occupational Safety and Health Administration (OSHA) guidelines. This reporting was key to improving safety data monitoring and ensuring consistency in safety practices across all business segments.

#### Initiatives undertaken

##### Training and implementation

We extended OSHA safety guideline training to the Cement segment, aligning it with the Carbon and Advanced Materials segments, which had already been following OSHA guidelines.

##### Standardisation of reporting

With this training, we ensured all segments could report safety data uniformly, providing consistent and comparable safety statistics across sites worldwide.

##### Global safety comparison

This standardisation now allows us to compare safety performance at an individual site, segment and country level and as across the entire organisation.

#### Outcome

##### Enhanced safety monitoring

By adopting a common safety reporting method, we can now quickly identify safety trends, share best practices and address areas needing improvement more efficiently.

##### Improved safety metrics

We achieved our first-ever Group-wide **Total Recordable Incident Rate (TRIR) of 0.13 for 2024**, marking a significant step in improving global safety performance.

##### Stronger safety culture

Consistently using OSHA guidelines across all segments has further strengthened our safety culture and commitment to providing a safer work environment globally.



# HUMAN CAPITAL

## Employee engagement

We are dedicated to fostering a work environment that values and supports our team, ensuring they feel appreciated, motivated and fulfilled. Here we explore our initiatives to enhance employee engagement and satisfaction, creating a positive and productive workplace.

Our approach to employee engagement focuses on creating a work environment where employees feel valued and motivated. We achieve this objective through clear communication, regular feedback and continuous leadership development programmes.

### Employee satisfaction survey

We conduct annual employee satisfaction surveys and use the feedback to drive improvements.

We also use a performance-driven approach to ensure employees align with our goals. Our digitised performance review system, which includes career development reviews, plays a key role in identifying employees for succession planning and providing them with growth opportunities.

### Open and transparent communication

At RAIN, transparency is key to fostering trust and engagement. We ensure that employees receive regular performance feedback and we provide clear goals to guide their efforts. This approach encourages accountability and alignment with our Company's objectives.

### Performance feedback

Regular updates to employees on their progress and contributions.

### Clear goals setting

Defined objectives help employees stay focused and motivated.



### Leader-employee engagement

Our leadership team ensures that supervisors support their teams in achieving personal and our Company's goals, helping to maintain a motivated and high-performing workforce.

**34.9%**  
of total employees covered by workers representative

### Comprehensive employee benefits

We are committed to providing a comprehensive range of employee benefits that support the well-being

and financial security of our workforce. Our offerings include life insurance, healthcare, parental leave, retirement provisions and disability coverage, ensuring our employees feel valued and supported at every stage of their careers.

**99%**  
Employees covered under healthcare benefits in 2024

For a detailed breakdown of our employee benefits and diversity metrics, please refer to the

 GRI table on **page 470**.

## Diversity and inclusion

At RAIN, we are committed to fostering a diverse and inclusive workplace where all individuals, regardless of their background, are valued, respected and provided with equal opportunities. We believe that diversity and inclusion enrich our organisation, driving innovation, collaboration and sustainable growth.

### Our commitment to equal rights

We believe in equal employment opportunities and work to eliminate discrimination. Our Code of Business Conduct & Ethics outlines our commitment to diversity, including anti-harassment policies and equal rights in all employment processes. We have implemented a global reporting channel for employees to report any ethical violations directly to our ethics committee, ensuring transparency and accountability.

### Equal employment opportunities

All employees have equal access to opportunities regardless of gender, race, or background.

### Anti-harassment policies

We maintain a strict policy against harassment in any form.

### Training and awareness

We place a keen emphasis on ensuring that all employees are aware of our diversity and inclusion policies through training and continuous development. Our global HR team oversees training on our Company's business conduct rules, while local HR teams ensure specific, country-level training, such as anti-harassment sessions. Regular workshops and awareness campaigns also help reinforce our commitment to a respectful and inclusive workplace.

### Global policy training

Employees undertake comprehensive training on the Code of Business Conduct & Ethics.

### Local training programmes

Our Company provides tailored sessions to address country-specific diversity and inclusion needs.

### Recruitment and equal opportunity

Our recruitment and hiring process reflects our commitment to diversity. We ensure that all job advertisements are gender-neutral and our hiring process evaluates candidates based on skills, experience and qualifications rather than background. Our International Recruiting Policy sets a high global standard, ensuring consistency across all regions.

### Gender-neutral job advertisements

Job advertisements are crafted to be inclusive and unbiased.

### Fair evaluation process

An interview evaluation summary form ensures the recruitment of the most qualified candidate.

## D&I metrics

Employee headcount (Permanent + Temporary)	2024
Total employees	2,394
Male employees	2,162
Female employees	232

For detailed insights into our diversity and inclusion metrics, including employee demographics by gender, employment type and geography, please refer to the Employee Data Table in our GRI disclosures.

 Refer from **Page 467 to 469**

