



RAIN continues to be an innovative and rewarding place to work. We value and care for our people, offering opportunities for consistent growth and development. Our approach to employee well-being is firmly rooted in our core values and aligned with our broader organisational model, business strategy, and priorities.

Focus areas

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

2025 highlights

85%
Employee retention rate

0.11
TRIR

Stakeholders impacted

Employees

Material topics associated

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

Human capital

Talent acquisition and retention

We prioritise attracting, hiring and retaining skilled talent for building a future-ready, competent workforce. Our inclusive and capability-aligned hiring practices are strengthened through the recent digitalisation of our Human Resources (HR) practices that effectively improves efficiency and strengthens our retention strategies.

Recruitment and retention process snapshot

 <p>Identification of critical roles</p>	<ul style="list-style-type: none"> • Critical positions identified through structured workforce planning, capability assessment and business growth requirements • Role expectations, core responsibilities and required technical and behavioural competencies are clearly defined
 <p>Candidate sourcing</p>	<ul style="list-style-type: none"> • Talented applicants sourced through targeted outreach aligned with skill requirements • Focus on ensuring a diverse, inclusive and balanced applicant pool for all key positions • Early-stage screening ensures alignment with core competencies and organisational values
 <p>Screening and evaluation</p>	<ul style="list-style-type: none"> • Standardised evaluation criteria applied to ensure fair, merit-based and gender-neutral shortlisting • Leadership involvement incorporated for high-impact and technical roles to strengthen evaluation depth and decision quality
 <p>Structured onboarding and integration</p>	<ul style="list-style-type: none"> • Initial training and support pathways established to accelerate early-stage performance • Engagement touchpoints designed to strengthen new hire integration and improve long-term retention
 <p>Employee retention</p>	<ul style="list-style-type: none"> • Structured communication channels for transparent engagement • Career development pathways to drive long-term retention • Leadership interactions and recognition programmes strengthening sense of belonging

Diversity and inclusion

We are committed to cultivating a workplace where every individual is provided with equal opportunities. Our diversity and inclusion approach is rooted in fairness, accountability and continuous learning, ensuring that our teams thrive in an environment free from bias and discrimination.

Our D&I framework

Commitment to equal rights

We maintain fairness and equality across all employment practices, ensuring that employees experience a respectful, transparent and ethical work environment.

Our initiatives

- Uphold the Code of Business Conduct & Ethics, which outlines equal rights, anti-discrimination and anti-harassment commitments
- Maintain a global reporting channel for employees to raise ethical concerns confidentially and without fear of retaliation
- Ensure that equal access to roles, responsibilities and development opportunities is provided at every level

Training and awareness

We promote inclusive behaviour through comprehensive training programmes and regular awareness-building initiatives, delivered both globally and locally.

Our initiatives

- Provide organisation-wide training on business conduct rules and ethical practices
- Conduct localised sessions, including anti-harassment, respectful workplace and country-specific compliance learning
- Run awareness campaigns to reinforce diversity, inclusion and behavioural expectations

Recruitment and equal opportunity

Our hiring processes reflect our commitment to fair evaluation and equal consideration, ensuring that all candidates receive unbiased and merit-based opportunities.

Our initiatives

- Craft gender-neutral job advertisements to ensure inclusivity in candidate outreach
- Follow a globally standardised recruitment process under the International Recruiting Policy
- Use objective shortlisting and evaluation criteria to ensure selection based solely on skills, qualifications and role alignment

Employee headcount (Permanent + Temporary)	2025
Total employees	2,300
Male employees	2,079
Female employees	221

Inclusive policies and practices

We foster a work culture that values, respects and supports every employee. As an equal opportunity employer, we offer our personnel fair access to opportunities, irrespective of gender, race or background, promoting an environment where differences are celebrated. Furthermore, we maintain a zero-tolerance stance on harassment, ensuring a safe working environment.

Employee engagement, learning and development

We focus on creating an environment where people feel informed, involved, and motivated to contribute, supported by open communication, regular cross-level dialogue and digital HR modernisation that simplifies processes and enhances the employee experience. Together, these efforts help employees share ideas, raise concerns and stay aligned with evolving business priorities. Our learning and development initiatives facilitate continuous growth, leadership development and technical excellence. Anchored in a comprehensive talent philosophy, our approach spans revised leadership training and succession planning, alongside targeted platforms and pathways designed to help our teams stay abreast of emerging technologies and industry developments.



Our focus areas

Transparent communication

We reinforce openness and full alignment on expectations through regular communication channels that enable better understanding and performance outcomes.

Leadership development

We strengthen our succession pipeline by nurturing talent for leadership roles, all while equipping future leaders with the requisite skills and values to drive our long-term objectives.

Digital and cybersecurity skill enhancement

By leveraging modern digital learning platforms, we enhance workforce readiness through continuous upskilling in cybersecurity training, cloud upgrades and infrastructure modernisation alongside other emerging technologies, process improvements and digital-first capabilities.

Global learning enablement

In accordance with our International Training and Development Policy, we have enhanced SAP SuccessFactors learning that enables streamlined access to training, structured learning pathways and improved tracking of employee development.

Our initiatives

Culture of a dialogue-led organisation

We strengthen everyday communication through scheduled performance discussions, routine progress updates and manager-led check-ins. These interactions ensure that employees receive timely feedback, understand expectations clearly and stay aligned with evolving organisational priorities. In addition, we have a strong feedback mechanism in place that allows the employees to share their perspectives and concerns.

Performance and career development reviews

Our standardised performance evaluation process includes regular feedback discussions to help employees identify development areas and plan their growth. In line with our commitment to continuous improvement, we have refined our performance review system. In addition, we have introduced a new competency model, for certain sites, that clearly defines the skills, behaviours, and expectations required for success. Together, these reviews promote consistent evaluation and strengthen individual capabilities.

Employee training

We provide structured learning programmes to the developmental needs of employees across roles and regions. Training focuses on both behavioural and technical skills, with a strong emphasis on capability-building in manufacturing locations. Our wellness sessions further support holistic employee development.

Leadership and technical skill enhancement

We invest in building leadership and technical excellence through customised interventions such as mentoring, structured learning pathways and targeted capability-building programmes. These efforts are realised by our updated leadership development programmes, which were developed over the course of the year in review and will be rolled out by 2026. All of these empower our employees to contribute meaningfully to organisational success.

Succession planning

We have implemented a structured senior management succession planning framework to ensure leadership continuity. The initiative focuses on identifying and developing talent for critical leadership roles in alignment with our commitment toward being future-ready.

Key metrics

29%

Employees covered by collective bargaining agreements

82%

Employees covered under healthcare benefits

79%

Employee participation in career development review

68,900+

Employee training hours in CY 2025 with 29.97 average training hours per employee

Health, safety and well-being

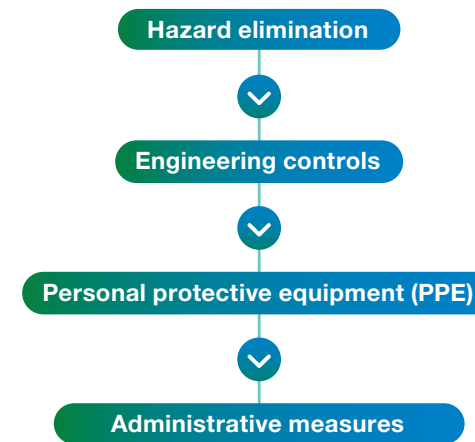


Procedures we follow

Our Safety, Health and Environment framework embeds rigorous standards, targeted training and continuous risk mitigation practices across all operational locations. Our approach emphasises proactive hazard identification, strong governance processes and holistic initiatives that support both physical and mental health, aligned with our Quest for Zero Harm.

- Hazard identification and risk assessment using structured tools such as job safety analysis (JSA), hazard identification and risk assessment (HIRA), pre-job safety reviews and permit-to-work systems, particularly for high-risk tasks and discipline-specific safety instructions (noise, confined spaces, welding and equipment handling)
- Statutory and regulatory compliance monitored through a customised SAP-based alert system, enabling timely escalation and corrective action
- Reinforcement of safe behaviours through recognition or investigation supported by an incentive mechanism linked to safety performance
- Site-specific emergency response, emergency preparedness, incident investigation and reporting systems supported by regular drills, site-inspections and leadership safety walkthroughs
- Use of multiple hazard-reporting mechanisms, including near-miss reporting, safety suggestion boxes and dynamic risk assessment systems, to proactively capture unsafe acts and conditions
- Regular workplace inspections conducted on a daily, weekly and monthly basis to monitor compliance and identify potential hazards
- Wellness-oriented awareness programmes

Hazard control hierarchy



Learning curve

Near-miss reporting serves as a key input to identify potential risks before incidents occur. Each near miss is examined through root cause analysis, enabling a deeper understanding of underlying issues.

Actionable insights

- Documented
- Monitored for effectiveness
- Communicated across sites

Quest for Zero Harm

Alongside our systemic procedures, we also undertake several other measures, such as workplace inspections, employee consultations, incident investigations, emergency drills, contractor evaluations and legal compliance checks. These processes collectively strengthen our hazard identification process and ensure that we do not compromise on safety for commercial interests. Our efforts are well-aligned with our Quest for Zero Harm.



Human capital

Safety training initiatives

Training programme

- Global Life-Saving Rules programme
- Formal employee training on hazard reporting
- Pre-job safety analyses

Hazards covered

- Routine and non-routine operational risks
- Construction, start-ups and shutdowns
- Welding fumes, chemical exposure and noise-related risks

Training format

- Internal and external safety audits
- Safety meetings
- Campaigns

Major health initiatives

Preventing hearing loss by minimising noise

Focus

Safeguarding employees from noise-related health impacts.

Approach

- Awareness and practical guidance on hearing protection
- Training delivered through instructor-led sessions
- Reinforcement of safe practices for teams working in high-noise environments

Ensuring safety from welding and chemical exposure

Focus

Reducing health risks arising from welding fumes and hexavalent chromium.

Approach

- Hazard-specific instruction covering chemical and welding-related exposures
- Instructor-led sessions tailored to operational contexts
- Emphasis on preventing long-term health effects and ensuring safe handling

Mental health and work-life balance

Focus

Supporting psychological wellness and work-life balance.

Approach

- Flexible work arrangements promoting balanced workloads
- Mental health support and awareness programmes
- Safety First 2.0 encouraging open conversation around stress and emotional health
- Organisation-wide Quest for Zero campaigns
- Life-saving rules promoting safety practices
- Well-being ensured by work-life balance, corporate benefits and development pathways

International safety standards and certifications

- ISO 45001* (at our sites in Germany, Belgium, Canada and India)
- Compliance with US OSHA 29 CFR standards across all our sites

(*Guided by recommendations from National Safety Council, British Safety Council and third-party auditors.)

Total recordable incident rate (%)	
2025	0.11
2024	0.13
2023	0.26 [^]



Strengthening Safety Systems and Culture in our Cement segment

We continue to focus on strengthening the effectiveness of existing safety systems and procedures, ensuring they remain robust, relevant, and consistently applied across operations.

To drive a continuous improvement and reinforce a strong safety culture, we are introducing

- Behaviour-based safety
- Safety leadership
- Quality circle programmes

Work-related hazards are identified and risks are assessed for routine and non-routine activities. This is done through a structured approach that includes:

- Leadership walkthroughs
- Site audits
- Near-miss reporting



Policy and workplace commitment

All actions at our Cement plants are implemented in line with our Safety Policy, supported by detailed guidelines and directives adopted across the organisation.

- Implementation of Life-Saving Rules initiatives
- Safety improvement plans aimed at incident-free performance
- Provision of medical facilities and health insurance for all employees

- Strict compliance with legal and regulatory requirements
- Safety accountability extends beyond our operations, across our value chain. In RAIN's Cement segment, environmental, social and safety clauses are incorporated into contracts with critical suppliers, lessons learned from incidents are shared across the value chain, and the hierarchy of controls is applied to mitigate identified risks.

Case study

[^]As per OSHA guidelines for 2023 for our Carbon and Advanced Materials segments only. Starting with 2024, all three segments are now reported as per OSHA guidelines.