

DPL *Pulse* in action

PEOPLE

Our team is our most valuable asset and critical to our success. The employee value proposition is vital to the Social aspirations of our ESG roadmap, as we strive to create an environment in which employees can thrive.



DPL Pulse in Action

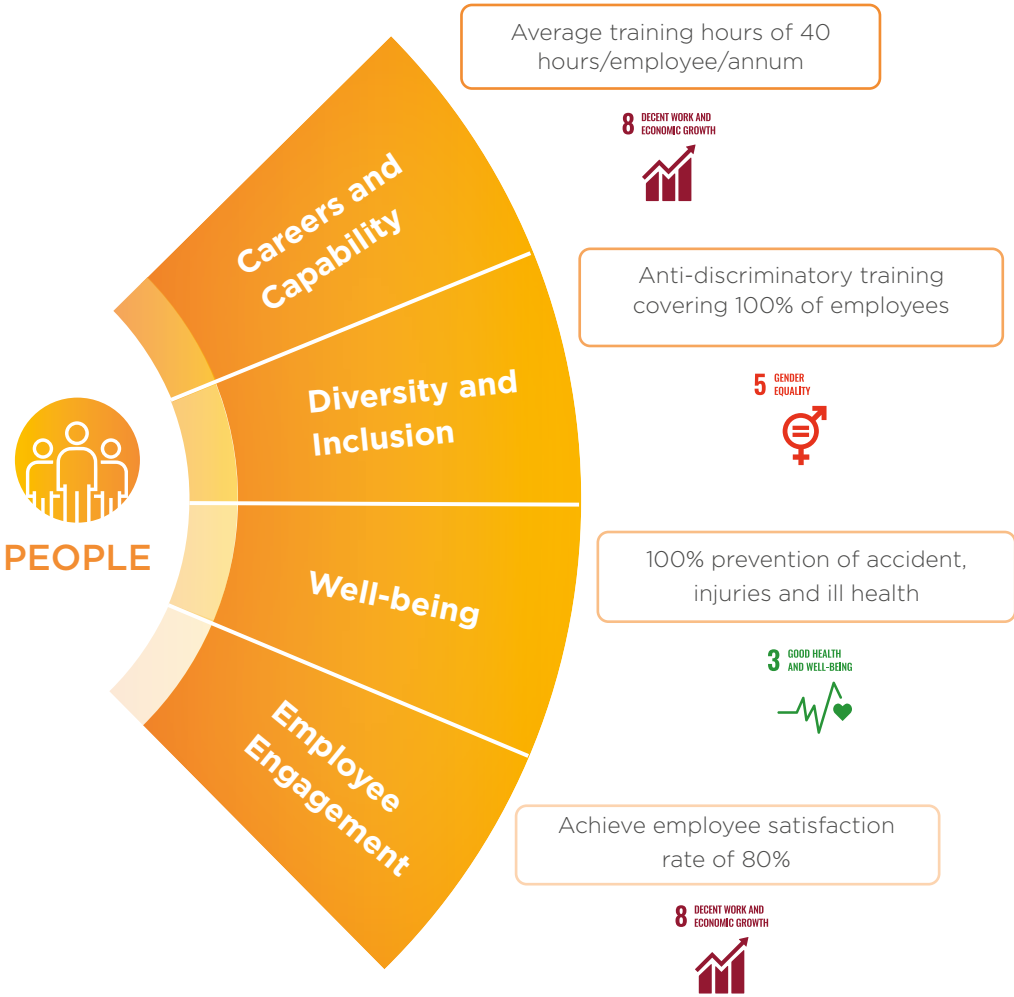
PEOPLE

DPL’s team of over 2250 employees, engaged in both local and overseas operations drive the Group’s strategic agenda, powering our growth, innovation and sustainability. We are committed to creating a conducive, safe and challenging environment in which our employees can thrive, encouraging them to reach their full potential. This section sets out DPL’s people related strategies, targets and plans for achieving the same.

Inspiring passion and action for a greener, more equitable world




Careers and Capability	Diversity and Inclusion	Well-being	Employee Engagement
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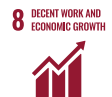
Careers and Capability

Targets, actions and KPIs

Policy	Aspiration	Target for 2030	Actions	Baseline Performance (2020/21)	Annual KPI
Employment policies 	Provide opportunities for continuous learning	Average training hours of 40 hours per employee per annum	<ul style="list-style-type: none"> Formulate personal development plans for all identified successors in the Group Development and full implementation of a training plan Fully/partially sponsor higher education requirements of selected staff categories 	9 hours per Employee per annum	Average 4 hours of training increase annually
	Provide opportunities for continuous learning	Cover 95% of training average ratio for Junior Executive and above employees	<ul style="list-style-type: none"> 100% execution of yearly and long term training plan Use modern methods to execute training events 	To be determined	Average 0.5% increase annually
	Create a performance-driven conducive work culture	100% performance evaluation process across the group including all local & foreign locations	<ul style="list-style-type: none"> Implement online performance evaluation for all foreign locations Ensure 100% employee coverage of annual performance management cycle within agreed timeline 	100% at local operations	30% per annum increment in the coverage of overseas employees
	Build talent pipelines and succession plans	100% implementation of talent management and succession planning system for all positions at the senior manager level and above	<ul style="list-style-type: none"> Implement systematic and objective approach to succession planning through the Talent Management and Succession Planning Module at Oracle HCM Cloud Formulation of individual development plans for selected successors 	-	Succession plans to be formulated for 30% of senior manager level and above positions

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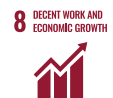
Policy	Aspiration	Target for 2030	Actions	Baseline Performance (2020/21)	Annual KPI
	Leadership and supervisory development plan	10,000 man hours of leadership and supervisory development programs	<ul style="list-style-type: none"> • Conducting supervisory and executive development plans • Implementation of a coaching roadmap • Conducting sales leadership programmes • Launch of mentoring programmes for selected high-performers 	2,339 man -hours	Annual increment of 1100 man hours
<i>Relevant SDG and Target</i>	<i>Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour intensive sectors</i>				



Diversity and Inclusion


Targets, actions and KPIs

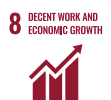
Policy	Aspiration	Target for 2030	Actions	Baseline Performance (2020/21)	Annual KPI
	Build an inclusive and equitable organisational culture	Anti-discriminatory training covering 100% of employees	<ul style="list-style-type: none"> • Engage support from Hayleys Group HR and independent third-parties in rolling out anti-discriminatory training • Launch mentoring programmes targeting females 	To be determined	Gradual increase in coverage of employees receiving anti-discriminatory training
<i>Relevant SDG and Target</i>	<i>Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</i>				
	<i>Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</i>				



Well-being

Targets, actions and KPIs


Policy	Aspiration	Target for 2030	Actions	Baseline Performance (2020/21)	Annual KPI
Health and Safety Policy 	Ensure the health, safety and well-being of all employees	LTIFR= 0, TIFR= 0 DSCI= 100%	<ul style="list-style-type: none"> Standardize and ensure complete reporting of accident related data covering 100% of operations Achieve ISO 45001:2018 Occupational Safety and Health Management System certification for the entire DPL Group 	LTIFR below 0.3. TIFR level below 6.5 DSCI above 70%	Annual improvement in safety to reach 2030 target
		100% alignment with safe chemical management practices within the group operations	<ul style="list-style-type: none"> Improve knowledge and implement best practices related to safe chemical management in all facilities Obtain third party certifications on best chemical management practices Extend chemical management best practices across the Group 	-	15% alignment with safe chemical management practices
	Support mental well-being of all employees	100% coverage of employees in access to mental well-being services	<ul style="list-style-type: none"> Provide access to counselling services Engage independent resource persons in addressing suicide and drug abuse among employees Provide access to Yoga and other well-being activities 	To be determined	Gradual increase in coverage of employees
Relevant SDG and Target	Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment				



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Employee Engagement

Targets, actions and KPIs

Policy	Aspiration	Target for 2030	Actions	Baseline Performance (2020/21)	Annual KPI
Employment Policies 	Developing a diverse and engaged team	Attrition rate of 9.5%	<ul style="list-style-type: none"> Initiate monitoring of new recruit attrition Strengthen employee engagement mechanisms to facilitate more effective two-way communication & set targets and strategies accordingly 	26%	2% reduction in annual attrition rate
	Nurture an engaged organisational culture in which employees can thrive	Achieve employee satisfaction rate of at least 80% among all employees	<ul style="list-style-type: none"> Roll-out holistic employee satisfaction survey covering all employees Improve the employee engagement activities based on the outcome of GPTW survey on employee engagement 	72% satisfaction rate	2% increment in satisfaction rate
	Improve employee engagement in productivity improvement	Engaging employees in productivity improvement process by involving 60 % out of permanent employees	<ul style="list-style-type: none"> 75% Junior Executive & above employees will be involved in TPM projects 100% supervisory grade employees to complete yellow belt training 60% manual employees will undergo lean white belt programme and get the Kaizen improvement 	-	2.5% increase annually
	Enhance staff involvement in engagement activities	Execute 85% of employee engagement activities from the annual plan & 90% of staff involvement	<ul style="list-style-type: none"> Execute employee engagement activities according to the event budget and maximize participation for such events 	-	Progressive increment in the engagement activities and the staff involvement