

CENTRE STAGE
8045



Project: Jaisalmer Gyaan Center
Artist: Kshetrimayum Johnson Singh
Location: Jaisalmer
Year: 2023



ESG STRATEGY

- 136 Customer celebrations
- 152 Community ownership
- 158 Water stewardship
- 162 Energising, Equitable and Inclusive Workplace
- 176 Safe workplace

UN SDGs

Stakeholders impacted

- Customers
- Employees
- Government and regulatory bodies
- Communities
- Investors
- Vendors

Key material topics

- Water Management
- Occupational Health, Safety and Wellbeing
- Talent Management
- Employee Engagement and Wellbeing
- Community Engagement
- Customer Delight
- Human Rights – Value Chain
- Counterfeit Products
- Sustainable Product and Service Offerings
- Consumer Health and Safety



SYNERGISING RELATIONSHIPS



Project: St+art Care 1st Edition
Artist: Nikunj Prajapati (aka Do)
Location: Noida
Year: 2022

MORNING RAYS
9424

SYNERGISING RELATIONSHIPS

CUSTOMER CELEBRATIONS

To celebrate our customers is to celebrate the trust they place in us to colour their most personal spaces. Our journey is no longer just about the paint on the shelf, but about the seamless experience that begins the moment a customer envisions a change.

MANAGEMENT APPROACH

At Asian Paints, our approach to customer engagement is guided by our purpose to beautify, preserve and transform spaces and objects. As customer expectations evolve, we are strengthening brand visibility, driving differentiated innovation and expanding service-led solutions to deliver more seamless experiences. While we continue to build on the trust earned over more than eight decades, we are equally embracing the enthusiasm and aspirations of a new generation of customers. We are also tailoring our approach to regional markets to align with diverse consumer preferences. In parallel, we are strengthening our presence across B2B segments through integrated solutions, while expanding immersive retail and experiential formats.



	Target 2030	Performance 2025-26
Net Promoter Score (NPS)	70	73.6
St+art /community sites	1,000	700

Customer Policy

[Click here to access Policy](#)

CUSTOMER TOUCHPOINTS

We drive home transformations in a unique manner. As customers look for immersive experiences and clarity on designs, we have built physical as well as digital touchpoints for our valued customers. It not only enables them to confidently choose products and services but also customise them to their liking and seamlessly bring ideas to life.

Physical

Our expansive retail footprint continues to strengthen with the launch of three new stores this year - *Mumbai, Jaipur, and Hyderabad*-bringing our total to 74 Beautiful Homes Stores across the country. This growth reinforces our position as a trusted destination for Homeowners, Contractors, Architects and Interior Designers.

As part of our omnichannel home décor strategy, these stores bring together a wide spectrum of curated interior solutions within immersive retail experience. The Beautiful

Homes format brings together a comprehensive range of premium home décor and interior solutions, including kitchens, baths, doors, windows, furniture, furnishings, wallcoverings and lighting. Each store is designed as an experiential space where customers can explore materials, finishes and textures in thoughtfully styled settings.

It also provides the opportunity to reimagine existing spaces through digital solutions, under the guidance of expert design consultants.

By seamlessly integrating design expertise, in-house systems and digital consultations, Beautiful Homes stores are redefining how homeowners engage with interior solutions

74
Beautiful Homes Stores across the country



SYNERGISING RELATIONSHIPS



Launch of a Beautiful Homes Signature store Invogue, Mumbai

We unveiled a new luxury destination in the heart of Bandra, Mumbai. Spanning 16,000 sq. ft. across three floors, the store offers a curated selection of 1,600+ SKUs, providing an immersive retail experience for premium home décor and end-to-end solutions for luxury living.

The store brings together bespoke modular kitchens by Sleek, premium bath fittings, Sabyasachi furnishings by Nilaya, White Teak lighting, and home automation solutions within a single premium retail format. Bringing together colour, design and material expertise, the store combines Indian design sensibilities with global refinement. Its emphasis on Italian craftsmanship is reflected in offerings such as Cesar kitchens and bath fittings from Globo, Azzurra, NewForm and Bath Sense.



Nilaya Anthology

As a living celebration of craft, culture and design, Nilaya Anthology store continued to be a place where Indian designers find their grandest stage. Nestled in Lower Parel, Mumbai, this 100,000+ sq. ft. destination brings together 150+ extraordinary makers: weavers, architects, collectors and global icons. It integrates global and Indian design perspectives under the same roof. It is a place to discover spaces, experience events, savour stories and witness beauty in the making.

Crafting immersive customer journeys

To bridge the gap between inspiration and execution, we strengthened in-store experiences through the expansion of our Colourideas and Colour Cube formats, with over 500 stores added during the year, enabling greater accessibility and a more structured colour selection journey.



Colourideas stores

Function as comprehensive décor hubs, offering a wide range of paints, textures and finishes supported by guided consultations. The format enables customers to explore curated colour palettes and coordinated solutions across categories, helping translate design intent into well-defined outcomes.



Colour Cube stores

Complement this network through a more accessible, neighbourhood-driven format focused on ease and speed of selection. Designed to simplify decision-making, these stores provide customers with intuitive tools to compare shades, understand applications and make confident product choices.

ColourNext Lab

We also launched the ColourNext Lab, a platform focused on material research and experimentation, enhancing how colour and surface intelligence inform design and customer decision-making.



Serves as a research-led platform focused on material exploration and innovation, extending the understanding of colour beyond conventional applications. By introducing experimental finishes and evolving material systems, it enables architects and designers to engage with new possibilities and make more informed design decisions.

Colour Infinity

Designed for architects, designers and homeowners, Colour Infinity is our most expansive colour fan deck, featuring 3,000+ curated shades arranged along the natural progression of the colour wheel. This structured approach enables users to visualise tonal variations, build cohesive palettes and explore contrast with greater clarity—supporting more precise and confident design decisions.



Colour Pulse

The right colours can transform a project and bring spaces to life. Colour Pulse is designed to guide contractors with ready colour combinations ranging from soft, gentle blends to bright and bold options, making it simple to find the perfect look for every space. Each colour harmony is thoughtfully crafted to save time and cut down on the guesswork around combinations.

SYNERGISING RELATIONSHIPS

Chromacosm: Setting new benchmarks in design innovation

Asian Paints strengthened its design capabilities through Chromacosm, the world's largest architectural colour system, offering over 5,300 shades in a structured palette. Designed for architects, designers and homeowners, it enables seamless visualisation across tonal variations, supporting more precise and consistent design outcomes. The initiative has been recognised across leading industry platforms, winning multiple awards that underscore its impact in design innovation and communication:

- Gold at the PR & Communication Aces Awards 2025
- Silver at the E4M Indian PR & Corporate Communications Awards (IPRCCA)
- Bronze at the IMAGEXX 2025 Awards

Digital

We continue to strengthen our position as a preferred destination for home transformation solutions by enhancing digital touchpoints that simplify and personalise the customer journey. It also integrates advanced technology to make the process seamless for every customer.

Customer engagement platform

We enhanced product information on our website across key categories including pricing, warranty and product application enabling customers to make more informed decisions while improving transparency and simplifying evaluation.

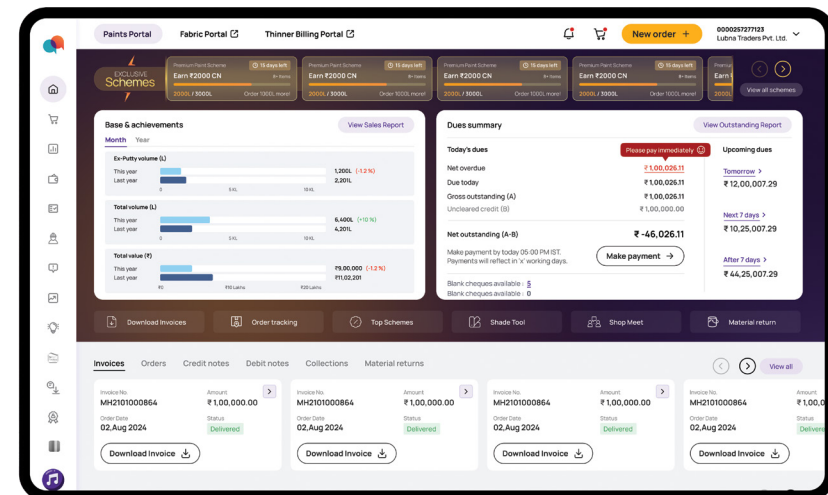
[KNOW MORE](#)



Platform for architects and interior designers

We expanded our digital ecosystem through a dedicated platform for architects and interior designers, offering curated products, solutions and specialised resources. This has enhanced engagement with professional stakeholders and supported more efficient project planning and collaboration.

[KNOW MORE](#)



MyAwaaz Next-Gen portal

Rolled out the latest version of the MyAwaaz dealer platform, integrating operational, financial and business insights into a single system for real-time visibility across orders, payments and performance.

It strengthens dealer self-service and control, enabling faster decision-making, supported by features such as intuitive ordering, real-time visibility, order tracking, payment dashboards and AI-enabled product assistance.



WIDENING THE NET IN B2B

From highways and metro corridors to factories, industrial parks and urban infrastructure, India's economic landscape is changing at an unprecedented pace.

At Asian Paints, our growing B2B ecosystem positions us at the centre of this transformation. Moving beyond traditional retail markets, we are deepening our participation in high-value industrial and institutional infrastructure.

ACCELERATING THROUGH MULTIPLE GROWTH ENGINES

We have expanded our B2B engagement significantly beyond conventional builder and housing society markets into a broader set of project environment. Our presence now spans government-led infrastructure, industrial facilities, factories, hospitality and other large-scale developments, where we align our products, services and technical expertise to deliver integrated solutions.

Aligned with India's aspiration for a Viksit Bharat, this expanding B2B ecosystem is helping us participate more meaningfully in the country's development priorities. Through this approach, we are strengthening our strategic presence while supporting sustainable and high-quality growth.

AP ASSURE

AP Assure is an industry-first B2B platform that brings together end-to-end solutions across construction chemicals and coatings. Backed by 80+ years of expertise in technology-led surface solutions, it integrates product systems, technical resources and tailored solutions for institutional stakeholders.

The platform delivers system-based solutions spanning coatings, waterproofing, flooring, repair and admixtures, supported by a data-driven and customised approach that enables more effective discovery, collaboration and decision-making across B2B segments.

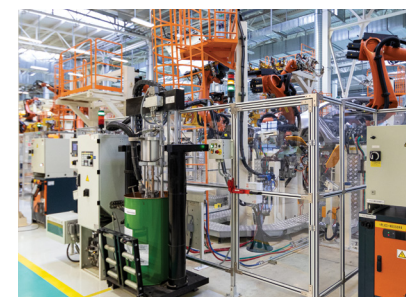


JUGGERNAUT

Our 'Juggernaut' initiative embodies the strength of 'One AP', integrating decorative and industrial interfaces to deliver one solution to the customers, offering a seamless and holistic experience.



OUR B2B ECOSYSTEM



Factories



Hospitality



Government



MASSIVE UP SURGE ON BRAND BUILDING

For over eight decades, Asian Paints has built more than a brand, it has earned a place in the lives and homes of millions of consumers. By consistently strengthening brand equity and expanding its reach, the Company has evolved from being a product on the shelf to a trusted household name.



1.4 Billion Hearts. One India Wala Blue.

From the walls of our homes to the roar of the stands, our Women in Blue have painted the nation with pride.



Ab Har Ghar Jeetega

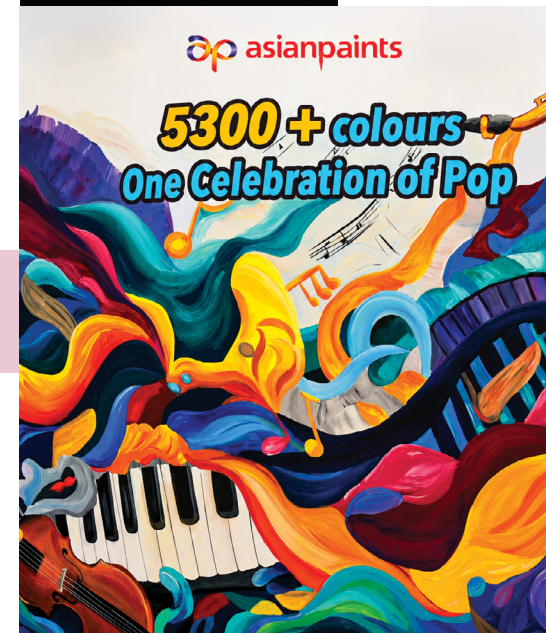
Building on this association, we introduced a series of cricket-led initiatives that deepened fan engagement and amplified key brand propositions. These included ColourCam and Colour Countdown, the Rang De India anthem, and Meri Wali Blue and Har Ghar Blue, which together connected colour with emotion, fandom and national pride across cricketing moments. In parallel, activations such as the Asia Cup Countdown and the Damp Proof pitch-cover integration at Old Trafford helped amplify our warranty and waterproofing propositions in a high-recall cricket context.



Our brand-building efforts were further reinforced through high-impact media properties such as Kaun Banega Crorepati and Bigg Boss, which strengthened household visibility, while collaborations such as Spotify I-POP helped us engage Gen Z and Gen Alpha through more relatable and culturally relevant formats. Occasional initiatives such as The Colours of India campaign also extended our reach by bringing colour-led storytelling into a nationally resonant moment.

Together, these initiatives strengthened recall, expanded visibility and reinforced our position as a culturally resonant and innovation-led brand.

During the year, we strengthened our brand visibility through a strategic partnership with BCCI as the Official Colour Partner of India Home Cricket, giving us strong year-round presence across one of the country's most influential sporting platforms.



Team India is ready for another quest. And we are too with





REGIONAL MARKET IGNITION

We translate our regional market connect into curated shade guides and colour palettes that beautifully reflect local design heritage and modern décor tastes.

By pairing these tailored products with culturally rich campaigns and hyper-local collaborations, we build deeper consumer trust and create a more meaningful connection that naturally inspires purchase decisions.



Honouring India's woodcraft heritage

The WoodTech PU Special Edition series celebrates India's rich artisanal heritage by honouring regional woodcraft traditions, including the sandalwood artistry of Karnataka and the intricate carvings of Chittoor, Andhra Pradesh. Together, these reflect a legacy of craftsmanship, precision and cultural richness shaped over generations while reinforcing the design inspiration behind our wood finishes portfolio.



Scan QR to watch



We celebrated the enduring spirit of India's diverse heritage by undertaking hyper-localised regional advertisements throughout the year.

Across both North and West India, we focused on culturally inspired, regionally targeted packaging that blended local storytelling with high-performance product functionality. In the North, our initiatives celebrated the heritage, identity, and spirit of communities across Delhi, Haryana, Kashmir, Uttar Pradesh, and Uttarakhand, reinforcing the utility of our premium décor and home protection offerings.

In the West, our Gujarat Special Edition pack celebrated the state's cultural authenticity through bespoke design, significantly strengthening consumer connect while driving home the advanced waterproofing and damp protection features of SmartCare Damp Proof.



In the East and South, we deepened market relevance by integrating cultural storytelling with our premium product offerings. In the East, the Royale Glitz – Tribute to Odisha Limited Edition pack celebrated the state's rich artistic heritage through Pattachitra-inspired designs, blending luxury décor with local art to create a deeper emotional connection with consumers. Meanwhile, across South India, we strengthened relationships through packaging that celebrated the distinct heritage, landmarks, crafts, and classical art forms of Kerala, Karnataka, Tamil Nadu, Andhra Pradesh, and Telangana. Both initiatives successfully wove regional motifs into our premium décor and waterproofing solutions, driving stronger emotional resonance across these diverse markets.



Red Reimagined in Fort Kochi

At Fort Kochi's historic Bafna House, we created 'A Story in Red' as an immersive art-house experience that explored the cultural, emotional and symbolic meanings of red through curated installations. Timed with the Kochi Biennale season, the initiative brought together colour, design and artistic expression in a format that extended our engagement with consumers beyond conventional brand communication.



SYNERGISING RELATIONSHIPS

CAMPAIGNS

Har Ghar Kuch Kehta Hai

“Har ghar chup-chaap se yeh kehta hai, ki andar isme kaun rehta hai.”

Building on this enduring thought, we reintroduced Har Ghar Kuch Kehta Hai with a contemporary lens, reflecting the evolving nature of Indian homes.

The campaign presents homes not merely as physical spaces, but as living expressions shaped by everyday moments, personal choices and relationships. Through a series of narratives, it captures how modern homes have become more dynamic and deeply personal—each space carrying the imprint of those who inhabit it.

By retaining its familiar poetic voice while embracing present-day realities, the campaign bridges

legacy with a modern perspective. It reaffirms the idea that the essence of a home lies not in its structure, but in the lives, experiences and

memories it holds—strengthening Asian Paints’ enduring emotional connect across generations.



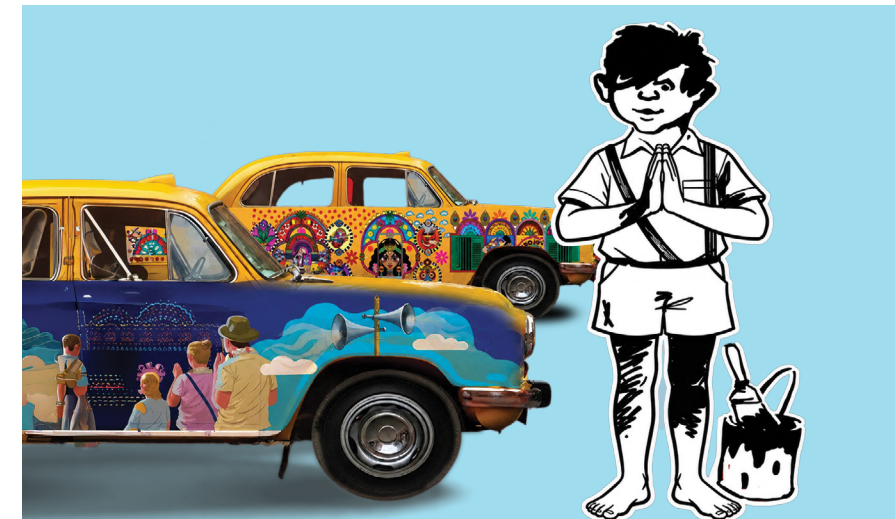
Asian Paints Where the Heart Is – Season 9

Asian Paints continued to strengthen consumer engagement through Season 9 of *Where the Heart Is*, its home décor platform that showcases homes as reflections of identity, emotion and everyday living.

The season features homes of well-known personalities including Sonakshi Sinha and Zaheer Iqbal, Gautam Gambhir, Keerthy Suresh, Archana Puran Singh and Parmeet Sethi, and Aman and Priya Gupta, each offering distinct perspectives

on how spaces are shaped by personal experiences and lifestyles.

Through curated narratives, the series highlights how colour, design and décor choices reflect individual expression, reinforcing the idea that homes are defined by the people and stories within them. With over 1 billion cumulative views, the platform continues to engage a wide audience, reinforcing Asian Paints’ role in guiding end to end home transformation journeys.



Cholte Cholte Chollish – Sharad Shamman

To mark 40 years of Asian Paints Sharad Shamman, the Company launched Cholte Cholte Chollish, a campaign celebrating the cultural evolution of Durga Puja in Kolkata. Built around a journey through time, the initiative uses the city’s iconic yellow taxi—along with the brand’s familiar mascot Gattu—as storytelling devices to traverse four decades of Pujo, reflecting its transformation from traditional

forms to contemporary, technology-led expressions.

By blending nostalgia with a fresh and contemporary narrative, the campaign connects across generations, including younger audiences, while reinforcing Asian Paints’ long-standing association with Kolkata’s creative and cultural landscape. Through this initiative, Asian Paints continues to celebrate cultural expression and creativity, strengthening its role as a long-term partner in India’s artistic traditions.

SmartCare Damp Proof

Asian Paints strengthened its waterproofing portfolio through the SmartCare Damp Proof campaign, highlighting the importance of effective damp protection for long-term structural durability.

Featuring Ranbir Kapoor and Saurabh Shukla, the campaign uses a Qawwali-inspired narrative to communicate the impact of damp-related issues in an engaging manner. The solution focuses on preventing water seepage, ensuring the durability of walls.



Apex Ultima – Grandmaster

Asian Paints strengthened its exterior portfolio through the Grandmaster campaign for Apex Ultima Protek, highlighting advanced protection solutions for demanding climatic conditions.

Featuring chess grandmasters Viswanathan Anand and Gukesh Dommaraju, the campaign draws on the idea of strategic defence to emphasise durability and long-term performance. Powered by Graphene technology, the product offers superior resistance to rain, heat and humidity, backed by a 12-year warranty, reinforcing its positioning as a high-performance exterior solution.



SYNERGISING RELATIONSHIPS

Apcolite All Protek – Lotus Effect Technology

Asian Paints strengthened its interior emulsions portfolio through the Apcolite All Protek campaign, highlighting advanced surface protection for everyday wall care.

Featuring Virat Kohli, the campaign focuses on the Lotus Effect Technology, which enables walls to resist stains, dirt and spills before they form. By shifting the narrative from stain removal to stain prevention, the offering enhances ease of maintenance while ensuring long-lasting cleanliness.



Royale Play – Texture-led personalisation

Asian Paints strengthened its premium portfolio through a campaign for Royale Play, highlighting the role of textured finishes in creating personalised interior spaces.

Featuring Mira Rajput Kapoor, the campaign demonstrates how textures can transform walls into expressive design elements reflecting individual preferences. By enabling richer visual depth and differentiated outcomes, Royale Play reinforces the growing demand for customised interiors.

WoodTech Emporio – Truly Italian

Asian Paints strengthened its premium wood finishes portfolio through the WoodTech Emporio – Truly Italian campaign, highlighting its focus on refined craftsmanship and authentic design sensibilities. Featuring Dino Morea, the campaign explores the idea of authenticity by contrasting genuine Italian design with everyday interpretations. With advanced wood coating solutions that enhance grain, texture and finish while ensuring durability, the range reinforces its positioning as a premium offering for elevated interior aesthetics.



Royale Glitz – Redefining Luxury Décor

Asian Paints strengthened its premium portfolio through a campaign for Royale Glitz, positioning it as a design-led offering that elevates interior aesthetics.

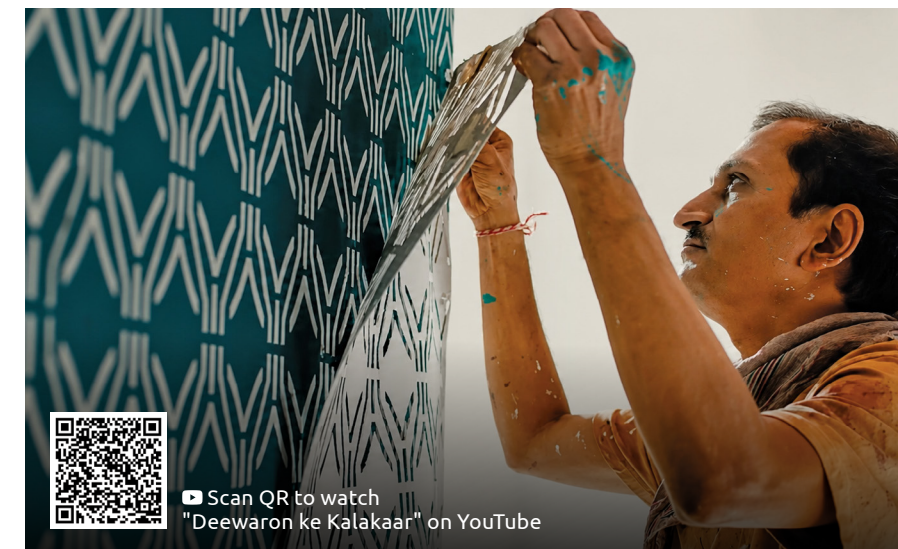
Featuring Deepika Padukone, the campaign highlights how colour, texture and finishes can enhance the character of living spaces. With features such as a Crème Finish, Teflon™ Surface Protector and an 8-year performance warranty, Royale Glitz combines refined aesthetics with durability, reinforcing its premium positioning.



CUSTOMER CENTRICITY

At Asian Paints, we follow a customer-first approach that enables us to serve our stakeholders with accuracy, reliability and punctuality. Along with homeowners, we also regard painters, dealers and contractors as integral customers within our ecosystem, recognising their role in shaping the overall painting and décor experience.

Our products, services and engagement initiatives are designed to address the evolving needs of each stakeholder group while fostering long-term relationships built on trust and collaboration. Through customised colour consultations, expert guidance and a robust feedback mechanism, we remain focused on delivering a seamless and rewarding experiences that reflect the quality and assurance associated with the Asian Paints brand.



Deewaron Ke Kalakaar

Deewaron Ke Kalakaar recognises the creativity and craftsmanship of painters who transform spaces through their on-ground execution. The initiative celebrates painters as artists, bringing greater visibility to their work and reinforcing their role in delivering high-quality outcomes for customers.

Through continued recognition and engagement, it strengthens emotional connect with the brand while promoting pride in workmanship and execution excellence.

Kaamyabi ke Rang

Stepping into its sixth season, Kaamyabi ke Rang continues to recognise and celebrate the journeys of contractors and painters. It celebrates the skill, perseverance and commitment required for professional success.

Featuring stories from diverse regions such as Amroha, Vizag, Gandhidham and Banaras, the initiative reflects the evolving aspirations and entrepreneurial progress within the contractor ecosystem. The initiative has helped to build a deeper connection with the contractor community.



Scan QR to watch "Kaamyabi ke Rang" on YouTube

SYNERGISING RELATIONSHIPS

Building partnerships, creating lasting growth

We took creativity off screens and onto the streets with workshops, trainings, meetups, and more powered by product breakthroughs. This strengthened dealer and contractor capabilities and execution excellence, driving improved product adoption and wider market reach.

Colour awards

20,000+ Contractors engaged
600+ Product proposition workshops
100+ Events conducted across regions

Small dealer and Economy meets

80,000+ Painters reached
8,500+ Shop meets conducted
2,500+ Small dealers engaged through regional meet.

Smartcare Clinics

1,000+ Counters activated as SmartCare Clinics across the country
7,300+ Contractors trained

Royale Play Artists' Circle

Advanced training to 400 applicators by international (Italy-based) texture experts

Asian Paints WoodTech Applicators (AWA) experience, Elite business meets and Maestro trainings

130+ Meets conducted nationwide
6,000+ Applicators engaged
 Training by Italian wood coatings experts



GRIEVANCE REDRESSAL MECHANISM

Ensuring timely and transparent resolution of customer concerns remains integral to our commitment to service excellence. We have established a structured grievance redressal framework that enables customers to raise concerns through multiple channels, supported by a centralised digital system for end-to-end tracking and real-time monitoring.

Our approach emphasises accountability and responsiveness, with a clear focus on consistent resolution outcomes. We aim to resolve all registered complaints within

five working days, reinforcing reliability across customer interactions.

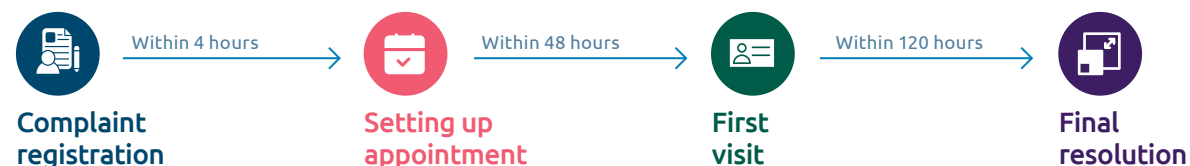
Customer feedback is systematically captured and analysed to strengthen service quality. Net Promoter Score (NPS) is measured post-resolution of every complaint, enabling us to measure customer experience at each touchpoint. During the year, this mechanism was further strengthened through an AI-enabled NPS framework, providing real-time insights and helping identify areas for improvement.

Through a focus on timely resolution, transparent communication and clear outcomes, we continue to enhance customer satisfaction while strengthening trust and long-term customer relationships.

73.6
NPS in FY 2025-26

95%
Customer complaints closed in FY 2025-26

Grievance redressal process



ASIAN PAINTS X ST+ART INDIA

Through its decade-long partnership with the St+art India Foundation, Asian Paints advances its vision of Art for All by transforming public spaces into accessible and shared creative expressions. The collaboration reflects a sustained vision of public art that brings colour, creativity and engagement into the heart of everyday urban life. Over time, this partnership has expanded the reach of public art across cities through murals, community-led initiatives and collaborations with artists and institutions, enabling people to experience and connect with their surroundings in new ways.



Lodhi Art Festival

Celebrating a decade of India's first public art neighbourhood, the 2026 edition of the Lodhi Art Festival by St+art India Foundation and Asian Paints unfolded under the theme 'Dilate All Art Spaces'.

The festival introduced six new murals across the Lodhi Art District, including Garden of Encounters — a striking collaboration between Spanish artist Suso33 and Delhi-based artists Ishaan Bharat and Tarini Sethi.

St+art Kolkata

The St+art Kolkata festival extended this engagement, reimagining Ballygunge neighbourhood spaces as shared cultural environments. Drawing inspiration from the city's 'adda' culture, the initiative explored how public spaces foster connection, interaction and belonging. Blending art, colour, poetry and sensory storytelling, the project invited citizens to pause, connect and rediscover Kolkata as a living canvas where community, culture and creative expression seamlessly converge.

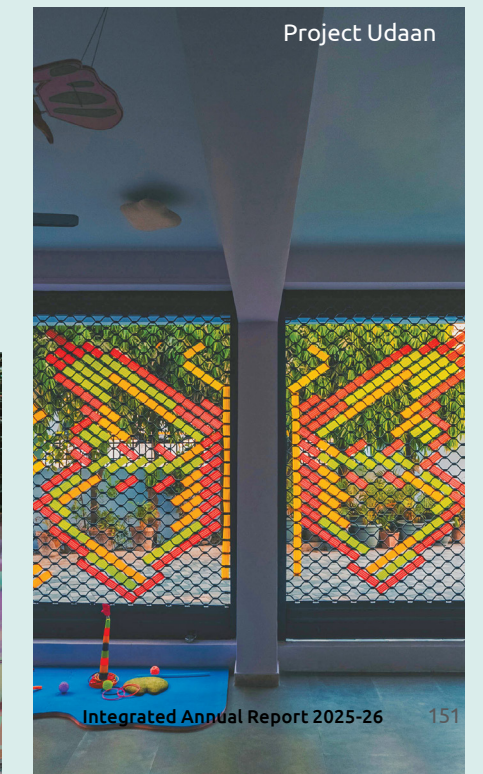


Project Udaan

Through Project Udaan, Asian Paints, in collaboration with the St+art India Foundation, transformed the Arpan Charitable Trust in Vadodara into a sensory learning environment for neurodivergent children.

Inspired by the metamorphosis of a butterfly—a symbol associated with neurodiversity—the project reimagined learning spaces to support comfort, engagement and self-expression. The initiative integrated art, colour and material innovation to create interactive and calming environments.

Inaugurated by Pedro Sánchez, the mural celebrated Indo-Spanish cultural exchange while transforming the streets into immersive spaces of dialogue, imagination, and shared artistic expression.



COMMUNITY OWNERSHIP*

Community ownership at Asian Paints is centred on trust, participation and shared progress. Through collaborative partnerships and locally relevant interventions across livelihoods, healthcare, water stewardship and employee volunteering, the Company creates lasting impact while strengthening community resilience and fostering sustainable development.

MANAGEMENT APPROACH

Guided by the principles of trust, fairness and care, Asian Paints' community development approach focuses on fostering inclusive growth and creating long-term social value. Through interventions across livelihoods, healthcare, water stewardship and employee volunteering, the Company works closely with communities and partners to address local priorities and enhance community wellbeing. Collaborations with government bodies, NGOs, local institutions and implementation partners help ensure that these initiatives remain participative, scalable and responsive to evolving community needs.

*GRI 413-1 Operations with local community engagement, impact assessments and development programmes.

*GRI 203-1 Infrastructure investments and services supported


^Key performance indicator that has limited assurance



	Target 2030	Performance 2025-26
Participants trained at Asian Paints Beautiful Homes Academy^	1,000,000	945,000+
Beneficiaries impacted through healthcare initiatives	650,000	259,000+

Policy

- Corporate Social Responsibility Policy
- Code of Conduct for Business Partners

[Click here to access Policy](#) 

₹114.6 Crores
CSR Expenditure in FY 2025-26

Our CSR focus area spends#

₹68.5 Crores
Enhancing vocational skills

₹9 Crores
Health and hygiene

₹31 Crores
Water stewardship

#Excludes expenditure on CSR overheads

ENHANCING VOCATIONAL SKILLS

The Beautiful Homes Academy (BHA or Academy) drives vocational skill development across the painting, construction, and home improvement ecosystem through structured training programmes for painters, contractors, shop owners. By strengthening technical and professional capabilities, the Academy enables participants to improve employability, enhance livelihoods, and build long-term growth opportunities. Guided by its possibility statement of "being a shining beacon and life catalyst for enhancing skills and improving livelihoods", the Academy is committed to bringing joy, happiness, respect, and pride to people's lives through meaningful and sustained impact.

New programmes and focused trainings

Beautiful Homes Academy strengthened its training portfolio through focused programmes such as Décor Advisor, Shop Manager, Health and Safety, Mechanisation and NextGen. During the year, we also inaugurated two new Beautiful Homes Academies, including a 4,000 sq. ft. centre in Bhandup, Mumbai, equipped with modern classrooms, hybrid learning capabilities and practical training zones.

The new Shop Manager module enhanced capabilities in customer handling, upselling, shop display management and digital tools, while the NextGen programme strengthened technical, managerial, business, digitisation and financial capabilities through hands-on learning.

During FY 2025-26, over 41,000 participants were trained through the Décor Advisor Programme, while 44,000+ shop staff were trained under the Shop Manager Programme.

2,281

Locations covered through BHA^



Training session at one of our Academies

SYNERGISING RELATIONSHIPS

Reach and collaborations

The Academy scales vocational skill development through partnerships with labour associations, state governments, community organisations and non-governmental institutions, strengthening last-mile delivery, community engagement and local relevance.

Programmes reach construction workers, unemployed youth, women, refugees, tribal communities and prison inmates, promoting equitable access to skills and livelihood opportunities.



Training session at one of our Academies

Digital interventions

To sustain engagement beyond classroom training, AI chatbot assistance and micro-learning modules were introduced, enabling participants to continuously revisit and reinforce skills acquired through the programmes.

AI-based tools are being deployed to strengthen learner engagement and programme effectiveness. To enhance communication and knowledge sharing, Asian Paints introduced a WhatsApp Broadcast Channel for the Academy to share refresher tips, practical techniques and quick learning nuggets with the beneficiaries.



One of the eye check-up camps conducted

Case Study

GIVING WINGS TO ASPIRATIONS

For Kishor Jadhav, life changed when he lost his father at a young age. Growing up in Sambhajinagar, he had to leave school and take on the responsibility of supporting his family through farming. Amid the hardships, an opportunity to work on a house painting project introduced him to a profession that would eventually transform his life.

The intervention

Determined to create a better future, Kishor moved to Nashik and began working as a painter. While he gained valuable experience, he knew that improving his skills was key to unlocking bigger opportunities. At the Beautiful Homes Academy he learnt advanced techniques in textures, waterproofing, wood finishes, wallpaper application and mechanised painting tools. It equipped him with the confidence and expertise to deliver professional painting solutions and build a skilled team of his own.

The impact

Today, Kishor is the proud owner of JK Painters & Services and has earned recognition as a Platinum Contractor. From a young boy forced to abandon his education to support his family, he has built a thriving business and a secure future for his loved ones. His journey is a powerful reminder that with determination, the right skills and an opportunity to grow, challenges can be transformed into lasting success.



Programme credibility and certification

The Beautiful Homes Academy programmes are aligned with recognised standards, including certification support through National Skill Development Corporation (NSDC), enhancing the credibility and employability of participants. Structured training and formal certification strengthen participants' credentials and improve access to livelihood opportunities across the ecosystem.

Certification not only validates technical competencies but also enables access to formal employment and financial systems, contributing to greater income stability and long-term socio-economic outcomes, while supporting broader industry acceptance and career progression, reinforcing sustainable livelihood creation and value for communities.

HEALTH AND HYGIENE

Our healthcare initiatives are designed to address disparities in healthcare delivery in underserved areas. Along with a focus on providing essential medical care, it aims to develop preventive habits and create hygiene awareness among communities.

Curative healthcare

Curative healthcare initiatives are designed to ensure timely and accessible medical support for underserved communities. Primary healthcare services are delivered through Mobile Medical Units (MMUs) and Static Health Units (SHUs) that provide outpatient consultations, free medicines, basic diagnostic services and follow-up care for communicable and non-communicable diseases. The SAFAR programme extends these services to truck drivers through medical consultations, physiotherapy, diagnostic support and care for non-communicable diseases (NCDs), improving access to essential healthcare services.

Mobile and Static Medical Units

Mobile Medical Units improve healthcare access in remote communities by delivering doorstep medical services. The initiative provides general consultations, primary treatment, medicines and diagnostic support, along with home-based care for bedridden patients. It also enables access to government healthcare schemes and conducts awareness sessions on hygiene, nutrition and preventive healthcare practices.

Our Static Medical Units function as permanent healthcare access points within community catchments providing medical consultations, conduct preventive health screenings and routine diagnostics.

195,000+
Beneficiaries served by Mobile Medical Units[^]

64,000+
Beneficiaries served by Static Medical Units and SAFAR programme[^]

259,000+
Beneficiaries impacted in FY 2025-26[^]

[^]Key performance indicator that has limited assurance

SYNERGISING RELATIONSHIPS

Proactive health initiatives

Asian Paints advanced preventive healthcare through health awareness sessions, behaviour-change communication and community outreach focused on hygiene, nutrition, healthy lifestyles and non-communicable disease prevention. These interventions strengthened health awareness, encouraged early diagnosis and promoted access to government healthcare schemes and preventive healthcare services.

These programmes supported women, children, elderly individuals, daily-wage earners and mobile populations, including truck drivers.

Healthcare initiatives are implemented within the operational influence areas of manufacturing locations, in partnership with organisations such as Apollo Telemedicine Networking Foundation, HelpAge India, Piramal Swasthya Management Research Institute, and Child Survival India.



Static Health Unit Clinic Consultation

EMPLOYEE VOLUNTEERING PROGRAMME

SPARSH – Employee Volunteering Programme (EVP) serves as a structured platform to drive employee participation across Asian Paints’ core CSR focus areas of healthcare, water stewardship, and community development. Through initiatives such as Arogya Saathi, Jal Saathi, Rakta Saathi, and environment-focused engagements, employees actively contribute to last-mile delivery of health awareness, preventive healthcare, and water conservation interventions, strengthening community wellbeing at the grassroots.

1,500+
Employees participated as volunteers

2,000+
Participants benefitted from training sessions conducted by employees

Aligned with flagship programmes, these initiatives deepen on-ground impact, foster employee ownership, and strengthen community connect while building a culture of responsible citizenship. During the year, EVP was further integrated with the Beautiful Homes Academy, where employees contributed as volunteer trainers across select modules. By sharing domain expertise and practical insights, they enhanced participant capabilities and readiness for employment, entrepreneurship, and sustainable livelihood opportunities—creating meaningful and lasting impact.



Awareness program at Schools

Key volunteering initiatives Saathis

Guided by a clear mission to nurture a culture of giving, the Saathis platform represents an evolution towards a more collective and purpose-led approach to employee volunteering. Building on the earlier 'Warrior' identity, the transition to 'Saathis', meaning a friend and supporter, reflects a more collaborative and purpose-led approach, anchored in values of empathy, collaboration, and unity, bringing employees together to create meaningful and lasting community impact.



Hygiene awareness at Schools

Arogya Saathi

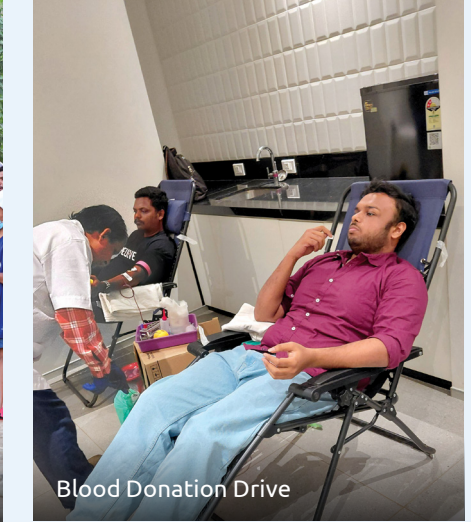
Focused on improving health and hygiene within communities, the initiative drew employee participation for health camps, awareness programmes and community outreach activities carried out in collaboration with healthcare partners and NGOs.



Beach Clean up drive - Mumbai

Jal Saathi

Employees participated in water conservation projects and supported community engagement activities to promote water stewardship and create awareness about responsible water usage.



Blood Donation Drive

Rakta Saathi

Employees participated in voluntary blood donation drives organised at the Head Office and across manufacturing locations.

Measuring impact

Independent impact assessments were conducted across key interventions, including Enhancing Vocational Skills, Health & Hygiene and Water Stewardship initiatives, to evaluate outcomes across livelihood development, employability, healthcare access and, community resilience. Based on OECD-DAC and SROI frameworks, the assessments covered multiple geographies and stakeholder cohorts, evaluating relevance, effectiveness, efficiency, impact and long-term sustainability.

Enhancing vocational skills

Assessments highlighted significant improvements in technical competencies, work quality, and customer engagement among participants of the Beautiful Homes Academy. The interventions have translated into higher employability, increased job opportunities, transition into advisory roles, and improved socio-economic outcomes for beneficiaries.

Health and hygiene

Healthcare initiatives improved access to preventive and primary healthcare services through timely consultations, early diagnosis, and better treatment adherence. Beneficiaries reported reduced travel time, lower out-of-pocket expenditure, and greater access to essential healthcare services.

Water stewardship

Water stewardship initiatives delivered measurable improvement in groundwater levels, irrigation access, and soil quality, enabling multi-season cropping, higher agricultural productivity, and increased household incomes. The interventions have supported reduced cultivation costs, improved livestock productivity and strengthened community resilience to climate variability.

Detailed Impact Assessment Reports are available at www.asianpaints.com

SYNERGISING RELATIONSHIPS

WATER STEWARDSHIP*

Water stewardship at Asian Paints advances across its manufacturing locations through its flagship CSR initiative, Watermark, guided by its possibility statement of "*transforming the community's relationship with water in every form*" and aiming to leave a lasting 'watermark' on people's lives.

MANAGEMENT APPROACH

Asian Paints' water stewardship efforts focus on restoring local water ecosystems, improving resource availability and supporting sustainable rural development through the Watermark initiative. The Company undertakes interventions such as restoration of water bodies, rainwater harvesting structures, canal strengthening and promotion of responsible water-use practices.

Through nature-based solutions and collaborative implementation with communities, local institutions and partner organisations, Asian Paints contributes to groundwater replenishment, improved agricultural outcomes and long-term socio-economic value creation across project locations.

*GRI 413-1 Operations with local community engagement, impact assessments and development programmes,

*GRI 203-1 Infrastructure investments and services supported



	Target 2030	Performance 2025-26
Water harvesting potential created as % of annual freshwater consumption every year (%)	>70	431

WATERMARK: STRENGTHENING WATER SECURITY

Watermark adopts a holistic, community-centric approach to strengthen water security. The programme views water as a community resource and therefore, combines technical, social and ecological methods to address issues around water availability. It creates accountability among community members to preserve water and ensure its efficient utilisation for various purposes.

These interventions are enabling a shift towards a more resilient, multi-season farming system that is not completely dependent on rainwater. It has improved water efficiency, created better livelihood opportunities in rural areas and resulted in long-term water security.



Khandala Integrated Watershed Management (IWSM)

Watermark initiatives have been implemented across manufacturing locations through integrated watershed and community-based interventions.

Key outcomes of FY 2026

15,361
Farmers benefitted

4,461,705 KL
Water potential created^

92
Water user groups formed

14,757
Small and marginal farmers benefitted

5,798 hectares
Command area created

155
Number of villages^

147
Water bodies restored^

250 hectares
Farmland improved through silt application

^Key Performance Indicator that has limited assurance

SYNERGISING RELATIONSHIPS

SUPPLY-SIDE INTERVENTIONS

Strengthening water availability remains central to improving community resilience. Asian Paints strengthens water security through supply-side interventions that enhance water storage, improve groundwater recharge and support sustainable water availability:



Canal lining to reduce water loss through seepage and improve water delivery to farms.



Integrated Watershed Management (IWSM) that helps to prevent soil erosion and enhance water availability.



Rejuvenation of water bodies like ponds, lakes, and tanks to improve water storage and groundwater recharge.



Phycoremediation for improving water quality through the use of algae-based solutions to naturally remove pollutants from water bodies. These interventions help replenish groundwater, improve water retention and water access for agricultural and domestic use.



Construction and renovation of check dams for building small barriers across streams to slow down water flow and enhance groundwater recharge.



Rejuvenation and construction of water harvesting structures help capture and store rainwater, reduce surface runoff and improve groundwater recharge and local water availability.



On-farm water recharge structures enable rainwater harvesting and storage within farmlands, improving local water availability and reducing dependence on groundwater extraction.

DEMAND-SIDE INTERVENTIONS

Enhancing water-use efficiency remains central to improving agricultural resilience and reducing pressure on groundwater resources. Asian Paints undertakes demand-side initiatives that promote sustainable farming and responsible water consumption through:



Promotion of micro-irrigation systems to optimise water use



Reduced dependence on groundwater through greater use of surface water storage



Leveraging government schemes that support water-efficient agriculture



Promotion of low water-intensive crops and crop varieties



Adoption of water-efficient farming practices including mulching

Case Study

RESTORING VILLAGE PONDS TO SUPPORT LIVELIHOODS

Bharuch district, Gujarat

Under the Water for Livelihood – Rejuvenation of Water Bodies initiative, Asian Paints supported the restoration of the Siludi Gram Panchayat village pond.

The intervention

The intervention restored the pond's storage capacity to approximately 62,260 KL, improving groundwater recharge and strengthening local water availability.

The impact

Restored water bodies support irrigation across agricultural regions, benefiting farming communities through improved water availability for crops and livestock. Enhanced water access and recharge capacity also help strengthen resilience against water stress during dry periods.



62,260 KL

Pond storage capacity restored

39

Farmer families benefitted

Case Study

RESTORING WATER SECURITY FOR FARMING COMMUNITIES

Cuddalore district, Tamil Nadu

Under the Water for Livelihood initiative, Asian Paints supported the rejuvenation of Annauli Thangal, a historic village lake serving the local farming community.

The intervention

The intervention involved desilting the lake, strengthening bunds and restoring its water retention capacity, improving water availability for agriculture and supporting long-term water security in the region.

30,160 KL

Water storage potential created

120

Farmer families benefitted

The impact

The restored lake has enhanced water security through improved water storage and groundwater recharge. It has reduced irrigation time and costs, enabled cultivation across multiple seasons and strengthened agricultural productivity. The intervention has also improved access to water for livestock, reduced flood risks and enhanced community resilience during periods of water stress.



A farmer supported through watermark initiative

ENERGISING, EQUITABLE AND INCLUSIVE WORKPLACE

Guided by our philosophy 'Leaders for Life' we foster a psychologically safe, inclusive environment that values diversity, recognises individual contributions and upholds human rights — empowering every person to thrive.

MANAGEMENT APPROACH

Our focus is on nurturing skills, building competencies, and fostering a safe, inclusive workplace to develop exceptional talent. This year, we further advanced our Inclusion, Equity, and Diversity (IED) initiatives, weaving inclusivity into the very fabric of our culture. Through our 'Leaders for Life' philosophy, we support holistic development so our people can thrive both at work and in life. We actively promote an open, psychologically safe environment that values unique perspectives, while fostering strong labour relations through honest and constructive dialogue.

	Target 2030	Performance 2025-26
Employee engagement score (%)	80	82
Psychological safety score (out of 10)	7	7.9
Wellness initiative score (out of 10)	8	9

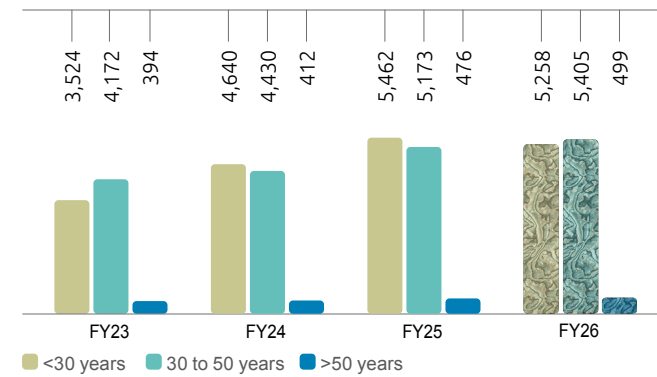
Policy

- Code of Conduct For Employees
- Code of Conduct For Board Members and Senior Management Personnel
- Policy for Prevention, Prohibition, and Redressal of Sexual Harassment at Workplace
- Policy on Equal Opportunity and Non-Discrimination
- Whistle-Blower Policy

[Click here to access Policy](#)

EMPLOYEE SNAPSHOT*

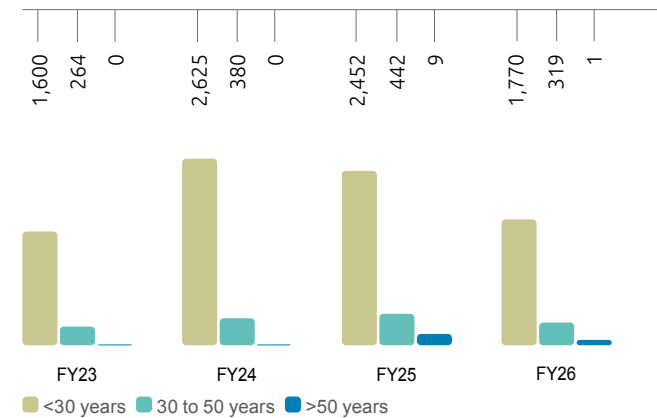
Total permanent employees by age



Total employees per category by age

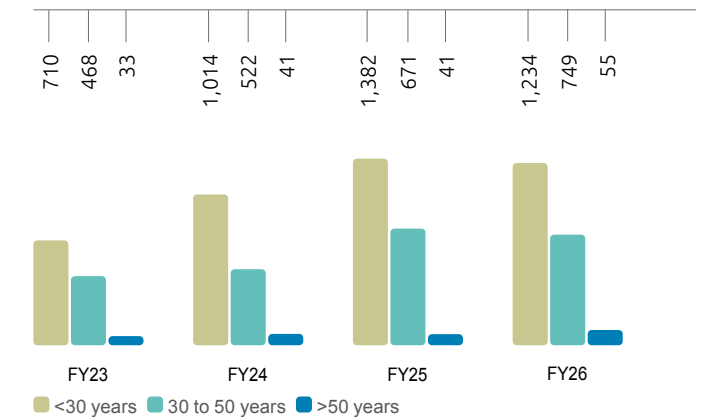
	<30 years	30 to 50 years	>50 years	Total
Senior management	0	8	10	18
Middle management	2	316	56	374
Junior management	382	863	35	1,280
Staff	4,679	3,020	69	7,768
Workers	195	1,198	329	1,722

New hires by age



New hire rate by age group for FY 2025-26:
 <30 years: 33.0%; >30 to 50 years: 6.0%; >50 years: 0.2%

Employee attrition by age



Attrition rate by age for FY 2025-26:
 <30 years: 23.0%; 30 to 50 years: 14.2%; >50 years: 11.3%

*GRI 2-7 Employees, *GRI 401-1 New employee hires and employee turnover, *GRI 405-1 Diversity of governance bodies and employees

SYNERGISING RELATIONSHIPS

TALENT MANAGEMENT

Asian Paints focuses on attracting and nurturing talent aligned with our culture of innovation, excellence, and continuous learning.

Our strategic people agenda

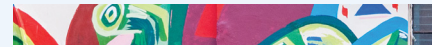
People collaboration and engagement through periodic surveys

Strengthening organisation structure and support new acquisition

Movement of talent across verticals through institutionalisation of a democratic process

Strengthening leadership and succession through precision talent management

People analytics underpins our talent management approach, enabling data-driven decisions across the employee lifecycle. Integrated digital platforms and real-time dashboards enhance workforce planning, performance management, and organisational effectiveness. Standardised processes capture manager and skip-level feedback through automated workflows. Role-based dashboards on attrition, attendance, and performance support timely, evidence-based decisions, while digital tools improve field sales productivity by streamlining workflows and reducing administrative effort. This analytics-led approach also strengthens talent acquisition by building a robust pipeline of future-ready professionals.



Technology-Enabled Hiring and Early Talent Pipeline Building

A centralised Applicant Tracking System provides end-to-end visibility into the hiring process, streamlining recruitment, while AI-led interviews and tools enable efficient candidate assessment and shortlisting. Digitised onboarding further improves turnaround time, reduces manual intervention, and ensures a seamless Day 1 experience.

Strengthening this digital-first approach, the TrailBlazer Programme was scaled to enhance early-career engagement and identify high-potential talent. In FY 2025-26, it expanded through gamified initiatives such as the Campus Treasure Hunt, engaging over 5,500 participants across 1,500+ campuses, rewarding 50 top performers, and facilitating 115 Pre-Placement Interviews (PPIs). The programme also created a robust pre-qualified student database, supporting sustained recruitment and strengthening the Company's presence across Tier 2 and Tier 3 MBA campuses.

LEARNING AND DEVELOPMENT

We nurture talent across every stage of the employee journey through an integrated learning ecosystem that encompasses leadership development, functional skill-building, values-based orientation and future-ready capabilities.

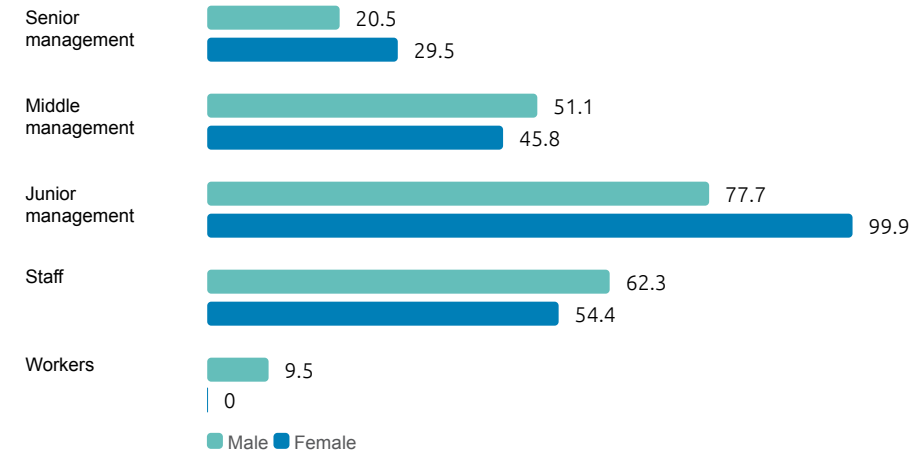
Our learning philosophy aligns employees with a culture of continuous growth and development, enabling them to excel in a dynamic working environment. It prioritises practical application of skills to various roles and fosters capability-building through hands-on training. This integrated approach supports the development of resilient and agile teams.

₹ 20.6 Crores
Total amount spent on learning and development



Learning and development dashboard for FY 2025-26*

Average hours of training per year per employee*



During the year, we focused on delivering learning programmes consisting of leadership and transition programmes, technology-enabled modules and initiatives that reinforce our core values while incorporating external perspectives. Each initiative is thoughtfully designed to enhance self-awareness, strengthen decision-making and foster a collaborative and purpose-driven culture.

Pillars of learning and development

Emerging leaders

We focus on preparing emerging leaders for managerial roles by strengthening core leadership capabilities through structured learning journeys, role-based programmes and values-driven interventions. These initiatives build leadership confidence and decision-making capabilities, enabling emerging leaders to contribute effectively and thrive in an evolving business environment.

Middle management

Middle managers play a vital role in converting strategic priorities into disciplined execution across the organisation. We strengthen their leadership effectiveness, decision-making rigour and cross-functional collaboration through immersive learning interventions, targeted financial acumen programmes and curated external exposure. This equips them to manage complexity, align teams and consistently deliver scalable and sustainable business outcomes.

Senior management

Strengthening senior leadership underpins our ability to foster innovation and navigate an increasingly complex business environment. Advanced learning with global institutions deepens strategic capability, equipping leaders to manage complexity, drive transformation, and embed organisational innovation. This approach strengthens decision-making, leadership confidence and execution capabilities, enabling consistent performance and sustainable growth.



*GRI 404-1 Average hours of training per year per employee

Emerging leaders*

We provided comprehensive leadership and management training for junior and first-time managers, offering foundational education, project-based business exposure and structured general management development.

32
Junior managers trained under IMPACT programme

289
First-time managers trained via Emerging Leaders Programme

42
Junior managers upskilled through Business Management Programme at IIM Bangalore

Our leadership and functional capabilities were significantly enhanced through digital learning, role-linked certifications, and a value-based framework. By focusing on scientific rigor, analytics, data storytelling, and advanced Power BI training, these programmes built stronger people leadership and business effectiveness to support sustained organisational growth.

8.8/10
Feedback score from participants of the Emerging Leaders Programme

9.2/10
Feedback score from participants of the Business Management Programme (BMP)

Middle management

Initiatives such as the Enabling Leaders Programme and Strategic Leaders Programme enabled progression from functional expertise to enterprise level leadership through blended learning that included assessments, leadership dialogues, experiential workshops and group coaching. Targeted learning in financial analysis, executive coaching and leadership diagnostics further strengthened leadership effectiveness and sustained business performance.

Organisation-wide interventions such as leadership reflections, team diagnostics, and coaching strengthened collaboration, trust, and strategic capability. Leadership effectiveness was further enhanced through cross-functional and external learning initiatives, providing exposure to diverse perspectives and deepening market insights.



Aarohan: Elevating leadership capability

At Asian Paints, we believe in building a strong leadership pipeline. Aarohan, our focused leadership development journey, is designed to enhance strategic thinking and leadership effectiveness among Senior Managers. The leadership capability development initiative is aimed at enabling more effective and robust succession planning. Through interactions with industry leaders and structured workshops, we enable participants to build perspective, strengthen leadership capability and prepare for larger organisational roles.

Senior management

Senior leaders participated in Management Development Programmes with leading global institutions such as Institut Européen d'Administration des Affaires ("INSEAD"), gaining advanced exposure to AI, strategy, finance, marketing and leadership. Six senior leaders completed an executive programme on AI strategy at INSEAD, where blended learning—including expert faculty, case studies and peer interaction—enabled application of global best practices. Initiatives such as Financial Acumen Programmes and Leadership Team Diagnosis using Hogan strengthened strategic judgement, self-reflection and team effectiveness, equipping leaders to drive transformation.

Feedback Mechanism: Recognising performance, enabling growth

Our performance management framework reinforces a high-performance and people-centric culture. It follows a structured, self-driven approach where employees define goals and career growth paths. Periodic performance reviews ensure target achievement and timely support, supported by a 360-degree feedback mechanism that guides development needs and prepares employees for future leadership roles.

Appraisals are conducted each cycle through a structured People Review process, enabling identification of development opportunities and progression of managerial talent. Continuous feedback is further enabled via a digital platform, strengthening and streamlining overall performance management.

Focused learning initiatives

Asian Paints supplements its learning framework with focused programmes that address changing business needs, technology shifts and industry trends. These efforts are aimed at building capabilities in areas that are most relevant, helping employees make better decisions, stay adaptable and support long-term stability.

Initiatives such as Business Valuation Masterclasses, AI-focused programmes and cross-industry exposure are designed to deepen understanding, strengthen core skills and prepare employees for emerging demands.

Continuous learning for operational excellence

We embrace a culture of continuous learning with a focus on safety, operational excellence and data-driven capability building. At the Vishakhapatnam plant, through initiatives such as 'One Learning Day' we transformed a non-production day into a focused learning experience covering process safety, risk profiling, visual management and operational practices.

This was complemented by the Power BI Champion Programme and Trinity Trainings across sustainability, waste management, quality practices and problem-solving, enabling employees to build stronger technical and analytical capabilities.



Building AI-led marketing capability

At Asian Paints, Marketing with Machines is an immersive AI skilling initiative designed to integrate generative AI into campaign creation, content development and analytics. Delivered through hands-on workshops, the programme enabled 21 marketing professionals to apply AI across data analysis, video generation and rapid prototyping while solving live business challenges.

With a strong feedback score of 8.5/10, the initiative positioned AI as a productivity partner—enhancing speed, efficiency and digital capability, and advancing the Company's transition to an AI-driven, future-ready organisation.

Focus on value-based framework

At Asian Paints, we continue to strengthen our culture by embedding core values into everyday behaviours through our Value-Based Framework (VBF). Programmes such as Value-Based Framework Orientation and 'Standing for Each Other's Success' are designed to develop collaboration and ownership, aimed at ensuring the success of teams.

We conducted manager-focused VBF sessions across locations, ensuring consistent alignment with organisational values and leadership expectations. Complementing this, capability-building initiatives such as the Scientific Rigour workshop, analytics training and data storytelling electives enabled participants to apply these values in decision-making, problem-solving and business execution.

Strengthening sales capability

The Field Readiness function plays an important role in building frontline sales capability through structured, need-based learning programmes. With an emphasis on role-specific

learning journeys, it operates through two focused verticals allowing sharper programme design and closer alignment with business requirements.

During the year, 48 tailored training programmes were delivered through both online and in-person formats, ensuring wide participation from different verticals. These efforts have helped strengthen functional knowledge, improve field preparedness and support the development of a capable and confident sales workforce.

100,000+
Learning hours

4,000+
Participants



Lakshya: Strengthening Décor capability

Lakshya is a focused learning initiative designed to strengthen field readiness across Asian Paints' décor portfolio. It covers six categories: Sleek, Bath, Weatherseal, White Teak, Furnishings and Furniture, combining e-learning modules with monthly 'Ask Me Anything' sessions led by Category Brand Managers. The programme strengthens product understanding, pitch effectiveness and objection handling, enhancing category confidence, enabling more informed customer interactions, and driving continuous capability building across décor verticals.

*GRI 404-2 Programs for upgrading employee skills and transition assistance programs

SYNERGISING RELATIONSHIPS

Case study

AP ACCELERATOR: FLAGSHIP INDUCTION PROGRAMME

In FY 2025–26, Asian Paints strengthened its frontline capability-building approach through the launch of AP Accelerator, a flagship residential induction programme designed to equip newly appointed Sales Executives with strong foundational knowledge and field readiness.

Impact

Enhanced field readiness through integrated classroom and on-ground learning



Intervention

A structured learning journey was implemented, beginning with an eight-day intensive retail training covering product knowledge, category understanding and core sales processes. Participants then progressed to specialised Finishing Schools for Projects and Services, followed by guided field stints for real-world application. To enable immersive and consistent learning delivery, the Accelerator Academy was inaugurated in Bhandup as a dedicated training hub with advanced infrastructure.



Building shopfloor leadership at Sriperumbudur

At the Sriperumbudur plant, Asian Paints enabled a structured transition of technicians and operators into Team Leader (TL) and Alternate Team Leader (ATL) roles, in line with TRACC (Total Resource and Cost Competitiveness).

This initiative not only strengthened shopfloor ownership but also created a clear pathway for operators to progress into higher responsibilities. The transition was supported

through Training-of-Trainers programmes, structured coaching, and nearly 100 interactive learning videos to ensure role clarity and capability building.

Implemented across packaging, Processing, Polymer and Engineering, the initiative has enhanced problem-solving, team engagement and adherence to TRACC standards, while developing a strong pipeline of future shopfloor and executive talent.

Learning with LinkedIn

LinkedIn Learning strengthened capability building across the organisation through targeted interventions across Manufacturing, Supply Chain, Systems and Corporate teams. Initiatives such as Learning Hour and the Learning Premier League enhanced engagement through guided sessions, healthy competition and leadership involvement, reinforcing a culture of continuous learning. Complementing these efforts, Asian Paints fostered an inclusive workplace focused on engagement, psychological safety and holistic wellbeing. Besides, continuous feedback mechanisms helped to integrate mental, physical and financial wellness into the employee experience.

EMPLOYEE WELLBEING*

Fosters a healthier and more resilient workforce through focused programmes on preventive healthcare, fitness, nutrition, mental wellbeing and engagement, empowering employees to embrace healthier lifestyles within a supportive workplace environment.

Our approach to employee wellbeing is anchored in continuous engagement and a comprehensive support ecosystem. Regular surveys assess workplace culture, leadership effectiveness and employee well-being across parameters such as job satisfaction, purpose, happiness and stress. These insights are complemented by flexible work arrangements, parental and childcare support, and a 24x7 Employee Assistance Programme offering confidential counselling and wellness guidance. Strengthening this further, the Company introduced a priority 24x7 ambulance service, ensuring timely access to critical medical support for employees and their eligible dependents, including those living away from home, reinforcing health security, responsiveness in emergencies and overall peace of mind.

Holistic wellbeing at Khandala plant

At the Khandala plant, employee wellbeing was embedded as a shared responsibility and a core pillar of the people philosophy. Mental and emotional wellbeing initiatives such as 'Laugh a Minute' sessions, de-stressing activities and digital detox awareness roadshows were conducted to encourage healthier and more balanced lifestyles.

Physical wellbeing was promoted through sports activities and fitness challenges, and monthly recognition ceremonies encouraged participation and strengthened a more inclusive, cohesive and health-focused workplace culture.



FitQuest 2.0

A structured wellness initiative delivering measurable health outcomes through scientific tracking and personalised guidance, driving improved health indicators, sustainable habits, and overall employee wellbeing.

Case study

AP WELLNESS SEASON CHALLENGE

The AP wellness season challenge was an organisation-wide initiative designed to promote balance, vitality and mindfulness in employees' everyday lives. Through focused themes covering physical activity, nutrition, hydration and digital wellbeing, the programme encouraged healthier habits and holistic wellbeing across the workforce.

• **Physical and Nutritional Wellbeing:** Encouraged movement through the 10,000 steps challenge, the #WalkForFreedom campaign and app-based tracking, supported by expert sessions on physical fitness, immunity, eye care and musculoskeletal health. Awareness campaigns also shared practical guidance on hydration, nutrition and maintaining energy levels during the workday.

• **Digital and Mental Wellbeing:** Promoted mindfulness and work-life balance through the Digital Wellbeing Challenge, #MindfulMoments and #YogaUnplugged, along with guided breathing practices, self-care sessions and 24/7 confidential counselling through the Employee Assistance Programme.

With 3,554 employees participating, the initiative strengthened awareness around sustainable wellness practices and fostered a healthier, more engaged organisational culture.

*GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

SYNERGISING RELATIONSHIPS

Case study

GOLD CERTIFICATION AT AROGYA HEALTHY WORKPLACE AWARDS 2025

The Sriperumbudur Plant received the Gold certification at the Arogya Healthy Workplace Awards 2025, in recognition of its outcome-driven approach to employee wellbeing, in alignment with WHO guidelines.

Impact

The plant's data-driven approach has positioned it among organisations with leading workplace practices. The Gold certification reflects strong leadership commitment for integrating wellness measures into daily operations. It is a recognition of the plant's consistent focus on behavioural change among employees and contractors. These practices have created awareness about wellness and ensured proactive health management.



Intervention

Wellbeing initiatives are led through a cross-functional committee under the **Nalame Valam** (Health is Wealth) programme. It covers aspects related to physical, mental, financial, occupational and family wellbeing. Various interventions covering health check-ups, nutrition and fitness programmes, mental wellbeing and stress management, de-addiction, ergonomic improvements and financial literacy are reinforced through continuous communication with team members. These initiatives are often carried out in partnership with our contractors and their families.

DIVERSITY AND INCLUSION (D&I)*

Diversity and Inclusion (D&I) are foundational to Asian Paints' culture and long-term value creation. Guided by our vision of a safe and inclusive workplace, we champion diversity in capability, thought and identity—embedding fairness, accessibility and a sense of belonging across all aspects of our operations.

Our Inclusion, Equity and Diversity (IED) approach is anchored in strong governance, equitable policies and leadership accountability, ensuring that every individual at Asian Paints is empowered to thrive.

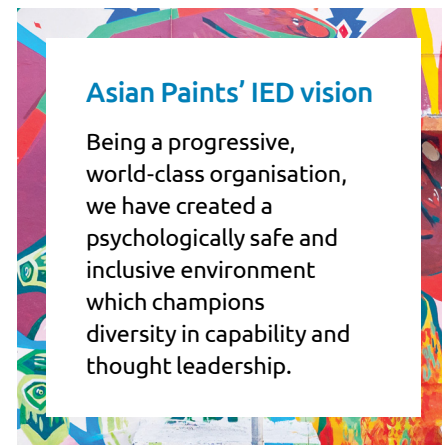
During FY 2025–26, Asian Paints further advanced its Inclusion, Equity and Diversity (IED) agenda through focused and integrated initiatives aimed at strengthening workforce inclusion, representation and inclusive behaviours across the organisation. Guided by the Company's IED Charter, we continued to

foster a psychologically safe and inclusive environment that values diversity in capability and thought leadership.

The IED framework remained anchored around three priority groups:

- a. Women
- b. Persons with Disabilities (PWD)
- c. Transgender Individuals

with a deliberate emphasis on sustained integration within core business processes rather than standalone interventions.



*GRI 405-1 Diversity of governance bodies and employees

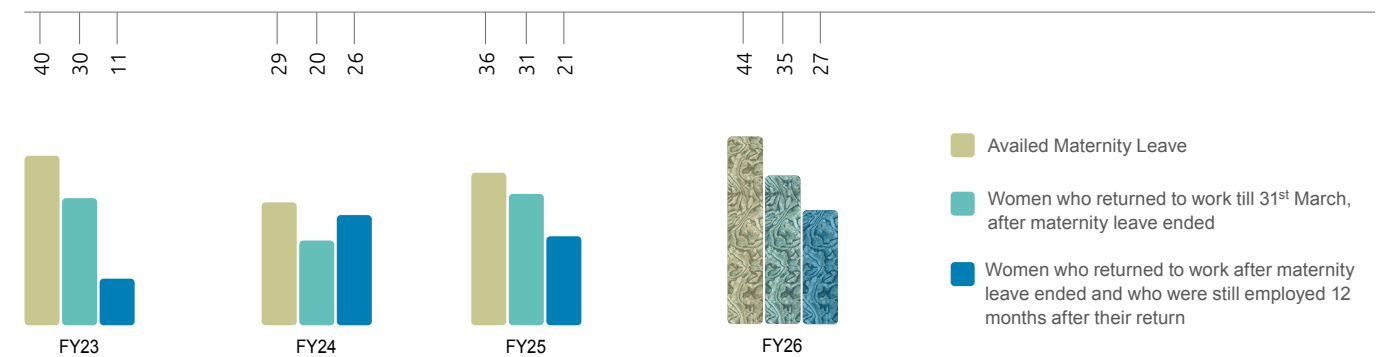


Deepening inclusive practices

We have organised sensitisation initiatives across the organisation through digital modules, in-person workshops and experiential initiatives on disability inclusion, gender identity and unconscious bias. The Pride mural at the R&T Turbhe facility, our inclusive flea markets and regular discussions on various topics allow our people to actively participate in sensitisation drives that effectively help to contribute towards a truly diverse and inclusive workplace.



Women employees who availed maternity leave and resumed work#



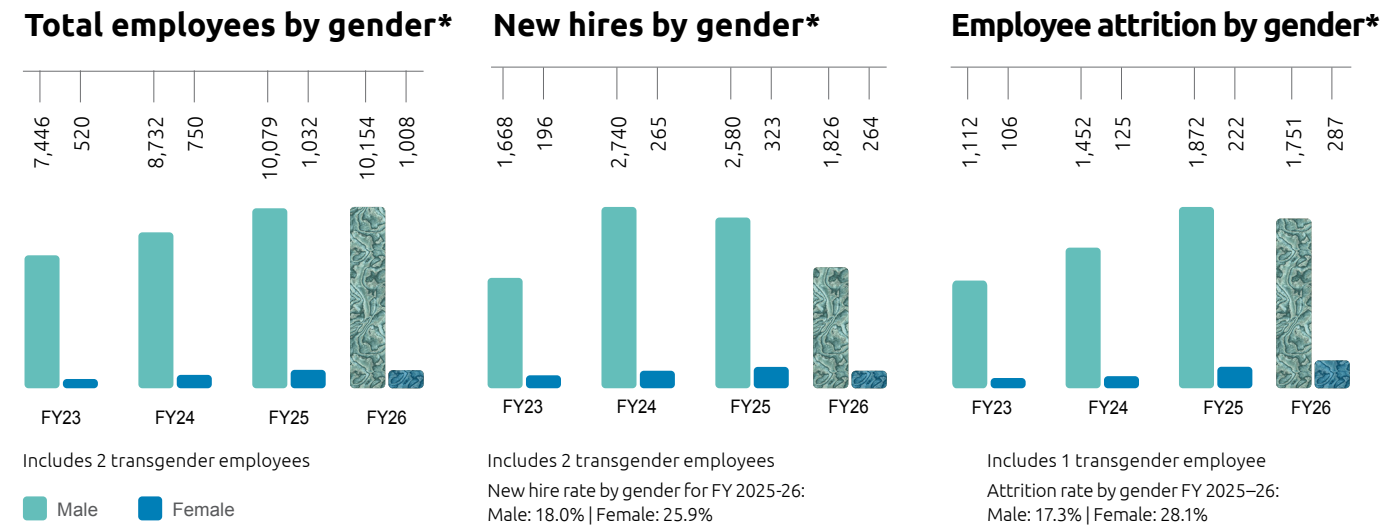
During the year, 44 female employees took maternity leave. 35 female employees returned to work till 31st March, 2026 after their leave ended in FY 2025-26. Of these, the number of female employees who would still be employed with our Company, 12 months after their return, would be assessed in the year 2026-27.

Other disclosures for parental leaves:

1. All employees are entitled to avail parental leave.
2. During the year 2025-26, 520 male employees took paternity leave. 510 male employees returned to work till 31st March, 2026 after their leave ended in FY 2025-26.
3. Of the 520 male employees who would still be employed with our Company, 12 months after their return, would be assessed in the year 2026-27.
4. The return to work rate for both male and female employees is 100% during the year 2025-26.
5. The retention rate for male employees is 88.7% and female employees is 87.1% during the year 2025-26.
6. 478 male employees returned to work in the previous period after their leaves ended and are still employed in FY 2025-26, 12 months after their return.

#GRI 401-3 Parental leave

SYNERGISING RELATIONSHIPS



Employee attrition by management level

	FY25	FY26
Senior Management	2	-
Middle Management	30	40
Junior Management	215	230
Staff	1,805	1,730
Workers	42	38

Total employees per category by gender

	Male	Female	Total
Senior Management	16	2	18
Middle Management	344	30	374
Junior Management	1,055	225	1,280
Staff	7,025	743	7,768
Workers	1,714	8	1,722

Total employees per category by age and gender (%)

	<30 years	30 to = 50 years	>50 years
Senior Management (Male: 88.9%; Female: 11.1%)	-	44.4	55.6
Middle Management (Male: 92.0%; Female: 8.0%)	0.5	84.5	15.0
Junior Management (Male: 82.4%; Female: 17.6%)	29.8	67.4	2.7
Staff (Male: 90.4%; Female: 9.6%)	60.2	38.9	0.9
Workers (Male: 99.5%; Female: 0.5%)	11.3	69.6	19.1

Celebrating cultural diversity and engagement

At the Visakhapatnam plant, several festivals were celebrated to foster employee engagement and create a sense of belonging among employees and the extended workforce. These activities also created awareness on sustainability, encouraged appreciation, creativity and personal reflection.

LGBTQIA+ inclusion and employee engagement

Strengthening LGBTQIA+ inclusion was a key focus area during the year. Asian Paints continued to scale initiatives designed to build awareness, allyship and psychological safety across locations. The Pride Employee Resource Group (ERG) played a central role in driving employee-led engagement, enabling safe spaces for dialogue and supporting Pride Month activities across corporate offices, manufacturing plants and sales locations.

*GRI 405-1 Diversity of governance bodies and employees



Persons with Disabilities (PwD) inclusion and workplace accessibility

Recognition

Asian Paints was honoured with the LGBTQIA+ Inclusion Award by Bombay Chambers of Commerce and Industry, in recognition of its structured approach to transgender inclusion, inclusive hiring, sensitisation programmes and leadership commitment—reinforcing the alignment between internal culture-building efforts and external accountability.

Asian Paints continued to strengthen its commitment to PwD inclusion through capability-based hiring, workplace enablement and accessible infrastructure. Employees with disabilities were integrated across functions and locations through structured hiring interventions and sensitisation initiatives, supported by a focus on enabling independence and dignity at work.

The Company's new office in Bhandup is equipped with universal accessibility features, including step-free movement

from entry to workstations. Wheelchair-accessible washrooms are available on all floors, voice-assisted elevator call buttons have also been placed at accessible heights for ease of use, complemented by Braille signage across meeting rooms.

Accessibility audits were conducted to facilitate infrastructure enhancements. It was aimed at supporting visually impaired employees as well. Similar facilities have been implemented at our Company's head office.

Inclusive hiring and equal opportunity

Inclusive hiring and workforce representation continued to be the key focus areas during the year. Asian Paints strengthened PwD and transgender hiring through partnerships with community organisations and NGOs, supporting sourcing, onboarding, and transition processes. These efforts were reinforced by gender-neutral and inclusive policies, including equitable benefits and medical coverage, underscoring the Company's commitment to dignity, fairness, and equal opportunity in the workplace.

Case study

CHAMPIONING THE SPIRIT OF INCLUSIVITY

We introduced a capability-led hiring model for Persons with Disabilities (PwD) through a three-day Excel Training and Job Drive Programme conducted in Gurgaon and Mumbai.

Intervention

The initiative enabled candidates to build job-ready capabilities in data handling, reporting and workplace readiness. Over 400 candidates were screened and shortlisted participants underwent training and evaluation before progressing to the hiring stage.

Impact

This approach enabled the creation of a job-ready PwD talent pipeline, reduced early attrition risk and demonstrated a scalable model for inclusive, role based hiring, reinforcing the Company's commitment to long-term employability and performance parity.

79 PwD employees and workers as of 31st March, 2026



SYNERGISING RELATIONSHIPS

Women in STEM

We support gender diversity across STEM functions by fostering equitable opportunities and inclusive talent development practices. Focused interventions across Science, Technology, Engineering and Mathematics enable greater representation and participation of women across the workforce. 3,596 males and 219 females are part of various STEM functions of the Company. 4,739 males and 361 females are part of revenue-generating functions.



Transgender internship programme

We continued our Transgender Internship Programme—a six-month paid initiative designed to provide structured corporate exposure and improve long-term employability.

The programme offers functional exposure across multiple business areas, supported by induction processes, periodic reviews and continuous feedback. Several interns transitioned into full-time roles while others completed the programme to secure future employment opportunities.

HUMAN RIGHTS*

At Asian Paints human rights are embedded across every aspect of our people practices. Under the oversight of the Human Resources function, we ensure consistent implementation and monitoring of the rights of employees across locations, nurturing a culture of accountability, trust and transparency.

Management approach

Asian Paints governs human rights and equal opportunity through its core governance and people management framework. The Human Resources function, through its designated Liaison and Complaints Officer, oversees policy implementation, grievance redressal and statutory alignment with applicable disability and transgender rights legislation. The Company's position statement on Human Rights confirms its commitments within governance and people policies, aligned with the Universal Declaration of Human Rights, ensuring consistency with internationally recognised principles.

Business Ethics and Human Rights Governance

The Company's Code of Conduct forms the foundation of responsible business practices, embedding integrity, accountability and respect across operations. It reinforces commitments to equal opportunity, a harassment-free workplace, freedom of association, safe working conditions, and zero tolerance for forced labour, child labour, bribery and unethical conduct. A minimum employment age of 18 is maintained, supported by an open-door culture, robust grievance redressal mechanisms and a confidential Whistle-Blower framework with protection against retaliation. Human rights standards extend across the value chain through the Code of Conduct for Business Partners, embedded within contracts and commercial arrangements

*GRI 2-23 Policy commitments,

*GRI 408-1 Operations and suppliers at significant risk for incidents of child labor,

*GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor

with defined corrective actions for non-compliance. Due diligence is integrated into governance and risk management systems, covering both internal operations and the supply chain through structured processes, ongoing engagement and accessible grievance channels. For further details on due diligence of value chain partners, refer to the Sustainable Supply Chain section under Sustainable Operations on [Page 118](#)

Key risks, including labour practices, discrimination, health and safety, and business conduct, are addressed through policy frameworks, contractual safeguards, awareness initiatives and continuous stakeholder engagement. Identified concerns are resolved through transparent processes guided by confidentiality, natural justice and non-retaliation, ensuring alignment with global ESG standards.

Training and awareness

Human rights expectations are reinforced through:

- Code of Conduct
- POSH Training
- D&I Programmes
- Ethical Sensitisation
- Grievance Mechanisms
- Supplier Onboarding

Beyond compliance, mentoring programmes and behaviour-based safety initiatives reinforce a culture of inclusion, trust and shared accountability. Through this integrated framework, Asian Paints upholds dignity, equity and accountability across its operations and value chain.



400,000+ hours

Human rights and Code of Conduct provided to leadership and 9,212 employees through 56 unique sessions

Building an ethical and inclusive workplace

Code of Conduct sessions were led by senior leaders to inculcate human rights, inclusion and ethical workplace practices within the organisation. A combination of training and open communication helped to improve awareness and accountability, making people recognise and adopt behaviours required for nurturing a cohesive and inclusive working environment.

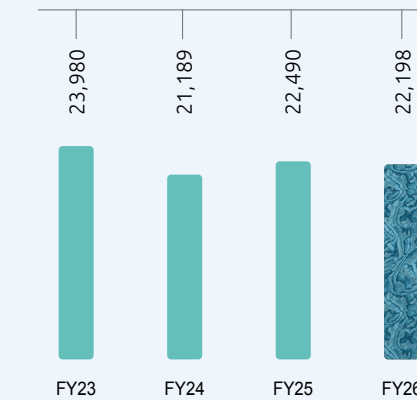


Ensuring wellbeing of contract workers

At Asian Paints, we remain committed to enhancing the wellbeing of contract workers by strengthening awareness and access to healthcare and welfare benefits. Through targeted ESIC awareness sessions, workers were guided on healthcare, maternity and sickness benefits, along with related claim processes, while support was also extended to improve access to schemes under the Haryana Labour Welfare Fund. These interventions have enhanced awareness and uptake of statutory benefits, strengthened access to welfare support, and contributed to improved financial stability and quality of life, reinforcing a more inclusive and responsible workplace.

COLLECTIVE BARGAINING#

Total temporary and contractual employees



We recognise our employees' right to freedom of association and participation in civic matters, in line with prevailing legal frameworks. By encouraging open conversations and maintaining transparency, we create an environment of trust and mutual respect. Trade unions across our manufacturing facilities serve as key partners in collective negotiations, contributing to stable industrial relations and seamless operations.

Union engagements are conducted every three years or as defined by the settlement cycle, with a focus on finalising productivity-linked wage agreements. These discussions are designed to strike a balance between employee welfare and the organisation's financial viability.

Deliberations begin well ahead of time, enabling both management and union representatives to thoughtfully consider financial priorities and operational requirements for ensuring peak productivity of manufacturing units.

88.7%

Permanent workers covered under collective bargaining agreements

Workforce governance

Our workforce governance approach maintains consistent labour, safety and compliance standards across all plants. Permanent employees are supported through structured HR policies, performance management systems and recognised unions that promote transparent dialogue and industrial harmony. Contractual workers operate within a defined governance framework, with audits and due diligence processes ensuring compliance with labour, safety and welfare standards.

#GRI 2-8 Workers who are not employees

#GRI 2-30 Collective bargaining agreements

#GRI 402-1 Minimum notice periods regarding operational changes

#GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk



SAFE WORKPLACE

Safe workplace is the ultimate measure of our operational excellence, cultivating a culture of holistic wellbeing.

MANAGEMENT APPROACH

We are guided by a philosophy deeper than mere compliance — Vyansamadhanam, our commitment towards life and breath. This commitment is operationalised through a structured Occupational Health and Safety (OHS) & Process Safety Management framework covering governance, risk identification, engineering controls, and behavioural interventions. All Asian Paints' plants are ISO 45001 certified, with our eight decorative paint manufacturing plants holding British Safety Council (BSC) five-star certification.

We remain deeply committed to protecting life and preserving the fundamental elements of wellbeing, including safe, healthy and sustainable living conditions.



	Target 2030	Performance 2025-26
Total Recordable Frequency Rate (TRFR)	< /= 0.80	1.27
Total Severity Rate (TSR)	< /= 100	106.4
Process safety event rate (PSER)*	< /= 0.165	0.426

Policy
 Health and Safety Policy
 Click here to access Health and Safety Policy [🔗](#)

*During the year, the safety promise has been upgraded to include a comprehensive metric covering Tier 1 & Tier 2 PSM incidents by way of PSER.

The architecture of safety*

We anchor our safety strategy on five core pillars:

- Health and safety**
- Process Safety Management**
- Behaviour-based safety**
- Road safety**
- Hazardous Chemicals Transportation**

HEALTH AND SAFETY

At Asian Paints, health and safety is embedded as a core organisational value. The Company's approach goes beyond compliance, focusing on building lasting capability, fostering a proactive safety culture and ensuring preparedness for any eventuality.

Safety-first culture

During the year, we achieved significant progress in severity reduction, maintaining a Total Severity Rate (TSR)

well within our strategic commitment of ≤140. This result reflects the maturity of our injury management protocols and the strengthening of site-level controls across our global operations. Simultaneously, we are refining our Total Recordable Frequency Rate (TRFR) through high-touch leadership engagement and targeted risk-reduction programmes, ensuring that every operational activity—from R&T to site operations—is aligned with our safety-first culture.



*GRI 403-1 Occupational health and safety management system, *GRI 403-3 Occupational health service

SYNERGISING RELATIONSHIPS

Keeping track of safety*

Metric	FY 2025-26	FY 2024-25
Recordable Work Injury	46	47
Fatalities	0	0
LTI	27	26
LTIFR	0.34	0.32
Severity Rate	28.45	23.46
Frequency severity index	0.0031	0.0027
Manhours worked	79,940,425	82,534,953

LTI: Lost Time Injury (Based on Incidents) | LTIFR: Lost Time Injury Frequency Rate (Based on Incidents)
Recordable work-related ill health is NIL for the year aforesaid. We are taking various preventive and mitigation measures to reduce occupational health and safety impacts such as quantitative risk assessment for manufacturing operations.

- The details of safety-related incidents include all the locations.
- The lost time injury details for manufacturing locations and R&T Centre, is as per the criteria defined in Factories Act, 1948. For non-manufacturing locations, where Factories Act, 1948 is not applicable, man days lost >= 2 has been considered.
- Recordable work-related injuries, LTI and LTIFR have been calculated based on the count of incidents as per Company's safety policy and recognised guidelines. If injuries had been considered instead of incident, the total recordable work-related injuries would be 49, the LTI would be 28 and the LTIFR would be 0.35.

Capability building and training

During the year, we strengthened safety process and practices through focused training, structured assessments and expert reviews. We follow a continuous learning approach to enhance employee skills and build strong safety capabilities across all operations.

Key initiatives included: Internal training programmes

Including Train-the-Trainer and Auditor training to build in-house expertise and improve the effectiveness of safety audits and risk evaluations.

Behaviour-Based Safety (BBS) training

To train employees to identify unsafe conditions, engage in safety conversations and take preventive actions.

Internal safety assessments

Conducted across manufacturing plants, enabling teams to regularly review safety practices, system effectiveness and emergency preparedness.

External expert reviews and audits

To benchmark safety performance against industry standards and best practices. These assessments provide an independent evaluation of systems, controls and processes, and help identify gaps and opportunities for strengthening risk management and operational effectiveness.

In addition, we continued to strengthen incident management practices by focusing on identifying root causes and sharing learnings across locations.

SPECIAL 30: Enhancing emergency response capabilities

Building on the 'Special 27' initiative introduced in the previous year, Asian Paints further strengthened its emergency response framework at the Mysuru plant during the year. The programme was expanded to 'Special 30', with increased team strength, enhanced diversity and improved cross-functional representation. The team underwent advanced refresher training focused on firefighting, rescue techniques, emergency equipment handling and evacuation support, strengthening on-ground response capabilities across a range of scenarios.

A structured deployment framework has been institutionalised, with clearly defined roles covering first aid, firefighting, rescue operations and emergency coordination, ensuring swift and organised response during incidents.

The 'Special 30' initiative reflects a transition from capability creation to capability institutionalisation, and continues to serve as a benchmark for strengthening emergency preparedness across manufacturing locations.



PROCESS SAFETY MANAGEMENT^

At Asian Paints, we have fundamentally strengthened our Process Safety Management (PSM) by converging rigorous governance with advanced digital twin technology. Our focus remains on the health of critical barriers, embedding operational discipline and emergency readiness at every level of our decorative paint plants.

Strategic investment in critical barriers

During the year, we continued to invest in various PSM projects to strengthen physical safeguards. These targeted upgrades have materially reduced the risk of Loss of Containment and enhanced system reliability:

Infrastructure upgrade	Operational impact
Managing thermal stratification	Dedicated recirculation and heat-exchange upgrades in styrene systems to prevent thermal stratification.
Advanced venting	Strengthened venting systems to ensure pressure integrity during high-load scenarios.
Process isolation	Enhanced isolation protocols to eliminate potential leakage points and maintain containment.
Early detection	New sensing capabilities to identify condenser choking and back-flushing deviations before they impact operations.

Through these investments, we continue to build a resilient ecosystem where safety is engineered into every process. Collectively, these actions strengthen our emergency preparedness and position the organisation for more proactive and reliable occupational health and safety performance.

Strengthening process safety standards

This year, we fundamentally reimagined our safety standards to ensure a uniform experience of protection for every employee, contractor and visitor.

- Digital PSM induction:** We have deployed 3D-animated induction modules. By showcasing real-world Asian Paints environments in multiple regional languages, we ensure that site-specific hazards and safe behaviours are understood with absolute clarity, regardless of location or role.
- Risk-based engineering:** Utilising advanced Bowtie Risk Profiling and Human Reliability Analysis (HRA) methodologies, we identified critical safety intersections within our decorative paint plants. This led to the development of 412 Standard Operating Procedures (SOPs), of which 155 high-risk SOPs were prioritised to strengthen key safety controls at the most critical stages of operations.

[^]GRI 403-2 Hazard identification, risk assessment, and incident investigation,

[^]GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

Bowtie risk profiling and Human Reliability Analysis (HRA)

We continued to strengthen our hazard identification and risk assessment framework through the application of Bowtie risk profiling and HRA across our decorative paint plants.

Bowtie analysis helps visualise hazards by mapping threats, preventive and mitigative barriers, and potential consequences, while HRA evaluates the likelihood of human error in critical tasks.

During the year, we significantly expanded the coverage of these methodologies.

Standardisation was further strengthened through the development of Master Bowties derived from incident learnings, common high-risk activities and shared raw materials.

47%
Annual increase in HRA

38
New master bowties identified and deployed

^{*}GRI 403-9 Work-related injuries, ^{*}GRI 403-10 Work-related ill health

SYNERGISING RELATIONSHIPS

Digital vigilance and real-time oversight

We are transitioning from reactive monitoring to predictive protection through the strategic deployment of the Internet of Things (IoT) and Digital Twins.

IoT integration

Real-time monitoring across PSM scoped areas at the decorative paint plants provides instant visibility into critical interlocks, instrument health, and alarm performance.

Digital twin simulation

By creating digital replicas of our physical assets, we simulate failure scenarios to validate our safeguards, enabling faster and more informed safety decisions.

Independent benchmarking

To ensure our systems meet global standards, we conducted extensive internal compliance assessments alongside external PSM audits at our Vizag and Khandala sites.



PSM IoT system

Across several plants, operators were receiving a large number of alarms on the control system, where critical safety alarms were mixed with routine alerts.

During disruptions, the high volume of alarms made it difficult to identify genuine risks in a timely manner, and there was limited overall visibility of system overrides and near-miss events. To address this, we implemented a structured

alarm management system aligned with global standards. Critical safety signals were separated and monitored through a central digital platform, supported by a dedicated alarm database. This initiative reduced unnecessary alarms, improved fault identification, and enhanced the overall reliability and effectiveness of process safety monitoring across plants.

Process Safety Golden Rules (PSGR)

Asian Paints adopted the process safety golden rules to strengthen frontline safety behaviour and reduce the likelihood of major incidents. Grounded in real-world industrial insights from the International Association of Oil and Gas Producers (IOGP), the PSGRs distil process safety into 10 Golden Rules focused on barrier integrity, operating discipline, hazard recognition and intervention, making process safety a natural part of everyday work rather than a compliance exercise.

Launched as a leadership-driven cultural campaign, the initiative featured a purposefully designed logo communicating 'Safer Process, Safer Workplace', structured rollout teasers, and a unique 'Voice of the System' concept, giving critical assets like pipelines, interlocks, and operating limits a narrative voice to illustrate the consequences of deviation. Each rule was reinforced through practical guidance and leadership communication on 'Why It Matters'.

The PSGRs are being embedded into toolbox talks, pre-job planning, risk assessments, and walkabouts to reinforce the belief that high-severity incidents can be prevented through collective efforts and it is a shared responsibility of every member of the organisation.



BEHAVIOUR-BASED SAFETY

At Asian Paints, the journey towards a generative safety culture is driven by leadership engagement, proactive reporting and continuous learning across the organisation. This is reflected through the below deeply embedded pillars:

Leadership-led generative culture Leaders model curiosity, transparency, and collective responsibility through visible engagement, behavioural safety programmes, and learning platforms, reinforcing that people are not sources of error, but essential partners in building resilient systems.

Psychological safety and speak-up culture: Employees and contractors are encouraged to openly report unsafe conditions, near misses, and concerns without fear of blame. Safety conversations shift from "Who failed?" to "What conditions shaped this decision?", treating every report as a contribution to learning rather than an admission of failure.

These principles are reinforced through regular safety conversations, reporting of near misses, and proactive interventions across all levels of the organisation.



ROAD SAFETY

We proactively strive to build a road safety culture through awareness programmes, employee engagement initiatives and behavioural safety interventions across sites. During the year, we organised initiatives for road safety training and also observed national road safety week through various activities. Safety awareness videos and public transportation safety guidelines were shared among teams.

At Asian Paints, campaigns like Meaningful Mondays aim to link product uniqueness with road safety behaviours through creative posters shared across the organisation to promote defensive driving awareness.

HumSafar Premier League, a companywide interactive, scenario-based road safety quiz was organised. More than 1000 employees actively participated, strengthening awareness and a strong road safety culture.



HAZARDOUS CHEMICALS (HAZCHEM) TRANSPORTATION

Asian Paints has implemented a structured Hazchem transportation safety framework with defined governance, standardised incident classification and real-time GPS-based monitoring of key violations such as over-speeding, route deviation, stoppages and driver fatigue. This system addresses risks of road accidents, chemical spills and public exposure, ensuring safe transportation of hazardous chemicals.

Compliance and regulatory oversight

At Asian Paints, we ensure compliance with statutory safety requirements through a structured and robust compliance management framework. This enables us to systematically track and monitor legal obligations related to occupational health, process safety, fire safety and environmental regulations, supported by timely escalation mechanisms. We conduct periodic corporate compliance audits across all units to assess adherence to applicable laws, regulations and codes of practice. These audits review documentation, statutory records, equipment certifications and adherence to regulatory requirements in operations.

ENHANCING BIOCIDES SAFETY THROUGH RIGOROUS ENGINEERING STANDARDS AT SRIPERUMBUDUR

Case Study

To proactively mitigate the risk of potential chemical spillages, Sriperumbudur team implemented a safety initiative to strengthen biocide handling and eliminate hazards from non-standard pipeline fabrication.

The impact

These preventive measures strengthen pipeline integrity and significantly reduce the likelihood of chemical spillage. The initiative ensures long-term operational reliability, lower maintenance costs, and a robust culture of safe chemical handling.

The intervention

The team introduced standardised engineering designs, isometric drawings, and stress-control measures. Welders were qualified in line with the American Society of Mechanical Engineers Boiler and Pressure Vessel Code (ASME BPVC) supported by the creation of Welding Procedure Specifications (WPS), radiography, and strict quality checks.

