

# SOCIAL



### Key Material Topics

- ✔ Employee Health and Safety
- ✔ Diversity, Inclusion and Non-Discrimination
- ✔ Stakeholder Engagement
- ✔ Employee Wellbeing and Development
- ✔ Human Rights Protection
- ✔ Labor Relations
- ✔ Talent Recruitment and Retention

### Stakeholders Impacted

- ✔ Employees (On-roll & outsourced)
- ✔ Mall Operators
- ✔ Communities
- ✔ Retail Partners and Customers
- ✔ Suppliers
- ✔ Investors

### SDGs IMPACTED



## SP3. Diversity, Equity, and Inclusion (DE&I)

Our people are fundamental to ensuring that we can successfully fulfill our commitment to conserve nature, generate long-term value for our stakeholders, and achieve positive outcomes. We prioritize the well-being of our employees by offering opportunities for them to build fulfilling careers with us, supported by industry-leading learning and development programs.

Our workforce forms the cornerstone of our ethos as the 'Nexus of Happyness.' Recognizing the importance of a diverse, equitable, and inclusive work environment, we strive to benefit all our stakeholders. Our objective is to nurture a workspace that prioritizes career growth and inclusivity, driving both our employees and business forward.

### Diversity, Equity, and Inclusion in the Workplace

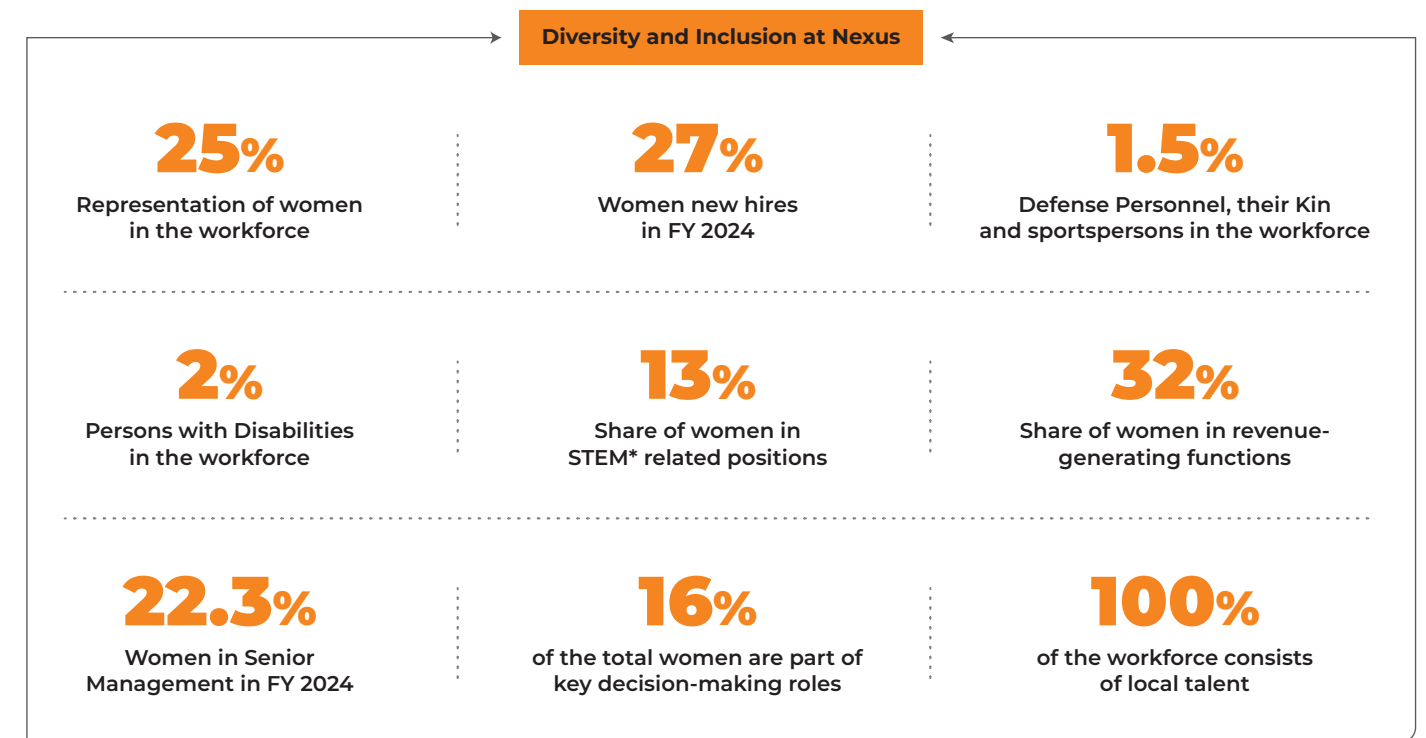
Diversity, Equity, and Inclusion (DE&I) form a core part of our organizational culture and business ethics. We believe that every individual deserves a fair chance irrespective of their background, gender, age, disability, sexual orientation, etc. DE&I values are integrated across our organization at all levels, and we strongly advocate for equality in the workplace and beyond.

We believe in diversity of thought and encourage initiative and innovative mindsets. As an equal-opportunity employer, we aim to foster inclusion on every front. Merit and performance are the only parameters considered when we evaluate our talent or create opportunities for growth.

Our job descriptions are gender-neutral, supported by our Gender Affirmation Policy. This policy supplements our stance of gender identity being a personal choice and ensuring freedom of expression for all our employees.

Training on the Prevention of Sexual Harassment (POSH) is mandatory for all employees, further enhancing the safety of our workplace. This training is available on our learning management system as an online module. We have a 24-hour hotline to report any violations of the POSH policy.

Our actions to promote diversity and inclusion go beyond gender to cover people with disabilities, ex-members of the defense forces, their families, and sportspeople.



\*STEM - Science, Technology, Engineering and Mathematics

### Community Connect with Atypical Advantage

Nexus Select Malls are dedicated to promoting inclusivity and fairness. During the celebrations at our malls for India's Independence Day, and Diwali festivities in FY 2024, wheelchair dancers and PwD instrumentalists showcased their talents, captivating audiences. By

featuring these talented participants, we not only entertained our visitors but also reinforced the values of empowerment, inspiration, diversity, community engagement, and inclusion.



Employee Category	Total (No.)	Age Group (Years)			Gender (No.)	
		<30	30-50	>50	Male	Female
Senior Management	67	-	56	11	52	15
<b>On-roll Employees</b>						
Middle Management	151	7	131	13	119	32
Junior Management	327	52	249	26	270	57
<b>Total On-roll Employees</b>	<b>545</b>	<b>59</b>	<b>436</b>	<b>50</b>	<b>441</b>	<b>104</b>
<b>Total Frontline Staff</b>	<b>3,731</b>	-	-	-	<b>2,787</b>	<b>944</b>
<b>Total Workforce Count</b>	<b>4,276</b>	<b>59</b>	<b>436</b>	<b>50</b>	<b>3,228</b>	<b>1,048</b>

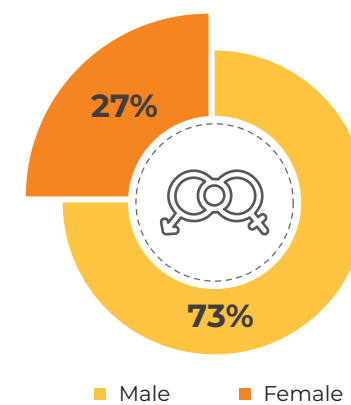
### Gender Pay Parity

We ensure fairness in remuneration. All our employees are compensated as per industry standards. The salary ratio for entry-level women to men is 96%, and at the senior management level, it is 80%.

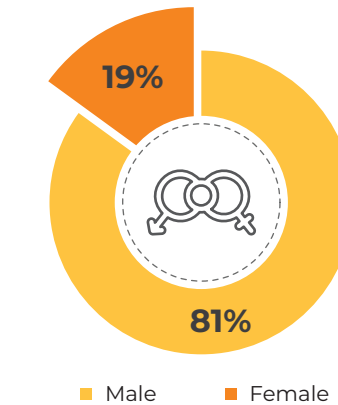
Ratio of Basic Remuneration of women to men:



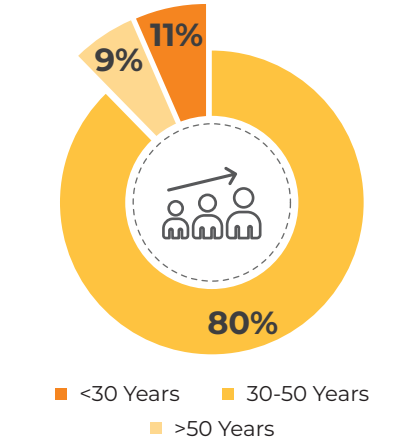
Gender Diversity Total Workforce FY 2024



Gender Diversity On-roll Employees FY 2024



On-roll Employees Age-wise distribution FY 2024



For our efforts to strengthen DE&I, Nexus Select was conferred with prestigious awards at Assocham's 4th Diversity and Inclusion Excellence Awards, 2023.

We have been recognized as the Best Employer for Persons with Disabilities.

This award continues to support and inspire our people to champion diversity and inclusion at the workplace.



### Employee Engagement and Retention

Care for our people is a core value at Nexus Select. Our success is defined by the collective 'happyness' we generate for our employees, enabling them to thrive, deliver sustainable value to our stakeholders, and stay motivated to advance our mission of conserving and preserving the planet.

As an employee-centric organization, we run multiple engagement initiatives throughout the year, focusing on the holistic development and growth of our team members.



### Talent Attraction and Retention

A Strategic Workforce Plan helps us to assess and identify the right time and the right talent to hire. This approach aligns with the organisation's goal and overall business strategy. To achieve our goals, we need the right mix of people, technology, and employment models, guided by the People Analytics approach. This approach aligns the current and future capacity requirements with our short and long-term business targets, thereby making our hiring both efficient and effective.



**Significance of People Analytics**

- Assist HR partners to identify, ascertain and build organizational capacity
- Enable talent mobility

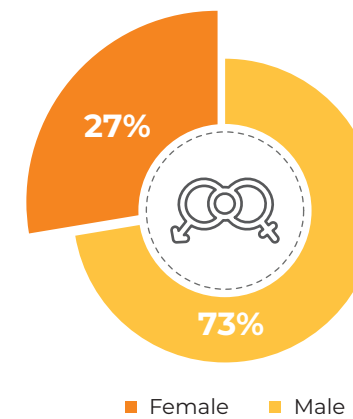
**Implementation of People Analytics**

- Understanding organizational capacity requirements from business growth plans, mergers, acquisitions, joint ventures, expansions, restructuring of existing businesses, etc.
- Defining pragmatic goals and commitments
- Periodically track and monitor progress made on set goals and commitments with a balanced scorecard

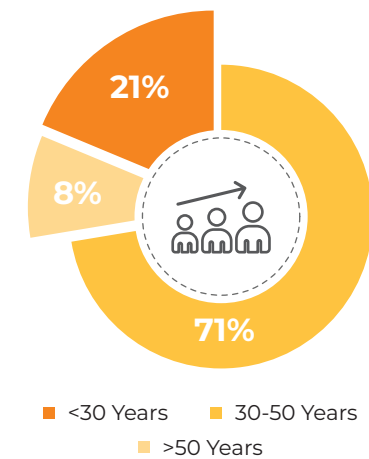
**Outcome of People Analytics**

- Talent Mobility
- Clarity of expectations
- Skill development and enhancement

New Hires Gender Diversity



New Hires Age-wise distribution

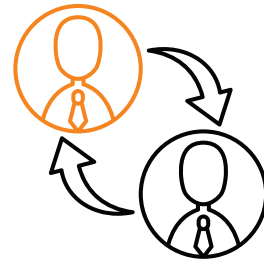


### Other Hiring-Related Indicators

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total new hires	44	7	77	111	146
% of employees hired through internal job posting	1%	2%	2%	5%	2.4%
Average cost of hiring (INR)	50,362	2,43,787	1,15,913	44,847	34,304

### Employee Turnover

As a conscious and caring workplace, we strive to create an environment where our employees feel valued and have opportunities for continuous growth and learning. The success of our people policies is reflected in our employee turnover rate, as detailed below.



	FY 2022	FY 2023	FY 2024
Employee Turnover Rate	18.5%	15.6%	13.9%

### Employee Benefits

In addition to providing our employees with industry-benchmarked compensation, we also offer them multiple benefits to empower them to build successful professional and personal lives.

A work-from-home policy offers our employees flexible work arrangements, allowing them to work from wherever as per their schedule and balance their work-life needs.

We provide a range of health benefits to our employees, including life insurance, medical coverage, group accidental coverage and term life insurance.

Individual and team-based appraisals are undertaken at regular intervals for transparent and objective assessment of the performance of our employees. In FY 2024, 100% of our eligible employees received performance appraisals

**14**

**Days of leave availed through our special leaves Program in FY 2024**

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Apart from casual, parental, and anniversary leaves, we also provide special leaves to on-roll employees and frontline staff in cases of exigencies or to handle menstrual discomfort and mental health needs, among other reasons.

### Protecting Employee Health and Wellness

The wellbeing of our workforce is central to organizational culture. A specially designed Health and Wellness Matrix helps our employees identifying gaps and avail holistic health improvement interventions based on their assessments.

The findings of the assessment lead to each employee being classified into one of three bands: Red, Amber, and Green. Our lifestyle coaches and affiliated doctors provide ongoing health and wellness support to employees in the red and amber categories, aiming to help them transition to the desirable green category. Additionally, they work with employees in the green category to maintain a healthy lifestyle.

In FY 2024, based on the findings of this matrix, we conducted Holistic Wellness sessions in partnership with 'Healthians'. Eight hundred members, along with their families, attended the session.

We also collaborated with Dr. Kishore Madhwani for 'Occupational Health and Wellness' sessions and with Dr. Shilpa Joshi for a session we conducted on 'Creating Nutritional Wellness', which was attended by 400 participants. Furthermore, we partnered with a renowned gym chain to help our employees get started on physical workout activities by supporting them to attend classes on Pilates, Zumba, and yoga for a month.

In addition to these workshops, we conducted sessions on cancer awareness and prevention on World Cancer Day, led by Padmashri. Dr. S.H. Advani, which attracted 240 employees. Our partnership with 1to1 Help, a renowned Employee Assistance programs plays a key role in supporting the mental health and overall wellbeing needs of our employees. 375 participants across India have benefitted from the program.

A doctor helpline is available 24/7 to assist employees with their medical needs.

**753**

Female staff covered in Women's Day Breast Cancer Awareness sessions

**312**

Employees covered under the Yoga Day Celebration

**450**

Participants at the launch of the Wellness. Matrix



#### Insurance



- ✔ Life Insurance
- ✔ Medical Coverage
- ✔ Group Accidental Coverage
- ✔ Term life insurance

#### Leaves



- ✔ Casual Leaves
- ✔ Parental Leaves
- ✔ Anniversary Leaves
- ✔ Special Leaves
- ✔ Bereavement leave

#### Allowances



- ✔ Travel Allowances
- ✔ Mobiles Handset Reimbursement
- ✔ Marriage Gift
- ✔ Anniversary Gift
- ✔ New-born Child Gift



### Parental Leave and Baby Care

For all our employees who are new parents, we have maternity, paternity, and adoption leaves in place. In FY 2024, 19 employees, including 7 women, availed of these leaves. 17 returned to work within a year of their leave, supporting our employee-centric culture. We also have creche facilities in select locations, which help these new parents leave their children in a safe and nurturing environment while they are at work. As of today, we have crèche facilities at Nexus Elante, Nexus Seawoods, Nexus Ahmedabad One, Nexus Amritsar, Nexus Westend, and Nexus Select CityWalk. We aim to extend this facility to our other malls as well.

**50+**

Baby Care Rooms

**15,000+**

Guests availed our baby care rooms

**400+**

Employees and Retail Partners have enrolled for the crèche facility



### Employee Trainings

Our employees attended a wide range of behavioral, technical and functional trainings in FY 2024, including :

- ✔ Technical and functional training on electrical and plumbing skills and HVAC fundamentals, amongst others
- ✔ Personal development and soft skill building sessions on stress management, diversity and inclusion, etc.
- ✔ Leadership programs for enhancing competencies in strategy, technological advancement, quality control, etc.
- ✔ Software and data science training through programs on digital marketing, software implementation, analytics, etc.
- ✔ Sessions on Human Rights, including Prevention of Sexual Harassment (POSH), as well as preventing cybercrime and strengthening cybersecurity, amongst others.



Parameter	FY 2023	FY 2024
Total number of employees entitled to parental leave	475	545
Total number of employees who took parental leave	22	19
Total number of employees that returned to work in the reporting period after parental leave ended	20*	19
Total number of employees that returned to work after parental leave ended and were still employed 12 months after their return to work	20	19
Return to work and retention rates of employees that took parental leave	100%	100%

### Employee Development and Support

The learning and development of our employees are critical to ensure we have the depth and breadth of capabilities and competencies we need to achieve our business goals. We make strategic investments in ongoing training opportunities to foster their holistic professional growth.

### Training Highlights for FY2024:

**25,162**

Total On-roll Training Hours

**46**

Average On-roll Training Hours

**₹ 21,774**

Average spent on On-roll Training and Development





### Happy to EmpowHER

To elevate and empower our women to fulfill their potential, we conducted the #HappyToEmpowHER campaign. Partnering with a capable training organization, we enrolled our women employees from mid to senior levels in a three-month leadership program. That aimed to address five mindsets: the Protagonist Mindset, Warrior Mindset, Maverick Mindset, Campaigner Mindset, and Enterprising

Mindset. It offered participants online masterclasses, digital learning, assessments, mentoring, networking, and feedback sessions, including one with a live jury, among other engagements. Additionally, a 10% Club was formed to foster a competitive spirit among participants and recognize excellent performers



26 women employees from mid to senior levels were selected for the programs across India based on their work experience and tenure. 4 out of the 26 women made it to the final list, with 2 becoming members of the 10% Club.



### Aaramya Series

We have curated the Aaramya series to equip our outsourced female staff with valuable life skills and soft skills so they can strengthen their mindsets, become self-reliant and live and work more confidently. This includes mandatory annual training focusing on

education and awareness building sessions on grooming and personal hygiene, money management, career progression, digital literacy, self-love, and mental well-being. To date, we have positively impacted over 900 women through Aaramya.



### Employee Satisfaction

Employee satisfaction, part of our 'Happy Index' is key to our success. By fostering a supportive and inclusive work environment, we ensure employees feel valued. Regular feedback mechanisms allow us to address concerns and enhance career growth opportunities. Prioritizing employee well-being and development boosts morale, productivity, and innovation, creating a thriving workplace culture.

~80%

Employees covered for Happy Index



96

Employee Satisfaction Score

Furthermore, we have a long-term incentive program for all our employees, aligned with our ESG targets and departmental goals. Linking employee incentives with our organizational goals acts as extrinsic motivation for the workforce and helps create a positive impact across our operations. The long-term incentive program is applicable to those who have been with the firm for five years or more.

### Leadership Programs at Nexus Select

We strive to provide a work environment which encourages our employees to develop and reach for newer professional heights. Towards the same, we have instituted unique training programs to hone the leadership potential and skills of our employees:

#### Business Intelligence Training using Power BI and Tableau

In the digital age, having relevant skills is critical to advance organizational and individual development. Our Business Intelligence training enables participants to use data to create reports and visualizations and derive real-time insights. This training has resulted in the transition of all Excel-based reports done manually to Power BI, saving effort and time and preventing risks of human errors.

#### Training to increase budding leader's effectiveness :

For our manager's group, we focus on enhancing their skills around time management, communication, prioritization and taking initiative. These learning sessions, coupled with focus and collaboration, have increased productivity and led to 100% retention in the group.





LEAD :

Leadership through Evaluation, Alignment and Development (LEAD) is designed for high-performing individuals and makes them ready for their future growth. Intended outcomes with LEAD include forward-thinking and empathetic performance, effective leadership, resilience and change management, navigation of risks and networking for an enhanced impact. Along with attending workshops and sessions, all participants also undergo an assessment after the LEAD program to evaluate their learning. In FY 2024, we identified 29 employees for their leadership transition.



LEAP:

To enhance the leadership skills of our managers, we have designed a Management Development Program through LEAP, an acronym for Learn, Excel, Aspire and Progress. Through this program, we aim to inculcate a growth mindset and team-building spirit into all our managers, along with equipping them to better adapt to complexity and navigate through ambiguity and risks. 72 junior- to mid-level employees participated in the program and availed of self-paced courses with expert master classes and dynamic live sessions as well.



Other Training programs :

We provide functional as well as behavioral training to all our employees.

**Nexus One Masterclass:** We provide functional as well as behavioral training to all our employees. Through our Nexus One Masterclass, we aim to empower internal SMEs through a peer learning environment. To date, we have conducted 15 masterclasses for various SMEs.



**Nexus Connect Sessions:** For the continuous learning and development of our employees, we conduct Nexus Connect Sessions, which include a range of webinars and online sessions led by industry experts. To date, over 400+ employees have attended these sessions. In FY 2024, we conducted 5 of these sessions.

**Nexus Quest LMS and LinkedIn Learning:** To enhance the learning and development experience of our employees, we have launched Nexus Quest, our Learning Management System. This LMS helps our employees find over 9000 courses with one click. We have also integrated courses by LinkedIn Learning, providing options for a broad spectrum of courses to our employees. The activation rate for Nexus Quest by employees stood at 100%, and for LinkedIn Learning was 92%.



**Value Refresher Training:** To align our employees with our ethos and core values, we conduct 'Train the Trainer' sessions for HR Business Partners and Operations Managers. These employees train their respective teams, in turn, on our values and ethos. To date, 83% on roll and 92% of contractual employees have been covered by these training sessions.

**Metamorphosis:** Our workforce is integral to us, and hiring the right people is essential for our continued success. Campus to Corporate sessions have been deployed to help us hire Management Trainees and Executive Trainees to be a part of our organization. In FY 2024, we have hired 5 Management Trainees and 4 Executive Trainees who are undergoing their 6-month training program.



**English-Speaking Certification:** To upskill our contractual staff, we provide an English-speaking certification course to improve our workers' proficiency in spoken English. In FY 2024, we enrolled 130 participants and assigned a base level of proficiency depending on their existing capabilities. At the end of the course, their abilities were re-evaluated to analyze progress. 67 participants moved from a proficiency level of A1 to A2 and 13 participants moved from a level of A2 to B1.

**Growth Mindset Workshop:** To encourage our employees to avail of leadership courses offered by LinkedIn Learning and strengthen their understanding of growth management and development strategies. Post the workshop, we saw an increase in the activation rate for LinkedIn Learning to 82%, up from 77%.



**Art of Storytelling:** To enhance the presentation and communication skills of our employees. The training session saw 77 participants who were selected after a structured assessment process.



### Occupational Health and Safety (OHS)

Protecting the health and safety of our employees is paramount to ensuring seamless operations at optimal productivity levels and without disruptions. We have a robust Occupational Health and Safety (OHS) policy that outlines processes of investigating work-related incidents, hazard identification, and risk assessment. These policies also guide the development of corrective action plans to create a secure workplace.

**ZERO**  
Work-related Accidents

All our employees undergo comprehensive OHS training to enhance their understanding of the policy provisions. These training modules cover various aspects of safety procedures, hazard identification and mitigation, risk management, and emergency response. An on-ground Occupational Health and Wellness consultant provides these trainings to our employees, workers, and subcontractors.

As our operations are largely mall-specific, we have Standard Operating Procedures (SOPs), covering all processes and requirements for safe operation within a mall. The SOPs have clearly defined evacuation plans for emergencies. We have a dedicated Fire, Life and Security department with EHS members and technical and operational teams. PPE kits, medical first aid kits, fire extinguishers and electrical safety devices are accessible to all our employees and visitors.

### OHS Management System

A comprehensive Occupational Health and Safety Management System developed in line with globally recognized standards such as ISO 45001 along with local and national regulations underlines all our actions and keeps our stakeholders, including customers, tenants, employees, community members and others safe and healthy. Conduct periodic internal audits to assess any non-compliance and identify and mitigate occupational health and safety risks for our employees.

**100%**  
Assets covered under Internal Audits

These guidelines are designed to adhere to all applicable local and global standards. Our regular verification practices demonstrate our commitment to strengthening occupational health and safety management and sustainability.

### Safety Processes at Nexus Select



Inspection of the work area by the on-duty fire officer/marshal



Maintaining and monitoring of all processes, aided with a safety checklist on a daily basis. Weekly and monthly fire drills are also conducted



Regular audits to identify and avoid hazards. All elevators, fire pump room, electrical panels, logic tests, etc. are audited



Any observations made in the audit are promptly rectified



Hazard Identification and Risk Assessment (HIRA) process is followed every month



Ensuring that all safety precautions are followed by workers, such as the proper usage of PPE equipment



Conducting monthly electrical and FLS audits as a preventative measure

Parameter	FY 2021	FY 2022	FY 2023	FY 2024
FY Absentee Rate	1.12%	1.21%	1.73%	2.86%

### Human Rights

As a signatory to the United Nations Global Compact (UNGC), we adhere to the ten pillars of human rights by UNGC, along with an internal code of conduct, to aim for the highest standards of human rights across our operations and supply chain.

**100%**  
Compliant with all local labor laws and regulations in FY 2024

A comprehensive Human Rights Policy, developed in line with relevant global and national regulatory frameworks, guides our actions on this front. We have zero tolerance towards any violations of Human Rights and have instituted appropriate procedures for employees to report any violations which are addressed promptly. We empower and respect our employees' right to freedom of expression and the formation of unions. However, as of date, we do not have any labor unions within our organization.

### Human Rights Assessment

Our Human Rights Policy and practices are applicable to all our business operations and employees. A core part of our supply chain is our third-party vendors, with whom we engage to conduct periodic human rights assessments for all their employees and workers. The evaluation is performed through a systematic approach involving the identification, assessment, and mitigation of potential risks for any human rights violations.

All human right assessments conducted in our organization are in alignment with global and national human rights regulatory standards, including the Employees Provident Fund and Miscellaneous Provisions Act 1952, The Sexual Harassment of Women at Workplace (Prevention, Prohibition, And Redressal) Act 2013, Employment Exchanges (Compulsory Notification of Vacancies) Act 1959, and many more.

Stakeholder Groups covered by Human Rights Assessments include employees, suppliers, contract staff, migrant workers, indigenous people, local communities, women and children.





Issues covered under Human Rights Assessments:



Our human rights assessments allow us to evaluate compliance levels for each mall. A mall site with a compliance score of less than 80% is rigorously examined, and steps are taken to achieve a 100% compliance score. In FY 2024, we covered 100% of our malls in our assessment.

**Zero** Human Rights violations in FY 2024      **100%** Of our workforce suppliers covered under our human rights assessments in FY 2024

**Assessing our suppliers on Human Rights**

Apart from our third-party vendors, we conduct human rights assessments for our critical suppliers twice a year. Our critical suppliers are those who we identify as having a significant impact on our operations and, hence, form an integral part of our value chain.

