

Social

People and communities remain central to creating Harmony in Action. At Galaxy, a culture built on inclusion, continuous learning and well-being supports employees in realising their full potential while contributing meaningfully to organisational growth. Focused efforts for capability building, health and safety, employee engagement and community development programmes create value within the organisation and across the communities we serve.

At a Glance

₹5.04 cr
CSR expenditure in FY 2025-26

0.57
LTIFR

47
CSR projects implemented

0
Fatality

2,86,800
Beneficiaries impacted through CSR initiatives contribution

40.3
Training hours per employee





Key Linkages

Capitals Impacted

- **Human Capital**
- **Social and Relationship Capital**

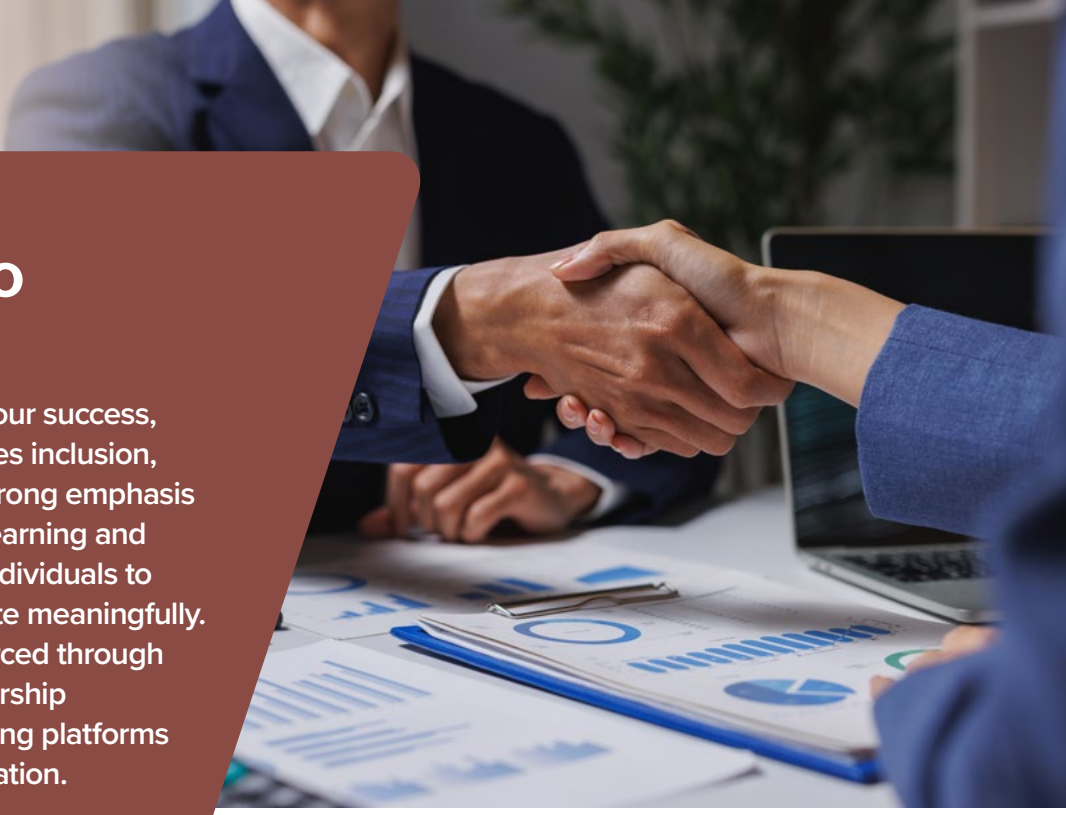
Stakeholders Impacted

SDGs Impacted

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Commitment to Our People

People remain at the heart of our success, shaping a workplace that values inclusion, growth and collaboration. A strong emphasis on engagement, continuous learning and talent development enables individuals to build capabilities and contribute meaningfully. Equal opportunities are reinforced through structured programmes, leadership development and digital learning platforms embedded across the organisation.

Our Workforce

We operate with a globally distributed workforce across India (Taloja, Tarapur and Jhagadia), Egypt and the USA, supported by an increasing focus on digitalisation and automation. Integrated HRMS platforms to manage the employee lifecycle from recruitment to retirement, enhancing efficiency, transparency, and data-driven decision-making. Employee engagement remains a key priority. Initiatives such as the Galaxy Premier League and the Galaxy Sports Club foster cross-location interaction and strengthen team cohesion. Attrition at Galaxy is 13.8%, lower than the industry average reflecting our continued focus on employee retention and workplace satisfaction.

We continue to strengthen training and capability-building programmes to equip employees with skills aligned to evolving operational and technological requirements. These efforts support workforce readiness while enabling individuals to grow alongside the organisation.

As we advance our climate strategy, we recognise the importance of a just and inclusive transition for our workforce, suppliers and communities. Our approach focuses on ensuring that sustainability initiatives support employee well-being, promote skill development, and maintain stable livelihoods, while our community engagement efforts contribute to inclusive and balanced development.

Local Hiring of Senior Management



Senior management hired from local communities at significant locations
79% (Senior management includes employees up to two levels below the CEO)

Local hiring criteria
Permanent residence within the same state as the location of operation

Significant locations of operation
All manufacturing locations and corporate offices

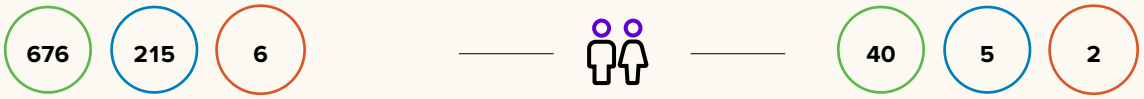
Total Workforce

Employee Category	Male			Female			Total
	>50 Total years	30-50 years	<30 years	>50 Total years	30-50 years	<30 years	
Permanent and Other Than Permanent Employees							
Top Management (Governance Bodies) (A)	9	2	0	0	0	0	11
Senior Management (B)	15	12	1	1	4	0	33
Middle Management (C)	11	47	0	3	11	2	74
Junior Management (D)	3	43	2	2	20	0	70
Other than Management Positions (E)	61	499	326	6	66	99	1057
Total Permanent Employees (F = A+B+C+D+E)	**99**	**603**	**329**	**12**	**101**	**101**	**1245**
Total Other Than Permanent Employees (G)	8	90	162	0	8	7	275
Workers							
Permanent Workers (H)	59	582	212	0	0	0	853
Other than Permanent Workers (I)	59	345	233	8	21	3	669
Total Workers **(J = H+I)**	118	927	445	8	21	3	1522
Total Workforce (F+G+J)	**225**	**1620**	**936**	**20**	**130**	**111**	**3042**

Permanent Employees/Full-time Employees



Temporary Employees/Part-time Employees



GSL GCE TRI-K GSA

New Hires by Age, Gender and Region

Age Group	GSL		GCE		TRI-K		GSA	
	FY 2025-26		FY 2025-26		FY 2025-26		FY 2025-26	
	Male	Female	Male	Female	Male	Female	Male	Female
<30	79	13	39	4	3	3	1	1
30-50	32	3	11	1	14	9	2	2
>50	4	0	0	0	0	1	0	0

Employee Attrition by Age, Gender and Region

Age Group	GSL		GCE		TRI-K		GSA	
	FY 2025-26		FY 2025-26		FY 2025-26		FY 2025-26	
	Male	Female	Male	Female	Male	Female	Male	Female
<30	68	22	31	2	3	1	0	0
30-50	80	8	31	0	16	13	1	1
>50	14	1	0	0	2	0	1	0

Diversity, Equity and Inclusion

We embed Diversity, Equity and Inclusion (DEI) across our talent management practices, including recruitment, development and progression.
Our hiring processes are structured to ensure non-discrimination and equal opportunity, with selection based on skills, qualifications and potential, without discrimination based on gender, age, caste or nationality.



We do not charge recruitment fees or retain identity documents as part of employment practices, reinforcing our commitment to responsible labour practices and human rights principles. Our workforce composition reflects a merit-based progression framework across all levels, from entry-level roles to senior management, with women represented across functions, including operational roles.

We recognise diversity as a key enabler of a resilient and inclusive workforce and remain committed to strengthening diversity outcomes and enhancing disclosure through ongoing monitoring and reporting.

Gender Equity

We aim to increase female representation in leadership. We are guided by inclusive hiring practices and equal opportunity policies.

Inclusive Hiring

We actively promote the recruitment of persons with disabilities through partnerships with the National Society for Equal Opportunities for the Handicapped (NASEOH) and the Helen Keller Institute.

Safe Workplace

We have established a structured redressal mechanism for discrimination and harassment through an Internal Complaints Committee (ICC). We also provide counselling support and offer confidential grievance redressal channels.

10.2%

Women in our total employee count

25%

Female representation in leadership by 2030



Women Representation across Workforce

Women Representation	GSL(%)	GCE(%)	TRI-K(%)
In the workforce	8.5	6.2	58.8
In all management roles, including junior, middle, and top management (as a share of total management positions)	16.2	11	39
In top management roles, i.e. in governance bodies	0.0	0	0
In senior management roles, i.e. maximum two levels away from the CEO or comparable positions (as a share of total top management positions)	0.0	0	29
In junior management roles, i.e. first level of management (as a share of total junior management positions)	20.7	17	22
In management positions in revenue generating management functions (such as sales) as a share of all such managers	25.0	0	56
In STEM-related positions (as a share of total employees)	6.7	3	64

EmpowerHer Circles

We are introducing EmpowerHer Circles across our India operations to provide women with a dedicated platform to share experiences, discuss challenges and contribute ideas. These forums are designed to encourage open dialogue and strengthen leadership engagement. By creating safe and inclusive spaces across our India operations locations, we aim to improve visibility, address concerns and support a more inclusive workplace culture.

100%

Women employees across India operations locations to be covered under EmpowerHer Circles





Pinkathon Participation

During the year, a team of women employees took part in Pinkathon. This participation was highlighted as a positive step towards encouraging women's involvement in external initiatives.

While limited in scale, it serves as a valuable step towards nurturing an inclusive culture by promoting employee engagement and increasing the visibility of women within the organisation.



Talent Attraction and Retention

Talent attraction and retention are structured around building capability early and sustaining it through targeted development across the employee lifecycle.

The focus remains on creating a steady pipeline of skilled talent while ensuring continuity through meaningful engagement and growth opportunities.



Recruitment, Early Talent and Onboarding

Recruitment processes are digitised to ensure consistency and efficiency from sourcing to onboarding. Alongside lateral hiring, strong emphasis is placed on developing early-career talent through various programmes across TRI-K, GCE and GSL. These include internships, graduate programmes, apprenticeships and traineeships, providing practical exposure to manufacturing, R&D and business functions within the specialty chemicals ecosystem. These pathways enable fresh talent to build technical and operational understanding while creating a reliable talent pipeline for the organisation.

The KYG (Know Your Galaxy) programme, delivered over 3 days, supports onboarding by familiarising new hires with business processes, safety practices and organisational expectations, enabling quicker integration into operations.

Talent Retention

Retention efforts are anchored in early engagement and continuous feedback from employees. Structured 30-60-90-day check-ins help address integration challenges during initial stages, while independent post-exit surveys generate actionable insights to refine retention strategies and strengthen overall employee experience.

100%

of new hires covered under 30-60-90 day connect programme

New Hires

GRI 401-1

	Male			Female			Grand Total
	<30 Years	30-50 years	>50 Years	<30 Years	30-50 years	>50 years	
Top Management	0	1	1	0	0	0	2
Senior Management	0	2	2	0	1	0	5
Middle Management	0	4	1	0	1	0	6
Junior Management	0	5	0	0	0	0	5
Trainees	21	0	0	11	1	0	33
New Hires at Non-management Level	88	60	0	9	13	1	171
Total New Hires	**109**	**72**	**4**	**20**	**16**	**1**	**222**

Employee Turnover

GRI 401-1

	Male			Female			Grand Total
	< 30 years	30-50 years	> 50 years	< 30 years	30-50 years	> 50 years	
Top Management	0	0	0	0	0	0	0
Senior Management	0	4	1	0	1	0	6
Middle Management	0	7	2	0	3	0	12
Junior Management	0	6	2	0	0	0	8
Trainees	0	0	0	1	0	0	1
Turnover at Non-management Level	102	111	12	24	18	1	268
Total Employee Turnover	**102**	**128**	**17**	**25**	**22**	**1**	**295**
Voluntary Employee Turnover	97	114	2	24	20	1	258

13.8% turnover rate for employees

Percentage of Employees Receiving Regular Performance and Career Development Reviews

Regular Performance



Career Development Review*



*Applicable for confirmed employees

Learning and Development

We are committed to advancing employee development through role-based learning interventions across all levels.

From early-career talent to experienced professionals, our programmes are designed to build critical capabilities, support career progression and strengthen leadership readiness through key managerial training, enabling employees to contribute effectively to organisational growth.



Advancing Leadership and Organisational Capability

Sustainability Capability Building

We continue strengthening sustainability competencies across functions through focused training programmes covering GRI Guidelines, BRSR, GHG Accounting, Product Carbon Footprint (PCF), CDP disclosures, RSPO requirements, ISCC PLUS principles, water stewardship and waste management.

These initiatives strengthen internal capability and support integration of sustainability considerations across our complete operations and value chain.

Leadership Development

The Unicorn programme offers senior management a structured two-year leadership development journey, complemented by coaching interventions and strategic off-site engagements to strengthen leadership effectiveness, succession planning and long-term organisational capability.

Staff Capability Building

Our Supervisory Development Programme (SDP) and Management Development Programme (MDP) equip employees with supervisory and managerial competencies to strengthen operational and leadership capabilities.

These programmes recorded strong participation, with 100% completion rate.

2.8%
Enrolled in Soonicorn and Unicorn initiatives

7,965 hours
of leadership and capability training delivered

100%
Completion rate across SDP and MDP programmes

Building Digital and Data Capabilities

We are strengthening digital and data capabilities to enable informed decision-making and build a more agile, technology-enabled and future-ready organisation.

E-Learning Expansion

We have significantly expanded our e-learning platform, with over 60+ modules introduced across sustainability, waste management and behavioural competencies. The platform has achieved a completion rate exceeding 80%, reflecting strong employee participation and engagement in self-paced, continuous learning.

Data Literacy

We have introduced targeted learning modules on data analytics and visualisation to enhance data literacy across the organisation. These initiatives enable employees to make informed, data-driven decisions, strengthening analytical capability and supporting improved business outcomes.

Transition to Journey-based Learning

We have transitioned from session-based training to journey-based learning focused on capability development and behavioural transformation.

During the year, we conducted one flagship programme based on Training Needs Identification (TNI), aligned to organisational priorities.

40.3*

Average hours of training per employee

384

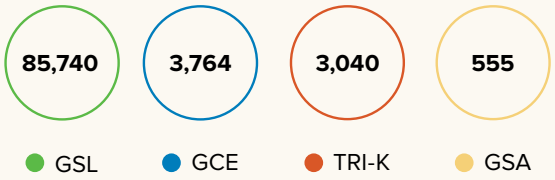
Employees covered under behavioural learning initiatives

*40.3 = total learning hours, 9.5 = safety-specific hours

Management and Gender-wise Average Training Hours

	Number of Employees		Total Hours		Average Hours	
	Male	Female	Male	Female	Male	Female
Senior Management	42	5	1,067	217	25.4	43.4
Middle Management	58	16	5,176	1,229	89.2	76.8
Junior Management	48	22	1,222	688	25.5	31.3
Non-management	1,734	171	71,412	3,594	41.2	21

PE Training Hours*





*Includes training hours of temporary employees/workers

Transition to Outcome-driven Assessment

We have strengthened our learning evaluation framework by shifting from participation-based metrics to outcome-driven assessments. During the year, 50% of programmes were assessed at Level 2 (knowledge gain) and 50% at Level 3 (application and behavioural change).

This resulted in an 80% improvement in post-training scores.





Employee Engagement

We undertake a series of engagement initiatives, including the Galaxy Premier League and quarterly Pulse Surveys, to strengthen employee connect, encourage participation and enable continuous feedback.

It helps to undertake initiatives that improve workplace experience and enhance overall employee satisfaction.

Recognition Programmes

We strengthen employee engagement through initiatives such as 'Star Operators' and 'Rising Star' awards that acknowledge outstanding performance and contribution. We also honour people with long-service awards as an appreciation for their loyalty and contribution towards the organisation.

Employee Engagement Survey

Pulse Surveys

We conduct half-yearly Pulse Surveys to assess employee sentiment across HR processes, workplace experience and organisational connect. Insights derived from these surveys are analysed and translated into targeted interventions to enhance employee experience.

Employee Well-being

We adopt a holistic approach to employee welfare and well-being, recognising it as fundamental to workforce productivity, resilience and long-term organisational performance. Our approach focuses on ensuring financial security, healthcare and support mechanisms that extend beyond the workplace by training them on insurance policy and awareness on Mediclaim benefits.

Through our Employee Welfare Trust, we support employees and their families during critical life events. During the year, families were supported, with beneficiaries receiving monthly financial assistance and children supported through education benefits. In addition, we provide medical insurance schemes, ensuring access to essential healthcare for our employees. We also offer post retirement benefits to our employees.

100%

Employees covered under well-being initiatives

100%

Employees covered under medical insurance schemes

Physical and Mental Wellness

We offer annual executive health check-ups for employees aged 35+, with coverage for their spouses over 50. In addition, we provide quarterly sanitary check-ups and nutritional guidelines in our cafeterias.

Our partnership with psychological health institutes offers counselling services and our wellness portal provides resources on stress management and seasonal health to support mental well-being.

Fair Labour Practices

At Galaxy, we uphold fair labour practices across all manufacturing locations and operations, ensuring workplace safety and ensuring dignity and equity at the workplace.

We maintain strict compliance with applicable labour regulations and internationally recognised standards, supported by policies that prohibit child and forced labour, promote equal opportunity and ensure fair wages and working hours. These principles are extended across our value chain through our Supplier Code of Conduct, reinforcing responsible and ethical employment practices among our suppliers.

Parental Leaves and Return to Work

(GRI 401-3)

Particulars	Male	Female
Employees Entitled to Parental Leave	1,849	214
Employees Who Took Parental Leave	102	10
Employees Who Returned to Work After Parental Leave Ended in the Reporting Period	102	10
Employees Returning from Parental Leave Taken in the Prior Reporting Period	130	13
Employees Retained for 12 Months After Resuming from Parental Leave	113	13
Return to Work Rate	100%	100%
Retention Rate	87%	100%

What Makes Galaxy a Great Place to Work

Our employees are central to our success, and we prioritise their health, well-being and financial security. We offer a comprehensive range of benefits designed to make our people feel valued, respected and supported. With over 30 benefits, we aim to create an inclusive environment where individuals can thrive.



Rewarding Performance
We provide competitive compensation, timely salary disbursement and performance-linked incentives, including profit-sharing that exceeds industry benchmarks.

Health and Well-being
Our employees and their families are supported through medical insurance, cashless hospitalisation, 24/7 emergency care and executive health check-ups. Subsidised meals are also provided through on-site canteens.

Financial Resilience
We support financial security through EPF, ESIC, 401(k), Social Security and gratuity. Additional support includes emergency, housing and education assistance, along with employee trust mechanisms.

Work-Life Balance and Support
Open communication channels, Sahakari Mitras and employee committees enable feedback and engagement. We also provide leave benefits, transport, uniforms, seasonal support, EAP counselling and childcare facilities.

Occupational Health and Industrial Hygiene

Our occupational health approach focuses on monitoring workplace exposures and safeguarding employee well-being through structured programmes. Industrial hygiene (IH) assessments are undertaken to evaluate potential exposure to physical and chemical risks, supported by periodic monitoring and preventive controls. We continue to strengthen health surveillance, data tracking and programme coverage across operations.

Employee Benefits

Our employees are central to our success, and we prioritise their health, well-being and financial security. We offer a comprehensive range of benefits designed to ensure our people feel valued, respected and empowered. We strive to create an inclusive environment where individuals can thrive and contribute meaningfully. The Parent Company contributes to EPF and ESIC for eligible employees, while our subsidiaries provide benefits such as 401(k) and Social Security. Gratuity is also provided in line with applicable regulations, reinforcing long-term employee well-being.



Succession Planning

We focus on identifying and developing high-potential talent, preparing them for critical roles within the organisation.

Regular performance reviews are conducted to develop career pathways and leadership development programmes help to build capability and a future-ready talent pipeline.

Talent Pipeline

We conduct quarterly reviews for assessing successor readiness at n-1 and n-2 levels and the outcomes are reviewed by the Executive Board to ensure alignment with long-term leadership requirements.

Career Pathways

We implement Individual Development Plans (IDPs) to address competency gaps identified through performance reviews, enabling employees to build capabilities required for progression into future roles.

Leadership Readiness

We ensure leadership readiness through programmes such as Unicorn and peer recognition initiatives, identifying high-potential talent and equipping them with capabilities and exposure required for future leadership roles.

Strengthening Leadership Pipeline through CDP

To support succession planning, GSL strengthened its Career Development Plan (CDP) and embedded it within performance and promotion cycles across its India operations. CDPs enable employees to build 3–5 year career pathways aligned with future role requirements and organisational priorities. This approach enhances clarity in expectations, supports targeted capability development and prepares employees for higher responsibilities, encouraging employees to take ownership of their career progression.

96%

of employees covered by Career Development Plan

20

Awareness sessions conducted

Employee Incentive Linked to Sustainability

At Galaxy, sustainability considerations are integrated into employee performance and incentive frameworks, with approximately 75% of employees covered under performance-linked sustainability parameters. These include contributions towards climate risk management, environmental disclosures, resource efficiency, waste reduction, recycling initiatives, water stewardship and operational improvements. Performance in water management is also incentivised through focus areas such as water efficiency and safe wastewater discharge.

Employees are encouraged to drive continuous improvement and low-carbon innovation through initiatives such as Kaizen and Total Productive Maintenance, supporting GHG reduction and operational efficiency objectives. The Chief Operating Officer oversees water-related risk management through defined performance indicators, strengthening sustainability accountability across organisational levels.



Health and Safety

We are committed to building a proactive safety culture that emphasises risk anticipation, prevention and continuous improvement. Our approach is anchored in strengthening safety capabilities, embedding accountability and leveraging technology to enhance workplace safety performance. Through targeted training, process enhancements and systematic risk management, we aim to minimise incidents and create a safe, resilient and compliant work environment.

Our Key Health and Safety Initiatives include

Competency Assurance Programme
To address incidents linked to procedural non-compliance, we implemented a Competency Assurance Programme that maps functional, safety and leadership competencies across roles and validates on-the-job adherence to safety protocols, strengthening workforce capability and accountability.

Safety Training and Awareness
We continue to build a strong safety culture through structured training, delivering an average of 9.5 hours per employee. Initiatives include drills, incident learning and targeted programmes such as Behaviour-Based Safety (BBS) and Barrier Health Management (BHM) for reinforcing safe behaviour at the workplace.

Process Safety Management (PSM)

We strengthen safety performance through process controls and continuous improvement, ensuring effective risk management and alignment with global safety standards across operations.

Project Mission Shunya (Jhagadia)

We are advancing our zero-harm ambition through Project Mission Shunya, a 30-month initiative at Jhagadia, strengthening hazard identification, risk assessment and targeted training across operations.

Process Hazard Analysis (PHA) and Safety Reviews

We have strengthened hazard assessment through rigorous Process Hazard Analysis (PHA) studies and structured pre-startup safety reviews (PSSR), enabling systematic identification and mitigation of operational risks.

Management of Change (MOC)

We ensure all operational changes undergo structured risk assessments through a formal Management of Change (MOC) process, reinforcing safety and minimising potential risks across operations effectively.

ISO Certifications

We continue to maintain ISO 45001 (Occupational Health and Safety) and ISO 14001 (Environmental Management) certifications, reflecting our commitment to globally recognised standards and continuous improvement in safety and environmental performance.



Incident Reporting and Digitisation

We have implemented a digital safety platform to streamline incident reporting, root cause analysis and corrective action tracking. Employees are encouraged to report unsafe conditions, supported by a structured governance framework that ensures timely intervention. This platform enables tracking of leading and lagging indicators, strengthening data-driven decision-making and proactive risk management.

Infrastructure and Engineering Controls

We continue to enhance workplace safety through engineering controls, including improved fall protection systems, strengthened fire safety infrastructure and upgraded work-at-height safety measures, reducing exposure to operational risks. We are also exploring AI-enabled monitoring systems to identify unsafe behaviours and strengthen real-time intervention.

Health, Well-being and Continuous Improvement

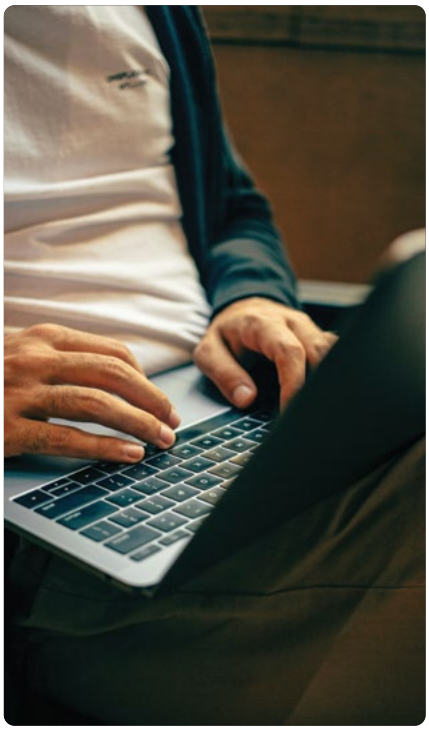
We promote employee well-being and continuous improvement through proactive health initiatives, preventive care programmes and measures to enhance overall workforce resilience. Awareness sessions on lifestyle-related health risks, including cardiac health and tobacco use also support preventive care and long-term well-being.

Centre of Excellence for Safety and Automation

Established in 2023, our Safety Centre of Excellence, led by the General Manager and Head of Safety for the organisation, serves as a strategic platform for standardising safety protocols, driving automation, and benchmarking industry best practices. The Centre also facilitates cross-location safety audits and knowledge-sharing initiatives to foster continuous improvement in safety performance across operations.

5

Lost Time Injuries (LTIs) were recorded across operations



SHE Performance

Year	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Fatalities	0	0	0	0	**0**
Lost Time Injury Frequency Rate (LTIFR)	0.52	0.41	0.39	0.22	**0.57**
Behaviour-based Safety (BBS) Observations*	32,79,196	54,39,750	67,63,930	46,03,445	**22,981**
No. of Behaviour-based Safety Interaction (BBSI) round - Executive and Above	NA	NA	NA	NA	**11,220**
Training man-hours	28,483	19,888	23,445	61,496	**28,776**
Expenses of Safety, Health and Environment (SHE) Process (₹ Cr)	1.41*	3.22*	10.26*	14.22	**30.15**

*Only for Galaxy Surfactants Limited

Units	Fatalities		LTI		LTIFR		MTC	
	FY 2024-25	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25	FY 2025-26
Tarapur	0	**0**	0	**0**	0	**0**	2	**1**
Taloja	0	**0**	0	**0**	0	**0**	2	**4**
Jhagadia	0	**0**	0	**2**	0	**0.81**	2	**0**
TTC	0	**0**	0	**0**	0	**0**	4	**0**
GCE	0	**0**	2	**1**	2.06	**0.69**	2	**2**
TRI-K	0	**0**	0	**2**	0	**40**	0	**0**

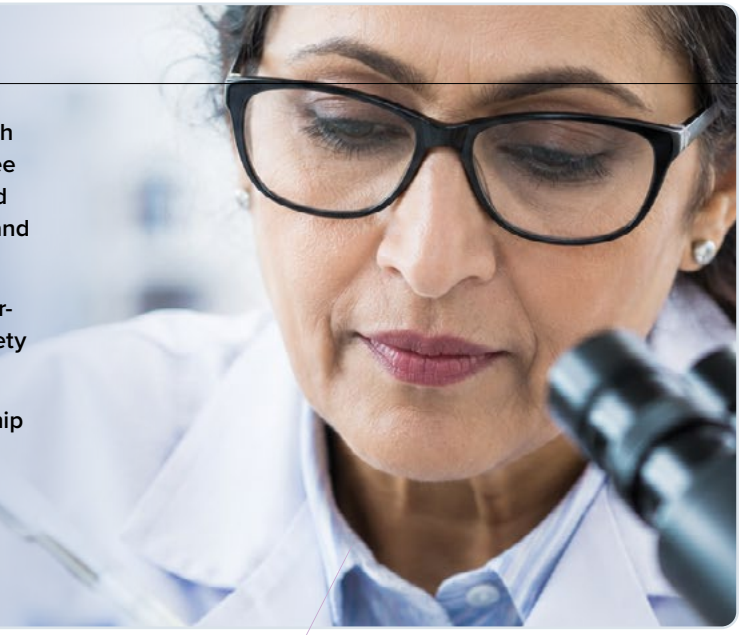
Safety Governance and Culture Transformation

Through our ‘Mission Shunya’ initiative, we strengthened safety governance by establishing a structured, multi-tier framework with clear accountability and strong leadership oversight.

This initiative is supported by a governance model comprising central standard-setting committees and zonal implementation teams, with defined KPIs and periodic reviews at Apex and Board levels, ensuring accountability and consistent deployment across sites.

This enabled the institutionalisation of ‘Safety First’ as our core value across all our operations.

Building a Proactive Safety Culture



We continue to embed a proactive safety culture through sustained behavioural interventions and active employee engagement. We begin meetings with Safety Prayer and Safety Pause to reinforce commitment to safe working and mindful risk identification.

We encourage transparent sharing of incidents and near-misses to enable collective learning, while our daily Safety Anthem reinforces a shared safety mindset.

Together, these practices strengthen vigilance, ownership and a culture of shared responsibility across our operations.



Safety Measures and Performance

To ensure safety at the workplace, we utilise leading and lagging indicators to track our performance. It helps to proactively manage risks and assess outcomes. Leading indicators, including training hours and audits, support early identification of potential risks, while lagging indicators such as the Lost Time Injury Frequency Rate (LTIFR) provide insights into the effectiveness of our safety interventions.

We undertake the following measures to improve our safety performance.

- Strengthening Behaviour-Based Safety (BBS) systems to identify risk behaviours, enable timely interventions and address unsafe conditions
- Conducting targeted audits for high-risk activities to ensure adherence to standard operating procedures
- Maintaining a structured risk register with defined ownership and monitoring mechanisms for critical risks
- Enhancing incident investigation processes to identify root causes and implement preventive measures
- Promoting employee participation in safety initiatives to reinforce accountability and a culture of ownership
- Monitoring safety performance through integrated dashboards covering leading and lagging indicators across all sites, enabling real-time tracking and targeted interventions

Safety Audits

We maintain a comprehensive, multi-layered audit and assurance framework to evaluate the effectiveness of our safety management systems and drive continuous improvement across operations.

During the year, we strengthened our audit approach through a combination of compliance-driven, risk-based and cross-functional assessments.

External and Statutory Audits
All manufacturing sites underwent periodic external audits in line with regulatory requirements and recognised standards, including IS 14489 and Responsible Care, ensuring independent validation of safety performance.

Internal and Cross-location Audits
Internal audits were conducted by trained teams using standardised protocols. Cross-location audits, led by the Safety Centre of Excellence, enabled consistency and best practice sharing across sites.

Specialised and Risk-based Audits
Process safety reviews (including PHA and PSSR) were undertaken to identify root causes and strengthen preventive controls in high-risk areas.

Contractor and Project Safety Audits
Audit protocols covering contractor pre-qualification, onboarding and periodic assessments ensured adherence to defined safety standards.

Audit outcomes are reviewed at multiple governance levels, including monthly and corporate-level forums, ensuring timely closure and continuous improvement.


SAFETY & RISK CULTURE TRANSFORMATION
Kick-off at Jhagadia


ety & Risk Culture Transformat
(GSL + DSS)
Kick-off at Jhagadia
MISSION SHUNYA
Zero Harm Initiative





Commitment to our Customers

At Galaxy, we focus on fostering enduring customer relationships built on trust, transparency and accountability. We enable informed decision-making by providing customers with timely access to raw material sourcing information.

Our Approach

We place customer centricity at the core of our operations, ensuring consistent quality, reliability and responsible business practices across all interactions.

Customer Satisfaction

Customer satisfaction and product safety remain central to how we develop, manufacture, and deliver our products. We operate in a business-to-business environment and gather feedback from customers who, in turn, serve end consumers, giving us a two-tiered view of how our products perform in the market. We systematically evaluate all feedback we receive and take appropriate action to address concerns and continuously improve customer satisfaction. These mechanismsare further supported by Net Promoter Score (NPS) tracking.

Customer Satisfaction Survey (CSS)

We conduct a comprehensive Customer Satisfaction Survey (CSS) biennially to assess satisfaction with our overall offerings, covering product quality and packaging, sales support, order execution and logistics, technical services, and documentation. We have also introduced real-time satisfaction surveys for select services, allowing us to capture timely feedback and respond to customer experience issues as they arise. For FY 2025-26, our Customer Satisfaction Index (CSI) stood at 4.1 on a 5-point scale, up from 4.0 in each of the two preceding years.

Customer Grievance Redressal

We maintain a robust grievance redressal approach, ensuring timely investigation and corrective action on feedback received. Customer grievances are addressed through a complaint management system aligned with global standards. We conduct root cause analysis, implement corrective actions and engage directly with customers to ensure timely and effective resolution.

100%	4.1	98%	66%
SDS compliance	**Customer satisfaction score (Scale of 5)**	**Customer grievance closure**	**Reduction in repetitive complaints**

Product Quality and Safety

We maintain controls across the product lifecycle to ensure product quality, safety and regulatory compliance across our complete operations and value chain. Dedicated quality systems, leadership oversight and cosmetic Good Manufacturing Practices (GMP) support consistent quality standards, while Safety Data Sheets (SDS) and product labelling enable safe handling, use and disposal. Our processes align with applicable global regulatory requirements, including GHS, CLP and REACH regulations, supported by compliance protocols and updated documentation. During FY 2025-26, we reported zero instances of non-compliance.

0

Instances of non-compliance in FY 2025-26

On-time Delivery

Timely delivery remains critical to customer success. Our automated production monitoring systems, robust logistics network and optimised batch processes enable reliable and efficient order fulfilment.

- We leverage digital platforms, including Salesforce, to track and manage customer requests, documentation and regulatory requirements, ensuring responsiveness and transparency. Order execution and logistics performance are regularly assessed through customer satisfaction surveys, enabling continuous improvement.
- During the year, we also introduced rail-based logistics for bulk transportation, reducing our carbon footprint while maintaining cost and delivery efficiency. We analyse delays in customer responses and implement corrective actions to continuously improve turnaround times.

Market Outreach

We strengthened our market presence through a refreshed brand identity, reflecting our transition from a supplier to a solution partner. We also continue to engage with customers through global platforms, strengthening relationships and gaining insights into emerging trends and expectations.

Customer Engagement and Market Outreach

We actively engage with customers through industry platforms, including national and international exhibitions, regional meets and site visits. These interactions provide valuable opportunities to gather feedback, understand evolving market expectations and strengthen relationships. It enables us to align our offerings to evolving customer requirements in different regions.

During the year, we strengthened our market presence through a refreshed brand identity, reflecting our transition from a supplier to a solution partner. We also continue to engage with customers through global platforms, strengthening relationships and gaining insights into emerging trends and expectations.

We further support customers through product brochures, conferences, and direct sales team interactions, alongside technical literature, engagement programs, and product dossiers promoting safe product use. Our BQ-Flash booklets* and 24/7 CHEMTREC emergency hotline* provide additional product safety and stewardship guidance.

Customer Complaints Resolution

We manage customer feedback, concerns, and complaints through a digitalized Customer Complaint Management System, guided by a formal Complaint Management Policy. Complaints are categorized into key areas product quality, packaging, delivery, and documentation enabling effective root cause analysis and continuous improvement. We follow the 8D (Eight Disciplines) methodology to resolve complaints in a structured, sustainable manner, focusing on timely acknowledgment, interim containment, root cause analysis, permanent corrective action, and ongoing customer engagement.

24 hour

Acknowledgment to eliminate repetitive complaints and ensure full closure within 30 days.

Our theme-based approach has driven strong results including a ticket based auto-acknowledgment system and a complaint closure rate of approximately 98% in FY 2025-26.

Aligned with Evolving Customer Expectations

We are witnessing a shift in customer expectations, with sustainability emerging as a key decision driver. Customers increasingly seek transparency on carbon footprint, sourcing and certifications. We are actively trying to develop more sustainable solutions and obtained certifications such as RSPO and ISCC to strengthen customer value proposition and support responsible growth across markets.

Innovations to Deliver Sustainable Value

We focus on developing solutions that address specific customer needs and market gaps, with innovation driven by identified problems and evolving application requirements. Our innovation ensures that new products deliver clear value propositions, with sustainability considerations integrated early in the development process. This enables us to support customers in improving product performance while advancing their sustainability goals.



Commitment to Supply Chain Partners

At Galaxy, we are committed to building a resilient, transparent and responsible supply chain. We recognise the environmental and social implications of our sourcing decisions and continue to strengthen our approach to risk assessment, supplier engagement and sustainable procurement.

During the year, we assessed 25 of our 33 targeted suppliers — 75% — for compliance with environmental, social and human rights criteria.

Sustainable Procurement

We embed sustainability considerations across our procurement processes to ensure responsible sourcing across the value chain:

Supplier Assessment

We evaluate suppliers using defined criteria covering economic, environmental and social parameters.

Sustainability Integration

We integrate sustainability standards into sourcing strategies and procurement practices

Systematic Onboarding

Our systematic onboarding process enables new suppliers to align with our expectations and operating standards

MSME Inclusion

We streamline onboarding processes for MSMEs, supporting inclusive growth and wider participation in our supply chain



Supplier Screening

We maintain robust oversight mechanisms to ensure supplier compliance with globally recognised standards. This includes conducting regular third-party audits aligned with RSPO, VDF and ISCC+ requirements, enabling independent validation of adherence to our responsible sourcing commitments and strengthening accountability across our supply chain.

Engaging with Key Suppliers

Grievance Mechanism

We maintain a transparent, publicly accessible grievance system to swiftly address concerns related to deforestation, labour rights and environmental risks across all locations.

Supplier Engagement and Capability Building

We actively engage with our key suppliers to strengthen collaboration and drive continuous improvement across our value chain.

Our annual GalSustain Forum (8th edition) brings together suppliers, customers and industry experts to facilitate knowledge exchange and alignment on emerging sustainability priorities.

We further support our suppliers through targeted capacity-building programmes, including training on GHG accounting, circular economy principles and sustainable sourcing practices. These initiatives enable suppliers to meet evolving regulatory and customer expectations while enhancing overall supply chain resilience.

Sustainable Logistics and Distribution

We continue to enhance logistics efficiency while reducing environmental impact through the following measures.

Low-carbon Transport

We utilise rail transport for long-haul shipments and ISO tank containers to optimise load efficiency, reduce trips and minimise CO_2 emissions.

Real-time Monitoring

We use GPS-enabled tracking to improve route optimisation, delivery efficiency and supply chain visibility.



17th Edition EXPRESS LOGISTICS & SUPPLY CHAIN CONCLAVE

Our efforts have been recognised through the 'Best in Class Logistics Safety Initiatives' Award at the Express Logistics and Leadership Awards and the SCALE Award at the CII SCALE Awards, reiterating our commitment to sustainable logistics practices.

Commitment to Our Community

At Galaxy, we are committed to creating meaningful and lasting impact in the communities around our operations. It reflects our belief in ensuring societal progress along with business growth.

In FY 2025-26, we focused on expanding the scale and depth of our interventions, mostly centred around environmental sustainability, community development, healthcare, education and women's empowerment.



Several new and transformative initiatives were introduced during the year to enhance our outreach and drive measurable outcomes. With an increasing emphasis on climate action and sustainable development, our initiatives are evolving to address emerging challenges while creating long-term value for communities.

Key Impact Highlights



- **1,04,500+ trees** planted in FY 2025-26 across geographies
- Women-led enterprises generating additional annual income of **~₹1,00,000/- per group**
- **60,000 units** of clean electricity through **97 kW** rooftop solar system, offsetting around 50 tCo_2 annually
- **5,000+** eye screenings, **3,300+** surgeries, and **2,000+** spectacles distributed (ongoing programme impact)
- **30–50%** increase in farmer income through sustainable agriculture initiatives
- Deployment of plastic upcycling initiatives engaging **50+ wastepickers**
- Renewable energy installations generating **60,000 units** of clean electricity through Solar Rooftop system of **97 kW**, offsetting around **50 tCO_2** annually

Our Approach to Community Development

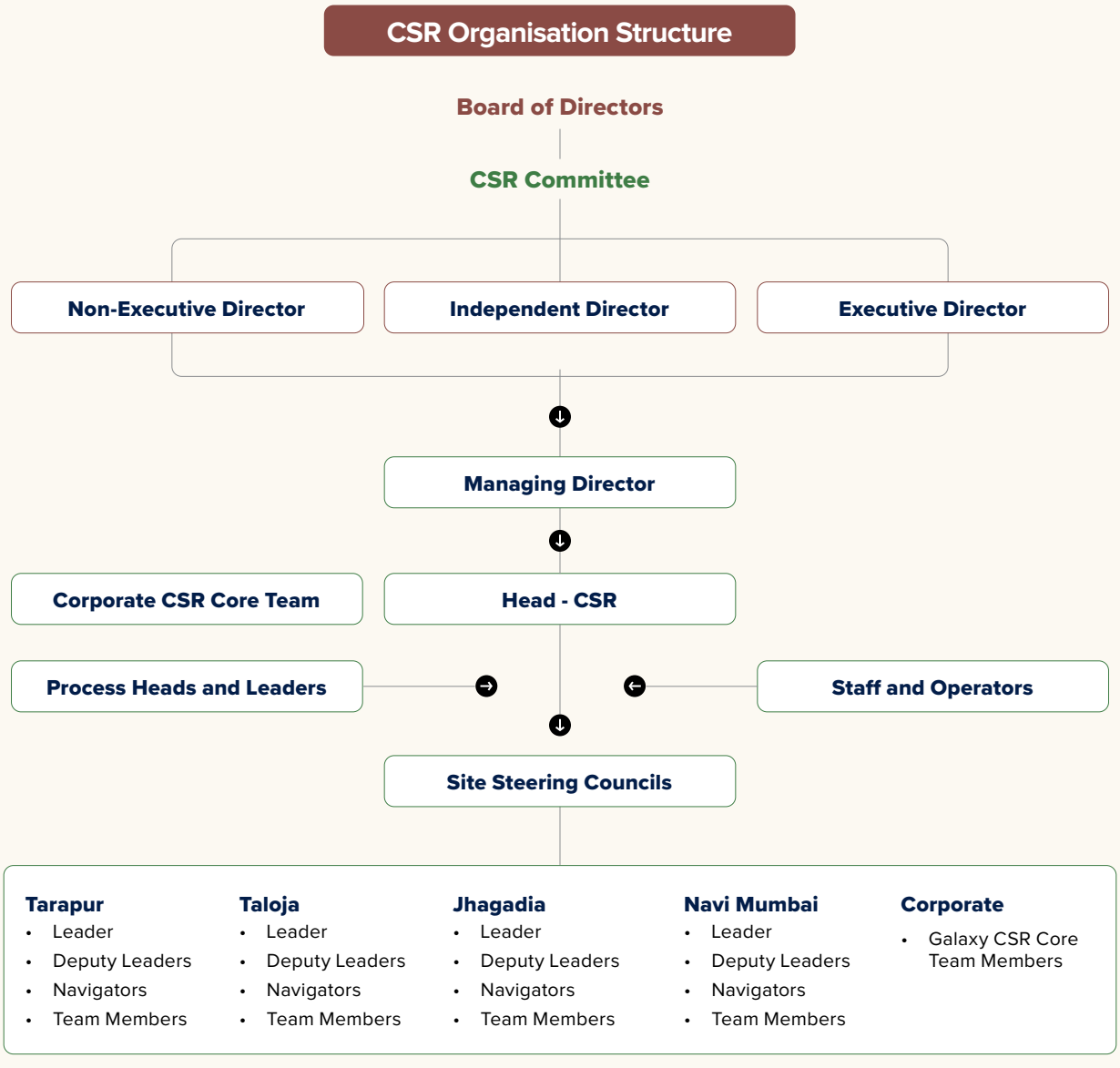
We focus on enabling long-term, self-sustaining development rather than short-term interventions. Our programmes are designed to address critical community needs such as healthcare access, education, livelihood generation and environmental resilience. By combining grassroots engagement with structured programme execution, we ensure that our initiatives deliver tangible and scalable impact.

In FY 2025-26, we deepened our engagement with communities by introducing innovative solutions, expanding to new geographies and strengthening partnerships. Our approach increasingly integrates sustainability-led interventions such as climate-resilient agriculture, circular economy practices and renewable energy-based livelihoods. It helps to align community development with broader environmental and social priorities.

CSR Governance and Implementation

Our CSR framework ensures accountability, transparency and effective execution. A central CSR team leads programme design and monitoring, supported by site-level steering councils across key locations.

Projects are identified through a combination of grassroots inputs, leadership insights and external collaborations. Each initiative undergoes rigorous due diligence, feasibility assessment and impact evaluation before approval. Implementation is carried out either directly or in partnership with credible organisations to ensure effective outcomes.



CSR at Galaxy

Creating Shared Value through Purpose-led Community Development

Aarogya Vardheeni

Advancing accessible healthcare, preventive care and community well-being across underserved regions.

Focus Area
Health and Hygiene

Aligned UN SDGs



Gyan Sanjeevani

Strengthening inclusive education through digital learning, infrastructure and career development opportunities.

Focus Area
Education

Aligned UN SDGs



Samajeek Utthaan

Empowering rural communities through livelihoods, infrastructure, sustainable agriculture and institutional support.

Focus Area
Community Development

Aligned UN SDGs



Paryavaran Suraksha

Driving climate resilience through afforestation, renewable energy adoption and water conservation initiatives.

Focus Area
Environment Protection

Aligned UN SDGs



Stree Unnati

Enabling women through livelihood generation, skill-building and social awareness programmes.

Focus Area
Women Empowerment

Aligned UN SDGs

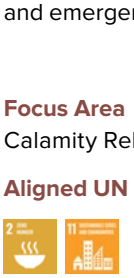


Aapda Rahat

Providing timely humanitarian assistance and rehabilitation support during natural disasters and emergencies.

Focus Area
Calamity Relief

Aligned UN SDGs





13,087
Beneficiaries

32,408
Notebooks distributed across 100 schools

Advanced 7D AI, Robotics and VR Labs
established to foster innovation, digital literacy and experiential learning

Empowering Education. Enabling Futures.

13,087 individuals benefitted through Galaxy Surfactants' Gyan Sanjeevani initiative, strengthening access to inclusive and technology-enabled education across Maharashtra and Gujarat. Focused on improving educational infrastructure, digital learning and academic preparedness, the initiative created safer and more engaging learning environments while fostering confidence, innovation and future-ready skills among young learners.

Infrastructure Development

- Science laboratories constructed across primary schools to strengthen practical and experiential learning capabilities
- 160 classroom benches provided across schools, improving seating infrastructure for nearly 500 students in five schools
- Wooden classroom benches installed to create safer, more comfortable and conducive learning environments
- Inclusive classrooms constructed for specially-abled children and adult learners, enabling equitable access to education
- Sports centres developed for children and villagers to encourage physical well-being and holistic development

Non-infrastructure Support

- 32,408 notebooks and 2,910 school kits distributed to 9,358 students across 100 schools
- Career counselling and guidance programmes conducted to support informed academic and professional decision-making
- E-learning software and mobile learning applications deployed to strengthen digital education and remote learning accessibility







52,668
Beneficiaries

691
Units of blood donated through seven blood donation camps

310
Cataract surgeries

Advancing Healthcare. Strengthening Communities.

52,668 lives were positively impacted through Galaxy Surfactants' Aarogya Vardheeni initiative during the reporting period, reinforcing the Company's commitment to accessible, inclusive and preventive healthcare across underserved communities in India. Focused on strengthening healthcare infrastructure, extending last-mile medical support and promoting community well-being, the initiative continued to improve healthcare accessibility and resilience for vulnerable populations.

Healthcare Infrastructure and Medical Support

- Patient shelters constructed and surgical equipment provided at Primary Health Centres, improving comfort and protection during extreme weather conditions
- Maternal and Child Health (MCH) kits and nutritional support distributed to HIV patients and expectant mothers, promoting maternal and infant well-being
- Refrigeration units installed at blood banks to ensure safe and hygienic storage of donated blood
- Medical and shelter support extended to cancer patients travelling from across India, reducing financial and emotional hardship
- Comprehensive eye care services delivered through village-level screening camps, free spectacle distribution and cataract surgeries

Community Engagement and Preventive Healthcare

- 691 units of blood donated through seven blood donation camps with active participation from employees and volunteers
- 10 schools covered through hand hygiene awareness programmes, reaching approximately 1,000 students
- Preventive healthcare awareness initiatives conducted to strengthen community health and promote hygienic practices



Case Study

Initiative Drishti: Restoring Vision

Aligned with Galaxy Surfactants' commitment to inclusive healthcare and preventive community health interventions, Initiative Drishti was implemented to improve access to quality eye-care services and address preventable blindness across underserved rural communities.

During the reporting period, the initiative conducted 25 eye care camps across 49 villages, enabling screening of 3,081 individuals, distribution of 1,258 spectacles and facilitation of 310 cataract surgeries through targeted medical outreach and treatment support.

The initiative created measurable social impact by improving vision accessibility and quality of life for beneficiaries, while generating estimated community savings of ₹1.2 crore in surgery and transportation costs. The programme also supported livelihood restoration, enabling 145 individuals to return to work or pursue income-generating opportunities.



49,060
Beneficiaries

₹5 lakh
Estimated annual electricity savings of Navaze Village, Palghar

25 KL & 10 Kl
water tanks with pipeline connections were installed

Empowering Rural Communities. Enabling Sustainable Livelihoods.

49,060 lives were positively impacted through Galaxy Surfactants' Samajeek Utthaan initiative, which focused on strengthening rural livelihoods, community infrastructure and sustainable development across underserved regions. Through integrated village development, farmer empowerment and institutional capacity-building initiatives, the programme promoted resilient and self-reliant communities while enhancing access to livelihood opportunities, essential infrastructure and social support systems.

Rural Development and Livelihood Enhancement

- Samridh Gaon initiative implemented to strengthen village infrastructure, sanitation, education, healthcare and environmental sustainability
- Samridh Kheti initiative supported farmers through improved agricultural productivity, crop diversification and stronger value chain linkages
- Water tanks and irrigation infrastructure strengthened to support sustainable farming and improve water accessibility
- Solar dryers installed for women Self-Help Groups (SHGs), supporting income generation and value-added product development
- Neo-motion equipment provided to disabled Army personnel to improve mobility and accessibility
- Traffic barricades supplied to strengthen road safety and community infrastructure





Case Study

Samridh Gaon – Navaze Village, Palghar

Samridh Gaon focused on strengthening village infrastructure, sustainability and livelihood opportunities through integrated community-led interventions.

Key initiatives included upgradation of primary school infrastructure, installation of solar rooftop systems, implementation of a village-wide plastic waste management system and deployment of household-level rainwater harvesting systems. Women Self-Help Groups were also supported through honeybee box distribution to enhance livelihood generation.

The initiative created measurable community impact through estimated annual electricity savings of ₹5 lakh while strengthening environmental sustainability and rural livelihoods. Navaze village was also shortlisted as the Best Village (population under 3,000) under Majhi Vasundhara 5.0 by the Government of Maharashtra.



Protecting Ecosystems. Conserving Natural Resources.

1,71,360 individuals benefitted through Galaxy Surfactants' Paryavaran Suraksha initiative, which focused on afforestation, renewable energy adoption and water conservation across key operating regions.

Through integrated environmental interventions, the initiative contributed towards climate change mitigation, sustainable resource management, long-term ecological resilience and community impact.

1,71,360
Beneficiaries

3,12,527
Cumulative saplings planted by March 2026

97 kW
Rooftop solar systems installed across 10 schools

7,000 m^3
Rainwater harvested through water conservation interventions

₹3–4 lakh
Annual electricity savings generated for schools

2,090 tonnes
of future CO_2 sequestration created

Afforestation and Biodiversity Conservation – Hariyali

- 1,04,500 saplings planted across Maharashtra, Gujarat and Rajasthan during FY 2025–26
- 3,12,527 cumulative saplings planted by March 2026, strengthening biodiversity conservation and long-term ecological restoration

Renewable Energy Adoption – Ujjala

- 97 kW rooftop solar systems installed across 10 schools to promote renewable energy adoption
- Clean energy infrastructure contributed to reduced carbon emissions and lower electricity expenditure for beneficiary institutions

Water Conservation and Resource Management – Jaldhara

- Pond rejuvenation undertaken in Chatale village, Palghar to strengthen local water storage capacity
- Rooftop rainwater harvesting systems implemented across 100 households in Navaze village
- Bore charger technology deployed across four borewells in Bharuch, Gujarat to improve groundwater recharge and water availability

Impact Created

- 7,000 cubic metres of rainwater harvested through water conservation interventions
- 5,000 cubic metres of water storage capacity restored across project locations
- Annual electricity savings of ₹3–4 lakh generated for schools and approximately ₹2 lakh for village facilities
- 2,090 tonnes of future CO_2 sequestration created, increasing cumulative sequestration capacity to 6,360 tonnes





525
Beneficiaries

35 tonnes
of plastic waste recycled into T-shirts and benches

₹1 lakh
Annual income enhancement generated for the tribal women SHG through value-added livelihood opportunities

Empowering Women. Enabling Inclusive Livelihoods.

525 women and girls benefitted through Galaxy Surfactants' Stree Unnati initiative, which focused on livelihood generation, skill development and awareness-building programmes for marginalised and tribal communities. Through sustainable livelihood interventions and capacity-building efforts, the initiative created meaningful social and economic impact by strengthening financial independence, social inclusion and community well-being among women beneficiaries.

Livelihood Generation and Skill Development

- 35 tonnes of plastic waste recycled into T-shirts and benches by approximately 50 women waste pickers in collaboration with Navi Mumbai Municipal Corporation and Stree Mukti Sanghatana
- Solar dryers provided to a tribal women Self-Help Group (SHG) in Dahanu, enabling production of value-added chickoo chips and improved market access

Impact Created

- Circular economy-based livelihood initiatives strengthened sustainable waste management while creating income opportunities for women wastepickers
- ₹20,000 annual income increase enabled per wastepicker through waste upcycling activities
- ₹1 lakh annual income enhancement generated for the tribal women SHG through value-added livelihood opportunities



Awareness and Capacity Building

- Employee-led awareness sessions conducted on cancer awareness, financial literacy and self-defence to strengthen health awareness, financial preparedness and personal safety among women beneficiaries

