



People

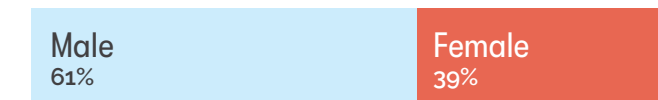
At the ER Group, our people are at the heart of everything we do. We build a future-ready workforce through a people strategy anchored on four key pillars: Elevate Capabilities, Enable Performance, Enhance Engagement, and Embed Future-Fitness in our teams.

7,278
employees
(2024: 7,369)

13%
employee base
located overseas
(2024: 12%)

136
trainees

Gender



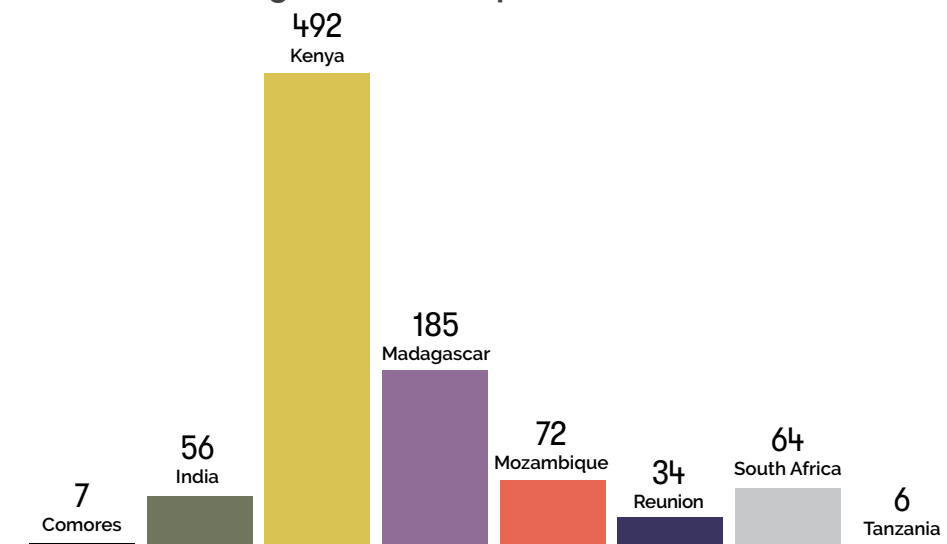
Category



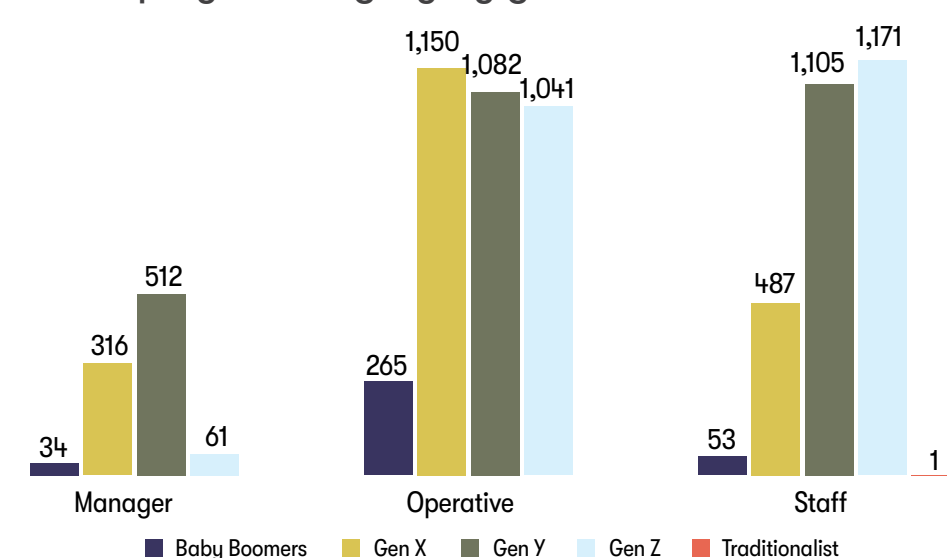
Years of service



Headcount by overseas operations



Employee category by generation



Strategic pillars

This year's reporting focuses on the Elevate Capability and Enhance Engagement pillars, while reaffirming our continued commitment to occupational safety and health management.

Elevate Capability

We grow leadership potential and strengthen capabilities through our training centre's targeted training, coaching, and development initiatives, reaching talent across every business segment. Key initiatives include:

Management Development Programme

We run an MBA-style programme designed to develop competencies in line- and middle management across three core areas: Leading Self, Leading Others, and Leading Business. Delivered in eleven modules over ten months, the programme blends practical tools, peer learning, and personalised coaching, enabling participants to enhance strategic thinking, communication, and leadership effectiveness. The programme fosters a holistic growth journey aligned to the ER Group's values and business goals. Graduates emerge with the confidence, agility, and skills to lead teams and drive meaningful organisational impact.

Specialised training programmes

We offer a diverse range of programmes to meet business needs, among which the yearly RISE Sales Programme empowers sales professionals to enhance their influence, sales mastery, and client engagement. We also provide targeted learning solutions to bridge competency gaps across all areas of expertise.

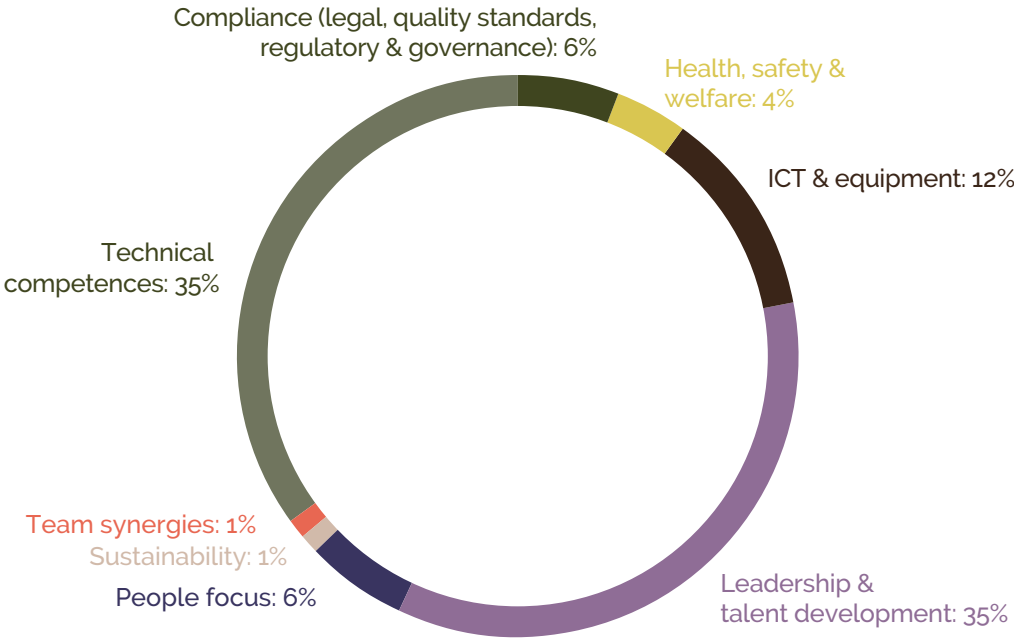
83,796

hours invested in training
(2024: 139,956)

Rs 81m

investment in training
(2024: Rs 51m)

Training expenses by area of focus



Graduate programme

The Ascend Graduate Programme is a one-year training track with two rotations across ER Group segments. The programme combines on-the-job learning with mentorship to accelerate capability, broaden exposure, and feed the leadership pipeline.

9

participants
(2024: 12 participants)

Enhance Engagement

Creating a positive and engaging environment is a priority that is reflected in our efforts to enhance employee experiences across the group. Key initiatives include:

Human Resources harmonisation programme

This year we launched a comprehensive HR harmonisation programme that is aligned with the ENL and Rogers restructuring. The objective of this initiative is the standardisation of our people practices, policies, and programmes across the group, including centralised payroll, a common job evaluation system, aligned engagement practices, and the adoption of shared policies in areas such as internal mobility, business travel, and whistleblowing. These efforts reflect our dedication to creating a consistent, empowering, and inclusive employee experience across the ER Group.

Employee engagement and recognition

The MyExperience app has been deployed for all group employees, keeping employees informed about the things that matter to their personal journeys.

Total rewards and benefits

We have begun implementing a unified engagement programme. This initiative will enable consistent tracking of employee engagement levels year on year and allow benchmarking against local standards, helping us to better understand and respond to our teams' evolving needs. In parallel, the ACT – Achieve and Collaborate Together – initiative launched, starting with the Management Office. All leaders received training on the principles of Objectives and Key Results (OKRs), which underpin our performance management system and foster a culture of alignment, accountability, and continuous improvement.

My ER card

50
partners
(2024: 38 partners)

Occupational Safety and Health Management

We remain committed to providing a safe working environment, aligning our practices with the Occupational Safety and Health Act, and coWntinually assessing and improving our safety protocols.

4,479

safety and health trainings
and toolbox talks
(2024: 3,832)

Segments	Lost Time Injury Frequency Rate for every 200,000 manhours worked*
Agribusiness	8.9
Real Estate	3.1
Hospitality & Travel	8.4
Logistics	3.8
Finance	0.3
Commerce & Manufacturing	4.5
Technology & Energy	0.7

*A Lost Time Incident (LTI) is a work-related accident that leads to an employee's absence from work due to injury.

Priorities for the next financial year

In the year ahead, the ER Group will focus on completing the harmonisation of People policies, practices, and programmes across the group, establishing a common foundation. A "One Culture" programme will be launched to foster a shared identity, strengthen inclusion, and embed consistent values across teams. At the same time, we will begin preparations for the next three-year People plan, starting with a group-wide HR assessment to benchmark practices and identify capability gaps. Key opportunities lie in accelerating alignment, digitalising further, and building a stronger employee value proposition, while challenges will include managing change at scale and sustaining engagement throughout the transformation.