

# Human Capital



## Nurturing our talent

Our people are our biggest asset and the key drivers in our journey towards building a Greener, Stronger and Smarter future. They have delivered seamlessly with resilience, passion, empathy, care, and speed throughout the pandemic and continue to do so.

With a workforce of more than 68,500 across the globe, we remain committed to building an agile, responsive and productive work environment in line with our strategic priorities of value enhancing growth and strong ESG commitment.

At Hindalco, through employee-centric systems and processes, we ensure the overall wellbeing, health and safety of our employees. We invest in capacity and capability building with specific focus on new ideas and skillsets catering to an evolving business landscape.

### Key Highlights

**7.22%**  
Women employees

**₹10.5 CR**  
Investment in trainings and skill development

**2,912**  
New hires

**3.5 MN**  
Training hours

### Contributions to SDGs



### Value Enhancing Growth

<b>SP-2</b> Value enhancing growth	<b>SP-3</b> Strong ESG Commitment
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### Interlinkages with Material Topics and Other Capitals

Material Topics	Capitals Connected
Employee well-being	Financial Capital
Diversity and Inclusion	Intellectual Capital
Occupational Health and Safety	Social & Relationship Capital



### Our Focus Areas

Organisation Effectiveness	Human capital Development	Diversity and Inclusion
Employee well-being and Human Rights	Occupational Health and Safety	

# Human Capital



Hindalco's focus on building an empowering culture helps us create a High Performance Contemporary Organisation

We make continuous efforts to enhance employee experience, instill a better sense of ownership and build an empowering culture that helps us create a thriving, high speed and 'High Performance Contemporary' organisation.

As we focus on value-driven growth, we continue to nurture a culture of excellence. Over the years, our employee-centric policies, processes and practices have helped us build a safe and progressive work environment. We reinforce workplace safety by continuously identifying areas for improvement and work towards implementing them from time to time.

We are an equal opportunity employer and have zero tolerance towards discrimination and harassment at workplace. We uphold human rights and work in alignment with international standards to protect the rights of our employees. Our feedback platforms enable employees to report grievances, which are addressed in a time-bound manner.

## Organisation Effectiveness

Our employee-centric approach improves efficiency and productivity. We make continuous efforts to engage our employees through various tailored programmes.

## Employee Productivity

Enhancing productivity and keeping our employees motivated during these challenging times has been our priority. We embarked upon this journey through innovative initiatives to improve organisation effectiveness. We organised virtual wellness sessions focussing on mental and physical health during and post the pandemic. These expert-led sessions were attended by more than 1,400 employees. We also started 'Art of Parenting' session for our employees and their spouses to understand parenting in changing times and support them through this crucial phase of life.

Our Group's five Values of Integrity, Passion, Commitment, Seamlessness and Speed are the guiding force for our employees and businesses.

Some of our business level initiatives like 'Brainbooster' and 'Avishkar' for all our Hindalco units are innovative ways through which we ensure our employees live by these core values. Brainbooster focussed on enhancing customer experience by leveraging our Values. For all our Hindalco units, we organised Avishkaar competition wherein our managers designed artwork based on our Values. More than 350+ future leaders of Hindalco participated in these competitions.

Another unique initiative is our Values month celebration across plants, mines and corporate locations covering almost 85% of our employees through initiatives like values quiz and recognition, storytelling sessions, trekking, sports, art and craft activities, exhibitions, leadership talks, etc.

At Hindalco, we strongly believe that listening to employees improves job satisfaction and employee productivity. Through our listening initiative 'MEffect', we sought feedback from our employees on overall managerial capability of

their managers. Each manager received feedback from his or her team, based on which the managers prepared action plans for future.

Furthermore, we conduct a biennial survey known as VIBES and TEAM VIBES with the help of a third-party agency. This survey is available in various languages for the ease of employees. The survey helps us seek inputs from employees on various parameters such as agility and alignment, employer brand, performance culture, and manager effectiveness. This survey is carried out across the organisation for management cadre employees.

During the reporting period, survey witnessed 91% participation with score of 85% in employee engagement against a target of 90%.

In recognition of our efforts towards building a culture of High-Trust and High-Performance, we have been certified as a Great Place to Work by the Great Place to Work Institute in 2021. This reflects a strong emotional connect employees have with the organisation as well as the brand's contribution to society which the employees are extremely proud of.

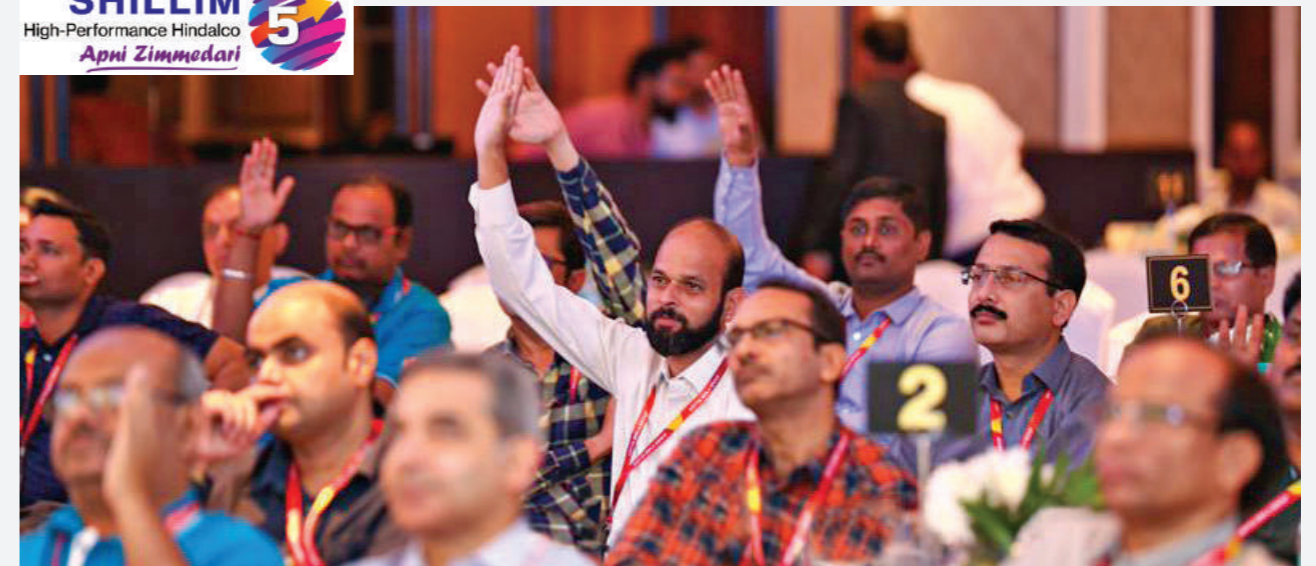
### A DAY TO APPRECIATE THE EFFORTS OUR EMPLOYEES

We celebrated Appreciation Day on 4<sup>th</sup> March, 2022, to acknowledge the talent of our capable and committed workforce. Despite market disruptions, pandemic and an ever-changing external environment, our workforce delivered the best results, adding value to our Company. Furthermore, we made appreciation notes and festive-like arrangements to make this event special for our employees.

### APNI ZIMMEDARI - DRIVING CULTURE AT HINDALCO

At Hindalco, hundreds of our managers meet annually with a goal to further strengthen a contemporary culture that is centred around ownership, openness, inclusion, collaboration, and meritocracy. During our first meet at Shillim, we drafted our Purpose statement- 'We manufacture materials that make the world Greener, Stronger and Smarter'. Eventually, these annual meets came to be known as the Shillim Movement.

The purpose of these meets is to bring teams together to shape the future path of Hindalco. This year, the fifth edition of Shillim, our theme was 'Apni Zimmedari' which translates to 'Our Responsibility'. We inspired people to step up and take ownership for a more accountable, responsive, inclusive, collaborative, and agile culture. During this meet, we align our plans to build a solid foundation for the global 'High Performance Contemporary Organisation' that we aspire to become.





# Hindalco Organisation Effectiveness (OE) Calendar FY2021-2022

## Integrator



### People Champion

Workshops for  
Wellness Champs  
Q1

Wellness workshops  
for Managers  
Q2-Q3

Wellness Awareness  
Session  
One every month

Hygiene Charter &  
Awareness Camps  
Q1-Q4



### Values

Values Celebration  
December and  
February

Values  
Reinforcement  
Q1 – Q4

## Enabler



### Recognition

Pride Awards  
Cycle 1: Q1  
Cycle 2 : Q3

Champion of  
Champions  
Q4

Employee  
Appreciation Day  
Q4 - February

Praise Platform  
Q1-Q4

Chairman's Award  
Q3 – Q4



### Scholarship

AWOO & Pratibha  
Scholarship  
Q1-Q4

AWOO Donation  
Campaign  
Q2

## Change Agents



### Shillim

Shillim 5.0 at  
Business  
Q4

Shillim 5.0 at Units  
Q4



### Employee Voice

MEffect Survey and  
Manager Action Plan  
Q4

Manager Vibes Report  
and Action Plan  
Q4

Vibes Survey

GPTW  
Q3

## People Champion



### Diversity

Gender Intelligence  
& Unconscious Bias  
Sessions  
Q2-Q4

Interaction with  
Women Employees  
Q2-Q4

Psychological Safety  
Sessions for Managers  
Q2-Q4

WAH Conclave  
Q4

POSH Awareness  
Q1 - Q4



### Communication

Business Townhall  
May, Aug, Nov, Feb

Cluster/Unit  
Townhall  
April, Sept, Jan

# Human Capital

## Employee Strength

The breakdown of employees for our India operations is given in the table below. We have 2 expats from USA, while rest of the employees are Indian.

Employees (Breakdown by Numbers) (FY2021-22)			
Employee Category	Aluminium and mines	Copper	Total
Manpower Strength	49,936	4,961	54,897
Management & Staff	7,477	575	8,052
Management & Staff (Male)	6,894	537	7,431
Management & Staff (Female)	583	38	621
On-roll workmen	13,221	1,013	14,234
On-roll workmen (Male)	13,132	1,008	14,140
On-roll workmen (Female)	89	5	94
Contract workmen	29,156	3,508	32,664
Contract workmen (Male)	28,079	3,278	31,357
Contract workmen (Female)	1,159	95	1254

Number of Management Employees (Age-wise)			
Year	>50 years	30-50 years	<30 years
FY2018-19	1,188	2,395	473
FY2019-20	1,232	2,436	598
FY2020-21	1,137	2,582	601
FY2021-22	1,348	2,437	579

Number of Staff Employees (Age-wise)			
Year	>50 years	30-50 years	<30 years
FY2018-19	606	2,053	945
FY2019-20	648	2,019	913
FY2020-21	568	2,068	914
FY2021-22	662	1,947	1,079



Hindalco has created a robust talent retention strategy

We do not discriminate with respect to sexual orientation, race or ethnicity in our hiring process. Novelis' employee strength is approximately 12,690.

During the reporting period, we hired 890 employees in India, and 2,022 employees at Novelis. Percentage of our open positions filled by internal candidates was 14.16%. Our average hiring cost per employee is ₹25,948. Breakdown of new employees hired in FY2021-22 with respect to age and gender has been provided in the table below.

New employees hired in FY2021-22	
Category	Total
Total employees hired	890
Employees hired - Male	747
Employees hired - Female	143
Employees hired (> 50 years old)	24
Employees hired (30- 50 years old)	330
Employees hired (<30 years old)	536
Junior management	778
Middle management	17
Senior management	95

## Employee Turnover Rate

For this reporting year, our voluntary employee turnover rate was 4.6%. Details of the classification of total employee turnover rate are mentioned in the table below.

Total employee turnover	Number of Employees Separated	Rate (%)
Total employee turnover	404	5.02
Employee turnover – Male	355	4.78
Employee turnover – Female	49	7.89
Employee turnover (> 50 years old)	44	2.19
Employee turnover (30-50 years old)	187	4.27
Employee turnover (< 30 years old)	173	10.43

## Talent Retention Strategy

We are committed to building a diverse workforce and vibrant work culture that provides holistic growth and development opportunities. Following are our talent retention strategies:

- **Ring Fencing** - At Hindalco, we use this strategy for setting aside funds in the form of deferred compensation for our key employees.

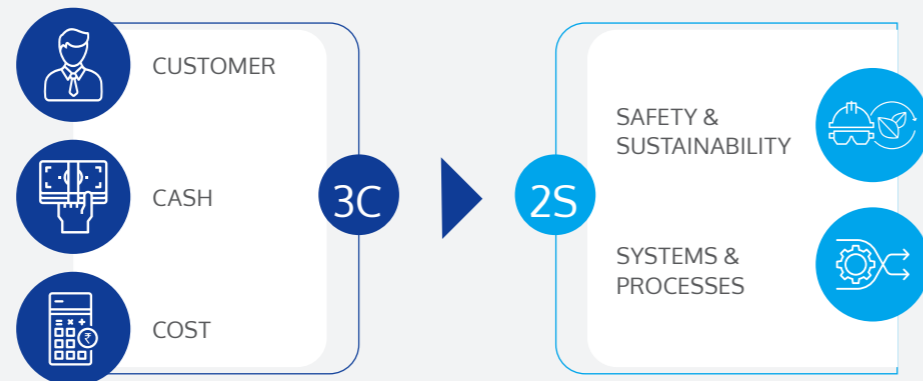
- **Market correction** - It is offered to our top performing employees to be positioned strongly in the market, in terms of salary.



# Human Capital

## Performance Evaluation

Our performance evaluation process is systematically structured to recognise and reward employee performance through a transparent evaluation mechanism. The process starts with goal setting by employees at the beginning of the year. These goals are set in alignment with business needs, and a roadmap is created along with timelines, to achieve the goals. Mid-year assessment and yearly performance reviews are undertaken to evaluate and assess employee performance. The manager evaluates performance on a five-point rating scale.



Our Review Framework aligns organisational objectives with individual goals. With this framework, we concentrate on critical aspects of our overall business. The 3C + 2S framework plays a key role in boosting employee productivity. The performance evaluation is based on goal-wise assessment, career aspirations and relative performance of team members.

Managers take support of 360-degree feedback, with use of our bespoke platform "PingMe", for employees, to help them further in their career growth. To ensure transparency and fairness

of performance evaluation, employee ratings are validated by multiple levels of reviews from top management.

The Managing Director's goals are defined by the Company's 3C + 2S principle. Customer centricity and product development is a focus area with dedicated objectives on sales and customer satisfaction. The cash and cost goals focus on profitability, cash flows, production and cost optimisation. The sustainability goals cover Hindalco's performance in air, water, waste, biodiversity, climate management and overall ESG performance. System and process goals cover digitalisation,

HR planning and driving culture. Performance evaluation is linked to the achievement of these goals. ESOPs are allocated based on performance, and vesting depends on the performance of the business in the preceding year.

We also have a focussed learning intervention for people managers on managing biases. Apart from individual performances, we also encourage our employees to participate in team-building exercises and collective thinking to tackle professional challenges. All our employees receive regular performance and career development reviews.

## Human Capital Development

### Talent management strategy

Talent management strategy is a core principle of Hindalco's people policy. A few pillars of our strategy include:

Hiring of young talent	Learning and Development	Gender Diversity	Focus on building technical/specialist capability	Increased people movements
700+ from campuses over the last 5 years	Structured training and development programmes during the first-three years of hiring	30%+ female hires from campus	42 employees selected for special skills training	10% yoy increase

## Learning and Development

We believe in holistic development of our employees and want them to excel in technical skills, behavioural competencies as well as functional capabilities. Our learning and development efforts include internal and external trainings, focussed group trainings, e-learning, coaching, mentoring, on-the-job training (OJT), workshops and seminars. Each employee is guided by their manager to develop their skill roadmap through My Development Plan (MDP) on ABG's central HR platform, Poornata.

### Capability Development for Future Leaders

In order to nurture future leaders through specialist technical career paths, in the reporting year, we identified 42 employees to develop special skills and expertise and sent them to United Arab Emirates for a year for training. Plans are afoot to deploy 25 employees to Novelis for a three-year period to acquire skills related to downstream business.

We have designed leadership programmes for our future leaders i.e., managerial employees to build the right competencies at every career stage. Our top talent is encouraged to undergo these leadership programmes.

Some of the key development programmes are:

- **Ascend Sales Academy** - This three-month programme focusses on building interpersonal skills and creating business effectiveness for sales and marketing employees.
- **XSEED (Excellence in Skill Enhancement and Employee Development)** - A leadership programme for our junior managers on team development, goal setting, building agility and resilience.
- **FLY (Future Leaders in You)** This programme focusses on self-development of junior managers and leading a team in a digital environment.

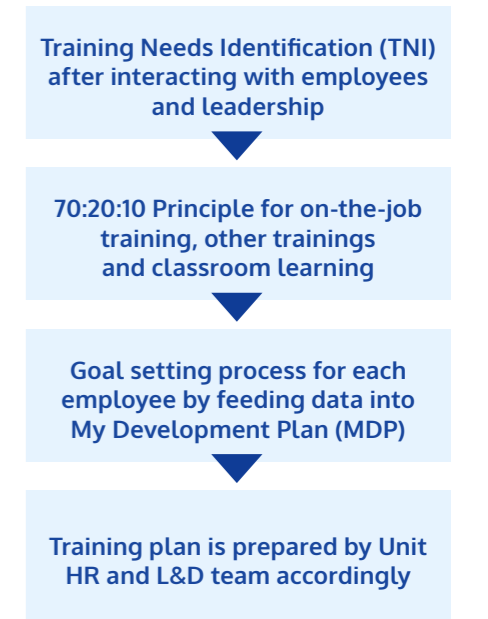
- **FFFD (Fit for Future by Design)**- This 15-month programme is about discovering self, developing business acumen necessary for transition in career from a specified function or operational path.
- **Copper Leadership Series** - This programme is targeted towards middle managers to deliver superior performance and be result oriented in their current roles, take accountability and drive initiatives on their own to enhance performance. The above-mentioned trainings helped groom our future leaders and enabled them to build capabilities for better teamwork, time management, risk taking and communication.

### Training for our Board of Directors (BODs)

We follow structured orientation and a training programme known as 'Familiarisation Programme' for the Independent Directors to understand the business and operations of Hindalco. We welcome a new Director to the Board of Directors by sharing various documents like introduction of Hindalco, profile of BODs and senior management, code of conduct, latest annual and sustainability reports, etc. This reporting year, the Familiarisation Programme was attended by six of our Independent Directors for a consolidated training time of 30 hours.

## Approach for Identifying New Training Programmes

Our human resources team is responsible for supporting training and development activities for management and non-management level employees.



The details of programmes identified by HR and attended by our employees is tracked by our Cornerstone on Demand (CSOD) platform.



Employees of Birla Copper's Asoj plant

# Human Capital

## Other Trainings

### E-learning

The outbreak of COVID-19 led us to shift the majority of our trainings to a virtual platform. We promoted Gyanodaya Virtual Campus (GVC) application and other digital platforms to encourage e-learning and approximately 2,482 employees downloaded the application.

### Sustainability

ESG focussed trainings were conducted to hone the skills of people as 'Water Champions', learn biodiversity management, waste accounting and waste-to-value models and build greenbelt development capacity. The e-learning courses include environment, law, reporting, disaster management, and other topics.

### Risk Management

Our employees undergo several risk management trainings as it is important for us to identify and mitigate any threats or risks pertaining to our operations. Enterprise Risk Management (ERM) sessions are organised for our employees monthly in collaboration with Hindalco Technical University. These sessions are carried out on rotation for three to four plants and 50-100 nominated participants. Apart from this, sessions on ERM framework and business continuity management are conducted monthly by our risk managers and risk champions at units. We are planning to create a pre-recorded course for our employees who wish to deepen their knowledge of ERM. We also conduct quarterly Board meetings on ERM to discuss the current market trends.

Employee training category	Unit	Aluminium and Mines	Copper	Total
Risk Management trainings	Hours	1,624	406	2,030
E-learning hours	Hours	334,287	23,560	3,57,846
Sustainability/ESG trainings	Hours	6,017	181	6,198
Safety trainings	Hours	1,85,504	15,560	2,01,604
Human Rights trainings	Hours	2,171	0	2,171

Average training hours per Employee for Hindalco are mentioned below. Average amount spent per Full Time Employee (FTE) on training and development is ₹2,927.

Category	Hindalco						Novelis	Total (Hindalco and Novelis)
	Aluminium and Mine			Copper				
	Male	Female	Total	Male	Female	Total		
Total training man-days	1,07,099	3,584	1,10,683	6,448	156	6,605	3,24,186	4,41,474
Training man-days (Management & Staff)	63,762	3,339	67,101	3,568	136	3,705	1,62,510	2,33,316
Training man-days (On-roll workmen)	43,337	245	43,582	2,880	20	2,900	1,61,676	2,08,158
Average training hours per employee	43	42	43	33	29	33	191	98
Average training man-days per employee	5.32	5.21	5.32	4.16	3.63	4.15	23.86	12.31

We also continuously measure the impact and effectiveness of these trainings for our employees by implementing the Kirkpatrick Model of evaluation. We have classified the evaluation process into four levels.

- L1 Evaluation (Feedback on Content and Trainer by the participants after the session)
- L2 Evaluation (Post training assessment to check the knowledge gained by participants)

Applicable only for certification programmes of HTU).

- L3 Evaluation (Change in behaviour of participants after 60 days)
- L4 Evaluation (To meet the training objective and Return on Investment)
  - (i) L4-A: Meeting the Training Objective
  - (ii) L4-B: Calculating Return on Investment



Augmented Reality training is a major thrust area

## Hindalco Technical University

The Hindalco Technical University (HTU), established in 2017, offers programmes tailored by technical experts to ensure relevance with current trends and operational requirements.

HTU has created schools for Power, Smelter, Mining and Refinery in association with industry professionals. These schools have run 43 programmes involving 3,406 participants till date totaling 17,989 learning hours. These programmes are designed and tailored to industry requirements and in line with our motto 'Technical Competency building through Schools of the people, for the people, by the people'. Going forward, we are planning to open schools catering to copper manufacturing and downstream operations.

## New Training Initiatives at HTU

During FY2021-22, we started three new training initiatives for our employees to strengthen their skills in niche areas.

- Specialty Knowledge Integration Programme (SKIP) - This initiative was started to ensure focussed learning on specialty chemicals business as we plan to expand our portfolio of specialty chemicals. We started this initiative at Muri and have conducted six sessions to date with more than 150 participants
- Intellectual property rights (IPR) – This training strengthens the IPR portfolio and protects the intellectual property of technical resources. We have carried out five sessions on IPR with participation of more than 200 employees
- Data Analytics through Artificial Intelligence (AI) and Machine Learning (ML) - In this initiative, we help our plant professionals to understand key crucial process parameters through big data analysis. We have conducted one session on this so far and more sessions are planned for the future

## HTU: Key Highlights FY2021-22

- 30+ programmes in collaboration with external partners covering 900+ participants
- 179 training programmes with participation of more than 14,000 employees from Aditya Birla Group Businesses
- 24 safety and sustainability programmes attended by more than 3,000 employees

As a way forward, we plan to develop more intellectual property by encouraging and building internal training resources. We aim to broaden HTU's programmes to include supervisors and workmen. We are in the process of further strengthening our programmes through strategic collaborations with academic experts and research institutions.

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## DOWNSTREAM TRAINING INITIATIVES

To understand and operate our fully automated aluminium extrusion plant at Silvassa efficiently, we selected 42 of our employees from diverse educational backgrounds for a structured capability building programme in Dubai, UAE to be a part of this one-year training provided by prominent extrusion leaders in the world.

The learning method adopted was 70-20-10 wherein 70% of training was covered by industrial visits and operations of Kuppam and Silvassa plant. 20% of the training was covered by subject matter experts and mentors in India with the help of a review process. The remaining consisted of classroom and online training. This training helped our employees comprehend better about the essential process in our fully automated plant.

## ALUMINIUM STEWARDSHIP INITIATIVE (ASI) PROGRAMME

To train our employees on global responsible business practices, we started the Aluminium Stewardship Initiative (ASI) certification. Our employees from select departments at Renukoot, Taloja, Belur, Mouda, Alupuram and Hirakud FRP participated in this programme held on 24<sup>th</sup> and 25<sup>th</sup> March, 2022 in Kolkata.

The programme concentrated on implementing ASI performance standard, to meet customer expectations, demonstrating sustainable practices to external stakeholders and addressing sustainability aspects in the value chain. The training also focussed on business integrity, policy and management, transparency, material stewardship and case studies.

## LEADING INCLUSIVELY - DIVERSITY AND INCLUSION INITIATIVE AT NOVELIS

To work towards our commitment of a more inclusive workplace, Novelis designed 'Leading Inclusively Workshops' for managers to help them on their journey to become more inclusive leaders. The workshop sessions offered some strategies for leading inclusively as a first step in our commitment to make Novelis an inclusive workplace. These workshops were facilitated by diversity and inclusion Subject Matter Experts (SMEs) and Novelis Culture Champion. The facilitators helped our leaders to:

- Understand concepts of Unconscious Bias
- Learn strategies to interrupt unconscious bias and be a more inclusive leader
- Value diversity and the opinions of others
- Learn concepts of micro-aggressions and psychological safety



Hindalco promotes a diverse and inclusive workplace

Through various Organisational Effectiveness (OE) programmes, we pursue diversity by appreciating the differently abled. We have 13 differently abled permanent employees. We remain committed to safeguarding our employees by providing equal opportunities. We strictly adhere to our organisational policy as to not differentiate between our employees based on their colour, caste, creed, gender, nationality, religion, and race.

Harassment, whether sexual or non-sexual, is a way of discrimination. At Hindalco, we respect the dignity of every person and interdict all forms of harassment. We make planned efforts to support our employees with a gender-neutral, bias-free and healthy working environment. We abide by the Prevention of Sexual Harassment (POSH) policy which ensures strict actions on any employee found guilty of sexual harassment. New joiners are sensitised to the POSH concepts and company POSH policy during their induction process. To ensure compliance with

POSH Act, 2013, we have formed Internal Complaint (IC) committees at all our locations. Circulars released by IC are regularly communicated to employees and cases are reported and registered through the IC, portals and helplines.

This year we reported six cases and took appropriate action. We did not receive any cases against discrimination at workplace during this reporting year.

## Diversity and Inclusion

Workplace diversity not only drives more creativity and innovation but also enhances the capability of an organisation to tackle several challenges by bringing in a more holistic perspective. At Hindalco we focus on diversity not just in terms of numbers but also harness diverse talent to build a stronger and more resilient organisation.

Our share of women in total workforce increased from 7.00% in FY2020-21 to 7.68% in FY2021-22 for our India operations. We achieved this by hiring women from campuses, promoting women to senior roles and at the executive level. Furthermore, our Board of Directors comprise two female representatives. We plan to increase the percentage of women in STEM to 5.75% by FY2022-23. Our approach towards diversity is bottom-up and we continue to focus on developing a strong pipeline of home-grown women managers. Over 30% of our management trainee hires have been women over the last few years.



Hindalco has sent women from Silvassa plant for international exposure to extrusion plants in Dubai

	Current Share During FY2021-22	Target for FY2022-23
<b>Representation of Women</b>		
Share of women in total workforce (as % of total workforce)	7.68	8.50
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	7.37	8.50
Share of women in junior management positions, i.e., first level of management (as % of total junior management positions)	7.74	9.00
Share of women in top management positions, i.e., maximum two levels away from the CEO or comparable positions (as % of total top management positions)	-	2.50
Share of women in management positions in revenue-generating functions (e.g., sales) as % of all such managers (i.e., excluding support functions such as HR, IT, Legal, etc.)	4.80	6.00
Share of women in STEM-related positions (as % of total STEM positions)	4.70	5.75

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## Diversity and Inclusion Initiatives

- ‘Soaring High’ programme for our women managers to build leadership capabilities and accelerate their growth. We ensure women are adequately represented in cross-functional team projects.
- ‘Springboard’ programme for women employees comprising classroom teaching and cross-functional/ business projects spread over 18 months.
- ‘Dual Career Policy’ enables employees and their spouses to pursue their careers within the Company by offering positions at same location.
- ‘Women at Hindalco’ series for our women employees giving them an opportunity to listen to inspirational women leaders, join in discussions, build POSH awareness and recognising exceptional Women at Hindalco.
- 46% of the IC Members participated in POSH refresher programme and they, in turn, trained 3,000+ employees across all our units.
- We have an e-learning course on diversity and inclusion on Gyanodaya portal which provides all the details regarding POSH Act and the need for inclusion across gender and geographies.

### WOMEN AT HINDALCO

With more and more women joining manufacturing, this industry is witnessing a change in the workforce demographics. At Hindalco, we support a diverse and inclusive culture through policies to ensure safe and comfortable working environment for women employees.

Our ‘Women at Hindalco’ initiative is encouraging women to work on the shopfloor. We help our employees climb the corporate ladder by inspiring them to take on key responsibilities and challenging tasks and break out of their comfort zone.



**Ankita Ekka, Alumina operations at Renukoot**

“Operators se meri dosti ki shuruyat chai se hui thi” - Ankita Ekka from Renukoot’s Alumina operations. Working at the alumina plant environment in Renukoot is a scary proposition. Working 8-hour shifts

in areas full of dust and caustic fumes which cause skin irritation is another downside. Plus, being area-in-charge of A or B shift entails handling production, quality, manpower management and operator discipline at once. This is a tall order for anybody and many girls were unwilling to take up these shifts because of the awkward environment.

Tea was a great place to start. Ankita started taking her cup over to the operators shed during tea breaks. “Initially, it was a bit uncomfortable for all of us, but I started asking them to share their safety concerns – which is a big issue in any plant. Initially, they were hesitant to speak but when they saw that I had made it a daily practice, they began to come to me with their problems,” says Ankita.

Today, Ankita manages 25 to 30 operators in a shift. If there’s a problem to be solved or a leakage to be handled, she stays with them till the end of the shift to ensure everything is in order. She is visible and very much in charge and the operators have accepted her as one of them. “The shopfloor is my favourite place – I like talking to people and being a part of the process of creating something and this is where the action is,” says Ankita.

There are many such women at Hindalco, persevering through all challenges and making their mark on the shopfloor.

## Employee Well-Being and Human Rights

Medical insurance to self and family members	Plant township accommodation	Group personal accident insurance	Hospital facility	Commute arrangements to employees
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Employee well-being is a key pillar of our HR strategy and we are committed to enrich the lives of our employees across the value chain. All our permanent employees are entitled to various benefits and programmes such as paternity leave, maternity benefits, health insurance, life insurance, etc.

We encourage collective bargaining and freedom of association to our employees as good practice even at the contractors’ end. A total of 60% of our on-roll workmen are a part of trade unions and are covered by collective bargaining agreements. We always respect the law of the land and India’s constitutional framework.

According to our organisational policy and Maternity Benefit Act, all our management and staff employees are entitled to avail parental leave. Our maternity support programme is aligned with our vision of being an ‘aspirational place to work’ for women. It supports our employees in one of their critical life events, of becoming a mother while continuing to excel in their professional journey.

The programme design enables employees to integrate their personal and professional commitments seamlessly during this period (until the child turns two) without any negative impact on their compensation, employment status, performance rating and talent rating. To the expecting women employees, we offer benefits like:

- **Maternal leave** - A female employee is entitled to 26 weeks of paid leave with an option to add 60 additional days by combining privileged leaves. A provision to avail a total of 5 paternal leaves is also present for male employees.
- **Support in local commute to work for expecting mothers in metro and mini-metros** - Designed to offer a safe and comfortable local travel to work for expecting mothers.
- **Accompanied outstation travel for mothers (infant and caregiver)** - Support a new mother in her transition back to work and ensure that she does not miss out on important official travel.
- **Healthy pregnancy programme** - To provide easy access to health education and online solutions to take care of herself and her baby during and after pregnancy.
- **Phase back programme for seamless transition** - We offer flexible work options like work from home, work from satellite office and part-time working to new mothers and mothers-to-be, enabling them to seamlessly transition into maternity leave and join back work.
- **Transition guide** - To guide employees on emotional well-being and aspects of balancing personal and professional commitments during this critical juncture.
- **Career management support** - To ensure minimal impact of maternity on the career of an employee by securing her performance and talent ratings.
- **Child adoption leave** - To offer comprehensive leave support to women employees and enable them to assimilate the adopted child in the family.
- **Miscarriage leave** - All women employees can avail six weeks leave in case of a miscarriage, in alignment with the Maternity Benefit Act 1961.
- **Childcare facilities** - Our corporate mothers can avail the new childcare facility at our head office.

Some other employee benefits include:

- **Privilege leave** - All employees are eligible for privilege leave, which can be availed for taking a leave for more than three days. Annually, a total of 30 PLs are provided at locations having 6-day work week and 26 PLs are provided at locations having 5-day work weeks. These leaves can also be accrued and later cashed out. This gives the employees more time with their loved ones.
- **Flexible working hours** - At Head Office (HO), employees can start any time from 7 am to 10 am and can opt for 4 days a month as work from home.



# Human Capital

To address employee grievances, we have a grievance redressal process in place in accordance with the Whistleblower policy wherein our employees at all Hindalco units can register their complaints. These complaints are addressed by the supervisors, and we try and resolve them swiftly and seamlessly.

Salaries and remuneration are strictly driven by the qualifications and experience of our employees. At present, there is no female representation at the Executive level. We offer salary and remuneration ratio of 1:1 for female to male at executive level.

In management positions, average male base salary is ₹5,71,641 (₹19,39,143 total remuneration) while average female salary is ₹399,381. (₹14,30,935 total remuneration). For non-management employees, the average base salary for males is ₹1,87,910, while for females it is ₹1,57,398.

## STEPS TAKEN FOR EMPLOYEES DURING COVID-19 PANDEMIC

During the pandemic, we extended our medical coverage to our employees, their families and contractual workers. We vaccinated more than 20,000 of our employees and contractual workers.

This year, we started setting aside a particular amount to save lives so that there is no financial burden on our employees. We gave additional rewards to our employees for going the extra mile during these challenging times.

To protect the interest of our employees in case of any operational changes, we offer a notice period of 60-90 days for our employees and 21 days for our workers as per Section-9 of Industrial Disputes Act, 1947.

During this reporting year, 8,052 employees were entitled to parental leave.

Parameters	Male	Female	Total
Total employees who took parental leave during FY 2021-22	212	5	217
Total number of employees who returned to work in the reporting period after parental leave ended	211	5	216
Total number of employees who returned to work after parental leave ended and are still employed 12 months after their return to work in 2021-22	205	4	209
Return to Work Rate (%)	97.00	100	99.53
Retention Rate (%)	97.61	100	98.13

## HINDALCO WELLNESS CIRCLE

In the Hindalco wellness circle, we focus on four key pillars: physical, emotional, financial and social. Our first pillar 'Physical' focusses on the physical wellbeing of our employees. We carry out regular health check-up camps and nutrition sessions for our employees led by experts. We promote hygiene awareness in all our units and carry out fun activities like Zumba sessions, marathons and sport days.

'Emotional' part concentrates on mental health of our employees. We have dedicated 'Mpower' grief management sessions for our employees who have lost their loved ones.

Our employees undergo one-on-one sessions with trained counselors to deal with emotional distress. We have carried out 48+ sessions which helped

our employees to deal with the loss of their loved ones. We have trained 54 volunteers from all Hindalco units to become an emotional In the ally to provide support and point employees in the right direction if they require professional assistance. Our emotional first aiders are trained to promote good mental health recovery and protect those who are of harm to themselves.

'Financial' pillar emphasises on investment and retirement plans of our employees to secure their future. Our last pillar 'Social' focusses on employee and community wellbeing. It is mandatory for our employees to engage in community service once every quarter. Recognising the importance of employee wellness, we have built recreational centres and hobby clubs for employees to spend their leisure time.

## MENTAL WELLBEING

We organised mental health sessions from 5<sup>th</sup> to 11<sup>th</sup> May, 2021 for all our employees and their families who were COVID-19 positive or were quarantined. Our employees reported that these sessions helped them deal with the uncertainty more effectively and helped them stay calm even during these challenging times.



In its remote locations, Hindalco offers a range of activities for employees and families to unwind

## Human Rights

At Hindalco, we are committed to protecting our employees and abide by our human rights policy. We have policies in place to safeguard our employees and contractual workmen against harassment and discrimination. These policies are aligned with the principles of the following laws:

- International Labour Organisation (ILO)
- United Nations Global Compact (UNGC)
- Data Privacy Policy
- Prevention of Sexual Harassment (POSH)
- Equal opportunity employer policy
- Indian labour laws (Child labor, Women migrant labour, Abolition Act, etc.).

## Protecting our Employees and Workers

Our Contract Labour Management System makes sure that our workforce registered is above 18 years of age.

Further, the risks related to human rights are captured by our risk management framework called Hindalco

Management Framework (HMF) at all plant locations. Rojnama, an online compliance tool has been introduced at our units. Our HR teams ensure that the compliance details are fed into this tool regularly. This data is audited by an external agency, with follow-ups done by legal compliance audits that incorporate human rights and labour laws. To ensure risk mitigation related to human rights, a risk register is maintained relating to working environment, human rights, legal and occupational issues along with health and safety across all the units. The risk mitigation plan addresses risks associated with employees and local communities. All our units and mines comply with this plan. We have prepared a Human Rights Due Diligence tool which takes inputs from Sedex Members Ethical Trade Audit (SMETA) tool. This tool has been introduced as a pilot project at Utkal and it will be implemented across Hindalco units after receiving feedback and inputs. We also make sure that the minimum wages received by our workers are in accordance with The Minimum Wages Act, 1948. We have a system in place for identifying and mapping human rights risks in new business relations and all identified risks are periodically reviewed through our ERM process

annually. This reporting year, we did not report any human rights violations, hence, no remediation actions were required.

We carried out training programmes for our employees as well as our security personnel. All our security personnel are covered under human rights training programmes for prevention and mitigation of any human rights violation. The total training man-hours provided to security personnel and our employees are provided in the table.

Category	Total
Total training man-hours provided to security personnel for human rights training	226
Total training man-hours with respect to human rights for employees	2,171

## Protecting Indigenous Communities

We had zero cases reported against us related to violation against rights of indigenous people. Our HR department at all Hindalco units are responsible for handling such incidents. We work in co-operation with our communities and local bodies to support the indigenous people of the area.

# Human Capital



Hindalco's Zero Harm policy includes a robust safety framework

## Occupational Health and Safety

At Hindalco, our goal is zero work related casualties. This goal led to the creation of a 'Zero Harm' policy for which we have designed a robust safety framework. This framework includes our state-of-the-art health and safety management system. The entire system covers all our employees, contractors, business associates, visitors and the community as well.

We have attained ISO 45001 (2018) certification for our manufacturing units and mines. Being an advocate of 'Zero Harm', it is imperative that we identify high risk activities in our manufacturing units and assess them thoroughly to take required preventive measures. To ensure better safety monitoring, we have installed

CCTV cameras and Video Enabled Data Analytics (VEDA). We have also installed a sustainability data management system called Enablon to monitor Behavior-based Safety (BBS).

Apex Safety Board, which is at the top of our safety hierarchy further consists of Unit Safety Boards. Each of the units have six safety sub-committees namely Safety Standard Implementation sub-committee, Incident Investigation sub-committee, Safety Audit and Assurance sub-committee, Safety Training sub-committee, Behavior Based Observation sub-committee and Contractor Safety Management sub-committee. These sub-committees are responsible for implementing and monitoring safety protocols across the organisation.

Some of the key initiatives undertaken in occupational health and safety are mentioned:

- Management of Change (MOC)- A document that gives information on procedures at the time of a process change covering impact assessment procedure, risk management and risk mitigation.
- Robotic descaling of tank
- E-permit system
- Residual life assessment with crawler for structural stability (RLA)
- Infrared automation for hot-spot detection in green anode plants
- Monitoring and inspection of work done at height through drone technology

## Safety Trainings

We develop and focus on relevant safety training modules for all our employees and contractual workers during induction. Three days of safety training is compulsory for each employee, and it is a part of the refresher course on corporate policies, standards and safe work practices for occupational hygiene hazards.

With respect to safety audit findings, history of incidents, safety department inputs, our Corporate Safety function identifies new training for individuals based on work profile. Our safety training and programmes are carried out by safety professionals who are highly trained and competent. They are assisted by the line managers under the guidance of our Corporate Safety Cell. Furthermore, standard implementation sub-committees also help to recognise employees who need specific knowledge skills. We make sure that our employees have all certifications and licensing as required by applicable government regulations.

Due to COVID-19, we arranged most of our training programmes either virtually or physically in small batches to ensure that we follow all the precautions and maintain social distancing. With the new trend of a hybrid working model, we introduced a training course on COVID-19 appropriate behaviours at office and home. This year, we introduced 29 training programmes based on the identification of training needs.

- Emergency preparedness
- Work at height
- Scaffolding safety
- Electrical safety
- Defensive driving
- Machine guarding

This year, we conducted training sessions for our subject matter experts and members of the task forces to update them on safety topics. The training sessions included a wide range of topics like hazard identification using Job Safety Analysis (JSA), chemical safety, hot work and fire safety, mobile crane safety, role, and responsibilities of Field Contract Administrator (FCA).

Evaluating the effectiveness of the safety training is vital to us. So, to get

a perspective on further improvement of the training, we collect feedback from participants and managers immediately post training. Each training module contains a pre-defined questionnaire to measure its effectiveness. Workers with less than 80% score are supposed to take the safety training again. Training feedback is also taken from the manager or HOD in order to evaluate the need for any further training. The table highlights the training hours for the reporting year.

Category	Unit	Aluminium and mines	Copper	Hindalco (Total)
Training on Safety - Management Staff	Numbers	5,431	467	5,898
	Hours	1,85,504	15,560	2,01,064
Training on Safety - Permanent Workmen	Numbers	12,552	1,023	13,575
	Hours	3,76,409	23,465	3,99,914
Training on Safety - Contract Employees	Numbers	16,203	3,451	19,654
	Hours	8,12,218	3,20,301	1,132,519



Hindalco adopts the hierarchy of control to manage safety risks

# Human Capital



## E-PERMIT IMPLEMENTATION ACROSS HINDALCO

At Hindalco, we involve skill-based manpower to carry out day-to-day manufacturing functions. To ensure there is no deviation from Permit to Work (PTW) procedure, we have introduced an e-permit system. Through this web-based system, it is possible to apply, approve and issue permits. The permits can be raised by authorised personnel or permit applicants (PA) from his handheld device. After physical verification, the Approving Authority sanctions the permit.

The table highlights work-related injuries for the reporting year.

Category	Unit	Aluminium and mines		Copper		Novelis		Hindalco +Novelis (Total)
		Employees	Contractual workers	Employees	Contractual workers	Employees	Contractual workers	
Lost Time Injuries	Number	17	15	2	3	23	12	72
Total recordable injuries	Number	49	38	4	7	88	25	211
Fatal accidents	Number	0	1	0	1	0	1	3
Lost Time Injury Frequency Rate (LTIFR)	Number/ Million hours	0.37	0.22	0.71	0.21	0.73	0.65	0.39
Total Recordable Injury Frequency Rate (TRIFR)	Number/ Million hours	1.06	0.55	1.42	0.48	2.81	1.35	1.16
Total man-hours worked	Hours	4,60,78,868	6,92,55,082	28,15,192	1,43,95,685	3,13,49,199	1,84,35,497	18,23,29,523

During the reporting period, we regret the occurrence of two fatalities for our contractual workers at our India operations and one fatality at our Novelis operations. However, we reported zero fatalities for our employees at India and Novelis operations.

To ensure the safety of all our employees and contractual workers and to work towards a goal of zero fatality and life-threatening diseases, we have formed task forces and sub-committees at all

Hindalco units. The task forces comprise JSA subject matter experts guided by nine technical safety standards, eight administrative standards and eight corporate guidelines. Our two prime focus areas in limiting the number of injuries is Contractor Safety Management (CSM) and Operational Discipline. All Hindalco units follow CSM, and all the manpower is deployed as per CSM procedure. Secondly, operational discipline has been identified as a major focus area for FY2021-22.

As a part of this initiative, all Hindalco units have identified 'in line of fire' activities and have taken measures to eliminate the hazards. At our Apex safety Board meeting chaired by the MD, we discuss all serious unsafe observations made under the serious injury and fatality prevention programme. This programme also allows circulation of safety alerts across all Hindalco units.

## Occupational Health Services

We have adopted a three-pronged approach to safeguard our employees with focus on working conditions, working environment and promotion of workers' health. Based on these areas, our Group Sustainability cell has developed 'Occupational Health Management (OHM)' standard. OHS services are delivered in accordance with this OHM standard. We carry out Qualitative Exposure Assessment (QIEA) by evaluating the quality of the working environment through surveillance at the workplace, according to ILO Convention 161.

To analyse the exact pollutant load to which an individual or a group is exposed to, we carry out Quantitative Exposure assessment (QnEA). QIEA and QnEA are integral tasks of the Hindalco OHS and all mines comply with the recommendations coming from them. Both QIEA and QnEA studies are carried out by certified industrial hygienists and live pollutant samples are taken and analysed by national/international laboratories. Further, medical checks are carried out for individuals or groups based on the pollutant they are exposed to. The findings of the QnEA studies are benchmarked with NIOSH standards and Indian Factories and Boilers regulation standards.

We also conduct pre-employment and routine medical examinations for our permanent and contractual employees such as prescribed by national statute/ international guidelines.

We follow occupational health standards for First Aid and health emergency management, HIV, TB and malaria management. There are medical centres at all our sites with qualified industrial health physicians available to employees at all times. Also, there is a corporate level 'Integrated Health Committee' chaired by Senior leader from the mines cluster and consists of industrial health physicians and subject matter experts.



The committee discusses and implements the best practices at all our units. For the second consecutive year, we did not observe any work-related ill health. We trained 200 hygiene champs to improve hygiene infrastructure at all units. To manage stress in a better way, we are in the process of creating an Occupational Stress Management standard.

We have adopted Occupational Health Risk identification and Management standard. This standard mandates us to reduce the concentration of pollutants at source and reduce the exposure duration. We provide Personal Protective Equipment (PPE) wherever necessary. We strictly follow the hierarchy of Occupational Health Risk Assessment & Management to ensure reduction at source by implementing engineering controls first, then the administrative controls and lastly, we provide PPE where required.

We have a Group level policy in place to avoid discrimination of any form against HIV and TB patients. Hindalco, as a part of Aditya Birla

Group, is a signatory to Safe Water, Sanitation and Hygiene (WASH) pledge movement of World Business Council for Sustainable Development (WBCSD) and all recommendations of WBCSD are implemented in letter and spirit.

## Safety risk assessment

We have comprehensive standards for Safety and Occupational Health Hazard identification and Risk assessment and Management. In FY2021-22, a comprehensive review of risk assessment using Job safety analysis (JSA) was undertaken. JSA is a structured technique which reviews all the activities identified by the respective departments of all units. We have mandated 'no work without risk- assessment' and all work-related activities are reviewed before commencement. All our plants are assessed and audited by third party entities or statutory authorities.

We have Hazard Identification and Risk Assessment (HIRA) subject matter experts at each Hindalco unit, who are deployed after receiving a five-day comprehensive training followed by a

# Human Capital

post training assessment. All activities with risk rating of '8' and above are regulated by implementation of necessary control measures to bring the risk at 'As Low as Reasonably Practical (ALARP)'. Also, to perform this activity, 'Permit to work' recognised by competent authority is mandatory.

To report unsafe activities, conditions, and practices, we have created various platforms like safety committees at each unit, complaint boxes, Behavior Based Safety Observations (BBSO) etc. We encourage our contractual workers to always report any incidents through 'near miss and potential incident card system' or by taking it up with their managers. There are several rewards and recognition schemes for motivating safe behavior and promoting the identification of unsafe conditions and practices. Our workers are rewarded for reporting unsafe activities and behaviours and the safety performance of the unit has a bearing on the annual incentives of all unit employees. We spread awareness on safety related critical matters through the 'safety theme of the month' initiative.



## LEADING INDICATOR INDEX (LII)

At Novelis, we introduced LII to change our safety culture and to allow Safety Management System to focus on proactive safety activities. The idea of LII is based on three metrics namely risk reduction, corrective action focused on hierarchy of controls and leadership engagement. Each Novelis plant is given a score depending on how they perform against each metric. At every unit, a database is maintained tracking activities related to each metric.

The introduction of LII led to multiple benefits including reduction in risks, injuries, and fatalities. Furthermore, LII promoted excellent leadership engagement with corrective and preventive action plans. LII was introduced in FY2021-22 with a target of 95% by the end of year, but Novelis outperformed by 190%, exceeding the initial target.

## THINKSAFE360

Employee safety is our biggest concern, and we take all actions to eliminate the risk of hazards in the workplace. Novelis Europe started an initiative named ThinkSafe360, with an aim of achieving zero accidents or near miss case related to heavy loads and mobile equipment; using systematic risk elimination methods, based on employee exposures at the facilities from the entrances to the exits of the plants. This programme targeted three areas of concern: plant layout and conditions, machine centers, and employee behaviors and risk awareness. Using these three areas of concern and systematically following the material flow throughout the facility, all sites assessed potential hazards where employees could be hit, struck, pinched, or crushed by a coil, ingot, scrap, machine parts, train, forklift, truck, or crane. Based on the risk assessment, site leaders developed solutions to eliminate the hazard or to reduce the risk to an

acceptable level. Web conferences were held every month to share practices, hold accountability and provide updates on the various projects throughout Europe.

Due to the ThinkSafe360 initiative, numerous benefits were realised. Because site layout was considered, several areas were identified where additional barriers needed to be constructed to protect pedestrians. In some situations, full areas were completely redesigned to eliminate employee exposure to mobile equipment. In addition to layouts, sites began implementing anti-collision and proximity detection technology systems on mobile equipment, which uses sensors to provide warnings to pedestrians and operators to prevent accidents. Novelis Europe will continue with ThinkSafe360 initiative for the FY2022-23 since it has resulted in tremendous reduction in risk.

## HOUSE OF SAFETY

We initiated the House of Safety programme in Novelis South America to create a robust EHS management system and incorporate EHS subjects in our daily routines. With an aim of a safe workplace, HOS engages entire manufacturing units, tracks leading KPIs and encourages employees in EHS solutions. An elected EHS committee has weekly meetings discussing KPIs. In our monthly safety meetings, all manufacturing units share their results, present best practices, and recognise employees that contribute to making EHS excel.

The committee consists of employees from different functions which gives a comprehensive approach while addressing safety issues and working towards a safer environment. Having a multifunctional group with different mindsets provides better solutions to drive actions and results with their multi-functional knowledge. Since the initiation of this programme, there have been zero SIFs and DAW.

## ROBOTIC DE-SCALER AND MINI DOZER FOR REFINERY TANKS OVERHAULING

Descaling activity consists of removing heavy scales which fall from the side walls and rake arms of the tank. This activity can result in caustic mud splash on body or injury due to hand-held tool slip, trip and fall. In order to eliminate the risks associated with this activity, we have started a pilot initiative of using an automatic descaling robot using electro hydraulically driven de-bricking machines and mini dozer for safe and remote material handling at Belagavi in a mud washer tank.

The prime objective of this pilot is to reduce manpower deployment and enhance safety by minimising risk of injury due to manual descaling. This pilot activity will also focus on reducing the current turnaround time (TAT) of 14 days, increasing availability of equipment and reducing time spent on maintenance.

## Health and Safety Future Goals

**Short term**  
10% improvement yoy in LTIFR and TRIFR.  
Zero fatalities.

**Medium term**  
Best in manufacturing Industry in LTIFR, TRIFR performance.

**Our Vision**  
Zero  
Harm to all our stakeholders.



At Hindalco, awareness on critical safety related matters is spread through the Safety theme of the month