

# Human Capital



## Enriching the Workforce

Our people drive our journey towards becoming a global High Performing Contemporary Organisation. As we strive to evolve into an innovative manufacturing solutions provider and expand into new market segments, the capabilities of our people become paramount. They are the key enablers in building a competitive advantage in the new market spaces we will enter in this downstream and value-added segment expansion phase.

We constantly review, re-examine, and redefine the contours of our HR strategic priorities to align with our dynamic business needs. We firmly believe in empowering our people to further our core purpose of creating a Greener, Stronger, and Smarter world. The Group's vision principles of 'Enriching Lives', 'Responsible Business' and 'Inspiring Trust' guide our operations.

### Focus Areas

Organisation Effectiveness	Employee Well-being and Human Rights	Human Capital Development
Diversity, Equity and Inclusion	Occupational Health and Safety	

### Key Highlights

Global workforce	Permanent women employees and workers
<b>76,800+</b>	<b>7.92%</b>
Investment in trainings and development*	New hires
<b>₹ 13.5 Cr.</b>	<b>3,433</b>
Training hours	Reduction in LTIFR
<b>5.10 Million</b>	<b>16 %</b>

\*The details provided are for India Operations

### Contributions to SDGs



### Interlinkages with material topics and other capitals

#### Material topics

- ▶ Occupational Health and Safety

#### Capitals connected

- ▶ Financial Capital
- ▶ Intellectual Capital
- ▶ Social & Relationship Capital

### Key Risks and Opportunities addressed

<b>R7</b>	Shareholders/lenders focus on ESG
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### Alignment with Strategic Priorities

<b>SP-2</b>	Value-Enhancing Growth
<b>SP-3</b>	Strong ESG Commitment

# Human Capital

Our HR strategy is aligned with our organisational goals and objectives that help us consistently deliver strong performance across business verticals.

Over the years, we have strengthened our practices and policies across key focus areas of organisation effectiveness, safety, diversity and inclusion, employee well-being, human rights, and human capital development. The core values of Integrity, Commitment, Passion, Seamlessness, and Speed are deeply ingrained across our operations.



## Human Rights Policy



## Safety and Occupational Health Policy



## Corporate Principle and Code of Conduct



## Prevention of Sexual Harassment at Workplace

### Organisation Effectiveness

Over 60 years 'young', Hindalco has grown from a single plant to a dynamic, global organisation. Our multi-cultural, multi-lingual, multi-generational, diverse workforce has been a core driver of this growth.

Our global footprint, sustainability initiatives, innovative solutions and constant customer focus make Hindalco an enriching workplace.

We continuously strive to build a culture of meritocracy, empowerment, and encouragement to help foster a culture of high performance and excellence for our diverse global workforce.

In our India operations, we have 63,258 employees, while Novelis' employee strength is around 13,585.

In India, three of our employees are from the USA, one each from Germany, Japan, and Switzerland, respectively, while the rest comprises Indian nationals. The table below represents our workforce for our India operations for FY2022-23.

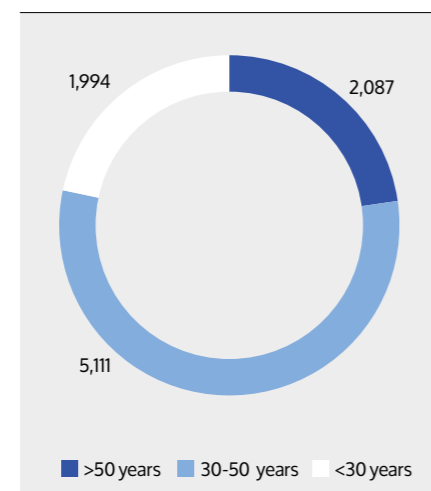
The core values of Integrity, Commitment, Passion, Seamlessness, and Speed are deeply ingrained across our operations.

### Workforce – India operations FY2022-23

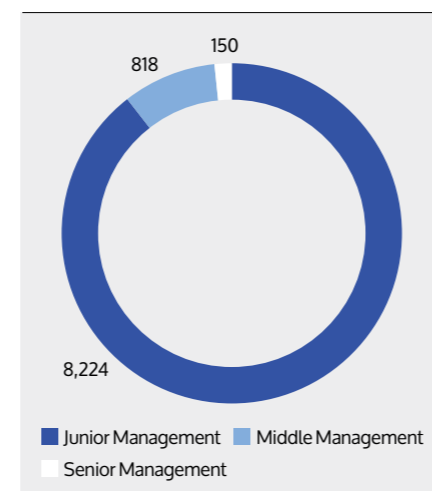
Type of Employment*	Male		Female		Total Number
	Number	Percentage	Number	Percentage	
Permanent Employees	8,423	91.63%	769	8.37%	9,192
<b>Total Employees</b>	<b>8,423</b>	<b>91.63%</b>	<b>769</b>	<b>8.37%</b>	<b>9,192</b>
Permanent Workers	13,395	99.41%	79	0.59%	13,474
Other than permanent workers (contractual workforce)	38,792	95.57%	1,800	4.43%	40,592
<b>Total Workers</b>	<b>52,187</b>	<b>96.52%</b>	<b>1,879</b>	<b>3.48%</b>	<b>54,066</b>

\*We do not have other than permanent employees at our India operations

### Employees Strength – India Operations (by Age)



### Employees Strength – India Operations (by Management Levels)



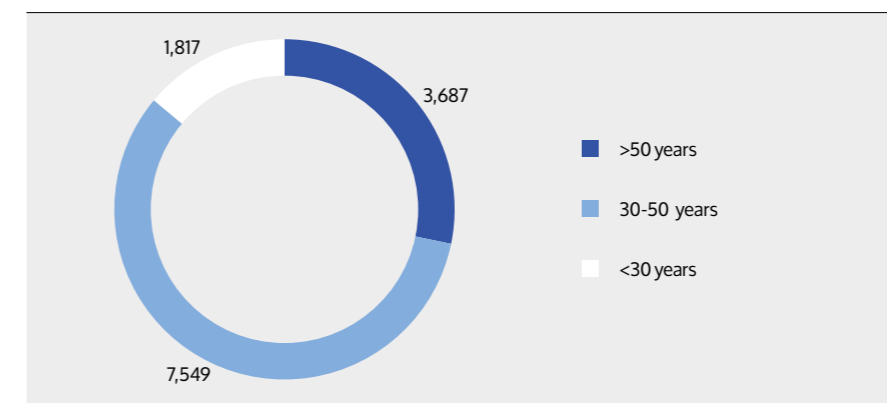
We inspire people to step up and take ownership for a more accountable, agile, inclusive and collaborative culture.

### Management-wise work force – Novelis operations

Parameter	Male	Female	Total
Top Management	52	12	64
Senior Management	155	49	204
Middle Management	1,103	388	1,491
Junior Management	1,717	880	2,597
<b>Total Management</b>	<b>3,027</b>	<b>1,329</b>	<b>4,356</b>
<b>Total Non-Management</b>	<b>8,536</b>	<b>693</b>	<b>9,229</b>
<b>Total*</b>	<b>11,563</b>	<b>2,022</b>	<b>13,585</b>

\*The total employee count for Novelis includes temporary employees

### Employees Strength – Novelis Operations (by Age)



### Talent Management and Retention Strategy

Enriching the workforce is crucial to fostering a thriving and successful organisation. We provide a healthy and supportive work environment where our people feel valued and engaged, which helps in enhancing productivity and improving employee retention. We inspire people to step up and take ownership for a more accountable, agile, inclusive and collaborative culture.

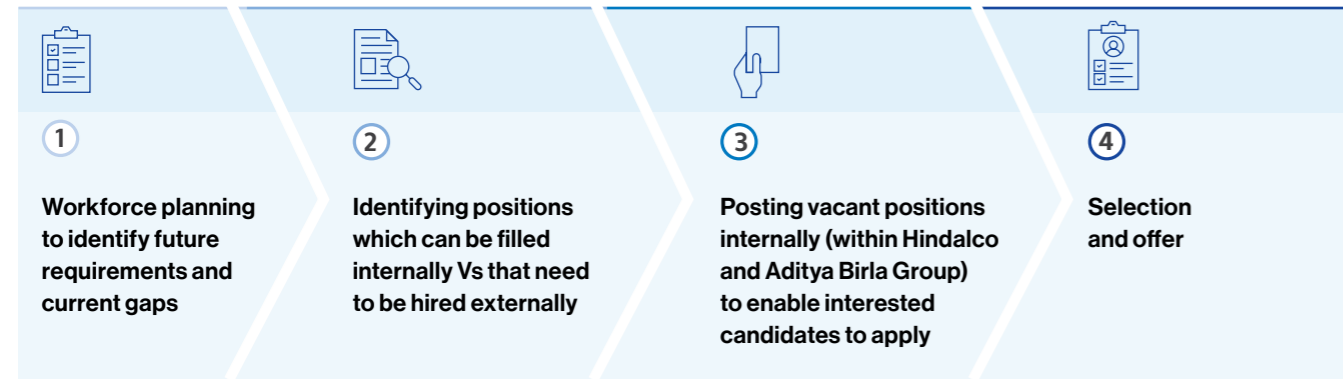
Talent management is at the core of our people policy. Our strategic pillars include:

- Hiring young talent
- Learning and Development
- Gender Diversity
- Focus on building technical/ specialist capability
- Increased people movements

Satisfied employees are less likely to leave, leading to higher employee retention rates and increased organisational stability. We follow a methodological process for analysis of current employees, determining future employee needs and identifying talent gaps in the current workforce. Curated, planned interventions help us work on these gaps with our employees, which helps us groom our talent to meet professional and personal growth goals. This focus has helped us achieve improved employee satisfaction, increased retention, better alignment with our company goals, steady knowledge transfer, and improved succession planning.

Our talent management strategy has helped us identify causes of early attrition in respective departments and job roles. Our holistic approach to creating a work-life balance through our continuous focus on employee wellness initiatives makes us a magnet for attracting the best talent.

## Our Talent Management Strategy



We focus on hiring people with an entrepreneurial spirit, strong principles, a results-oriented attitude, and an innovative mindset and are committed to professional growth. These people help us in furthering our core purpose.

We follow a transparent process while hiring and do not discriminate with respect to sexual orientation, race, or ethnicity. We hired 1,347 employees in India and 2,086 at Novelis during the reporting period. The percentage of open positions filled by internal candidates was 63% for India operations. Our average hiring cost per employee for India operations was ₹20,511. The table below provides a breakdown of our new hires for our India operations in FY2022-23 with respect to gender, age and management level.

### New hires – India operations FY2022-23

Employees Hired	Total
Male	1,122
Female	225
>50 years	23
30-50 years	557
<30 years	767
Junior Management	1,291
Middle Management	50
Senior Management	06
<b>Total</b>	<b>1,347</b>

During the year, our total permanent employee turnover rate was 7.21%, and the voluntary employee turnover rate was 5.05% for our India operations. Our voluntary employee turnover includes only resignation. The permanent worker turnover for the reporting period for males and females was 5.15% and 72.15%, respectively, with a total permanent worker turnover of 5.55% for our India

### Total permanent employee turnover – India operations FY2022-23

	Number of employees separated (Total)	Total Employee Turnover Rate
Male	573	6.80%
Female	90	11.70%
>50 years	212	10.16%
30-50 years	214	4.19%
<30 years	237	11.89%
Junior Management	600	7.30%
Middle Management	52	6.36%
Senior Management	11	7.33%
<b>Total</b>	<b>663</b>	<b>7.21%</b>

During FY2021-22, in our India operations, the permanent employee turnover rate for males and females was 4.78% and 7.89%, respectively, with a total permanent employee turnover of 5.02%. For FY2020-21, the permanent employee turnover rate for males and females was 4.80% and 6.30%, respectively, with a total permanent employee turnover of 4.90%.

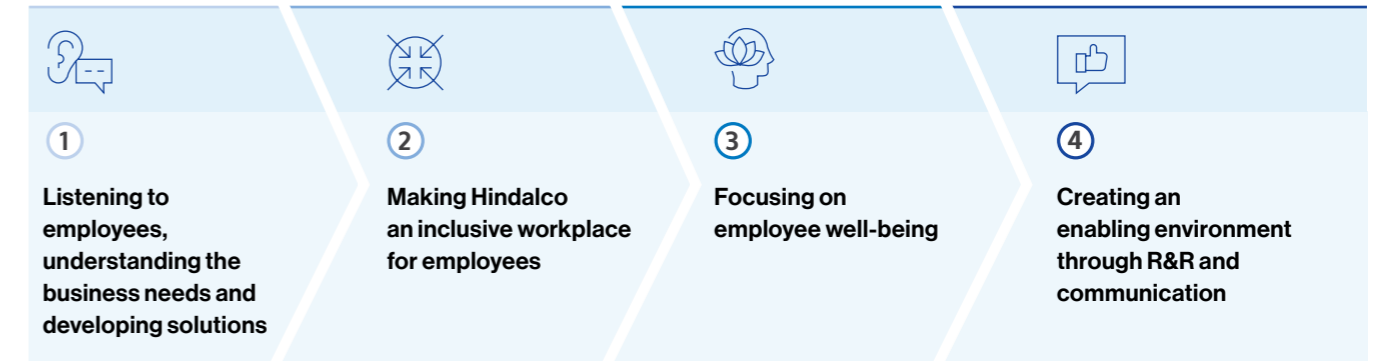
operations. Novelis's total employee turnover rate was 10.06%, and the voluntary employee turnover rate was 5.36%.

The table below provides a breakdown of the total permanent employee turnover for our India operations in FY2022-23 with respect to gender, age and management level.

During FY2021-22, the worker turnover rate for males and females was 4.54% and 19.15%, respectively, with a total worker turnover rate of 4.63%. In the previous year, during FY2020-21, the permanent worker turnover rate for males and females was 0.10% and 7.20%, respectively, with a total worker turnover of 0.20%.

## Employee Productivity

Our framework for organisational effectiveness is built on the principle of increasing employee productivity. Therefore, all our employee wellness programmes focus on keeping our workforce healthy, happy and content. The framework is based on the following steps.



Based on our framework, we have taken up various initiatives during the year in culture, wellness, diversity, listening, communication and recognition, community building and other interventions. These initiatives are a combination of regular initiatives implemented in the past along with new programmes designed based on the emerging needs assessed during the year. Some of the key highlights are listed below.

- We covered 100% of our employees, including workers under ABG Purpose Awareness.

- Over 85% of job band 3 and above employees have been trained to conduct reflective dialogues workshops with their team members.
- We conducted a pilot workshop for personal purpose discovery and linkage with the ABG purpose. A batch of 15 participants (employees from various functions) were covered in the workshop.
- The ABG Values boot camp was organised for pan Hindalco units that covered more than 2,500 employees and their family members.

Our approach to employee well-being is a critical element towards building employee productivity, highlighted in the further sections of this capital.



We also have a robust reward and recognition programme through a multitude of platforms, such as Praise, Pride, Chairman Awards, Bhoomika Recognition, and Employee Appreciation Day celebrations, among others.







Our employee wellness programmes are tailored to guide our employees on exercise, balanced nutrition, stress management, self care and fostering positive relationships.



# Human Capital

## Hindalco Organisation Effectiveness (OE) Calendar FY2022-23

Integrator			
 <p>Wellness</p>		 <p>Values</p>	
<p><b>Workshops for Wellness Champs</b> Q1</p>	<p><b>Wellness workshops for Managers</b> Q2-Q3</p>	<p><b>Wellness Awareness Session</b> One every month</p>	<p><b>Values Celebration</b> December &amp; February</p>
<p><b>Wellness Activities &amp; Contest</b> Once every Quarter</p>	<p><b>Unit Hobby Club</b> Q2-Q4</p>	<p><b>Hygiene Charter &amp; Awareness Camps</b> Q1-Q4</p>	<p><b>Values Reinforcement</b> Q1 – Q4</p>

Enabler			
 <p>Recognition</p>		 <p>Scholarship</p>	
<p><b>Pride Awards</b> Cycle 1: Q1 Cycle 2 : Q3</p>	<p><b>Champion of Champions</b> Q4</p>	<p><b>Employee Appreciation Day</b> Q4 - February</p>	<p><b>AWOO &amp; Pratibha Scholarship</b> Q1-Q4</p>
<p><b>Praise Platform</b> Q1-Q4</p>	<p><b>Chairman's Award</b> Q3 – Q4</p>		<p><b>AWOO Donation Campaign</b> Q2</p>

Change Agents			
 <p>Shillim</p>		 <p>Employee Voice</p>	
<p><b>Shillim 5.0 at Business</b> Q1</p>	<p><b>Shillim 5.0 at Units</b> Q2-Q3</p>	<p><b>MEffect Survey and manager Action Plan</b> Q4</p>	<p><b>Manager Vibes Report and Action Plan</b> Q4</p>
<p><b>Generation Dialogues and Sensitivity</b> Q1-Q4</p>		<p><b>Vibes Unit Action Plan &amp; Tracking</b> Q1 and Q3</p>	<p><b>GPTW</b> Q3</p> <p><b>Voice</b> Q3-Q4</p>

People Champion			
 <p>Diversity</p>		 <p>Communication</p>	
<p><b>Gender Intelligence &amp; Unconscious Bias Sessions</b> Q2-Q4</p>	<p><b>Interaction with Women Employees</b> Q2-Q4</p>	<p><b>Business Townhalls</b> May, Aug, Nov, Feb</p>	<p><b>Cluster /Unit Townhalls</b> April, Sept, Jan</p>
<p><b>Psychological Safety Sessions for Managers</b> Q2-Q4</p>	<p><b>WAH Conclave</b> Q4</p>	<p><b>POSH Awareness</b> Q1 - Q4</p>	<p><b>Round Tables</b> April, July, Oct, Jan</p> <p><b>Skip level Meetings</b> June, Oct, Feb</p>

\*Subject to changes. For details, please contact your Unit/ Location OE Leads or write to [hil-oe.communication@adityabirla.com](mailto:hil-oe.communication@adityabirla.com)

# Human Capital

## Employee Engagement Initiatives



### Culture

- ABG Purpose-branding, recognition
- Post Shillim OE Intervention



### Wellness

- Hygiene Governance to be monitored – Champs to be trained for conducting cross unit audits
- AMTL – Audits (training the team)
- Awareness and monthly sessions, contests, challenges around the Wellness Wheel
- Onboarding and training of Wellness SPOCs
- Emotional Wellness Bootcamps by Life Unlimited
- Other wellness agendas like creating gaming zones and virtual fun sessions, among others.



### Diversity

- Diversity Strategy – next steps: gender and generation, this can include training managers and young workforce, among others.
- WAH Celebration
- Forming Employee Resource Groups (ERGs)
- POSH Training



### Listening

- GPTW
- MEFFect Survey – Manager effectiveness
- Vibes 2023



### Communication and Recognition

- Communication Framework roll-out
- Praise
- Pride -only CoC



### OE Community Building

- Monthly OE Connects
- OE Capability Building Phase 2



### Other Interventions

- ABG Values Reinforcement

## Employee Engagement

Our focus on health and wellness is deeply ingrained into our people strategy and workplace culture at Hindalco.

At the Group level, we conduct a standard employee engagement survey, VIBES, every two years.

However, we have also partnered with Great Place to Work to conduct the 'Great Place to Work' (GPTW) employee engagement survey, which helps us gain an external perspective of our practices and a benchmark within the industry. This survey is conducted by collecting responses from across management, staff, and workers levels from different age groups and gender on a sample basis.

We were awarded 'India's Best Workplaces in Health and Wellness', a testament to our commitment to creating an enriching work environment.

### Highlights

- There has been a remarkable improvement in our scores across all dimensions over the past year, and our Trust Index has improved from 69 to 83 and the overall score on employee engagement to 87.
- Feedback was collected from over 6,500 employees (which included representation of blue-collar workers).
- In addition, this was the first year we participated in the wellness survey of GPTW and scored 82.

- We were featured among the top 40 companies in India for its Health & Wellness practices by Great Place to Work Institute (India).
- We were also recognised as one of India's Best Employers Among Nation-Builders – 2023.

The above surveys included assessing employees on various parameters – including job satisfaction, a sense of purpose, happiness at the workplace, and managing stress at the workplace, among others. The results of assessments depict our employees' sense of belonging towards the organisation and further contributes to building an inclusive workplace while exhibiting high trust and performance.

## APNI ZIMMEDARI – DRIVING CULTURE AT HINDALCO

Shillim culture journey is our effort to systematically enable the organisation to experience and enshrine the message of Apni Zimmedari, building a sense of ownership.

During the year, we identified and trained close to 200 Culture Change Ambassadors (CCAs) to ensure the rollout of programmes seamlessly across various locations. The CCAs are involved in driving new compelling experiences like the "Bhoomika Board Celebration", which focuses on recognising behaviours that define the five key promises (ALERT- Being Accountable, Learning fast & Learning from mistakes, Empowering & Trusting, Responding quickly and win with Team & Ecosystem) to achieve our five key priorities (CREST- Customer Centricity, Return on Capital Employed, Leading ESG, Sustained Peak Performance and Home to Exceptional Talent).

The leaders have dedicated more than 600 hours to training team members, enabling knowledge transfer through these conversations. Another initiative we rolled out was the "Hindalco My Resolve card" to enable each leader to outline their actions and cascade them to their teams.

As we progress in this cultural journey, 50 CCAs have been identified to become Culture Change Champions

to pioneer the culture transformation initiatives in the organisation. Shillim 365 is the next phase of this journey where we are looking to deepen the theme of 'Apni Zimmedari' to make it 'Ab kisse nahi, Aadat' – make it a habit or way of life by displaying or living the behaviours at the organisation. To strengthen the roots of Shillim, we hosted Shillim 365 distributed events in our locations before the plenary session in Mumbai.





Our people are trained to achieve greater heights in their professional careers and get recognised for their excellence

## Performance Discussion and Potential Assessment

As an organisation that has been steadily expanding, we want our people to achieve greater heights in their professional careers and get recognised for their excellence.

Our structured employee evaluation includes conducting appraisals twice a year based on mid-year and annual performance reviews. All our permanent employees (100%) received regular performance and career development reviews during the reporting period. 42.67% of our permanent workers were covered under the appraisal system for our India operations. The yearly performance assessment applies to all our permanent employees, rated on a 5-point scale. We also assess all our management cadre employees' potential through a structured potential assessment process followed by detailed talent reviews at different levels. This process helps identify our top 20% high potential employees across the

organisation. Values are part of the performance evaluation, and any value violations make them ineligible to be considered for the potential assessment.

Our employees can integrate their objectives with organisational objectives and achieve them in a way that promotes and preserves business values through the goal-setting process for each fiscal year. This procedure empowers our workforce to take responsibility for their performance excellence, team performance facilitation, and career development.

### Our process includes the following

- Annual goal-setting exercise to align our organisational goals with the goals set by employees, along with discussion and development of an action plan to achieve the goals within a stipulated timeline.
- Engaging employees in groups to promote self-evaluation and assist them in learning new skills from their team members.

- Conducting conversations as part of the evaluation process to focus on learning, new commitments, responding to new information during communication and building trust within the team.

We have structured the compensation system to take inputs from the performance appraisal system. We have a transparent and empowering approach in granting annual salary hikes and benefits.

We use our in-house online tool, 'Perform FIT'-for normalisation of employee performance ratings, promotion recommendations and salary corrections to work transparently based on relevant data.

Moreover, the Managing Director's goals are defined by the Company's 3C + 2S principle. The sustainability-related goals cover Hindalco's performance in air, water, waste, energy management, safety and overall ESG performance. Environment-specific metrics are covered in detail in the Natural Capital section of the report.

## Employee Wellbeing and Human Rights

In line with our Group Purpose, "To Enrich Lives by Building Dynamic & Responsible Businesses & Institutions, That Inspire Trust", we take pride in our approach towards employee wellness.

Our employee well-being caters to various aspects, such as social, occupational, physical, emotional and intellectual well-being.

This tactic has been pivotal to our success over the years. While we

are headquartered in Mumbai, our manufacturing locations and mining sites are spread across the country in remote areas.

Apart from basic facilities, all our townships have schools, health centres, gyms, young manager accommodations, gardens, parks, malls, community halls, and swimming pools to keep our people happy, motivated, and content. We offer several initiatives to cover the needs of our employees and their families – from health, sports, yoga and dance to insurance and grief counselling, to scholarships for children aspiring for higher education.

For example, we actively conduct tournaments, step-a-thons, and marathons to make physical wellbeing an integral part of the lifestyle, with a typical participation of around 6,000 people.

Our health and wellness initiatives are not limited to any cadre or level. We ensure maximum coverage of employees and their families. We recently launched the Wellness Wheel, which provides a snapshot of all our multi-faceted wellness initiatives.

## Hindalco's Wellness Wheel

### Occupational

- Ergonomics
- Safety
- Positive and vibrant work environment
- Managing work-life

### Environmental

- Plantations
- Water conservation
- Swachh Unit
- Hygiene

### Intellectual

- Hobby clubs
- Reading clubs
- Learning circles
- Ideation and experiments

### Spiritual

- Yoga
- Learning through mythology
- Self discovery

### Physical

- Exercises
- Physical recreation
- Nutrition
- Health check-ups

### Emotional

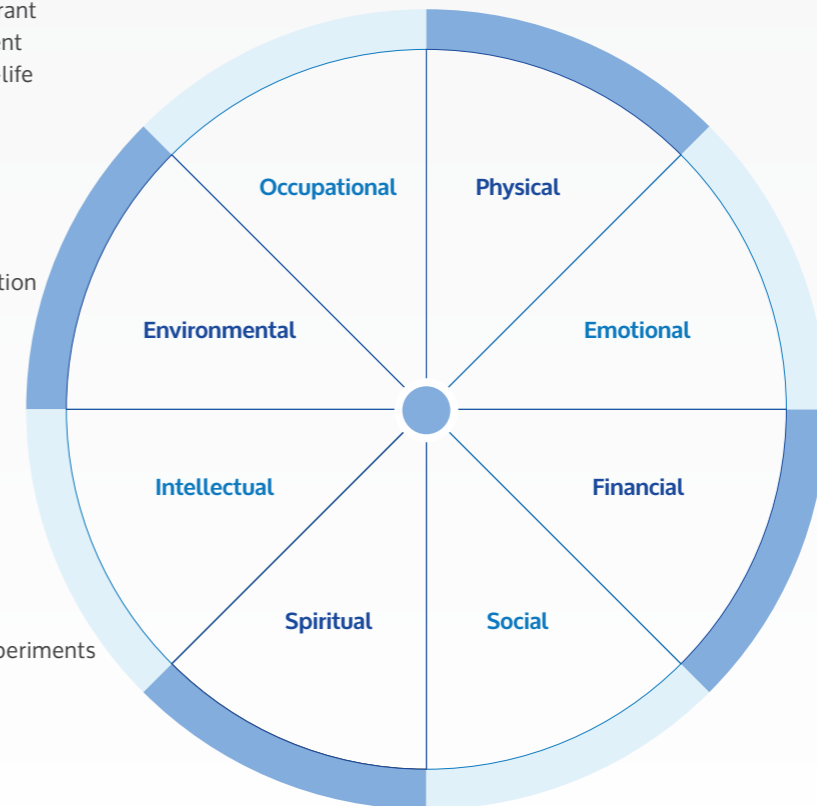
- Managing stress
- Psychological safety
- Self care
- Mental well-being

### Financial

- Budget planning and management
- Retirement plans
- Investment plans

### Social

- Friends at work
- Community service
- Relationship management



# Human Capital

## Wellness Initiatives

- Budget allocation of ₹444.43 Crore for five years from 2018 to 2023 towards our Quality-of-Life initiative 'Add More to Life' in townships.
- Flexible work arrangements and compulsory annual leave are provided for a positive work-life balance.
- Vitamin H is an informative portal offering health and wellness-related information with various possible solutions for employees and their family members.
- Multiply Wellness Program initially for our employees at Head Office and Taloja Unit as a pilot in partnership with Aditya Birla Wellness to empower and enable employees to focus on holistic Health & Wellness.
- Our Annual Health Check-Ups and doctor consultations are offered at all business locations. Family members can also avail of the programme at discounted rates.
- Health and wellness app VISIT allows employees to build quality healthcare experiences accessible anytime, anywhere.

With this app, employees can avail of free teleconsultations, unlimited cashless in-clinic consultations free up to ₹1500, unlimited lab tests free up to ₹1500, and medicines at a discounted rate.

- Code Red emergency 24x7 helpline that caters to any exigency employees and their families face.
- Life Unlimited to cater to employees' and their family's mental wellbeing and Emotional First Aiders to spot warning signals of emotional breakdown.

Apart from monetary benefits, all our permanent employees are eligible for benefits such as maternity leave, paternity leave, health insurance, life insurance and others as applicable. We have defined core areas of focus around which we design and implement various initiatives for the well-being of our employees as follows:

- Work-life balance
- Health and wellbeing
- Safety
- Care

## AALAMB (CARE AT CORE) – A HEALTH AND WELLNESS PLAN

Employees' Health and Wellness are at the core of our organisation's employee value proposition (EVP).

We have designed a health and wellness plan for our employees and their families. We have also implemented several initiatives to ensure the well-being of employees and their family members for any medical needs.

However, over the years, we realised that a large part of employee expenses is spent on OPD consultations and diagnostic tests. Hence, to provide our people with best-in-class Employee Benefits, the Rewards Team launched and redesigned Hindalco OPD Insurance and Tele-Wellness Scheme 2023 - "AALAMB" to Cover employees and their Family Members.

This scheme covers more than 14,000 management and staff cadre employees and their families with additional features, newer benefits, and enhanced coverage.

Benefits cover unlimited on call/chat doctor consultation, unlimited in-person doctor consultation & unlimited laboratory tests anywhere and anytime by connecting with a network of more than 31,000 doctors and 1,500 hospitals across 70 cities.



The health and wellness of our employees and their family members are at the core of our organisation's Employee Value Proposition (EVP).

## Employee Benefits and Support Programmes

### Parental leave

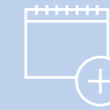
Female employees are entitled to 26 weeks of paid leave with an option to add 60 days of privileged leaves. Male employees can avail a total of 5 paternity leaves

### Support in local commute to work

Safe and comfortable local travel to work facilities for expecting mothers



### Flexible working hours at Head Office



### Privilege leave

### Phase back programme for a seamless transition

Flexible work options like work from home, work from satellite office and part-time work for new mothers and expecting mothers

### Accompanied outstation travel for mothers

Support in official work related travel to mothers



### Mental, Emotional and Physical Wellness Support through Life Unlimited and more

### Child adoption leave

To offer leave support to women employees who are adopting a child in the family

### Transition guide

Guidance on emotional well-being and aspects of balancing personal and professional commitments during such a critical phase

### Healthy pregnancy programme

Easy access to health education and online solutions for mothers

### Childcare facilities

Developed a childcare facility for our corporate mothers at our head office



### Add more to life (AMTL)

### Career management support

To ensure minimal impact of maternity on the career of an employee by securing her performance and talent ratings

### Miscarriage leave

All women employees can avail of six weeks of leaves in case of a miscarriage, as per Maternity Benefit Act 1961



### Eldercare Support

# Human Capital

All our permanent employees are eligible to take parental leave in alignment with our policy available internally. The return-to-work and retention rates for permanent workers were 100% during the year. Details of permanent employees who availed of parental leaves and returned to work in the same year have been given in the table below.

## Permanent employees who availed of parental leaves and returned to work in the same year

Parameters	FY2021-22			FY2022-23		
	Male	Female	Total	Male	Female	Total
Total employees who took parental leave	212	5	217	268	7	275
Total number of employees who returned to work in the reporting period after parental leave ended	211	5	216	268	7	275
Total number of employees who returned to work after parental leave ended and are still employed 12 months after their return to work	205	4	209	197	5	202
Return to work rate*	97%	100%	99.53%	100%	100%	100%
Retention rate#	97.61%	100%	98.13%	93.36%	100%	93.51%

\* Return to work rate is the ratio of the total number of employees that returned to work after parental leave ended by the total number of employees due to return to work after parental leave ended.

# Retention rate is the ratio of employees retained 12 months after returning to work following parental leave by the total number of employees returning from parental leave in the previous reporting period.

## Measures taken for the well-being of employees and workers

Category*	Health insurance			Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
	Total (A)	Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
<b>Permanent Employees</b>											
Male	8,423	8,423	100%	8,423	100%	-	-	8,423	100%	8,423	100%
Female	769	769	100%	769	100%	769	100%	-	-	769	100%
Total	9,192	9,192	100%	9,192	100%	769	8.37%	8,423	91.63%	9,192	100%
<b>Permanent Workers</b>											
Male	13,395	5,335	39.83%	13,395	100%	-	-	-	-	13,395	100%
Female	79	46	58.23%	79	100%	79	100%	-	-	79	100%
Total	13,474	5,381	39.94%	13,474	100%	79	0.58%	-	-	13,474	100%
<b>Other than permanent workers (Contractual Workers)</b>											
Male	38,792	6,370	16.42%	38,792	100%	-	-	-	-	38,792	100%
Female	1,800	562	31.22%	1,800	100%	1,800	100%	-	-	1,800	100%
Total	40,592	6,932	17.08%	40,592	100%	1,800	4.43%	-	-	40,592	100%

\* We only have permanent employees at our India operations.

Moreover, as applicable for the current and previous reporting year, 100% of our permanent employees and permanent workers were covered as a part of retirement benefits such as PF, Gratuity and ESI.

## Human Rights

We are committed to providing an environment where the fundamental rights of all our stakeholders are protected. We also believe in providing equal employment opportunities without any discrimination. We stand committed to human rights while engaging with all our internal and external stakeholders. We also expect and encourage our business partners, suppliers and contractors to fully respect and abide by our [Human Rights Policy](#).

Our process of human rights reviews or human rights impact assessment involves maintaining human rights-related risks in a risk register. This process has been implemented across all our units and mines. The compliance tool is another way for Hindalco to track human rights regulations and ensure compliance.

A periodic review is done to assess and mitigate human rights related-risks. We also have an external and internal audit system of compliance that covers human rights-related aspects in detail. We have also created a Human Rights Due Diligence Tool currently being piloted at our Utkal unit. Based on the feedback we receive, we will implement the same across other units of Hindalco. We also ensure human rights risk identification before any mergers or acquisitions.

**We ensure that all complaints and grievances of our stakeholders are respected and protected through our unit-specific policy and committees. The supervisors address the complaints received promptly, and relevant corrective actions are taken on a timely basis.**



**We believe in maintaining effective communication and cooperation with our communities and local government bodies.**

We ensure that all our stakeholders' complaints and grievances, including employees, contractors, suppliers, vendors and security forces are respected and protected through our unit specific policy and committees.

We have a grievance mechanism under the [Whistleblower Policy](#) wherein our employees at Hindalco units can register their complaints. The supervisors address the complaints received promptly, and relevant corrective actions are taken on a timely basis.

The Values Standard Committees at Hindalco ensure all grievances are addressed as per our Code of Conduct. In addition to our Business Values Standard Committee at the corporate level, there are also unit-level values committees. This approach facilitates our employees to reach out directly to the value committee. All Value violation cases (Breaches of COC) and closure reports are also forwarded to an independent auditor quarterly in line with the SEBI regulations.

In case of a breach of the code of conduct, the employee may be subjected to disciplinary action, which may impact on the employee performance evaluation to even termination from the organisation. The value committee governs this on a case-to-case basis.

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. In FY2022-23, we assessed 100% of our plants and offices for various human rights aspects such as child labour, forced or involuntary labour, sexual harassment, human trafficking, discrimination at the workplace, collective bargaining, and wages. The assessment covered the following stakeholder groups including all employees and contractual workers, security personnel contractors, women, the local community, including indigenous people, migrant workers, and others as applicable. As part of the assessment, no significant risks related to human rights violations were identified, and thus, no remediation actions business process modifications were required.



# Human Capital

However, we continuously monitor our human rights risks in the operation and take corrective actions in case of any violation. During the reporting period, we received nine complaints of sexual harassment against six cases in the previous reporting period and one complaint for discrimination at the workplace, with zero cases pending resolution. As a corrective action, we took appropriate disciplinary actions per Hindalco's policy and procedure. We did not receive any complaints on other aspects, such as working conditions and health and safety, from our employees and workers in the current reporting period (FY 2022-23) and the previous year (FY 2021-22).

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

We encourage collective bargaining and freedom of association, and 60.7% of our workers at Hindalco are part of unions.

The salaries and remunerations we provide are based on the qualifications and experience of our employees. We also have a [Remuneration Policy](#) for employees at the executive level.

At the executive level the base salary of male employees is ₹5,933,443 (₹23,437,750 total remuneration), while that of female employees is ₹2,627,770 (₹10,382,360 total remuneration). At the management level, the average base salary of male employees is ₹612,930 (₹2,079,974 total remuneration), while that of female employees is ₹407,213 (₹1,450,286 total remuneration).

At the non-management level, the average base salary of male employees is ₹633,877 while that of female employees is ₹518,757.

All our permanent employees and permanent workers are paid more than minimum wage as per State Government notifications, whereas 70% of other than permanent workers are paid equal to minimum wage and 30% are paid more than minimum wage, applicable to respective locations during the reporting period.

There were zero cases reported on violations involving the rights of indigenous people. We have a [Rehabilitation, Resettlement and Protection of Indigenous People Policy](#) available to protect and support the rights of the indigenous people. Our HR and other functions are well-equipped to take care of any such incidents if they occur at our sites.

We believe in maintaining effective communication and cooperation with our communities and local government bodies. We regularly engage with the local communities through our CSR team to understand their concerns and resolve their queries. A separate budget is allocated for this purpose.

### Details of Remuneration

Category	Male		Female	
	No	Median remuneration (₹)	No	Median remuneration (₹)
Board of Directors (BoD)	9	7,020,000	2	165,050,000
Key Managerial Personnel/ Management	3	775,430,000	1	2,554,000
Employees other than BoD and KMP	8,418	940,040	768	680,000
Workers	13,395	594,000	79	528,564

Notes:

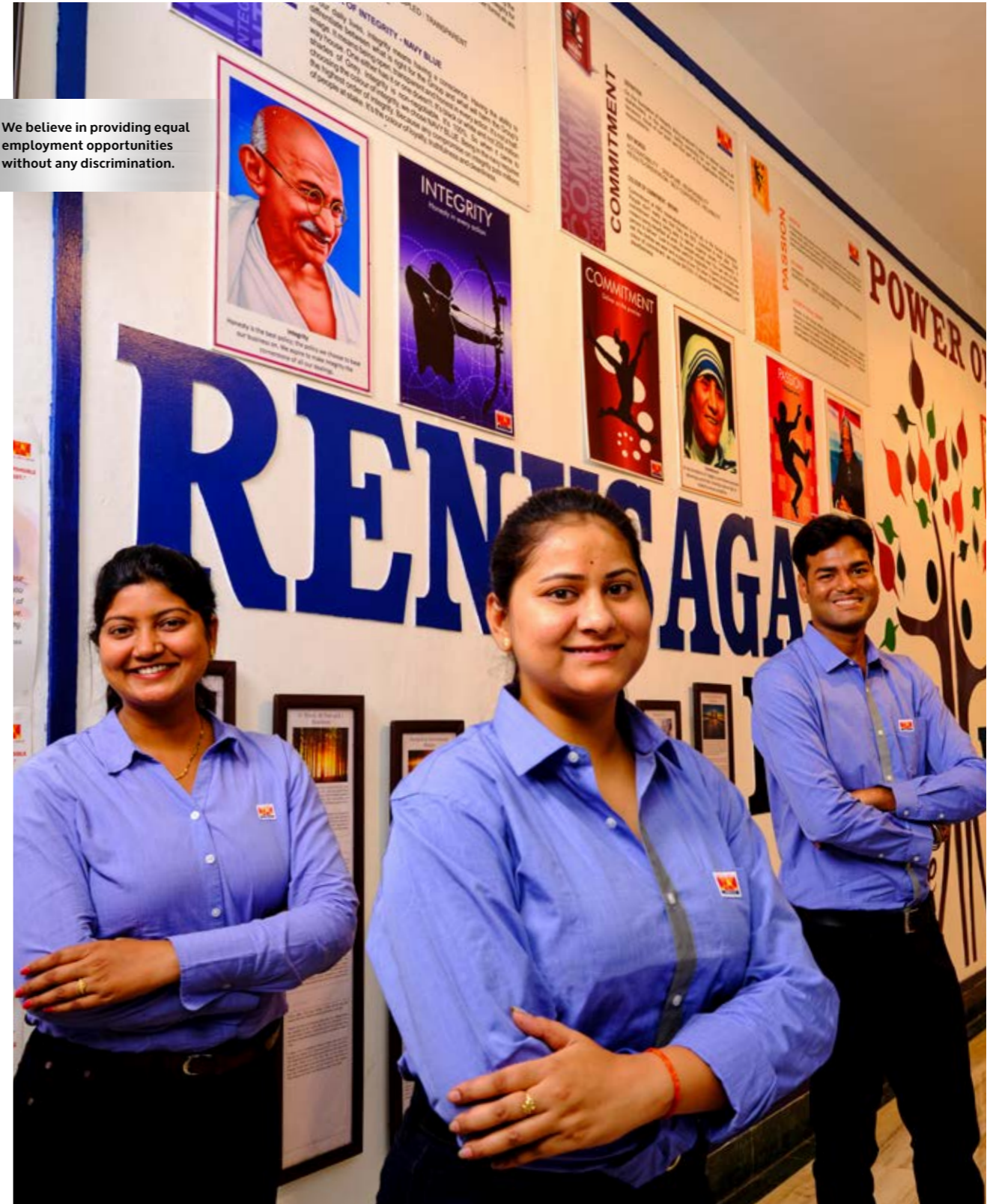
- I. Mr. Anil Malik relinquished his position as Company Secretary & Compliance Officer w.e.f. November 30, 2022. Hence, the ratio of his remuneration to the median and increase in remuneration is not comparable.
- II. Ms. Geetika Anand was appointed Company Secretary & Compliance Officer w.e.f. December 01, 2022. Hence, the ratio of her remuneration to the median and increase in remuneration is not comparable.
- III. Remuneration excludes amortisation of fair value of employee share-based payments under Ind AS-102 and provision for gratuity and leaves encashment recognised based on actuarial valuation as separate figures are unavailable.

We expect all our employees and workers to abide by the employees' code of conduct guidelines. We carry out training exercises for our security personnel regularly on human rights.

The unit-specific team interacts with private security on a need basis, including monitoring, auditing and assessing security forces. During the reporting period, the security personnel were provided with 1,006 hours of training on human rights-related aspects.

**We are committed to providing an environment where the fundamental rights of all our stakeholders are protected. We also expect and encourage our business partners, suppliers and contractors to fully respect and abide by our Human Rights Policy.**

**We believe in providing equal employment opportunities without any discrimination.**



# Human Capital

## Human Capital Development

We believe in providing all our employees with 'A World of Opportunities' (AWOO), a key element of our EVP. We offer a variety of opportunities across our factories and geographies to help enrich employees' careers. Furthermore, we have platforms and processes to support the wealth of information and an organisational drive to support career advancement.

We ensure our employees discover new experiences, new opportunities, and new excitements, whether pursuing a general or specialised track or while prioritising family requirements such as the educational needs of children.

To help people embrace and reinforce India's rich culture and heritage within our organisational values, we organised "Value Boot Camps" across our plant locations in the country. We organised these in phygital mode covering more than 2,500 employees and their family members.

We have various channels through which we interact with our employees. We use town halls for mass communication between our employees and senior executives and management, among others, for business results, company initiatives, and personnel changes.

**We ensure our employees discover new experiences, new opportunities, and new excitements, whether pursuing a general or specialised track or while prioritising family requirements such as the educational needs of children.**

We also have skip-level and round-table meetings between the managers and subordinates to facilitate better communication.

### Succession Planning at Hindalco

Succession planning is vital for an organisation with diverse businesses and operations in different geographic regions. From the point of business continuity, we must develop the capabilities of the people who will assume key positions within the organisation. To build our successors, we need to understand the context of the business, unit or role and the suitability of a successor. To address this challenge, we have developed Contextual Leadership as a part of our strategy, which identifies leaders based on the type of role/job.

- High-growth leaders
- Niche business leaders
- Steady state leaders
- Turnaround leaders
- M&A leaders

We have a structured approach along with Guidelines on [Succession Management Policy](#) at Group level to identify prospective successors who are ready now, ready in 1-2 years and ready in 3-5 years for various critical roles. A detailed development plan is prepared for each successor to set them up for success.

To ensure that our employees stay ahead of the curve, we customise our learning and development programmes to cater to the needs of employees. The Executive Committee and the Senior Leadership team at Hindalco demonstrate a profound level of engagement and dedication towards the professional growth of all employees.

This atmosphere of partnership acts as an enabler in designing successful

Leadership Pipeline development programmes. Our employees are provided with continuous opportunities to upgrade their knowledge and skills. Our programmes include internal and external training, focused group training, mentoring, coaching, on-job training (OJT), seminars, workshops, and boot camps, among others. Each manager guides employees to develop a robust skill roadmap through My Development Plan (MDP) on ABG's central HR platform, Poornata. We have also invested in the latest skilling technologies; employees at Aditya smelter can also train on Virtual Reality-based simulators.

There is a consistent focus from Excom & Senior Leadership on providing support to young professionals, women and HiPos (including all identified successors). Hindalco leverages all the learning offerings of Gyanodaya – the Aditya Birla Global Centre for Leadership Learning (e.g., Step up, Springboard, Turning Point, Cutting Edge, Coaching Certification) along with its own Flagship Leadership Programmes like XSEED (Excellence in Skill Enhancement and Employee Development), Future Leaders in You, Jumpstart and Fit for Future by Design.

The objectives of our leadership development programme are closely aligned with our business strategy, succession planning and employee development. Any specific input from the Leadership Development Programme project, including participant feedback, is used to improve our structures, systems, and processes. Moreover, multiple factors such as succession plans, potential assessments (e.g., Assessment Centres), and performance assessments are considered while choosing suitable participants for the programme.



## Leadership Development Offerings

<b>Jumpstart</b> (Young Professionals)	<b>Employee Integration Programme</b> (JB 9, 10, 11)
<b>GMP 2.0 Lead from Middle</b> (JB 6, 7, 8)	<b>Cutting Edge</b> (JB 4 & above)
<b>Turning Point</b> (FH)	<b>Project Zoom - Developing Emerging Leaders</b> (<10 Yrs Exp.)
<b>XSEED</b> (JB 10)	<b>Future Leader in You</b> (JB 9)
<b>Spring Board</b> (JB 7,8)	<b>GMP 2.0 Mines to Market</b> (JB 6, 7, 8)
<b>Chairman Series</b> (JB 7,8,9,3 & above)	<b>Project Zoom - Practising Positive Leadership</b> (JB 3 & above)
<b>Fit For Future by Design</b> (HiPos)	<b>Step Up</b> (DH)
<b>Project Zoom - Leading with an Improv Mindset</b> (JB 3 & above)	

HiPos - High Potential  
FH - Function Head

DH - Department Head  
● - Gyanodaya Programmes

# Human Capital



We customise our learning and development programmes to cater to the needs of employees and to ensure they stay ahead of the curve.

These programmes run for up to 18 months, and the learning journey includes classroom sessions, individual coaching sessions, mentoring from senior leaders, immersion, and reflection exercises. Functional capabilities are developed through dedicated academies, while technical programmes are run by Hindalco Technical University (HTU), which has dedicated schools for Copper, Mining, Smelting, Refining, Extrusion and Rolling.

We also have a clear strategy for representing all key demographics at all levels of leadership. To assess the effectiveness of the programmes, the progress of participants is closely monitored through presentations to leadership on live projects and periodic reviews along with multi-rater (360-degree) feedback post-programme assessments to assess the effectiveness of the programmes.

During the reporting period, 24 employees were allowed to go to Novelis. In addition, 11 employees were sent to Novelis for short immersive training programmes for a period of 9-18 months. 42 employees were sent to the United Arab Emirates for a year for skill development and expertise training to nurture future leaders through specialist technical career paths.

## Approach for Identifying Training Programmes

Training needs are identified after interaction with employees and leadership, applying the 70:20:10 principle of on-the-job training, other training, and classroom training, respectively.

These training exercises lead to goal setting for each employee, followed by a training plan prepared by the unit HR and L&D team.

Besides behavioural, functional, and leadership training, we also offer e-learning, Sustainability training, Risk Management training, and Human rights training, among others.

At Hindalco, e-learning modules are an integral part of our learning methods. We leverage our Group's Virtual Campus, the Gyanodaya Virtual Campus, which has more than 275 channels with curated courses, 50+ Online Journey programmes, 4,000+ online courses, 350+ leadership

courses, 450+ audiobooks and 1,250+ e-books. Employees are free to choose any of the courses, which can be made a part of their development journey. We have also partnered with Coursera, where behavioural competencies are identified, and customised programmes are developed for building behavioural capability. Details of permanent employees trained on human rights issues for India Operations are presented in the table below.

## Permanent employees trained on human rights issues – India Operations

	FY2022-23		
	Total (A)	No. of employees / workers covered (B)	% (B / A)
Permanent Employees	9,192	5,575	61%

During the previous reporting period (FY2021-22), 100% of our permanent employees and workers received training on human rights and policies.

We have also started three new training initiatives in the following specific areas:

- Speciality Knowledge Integration Programme (SKIP)**  
 We designed this programme to offer focused learning for those in the Specialty Chemicals business.

We implemented this initiative as a pilot programme at Muri and have conducted six sessions to date with the participation of more than 150 employees.

- Intellectual Property Rights (IPR)**  
 We conducted five sessions on IPR with the participation of more than 200 employees to strengthen the IPR portfolio and protect the intellectual property of technical resources.

- Data Analytics through artificial intelligence (AI) and machine learning (ML)**  
 We conducted one session for our plant professionals to understand the critical process parameters through big data analysis.

The below table represents details of training given to employees and workers on health and safety measures and skill upgradation for our India operations.

## Employees and workers trained on health and safety measures and skill upgradation – India operations

Category	FY2021-22					FY2022-23					
	Total	Health and safety measures		Skill Upgradation*		Total	On health and safety measures		Skill Upgradation*		
		No. (A)	No. (B)	% (B/A)	No. (C)		% (C/A)	No. (B)	% (B/A)	No. (C)	% (C/A)
<b>Number of permanent employees</b>											
Male	7,431	7,431	100%	-	-	8,423	8,423	100%	-	-	-
Female	621	621	100%	-	-	769	769	100%	-	-	-
<b>Total</b>	<b>8,052</b>	<b>8,052</b>	<b>100%</b>	-	-	<b>9,192</b>	<b>9,192</b>	<b>100%</b>	-	-	-
<b>Number of Permanent Workers</b>											
Male	14,140	14,140	100%	-	-	13,395	13,395	100%	-	-	-
Female	94	94	100%	-	-	79	79	100%	-	-	-
<b>Total</b>	<b>14,234</b>	<b>14,234</b>	<b>100%</b>	-	-	<b>13,474</b>	<b>13,474</b>	<b>100%</b>	-	-	-

\* We are reconciling data related to training exercises organised for skill upgradation for our workforce. We plan to provide this data during the next reporting period.



## Effectiveness of Training

We use the Kirkpatrick Model to measure the effectiveness of the training imparted to employees.

Level 1 of the model includes capturing the essence of training through feedback sheets. This level includes details such as the relevance of training at the workplace, presentation skills, and subject matter expertise of the facilitator and others.

For level 2, a learning phase, we focus on enabling the participants to sustain the programme's learnings. This level is carried out through different methods, such as writing a whitepaper, teaching colleagues, and reporting learnings to the training sponsor on the topics identified in the training.

Level 3 consists of the behavioural phase, where participants must complete chartering action learning projects within stipulated timelines with multiple reviews before giving a final presentation to business heads.

The average training hours per employee are shown below in the table. The average amount spent on training and development per full-time employee (FTE) is ₹14,687.

In addition to the above, several training exercises are carried out at respective site locations based on local requirements. The training exercises include various topics related to functional as well as technical aspects. We provided training on 149 topics covering various principles under BRSR to employees (100%) and

36 topics covering various safety-related aspects to our contract workers (100%).

During the reporting period, we provided 7,185 hours of training in risk management, 66,309 hours of e-learning, 1.10 Million hours of sustainability and ESG trainings, 1.92 Million hours of safety training, and 5,705 hours of human rights training for India operations. We also conducted the familiarisation programmes for the Board of Directors and key managerial personnel covering topics such as new provisions on the related party transactions and insider trading, changes in the code of conduct and other matters. Details of the total and average number of training hours provided to employees and workers are presented in the table below.

### Total and average number of training hours provided to employees and workmen

Details of Training Hours (Hours)	Hindalco			Novelis			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Management and Staff	1,123,140	109,358	1,232,498	287,483	101,589	389,072	1,410,623	210,947	1,621,570
On-roll workmen	290,995	2,797	293,792	159,605	7,793	167,398	450,600	10,589	461,190
Total Training Hours	1,414,135	112,155	1,526,290	447,088	109,381	556,470	1,861,223	221,536	2,082,759
Average Training Hours per employee	64.82	132.26	67.34	38.67	54.10	40.96	55.76	77.19	57.45

## Hindalco Technical University

We established Hindalco Technical University (HTU) in 2017, offering various programmes to our employees. Every year, we develop new and unique initiatives to enrich employees. This year we conducted the following conferences, workshops, and programmes:

- Four Physical Conferences on Reliability Maintenance Practices, Power, Alucon, and Safety Conclave covering more than 2,000 employees physically and in online mode.
- Launch of HTU's School of Copper in September 2022.
- Project management of six Programmes certifying 168 employees with PMP certification as a part of a New Business Project.
- 14 Industrial Automation Programmes on PLCs such as Rockwell, Yokogawa, and Siemens at locations covering more than 175 participants.
- XSEED (Excellence in Skill Enhancement and Employee Development) for junior managers covering 280 participants for Job band 10-11batches.

We believe our employees' achievements are our achievements. Hence, we foster an environment for our employees to grow personally and professionally.

During the year at Hindalco Technical University, we took the initiative to conduct an energy management workshop to aid in implementing an energy savings initiative. The workshop included managers, engineers, and supervisors. 7.2% of full-time employees participated in these energy-saving awareness workshops in mechanical, electrical, and thermal systems. These awareness workshops encouraged the employees to appear for BEE Energy Auditor and Manager examinations and introduce technical expertise on the shop floor.

Motivated by the keen interest of the employees, Hindalco Technical University (HTU) Team conducted nine programmes covering 349 participants. Two of our employees successfully qualified for BEE examinations as energy auditors, and 19 qualified for the energy manager exam through the BEE preparatory series of HTU.

Moreover, we formed an HTU expert council, the School of Specialty Alumina and Chemicals, to strengthen our technical capabilities.

We also conducted the Six Sigma Green Belt Certification programme for GET Batch 2019 and managers, engineers, and downstream plant engineers at Hindalco. The programme's objective was to develop the technical competency of our engineers and managers by providing various options based on the requirements. The HTU team conducted programmes covering 154 participants i.e. 3.2% of full time employees. As part of the programme, the participant submitted 35 projects with a projected potential savings of approximately ₹30 Crore.

**We believe our employees' achievements are our achievements. Hence, we foster an environment for our employees to grow personally and professionally.**

# Human Capital

## Diversity, Equity and Inclusion

We are completely aligned with the Group's vision, i.e., "Together, let's become an enabling force for a more inclusive, equitable and diverse work culture which will lead to better individual and business growth."

We are a melting pot of cultures with diverse ages, languages, and backgrounds. We have imbibed the 'unity in diversity' theme and disseminated values of mutual respect and trust amongst all our stakeholders.

Our policies and processes recognise the importance of diversity and how it enriches perspectives, encourages creativity, and brings together a variety of talents and experiences. Bringing the right talent into the organisation and ensuring their long-term association with us is at the core of our recruitment process. We don't discriminate among candidates during hiring and provide equal opportunity and remuneration. This philosophy facilitates a culture of inclusiveness among our people. Gender diversity is a crucial element of our talent strategy. We have been focusing on improving diversity for graduate engineer intakes by hiring 40% women.

Moreover, this year we initiated Diversity, Equity and Inclusion (DEI) visioning programme in which we worked with many stakeholders from various groups to understand their perspectives, aspirations, and belief systems. The results of this intervention will be used to develop a DEI roadmap for Hindalco.

We aim to develop and help them take leadership roles and build internal pipelines. Our focus is to create an ecosystem that will enable a shift in mindset and create an inclusive workplace. In the future, we also want to focus on other dimensions of diversity.



Some of the programmes and initiatives that we implemented during the year are:

**DEI Awareness E-Learning Module** was designed and launched on our GVC App for over 4,500 management cadre employees.

**Lego Caravan** was an initiative launched for all women employees on Women's Day. The objective was to help them identify their inner potential and explore themselves by building a Lego Model, sharing stories, creating metaphors, listening, questioning, and making meaning, among others.

**Collaborative Workplace** was designed to instil ownership and belongingness while working. This initiative led to different views and initiatives coming together, which can be implemented later. 27 Collaboration Champions were trained on ABG's way of collaboration. These champions are competent to train others in their units further. We have

completed a pilot for our Sambalpur Cluster, which covered more than 70 employees, and we look forward to bringing this approach to all our locations.

In alignment with our Shillim journey of building ownership among employees, we will form Employee Resource Groups (ERGs) for women employees. These groups will be a community of the people, for the people, by the people who will drive initiatives to make their workplaces DEI-ready.

**Our focus is to create an ecosystem that will enable a shift in mindset and create an inclusive workplace. In the future, we also want to focus on other dimensions of diversity.**

## Employee Resource Groups – Building ownership among employees

	WAH - Women at Hindalco	(Generational ERG)		
		Trailblazers Gen X (1965-1980)	Core Leaders/Catalysts Gen Y (1981-1996)	Emerging Leaders Gen Z (1997-2015)
Culture		Intergenerational Dialogues to work with Ageism a learning intervention		
		Gendered Social Stereotypes Dialogues learning intervention		
		Building allies for all ERG (the ERG members choose their allies) Allyship workshop to support the underrepresented groups		
Career & Development	Networking capability-building Achievement orientation	Building capability to give feedback (behavioural and career-focused)	Building capability to give feedback (behavioural and career-focused)	Exposure and Mentoring from leaders from other businesses
Commerce	Testing projects/women Competition study projects	Exposure to young startup leaders Reverse Mentoring process (group company)	Exposure to young startup leaders Reverse Mentoring process (group company)	Relevant (external) technology study -Stretch Assignments
Community		Celebration of days, event relevant to the community (e.g. IWD)		
Communication		Monthly communication and Visibility		

There are several other initiatives that we have taken, such as introducing Dual Career Policy, providing daycare facilities, providing flexible working options, empathy building, and WAH (Women at Hindalco) Conclave, among others. Within three weeks, we conducted one-day visioning sessions at six locations, covering over 2,000 women employees and 150 young managers. Post the visioning session, the outcomes were presented to the ExCom Team along with an implementation plan. Details of the Representation of Women (in percentage) for our India operation are presented in the table below.

## Representation of Women (%) – India operation

Employee Category	HIL Women Percentage	Novelis Women Percentage	HIL + Novelis Women Percentage
Women in total employees (as % of total employees)*	8.37% (Target for FY2023-24: 8.50%)	14.88%	12.25%
Women in all management positions, including junior, middle, and top management (as % of total management positions)	8.62% (Target for FY2023-24: 8.50%)	30.51%	18.95%
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	9.28% (Target for FY2023-24: 9.30%)	33.89%	19.12%
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)	- (Target for FY2023-24: 5.00%)	18.75%	11.54%
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, and Legal, among others)	3.59% (Target for FY2023-24: 6.00%)	32.61%	10.32%
Share of women in STEM-related positions (as % of total STEM positions)	4.89% (Target for FY2023-24: 5.75%)	6.85%	6.19%

\*Does not include workers

The representation of females on the Board is two out of 11 with 18.18%, whereas it is one out of four in key management personnel with 25% for our India operations.

# Human Capital



I started my journey with many hopes and dreams in my eyes as a GET in July 2011 in Renukoot.

These years have been a real learning experience for me as a young engineer. I worked in our 6 X 150 MW CPP power plant, starting from documentation jobs in electrical and advancing to a project leader – planning, resource management of Erection, Testing, Commissioning & CEI(G) Inspection of Units in Electrical, leading a team of 30, including contractual workers.

As a woman, I have never experienced fear or gender bias in my plant. I proudly say, "Hindalco is really a very safe place for any woman employee." The next turning point that came in my journey was Internal Recruitment Scheme.

I got selected as Manager, Technical Services CPP. Now I am involved in 'breakdown of electrical equipment to condition monitoring of electrical equipment'. My belief: "Gender is not a barrier to growth at Hindalco. Gender equality is real here."

## Sephali Purohit



Sephali Purohit in the centre, with her colleagues

### Differently-abled employees and workers

Particulars	Total (A)	Male		Female	
		No. (B)	% (B / A)	No. (C)	% (C / A)
Permanent Employees	10	10	100.00%	-	-
<b>Total Employees</b>	<b>10</b>	<b>10</b>	<b>100.00%</b>	-	-
Permanent workers	20	17	85.00%	3	15.00%
Other than permanent workers	14	11	78.57%	3	21.43%
<b>Total workers</b>	<b>34</b>	<b>28</b>	<b>82.35%</b>	<b>6</b>	<b>17.65%</b>

Our premises and offices are accessible to differently-abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016.

## Occupational Health and Safety

At Hindalco, we are committed to providing a safe and healthy workplace for all our stakeholders, including our workforce, with a goal of zero harm. Our occupational Health and Safety Policy guides our safety commitments, applicable across our operations.

We have developed a robust framework for occupational health and safety management. The safety performance across an organisation is driven by Apex Safety Board, chaired by the Managing Director.

Apex Safety Board conducts meetings monthly to review safety performance,

understand any challenges and provide direction to the operational locations.

All manufacturing units and mine clusters have unit-level safety boards chaired by unit heads or facility heads. Every unit has six safety sub-committees, namely the Safety Standard Implementation sub-committee, Incident Investigation sub-committee, Safety Audit and Assurance sub-committee, Safety Training sub-committee, Behaviour Based Observation sub-committee and Contractor Safety Management sub-committee. A direct report of the unit head chairs each sub-committee.

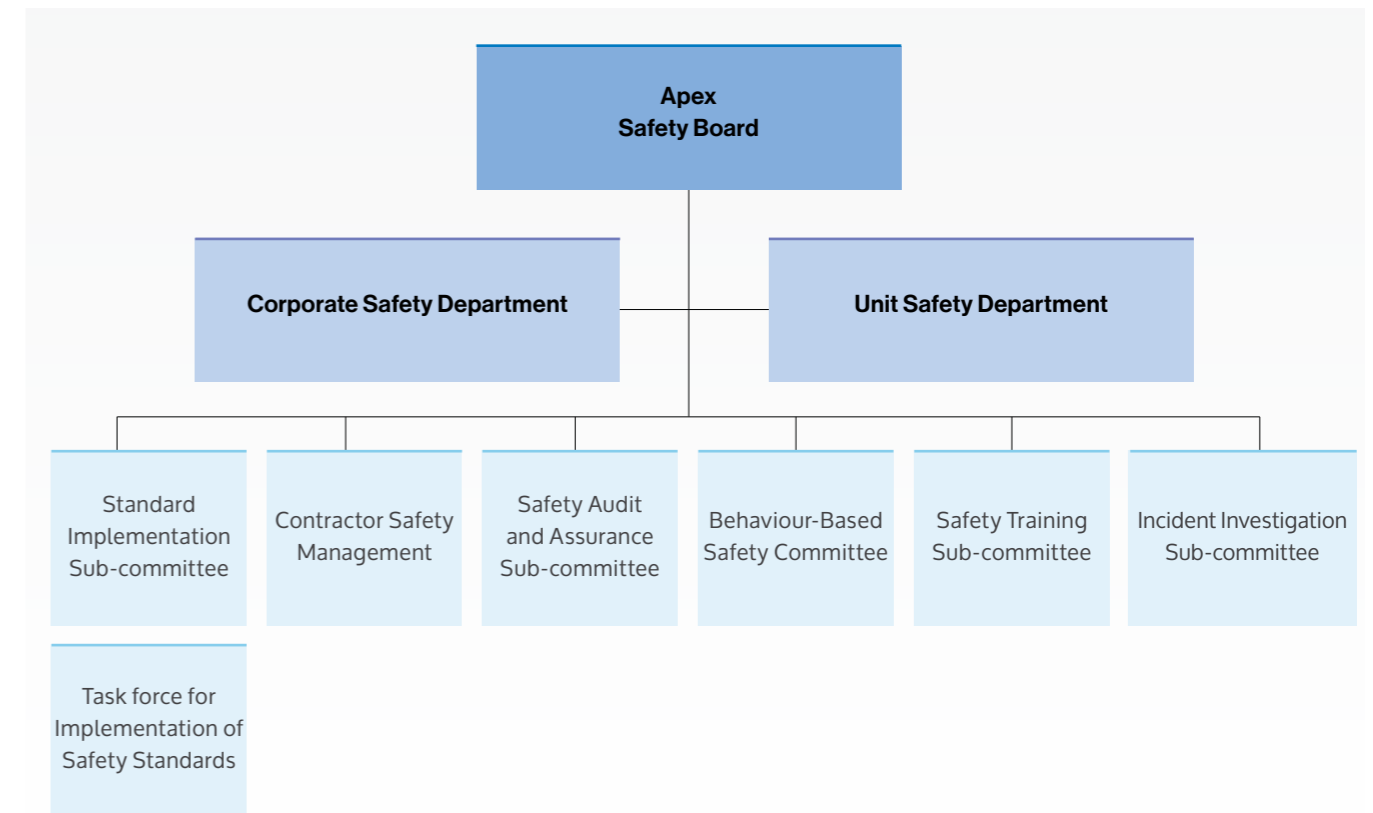
Under the standard implementation sub-committee, several task forces working. Each task force is responsible

for implementing one safety standard. These sub-committees and task forces are responsible for implementing and monitoring organisational safety protocols. All the task forces and sub-committees members are from line functions, including the leaders.

To support these task forces and sub-committees to work efficiently, at least two subject matter experts are members of each task force and sub-committees.

Each subject matter expert is chosen based on their qualification, length of experience and domain knowledge. They are further specially trained on the safety aspects of their respective domain by external experts.

### Occupational health and safety management framework



All our manufacturing units, mines and corporate functions are certified with ISO 45001 – Occupational Health and Safety Management System.

# Human Capital

Our commitment towards becoming a safer workplace is evident through carefully crafted objectives and goals for safety performance. Our objectives and goals are divided into short, medium and long-term, as follows:

## Short-Term (Current Year)

- Zero Fatality
- LTIFR less than 0.25
- TRIFR less than 0.70
- LTISR less than 75

## Medium-Term (Next two to three years)

- Making shift from independent culture to interdependent culture on Bradley's curve

## Long-Term (Beyond three years)

- Attaining position of a Torch bearer i.e., benchmark in safety holding No 1. rank in safety in metal industry globally

We also focus on minimising the exposure detrimental to health, employing industry best practices. We have carried out qualitative exposure assessment (QIEA) and quantitative exposure assessment (QnEA) in the last few years. These assessments have helped us identify areas, locations, and posts that need correction. We have complied with all the recommendations of QIEA and QnEA, and further mandated another assessment cycle. We have incorporated state-of-the-art technologies and solutions to monitor critical safety-related activities. An example of one such solution includes the use of drones for work-at-height activities and using a remote monitoring system for confined space jobs. We have also implemented various other digital initiatives such as e-Permit, e-MOC, Tap-Root cause, robotic cleaning, and CCTV monitoring, among others. We use ENABLON software for safety data management.

### Behaviour-Based Safety

The safety programmes and initiatives have improved safety performance over the years. We implemented behaviour-based safety (BBS) programmes through appropriate technology and software to inculcate safety as a culture among the stakeholders. During the reporting period, each employee was asked to fill out observations per week that resulted in 52 BBSO/year.

We have a BBSO committee that performs technical and data analysis of the observations submitted by the management and shares the report with task forces to improve the quality of observations.

The safety culture across the organisation also includes rewarding good safety behaviour among our employees.

### Safety Training and Awareness

This year we invested more than three person-days per employee and contract workers on need-based safety training. Details of training provided to our employees and workers have been represented in the table below.

Employment Category for Safety Trainings	Unit	Hindalco	Novelis	Total
Management Staff	Hours	225,791	28,697	254,489
Permanent Work force	Hours	480,552	125,733	606,286
Contract Employees	Hours	1,215,687	1,956	1,217,643

### FRONTLINE LEADER TRAINING

At Novelis, we designed a frontline leader programme to build the leadership capability of our frontline leaders through safety, foundational leadership skills, and culture. The programme focused on equipping the frontline leaders in positions of high influence with an hourly workforce with skills such as risk identification, incident management, risk mitigation, safety leadership

We have structured safety-related incentives, which are provided on an annual basis to employees at the unit level.

These initiatives have improved our workforce's behaviour, positively reinforcing safety rules and guidelines within day-to-day functioning.

and conflict resolution. Through the programme, we imparted training to 280 frontline supervisors to better understand their roles in safety while increasing their ability to identify and mitigate risks and how to intervene in others. This programme also improved North America's safety performance by 15% from the previous year.

### Hazard Identification and Risk Assessment

We use structured techniques like Job Safety Analysis (JSA) and Hazard and Operability studies (HAZOP) for the hazard identification process. Risk assessment assesses the probability of a hazard occurring and its severity on a scale of 1 to 5.

All routine and non-routine activities are screened for Hazards and risks before attempting to execute them. Furthermore, we commence work once the activities are reviewed for risk assessment.

Hazard Identification and Risk Assessment (HIRA) is carried out by the team involved in the execution of the work.



This year we invested more than three person-days per employee and contract workers on need-based safety training.

### Safety Performance

Our Safety performance during the year has been represented in the table below.

Parameter	Hindalco		Novelis		Total		
	Unit	Employees	Contractual Workers	Employees	Contractual Workers	Employees	Contractual Workers
Lost-Time Injuries/ Nonfatal, Days Lost (NFDL) cases	Numbers	15	18	20	4	35	22
Total Recordable Injuries	Numbers	49	43	79	13	128	56
Fatalities	Numbers	-	2	-	-	-	2
Total no. of Minor Injuries (Non-recordable injuries)	Numbers	134	149	405	36	539	185
Person-hours worked	Million hrs	47.61	86.23	32.79	6.32	80.4	92.55
Lost-Time Injury Rate (LTIR)	Number/ Million hours	0.06	0.04	0.12	0.13	0.09	0.05
Lost-Time Injury Frequency Rate (LTIFR)	Number/ Million hours	0.32	0.21	0.61	0.63	0.44	0.24
Total Recordable Injury Frequency Rate (TRIFR)	Number /Million hours	1.03	0.5	2.41	2.05	1.59	0.61

Note: (i) Lost-Time Injury Frequency Rate (LTIFR) = (No. of lost-time injuries x 1,000,000) / (person-hours worked)

(ii) Lost-Time Injury Rate (LTIR) = (No. of lost-time injuries x 200,000) / (person-hours worked)

(iii) Total Recordable Injury Frequency Rate (TRIFR) = (Total No. of recordable injuries x 1,000,000) / (person-hours worked)

For our India operations in the previous reporting period (FY2021-22), the LTIFR for our employees and contractual workers was 0.39 and 0.22, respectively. The total recordable work-related injuries stood at 53 and 45 for our employees and contractual workers, respectively. Furthermore, two of our contractual workers suffered fatalities in FY2021-22.

# Human Capital

## LAUNCH OF SAFETY 360

We have continuously improved our safety standards in our units and mines through various programmes like serious injury and fatality prevention programmes, comprehensive investigation of serious near-misses and Category 4,5 accidents. During the year, we aimed to enhance safety outside factory premises, i.e., for employees' families and other external stakeholders through the Off-the-job safety task force.

To drive various safety awareness campaigns and safety enhancement, we constituted an off-the-job safety task force comprising members from factories, colonies, schools, contractors' families, school and college-going students, and subject matter experts. The task force members meet monthly to discuss the way forward and plan activities related to fire-fighting training, kitchen and home safety, electrical safety, road safety, rallies, demonstrations,

safety parks, colony audits, emergency preparedness etc.

These measures have enhanced awareness of safety among the employees, family members and other stakeholders with a reduction in the overall acts and conditions in the township areas.

At Novelis, we have a Management of Change (MoC) procedure for considering health and safety impacts when implementing operational changes.

Although Novelis has zero cases of work-related ill health, the potential health hazards are identified via several methods including internal audits, employee observations, site inspections, and qualitative and quantitative industrial hygiene assessments, among others.

At Novelis, we also implemented machine guarding assessments to improve the conditions in work centres related to operator involvement hazards. The initiative was to generate a single-point inspection team and to carry out an in-depth physical gap analysis of machine safeguards on all process equipment in identified facilities.

## Occupational Health Services

At Hindalco, we emphasise holistic employee health. We carry out initiatives that include lifestyle guidance, awareness and training on communicable diseases, ergonomics study and corrective sessions, emotional first aiders, self-care guide, happy workplace through diversity, happy employee through recognitions, psychological

safety, exposure assessment, stress standard, hygiene camps, building capability of Managers for proper social connects, among others.

We have an Integrated Health Committee (IHC) consisting of CMOs, Industrial health physicians of all the units, Certified industrial hygienists, group CMO, Head IR / ER and Corporate OHS heads as members. This committee is chaired by a senior official directly reporting to MD. IHC monitors the working and progress of industrial health and hygiene monthly. Every unit has a full-fledged occupational health centre (OHC) operated by qualified industrial health physicians and trained medical and paramedical staff.

Further, Novelis has also significantly focused on mental health and well-being of employees in the past few

years. Novelis has initiated an annual wellness week dedicated to focused topics including various wellness and health topics. Throughout the year, the wellness coordinators conduct seminars and workshops for employees that cover topics such as mindfulness, financial wellness, parenting skills, healthy lifestyles, proper nutrition and yoga.

## Monitoring and Compliance

A dedicated team conducts Cross-unit audits for all the units once a year. The team is led by an Ex-Com member (Direct reports of the Managing Director) and subject matter experts of different standards from different units. The audit is quite comprehensive, wherein all the compliances are checked thoroughly. The line function manages this whole process of audit from planning to execution.

At Hindalco, we emphasise holistic employee health. We carry out initiatives that include lifestyle guidance, awareness and training on communicable diseases, and ergonomics study and corrective sessions, emotional first aiders, self-care guide, happy workplace through diversity, happy employee through recognitions, psychological safety, exposure assessment, stress standard, hygiene camps, and building capability of Managers for proper social connects, among others.

At Hindalco, we are committed to provide a safe and healthy workplace

