



BUILDING A SUSTAINABLE FUTURE

SUSTAINABILITY REPORT OF
HINDALCO INDUSTRIES LIMITED 2012-13



BUILDING A SUSTAINABLE FUTURE

At Hindalco, our underlying objective of Sustainability reporting is to bring about improvements and become more transparent in our communication on issues that matter and are relevant to us as well our stakeholders. Our sustainability strategy is based on an approach and commitment to sustainable development for the present and for the future. As a responsible corporate, our efforts are aligned towards doing business in a way that ensures employee development, increases the economic wealth for the communities around us and environmental conservation.

Our key focus areas have been value-creation for our employees, community, customers and other stakeholders. Our road map on sustainability

is developed on our objectives of reducing our emissions, ensuring employee safety, conserving natural resources, efficient waste management in a way that ensures sustainable development for the present as well for the future generation. At Hindalco, we channel our efforts in developing products through innovation and technology that not only ensure customer satisfaction but also cater towards overall sustainability

This is the third report covering the period April 2012 to March 2013, based on Global Reporting Initiative (GRI) G3.1 guidelines and India's National Voluntary Guidelines.

This report reflects our values and empowers our sustainability strategy to laying a foundation for sustainable future.



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ADITYA BIRLA GROUP



Sustainability Vision

By 2017, the Aditya Birla Group endeavours to become the leading Indian conglomerate for sustainable business practices across its global operations, balancing its economic growth with environmental and societal interests.

Kumar Mangalam Birla

*Chairman
Aditya Birla Group*



MD's Desk

It has been a long tradition in Hindalco to operate our businesses as Trustees with deep rooted obligation to synergize growth with responsibility. Proud of this legacy, we continue to operate as a responsible corporate citizen in every country and location where we operate.

Our approach in driving Sustainability is through consideration of social, ethical and environmental aspects in all that we do. Sustainability provides an important foundation for the Company and safeguards our future viability.

Business Overview

The global economy became more challenging in FY13 for the Metals industry. The year was characterized by financial market instability, weak trends in key economies of China and the US; and sovereign debt issues in Europe. Demand growth faltered and prices on the London Metals Exchange (LME) were subdued. Many international aluminium companies trimmed production volumes and cost control became a priority area. While the price of crude oil continued to remain elevated, depreciating rupee resulted in an additional burden and coal prices continued to increase in India. Under these conditions, we focused our efforts on measures to improve efficiency. We also continued to implement our ambitious expansion programme. Copper business delivered a robust performance in FY13.

Notwithstanding the recent challenges for the Aluminium industry, its long-term prospects remain promising. Aluminium is the fastest growing metal. The recent trend of deepening use of Aluminium in automobiles, driven by the light-weighting of vehicles, is very encouraging. The trend of urbanization is also expected to drive the metal's growth in emerging markets. Our expansion projects, when juxtaposed against these trends, are expected to drive the Company towards greater heights in the coming years.

Energy & Environment

In FY13, our focus continued on improving the control of our material risks and achievement of our key sustainability targets. Our overarching goal for environmental management is to minimize, and eliminate, the impact of our operations on the environment. We recognize that the efficient and responsible use of natural resources is critical to the sustainability of our environment.

We will continue to focus to enhance economic value, conserving natural resources, reducing our greenhouse gas emissions, improving our energy usage efficiency and community development including our employees' health and safety.



Energy conservation has been a matter of great focus in Hindalco. All five power units of Hindalco are conducting energy conservation projects; these units have not only moved towards meeting the targets, but have surpassed those. In Greenfield aluminum smelters, we have gone for the best-in-class technology with the lowest guaranteed specific energy consumption per ton of molten metal. These plants are under ramp-up and will soon take significant strides in lowering the energy intensity in Hindalco. These efforts in energy conservation have been recognized; Renukoot facility has received the 'National Energy Conservation Award' from Ministry of Power, Government of India.

Hindalco has initiated its efforts to meet a part of energy needs through renewable resources and has a multi-pronged program for the same. Solar power plants are being set up in Alupurum – Kerala and Hirakud – Odisha; waste heat is used for power generation in Dahej; and co-generation power plants, which are treated on par with renewable power, are installed in four units of Hindalco.

Value from Waste

Our new initiative 'Value from Waste' is another example of proactively tackling environment related issues. Our plant initiated a major program to develop the use of Phosphogypsum and slag waste generated in its process into the Group's cement business. After appropriate upgradation of phosphogypsum,



today, this phosphogypsum has not only provided an essential ingredient for cement, but also saved the country from the large scale mining of natural gypsum.

Recycling is a growing source of material in aluminum and copper sectors; Hindalco has set up a recycled aluminium processing plant, and has also started a world scale can-stock plant in India, both of which will lead to the use of recycled aluminum, which offers potential for lowering the specific resource consumption. The Copper business has started importing copper scrap and procuring scrap from its direct customers for processing in a remelt furnace and has a capacity to process 10% of its copper capacity through recycling.

Water is a key resource and many regions in India face the risk of serious water shortage. We have targeted zero process discharge of liquid effluent in all our plants and have set up waste water treatment and recycling facilities. In addition, all Greenfield projects have put up rain water harvesting facilities, and have in-house water reservoirs to store the plant's water requirement for the year, so that the dependence on surface water is minimized. These efforts have already led to meeting of 7 to 15% of water demand through recycled water in our plants.

Hindalco is uniquely positioned, to contribute to global sustainability, by reducing the environmental impact of its customers. Aluminization in automotive sector is an important trend that is leading to light-weighting of automobiles. One percent increase in aluminium content of cars can lead to saving of 0.6% of fuel consumption by an average car. While Novelis is spearheading the activity worldwide by working with the global automobile industries, Hindalco has worked on the ambitious project of Aluminium Railway wagons that delivered a demonstration wagon with 4 T reductions in the tare weight of wagon that offers scope for carrying 4 T extra loads per wagon and/or reducing the fuel consumption per wagon. The other initiatives on aluminization of two-wheelers, tankers, and aluminium bus body, which when fructified can lead to a significant contribution to the transportation industry in the country through fuel saving and CO₂ emission reduction, are in progress.

Product Sustainability

Aluminium has also been promoted as a sustainable material for the construction sector, building on its light weight, high corrosion resistance and decorative appeal. Hindalco market development team has launched the first of its kind quality doors and windows in the architectural product range under the brand 'Eterna', and has been supplying the base material for Aluminium composite panels which replace the organic paints used for building exteriors. The use of ACPs also helps in maintaining building insulation, helping reduce the air conditioning requirements.

People and Safety

We will only be successful when our workforce returns home safe and healthy every day. People safety is one of the focus areas for us and we give utmost importance to this. Our operating facilities continued to have persons and committees responsible for Safety and Occupational health performance. We have started a practice of focusing on specific safety issues at various operating units. Employees are encouraged to take on initiatives to improve performance on those specific issues.

Our short and long term goal is to attract, develop and retain the best industry talent. We have a robust, developed and institutionalized Talent Management Process. Efforts are taken to retain talent by offering diverse opportunities and incentives. We have two flagship programs: Employee Integration Program for young managers and General Management Program for the experienced managers identified from the talent pool and having the potential to move into positions of higher responsibility.

Community Development

Hindalco believes in the trusteeship concept in its business and care for people, our employees, immediate neighbours of our manufacturing plants and society at large, as a part of our projects & operations.

Bonding with communities beyond the business is the work that we do under the aegis of Aditya Birla Centre for Community Initiatives and Rural Development. Our work on the social front is focused on education, health care, sustainable livelihood, infrastructure development and social issues. Out of 660 villages in which we work, we have earmarked 105 villages for the transformation into model villages. For FY13, our CSR spend was ₹29.79 crore. In addition, we mobilized ₹65.40 crore through various schemes of the government. The ethos of giving and caring, which forms the very essence of inclusive growth, is part of our Group's DNA.

The objective of this report is to regularly review our performance and publicly report our progress. This Report signifies our approach to stakeholder engagement and commitment to transparent reporting. It also serves as a public reference, providing a collation of performance data and statements of key issues and related management approaches. I hope that our stakeholders find this report useful and that the report reinforces the commitment of everyone in the Company to our long-term goals of Sustainability.

D. Bhattacharya

D. Bhattacharya



Vision & Policy





OUR FIVE KEY VALUES DRIVE EVERYTHING WE DO



INTEGRITY

Honesty in every action



COMMITMENT

Deliver on the promise



PASSION

Energized action



SEAMLESSNESS

Boundary less in letter and spirit



SPEED

One Step Ahead Always



SUSTAINABILITY VISION

By 2017, Hindalco endeavours to become a leading metals Company for sustainable business practices across the Global Operations, balancing its economic growth with environmental and societal interests



Corporate Sustainability Policy

We, at Hindalco Industries Ltd, a leading non-ferrous metals business globally, will strive for excellence in sustainable processes, products and practices to create long term value for all our stakeholders, while conserving resources, protecting environment, nurturing our people and enhancing societal wellbeing.

A handwritten signature in black ink that reads 'D. Bhattacharya'.

D. Bhattacharya
Managing Director
21-11-2012

HINDALCO INDUSTRIES LIMITED





We at Hindalco



Aditya Birla Group



Overview

A US \$40 billion corporation, the Aditya Birla Group is in the League of Fortune 500. It is anchored by an extraordinary force of over 136,000 employees belonging to 42 different nationalities. The Group has been ranked Number 4 in the global 'Top Companies for Leaders' survey and ranked Number 1 in Asia Pacific for 2011. 'Top Companies for Leaders' is the most comprehensive study of Organizational leadership in the world conducted by Aon Hewitt, Fortune Magazine, and RBL (a strategic HR and Leadership Advisory firm). The Group has topped the Nielsen's Corporate Image Monitor 2012-13 and emerged as the Number 1 corporate, the 'Best in Class'.

Over 50 per cent of the Aditya Birla Group's revenues flow from its overseas operations. The Group operates in 36 countries – Australia, Austria, Bangladesh, Brazil, Canada, China, Egypt, France, Germany, Hungary, India, Indonesia, Italy, Ivory Coast, Japan, Korea, Laos, Luxembourg, Malaysia, Myanmar, Philippines, Poland, Russia, Singapore, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Tanzania, Thailand, Turkey, UAE, UK, USA, and Vietnam.

ABG – The Global Scenario

A metals powerhouse, among the world's most cost-efficient aluminium and copper producers.

Hindalco-Novelis is the largest aluminium rolling company. It is one of the three biggest producers of primary aluminium in Asia with the largest single location copper smelter

No.1 in viscose staple fibre

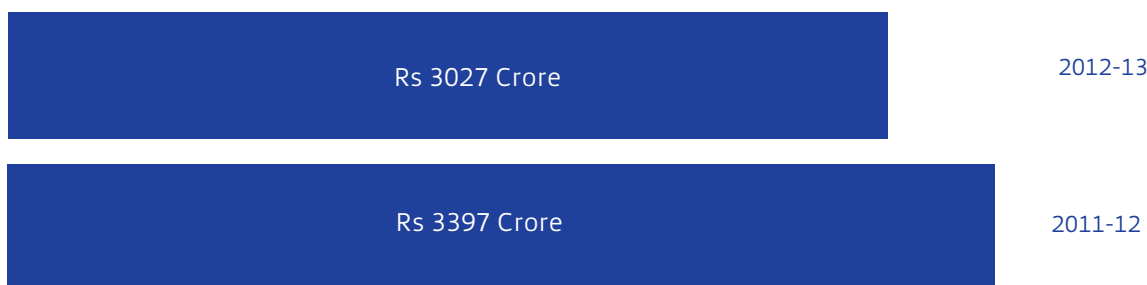
No.1 in carbon black

The fourth-largest producer of insulators

The fourth-largest producer of acrylic fibre

Among the top 20 cement producers

Among the best energy-efficient fertilizer plants

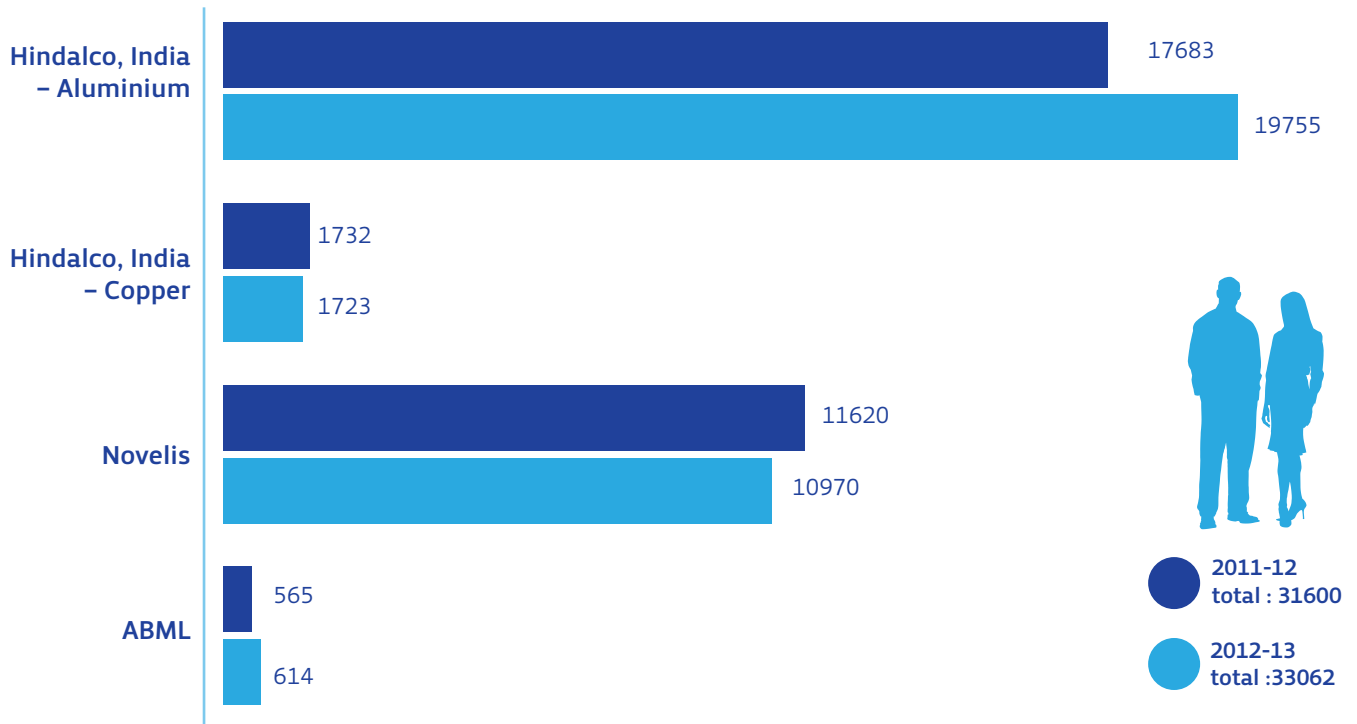


Hindalco-Net profit

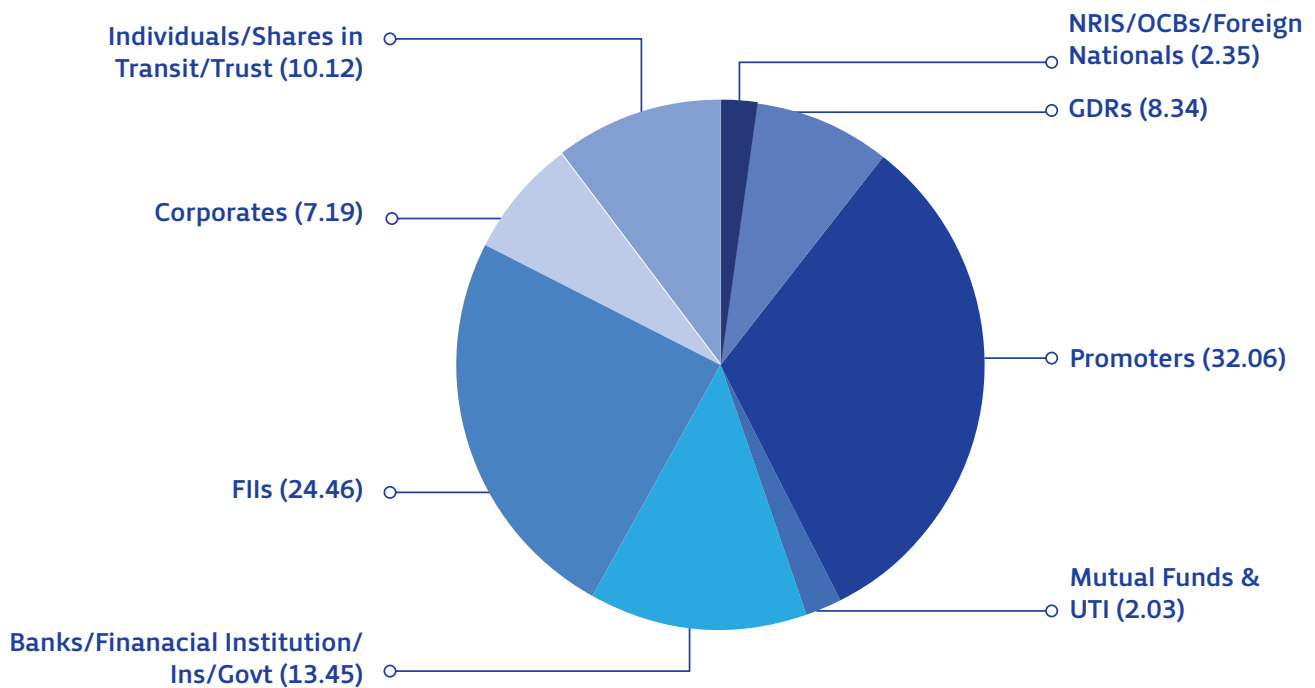
Source- Annual report 2012-13 Page no 38



Break -up of Manpower Strength



Shareholding Pattern 2012-13



Source- Annual report 12-13 Page no 38



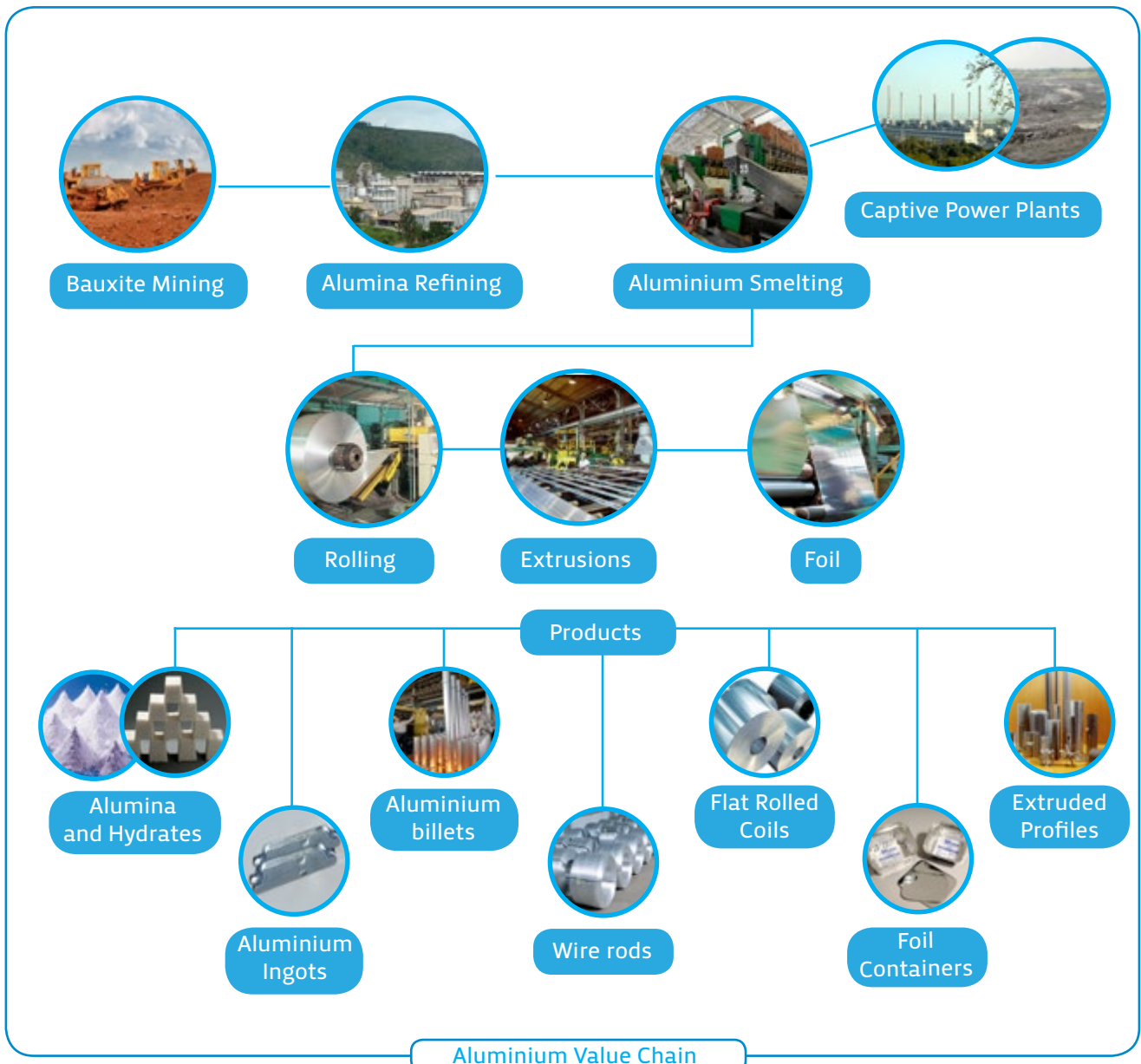
Hindalco, India - Operations

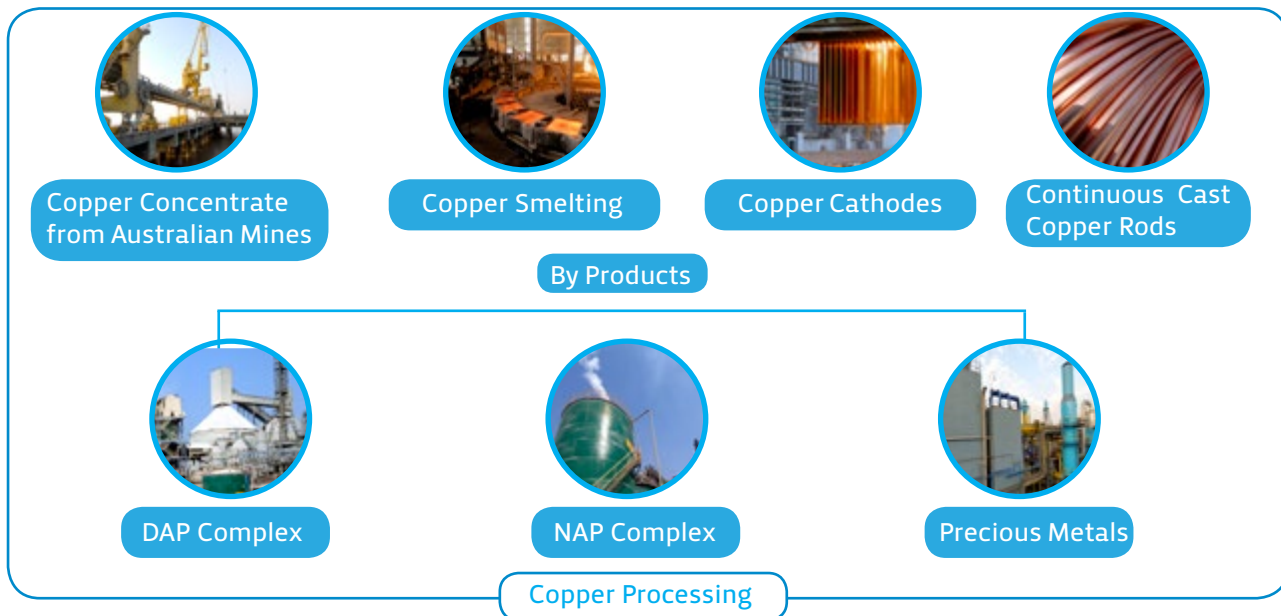
An industry leader in aluminium and copper, Hindalco Industries Limited, the metals flagship company of the Aditya Birla Group is the world's largest aluminium rolling company and one of the biggest producers of primary aluminium in Asia. Its copper smelter is the world's largest custom smelter at a single location.

Our aluminium units across the globe encompass the entire gamut of operations, from bauxite mining, alumina refining and aluminium smelting to downstream rolling, extrusions, foils, along with captive power plants and coal mines. Our major products include standard and speciality grade alumina and hydrates, aluminium ingots, billets, wire rods, flat rolled products, extrusions and foil.

Our copper unit, Birla Copper, produces copper cathodes, continuous cast copper rods and other by-products, such as gold, silver and DAP fertilisers.

Our units are ISO 9001:2000, ISO 14001:2004 and OHSAS 18001 certified. Several units (Taloja, Kollur, Alupuram, Belur & Silvsassa) have gone a step further with an integrated management system (IMS), combining ISO 9001, ISO 14001 and OHSAS 18001 into one business excellence model. We have been accorded the Star Trading House status in India. Hindalco's aluminium metal is accepted for delivery under the High Grade Aluminium Contract on the London Metal Exchange (LME). Our copper quality standards are also internationally recognised and registered on the LME with Grade A accreditation.





Hiralud, FRP Plant

Hindalco, India - Aluminium

Business Category	Installed Capacity	Performance in 2012-13	Sustainability Aspects
Alumina	1.5 Million T Renukoot (0.7),Belgaum (0.35), Muri (0.45), Bauxite Mines at Maharashtra, Jharkhand Odisha and Chhattisgarh	1.32 Million T	Cost competitiveness, Value-added special products
Aluminium Metal (Primary)	562 KT Renukoot (345), Hiralud (217) Conductor Redraw Plant at Renukoot (56.4 KT)	542 KT	Cost competitiveness, Value-added special products
Captive Power Generation	1224 MW Renusagar (742),Hiralud (368) Renukoot Cogen (84), Muri (30)	9714967 MWH	Efficient Power Generation, Managing cost of Inputs
Flat Rolled Products	205 KT Renukoot (80),Belur (45), Taloja (50), Mouda (30)	231 KT	
Aluminium Extrusions	31 KT Renukoot (23), Alupuram (8)	34.1 KT	---
Aluminium Foils and Converted Products	34 KT Silvassa (30), Kollur (4)	15.8 KT	Development of packaging solutions to Industries



Hindalco, India - Copper

Business Category	Installed Capacity	Performance in 2012-13	Sustainability Aspects
Copper and Other products	Copper Cast Rods : 142.2 KT Sulphuric Acid : 1, 670 KT Phosphoric Acid : 180 KT Fertilizers (DAP and Complexes) : 400 KT	Copper Cathode : 314.9 KT Copper Cast Rods : 145.4 KT Sulphuric Acid :1049.4 KT Phosphoric Acid : 100.1 KT Fertilizers (DAP and Complexes): 209.5 KT	Value added Products Waste to Wealth



Novelis – Aluminium

Novelis is the world’s largest manufacturer of rolled aluminium, producing an estimated 14% of the world’s total aluminium rolled products. The company serves customers in sectors including automotive, beverage can, and high-end specialties such as electronics and architecture. Novelis is also the largest recycler of aluminium worldwide. Novelis is almost entirely an aluminium converter,

rather than an aluminium producer. We are also an aluminium recycler. These semi-finished aluminium products are used in the manufacture of finished goods such as cars and packaging for beverages and food. In FY13, 43% of the aluminium that went into our products was recycled aluminium and have aligned our efforts to achieve 80% by 2020.

Business Category	Installed Capacity	Performance in 2012-13	Sustainability Aspects
Novelis	26 Plants across 4 continents	FRP Shipments 2786 KT	automotive, beverage can, and high-end specialties such as electronics and architecture



Message from Novelis CEO

In early 2011, Novelis laid out an ambitious vision aimed at strengthening the long-term competitiveness of our business through sustainability and innovation. Our intent was to transcend the incremental approach by radically transforming our company – and, in the process, lead the way in our industry. At the heart of this vision is our unprecedented goal to use 80% recycled aluminium in our products by 2020. When we achieve it, we will cut the embedded carbon in our products in half. Working toward this goal is requiring us to embrace an entirely new way of thinking and operating. We call it the ethos of disruption. I am confident that by bringing our industry-leading research and technology capabilities to bear, we will find the disruptive innovations required to get there. And, I am more firmly convinced than ever that our commitment to sustainability will be the key value driver for our company going forward. In the 21st century, there is no business as usual.

Thank you for taking time to learn about Novelis’ sustainability efforts. We welcome your feedback and partnership as we work to make our sustainability vision a reality.



Phil Martens
President and
Chief Executive Officer

ABML

Aditya Birla Minerals Limited (ASX: ABY) is a copper mining company in Australia with operations in Western Australia and Queensland. ABY conducts copper mining and exploration activities at the Nifty Copper Operations (BNCO) located in the Great Sandy Desert, Western Australia and the Mt Gordon Copper Operations (BMGO) near Mt Isa, Queensland.

Copper concentrates produced from its copper mines are shipped to Hindalco Industries Limited’s (Hindalco) copper smelter in India. Hindalco is a group company of Aditya Birla Group. One of India’s largest industrial conglomerates. Hindalco has a 51% shareholding in ABY and is Asia’s largest integrated aluminium producer and growing copper producer.



Aditya Birla Minerals Limited



Aditya Birla Minerals Limited

Performance in 2012-13

Total Ore Mined : 2.27 Million Tonnes

Total Copper Produced : 69291 MT.



Message from CEO and MD, ABML

ABML continues to reduce its carbon footprint by making efforts to reduce energy and carbon based products usage across its operations. Our Nifty Operations improved its energy efficiency, measured as a unit of ore processed. Actual energy used was lower across ABML in 2012-2013 with lower per unit consumption at Nifty and the decision to place Mt Gordon Operations into Care & Maintenance. Approximately 136,000 tonnes of carbon equivalent emissions were released by ABML during 2012-13, and it paid a Carbon Tax bill under the Climate Change legislation in Australia

We are pleased with our efforts on recycling all the waste oil generated at ABML. A number of community forums were also held during the year to improve our stakeholder communications and engagement with the communities in which we operate.

With community support and that of our employees we will continue to operate successfully and sustainably in the future.



Sunil Kulwal
CEO and Managing Director

Growth Plans in Aluminium - India

Location	Expansion Details	Capacity	Status
Hirakud, Odisha	Smelter Expansion	52 KT	Under Commissioning
	Captive Power Plant	100 MW	
	Rolling Plant	135 KT	Partially Commissioned
Rayagada, Odisha (Tubal Alumina)	Alumina Refinery	1500 KT	Under Commissioning
	Captive Power Plant	90 MW	
Bargawan, Madhya Pradesh (Mahan Aluminium)	Aluminium Smelter	360 KT	First Metal tapped, commissioning being undertaken in phased manner
	Captive Power Plant	900 MW	
Lapanga, Odisha (Aditya Aluminium)	Aluminium Smelter	360 KT	2013
	Captive Power Plant	900 MW	



Mahan Aluminium

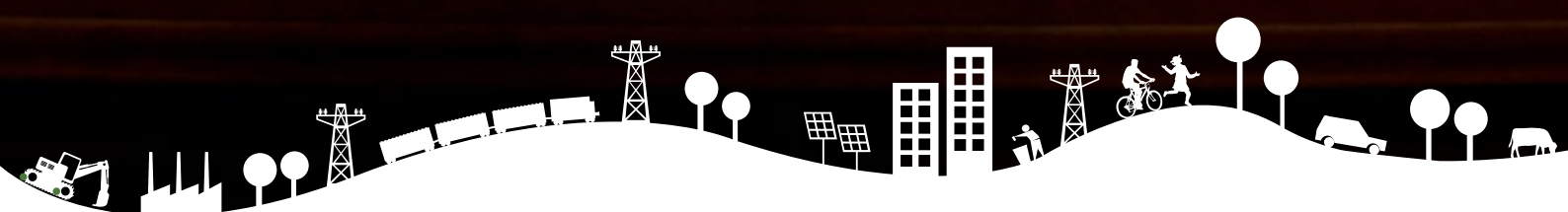


Growth Plans in Aluminium - Overseas

Location	Expansion Details	Capacity	Status
North America – Oswego, USA	Automotive Sheet Finishing plant	200 KT	Mid CY 2013
Europe – Nachterstedt, Germany	Recycling Expansion	250 KT	Mid CY 14
Asia – Ulsan and yeongi-u – South Korea	Rolling Expansion	350 KT	Mid CY 2013
Asia –yeongi-u – South Korea	Recycling Expansion	265 KT	Commissioned
Asia – Changzhou, China	Automotive Sheet Finishing plant	120 KT	Mid CY 2014
South America – Pinda – Brazil	Rolling Expansion	220 KT	Commissioned
	Can Coating Line	100 KT	Mid CY 2013
	Recycling Expansion	190 KT	End CY 2013

Aditya Aluminium





Governance



At Hindalco, we leverage strategic long term thinking and adherence to Corporate Governance principles to drive success and create value for our stakeholders. The corporate leadership at Hindalco has world class experience and expertise, with decades of industrial leadership. Our focused management team is globally aligned to ensure strong operational performance with the Executive Directors being responsible for day to day decision making within our global operations and a Board of Directors providing supervision, counsel and guidance for overall direction of the Company over long term. We not only adhere to prescribed Corporate Governance practices as per Clause 49 of the Listing Agreement but go beyond and adopt emerging best practices. We endeavour to meet our legal/social obligations in every country where we have presence, directly or indirectly.

The Board:

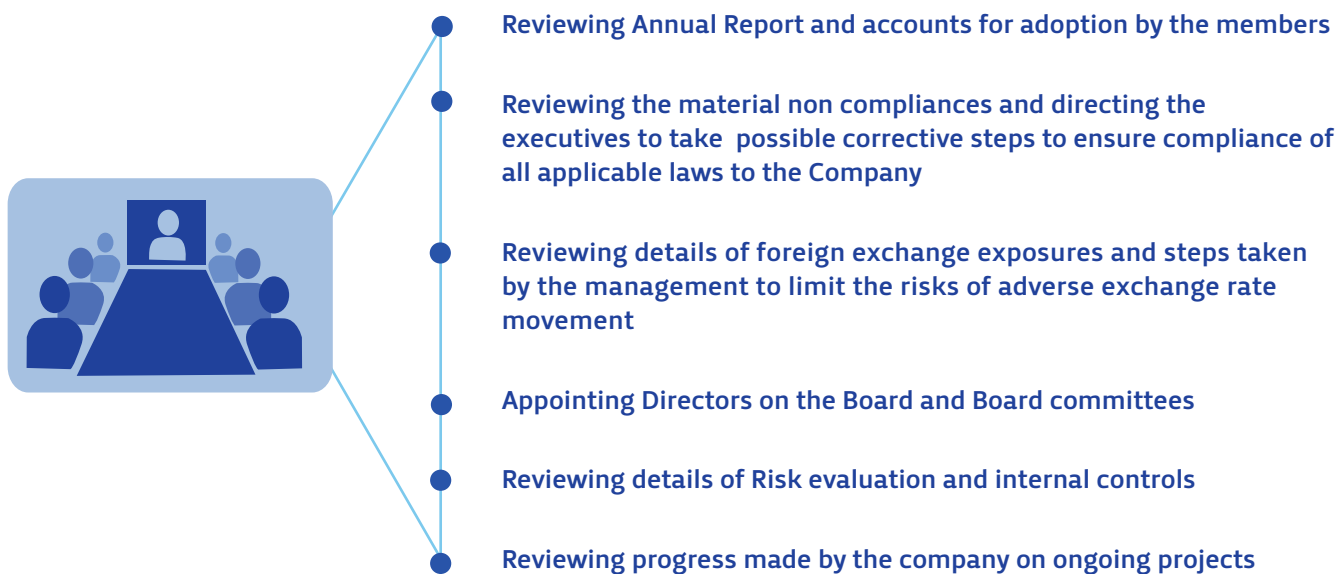
In 2012-13, the Board of Hindalco consisted of eleven Directors – ten Non-Executive Directors out of which seven are Independent Directors.

Non-Executive Directors – Mr Kumar Mangalam Birla, Mrs Rajashree Birla, Mr Chaitan Manbhai Maniar, Mr Madhukar Manilal Bhagat, Mr Kailash Nath Bhandari, Mr Askaran Agarwala, Mr N. J. Jhaveri, Mr Ram Charan, Mr Jagdish Khattar, Mr Meleveetil Damodaran

Executive Director – Mr D. Bhattacharya - Managing Director

The board sets the tone from the top, and has established a set of broad governance principles, which delegate management authority to the chief executive within defined limits. The board reviews key group risks and how they are managed.

Reviewing all matters as per requirement of Clause 49 of the listing agreement



The Board Committees

The Board Committees play a crucial role in the governance structure of the Company and have been constituted to deal with specific areas/activities which concern the Company and need a closer review. The board delegates some of its oversight and monitoring activities to its committees, composed of Directors and in cases, the Executives responsible for such operations. The Board committees are set up under the formal approval of the Board to carry out clearly defined roles as a part of good governance practices. The minutes

of all Committee meetings are placed before the Board for noting. During the year the Board had constituted Corporate Social Responsibility Committee to align them with the requirements of Companies Bill, 2012, and is led by Smt. Rajashree Birla. The Board also inducted Mr N. J. Jhaveri: Independent Director in the Sustainability Board in line with the requirement of Clause 55 of the Listing Agreement on Business Responsibility Reporting.

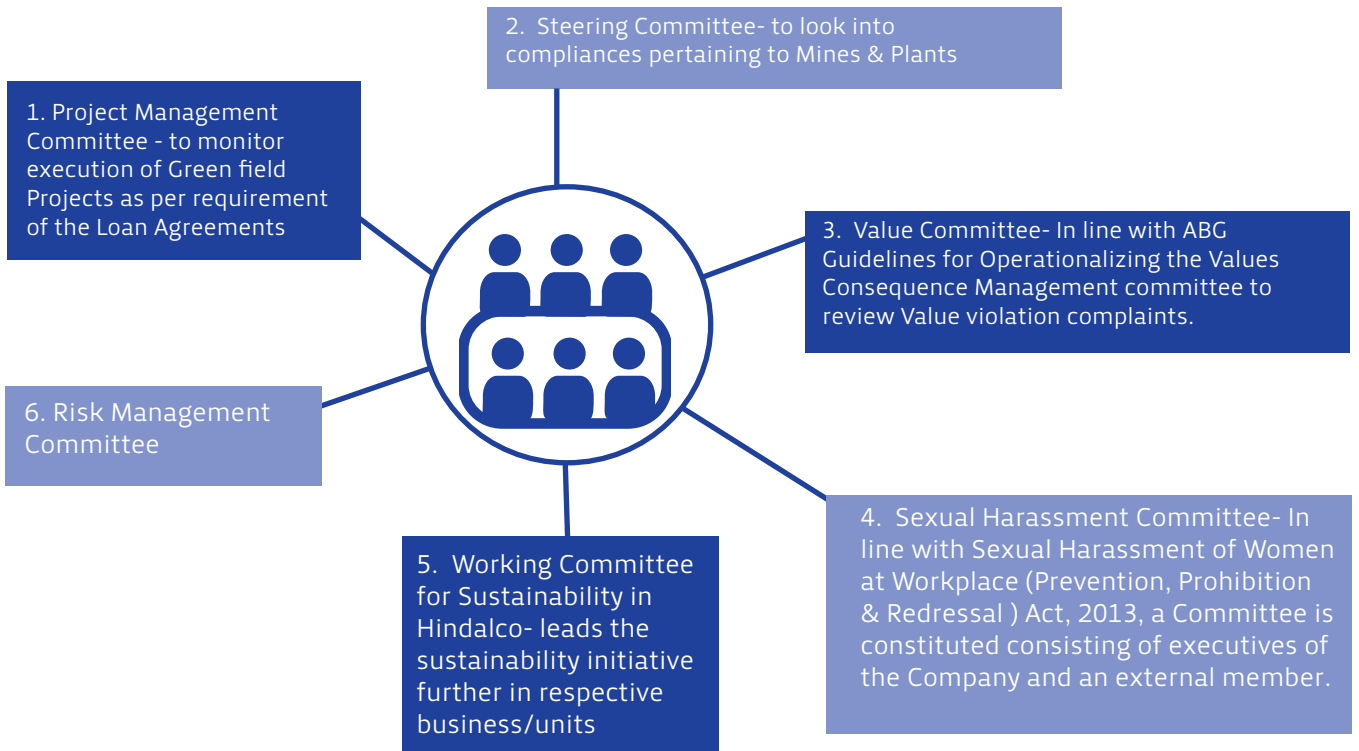


The Committees are as follows:

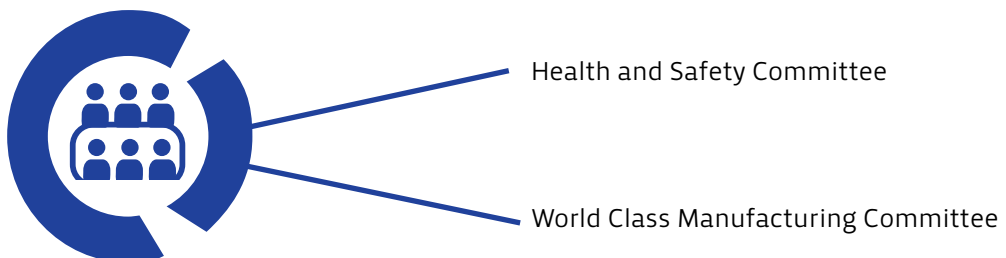
A. Board Committees



B. Committees Consisting of Executives



C. Committees in Operational Units



Further, the board and the committees as guided in certain areas by consultants, experts and counsels on matters refer to them for external opinion.

Our Governance Framework

The Board works within a clear framework described in its governance principles which flow from Clause 49 of the Listing Agreement. These describe the board's role, how it operates, how it relates to executive management and the main tasks of its committees. These are available on the corporate governance section of our Annual Report. The company maintained a **Directors' and Officers' Liability Insurance Policy** throughout 2012-13. During the year, a review of the terms and scope of the policy was undertaken. The Companies Act 1956 permits the company to advance costs to directors for their defence in investigations or legal actions. Although their defense costs may be met, neither the company's indemnity nor insurance provides cover in the event a director is proved to have acted fraudulently or dishonestly.

The Company permits the Executive Director to take up external board appointment, subject to reporting the same to the Company. Fees received for an external appointment may be retained by the executive director. Non-executive Directors may serve on a number of external boards, provided they continue to be in compliance with the limit specified by Clause 49.

The Independence of directors is judged on the following norms:

- a. Such director does not have any material pecuniary relationships or transactions with the company, its promoters, its directors, its senior management or its holding company, its subsidiaries and associates which may affect independence, apart from receiving director's remuneration.
- b. Is not related to promoters or persons occupying management positions at the board level or at one level below the board.
- c. Has not been an executive of the company in the immediately preceding three financial years
- d. Is not a partner or an executive or was not a partner or an executive during the preceding three financial years, of any of the following:
 - a. The statutory audit firm or the internal audit firm that is associated with the company;
 - b. The legal firm and consulting firm that have material association with the company.
- e. Is not material supplier, service provider or customer or a lessor or lessee of the company, which may affect the independence of the director.
- f. Is not a substantial shareholder of the company

i.e. owning two percent or more of the block of voting shares.

g. Is not less than 21 years of age.

Remuneration of the Managing Director is recommended by the Board subject to approval of shareholders. Remuneration to non executive Directors is by way of commission out of profits for each financial year; such limit is determined by the Board within the limit approved by the shareholders. The amount of commission payable is determined after assigning weightage to attendance, type and other responsibilities assumed at the meetings of the Board/Committee. Details of all payments to directors appear in the annual report. New board members are subject to election by shareholders at the first annual general meeting following their appointment as Additional Directors.

Governance Practices

1. Board

- a. Governance Principles
- b. Board Committees
- c. Executive Committees
- d. Group Plans/Policies

Through these committees and principles the Board follows a set of control measures.

2. Integration/Values

Our Company values reflect our capabilities and aspirations. These values ensure ethics and integrity are reflected in the way we do our business. Hindalco has adopted The Code of Conduct for Board of Directors and Senior Executives which clearly defines how values are to be incorporated in the day to day operations and control.

3. Certificates

We have a practice of obtaining certification at regular intervals from various executives regarding compliance with regulations, policies, laws etc. with a specific mention on the remediation plan on deviations, if any. This enables the Company to focus on areas demanding special attention.

The business Heads go through a rigorous exercise to confirm that our internal controls are operating effectively throughout the company and that our businesses are compliant with our financial and non financial policies, standards and mandated practices.

Our respective departments design, implement and monitor systems, policies, procedures and guidance



to improve and sustain all aspects of our performance. These control processes are subject to internal audits Purpose is to imbibe sensitivity towards the essence of compliances which in our system are non negotiable.

As trustees of shareholders, the Board believes it is its responsibility to protect and enhance their wealth. Their primary expectations remain centered around continued profitability and sustainable growth, communication and investor servicing.

Our Chairman addresses at the Annual General Meeting once a year, the forum for face to face interaction. The Board encourages open dialogue with all shareholders individuals, corporate's and foreign investors.

An exclusive email-id hilinvestor@adityabirla.com has also been provided to the shareholders for direct interaction.

We adhere to the corporate governance code as set out in Clause 49 of the Listing Agreement and subscribe to the provisions to avoid conflict of interest. The Company maintains registers wherein interest of Directors both executive, and non executive with respect to directorship that they hold in other companies, membership in committees, contracts the company proposes to enter in which they may be interested etc are noted.

Further the senior management is also required to confirm on an annual basis that no material transaction has been entered into by them which could have potential conflict with the interests of the company and such confirmations are placed before the Board.

The Aditya Birla Group Code of Conduct, for dealing in listed securities of Group Companies prohibits purchase/sale of securities of the Companies by all concerned of the group companies during the restricted period. It is intended to serve as a guideline to all concerned, which they should imbibe and practice, both in letter and spirit, while dealing in listed securities of the Group Companies.

The Company always has a system based approach to business risk management. Backed by strong internal control systems, the current management framework of the company consists of the following elements:

Our system of internal control Risk management System

The Board has robust systems for internal audit and corporate risk assessment and mitigation. The board is responsible for maintaining a sound system of internal control and delegates the establishment and maintenance of this system to the concerned executives. Management systems, organizational structures, processes, standards and behaviors are all components of Hindalco's system of internal control. Management of risk and operational performance is one of the elements of the system of internal control. Businesses identify, prioritize, manage, monitor and improve the management of risks on a day-to-day basis to equip them to deal with hazards and uncertainties. The Company has an online based software the Enterprise Risk Manager wherein all units and corporate functions are identified as Risk Centres. Each one identifies the risks associated to the, root causes of risks and devise mitigation plans to counter or manage risks. The software depicts the criticality of risks based on impact & likelihood rating of risk and effectiveness of the mitigation plan. The same is updated on a quarterly basis and new entries are added to enlarge the scope. The key risks identified as well as their management are reported in a specific and consistent manner which enables efficient business planning, appropriate intervention and ultimately board oversight.

The Business Review Committee comprising of the Chairman of the Board and Managing Director closely monitor business and other risks which may have a critical impact on the Company's performance. This enables the identification of the most important risk management activities. Audit processes are designed to consider whether selected risk management activities are designed and are operating effectively. Our internal control programme systematically reviews our financial, operational and compliance controls and also reviews our risk management procedures to provide assurance over their implementation and effectiveness. The programme is managed and implemented by our concerned personnel, which reports the results of internal control testing independently to the respective committees of our board. Through this process we are able to provide assurance over the reliability of our reporting. In addition to the risk and currency fluctuation inherent in its operations, Hindalco has got significant exposure to commodity prices. Our financial performance is significantly impacted by fluctuations in the prices of Aluminium, Alumina exchange rates and interest rates. We have taken a very structured approach to the identification and quantification of each such risk and have in place a comprehensive risk management policy.

The company's risk management and reporting structure is as follows:

- A special team is formed from the different departments of the Company for undertaking a special audit of the Risk Management Departments on periodical basis. The report of all such audit is also reviewed by the Risk Management Board on periodic basis. As per the Master Circular No./6/2007-08 dated 2nd July, 2007, of Reserve bank of India, Exchange Control Department, it is mandatory for the Board of Directors to draw a Risk Management Policy, laid down clear guidelines for concluding all the transactions and also a periodical review of operations and annual audit of transaction and the same is incorporated in the system of ERM.

Steering Committees for Compliance

Steering Committees comprising of executives with requisite expertise were formed to oversee compliance of statutory obligations by Plants and Mines. The Managing Director effectively monitors the functioning on a monthly basis for all Units. Audit on Compliance is also carried out by external agencies.

Compliance Management System:

To monitor and manage compliances in an effective manner the company proposed to implement a compliance management software during 2013-14.

The tool once implemented, will automate the monitoring of compliances. The lapses due to manual oversight could be done away with to a large extent. The Steering Committee will be responsible for overseeing effective implementation of the Tool across all Units, Mines and Corporate Offices. Monthly reports through the software will be circulated to the respective business heads highlighting the concern areas.

Sustainability Structure

The grounding of sustainability is supported by commitment from the apex level management. We embrace a top-down approach that boosts efforts and ensures an efficient functioning, aligned to sustainable development of our firm. The Sustainability Board ensures formulation and implementation of our sustainability strategy. The Board reviews the sustainability performance of the Company.



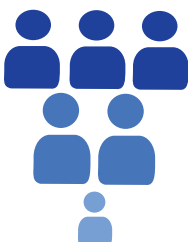
Sustainability Board

The Board monitors the progress on Sustainability initiatives and reports the same to the Managing Director on quarterly basis.



Working Committee (WCSH)

The Committee leads the sustainability initiative further in respective business/units by providing requisite training in each unit and preparing the annual sustainability report



Unit Level Teams

The Unit level teams coordinate the data management within the unit and provide information to WCSH.





Materiality Issues

Roadmap and Synergy with Stakeholders



A. Materiality Issues

The Hindalco Sustainability Board, based on the feedback from operating units, reviewed the materiality issues affecting the business and stakeholders. These issues were then discussed with the respective businesses for their inputs and incorporation in their initiatives and targets.

Along with our subsidiaries Novelis and ABML, we are present in major activities along the value – chain process. The materiality assessment is done considering the sustainability issues across the value chain.

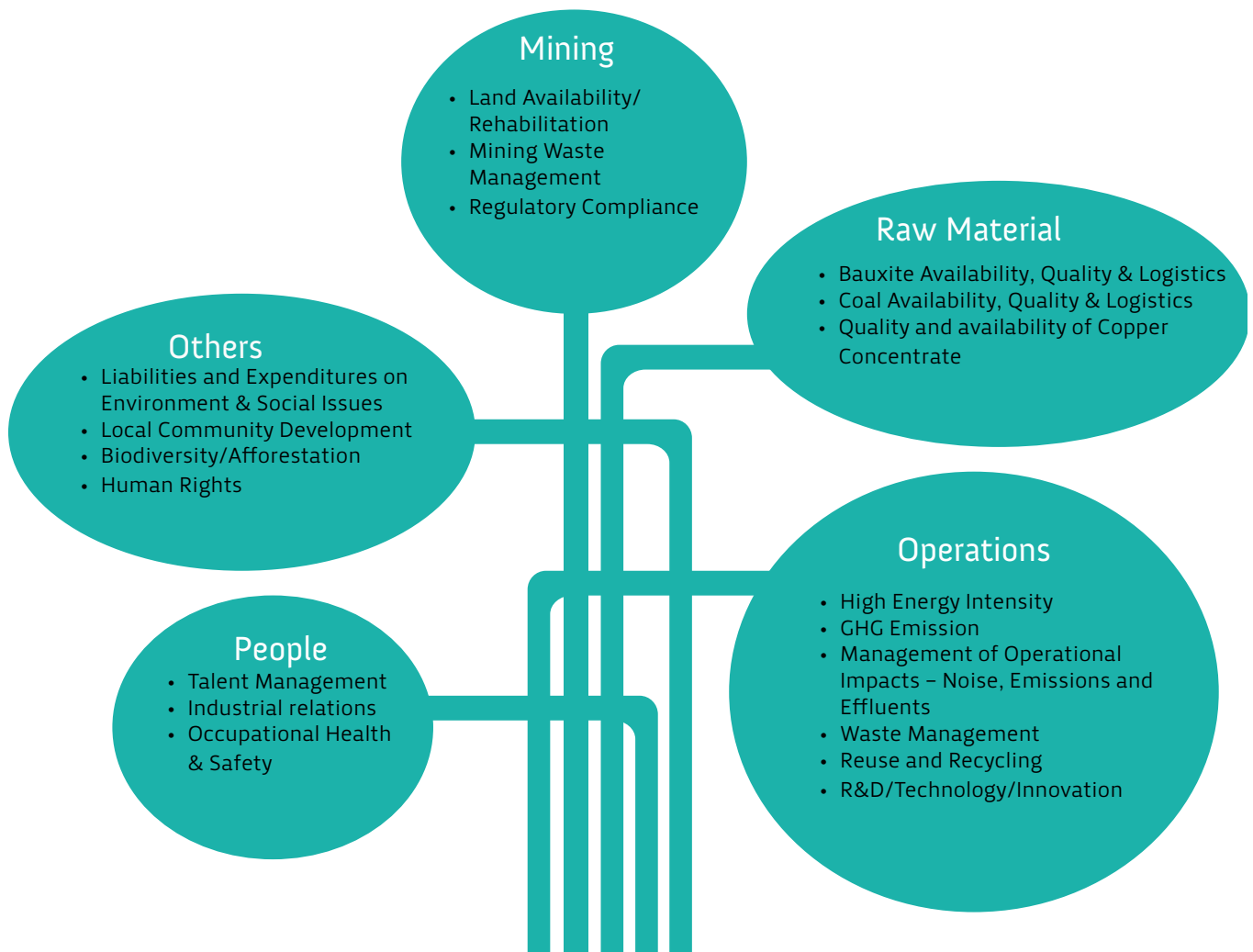
B. Sustainability Strategy & Roadmap

Aluminium as a light metal, with ease of processing, and with its unique combination of properties such

as electrical conductivity, low density, malleability, surface properties, good corrosion resistance and infinite recyclability, offers excellent opportunities for improving the environmental performance of its consumer sectors, especially over the life cycle of the products, thus contributing to the improved sustainability.

However, production of Aluminium using Bayer and Hall Herault processes has been a subject of concern due to its environmental footprint, arising out of the need for large scale mining of Bauxite and Coal, high electrical energy requirement, high GHG emission, generation of environmentally serious waste and potential consumption of land for Red Mud and Fly Ash Management. Despite being the most abundant metal on the earth’s crust, large stretches of bauxite are often under the cover of thick forests.

The balance between the production and application processes, covering all steps from mine to market, has posed as a challenge and an opportunity that the global aluminium industry has successfully built on.



Sector	Issues	Way Forward
Mining	Land Availability and Rehabilitation Mining Waste Management Regulatory Compliance	Mining Development and Closure Plan Land Acquisition R&R Plan and implementation Mining Policies System for Afforestation Value from Waste
Raw Material	Bauxite Availability, Quality & Logistics Coal Availability, Quality & Logistics Quality and availability of Copper Concentrate	Technology selection/upgradation Process modification Explore possibility getting consistent quality raw material
Operations	High Energy Intensity GHG Emission Management of Operational Impacts – Noise, Emissions and Effluents Waste Management Reuse and Recycling R&D/Technology/Innovation	Energy Conservation Initiatives Environment Management System Focus on 3R Concept in process Plan for Value from Waste R&D Objectives and Clear work plan
People	Talent Management Industrial relations Occupational Health & Safety	Human resources Policies and Guidelines Reward & Recognition System Focus on Management of Occupational Health & Safety System
Others	Liabilities and Expenditures on Environment & Social Issues Local Community Development Biodiversity/Afforestation Human Rights	ABF Foundation focus areas Code of Conduct Plan for Biodiversity Policies and Guidelines for Human Rights

With this background, we have developed sustainability strategy and roadmap to address these challenges.

Implementation of actions in line with the roadmap is in progress. The Sustainability Board reviews the status of actions during their regular board meetings.

C. Synergy with Stakeholders

Our Business model addresses engagement with key stakeholders like Customers, Employee,

Communities, Suppliers, Regulators, Investors, Shareholders and Industry associations on different economic, environment and social issues. This helps in consolidating our material risks and opportunities.

In the year 2012-13, we have once again initiated the process of stakeholder engagement using methodologies like survey, Face-to-Face Meetings, high-level meetings with Government representatives etc.

Details on the survey will be included in our next report.





Sustainability Performance
Value
to Customers



At Hindalco, we support a holistic view of economic sustainability and agree that it is not just about the financial performance of our organization. Instead, economic sustainability should reflect the degree to which the wealth generated and resulting financial resources are used to contribute to society.

Its consolidated revenues at nearly USD 15 billion (₹80,193 crore) and EBITDA at USD 1.6 billion

the Metals Business, the Company would have posted even better results.

Novelis has pension and other postretirement plans (OPEB) in 10 countries (Canada, France, Germany, Italy, Malaysia, South Korea, Switzerland, UK, US and Brazil). Most of these pension schemes are defined contribution plans for new hires since 2005 and mostly defined benefit plans for employees who joined prior

Parameter	Hindalco USD Mio	AMBL USD Mio	Novelis USD Mio
Economic value generated	2012-13	2012-13	2012-13
Revenues-			
a) Net sales by business	4,798.7	520.9	9,812.0
b) Revenue from financial instruments (includes cash received as interest on financial loans, as dividends from shareholdings, as royalties, and as direct income generated from assets)	181.8	4.03	
c) Revenues from sale of assets include physical assets and intangibles	(0.8)	0.04	21
Economic value distributed	2012-13	2012-13	2012-13
Operating costs- Payments to suppliers, non-strategic investments, royalties, and facilitation payments	805.0	441.2	8,477.0
Employee wages and benefits Total monetary outflows for employees (current payments, not future commitments)	221.1	90.66	818.0
Payments to providers of capital - All financial payments made to the providers of the organization's capital	NA	NA*	97.0
-Dividends to all shareholders	57.8	16.31	Nil
-Interest payment made to providers of loans	80.3	2.19	271.0
-Any other-short term borrowing	NA	NA*	332.0
Payments to government	NA		
-Tax (corporate, income, property, etc.)	117.3	NA*	121.0
-Related penalties paid at the international, national, and local levels.	NA	NA*	
Community investments- Voluntary contributions and investment of funds in the broader community (includes donations)	5.5	0.01	2.76
Economic Value Retained	230.1	NA*	Adjusted EBITDA: \$961 million FY13 Net Income attributable to common shareholder: \$202 million

(8,849 crore), is indeed a notable feat in the current context. But for the subdued growth in the global economy, the depressed state of metal prices, and the relatively high energy prices, which impacted the different segments within

to 2005. The programs vary by country reflecting the national pension policy. OPEB plans include retiree medical US, Canada and Brazil and retiree life insurance plans in the US and Canada.

*NA- Not Available



This March 31, 2013 disclosure, included in our 2013 Annual Report (Form 10-K), is prepared based on US GAAP. Any deficit in a funded pension plan is generally funded between 5 and 15 years, depending on the country's statutory funding requirements. Pension plans in France, Germany, Italy and Malaysia and OPEB plans in the US and Canada and Brazil are unfunded.

As of March 31, 2013 there were 6,865 active employees, 4,702 retirees, and 2,179 terminated vested employees in the pension plans.

before retirement. Our other postretirement benefit obligations include unfunded healthcare and life insurance benefits provided to retired employees in Canada, the U.S. and Brazil. During fiscal year 2014, we expect to contribute \$29 million to our funded pension plans, \$10 million to our unfunded pension plans and \$20 million to our savings and defined contribution pension plans.

In India, we are governed by

- Government Rules and Regulations

Novelis Data				
W2013 ASC 715 Year-End Disclosures: Pension and OPEB (USD in millions)	Unfunded Pension	Funded Pension	OPEB Plans	Pension and OPEB
Plan Liability (PBO)	\$206	\$1,375	\$234	\$1,815
31-Mar-13				
Plan Assets		\$1,066	-	\$1,066
31-Mar-13				
Funded % 31-Mar-2013	0%	78%	0%	59%

As of March 31, 2013 there were 10,970 Employees employed by Novelis. Our pension obligations relate to funded defined benefit pension plans that we have established in the United States, Canada, Switzerland, the United Kingdom and South Korea, unfunded defined benefit pension plans in Germany, and unfunded lump sum indemnities payable upon retirement to employees in France, Malaysia, and Italy. Pension benefits are generally based on the employee's service and either on a flat rate for years of service or on the highest average eligible compensation

- Labour Management Agreement in case of Unionized Employees.

Provident Fund and Pension/Superannuation are defined contribution schemes and only gratuity is a defined benefit scheme for our purpose.

Employee Benefits of short term nature are recognized as expenses as and when these accrue. Long term Employee Benefits and Post Employment benefits, whether funded or otherwise, are recognized as expenses based on actuarial valuation at the year-end

Sr. No.	Defined Benefit Plan Obligations	2012-13 (USD Mio)	2011-12 (USD Mio)
1	Present value of Defined Benefit Obligations at the beginning of the year	85.2	82.38
2	Current Service Cost	5.2	5.5
3	Past Service Cost	NA	NA
4	Interest Cost	6.7	6.4
5	Curtailment Cost/(Credit)	NA	NA
6	Settlement Cost/(Credit)	NA	NA
7	Plan amendments	NA	NA
8	Actuarial (Gain) or Loss	0.4	(0.7)
9	Benefits paid	(3.0)	(3.1)
10	Present value of Defined Benefit Obligations at the end of the year	94.4	90.6

Financial Implications of Climate Change- There have been significant regulatory responses to tackling the problem of human induced climate change in several geographies where we operate. In India, the Prime Minister's commitment to reduction in Greenhouse Gas (GHG) intensity by 25% by the year 2020 and the National Action Plan on Climate Change (NAPCC) as also the 9 Missions are of significance.

However, the Company has made investments in wind power, and is also making plans for investments in solar power to offset RPO targets that have been set. Excess RPOs generated would be sold and would be taken care of through procurement from the market. Hindalco Risk Management committee has planned to address and assess this factor in the current year, and includes Climate Change as a risk factor and prepared a mitigation plan. Novelis in USA and ABML are also being subjected to relevant carbon taxes as applicable in the respective geographies.

We continue to participate in the export promotion schemes of the Government of India for our Aluminum and Copper products. This year we have received ₹4.5 crore (0.8 Mil US\$) as subsidy on capital expenses.

We do not have any policies on preferential sourcing from local suppliers. We conduct business with suppliers who are globally competitive, best in quality and service delivery. We work closely with suppliers and provide appropriate inputs for their capacity building.

Currently, we do not measure the percentage of our

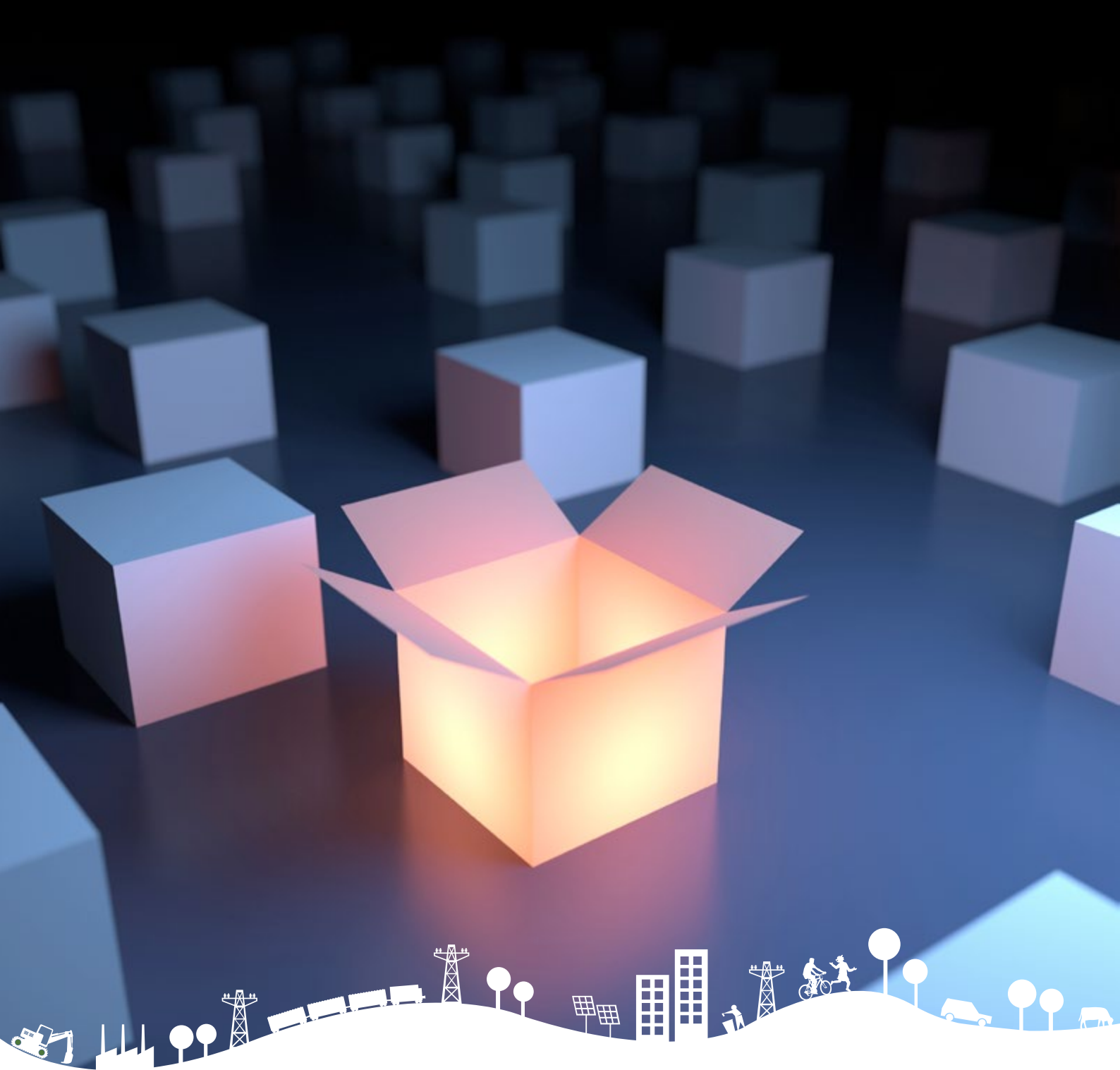
procurement budget that is spent on local suppliers, however we source a reasonable amount of our goods and services from local suppliers. We are putting in place systems for recording such data; this data is expected to be recorded from FY2015. Our supplier selections are based on ability to meet specification requirements, pricing, product and service quality, payment terms and lead-time.

In the mining sector, we do not undertake any artisanal mining. Likewise, we do not have any policies for local hiring and proportion of senior management staff from the local community at locations of significant operations.

Our recruitments are based on requirements of the position. We consider education, training in relevant fields and experience while recruiting people, who best fit our requirements. In significant locations of operation, we do not maintain data on proportion of facility's total workforce from the local community (workforce is employees and supervised workers); however, plans are being made for collecting this data in the future. While recruiting workforce, we abide by the regulations stipulated by the local authorities.

Community Investment -For the year 2012-13, our CSR spend was ₹29.79 crore (Mil US \$ -5.49) – which is 1.48% of the average net profit for the last 3 years. In addition, we mobilised ₹ 65.40 crores (Mil US\$- 12.04) through the various schemes of the Government, acting as catalysts for the community.





Sustainability Performance

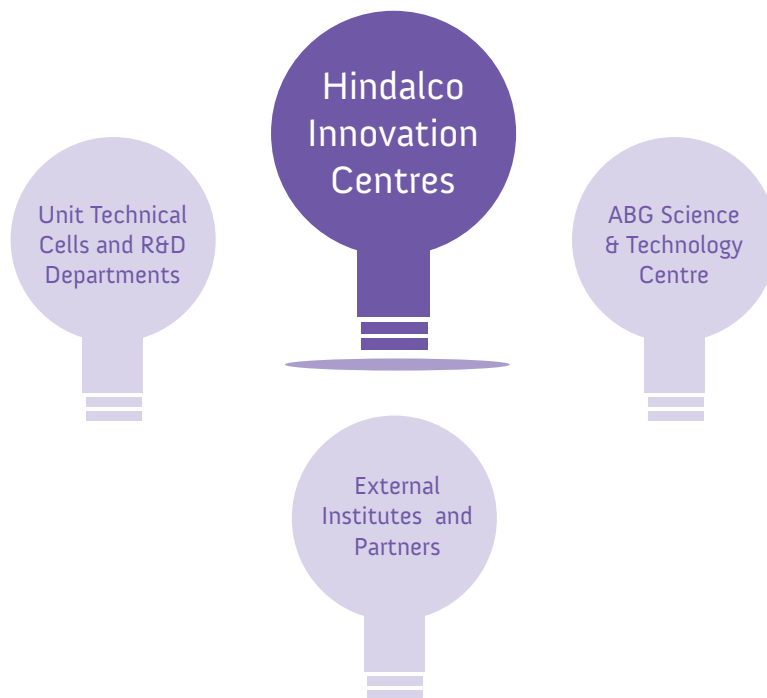
Technology & Innovation



Based on the intent to build technological competencies to support short, medium and long term business objectives, the company has developed a matching organization structure as outlined below. While Unit Technical/R&D teams focus on improvements in technology through tracking, in-house process development and engineering improvement, interaction with supplier interaction, engagement with consultants, as well as reward programs; Research-intensive assignments are chartered to the Aditya Birla science & Technology Centre (ABSTC), for which the corporate team at Hindalco Innovation Centre (HIC) coordinates the work, or the units engage with suitable external domain experts. For development of key competencies in metals and mineral engineering R&D, along with experimental facility, software tools etc. Hindalco India Operations has been spending approx. 25 – 30 Crores every year on R&D.

Management of Technology

Hindalco units have vintage technology from multiple sources and different levels of technology even for making the same products e.g. FRP from Renukoot, Talaja, Belur, Mouda, are in fact the same class of product, based on different technology and equipment. Alumina at Renukoot, Muri and Belgaum is produced based on technologies of different origins. In the copper plant, 3 competing technologies operate simultaneously under the same roof. Sustenance in these products & processes are achieved through adding value, upgrading processes, having state of art equipment, reducing costs, conserving energy & reducing environmental pollution, developing new products, and promoting new applications. Technology strategy and development in Hindalco is therefore tuned to its business strategy as elaborated with a few examples below. Accordingly, the motto of Technology function in Hindalco is “Technology & Innovation for Business Excellence”.



Technology Focus Areas

- New products
- Process Improvements
- Cycle Time Reduction
- Cost Reduction
- Production Efficiency
- Environment Protection



Technology is managed to support the delivery of strategy		
Strategy	Technologies to support delivery of strategy	Specifics of Technology support
To be one of the lowest cost producer of Aluminium where commodity prices are governed by cyclic LME - To get maximum benefits during the up cycle and be the last man standing in the down cycle	<ol style="list-style-type: none"> 1. Technologies for low cost Alumina production 2. Technologies for cost efficient and environmentally superior aluminium smelting 3. Technology for efficient, low cost, environmentally superior thermal power (CFBC technology) 	<ol style="list-style-type: none"> 1. Alumina: -Use of high silica bauxite (in-house project in HIC-Alumina), Double digestion technology (RTA as collaborator). 2. Al smelter- Debottlenecking of existing pot lines to higher kA (collaboration with tech. provider); High kA pot line at Hirakud (GAMI), 360KA Prebaked, point feed technology from Pechiney established at Greenfield smelter at Mahan and under installation at Aditya, for Greenfield smelters
To be a market leader and low cost downstream player as a hedge against the cyclic nature of the upstream Al commodities business	<ol style="list-style-type: none"> 1. Technologies for Beverage Can Body Stock - The single largest Aluminium sheet application in the world and a high potential high growth market in India and developing countries. 2. Technologies for Aluminium Lithographic sheet. 3. Technology for Al. packaging foil. 	<ol style="list-style-type: none"> 1. Project 'BlueFox' with state of art rolling mill facility for hard alloys/ wider size FRP commissioned at Hirakud. (technology partner Novelis for the largest Can body stock producer in the world. 2. project 'Ajanta' set up at Mouda-Nagpur for the largest capacity single location Al-foil plant in the world, based on integration of continuous cast coil line + Revamped Novelis mills + balancing facility 3. Development of Technologies for improving the quality, reliability and range of Lithographic sheets at Taloja, partnering with Novelis
Sustainable development	<ol style="list-style-type: none"> 1. Reduction in GHG emissions 2. Reduction of specific energy consumption 3. Conservation of ecosystem 4. Conservation of natural resources 5. Recycling 	<ol style="list-style-type: none"> 1. State of the art 360KA smelter technology for Greenfield smelters from Pechiney-world leader in Aluminium smelter technology with one of the lowest established specific power consumption. 2. Use of Phospo Gypsum (a waste) for Agriculture & Cement . 3. Proprietary technology developed for recovery of copper from Dahej effluent and from Dahej hazardous waste.
Creation of superior stakeholder value by exceeding customer expectations profitably	<ol style="list-style-type: none"> 1. Identifying customer needs 2. Developing appropriate products 	<ol style="list-style-type: none"> 1. Increased aluminization of automobile sector identified as a growth area based on the customer's needs for fuel efficiency and lower emission. 2. Joint development projects set up with Indian passenger car majors (Tata Motors/ M&M/ TVS); 2 -wheeler majors (Bajaj), Bus-end users (MSRTC) and Bulk transport (Indian Railways) for part/ solution development 3. Proof of concept ready in sample cases (brake disk for Bajaj, aluminium joining technology for MSRTC, hoods for Tata Motors, coated Al HVAC parts for Blue Star)

Intellectual Property

Investment in technology over the past few years has resulted in both improved process performance, and in intellectual property for Hindalco. The statistics of Hindalco's patents and patent applications covering units, HICs and joint patents with ABSTC, through

chartered projects shows an upward trend, with 3 patents granted in Al Semifab, 2 in Alumina, and 9 patents filed jointly with Aditya Birla science & Technology Centre, covering Alumina/ Al Smelter/ Semifab and copper.



Culture of Continuous Improvement & Innovation

Platforms and Forums for continuous Improvement & Innovation	
Annual Business Plan/ Strategic Business Objective	Conference/Seminar/Vendor Visit
Loss Cost Tree	Daily Coordination Meeting
Cost of Quality	Senior Management Committee Meeting
Employees/Customer Suggestion	Monthly Performance Review Meeting
Overall Equipment Effectiveness (OEE Analysis)	Voice of Customer (VoC)
Energy Mapping	Suggestion from outside agencies
Benchmarking/ Best in class comparison	Breakdown & Tripping Analysis
Inter Unit Visit	Waste (Muda) Identification & elimination

A continuous improvement environment is promoted at all levels through multiple schemes, viz., (a) Kaizens by small groups, (b) Quality Circle, (c) Suggestion Plan Scheme, (d) Suggestion Mela. In addition, multiple platforms are provided to employees to understand the issues and focus on different aspects of the issues based on their understanding and domain expertise.

POLESTAR: This initiative by Hindalco management provides an opportunity to have a critical relook at the business in view of the ever-changing global economics and encourages the management team in each business to capture value, minimize cost and improve performance.

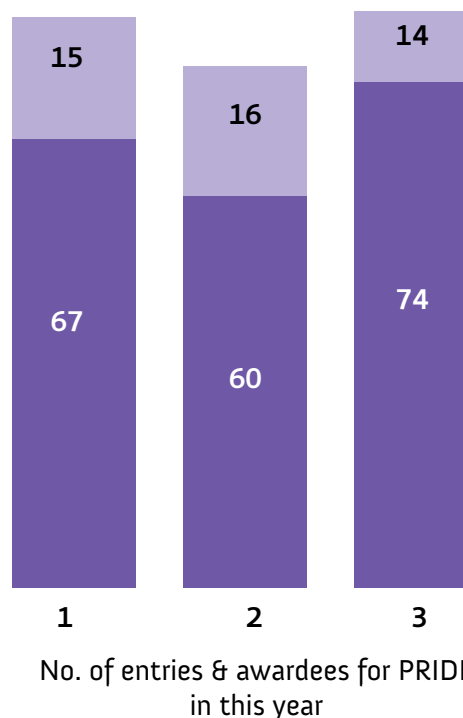
Management System to Support Innovation

Hindalco has created and institutionalized various platforms to support and encourage innovation. Some examples are given below:

Renusagar Power - Young engineers are provided opportunities to interact with the unit Leadership and encouraged to take up Innovative projects. A specific forum for such interaction is the Think Tank Meeting chaired by the unit head.

Taloja - A tool has been created for objective assessment of ideas valuing various facets of innovation.

PRIDE: 'Performance Recognition in Delivering Excellence' is a platform institutionalized at Hindalco for displaying efforts to deliver excellence in all areas of work.



Criteria	Imagination /	Recurring Benefit	Team Effort/ Individual	Tangibility Benefit	Return on Investment	Total
	Ingenuity/	One Time				
Remarks	25	20	20	20	15	100



Examples of Market Development Initiatives

Hindalco's Market Development Cell continues its focus on introducing new applications and products in the transport and automotive segment.

Transportation:

Passenger Vehicles : Hindalco Market development & technology team has been working with OEMs and their vendors in providing 'green' solutions to the automotive and transport segment. Though the passenger vehicles market did not grow well this year, the OEMs have always been exploring ways and means of developing light weight solutions to the passenger cars by developing components that could replace steel with Aluminium. Some of the components which the OEMs are working on with us would include : Aluminium coolant tubes, stone guard frames, Aluminium Hood, Door frames and roof.

Coolan Tube



Hood



Roof



Door



Commercial Vehicles : Apart from developing load bodies for the various commercial vehicles, Hindalco market development is also working on developing Aluminium Fuel Tank and Air Tank. A weight reduction of 50% (Weight of steel fuel tank of 400 Ltrs. capacity 67 kgs whereas in Aluminium the weight is only 30 kgs) for the same capacity fuel tank.

Air Tank



FuelTank



Aluminium Structural Bus Design

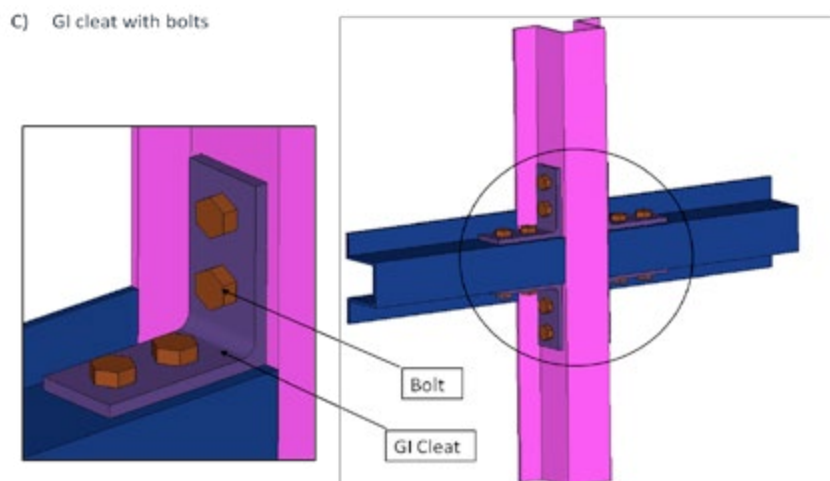
Hindalco development team has been closely working with Maharashtra State Road Transport Corporation (MSRTC) in improving the existing Aluminium bus body structural design currently being used for bus body construction by the corporation.

MSRTC has been facing certain issues in some of their buses in terms of certain failures at the structural joints at the time of accidents. Hindalco development team with the help of ABSTC, studied and suggested certain modifications in the present design of the joints.

The new joint designs, probably for the first time in the world, use a combination of rivets and structural adhesives for bus body application. These joint designs are expected to improve:

- a) Static joint strength to improve the crash resistance of the structure (verified at joint level)
- b) Dynamic joint strength to overcome the rattling and water leaking issues with conventional aluminum bus body joint design (to be verified during road trials)
- c) Reduce fabrication complexity due to large number of rivets and bolts (verified during module fabrication)

Appreciating the new design, MSRTC officials have obtained permission from the Mumbai head office to fabricate one full bus body structure using these designs. They have sought Hindalco's support in fabricating one trial bus as per our new design and make trail runs to establish the results before they could incorporate with these changes in all their bus body fabrication.



It is indeed an encouraging development. Hitherto, MSRTC wanted to give up making Aluminium bus bodies and switch over to steel bodies seeing such failures in their Aluminium buses. Having observed the improvement in our proposed design, MSRTC has gained confidence in continuing to use aluminium bus bodies with our revised structural joint designs.

Foil and Packaging

Foil and Packaging Business of Hindalco is committed to enduring business practice, both in the sphere of manufacturing & application. Business is embarking on growth, with a focus to align operations towards environmental harmony & sustainability. The recently set up facility at Mouda meets the technology requirements to roll wider width foil as per international standards. While commissioning contemporary and efficient Foil Rolling Mills, emphasis has been on using food grade ingredients, reduced energy consumption, lower rolling oil usage, minimal waste generation and appropriate recycling & disposal of waste. These mills are equipped with in line vacuum distillation unit to reprocess used Rolling oil lowering generation of waste oil. The mills are capable of producing 6.3 mic foil, currently being imported, thus lowering the Aluminium content per square meter of packaging. The mills equipped with contemporary technologies like automatic flatness control enable to produce foil with better yield in the process and also at the customers end. The modern Automatic Gauge Control would lead to closer gauge control of foil, leading to higher yield at the point of usage.

Regular audits are conducted to establish challenging norms for energy consumption. Increasing switch over to Continuous Caster route, where aluminum scrap is recycled, is also a step in that direction. A new Twin Chamber melting furnace installed enables to recycle aluminum foil with reduced melt loss and low fuel consumption. Use of organic solvents has been of concern in Foil coating & conversion Plants. With a view to avoid emission of hazardous volatile organic compounds from solvent-based inks and adhesives, water-based solutions are used in the lamination process, which makes it more environment friendly.

Product development and using innovative measures have been a priority. Kollur plant developed capability to produce foil for making Cold Form (Alu-Alu) Blister laminate, with the recent development of AA8079 alloy, which was being imported in a substantial manner. Development of alternate alloy AA8021 also for this end use, is in development stage.



Aluminium foil produced by Hindalco is subject to food-grade use, examples being use of Aluminium House Foil for wrapping food (Freshwrap & Superwrap), use of aluminium in packaging of tablets and capsules, use of aluminium in confectionary etc. Silvassa Plant, where confectionery products are made is BRC IOP certified in accordance with international and customer's standard. We ensure that there is no unintended detrimental impact of our products at the point of use. 100% of the aluminium that is used in such applications are completely safe and is in accordance to regional and international food safety standards. We also ensure that, all such products are compliant to the relevant health and safety standard. In the reporting period, there were no instances of non-compliance to applicable laws and regulations relating to use of our products. Largest consumption of



aluminum foil continues to be for environment-friendly packaging solutions, replacing plastics in most cases. Aluminium based packaging materials offer excellent scope for a sustainable business over the life cycle of many packaging applications.

Product Responsibility

As a responsible manufacturer, we ensure that our operations (both Copper and Aluminium) have minimal socio-environmental impacts. While manufacturing, we comply with all applicable legal regulations and proactively go beyond the requirements where techno-economically feasible.

We produce products for special applications also. While doing so, we ensure that appropriate guidance is provided to all users. Our products meet London Metal Exchange Standard requirements also.

All our operations have strong Quality, Environment and OHS Management System to ensure that

- We meet all Customer Requirements
- All product-specific (Food Grade, Pharmaceutical Grade, Material for pressure applications) requirements are met
- Traceability of our products throughout their manufacturing cycle
- Proper and safe handling of Raw Materials, Inprocess Materials, Finished Goods, Waste materials
- Environment-friendly storage and disposal of wastes

In 2012-13, there were no instances of non-compliance to applicable laws and regulations relating to the use of our products.





Sustainability Performance

**For Cleaner
Tomorrow**



A. Focus Area

Our Environmental program and commitment includes actions to implement comprehensive environmental management system, energy conservation, emission reduction, waste management and reduction, water conservation, and enhanced environmental performance in the Greenfield plants and projects.

B. Environment Management System

We continually improve environmental performance through technological interventions, introduction of greener technologies & equipment, applications of state of art environment monitoring systems, procedures & best practices, and well defined targets. While growing in capacity, through the installation of Greenfield and brown field expansion, we have ensured minimal impact on its environment and best utilization of resources by conservation and maximizing reuse/recycle. In all units and projects, adequate mitigation measures in the areas of water, air, energy and waste have been installed.

Most of the Manufacturing Sites are certified for Environment Management System viz., ISO-14001:2004. Plant level environment management cell works in close coordination with corporate environment team and corporate compliance monitoring cell to ensure implementation of pollution prevention measures and to comply with all regulatory requirements on a continuous basis. Design, development and implementation of Integrated Management System covering QMS, EMS and OHSAS are currently in progress at Nagpur and Hirakud FRP Plant.

C. Environment Policy and Plan

In line with the guidelines provided by the Ministry of Environment and Forests (MoEF) for adaptation of Corporate Environmental Responsibility, a revised environmental policy has been developed for implementation across the organization. A robust compliance assurance system is under implementation across all units and operations.

Water

The availability of water for industrial and domestic use has become a global issue, with the growth of the economy and subsequent up gradation of life styles, leading to increase in demand for water from different sectors. Water has been a focus area in our company, and various manufacturing units have adopted zero-discharge concept, putting up state of art facilities to increase processing, reuse and recycle of waste water.

At **Renukoot** complex, industrial and domestic effluent streams are treated to get water quality as per the local Pollution Control Board norms. Total treated industrial effluent and partial domestic effluent is recycled back to process and horticulture use. At our Renuagar power division, Effluent Treatment Plant (ETP), Sewage Treatment Plant (STP) and Ash Water Recovery Treatment Plant (AWRTP) are in operation to treat all the effluent generated. Zero Process Discharge concepts have been established at Renukoot, Renuagar and Bauxite Mines Operations.

Dahej Complex has installed an additional Sewage Treatment Plant based on Membrane Bio-Reactor technology. This new technology is capable of generating good quality treated water, that is recycled to the process units, as well as utilized for gardening purposes.

Muri Alumina refinery plant is totally dependent on the water from the Subarnarekha River, in Jharkhand, for its operations. Due to changing rainfall pattern, in summer season, the water level in the river goes down and it becomes very critical to operate the alumina refinery. To overcome the critical water availability and to ensure smooth operation of the plant, projects were identified and implemented to conserve fresh water. Projects like recycling of treated water from ETP in Plant, utilization of treated water from the sewage treatment plant water for dust suppression, in place of fresh water, has reduced the water consumption from 12.91 m³/T of alumina in FY 10 to 7.42 m³/MT of Alumina in FY 13. In addition, rain water harvesting project has been implemented to recharge the ground water and to help raise the ground water table in the region.



Rain Water Harvesting Units





Dust Suppression System by Using STP treated water

Hirakud Complex has installed a 500 kilo litres per day Sewage Treatment Plant (STP) for treatment of all sewage water coming from the smelter and Captive Power Plant. An additional 250 kilo litres per day Effluent Treatment Plant has been installed for treatment of excess fluoride contaminated waste water. All the treated water is recycled/reused in the smelter process. In all, we will be recycling 17000

and re-use. In the smelter complex, a drainage network has been established to collect all rain water runoff to the effluent treatment plant and to use the treated water for process and horticulture.

Construction of water reservoirs and rain water harvesting facilities have been a feature in all the Greenfield projects of our company. At our Mahan



Recycling of waste water by effluent treatment in Mahan Plant

kilo litres per month of waste water in the smelter after treatment. The quality of treated water is monitored using online fluoride analyzers, to ensure safety of reuse.

At the Greenfield project at **Mahan Aluminium**, all waste water generated from the operation is treated at state of art effluent treatment plant for recycle

(aluminium) project, rain water harvesting is carried out which fulfilled water requirement during last phase of construction as well as during the commissioning of the power plant.





Rain water conservation through reservoir in Mahan Plant

Energy Management

Energy management is one of key focus area of product manufacturing at Hindalco. Our efforts in energy management are focused on enhancing energy efficiency. Significant amount of our power requirements are met through our captive power plants. The energy produced by CPP utilized for our aluminum and copper plants.

The regulations on energy conservation (Perform-Achieve-Trade) from Bureau of Energy Efficiency, Ministry of Power, and the regulations on the use of renewable power (RPO), are applicable to some of our units as per the prevailing guidelines. Hindalco has proactively taken steps to convert this liability into an opportunity for improving our energy intensity. Five of Hindalco's units (Renukoot, Hirakud, Dahej, Muri) which have captive power plants, as well as 3 units which have open access power supply agreements, have the renewable power obligation, that mandates sourcing of certain percentage of their electric power consumption to be sourced from specified renewable power sources. While Hindalco respects the spirit behind the renewable power obligation regulation, we challenged the applicability of the same to our CPP units, under Electricity Act-2003, that mandates cogen power (simultaneous generation of steam and power, that provides an energy efficient alternative to separate generation), to be encouraged. The honourable Allahabad High Court has given a decision in favour of Hindalco allowing us to off-set the renewable power obligation with equivalent cogen power generation. Thus for those units of Hindalco, which have cogen power plants (viz. Renukoot/Muri/Dahej/Utkal), RPO will not be applicable. We have also

initiated pilot projects on solar power at Alupurum and Hirakud, and are at advanced stages of a joint sector project on hydel power to partly meet our renewable power obligation.

Hindalco is extremely concerned with energy efficiency: we are implementing energy-saving programmes at all our processes, which will make it possible to reduce actual consumption of water, heat and electrical energy. In addition, modern energy-saving technologies are being installed.

In Novelis FY13, the plants undertook a variety of specific initiatives, to drive down energy use and GHG emissions. It has been estimated that energy conservation initiatives resulted in energy savings of 420,000 gigajoules (GJ), which is equivalent to about 1.5% of our total energy use in FY13. ABML has a structured approach for identification, recording and acting on energy conservation opportunities and ABML saved 156,321 GJ energy in this reporting year, which is almost 6 % improvement compared to last reporting year.

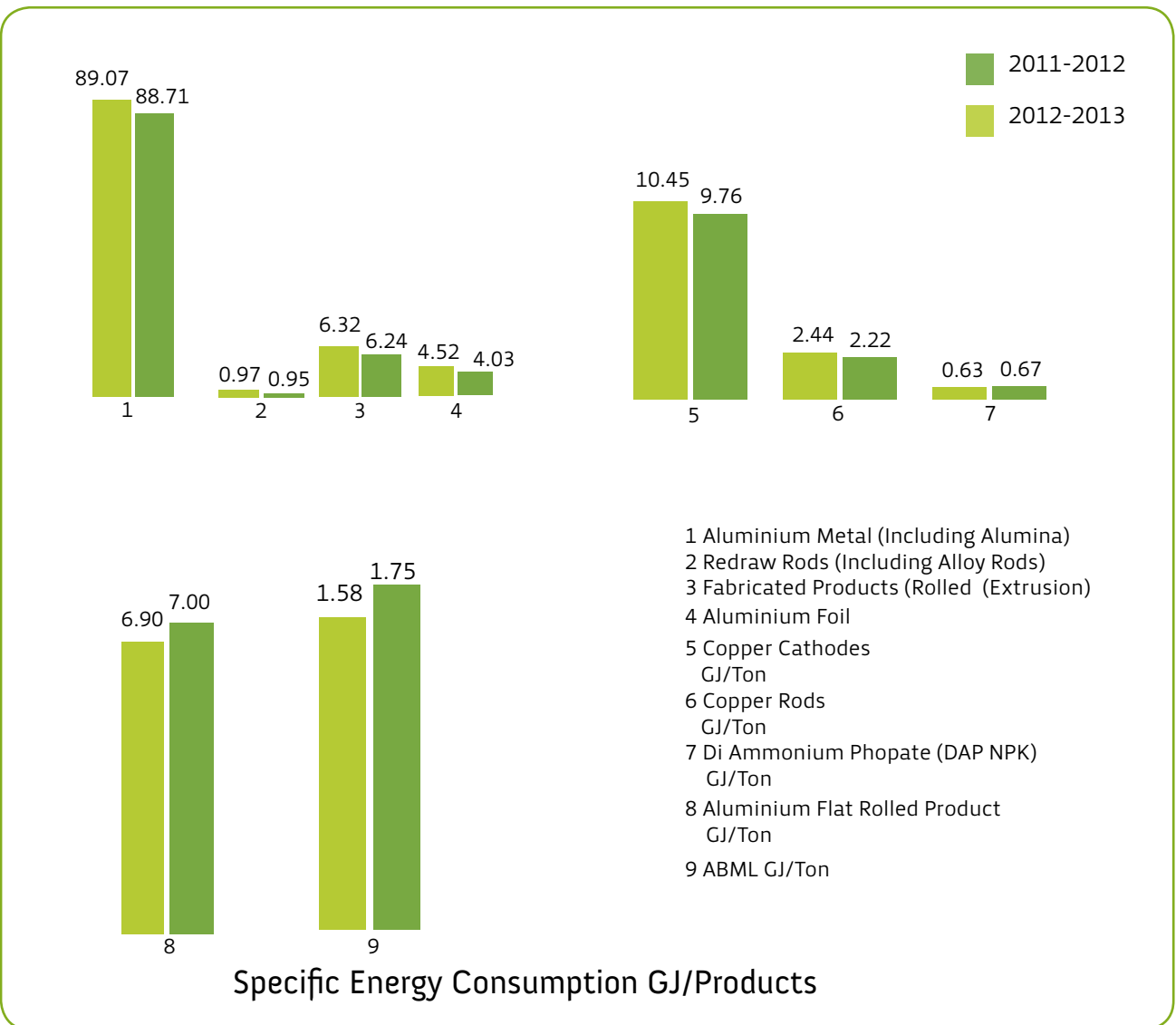
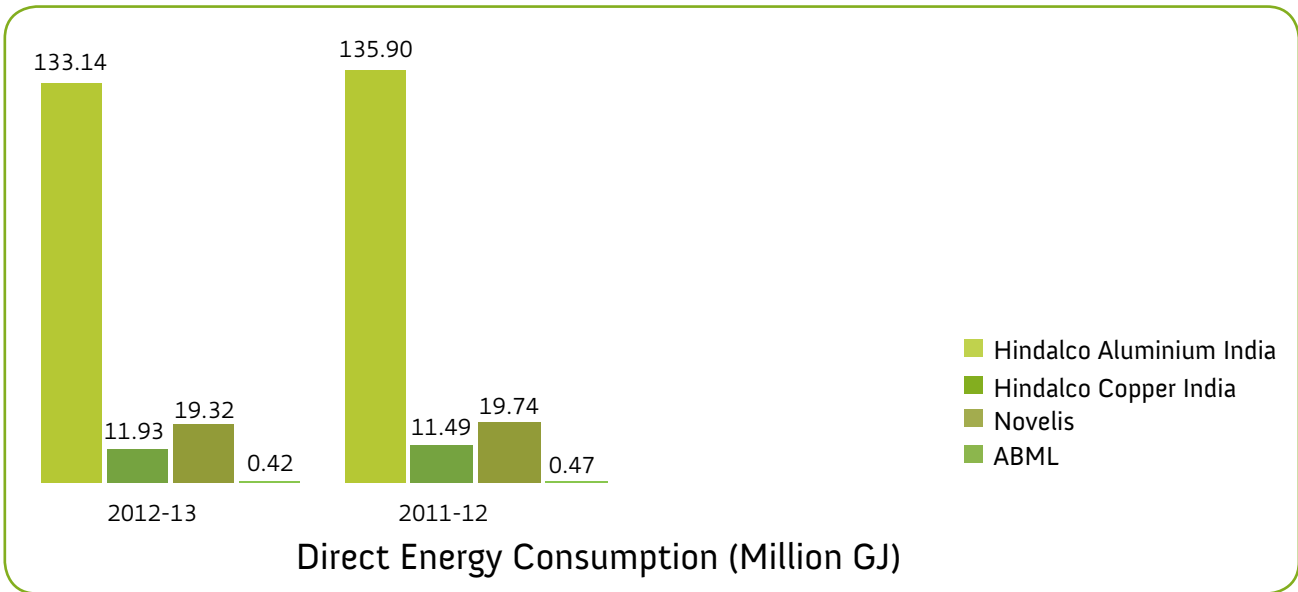
Direct Energy

We use several sources of energy in our production facilities. Our total direct energy consumption in the year 2012-13 was 164.80 million Giga-Joules (this includes energy use at ABML and Novelis as well). Out of this, Hindalco Aluminium was the most significant consumer, accounting for 133.14 million GJ (about 80.79%), owing to its integrated operations which includes generation of power based on coal. The specific consumption



of energy (GJ/ton of processed products) in each of the processes at Hindalco India has slightly increased whereas, Novelis has been consistent

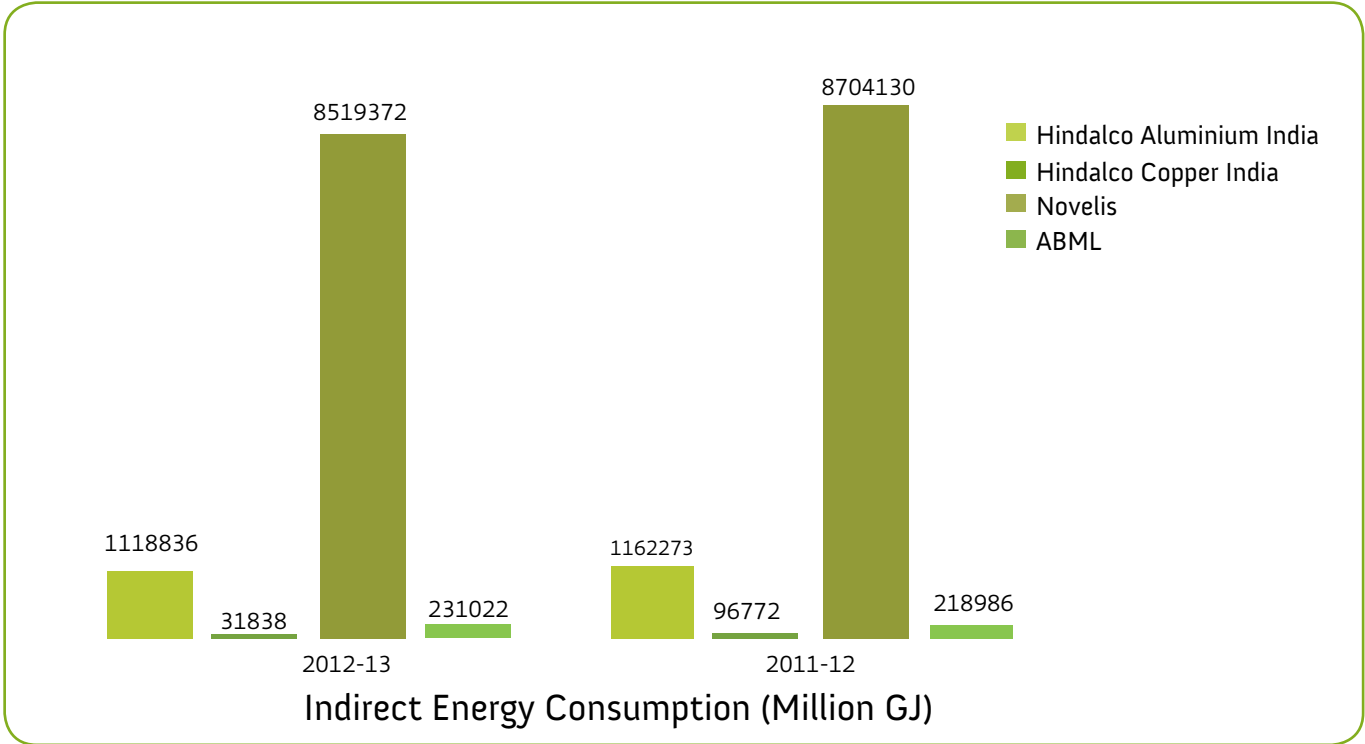
decreasing sp.energy consumption over the past few years. Data for the last two years is presented in the table below:



Indirect Energy

Electricity sourced from the grid and process steam purchased (utilized in Alumina production process) comprise of indirect energy consumption. In the reporting year, our indirect energy consumption was 9.90 million GJ (Hindalco, Novelis and ABML). Novelis accounted for 86.04% of the total; this is because,

the production process at Novelis is substantially dependent on electric power. A substantial portion of the power consumed by Novelis, however, is based on renewable sources (hydro). It is also to be noted that there has been a reduction of about 2.17% in the indirect energy consumption of Novelis (2012 consumption – 8.70million GJ).



Hindalco’s Initiatives to contribute to Energy Conservation of its customers:

The unique combination Aluminium properties offer an excellent opportunity to improve the sustainability of our customers, and Hindalco has a number of project initiatives in this direction, at different stages of development and implementation:

Aluminization of 4-wheelers: Hindalco Market development & technology teams worked with Indian automakers to develop aluminium components to replace steel. Replacement of steel by 1 kg of aluminium has the potential to reduce CO₂ emissions by 17 kg over the life time of car. Components under development & testing include: panels/closures, steering tube, fuel tank, extrusion parts for chassis and fuel tanks.

Hindalco has developed an Al-based brake-disk for two wheelers, with a leading 2-wheeler company, using a proprietary metal-matrix composites technology. Prototypes have been made and tested at the customer’s lab and offers potential reduction upto 4 kg, with consequent improvement in fuel efficiency of the two wheeler.

Aluminium bus body is another project, that offers potential for energy efficiency through light weighting. Hindalco contributed through its proprietary technology for Al-joints to improve the reliability of aluminium chassis for a project for a state transport bus unit. This project is at advanced stages of fabrication.

A propriety alloy developed for improvement in electrical conductivity of aluminium cables is important for reduction in transmission losses in power distribution. A similar project has been initiated in copper conductors as well.

Combating climate change impacts

We have monitored our impact on the environment as part of a holistic approach to value creation. Our climate change mitigation strategy is an integral part of the overall business strategy, including

reducing the environmental impact of our production activities as well as taking advantage of business opportunities by enabling our customers to do the same.

Climate change poses several risks at an enterprise level; these risks are now being recorded in our



risk management system across facilities and at the corporate level. The foremost risk is due to increasing regulations in this space in countries where we operate. These may be in form of permits, targets related to energy efficiency, absolute GHG emission reduction etc. In order to mitigate these risks, we would need to invest capital and resources in projects so as to enhance our operational performance and also account for additional financial liabilities arising out of such regulations related to climate change mitigation strategy.

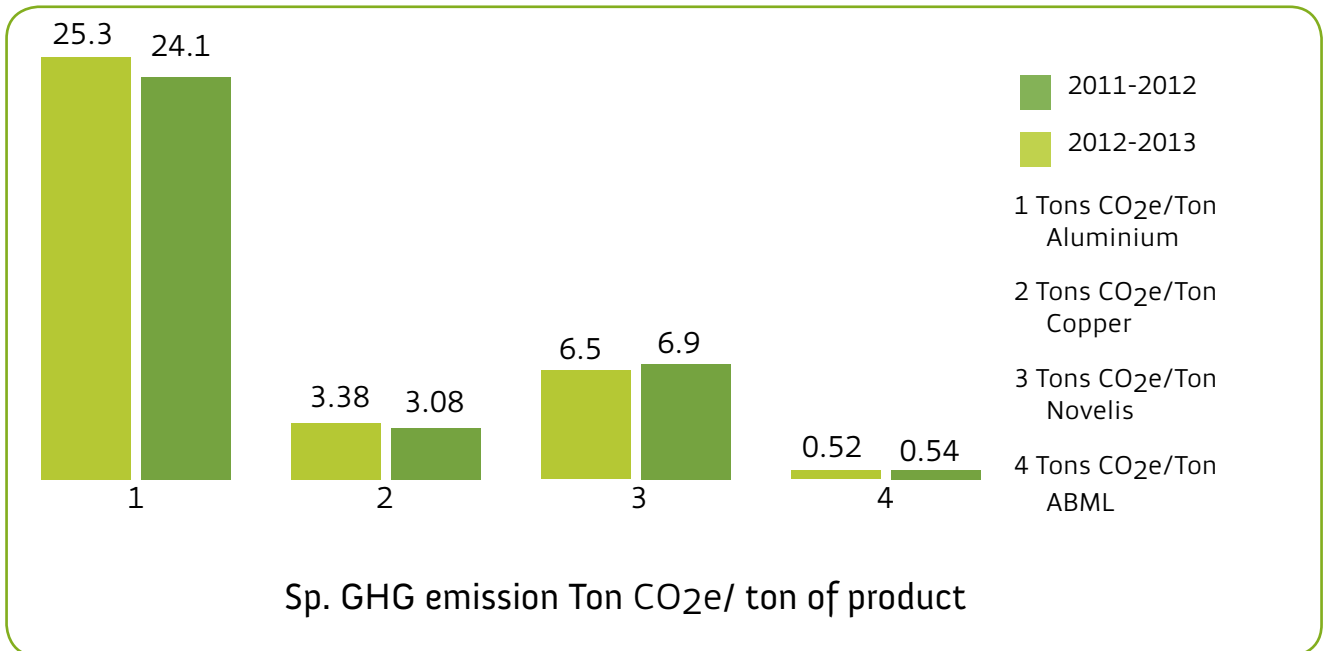
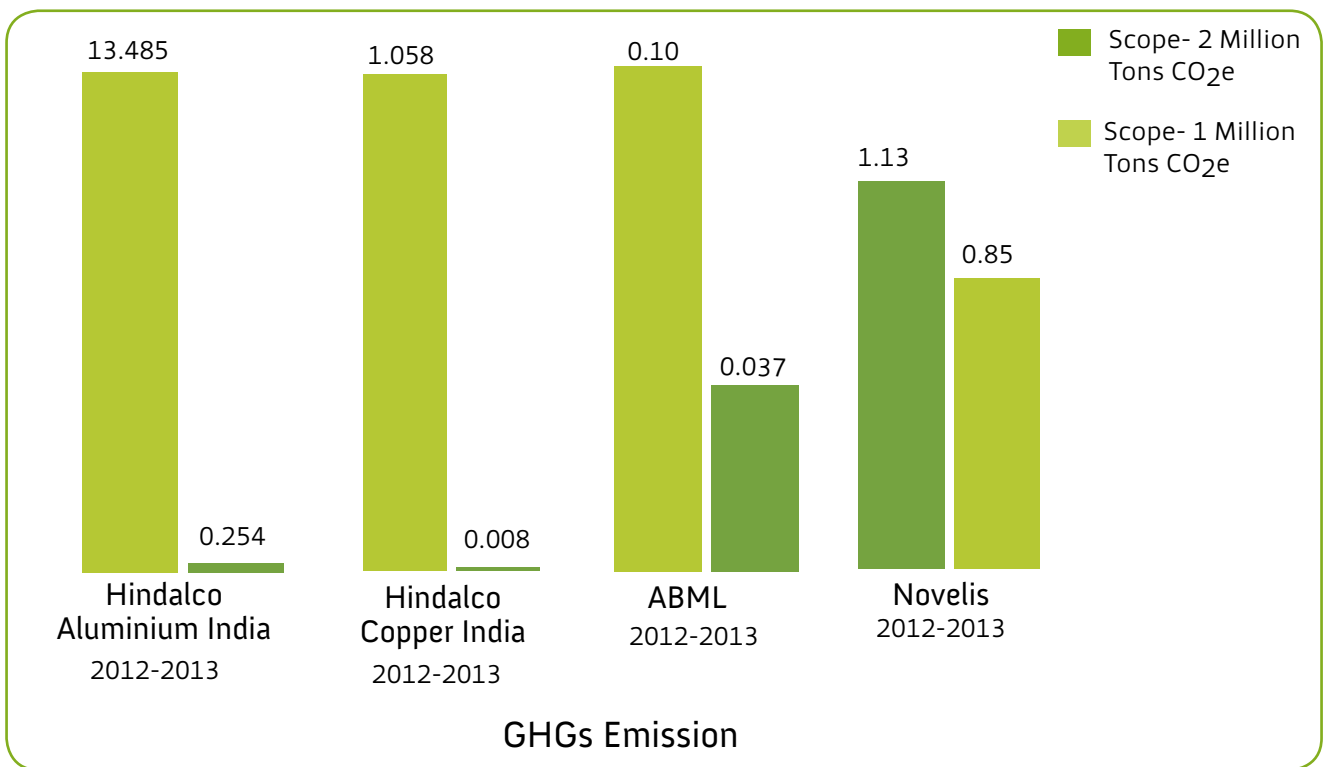
The recognition of these risks and opportunities has been a significant driver of our business strategy. We see supplying sustainable low carbon products that benefit society, and using energy-efficient

processes in our operations, as fundamental to our long-term growth.

Greenhouse Gas Emissions- Greenhouse gases (GHGs) are generated by various sources in our operations, including:

The power production process, which accounts for almost 76 per cent of our GHG emissions; refining and smelting accounts 10 % and 9% and rest of all from other activity like electricity purchased and mobile sources. we are tracking CO₂ only from scope 1 and scope 2, only Novelis is tracking Scope 3 CO₂ emission.

Our specific emission (tones CO₂e per tone of processed product) and absolute emission has been reported in the table below:



Air Pollution Management

All our Aluminium pot-lines are equipped with state of art efficient dry scrubbing system, which ensure quality of emissions well below prescribed standard. Advanced electro-static precipitators installed in our calciners and boilers ensure the quality of particulate emission from stacks well below prescribed standard of the respective local Pollution Control Boards. The use of state of art fume treatment plant and wet scrubbing system in anode baking furnaces in the aluminium potlines at Renukoot maintain the baking furnace stacks within the prescribed limits. A state of art facility for anode baking furnaces is also planned at Renukoot to replace the old anode baling furnaces, leading to further improvement in air emission quality.

In the Greenfield Aluminium smelter complex at **Mahan**, state of art air pollution control facilities such as bag filters, dust suppression systems, electro static precipitator, gas treatment center, fume treatment Centre etc have been installed , and commissioned.

A contemporary design of dry scrubber has been commissioned to capture any fluorides & other pollutants from pot room off gases. In the captive power plant at Mahan, Electrostatic Precipitators are provided to capture particulate emission from the Power plant, and to maintain the quality of stack off-gases. All the major stacks are equipped with online monitoring system to to ensure effective monitoring .

In the remelt and recycling furnaces at our Taloja Plant. The use of furnace oil has been replaced by Piped natural gas, that has been available at site during this year. Piped natural gas as a cleaner fuel, has helped in both lowering the emission and improving the net energy requirement of the plant.

In line with the revised notification from Ministry of Environment & Forests, the company’s plants and projects have been provided for Ambient Air Quality Monitoring stations, to monitor the quality of ambient air within the neighborhood, thus ensuring protection from any detrimental effect of our operations to the surrounding.



Air pollution control and management in Mahan Plant

Waste Management through Value Addition

Metal manufacturing businesses are resource intensive and resources are getting depleted day by day. In these trying times, we have adopted the innovative approach of developing waste as an additional resource of value.

Renukoot Plant has established the practice of upgrading all solid wastes in an environment-friendly manner. Spent -pot-lining waste from the Aluminium Pot Lines is processed to recover cryolite and carbon for reuse; sludge from the effluent treatment plant is processed to make soil conditioner for the plantation; sludge from sewage treatment plant is utilized as manure in the company’s horticulture activities. Renukoot and Renusagar power plants have facilities for dry ash collection facilities in all the Boilers. Hundred percent of the fly ash generated in Renukoot and Renusagar is sold to cement plants; while dumped ash is used for making fly ash bricks used for in-house construction activities. The process has been ready at

our Renukoot plant to recover the alumina from the dross generated during handling of molten metal.

Dahej copper plant uses discarded slag from its copper smelter for road building, as well as an alternative to river sand in sand-blasting, construction activities etc. Waste phosphogypsum from the phosphoric acid plant is sold to cement plants or used as soil conditioning, thus saving the mined natural gypsum. Copper plant has started recovering valuable minor metals such as bismuth, selenium, tellurium, from process sludge. In addition, technology is under development for recovering copper from effluent, creating significant value.

Taloja plant is developing a technology for cost effective recovery of oil vapours, that are otherwise lost from rolling mill stacks.

Disposal of the bauxite residue after recovery of alumina, in red mud ponds, is an established practice in aluminium industry worldwide. In the **Muri** alumina facility, the red mud disposal area has become a constraint, bringing up the need for a new red mud pond. Muri Plant has successfully completed a study on



utilization of Red Mud in Cement Industries. Based on the study, 14430 MT of Red Mud was sent to a large local cement producer for use in their process as raw material.

For management of hazardous waste, HiraKud has constructed and put in use 5600M3 capacity of Secured Land Fill (SLF) for scientific disposal of hazardous waste generated in the processes such as sludge from effluent treatment plant, fluoride contaminated dust, ladle cleaning residues, used bag filters from fume

treatment plant, fluoride laden dust from pot cleaning, Shot blasting dust/resins/fullers earth etc. HiraKud unit has also entered into an agreement with a Government recognized waste disposal facility in Sukinda, Jajpur, Odisha. for waste management and safe disposal of Hazardous waste, as per the prevailing regulations.

Mouda Plant has installed a Vacuum Distillation Unit for capture, reprocessing and reuse of spent rolling oil, thus recovering value as well as protecting the environment.



Vacuum distillation unit at Mouda

Mining

Mining requires a special emphasis to ensure complete protection of environment in all aspects, including land reclamation, dust suppression, water management, etc. In the various bauxite mines of Hindalco, any dust generated during mining is suppressed by sprinkling of water on haul roads. Rain water is harvested specifically for use in dust suppression, so that ground water in the mine area to be saved. Garland drains are provided around the mining pits to prevent the rainwater entering into our mine pits. Check Dams

are constructed to recharge water and to improve the water table in the region.

The company has an established practice of reclaiming the mined-out land systematically by laying topsoil to conserve the land in its original state. The reclaimed land is used for afforestation as well as for agricultural purposes. The total number of trees planted in Samri Mines during the year 2012-13 is 18200 and in Lohardaga, 50,000 saplings have been planted during last 3 years through TERI (The Energy and Resource Institute, New Delhi) & most of the saplings that are planted are of medicinal varieties.



Fugitive dust management in Mines

Biodiversity conservation and Green Belt development

We constantly monitor our operation near the marine environment around the Submarine outfalls, for discharging treated effluents as well as their jetty installations for Hindalco Industries Ltd. (Unit: Birla Copper) to ensure that no adverse impact on marine biodiversity and ecosystem.

We are continuing our efforts to restore greenery to the quarry slopes that were formed during the quarrying process toward restoring the previous natural plant environment insofar as possible. The vegetation that we plant is based on the plants native to that location, usually a mountainous area, and we strive to create harmony with the surrounding environment.



Hindalco - Bauxite Mines - Lohardaga & Samri – Buffer Zone

Orsa , Chiro & Kukud Bauxite mines have in their 10 km buffer zone – two protected areas namely, Mahuadanr Wolf Sanctuary & Palamau Tiger project. Environmental Clearance for both mining leases has been obtained. Wild Life Conservation Plan is prepared and the same is recommended by Chief Wild Life Warden for approval from Govt. of Jharkhand.

Nearest Wolf Sanctuary: Mahuadanr Wolf Sanctuary located at an aerial distance of 6.0 KM toward NE direction from ML boundary of Samri, 9.8 KM toward East direction from ML boundary of Tatijharia and 3.2 KM toward SE direction from ML boundary of Tatijharia/Size of the Lease, Samri – 2146.746 Ha. Tatijharia-1218.762 Ha. & Kudag Lease – 377.116 Ha/Wildlife management plan – Applied in 2008; approval is in process and the file has been moved from office of Conservator of Forest Ambikapur to CCF wildlife Raipur.

A. Green Belt Development

In Mahan site, 500 hectares of land has been assigned for green belt development and over 15000 plants of local variety have been planted.



Greenbelt development and reforestation in Mines

Dahej has a fully developed green belt spanning 117 hectares, with over 3 lakh plants with a remarkable survival rate of over 85%.

In Muri, tree plantation has been done in 4 new areas in and around the plant premises. Total number of saplings planted in these areas is approximately 9800.

Hirakud Plant has planted 25,800 saplings in Smelter in SLF area, Road side, School area, and in ash mound area. In addition, 15,700 saplings have been planted in Talabira Coal Mines area.

Recycling

Recycling of aluminium and copper greatly reduces energy and environmental impacts.

Aluminium recycling requires 95 percent less energy than virgin metal. Our downstream units in India and Novelis manufacturing facilities in several countries have dedicated Aluminium recycling and remelting facilities. We recycle process scrap from customers and scrap collected from the market together with our own process scrap. In India, we also foresee an enhanced generation of aluminium scrap in the near future.

Novelis invested close to \$500 million to nearly double their recycling capacity to approximately 2 million metric tons per year by 2015. In FY13, Novelis began operations at a new facility in Yeongju, South Korea, the largest fully integrated beverage can recycling system in Asia, and broke ground on a plant in Nachterstedt, Germany, that will be the largest aluminum recycling facility in the world

Novelis promotes recycling awareness and infrastructure supporting a broad range of consumer recycling education, awareness and policy initiatives to increase recycling rates, such as Every Can Counts and the Curbside Value Partnership, and helping to develop infrastructure through collection program in Brazil and our recently launched program in Vietnam.

With the focus provided by the Chairman of the company, Hindalco endeavours to become one of the leading Indian conglomerate for sustainable business practices in the world of non-ferrous metals, across its global operations, balancing its economic growth with environmental and societal interests.

Entity	% of Total Production
Hindalco, India – Aluminium	4.18 %
Hindalco, India – Copper	4.70 %
Novelis	43%





Sustainability Performance

**Managing
Talent**



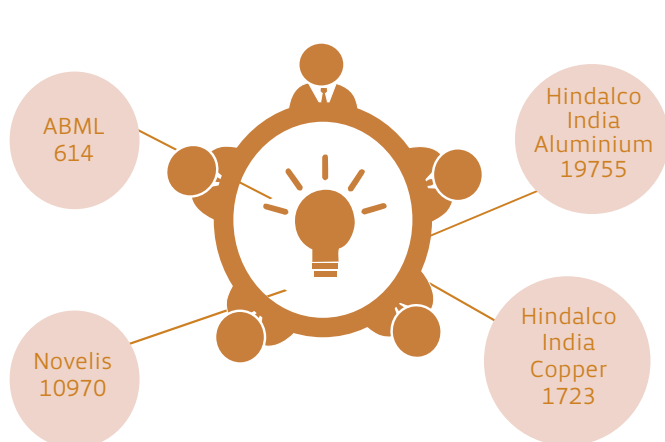
Workforce Demographics and Diversity

Our Worldwide Employee Strength (India, ABML and Novelis) in 2012-13 was 33062. Hindalco is a multi-ethnic and multi-competency group operating in 11 countries having 51 Units with a workforce comprising of over 15 nationalities.

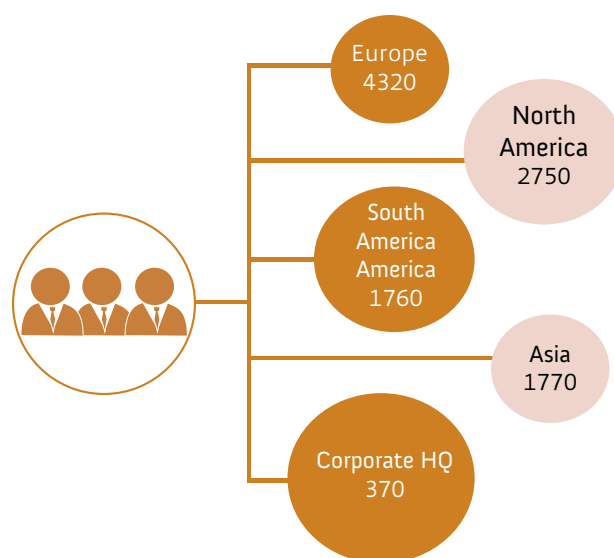
We continue to take steps to promote the diversity in commensurate with our Industry nature.

The voluntary employee turnover rate for Hindalco, India – Aluminium & Copper was 5.14% whereas for AMBL, it was 8.8 %.

Our specific job requirements necessitate the need of employing contractual workforce for various functions as well as for ongoing projects.



Break-up of Manpower Strength

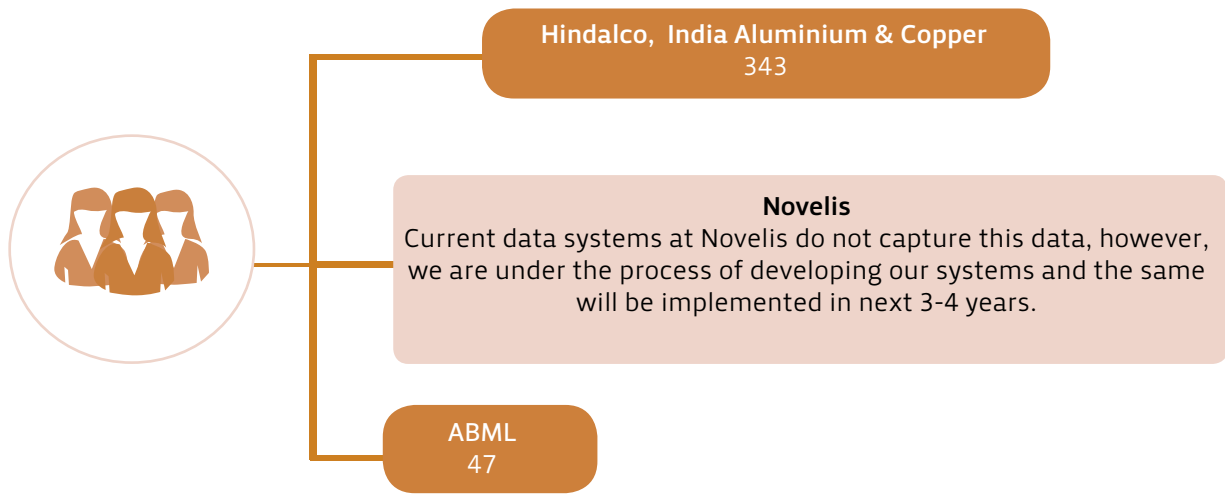


Novelis – Region-wise breakup of Employees

Category of Employees			
Sr. No.	Unit	Percentage of Management and Supervisor Cadre Employees	Percentage of Unionised Cadre Employees (covered by LTA)
1.	Hindalco, India – Aluminium	30.09	69.91
2.	Hindalco, India – Copper	26.52	73.48
3.	Novelis	37.0	63.0
4.	ABML	45.0	55.0



No. of Female Employees



Break-up of Employees – Age-wise

Sr. No.	Age Group	Hindalco, India – Aluminium	Hindalco, India – Copper	ABML
1.	Age above 50 years	4827	107	134
2.	Age between 40 and 50 years	7117	350	162
3.	Age between 30 and 40 years	5201	706	203
4.	Age below 30 years	2636	558	115

Employees Joined in 2012-13

Sr. No.		Hindalco, India – Aluminium & Copper	ABML	Novelis
1.	Management Staff	684	212	Current data systems at Novelis do not capture this data, however, we are under the process of developing our systems and the same will be implemented in next 3-4 years.
2.	Unionised Staff	195	202	
3.	Total	879	414	



Employer Employee Partnership Relationship

At Hindalco, we firmly believe that people are our key asset and the business strategy is planned and executed in partnership with our people. Our people are involved as a partner in the entire process of running the organization in a structured manner, which includes strategy formulation, communication, action planning, deliverables, execution and results.

The sustained success of Hindalco is pivoted on the commitments and contributions of its people. Aligned to the strategic objective of propelling Hindalco among top 5 Global metal majors, we have already embarked on ambitious ₹50000 Cr projects. Accordingly, we have

identified and taken as KRAs for senior leaders and managers. Hindalco has been successful in managing employee relations, which continues to be a key to our success. Championing employee cause through proactive actions is another focus area. Long-term wage agreements and annual bonus settlements at units are landmarks towards achieving business results and industrial relations. These have resulted in developing a relationship of trust, faith and credibility. Our Long Term Settlements cover aspects such as compensation and wages, health & safety (Safe Work Practices and use of PPEs), productivity



Annual Compensation Review Process	Performance Differentiation	Sector Benchmarking	Peer Bench marking
Compensation Budgeting	Analytics	Short Term Incentive Plans	Long Term Incentive Plans
Deferred Compensation	PRIDE	Perquisites & Benefits	Capability Building – Reward Professional
Global Mobility	Talent Augmentation	Non Monetary Recognition	Governance

aligned our recruitment in line with our requirements pertaining to manpower as well as imparting induction training to assimilate them within the Hindalco family. Our people have enabled the continual expansion of capacity, the successful induction of new technology, the introduction of innovative practices for sustained success, and the introduction of best practices that span our entire operations.

What we have today is a result of greater focus on integrating and aligning our people initiatives with business functions and goals.

We have in place HR Alignment & Integration at the Business Level. HR Vision, Mission, Objectives and Strategy have been formulated in alignment with Business Vision and Mission. Strategic HR areas are

improvements, cost reduction, outsourcing of identified processes. These are discussed by means of a charter of demands from unions and management. In 2012-13, we have started focussing on behavioural based safety aspects.

We strongly prohibit child labour and ensure there are no occurrences of child labour or forced labour. We abide by all applicable laws wherein we have our operations.

Unfortunately, due to labour unrest issues, there was one lockout (longer than 7 days; from 23 February 2013) at Silvassa Operation in Hindalco India. However, there was no such strike or lock-out in ABML and Novelis.



Minimum Notice Period regarding Operational Changes, including whether it is specified in collective Agreements

Hindalco, India Operations	Novelis	ABML
<p>The minimum notice period for significant operational changes usually varies by location depending upon local regulations, customs and significance of issue.</p> <p>For Unionized Employees, Notice of Change is also applicable in case of any change of nature of job this is carried out as per local regulations</p> <p>For separation, minimum Notice Period for Management Staff is 3 months. However, in case of unionized employees, it varies from location to location. Notice period is followed as per the provisions of the Labour management Agreement.</p>	<p>The minimum notice period for significant operational changes usually varies by location depending upon local regulations, customs and significance of issue.</p> <p>In Germany, this ranges from 1 to 7 months dependent on change. In France, Italy, UK 2 months, 1 month in Brazil, 3 months in Switzerland.</p> <p>The Notice Period/provision for consultation is usually determined by local regulations/ customs.</p>	<p>Minumim Notice of Change for operational changes : 7 days</p> <p>Minimum Notice Period for Resignations/ Terminations : 4 Weeks</p>

Communication: We believe that communication is a key for effective and successful employer and employee relationship. Across our locations, the two way communication process has been institutionalized and further, we are continuously working towards improving it. At our locations, information sharing is a part of our business strategy, where we believe that the more we communicate and share, the better we perform. Few of the tools which are used in communication/information sharing are :

- Open door policy related to grievance handling that enables employees to approach their Managers for prompt redressal of grievances.
- Structured communication meets at the unit, department and functional level.
- HR awareness sessions across the locations during roll outs of new policies
- Group HR Portal Poornata is a widely used medium across the organization for all the HR policies and related issues.
- Other forms of communication viz; Notice boards, Display boards, Newsletters at the Unit and department level.
- Seniors interface with the junior level employees to discuss daily performance issues, success stories, and other business challenges. Skip level meetings are also held.

- Mass media communications like Cable Television/ DTH that are managed by the company at some of our units have a wider reach and instant recall value. At a business level, we have two quarterly journals namely, 'E-metal' and 'Full Circle' and a marketing newsletter, 'AI Track' to share business/ related information with our employees

Employee and Family Well being

We believe it's our responsibility to ensure employee health and well being and have initiated various policies and practices within the organization. The aim is to ensure that everyone is encouraged to lead a healthy lifestyle and support is provided at times of crisis. Family plays an important role in the life of a person; we are continuously working towards improving the lives of the family members through various initiatives. We ensure that family members of employees have a comfortable stay in our townships and basic amenities are made available. Across our township locations, we provide the following facilities : Aditya Birla Public School, club house, multigeneration park, digital theatre, temple, hospital and medical facilities, sports, library, concierge services, multipurpose hall etc. Initiatives such as "Add more to life" at Dahej, Mahan, Hirakud, Utkal and Renukoot, and "Wellness Drive" at Renukoot, Renusagar, Dahej and Hirakud are carried out to foster employee as well as family well being.



At our units, ladies clubs are formed through which we organise vocational courses, summer camps, medical camps, various competitions, yoga classes, sports competition that encourage women to participate in activities and further promote harmony within the township.

- Mid-year review, course correction and gap meeting if any
- Annual Performance review, feedback and counseling.

Performance Management

The Performance Management System acts as a business driver, which supports the business in achieving the desired results. Performance Management is both a strategic and an integrated approach in delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals.

Performance culture is institutionalized with performance planning, business focused KRAs and goal setting together with periodic performance feedback for the entire management cadre.

In case of unionized staff, we have annual performance evaluation system .

Performance linkage to reward has been strengthened with a customized compensation package in place together with variable pay over the last few years. We have robust online goal setting process for all management cadre employees which helps them to achieve desired organizational objectives.

The effectiveness of the Performance Management System is achieved through following steps :

- Annual Planning and Budgeting exercise at organizational level
- Communication of the Business goals at the function/unit level
- Cascading down of business/function/department goals into individual KRAs & Goals
- Individual KRA and Goal Setting by mutual consent between the individual and his immediate superior
- It is ensured that the individual goals are in line with the business goals

Compensation and Benefits

Our compensation programmes are structured to support our core business strategy which ensure that employees who deliver their best performance against their goals are rewarded accordingly. We also benchmark with other companies in our industry sector in order to be fair and competitive in employee remuneration. We also recognize the performance of both individual and business unit while rewarding. Wages, benefits and bonuses for employees that are covered under unions are determined by collective bargaining agreements at their respective locations.

We encourage our employees to deliver their best at all times not only by means of compensation but also by offering them opportunities that groom them and further develop their capabilities especially in the present competitive market.

We transparently communicate the revision in compensation to managers and supervisors through communication sessions at each location, followed by issue of individual letters.

Our wage structure for all our employees ensures that we are above the minimum wages as required under statutory provisions. We also ensure that various labour laws on compensation such as, Provident Fund and Minimum Wages are adhered. We follow equality through our organization and do not differentiate on the basis of gender when it comes to employee compensation.

Another major initiative undertaken is the integration of the payroll i.e., 'Project Synergy' where we will have a single payroll from the current multiple payrolls and this will help all the locations/units in terms of increased employee satisfaction

Annual Performance Review				
Sr. No.		Hindalco – India – Aluminium & Copper	ABML	Novelis
1.	Percentage of employees covered under Annual performance Review	100 (Both male and Female Employees)		52 % We will report on gender in future reports when the data is available, which is expected in the next 3-4 years.



Details of Benefits

A. Hindalco – India – Aluminium and Copper

Sr. No..	Benefits	Staff & Workmen	Temporary/Casual workmen	Contractor's workmen
1	Canteen facilities	Provided	Provided	Canteen Allowance
2	Mediclaim Insurance for self and family	Provided (For Management Staff only)	Under ESI Scheme	Not provided
3	Company Colony	Provided	Not provided	Not provided
4	Nishchint	Provided (For only Management Staff)	Not provided	Not provided
5	Group Personal Accident Insurance	Provided (For Mgt staff and Non-ESI Workmen)	Group Insurance in lieu of EDLI Scheme	Not provided
6	Medical reimbursement	Provided for Non-ESI workmen.	Not provided	Not provided
7	Scholarship for higher education	Provided	Not provided	Not provided
8	Housing Loan	Provided	Not provided	Not provided

B. Novelis - Benefits vary by location depending upon local requirements. Most benefits are available only to full time employees. Only some benefits are available to part time employees. Temporary employees are not eligible for benefits. Stock options are only available to Senior Managers.

C. ABML - Benefits are provided to employees as per legislated standards prevailing in Australia.

In Hindalco India Operations, number of Employees availed Maternity Leave in 2012-13 (Management and Workman) : 14. In ABML, it was 2. Retention rate after parental leave in Hindalco India was 100 % whereas it was 50 % in ABML.

qualified and experienced training professionals that are well equipped to impart training in technical as well as skill development programs that are a part of the learning plan specifically designed for every unit of our operations. External faculties also impart training on certain aspects as well. Employees are also sent for external trainings based on the training needs identified and specific job requirements.

The learning and development process followed by us is as follows :

1. Competency mapping of employees
2. Identification of GAP between required and actual competency level
3. Training Need Identification
4. Plan for Training of Employees
5. Conduct Training programme
6. Effectiveness Evaluation of training provided
7. Updation of competency matrix based on evaluation.

The Programmes are mix of functional, technical, behavioural, leadership and training etc. A group of internal and external trainers are used for conducting the programmes Apart from the structured classroom training, opportunities are provided to our identified young talent, key & critical position holders & identified successors, to work in value added projects, cross functional assignments etc.

Learning and Development

The Learning and Development function is well integrated with the overall HR function and the Business Objective. The annual learning and development plan across the locations is prepared in alignment to the business objectives and is based on the training needs identified specific to the individual.. Across locations, we have a full fledged learning and development centre with infrastructure that supports training requirements. We have professionally



As per the training needs identified, we send people to Gyanodaya (Learning Centre of the Group). We also take support from experienced/retired employees provide necessary knowledge & specific skills to our people.

The effectiveness of the training programs are monitored through on the job performance , pre & post tests, feedback from immediate superiors, performance review etc. Based on type & nature of training (skill/ knowledge). We conduct mentoring for new employees including graduate engineer trainees by identified mentors for overall development. The training mandays vs. targets are monitored at unit level and to further ensure that the training programmes are organized as per the plan. To support learning programmes, we are utilizing E-learning services provided by the Group. Across the plants, we have Management/Technical libraries that contain the latest management/technical journals, books and research papers both in physical form as well as in soft form in our Library, we have dedicated personnel to maintain the services and offer highest value to all our customers and employees.

To substantiate learning and development, we have knowledge sharing sessions/shop floor meets across our plants wherein daily sessions are held to discuss productivity, production and function/department related issues. Results, goals and objectives of the plant, unit and business are shared with all levels of employees to increase their awareness and further motivate them for greater successes.

In our existing plants, in order to continuously reinforce the knowledge of new technologies we adequately impart training to our people on a regular basis through both the method of class room as well as on-the-job. For the same, we are utilizing the services of our technology partners, machine and equipment providers.

The broad based effectiveness of the competency management is assessed through the findings of the employee engagement survey to understand the effectiveness of employee development initiatives. Further, for all the learning events, we have an event

wise evaluation where we take feedback from the participants on various parameters like programme content, faculty, duration, impact etc.

Few of our units provide a myriad of opportunities to employees across grades for their learning and development, one such initiative is “learning avenues to all”, wherein the following levels of education are provided through tie ups with professional institutes:

- AdityaGyan Path – An initiative that helps workmen of non core areas to acquire requisite knowledge into the core area
- ITI Level training – This involves unskilled workmen, and putting them through 8 weeks of rigorous ITI level training.
- ITI To Diploma Engineering – Experienced ITI workmen undergo 4 months training in technical aspects.
- BS process /power Engineering from BITS Pilani –technical diploma & BSc. holders to graduate in engineering discipline.
- MBA from IMT/Symbiosis – Platform for our executives to further hone their managerial expertise
- On line MBA from Universities 21 for managers
- Workers Development Programme- 7 days training for awareness among workmen on different aspects like overall Aluminium, Operation, Marketing, Finance, Environment, HR, CSR, Yoga etc.

Our Functional Heads have participated in the Group’s P&L Leadership Programme – The Cutting Edge. The Objective of this programme is to prepare our high-performing functional heads to take on P&L Roles.

Similarly, our executives have also gone through “Step Up” and “Turning Point” programmes. These aim primarily to prepare departmental heads and functional heads for their next stage of career development.

Sr. No.	Parameter	Hindalco, India-Copper	Hindalco, India-Aluminium	ABML	Novelis
		2012-13	2012-13	2012-13	2012-13
1	Number of Employees	1723	19755	614	10970
2	Numbers of Man-hours of Training	69558	1235986	Data not recorded	228348
3	No. of Mandays (1 Manday = 8 manhour) of training per employee	5.1	7.8	Data not recorded	2.6



Employee Engagement Survey

People related initiatives are planned, designed and developed based upon the input from the employee engagement and other surveys across locations. For the management cadre employees, we are taking input from the survey results of employee engagement survey titled 'Vibes' earlier known as Organisation Health Survey (OHS). For supervisory and operative category, we use unit/location specific survey findings. In the 'Vibes' the overall satisfaction level was at 78%

for the Aluminium business while it was 74% for the Copper business. Our ongoing thrust on the business objective linked to performance management supported by the learning and development initiatives and wellness drive has started to yield results in the form of overall satisfaction levels. The Management staff across Aditya Birla Group participate in Employee Engagement Survey, conducted once in 2 years

Percentage of total workforce represented in formal joint management - worker health and safety committee that help monitor and advise on OHS programmes –

We have a formal Joint EOH & S Committee for Safety, Hygiene and Pollution Control at our facilities having representation from both Management and Operatives. This committee receives information on EOH&S through interaction, observations and formal inspections. The Committee meets at a defined frequency to discuss on issues related to EOH&S, actions to be taken for improving EOH & S Performance.

This committee is often supported by the Departmental Safety Committee. Points discussed and actions planned in the Joint EOH&S Committee Meetings are communicated to all concerned.

In our Plants, percentage of total workforce represented in formal joint management - worker health and safety committee varies between 1 and 15 % depending upon the number of committees in place,

Education, Training and Risk Control Programmes in place to assist Workforce Members, their families or community Members regarding series diseases

1. We conduct periodic medical check-up for our employees to identify both occupational and life style disease.
2. Based on the Medical reports, further consultations with concerned specialists are conducted to ensure appropriate medical treatment to the affected employees. Records of all such examinations are maintained at OHC/Dispensary/HR Departments.
3. Awareness programmes are conducted for employees and family members and the community for prevention and management of life style diseases such as heart problems, hypertension, diabetics and communicable diseases such as, malaria, TB and HIV Aids. In addition, information on managing health is disseminated by Occupational Health Centre through e-mails.
4. Health and Hygiene regulations as stipulated by the regulatory authorities for our facilities are complied with.
5. Positive topics such as Yoga/Meditation are also introduced to the employees and their families to ensure sound health.
6. Novelis maintains several education and training programmes relative to occupational disease. Programs include but are not limited to : 360 wellness intervention, exercise/health care club reimbursement, onsite medical clinic. Counseling is offered to the employees through the NOHERA process and/or Health 360. NOHERA, contains measured workplace and employee exposures to all type of agents (chemical, physical, ergonomic and biological). The data is compared to company specific OELs and if the results are > 50 % of the OEL, actions are taken to mitigate the risk.
7. In our company, all high risks (Occupational Health related) are controlled in order to reduce the residual risk to an acceptable level.



Sustainability Performance

**Creating a
Safer Workplace**



Our first and foremost fundamental priority as a company is to protect the health and safety of our employees, contractors and visitors.

Hindalco, India – Operations

Hindalco, India – Operations have set up a strong corporate structure for monitoring and improving safety systems and performance across all locations, in line with Corporate Safety Policy. Safety performance is closely monitored by our senior management. Hindalco’s Safety Board has CEO – Aluminium Business, all business heads, select Functional Heads (Chief People Officer, Head – Corporate Projects, Head – Technology and Corporate Safety Officer) as members. Functions of safety board – Monitor Safety Performance, initiate, support new corporate safety initiatives, suggest actions to reward/reprimand actions with respect to safety and to standardize good safety practices across Hindalco. The safety board meeting is held every month to ensure effective monitoring and discuss safety measures.

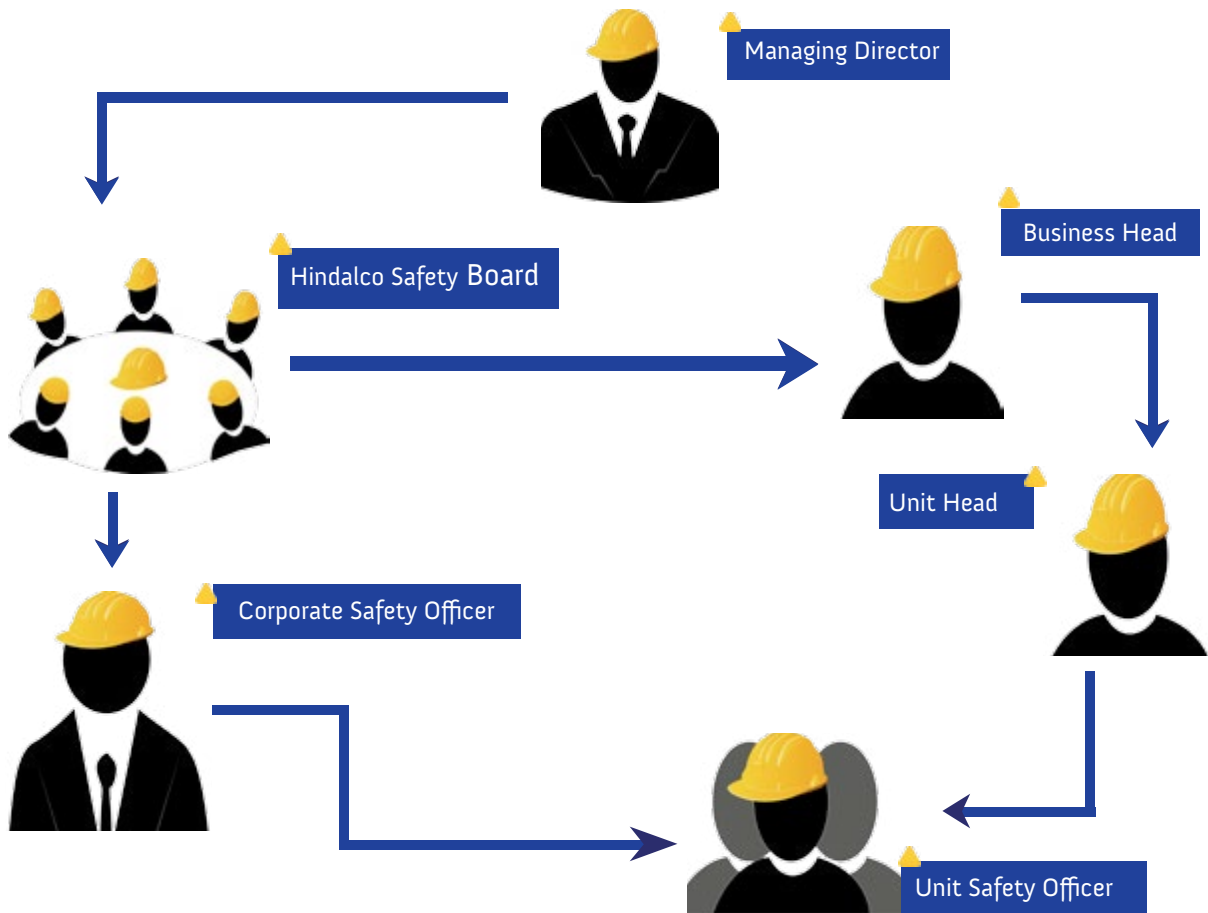
Common Safety Practices of Hindalco – Initiated by Hindalco Safety Board

Monthly Conference Call of Safety Officers

Monthly discussions with Safety officers on performance, actions-initiated, abnormalities identified /eliminated and other issues.

We, the employees of HINDALCO INDUSTRIES LIMITED Solemnly affirm that we for the benefit of Ourselves, Our company, Our society and Our nation will follow all the Environment, Health and Safety rules of our company and will do everything possible to prevent all types of incidents, accidents and losses.

Hindalco’s Safety Organization



Safety Themes – Monthly Basis

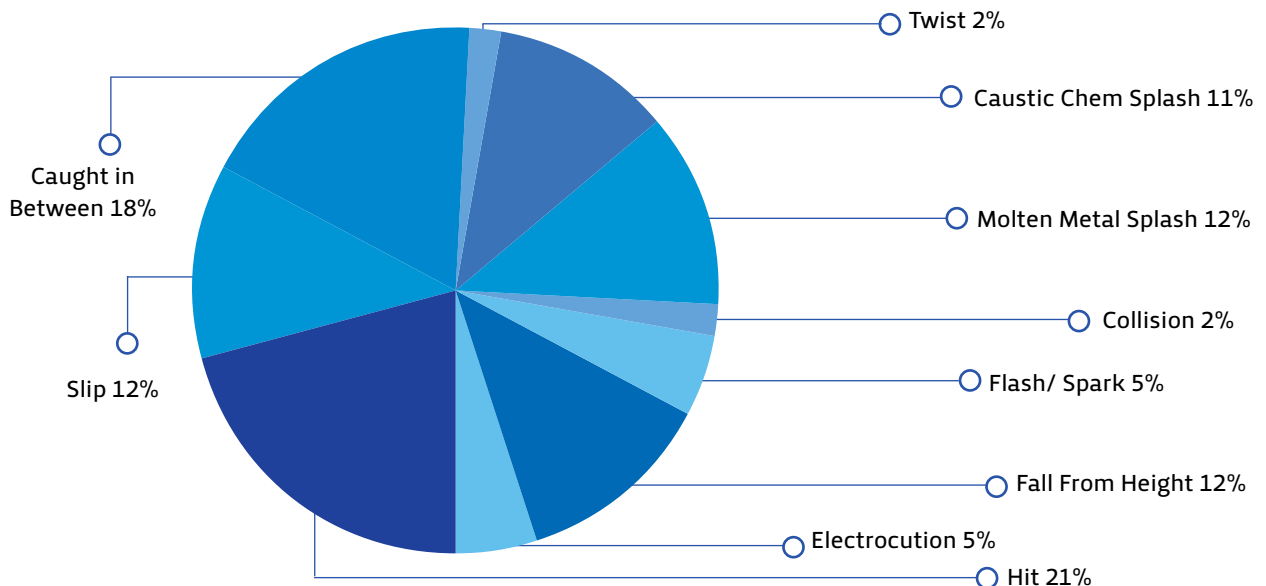
Month	Theme	Month	Theme
January 2012	Spot the Hazard	August 2012	Home & Off the job safety
February 2012	Housekeeping for Safety	September 2012	Fire Safety
March 2012	Safety in Material Handling	October 2012	Personal Protective Equipment (PPE)
April 2012	Emergency Preparedness	November 2012	Electrical Safety
May 2012	Work Permits System	December 2012	Portable power tools / Hand tools
June 2012	Road/Driving Safety	January 2013	Road & Driving Safety
July 2012	Contractor’s Safety	February 2013	Spot the Hazard
		March 2013	Material Handling

Hindalco Corporate Safety has undertaken a systematic study to identify common types of accidents in Hindalco, and initiated multiple actions viz.,

1. Correction in systems and processes such as revised work permit
2. Safety audits of plants using Inter-unit Resource or external experts, as required

3. Enabling training programmes
4. Regular communications on safety
5. Sharing of incident investigation reports with all safety officers.

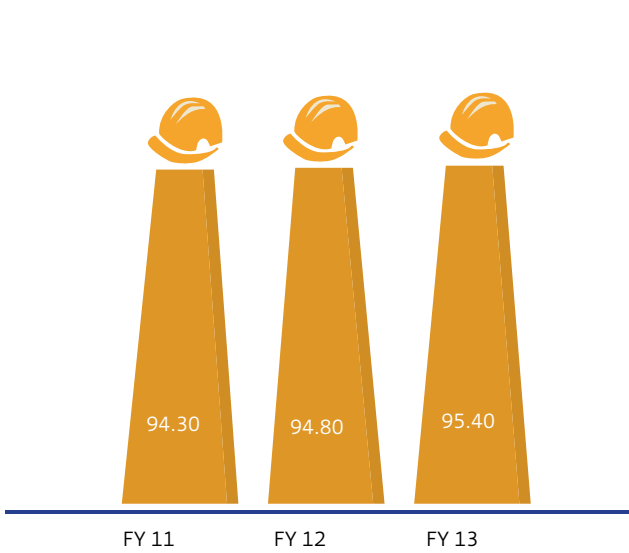
Common types of accidents in Hindalco



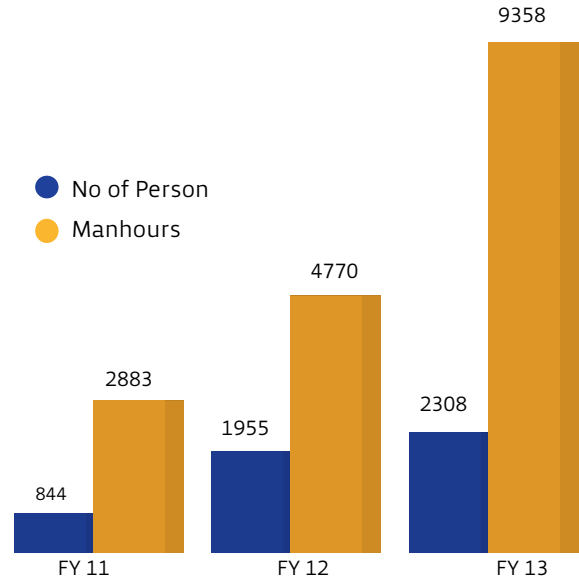
Hindalco Units — Have set up matching systems and processes including organized workplace, ergonomic design of workplace, equipment & process safety analysis, regular employee health check-up,

quantification of safety e.g. use of personal protective equipment (PPEs), safety training hours and number of safety observations.

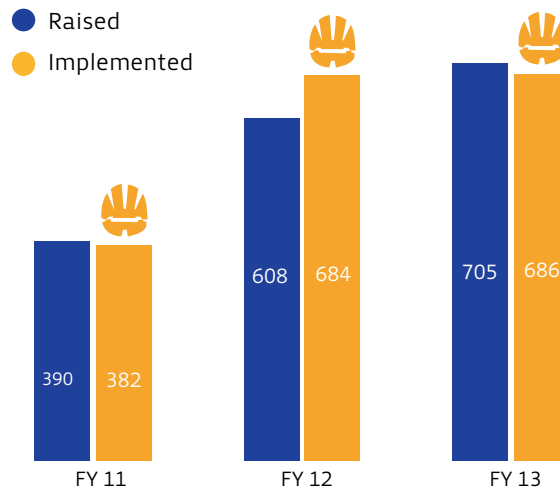
Quantification of safety inputs and performance



Index of Use of PPEs



Quantification of Safety Training



No of unsafe conditions monitored & corrected

Fatal Accidents

During the reporting period 16 fatalities occurred including contract employees. The management at Hindalco has taken “Zero-Harm” as the objective for Safety at Hindalco, supported by inclusion of safety

as KPIs for all unit managers, department heads and function heads starting 2013.



A. Aluminium

ATTRIBUTES	PERMANENT EMPLOYEE			
	2009-10 (APR-MAR)	2010-11 (APR-MAR)	2011-12 (APR-MAR)	2012-13 (APR-MAR)
Total no. of lost time accidents (Reportable Accidents)	51	70	34	18
Total no. of fatal accidents	1	2	2	5
Total no. of man-days lost	7387	19661	12961	30770
Accident Frequency Rate	1.05	1.42	0.75	0.387
Accident Severity Rate	151.48	400.02	295.53	660
Total no. of Minor Injuries (Non-reportable Accidents)	72	68	146	106
Total no. of Near Misses	968	1224	2056	2185

B. Copper

ATTRIBUTES	PERMANENT EMPLOYEE			
	2009-10 (APR-MAR)	2010-11 (APR-MAR)	2011-12 (APR- MAR)	2012-13 (APR-MAR)
Total no. of lost time accidents (Reportable Accidents)	0	1	1	0
Total no. of fatal accidents	0	0	0	0
Total no. of man-days lost	0	16	3	0
Accident Frequency Rate	0.00	0.26	0.26	0.00
Accident Severity Rate	0.00	4.18	0.79	0.00
Total no. of Minor Injuries (Non-reportable Accidents)	17	8	15	51
Total no. of Near Misses	1	0	5	109

C. Greenfield Projects

ATTRIBUTES	PERMANENT EMPLOYEE			
	2009-10 (APR-MAR)	2010-11 (APR-MAR)	2011-12 (APR- MAR)	2012-13 (APR-MAR)
Total no. of lost time accidents (Reportable Accidents)	0	0	0	1
Total no. of fatal accidents	0	0	0	1
Total no. of man-days lost	0	0	0	6000
Accident Frequency Rate	0.00	0.00	0.00	0.34
Accident Severity Rate	0.00	0.00	0.00	2058
Total no. of Minor Injuries (Non-reportable Accidents)	0	4	0	0
Total no. of Near Misses	0	24	25	18



D. Hindalco India - Aluminium, Copper & Greenfield Operations

ATTRIBUTES	CONTRACT EMPLOYEE		
	2012-13	2011-12	2010-11
Total no. of lost time accidents (Reportable Accidents)	25	50	46
Total no. of fatal accidents	8	8	10
Total no. of man-days lost	48931	48891	61205
Accident Frequency Rate	0.18	0.34	0.49
Accident Severity Rate	360.18	331.94	650.21
Total no. of Minor Injuries (Non-reportable Accidents)	352	463	654
Total no. of Near Misses			
Total Man-hours worked (in Mio)	135.85	147.29	94.13

Novelis

Aluminum manufacturing presents an array of safety risks. With mobile equipment, aluminum scrap with sharp edges and materials at extremely high temperatures, the opportunity for injury is ever-present. That’s why Novelis makes every effort to keep our employees safe – by “engineering out” safety hazards whenever possible, implementing first-rate safety programs, training on safety procedures and behaviors and requiring the use of personal protective equipment and machine safeguarding instruments.

We manage the safety of people at Novelis in a way that is integrated into our overall Environment, Health and Safety (EHS) management system. We have safety processes in place at all of our operations, and we collect and track global safety data for our employees and contractors using the Novelis Injury and Illness Recordkeeping System (NIRS).

Over the last few years, we have improved our recordable case rate (an aggregate measure of injuries, illnesses and fatalities), though we did not meet our internal target for FY13. Our recordable case rate for FY13 was 0.60 cases per 200,000 hours worked, up from 0.59 in FY12. Our ultimate goal for this metric is zero.

To help prevent accidents – such as the unfortunate fatality that occurred at our Ulsan plant in FY13 – we are working to implement a more risk-based approach that focuses on effectively identifying and controlling the potential hazards that pose the greatest risk of a serious injury. We are seeking out new and innovative safety technologies.

In our Warren, USA, and Yeongju, South Korea, plants, for instance, we are testing various technologies for forklifts, such as radar devices that alert the forklift

driver when a person is nearby, as well as sensors and speed detectors that help to avoid high speeds and blind spots.

As part of our One Novelis effort, we have also launched ‘Together We Are Safe’, a global safety program that aims to build on the best practices and improve on the practices already in place which would further become a part of the global Novelis Standard. Together We are Safe includes training for all plant employees and further ensures quality and consistency in our EHS communications across all facilities.

The Novelis facility in Terre Haute, for example, has gone more than six years without a lost time injury or illness.

During the reporting period, our Santo Andre plant had operated for more than three years with no recordable cases and four years with no lost time injuries or illnesses. At our Santo Andre location, our employees have worked hard to make safety a top priority, including conducting weekly safety inspections, implementing a “Stop and Think” program, and putting a strong focus on training employees to improve their skills.

Our plant in Bresso has also long been a model for employee safety. The plant has earned six of Novelis’ annual, internal Global EHS Awards – the most of any Novelis facility. Bresso’s leaders say their record is due to unrelenting vigilance about safety and a high level of involvement of all employees. The plant holds frequent department meetings on safety, conducts analysis of near misses, runs regular safety training sessions and conducts planned inspections and both internal and external audits.



In FY13, three plants received our internal global EHS Awards, which recognize sites that meet rigorous safety criteria. Our plants in Ohle and Kingston each earned a Platinum award, while our plant in Yeongju earned a Gold award. In order to encourage safe practices, we award sites based on their performances. In addition, the plants receive funding from Novelis for community grants to drive safety awareness in their

communities. Platinum winners are awarded \$5,000, while Gold winners receive \$2,500. This money can be used to support any safety-related organization of the plant's choosing. In the past, beneficiaries have included fire departments, nonprofit organizations for accident victims and their families, and safety education programs.

Unfortunately, during FY13 a Novelis contractor lost his life doing work for our company. In March 2013, Gab-hee Han died after being hit by a forklift at the Ulsan plant in South Korea. Mr Han had worked at the plant as an independent contractor for seven years. The tragic accident took place in the finishing line area as Mr Han was walking through the plant and stepped off the designated area.

The incident is under investigation by the Novelis EHS team as well as the Korean Ministry of Labor. And, we are taking corrective action steps at all of our plants to help prevent these types of accidents in the future – steps such as increasing barriers between forklift and pedestrian areas, increasing designation of walkway areas and installing reverse-direction cameras on forklifts. Tragic accidents like this serve as an important reminder of the need to be continually vigilant about keeping safety the top priority for those who run and work in our plants.

ATRIBUTES	Novelis consolidated Safety Performance		
	2010-11 (APR-MAR)	2011-12 (APR-MAR)	2012-13 (APR-MAR)
Novelis Employee Injury or Illness Rate, cases/200000 Hours	0.76	0.59	0.6
Occupational Disease Rate (ODR), cases/200000 Hours	NA	NA	NA
Novelis Employee Lost Days Rate (LDR), cases/200000 Hours	54.21	110.15	10.79
Novelis Employee Lost Time Injury Rate , cases/200000 Hours	0.16	0.22	0.20
Absentee Rate (AR), cases/200000 Hours	NA	NA	NA
Novelis Fatalities, cases	1.00	2.00	0.00

ABML

Aditya Birla Minerals has a strong commitment to the health and safety of all of its employees and contractors and has built - in safe working practices for all activities undertaken. The OH&S department that oversees the implementation of the program was further strengthened to focus on training staff to improve skill levels, ensure safe working practices and enable risk management by conducting safety audits and systems compliance.

Nifty Health and Safety

The Nifty operational Lost Time Injury Frequency Rate (LTIFR) performance is 4.5 per million man hours worked and continues to maintain below the current industry frequency rate for underground Metaliferrous Mining operations.

Attributed to this continued safety performance includes the maintaining of a strong Leadership Team which is focused and committed at achieving



safe production outcomes. Dedicated and focused Safety officers for both the surface and underground operational areas are maintained. Additionally, the procurement and engagement of an OH&S Superintendent further compliments the team and provides for an increased OH&S representation and support to all departments.

An OH&S complex incorporating medical facilities and offices for the OH&S Department has been completed and is suitably located to provide an expanded customer support function for our operation. The implementation of our operations safety focus theme “Don’t Walk Past”, “Take5” and “JSEA” Risk Management Program has been integrated within the site induction processes.

Safety initiatives achieved during the past twelve months included; critical incident management training for the Leadership Team, implementation of a behavioral reward program and safety focused theme evenings for employees.

The site emergency response functionality has undergone a review as well as optimization process that includes skill enhancement of OH&S personnel to support and strengthen our site capabilities. This has allowed for continuous site coverage with the focus on eliminating the requirement for external contractor coverage. Mutual Aid Agreements have been reviewed with local mining operations and government agencies (LEMAC) to provide mutual support in the event of an unforeseen incident.

The Emergency Response Team entered and participated in their second rescue competition at the Mining Emergency Response Competition (MERC) held in Perth Western Australia with some very encouraging results, 1st place in First Aid, 1st place in Rope Rescue, 2nd place in Hazchem skills with a very strong overall result of 3rd place at the end of the competition. The competition provided the opportunity to evaluate our skill sets and provided valuable key learning’s. BNCO is dedicated to skill enhancement of employees to meet national standards that fall under the Australian Skills Quality Authority. In 2012-2013 the training team

consisted of a training coordinator, two underground training officers and two concentrator/paste Plant training officers.

Throughout the 2012-2013 financial year, BNCO has rolled out a wide range of Nationally Accredited on site courses including, but not limited to, safe working at heights, confined space entry, senior first aid, Tele-handler, and Skid Steer. This initiative has been of great cost benefit to the company and increased safety, knowledge and morale across the site. This has assisted in promoting safety awareness by using nationally accredited training pathways which, in turn, gives the highly skilled employees the opportunity to assist in increasing production and meeting targets. Currently the Nifty operation has 92 registered Australian Apprentices who are completing qualifications such as Certificate II, III and IV in Underground Metaliferrous Mining, Certificate II, III and IV in Resource Processing, Certificate IV and Diploma levels in Engineering (Mechanical, Electrical and Fabrication), Certificate III in Electro-technology – Electrician, Certificate III in Mechanical (Plant Mechanic) and Certificate III in Engineering – Mechanical Trade (Mechanical Fitter).

During the year, there were 4 LTIs and 16 medically treated injuries. The operation implemented take-5 and hazard reporting system which helped in reduction of incidences.

During the year, a number of proactive steps were taken to improve the health & safety culture of MGO. Online incident control (INX) was implemented to improve reporting & recording of incidences. We initiated a monitoring mechanism for efficient training management. To improve document management, document control software was installed.

The Mines Department carried out a 3 yearly audit of the mines in the month of June’12. All action points were completed on a timely manner.

ATTRIBUTES	ABML consolidated Safety Performance		
	2010-11 (APR-MAR)	2011-12 (APR-MAR)	2012-13 (APR-MAR)
Total no. of lost time accidents (Reportable Accidents)	--	22	41
Total no. of fatal accidents	--	0	0
Total no. of man-days lost	--	133	96
Total Recordable Injury Frequency Rate (TRIFR)	--	13.80	19.70
Lost Time Injury (LTI) Rate	--	3.80	6.70
Total no. of Minor Injuries (Non-reportable Accidents)	--	307	313
Total no. of Near Misses	--	40	50





Sustainability Performance

Community Engagement

- Towards Inclusive Growth





A. Inclusive Growth

“An India, free from poverty. An India, of inclusive growth. An India, where every person realises his or her optimal potential. An India, where every human being lives a life of dignity. An India, that can hold her head high in the hegemony of nations”

Mrs Rajarshee Birla, Chairperson

Aditya Birla Centre for Community Initiatives and Rural Development

B. CSR Committee

We have constituted a CSR Committee at the Board level with Mrs. Rajashree Birla, Chairperson, Mr Askaran Agarwala, Director, Mr N. Jhaveri,

Independent Director and Dr. (Mrs.) Pragnya Ram, Group Executive President, Corporate Communications and CSR, who has been inducted as a permanent invitee. This committee is in line with Companies Bill, which has been passed by the Lok Shaba in December 2012.

C. CSR Activities

CSR activities are carried out under the umbrella of the Aditya Birla Centre for Community Initiatives and Rural Development, which is led by the Director Mrs. Rajashree Birla.

Activities in India – Operating facilities

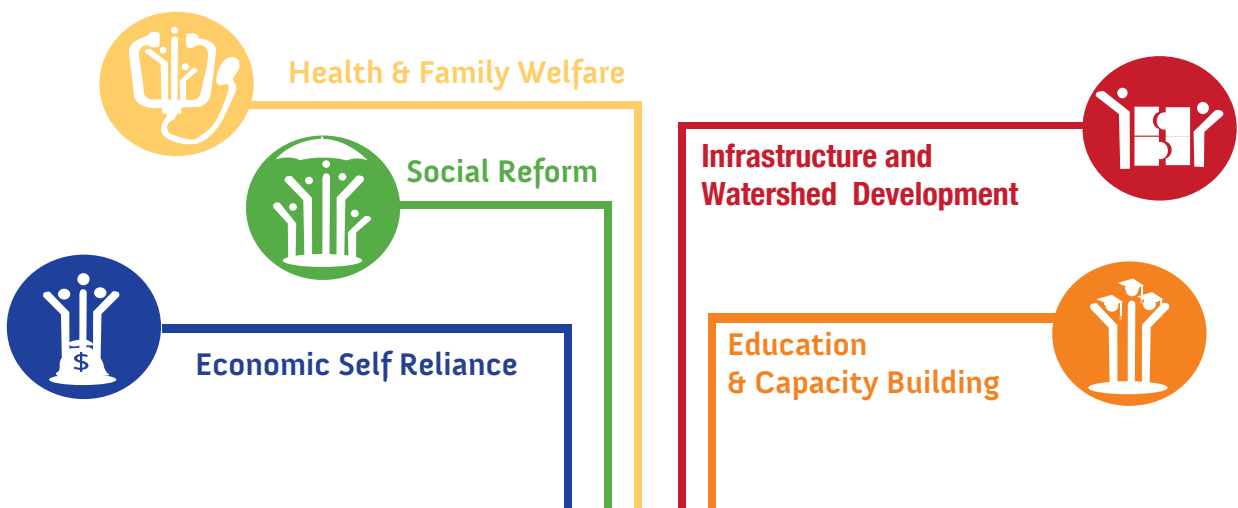
Our CSR activities are concentrated in 660 villages and 10 urban slums, in proximity to our 21 operating plants spread across 11 states in India. We reach out to a rural populace of 32 Lakh.

Our Vision

“To actively contribute to the social and economic development of the communities in which we operate. In doing so, build a better, sustainable way of life for weaker sections of the society and raise the country’s human development index.”

Our CSR Focus

We are working in Five Focus Areas. These include a broad spectrum of socio-economic issues and developmental needs where our well-designed CSR interventions will significantly help improve the community’s quality of life.



Achievements

a) Health care

- Medical Camps - 2382 number of camps conducted wherein 179888 patients were treated.
- Eye camps - Hundreds of Villagers were checked and 2876 patients were operated upon and provided with intraocular lenses

- Camps for Tuberculosis, Malaria and Dental - 76398 Patients
- AIDS Awareness Programme - 7573 Adults participated
- Subsidized Medical care - 2.51 Lakh people benefitted from the general health check-ups and treatments at Hindalco's Hospital



Community health care programs

b) Mother and Child Care

- Immunization against Polio - 4, 87,465 children.
- Programme on Sexually transmitted diseases and reproductive tract infection - 6729 people participated.
- Family Planning camps - 25 Camps organized; Operations for 2499 Women and Men.

the girl child. Under the Sarva Shiksha Abhiyan and the Rashtrya Madhyamik Shiksha Abhiyan's - Kasturba Gandhi Balika Vidyalayas (KGBV), we have the girl child. Under the Sarva Shiksha Abhiyan and the Rashtrya Madhyamik Shiksha Abhiyan's - Kasturba Gandhi Balika Vidyalayas (KGBV), we have been able to enlist 120 rural girls, who had earlier abandoned studies, to rejoin the learning stream. We have successfully enrolled them at the KGBVs.

c) Education

- Education of Girl Child - Working closely with the district authorities, we foster the education of



Community welfare services



Engaging communities and helping hands



- We run four Aditya Bal Vidya Mandir Schools in the villages in Uttar Pradesh. We have 1,000 students studying at these schools.
- Merit Scholarships – accorded to 11000 students
- Career Counselling programme - Our career counselling programmes saw an active participation of 7,849 students. Subsequently, many of them joined ITIs, while some of them opted for vocational training at our various units.
- The Government’s Balwadi and Anganwadi projects at various places are running successfully. Through Balwadis, we support 14000 preschoolers who have taken their first steps towards informal learning processes. At our local schools, most of which are attached to our plants, more than 22,500 students are provided with quality education.
- Midday Meals - We support the delivery of the midday meals programmes in schools at Dahej and Hirakud.
- Adult literacy programme - 1400 learners benefitted

d) Sustainable Livelihood

At the **Aditya Birla Rural Technology Park**, more than 360 programmes were organised. The thrust continued to be on training programmes like repair and maintenance of diesel pump sets, repair of electric and electronic goods, hand pumps, making of rexine bags, soft toys, ropes, tailoring and knitting, ways to enhance agricultural output, veterinary science and dairy products.

Through these Sustainable Livelihood Projects, we enabled skill development for 7793 youths.

On the agricultural front, we have reached out to 47,478 farmers, helping them to earn better. Training in crop diversification, floriculture, integrated pest management and post harvest technology has been a value addition to their skills.

Over 42 farmers from the Silli Block of Ranchi district of Jharkhand were taken for an exposure visit to Namkum Lakh Research Centre, Ranchi to understand the process of making items from lac.

Safe Drinking Water and Sanitation - Work on construction of check dams, ponds, digging bore wells and setting up potable water systems continued this year. Over a 100 low cost toilets were constructed. This year, these projects have made a qualitative difference to 39,135 families engaged in agriculture.

Our initiatives towards development of farmers is aligned towards the following objectives : to ensure cost optimization through economies of scale in the procurement of inputs, to realise better margin through collective marketing of agricultural produces, to avail all the facilities and services under different schemes and to enrich knowledge by exchanging ideas and information. We promoted 11 farmer clubs in 11 peripheral villages in Odisha. These clubs have been promoted in line with NABARD guidelines, involving the agriculture, horticulture, veterinary departments along with financial institutions. It is proposed to federate the members of these clubs to a producer’s company.

Under the social forestry programme and with the help of the forest department we ensured the distribution of seedlings and saplings to 100,000 farmers.



Developing Habitat for Humanity



e) Self Help Groups

Across Hindalco over 2,200 Self Help Groups empowered 26,000 households economically and socially. Most of the SHGs have been linked with the economic schemes of NABARD and the District Industries Centre. At the various centres, women engaged in a series of activities like tailoring, weaving, knitting crafting, bamboo baskets, san sutli (rope) vermin compost, rearing saplings, mushroom cultivation, making pickles and spices, vegetable cultivation and fruit vending, grocery shops etc that enable income generation for them.

To enhance livelihoods of families of our project peripheral villages, we have initiated commercial broiler poultry farming involving 14 farmers of 5 villages in Odisha. These farmers have formed



Women empowerment through Self Help Groups

an association “Maa Manikswari Kukuda Palan Sangha“, for facilitating backward and forward linkages. It has also established one retail outlet for maximizing profit.

f) Infrastructure Development

This year, we conducted various initiatives to enable infrastructure development. We have contributed in improving road infrastructure; set up potable water systems, bio gas plants, community centres, animal sheds & helped in providing street lights and electricity along with low cost housing. Through these initiatives, we have, managed to reach out to 3,88,432 people. At some locations, we support the local population in maintaining their panchayat meeting halls, community halls and school buildings.



Developing community centers and housing

g) Espousing Social Causes

In partnership with the Govt. district authorities, village panchayats, like minded NGOs and the community, we organised dowry less/widow remarriage programme at Renukoot wherein 156 widows benefited.



Widow remarriage program



D. Investment

For the year 2012-13, our CSR spend was ₹ 29.79 crore. In addition, we mobilised ₹ 65.40 crores through the various schemes of the Government, acting as catalysts for the community.

Through our involvement with the underprivileged sections of the community, we have helped lower the level of poverty in the villages and the urban slums, in proximity to our plants.

Greenway Smart Stove (Smokeless Chulha)

M/s Greenway Grameen Infra Pvt. Ltd conducted a workshop and demo on new Greenway Smart Stove for villagers around the Renukoot plant in Uttar Pradesh.

Objective of Greenway Stove is to provide eco & health-friendly heating system for cooking food.

Benefits :

- Diversion of smoke from cooking area.
- Multiple health benefits like - minimal inhalation of carcinogenic fumes.
- Reduce probability of catching fire as exposure to intense heat is minimized.
- Capacity of chulha : 20,000 hours.
- Time saving due to cooking with the smartly designed stove structure.
- Saving of 65% fuel every day, reduction up to 60% of firewood, because heat loss is minimum by the closed design
- Made with the stainless steel with multiple layers enclosed, which reduces the rusting tendency of the material.
- The Greenway Smart Stove supports different materials that can be used a fuel source like wood, agro-waste, cow-dung, and charcoal.





Awards





Key Awards & Recognitions

1. Quality

Renukoot Complex conferred the Golden Peacock National Quality Award 2012, in the mining & metals sector, presented by the Institute of Directors, for its efforts towards “Quality” meeting international parameters.

The Quality Circles from Renukoot earned Six Gold Medals and one Silver Medal at the Kanpur Chapter Convention.

The Quality Circles of Renusagar earned “Par Excellence” awards at the national convention of Quality Circle Forum of India.

Quality Circle of Birla Copper Dahej won the Bronze medal at Gujarat State Level Quality Circle Competition 2012, organized by Quality Circle Forum of India.

Hirakud Quality Circle won the Best Analysis & Process Award at the 17th All Odisha Quality Circle Convention.

2. Environment

Renukoot Complex wins the Greentech Environment Excellence Gold Award 2012 under the category of Mining & Metal Sector for its outstanding efforts towards Environment Management by Greentech Foundation New Delhi.

Renusagar Power Plant wins the Greentech Environment Excellence Gold Award 2012 for the fifth consecutive year, for its outstanding contribution towards Environment Management System, presented by Greentech Foundation New Delhi.

Dahej Copper Complex wins the Greentech Gold Environment Award 2012 for its outstanding achievement in environment management.

Muri Alumina Plant wins the Greentech Gold Environment Award 2012 presented by Greentech Foundation, New Delhi.

3. Occupational Health & Safety

Renukoot Complex wins Greentech Safety Gold Award 2012 in the Mining & Metals category, for exemplary efforts towards Occupational Health & Safety, presented by Greentech Foundation, New Delhi.

Renukoot Complex wins the Safety Innovation Award-2012, for implementing innovative safety management systems, presented by The Institute of Engineers (India).



Renusagar Power Plant wins Greentech Safety Gold Award 2012 in the power Plant category, for exemplary efforts in Occupational Health & Safety, presented by Greentech Foundation, New Delhi.

Taloja Rolling Plant wins the overall title for “Maharashtra Safety Awards - 2011” competition organized by the National Safety Council - Maharashtra Chapter, in the Heavy Engineering category for its commendable safety performance, Scheme-I, Lowest Average Accident Frequency Rate.

Renusagar Power Division wins the Safety Innovation Award-2012, in the Power Sector category, for outstanding achievement in safety management, presented by Institute of Directors

4. CSR

Renukoot Complex wins the Greentech CSR Gold Award 2012 presented by Greentech Foundation, New Delhi. The award recognizes the noteworthy Efforts towards “Land & Watershed Management” carried out in various villages surrounding Renukoot, Renusagar and Mines Division-Jharkhand & Chhattisgarh.

6. Others

Renukoot Complex wins Greentech Platinum Award for Best HR Practices 2012-13, in the best strategy category, presented by Greentech Foundation, New Delhi.

Renusagar was awarded the Greentech Training Excellence Gold Award 2012 and 3rd Annual Greentech HR Award 2013 for Training Excellence, by Greentech Foundation, Delhi.

Dahej Harbour & Infrastructure Ltd (DHIL), wins the Gujarat Star Award (Runners Up) 2011-12, as the “Dry Bulk /Break Bulk handling Port of the Year” for its impressive performance and improvements in the areas of vessel turnaround time in port, increased productivity and accident-free operations.

Hirakud Power Plant wins CII Odisha Award 2012 (2nd Runners Up), for Best Practices in Environment, Safety & Health.

Hirakud members earned the Certificate of Appreciation at the 12th CII National Supervisory Skill Competition in Repair & Maintenance Category.

5. Mines

National Safety Awards for 2009-10 & 2010-11 presented to Samri Mines Division during 2012.

Overall Best in Mines Safety week-2012 & “Minerals Exploration & Minerals Conservation week 2012 Award” to Bagru Hill Bauxite Mines during 2012-13 for Ranchi region.



DATA TABLE

Material consumption

Materials	Units	2011-12	2012-13
ABML			
ORE Tonnes (Mined at Site)	Tonnes	27,90,694	33,78,922
Grinding Media - Ball Mill	Tonnes	1,798	2,469
Grinding Media - SAG Mill	Tonnes	3,453	3,907
Caustic Soda	Tonnes	214	36
Lime	Tonnes	12,348	8,642
Cement /Mincem	Tonnes	40,725	59,368
Emulsion/ANFO (Explosives)	Tonnes	1,079	1,827
Novelis			
Aluminium	Tonnes	28,89,000	28,74,000
Alumina	Tonnes	95,000	96,000
Alloying Elements	Tonnes	31,000	32,400
Coatings	Tonnes	19,000	20,000
Paper	Tonnes	21,000	0
Hindalco, India – Aluminium & Copper			
Bauxite	Tonnes	42,21,292	40,72,458
Copper concentrate	Tonnes	11,49,781	11,37,216
Aluminium Fluoride (Cryolite)	Tonnes	9,729	7,767
Caustic Soda	Tonnes	2,01,540	1,88,943
Calcined Petroleum Coke	Tonnes	1,58,245	1,43,613
Pitch	Tonnes	39,660	34,165
Rock Phosphate	Tonnes	3,74,146	3,28,050
Ammonia	Tonnes	58,531	47,973
Coal (for generation of Steam)	Tonnes	48,482	12,75,597
Furnace Oil (Fuel Oil, LDO, HSD)	Tonnes	1,98,594	1,43,160
Steam, purchased	Tonnes	31,882	27,965

Recycled materials

Business	Units	2011-12	2012-13
Hindalco, India – Copper	Tonnes	14,747	14,801
Hindalco, India – Aluminium	Tonnes	7,744	9,653
Novelis	Tonnes	10,94,000	12,04,000



Water withdrawals

Business	Units	2011-12	2012-13
Hindalco, India – Copper	Cubic meter	96,33,371	85,74,394
Hindalco, India – Aluminium	Cubic meter	5,61,21,965	4,04,08,438
Novelis	Cubic meter	92,15,908	85,37,929
ABML	Cubic meter	28,41,736	18,77,902

Quantity of water recycled

Business	Units	2011-12	2012-13
Hindalco, India – Copper	Cubic meter	6,94,022	6,92,896
Hindalco, India – Aluminium	Cubic meter	85,49,868	88,79,691
Novelis	Cubic meter	0	0
ABML	Cubic meter	14,79,622	0

Percentage of recycled water in consumption

Business		2011-12	2012-13
Hindalco, India – Copper	%	7.2	8.08
Hindalco, India – Aluminium	%	15.2	21.97
Novelis	%	0	0
ABML	%	52.1	0

Quantity of effluent discharged

Business	Units	2011-12	2012-13
Hindalco, India – Copper	Cubic meter	32,881	33,613
Hindalco, India – Aluminium	Cubic meter	18,768	7,27,010
Novelis	Cubic meter	55,91,287	58,03,310
ABML	Cubic meter	NIL	NIL



Air Emission

	Tonnes 2012-13		
	Novelis	Hindalco India- Copper	Hindalco India- Aluminium
Hydrogen Chloride	182	NA	NA
Methyl Ethyl Ketone (MEK)	3	NA	NA
NOx	1414	18	373
PAH's	0	NA	NA
Particulate materials	2045	156	4392
SO ₂	91	521	8830
Toluene	6	NA	NA
Total Fluorides	93	0.04	72.60
VOC	1813	NA	NA
POP	NA	NA	NA

Waste generation and disposal

	Tonnes 2012-13		
	Novelis	Hindalco India- Copper	Hindalco India- Aluminium
Hazardous waste	60,091	1,19,199	48,098
Non-Hazardous waste	1,75,100	13,25,098	18,27,223





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Independent assurance statement to Hindalco Industries Limited 2012-13 Sustainability Report

To the management of Hindalco Industries Limited

KPMG was engaged by Hindalco Industries Limited ('Hindalco') to provide limited assurance on its Sustainability Report ('the Report') for the financial year 2012-13.

Scope of the assurance engagement

Assurance has been provided for the sustainability data and information presented by Hindalco in its 2012-13 Report. Our scope of assurance includes:

- Data and information for the period of 01 April 2012 to 31 March 2013 based on Global Reporting Initiative (GRI) G3.1 Guidelines and Metals and Mining Sector Supplement
- Data and information pertaining to Hindalco (Aluminium and Copper) India operations and Aditya Birla Minerals Limited

Limitations in conducting the assurance

Our assurance process was subject to the following limitations:

- Verification of claims was limited to data and information presented in the Report for the period 01 April 2012 to 31 March 2013. Data and information in the Report outside this reporting period was not subject to verification.
- Any statement/remarks/comments indicating intention, opinion, belief and / or aspiration by Hindalco were excluded from the scope of assurance.
- The information on financial and energy performance related indicators have been sourced from the Hindalco's FY 2012 – 13 annual report
- The scope of assurance excludes data and information pertaining to Novelis Inc.

Assurance standards and guidelines used

We conducted the assurance in accordance with

- Limited Assurance requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagement (ISAE) 3000, Assurance Engagements Other than Audits or Reviews of Historical Financial Information, and
- Type 2, Moderate level assurance requirements of AA1000 Assurance Standard 2008 by AccountAbility.
 - o Under this standard, we have reviewed the nature and extent of adherence to the AA1000 AccountAbility Principles and the quality of publicly disclosed information as part of the Report limited to performance indicators/information required by GRI G3.1 Guidelines and Metals and Mining sector supplement.

Independence requirements

We conducted our engagement in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, including not being involved in the writing of the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behavior. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence.





Assurance process

The assurance work was executed by KPMG's multi-disciplinary team comprising of experts who have prior experience of working on sustainability report assurance engagements. Our work was planned and executed to obtain all the evidence, information and explanations that were considered necessary in relation to the above scope.

As part of the verification process, we have conducted;

- Site visits to following manufacturing facilities of Hindalco:
 1. Hindalco Aluminium – Renukoot and Renusagar
 2. Hindalco Aluminium – Mouda
 3. Hindalco Aluminium - Belgaum
 4. Hindalco Copper – Dahej
 5. Greenfield project - Mahan
 6. Bauxite Mines - Kolhapur
- Telephonic interviews for Aditya Birla Minerals Limited
 7. Birla Nifty Copper operations and Birla Mt. Gordon Operations, Australia

Our work included the following procedures involving a range of evidence-gathering activities as explained below:

- Interaction with the Hindalco's Sustainability Board, Sustainability Working Committee members and Senior Management at the corporate office and unit level
- Review of the stakeholder consultation processes and the methodology used for determining the material issues;
- Assessment of Report contents to check consistency with the requirements of the GRI G3.1 guidelines (principles and performance indicators), ISAE 3000 Assurance standard and AA1000 Assurance Standard 2008;
- Evaluation of the existence and operation of the systems and methods used to collect, process and aggregate the performance data presented in the Report;
- Testing the reliability of underlying data and information for the performance data within the scope of our assurance.

Our conclusions

Based on our review, nothing has come to our attention that causes us to believe that the information in the Report, in all material aspects, is not fairly represented in line with our findings given below:

- As per AA1000AS 2008 principles:
 - **Principle of Inclusivity:** The Company engages with various stakeholder groups on an ongoing basis and takes into account views from both internal as well as external stakeholders while finalizing selected sustainability related initiatives. The process of engagement with key stakeholders can be further strengthened by documenting the expectations and areas of concerns of its key stakeholders and company's response to them
 - **Principle of Materiality:** The determination of material issues is carried out through consultation with the sustainability board, senior management at the corporate as well as at individual unit level. The materiality assessment process can be improved upon by institutionalizing a structured materiality assessment that incorporates stakeholder's views and considers the dynamic external business environment that may affect the prioritization of issues.





- **Principle of Responsiveness:** Hindalco through this report has responded to the material issues through disclosure of relevant performance indicators and management approach. For some of the performance indicators, Hindalco has provided commitments for reporting it in subsequent years.
- Nothing has come to our notice for us to believe that the data is not reliable. Data transcription and calculation errors were detected but the same was resolved during the assurance process
- The company has self declared GRI application level A + for its sustainability report. Based on our review of standard disclosures, disclosures on core performance indicators and the progress made on commitments to disclose on partial disclosures in the previous year report, nothing has come to our attention that causes us to believe that the report does not meet the GRI G3.1 A+ application level requirement

Other key observations and recommendations

The following is an excerpt from the observations and recommendations reported to the management of Hindalco. These do not, however, affect our conclusions regarding the Report, and they are consistent with the management action plans

- The company is in the process of implementing its commitments made in the FY 11 -12 sustainability report
- The company has further enhanced awareness on sustainability among its key coordinators at the site through various capacity building programs
- Hindalco can consider disclosing goals and targets for its key material issues
- The company may consider improving its reporting timelines and may consider releasing the sustainability report along with annual financial report

Responsibilities

The Management of Hindalco is responsible for development of the Report and its contents. Hindalco is responsible for the identification of stakeholders and material issues, defining commitments with respect to sustainability performance, establishing and maintaining appropriate performance management and internal control systems from which reported information is derived.

Our responsibility is to express our conclusions in relation to the scope mentioned above. This limited assurance statement is made solely to Hindalco in accordance with the terms of our engagement. Our work has been undertaken so that we might state to Hindalco those matters we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Hindalco for our work, for this statement, or for the conclusions we have reached. By reading this assurance statement, the stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.

Santhosh Jayaram
Technical Director
KPMG, India
24 April 2014



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Licensed Assurance Provider
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GRI Content Index

Profile Disclosure	Description	Status	Report Section
1. Strategy and Analysis			
1.1	Statement from the most senior decision-maker of the organization.	F	MD's Desk Page no-3 & 4.
1.2	Description of key impacts, risks and opportunities.	F	Sustainability Vision and Policy on Page No. 7. Chapter on Materiality issues, Roadmap and Synergy with Stakeholders - Page Nos. 22 to 25. Sustainability Roadmap developed and approved by MD, where all risk and opportunities are addressed.
2. Organizational Profile			
2.1	Name of the Organization.	F	Hindalco Industries Limited
2.2	Primary brands, products, and/or services.	F	Chapter - We at Hindalco, Page No. 11.
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.	F	Chapter- We at Hindalco , Page No. 12 & 13.
2.4	Location of organization's headquarters.	F	Back Cover of the report
2.5	Number of countries where the organization operates.	F	Chapter - We at Hindalco, Page Nos. 12 to 14
2.6	Nature of ownership and legal form.	F	Chapter- Governance, Page No. 18. Please refer our Annual Report for additional information (Page No. 38)
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	F	Chapter - We at Hindalco, Page Nos. 12 to 14
2.8	Scale of the reporting organization.	F	Chapter - We at Hindalco, Page Nos. 12 to 14. Details on Shareholding pattern can be found on Page No. 38 of Hindalco Annual Report 2012-13.
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	F	Chapter- We at Hindalco Page No. 8. Details on Shareholding pattern can be found on Page No. 38 of Hindalco Annual Report http://www.hindalco.com/investors/downloads/Hindalco_Annual_Report_2012-13.pdf
2.10	Awards received in the reporting period.	F	Chapter - Awards, Page No. 71.
3. Report Parameters			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	F	Front Cover
3.2	Date of most recent previous report (if any).	F	Sustainability Report- 2011-12 http://www.hindalco.com/investors/downloads/hindalco_sustainability_report2012.pdf
3.3	Reporting cycle (annual, biennial, etc.)	F	Annual reporting based on Financial Year Data
3.4	Contact point for questions regarding the report or its contents.	F	Back cover of the Report.
3.5	Process for defining report content.	F	Materiality issues, Roadmap and Synergy with Stakeholders on Page No 23.



Profile Disclosure	Description	Status	Report Section
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	F	Chapter- Business Responsibility Report on Page No. 92 and Chapter - We at Hindalco on Page No. 8 to 16.
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	F	Chapter - We at Hindalco on Page No. 8 to 16. We have also started capturing data for the new plants Aditya and Mahan.
3.8	Basis for reporting on joint ventures, subsidiaries, etc.	F	Chapter - We at Hindalco on Page No. 8 to 16.
3.9	Data measurement techniques etc	F	All data collected are subjected to a set of defined procedures , internal control system and checking. Data reported in this report are consistent with regulatory and voluntary disclosure requirements as seen across the board. We have also highlighted any assumptions and calculations in the section itself for better readability of the report.
3.10	Explanation of the effect of any re- statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/ acquisitions, change of base years/periods, nature of business, measurement methods).	F	None
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	F	No Significant Changes
3.12	Table identifying the location of the Standard Disclosures in the report.	F	GRI Index
3.13	Policy and current practice with regard to seeking external assurance for the report.	F	This report is third party assured report. Assurance carried out by M/S KPMG.

4. Governance, Commitments and Engagement

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	F	Chapter- Governance, Page No. 17.
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	F	Chapter- Governance, Page No. 17.
4.3	For organizations that have a unitary board structure, For organizations that have a unitary board structure, highest governance body that are independent and/ or non-executive members.	F	Chapter- Governance, Page No. 17.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	F	Chapter- Governance, Page No. 17. We do not have formal work council with representation from Employees at the Board Level. The working relationships is carried out at various levels across the organization through our employee engagement programme.
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	F	Chapter- Governance, Page No. 17.
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	F	Chapter- Governance, Page No. 17.



Profile Disclosure	Description	Status	Report Section
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	F	Chapter- Governance, Page No. 17.
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	F	Chapter- Hindalco Sustainability Vision and Policy on Page No. 5.
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	F	Chapter- Governance, Page No. 17.
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	P	Chapter- Governance, Page No. 17. Independent director is a part of the sustainability board. Our current report only states about the sustainability structure and role of Sustainability Board Members. Information on Formal Evaluation of Governance Body's own performance will be included in 2014-15 Report.
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	F	Precautionary approach is embedded in the New Project Design considerations by constantly evaluating and adopting latest available technologies.
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	F	The Aditya Birla Group is a member of Global Compact an international forum that operates under the aegis of the United Nations. The Group is also member of World Business Council for Sustainable Development (WBCSD). The forum's vision is to usher in a "more sustainable and global economy". The Aditya Birla Group has re-articulated its values so as to drive the organizational thinking and processes be they related to people, manufacturing, environment or community responsibility
4.13	Memberships in associations etc.	F	The Company has Memberships with various industrial and commercial fraternities like- IAI (Member), AAI (Founder Member), TERI-BCSD (Member), CII (Active Member of western region on Sustainability and Green business), FICCI .The Company prefers to be part of policy development processes and hence, actively participates in all related forums.
4.14	List of stakeholder groups engaged by the organization.	F	Chapter on Materiality issues, Road-map and Synergy with Stakeholders - Page No. 23.
4.15	Basis for identification and selection of stakeholders with whom to engage.	F	Chapter on Materiality issues, Road-map and Synergy with Stakeholders - Page No. 23.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	F	Chapter on Materiality issues, Road-map and Synergy with Stakeholders - Page No. 23.
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	F	Mechanism established, Survey in progress; details of the survey will be included in the HSR 13-14 Report.



Profile Disclosure	Description	Status	Report Section
Disclosure of Management Approach			
DMA EC	Disclosure on Management Approach EC	F	Our economic performance is reviewed on a quarterly basis at the Board level. We also adhere to established policies on Corporate Social Responsibility, Technology and Innovation, Environment and Energy in our Operations and Investments thereby addressing the concerns and expectations of our Stakeholders and accounting for any environmental and social externalities in our Operations and Investment. The various topics under this management approach are detailed in the respective sections. Please refer to chapter Value to Customers on Page No. 26.
DMA EN	Disclosure on Management Approach EN	F	Please refer to Chapter - For a Cleaner Tomorrow on Page No. 38.
DMA LA	Disclosure on Management Approach LA	F	Please refer to Chapter - Managing Talent on Page No. 48.
DMA HR	Disclosure on Management Approach HR	F	Please refer to Chapter - Managing Talent on Page No. 48.
DMA SO	Disclosure on Management Approach SO	F	Please refer to Chapter - Community Engagement - Towards Inclusive Growth on Page No. 65.
DMA PR	Disclosure on Management Approach PR	F	Please refer to Chapter - Technology and Innovation on Page No. 30.
Economic			
Economic Performance			
EC1	Direct economic value generated and distributed.	F	Please refer to chapter on Value to Customers on Page No. 26. The economic value distributed which has an amount on community investments includes donations. The Economic value given on Page No. 27 does not include the land use agreements amount. We are operating and extracting minerals in Australia only. Australia is neither member nor candidate for EITI.
EC2	Financial implications and other risks and opportunities for the organization's activities due to opportunities for the organization's activities due to climate change.	F	Please refer to chapter on Value to Customers on Page No. 26.
EC3	Coverage of the organization's defined benefit plan obligations.	F	Please refer to chapter on Value to Customers on Page No. 26.
EC4	Significant financial assistance received from government.	F	Please refer to chapter on Value to Customers on Page No. 26.
Market Presence			
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	F	In Hindalco, standard entry level wages are either equal to or more than limit prescribed by the local authorities.
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	F	Please refer to chapter on Value to Customers on Page No. 26.



Profile Disclosure	Description	Status	Report Section
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	F	Please refer to Chapter on Managing Talent on Page No. 48. We have initiated process through HR and Finance Dept. Details will be to be included in HSR 2013-14
Indirect Economic Impact			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	F	Please refer to chapter on Value to Customers on Page No. 26.
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	P	Not being monitored now; we are in the process of evaluating the significant indirect economic impacts.
Environmental			
Material			
EN1	Materials used by weight or volume.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38 and Data Table on Page No. 74.
EN2	Percentage of materials used that are recycled input materials.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38 and Data Table on Page No. 74
Energy			
EN3	Direct energy consumption by primary energy source.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38.
EN4	Indirect energy consumption by primary source.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38.
EN5	Energy saved due to conservation and efficiency improvements.	P	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38. We have initiated energy conservation measures in our Plants leading to almost 8 % reduction in indirect energy consumption.
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	F	Chapter on Sustainability Performance -Technology & Innovation on Page No. 30 & and Chapter on For a Cleaner Tomorrow on Page No. 38.
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	P	Some of the initiatives taken are : Through Integrated Management System, we promote Quality improvement and energy efficiency in our outsourced process. Video Conferencing facilities are being used to reduce business related travel. Details are in Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38.
Water			
EN8	Total water withdrawal by source.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38 and Data Table Page No. 75.



Profile Disclosure	Description	Status	Report Section
EN9	Water sources significantly affected by withdrawal of water.	P	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38 and Data Table Page No. 75.
EN10	Percentage and total volume of water recycled and reused.	P	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38 and Data Table Page No. 75.
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	P	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38. Areas of high biodiversity value outside protected areas will be included in HSR 2013-14.
MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38
EN13	Habitats protected or restored.	N	-
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	P	We conduct biodiversity study of marine ecosystem at Dahej Gujarat every alternate year. Accordingly, in this year also, we conducted the study to assess the marine ecosystem impact. Results are very positive.
MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place.	F	For all our Bauxite and Coal Mines, we have Mining Plan and Mine Closure Plan. These plans are approved by the competent authority in the regulatory bodies. These plans also include aspects of Biodiversity Management.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	P	We have initiated to assess IUCN Red List Species, Habitats in the areas affected by our Mines.
Emissions, Effluents and Waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38.
EN17	Other relevant indirect greenhouse gas emissions by weight.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38.
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38.
EN19	Emissions of ozone-depleting substances by weight.	P	Novelis-1.69 tonnes. We have initiated to capturing the data for ODS for Hindalco copper-0.707 tonnes. Data from Aluminium Operations will be included in HSR 2013-14.



Profile Disclosure	Description	Status	Report Section
EN20	NO _x , SO _x , and other significant air emissions by type and weight.	P	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38 and Data Table on Page No. 75. Currently, we have emission data measured in Unit Volume. Data on No _x , SO ₂ and other significant emissions, by Type and Weight will be included in HSR 2013-14. Data capturing is in progress.
EN21	Total water discharge by quality and destination.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38 and Data Table on Page No. 75.
EN22	Total weight of waste by type and disposal method.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38 and Data Table on Page No. 75.
MM3	Total amounts of overburden, rock, tailings, and sludges and their associated risks.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38.
EN23	Total number and volume of significant spills.	F	Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII and percentage of transported waste shipped internationally.	P	Nil Chapter on Sustainability Performance – For a Cleaner Tomorrow on Page No. 38.
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	P	We have carried out Marine Study at Dahej. There were no impact identified. For Novelis/ABML – currently, do not have aggregated data for their operation.
Products and Service			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	P	We have initiated through Hindlaco product development team, for more detail please refer chapter on sustainability performance - For Cleaner Tomorrow on Page no 38. Details on this to be included in HSR 2013-14.
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	P	We have initiated through Hindlaco product development team, Details will be incorporated on this in HSR 2013-14
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	F	None
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	N	NA



Profile Disclosure	Description	Status	Report Section
Overall			
EN30	Total environmental protection expenditures and investments by type.	P	Novelis- data Not available. Hindalco India - The capital expenditure incurred against Non Return Based - EOHS for the period 2012-13 ₹12.95 Cr. System for capturing data on Revenue expenses on Environment initiated. Data to be included by 2014-15 HSR.
Social: Labor Practices and Decent Work			
Employment			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	P	Chapter on Sustainability Performance – Managing Talent on Page No. 49. Contract Manpower -37135 Gender wise data on Contract Labour will be included in the HSR 13-14
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	P	Chapter on Sustainability Performance – Managing Talent on Page No. 49.
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	F	Chapter on Sustainability Performance – Managing Talent on Page No. 49.
LA15	Return to work and retention rates after parental leave, by gender.	N	None. Chapter on Sustainability Performance – Managing Talent on Page No. 49.
LA4	Percentage of employees covered by collective bargaining agreements.	F	Chapter on Sustainability Performance – Managing Talent on Page No. 49.
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	P	Chapter on Sustainability Performance – Managing Talent on Page No. 49. Details on this will be included in HSR 2013-14.
MM4	Number of strikes and lock-outs exceeding one week’s duration, by country.	F	Chapter on Sustainability Performance – Managing Talent on Page No. 49.
Occupational Health and Safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	P	As per the Factory Act we have equal representation i.e. 50 % management and 50% workers representative India, and Novelis employees are represented in formal safety committees.
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region and by gender.	F	Chapter on Performance Highlights – Creating a Safer Workplace on Page No. 57.
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	F	Chapter on Performance Highlights – Creating a Safer Workplace on Page No. 57.



Profile Disclosure	Description	Status	Report Section
LA9	Health and safety topics covered in formal agreements with trade unions.	P	Chapter on Performance Highlights – Creating a Safer Workplace on Page No. 57. More details will be included in HSR 2013-14.
Training and Education			
LA10	Average hours of training per year per employee by gender, and by employee category.	P	Chapter on Sustainability Performance – Managing Talent on Page No. 49. Training details related to ABML and Gender-wise and Employee Category-wise will be included in HSR 13-14 report.
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	F	Chapter on Sustainability Performance – Managing Talent on Page No. 49.
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	P	Chapter on Sustainability Performance – Managing Talent on Page No. 49.
Diversity and Equal Opportunity			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.	P	Chapter on Sustainability Performance – Managing Talent on Page No. 49. Details of employees age-wise and minority group-wise will be included in HSR-13-14 Report.
Equal Remuneration for Women and Men			
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	F	As a part of Policy, there is no differentiation between salary and remuneration of men and women in all categories.
Social: Human Rights			
Investment and Procurement Practices			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	P	Currently we don't have policy, This year, initiated the process for including human rights clauses in all major Capex contracts. We will include information in HSR 13-14 report .
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	P	Currently we don't have policy, This year, initiated the process for including human rights clauses in all major Capex contracts. We will include information in HSR 13-14 report .
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	P	All new employees are briefed about Group Values, Code of Conduct upon start of their employment. Details will be included in HSR 13-14 report.
Non-discrimination			
HR4	Total number of incidents of discrimination and corrective actions taken.	F	No incidence of discrimination reported.



Profile Disclosure	Description	Status	Report Section
Freedom of Association and Collective Bargaining			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	P	<p>We are not operating in countries of significant risk or where unions are illegal, and recognize the right of all employees to choose to or not belong to a union and to seek to bargain collectively.</p> <p>The ABG/Novelis Code of Conduct establishes Guidelines for ethical Behaviour that are applicable to all employees. The Guidelines include provisions to promote a desirable work environment and a mechanism to report violations. We will include information in HSR 13-14 report.</p>
Child Labour			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour.	F	<p>There are no Company operations, and to the best of our knowledge, no significant suppliers identified as having significant risk of child labor, both in type of operations as well as countries or geographical areas with operations considered at risk.</p> <p>However, we will plan to conduct risk assessment at significant Suppliers and the information will be included in HSR 13-14 report.</p>
Forced and Compulsory Labour			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labour.	F	<p>There are no operations identified as having significant risk for incidents of forced Labour. We do not operate in countries considered to be of significant risk. Also, no issues have been identified requiring corrective measures.</p>
Security Practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	P	<p>All Security Personnel, at the time of joining, are trained on Organizations Policies and procedures Records of the these trainings will be captured and will be reported in the HSR 14-15 report.</p>
Indigenous Rights			
MM5	Total number of operations taking place in or adjacent to Indigenous Peoples' territories, and number and percentage of operations or sites where there are formal agreements with Indigenous Peoples' communities.	F	<p>Hindalco, India and Novelis: Nil. ABML – One. Site details: Maroochydhore Site.</p>
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	F	<p>There have been no violations involving rights of Indigenous People.</p>
Assessment			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	N	<p>None-Novelis</p> <p>Hindalco India- We do not have formal Human Rights reviews and/or impact assessment done is being planned . Planned to include details in the HSR 14- 15 report.</p>



Profile Disclosure	Description	Status	Report Section
Remediation			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	N	Novelis- Nil. Hindalco- We planned to establish the formal grievance mechanism for human rights related issues. Details will be included in the HSR-13-14 reports.
Social			
Local Communities			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	F	Chapter on Sustainability Performance – Community Engagement Towards Inclusive Growth on Page No. 65.
MM6	Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous Peoples.	F	Hindalco, India and ABML – None. Novelis: Two.
MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and Indigenous Peoples, and the outcomes.	F	Hindalco, India and ABML – None. Novelis: As mentioned in MM6.
Artisanal and Small-Scale Mining			
MM8	Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks.	F	None. We do not have operating sites adjacent to artisanal and small scale mining.
Resettlement			
MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process.	F	Hindalco, India – Regular Operations – Nil. However in case of Greenfield Projects, R&R process was implemented as per Local Laws. In additions, CSR activities were carried in Greenfield project sites viz., Mahan Aluminium, Aditya Aluminium and Utkal Alumina. Similar R&R Plans are being made for upcoming Greenfield Projects.
Closure Planning			
MM10	Number and percentage of operations with closure plans.	F	In Hindalco, India – Mines, Closure Plan is made for all mines as per national and local regulatory requirements. The Mine Closure Plans are submitted to the regulatory authorities as per stipulations. Novelis – Number and percentage of operations with Closure Plan: Novelis has only one mining area, in Our Preto, Brazil, which is currently all inactive. ABML-Nifty – Closure Plan has been drafted for Mt Gordon: Yet to commence Closure Planning Maroochydhore – Not Applicable as of now.
SO9	Operations with significant potential or actual negative impacts on local communities.	F	We take all necessary steps to mitigate negative impacts on local communities due to our operations at various locations. In addition, during our community assessment, we collect information on this for planning mitigation measures, as applicable.
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	F	Mitigation measures implemented as per plan identified in each location.



Profile Disclosure	Description	Status	Report Section
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption.	F	The total number of Business Units analyzed for risks related to corruption: 100%. All the Company's operating units are included in the Enterprise Risk Assessment. Corruptions, violations of FCPA, violations of Company's Code of Conduct are all the factors considered.
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	P	The Company's Code of Conduct and Group Values are the primary vehicle for training in anti-corruption policies and procedures. All Management employees were given copy of Company Code of Conduct upon start of their employment, and new management employees. Details will be included in HSR-15-16 Report.
SO4	Actions taken in response to incidents of corruption.	F	There is no recorded incidence of corruption.
Public Policy			
SO5	Public policy positions and participation in public policy development and lobbying.	P	Chapter on Governance on Page No. 17. We are the founder member of Aluminium Association of India and Subscriber of International Aluminium Association where we actively participate for best practices sharing. We are also member of TERI BCS and CII Western Region Sustainability Committee.
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	F	There is no financial and in-kind contribution to political parties.
Anti-competitive Behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	F	Nil
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	F	Novelis- NSA was assessed in some tax cases in which fines were imposed. However, the individual values involved were not significant and in most cases we filed defense against the assessments. Hindalco India- Nil ABML-Nil
Product Responsibility			
MM11	Programs and progress relating to materials stewardship.	P	Chapter on Performance Highlights – Technology & Innovation on Page No. 30. We have planned LCA in this year, we already taken Capex approval for the same.



Profile Disclosure	Description	Status	Report Section
Customer Health and Safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	P	Chapter on Performance Highlights – Technology & Innovation on Page No. 30. We are in the process of evaluating impacts of extracting bauxite. Novelis- When new products are conceived, health and safety impacts through the life cycle are evaluated as part of our R&D process. The basis of our product development in terms of health and safety considerations are dictated by local/ country regulations, and all pertinent regulations specific to H&S are considered. Evidence to this is that Novelis has not received a notice of legal non-compliance of any applicable requirement. R&D Novelis utilizes an internal approval process (Novelis Alloy Request) for all R&D related alloy changes. The request take into consideration several product compliance consideration such as but not limited to; 1) CONEG, 2) RoHS, 3) IMDS (automotive), 4) other regulatory driven chemistry limitations. Where proposed compositions exceed limitations, efforts are taken to reformulate preparations in order to sustain compliance. Thus far in FY2013 we've processed 45 Alloy Chemistry Requests. All of which were completed so that 100% of the chemistries complied with legal requirements. General Information: Dispose of waste and residues in accordance with local authority requirements. "Disposal Methods: Disposal recommendations are based on material as supplied. Disposal must be in accordance with current applicable laws and regulations, and material characteristics at time of disposal. Recover and reclaim or recycle, if practical. Aluminum in the form of particles may be reactive. Its hazardous characteristics, including fire and explosion, should be determined prior to disposal. The lubricant that has been washed off the aluminum sheets must be disposed of in accordance with federal, state or local regulations." Details will be included in HSR-15-16 Report.
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	F	There are no incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle.
Product and Service Labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	F	All product and service information provided as per regulatory and packaging requirements.
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	F	Nil



Profile Disclosure	Description	Status	Report Section
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	P	Hindalco India - Customer Satisfaction Survey is currently carried out only for Rolled products. Information on Customer Satisfaction data across all businesses, will be incorporated in HSR 13-14 report. Novelis- Invitations: 202 Replies: 50 Response rate: 24.8% NPS : 7.5 (Scale of 1 to 10) POSITIVES • EMPLOYEES • PRODUCT QUALITY AREAS FOR IMPROVEMENT • CUSTOMER SERVICE • DELIVERY • COMMUNICATION • PRICE
Marketing Communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	F	Ensure the protection of Company's legitimate business interests, including corporate opportunities, assets and confidential information. Deter wrongdoing. As and when needed, the organization reviews its compliance with these standards and codes. We also do not sell any products that are banned in markets.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	F	Nil
Customer Privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	F	Nil
Compliance			
PR9	Monetary value of significant fines for non compliance with laws and regulations concerning the provision and use of products and services.	F	Nil

Core Indicator
 Additional Indicator

N.B.: F - Full
 P - Partial
 N - Not Reported



Business Responsibility Report

As per Clause 55 of the Listing Agreement, top 100 listed entities based on market capitalization at BSE Limited and National Stock Exchange of India Ltd as on March 31, 2012 are required to include Business Responsibility Reports as part of Annual Report. However, in sync with National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business "Guidelines" and Securities and Exchange Board of India (SEBI) Circular dated 13th August, 2011, those listed entities which have been submitting sustainability reports to overseas regulatory agencies/stakeholders based on internationally accepted reporting frameworks need not prepare a separate report for the purpose of these guidelines but only furnish the same to their stakeholders along with the details of the framework under which their BR Report has been prepared and a mapping of the principles contained in these guidelines to the disclosures made in their sustainability reports.

Hindalco has adopted the Global Reporting Initiative (GRI) Framework and prepared Sustainability Report for FY11 and FY12. We have released Hindalco Sustainability Report covering Hindalco India Operations including Greenfield projects, along with its overseas subsidiaries, Aditya Birla Minerals Ltd- Australia and Novelis Inc. The report for 2011-12 titled 'Enduring Growth for Global Leadership' has been assured as A+ rating based on Global Reporting Initiatives (GRI G 3.1) standards by an external independent assessing agency.

The Sustainability Report 2012-13 is based on GRI framework. In line with the press release and FAQs dated 10th May, 2013 issued by SEBI, your Company's Sustainability Report is hosted on its website www.hindalco.com. Any shareholder interested in obtaining a physical copy of the same may write to the Company Secretary at the Registered Office of your Company.

1	Corporate Identity Number (CIN) of the Company	L27020MH1958PLC011238				
2	Name of the Company	Hindalco Industries Limited				
3	Registered address	3rd Floor, Century Bhavan, Dr. Annie Besant Road, Worli, Mumbai: 400030				
4	Website	www.hindalco.com				
5	E-mail id	anil.malik@adityabirla.com				
6	Financial Year reported	1st April, 2012 to 31st March, 2013				
7	Sector(s) that the Company is engaged in (industrial activity code-wise)	ITC Code		Product Description		
		7601	Aluminium Ingots			
		7606	Aluminium Rolled Products			
		7605	Aluminium Redraw Rods			
		740311	Copper Cathodes			
		740710	Continuous Cast Copper Rods			
8	List three key products/services that the Company manufactures/provides (as in balance sheet):	(i) Aluminium Rolled Products (ii) Copper Cathodes (iii) Concast Copper Rods				
9	Total number of locations where business activity is undertaken by the Company	i. Number of International Locations (Provide details of major 5) : <ul style="list-style-type: none"> • USA • Australia • Europe • Brazil • South Korea ii. Number of National Locations: <ul style="list-style-type: none"> • 2 Aluminium Units • 1 Copper Unit • 3 Chemical Units • 3 Power Units • 5 Rolled FRP • 2 Extrusions • 3 Foils • Cluster of mines in Jharkhand, Chattisgarh, Maharashtra, and Odisha. • Registered Office and Zonal Marketing Offices 				
10	Markets served by the Company	Local	State	National	International	
		√	√	√	√	

Section B: Financial Details of the Company

1	Paid-up Capital (INR)	₹191.48 crore
2	Total Turnover (INR)	₹26056.93 Crore
3	Total Profits after taxes (INR)	₹1699.20 Crore
4	Total Profits after taxes (INR)	The Company's total spending on CSR was ₹29.79 Crore which is 1.48% of the average net profit for the last three years,
5	List of activities in which expenditure in 4 above has been incurred	a. Education b. Health Care c. Women empowerment d. Sustainable Livelihood e. Infrastructure Development

Section C: Other Details

1. Does the Company have any Subsidiary Company/ Companies?

Yes, the Company has 63 (sixty three) subsidiaries - 13 (Thirteen) domestic and 50 (Fifty) foreign.

2. Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s):

Hindalco Sustainability Report covers Hindalco India Operations including Greenfield Projects, along with overseas subsidiaries Aditya Birla Minerals Limited- Australia and Novelis Inc. Further Novelis Inc. , also publishes Sustainability Report based of Global Reporting Initiative (GRI) framework.

3. Do any other entity/entities (e.g. suppliers, distributors etc.) that the Company does business with, participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity/entities? [Less than 30%, 30-60%, More than 60%]:

At present, suppliers and distributors with whom the Company does business do not participate in the Business Responsibility initiatives of the Company directly.

Section D: BR Information

1. Details of Director/Directors responsible for BR

a) Details of the Director/Director responsible for implementation of the BR policy/policies

DIN Number	00198912
Name	Mr N.J. Jhaveri
Designation	Independent Director

b) Details of the BR head

S. No.	Particulars	Details
1	DIN Number (if applicable)	N.A.
2	Name	Mr Anil Malik
3	Designation	Joint President & Company Secretary
4	Telephone number	022-66626666
5	e-mail id	anil.malik@adityabirla.com

2. The National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business released by the Ministry of Corporate Affairs has adopted nine areas of Business Responsibility. These briefly are as follows:



The mapping of the aforesaid principles to the disclosures made in the Sustainability Report are as under:

Principle No	Description	Reference to Sustainability Report	
Principle 1	Business should conduct and govern themselves with Ethics, Transparency and Accountability		
	1	Businesses should develop governance structures, procedures and practices that ensure ethical conduct at all levels; and promote the adoption of this principle across its value chain. Businesses should communicate transparently and assure access to information about their decisions that impact relevant stakeholders.	Please refer chapter -Governance on Page no-18.
	2	Businesses should not engage in practices that are abusive, corrupt, or anti-competition.	Please refer chapter -Governance on Page no-18.
	3	Businesses should truthfully discharge their responsibility on financial and other mandatory disclosures.	Please refer chapter -Governance on Page no-19.
	4	Businesses should report on the status of their adoption of these Guidelines as suggested in the reporting framework in this document.	Please refer chapter -Governance on Page no-21.
	5	Businesses should avoid complicity with the actions of any third party that violates any of the principles contained in these Guidelines	Please refer chapter -Governance on Page no-21.
Principle 2	Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle		
	1	Businesses should assure safety and optimal resource use over the life-cycle of the product – from design to disposal – and ensure that everyone connected with it- designers, producers, value chain members, customers and recyclers are aware of their responsibilities.	Please refer chapter -Technology & Innovation on Page no- 31,37.
	2	Businesses should raise the consumer’s awareness of their rights through education, product labelling, appropriate and helpful marketing communication, full details of contents and composition and promotion of safe usage and disposal of their products and services.	Please refer chapter -Technology & Innovation on Page no- 36,37.
	3	In designing the product, businesses should ensure that the manufacturing processes and technologies required to produce it are resource efficient and sustainable.	Please refer chapter -Technology & Innovation on Page no- 32.
	4	Businesses should regularly review and improve upon the process of new technology development, deployment and commercialization, incorporating social, ethical, and environmental considerations.	Please refer chapter -Technology & Innovation on Page no- 33.
	5	Businesses should recognize and respect the rights of people who may be owners of traditional knowledge, and other forms of intellectual property.	Please refer chapter -Technology & Innovation on Page no- 32.
	6	Businesses should recognize that over-consumption results in unsustainable exploitation of our planet’s resources, and should therefore promote sustainable consumption, including recycling of resources.	Please refer chapter -Technology & Innovation on Page no- 37.



Principle No	Description	Reference to Sustainability Report	
Principle 3	Businesses should promote the wellbeing of all employees		
	1	Businesses should respect the right to freedom of association, participation, collective bargaining, and provide access to appropriate grievance Redressal mechanisms.	Please refer chapter -Managing Talent on Page no- 49.
	2	Businesses should provide and maintain equal opportunities at the time of recruitment as well as during the course of employment irrespective of caste, creed, gender, race, religion, disability or sexual orientation.	Please refer chapter -Managing Talent on Page no- 49.
	3	Businesses should not use child labour, forced labour or any form of involuntary labour, paid or unpaid.	Please refer chapter -Managing Talent on Page no- 51.
	4	Businesses should take cognizance of the work-life balance of its employees, especially that of women.	Please refer chapter -Managing Talent on Page no- 52,54.
	5	Businesses should provide facilities for the wellbeing of its employees including those with special needs. They should ensure timely payment of fair living wages to meet basic needs and economic security of the employees.	Please refer chapter -Managing Talent on Page no- 53,54.
	6	Businesses should provide a workplace environment that is safe, hygienic humane, and which upholds the dignity of the employees. Business should communicate this provision to their employees and train them on a regular basis.	Please refer chapter -Managing Talent on Page no- 54.
	7	Businesses should ensure continuous skill and competence upgrading of all employees by providing access to necessary learning opportunities, on an equal and non-discriminatory basis. They should promote employee morale and career development through enlightened human resource interventions.	Please refer chapter -Managing Talent on Page no- 54,55.
	8	Businesses should create systems and practices to ensure a harassment free workplace where employees feel safe and secure in discharging their responsibilities.	Please refer chapter -Managing Talent on Page no- 56.
Principle 4	Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.		
	1	Businesses should systematically identify their stakeholders, understand their concerns, define purpose and scope of engagement, and commit to engaging with them.	Please refer chapter -Materiality issues,Road-map and Synergy with Stakeholders on Page no- 25.
	2	Businesses should acknowledge, assume responsibility and be transparent about the impact of their policies, decisions, product & services and associated operations on the stakeholders.	Please refer chapter -Materiality issues,Road-map and Synergy with Stakeholders on Page no- 24,25.
	3	Businesses should give special attention to stakeholders in areas that are underdeveloped.	Please refer chapter -Materiality issues,Road-map and Synergy with Stakeholders on Page no- 25.
	4	Businesses should resolve differences with stakeholders in a just, fair and equitable manner.	Please refer chapter -Materiality issues,Road-map and Synergy with Stakeholders on Page no- 25.
Principle 5	Businesses should respect and promote human rights		
	1	Businesses should understand the human rights content of the Constitution of India, national laws and policies and the content of International Bill of Human Rights. Businesses should appreciate that human rights are inherent, universal, indivisible and interdependent in nature.	Please refer GRI Content Index on Page no- 86.
	2	Businesses should integrate respect for human rights in management systems, in particular through assessing and managing human rights impacts of operations, and ensuring all individuals impacted by the business have access to grievance mechanisms.	Please refer GRI Content Index on Page no- 86,87.



Principle No		Description	Reference to Sustainability Report
Principle 5	3	Businesses should recognize and respect the human rights of all relevant stakeholders and groups within and beyond the workplace, including that of communities, consumers and vulnerable and marginalized groups.	Please refer GRI Content Index on Page no- 86.
	4	Businesses should, within their sphere of influence, promote the awareness and realization of human rights across their value chain.	Please refer GRI Content Index on Page no- 86,87.
	5	Businesses should not be complicit with human rights abuses by a third party.	Please refer GRI Content Index on Page no- 87.
Principle 6	Business should respect, protect, and make efforts to restore the environment		
	1	Businesses should utilize natural and manmade resources in an optimal and responsible manner and ensure the sustainability of resources by reducing, reusing, recycling and managing waste.	Please refer chapter -For A Cleaner Tomorrow on Page no- 39,40.
	2	Businesses should take measures to check and prevent pollution. They should assess the environmental damage and bear the cost of pollution abatement with due regard to public interest.	Please refer chapter -For A Cleaner Tomorrow on Page no- 45,46.
	3	Businesses should ensure that benefits arising out of access and commercialization of biological and other natural resources and associated traditional knowledge are shared equitably.	Please refer chapter -For A Cleaner Tomorrow on Page no- 45,46.
	4	Businesses should continuously seek to improve their environmental performance by adopting cleaner production methods, promoting use of energy efficient and environment friendly technologies and use of renewable energy.	Please refer chapter -For A Cleaner Tomorrow on Page no- 43-47.
	5	Businesses should develop Environment Management Systems (EMS) and contingency plans and processes that help them in preventing, mitigating and controlling environmental damages and disasters, which may be caused due to their operations or that of a member of its value chain.	Please refer chapter -For A Cleaner Tomorrow on Page no- 39.
	6	Businesses should report their environmental performance, including the assessment of potential environmental risks associated with their operations, to the stakeholders in a fair and transparent manner.	Please refer chapter -For A Cleaner Tomorrow on Page no- 39.
	7	Businesses should proactively persuade and support its value chain to adopt this principle.	Please refer chapter -For A Cleaner Tomorrow on Page no- 43.
Principle 7	Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner.		
	1	Businesses, while pursuing policy advocacy, must ensure that their advocacy positions are consistent with the Principles and Core Elements contained in these Guidelines.	Please refer GRI Content Index on Page no- 89.
	2	To the extent possible, businesses should utilize the trade and industry chambers and associations and other such collective platforms to undertake such policy advocacy.	Please refer GRI Content Index on Page no- 89.



Principle No	Description		Reference to Sustainability Report
Principle 8	Businesses should support inclusive growth and equitable development		
	1	Businesses should understand their impact on social and economic development, and respond through appropriate action to minimise the negative impacts.	Please refer chapter -Community Engagement - Towards Inclusive Growth on Page no- 66.
	2	Businesses should innovate and invest in products, technologies and processes that promote the wellbeing of society.	Please refer chapter -Community Engagement - Towards Inclusive Growth on Page no- 67,68,70.
	3	Businesses should make efforts to complement and support the development priorities at local and national levels, and assure appropriate resettlement and rehabilitation of communities who have been displaced owing to their business operations.	Please refer chapter -Community Engagement - Towards Inclusive Growth on Page no- 68,69.
	4	Businesses operating in regions that are underdeveloped should be especially sensitive to local concerns.	Please refer chapter -Community Engagement - Towards Inclusive Growth on Page no- 66.
Principle 9	Businesses should engage with and provide value to their customers and consumers in a responsible manner		
	1	Businesses, while serving the needs of their customers, should take into account the overall well-being of the customers and that of society.	Please refer chapter -Technology & Innovation on Page no- 31,32.
	2	Businesses should ensure that they do not restrict the freedom of choice and free competition in any manner while designing, promoting and selling their products.	Please refer chapter -GRI Content Index on Page no- 89.
	3	Businesses should disclose all information truthfully and factually, through labelling and other means, including the risks to the individual, to society and to the planet from the use of the products, so that the customers can exercise their freedom to consume in a responsible manner. Where required, businesses should also educate their customers on the safe and responsible usage of their products and services.	Please refer chapter -GRI Content Index on Page no- 90.
	4	Businesses should promote and advertise their products in ways that do not mislead or confuse the consumers or violate any of the principles in these Guidelines.	Please refer chapter -GRI Content Index on Page no-90.
	5	Businesses should exercise due care and caution while providing goods and services that result in over exploitation of natural resources or lead to excessive conspicuous consumption.	Please refer chapter -GRI Content Index on Page no- 89
	6	Businesses should provide adequate grievance handling mechanisms to address customer concerns and feedback.	Please refer chapter -GRI Content Index on Page no- 90.



Glossary

AAI	Aluminium Association of India	INR	Indian Rupee
ABML	Aditya Birla Minerals Limited	ISO 9001	Quality Management Systems – Requirements
ABSTC	Aditya Birla Science Mumbai & Technology Centre	ISO-14001	Environmental Management Systems – Requirements with guidance for use
AIMM	Australasian Institute of Mining and Metallurgy	KFA	Key Focus Area
APSRTC	Andhra Pradesh State Road Transport Corporation	KRA	Key Result Area
ASCI	Advertising Standards Council of India	KTPA	Kilo tonne per annum (1000 tonne per annum)
BEE	Bureau of Energy Efficiency	LME	London Metal Exchange
BESCO	Bharathiya Electric Steel Company	m ³	Cubic meter
BNPL	Birla Nifty Pty Ltd	MCDR	Mineral Conservation and Development Rules 1988
BRDC	Belgaum Research and Development Centre	MSRTC	Maharashtra State Road Transport Corporation
CART	Collaborate - Alleviate - Resolve - Together	MT	Metric Tonne
CCL	Centre for Creativity Leadership	MtCO ₂ e	Million Tonne of Carbon Dioxide Equivalent
CDM	Clean Development Mechanism	MTPA	Metric Tonne per annum
CII	Confederation of Indian Industry	MW	Mega Watt
CO	Carbon Monoxide	NABL	National Accreditation Board for Testing and Calibration Laboratories (NABL) is An Autonomous body under the aegis of Department of Science & Technology, Government of India
CO ₂	Carbon Dioxide	NCO	Nifty Copper Operation
CPO	Chief People Officer	NGO	Non-governmental Organization
CFO	Chief Financial Officer	NIPM	National Institute of Personnel Management
CTO	Chief Technology Officer	NORPAR	Normal Paraffin
CRM	Customer Relationship Management	NOX	Oxides of Nitrogen such as Nitrogen Dioxide
CSMM	Customer Satisfaction Management and Measurement	NPK	Sodium, Phosphorus and Potassium
CSR	Corporate Social Responsibility	OHSAS	Occupational Health and Safety Assessment Series (standards for Occupational Health and Safety Management System)
CTC	Central Technical Cell	18001	Occupational Health and Safety Management System
CY	Calendar year	PAP	Project Affected People
DAP	Di-Ammonium Phosphate	PAT	Perform-Achieve-Trade
DAC	Development Assessment Centre	PFC	Per Fluoro Carbon
DEPB	Duty Entitlement Pass Book	POP	Plaster of Paris
DMS	Dry Mud Stacking	QC	Quality Control
DP	Displaced People	QCDIP	Quality, Cost, Delivery, Innovation and Productivity
EAFA	European Aluminium Foil Association	RDSO	Research Designs and Standards Organization
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization	RE	Renewable Energy
EHS	Environment, Health and Safety	REC	Renewable Energy Certificate
EIA	Environmental Impact Assessment	RMP	Red Mud Pond
ESP	Electrostatic Precipitator	RO	Reverse Osmosis
EUR	Euro	RPO	Renewable Purchase Obligation
ETP	Effluent Treatment Plant	R&R	Rehabilitation and Resettlement
FICCI	Federation of Indian Chambers of Commerce & Industry	SEBI	Securities and Exchange Board of India
FO	Furnace Oil	SHG	Self Help Group
FRP	Flat Rolled Products	SOX	Oxides of Sulphur such as Sulphur Dioxide
FY	Financial year	SPL	Spent Pot Lining
GHG	Greenhouse Gas	TERI	The Energy and Resources Institute
GJ	Giga Joules	TRDC	Taloja Research and Development Centre
GRI	Global Reporting Initiative	TCO ₂ e	Tonne Carbon Dioxide Equivalent
GSRTC	Gujarat State Road Transport Corporation	TWP	The Works Partnership
Ha	Hectare	USD	United States Dollar
HIC	Hindalco Innovation Centre	UNFCCC	United Nations Framework Convention on Climate Change
HDPE	High Density Poly Ethylene	VDC	Village Development Committees
HR	Human Resource	WCM	World Class Manufacturing
IAI	International Aluminium Institute		
ICDC	Indian Copper Development Centre		
ICPCI	International Copper Promotion Council India		
IDP	Individual Development Plan		
IIT	Indian Institute of Technology		
IMRB	Indian Market Research Bureau		
IMS	Integrated Management System		

In the true sprit of sustainability, any feedback that can help make the Organisation's Sustainability Report better, is genuinely appreciated. If you have any suggestions, feedback or even just a query,

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