

# People at the Heart of a Sustainable Future



At Hindalco, we constantly ask: How do we build the next-in-class women leaders? The answers shape our structured capability building efforts — from leadership development programmes to confidence-building workshops, and targeted career interventions.

## Human Capital

### KEY HIGHLIGHTS

Global workforce	78,999
Investment in training and development for full-time employees (FTEs)*	₹30.81 crore
New hires	3,540
Training hours	3.83 million
Employee engagement score in VIBES survey*	92%

\* The details provided are for India Operations

### LINKAGES

#### Capital Linkages

- Financial Capital
- Intellectual Capital
- Social and Relationship Capital

#### Alignment with Strategic Priorities

- SP2 - Value Enhancing Growth/ Double-down on Upstream Capacities
- SP3 - Strong ESG Commitment

#### Material Topics

- Health and Safety
- ESG Transparency & Disclosures
- Diversity, Equity & Inclusion

#### Risks

- Stakeholder's focus on ESG

#### Contribution to SDGs







Hindalco’s evolution into a solutions-driven enterprise is being led by our people. It is their drive, ingenuity, and vision that propels us forward. Through focused efforts, we have built a workplace where safety is non-negotiable, diversity thrives, ideas take shape, and the brightest minds come together to co-create better futures for all stakeholders.

Future-Ready Workforce-  
Transforming Ideas into Reality

In our journey towards an innovation-driven engineering solutions provider, our people remain the driving force that propels us forward. Our global workforce of 78,999 contributes meaningfully to our culture of manufacturing excellence, operational agility and co-creation of innovative solutions.

Our people strategy is anchored to six focus areas: occupational health and safety, human capital development, diversity, equity and inclusion, human rights, employee well-being and organisational effectiveness. These focus areas are supported by comprehensive policies that foster a safe, inclusive, and performance-driven environment and a strong governance

framework. This has helped us to shape a resilient and future-ready workforce that is delivering measurable impact in terms of operational excellence, customer centricity, innovation and robust financial performance enable by appropriate leadership development, employee empowerment, and sustainable business practices across our global operations.

Focus Areas

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

HINDALCO HR Strategy - Aspiration and How

Business Priorities	Restructuring Salesforce and Upskilling Technical Sales Team	Project Execution Excellence	Setting Up Recycling Business	Market Development
	Improved Cost Performance	Enhance Customer Experience	Advocacy for Policy Support and Industry Standards	New Product Development

HR Aspiration	Create a future ready organisation that enables us to win in the marketplace	Accelerate holistic people development and build a pipeline of leaders	Practice culture of accountability, result-orientation and meritocracy	Promote differentiated employee experience through ease of working	Position ABG as an aspirational workplace where next gen talent thrives
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HR Priorities	<b>Strategic Workforce Planning</b> <ul style="list-style-type: none"><li>+ Forecast future skills and workforce requirements</li><li>+ Design contemporary org models</li><li>+ Hire Global Experts for the new areas and move internal talent into critical roles</li></ul>	<b>Pipeline Building</b> <ul style="list-style-type: none"><li>+ Continue thrust on campus hiring</li><li>+ Build a project-ready pipeline for timely execution</li><li>+ Strengthen Technical Career Path and SME initiatives</li></ul>	<b>Culture Transformation</b> <ul style="list-style-type: none"><li>+ Roll out Circle of Trust</li><li>+ Strengthen Empowerment by Design and My People Hour</li><li>+ Drive ownership in Middle Management through Empowerment and adoption of digitalisation</li></ul>	<b>HR Process Excellence</b> <ul style="list-style-type: none"><li>+ Drive execution excellence In all the HR Processes with particular focus on hiring, onboarding and skill building</li></ul>	<b>Young Talent Development</b> <ul style="list-style-type: none"><li>+ Augment F10B10 to provide differentiated experience and accelerated growth</li><li>+ Institutionalise GETs 3 years development programme</li></ul>
	<b>Org Design</b> <ul style="list-style-type: none"><li>+ Design contemporary org models to cater to new businesses</li><li>+ Build capability of HR and Business leaders on business models and organisation design</li></ul>	<b>Capability Building</b> <ul style="list-style-type: none"><li>+ Focus on skill- based capability building</li><li>+ Project Management Capability Building</li><li>+ Ensure sustained engagement and targeted development of the middle management</li></ul>	<b>HR Digitalisation</b> <ul style="list-style-type: none"><li>+ Develop and implement Digital HR roadmap for process simplification and best in class employee experience</li></ul>	<b>Inclusion and Wellness</b> <ul style="list-style-type: none"><li>+ Promote Intergenerational collaboration</li><li>+ Create and pilot Holistic Wellness Programme</li></ul>	



The Digital Experience Centre at Hirakud Power & Smelter. This facility is used to provide training in AI and digitalisation



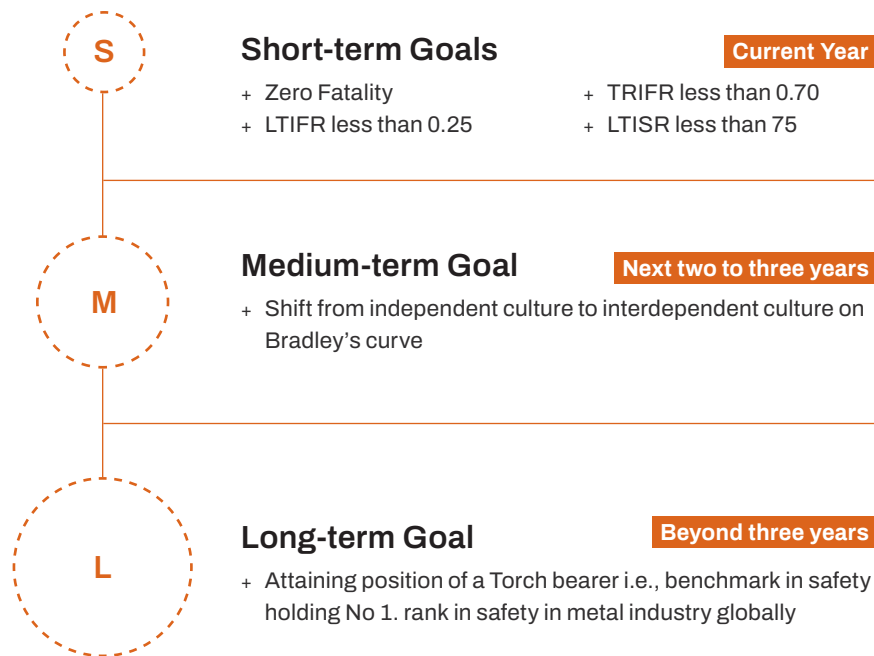
## Occupational Health and Safety

At Hindalco, we accord the highest priority to safety and well-being of our workforce, community and other associated stakeholders.

We have a robust health and safety management system in place. Our Safety and Occupational Health Policy is aligned with international standards including International Finance Corporation's (IFC) General Environment, Health and Safety Principles, International Labour Organisation's (ILO) guidelines and recommendations from the World Health Organisation. Our Policy and management system enunciates our philosophy and commitment to the management of key safety aspects. All our employees and workers are covered by the occupational health and safety management system covering Hindalco India operations and Novelis.

We are committed to achieving excellence in OHS management. All (100%) manufacturing plants, mines and corporate functions of Hindalco India operations, and 25 sites of Novelis are ISO 45001 certified – Occupational Health and Safety Management System.

We have defined short, medium, and long-term goals and targets integrated with our Sustainable Business Framework. We continuously monitor progress against these targets and assess their impact on the well-being of our employees and contract workforce.



We remain committed to achieving zero harm by adopting a proactive and preventive safety culture. In line with our commitment, we have identified key focus areas for the year and the future, which include:

### Hindalco

- + Enhancing behaviour-based safety (BBS) and leadership engagement at all levels
- + Strengthening contractor safety management and extending safety standards across the value chain
- + Focus on mental health and ergonomic well-being, in addition to occupational safety
- + Continuous upskilling of employees through competency-based safety training programmes
- + Alignment with global best practices and compliance with ISO 45001 and other relevant standards
- + Digital transformation through real-time monitoring, analytics, and mobile-based safety tools

### Novelis

- + Launching a pilot programme focused on Human and Organisational Performance (HOP) to strengthen safety culture and operational reliability
- + Enhancing corrective and preventive actions (CAPA) and improving the effectiveness of incident investigations
- + Focusing on improving hand safety to reduce high-frequency injuries
- + Conducting Global Safety Week to promote safety awareness and engagement across all locations
- + Implementing leadership training programmes to build EHS capabilities at all organisational levels
- + Introducing new technology solutions to support real-time safety monitoring and risk mitigation

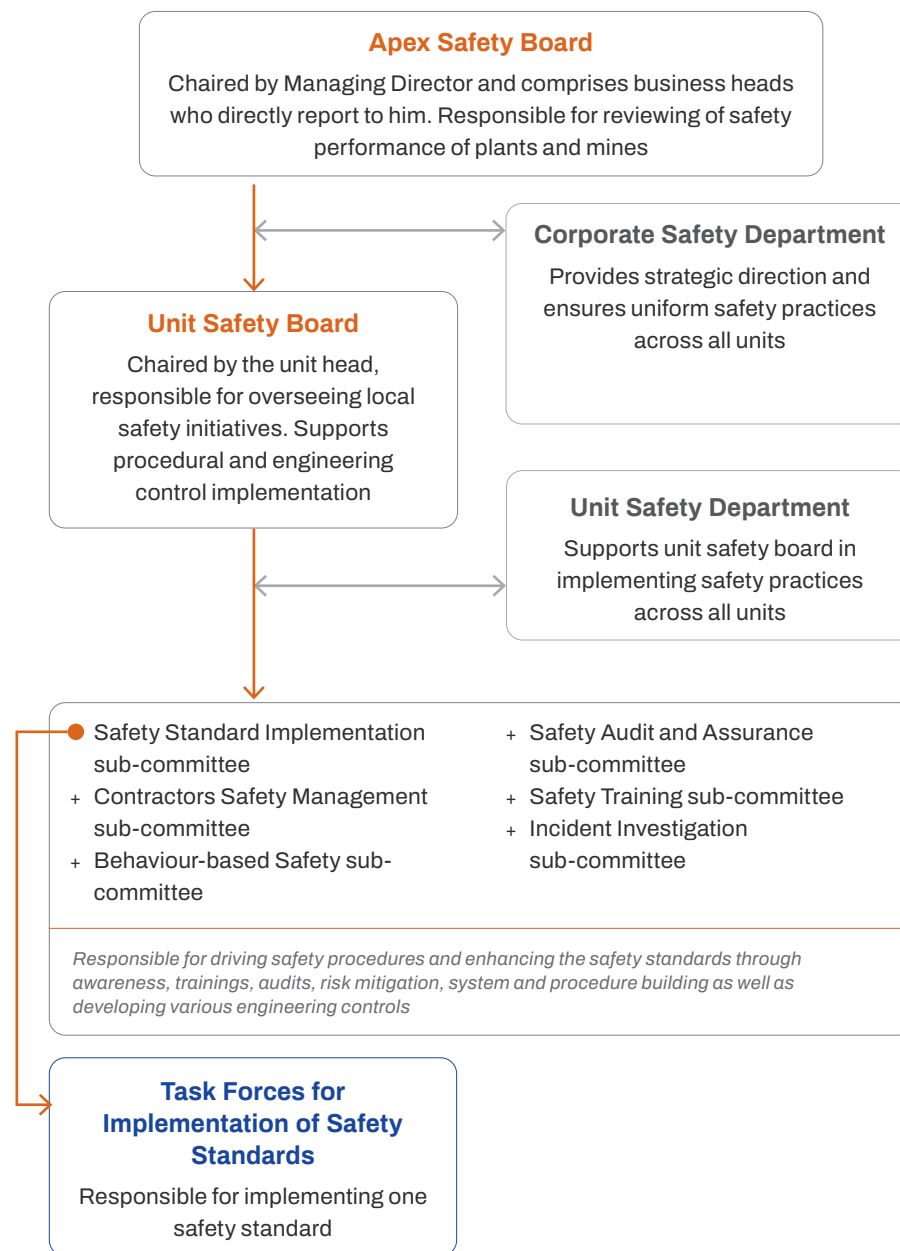
## Occupational Health and Safety Governance

At Hindalco, we actively foster a global culture of health and safety through robust governance, comprehensive risk management, and inclusive employee training.

Our occupational health and safety efforts are governed through a multi-tiered framework. We have established an integrated committee structure and governance, where task forces and sub-committees work together to elevate safety standards across our manufacturing and mining units.

Detailed health and safety governance structure is presented as below:

### Hindalco's occupational health and safety management governance framework



Each committee and sub-committee convene monthly to report and review the safety performance of plants and mines. The performance of these sub-committees and task forces is reviewed monthly by the Unit Safety Board to ensure accountability and continuous improvement.

In addition, all plants have their own Occupational Health and Safety (OHS) Committees, with equal representation from permanent employees and permanent workers. These committees meet quarterly to review safety performance and incidents, identify workplace hazards and recommend appropriate controls, participate in risk assessments and audits, and contribute to the development and implementation of safety policies and strategies.

To ensure effective communication and awareness in the workforce, relevant OHS information including policies, procedures, safety alerts, and incident learnings are disseminated through toolbox talks, notice boards, digital platforms, and training sessions.

At Novelis, each location is required to establish a structured Environmental, Health, and Safety (EHS) committee. The objective is to promote active employee participation, foster ownership of EHS initiatives, and support collaborative decision-making. Moreover, occupational health and safety considerations are formally integrated into collective bargaining agreements with trade unions at applicable facilities. The scope and nature of the health and safety provisions are determined by the specific terms negotiated within each agreement, reflecting both regulatory obligations and site-specific operational requirements. To effectively disseminate safety information, monthly health newsletters are released, covering various wellness topics (financial wellness, disability, aging care, childcare, etc.).





A safety drill in progress at Aditya Aluminium. Such activities help our teams to map risks and test readiness thus equipping them to respond swiftly during emergencies

Hazard Identification, Risk Assessment and Incident Investigation

Our proactive and structured approach to risk identification is anchored by Hazard Identification and Risk Assessment (HIRA) framework and Job Safety Analysis (JSA) processes. These are systematically applied before the commencement of any activity, routine or non-routine to evaluate potential hazards and determine the associated risk levels.

We involve line managers, safety officers, and contractor representatives in workplace risk assessments and working conditions as this fosters a shared responsibility for safety and working conditions and ensures that frontline insights are incorporated. All the people involved in hazard and risk assessments are trained and deemed competent as per internal standards and regulatory requirements.

To identify, investigate, and monitor our safety performance and ensure timely mitigation of risks, we use digital tools and technologies. These include ENABLON, Contractor Safety Management module (CSM), safety audit, e-Permit, e-MOC,

Taproot® incident investigation software, etc. We utilise Taproot® incident investigation software to systematically identify root causes for high-severity incidents. The process involves detailed fact-finding to assess associated hazards and risks, followed by the implementation of corrective and preventive actions based on the Hierarchy of Controls — Elimination, Substitution, Isolation, Engineering Control, Administrative Control, and Personal Protective Equipment, in the order of importance. To quantify risk levels and support consistent decision-making, we use a standardised 5x5 risk matrix that evaluates the likelihood and severity of potential outcomes. This prioritises risks based on their potential impact and the probability of occurrence, ensuring that resources are directed toward the most significant hazards.

Following any incident, a Preliminary Incident Report (PIR) is prepared with the date, time, location, incident description, and immediate actions taken. This report is shared via email with stakeholders

as per the approved distribution list. Based on the severity of the incident, a cross-functional team may be formed to investigate contributing factors, assess relevant elements of the Process Safety Management (PSM) System, and recommend corrective and preventive actions. After review and approval, key learnings are documented and communicated across the organisation to support continuous improvement and reinforce a strong safety culture.

We use remote crawler technology to monitor tank thickness, and AI cameras for real-time hotspot detection in switchyards. Moreover, we have enhanced confined space safety by enabling gas monitoring through Rapid Deployment Units, which ensures continuous monitoring of the atmosphere and detects hazardous gases. To strengthen transportation safety, driver fatigue management systems have been installed across all vehicles that detect and mitigate fatigue-related risks.

Journey Risk Management

At Hindalco, we have introduced the Journey Risk Management (JRM) initiative to ensure the safety of our employees during official travel across units and mines. The goal was to identify risks such as road hazards, weather conditions, and health concerns.

Before each journey, we provide users with information on weather forecasts, road safety guidelines, emergency contacts, and interactive route maps. Our drivers log into the JRM app before starting their trip, enabling real-time speed monitoring and voice alerts for hazards like speed breakers, sharp turns, and potholes. To prevent fatigue, the app prompts drivers to take breaks every two hours. Throughout the journey, the app tracks driving behaviour and vehicle performance.

We reinforce the effectiveness of our OHS system through periodic internal and external audits, and cross-functional reviews. We have a dedicated team which carries out internal audits, led by business heads or cluster heads. The audit has three levels: Level 1 audit (self-assessment audit by facility, area, and department), Level 2 audit (cross-functional audit conducted through subject matter experts), and Level 3 audit (organised by corporate safety team, Subject matter expert from different units and led by business/cluster heads). Insights from incident investigations, near-miss reports, and safety observations is integrated into our processes, enabling continuous updates to risk registers, procedures, and controls. Additionally, the Executive Committee (ExCom) dedicates five in-person days annually to conduct internal safety audits, underscoring leadership commitment to a safe and compliant work environment.

We have a comprehensive emergency plan in place for all our manufacturing plants, mines, and offices. It outlines potential emergency scenarios and includes regular mock drills involving employees, workmen, and senior leaders. In addition, our crisis management plan addresses broader safety issues beyond immediate emergencies. Safety risks are also integrated into our enterprise risk management framework, and we have a Business Continuity Management (BCM) plan to ensure preparedness and resilience.

During the reporting period, 100% of our plants and offices were assessed on health and safety requirements and working conditions. Moreover, we embed Occupational Health and Safety (OHS) criteria into supplier selection and ongoing performance evaluations to minimise risks throughout the value chain and ensure a safe and compliant working environment. Further details on supplier assessment on various parameters including health and safety and working conditions can be found in Social and Relationship Capital.

At Novelis, our commitment to workplace safety extends beyond compliance with ISO 45001 standards. All sites are mandated to adhere to the Novelis Risk Profile Directive and are required to develop and implement formal procedures for conducting risk assessments.

- This includes:
- + Use a standardised risk matrix to assess risks based on probability and severity
  - + Evaluate risks at various stages - without controls; with existing controls; with proposed additional controls
  - + Take countermeasures in accordance with the Hierarchy of Controls
  - + Rank individual risks to prioritise mitigation efforts
  - + Compile a plant-wide list of top risks to ensure visibility and focus on the most critical safety concerns

Additionally, Novelis has established a comprehensive Environmental, Health, and Safety (EHS) Incident Management Performance Standard, which is mandatory for implementation across all operational sites. This standard provides a clear and systematic framework for conducting accident investigations, ensuring accountability, and driving continuous improvement in safety performance.

At Novelis, we conduct three types of audits at our facilities: regulatory compliance audits, shop floor condition audits, and audits based on our internal standards. These are carried out by our global and regional teams, as well as external consultants. Moreover, sites with ISO certifications undergo regular certification and surveillance audits to maintain compliance and performance standards.



The workday begins with a toolbox talk to assess the environment, understand the risks, and follow all safety protocols.





Grievance Redressal Mechanism

At Hindalco, employees and workers are encouraged to identify and report potential and actual work-related hazards through our online platform, Enablon. This system ensures that all unsafe acts and unsafe conditions are logged, tracked, and addressed timely. We have institutionalised a reward and recognition policy to acknowledge and reward employees who report near misses, best Behaviour Based Safety Observation (BBSO), safety interventions, in-line of fire reporting, unsafe acts and unsafe conditions. We also recognise best safety practice

implementations by subject matter experts and task forces in forums such as Annual Safety meet.

We ensure that no reprisals or punitive actions are taken against workers for reporting hazards or safety concerns in good faith. Workers have the right to remove themselves from any work situation they believe could cause injury or ill health. During FY 2024-25, we received zero complaints from employees and workers on health and safety and working conditions at our Hindalco India.

At Novelis, all facility incidents are reported through a dedicated reporting tool. Employees can also raise concerns or complaints via the Novelis Ethics Hotline, with the option to remain anonymous. Each report generates a unique tracking number, allowing employees to check the status of their submission. All employees are granted Stop Work authority, empowering them to immediately halt any task or operation upon identifying a safety concern.

Occupational Health Services

At Hindalco, we are committed to ensuring the health and well-being of our employees through a comprehensive framework of occupational and non-occupational health services. Our approach integrates rigorous risk assessments, wellness programmes, and strong data privacy practices to foster a safe and supportive work environment. We leverage PEHEL software to monitor employee pre-medical checkup data and risk zone classification.

Guided by the International Labour Organisation’s (ILO) Convention 161, we conduct rigorous Qualitative Exposure Assessments (QIEA) and Quantitative Exposure Assessments (QnEA) to identify potential hazards affecting the physical and mental well-being of our employees. Building on the insights gleaned from these assessments, we identified work-related hazards that pose a risk of ill health which includes exposure to dust, noise, heat stress, ergonomic strain, and chemicals.

To ensure quality and accessibility of occupational health services, we operate onsite Occupational Health Centres staffed with qualified medical professionals. We also allow workload adjustments for employees to attend medical check-ups, provide transportation and priority access to external clinics when required.

Beyond occupational health, we facilitate access to non-occupational medical and healthcare services through a combination of onsite and offsite provisions. All major plant locations are equipped with primary healthcare centres that offer services beyond workplace-related care. Our inclusive health ecosystem includes multi-specialty hospitals, outpatient departments (OPDs), and

dedicated ambulances, offering maternity care, MRI, transplant procedures, and occupational therapy. We also conduct regular preventive health camps, blood donation drives, and nutrition awareness programmes to promote proactive health management.

In addition, we offer a wide range of voluntary health promotion programmes aimed at addressing non-work-related health risks. These initiatives focus on cardiovascular health, diabetes management, tobacco cessation, mental health awareness, stress management, psychological support, nutrition, and physical fitness. Access to these services is facilitated through onsite health camps, wellness workshops, counselling sessions, and regular health screenings. Educational materials are provided in local languages, and activities are integrated into work schedules to encourage participation.

At Novelis, employees are covered by comprehensive medical insurance and have access to public healthcare services. The Company also offers voluntary health programmes such as preventive care screenings, biometric assessments, and wellness events focused on healthy habits, back care, nutrition, and fertility services.

Both Hindalco and Novelis uphold the highest standards of data privacy. Personal health information is handled with strict confidentiality and is accessible only to authorised medical professionals. All health data is managed in compliance with applicable data protection laws, and participation in health programmes is entirely voluntary, with no impact on employment decisions. This ensures a culture of trust and openness, encouraging employees to engage fully in health and wellness initiatives.

Health and Safety Training and Awareness

At Hindalco, we proactively identify training needs based on job roles, skill levels, job hazard analyses, incident reports, operational changes, employee feedback, audits, and regulatory updates. Each of our plants prepares a monthly training plan to address these needs.

We ensure that all employees and workers receive safety training before initiating on-site duties. Each employee completes a minimum of three man-days of training annually, and we deliver sessions in regional languages to ensure clear understanding. Our workforce is supported by more than 4 to 5 subject matter experts for every safety standard. The SMEs have received trainings through both internal and external programmes.

At Novelis, our training programmes are developed in alignment with corporate policies, legal obligations, and site-specific requirements. Training topics include critical areas such as machine guarding, hazardous energy control, mobile equipment operation, and electrical safety. We deliver training through a variety of methods, including classroom sessions, hands-on practical exercises, virtual reality simulations, and web-based modules. Our web-based training is facilitated through the ABG Cornerstone portal. During the reporting year, we introduced Safety Hour at all plants, where plant leaders dedicate one hour on the shop floor to identify and address safety risks through direct observation and meaningful engagement with employees.

To ensure effectiveness, we conduct post-training assessments to evaluate knowledge retention and understanding.

Details of safety performance during FY 2024-25: Global Operations								
Category	Hindalco India (Standalone)		Hindalco India (Subsidiaries)		Novelis		Total (Hindalco standalone+Hindalco Subsidiaries+Novelis)	
	Employees	Contractual workers	Employees	Contractual workers	Employees	Contractual workers	Employees	Contractual workers
Lost Time Injuries/ Nonfatal, Days Lost (NFDL) cases								
Number	14	24	-	2	24	4	38	30
Total Recordable Injuries								
Number	45	96	-	9	77	25	122	130
Fatalities								
Number	-	2	-	-	1	-	1	2
No. of high-consequence work-related injuries (excluding fatalities)								
Number	1	1	-	-	3	-	4	1
Total man-hours worked								
Million hours	45,655,022	95,137,870	2,564,391	11,053,553	31,725,946	13,040,349	79,945,359	119,231,772
Lost-Time Injury Rate (LTIR)(ii)								
Number/ person hours worked	0.06	0.05	-	0.04	0.15	0.06	0.10	0.05
Lost Time Injury Frequency Rate (LTIFR)(i)								
Number/ million hours	0.31	0.25	-	0.18	0.76	0.31	0.48	0.25
Total Recordable Injury Frequency Rate (TRIFR)(iii)								
Number/ million hours	0.98	1	-	0.81	2.42	1.91	1.53	1.09
Note: (i) Lost-Time Injury Frequency Rate (LTIFR) = (No. of lost-time injuries x 1,000,000) / (person-hours worked) (ii) Lost-Time Injury Rate (LTIR) = (No. of lost-time injuries x 200,000)/ (person-hours worked) (iii) Total Recordable Injury Frequency Rate (TRIFR) = (Total No. of recordable injuries x 1,000,000) / (person-hours worked)								

Details of safety trainings provided during FY 2024-25: Global Operations					
Safety Training Category	Unit	Hindalco India (Standalone)	Hindalco India (Subsidiaries)	Novelis	Total
Trainings – for Management and Staff	Hours	223,025	15,518	6,074	244,617
Trainings – for Permanent Workers	Hours	407,725	6,781	26,062	440,568
Trainings – for Contractual Workers	Hours	1,006,478	85,008	509	1,091,995



## Human Capital Development

At Hindalco, we focus on holistic development of our workforce to meet evolving business needs. A World of Opportunities is a key element of our employee value proposition, which ensures that each employee has access to all relevant learning and career growth opportunities along with exciting rewards, recognition and enabling work environment during their employment journey with us.

Our learning and development efforts are aligned with strategic business priorities and future capability needs to ensure our workforce is equipped for emerging challenges. Guided by the 70-20-10 learning principles, we believe that 70% of learning happens through on-the-job experiences, 20% through mentoring-coaching and peer interactions, and 10% through formal training. This approach fosters continuous learning and real-world readiness.

We follow a learner-centric and role-based approach to people development to ensure relevance and impact across different levels and business needs. Learning journeys are tailored to empower employees at every career stage, combining functional and behavioural development through both internal and external interventions. Our approach to identifying the training needs of employees includes competency assessments via COMPASS reports, career aspiration discussions, 360-degree feedback, DAC reports, Talent Councils, specialist career paths, and inputs from discussions between managers and employees, HRBPs, and business leaders.

Throughout the process, we provide employees a clear view of strengths and areas for improvement, forming the basis of a personalised My Development Plan (MDP). The MDP enables targeted skill development and helps track progress throughout the year, ensuring continuous learning aligned with both personal and business goals.

We have dedicated functional academies for Sales and Marketing, Procurement and Finance, etc., which support domain-specific growth, while external collaborations such as with IIMM for Strategic Procurement, IITs and BITS

for technical areas, IIMs for management development, institutes run by Education Management Organisations (EOMs), etc. enhance learning depth. We prioritise future capability building in leadership, digital, functional, and behavioural areas through partnerships with Hindalco Technical University (HTU) and the Digital Capability Building Team. Our digital-first ecosystem, powered by CSOD and Coursera, enables scalable, accessible, and continuous learning.

Over the past year, we have focused on leveraging internal resources including Aditya Birla Group's global learning centre, Gyanodaya for leadership development programmes. We leverage Coursera to encourage self-paced learning and integrating it with journey programmes (for instance: XSEED, FLY). We have increased our focus on building internal trainer capacity and involving senior leaders in programme design and delivery. In alignment with this, we introduced Leader in Residence (LIR), wherein we invite leaders to build the content and share their experiences and expectations.

A culture of continuous learning is embedded through our culture transformation programme Shillim's ALERT behaviours, promoting curiosity, experimentation, and feedback as part of everyday work.

### Key training programmes

Our training programmes are tailored to the needs of individuals, cohorts and teams. These learning interventions are anchored around five core areas: Competency building (behavioural and functional), Leadership development programmes, Coaching culture, Technical capability building through Hindalco Technical University, and Digital transformation. We have increased our focus on imparting digital and virtual trainings and at the same time we continue to deliver physical training programmes. Our relentless focus on employee development can be reflected through the increased number of training hours provided during the reporting period.



Our people are the engines driving the organisation's growth

## Competency Building

### Behavioural and Leadership Training

132,655

Behavioural and Leadership Training

#### Major training programmes include:

Unleash your Potential, Strategic Procurement- Journey towards HPCO, Inspire, Being Your Best, Making emotions work for me, ASPIRE, Managing internal customer experience, Flawless consulting, Negotiation skills, Being a Mentor, ABG star people manager, Decision making workshop, Being agile, Communication skills, Fit for Future by Design, Vishwaroop, GMP 2.0., etc.

### Functional Training

278,641

Training Hours at Hindalco

#### Major training programmes include:

BizUp, Pricing Competence, Instructional design, Commercial Negotiation, Sales Academy, Project Zoom-Driving Digital Marketing, Digital Transformation, Project Zoom-Financial Skills, HR Analytics, Business Analytics, HR Connect 2.0, etc.

### Other Training Programmes

1,392,127

Training Hours at Hindalco

#### Topics include:

Enterprise risk management, safety training to employees and workers, human rights training to employees and security personnel, ESG and sustainability\*, among others.

\*Details on ESG and Sustainability related trainings, and Technical trainings can be found in later sections.

## Leadership Development Programmes

### Gyanodaya- Aditya Birla Global Centre for Leadership Learning

29,922

Training Hours at Hindalco

#### Major training programmes include:

Springboard, Chairman Series, Cutting Edge, Turning Point, Step Up, Jumpstart, Project Zoom-Developing Emerging Leaders, Project Zoom – Practising Positive Leadership, Project Zoom – Leading with an Improv Mindset, etc.

### DNA Programmes

20,397

Training Hours at Hindalco

#### Major training programmes include:

Employee Integration Programme (EIP), XSEED (Excellence in Skill Enhancement and Employee Development), Future Leader in You (FLY).

## Coaching Culture

### Leveraging International Coaching Federation

#### Major training programmes include:

My People Hour (MPH), Empowerment by Design (EBD), Birla Copper Mentoring Programme, among others.

#### Key Highlights during the year:

4,500+ MPH

sessions have been conducted by our leaders to build capability in team members and 600+ decisions were devolved through this process.

## Technical Capability Building- Hindalco Technical University\*

### Hindalco Technical University

24,543.32

Training Hours at Hindalco

#### Major training programmes include:

Technical Career Path (TCP), BEE, Six Sigma, Electrical Safety training, Industrial Automation Learning Series, Electrical Protection System, CEA Certification Programme and other key programmes in the domain of Mechanical and Thermal Engineering, E-karyashala, etc.

## Driving Digital Transformation

### Hindalco Technical University (HTU)

4,297.34

Training Hours at Hindalco

#### Major training programmes include:

DataFirst, DigiTalk, DISHA 2.0, Humans of Digital, Embracing digital mindset and Data ki Duniya, Artificial Reality (AR) and Virtual Reality (VR), Gen AI, deep learning and NLP, ML, and AI, etc.

### Gyanodaya Virtual Campus (GVC)

1,327,866.18

Training Hours at Hindalco

#### Major training programmes include:

e-learnings including training programmes available on Coursera.

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**Behavioural, Functional and Leadership Training Programmes:**

During FY 2024-25, we conducted several new learning and development programmes. These include Birla Copper way of Selling, Empowerpreneur, Functional Academies like Procurement Basics, Finance Academy, Sales Academy, Blended Learning and Experiential Learnings, Curiosity Carnival, Birla Copper Mentoring Programme, among others. Our First-Time Manager Programme for contractual workers is delivered using the flipped classroom model, where participants engage with learning materials beforehand and use classroom time for hands-on practice, discussion, and application.

Below are the highlights of some of our training programmes undertaken during the reporting year:

**Birla Copper Way of Selling:** Through this intervention, we aimed at equipping our sales teams with the skills, tools, and mindset needed to retain customer loyalty and attract new ones. Key highlights are:

- + 5 customised modules catering to developing self, selling skills, solution selling, customer relationship management, presence
- + 28 participants and 4.5 feedback score

**Empowerpreneur:** To build a robust leadership pipeline, we launched Empowerpreneur in September 2024, an 18-month journey designed in partnership with third-party. This programme helps participants develop an entrepreneurial mindset through in-person sessions, industry experts and thought leaders' interactions, real-world projects, and guided mentoring.

**Finance Academy:** Launched in January 2025 with the objective of building functional and digital capability of our 725 Finance and Accounts (F&A) teams, and also building Financial Awareness for the GETs through Finance for non-Finance sessions.

Starting with a session on offset hedging and hedge accounting at Dahej, the academy now offers general awareness programmes covering topics such as analysis of Union budget, insurance, etc. These also included niche skill-building

topics in areas like commodity and currency hedging, and targeted learning for early-career professionals on topics such as taxation, accounting standards, and digital finance.

**Curiosity Carnival: Encapsulating the spirit of inquisitiveness, exploration, and joyful learning**

Under the central leadership of ABG, we launched the Curiosity Carnival — a three-month-long learning fest held from September to December 2024, designed to inspire and equip our workforce for tomorrow.

The Curiosity Carnival was built around the theme “Embrace the Future”, with a strong focus on building 8 future skills across Hindalco around Growth Mindset, Authentic Leadership, Digital Transformation, Data and Analytics, Risk Management, Macroeconomics, and Influencing the Ecosystem

**Highlights:**

- + 2.65 times increase in learning hours
- + 337,445 learning hours in six months
- + Enhanced engagement and participation across teams
- + Strengthened learning culture and knowledge-sharing
- + Aligned with business goals and leadership development

**e-Learning Triumphs**

- + 3,352 unique learners
- + 117,441 total courses completed
- + 33,163 hours of learning

**Sessions and Events Impact**

- + 4,200 unique participants
- + 9,883 sessions completed
- + 52,385 learning hours

**Leadership and Employee Engagement**

- + 86.78% participation from management employees with 100% participation from top and senior management
- + 67.85% participation from LMS employees
- + 1,548 training hours completed by top and senior management
- + 100% units and plants covered



From learning to leadership - nurturing talent at every level



The new 235 kA potline at Hiralud Smelter supplies high purity liquid aluminium to downstream plants

Our two-flagship cadre-building interventions named FLY (Future Leader in You) and XSEED (Excellence in Skill Enhancement and Employee Development) have been revamped and relaunched to integrate Shillim's ALERT behaviours. FLY targets middle managers and is designed around managing others, while XSEED is built around the central theme of developing self and is targeted for junior management cohort. We have integrated Coursera courses with pre-work, utilised internal resources, developed internal trainers through Train-the-Trainer programme, introduced the Leader in Residence (LIR) model, incorporated Action Learning Projects (ALPs), and implemented impact measurement through participant-wise scorecards. Since March 2025, we've trained 30 internal trainers for XSEED and reached

612 participants across three modules, with an average feedback score of 4.8/5. For FLY, we introduced LIR, trained 15 internal trainers, and engaged 208 participants across 11 batches, achieving an average feedback score of 4.6/5.

**Technical Capability Building – Hindalco Technical University**

Since its inception in 2017, Hindalco Technical University (HTU) has been our dedicated platform for building and strengthening the technical capabilities of our workforce across plants and mines. We've focused on equipping our teams in core manufacturing and maintenance roles through a combination of online and offline training programmes, technical events, and expert-led forums.

We structure our programmes at three key levels: plant-specific, business-wide, and central thematic offerings such as Six Sigma, Project Management, and Reliability. To cater to the unique needs of our diverse operations, we have established HTU Schools for Smelter, Refinery, Power, Mining, Copper, and Maintenance. Each school is guided by an operating committee of unit representatives to ensure our training remains practical, relevant, differentiated and aligned with industry best practices.

In FY 2024-25 alone, we delivered over 221 onsite and online technical programmes through HTU, impacting more than 12,447 employees in technical roles. These sessions were led by our internal subject matter experts and external specialists, including OEMs. Some of the highlights of our major initiatives are as below:

Introduction	
Corporate Overview	
Strategic Overview	
Creating and Sustaining Value	
Awards and Recognition	
Standards and Frameworks	
Statutory Reports	
Financial Statements	





Six Sigma Green Belt Certification Programme:

- + 11 employees successfully completed Six Sigma Green Belt projects
- + 11 projects submitted with potential financial benefit of approximately ₹14.5 Cr. per annum

Bureau of Energy Efficiency (BEE) Certification:

- + 9 candidates cleared Energy Manager exam and are now certified Energy Managers
- + 4 candidates earned Energy Auditor certification from the Bureau of Energy Efficiency (BEE)

Technical Career Path (TCP):

Our Technical Career Path (TCP) is a unique initiative to create structured career growth opportunities for engineers who are specialists in their fields and aspire to build long-term careers outside the general management track. This programme enables us to deepen technical mastery in critical areas of operations and maintenance, while offering focused learning and development for our engineers — our TCPians.

In FY2024-25, we had a cohort of 75 TCPians across various specialist domains. Of these, 22 progressed to the next proficiency level, reflecting strong development momentum.

Other highlights include:

- + 11 TCPians participated in the session conducted on New Product Development (NPD), Patenting and IPR (OUC Mumbai)
- + 7 patents were granted and additional 6 have been filed
- + 12 attended the session on TRIZ (Theory of Inventive Problem Solving)
- + 18 participated in an immersive learning experience, gaining hands-on exposure to advanced technical processes and best practices at ABSTC, Hindalco Talaja and HIC
- + 25 attended the technical paper writing programme, enhancing their skills in structuring and presenting technical research effectively

- + 25+ papers presented by TCPians at national and international forums
- + 25+ conferences attended by TCPians, facilitating knowledge exchange and industry networking

TCP Day Celebration

On 17th and 18th March 2025, we organised our first TCP Day to recognise and honour the contributions of our TCPians, for technical excellence, and innovation. The event witnessed over 100 participants.

This event brought together TCPians, TCP Council members and various stakeholders to collaborate, engage, learn, and celebrate, while also marking the sharing of the new TCP 2.0 Policy. We celebrated the prestigious TCP Awards, recognised 10 Aryabhata winners, and honoured 4 Kalam Award-winning teams (comprising 20+ members), along with other contributors.



An employee tries his hand at a pot tending assembly simulator

Driving Digital Transformation

Embracing digital transformation is integral to Hindalco's 'Plant of the Future' plans. Our digital capability-building efforts are conducted in collaboration with Gyanodaya and the HTU Team. Under the newly launched HTU- School of Digital, we organised the following events:

DISHA Virtual e-Learning Modules:

- + 1,300+ employees across all units have completed the module
- + Interactive online modules designed to create awareness on Industry 4.0 and digital technologies along with use cases

Digital Mindset Workshop for Operators and LMS:

- + 1,310 employees attended the workshop, delivered by plant Digital Ambassadors
- + Focus on fostering and adopting data-first practices and principles in day-to-day responsibilities to boost efficiency and adaptability

Digital Transformation Workshop:

- + 181 Department Heads and Section Heads from Belagavi, Muri, Dahej, Coal Mines, Bauxite Mines, Utkal and Belur covered
- + Programme for senior managers on data-driven decision making, Hindalco use cases, outside-in perspective of leveraging digital technologies and embracing digital mindsets
- + Features actual use cases from Hindalco

Additionally, we provided data-based decision-making, and digital mindset training programme to select cohort of middle managers.

Similar interventions were introduced for functions such as HR, Finance, Procurement, Sales and Marketing on Data-Driven Decision Making, Data Story Telling and Generative AI. We trained a select group of 86 plant operations and maintenance engineers in Advanced Data Analytics skills using the ML platform ATOMS. Participants also worked on multiple data projects with the plant data and developed predictive models. A total of 10 projects were completed, generating significant operational and cost-saving benefits for the organisation. More details on digital transformation can be found in the Intellectual Capital section of this report.

HTU Metaverse – Revolutionising Learning Across Hindalco

With operations spanning across aluminium and copper value chain, we needed a smarter, more centralised way to manage knowledge and support continuous learning. We introduced the HTU Metaverse — a transformative step in our journey toward digital learning and innovation.

HTU Metaverse is an immersive, all-in-one digital learning platform designed to enhance and preserve knowledge across our value chain. Its integration with our Competency Framework and TCP Application enables real-time collaboration, making it easier for teams to share insights and solve problems together.

By integrating e-learning modules, recorded sessions, technical papers, and global conference insights, we ensure continuous learning and accessibility for all employees.

Our Performance

Aligning with our commitment to champion a culture of continuous learning and responsible leadership, we delivered a total of 3,610,506 training hours across Hindalco India operations during FY 2024-25. This included behavioural, functional, technical, digital and other topic-specific programmes.

At Novelis, a total of 223,485 training hours were provided to employees and workers. This included 463 hours of training on risk management, 32,644 hours on safety, 9,271 hours on human rights, 26,062 hours of sustainability and ESG trainings, and 155,045 hours on other topics.

During FY 2024-25, we conducted an average 92.09 hours and 16.28 hours of training and development per Full-Time Equivalents (FTEs) for Hindalco India operations and Novelis respectively. We invested an average of ₹12,793.95 per FTE in training and development initiatives at Hindalco India operations.

Detail of Total Training Hours and Average Training Trainings Hours: By Gender and Employment Category									
Detail of Training Hours	Hindalco India (Standalone)			Hindalco India (Subsidiaries)			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Management and Staff	1,444,587	154,349	1,598,936	50,193	17,351	67,544	1,494,779	171,700	1,666,480
On-roll workmen	541,347	1,799	543,146	8,486	267	8,753	549,833	2,066	551,899*
Total Training Hours	1,985,934	156,148	2,142,082	58,679	17,618	76,297	2,044,613	173,766	2,218,379
Average Training Hours per employee	91.47	126.44	93.35	56.04	187.43	66.87	89.83	130.75	92.09
*Total training hours provided to on-roll workmen comprise of 414,506 hours of training provided on health and safety.									

In addition to 2.2 million training hours as presented above in the table, we provided an additional 1,392,127 training hours on various topics. These included risk management, safety, human rights, sustainability, and skill upgradation.

**Green Skilling:** We view sustainability as a shared responsibility and equip our employees with the knowledge to integrate sustainable practices into operational activities. In FY 2024-25, our teams in India (Standalone and

Subsidiaries) completed 21,933 hours of sustainability training.

Additionally, 26,062 hours of sustainability and ESG training were conducted at Novelis. These programmes cover key topics such as





climate change, resource conservation, and regulatory compliance, aligning our workforce with global sustainability standards. Below are some of the key training topics we covered:

Environmental Management

- + Environmental compliance
- + EMS standards and ESG basics
- + Natural resources conservation

Energy

- + Strategies for reducing energy consumption
- + Renewable energy solutions
- + Energy conservation and reduction awareness

Waste

- + Hazardous waste handling procedure
- + Red mud and ash tailings management training
- + Circular economy: Waste to wealth and no landfill

Water

- + Water wisdom- conservation and quality management
- + Water management and neutrality
- + Drinking water analysis

Biodiversity

- + Biodiversity management and ecosystem restoration
- + Land restoration and drought resilience
- + Mangroves management

Air Emissions

- + Air pollution management
- + Air Quality Index and its importance
- + Cause of air pollution and occupational health awareness

Climate Change

- + Global warming and decarbonisation
- + Climate resilience planning
- + Climate adaptation strategies

100% of employees and workers were provided trainings on various topics such as, anti-corruption, Code of Conduct, customer relationship management, corporate social responsibility etc. through e-learning and physical sessions. A total of 163 and 38 training and awareness topics were covered for employees and workers respectively.

We also conducted a total of two familiarisation programmes for the Board of Directors and key managerial personnel, covering topics such as overview of company landscape, sustainability practices and road map to future goals, enterprise risk management of the company, statutory and non-statutory practices followed. Also, all board Members were apprised of the various ESG practices and industry leading initiatives taken by the Company during quarterly board meeting. 100% of the BoDs and KMPs were covered under the programmes and awareness sessions.

Measuring the Effectiveness of Training

At Hindalco, we employ the Kirkpatrick Model to thoroughly assess the effectiveness of our training programmes. We measure outcomes across four key areas: Reaction, Learning, Behaviour, and Results. During the year, we assessed our training programme outcomes and scope of improvement were incorporated, basis the feedback. For DNA interventions XSEED and FLY, we have received training feedback scores 4.7 and 4.6 respectively, on a 5-point scale.

External Associations and Accreditation

To better equip our new management level employees, we have collaborated with external educational partners and institutions such as Manipal GlobalNxt University, IIM Sambalpur, Systems and Networks Technologies Training Institute (SNTI), Nettur Technical Training Foundation (NTTF), ABP, Siemens, National Power Training Institute (NPTI), Central Tool Room and Training Centre (CTTC), BHEL, and BITS Pilani.

During the year, we collaborated with the Indian Institute of Materials Management (IIMM) to design a structured 5-day training workshop tailored to our specific requirements for our strategic procurement intervention. The objective of the programme was to introduce key procurement concepts, best practices, and strategic frameworks, ensuring that participants gain a comprehensive understanding of procurement’s role in business operations. 40 new joiners, were trained, conducting sessions in two batches of 20 participants each.

We also analyse the qualitative feedback shared by the participants and their managers. Few testimonials are shared below:

VENKATESH V  
AGM – Marketing Common

**Birla Copper Way of Selling:**

*“The workshop provided valuable insights, emphasising value-based selling over price negotiations. Its structured approach to customer engagement, objection handling, and effectively positioning Hindalco’s strengths proved highly useful. Key takeaways included strategic relationship building and leveraging data-driven decision-making to enhance sales effectiveness.”*

RAJIV KUMAR  
Assistant Manager - Strategic Procurement Function

**Procurement basics:**

*“The sessions on international trade, contract management, negotiation, procurement, and material requirement planning were particularly engaging. They were interactive and relevant, with the team actively participating and asking insightful questions.”*



Employees and workers trained on health and safety measures and skill upgradation during FY 2024-25 – Hindalco India operations											
Category	Total (A)	Hindalco India (Standalone)				Hindalco India (Subsidiaries)					
		On health and safety measures		On skill upgradation		Total (D)		On health and safety measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		(D)	% (E/D)	No. (F)	% (F/D)	
No. of Permanent Employees											
Male	9,076	9,076	100%	5,561	61.27%	652	652	100%	390	59.82%	
Female	1,184	1,184	100%	794	67.06%	69	69	100%	53	76.81%	
Total	10,260	10,260	100%	6,355	62.94%	721	721	100%	443	61.44%	
No. of Permanent Workers											
Male	12,636	12,636	100%	4,914	38.89%	395	395	100%	288	72%	
Female	51	51	100%	20	39.22%	25	25	100%	7	28%	
Total	12,687	12,687	100%	4,934	38.89%	420	420	100%	295	70.24%	

Our “Turning A New Leaf – Planning for Retirement (TNLPR)” programme is a thoughtfully designed initiative which caters to retiring employees at senior management level, along with their spouses, acknowledging the shared nature of this life transition.

The programme goes beyond traditional retirement planning by addressing emotional, physical, financial, and digital readiness for life after work. Through expert facilitation by seasoned professionals and a blend of self-assessments, interactive sessions, and

experience sharing, we ensure that our retiring employees are equipped with the tools, awareness, and confidence to embrace this new chapter with clarity and purpose.





## Diversity, Equity and Inclusion

Our DEI vision statement “Let us forge a powerful alliance to shape a workplace culture that thrives on inclusivity, equity, and diversity, propelling both individual and business growth”, acts as a guiding light.

At Hindalco, we are committed to fostering a workplace where diversity is not only respected but celebrated. Creating a safe, inclusive, and equitable environment for women is a key priority at Hindalco. Guided by our Code of Conduct and Corporate Principles, we uphold a strict zero-tolerance policy for all forms of harassment. Our Prevention of Sexual Harassment (POSH) policy ensures the safeguarding of employees through a fair, confidential, and impartial grievance redressal mechanism.

Our policies are designed to go beyond compliance, actively promoting fairness, safety, and support. Our Dual Career policy, Flexible travel policy (wherein mothers can take their child and caregiver on official visits) as well as Flexi-time and work-from-home arrangements promote work-life balance. Creche facilities with third-party partners at regional and corporate offices and reimbursement to those availing creche benefits providing further support to returning mothers.

At Novelis, our commitment to diversity and inclusion is driven by a multi-tiered governance structure. Our global Diversity and Inclusion (D&I) board, chaired by the CEO and supported by executive leaders, sets the strategic direction for advancing diversity across the organisation. Regional D&I councils, led by respective regional presidents, adapt this strategy to local contexts, ensuring cultural relevance and impact. These councils also support local Employee Resource Groups (ERGs), which serve as dynamic platforms for employees to connect, share experiences, and build a sense of belonging.



Women represent 9.37% of STEM positions in Hindalco India

### Culture of Inclusion- Employee Resource Groups

In our commitment to creating an inclusive environment where every individual can bring their unique selves and thrive, we have established a Women’s Employee Resource Group (W-ERG). W-ERG is a cohort of women from mid to senior levels offering their expertise and support to women across Hindalco. In this initiative, mentees are given opportunities to network, have career conversations, and build skills. The group also actively works on creating awareness on woman support programmes and internal policies. We are strengthening the functioning of our W-ERG by building capabilities of its members and defining common success metrics to evaluate the effectiveness of the groups.

At Novelis, we support a diverse network of ERGs that reflect the unique identities and experiences of our global workforce. In North America, employees engage through BREATHE, ¡HOLA!, MISSION, and Novelis Next. South America is represented by IGuaI, while PROUD spans Europe, North America, and South America connecting LGBTQIA2S+ employees and allies to create pathways for

belonging. Our global ERG, WiN (Women in Novelis), empowers women across all regions.

#### WAH — Women ERG Meet at Mumbai

Our W-ERG team recently convened in Mumbai for a dynamic session aimed at addressing key issues. The meeting began with an introduction, followed by a diagnosis phase where challenges faced by employees were identified through interactive discussions. Members then delved deeper to understand the root causes of these challenges. A collaborative need analysis was subsequently conducted to develop effective solutions, leading to a consensus on key action items. The session concluded with an open circle discussion, providing participants an opportunity to share feedback and outline next steps.

#### Women in Night Shifts: — Empowering Equality while Ensuring Safety

In 2023, we took a bold and progressive step towards building a more inclusive and equitable workplace by launching the Women in Night Shift (WiNS) initiative. The first-of-its-kind programme was piloted in the Odisha cluster, aiming to challenge traditional gender roles and create opportunities for women to participate fully in all the shifts. The initiative was later extended to Aditya FRP unit.

We assigned Night Duty Officers (NDOs) to oversee night operations and serve as a point of contact for women working during those shifts. Additionally, we hired six female security guards, and three female medical staffs at Hirakud FRP. We implemented robust safety protocols, ensuring that our facilities were secure and responsive to the needs of our women employees working during night shifts. We also introduced door-to-door transportation, with vehicles equipped with GPS trackers to ensure real-time monitoring and safe commutes.

This resulted in increased gender participation and a significant cultural shift, breaking stereotypes and enhanced operational performance. The initiative also led to improved confidence and morale among our employees.

#### PRADNYA CHAVAN GET batch 23

*“We were advised that young managers should gradually transition from day shifts to night shifts to help our bodies adjust. My first night shift as a Night Duty Officer was on January 5, 2024, and the overall experience at the plant was fantastic. We were supported by two female security guards and one female medical assistant, which greatly boosted our confidence. This initiative is crucial as it ensures that women like me receive equal opportunities. No one can say that a girl can't work night shifts anymore. I genuinely enjoyed the night shift and the support from the plant and management has been incredible. I'm truly thankful for this initiative.”*

During the year, we undertook several DEI initiatives across our units such as bi-monthly HR connect with female employees, increased female GETs and DETs hiring, financial literacy programmes, women health and well-being programmes, rewards and recognition, among others. Some of the Gender Sensitisation Programmes included:

##### Gender Intelligence Workshops

155 employees covered across Silvassa, Hirakud FRP, Copper S&M, Renukoot, and Gare Palma

##### Snake and Ladder- Inclusion Game

- + First piloted at OUC, expanded to other units gradually
- + Administered at 10 branches across India
- + 2,000+ employees participated

##### Awareness Programmes

- + **POSH Awareness Sessions:** 2,379 management employees, 2,162 on-roll workers and 20,801 contractual workers were covered
- + **WAH Mentorship Programme:** 12 Women Employees (ERG Members) who mentor and guide women
- + **POSH IC Member Training:** 10 IC members attended in person meeting and 25 IC members attended virtual sessions





We celebrated women at Hindalco on women’s day at Mumbai, which was attended by more than 150 women in person and 70 women from other regional offices. The theme was **Resilience and Authentic Presence to Accelerate Actions**, and the event revolved around four pillars — **Resilience, Authentic Presence, Boldness, and Dexterity**. Similar events were conducted across all the units and functions.

We ensure that women get access to equal opportunities across all cadres. At Hindalco, we have defined targets to increase the share of women at various levels by FY 2025-26. We aim to increase the representation of women in the total workforce (excluding workers) to 12%, and in all management positions to 12%. For junior management roles, the target is 12.5%, while for top management positions, we aspire to reach 6%. In revenue-generating functions, our goal is to reach 8%, and in STEM-related roles, we are working towards achieving 10% representation.



From first steps to firm strides — celebrating 1 year of women on the night shift at Hirakud plant

Our commitment to enhancing gender diversity is reflected in measurable outcomes, as presented in the table below:

Workforce breakdown by gender during FY 2024-25: Global Operations			
Diversity Indicator	Percentage at Hindalco India (Standalone and Subsidiaries)*	Percentage at Novelis	Total (Hindalco India and Novelis)
Women in total workforce (as % of total workforce)	11.41%	15.42%	13.64%
Women in all management positions, including junior, middle and top management (as % of total management positions)	11.41%	30.34%	16.91%
Women in junior management positions, i.e., first level of management (as % of total junior management positions)	12.01%	32.89%	16.44%
Women in top management positions, i.e., maximum two levels away from the CEO or comparable positions (as % of total top management positions)	4.55%	20.29%	14.16%
Women in management positions in revenue-generating functions (e.g., sales) as % of all such managers (i.e., excluding support functions such as HR, IT, Legal, etc.)	6.98%	30.48%	11.77%
Women in STEM-related positions (as % of total STEM positions)	9.37%	7.71%	8.44%

\*Does not include workers

In line with the Rights of Persons with Disabilities Act of 2016, we ensure that our differently-abled employees and workers have equal access to all facilities and do not face any discrimination.

Differently-abled employees and workers during FY 2024-25: Hindalco India Operations						
Type of workforce	Hindalco India (Standalone)			Hindalco India (Subsidiaries)		
	Male	Female	Total	Male	Female	Total
<b>Employees</b>						
Permanent Employees	7	-	7	-	-	-
<b>Total Employees</b>	<b>7</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Workers</b>						
Permanent Workers	17	-	17	1	-	1
Other than permanent Worker	-	-	-	-	-	-
<b>Total Workers</b>	<b>17</b>	<b>-</b>	<b>17</b>	<b>1</b>	<b>-</b>	<b>1</b>

## Prevention of Sexual Harassment at Workplace

We are committed to fostering a safe, respectful, and inclusive work environment for all employees. In line with the POSH Act, 2013, we have implemented robust mechanisms to prevent and address incidents of sexual harassment at the workplace.

As mandated by the Act, we have constituted an Internal Committee (IC) at all our locations with 10 or more employees, responsible for receiving complaints, conducting fair and timely inquiries, and recommending appropriate action in accordance with the principles of natural justice.

We also have a clearly defined POSH Policy that outlines the procedures for reporting, investigating, and resolving complaints. Awareness sessions and training programmes are conducted regularly to sensitise employees and promote a culture of dignity and respect.

During FY 2024-25, we received six complaints on sexual harassment with action taken in three cases and three cases pending for resolution. All six complaints were upheld. All the cases were received from female employees and workers i.e., 0.10% of female employees or workers. There were zero cases of discrimination.

## Grievance Redressal Mechanism

At Hindalco, we have established formal and structured grievance redressal mechanism and systems. Our Ethics Hotline gives employees an anonymous mechanism to report suspected violations of our Values and Code of Conduct. We encourage employees to speak up and report violations, ensuring no retaliation policy. All the employees and workers have access to toll-free hotline number wherein grievances are addressed to the appropriate Unit or Business Value Committee.

## Gender Pay and Remuneration

We offer a competitive compensation package that rewards exceptional achievements and aligns with industry standards. Our Remuneration Policy ensures a transparent and merit-based approach to decision-making, reflecting our commitment to fairness and equity.

To uphold our commitment to equity, we conducted a comprehensive Gender Pay Gap Analysis through an independent third-party — Willis Towers Watson Public Limited Company. The primary objectives of this analysis were to determine whether employees performing comparable roles receive equitable compensation, irrespective of gender and to identify areas that may require further review. We applied regression models to employee pay data, using relevant control variables such as age, tenure in level, job level, business group, business unit group, job family and its bifurcation, and performance rating. This approach enabled us to identify any pay differences and understand the origins of any differences between the average pay of men and women, expressed as a percentage of the average pay of men. The scope of the assessment included senior, middle and junior management employees.

As per the survey findings, we observed an unadjusted pay gap<sup>1</sup> of 28%, indicating pay parity between

average salaries of men and women. This figure aligns with prevailing trends in the Indian manufacturing sector, where unadjusted pay gaps typically range between 30% and 40%. After accounting for these controlling variables, the adjusted pay gap<sup>2</sup> narrowed significantly to 3.7%, which is consistent with industry benchmarks in the Indian manufacturing sector. This approach allowed us to evaluate disparities across roles and levels, and to identify areas where greater balance is needed. We remain committed to further reducing this gap and have initiated an action plan to promote equitable compensation across our organisation. Detailed outcome of the analysis can be found in our Gender Pay Gap Report, available on our website.

Our performance-linked remuneration framework considers individual qualifications and experience. To promote sustainability, we have integrated sustainability parameters into our annual incentive payout (AIP), motivating employees to drive change across the organisation. Our annual incentive plan pay-outs are directly linked to the achievement of key financial and operational metrics. These metrics include return on capital expenditure, return on invested capital, return on equity, ESG performance, and individual performance. The details of AIP are provided in the Natural Capital section of this report.

1 Unadjusted Pay Gap: The unadjusted pay gap is the difference in average pay between male and female groups without taking into account any other influencing factors such as Job Level, Tenure in Role, Performance rating etc.

2 Adjusted Pay Gap: The adjusted pay gap accounts for variables that typically influence pay (for this study control variables selected include Age, Tenure in Level, Job Level, Business Group, Business Unit Group, Job Family, Job Family bifurcation and Performance Rating) to identify the aspect of pay gap that cannot be explained by measurable factors.





Details for remuneration paid to our employees and workers for the FY 2023-24 and FY 2024-25: Hindalco India Operations

Employee by Management	FY 2023-24		FY 2024-25	
	Average Women Salary	Average Men Salary	Average Women Salary	Average Men Salary
Executive level (base salary only)	8,902,873.05	12,667,911.64	9,552,453	14,532,910
Executive level (base salary + other cash incentives)	10,302,308.74	14,437,998.35	13,479,745	21,210,589
Management level (base salary only) <sup>1</sup>	847,025.13	1,140,296.64	830,639	1,166,619
Management level (base salary + other cash incentives) <sup>1</sup>	925,927	1,223,517.37	1,015,787	1,416,413
Non-management level <sup>2</sup>	542,124	658,896	531,696	649,200

<sup>1</sup> We have relooked into our employee and workers categorisation and have maintained consistency in the approach of inclusion across all datapoints. Management level employees include employees in the junior/middle/senior/top level.

94.17% of total female are in the junior management level. The pay gap is due to higher distribution of female employees in the junior level management as compared to other level of management i.e., top, senior, middle.

<sup>2</sup> Non-management employees include on-roll workers/permanent workers. The observed pay disparity can be attributed to the significantly lower representation of women among the total number of non-management employees compared to men.

Details of Remuneration for FY 2024-25: Hindalco India (Standalone)				
Category	FY 2024-25			
	Male		Female	
	Number	Median Remuneration	Number	Median Remuneration
Board of Directors*	6	71,679,313	2	21,085,000
Key Managerial Personnel/ Management	2	207,312,938.5	1	17,967,841
Employees other than BoD and KMP	9,074	997,299.68	1,183	749,999.78
Workers	12,636	52,100	51	39,075

Following events occurred during FY 2024-25

- Appointment of Mr. Arun Adhikari and Mr. Sushil Agarwal w.e.f. May 1, 2024
- Retirement of Mr. Askaran Agarwala w.e.f. August 22, 2024
- Cessation of 2nd Term of Kailash Nath Bhandari w.e.f. August 29, 2024
- Appointment of Ms. Ananyashree Birla, Mr. Aryaman Vikram Birla, Ms. Sukanya Kripalu and Mr. Anjani Kumar Agrawal w.e.f. September 1, 2024.

Accordingly, the ratio of their remuneration to the median and increase in remuneration is not comparable.

Please note: Remuneration excludes amortisation of fair value of employee share-based payments under Ind AS 102.

Gross wages paid to female employees as % of total wages paid: Hindalco India (Standalone)		
Particulars	FY 2023-24	FY 2024-25
Gross wages paid to permanent female employees as % of total wages	7.53%	8.27%

We are committed to improving lives and supporting livelihoods in the communities living around our operations. As part of this, we conducted a detailed living wage assessment at our Mouda unit using the Anker methodology. This approach evaluates local commodity price indices across essential categories such as food, housing, and clothing, while also accounting for additional necessary expenses including healthcare,

transportation, personal care, childcare, and education. Similar assessments were also done at other locations on a sampling basis. Based on these evaluations, it was observed that all employees are compensated at or above the living wage threshold.

We adhere to the laws and regulations pertaining to employment of local people, including Employment Exchanges (Compulsory Notification

of Vacancies) Act, 1959, and other prescribed local laws, or regulations of respective state governments. Employment to local people is provided in accordance with the ratio defined in the state-wise employment Memorandum of Understanding (MoU) for various categories such as unskilled and semi-skilled, skilled, supervisory management, and senior executives. In alignment with the requirement of the local regulations and our commitment to build a resilient workforce, we have well-defined strategies in place to ensure local employment for our operating plants and mines. Across our operations in India, we have implemented a company-wide policy on local employment to ensure compliance with employment regulations.

Considering our widespread presence across various geographies in India, we have defined local people at country level. At the operating site level, approximately 100% of employees are local people, and near to 100% of senior management positions are held by employees hired from local community. Furthermore, we offer dedicated training and capability development programmes to support local unemployed individuals and nurture leadership talent within the community. More details regarding these programmes are provided in Social and Relationship Capital section of this report.

Wages paid as a % of total cost: Hindalco India (Standalone)		
Location*	FY 2023-24	FY 2024-25
Rural	23%	23%
Semi-urban	61%	55%
Urban	3%	4%
Metropolitan	13%	19%

\* Employees have been categorised as per RBI Classification System – rural/semi-urban/urban/ metropolitan

## Human Rights

At Hindalco, we are committed to creating an environment where every individual is treated with dignity, respect, and fairness, that empowers people and nurtures a strong sense of belonging. To uphold this commitment, we have established a structured human rights framework built on four pillars: awareness creation, risk assessment and evaluation, development of mitigation plans, and periodic monitoring of progress.

### Human Rights Commitment

Our commitment to respect and promote human rights is set out in our [Human Rights Policy](#), approved by the Board of Directors. The policy is applicable to employees, workers, contractors, suppliers, agencies, communities, and other stakeholders, as appropriate.

The policy is guided by ILO's declaration on fundamental principles and rights at work, UN Guiding principles on Business and Human rights, and other internationally accepted standards. In addition, we adhere to relevant Indian labour laws, including regulations on child labour, migrant labour, and abolition of forced labour. We also ensure compliance with applicable laws in each state or country, where we operate. We prohibit forced, bonded, indentured, underage or prison labour in any form. This also includes all forms of modern slavery and human trafficking. Any form of threat, coercion, physical punishment, or abuse used to compel work is strictly prohibited. We do not

confiscate or withhold originals of any identification documents, passports, or work permits of any employee/ workman. All employment contracts are entered into on a voluntary basis, without deposit of money, and can be terminated without penalties in accordance with applicable laws and by providing reasonable notice, as may be applicable. Employees and workers are not confined or restricted to move inside the facility except where necessary for safety and restricted by applicable laws. Our CHRO is responsible for reviewing and addressing human rights related issues and impacts through representation at various committees to the Board.

### Human Rights Due Diligence

We have adopted a structured Human Rights Due Diligence (HRDD) process to proactively identify and address potential human rights impacts across our own operations and value chain. Using a self-assessment HRDD tool deployed across all our units, we cover a wide range of stakeholders including employees, contract workers, security personnel, women, children, migrant workers, suppliers, indigenous communities, and customers, wherever relevant. We also conduct due- diligence of our joint ventures, whenever we enter into new agreement. Additionally, all suppliers and business partners comply with and formally acknowledge the "Supplier Code of Conduct," ensuring their commitment to upholding human rights throughout their operations and value chain.

As part of our five-step HRDD framework, we first identify key human rights and associated risks relevant to our industry. These include, but are not limited to, child labour, forced labour, sexual harassment, workplace discrimination, human trafficking, freedom of association, right to collective bargaining, equal remuneration, and wages. We then map associated risks across our operations.





Next, we identify internal and external stakeholders who may be affected by operations to understand concerns and integrate their feedback into our strategy. These include employees, workers, contractors including security personnel, suppliers, customers, and communities.

Further, we conduct risk assessment at two levels. Level 1 analysis focuses on identifying concerns at country, industry, ABG business, and plant/ mine/office. Level 2 analysis evaluates whether preventive measures have been implemented by sites, suppliers, and contractors.

We track and monitor risks using heatmaps to visualise potential impacts and enable prioritisation of efforts and resources. Based on these insights, we develop targeted action plans with clear responsibilities, timelines, and performance metrics to address high-risk human rights areas and ensure continuous improvement in our human rights performance. (Detailed information on Hindalco's HRDD process can be found in [IAR 2023-24](#)).

During FY 2024-25, we assessed 100% of our plants, offices, and suppliers on identified 'Salient Human Rights' issues. As an outcome of the assessment, no significant risks related to human rights violations were identified. Thus, no remediation measures and business process modifications were required.

As a preventive measure, we have implemented mitigation plans at 5 sites. We maintain a risk register across all our plants and mines, wherein we also map human rights-related risks.

In addition to self-assessments, we conducted third-party HRDD evaluations at 5 of our plants (Dahej, Belagavi, Hirakud Power and Smelter, Mahan and Taloja). These reviews analysed our human rights policies, operational procedures, and supply chain practices.

## Human Rights Training and Awareness

Integral to our human rights strategy is human rights training, aimed at equipping stakeholders with the necessary knowledge to conduct risk assessments. The training programmes are tailored to relevant functions and locations.

During the reporting period, we provided 11,846 hours of human rights training to employees at Hindalco India and 9,271 hours at Novelis. These sessions covered topics such as Prevention of Sexual Harassment (POSH), the Code of Conduct, Supplier Code of Conduct, understanding of 30 internationally recognised human rights standards, policies and procedures.

We also conducted a detailed session on reporting mechanisms and escalation channels for human rights concerns, and common violations in industrial work environments. In FY 2024-25, 45.95% of employees and workers received training on human rights issues and policies. This represents a significant increase from FY 2023-24 where approximately 10.74% of employees and workers were covered.

Our unit teams engage regularly with private security staff through ongoing monitoring, audits, and targeted training sessions that focus on legal compliance, human rights, soft skills, conflict resolution, and professional conduct.



A training session in progress at Renusagar

These efforts ensure alignment with our core values of dignity, respect, and ethical behaviour. Additionally, these personnel receive trainings on soft skills, crowd management, and conflict resolution from their respective organisations. During the reporting period, 70% of security personnel at Hindalco India operations received 3,125 manhours training on human rights policies and procedures.

We also maintain regular communication with public security agencies to gain local insights and share safety concerns, strengthening our preparedness and collaborative response. Each unit has dedicated staff to oversee security operations, monitor service quality, and address any challenges faced by security personnel.

At Hindalco, we have a pool of 90 internal trainers certified by the Indian Society for Training and Development (ISTD). They are responsible for conducting tailored training and awareness sessions on fundamentals of human rights for all our employees, including the contract workers.

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### Details of employees and workers who have been provided training on human rights issues and policy(ies) Hindalco India (Standalone)

Category	FY 2024-25					
	Hindalco India (Standalone)			Hindalco India (Subsidiaries)		
	Total	No. of employees / workers covered	% of employees / workers covered	Total	No. of employees / workers covered	% of employees / workers covered
<b>Employees</b>						
Permanent Employees	10,260	4,268	41.60%	721	141	19.56%
<b>Total Employees</b>	<b>10,260</b>	<b>4,268</b>	<b>41.60%</b>	<b>721</b>	<b>141</b>	<b>19.56%</b>
<b>Workers</b>						
Permanent Workers	12,687	3,108	24.50%	420	76	18.10%
Other than permanent workers	36,524	17,603	48.20%	4,662	238	5.11%
<b>Total workers</b>	<b>49,211</b>	<b>20,711</b>	<b>42.09%</b>	<b>5,082</b>	<b>314</b>	<b>6.18%</b>

### Human Rights Conference — Uniting for Fundamental Rights

On September 21, 2024, we hosted first-of-its kind Human Rights Conference, in collaboration with the Odisha Human Rights Commission (OHRC). This significant event brought together prominent dignitaries, human rights experts, government officials, members of corporate and civil society organisation to engage in meaningful discussions on key human rights issues and explore collaborative approaches to enhance the protection of human rights in Odisha.

The event featured thought-provoking and dynamic panel sessions on issues such as labour rights and living wages, indigenous rights, and interactive dialogues, providing an enriching experience for all attendees. Our speakers highlighted the critical need to protect the rights and dignity of every individual and explored strategies to inspire collective action in the pursuit of human rights. At the end of the ceremony, recognition was given to organisations and individuals for their exemplary work in the areas of Human Rights in Odisha.

On December 10, 2024, we celebrated Human Rights Day with a week-long series of events to promote awareness, inclusivity, and a respectful workplace. Activities included awareness sessions for all employees and workers, a human rights-themed townhall engagement, and competitions. We ensured 100%

coverage by conducting sessions on the shop floor and included POSH awareness as part of the week. To give maximum people an understanding of human rights, literatures were made available in English and vernacular language.

### SATISH PAI Managing Director

#### Managing Director's Address on Human Rights Day

*“In today’s world, we face growing challenges — rising inequality, climate change, and increasing social unrest. On this Human Rights Day, we pause, reflect, and ask ourselves: What more can we do to build a safer, more equitable world for everyone?”*

*This responsibility starts with us to provide a safe, respectful, and inclusive workplace for all our employees, and to positively impact the communities around our operations. Let this day be a reminder that every step we take is a step toward a better future for all — no matter how small — towards fairness, safety, and sustainability.”*





An awareness session on human rights for contractual workforce

Labour Management

Our labour management practices are designed to uphold employees and workers’ rights, promote workplace harmony, and ensure compliance with applicable labour laws. We actively support freedom of association and encourage collective bargaining to strengthen employee representation and dialogue. In FY 2024-25, 42.22% of the workforce were represented by an independent trade union or covered by collective bargaining agreements. There has been an increase in hiring of contractual workforce to meet the expanding business needs. We provide a minimum notice period of 60 to 90 days to employees and 21 days to workers in an event of changes in operations as per Section-9 of the Industrial Disputes Act, 1947.

Strengthening Industrial Relations through Progressive Long-Term Settlements

Over the past year, we have taken significant strides in fostering a culture of collaboration and progress through the successful signing of six Long-Term Settlements (LTS) by engaging in harmonious and win-win collective bargaining with the Unions representing our permanent workers. Each agreement is a testament of our commitment to our people, to bring alive the Group Purpose and Values.

Trust and transparency, along with open dialogue and proactive engagement were key enablers of success, which ensured harmonious environment and strengthened industrial relations.

Following this approach, we were able to conclude six Long-Term Settlements, as highlighted below:

**Aditya Aluminium:**  
Signed LTS ahead of expiry, ensuring a smooth transition and stability.

**Hirakud FRP:**  
Included manpower redeployment, LMS alignment, and a promotion scheme.

**Mouda:**  
Enabled career growth and diploma-holder hiring to boost skilled talent.

**Lohardaga and Bagru Mines:**  
Introduced revised productivity schemes supporting worker growth.

**Belagavi:**  
Balanced productivity improvements with employee welfare.

Through these progressive bi-lateral agreements, we continue to foster a respectful, growth-oriented work environment built on shared values and sustainable practices.

Membership of employees and worker in association(s) or unions during FY 2024-25: Hindalco India Operations

Category	Hindalco India (Standalone)			Hindalco India (Subsidiaries- Asoj, Utkal, HAAL)		
	Total (A)	No. of employees / workers covered (B)	% (B / A)	Total (A)	No. of employees / workers covered (B)	% (B / A)
Permanent Employees						
Male	9,026	-	-	652	-	-
Female	1,184	-	-	69	-	-
Total Employees	10,260	-	-	721	-	-
Permanent Workers						
Male	12,636	12,490	99%	395	395	100%
Female	51	51	100%	25	25	100%
Total Workers	12,687	12,541	99%	420	420	100%

Fair and Equitable Wages

We ensure that our employees receive compensation exceeding the minimum wage requirements, in compliance with regional regulations. Our wage structures are designed to reflect industry standards, employee roles, and regional benchmarks, while also promoting internal equity and inclusivity. We regularly review and update our compensation policies to ensure alignment with legal requirements, market trends, and employee expectations. All permanent employees and permanent workers are paid at or above the applicable minimum wage. Data is presented below as follows:

Minimum wages paid to employees and workers during FY 2024-25: Hindalco India Operations

Category	Hindalco India (Standalone)					Hindalco India (Subsidiaries- Asoj, Utkal, HAAL)				
	Total	Equal to Minimum wage		More than Minimum wage		Total (A)	Equal to Minimum wage		More than Minimum wage	
	Number (A)	Number (B)	% (B/A)	Number (C)	% (C/A)	Number (A)	Number (B)	% (B/A)	Number (C)	% (C/A)
Permanent Employees										
Male	9,026	-	-	9,026	100%	652	-	-	652	100%
Female	1,184	-	-	1,184	100%	69	-	-	69	100%
Total	10,260	-	-	10,260	100%	721	-	-	721	100%
Permanent Workers										
Male	12,636	-	-	12,636	100%	395	-	-	395	100%
Female	51	-	-	51	100%	25	-	-	25	100%
Total	12,687	-	-	12,687	100%	420	-	-	420	100%
Other than permanent workers										
Male	35,225	16,429	46.64%	18,796	53.36%	4,197	160	3.81%	4,037	96.19%
Female	1,299	737	56.74%	562	43.26%	465	-	-	465	100%
Total	36,524	17,166	47.00%	19,358	53.00%	4,662	160	3.43%	4,502	96.57%

Grievance Redressal Mechanism

We have multiple channels to ensure timely and fair grievance resolution across the Company. These include Values Standard Committee, ethics hotline, Internal Committee (IC), established at both corporate and unit levels. Each case undergoes a stringent evaluation process, with quarterly reports submitted to an independent auditor as per SEBI regulations. This reinforces our commitment to integrity and ethical conduct.

Our Whistleblower Policy further strengthens this framework by offering a clear grievance redressal mechanism, allowing anonymous reporting. It is available to all stakeholders — including employees and workers, with specific reference to our employed security personnel —ensuring transparency and accountability at every level. We also have a formal and structured grievance redressal mechanism available to communities. Further details can be

found in the Social and Relationship capital section of the report.

During FY 2024-25, there were zero cases of child labour, forced labour, wages or violations affecting the indigenous communities. Moreover, there were no breaches to the code of conduct by our workforce, in terms of conflict of interest, corruption and bribery and insider trading.





## Employee Well-being

We promote employee well-being through a holistic wellness strategy, rooted in the Group's Employee Value Proposition (EVP) pillar, "Enrich Your Life". This strategy encompasses eight dimensions of wellness: Physical, Emotional, Financial, Social, Spiritual, Intellectual, Environmental, and Occupational. By addressing these interconnected aspects, we foster a sense of belonging and purpose among its employees and contract workers.

During the year, we undertook several initiatives under each dimension of wellness wheel. We identified and trained Wellness Champions — enthusiasts who support these initiatives at different Units and offices. These champions are recognised annually at a centrally organised meet.

**We have an Annual Health Check-Up initiative for all employees and workers across all locations. During the reporting period, 100% attendance was mandated for employees at Mumbai offices.**

Details of initiatives as represented below:

### Emotional

- + Launched Every Life Matters (ELM) Mental Health Awareness Initiative across Hindalco
- + Conducted CHRO Townhall on Mental wellness in May 2024
- + Wellness Champions Initiative – 50+ trained Hindalco Wellness Champions; 60% of Wellness Buddies are from line. In-person Wellness Champions training organised in May 2024
- + 50+ Wellness Circles organised by Wellness Champions at Units
- + Stress management through counselling services, yoga, mindfulness workshops, and employee assistance programmes
- + Psychological safety – 24\*7 counselling helpline at no cost under Life Unlimited through our partners MPower and Santulan

### Occupational

- + Health and safety of employees and their family
- + Work-life balance- employee paid time offs and leaves
- + Mentoring Programme for Women Employees through W-ERG
- + Programmes on gender diversity sensitisation, awareness sessions, Values month celebration, etc.
- + Office ergonomics, desk zen, etc.

### Spiritual

- + Art of Living, Brahmakumaris and many other groups-sessions focused on meditation, yoga, mindfulness
- + Celebrating festivals

### Physical

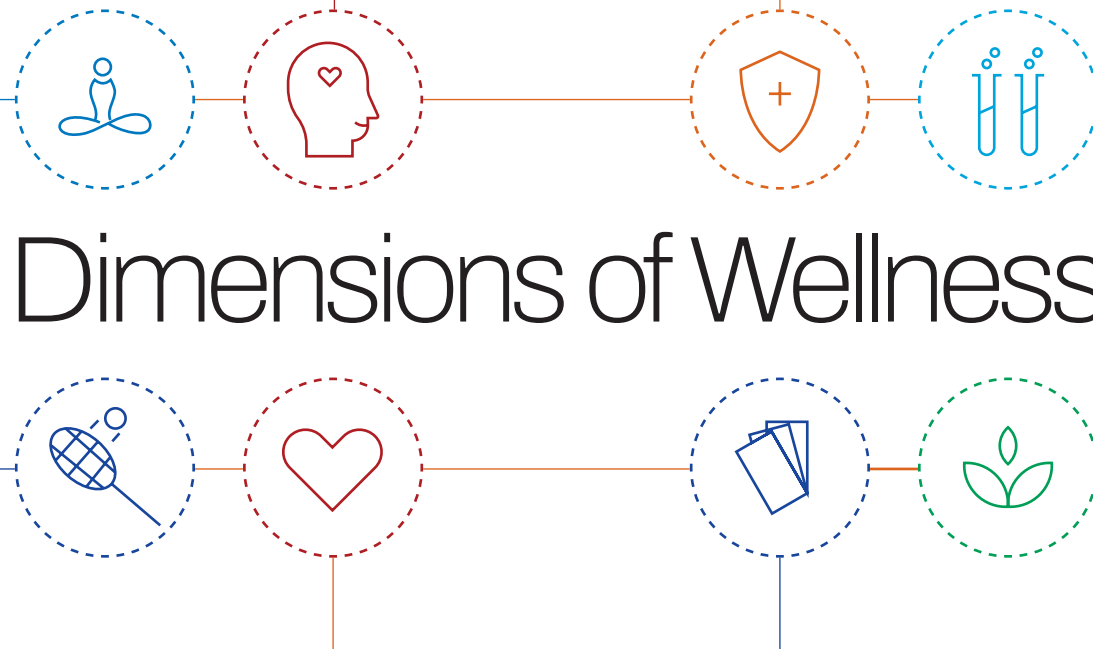
- + Annual Health Checkup (AHC) – 100% of eligible employees at Mumbai based offices completed free AHC in FY 2024-25. Programme to be extended to all Hindalco Units in coming years.
- + Fitness programme such as exercise, yoga sessions, walk and talk, zumba classes in township, gym facility, desk exercises at office, tournaments, marathons, etc.
- + Hindalco wide badminton tournament (Udaan 2024) and cricket tournament
- + World class sports and fitness infrastructure at Units
- + Hospitals and health centres at Units, body composition analysis camps, etc.

### Social

- + Women's Employee Resource Group (W-ERG) – Advocacy Group for Women's issues and initiatives
- + Community outreach projects- with over 6,000 people participating in Diwali, New Year's celebration, Family Day, Sports Day, etc.
- + Regular team building events and Outbounds across Units and Corporate functions

### Financial

- + Financial literacy – sessions on topics like 'Session On Union Budget', 'Personal Income Tax Session', 'Home budgeting', 'Income tax filing', etc.
- + Scholarship for children – 150+ children of staff and workmen cadre employees received scholarships for their higher education under AWOO scholarships while 50+ children of Management cadre employees received through Pratibha scholarships in past 5 years



More than 50 wellness circles were organised in our plants during the reporting period.

### Intellectual

- + Technical and Digital Trainings through Hindalco Technical University (HTU)
- + AI powered courses through the Gyanodaya Virtual Campus
- + Hindalco Toastmasters Club for developing communication and leadership skills
- + Continuous Education Policy (CEP) to help employees
- + Hobby clubs
- + Reading clubs
- + Learning circles

### Environmental

- + Awareness sessions and training programmes on various topics such as energy usage, emissions, waste, etc.
- + Plantation
- + Energy conservation drive
- + Ban on single use plastic



An Environment Day drive at Aditya





Employee Benefit Policies and Programmes

We offer a wide range of employee benefits, policies, and programmes designed to enhance the overall well-being and satisfaction of our workforce, as represented below:

Take time off - Pause and Rejuvenate

- + Parental leave
- + Child adoption leave
- + Medical leave
- + Casual leave
- + Miscarriage leave (as per Maternity Benefit Act)
- + Sabbatical leave
- + Privilege leave

Inclusive and Empathetic Workplace

- + Health Insurance
- + Accident Insurance
- + Day care/creche facilities
- + Breast Feeding/Lactation Facility\*
- + Dual Career Policy
- + Creche Reimbursement Policy\*
- + Mandatory Annual Health Check-ups
- + Accessible workplace for differently-abled
- + Mental, Emotional and Physical Wellness Support through Life Unlimited and more
- + Eldercare support
- + Career management support
- + Accompanied outstation travel for mothers
- + Financial aid to family in the event of death of employees/workers
- + Township programmes- Add More to Life (AMTL)

Promoting work-life balance

- + Flexible working hours\*
- + Working-from-home arrangements\*
- + Part-time working options available to employees and workers such as work shift adjustment

\*Provided to employees across all offices. Considering the nature of the operation, it involves the necessity of physical presence for performing operational tasks. However, recognising the importance of maintaining a work-life balance, we offer flexible work shift adjustments to accommodate employees and workers needs at the shopfloor while maintaining operational efficiency and safety standards.

All employees and workers are covered by the social security systems in their respective locations. At a minimum, all employees and workers are covered under health insurance and accident insurance. Moreover, as applicable for the current and previous reporting year, 100% of our permanent employees and permanent workers were covered in retirement benefits such as PF, Gratuity and ESI. We extend life insurance coverage or a compensatory package in the event of death of employees or workers.

Measures taken for the well-being of employees and workers during FY 2024-25- Hindalco India (Standalone)											
Category	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Employees											
Male	9,076	9,076	100%	9,076	100%	NA	NA	9,076	100%	9,076	100%
Female	1,184	1,184	100%	1,184	100%	1,184	100%	NA	NA	1,184	100%
Total	10,260	10,260	100%	10,260	100%	1,184	100%	9,076	100%	10,260	100%
Permanent Workers											
Male	12,636	12,636	100%	12,636	100%	NA	NA	948	7.5%	12,636	100%
Female	51	51	100%	51	100%	51	100%	NA	NA	51	100%
Total	12,687	12,687	100%	12,687	100%	51	100%	948	7.5%	12,687	100%
Other than Permanent Workers											
Male	35,225	35,225	100%	35,225	100%	NA	NA	-	-	35,225	100%
Female	1,299	1,299	100%	1,299	100%	1,299	100%	-	-	1,299	100%
Total	36,524	36,524	100%	36,524	100%	1,299	100%	-	-	36,524	100%

At Hindalco, we have both gender-neutral and gender-specific policies to support all our employees. Female employees receive 26 weeks of paid maternity leave, with the option to extend it by using upto 60 days of privilege leave, plus an additional 5 days of childcare leave annually until the child turns two. We also support new mothers through various initiatives, such as

reimbursing pre-maternity local travel, offering a flexible travel policy for official trips, work-from-home flexibility for a few days every week on a need basis.

Male employees are entitled to 5 days of paternity leave. During the reporting period, 10,981 permanent employees were eligible for parental leave at Hindalco India operations, with 340

permanent employees availing the benefit. Similarly, 1,024 permanent workers were eligible for parental leave, with 32 permanent workers availing the benefit.

Parental leave during FY 2024-25: Hindalco India Operations						
Parameters	Hindalco India (Standalone)			Hindalco India (Subsidiaries)		
	Male	Female	Total	Male	Female	Total
Permanent Employees						
Total permanent employees who are entitled to parental leave during FY 2024-25	9,076	1,184	10,260	652	69	721
Total permanent employees who took parental leave during FY 2024-25	296	7	303	44	1	45
Total number of permanent employees who returned to work in the reporting period after parental leave ended	295	7	302	44	1	45
Total number of permanent employees who returned to work after parental leave ended and are still employed 12 months after their return to work in FY 2024-25	288	10	298	22	1	23
Return to Work Rate*	99.66%	100%	99.67%	100%	100%	100%
Retention Rate#	95.68%	100%	95.82%	84.62%	100%	65.71%
Permanent Workers						
Total permanent workers who are entitled to parental leave during FY 2024-25	948	51	999	-	25	25
Total permanent workers who took parental leave during FY 2024-25	32	3	35	-	1	1
Total number of permanent workers who returned to work in the reporting period after parental leave ended	32	3	35	-	1	1
Total number of permanent workers who returned to work after parental leave ended and are still employed 12 months after their return to work in FY 2024-25	10	13	23	-	1	1
Return to Work Rate*	100%	67%	97.14%	-	100%	100%
Retention Rate#	100%	100%	100%	-	100%	100%

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

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

To support our employees during the early phase of their parenting, we introduced Gender-Neutral Crèche Reimbursement Policy. The policy covers all management and staff at office locations within Hindalco India operations. All manufacturing and mines sites have creche facility available.

Under this policy, cost incurred for per month per child for the first two children is reimbursed by the Company. This benefit can be claimed by all employees for the care of their children/legally adopted children, regardless of employee's marital status. Reimbursement(s) under this Policy can be claimed for children up to the age of six years.

At Novelis, our total rewards package supports employees throughout the varying stages of their life and career. Our holistic benefits package includes competitive pay, industry-leading medical, dental, and retirement programmes, support for continuing education, and paid parental leave for new mothers and fathers. Additionally, employees are also entitled to paid family or care leave beyond parental leave.

Spending on measures towards well-being of employees and workers (Including permanent and other than permanent) - Hindalco India (Standalone)

Particulars	FY 2023-24	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the Company	0.10%	0.08%

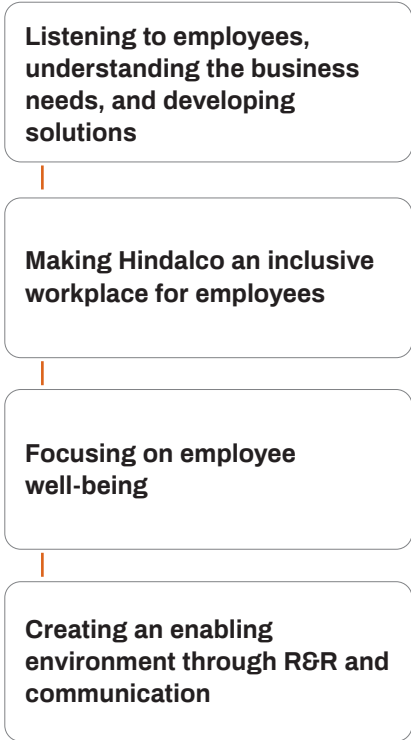




## Organisational Effectiveness

At Hindalco, we empower our people to thrive by fostering inclusion, open dialogue, and recognition. Through our organisational effectiveness framework, we aim to propel employee productivity, as depicted below:

### Employee productivity



### Talent Attraction: Future Ready Workforce

Our strategic priorities are centred around strengthening our talent pool, enabling digitalisation, and advancing core capabilities. In alignment with these priorities, our talent strategy places strong emphasis on accelerating growth in downstream operations and upcoming mega projects in Aluminium, Specialty Alumina and Copper businesses.

Our talent acquisition approach ensures that we attract diverse, high-potential talent across all levels and generational cohorts, with a sharp focus on Gen Z. Our talent attraction strategy is anchored around five key areas that bring our vision to life. These include: Project-based Hiring, Innovation through Digital Technology, Capability Building, Employer Branding, and Operational Excellence.

All of this helps to position us as a High Performing Contemporary Organisation — meeting today’s needs with excellence and embracing tomorrow’s possibilities with purpose.

- 1
- Project-based Hiring:**  
*Shaping an expert talent ecosystem*
- + Identified 28 employees through succession planning to move to new projects
  - + Driving critical business skill talent acquisition with subject matter experts in white fused alumina and precipitate hydrate production, downstream product innovation, and copper and aluminium recycling and sustainability technologies
  - + Strengthening diversity and maintaining community ties and impact

- 2
- Innovation through Digital Technology:**  
*Transforming experiences through digital solutions*
- + Introducing Headcount Authorisation Form (HAF), Attrition Analytics, Talent Acquisition Cost Analytics, and Diversity and Demographics insights
  - + Delivering real-time interactive knowledge to new hires through WeLearn and MetaLearn

- 3
- Capability Building:**  
*Advancing talent outcomes through collaborative learning and shared expertise*
- + Investing in the capability building of talent staffing community with focus on digitalisation and employee experience
  - + Ensuring capability building of buddies, interviewers and managers

- 4
- Employer Branding:**  
*Shaping a compelling talent brand through elevated narratives and exceptional candidate experiences that resonates and inspires*
- + Collaboration for the future through search partner engagements
  - + Improved candidate experience through Embark 2.0 signature onboarding
  - + Inspiring workplace stories on social media platform

- 5
- Operational Excellence:**  
*Sharpening the fundamentals with smarter systems and seamless processes*
- + Adherence to compliance and governance for people processes
  - + Review and monitoring of metrics like Quality of Hire (QoH) and Turnaround Time (TAT) through digital tools for predictive hiring and real-time analytics



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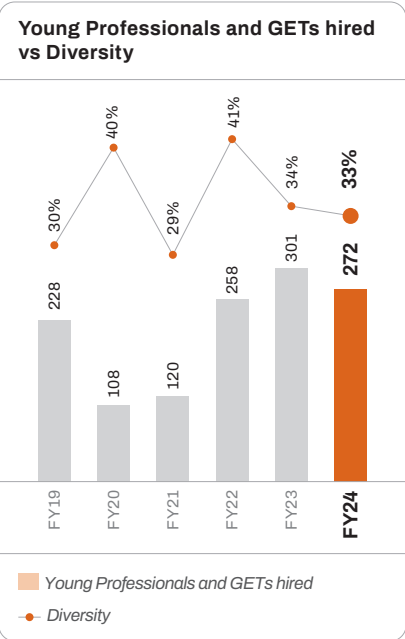




Our hiring strategy focuses on attracting talent who align with our culture and long-term vision. We leverage business-driven, competency-based assessments and continuously monitor post-hire performance to ensure sustained success.

We are an equal opportunity employer, and our hiring practices are governed by our [Corporate Principles and Code of Conduct](#). We promote an inclusive culture and do not discriminate on the basis of gender, nationality, caste, religion, or colour.

By combining the dynamism of young professionals with the strategic insights of experienced leaders, we create high-impact teams. We are focused on nurturing young talent and building transferable skills. We hire Graduate Engineer Trainees (GETs), and young professionals, from campuses and offer them significant learning and growth opportunities. Refer to the chart below:



Since 2019, our Embark onboarding programme has elevated the new joiner experience.

## Reimagining Onboarding

— *Kickstarting New Beginnings Digitally*

### MetaLearn — Metaverse Immersive 3D Gamification Onboarding

At Hindalco, we have transformed our new hire experience with the launch of MetaLearn, 3D gamified onboarding platform based on the 4C framework: Compliance, Clarity, Culture, and Connection.

The platform allows new joiners to create their personalised 3D avatars and explore a virtual replica of our OUC office, offering them an interactive walkthrough of their future workplace. We included interactive modules and rich multimedia content, featuring 3D elements and videos about our business, units, mines, products, brands, and core functions — financial, people, and process.

### WeLearn — App-based Learning Nuggets

WeLearn – an app-based learning initiative - delivers seven knowledge snippets daily for up to 45 days of onboarding journey. These snippets cover topics such as ABG, Hindalco, Values, Financials, Know your Units, Know your People and Know your Products and Brands.

By integrating learning into an everyday familiar technology, WeLearn helps our new hires to understand the Company, leadership and our operations.

During FY 2024-25, we hired 1,865 employees at Hindalco India. Of the total open positions, 47.28% were filled through internal hiring. We incurred an average hiring cost of ₹23,216 per FTE.

New Employees Hired during FY 2024-25: Hindalco India Operations			
Employees Hired	Hindalco India (Standalone)	Hindalco India (Subsidiaries)	Total
By Gender			
Male	1,378	69	1,447
Female	406	12	418
Total	1,784	81	1,865
By Age			
<30 years	1,351	52	1,403
30-50 years	422	28	450
>50 years	11	1	12
Total	1,784	81	1,865
By Management			
Junior Management	1,750	80	1,830
Middle Management	30	1	31
Senior Management	3	-	3
Top Management	1	-	1
Total	1,784	81	1,865

At Novelis, we hired 1,675 employees, including workmen. Out of 1,675, 1,317 were male, 356 were female and 2 belonged to others.

New employees hired during FY 2024-25: Novelis	
Employees Strength	Hindalco India (Standalone)
By Gender	
Male	1,317
Female	356
Others- doesn't wish to specify	2
Total	1,675
By Age	
<30 years	785
30-50 years	773
>50 years	117
Total	1,675
By Management and Non-Management	
Junior Management	267
Middle Management	94
Senior Management	13
Top Management	2
Staffs and Workmen	1,296
Others- job band not available*	3
Total	1,675

\*Indicates that the job band classification is not applicable or available due to the nature of the pay structures associated with these roles.

In response to upcoming projects and increased operational demands, we have strategically scaled up our contractual workforce hiring. This initiative not only supports project readiness but also reinforces our commitment to boosting local employment and community engagement.

Workforce by category during FY 2024-25: Hindalco India operations															
Particulars	Hindalco India (Standalone)					Hindalco India (Subsidiaries)					Total (Hindalco India Standalone and Subsidiaries)				
	Male		Female		Total	Male		Female		Total	Male		Female		Total
	No.	%	No.	%		No.	%	No.	%		No.	%	No.	%	
Employees															
Permanent Employees	9,076	88.46%	1,184	11.54%	10,260	652	90.43%	69	9.57%	721	9,728	88.59%	1,253	11.41%	10,981
Total Employees	9,076	88.46%	1,184	11.54%	10,260	652	90.43%	69	9.57%	721	9,728	88.59%	1,253	11.41%	10,981
Workers															
Permanent Workers	12,636	99.60%	51	0.40%	12,687	395	94.05%	25	5.95%	420	13,031	99.42%	76	0.58%	13,107
Other than Permanent Workers	35,225	96.44%	1,299	3.56%	36,524	4,197	90.03%	465	9.97%	4,662	39,422	95.72%	1,764	4.28%	41,186
Total Workers	47,861	97.26%	1,350	2.74%	49,211	4,592	90.36%	490	9.64%	5,082	52,453	96.61%	1,840	3.39%	54,293

Our total workforce stands at 65,274 for Hindalco India operations (including subsidiaries). Cross-generational and gender diversity is one of our prime strengths, as shown below in table.

In our India operations, we have five foreign nationals. Three are from the USA, and one each from Japan and Switzerland. All of them are in the management level.

Total workforce during FY 2024-25: Hindalco India Operations			
Employees Strength	Hindalco India (Standalone)	Hindalco India (Subsidiaries)	Total
By Gender			
Male	9,076	652	9,728
Female	1,184	69	1,253
Total	10,260	721	10,981
By Age			
<30 years	3,160	171	3,331
30-50 years	5,085	474	5,559
>50 years	2,015	76	2,091
Total	10,260	721	10,981
By Management			
Junior Management	9,174	655	9,829
Middle Management	928	59	987
Senior Management	115	6	121
Top Management	43	1	44
Total employees- Management and Staff	10,260	721	10,981
Total On-roll workers	12,687	420	13,107
Total Contractual workers	36,524	4,662	41,186
Total Workforce	59,471	5,803	65,274





At Novelis, we take pride in the rich diversity of our workforce — bringing together people from a wide range of backgrounds, cultures, and experiences. During FY 2024-25, our workforce strength stood at 13,725 with 11,607 male employees, 2,117 female employees and 1 belonging to others category.

Total workforce during FY 2024-25: Novelis				
Employees Strength	Male	Female	Others- doesn't wish to specify	Total
By Age				
<30 years	1,563	390	-	1,953
30-50 years	6,665	1,277	1	7,943
>50 years	3,376	450	-	3,826
Others- doesn't wish to specify*	3	-	-	3
Total	11,607	2,117	1	13,725
By Management				
Junior Management	1,778	872	1	2,651
Middle Management	1,134	432	-	1,566
Senior Management	163	46	-	209
Top Management	55	14	-	69
Total Management	3,130	1,364	1	4,495
Total non-management	8,475	752	-	9,227
Others- job band not available**	2	1	-	3
Total#	11,607	2,117	1	13,725

\* In accordance with applicable regulations, employees are not required to disclose their age or gender. However, we ensure full compliance with laws prohibiting the employment of children or minors.

\*\* Indicates that the job band classification is not applicable or available due to the nature of the pay structures associated with these roles.

# The total employee count for Novelis includes temporary employee.



The overall engagement score was 92% in our internal survey VIBES FY2024-25

## Employee Engagement

We continuously engage with our employees and workers with structured interventions and activities as charted out in our Organisation Effectiveness Calendar.

### Communication and Recognition

#### Employee Communication

##### Providing a Communication Platform for employees to interact with Leaders

- + Townhalls at unit, cluster, business functional
- + 1:1 Skip Manager Meeting in My People Hour (MPH) way
- + Round Tables

### Listening Manager Effectiveness

#### Surveys and Feedbacks

- + MPH learning nugget
- + Manager learning map
- + Team Vibes action plan review

### Inclusion and Values

#### POSH and Values Capability Building

##### POSH Policy and Company's Values Awareness

- + POSH IC members training session
- + Values capability building of IC members
- + POSH learning nugget
- + Values learning nugget
- + Values vantage

### Inter generational dialogues

##### Coming together to understand the different styles of working, listening to ideas, etc.

- + Inter-generational/gender dialogues

Q1 Q2 Q3 Q4

## Employee engagement initiatives

Our people connect with each other and the leadership through two-way communication channels such as monthly townhalls, leadership sessions, round tables, among others. During the reporting year, we introduced Samvaad - Hindalco's Roundtable Discussions. Samvaad sessions provide our employees a platform to actively participate, share insights, and engage on topics such as generational dialogue and gender-related challenges.

One of the interventions was a Chief Human Resource Officer (CHRO) townhall which focused on de-emphasising hierarchical barriers, where HR leadership team presented key efforts and impacts of our people-centric strategies.

In our ongoing journey to make Hindalco a High Performing Contemporary Organisation, every voice matters. To achieve this objective, we conduct employee engagement surveys on various themes. Our ABG VIBES survey measure employee satisfaction and engagement on various parameters including job experience, purpose, happiness, and stress. This survey is conducted by an independent third party. We have transitioned form conducting it once in two years to every year in the spirit of continuous feedback. Based on survey results, we develop action plans at the organisational and managerial levels and review them periodically.

We also conduct the Manager Effectiveness survey (Meffect), Great Place to Work survey, and detailed HR stakeholder surveys. These surveys provide valuable insights into leadership efficacy, HR performance, and workplace satisfaction, among others. The insights derived from these surveys help us to make informed decisions that enhance the overall employee experience.

At Novelis, we conducted our annual Pulse Survey to assess employee engagement and observed significant improvements in engagement scores and several other areas compared to the previous year. We also introduced new survey categories aligned with our evolving goals and strategic priorities.

#### Highlights during FY 2024-25:

- + Witnessed 89% participation in the VIBES survey FY2024-25 with an overall engagement score of 92%. The previous survey was conducted in FY2023-24.
- + Scored 89% on Manager Effectiveness (84% previously), 86% on open and honest communication (83% previously), 92% on leadership emphasising approachable culture (89% previously) under the VIBES survey.
- + Conducted 66 Samvaad sessions covering a range of topics, including employee satisfaction, managerial effectiveness, team trust-building, communication, gender parity, career growth and development opportunities, and wellness circles. The topics were selected based on the results of the GPTW and VIBES surveys, as well as feedback received from other platforms.
- + Conducted 103 townhalls with participation over 2,200 unique employees, enabling dialogue between the groups on critical organisational issues, addressing employee queries, and gathering feedback.
- + Won the ABECA 2024 – AmbitionBox Employee Choice Awards by securing 12th rank among top 20 large companies' category.
- + Novelis achieved an overall score of 78% (75% previously) with top level of engagement, satisfaction, well-being, or employee net promoter score (eNPS), covering 75% (67% previously) of employees.

## HRiday — OD Capability Building Programme

HRiday, our flagship Organisational Development (OD) capability-building programme, made a significant impact this year by taking up the challenge of addressing a long-standing issue of low employee engagement at the Mumbai office. A team of 17 HR professionals conducted a diagnostic study with over 60 respondents through Focused Group Discussions and Personal Interviews.

The findings were presented to the ExCom and senior HR leaders and their recommendations were incorporated in the action plan.

After the study, 16 employees were identified and trained to conduct Empathy Circles. This group conducted three batches of HRiday townhall and 27 Empathy Circles, engaging over 240 employees. After Empathy Circles, attendees contributed to develop individual and managerial action plan to enhance workplace engagement and support needed from the organisation. With the completion of the second batch of HRiday, a total of 30 HR professionals have now been OD certified.

The Empathy Circle initiative was eventually integrated with our Shillim cultural transformation effort. We also formed a HRiday Resource Group to analyse data from the Shillim app and recommend strategies to enhance the engagement level. These efforts were evident in our VIBES 2025 survey, where the employee engagement score at our Mumbai office rose from 87 to 90.





Cultural Transformation Journey

We believe that experiences deeply rooted in culture and delivered at scale have the power to drive meaningful transformation. We launched Shillim movement in 2017 with a bold vision to become a High Performing Contemporary Organisation (HPCO) that is known for all round excellence with specific focus on an inclusive and contemporary culture. The very first offsite became a turning point which helped us excavate our Purpose. Since then, Shillim has expanded in both scale and spirit, bringing people together across all levels on a single platform to co-create our culture.

Even during the pandemic, we didn't pause. We adapted, taking Shillim into the digital realm and proving our resilience time and again. Despite challenges such as uneven adoption, the Shillim Core Team remain steadfast. Every year, we introduced new experiences to keep the movement alive and meaningful for everyone.

We created compelling experiences that resonated deeply with our people. From Bhoomika Cards that celebrated peer recognition, to My People Hour (MPH) that fostered developmental conversations, we kept evolving. We empowered decision-making through Empowerment by Design and built transparency and openness with the Gift of Trust exercise.

One of the most significant game changers in our cultural journey has been the launch of Regional Shillim, which has enabled over 10,000 employees, including our frontline workforce, to actively participate in co-creating the culture at Hindalco. This initiative has significantly broadened the reach and inclusivity of our cultural transformation efforts. In FY 2024-25, we achieved several impactful milestones that reflect the depth of engagement across the organisation. More than 36,000 Bhoomika recognitions were exchanged, celebrating peer appreciation and reinforcing our values. We conducted over 4,500 My People Hour (MPH) discussions, which

facilitated meaningful developmental conversations and strengthened interpersonal connections. Additionally, more than 600 decisions were devolved through the MPH process, empowering teams and encouraging ownership at all levels. We also held 60 Gift of Trust sessions, led by senior leaders across various locations, which promoted transparency, openness, and trust — resulting in observable behavioural shifts and measurable business outcomes.

Our grassroots programmes such as Parivartan at Renukoot, Tamrodaya at our Copper Business, and UDAAN at Hirakud Power and Smelter (P&S) are further reflections of how our cultural transformation is deeply ingrained in our people and business.

Here are some of the major interventions undertaken during the reporting period:

Udaan — Transformation Journey at Hirakud P&S

In April 2024, we launched UDAAN, a large-scale transformation initiative, at Hirakud P&S. The main objective of UDAAN is to create a workplace culture characterised by ownership and engagement, culture, capability building, and growth mindset, aiming to be a best-in-class aluminium producer committed to People, Planet, and Performance.

More than 80 employees came together to design the transformation roadmap, 540+ employees contributed to change interventions, and 82% of our frontline workforce contributed to improvement initiatives. We filed over 2,500 Kaizens during the year.

We formed Focused Improvement Teams (FIT) dedicated to identifying and addressing key operational challenges and performance enhancements. Based on this exercise, 9 projects were launched in Wave 1, out of which 8 have been completed. In Wave 2, 42 projects are currently under execution.

We adopted 5S practices in our Smelter and Power Blocks and formed 25 general and shift- level Cross- Functional Team (CFTs). We conducted various employee engagement initiatives, including logo and name contest, cascading sessions, mega housekeeping drive. We drove capacity building and skill development of employees through Kaizen and 5S training programmes, Systematic Problem Solving (SPS), talent attraction cascading awareness sessions.

Our Township Taskforce resolved 73% of 2,537 resident complaints, emphasising our approach to growing responsiveness and care. Through 'Mo Hirakud Talks,' 168 employees had meaningful conversations with their supervisors, while 8 Large Scale Interactive Process (LSIP) sessions empowered 1,651 employees to take ownership of the transformation.

Project Varun — Transitioning to Commissioning and Operations at Precipitated Alumina Trihydrate (PPT ATH)

As Project Varun evolved into a fully operational superfine PPT ATH plant in Belagavi, we witnessed a powerful cultural transformation rooted in agility, accountability, and collaboration. By adopting a process-based organisational structure, we enabled sharper cross-functional alignment — vital for a 30 KTPA facility demanding consistent operational precision.

Within just two months, 85 professionals were onboarded through a balanced hiring strategy combining

external talent, intra- and inter-unit transfers, and members from the original project team. This blend ensured continuity, fresh energy, and deep domain knowledge.

One of our standout achievements was hiring women professionals, who made up 31% of our new recruits, an industry-leading move in manufacturing. Every hire went through a rigorous selection and onboarding process, including structured assessments, role clarity sessions, and culture-fit evaluations.

Our Diploma Engineer Trainees (DETs) underwent an intensive two-month training programme led by internal experts, covering safety, SOPs, process control, and troubleshooting.

With shift flexibility built in—including for women—and former project team members stepping into key operational roles, we have built a workforce ready to deliver 24x7 excellence. More than just a plant, we have created a culture that is agile, inclusive, and built to scale.



The Annual Shillim Awards recognise people living behaviours in our ALERT framework





## Performance Evaluation and Career Advancement

Our performance management system is built on a multidimensional approach that includes transparent evaluations, 360-degree feedback, and continuous learning opportunities. Our bi-annual performance appraisal cycle encompasses annual goal setting, self-evaluation through group engagement exercise, and one-to-one conversation with manager. All employees receive mid-year reflections. Annual evaluation is being done on a 5-point scale, aligning individual objectives with our strategic vision and values. Management cadre employees undergo potential assessments and detailed talent evaluations to identify the top 20% high-potential talents.

Based on the principles of agile conversation, our employees and workers are encouraged to regularly seek feedback from managers and peers to improve performance and support their personal growth.

Our PerformFit platform facilitates managerial input and discretion on ratings, promotions, salary increases, market corrections, etc., leading to performance-based recognitions such as merit increases, promotions, salary corrections as per market standard and Annual Incentive Pay (AIP).

During the reporting period, 100% of our permanent employees and permanent workers were covered under the performance and career development reviews for Hindalco India operations.

Performance evaluation and career development reviews of employees and workers during FY 2024-25: Hindalco India Operations						
Category	FY 2024-25					
	Hindalco India (Standalone)			Hindalco India (Subsidiaries)		
	Total	No. (B)*	% (B/A)	Total	No. (B)*	% (B/A)
Permanent Employees						
Male	9,076	9,076	100%	652	652	100%
Female	1,184	1,184	100%	69	69	100%
Total	10,260	10,260	100%	721	721	100%
Permanent Workers						
Male	12,636	12,636	100%	395	395	100%
Female	51	51	100%	25	25	100%
Total	12,687	12,687	100%	420	420	100%

\*Number of permanent employees/permanent workers who have undergone performance and career development reviews.

### Enabling career progression of workmen at Copper business — Operator Group (OG) to LMS

At our Copper business, we identified a critical gap in career progression for our workmen reaching a growth ceiling. This led to challenges with reference to their continuance as skilled technicians sought opportunities outside Copper business.

To address this, we launched the OG to LMS initiative — a structured, merit-based pathway enabling workmen to transition into staff roles. We conducted HR led open discussions to address concerns. As a result, 175 workmen transitioned to LMS through a structured process. Subsequently, as per the process, a few of them have advanced to management roles.

Our F10B10 (First 10 Best 10) initiative nurtures talent from the start, making the first 10 years at Hindalco and ABG professionally enriching through structured career development. High-potential employees in JB 10 and above undergo three job rotations — two in their core function and one cross-functional — supported by development in functional, behavioural, and contemporary skills. Currently, there are 203 active F10B10 employees, of which 48 moved to new roles in FY 2024-25.

### Rewards and Recognition

At Hindalco, we foster a culture of appreciation and growth through a variety of innovative recognition programmes. These include the Chairman's Individual and Team Awards, PRIDE Awards, Bhoomika Recognition, Manthan, and Employee Appreciation Day celebrations. Under Manthan, employees were honoured in 13 categories. These initiatives, coupled with our competitive compensation and performance-linked rewards, reinforce our commitment to recognising excellence and rewarding meritocracy across all levels. Additionally, at Aditya Birla Awards, our employees are recognised and rewarded for exemplifying ABG core values through the Values Role Model Award and the Values Torch Bearer Award.

We proudly hosted the HR Summit 2024 – HRhythm in March 2024 at our Renukoot cluster, bringing together HR professionals from across the organisation. The summit provided a platform for sharing insights, celebrating achievements, and fostering a deeper connection among our HR community. Our employees were felicitated with the awards, under various categories such as Employer of Choice Champion, Holistic Wellness Implementing Unit, Digital Talent and Capability Building, among others.

### PRIDE Champion of Champions — Celebrating Innovation and Excellence

The PRIDE Champion of Champions event was held in Mumbai on November 8, 2024, marking our first significant in-person national recognition event. The event featured 10 top-performing teams — each a cluster-level champion from various units — presenting innovative projects focused on excellence, sustainability, and improvement.

A panel of five judges, including leaders from Hindalco and other ABG companies, evaluated the projects based on innovation, impact, scalability, and sustainability. The highest-scoring projects were recognised and celebrated. With a hybrid format in place, the event enabled wide participation from employees attending both in person and virtually.



The Birla Copper Awards honoured those who showcased exceptional performance, leadership and teamwork throughout the year

### Birla Copper Award 2024 — Celebrating Excellence and Achievement

Birla Copper Awards is our annual ceremony to celebrate performance excellence, behaviour role models, and cultural differentiators. The event featured a series of programmes, including a Leadership Talk Series with an external speaker, a cultural event showcasing both external and internal talent through 'Birla Copper

Has Got Talent', and leadership engagement sessions aligned with the Shillim/Tamrodarya agenda to discuss future priorities. During the event, we acknowledged and applauded individuals and teams who went above and beyond — not only in actions but also ideas and

outcomes — demonstrating our shared values. We received 512 nominations and announced 247 winners across various categories, including the Customer Champion Award, Go Digital Award, and Go Green Award for Sustainability, among others.





To ensure workforce stability and long-term sustainability, we actively manage employee retention through structured career development and succession planning. Our Group-level Succession Management Policy enable us to identify and prepare top talent for critical leadership roles in the near (1–2 years) and mid-term (3–5 years). This

approach supports business continuity while defining clear career paths and advancement opportunities.

Employee Turnover

During the reporting period, the total permanent employee turnover rate for Hindalco India was 7.27%, with male turnover at 7.06% and female

turnover at 8.86%. The voluntary turnover rate was 5.23% for Hindalco India operations. Among permanent workers, the turnover rate was 4.37% for males and 9.21% for females, totalling 4.39%. At Novelis, the overall employee turnover rate was 10.50%, with a voluntary rate of 3.45%.

Employee turnover during FY 2024-25: Hindalco India Operations			
Employees Turnover	Hindalco India (Standalone)	Hindalco India (Subsidiaries)	Total
By Gender			
Male	645	42	687
Female	105	6	111
Total	750	48	798
By Age			
<30 years	250	19	269
30-50 years	262	24	286
>50 years	238	5	243
Total	750	48	798
By Management			
Junior Management	676	44	720
Middle Management	62	4	66
Senior Management	10	-	10
Top Management	2	-	2
Total	750	48	798

Details of turnover rate of permanent employees and permanent workers: Hindalco India (Standalone)									
Particulars	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	7.37%	13.10%	7.85%	7.62%	10.43%	7.87%	7.51%	10.12%	7.79%
Permanent Workers	5.27%	72.15%	5.69%	2.62%	1.12%	2.61%	4.47%	12.50%	4.51%

Note: Turnover rate = (No. of persons who have left the employment of the entity in the FY \*100) / Average no. of persons employed in the category)

External Recognition



Recognised among India’s Best Workplaces™ in Manufacturing: Top 50 by Great Place to Work in January 2025 by GPTW.

Best Workplaces in Health and Wellness Category (featured in Top 10) by GPTW

Recognised as India's best Nation Builders 2024 (Featured in Top 15 companies in India) by GPTW

Certified as WOW workplace 2025 by Jombay under the Manufacturing and Allied category.

15th CII National HR Excellence Award FY 2024-25 awarded to Copper Manufacturing Dahej and Renukoot for Strong Commitment to HR Excellence and Distinction in HR excellence respectively.

CII EFI National Awards for Excellence in Employee Relations – Pathways to Excellence 2025 (8th Edition)