

Augmenting Employee Capabilities, Powering Progress with People



Human Capital

KEY HIGHLIGHTS

Global workforce	85,107
Investment in training and development for full-time employees (FTEs)*	₹48.83 crore
New hires	3,349
Hours of training provided	2.89 million
Employee engagement score under VIBES survey*	93%

* The details provided are for India Operations

LINKAGES

Capital Linkages

Financial Capital	Social and Relationship Capital
Intellectual Capital	

Strategic Priorities

- SP-2** Scaling up Upstream though Doubling-down on Capacities
- SP-4** Strong ESG Commitment, Culture and Digital

Material Topics

- M4** Health and Safety
- M15** ESG Transparency & Disclosures
- M16** Inclusion, Equal Opportunity & Diversity

Key Risks and Opportunities addressed

- R7** Stakeholders' focus on ESG

Contribution to SDGs



Our identity of proven performance is powered by our people. We anchor our policies and frameworks in their success, ensuring they flourish alongside the organisation's growth. Their professional development, personal wellbeing, and enhanced quality of life, are the true measures of our collective achievement.

To augment the trust that has been built over time, we enforce stringent adherence to safety standards well beyond the regulatory requirement. We are actively working towards a Zero Harm workplace, and initiating several safety interventions, including digital pathways.

Capability building is yet another focus area as we work towards our new identity of 'Engineering Better Futures'. We are expanding into emerging business models around green manufacturing and circular economy solutions. Our employees are equipped with agile leadership and stronger functional capabilities, along with new, niche and future-ready skills. Our approach to learning is also powered by organisation-wide activities with internal trainers, active mentorship from leadership and cross-team initiatives.

We undertake various measures to maintain diversity in our employee pool with policies to retain women, bridge the gender pay gap and improve infrastructure for differently-abled persons to be a part of our organisation. We enhance the trust in our processes and policies with high-quality conflict resolution between the management and unions for mutually agreeable outcomes.

Focus Areas

- Occupational Health & Safety
- Human Capital Development
- Inclusion, Equal Opportunity & Diversity
- Human Rights
- Employee Wellbeing
- Organisational Effectiveness

FROM TALENT TO TRANSFORMATION
TURNING CAPABILITY INTO IMPACT

We recognise that the future is built through capable people working in a collaborative environment. Our globally-diversified workforce brings together deep technical expertise, operational agility and a strong culture of manufacturing excellence; helping create sustained value.

Our people strategy is anchored in six key focus areas:

- Occupational Health and Safety,
- Human Capital Development,
- Inclusion, Equal Opportunity and Diversity,
- Human Rights,
- Employee Wellbeing
- Organisational Effectiveness

Supported by robust policies and governance frameworks, these priorities focus on building strong capabilities and enabling capable people to work toward shared goals. The aim is to create a resilient, future-ready workforce that aids innovation and long-term value creation.



Employees at our Belgavi plant

HINDALCO HR Strategy - Aspiration and How



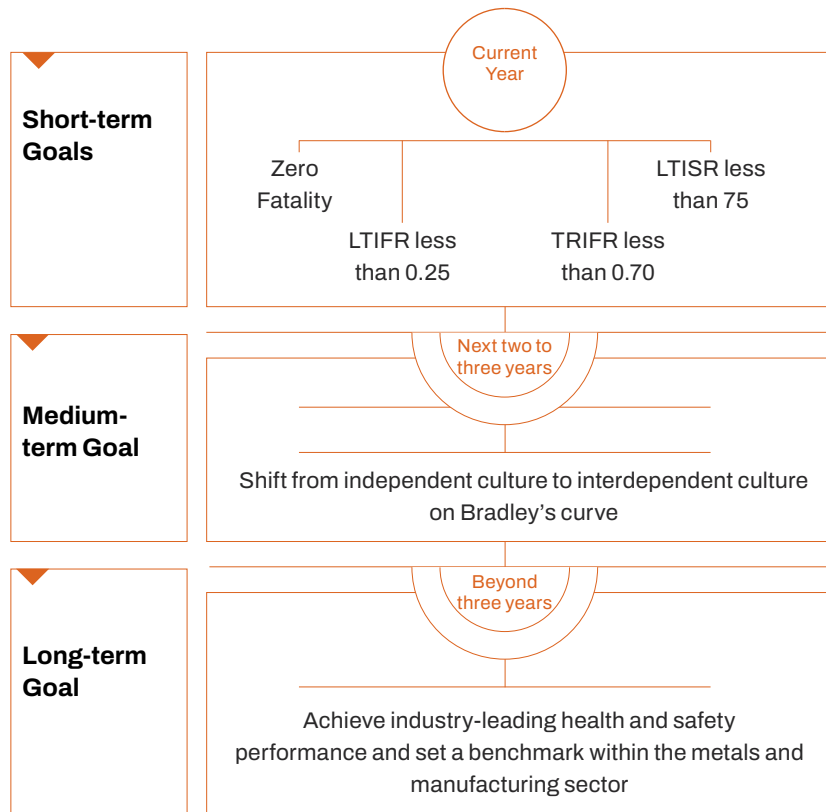


Occupational Health and Safety

The safety and welfare of our workforce is of paramount importance to us. We maintain a comprehensive health and safety framework governed by our **Safety and Occupational Health Policy**. The policy is aligned with global standards, including the International Finance Corporation's General Environment, Health and Safety Principles, International Labour Organisation guidelines and recommendations from the World Health Organisation. Our Occupational Health and Safety Management System extends to all employees and workers across Hindalco India operations and Novelis.

We are firmly committed to achieving excellence in OHS management. This commitment is reflected through ISO 45001 certification covering 100% of our manufacturing plants, mines and corporate functions across Hindalco India operations, as well as 24 sites across Novelis, under the Occupational Health and Safety Management System.

Towards A Zero Harm Workplace: Continuous improvement drives our commitment to a 'Zero Harm' workplace, supported by proactive and preventive safety measures. We have set short, medium and long term goals, as outlined:



We implemented several initiatives to improve our safety performance in immediate and long term. Some of these initiatives include:

HINDALCO

- + Focused management of high-risk hazards with emphasis on Serious Injury and Fatality (SIF) prevention
- + Enhancing risk perception and operating discipline to reinforce compliance with safe work procedures.
- + Ensuring timely identification, monitoring, and closure of QLEA and QNEA findings
- + Strengthening controls for In-Line of fire safety through improved hazard recognition and preventive measures
- + Improving internal material movement safety to reduce risks associated with vehicles and material handling activities
- + Advancing inclusive and human-centred safety design by integrating human factors and ergonomics into workplaces

NOVELIS

- + Introducing a pilot programme to strengthen human and organisational performance
- + Enhancing corrective and preventive actions along with incident investigations
- + Introducing new technology solutions to improve safety and efficiency
- + Driving initiatives to strengthen hand safety and reduce injuries
- + Conducting Global Safety Week to build awareness and engagement
- + Delivering EHS leadership training to strengthen safety accountability

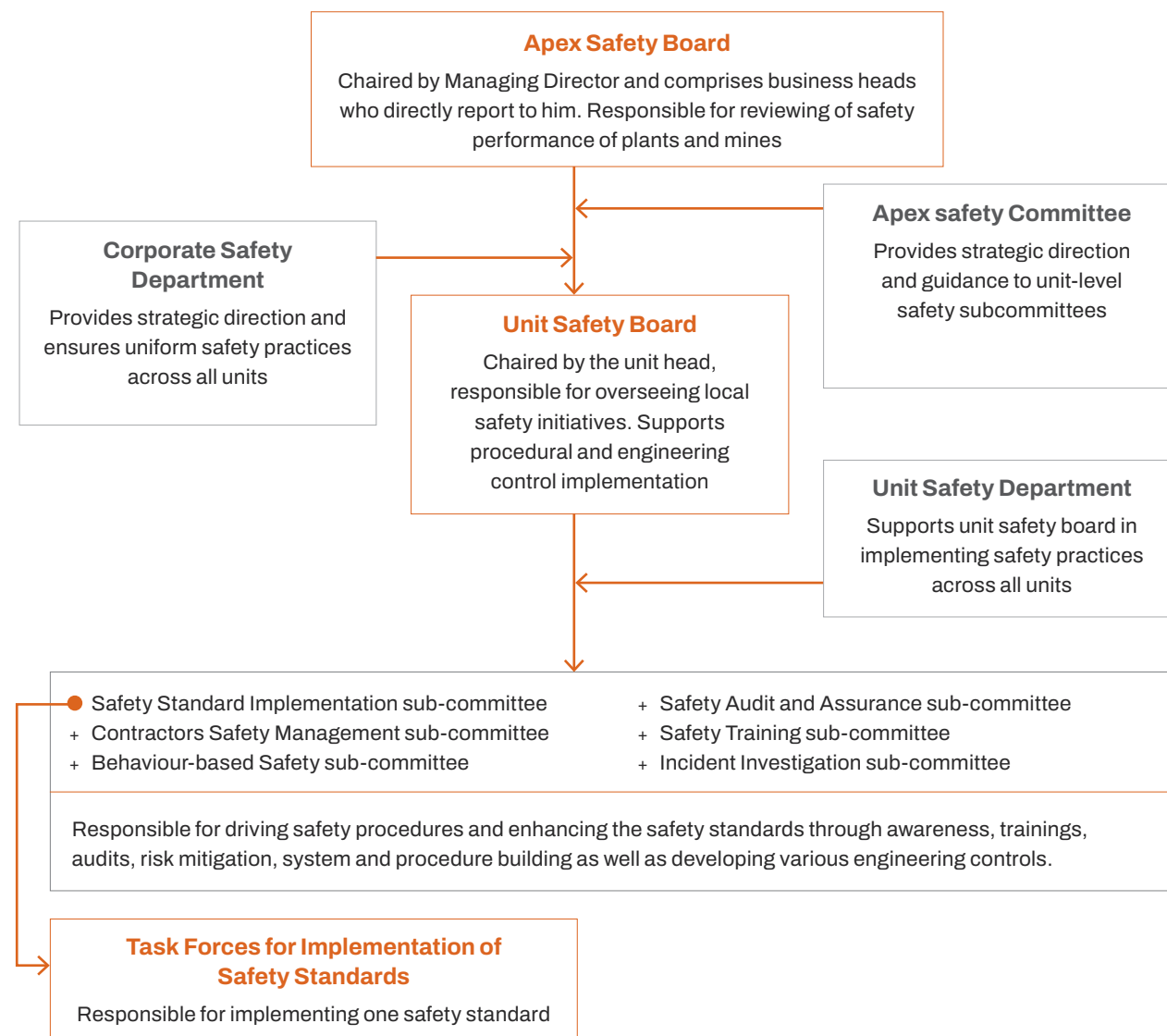
Occupational Health and Safety Governance

Our Safety Governance: We recognise that strong governance is essential to ensure consistent implementation and continuous improvement of health and safety practices; leading to a 'Zero Harm Workplace'.

During FY 2025-26, we added an Apex Safety Committees, chaired by business leaders, to support the Apex Safety Board. The committee provides oversight, strategic direction, and guidance to unit-level safety sub-committees, ensuring alignment across the organisation.

Our formal OHS committees across all plants support consultation and participation on workplace health and safety matters. Each committee has equal representation; with 50% permanent employees (representing management) and 50% workers.

Detailed health and safety governance structure is outlined as below:



These committees:

- + review workplace hazards, risk assessments, and control measures;
- + monitor the implementation of OHS policies and safe work practices;
- + review incidents and near misses along with investigation findings;
- + recommend corrective and preventive actions;
- + support the review of safety objectives, training plans, and awareness initiatives;
- + provide a forum for workers to raise health and safety concerns.

Cross functional task forces and sub-committees bring together subject matter experts (SMEs) to drive continuous improvement across key safety areas.

They meet at defined intervals, typically on a monthly basis, and additionally as and when required following significant incidents or operational changes.

Overall accountability for OHS remains with management. Committee recommendations are reviewed by site leadership and incorporated into action plans and management reviews.

Women's participation is also actively encouraged across these governance structures. Women chair and convene task forces and sub-committees focusing on areas such as incident investigation, change management, and operating discipline. Women representatives also act as convenors in safety task forces covering high-risk activities, including working at heights, machine guarding, and emergency preparedness.



Fire Safety Mock Drill In Progress At Hiralco Plant

Comprehensive Emergency Preparedness Evaluation Programme

🔹 **Initiative:** We implemented a comprehensive Hindalco-wide emergency preparedness evaluation programme across units and mines. It focused on standardising emergency response practices, assessing preparedness of employees and Emergency Response Teams, and identifying gaps in protocols and resources.

A structured annual mock drill calendar was executed under the supervision of the Enterprise Risk Management (ERM) team, with risk based scenarios tailored to site specific hazards. Pre drill briefings ensured role clarity and coordinated response across Incident Command Structures, ERTs and observers.

➤ **Outcome:** The mock drills simulated semi announced, realistic emergency situations and were followed by structured observer reviews and post drill debriefs to capture learnings

and corrective actions. The initiative improved role clarity, emergency communication, evacuation speed and overall preparedness.

During FY 2025–26, mock drills were conducted across all manufacturing units, reinforcing a proactive safety culture and confidence in emergency preparedness.

At Novelis, each location maintains a structured Environmental, Health and Safety (EHS) committee to promote employee involvement, strengthen ownership of EHS initiatives and support collaborative decision making. Occupational health and safety considerations are also addressed through collective bargaining agreements with trade unions, where applicable, with provisions aligned to negotiated terms, regulatory requirements and site specific operations. Awareness and communication are supported through monthly health newsletters covering a range of wellness topics, including financial wellbeing, disability, ageing care and childcare.

Hazard Identification, Risk Assessment and Incident Investigation

We take a structured and systematic approach to identify work related hazards. We assess risks across routine and non routine activities, including abnormal operations, maintenance, shutdowns, project activities and emergency situations.

Hazards are identified through established processes such as Hazard Identification and Risk Assessment (HIRA), Job Safety Analysis (JSA), workplace inspections, incident and near miss analysis, contractor safety reviews. Hazard and Operability Studies (HAZOP) are conducted for complex processes, new projects and major plant modifications.

Identified risks are evaluated using a standardised 5x5 risk matrix assessing likelihood and severity. They are addressed through the hierarchy of controls comprising Elimination, Substitution, Engineering Controls, Administrative Controls and Personal Protective Equipment.

PPE selection considers hazard type, workplace conditions and user requirements, including gender appropriate sizes and ergonomic design. Consistency in risk assessment is supported through standardised methodologies, documented procedures and periodic internal inspections and audits; conducted by trained personnel with external specialist support as required.

Key occupational health risks and control measures include:

- + **Preventive actions for repetitive strain injury (RSI):** We adopt an ergonomics-driven approach to prevent repetitive strain injuries by integrating ergonomic design into workplaces, tools, and equipment. Job rotation and structured work-rest cycles reduce repetitive strain and fatigue. We conduct regular training on posture and safe practices, promote automation to minimise manual tasks, and support early reporting through health surveillance. Continuous assessments help us identify high-risk activities and improve ergonomic conditions.

- + **Actions to control hazardous substance exposure:** We manage hazardous substance exposure through systematic identification, assessment, and control. Engineering controls such as enclosure, ventilation, and automation minimise exposure at source, supported by SOPs, restricted access, and permit systems. We provide and monitor appropriate PPE, conduct regular training, and ensure ongoing workplace and environmental monitoring. Periodic health surveillance and robust audits support continuous improvement.

- + **Actions to prevent noise exposure:** We control noise exposure by identifying high-noise areas and implementing engineering controls such as enclosures and insulation.

Administrative measures, including exposure limits and job rotation, further reduce risk. We provide hearing protection and ensure strict compliance. Noise monitoring and periodic audiometric testing during periodic health checkup support early detection, while training programmes reinforce awareness and safe practices.

Installation of Noise Booth for Slitter 2 Scrap Handling Area – Nachterstedt Rolling Mill

🔹 **Initiative:** At Novelis, we implemented an engineering intervention to address high noise exposure in the Slitter 2 scrap handling area at the Nachterstedt Rolling Mill. Noise assessments identified scrap handling operations as a major source, leading to the installation of an enclosed acoustic noise booth around the scrap container process. The design ensured adequate access and visibility while effectively isolating noise at the source.

➤ **Outcome:** Post-installation measurements confirmed a significant reduction in area noise levels. This improved working conditions, enhanced communication among employees, and reduced reliance on personal protective equipment as the primary control measure. The initiative strengthened compliance with hearing protection requirements and received positive employee feedback, and has been recognised as a best practice.

- + **Actions to control radiation exposure:** We ensure that all radiography testing activities, including boiler radiography, are carried out under strict safety controls and in the presence of a qualified Radiological Safety Officer, thereby ensuring full compliance with regulatory and safety requirements. Radiography work is executed using certified and well-maintained equipment, with

controlled use of X-ray machines handled through designated Occupational Health Centres or approved locations by trained and authorised personnel only. Prior to testing, the work area is clearly identified, barricaded, and access is restricted to prevent unintended exposure.

+ **Effective monitoring and timely mitigation:** We systematically report incidents, unsafe acts, and unsafe conditions through digital platforms such as Enablon. It enables structured reporting, tracking, and follow-up of identified risks across operations. At Novelis, this is further strengthened through digital safety initiatives, including the deployment of AI tools such as Avander AI to prevent incidents across sites, anti-collision systems for cranes and mobile equipment, virtual reality-based training, and the use of camera-enabled predictive analytics to identify and mitigate risks proactively.

Regular safety inspections are conducted at all operational levels, supported by Level 1 audits, Level 2 audits, and Level 3 Cross-Entity Safety Audits, aligned with ISO 45001 requirements. Audit findings are documented, and corrective actions are tracked to closure through formal action plans; with oversight through cross-functional participation and management reviews.

We embed a series of leading safety indicators into the key performance indicators (KPIs) of all employees. It helps proactively identify prevention opportunities at the workplace; and reinforce individual accountability for safety. Safety performance is monitored through monthly safety dashboards, internal reviews, and corporate-level reporting; providing visibility into trends, action status, and areas requiring focused intervention.

Digital safety initiatives enhance operational safety and efficiency across sites. A 100% e-Permit-to-Work system is deployed, wherein tablets are provided to permit applicants, area owners, and approving authorities. All concerned personnel visit the job location, capture on-site photographs, assess hazards, and complete the permit-to-work process; by verifying hazards and control measures before granting approval. Incident investigations are conducted using Taproot software, while an e-MOC portal is used to monitor change management. A centralised Monthly Safety Report Dashboard is launched to aggregate, analyse, and visualise safety data from all units, mines and project sites, enabling informed decision-making.

Risk prevention: Advanced digital and engineering controls are deployed, including remote crawler technology for tank thickness monitoring, AI enabled cameras for real time hotspot detection in electrical switchyards, and driver fatigue management systems across technology enabled vehicles. They enable proactive, data driven management of high risk operations.

Heat Stress Management at the Workplace

♥ **Challenge:** Heat stress is a critical occupational health risk across our operations due to rising ambient temperatures and heat-intensive processes.

💡 **Initiative:** A structured heat stress management programme was implemented across manufacturing sites and mines to assess, prioritise, and mitigate risks. A standardised group-level guideline ensured consistency in risk assessment, control hierarchy, and performance monitoring. At the site level, a three-step approach was adopted. Step 1 involved qualitative assessments

across 22 manufacturing sites, covering 740 workplaces, with 170 identified as high-risk. Step 2 included quantitative assessments using the Thermal Work Limit (TWL) methodology at 14 sites; identifying 46 high-risk and 44 medium-risk workplaces. Step 3 focused on physiological monitoring of 702 employees; with 37 individuals identified for targeted intervention and counselling.

» **Outcome:** This integrated framework led to improved risk management maturity, enhanced workforce awareness, and demonstrable improvements across sites. At Renukoot, heat stress cases reduced by 85%, from 153 reported cases in 2024-25 to 23 cases in 2025-26.

All work related incidents, including injuries, near misses, unsafe acts, and unsafe conditions, are systematically investigated to identify immediate, underlying, and root causes. We conduct cross functional root cause analysis (RCA) for incidents, led by trained TapRoot® experts. It helps identify systemic causes. Based on investigation outcomes, Corrective and Preventive Action (CAPA) plans are developed and implemented across plants, and their progress is monitored. This ensures effective closure and prevention of recurrence.

The effectiveness of controls is assessed through trend analysis, incident investigations, safety audits, and behavioural safety observations. Insights from these activities are used to strengthen operational controls, update risk assessments and safe work procedures, prioritising corrective and preventive actions. Key findings and trends are integrated into management reviews, supporting continual improvement of OHS management.

Culture of proactive safety: A Behaviour Based Safety programme strengthens safe behaviours and reduces unsafe practices across operations. During FY 2025 26, more than five lakh behaviour based safety observations were recorded across units, mines and project sites.

Enhancing Blasting Safety and Performance through Modern Monitoring Equipment

💡 **Initiative:** We enhanced blasting safety and operational reliability across mining operations through the deployment of modern monitoring equipment and digital safety controls. ORICA blasting software is used for precise blast design and planning, enabling controlled management of blast patterns, charge quantities, initiation sequences, fly rock, ground vibration, over break and misfires.

Strata temperatures are monitored prior to charging using calibrated temperature guns, with charging permitted only within safe limits. Explosive quality and consistency are ensured through bulk analysers during charging, while anti static wristbands and proper grounding are mandated to prevent accidental initiation.

Blasting performance is validated using VOD Mate to measure detonation velocity and analyse deviations for corrective actions. All blasting activities comply with DGMS guidelines, statutory requirements and internal safety standards, supported by supervision, safety briefings and record keeping.

» **Outcome:** The initiative resulted in zero major blasting incidents, improved fragmentation and blast consistency, reduced fly rock, vibration and misfires; and enhanced thermal risk control and stronger regulatory compliance.

During the reporting period, 100% of our plants and offices were assessed on health and safety requirements and working conditions. These assessments did not identify any significant risks or areas of concern. Additionally, OHS requirements are integrated into supplier selection and ongoing performance assessments to reduce risks across the value chain and promote safe and compliant operations. 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 focus on workplace safety goes beyond compliance with ISO 45001 requirements. All sites are required to follow the Novelis Risk Profile Directive and to establish and implement formal procedures for risk assessment. This includes:

- + Applying a standardised risk matrix to assess risks based on probability and severity;
- + Assessing risks at different stages – without controls, with existing controls, and with proposed additional controls;
- + Implementing countermeasures in line with the Hierarchy of Controls;
- + Ranking identified risks to prioritise mitigation actions;
- + Developing a plant wide list of top risks to ensure visibility and focused attention on critical safety issues.

We implemented a comprehensive Environmental, Health, and Safety (EHS) Incident Management Performance Standard, which is mandatory across operational locations. This standard provides a structured framework for accident investigation, accountability, and continuous improvement in safety performance.

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



Modern monitoring equipments and digital safety at Aditya CRM

Grievance Redressal Mechanism

We have structured mechanisms in place to enable employees and contract workers to identify and report work related hazards in a timely and transparent manner. All incidents, unsafe acts and unsafe conditions are reported through the Enablon online platform. Additional channels include reporting to supervisors, safety officers, safety committees and through toolbox talks, with provisions for anonymous reporting to encourage proactive disclosure. Employees and contract workers are empowered to remove themselves from work situations they reasonably believe could pose an imminent risk of injury or ill health; without fear of adverse consequences.

A strict non retaliation policy ensures that workers reporting concerns in good faith are protected against victimisation or discrimination;

aided via policy communication, training and management oversight. During FY 2025-26, zero complaints were received from employees and workers on health and safety and working conditions at Hindalco India. At Novelis, all facility incidents are reported through a dedicated reporting tool, with additional access to the Novelis Ethics Hotline, including anonymous reporting options. Each submission is assigned a unique tracking number for status monitoring. All employees are empowered with Stop Work authority, enabling them to immediately halt any task or operation upon identifying a safety concern.

During FY 2026, Novelis experienced two significant fire incidents at its Oswego plant in September and November, which disrupted operations and affected production. Despite the severity of these events, all

employees were safely evacuated during both incidents and no injuries were reported. Following the incidents, the company prioritised restoring the hot mill while taking measures to mitigate the impact on customers through global material rerouting and expanded alternative sourcing. The hot mill at the Oswego facility is now back online, with Novelis mobilising its extensive global network of hot mills and finishing operations to support customers, and teams across regions working in close coordination with customers and industry partners to maintain supply continuity. With the hot mill now operational, Novelis is working closely with customers to ramp up supply, while accelerating implementation of a standardised operating system to further strengthen its ability to deliver dependable supply and high-quality products worldwide.



India's first battery foil plant in Odisha. would cater to the rapidly growing market for EVs and battery storage systems

As part of our commitment to "Zero Harm," we achieved a 12 % reduction in our Lost Time Injury Frequency Rate (LTIFR) during FY 2025-26 by enhancing safety protocols, surpassing safety observation targets, cross-entity audits, and digital tool integration. These measures enabled us to proactively mitigate safety risks, ensure regulatory compliance, and reinforce a strong safety culture that supports our long-term sustainability objectives.

Details of Safety Performance: Global Operations

	Hindalco India (Standalone)		Hindalco India (Subsidiaries)		Novelis		Total (Hindalco Standalone+Hindalco Subsidiaries+Novelis)	
Category	Employees	Contractual workers	Employees	Contractual workers	Employees	Contractual workers	Employees	Contractual workers
2025-26								
Lost Time Injuries/ Nonfatal, Days Lost (NFDL) cases								
Number	12	20	0	5	15	13	27	38
Total Recordable Injuries								
Number	41	72	0	15	66	60	107	147
Fatalities								
Number	1	2	0	0	1	0	2	2
No. of high-consequence work-related injuries (excluding fatalities)								
Number	0	0	0	0	0	2	0	2
Total man-hours worked								
hours	47,514,802	105,572,382	2,752,803	16,107,932	31,334,839	16,106,115	81,602,444	137,786,429
Lost-Time Injury Rate (LTIR) ⁽ⁱⁱ⁾								
Number/person hours worked	0.05	0.04	0	0.06	0.10	0.16	0.07	0.06
Lost Time Injury Frequency Rate (LTIFR) ⁽ⁱ⁾								
Number/million hours	0.25	0.19	0	0.31	0.48	0.81	0.33	0.28
Total Recordable Injury Frequency Rate (TRIFR) ⁽ⁱⁱⁱ⁾								
Number/million hours	0.86	0.68	0	0.93	2.11	3.73	1.31	1.07
2024-25								
Lost Time Injuries/ Nonfatal, Days Lost (NFDL) cases								
Number	14	24	0	2	24	4	38.00	30.00
Total Recordable Injuries								
Number	45	95	0	10	77	25	122.00	130.00
Fatalities								
Number	0	2	0	0	1	0	1.00	2
No. of high-consequence work-related injuries (excluding fatalities)								
Number	1	1	0	0	3	0	4.00	1.00
Total man-hours worked								
hours	45,486,670	91,355,022	2,732,743	14,836,401	31,725,946	10,040,349	79,945,359	116,231,772
Lost-Time Injury Rate (LTIR) ⁽ⁱⁱ⁾								
Number/person hours worked	0.06	0.05	0	0.03	0.15	0.08	0.095	0.052
Lost Time Injury Frequency Rate (LTIFR) ⁽ⁱ⁾								
Number/million hours	0.31	0.26	0	0.13	0.76	0.40	0.48	0.26
Total Recordable Injury Frequency Rate (TRIFR) ⁽ⁱⁱⁱ⁾								
Number/million hours	0.99	1.04	0	0.67	2.43	2.49	1.53	1.12

* In FY 2025-26, reporting of the safety related data has been regularised to ensure accurate monitoring. Hence, the data has been restated for the previous financial year to ensure consistency and comparability of information for the current year and previous year.

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)

Occupational Health Services

Our occupational health services identify, eliminate and minimise workplace health risks. They also support the overall wellbeing of employees and workers. They focus on preventive, diagnostic and monitoring measures aligned with applicable legal requirements and recognised medical protocols.

Our comprehensive occupational health services include

- + pre-employment and periodic medical examinations,
- + exposure-based health surveillance,
- + fitness-for-work assessments,
- + occupational hygiene monitoring,
- + ergonomics assessments,
- + early detection and management of work-related illnesses.

Rigorous Qualitative Exposure Assessments (QIEA) and Quantitative Exposure Assessments (QnEA) are conducted to systematically identify occupational health hazards, assess exposure levels and implement effective controls to eliminate or minimise risks.

We engage qualified occupational health physicians, nurses and specialists. We adhere to statutory requirements and recognised medical protocols; with periodic reviews and audits of service delivery. Major sites operate on-site occupational health centres. In areas without on-site services, access to empanelled medical facilities is provided.

Equitable access is facilitated through service delivery during working hours, provision of transport where required, expedited consultations, and adjustments to work schedules without loss of pay or adverse impact. Information on availability of health services is communicated through inductions, training programmes, signage and internal communication channels.

Employee wellbeing is supported through initiatives such as Mpowered Voices and Life Unlimited, addressing physical, mental and emotional health, with an emphasis on early identification, prevention and sustained support. Access to non-occupational healthcare is enabled through on-site facilities, empanelled hospitals and clinics. Insurance and medical reimbursements are arranged to cover outpatient and inpatient care, preventive check-ups and family benefits.

Annual Health Check Up (AHC) programme is conducted across operational locations, with 100% mandatory participation for eligible employees during the reporting period. Post AHC, we strengthen employee wellness through a structured, data driven approach. Unit level health data is consolidated into a centralised dashboard, Pehel, enabling colour coded risk categorisation. These insights help identify common health trends and create targeted action plans and need based interventions, including medical camps, medicine distribution, heat stress management measures and regular workplace health checks. Doctor led awareness sessions aid in prevention and management of conditions such as diabetes and hypertension, along with personalised interventions. An integrated health committee periodically reviews progress to ensure effective implementation and compliance.

Voluntary health promotion programmes address lifestyle-related risks, mental wellbeing, stress management, nutrition, physical fitness and non-communicable disease screening. These initiatives are provided free-of charge and are accessible during working hours or via company-facilitated platforms; and communicated in local languages.

At Novelis, employees have access to comprehensive medical insurance

and public healthcare services, along with voluntary wellness programmes such as preventive health screenings, biometric assessments and initiatives focused on healthy lifestyles, back care, nutrition and fertility support.

Both Hindalco and Novelis maintain strict controls to protect the confidentiality and privacy of personal health information. Medical and health data is handled in line with legal requirements and internal data protection policies They are accessible only to authorised medical professionals on a need-to-know basis, and are never used for employment-related decisions.

Health and Safety Training

Safety and sustainability are at the forefront of our workplace practices, strengthened through a systematic OHS training framework, It is designed to build awareness, competence, and safe work practices across the workforce. Training needs are identified through exposure to hazard, statutory requirements, and learnings from incidents and near misses. Accordingly, role specific and risk based programmes are designed to cover both general safety awareness and job related hazards.

Training is delivered through induction programmes, refresher sessions, on-the-job training and e-learning modules by qualified internal and external subject matter experts.

Toolbox talks are conducted at the beginning of every shift for routine operational and maintenance activities and before the start of every non-routine job to explain job-specific hazards, risks, and control measures to all employees. Learnings from past incidents are shared to enhance awareness, and attendance is recorded through on-field signatures during the toolbox talk session. Each unit prepares a monthly training plan aligned with identified

needs. Employees and contract workers are provided training during induction, periodically and whenever workplace risks change, in languages easily understood by workers. All employees are required to complete a minimum of three man-days of training annually. Training is provided free of charge during paid working hours, with mandatory participation forming part of employment and contract conditions.

During FY 2025-26, comprehensive OHS trainings were conducted to prevent work-related injuries, ill-health and unsafe conditions. Training effectiveness is evaluated through field-level knowledge checks, workplace observations, safety audits and analysis of incident and near-miss trends, supporting continual improvement in OHS performance.

Renusagar Safety Park - Learning Safety by Doing

🔗 **Initiative:** We established a Safety Excellence Center (Indoor Safety Park) at Renusagar Power Division. It provides an immersive, experience-based learning ecosystem that strengthens risk awareness and fosters a proactive safety culture. The center integrates Industry 4.0 technologies, including real-time

working models, equipment demonstrations, LED-based visual guidance, and advanced tools such as AI, AR/VR, and gamified learning. It provides comprehensive coverage of safety standards. It also supports real-time risk assessment, decision-making practice, and continuous performance tracking. The facility promotes collaborative, team-based learning through role-specific training programmes, virtual debriefing, and integration with CLMS.

➡ **Outcome:** The initiative has benefitted a wide cross-section of employees, including GETs and DETs during induction, new staff over the past 1.5 years, and all permanent workmen. It delivered over 10,000 safety training hours to 4,982 contractual workmen. The center enhanced safety competencies, improved engagement, aligning with our ESG priorities. It also demonstrated strong potential for replication across other units.

At Novelis, training programmes are aligned with corporate policies, legal requirements, and site specific considerations. To ensure effectiveness, post training assessments are conducted to evaluate knowledge retention and comprehension.

Learning Teams Pilot Implementation – Novelis Global

🔗 **Initiative:** At Novelis, we introduced Learning Teams as part of a pilot to move beyond traditional incident investigations towards a structured, learning based approach. The initiative focused on understanding how work is performed, rather than assigning blame or identifying a single root cause. Through structured training aligned with Human and Organisational Performance principles, facilitated sessions were conducted in phases to explore system conditions such as tools, procedures, pressures and work environment. These sessions used visual methods, including “Wall of Discovery,” to capture insights and identify underlying system weaknesses.

➡ **Outcome:** The initiative enhanced the depth and quality of learning from events, improved visibility of latent risks and strengthened communication across teams. It encouraged open reporting without fear of blame and increased employee engagement in identifying practical solutions. The pilot demonstrated improved learning outcomes, stronger cross functional collaboration and laid a solid foundation for scaling a learning focused culture across operations.

Details of safety trainings (hours) provided during FY 2025-26: Global Operations

Safety Training Category	Hindalco India (Standalone)			Hindalco India (Subsidiaries)			Novelis			Total (Hindalco Standalone+Hindalco Subsidiaries+Novelis)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees												
Management & Staff	156,694	23,187	179,881	9,551	937	10,488	12,398	4,034	16,432	178,643	28,158	206,801
Workers												
Permanent Workers	190,966	1,087	192,053	8,606	41	8,647	26,253	1,338	27,591	225,825	2,466	228,291
Other than permanent Worker	1,196,591	60,212	1,256,803	181,224	2,259	183,483	2720*		2,720	1,443,006*		1,443,006

*Currently, safety training hours for other than permanent workers at Novelis are reported in a combined way for both male and female.



Human Capital Development

Building human capability remains central to long-term value creation as we expand across businesses spanning copper, e-waste recycling, battery foil, EV applications, specialty alumina, etc. Our ever-expanding training universe covers a wide range of functions like skills, sales, finance, leadership and administration. We aim to reinforce both occupational expertise and mental faculties as essential components of The training programmes are designed to encourage employee personal growth and chart new professional journeys.

We provide structured learning pathways, clear career progression, meaningful rewards and recognition. Under our established pillar of Employee Value Proposition (EVP), A World of Opportunities (AWOO).

Our learning approach is anchored in the 70-20-10 philosophy, with a strong emphasis on on-the-job experiences, complemented by mentoring, peer learning, and targeted training. We follow a learner-centric, role-based framework to ensure development remains relevant across career stages, integrating behavioural, functional and technical capabilities.

Individual development needs are identified through multiple inputs such as career discussions, 360-degree feedback, structured assessments, Development and Assessment Centres (DACs), and Talent Councils. All these inputs support our strategic business priorities. The insights also form the basis of a personalised My Development Plan (MDP), enabling focused skill development and structured progress tracking aligned to individual aspirations and business priorities.

Behavioural, functional, technical and digital learning interventions. Our digital-first learning ecosystem leverages platforms such as Aditya Birla Group's (ABG) Gyanodaya virtual campus, Skillsoft, and Coursera for self-paced learning. We optimised the system by introducing BOT for updating the learning records in CSOD, resulting in 75% reduction in data entry time. This feature was leveraged for over 1,100 instances of data entry within a short span of two months.

Gyanodaya serves as both ABG's Corporate University and Centre of Learning Expertise (GCOE). It brings together leaders across businesses and geographies to foster shared learning and cross pollination of ideas. It is closely aligned with ABG's strategy and the One HR agenda. The virtual campus is powered by CSOD and enables scalable and accessible learning with real time tracking.

We actively leverage Gyanodaya to build a strong pipeline of future-ready leaders through structured leadership journeys, coaching, and immersive learning experiences. The participants are provided with future-ready skills via inspirational leadership. Digital transformation, data analytics, macroeconomic awareness, ecosystem influencing, and risk management are also a part of the sessions. . They also reinforce Group values and support robust succession planning across levels.

ABG introduced an AI enabled MDP, enabling employees to articulate development needs. The AI recommends relevant digital and classroom learning interventions from available libraries, improving quality and completion timelines of development plans.

We also have flagship programmes such as Employee Integration Program (EIP), Excellence in Skill

Enhancement and Employee Development (XSEED) and Future Leader in You (FLY) are catalysed by platforms such as GVC.

During FY 2025-26, we prioritised greater standardisation of people processes, building a digital and data led mindset, and progressing our journey towards becoming a High Performance Contemporary Organisation (HPCO). These priorities were closely integrated with our People and Culture Framework, reinforcing ALERT behaviours and CREST outcomes.

We implemented a unified Learning & Development SOP across businesses and subsidiaries to enable standardised, digitised learning governance and consistent reporting. We are focused on charting new frontiers by driving standardisation, digitisation, systemisation and simplification of ways of working through the Hindalco Business System (HBS).

Types of Intervention and Mode of Delivery

Our training programmes are designed to address the development needs of individuals, cohorts, and teams across the organisation. These interventions cater to five focus areas:

- + competency building (behavioural and functional),
- + leadership development programmes,
- + coaching culture,
- + technical capability building in collaboration with Hindalco Technical University (HTU),
- + digital transformation

The programmes follow a blended learning approach and offered through various modes - digital and virtual learning delivery and in-person programmes.

Competency Building	
Behavioural and Leadership Training	Training Hours at Hindalco: 103,688 hours 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, ISABs (BLHP), Vishwaroop etc.
Functional Training	Training Hours at Hindalco: 55,511 hours Major training programmes include: BizUp, Instructional design, Commercial Negotiation, Sales Academy (ASCEND), Driving Digital Marketing, Hindalco Finance Academy (HFA), Digital Transformation, Financial Skills, HR Analytics, Business Analytics etc.
Other Training Programmes	Training Hours at Hindalco: 443,788 hours Topics include: Enterprise risk management, safety training to employees and workers, human rights training to employees and security personnel, ESG and sustainability*, among others.
Leadership Development Programmes	
Gyanodaya Aditya Birla Global Centre for Leadership Learning	Training Hours at Hindalco: 23,412 hours Major training programmes include: Springboard, Chairman Series, Cutting Edge, Leading Edge, Step Up, Jumpstart, Developing Emerging Leaders, Practising Positive Leadership, Leading with an Improv Mindset etc.
DNA Programmes	Training Hours at Hindalco: 45,728 hours Major training programmes include: EIP, XSEED and FLY.
Coaching Culture	
Leveraging International Coaching Federation	Major training programmes include: My People Hour (MPH), Empowerment by Design (EBD), Birla Copper Mentoring Program, among others.
Technical Capability Building- Hindalco Technical University*	
Hindalco Technical University	Training Hours at Hindalco: 84,914 hours Major training programmes include: Performance & Reliability Improvement Opportunities in Boiler Systems, Six Sigma Certification Course, BEE Preparedness Workshop, Industrial Automation & Drives, Power Protection System, Next Gen rolling Series, Kayakalp SOP Series, Casting Best Practices, Copper Business Specific Interventions, CRYSTAL Series for Specialty Alumina, Extrusion and Die Manufacturing, SME Development Series, Chalo Renukoot for Workmen, SMART Supervisors series and Project Management.

Driving Digital Transformation	
HTU School of Digital-Capability Building	Training Hours at Hindalco: 44,099 hours Major Digital Capability training programmes include: DISHA Virtual, Driving Digital Change, GEN AI, Analytics Lifecycle, DACT
Digital Culture Building	Major training programmes include: Data First Campaign, DigiTalk, Embracing Digital Mindset for shopfloor (500+ operators covered), Humans of Digital, Digital ki Kahaniya (10,000+ views)
Gyanodaya Virtual Campus (GVC)	Training Hours at Hindalco: 131,433 hours Major training programmes include: e-learnings including training programmes available on Coursera; Developing Interpersonal Skills, Impactful Workplace Communication for Career Launch, The Power of Positive Work Culture, Inclusive Leadership: The Power of Workplace Diversity, Unpacking Unconscious Bias in the Workplace

Internal Trainers: The total number of internal trainers across programmes stood at 231, comprising 85 trainers for Behavioural & Functional (centrally driven interventions) and 146 trainers under HTU.

Behavioural, Functional and Leadership Training Programmes

During FY 2025-26, we scaled our initiatives across multiple capability areas, strengthening foundational programmes and introducing new interventions.

The business is expanding into new products, markets, and customer segments, and has the growing presence of younger and first time professionals. Strengthening our Sales and Marketing capabilities has hence become increasingly important. We focused on targeted learning interventions for our Sales and Marketing teams. We are also enabling teams to drive deeper engagement through co creation and collaboration with our customers.

Delivering Growth through Sales and Marketing (S&M) Capability

We designed structured learning journeys to strengthen commercial and customer facing skills across Sales and Marketing teams.

+ The BizUp intervention launched in 2023, focuses on building strong business and domain fundamentals through curated modules on Macroeconomics, Financial Acumen, Business Acumen and Negotiation Skills. Learning is anchored in application, with participants working in teams on real business cases and presenting to a senior leadership panel comprising of CHRO and CEOs. Inputs from the Managing Director reinforce learning outcomes across the ~11 month journey.

+ We launched BizUp 2.0 during the reporting year . It brought in cross functional project teams to deepen collaboration, experiential learning from each business and enterprise. Across both the BizUp interventions, we covered 41 participants, supported by 13 internal mentors, working on 14 real-life projects.

+ The Sales Academy delivers targeted interventions such as S&M 101, ASCEND, focuses on basics of Sales & Marketing, Personal Effectiveness, Executive Presence, Customer Handling and Communication Skills, covering over 40 employees so far. Business-specific interventions such as Birla Copper Way of Selling and EmpowerPRENEUR address maturity-based requirements through journey-led modules covering solution selling and advanced customer engagement considering the Business’s Aspiration and newer ventures.

- + Birla Copper Way of Selling is delivered as a customised selling solution, structured as a five-module journey. Two modules were delivered during the reporting year, focusing on solution selling and key account management. It imparts skills such as reading customer micro-expressions to deliver more relevant, effective and customised solutions. ‘Art of Talkmatics’ and a two-day Trusted Advisor workshop trained 29 participants in advanced communication and non-verbal selling skills.
- + EmpowerPRENEUR continued its intrapreneurship journey with a stronger focus on application-led learning and real-world leadership exposures.

We also undertook targeted initiatives to strengthen collaboration and mutual understanding across stakeholder groups.

Navug - Swayam Se Sarv Ki Yatra

📌 **Initiative:** At Birla Copper, an initiative was designed to strengthen trust, collaboration and mutual respect between HR, technical teams and union representatives. It positions HR as a facilitator and bridge-builder across functions. The three-day behavioural and labour-relations programme created a safe space for open dialogue, reflection and emotional connection. It helped participants enhance self-awareness, emotional intelligence, listening skills and empathy, while reducing stereotypes and perspectives across groups.

➡ **Outcome:** During 2025-26, the initiative led to improved trust and quality of dialogue between management and union representatives, strengthened workplace relationships, enabled collaborative problem-solving, and increased emotional awareness in day-to-day interactions.



Navyug - Swayam Se Sarv Ki Yatra held at Birla copper Dahej

As the financial and regulatory landscape continues to evolve, the finance function plays an increasingly important role in enabling governance, informed decision making and long term value creation. Hindalco Finance Academy (HFA) was launched in November 2024 as a focused capability initiative for the finance community across levels and roles. During FY 2025-26, we continued to strengthen and scale the academy.

Hindalco Finance Academy (HFA) - Building Future Ready Finance Capabilities

📌 **Initiative:** HFA deepens functional expertise, enhances business acumen and strengthens readiness across the finance function. It follows a blended, practitioner led learning model, with SMEs across finance verticals conducting fortnightly virtual knowledge sharing sessions. These sessions focused on critical areas such as Indian Accounting Standards,

direct and indirect taxation, capital expenditure and hedging strategies, export incentives, National Pension System (NPS) reforms, and regulatory and compliance updates.

HFA also strengthened skill based development through focused workshops on data analytics, financial storytelling and task automation using Robotic Process Automation (RPA) tools. To improve access, we initiated the development of an HFA microsite. It acts as a single source of learning content, regulatory updates, reference materials and best practices, and supports competency mapping for key finance roles.

➡ **Outcome:** During FY 2025-26, HFA conducted 20 learning sessions, engaging 4,908 participants across the organisation. It enhanced regulatory awareness, improved best practice sharing, accelerated adoption of analytics and automation, and fostered cross unit learning.

During FY 2025-26, we also launched the following strategic initiative:



Creating a Scalable Platform for Excellence in Financial Operations and Reporting

Initiative: Project FORCE (Finance Operation & Reporting Centre of Excellence) was launched in FY 2025-2026, to transform finance operations through standardisation, and digital enablement. It marks a significant shift from a unit based model to a process led operating framework, strengthening governance, enhancing visibility, and improving control across the finance function.

Built on the principles of governance, efficiency, and scalability, we brought together key finance processes, including Accounts Payable (AP), Accounts Receivable (AR), Record to Report (R2R), Master Data Management (MDM), and Indirect Tax under a unified structure.

Our focus has been on harmonising workflows, reducing manual interventions, and improving data accuracy through process re engineering, enhanced workflow design, system integration, and targeted automation initiatives such as AP digitisation for paperless processing. These efforts are enabling faster cycle times, stronger SLA adherence, and improved compliance.

Outcome: Project FORCE is helping us build a future ready finance backbone that is standardised, scalable, and digitally enabled, aligned with our long term vision of operational excellence and robust governance.

Leadership Development: A Year of Expanding Reach and Building Readiness

During FY 2025-26, we significantly scaled our leadership development efforts across three flagship programmes - EIP, XSEED 2.0 and FLY 2.0. Each programme helped build a future ready talent pipeline, with clear year on year improvements in participation, learning effectiveness and leadership involvement.

EIP: Building Foundations for Success: The cadre-building programme helps employees become a part of our larger ecosystem - with a deeper understanding of its functions, people, processes and culture. The structured, week long intervention integrates young managers into the mainstream metals business through interactions with senior leaders and peers across unit locations. It provides an understanding of the breadth of our operations, value chain and business strategy. It facilitates a meaningful transition into our ways of working.

During the year, participants reported a more cohesive and insightful onboarding experience with improved content flow and learner engagement, building on the feedback.

XSEED 2.0: Building Capability through Managing Self: The cadre-building programme is anchored in high quality, leader led engagement. The self leadership development ecosystem provides a platform for strategic reflection, peer learning and real world scenario discussions. Leader in Residence (LIR) involvement remains a key differentiator, reinforcing relevance and strong business connection. XSEED 2.0 recorded a 54% Y-o-Y increase in participation during the reporting year. Along with reaching a larger employee pool, it delivered and ed high experience scores.

FLY 2.0 - Building Capability to Manage Others: The programme strengthens our leadership pipeline with a structured, high energy learning experience for emerging leaders. During the reporting year, it witnessed higher participation and stronger internal facilitation, reflecting growing organisational ownership. Increased Leader in Residence interactions enriched the programme with practical business insights, contributing to improved learner

experience and engagement. FLY 2.0 delivered more batches and engaged a significantly larger cohort than the previous year.

During the year, over 1,100 participants were trained across the three programmes, reflecting a meaningful increase in scale.

Our other programmes such as Step Up, Cutting Edge, and Springboard continue to focus on building targeted capability for distinct talent segments through structured, experience-led journeys. These programmes are designed for high potential leaders, CXO pipelines, women leaders and manufacturing function heads, with a strong emphasis on role readiness, cross-functional exposure and strategic decision-making. Delivered through intensive formats combining live business projects, coaching, shadowing and peer learning, they drive tangible outcomes in leadership effectiveness, business acumen and succession preparedness, while strengthening diversity and depth in the leadership pipeline. During the year, 37 employees participated in StepUp and six in Springboard, reflecting continued focus on targeted, high-impact capability building.

At Novelis, our leadership development framework is designed to build capability across multiple levels and strengthen overall organisational performance.

Lead to Impact: The programme is designed to build foundational leadership capabilities among managers and individual contributors by strengthening communication, accountability and team effectiveness. The programme focuses on translating leadership behaviours into measurable outcomes, enabling more consistent performance management and improved team engagement. In

FY 2025-26, 96 leaders were trained under this programme, supporting the development of a strong and inclusive leadership pipeline.

Lead to Empower: Our advanced leadership programme for senior managers, focused on enhancing the ability to lead larger and more complex teams. It builds skills in delegation, decision-making, influence and change leadership, helping leaders drive performance and manage complexity effectively. In FY 2025-26, 87 leaders participated in this programme, strengthening leadership effectiveness and succession readiness across the organisation.

Continuous Education Policy (CEP)

Our Continuous Education Policy (CEP) enables mid-career employees to pursue advanced studies. The policy provides structured support for management-level employees, including an MBA programme in collaboration with Manipal Global Nxt University, under which over 300 employees have been nominated to date. Up to 75% of the course fee is sponsored by us, with the balance borne by the employee.

The initiative aims to build critical and specialist capabilities, strengthen functional and managerial expertise, and enhance the employee value proposition. It enables employees including workmen to perform effectively in current and future roles.

Experiential Capability Building

Building on the momentum of the Curiosity Carnival launched in 2024, we advanced the learning journey in FY 2025-26 with the Capability Carnival. It marks a deliberate shift from sparking curiosity to building demonstrable skills and behaviour.

HINDALCO'S FINANCE TRANSFORMATION THROUGH THE "0 & 1" PHILOSOPHY

During FY 2025-26, we launched an initiative to transform ourselves as a future-ready, value-driven partner to the business, anchored on two pillars: "Zero is Hero" and "One Team, One Voice."

Under **Zero is Hero** or **Digital Excellence**, we focused on:

- + **Zero Touch** – automation to minimise manual intervention,
- + **Zero Exception** – error-free, standardised processes,
- + **Zero Surprises** – predictability through analytics and automated controls, and
- + **Zero Time to Insight** – faster, insight-driven decisions

Under **One team, One Voice** or **Value Creation & Business Partnership** we focused on:

- + **One Team** – cross-functional collaboration,
- + **1st Voice** – proactive risk communication,
- + **1st to Unlock Value** – driving performance and innovation, and
- + **1st Choice** – becoming a trusted partner.



To embed this vision, we institutionalised Finance Conferences aligned with Finance Vision 2030. Collectively, these eight themes are helping us build a unified, disciplined finance function delivering efficiency, strong governance, and meaningful business impact.

Programme-wise Impact Comparison: FY 2024-25 v/s FY 2025-26

	EIP Junior Management with less than 05 years of work exp		XSEED 2.0 Employees in Manage Self Career stage		FLY 2.0 Employees in Manage Others Career stage	
	2024-25	FY 2025-26	2024-25	FY 2025-26	FY 2024-25	FY 2025-26
Total no. of Batches	4	4	15	25	11	14
Participants Covered	197	206	353	543	208	353
Avg Feedback Score L1	4.69/5	5.58/6	4.8/5	5.52/6	4.6/5	5.33/6
LIRs Covered	NA	NA	NA	18	4	10
LIR's Avg Feedback Score	NA	NA	NA	5.22/6	5.41/6	5.52/6

Capability Carnival:
Progressing from Curiosity
to Capability

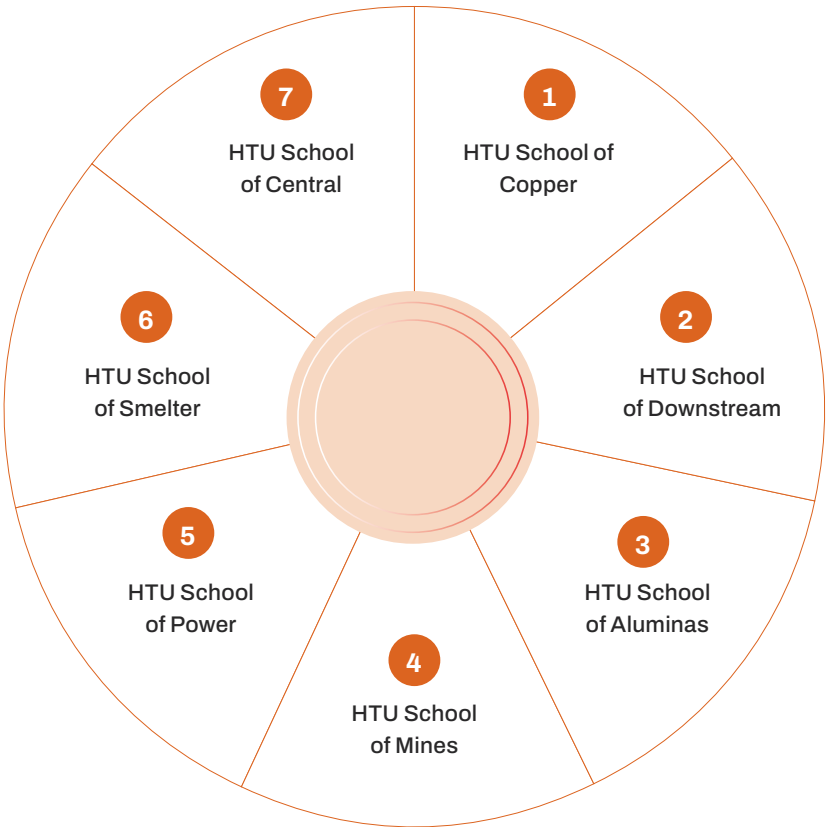
🔦 **Initiative:** During FY 2025-26, the learning journey evolved from the foundation laid down in the previous year.

➡ **Outcome:** We established a strong learning culture through volume and exploration last year. This year, we delivered a deeper impact, with significantly higher session led learning hours and broader participant reach. We moved towards more meaningful learning interventions, ensuring

relevance, application and ownership. Consistent 100% top leadership participation, paired with a 74% increase in leadership contribution towards employee growth and development, reinforced learning as a strategic business lever. Overall, we have progressed to a maturing learning ecosystem that is faster, sharper and more outcome oriented.

Dimension	2024-25: Curiosity Carnival	2025-26: Capability Carnival	Growth / Shift
Theme & Focus	Embrace the Future – awareness, exploration, learning mindset	Power the Future – skill-building, application, impact	Shift from curiosity to capability
Duration	~3 months	~4 months	high-intensity delivery
Total Learning Hours		Over the past 2 cycles we have completed over 5 lakh learning hours	
Unique Participants	4,200 participants	7,647 participants	~82% rise in participant reach including the staff cadre
Top & Senior Leadership	100% participation; 1,548 hours	100% participation; 2,701 hours	Over 74% growth in leadership contribution to overall learning hours, serving as role models for others
Coverage	100% of businesses, clusters, units & offices each year		Sustained enterprise-wide reach

The illustration below highlights key technical capability building initiatives delivered across various HTU schools during the year:



5. HTU School of Power

- + 30 programmes conducted covering 3,379 participants
- + Major programmes conducted through Internal SMEs. Other programmes. conducted through Industrial experts Performance & Reliability Improvement Opportunities in Boiler Systems

6. HTU School of Smelter

- + 12 programmes conducted covering 1,066 participants.
- + Key programmes conducted Casting Best Practices for Cast House Professionals, Advanced Power System Protection and Relay Coordination

7. HTU School of Central

- + 52 programmes conducted covering 3,641 participants.
- + Key programmes conducted Chalo Renukoot-Mechanical & Electrical Fundamentals for Associates, HTU SMART Supervisor Program for JB 12-14 Mechanical and Electrical Supervisors, Fundamentals of Greenfield Project Engineering Hindalco Project Engineers, BEE Preparedness Workshop, Six Sigma Certification, Sustainability Series through Internal SMEs, TCP & SME development programmes

1. HTU School of Copper

- + 22 programmes conducted covering 995 participants.
- + Key programmes conducted Siemens Automation & DC Drive, PCB-based copper recovery, Workshop on Jetty Operation & Oxygen Plant. Workshop on Eddy Current

3. HTU School of Aluminas

- + 19 programmes conducted covering 1,448 participants
- + Key programmes conducted CRYSTAL-Capability Ramp-up in Specialty Technology and Alumina Learning. Semiconductor 360°-Materials to Chips, Alumina in EV and Semiconductor space

2. HTU School of Downstream

- + 49 programmes conducted covering 1,533 participants.
- + Key programmes conducted Packaging Warehouse VE workshop, Heat Treatment Workshop for Extrusion, DIE Technology, BLAST Series, Rolling Module, Extrusion Die Summit, Electrochemistry. Anodising and Powder Coating

4. HTU School of Mines

- + 45 programmes conducted covering 1,509 participants.
- + Key programmes conducted. Kayakalp SOP Training -Bauxite Sampling. Regular & Joint Survey, Measurement & Reconciliation, Production. Drilling & Blasting, Truck Management & Continuous Supervision, Heap Management & Heap Formation Planning and Loading-Hauling-Backfilling



Technical Capability Building – Hindalco Technical University (HTU)

HTU serves as a dedicated platform for building and strengthening technical capabilities. This covers a broad spectrum of operations, including mines, power, refinery, downstream, smelter, copper, and digital functions. Learning interventions are designed to enhance operational depth while developing future-ready capabilities in areas such as automation, advanced process training, and data-driven decision-making.

Programmes are delivered through structured learning pathways and functional academies under various HTU Schools. They are supported by internal TCPians, SMEs, and external specialists, including Original Equipment Manufacturers (OEMs). During the reporting year, 229 on-site and online technical programmes were conducted, reaching over 13,571 employees in technical roles. A new Rewards & Recognition framework was introduced; and recognised the contributions of over 170 members with Dronacharya Rewards were given to Internal Trainers, Arjun Rewards to Learning Performers; and Sahyog Rewards to Support Team Members.

Some of the highlights of our major initiatives during FY 2025-26 are outlined below:

Technical Career Path (TCP)

- + Received over 400 applications, selected over 75 TCPians, and expanded the total TCP strength to over 140 members across functions.
- + Two TCP Foundation Programmes were conducted for 45 TCPians, including an immersion visit to Aditya Birla Science and Technology Company (ABSTC).
- + Patenting and Intellectual Property Right (IPR), a workshop based on Theory of Inventive Problem Solving (TRIZ) was conducted with specialised technical training. Subscriptions were given to knowledge platforms such as Committee for the International Conference on Large High Voltage Electric Systems (CIGRÉ).
- + Individual support was provided to TCPians across Power, Mines, Smelter and Copper businesses for Job Description (JD) and Individual Development Plan (IDP) preparation.
- + TCPians contributed through four patents filed (two granted), over 25 research papers published, and over 15 papers presented. Over 30 internal training sessions were delivered reaching over 3,000 participants.
- + A TCP Council for Projects and Sustainability was also instituted.

Hindalco School of Excellence (HSE)

HSE at Renukoot was inaugurated by our Managing Director Mr. Satish Pai, on 7 June 2022. The technical training hub strengthens ongoing skill building initiatives across units while enhancing employability in neighbouring communities. Developed in collaboration with Skillsonics India Pvt. Ltd., HSE focuses on building a future ready workforce by ensuring a steady pipeline of skilled manpower, enhancing productivity through upskilling and multi skilling, and fostering holistic development with emphasis on physical wellbeing, mental resilience, character and human values. Key training areas span disciplines including mechanical fitting, electrical, welding, C&I, mechatronics, alumina refinery, smelter, fabrication, power plants and Industry 4.0.

Greenfield Project Engineering Course

- + Launched in collaboration with Manufacturing Centre of Excellence (MCoE) Projects and ABSTC to equip Project Engineers for greenfield and expansion projects through cross- functional capability building.
- + Covered key engineering and commissioning disciplines, including process design, mechanical and piping, electrical and utilities, civil and structural, and value engineering.
- + Delivered in one batch, covering 27 participants.

Integrated Management System (IMS) - Internal Auditor & Awareness Programme

- + Introduced in collaboration with MCoE - World Class Manufacturing

(MCOE WCM) & International Organisation for Standardisation (ISO) to strengthen awareness and audit ready capability for Integrated Management System guidelines among corporate teams.

- + Focused on reinforcing compliance and system driven governance practices.
- + Conducted across two batches, covering 41 participants.

Other highlights for FY 2025-26 include:

- + Conducted the SMART Supervisors programme in collaboration with Shavak Nanavati Technical Institute (SNTI) Jamshedpur, covering one batch and 20 participants under mechanical and electrical supervisors.
- + Delivered four virtual sustainability series with MCoE Sustainability, covering 679 participants, focusing on ESG awareness, waste management practices, and Operation and Maintenance (O&M) of Effluent Treatment Plant (ETP) / Sewage Treatment Plant (STP) / Reverse Osmosis – Zero Liquid Discharge (RO-ZLD) plants, led by internal experts.
- + Conducted two Energy Auditor/ Energy Manager preparatory workshops for 55 participants, resulting in the successful certification of 10 Energy Managers and 2 Energy Auditors.
- + Progressed six SME development programmes across key operational domains, engaging 115 participants, with 12 SME-led sessions reaching 1,547 employees.
- + Strengthened project capability through the Aarambh workshop for the Chakla Coal Mine project, engaging 43 participants.
- + Successfully completed the development of the School of Smelter, School of Refinery, and School of Mines as part of the HTU Metaverse initiative.

Driving Digital Transformation

To further our Digital First Hindalco vision, we are building digital capabilities that can in turn drive performance and efficiency via increased use of data and digital tools.

HTU School of Digital serves as a cornerstone for this organisation wide digital enablement.

During FY 2025-26, learning interventions covered digital mindset transformation, GenAI upskilling, analytics capability development and project management. The focus areas included:

- + building digital and data driven ways of working through structured learning journeys and team based interventions;
- + accelerating GenAI adoption by strengthening foundational AI awareness and enabling practical workplace application.
- + advancing analytics capabilities through programmes focused on analytical thinking, data literacy and problem solving.
- + Supporting units in deploying digital tools aligned to business and operational needs,
- + enabling employees to adopt digital ways of working and translate learning into measurable improvements.

Under the HTU School of Digital, following events were organised:

Blended Data Science Program

- + The 29 week blended learning journey for 32 participants combined self paced learning, instructor led virtual sessions and hands on project work to build foundational and applied analytics capability.
- + Covered core data science modules including Python, statistics, exploratory data

analysis, machine learning, deep learning and vision analytics, along with practical tools for data preparation, visualisation and modelling.

- + Concluded with capstone projects and final presentations, enabling application of analytics to real business scenarios, with select participants identified for data science roles to drive plant level analytics initiatives.

Building Digital Mindset for Plant Heads, Functional Heads, and Department Heads

💡 Initiative: The Digital Mindset programme focused on cultivating a digital-ready mindset, encouraging experimentation with digital tools, and promoting data-driven decision-making across business units. It was delivered as a structured three-month action-learning journey, comprising in-person workshops, guided coaching sessions and project presentations. The focus was to build data-specific skills for this cohort to foster digital transformation.

» Outcome: The programme covered over 160 plant leaders across the Sambalpur cluster, Specialty Alumina, Copper and Renukoot clusters. The programme emphasised the adoption of Me 2.0 behaviours and practices, the data-detective principle, and the People–Process–Technology framework.

GenAI Workshops - Copilot

- + Introduced employees to foundational AI and Generative AI concepts, with focus on practical application in manufacturing and office environments. It uses plant datasets to conduct descriptive and predictive analytics, summarises and converts SOPs and Standard Work Instructions (SWIs) in vernacular languages;

across quality, maintenance and operations.

- + Enabled hands on learning through Copilot led exercises, covering data analysis, reporting, productivity enhancement through prompt engineering, helping teams integrate GenAI into daily workflows.
- + Conducted 26 workshops, covering over 550 employees across units and functions, resulting in a 32.7x increase in active Copilot users between August 2025 and February 2026.

Digital Dexterity at Scale

💡 Initiative: The AVEVA PI system was implemented across upstream plants (including Renukoot, Mahan, Renusagar, Muri, Aditya, Hirakud P&S, and Copper-Dahej. After the implementation, focused efforts were undertaken to build capability in the use of PI Vision tools for plant Key Performance Indicators (KPIs) monitoring and decision-making.

» Outcome: Three TechTalks were conducted, covering over 1,000 participants, to create awareness on platform usage, followed by on-site workshops at Renukoot and Dahej for 100 Area Effectiveness Teams (AET) and Daily Management Teams (DMT) members. Similar workshops are planned for other plants. Also, 10 participants underwent PTC certification, supporting the rollout of the platform across downstream plants.

Project Abhyudaya: Analytics-Led Operations Excellence at Utkal Refinery

💡 Initiative: Project Abhyudaya at Utkal represents a decisive step towards building a self-reliant, digitally-empowered, and analytics-driven organisation focused on unlocking sustainable operational capacity and financial

value. Launched in August 2025, the programme is driving a cultural shift from intuition-led to data-driven decision-making across all levels, from shopfloor to senior leadership.

Co-developed with our Central Digital Team, it systematically builds internal capabilities across data scientists, translators, project owners and governance teams; ensuring that digital solutions are developed and scaled in-house. The “field and forum” model, delivered through seven wave squads, effectively combines structured learning with hands-on use cases, accelerating both capability development and value realisation.

» **Outcome:** The initiative is already delivering tangible impact by unlocking value and improving plant efficiency without major capex. It is establishing a strong digital backbone through best-in-class data platforms, analytics workbenches, ML Ops systems, and governance frameworks, positioning Utkal towards Lighthouse-level maturity.

It has trained 24 citizen data scientists and over 100 translators. It is supported by a scalable roadmap to build over 150 digital resources overall, with a focus is on sustaining impact and embedding analytics into the core of operations. Project Abhyudaya serves as a comprehensive transformation engine, and is in alignment with the vision of Utkal Unbeatable #1.

Foundational Digital Skills:

- + Basic Data Analytics programmes were delivered through eight sessions, covering 182 participants across units, complemented by five TechTalks sessions that reached 1,451 participants.
- + Digital Immersion Program Training for GETs of 2025 was also conducted to build early digital awareness and workplace ready capabilities, covering 266 GETs across six locations.
- + Two batches of APEX Workshop were conducted covering 47 participants from Mahan, Alupuram, Mouda, Hirakud FRP, Taloja, Silvassa and Kuppam, for building capability of creating

e-logbooks; strengthening analytical problem solving and excellence.

+ Data Storytelling using Oracle Analytics Cloud (OAC) programmes were conducted across seven batches, covering 143 participants.

Our Performance

Reflecting our focus on continuous learning and responsible leadership, we delivered a total of 2,693,926 training hours across Hindalco India operations during FY 2025-26. This included behavioural, functional, technical, digital and other topic-specific programmes. At Novelis, a total of 196,270 training hours were provided to employees and workers.

During FY 2025-26, there were an average 47 hours and 14.70 hours of training and development per Full Time Equivalents (FTEs) for Hindalco India operations and Novelis respectively. We invested an average of ₹19,655 per FTE in training and development initiatives at Hindalco India operations.

Details of total training hours and average training trainings hours by Gender, Age, and Employment category: FY 2025-26

Category	Hindalco India (Standalone)	Hindalco India (Subsidiaries)	Novelis	Total
By Gender				
Male	688,779.76	48,213.51	168,744	905,737.27
Female	118,646.96	5,572.38	27,528	151,747.34
Total	807,427	53,786	196,270	1,057,483.00
By Age				
<30 years	356,790.94	15,374.41	43,029	415,194.35
30–50 years	353,440.03	33,938.57	116,909	504,287.60
>50 years	97,195.75	4,472.91	36,332	138,000.66
Total	807,427	53,786	196,270	1,057,483.00
By Management / Employee Category				
Junior Management	719,545.38	47,822.76	38,503	805,871.14
Middle Management	77,130.18	5,296.04	17,434	99,860.22
Senior Management	8,303.79	588.13	1,042	9,933.92
Top Management	2,447.37	78.97	542	3,068.34
Total Management	807,427	53,786	57,521	918,733.61
Permanent Workers	296,227.71	10,150	–	306,377.71*
Other than Permanent Workers	1,331,957.70	194,378	–	1,526,335.70
Total Non-Management#	1,628,185.41	204,528.00	138,749	1,971,462.41
Grand Total	2,435,612	258,314	196,270	2,890,196.02

#Total Non-Management includes permanent and other than permanent workers.
*Total training hours provided to on-roll workmen comprise of 228,291 hours of training provided on health and safety.

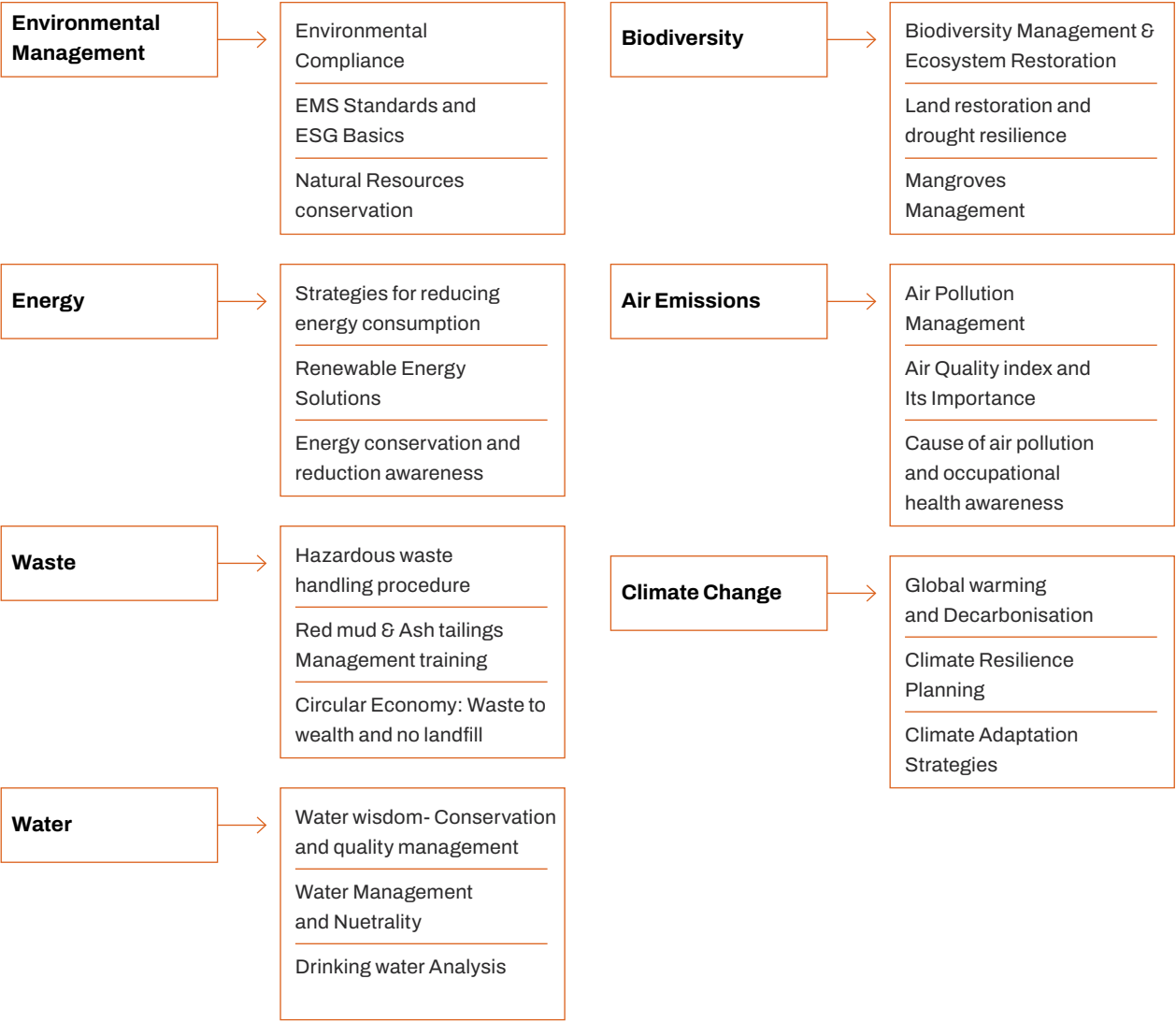
Details of Training and Development data over the four years

Metric	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Average hours per FTE of training and development	57.45	39.78	41.80	47
Average amount spent per FTE on training and development (₹)	14,687	12,359	15,477	19,655

*In FY 2025-26, reporting of the training related data has been regularised to ensure accurate monitoring. Hence, the data has been restated for the previous financial year to ensure consistency and comparability of information for the current year and previous year.

Green Skilling: We embed sustainability into our people’s framework by enabling employees to understand and apply sustainable practices within their operational roles. During FY 2025-26, teams across Hindalco India operations (Standalone and Subsidiaries) completed 9,604 hours of sustainability-focused training, strengthening awareness and practical application of responsible practices.

Parallelly, 18,331 hours of sustainability and ESG training were delivered at Novelis. These addressed themes such as climate change, resource conservation, regulatory compliance, supporting informed decision-making and aligning workforce practices with globally recognised sustainability standards. Below are some of the key training topics:



Reskilling and Transition

Programme: As we advance towards Industry 4.0 and prepare for the human centric transformation envisioned under Industry 5.0, targeted workforce transition initiatives were implemented to build future ready skills. It addresses skill depletion from retirement and automation. The structured reskilling and transition programme enables workmen to move into advanced, process critical roles.

The blended approach of classroom learning, skill matrix based gap identification and on the job training enhances workforce adaptability, preserves institutional knowledge and supports operation of advanced, automated manufacturing systems.

Pre training assessments indicated 100% of participants at novice levels, while post training evaluations reflected progression to practitioner, expert and trainer levels.

During FY 2025-26, 65% of permanent employees and 15% of contractual workers across Hindalco's India operations received skill upgradation training, with targets set at 75% and 25% respectively for the upcoming year.

Cultural Education: We promote shared ways of working across the organisation. A wide range of inclusive and high-impact initiatives are undertaken to reinforce awareness and everyday practice of the Group's core values: Integrity, Commitment, Passion, Seamlessness, and Speed. Values Month is celebrated with leadership keynotes panel discussions and a values reinforcement bootcamp. Engagement is extended beyond employees to schools, colleges, contract workers, cleaning staff, via workshops, competitions, cultural programmes, service area activities, etc. It felicitates Values Champions, reinforcing our commitment to

embedding ABG Values across the workplace, community, and family ecosystems.

Safety Training: Safety training is delivered through a structured framework governed by the Apex Safety Board, unit safety boards and functional sub committees. A mandatory six day safety induction is conducted for all Graduate and Diploma Engineer Trainees, while management, staff, on roll workmen and contract workmen undergo a minimum of three safety man days annually, aligned to role and risk based exposure. Programmes cover critical safety standards including molten metal safety, electrical safety, work at height, confined space entry, contractor safety management, behaviour based safety and fatality prevention.

Safety training coverage and hours are systematically tracked and reviewed at both unit and corporate levels.

Mandatory Training Sessions:

100% of our employees and workers were provided training on various topics such as, anti corruption, Code of Conduct, POSH, customer relationship management, corporate social responsibility etc. through e learning and physical sessions. At Novelis, our e learning platform EdFlix provides a modern, on demand learning experience, enabling employees to easily access curated content aligned to key competencies, future skills and leadership stages. The platform promotes personalised, self driven learning and is supported by targeted digital campaigns to enhance engagement across the organisation.

They are a part of an organisation wide learning framework with a defined curriculum aligned to our values, ethical standards, and regulatory requirements. Participation in core ethics and compliance training is mandatory for all employees and workers, with completion tracked centrally to ensure full coverage, including new joiners and relevant categories of workers. Assessments and knowledge checks are embedded within select programmes to evaluate understanding and reinforce expected

behaviours, supported by periodic refresher trainings to maintain awareness and compliance.

A total of 279 and 217 training and awareness topics were covered for employees and workers respectively.

We conducted 20 familiarisation programmes for the Board of Directors and Key Managerial Personnel (KMPs), covering topics such as the Company's operating landscape, sustainability practices and future roadmap, enterprise risk management, and applicable statutory and non-statutory requirements. Updates on the Company's ESG practices and industry-leading initiatives are shared with Board members during quarterly meetings. 100% of the Board of Directors and KMPs were covered through these programmes and awareness sessions.

Our "Embracing a New Life Post Retirement (ENLPR)" programme is designed to support senior management employees approaching retirement, together with their spouses, recognising retirement as a shared life transition. It enables participants to transition confidently into the next phase of life with a sense of purpose.

Assessing the Effectiveness of Training

We assess the effectiveness of our training programmes using the Kirkpatrick Model. It evaluates outcomes across four dimensions: Reaction, Learning, Behaviour, and Results. During the reporting year, training outcomes were reviewed and insights from participant feedback were used to identify improvement areas and strengthen programme design.

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

Future Leader in You (FLY):

"I had a great time spending a day in the FLY programme as Leader in Residence and interacting with the participants. My thoughts from the conversations I had: I believe leadership is built patiently, not instantly. Pay attention to the small details, they shape big outcomes. Invest relentlessly in learning; curiosity is your lifelong advantage. Don't be distracted by short-term wins or discouraged by temporary setbacks. Progress is rarely linear. Set a clear goal, anchor yourself to it, and show up every day with discipline and integrity. True leaders play the long game - learning, adapting, and growing with purpose. If you stay focused, resilient, and intentional, success will follow, and so will the responsibility to lift others as you rise."

VR Shankar -
Chief Legal Officer

Employees and workers trained on health and safety measures and skill upgradation during FY 2025-26 – Hindalco India operations

Category	Hindalco India (Standalone)					Hindalco India (Subsidiaries)				
	Total (A)	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	9,945	9,262	93.13%	8,022	80.66%	710	678	95.40%	618	87.04%
Female	1,450	1,344	92.69%	1,225	84.48%	80	77	96.25%	78	97.50%
Total	11,395	10,606	93.08%	9,247	81.15%	790	755	95.57%	696	88.10%
No. of Permanent Workers										
Male	12,181	12,181	100%	12,181	100%	398	398	100%	398	100%
Female	55	55	100%	55	100%	23	23	100%	23	100%
Total	12,236	12,236	100%	12,236	100%	421	421	100%	421	100%



FLY 2.0 Training Workshop at Gyanodaya, Navi Mumbai

✦

Impactful Business Presentation:

“The Impactful Business Presentations workshop significantly enhanced my presentation effectiveness and executive presence. The practical frameworks on content structuring, storytelling, audience engagement and handling pressure situations helped me deliver my technical presentations with greater clarity and confidence. I was able to apply these learnings while presenting technical papers at the ICSOBA 2025 Conference in China, enabling me to represent Hindalco more effectively on a global platform.”

Santanu Dey -
Section Head – Alumina Operations

External Associations and Accreditation

During FY 2025-26, we partnered with external academic institutions and technology partners including IIT Bombay, IIM Ahmedabad, IIT ISM, IIMM Mumbai, IIM Ranchi, IIM Sambalpur, CSIR-Institute of Minerals & Materials Technology Bhubhaneswar, Indian Institute of Metal Kolkata, International Copper Association (ICA), CGCRI, Shavak Nanavati Technical Institute Jamshedpur and IIPM. They helped strengthen advanced technical learning across areas such as specialty alumina, mining, metallurgy and sustainability.

We also partnered with Siemens to deliver Automation and DC Drive certification programmes for the Copper business, training 48 employees. It focused on reducing OEM dependency by 70-80%, while improving Mean Time to Repair (MTTR) and equipment reliability.

An academia-led programme on Advanced Power System Protection and Relay Coordination was conducted at Renukoot for 22 participants.

Awards and Recognition

- + Learning Fest Awards 2025: We won two awards across Aditya Birla Group (ABG) - Classroom Learning Champion and Learning Culture Champion. During the ABG-wide Learning Fest (August-October 2025), we achieved 98% coverage in Instructor-Led Training, the highest across ABG, and ranked among the top three businesses in digital learning coverage.
- + TISS Leap Vault CLO Awards 2025: We were awarded the Gold-L&D Team of the Year, recognising the team’s passion, innovation, and commitment to delivering impactful learning experiences.



Inclusion, Equal Opportunity, & Diversity

Our commitment to Inclusion, Equal Opportunity, & Diversity is evident in the expanding scale and diversity of our workforce and operations. With people working across mines, smelters, manufacturing plants and offices, we focus on ensuring that opportunity and progression are driven by capability and contribution.

We remain committed to providing a safe and respectful workplace, with a strong emphasis on gender equity and zero tolerance for discrimination and harassment. Our **Code of Conduct (COC)** and **Corporate Principles and Prevention of Sexual Harassment (POSH) Policy** establish clear mechanism for prevention, reporting, unbiased grievance resolution; reinforcing trust and accountability.

Our policies support flexibility and inclusion across different life

stages of our employees. These include Dual Career Policy, Creche Reimbursement Policy, Flexible Travel Policy for mothers, flexi time, and work from home options; along with Crèche facilities through third party partners at regional and corporate offices.

At Novelis, diversity and inclusion are guided by a multi level governance framework, led by our global D&I Board chaired by the CEO and supported by executive leadership. Regional D&I councils, led by regional presidents, localise priorities and support Employee Resource Groups (ERGs) that foster connection, inclusion, and belonging across the workforce.

Fostering Inclusion through Employee Resource Groups (ERGs)

We foster a culture of inclusion by enabling platforms that promote connection, learning and peer support. Our Women’s Employee Resource Group (W ERG) brings together women leaders from mid to senior levels who offer mentorship and guidance to women across Hindalco. Through W ERG, mentees access opportunities for networking, career conversations and skill development. The group supports awareness of internal policies and programmes for women.

At Novelis, inclusion is supported through a diverse network of Employee Resource Groups reflecting the identities and experiences of its global workforce. In North America, employees engage through BREATHE, ¡HOLA!, MISSION and Novelis Next, while IGuaI represents South America. PROUD connects LGBTQIA2S+ employees and allies across Europe, North America and South America. WiN (Women in Novelis) serves as a global platform empowering women and reinforcing inclusive participation across regions.

Inclusivity Initiatives:

During the reporting year, our efforts focused on actions aimed at strengthening inclusion and employee wellbeing. One such initiative highlights the way diversity is integrated into business strategy to support growth and execution.

Business-Aligned Diversity: Stepping Up the Talent Game

🔹 **Initiative:** At Hindalco Specialty Alumina, diversity is embedded as a business enabler shaping growth, competitiveness and execution under Vision 2030. As the business expands its portfolio of Value-Added Products (VAPs) and Super VAPs, diversity has played a critical role in strengthening capability depth and market readiness. The portfolio has grown to over 200 SKUs, supported by strategic projects such as PPT Hydrate and White Fused Alumina, enhancing both product and market diversity.

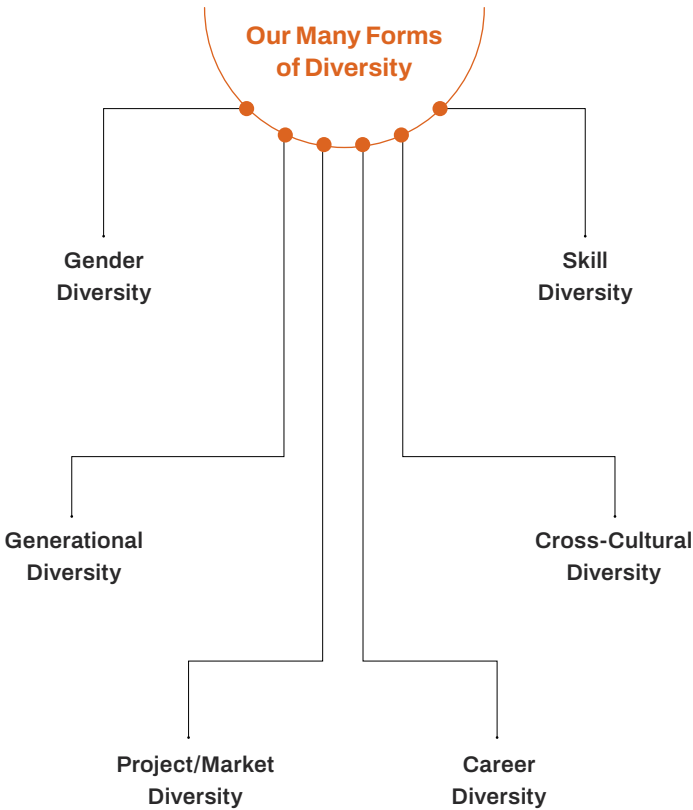
Skill and capability diversity has been strengthened through structured initiatives, resulting in a 200% improvement in Technical Sales onboarding and a 157% increase in hiring graduates in core ceramics, enhancing technical depth and customer solutioning. Geographic diversity further supports competitiveness, with expansion across Japan, South Korea, Europe and the United States, enabled by local expertise and global consulting.

» **Outcome:** Workforce diversity has scaled parallelly, with gender representation rising from 6.8% to 16%, reflecting a 235% increase. Gen Z talent now constitutes 33% of the workforce, driven by hiring growth from 56 to 209 professionals. This multi dimensional diversity spanning talent, skills, generations and geographies has strengthened execution excellence, innovation and long term growth readiness.

Add More to Life (AMTL): We extend our focus on inclusion beyond the workplace to the residential environments experienced by employees and their families across locations. As part of the initiative, we focus on the standardisation of townships to create inclusive, equitable and future ready living environments across locations. It enables uniform housing standards, transparent allocation, and consistent quality of amenities, ensuring comparable residential experience for employees and their families during mobility and transfers. Ongoing efforts include the development of advisory guidelines for new township projects and a structured change-management approach to ensure effective implementation across units.

Hiring targets for women: We are committed to providing equal opportunities for women across all levels of the workforce and have defined targets to increase the share of women at various levels by FY 2026-27. We aim to increase the representation of women in the total workforce (excluding workers) to 13%, and in all management positions to 11.5%. For junior management roles, the target is 14%, while for top management positions, we aspire to reach 7.5%. In revenue-generating functions, our goal is to reach 11.5%, and in STEM-related roles, we are working towards achieving 11% representation.

Our focus on strengthening gender diversity has translated into measurable progress, as reflected in the table below.



Workforce breakdown by gender: Global Operations

Diversity Indicator	Percentage at Hindalco India (Standalone and Subsidiaries)*	Percentage at Novelis	Total (Hindalco India and Novelis)
2025-26			
Women in total workforce (as % of total workforce)	12.56%	14.66%	13.66%
Women in all management positions, including junior, middle and top management (as % of total management positions)	12.56%	29.32%	18.25%
Women in junior management positions, i.e., first level of management (as % of total junior management positions)	13.22%	31.86%	16.60%
Women in top management positions, i.e., maximum two levels away from the CEO or comparable positions (as % of total top management positions)	6.67%	16.32%	11.70%
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.)	11.09%	35.93%	13.66%
Women in STEM-related positions (as % of total STEM positions)	10.58%	7.51%	8.96%
2024-25			
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%
2023-24			
Women in total workforce (as % of total workforce)	9.79%	15.15%	12.92%
Women in all management positions, including junior, middle and top management (as % of total management positions)	9.70%	30.42%	19.25%
Women in junior management positions, i.e., first level of management (as % of total junior management positions)	10.60%	33.54%	19.44%
Women in top management positions, i.e., maximum two levels away from the CEO or comparable positions (as % of total top management positions)	4.76%	23.19%	16.22%
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.)	6.02%	34.97%	10.11%
Women in STEM-related positions (as % of total STEM positions)	7.44%	7.38%	7.40%

*Does not include workers

Differently-abled: We provide equal access to all facilities and ensure non-discrimination for our differently-abled employees and workers, in line with the Rights of Persons with Disabilities Act (RPwD), 2016. An enabling ecosystem for differently-abled persons is being strengthened through audit based infrastructure modifications at identified locations, supported by sensitisation trainings and a hiring target of 10 such people by the end of the financial year.

Differently abled employees and workers during FY 2025-26: Hindalco India Operations

Type of workforce	Hindalco India (Standalone)			Hindalco India (Subsidiaries)		
	Male	Female	Total	Male	Female	Total
Employees						
Permanent Employees	10	0	10	1	0	1
Total Employees	10	0	10	0	0	1
Workers						
Permanent Workers	16	0	16	1	0	1
Other than permanent Worker	0	0	0	0	0	0
Total Workers	16	0	16	1	0	1

As part of our efforts to strengthen inclusion of differently-abled people, a comprehensive PwD Readiness & Accessibility Audit was undertaken across the Mumbai Corporate Office and Taloja unit in partnership with third-party experts. The audit assessed organisational preparedness across infrastructure, people mindset, role feasibility and policy frameworks. The objective is to build a strong and sustainable foundation for inclusive workplaces.

During the reporting year, four deep dive assessments were completed. These included — an infrastructure audit identifying accessibility gaps across facilities; a mindset audit covering 157 participants across corporate and plant locations; a job mapping study evaluating over 25 roles for suitability and accommodation needs; and a policy review covering equal opportunity, reasonable accommodation, inclusive leave provisions and budgeting for assistive technologies. The exercise resulted in a Must Have Accessibility Roadmap aligned with RPwD Act 2016, NBC 2016 and Harmonised Guidelines 2021, along with a phased action plan.

Prevention of Sexual Harassment (POSH) at Workplace

We maintain a workplace environment anchored in safety, respect, and inclusion. In alignment with the Prevention of Sexual Harassment (POSH) Act, 2013, we have put in

place structured mechanisms to prevent sexual harassment; and address concerns in a prompt and effective manner.

Internal Committees (ICs) have been constituted at all locations with 10 or more employees for receiving complaints, conducting fair and timely inquiries; and recommending appropriate action in line with principles of natural justice. These processes are guided by a clearly defined POSH Policy, supported by regular awareness sessions and training programmes to sensitise employees and reinforce a respectful and dignified workplace.

During the reporting year, we continued to strengthen our POSH efforts through cohort based awareness and capability building sessions that focused on openness, trust and shared accountability.

POSH Dialogue: Out in the Open, No More Behind Closed Doors

🔗 Initiative: POSH Dialogue was introduced to move beyond compliance led training and create meaningful, open conversations around dignity, respect and psychological safety at the workplace. The initiative adopted a cohort specific approach, recognising that employees, Internal Committee (IC) members and leaders play distinct roles in fostering a safe and inclusive environment. The programme commenced with focused

capability building for IC members, achieving participation from over 75% of the targeted audience. These sessions emphasised case handling, report writing and sensitisation. They are supported by real life scenarios and legal perspectives, and form part of ongoing capability development efforts.

This was followed by on the floor POSH sessions at the Mumbai Corporate Office, enabling employees to participate directly from their workstations.

➤ **Outcome:** Around 60% of the target audience was covered, with 74.1% of participants reporting confidence in raising POSH concerns, reflecting improved awareness and psychological safety. A dedicated hybrid session for security and housekeeping staff was conducted, engaging 144 participants across multiple locations through a mix of English and local languages. Virtual sessions for Unit Heads, HR Leadership and HRLT further reinforced leadership accountability and their respective roles in POSH prevention.



Details of workplace harassment and discrimination complaints

Employee by Management	Male	Female
FY 2025-26		
Cases on sexual harassment reported	0	13
Cases on sexual harassment resolved as on 31 March 2026	0	8
Cases on sexual harassment upheld as on 31 March 2026	0	6
Cases on sexual harassment under investigation as on 31 March 2026	0	5
Cases on discrimination reported	0	0
FY 2024-25		
Cases on sexual harassment reported	0	6
Cases on sexual harassment resolved as on 31 March 2025	0	3
Cases on sexual harassment upheld as on 31 March 2025	0	6
Cases on sexual harassment under investigation as on 31 March 2026	0	3*
Cases on discrimination reported	0	0

* Of the 6 POSH cases reported in FY 2024-25, 3 cases remained open as of 31 March 2025. These cases were duly investigated and resolved within the stipulated timeframe during FY 2025-26 in accordance with the Company's POSH Policy and grievance redressal procedures, and all 3 cases were upheld.

Grievance Redressal Mechanism

We ensure that concerns are raised, heard and addressed in a fair and transparent manner, reinforcing trust, accountability and ethical conduct. We have a formal grievance redressal system in place, including an Ethics Hotline that enables employees to anonymously report concerns related to our Values and Code of Conduct. A no-retaliation approach is reinforced, with employees and workers having access to a toll-free hotline number through which grievances are routed to the appropriate Unit or Business Value Committee for resolution.

Gender Pay and Remuneration

We provide a competitive compensation package aligned with industry benchmarks and designed to recognise strong performance. Our Remuneration Policy ensures transparent, merit-based approach to decisions, reinforcing fairness and equity across the organisation.

During FY 2025-26, we continued our engagement with an independent third party, Willis Towers Watson Public Limited Company, to assess gender pay equity and evaluate whether employees performing comparable roles receive equitable

compensation, irrespective of gender; as well as to identify areas requiring focused review.

The analysis applied regression models to employee compensation data, incorporating 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 methodology enabled an accurate evaluation of pay differences by isolating structural and role related factors. The scope of the assessment covered senior, middle and junior management employees.

Based on the findings, an unadjusted pay gap of 28% was observed. It reflects pay parity trends in the Indian manufacturing sector, where unadjusted gaps typically range between 30-40%. After accounting for the control variables, the adjusted pay gap narrowed to 3.7%, consistent with industry benchmarks. The insights continue to guide targeted action plans aimed at further strengthening equitable compensation practices across the organisation. Detailed outcomes are available in the **Gender Pay Gap Report*** on our website.

Performance-linked remuneration framework: The framework rewards outcomes, accountability and contribution across the organisation.

Building on the Annual Incentive Plan (AIP) already in place, FY 2025-26 saw the integration of functional performance, project outcomes, and safety and sustainability into a single, outcome driven framework. Additionally, in the event of a safety incident, 10% of the actual AIP will be deducted from Area Heads, Department Heads, Unit Heads, the upward reporting chain of Unit Heads, all employees in Senior Management and above, as well as Managing Director Direct Reportees (MD DRs).

Sustainability and safety parameters, earlier assessed through separate mechanisms, are now embedded within the core AIP to reinforce that responsible operations are fundamental to performance excellence. AIP payouts are linked to defined financial, operational and ESG metrics, ensuring clear accountability, meaningful differentiation of outcomes and alignment with long term value creation. Further details on AIP are provided in the Natural Capital section of this report.

Details for remuneration paid to our employees and workers for the FY 2024-25 and FY 2025-26: Hindalco India Operations

Employee by Management	FY 2024-25*		FY 2025-26	
	Average Women Salary	Average Men Salary	Average Women Salary	Average Men Salary
Executive level (base salary only)	9,552,453	14,532,910	12,697,203	16,974,068
Executive level (base salary + other cash incentives)	13,479,745	21,210,589	15,497,610	21,617,700
Management level (base salary only) ¹	768,692	1,148,592	815,062	1,221,618
Management level (base salary + other cash incentives) ¹	880,074	1,364,099	941,302	1,462,696
Non-management level ²	531,696	649,200	700,140	793, 812

1. Management level employees include employees in the junior/middle/senior/top level. 93.79% 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.
2. 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.

*Following a review of the compensation structure, including the classification of other cash incentives, remuneration has been revised to align with the current framework. Accordingly, the data for the previous financial year has been restated to ensure consistency and comparability.

Details of remuneration for FY 2025-26: Hindalco India (Standalone)

Category	FY 2025-26			
	Male		Female	
	Number	Median Remuneration	Number	Median Remuneration
Board of Directors*	8	5,265,000	4	2,650,000
Key Managerial Personnel/Management	1*	40,777,001	1	20,453,478
Employees other than BoD and KMP	9,944	933,696	1,449	523,775
Workers	12,181	63,213	55	39,495

*Total KMPs are 3; Directors designated as KMP are not included
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 2024-25	FY 2025-26
Gross wages paid to permanent female employees as % of total wages	7.73%	8.42%

*The gross wages have been restated following the guidelines set forth in SEBI's circular dated December 20, 2024, which outlines Industry Standards Forum guidance for BRSR Core. The month wise payroll data has been referred to revise the calculations. Hence, the data has been restated for the previous financial year to ensure consistency and comparability of information for the current year and previous year.

We comply with all applicable laws and regulations governing local employment, including the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959, and relevant state-specific regulations. Local employment is undertaken in accordance with the ratio defined in the state-wise employment Memoranda of Understanding (MoUs) across categories such as unskilled and semi-skilled roles,

skilled positions, supervisory, management, and senior executives. In line with regulatory requirements and our focus on building a resilient workforce, well-defined strategies and a company-wide local employment policy are implemented across our operating plants and mines in India.

Given our widespread presence across multiple geographies in India, local people are defined at the country level. At the operating

site level, approximately 100% of employees are local, and nearly 100% of senior management roles are held by employees from the local communities. Dedicated training and capability building programmes are offered to support local unemployed individuals and develop 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 2024-25	FY 2025-26
Rural	20%	21%
Semi-urban	49%	49%
Urban	6%	6%
Metropolitan	25%	24%

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

*The wages related data has been restated following the guidelines set forth in SEBI's circular dated December 20, 2024, which outlines Industry Standards Forum guidance for BRSR Core. The month wise payroll data has been referred to revise the calculations. Hence, the data has been restated for the previous financial year to ensure consistency and comparability of information for the current year and previous year.

Human Rights

Respect for human rights is fundamental to how we operate. Anchored in our values of Integrity, Commitment and Seamlessness, we remain dedicated to building a safe, inclusive and responsible workplace. In line with this commitment, we uphold the highest standards of workforce rights and human dignity across all our operations through a structured, measurable and continuously evolving governance framework. Our approach is guided by internationally recognised frameworks, including the United Nations Guiding Principles on Business and Human Rights

(UNGPs), the UN Global Compact and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work.

Our policies comprehensively address five critical dimensions including working conditions, social dialogue, career management and training, prevention of child labour, forced labour and human trafficking, and elimination of discrimination and harassment. These are embedded into our governance processes and operational practices to ensure consistent implementation across all locations.

Our Approach: A Living Commitment

We comply with applicable laws where we operate. Our commitment to respect and promote human rights is set out in our Board-approved **Human Rights Policy**, with the Chief Human Resources Officer (CHRO) holding direct accountability for its implementation across all business units and locations. The policy applies to all employees and contractual workers and is extended to our value chain through the Supplier Code of Conduct.

Living up to our commitment requires embedding rights-respecting and ethical behaviour throughout our business. We operationalise this through a structured five step framework - Identify, Assess, Mitigate, Monitor and Report to ensure consistent oversight and effective action on the ground.

Human Rights Assessment Framework

- 1 Identify salient Human Rights risks across our value chain, covering employees, contractors, communities, suppliers and other stakeholders
- 2 Assess human-rights risks across locations through due-diligence assessments, supported by independent audits, to evaluate risk severity and identify gaps.
- 3 Mitigate risks through targeted action plans, capability building, process improvements and supplier engagement.
- 4 Monitor progress against defined timelines and performance indicators, with regular reporting to leadership and the Board
- 5 Report performance transparently through integrated reporting, stakeholder communication and global benchmarks.

Human Rights Due Diligence

Our ongoing human rights due diligence (HRDD) process is integrated into relevant business processes, including the Enterprise Risk Management (ERM) framework. Representatives from all Business Areas are involved in human rights risk assessment process to identify and assess potential adverse human rights impacts across our operations and value chain. The HRDD framework is aligned with globally recognised standards that define human rights principles for businesses.



Periodic Human Rights Training is held across all our plants and corporates

Identification of Human Rights and Risks

Human rights policy and commitment

Assess the Risks and their Adverse Impacts

Level 1 and Level 2 analysis
Effective stakeholder engagement

Stakeholder Identification

Transparent Governance

Tracking Monitoring and Presenting

Capability Building

Development of Action Plan

Grievance Redressal

A core element of our HRDD approach is the conduct of self assessments across all our operating units. We covered a wide range of potentially affected stakeholders, including employees, contract workers, security personnel, women, children, migrant workers, suppliers, indigenous communities and customers, where relevant.

Through this process, we have identified salient human rights and associated risks across our operations and value chain. These include, but are not limited to, child labour, forced labour, sexual harassment, workplace discrimination, human trafficking, labour practices, health and safety standards, freedom of association, right to collective bargaining, equal remuneration, and wages. The identified risks are prioritised based on the severity and likelihood of potential adverse impacts on stakeholders and are systematically mapped.

Human Rights Risk Assessments are conducted at two levels. Level 1 assessments focus on identifying risks at the country, industry, business, and site (plant, mine or office) level. Level 2 assessments evaluate the adequacy of preventive and control measures implemented by sites, suppliers and contractors. Risks are tracked and monitored using heatmaps to visualise potential impacts and support prioritisation of resources and mitigation efforts. Based on assessment outcomes, targeted action plans are developed with defined responsibilities, timelines and performance metrics to address high risk areas and drive continuous improvement.

During FY 2025-26, 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. Accordingly, no

remediation measures or business process modifications related to significant risks were required.

We also conducted independent third-party HRDD at 12 manufacturing plants. The process involved a comprehensive review of policies, procedures, practices and documents, along with interactions with employees and management and benchmarking against international standards. A total of 118 improvement opportunities were identified across areas such as documentation rigour, communication of rights to workers, welfare facilities and grievance redressal mechanisms. During the reporting year, 85% of these actions were closed, with the remaining actions under active monitoring for timely completion. Over the last two years (FY 2023-24 and FY 2024-25), we have conducted assessments across 17 sites through an external consultant, further validating our practices and providing an objective and credible basis for continuous improvement. Going forward, we plan to include 14 additional sites under such assessments.

We are committed to subjecting 100% of our operational locations to independent external assessments by qualified SMEs on a biennial basis. We will develop structured corrective action plans at the unit level and monitor their implementation centrally through BCoE-ER. We aim to fully operationalise this biennial assessment cycle by FY 2027-28 and continue it thereafter, reinforcing our commitment to evidence-based governance, continuous improvement and transparent accountability across our workforce rights framework.

Within our value chain, we undertook a third-party-led human rights assessment of six major suppliers using a structured evaluation framework covering labour rights, working conditions, non-discrimination, grievance mechanisms and community impacts.

We also conduct due diligence of our joint ventures whenever we enter into new agreements. As of 31 March 2026, we have two joint ventures, MNH Shakti Limited and Hydromine Global Minerals (GMBH) Limited, both of which are currently non-operational.

We are transitioning to a digitally enabled HRDD system that integrates digitised self-assessment workflows with built-in validation checks, automated escalation of identified gaps, real-time dashboards for leadership oversight and predictive analytics to anticipate emerging human rights risks. This enables structured, real-time compliance evaluation across all key dimensions at both unit and corporate levels, supporting timely corrective action planning and transparent progress tracking under the central oversight of BCoE-ER.

At Novelis, human rights due diligence is supported through robust certification and risk management systems. Currently, we have 22 plants globally, and 14 scrap collection centres across Brazil, with both the ASI Performance Standard Certification and the Chain of Custody Certification. We have established systems to conduct internal risk assessments covering environmental, social and human rights aspects, where applicable. Human rights impact assessments are undertaken in line with operational and regulatory requirements, particularly in cases of new projects or significant changes to existing facilities.

Building Human Rights Awareness

Building internal capacity on human rights through targeted training and enabling tools is critical to the effective implementation of our human rights management system.

Internal trainer network: During the reporting year, we strengthened and expanded our pool of certified internal Human Rights trainers from 90 in FY 2024-25 to 120 in FY 2025-26, representing a 33% increase. These trainers include leaders and professionals across business functions who are certified by the Indian Society for Training and Development (ISTD) and serve as human rights champions across our operations.

Through this network, we conducted structured awareness programmes reaching over 42,811 employees and workers, including 713 community members (an increase from 25,793 during FY 2024-25), across our manufacturing locations. This included permanent employees, contractual workers, security personnel, and frontline staff. The sessions covered topics such as fair and dignified working conditions,

freedom of association and collective bargaining, prevention of forced labour, non discrimination and equal opportunity, fair wages and working conditions, health, safety and wellbeing, prevention of harassment and abuse, grievance and whistleblower mechanisms, rights of contractual, migrant, vulnerable and marginalised workers, and anti retaliation protections.

Human Rights Week is observed annually across all operational locations beginning 10 December 2025 and aligned with International Human Rights Day. The week long programme included quizzes, Nukkad Nataks (street plays), role plays and focuses on awareness. Contractors’ supervisors and location level SPOCs were also trained on human rights principles to support independent delivery of awareness sessions and ensure consistent outreach to the contractual workforce.

During the reporting period, we delivered 9,118 hours of human rights training at Hindalco India, covering 55.75% of employees and workers, including contractual workers (as against 45.95% in FY 2024-25).

At Novelis, human rights training is delivered primarily through the Code of Conduct, reinforcing respectful treatment, fair labour practices, and zero tolerance for discrimination and harassment. It also covers compliance with laws related to working conditions, wages and benefits, and the prevention of forced labour, human trafficking, child labour and modern slavery across the value chain, in line with our commitment to the United Nations Global Compact. During FY 2025-26, we delivered 9,434 hours of human rights training to employees and on-roll workmen.

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

Category	FY 2025-26					
	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
Employees						
Permanent Employees	11,395	4,810	42.21%	790	571	72.28%
Total Employees	11,395	4,810	42.21%	790	571	72.28%
Employees						
Permanent Workers	12,236	3,587	29.32%	421	150	35.63%
Other than permanent workers	40,765	30,827	75.62%	6,158	2,153	34.96%
Total workers	53,001	34,414	64.93%	6,579	2,303	35.01%



Our Human Rights National Conference convened over 600 participants

Scaling Dialogue to Action: Convening the Human Rights National Conference

Initiative: Our Human Rights National Conference has grown from a state-level conference in 2024 to a national platform in the reporting year. It elevated the dialogue from regional awareness to national advocacy. The conference convened over 600 participants from industry, civil society, academia, government institutions and communities. Around 25 distinguished speakers, including legal experts, human rights practitioners, policymakers and sustainability leaders, contributed perspectives on embedding human rights into business strategy. It is designed and delivered in partnership with the Human Rights Front of India (HRFI) and the National Human Rights Commission (NHRC). The forum also recognised 16 individuals and NGOs for their contributions to human-rights protection.

Outcome: The proceedings were livestreamed on YouTube, enabling participation from viewers globally. The event received coverage from more than 36 media (print and electronic) partners.

Labour Management

At Hindalco, we have a workforce of over 71,000 individuals, including nearly 57,000 on roll and contractual workers, spread across manufacturing units, mines and support functions. We govern labour practices with a firm commitment to dignity, fairness, and respect for every individual in our workforce. We implemented a comprehensive Employee Relations Standard Operating Procedure (ER SOP) Manual. This document serves as a robust governance framework that standardises labour practices across the complete worker lifecycle, from entry to exit.

We follow transparent and non discriminatory hiring and onboarding processes for all categories of workers. Every engagement begins with appropriate documentation and

statutory registrations, followed by a structured induction programme. Through the onboarding process, we ensure each worker receives clear orientation on workplace safety, rights and responsibilities, expected conduct, and grievance redressal mechanisms.

Working conditions: We maintain rigorous standards for working conditions and statutory compliance, aligned with; and in several cases exceeding the requirements of applicable labour laws. We strictly regulate work hours and shift schedules in accordance with statutory norms, ensuring defined rosters, mandatory rest intervals, and weekly off entitlements. Working hours are recorded, including for contractors and security personnel, through biometric machines. We implemented various initiatives to improve the productive working hours (e.g. automation, productivity improvement, and work flexibility in terms of job re-assignment as part of the Collective Bargaining Agreements). All the workers are entitled to public and national holidays as per legal requirements. Sick leave, casual leave and privileged leave are also provided as per rules/ negotiations in the CBAs. In case our management employee opts to work on a national holiday or on off-days, we ensure to grant compensatory off, as applicable.

Overtime is monitored through technology enabled systems that provide real time visibility, enforce statutory limits, ensure payment at prescribed rates, and trigger escalation in cases of deviation. We ensure compensation for extra or atypical working hours through structured processes and regular oversight. We conduct monthly overtime analysis, and eligible workers are compensated at overtime rates in compliance with applicable labour laws and the in force Collective Bargaining Agreement. The statutory

overtime limit is always ensured and maintained.

We ensure timely wage payments at or above statutory minimum levels; with full compliance on provident funds, employee state insurance, bonuses, gratuity, and leave encashment. Wage slips are issued to every worker to ensure transparency.

Across our sites, we provide mandated and enhanced welfare amenities, including clean drinking water, sanitation facilities, canteens, first aid stations, crèche facilities where applicable along with a safe, hygienic working environment.

We administer discipline through a fair and progressive framework grounded in the principles of natural justice. No punitive action is taken without due process, which includes counselling, issuance of show cause notices, domestic enquiries where required, the right to representation, and access to appellate mechanisms. This approach ensures that all disciplinary matters are handled with objectivity, fairness, and respect for individual rights.

We manage all separations, whether resulting from resignation, retirement, retrenchment, or completion of contractual engagement, through clearly defined exit protocols and as per the new labour law. These processes ensure timely full and final settlements, clearance of statutory dues, and issuance of all relevant documentation, enabling dignified and orderly exits. 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 the Industrial Disputes Act, 1947.

Compliance: To sustain and improve compliance, we institutionalised a structured, multi tiered review mechanism. At the unit level, we conduct monthly reviews covering statutory compliance, overtime

trends, grievance resolution, welfare provisioning, and disciplinary matters; enabling timely corrective actions and local accountability. At the enterprise level, quarterly reviews by our Business and HR Leadership Team assess cross unit compliance health, systemic trends, emerging risks, and policy effectiveness; driving consistency and strong governance oversight across the organisation. The layered review framework ensures labour governance remains a dynamic, continuously monitored management priority; from the shop floor to the leadership table.

This approach has enabled us to maintain over eight consecutive years of industrial unrest free operations, reflecting a mature and collaborative industrial relations ecosystem.

Freedom of Association and Collective Bargaining

We unequivocally uphold the right of every worker to freely form, join, or refrain from joining trade unions; and engage in collective bargaining without fear of retaliation, discrimination, or interference. Workers’ representative bodies are recognised as trusted partners. Our engagement with them is rooted not in transactional obligation but in shared ownership of outcomes, mutual respect, and institutional trust.

Our collective bargaining approach is guided by ABG’s Employee Relations Vision, Philosophy, and ER Policy. We maintain zero tolerance for any direct or indirect coercive, intimidatory, or retaliatory action against trade union leaders, office bearers, or workers’

No. of CBA Status	FY 2025-26
Completed	8
Due to renewal	-

representatives; for exercising their legitimate rights to organise and advocate.

All Collective Bargaining Agreements (CBAs) are concluded through transparent, bilateral negotiations carried out in good faith, with management and unions engaging as equal partners. These discussions extend well beyond wage settlements and cover a broad spectrum of issues, including productivity, safety, wages, fair compensation, skills, technology transitions, ESG aligned operational goals, healthcare, medical benefits, housing, education, career management and training, retirement benefits, work life balance, grievance redressal, and worker dignity. Union representatives are provided with adequate time, access, and resources to effectively discharge their responsibilities without any adverse impact on employment terms or career progression.

FY 2025-26 marked a significant milestone in our industrial relations journey, with eight CBAs successfully concluded across our operations. They were achieved harmoniously and zero harm man-hours were maintained through the process. The achievement reinforces our long standing record of industrial peace, reflecting a deeply embedded culture of trust, transparency, and shared aspiration. One long term settlement is currently under active negotiation, and five additional long term settlements are due for renewal in FY 2026-27.

	FY 2025-26	FY 2026-27
		-
		6

Collective Bargaining Agreements - Driving Mutual Value Through Strategic Partnerships

We design our Long-Term Settlements (LTS) as strategic instruments rather than conventional wage agreements.

Key Highlights:

At our Renukoot and Renusagar units, we successfully concluded a forward looking LTS. The settlements were cost competitive, and delivered a lower financial outgo compared to the previous LTS cycle. They enhanced worker welfare through expanded medical coverage, paternity leave, and term insurance. A safety linked incentive scheme reinforced our Zero Harm philosophy at the shopfloor level.

At our Mouda and Belur operations, the LTS marked a defining milestone in worker empowerment. We enabled structured career development pathways that allowed eligible workers to transition into the management cadre. We achieved a 4% improvement in per-person productivity, along with reduced customer complaints and enhanced safety compliance.

At HKD FRP, we elevated 36 workers to Management grade and enabled flexible manpower deployment; along with the introduction of DET and LMS concepts at the Soaking Pit and Hot Mill, ensuring uninterrupted supply to the Aditya FRP Project.

At the HKD Smelter, we jointly agreed on redeployment and focused on core productivity. This approach enhanced manpower flexibility while optimising costs.

The exercises reflect our ability to balance commercial prudence with a human centric approach.

Through this approach, we reaffirm our belief that workers and management can act as co architects of the employment relationship. Such outcomes are fairer, enduring, and aligned with the highest standards of human dignity, organisational integrity, and industrial democracy.

In FY 2025-26,100% 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.

Membership of employees and worker in association(s) or unions during FY 2025-26: Hindalco India Operations

Category	FY 2025-26 Current Financial Year					
	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	9,945	-	-	710	-	-
Female	1,450	-	-	80	-	-
Total Employees	11,395	-	-	790	-	-
Permanent Workers						
Male	12,181	11,928	97.92%	398	398	100%
Female	55	51	92.73%	23	23	100%
Total Permanent Workers	12,236	11,979	97.90%	421	421	100%

Percentage of employees and workers represented by an independent trade union or covered by collective bargaining agreements: Hindalco India Operations, including subsidiaries

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
% of employees and workers, including contractual workers	60.7%	57.77%	42.22%	37.32%

Security Practices and Human Rights

Our security practices are designed to protect people, assets and communities while upholding human rights, dignity and ethical conduct.

Total no. of Security Personnel employed during FY 2025-26

Category	Hindalco India	Hindalco India (Subsidiaries- Asoj, Utkal, HAAL)	Total
Total no. of security personnel - Management and Staff	134	23	157
Total no. of security personnel - On-roll workers	121	-	121
Total no. of security personnel - Contractual	4,693	763	5,456
Total no. of security personnel	4,948	786	5,734

We follow a systematic and right-respecting approach to security management across all our operational locations, aligned with the Voluntary Principles on Security and Human Rights. We conduct structured security risk assessments to identify and mitigate potential human rights risks arising from the deployment of public and private security personnel in and around our operations. These assessments include site specific analysis of socio political conditions, community dynamics, and potential

flashpoints, with findings integrated into actionable mitigation plans under our Human Rights Framework. During FY 2025-26, no human rights violations were reported in relation to the deployment of public security forces around any of our operations.

We maintain structured interactions with private security personnel to assess alertness, adherence to standard operating procedures, and emergency response awareness. All security personnel deployed at our units undergo mandatory

background verification and training. During the year, 100% of security personnel across Hindalco's India operations received 6,069 man hours of human rights training covering ethical conduct, proportional use of force, legal compliance, respect for human rights, professional behaviour, soft skills, crowd management, and conflict resolution. These trainings were delivered through a combination of Hindalco led interventions and training provided by security agencies.

Total Training hours provided to security personnel during FY 2025-26

Category	Hindalco India	Hindalco India (Subsidiaries- Asoj, Utkal, HAAL)	Total
Total training hours provided to security personnel - Management and Staff	11	-	11
Total training hours provided to security personnel - On-roll workers	214	-	214
Total training hours provided to security personnel - Contractual	4,078	1,766	5,844
Total training hours provided to security personnel	4,303	1,766	6,069

Our engagement with public security personnel or agencies is governed by clearly defined protocols that emphasise transparency, accountability, and adherence to international human rights norms. We maintain regular dialogue with local administrations and law enforcement authorities to proactively address security concerns while safeguarding the rights and dignity of host communities. Any incidents involving public security are documented, reviewed, and escalated through our grievance redressal mechanism to ensure accountability and timely corrective action.

A robust grievance redressal framework enables concerns related to security operations to be raised and addressed; through fair, transparent, and confidential processes. Security personnel have dedicated channels to report grievances or suggestions, while employees, contract workers, community members, and other stakeholders can raise concerns regarding the conduct of security personnel. All grievances are investigated with due diligence and impartiality while maintaining confidentiality, followed by appropriate corrective actions.

Engagement with private security personnel is reinforced through continuous monitoring. We have a comprehensive monitoring review plan in place to ensure that the security providers adhere strictly to our prescribed rules of conduct and operational guidelines. We assess compliance with access control, patrol discipline, incident reporting, and professional conduct.

We also conduct periodic audits and assessments of private security contractors to evaluate operational effectiveness, contractual compliance, and adherence to statutory and regulatory requirements including PSARA licensing, ESI, PF, and minimum wage adherence. These assessments cover

manpower deployment, licensing and statutory compliance, training and certification, equipment readiness, incident response preparedness, and documentation

Key Highlights include:

Parameter	Status
Leadership	Senior Ex Armed Forces Professional
Human Rights Training Coverage	100% of Security Personnel
External Expert Evaluations	Conducted Periodically
Grievance Redressal Framework	Institutionalised and Accessible to All
Global Standards Alignment	UNGPs, UDHR, Voluntary Principles on Security and Human Rights

Living Wage Assessment

We ensure that workers earn not merely the statutory minimum, but a wage sufficient to meet their basic needs with dignity. This is central to our human rights commitment. We are firmly committed to ensuring that all our employees and workers are compensated fairly and equitably, consistent with our broader human rights and sustainability commitments. As a demonstration of this commitment, we have proactively commissioned a comprehensive Living Wage Assessment across our operations through an independent third-party consultant.

During FY 2025-26, we conducted structured Living Wage assessments across three key manufacturing clusters - Mahan, Kuppam, and Sambalpur. These assessments covered four operational units: HKD P&S, HKD FRP, Aditya Aluminium, and Aditya FRP. To date, we have successfully completed assessments at nine of our locations, with coverage of the remaining locations targeted by March 2028, following which 100% employee coverage will be achieved. We are currently reviewing the findings of the completed assessments to develop a structured, data-driven action plan for progressive implementation and institutionalisation of living wage practices across our operations.

integrity. Observations are formally communicated, and corrective actions guidance is provided with defined timelines.

The assessments were carried out by an independent third-party specialist, aligned with internationally recognised living wage benchmarks, and evaluated total remuneration, including wages, allowances, and in-kind benefits against the cost of a decent standard of living in each geography.

The findings confirm that our on-roll employees at all assessed locations are compensated well above the applicable living wage thresholds. Based on preliminary findings from the executive summaries, the average wage gap for direct employees earning below the living wage benchmark is nil at all currently assessed locations. Where any discrepancies due to regional variations are identified and determined to require correction as per law or company policies, we address them through equitable adjustments while adhering to minimum wage regulations, thereby ensuring fairness across our operations.

These assessments are an important step in strengthening our fair compensation practices. The insights will inform future wage reviews, contractor engagement, and workforce welfare strategies, as we work towards extending the living wage principle equitably across our value chain workforce.

Minimum wages paid to employees and workers during FY 2025-26: Hindalco India Operations

Category	Hindalco India (Standalone)					Hindalco India (Subsidiaries- Asoj, Utkal, HAAL)				
	Total	Equal to Minimum wage		More than Minimum wage		Total	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	9,945	-	-	9,945	100%	710	-	-	710	100%
Female	1,450	-	-	1,450	100%	80	-	-	80	100%
Total	11,395	-	-	11,395	100%	790	-	-	790	100%
Permanent Workers										
Male	12,181	-	-	12,181	100%	398	-	-	398	100%
Female	55	-	-	55	100%	23	-	-	23	100%
Total	12,236	-	-	12,236	100%	421	-	-	421	100%
Other than permanent workers										
Male	38,803	18,742	48.30%	20,061	51.70%	5,673	1,221	21.52%	4,452	78.48%
Female	1,962	1,342	68.40%	620	31.60%	485	3	0.62%	482	99.38%
Total	40,765	20,084	49.27%	20,681	50.73%	6,158	1,224	19.88%	4,934	80.12%

Community Welfare and Local Employment

“The true measure of our success lies not merely in the returns we generate for shareholders, but in the enduring, positive impact we create in the lives of the people and communities we touch.”

Inspired by this belief, we view community welfare and local employment as integral to our operations. Our Human Rights Framework for Community Engagement focuses on enabling dignified livelihoods, promoting local employment, ensuring meaningful community participation through Free, Prior and Informed Consent (FPIC). This improves access to health and education, safeguarding the rights of vulnerable and marginalised groups, and community development; through Corporate Environmental Responsibility (CER).

We advance holistic community development under the CER framework through targeted

interventions that enhance quality of life and long-term self-reliance. These include educational support, skill development for sustainable livelihoods, women’s livelihood programmes, and scientific support and awareness programmes for farmers to improve crop and fodder productivity. To date, we have invested over ₹49 crore in CER initiatives, with more than ₹400 crore approved for the coming years. More details on our local employment approach and community welfare can be found in DEI section and Social and Relationship Capital respectively.

Grievance Redressal Mechanism

We operate a comprehensive and institutionalised Grievance Redressal Mechanism across all our operations. It ensures that permanent employees, contractual workers, business partners, community members, and other external stakeholders can raise concerns through clear, safe, and accessible channels.

For permanent employees, grievance redressal is integrated into our HR and Employee Relations framework. Employees can raise concerns

through supervisors, HR helpdesks, an internal grievance portal, and open-house interactions with senior leadership.

For contractual and third-party workers, we provide site-level mechanisms such as grievance registers, suggestion boxes, and regular contractor-led meetings. Each unit is supported by a designated Labour Welfare Officer who serves as an accessible point of contact.

We operate a confidential Ethics Hotline for reporting misconduct, ethical violations, harassment, fraud, or breaches of the Code of Conduct. Reports may be made anonymously and are investigated with confidentiality, impartiality, and rigour. We maintain a strict non-retaliation policy.

All grievances, regardless of source or channel, are logged, tracked, and resolved within defined timelines. Senior leadership periodically reviews grievance data to strengthen accountability and drive continuous improvement.

Our grievance redressal mechanism is demonstrated below:



Our Values Standard Committee, the Ethics Hotline, and Internal Committees (ICs) operating at both corporate and unit levels are accessible to all the employees and workers. All grievances are subjected to a robust evaluation process, with quarterly reports shared with an independent auditor in accordance with SEBI requirements. The **Whistleblower Policy** strengthens this system by enabling confidential and anonymous reporting and ensuring accessibility for employees, workers, and other stakeholders. Further details on community related grievance management system are provided in the Social and Relationship Capital section of this report.

During FY 2025-26, there were no reported cases of child labour, forced labour, sexual harassment, or human rights violations affecting indigenous communities across our operations. One wage related complaint

concerning a delay in settlement of exit wages was reported and resolved within the stipulated timeframe. No breaches of the Code of Conduct were recorded in relation to conflict of interest, corruption and bribery, or insider trading during the year.

Rewards and Recognition

Our consistent efforts to promote and protect human rights have been recognised across leading sustainability and industry platforms. Some of the testimonials are as below:

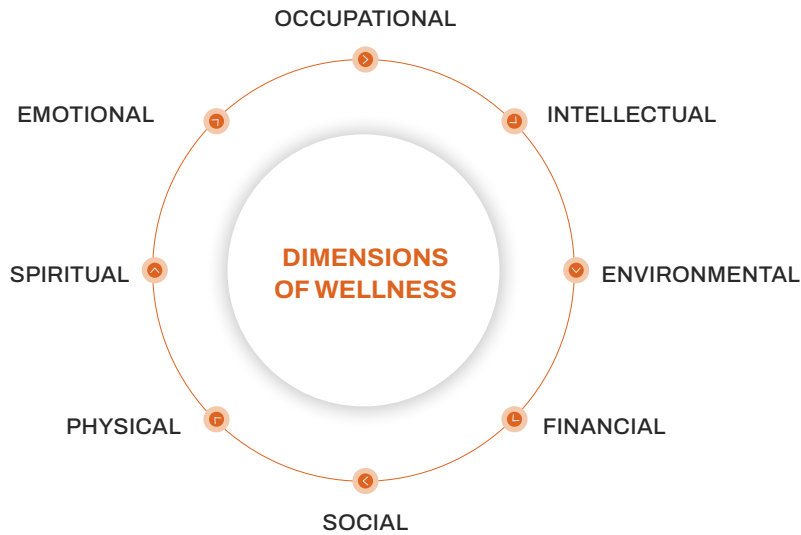
- + ABG Sustainability Conference 2025 recognition for leadership in advancing human rights and for the strength of the human rights programme.
- + EFI-CII National Award for Excellence in Employee Relations received for significant achievements in building fair, inclusive, and rights-respecting workplaces.



Employee Wellbeing

Our commitment to ensuring holistic well-being of the workforce remains non-negotiable and a core pillar of our people strategy. Aligned with the Group's Employee Value Proposition (EVP) pillar, "Enrich Your Life", our approach to wellness is guided by eight interconnected dimensions --- Physical, Emotional, Financial, Social, Spiritual, Intellectual, Environmental and Occupational.

During the reporting year, we implemented a range of initiatives across all dimensions of the wellness framework, with a strong focus on awareness and engagement, as outlined below:



1. 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.

2. INTELLECTUAL

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

3. ENVIRONMENTAL

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

4. FINANCIAL

- + Scholarship for children-48 children of staff and workmen cadre employees received scholarships for their higher education under AWOO scholarships while 4 children from Hindaico and one child from Novelis received scholarships under the Pratibha programme during FY 2025-26

5. SOCIAL

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

6. PHYSICAL

- + Annual Health Check-Up Initiative- Conducted for 100% of our employees and workers across all locations, with 100% attendance mandated for employees at Mumbai offices during FY 2025-26
- + Fitness Programme such as exercise, yoga sessions Zumba sessions, gym facility, tournaments, marathons, etc
- + Dentals Camps, Blood donation camps organised in various plants

7. SPIRITUAL

- + Sessions focused on Yoga, meditation, and mindfulness were conducted throughout the year across Hindaico
- + Approximately 670 employees participated in International Yoga Day sessions organised across units
- + Celebrating festivals in plant offices and townships

8. EMOTIONAL

- + Launched the Emotional First Aiders (EFA) programme, trained 80+ EFAs across Hindalco to provide first-level emotional support and serve as an initial point of contact during psychological distress or crisis
- + Wellness Champions Initiative- 50+trained Hindalco Wellness Champions: 60% of Wellness Buddies are from line. A Wellness Champions meet organised in September 2025
- + 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

As part of our wellness initiatives, we focus on natural and preventive healthcare. At the Renukoot cluster, Nature Cure serves as a dedicated wellness centre, supporting people through holistic and non-invasive treatment approaches.

Nature Cure - Restoring Health through Natural Healing

Initiative: Nature Cure offers a wide range of non invasive therapies with a focus on preventive care and natural healing. During FY 2025-26, 103 patients suffering from complex and chronic health conditions sought treatment here. Many of them had previously undergone prolonged treatment at external hospitals with limited improvement. This intervention contributed to improved recovery and health outcomes.

Outcome: During FY 2025-26, the centre saw over 28,000 visits and an average of 2,500 beneficiaries every month. A total of 26,649 patients were treated through naturopathy, while 92 individuals underwent body detoxification through yogic practices and 800 beneficiaries participated in ergonomic sessions. Notably, three cases of cerebral palsy showed restored natural movement, and two critical paralysis cases achieved complete recovery.



Over 100 patients suffering from complex and chronic health conditions sought Nature Cure treatment

Testimonial – Nature Cure

“My son, Shivam Bari, aged 13, was unable to walk independently since childhood due to Cerebral Palsy. He had undergone four major surgeries at super specialty hospitals in reputed cities, and was experiencing significant physical and psychological challenges. Mobility without support remained a challenge for several years. Following 30 days of structured treatment by Ved Prakash in Nature Cure, he was able to walk independently without any external support. For us, it was a miracle, and we are deeply grateful to Hindalco and Ved Prakash for bringing my son back from a chronic stage to a normal life.”

Subhash Bari -
Contract employee, Renukoot

Manoranjanalay is a comprehensive sports and wellness hub fostering fitness, teamwork and cultural engagement, to support healthy, active, and connected communities.

Manoranjanalay: A Hub for Fitness, Talent and Togetherness

Initiative: Manoranjanalay hosts a vibrant multi-sport ecosystem, promoting fitness, teamwork and sporting excellence across over 22 disciplines. The centre offers well-developed indoor and outdoor infrastructure supported by three gyms, jogging tracks and structured coaching, positioning it as a strong talent development platform.

Beyond organised sports, it also promotes everyday fitness through open-air gyms and an Akhada (wrestling gymnasium) across

residential clusters. It fosters community bonding through festivals, forums and family-oriented activities.

Outcome: During FY 2025-26, over 23,500 children participated in sporting activities at district, state and national levels. A signature highlight is Cycle Polo, a unique tradition earned recognition from dignitaries and strengthened Hindalco-Renukoot's sporting identity. Its achievements include -- the Men's Cycle Polo team winning the National Championship; Women's team securing runner-up, and podium finishes across categories. It also helped develop five national-level athletes in chess, football and handball.

We recognise fairness as a leading indicator of trust and a critical enabler of employee wellbeing and cultural transformation.

FayrEdge - Enabling Fair Experiences

Initiative: We partnered with FayrEdge to conduct a comprehensive Fairness Index survey to assess stakeholder perceptions of fairness and their impact on trust and long-term commitment. Designed to be multi-stakeholder agnostic, the survey assessed experiences across our ecosystem and supported tracking of progress in our culture transformation journey.

The assessment measured experiences across six Fair Experience dimensions, namely Inclusion, Transparency, Dignity, Consistency, Value as Promised and Equitable Outcomes; and linked them to outcomes of trust and retention.

The survey reached out to around 29,000 stakeholders across seven segments, including customers, vendors, CSR partners, employees, candidates, institutional investors and retail shareholders. A total of 5,732 valid responses were received, reflecting a response rate of about 20%.

To ensure inclusivity and ease of access, multiple channels were used, such as email, WhatsApp, mobile-first tools, vernacular languages and QR-based surveys.

Outcome: Experience scores were consistently above 7.5 across stakeholder groups, with strong trust and willingness to remain associated with the organisation during both stable and challenging periods. Leadership behaviour, empathy and intent emerged as key strengths. The findings also highlighted opportunities to strengthen systems, technology enablement and consistency of execution to sustain impact at scale.

Assessing Employee Experience

We undertook structured assessments of employee experience and workplace culture to gain insights into employee well-being; and strengthen psychological safety.

In January 2026, we participated in Great Place to Work® (GPTW) Trust Index® Survey, anchored in the GPTW framework of Trust, Pride and Camaraderie. The survey saw participation from 10,445 employees, representing an 82% response rate, along with 11,510 qualitative comments. Overall results reflected a strong employee experience, with

89% positive responses on the GPTW statement and an average score of 84%. Model scores included Trust at 86 (Credibility 87, Respect 87, Fairness 84), Pride at 90 and Camaraderie at 87.

Our wellness score under the VIBES survey improved by 7 points during the year, increasing to 84 (previously 77), reflecting sustained progress in employee well-being.

Employee Benefit Policies and Programmes

Our employee benefits, policies and programmes are designed to support the diverse needs of our workforce and support well-being across different life and career stages. Details are follows

Take time off - You Matter + 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
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**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.*

Over the last few years, we have also taken deliberate and sustained steps to strengthen mental wellbeing and build psychological safety across the organisation.

Emotional First Aiders (EFA) Programme - When Listening makes a Difference

Initiative: We introduced the Emotional First Aiders (EFA) – a programme to enable peer based emotional support and nurture a culture of care and empathy.

Launched in June 2025, the programme was rolled out across multiple clusters, with four batches completed to date and over 85 EFAs. These EFAs form a network of trained individuals who act as trusted first points of contact for our employees undergoing emotional stress by offering empathetic listening, immediate emotional support and guidance towards appropriate professional assistance, when required.

We also carried out self-assessment of EFAs through LISTENING Metrics, which was introduced in February 2026.

Outcome: Survey insights indicate that EFAs remain accessible to employees, primarily through informal conversations. Over 85% of EFAs report success in creating psychological safety, maintaining role boundaries and listening without judgement. With a long-term goal of training 5-10% of the management cadre, the programme strengthens a sustainable emotional well-being ecosystem.

Panchkosha Wellbeing Index - Ancient Wisdom, Contemporary Insights

Initiative: The Panchkosha Wellbeing Index was introduced to enable a deeper, multi dimensional understanding of employee wellbeing beyond conventional health parameters. It is supported by IIT Bombay and rooted in the Panchkosha framework from the Taittiriya Upanishad. The initiative is based on five layers of human existence -- Physical (Annamaya), Energy (Pranamaya), Mental (Manomaya), Intellectual (Vijnanamaya) and Spiritual (Anandamaya). It moves beyond physical health to enable a deeper understanding of collective wellbeing and emerging support needs, aligned with balance, awareness, and purpose.

Outcome: The programme was piloted at the Mumbai location via workshops conducted in 2026. It benefitted 70 employees who completed Panchkosha self assessments and participated in facilitated sessions. Feedback reflected strong understanding of the Panchkosha concept, clarity on individual wellbeing scores, and confidence in adopting the practices shared. Participants also received individual wellbeing reports with scores and suggestions; supported by action plans and counselling sessions.

All employees and workers are covered under applicable social security systems at their respective locations. This includes health insurance and accident insurance for all employees and workers. For both

the current and previous reporting years, 100% of our permanent employees and permanent workers were covered under statutory retirement benefits, including Provident Fund (PF), Gratuity, and Employees' State Insurance (ESI), as applicable. We provide life insurance coverage or an equivalent compensatory package to employees or workers in the event of death.

We also provide a range of non monetary and support measures for our contract labour and workmen. These include free periodic medical check ups, medical facilities covering self and family, accident and injury related medical support, and critical illness assistance, including coverage up to ₹1 lakh under GMC. Daily wellbeing is supported through subsidised canteen food, restrooms and shelter facilities, summer preparedness measures such as food and glucose, access to the Manoranjanalay facility, and subsidised DTH services.

Social and life stage support is provided through wedding related assistance including use of Kalyan Mandapam/Bhawan, electricity, camp facilities and decoration, wedding gifts and post wedding transportation. Post retirement support includes transportation assistance (one truckload), free accommodation and medical facilities for three months, monthly retirement functions and wrist watches as part of settlement. Special loans are extended in events such as a daughter's wedding or the death of parents, and long service milestones are recognised with silver plaques on completion of 25 years of service.



Measures taken for the wellbeing of employees and workers during FY 2025-26- Hindalco India (Standalone)

	Hindalco India (Standalone)										
Category	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	(D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Employees											
Male	9,945	9,945	100%	9,945	100%	-	-	9,945	100%	9,945	100%
Female	1,450	1,450	100%	1,450	100%	1,450	100%	-	-	1,450	100%
Total	11,395	11,395	100%	11,395	100%	1,450	100%	9,945	100%	11,395	100%
Permanent Workers											
Male	12,181	12,181	100%	12,181	100%	-	-	7,415	60.87%	12,181	100%
Female	55	55	100%	55	100%	55	100%	-	-	55	100%
Total	12,236	12,236	100%	12,236	100%	55	100%	7,415	60.87%	12,236	100%
Other than Permanent Workers											
Male	38,803	38,803	100%	38,803	100%	-	-	-	-	38,803	100%
Female	1,962	1,962	100%	1,962	100%	1,962	100%	-	-	1,962	100%
Total	40,765	40,765	100%	40,765	100%	1,962	100%	-	-	40,765	100%

We provide inclusive support to all our employees that respects and accommodates individual needs. Female employees are entitled to 26 weeks of paid maternity leave, with the option to extend it by utilising up to 60 days of advance privilege leave. They may also avail five days of childcare leave annually until the child turns two. Male employees are eligible for five days of paternity leave. We support new mothers through initiatives such as reimbursement of pre maternity local travel expenses, flexible travel policy for official

assignments, and work from home flexibility as per policy. A gender neutral crèche reimbursement policy is also available for management and staff at office locations across India, while crèche facilities are provided at all manufacturing and mining sites. Under the Crèche Reimbursement Policy, employees working at our regional or corporate offices where an on-site crèche facility is not available, may avail reimbursement for expenses incurred towards external crèche services. This benefit is applicable to all employees,

irrespective of marital status, for the care of their children or legally adopted children. We reimburse eligible crèche expenses on a monthly basis per child, for up to the first two children. Reimbursements under this Policy may be claimed for children up to six years of age, subject to the prescribed terms and conditions

During FY 2025-26, a total of 36 employees availed benefits under the crèche reimbursement policy, amounting to approximately ₹19.70 lakh.

Parental leave during FY 2025-26: 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 2025-26	9,945	1,450	11,395	710	80	790
Total permanent employees who took parental leave during FY 2025-26	428	23	451	41	0	41
Total number of permanent employees who returned to work in the reporting period after parental leave ended	428	23	451	41	0	41
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 2025-26	327	7	334	36	1	37
Return to Work Rate*	100%	100%	100%	100%	-	100%
Retention Rate#	90.08%	77.78%	89.78%	90%	100%	90.24%
Permanent Workers						
Total permanent workers who are entitled to parental leave during FY 2025-26	7,415	55	7,470	26	23	49
Total permanent workers who took parental leave during FY 2025-26	32	3	35	0	1	1
Total number of permanent workers who returned to work in the reporting period after parental leave ended	32	2	34	0	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 2025-26	29	2	31	0	1	1
Return to Work Rate*	100%	66.67%	97.14%	-	100%	100%
Retention Rate#	90.63%	66.67%	88.57%	-	100%	100%

In FY 2025-26, reporting of the parental leave data has been regularised to ensure accurate monitoring. Hence, the data has been restated for the previous financial year to ensure consistency and comparability of information for the current year and previous year.
* 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.

At Novelis, the total rewards framework supports employees across different life and career stages through a holistic benefits package that includes competitive compensation, comprehensive health and retirement benefits, support for continuing education, paid parental leave for both mothers and fathers, and additional paid family or caregiving leave beyond parental leave.

FY 2024-25		FY 2025-26	
Cost incurred on wellbeing measures as a % of total revenue of the Company		0.07%	



Organisational Effectiveness

Our organisational effectiveness starts with listening to our employees and responding by turning their feedback into action. This, along with an understanding of business needs, shapes consistent, transparent and well-governed people’s practices. Our Organisational Effectiveness framework reflects how these elements come together to enable inclusive and effective workplaces, as depicted below.

Shaping Career Journeys

By nurturing talent through structured development opportunities and attracting high-calibre individuals, we create an environment where growth is both personal and professional. Our hiring philosophy is built on a transparent, merit-based and consistent process, enabling us to attract diverse talent and support fair decision-making. Together, these practices remain central to delivering our business strategy and sustaining long-term performance, while strengthening our employer brand across markets.

Build
Capability Building

Bind
Engage & Retain

Listening to employees, understanding the business needs, and developing solutions

Creating an enabling environment through R&R and communication

Strategic Workforce Planning (SWP): An Enabler to Future Talent Requirements
We continue to grow and invest across businesses and geographies, including our strategic expansion into high value downstream segments and circular economy initiatives; and advanced applications for renewable energy and semiconductors. Building the right workforce across these segments is our priority. We leverage SWP to proactively identify future skills, capability requirements and potential workforce gaps by analysing current and projected talent needs. SWP serves as a key measure of

Buy
Hiring

Bounce
Regular refreshment of Talent Pool

Making Hindalco an inclusive workplace for employees

Focusing on employee wellbeing

organisational design, ensuring structural alignment between our workforce architecture and evolving business strategy. It ensures that the right people, with the right skills, are in the right roles at the right time; and acts as a lever for defining gap filling strategies through the 6B framework as illustrated below:

Borrow
Outsource/Consult

Boost
Productivity gains through process improvement / digitisation



Group of GETs at our Belagavi plant

SWP is conducted in phases, based on business plans and tailored to the complexity, scale and maturity of each business and its unique operating context.

SWP was first introduced in the Downstream business in 2019, followed by its application across Specialty Alumina and Copper, in line with evolving growth priorities. In 2023, SWP was conducted for the Specialty Alumina business, a key growth pillar driven by the shift towards Value-Added and Super Value-Added Products (VAP/SVAP), global market expansion and strong EBITDA ambitions.

To support new projects such as White Fused Alumina (WFA) and PPT Hydrate, increasing international focus and a growing VAP/SVAP portfolio, SWP was designed to

proactively anticipate talent and capability needs ahead of business demand. The exercise adopted a 6B framework to build a capability and productivity-led workforce. Key outcomes included the induction of 103 specialised GETs, hiring of nine young professionals across manufacturing, HR, sales and finance, projects and technical services, and onboarding of three experienced technical sales representatives to strengthen customer solutioning. These actions enhanced plant-market R&D integration, global sales, technical and S&OP capabilities, and leadership and succession readiness. The workforce strengthened through a young Gen Z base of around 200 employees, with 16% gender diversity. SWP was strengthened through academic partnerships with

Central Glass & Ceramic Research Institute (CGCRI) and IIT Mumbai, and expert support across South Korea, Europe and Japan.

For the Copper business, SWP commenced in 2025 to support portfolio expansion and future requirements. Using the Skill Segmentation Questionnaire (SSQ) and the 6B framework, the exercise undertook a detailed review of roles critical to safe and reliable operations, regulatory and environmental compliance, business continuity and risk management, technical expertise and leadership depth, and long-term operational and financial performance. The study covered around 188 critical roles, projected role-wise headcount growth from 2025-2030, defined gap-filling recommendations, and mapped succession data across all management cadres. Identification of potential talent sources, phased hiring and capability-building roadmaps is currently in progress. The next phase of SWP is planned across Mines and Aluminium Upstream and Downstream businesses, aligned with upcoming expansion plans.

Manpower Planning

As we expand into new markets and technologies, there is a greater emphasis on hiring people with niche and specialised skills to meet evolving business needs. SWP forms the foundation of our talent staffing activities. Targeted talent-mapping exercises are undertaken for roles requiring critical capabilities, enabling comprehensive market scans and identification of high-quality talent aligned with business requirements. Proactive manpower planning enables timely identification and sourcing of these critical capabilities. All hiring requests are validated against approved manpower plans and organisational structures, with deviations routed through defined governance and approval mechanisms.

The following framework outlines the key elements of our manpower planning process:

I

II

III

IV

V

Past Hiring Trends

- + Analysis of historical data related to attrition, hiring cycles, and role criticality to anticipate recurring talent needs and optimise sourcing strategies
- + During 2025-26, total hiring increased from 1,865 (in 2024-25) to 1,941 reflecting a steady upward trend in workforce additions

New Projects & Business Expansions

- + Manpower requirements are assessed for upcoming projects, capacity additions and diversification initiatives across functions and geographies
- + During 2025-26, 105 project positions were filled through internal employees, strengthening continuity and internal capability deployment

Organisational Structure Changes

- + Manpower planning incorporates role redesigns, reporting changes and structural realignments to reflect evolving business needs
- + Supports our aspiration of becoming a High-Performing Contemporary Organisation (HPCO), keeping workforce plans future-ready

Retirements & Succession Planning

- + Planned retirements and internal movements are tracked to ensure timely backfills and leadership continuity
- + During 2025-26, 400+ critical positions were identified for succession planning, with 1,000+ unique successors mapped across Hindalco.

Annual Planning & Budgeting (P&B)

- + Annual hiring plans are finalised by each business during the P&B cycle in consultation with the Talent Staffing BCOE.
- + All hiring requests are validated against approved headcount and budgets

+ Employee advocacy is encouraged by enabling internal stakeholders to act as brand ambassadors; reinforcing the employer brand and people-centric culture.

Talent Sourcing Strategy

+ The Group Internal Recruitment System serves as the primary source for filling positions, enabling internal mobility and career growth. This is done through institutionalised job rotation process, structured talent movement forums, and cross unit talent discussions.

During the year:

- 88 project roles were successfully filled through internal talent placements
- 1,042 internal talent movements were executed across the organisation
- Inter unit transfers: 446
- Intra unit transfers: 370

Inter unit transfers exceeded intra unit transfers, reflecting increased cross location mobility and exposure. This deliberate focus on internal mobility strengthened succession depth, enhanced project execution readiness, and enabled diverse career pathways across locations and businesses.

+ Succession plans for key roles are reviewed in collaboration with the Talent Management team, along with support from the Group Talent team for cross-Group sourcing.

+ Campus hiring focuses on candidates ready for deployment into defined roles, building early-career pipelines across HR, engineering, finance, sustainability, legal, digital, safety and logistics, etc.

Talent Staffing

Our talent staffing is focused on attracting and building talent that supports delivery excellence while creating strong career pathways for the future. Anchored in our Employee Value Proposition (EVP) pillar of Careers, the approach emphasises meaningful career mobility, role clarity and growth opportunities. The Talent Staffing framework is driven through six key focus areas spanning talent attraction, screening and selection, onboarding, digital enablement, governance, and capability building within the Talent Staffing community.

Talent Attraction

+ An annual search partner meet aligns recruitment partners on business strategy, key focus areas and upcoming projects; complemented by consistent employer branding and stakeholder engagement.

+ LinkedIn / social media is leveraged as a key employer branding channel to highlight leadership perspectives, culture, employee stories and career opportunities; strengthening visibility across levels and functions.

Seamless Candidate Onboarding Experience

Onboarding and induction follow standardised frameworks, supported by regular reviews.

- + Embark, our structured onboarding programme, provides clear milestones and guidance for new joiners across roles and locations.
- + Regular connects are held with new joiners to gather feedback, supported by a buddy programme to aid early integration, along with periodic reviews of Net Promoter Scores (NPS) to track the onboarding experience.
- + Digitally enabled joining and learning platforms, WeLearn and MetaLearn support smoother transitions and knowledge retention of new joiners.

Employee satisfaction scores have improved consistently from 67 to 84 over six years, as measured through the VIBES employee engagement survey.

Digitally-Enabled, End-to-End Staffing Lifecycle

- + Headcount approvals, exception hiring approvals and employee lifecycle letters are processed through digital systems, ensuring consistency and turnaround efficiency.
- + New joiners learn about the organisation through the MetaLearn virtual 3D module. On the go knowledge snippets (WeLearn) are also shared through WhatsApp with all new joiners to get them assimilated faster into a new work environment.
- + Talent Staffing dashboard enables measuring of various metrics – staffing cost, turnaround times, position aging, gender-based hiring, etc.

Strong Governance and Policy-Led Execution

- + Talent staffing activities are governed by defined SOPs and conducted in accordance with the [Corporate Principles and Code of Conduct](#) to ensure fairness, consistency and transparency.
- + A centralised digital dashboard enables real-time monitoring of hiring progress, risks and bottlenecks. Key metrics such as cost of hire, time to hire, source of hire and onboarding NPS are reviewed regularly to support data-led decisions.

Capability Building within the Talent Staffing Community

Continuous capability development is undertaken for the Talent Staffing community to respond to evolving business needs, as follows:

- + Monthly knowledge-building sessions, ‘Darpan’, focus on functional expertise, process excellence and emerging talent trends.
- + Annual recruiter meets and learning forums support cross-functional alignment and consistency in staffing practices.

We continue to strengthen early career talent pipelines. We build high impact teams by blending the energy of young professionals with the experience of seasoned leaders. Our campus hiring of Graduate Engineer Trainees (GETs) and young professionals focuses on developing transferable skills and long term career growth.

Over FY 2021-22 to FY 2025-26, the number of young professionals and GETs hired have grown remarkably, rising from 120 in FY 2021-22 to 316 in FY 2025-26, a 163% increase over the past five years. Of those hired in FY-2025-26, female representation stands at 35%.

Through our GET programme, we onboard engineering talent spanning disciplines such as Chemical, Mechanical, Metallurgy, and others, with 972 GETs currently active across our operations. Complementing this, 215 Young Professionals bring functional depth across areas including Finance, Sustainability, Research, and more, strengthening our cross-functional capabilities. At the leadership pipeline level, 47 Aditya Birla Group Leadership Programme (ABGLP) participants are actively engaged through structured tracks - LEAP, FLP, HRLP, and LEAD - designed to accelerate the development of high-potential talent for future leadership roles.

First 10 Best 10 (F10B10) reflects our intent to shape the first ten years of an employee’s professional journey in a meaningful and impactful way. This phase is viewed as critical to building strong foundations for skills, aspirations and leadership readiness, while fostering a lasting connection with ABG and Hindalco irrespective of how careers evolve. Within this, early career employees are exposed to diverse and challenging experiences through role movements across geographies and functions within the multi business portfolio, accelerating learning and professional maturity. We offer a suite of curated programmes including Jump Start, XSEED, FLY, Sales Academy, Overseas Exposure, and Project Exposure, among others. During FY 2025-26, 141 internal movements were completed within the first ten year cohort, reflecting focused talent reviews and proactive career shaping.

Nurturing Talent for Tomorrow

Digitising Talent Management Process

We digitised our Talent Council process through an internal online module that centrally captures and stores succession data across the enterprise. This eliminated manual data handling, reduced errors associated with deck preparation, and enabled consistent, standardised outputs. The tool allows succession inputs to be entered online and automatically generates structured presentation decks for review. During FY 2025-26, all Talent Councils successfully used this tool. The initiative is also creating a robust talent data lake, with additional modules under development to capture development plans and other critical talent data points.

Top 50 Talent Pool Development Programme

During 2025-26, we launched a structured Top 50 Talent Pool Development Programme to build a strong pipeline of successors for critical leadership and technical roles. High-potential employees are identified in close collaboration with the Leadership team and placed on a curated development journey aimed at enhancing readiness for next-level roles and accelerating career progression. This is a continuous, enterprise-wide initiative, with new cohorts identified annually. The first cohort is currently progressing through its development journey, while identification for the next cohort is already underway.

Talent Councils

Talent Councils are a core pillar of our people strategy and are conducted annually. We run 12 Talent Councils - six across Manufacturing businesses

and six across Support Functions. Anchored in a consistent talent framework, these councils focus on reviewing leadership talent, enabling planned role movements and shaping structured development journeys for high-potential leaders. Discussions are led with active participation from the Managing Director, CHRO, members of the Executive Committee and senior stakeholders, ensuring strong governance, alignment and sustained focus on building a robust internal leadership pipeline.

During FY 2025-26, we hired 1,941 employees at Hindalco India, reflecting a 4.1% increase from 1,865 hires in FY 2024-25 and a 27.9% rise compared to 1,518 in FY 2023-24. Of the total open positions, 61% were filled through internal hiring, reflecting a strong focus on talent development and internal mobility. We incurred an average hiring cost of ₹32,745 per FTE.

New Employees Hired during FY 2025-26: Hindalco India Operations

Employees Hired	Hindalco India Operations		
	Hindalco India (Standalone)	Hindalco India (Subsidiaries)	Total
By Gender			
Male	1,515	63	1,578
Female	354	9	363
Total	1,869	72	1,941
By Age			
<30 years	1,353	45	1,398
30-50 years	498	24	522
>50 years	18	3	21
Total	1,869	72	1,941
By Management			
Junior Management	1,794	69	1,863
Middle Management	71	2	73
Senior Management	3	1	4
Top Management	1	0	1
Total	1,869	72	1,941

At Novelis, we hired 1,408 employees, including workmen. Out of 1,408, 1,182 were male and 226 were female.

New employees hired during FY 2025-26: Novelis

Employees Hired	Total
By Gender	
Male	1,182
Female	226
Total	1,408
By Age	
<30 years	638
30-50 years	648
>50 years	122
Total	1,408
By Management and Non-Management	
Junior Management	215
Middle Management	59
Senior Management	3
Top Management	2
Staffs and Workmen	1,129
Total	1,408

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

Our total workforce stands at 12,185 for Hindalco India operations (including subsidiaries). Cross generational and gender diversity remains our key strength and is reflected in the workforce composition presented in the table below.

In our India operations, we employ three foreign nationals, two from Japan and one from the United States. All of them are at management level. This contributes to global expertise and diverse perspectives that enrich our talent pool.

Total workforce during FY 2025-26: Hindalco India Operations

Employees Strength	Hindalco India (Standalone)	Hindalco India (Subsidiaries)	Total
By Gender			
Male	9,945	710	10,655
Female	1,450	80	1,530
Total	11,395	790	12,185
By Age			
<30 years	4,051	212	4,263
30-50 years	5,361	488	5,849
>50 years	1,983	90	2,073
Total	11,395	790	12,185
By Management			
Junior Management	10,136	717	10,853
Middle Management	1,087	64	1,151
Senior Management	128	8	136
Top Management	44	1	45
Total employees- Management and Staff	11,395	790	12,185
Total On-roll workers	12,236	421	12,657
Total Contractual workers	40,765	6,158	46,923
Total Workforce	64,396	7,369	71,765

In response to upcoming projects and increased operational demands, we strategically scaled up our contractual workforce hiring. This approach supports project readiness while reinforcing our commitment to local employment generation and community engagement.

Workforce by category during FY 2025-26: 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
	Number	%	Number	%		Number	%	Number	%		Number	%	Number	%	
Employees															
Permanent Employees	9,945	87.28%	1,450	12.72%	11,395	710	89.87%	80	10.13%	790	10,655	87.44%	1,530	12.56%	12,185
Total Employees	9,945	87.28%	1,450	12.72%	11,395	710	89.87%	80	10.13%	790	10,655	87.44%	1,530	12.56%	12,185
Workers															
Permanent Workers	12,181	99.55%	55	0.45%	12,236	398	94.54%	23	5.46%	421	12,579	99.38%	78	0.62%	12,657
Other than Permanent Workers	38,803	95.19%	1,962	4.81%	40,765	5,673	92.12%	485	7.88%	6,158	44,476	94.79%	2,447	5.21%	46,923
Total Workers	50,984	96.19%	2,017	3.81%	53,001	6,071	92.28%	508	7.72%	6,579	57,055	95.76%	2,525	4.24%	59,580

At Novelis, workforce diversity remains a core strength, with a total workforce strength of 13,342 during 2025-26, comprising 11,385 male employees, 1,957 female employees.

Total workforce during FY 2025-26: Novelis

Employees Strength	Male	Female	Total
<30 years	1,602	367	1,969
30-50 years	6,486	1,191	7,677
>50 years	3,297	399	3,696
Total	11,385	1,957	13,342
Junior Management	1,638	766	2,404
Middle Management	1,065	381	1,446
Senior Management	134	39	173
Top Management	41	8	49
Total Management	2,878	1,194	4,072
Total non-management	8,507	763	9,270
Total#	11,385	1,957	13,342

**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.*

The total employee count for Novelis includes temporary employees.

Digital Enablement and HR Transformation Roadmap

HR as a Capability-Driven Function

The role of Human Resources is evolving beyond traditional service delivery. Our HR Transformation Roadmap (2026-2030) aims to support this shift. The structured, multi-year activity aims to reposition HR as a capability-driven, digitally-enabled and business-embedded function.

Anchored in the HR Operating Model 2030, the roadmap moves beyond incremental digitisation. It aims to deliver a fundamental shift in how HR creates value by integrating people, processes, technology and data. The roadmap is guided by principles of business-led transformation, simplification before digitisation, capability over capacity, and outcome-based value delivery. It is structured across three phases: stabilising foundational

elements, building and integrating capabilities, and transforming and embedding insight-driven, data-led decision making.

Execution is enabled through an agile Squad-and-Pod delivery model that balances speed with strong governance, clear decision rights and enterprise-wide accountability. As the roadmap progresses, HR will evolve from a predominantly reactive function to an anticipatory strategic



enabler, delivering integrated employee and manager experiences, predictive workforce insights and sustainable organisational capability aligned with our long-term growth ambitions.

Performance Evaluation and Career Advancement

Building a High-Performance Contemporary Organisation

Our performance management philosophy is anchored in building a HPCO. The Performance Management System (PMS) provides a structured and standardised framework that creates clarity of expectations, enables objective assessment and drives differentiated outcomes. It ensures close alignment between individual efforts and organisational priorities. We have a PMS SOP in place which ensures all the processes which are followed are transparent in nature. It also fosters ownership, enables meaningful performance conversations and builds a culture of accountability, meritocracy and continuous improvement. It serves as a strategic lever to develop talent, reward merit and sustain long-term competitive advantage.

To ensure fairness and uphold credibility, we follow a robust multi-level normalisation framework across units, clusters/SBUs/functions and the enterprise. These forums enable balanced, evidence-based discussions and ensure consistency in the application of performance standards across managers, functions and businesses. Peer-level normalisation enhances objectivity by bringing broader perspectives and challenging bias, while retaining clear ownership of final performance decisions with reporting managers.

During 2025-26, this philosophy was further strengthened through the transition to a fully integrated AIP, bringing together Functional Performance, Project Performance and Safety & Sustainability under a single, outcome-driven structure. By embedding Safety & Sustainability metrics within the core AIP, earlier governed through a separate payout mechanism, we underline the belief that safe operations and sustainable practices are integral to performance excellence. This integration provides a clear line of sight between business delivery, project execution and responsible operations.

Long Term Incentive Plans (LTIPs): Beyond annual incentives, our Total Rewards architecture is

complemented by a suite of LTIPs designed to support retention, sustained performance and long term value creation. These equity linked and deferred reward mechanisms strengthen leadership continuity and employee ownership, recognising the role of critical leadership and managerial talent in driving sustained performance and future growth.

The LTIP portfolio includes Options Grants and Performance Share Units (PSUs) (equity settled), and Options Stock Appreciation Rights (SARs), PSU SARs and Deferred Compensation Plans (DCPs) (cash settled). LTIP awards are differentiated across multiple grant types, including Annual Grants for senior leadership and executive level talent, and Talent Recognition Grants (TRG) for Talent Pool members positioned in the top quadrants of the Performance-Potential grid, subject to sustained performance and business discretion. SARs are deployed for specific scenarios such as inter company movements within the group where equity settlement may not be feasible. In addition, the Deferred Compensation Plan (DCP) acts as a targeted retention lever, providing time linked deferred payouts for high impact and hard to replace talent.

The table below summarises the key LTIP details:

LTIP Type	Eligibility & Coverage	Instruments	Coverage as of 31st March 2026
ESOP Grant	+ Senior management & above - 100% eligible + Top management: 100% coverage + Senior management: ~50% coverage, based on business discretion and leadership endorsement	75% Options, 25% PSUs	152/175 (86.86%)
Talent Grant	+ Eligibility - Members from the Talent Pool (Top, Senior, Middle, and select juniors) in inverted L, of the 9-box talent grid. + Coverage - ~25%-30% of the eligible population	100% PSUs	329/1337 (25%)
Deferred Compensation Plan (DCP)	+ Eligibility - All employees of Senior, Middle, and Junior Management with 2 years performance ratings of DFP (Delivered Full Performance) and above + Maximum coverage limited to 15 % of Management cadre employees (JB 4-11) + Employees already covered under Long-Term Incentive Plan (LTIP) are not eligible for DCP.	100% cash payout	272/4232 (6.43%)

The integrated PMS, unified AIP framework and disciplined normalisation mechanisms create an environment where performance expectations are clear, outcomes are meaningfully differentiated, and accountability is deeply embedded.

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.

At Novelis, we follow a structured annual performance management process for all salaried employees, covering goal setting, mid-year and year-end reviews, followed by a performance calibration process. To enable fairness and transparency in

the evaluation process, calibration is conducted through several committees at plant, regional and global level, ensuring consistency across functions and regions.

Performance evaluation and career development reviews of employees and workers during FY 2025-26: Hindalco India Operations

Category	FY 2025-26					
	Permanent Employees					
	Hindalco India (Standalone)			Hindalco India (Subsidiaries)		
	Total	No. (B)*	% (B/A)	Total	No. (B)*	% (B/A)
Male	9,945	9,945	100%	710	710	100%
Female	1,450	1,450	100%	80	80	100%
Total	11,395	11,395	100%	790	790	100%

Category	FY 2025-26					
	Permanent Workers					
	Hindalco India (Standalone)			Hindalco India (Subsidiaries)		
	Total	No. (B)*	% (B/A)	Total	No. (B)*	% (B/A)
Male	12,181	12,181	100%	398	398	100%
Female	55	55	100%	23	23	100%
Total	12,236	12,236	100%	421	421	100%

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

Rewards and Recognition

We cultivate a strong culture of recognition and development through a wide range of employee appreciation initiatives. These include programmes such as the Chairman’s Individual and Team Awards, PRIDE Awards, Bhoomika Recognition, Manthan, and Employee Appreciation Day celebrations, with Manthan recognising employees across 13 distinct categories. Along with competitive compensation and performance linked rewards, these initiatives reinforce a merit driven culture across the organisation. Employees are also recognised at the Aditya Birla Awards for exemplifying the Group’s core values through the Values Role Model Award and the Values Torch Bearer Award.

PRIDE Champion of Champions: Excellence in Action

PRIDE Champion of Champions 2025 celebrated operational and performance excellence across teams through a competitive recognition platform supported by attractive rewards. During the year, two PRIDE cycles were conducted, resulting in around 40 winning teams, from which 11 top-performing teams progressed to the PRIDE Champion of Champions 2025. Mahan, Renukoot Cluster was recognised as the Winner, Hirakud Fabrication & Rolling Products (FRP), Downstream Cluster as the Runner-up, while Utkal, Birla Copper, and Hirakud Power and Smelter (P&S) were acknowledged as Outstanding Achievers.

We strengthen workforce stability and long-term sustainability through structured career development and succession planning. Our Group-level Succession Management Policy identifies and prepares high-potential talent for critical leadership roles across near-term (1-2 years) and mid-term (3-5 years) horizons, supporting business continuity while enabling clear career progression.

Employee Turnover

During the reporting period, the total permanent employee turnover rate for Hindalco India was 7.83%, with male turnover at 7.96% and female turnover at 6.93%. The voluntary turnover rate was 5.01% for Hindalco India operations. Among permanent workers, the turnover rate was 1.48% for males and 0.00% for females, totalling 1.47%. At Novelis, the overall employee turnover rate was 14.47%, with a voluntary rate of 5.40%.

Employee turnover during FY 2025-26: Hindalco India Operations

Employees Strength	Hindalco India (Standalone)	Hindalco India (Subsidiaries)	Total
By Gender			
Male	813	35	848
Female	99	7	106
Total	912	42	954
By Age			
<30 years	315	15	330
30-50 years	283	19	302
>50 years	314	8	322
Total	912	42	954
By Management			
Junior Management	807	37	844
Middle Management	88	4	92
Senior Management	13	1	14
Top Management	4	0	4
Total	912	42	954

Details of turnover rate of permanent employees and permanent workers: Hindalco India (Standalone)

Particulars	FY 2023-24			FY 2024-25			FY 2025-26		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	7.62%	10.43%	7.87%	7.51%	10.12%	7.79%	8.55%	7.53%	8.43%
Permanent Workers	2.62%	1.12%	2.61%	4.47%	12.50%	4.51%	1.47%	0.00%	1.47%

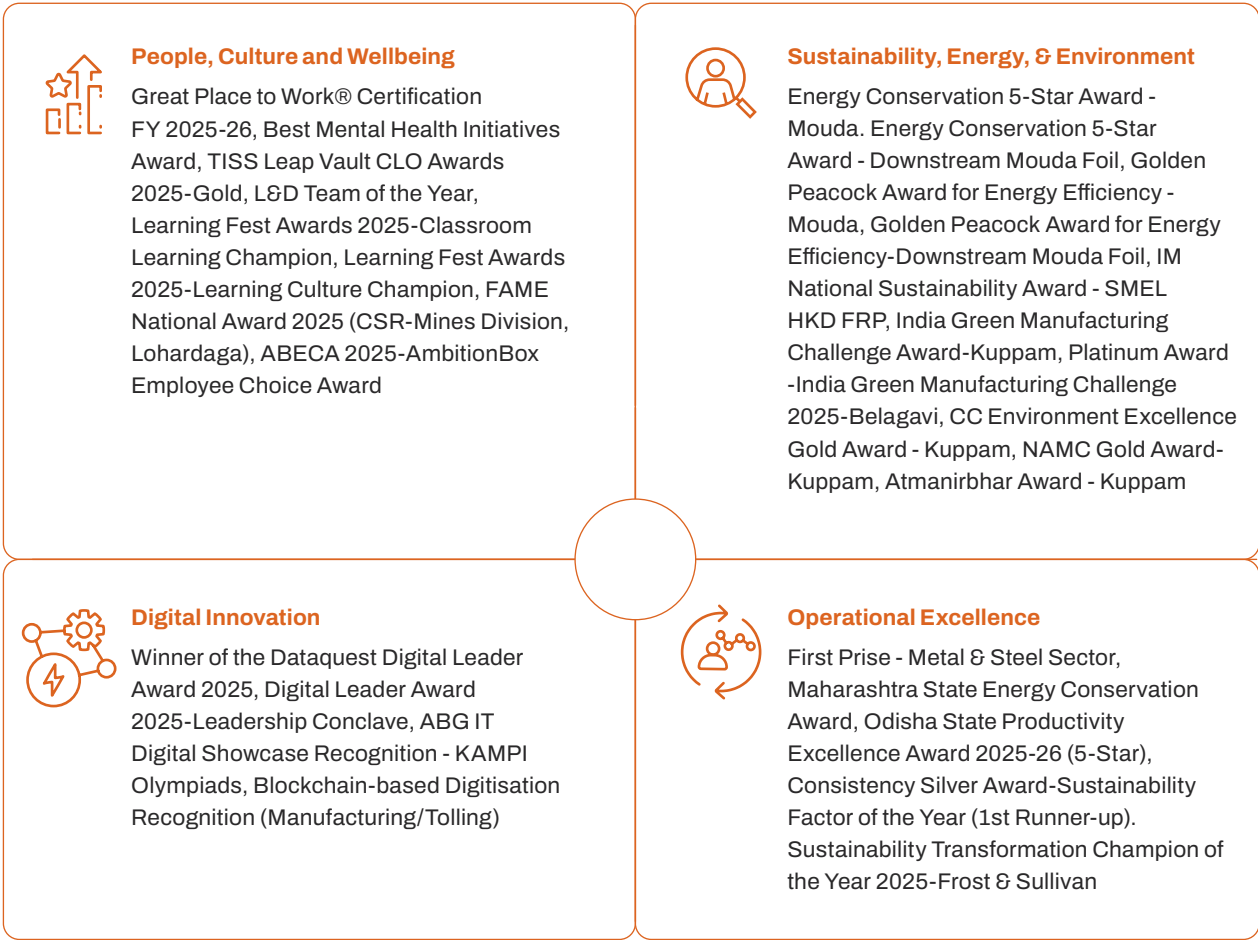
Note: Turnover rate = (No. of persons who have left the employment of the entity in the FY *100) / Average no. of persons employed in the category)



The award winners of PRIDE Champions of Champions (COC) 2025

External Recognition and Accreditations

During 2025-26, we received multiple external recognitions and accreditations across people practices, sustainability, digital innovation, and operational excellence. Details are as follows:



Ambition Box Award felicitation and celebration at Mumbai office

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
- + Recognition Platforms & Programs (Samvaad, Hriday 3.0, PRIDE, PRAISE, etc.)

Inclusion and Values

POSH and Values Capability Building

POSH Policy and Company's Values Awareness

- + POSH IC Members Training sessions
- + Values Learning Nugget
- + Wellness Chronicles/EFA Wellness Sessions
- + Values Vantage
- + PWD Inclusion Approach Note

Q1 Q2 Q3 Q4

Listening

Manager Effectiveness

Surveys and Feedbacks

- + Manager Effectiveness Nuggets
- + Team Vibes Action Plan Review
- + Vibes 2026
- + GPTW Survey

Inter Generational Dialogues

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

- + Inter-generational/gender dialogues

Employee Engagement Initiatives

Employee engagement initiatives create opportunities for employees to connect and participate. During the reporting year, we implemented a range of initiatives aimed at enhancing employee wellbeing, strengthening leadership capability, and reinforcing a shared sense of purpose across locations.

Our people connect with each other and the leadership through two-way communication channels and structured communication forums

such as townhalls, leadership connects to promote transparency and two-way dialogue, round tables, skip level meetings and wellbeing interventions covering physical, mental, and emotional health. We also strengthened employee connect through cultural, sports, and community-based activities, encouraging participation beyond the workplace and nurturing team spirit.

Samvaad sessions continue provide our employees a platform to actively participate, share insights, and engage on topics such as generational dialogue and gender-

related challenges. Focused efforts were made to recognise performance excellence and reinforce desired behaviours through structured recognition programmes such as PRAISE and PRIDE.

Internal and external engagement surveys such as VIBES, Great Place to Work (GPTW) and feedback mechanisms were leveraged to understand employee sentiment and guide targeted action plans. These surveys provided valuable insights into leadership efficacy, HR performance, and workplace satisfaction, among others. We

also foster open and two-way communication between employees and leadership through platforms such as monthly townhalls, leadership interactions, and round-table discussions.

Building a Culture of Customer Centricity through HR Connect

Initiative: It was launched to embed customer centricity as a core HR mindset by treating employees and internal stakeholders as primary customers. It focused on improving direct people connect on the shopfloor and operational areas, and aligning HR practices with accountability, result orientation and meritocracy.

It targets shopfloor employees and supervisors, leaders, new joiners, HR Business Partners and cross-functional teams. HR Connect was delivered through structured platforms such as Shopfloor Connect and Samvaad forums, daily SET, VST and DMT meetings, internal HR SET reviews, leadership-led Banyan Tree interactions, SLA-based reviews, Sanidhya Lunches, Aagman onboarding initiatives, Bhoomika celebrations and wellness programmes.

Outcome: During FY 2025-26, the initiative resulted in reduced turnaround times, improved Internal Customer Satisfaction Index (ICSI) scores at Dahej and Asoj, grievance resolution within 72 hours, and achievement of Excellency Level 1.

Highlights during the year 2025-26:

- + Witnessed 89% participation in the VIBES survey FY 2025-26 with an overall engagement score of 93% (92% in FY 2024-25 and 92% in FY 2023-24). The survey was completed by 5,326 employees, reflecting increased participation compared to 4,928 employees in 2024-25.

- + Onboarding scores improved by 5 points to 84 this year (79 previously) under the VIBES survey. Employees also reported that senior leadership is approachable, places strong emphasis on safety, and that the organisation's health and wellbeing offerings effectively meet their needs.
- + Conducted 131 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 21 roundtable discussions with participation of 138 employees and 100 townhalls with participation of 8,999 employees, supporting open discussions on organisational priorities while addressing employee queries and capturing feedback.

- + Revamped the PRAISE platform and launched in July 2025, to enable monetary and non-monetary recognition by managers and promote peer-to-peer appreciation on a company-wide forum, aligned to Shillim behaviours and outcomes.
- + Won the ABECA 2025 - AmbitionBox Employee Choice Awards, securing a 4.1 rating from 894 employee reviews, and awarded in the Large Companies category.
- + Received the Best Mental Health Initiatives Award from ASK Insights and The Times of India in New Delhi. The summit recognised organisations and individuals driving meaningful change in mental health and well-being initiatives.

Our flagship Organisation Development (OD) programme, HRiday, focuses on strengthening leadership capability and enhancing team effectiveness. During the reporting year, the programme focused on targeted interventions aligned to evolving organisational needs.

HRiday 3.0 - A Transformative Journey

Initiative: During FY 2025-26, HRiday 3.0 was conducted for line managers with a focus on developing OD skills and enabling facilitative leadership to build stronger and more connected teams.

The programme was delivered over a period of six months, and engaged 24 participants from diverse functions through an experiential learning journey. It includes combined self-exploration, application of new skills, research diagnosis and presentation of insights to senior management. It strengthens capabilities such as understanding self and role impact, sensing and sense making, and building foundations of trust and empathy to enhance collaboration and team effectiveness.

Learning methodologies included case studies, role plays, and practice-based OD processes, supported by reading material to reinforce application of learning beyond the classroom. The programme concluded with participants sharing

impact presentations with our leadership team, reflecting integration of learning and its relevance to organisational priorities.

Outcome: Participant feedback highlighted improved capability in deeper internal reflection, greater comfort with ambiguity, inclusive practices, and clearer perspectives on personal development. It reinforces HRiday's intent of nurturing inclusion, authenticity, empathy, and collaboration.

Cultural Transformation Journey

We believe culture is built through daily behaviours, everyday decisions and the experiences employees have at work. Our cultural focus is therefore on strengthening consistent ways of working across units and enabling employees to actively shape how the organisation operates on the ground.

During the reporting year, our Shillim movement continued to provide a structured, bottom-up framework for culture building. It focused on four core areas - Workplace Order

and Hygiene, Operating Discipline, Values and Behaviours, and Collaboration and Teamwork - to surface practical challenges across units. Inputs gathered through Regional Shillims were consolidated to identify common priorities, leading to convergence on six critical rituals addressing key behavioural and operational gaps. The emphasis then moved to execution, with these rituals translated into targeted SOP pilots aimed at improving clarity, discipline and ownership in day-to-day operations. These actions directly support our journey towards becoming a HPCO.

We build culture through practical experiences that employees actively engage with. Bhoomika acts as a visible platform for recognition and values in action, with over 49,000 Bhoomika cards exchanged and 311 Bhoomika boards presented across units during the year. My People Hour (MPH) enabled regular and structured conversations between managers and teams, with over 10,000 sessions conducted, strengthening feedback, alignment and ownership at the frontline. In addition, 700 decisions were devolved through formal empowerment mechanisms, supporting faster execution and shared accountability. Alongside behavioural initiatives, standardisation was extended to township projects and cadre-based learning programmes to create more consistent employee experiences. Going forward, Shillim will be integrated into the Hindalco Business System (HBS), embedding culture more deeply into our practices. Our grassroots initiatives, including Parivartan and Hobby Clubs at Renukoot, Tamrodaya in the Copper business, and UDAAN at Hirakud Power and Smelter (P&S), demonstrate how cultural transformation is embedded deeply within our people and integrated into business operations.

