

HUMAN CAPITAL

Taking Care of our People



Contribution to SDGs



Interlinkages with Material Topics and other Capitals

Material Topics

Employee Well-Being
Diversity and Inclusion
Occupational Health and Safety

Capitals Connected

Financial Capital
Intellectual Capital
Social and Relationship Capital

Alignment with Strategic Priorities

SP-2: Strong ESG Commitment

Human Capital is at the heart of our journey towards a greener, stronger and smarter future augmented through efficient and safe operations. This is the result of convergence in efforts of a strong workforce of more than 70,000 people across the globe, including the contractual workforce. Our efforts to nurture human capital are in alignment with our strategic priority of strong ESG commitment.

We are committed to instilling a culture of excellence, integrity and transparency among our employees. Our people policies, processes and practices are designed to provide an excellent work environment

which is safe, harmonious, responsive and supports the overall development of our employees. We ensure that there is no discrimination at the workplace, against any employee, on grounds of religion, race, colour, gender, age, political opinion, nationality, social origin, or disability. We are committed to foster career development by building a unique culture of collaborative working.

We have specific platforms and processes in place to listen to and understand concerns of our employees and address them appropriately. Our targeted employee engagement activities encompass relevant approaches and practices that help to keep the workforce continually

Our people form an integral part of our journey towards transformational, responsible and sustainable change. Our people policies are designed to provide an excellent work environment which is safe, conducive, harmonious and support all round development of our employees. Our transition towards a Greener, Stronger and Smarter future is augmented by our efficient and safe operations. This is the result of the convergence of the efforts of a 50,000+ strong workforce, including our contract workmen. Our efforts to nurture our Human Capital are in alignment with our ESG commitment.

HIGHLIGHTS

7%

Women in total workforce

₹8.5 CRORE

Spent on Training and development for permanent employees of Hindalco and Novelis

85%

VIBES Employee Survey Score (Employee engagement Index); 96% employees participated

431

New hires

117 E-LEARNING

events and 650+ hours Technical training

2.2 MILLION

Man hours of training

4.9%

Employee Turnover Rate



Focus Areas

Employee Well-Being and Human Rights

motivated and performing at their best. Our HR Management Framework aligns with our overall business strategy and goals. It is built on pillars like organisation design and productivity, capability building, talent and careers and is driven through our focus on Culture, Communication and Engagement. Our Values, Code of

Diversity and Inclusion

Conduct, Human Rights policies and practices empower employees to raise their voice in case of any discrimination, without any fear of retaliation.

We have adopted and are working on reinforcing a culture that nurtures innovation, creativity and diversity of our employees. Our motive is

Training and Development

to develop a spirit of excellence and provide interventions for overall professional growth of our employees. Employee Development acts as a catalyst for continuous improvement, increased engagement and breakthrough performance. We aim to continue our interventions to improve our people practices.

Occupational Health and Safety

EMPLOYEE WELL-BEING AND HUMAN RIGHTS

Our employees are our greatest assets and their well-being is of prime importance to us. We have several policies and programs in place that focus on health, safety, general well-being, medical facilities, prevention of any form of harassment at the workplace and maintaining human dignity. Our policies and procedures are regularly reviewed by our management at both the plant and corporate levels.



To bring out the best in our people, we offer an array of benefits to our direct employees that include medical insurance, residential accommodation at plants, group personal accident insurance as well as parental leaves. During the reporting period, we have provisioned ₹ 1,177 Cr. for defined benefit obligations. As per our organisational policy, all our management and staff employees are entitled for parental

leaves. All employees who availed parental leave during the previous reporting period are currently employed with us after 12 months of return to work.

At Hindalco, we respect human rights and are committed to ensuring that they are protected and governed by our human rights policy. We support the freedom of association and collective bargain of our workers. Currently, more

than 95% of the permanent blue-collar workforce and more than 67.3% of our workers are represented by various trade unions and are covered by collective bargaining agreements, whereas, the percentage of employees covered by an independent trade union or collective bargaining agreements for both our Indian operations and Novelis operations is around 64.44%.

Parameters	Male	Female	Total
Total employees who took parental leave during 2020-21	210	4	214
Total number of employees who returned to work in the reporting period after parental leave ended	210	4	214
Total number of employees who returned to work after parental leave ended and are still employed 12 months after their return to work in 2020-21	305	6	311

We have implemented a state-of-the-art Contract Labour Management System and the registration process ensures that the entire contractual workforce is above 18 years of age. Apart from that, our standard operating procedures ensure compliance with the labour laws and rights. We also have a grievance redressal process at all our locations for our employees.

Further, our risk management framework captures the risks related to human rights at respective plant locations. We have implemented the Online Compliance Tool (Rojnama) across our units. The Unit HR teams ensure that necessary compliance details are incorporated in this tool every month. An external agency audits the data and follow-ups with periodic legal compliance audits that encompass human rights and applicable labour laws. We also have a process implemented which ensures risk mitigation related to human rights. It involves maintaining a risk register pertaining to working environment, human rights, legal and occupational issues along with health and safety across all the units,

to periodically review and mitigate the risks. The risk mitigation plan takes into account risks pertaining to employees and local communities. All our units and mines follow this mitigation plan. The key risk that we have identified with respect to human rights is disruption to our operations if the demands of the project affected people and local communities are not fulfilled.

The ratio of basic salary and remuneration for women to men during the reporting period was 0.70:1 for management level employees and 0.90:1 for non-management level employees. Further, to safeguard the interest of our employees, we provide a minimum notice period of 60-90 days in case of any significant operational change.

At Hindalco, we believe awareness of human rights is necessary and towards that we took an initiative of conducting training programmes for our employees as well as our security personnel. All our security personnel are covered under the human rights training programs. This programme on business and human rights was attended by security personnel from our plants located in Aditya, Dahej, Gare Palma coal Mines, Hirakud FRP, Hirakud P and S, Mahan, Renukoot, Renusagar and Utkal. In addition to that, we also conducted one human rights programme at Mahan for our employees wherein 23 participants were trained. Our human rights training includes imparting training related to discrimination and harassment at workplace. The total training of man hours provided to security personnel and our employees is given below:

Total training man hours provided to security personnel and our employees on Human Rights

Category	Total
Total training man-hours provided to security personnel for human rights training	63
Total training man-hours with respect to human rights for employees	86.25

Community Initiatives during COVID-19

With the onset of the pandemic, there were many sections of the community including workers who were affected. With this in mind we launched various initiatives to provide basic necessities to our workforce and local communities including incentives to our contract labour.

The focus of this initiative was to proactively engage with workers and local communities to ensure safety and wellbeing during COVID-19. We made sure that contract labour are paid on time and rewarded for working during this period. As a result, there was no job loss of contract

labour on account of COVID-19. We delivered awareness programmes on the benefits of Government of India's scheme of Pradhan Mantri Garib Kalyan Yojana (PMGKY). The contract labour were rewarded with ₹ 8,000 per head per month for 3 months in addition to their monthly wages. Our committed workers were diligently involved in helping the organisation achieve its production targets for the year.

For our communities, we took several initiatives such as setting up of 51 isolation centres, 930 awareness camps in 322 villages, distribution of 3.8 lakhs of masks and 244 litres of handwash.

Along with that we conducted 1984 nos. of health checkups and carried out regular sanitisation in many villages. This was one of the ways of engaging and protecting our contract labour and communities during COVID-19.



DIVERSITY AND INCLUSION

In today's competitive business environment, obtaining diverse perspectives is greatly valued in order to address various challenges that are key to our organisation's success. A diverse workforce in terms of gender, age, regions and backgrounds adds creativity and innovation in our operations



Share of our women employees under various categories has been presented in the table. Further, our target is to increase our female share in all categories by 1% every year.

Diversity Indicator	Percentage at Hindalco	Percentage at Novelis
Share of women in total workforce (as % of total workforce)	7.00	13.50
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	7.27	21.95
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	7.41	22.80
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	2.4	15.63
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	4.56	20.63
Share of women in STEM-related positions (as % of total STEM positions)	3.75	16.43

Our latest interventions have focussed on bringing in more women to progress the diversity of the workforce along with building an inclusive culture that enables the diverse workforce to do their best at work. Being a part of the workforce, women employees are bringing significant positive changes to the business with their perspective and attention to detailing among other things. Therefore, gender diversity is one of our prime focus areas.

We increased the number of female hires from 17.24% in FY 2019-20 to 20.81% in FY 2020-21 for our India operations. Conscious and planned efforts are being made towards providing our employees with a bias-free work environment. Our Prevention of Sexual Harassment (POSH) policy ensures unbending actions are taken on any employee found guilty of sexual harassment of another fellow employee and all our employees have completed the course on POSH.

An Internal Complaint (IC) Committee has been formed across all our units and office locations, ensuring compliance with the Prevention of

Sexual Harassment of Women at Workplace (POSH) Act, 2013. All circulars released by the IC are communicated to everyone and cases are reported through the IC, portals and helplines. This year we reported and resolved two cases of sexual harassment. Additionally, an e-learning course provides relevant insights with respect to the POSH Act to all our employees.

The course is available on the 'Gyanodaya' portal and a course completion certificate is provided at the end of the session. Also, as per our organisational policy, we strictly do not differentiate between employees on the basis of their gender, colour, caste, creed, nationality, religion, race and disability. Our Hindalco People Framework showcases our interventions towards gender sensitisation through gender intelligence programs to create a safe environment for women. Our maternity leave policy further translates our intent to support employee well-being and health of women.

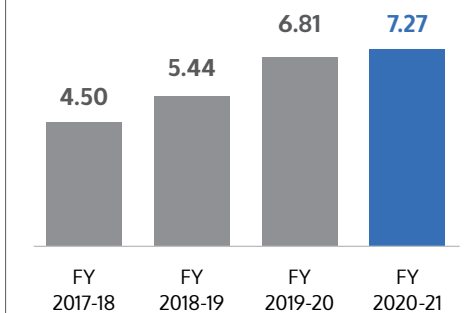
20.18%

Women hires in 2020-21 in our India operations

7%

Share of women in total workforce for our India operations

Women in Management Positions (%) (India operations)



Women at Hindalco

The changing workforce demographics with more women on our factories helps us to build inclusion through strategic learning and partnerships. In order to increase the footprint of women in the workforce, we co-created a brand name for our Gender Diversity initiatives which everyone in the organisation could relate to and "WAH or Women at Hindalco" is a well known brand within ABG and Hindalco today. WAH connotes admiration, wonder and enthusiasm. This helps us align all our initiatives and celebrate the spirit of women in Hindalco under one umbrella brand.

The WAH brand has gained momentum with time and has been lauded more broadly over social media by virtue of various interventions and our communication strategy. Few of our achievements include - Gender Intelligence programme for more than 1100+ employees, hiring of women GETs has gone up from 18% in 2018 to 40% in 2020, percentage of women managers has gone up from 3.8% in 2017 to 6.4% in 2020, overall representation of women in middle and senior roles has multiplied and we have rolled out our dual career support guidelines.

Interventions like "Soaring High" which is an eight-month long career and capability building programme integrated with mentorship programme has increased the overall representation of women in middle and senior roles. Further, our upcoming interventions like Hindalco Women Conclave part-II, launch of diversity and inclusion e-learning (Hindi and English) continue to reinforce the positive changes made by women at the workplace. Our gender diversity has been increasing by 1% every year on account of our gender focused initiatives through a co-created and well-planned roadmap.

ORGANISATION EFFECTIVENESS

In order to enrich our human capital, we have launched and implemented many organisation effectiveness (OE) interventions. Initiatives like Values month celebration every February, and Values Cafe have helped employees inculcate our values in their everyday lives.



To reshape our culture, change agents play a crucial role in developing the organisation's capacity and capabilities in keeping with the times. For example, we are running a longitudinal transformation programme titled "Parivartan #RKT2.0" at Renukoot which aims to ensure a sustainable future for the unit.

This is a comprehensive intervention involving daily management, continuous improvement, capability and culture building and value creation. Everybody from contract workmen to the Unit Head are involved in this intervention and innovative programmes like Large Scale Interactive Process have been used to involve hundreds of employees in 3 day workshops at one go. Increased

collaboration, employee involvement, rapid problem solving, continuous improvement are some of the benefits that we have already started seeing as a result of this transformation programme. We adhere to the laws and regulations pertaining to employment of local people prescribed by local law, regulations or respective local governments.

Additionally, we undertake the employee engagement survey 'Vibes' with the help of a third party agency. This survey is based on the ABG survey model, and through this survey we aim to seek inputs from our employees on various parameters such as agility and alignment, employer brand, performance culture, and manager

effectiveness. The survey is conducted periodically across all our business units. 96% of our employees participated in this survey conducted. Survey shows close engagement index is 85% which is the highest score. The outcomes of the survey concluded that most items were above the GHP norms except pay and training. It helped to gain an understanding that the business can attract the best and the people of all backgrounds can succeed. The survey also resulted in improved resourcing. The performance of the manager also remained strong.

85%
Close engagement index

Employee Strength: India Operations

The breakdown of employees for our India operations is given below. Among our employees from India, we have one expat from United States of America.

FY 2020-21			
Parameter	Aluminium and mines	Copper	Total
Total Manpower Strength (Management Staff and Workmen)	21784	1,595	23,379
Number of Management & Staff	7,362	518	7,880
Number of Management & Staff (Male)	6,843	482	7,325
Number of Management & Staff (Female)	519	36	555
Number of on-roll workmen	14,422	1,077	15,499
Number of on-roll workmen (Male)	14,331	1,072	15,403
Number of on-roll workmen (Female)	91	5	96
Number of contract workmen	23,274	6,053	29,327
Number of contract workmen (Male)	22,071	5,930	28,001
Number of contract workmen (Female)	1,203	123	1,326

Management Employees (Age wise)

Year	>50 years	30-50 years	<30 years
FY 2017-18	1,140	2,380	508
FY 2018-19	1,188	2,395	473
FY 2019-20	1,232	2,436	598
FY 2020-21	1,137	2,582	601

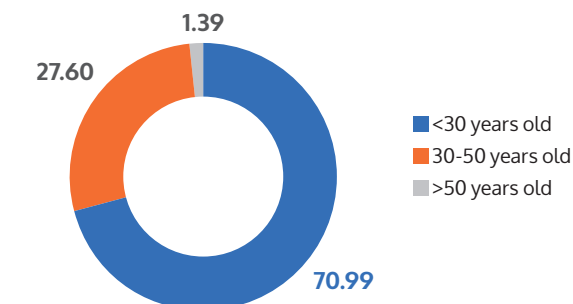
Staff Employees (Age wise)

Year	>50 years	30-50 years	<30 years
FY 2017-18	573	2,086	949
FY 2018-19	606	2,053	945
FY 2019-20	648	2,019	913
FY 2020-21	568	2,068	914

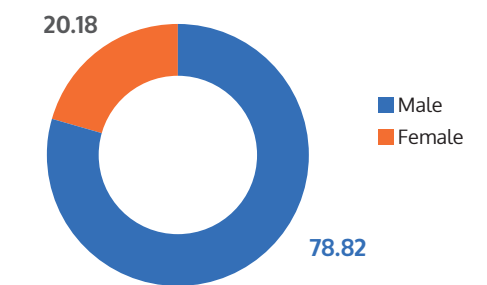
We have a total of 12,585 employees working at our Novelis operations with 10,885 male and 1,700 female employees. 6855 of these employees are in the 30-50 years age group. Further, the number of employees in the age group of less than 30 years is 1,761 and more than 50 years of age is 3,969. Our Novelis operations hired 587 employees out of which 85 were internal candidates in the reporting year. Our India operations hired 302 of 431 hires internally, breakdown of hiring with respect to age and gender has been provided below.

Age and Gender: India Operations

New Employees Hired by Age (%)



New Employees Hired by Gender (%)



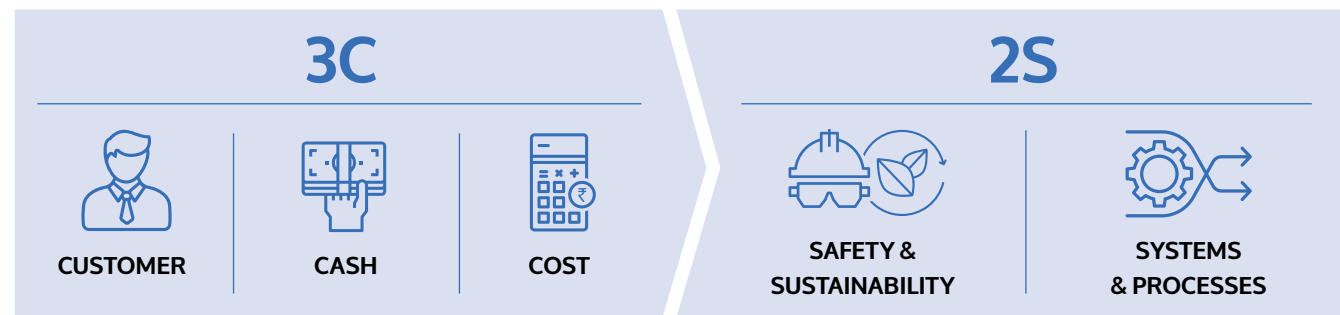
Employee Turnover Rate

The voluntary employee turnover for our India operation in the reporting year was 2.82% with details of the total employee turnover in the table below:

Employee Turnover FY 2020-21: India Operations

Total employee turnover	Aluminium and mines	Copper	Total	Rate
Total employee turnover	352	35	387	4.9%
Employee turnover – Male	320	32	352	4.8%
Employee turnover – Female	32	3	35	6.3%
Employee turnover (> 50 years old)	179	10	189	9.9%
Employee turnover (30-50 years old)	90	12	102	2.3%
Employee turnover (< 30 years old)	83	13	96	6.4%

We reported total employee turnover rate of 8.29% with voluntary employee turnover of 2.47% for our Novelis operations.



Review Framework

Our Review Framework ensures the organisational objectives and individual goals are aligned. This helps us focus on critical aspects for the overall business. The 3C + 2S framework plays a vital role in driving employee alignment and productivity across large areas of our business, such as operations, cost management, efficiencies, safety, sustainability, systems and processes.



Performance Evaluation

We have been consistently growing and want our employees to excel in their career and perform with the best of their abilities in order to be recognised for their excellence. All our employees are covered under the yearly performance review. The goal-setting process for each financial year enables the employees to align their individual goals with organisational goals. Employees' performance is reviewed and they set annual goals with their manager and their team members and also come up with a plan to achieve those goals within set timelines. This process helps employees take charge of their own performance excellence, team performance facilitation and career development.

A talent month branded as "Celebrating and Developing Fit for Future Talent" was organised for employees who are committed to the organisational goals. The individual capabilities of the employee are aligned to the role requirements based on merit. Senior leaders invest their time in forums like Talent Councils and individual discussions in order to support and provide guidance to meet the employee career aspirations. In addition to other initiatives taken on Performance Evaluation, we have modified our systems to encourage a transparent and empowering approach to granting annual salary increases based on performance and other relevant factors. We have launched PerformFIT, an online tool for rating normalisation, recommending promotions, salary corrections, in an open manner based on relevant data. We have normalisation committees at 3 levels – Unit, Cluster and Business wide. We have also introduced a real time feedback tool called PingME to capture feedback from multiple stakeholders. This tool enables a 360-degree continuous feedback throughout the year with a usage of 80% in the reporting year. Managers are able to see all feedback that an employee receives on this tool at the time of completing the annual appraisal process. We are planning to further build on performance and reward differentiation online, so that managers can take empowered decisions granting salary increases within the budget given to managers, basis data.

Employee Engagement

We try to understand the needs and issues of our employees and then address the same through targeted employee engagement initiatives that drive satisfaction, engagement and the motivation to excel. We listen to and obtain formal feedback from our employees through periodic organisation climate and manager effectiveness

surveys. Below are a few examples of initiatives targeted at enhancing employee experience, team bonding and to unleash individual and collective energies at the workplace.

Desh Mera Rangeela Competition

We organised a fun activity with all HR team members and their families at the Renukoot Cluster on the occasion of Independence Day under the leadership of the Cluster HR Head, Satish Anand along with Desh Mera Rangeela Selfie competition. Participants enjoyed themselves and had an opportunity to express their creative selves.

AWOO Campaign 2020

The annual AWOO Give Back campaign encourages employees to contribute and support young scholars in achieving their academic

dreams. During the last year, employees actively participated and supported the local 'Hope for Scholars' initiative at Renukoot with enthusiasm and ownership, and many came forward to contribute towards a better future for these scholars. This helped the unit to contribute the highest amongst all units of Hindalco to the AWOO Give Back campaign.

80%

Usage of PingME, our real-time feedback tool for employees

Jai Veeru Campaign at Renukoot



Mental well being of an employee is extremely important to deliver quality work and with this thought, we came up with the initiative of fostering friendship amongst colleagues at Renukoot. This initiative was launched with the objective of encouraging expression of joys and concerns at our workplace and to promote teamwork and enhance team performance. Emotions play a vital role in our

mental health and this initiative focused on building friendship and empowering our employees to be open with colleagues.

We announced a best friend @ work campaign (Jai and Veeru contest) at Renukoot unit wherein various stories, video clips, of friendships were shared by the employees. This campaign helped in bringing a sense of camaraderie among employees.

TRAINING AND DEVELOPMENT AT HINDALCO

At Hindalco, we believe that employees being knowledgeable, skilled and competent at their work is a driving force for our business. Thus, an important priority for us is to keep enhancing and developing our employees.



Our approach is to work on the holistic development of all our employees and develop their technical skills, functional capabilities and behavioural competencies in keeping with new developments, technologies. Our initiatives and programs provide opportunities to all employees through an appropriate mix of on-the-job training and exposure, projects, mentoring and classroom trainings to develop themselves and improve their career prospects.

Key Employee Development Programmes

We provide various kinds of training to our employees, which assist in enhancing their behavioural and technical skills. Managerial employees in our organisation get the opportunity to undergo exciting and enriching leadership development programmes at every career stage which helps in facilitating the process of learning and building the right capabilities at the right time. With the kind of situation, we

are facing right now, some of our virtual development programmes are focusing on equipping Managers to maintain our work culture and lead people and teams effectively but empathetically in a virtual and semi-virtual environment.

In FY 2020-21, we were successfully able to conduct 11 batches of the leadership programme, XSEED (Excellence in Skill Enhancement and Employee Development) and three out of five batches of Future Leaders in You (FLY),

virtually for our junior and middle Managers. We follow a segmented learning approach with different programmes for our Junior, Middle and Senior management employees. Apart from conducting these leadership programmes, our internal faculties were able to hold sessions on functional capability building in areas of HR, Finance, Procurement. In addition to this, 200 managers from our organisation have been nominated to attend behavioural programmes such as Unleash your Best offered by Gyanodaya which is the Aditya Birla Group's Corporate Training Centre.

We value our top talent and encourage them to undergo various leadership programmes and experiences. Five of our women managers are currently participating in the Gyanodaya Accelerated Leadership Programmes-Springboard. We also have the 'Step Up' programme for leaders in manufacturing sector wherein 11 managers are attending. For our Unit HR heads across the plants, we have launched a customised mentoring programme to further hone their skills.

We have a transition programme by Gyanodaya wherein individual employees and their spouses jointly participate to prepare for their life post-retirement. This programme focusses on preparing a transition plan with the help of

questionnaires, spousal feedback, experience sharing and interaction with peers and experts. In addition, we provide awareness programmes for them on topics related to health, wealth, legislation and networking.



<p>Segmented Learning Approach</p> <p>Knowledge Experience Sharing by Leaders / Young Talent</p>	<p>Capability Building Programs Virtual Classroom sessions</p>	<p>Self paced Learning</p>	<p>Emotional Well being</p>
<p>Junior</p> <p>JUMPSTART, eip</p>	<p>XSEED, FLY</p>		
<p>Middle</p> <p>LEAD IT MIDDLE, MINES 2 MARKET</p>	<p>ICF, Gmp 2.0</p>		
<p>Senior</p>	<p>next, PII Stop Session, Impactful Interactions</p>		
<p>All levels</p> <p>Reverse Mentoring</p>	<p>ADITYA BIRLA VIRTUAL CLASSROOM PROGRAMMES</p>	<p>GYANODAYA VIRTUAL CAMPUS</p>	<p>MINDFULNESS</p>

Our Approach to Building Programmes

Our HR teams design and deliver capability building programs for Leadership, Behavioural, Functional and Technical learning.

- First, we undertake Training Needs Identification (TNI) at every unit with individuals, departments and the Unit Leadership team to identify areas for development of individuals as per career level and job role along with functional and technical training needs for different departments, areas and levels
- With the application of the 70:20:10 principle, the maximum weightage is given to on-the-job training (70%) then followed by learning from others (20%) and finally classroom activities (10%)

- The data is fed into My Development Plan (MDP) for the goal-setting process of every employee which can be updated at any point of time during the year
- A planner is accordingly prepared which addresses individual and organisational requirements based on the learning needs once the MDP reports are analysed by the Unit HR and the learning and development team

The corporate teams lead the behavioural and the functional flagship leadership development programmes for our junior, middle and senior management development. All the programme enrolment and feedback are carried out online and the participant data is tracked through our Cornerstone On Demand (CSOD) platform.

Methodologies to Check Effectiveness

While providing our employees with the training and skill development programmes, it becomes necessary to measure the impact of trainings. These training programmes help the employees apply the skills and knowledge gained in their respective areas of work. This can lead to benefits such as reduced downtime, reduction in cost of production and enhanced quality of product resulting in cost savings.

At Hindalco, we have implemented the Kirkpatrick model of evaluation to check the effectiveness of trainings that we provide.

Measuring the Effectiveness of Training

Level	Process of Evaluation
L1 Evaluation: Feedback on content and trainer by the participants after the session	We take feedbacks after every unit level and corporate behavioural and technical trainings
L2 Evaluation: Post-training assessment (Applicable only for certification programmes of Hindalco Technical University)	Any participant who has attended a specific certification programme is eligible for post-training assessment. Those who score 80% or more in the assessment qualify and are awarded with a Course Completion Certificate while the others receive participation certificate only
L3 Evaluation: Change in behaviour of participants after 60 days	We take feedback from participants after 45 days and from managers after 60 days of training to check for any change in behaviour, mindset and skills. In addition, the business impact study of long-term leadership development programmes is carried out based on 360-degree pre- and post-assessment, strength locator, project charter. Further, an action learning plan is taken up by every participant
L4 Evaluation: To meet the training objective and ROI L4-A: Meeting the training objective L4-B: Calculating ROI	L4-A: We have selective programmes where training objectives are defined and are captured within 90 days, such as GET Six Sigma Programme, PMP Certification Programme and trainings for National Certification Examination for Energy Managers and Energy Auditors L4-B: HTU is measuring Return on Investment (ROI) in six months only for GET Six Sigma Green Belt Programmes

Other Training at Hindalco

Training on Sustainability

At Hindalco, sustainability is a core to achieving operational excellence through continuous improvement. Hindalco Technical University (HTU), in association with our Manufacturing Centre of Excellence (MCOE), has developed some capability-building initiatives for our employees to develop their skills in the area of sustainability that will enable them to transform our communities. Specifically, we have

developed a customised programme for our plants and mines which consists of 4 modules of 3 days each on "Sustainability - A way of life for present and future". To raise awareness, we have also initiated awareness trainings on sustainable water management in collaboration with an external organisation. In addition, we conduct trainings and programmes related to biodiversity management, air quality management by industry experts, waste management, plastic

management and e-learning programmes on different aspects of sustainability for different employees to get insights and learnings on different aspects of sustainability. The total training hours with respect to sustainability trainings has been highlighted below:

2,301.5

Training hours of Sustainability Awareness in Employees

Total Training Hours Devoted to Raising Sustainability Awareness in Employees

Aluminium and Mines		Copper		Total		Total
Classroom	e-Modules	Classroom	e-Modules	Classroom	e-Modules	
2183	24.5	93.5	0.5	2,276.5	25	2,301.5



Trainings on Risk Management

It is important for us to identify, assess and then find solutions to mitigate risks, threats or any unfortunate event in our operations that can affect our organisation in any way. We have three different trainings that we provide

related to enterprise risk management to our employees. First, during the induction by central Enterprise Risk Management (ERM) team to our unit risk committee involving department heads, senior management etc. The second kind

of training is conducted once every year for all our employees and the third one, is a module which is conducted during onboarding of new employees.

Risk Management Training Duration

Category	Aluminium and Mines	Copper	Total
Total training hours with respect to Risk Management trainings to employees	13,200 Man Hours	900 Man Hours	14,100 Man Hours

Total training of 168,443 hours was conducted at Novelis operations for our employees in the reporting year. The female employees received 12.3 hours of average training man hours whereas the male employees received 12.1 hours of average training man hours per employee.

Average Training Manhours per Employee for India Operations

Category	Aluminium and Mines			Copper			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Training man-days	92,902	1,947	94,848	4,467	98	4,565	97,368	2045	99,413
Training man-days (Management & Staff)	21,980	1,886	23,867	1,191	83	1,274	23,171	1,970	25,141
Training man-days (On-roll workmen)	70,921.4	60.4	70,981.8	3,276	15	3,291	74,197	75	74,273
Average Training hours per employee	39	26	38	24	25	24	38	25	37



Digital Learning at Hindalco

We introduced e-learning programmes at Hindalco during the COVID-19 pandemic to upgrade the skills of our employees. Many campaigns were floated to promote learning through application-based programmes, such as through the use of the Gyanodaya Virtual Campus (GVC) app.

The 14-day Quarantine Learning Challenge and e-Learning Premier League campaigns were very effective to popularise these learning platforms and enthuse participants to strengthen the learning culture through such digital platforms. The total number of employees that downloaded the GVC application were 1802.

E-learning Manhours

Category	Aluminium and Mines	Copper	Total
Total e-learning hours for management and staff employees	29,925	2,372	32,297

Hindalco Technical University

The purpose of establishing Hindalco Technical University (HTU) in November 2017 was to enhance the technical expertise and skills of our employees in line with our Purpose of "Manufacturing materials that make the world Greener, Stronger and Smarter". We are committed to fostering technical excellence in our workforce with the objective of achieving higher productivity and to be prepared to tackle all sorts of technical challenges.

Our future plans involve development of more training programmes, e-modules, video nuggets, certification programmes etc for our workforce along with courses on Aluminium and Copper Manufacturing and Engineering specially for the people associated with this industry.

During COVID-19, our team at Hindalco Technical University faced many uncertainties and challenges on ways to continue training and upgrading the skills of our employees. Our teams put in efforts to come up with e-HTU after deliberation by making use of technology to provide learning in an engaging manner.

Our segmented and customised technical training programmes are accessible to relevant employees and are designed by going through various role, technology and industry specific requirements which are finalised after consultation with our stakeholders, study of global companies and inputs from our heads of departments.

This kind of learning enabled employees to join these sessions from any location and gave opportunity to a wider range of employees to learn and gain

knowledge. In addition to this, HTU introduced initiatives to cater to the needs of various stakeholder groups on the basis of Aditya Birla Groups values of collaboration, speed and seamlessness.

At HTU, the training programmes are helping our employees develop their digital skills, gain knowledge on sustainability and adoption of new technologies. Some of the programmes focus on capability development in VAP for our downstream operations, which is the key focus area of our business strategy. We were able to bridge gaps between our units and our corporate department by collaborating with various stakeholders such as manufacturing units, digital department, maintenance department, research and development department.

HTU. Hindalco's virtual university was inaugurated on 22 November 2017. It has 5 schools catering to Mining, Refinery, Power, Smelter and Downstream. So far HTU has conducted more than 750 programmes. Some of its signature programmes are:

1. Six Sigma Green Belt Certification
2. Aluminium Value Chain
3. Project Management Professional
4. Sustainability Certification Capacity Building Program
5. Safety Capacity Building Program
6. HTU Technical Training Certification Program
7. BEE Certification Preparation Program
8. CEA Recommended Program for Power Plants



15,000+

Participations in HTU programs

HTU: Key Highlights 2020-21

- At HTU, we were able to organise 117 technical training and e-learning events virtually during FY 2020-21 delivering 650+ hours of technical training. We saw a diverse participation in our events with 15000+ employees from Hindalco and other Aditya Birla Group businesses such as UltraTech, Pulp and Fibre and Grasim.
- During these challenging times, we encouraged digital learning by developing 16 customised e-modules on GVC application. In addition, we introduced 350+ courses on safety and sustainability and recorded 11,137 sessions of completion.

- We collaborated with 25+ original equipment manufacturers for the first time to enhance our technical learning. We created a unit of internal trainer capability for HTU covering 42 trainers across mines, upstream and downstream.
- Moreover, we achieved 100% compliance on conducting all our programs through Cornerstone OnDemand (CSOD), a software system which enables us to track learning of our employees. We also developed a training programme for installation of Eternia windows which are made using Duranium to support our new business.

Our future strategy involves leveraging the power of technology and providing access to the learning platform to all the employees who wish to enhance their knowledge, skills and competencies. We also plan on introducing augmented reality and virtual reality tools to

improve learning among the employees. One of the key initiatives that we have undertaken is to develop and implement a Technical Career Path for Engineers and Subject Matter Experts (SMEs). As a manufacturing organisation, it is vital for us to develop and nurture personnel with deep technical skills in specific areas and hence we have come up with a technical career path which focusses on building specialised capabilities and recognising and rewarding people for the same. Apart from that, we have initiatives such as workmen training and supervisor skill development programmes, gamified learning platform for supervisors and workmen, JumpStart programme for Young Professionals and GETs to develop business as well as technical knowledge which is provided during the initial three years after they join the company.

Research Circle at Hindalco



Research Circle was introduced in August 2020 with an objective to share technical knowledge, innovations and research subjects like case studies, research paper. This platform is promoting research activities and at the same time serving as a bridge between researchers and practitioners.

This initiative has facilitated research activities and scientific approach to technical issues in bauxite refining, specialty alumina, Aluminium smelting, 3D printing. Our sustainability team is working in collaboration with Jawaharlal Nehru Aluminium Research Development and Design Centre (JNARDDC), Nagpur to implement the spent pot lining technology in our smelter plants. In addition, the discussion on 3D printing of additive manufacturing has resulted in a project for manufacturing of nozzles for calcination of alumina at Utkal which is ready for demonstration. All the research ideas and solutions are still under implementation.

Tech Fest and E-Summit



Our technical learning forum aims to bring our employees on the same platform to identify and promote best practices across Hindalco. This session is planned to discuss and resolve the key issues being faced across the units. HTU was able to conduct 12 Tech Fests till date. Similarly, we were able to conduct 17 Downstream E-summits during the pandemic by subject matter experts. The fests and the summits were organised virtually with a participation of 63.2% of full time employees which was 80% more compared to previous years. Cost savings of approximately ₹ 1.2 Crore were achieved with 1804 participants attending Tech Fest and 814 participants attending the Downstream E- summit.

JumpStart Six Sigma Project for GETs and Young Professionals

To develop the technical competency of our engineers and managers, we provide various specialised, general and certification programmes for our employees based on industry specific requirements. We are engaging with young professionals (GETs from 2017 and 2018 batch) to develop their technical competency on basic Aluminium and Copper manufacturing process and basic general functional topics such as systems, quality.

Learn Six Sigma is one such programme wherein every participant is asked to take up a project based on problem areas and gaps identified in our operations in consultation with senior managers and HODs. The projects once developed and analysed are then implemented in the existing processes, and gaps identified resulting in cost savings and improved efficiency of processes. Some of the projects undertaken in FY 2020-21 relating to manufacturing plant processes, which have enabled cost savings of ₹ 3.17 Crore are reduction in consumption of boiler convection bank tubes during annual overhauling of boiler, reduction in chemical treatment cost of raw water, reduction in anode effect frequency in Aditya potline and so on. Out of the 175 projects taken up by our young professionals from the GET batch of 2017 and 2018, nine have been successfully completed and the rest are under progress. Apart from this, we were able to gain trust of customers while optimising our operations.



OCCUPATIONAL HEALTH AND SAFETY

At Hindalco, we remain committed to providing a safe work environment for our employees, contractual workers, visitors and the community at large. We have adopted a three-pronged approach, which focusses on the improvement of working conditions, working environment and the protection and promotion of workers' health. Based on this approach, our Group Sustainability Cell has developed a technical standard Occupational Health and Safety Management.



Our objective of 'Zero Harm' has led us to develop a robust framework and safety across the organisation. Our occupational health and safety management system forms an integral part of this framework and covers all our employees, contractors, business associates, visitors and the community as well. In addition to that, all our manufacturing units and mines are ISO 45001 (2018) certified.

As a manufacturing organisation, it is vital for us to identify, assess and take preventive measures towards work related hazards and incidents. We have identified few high-risk activities such as arc flash from electrical switch gears, panel and molten metal splash, explosion at cast house and pot rooms based on past incidents. To protect our employees and workers, we provide

them with high level protection suits and further have installed CCTV cameras for surveillance, VEDA (Video Enabled Data Analytics) for correcting the behaviours and also for COVID protocols. We also track our progress on Behaviour-Based Safety through Enablon (a sustainability data management system).

Our Safety organisation comprises the Apex Safety Board followed by the Unit Safety Boards. Each of the units have six safety sub-committees namely Safety Standard Implementation sub-committee, Incident Investigation sub-committee, Safety Audit and Assurance sub-committee, Safety Training sub-committee, Behaviour Based Observation sub-committee and Contractor Safety Management Sub-committee which take care of various safety functions and areas. All plants and mines have adequate, competent and trained safety professionals who are at the heart of driving all our Safety programs along with concerned line Managers and under the tutelage and guidance of our Corporate Safety Cell.

Some of the key initiatives that we have undertaken towards occupational health and safety are as follows:

- During the reporting year, we introduced e-permit and provided extensive training to permit applicants, area owners and approving authorities on permit to work system as well as software.
- We introduced Serious Injuries and Fatality (SIF) standard to manage major hazards across our operations. With this standard, we now have nine technical safety standards, 4 occupational health standards and eight administrative safety standards. To meaningfully implement these, we developed 300 subject matter experts (SME) in addition to the 866 SMEs developed in the last few years.

- Due to COVID-19 restrictions, this year we conducted safety audits for all 15 manufacturing sites of Hindalco virtually using "RealWare" tool. In addition, we conducted risk reviews of all activities (51,000+) having manual interventions.
- The large and medium sized unit hospitals have been equipped with major facilities such as OPD, clinical laboratory, eye unit, minor operation theatre and manned by qualified and competent personnel.
- We conduct various awareness and health promotion activities such as diabetic hypertension screening, awareness and advice on lifestyle, bone mineral density screening, occupational health and HIV awareness for our employees and contractual workers.
- In addition, we carry out awareness sessions on breast cancer, first aid and CPR training, sterilisation camp, cataract operation camps and other related activities for the dependents of employees in our township.

Safety Trainings at Hindalco

In order to ensure safety at workplace, we conduct various safety trainings such as the compulsory three man-days safety training per year for all our employees as well as contractual workers. We focus on making the trainings relevant and practical by engaging our employees in different modules.

Our employees are trained during induction and safety is a part of the refresher course on corporate policies, standards and safe work practices for occupational hygiene hazards. The need of training is identified for each employee based on various parameters such as past incident history of section and department, safety audit findings, inputs from the safety department, new standards and guidelines rolled out by Corporate Safety Department. The standard implementation sub-committee identifies individuals who require specialised knowledge skills and facilitate trainings based on their roles.

COVID-19 brought a lot of uncertainties and to adapt to such a situation, we moved from classroom trainings to virtual or on-the-job trainings. We ensured that all the social distancing norms were followed for on-the-job trainings. During these difficult times, we also focused on arranging trainings related to mental health and well-being. Based on the psychological safety training sessions on topics needs identified, we conducted more than 60 virtual trainings on 29 topics such as emergency preparedness, work at height, scaffolding safety, electrical safety and others with the help of HTU. Additionally, the Corporate Safety Department conducted a five-day session for SMEs and members of the task forces on hazard identification using job safety analysis, risk assessment and establishing control, chemical safety, hot work and fire safety, mobile crane safety.

Safety Training for Employees

Category	Unit	Aluminium and mines	Copper
Training on Safety - Management Staff	Numbers	5,395	457
	Man-hours	145,863	16,045
Training on Safety - Permanent Workmen	Numbers	13,071	1,042
	Man-hours	361,196	26,595
Training on Safety - Contract Employees	Numbers	15,719	2,987
	Man-hours	625,821	74,313



As a part of our strategy to prevent health and safety related incidents, we have identified two focus areas which are contractor safety management (CSM) and operational discipline. CSM procedure provides support in

manpower deployment whereas the operational discipline ensures that proper measures to eliminate hazards are taken at all our units. In addition, under the serious injury and fatality prevention programme, safety alerts are

circulated across units and all the serious unsafe observations are discussed and reviewed in our monthly unit and corporate Apex Safety Board meetings. The below table highlights the work-related injuries for the reporting year.

Category	Unit	Aluminium and mines		Copper	
		Employees	Contractual workers	Employees	Contractual workers
Lost Time Accidents	Number	19	25	4	4
Recordable Injury Accidents	Number	65	42	6	7
Fatal Accidents	Number	0	1	0	1
Man-days lost	Number	582	14,097	57	6,055
Total Recordable Injury Frequency Rate (TRIFR)	Number	1.57	0.67	2.65	0.96
Lost Time Injury Frequency Rate (LTIFR)	-	0.46	0.40	1.77	0.55
Lost Time Injury Severity Rate (LTISR)	-	14.07	224.47	25.19	829.19
Total Man-hours worked	Hours	41.35 Mn*	62.80 Mn*	2.26 Mn*	7.30 Mn*

*Mn- million

We are aiming towards zero fatalities and life-threatening diseases. We regret the occurrence of two fatalities in the reporting year. However, with our robust framework for health and safety in place, we were able to reduce the fatality rate from five last year to two this year for our contractual workers. Further to that, we did not report any fatality case for our employees. Our operations at Novelis also reported zero fatalities. The recordable injuries reported for the employees at Novelis were 90 during FY 2020-21, out of which 26 resulted

in Lost time injuries. The total man-hours worked for our employees at Novelis was more than 20 million man-hours. Further, we reported 29 recordable work injuries for our contractors at Novelis. To work towards further bringing down the fatality rate we have developed a serious injury and fatality prevention programme which focusses on identifying blind spots in operational activities and taking measures to remove them by continuous monitoring.

The programme involves initiating a safety theme each month, circulating safety alerts, reviewing risk assessment of all the activities and finally developing an action plan for all the lost time injury (Cat 4) and potential lead to fatality (Cat 5). This has helped in reviewing 95% of all activities at Hindalco and sensitising the workforce.

95%

Of all activities at Hindalco are reviewed by the Fatality Prevention Plan

Health and Safety Future Goals

Short Term

10%

Improvement every year

Medium term

#1

In the manufacturing sector in Occupational Health and Safety performance

Long term

Zero

Harm to all our stakeholders



Occupational Health Services

We are ensuring quality of our working environment by carrying our Qualitative Exposure Assessment (QIEA) followed by Quantitative Exposure assessment (QnEA) to assess the exact pollutant load to which individual or group of individuals are exposed. All our mines and units at Hindalco undergo this screening to improve the occupational health monitoring. In addition, we carry out periodical medical examination for both Company employees as well as contractual workers. Any other medical check-ups are decided based on the level of pollutant to which the individual or the group is exposed.

We also have specific health standards and undertake first aid and health emergency management, HIV, tuberculosis (TB) and malaria management and have employed qualified industrial health physicians at each of our units and mines. Further, we have another standard on occupational stress management in the pipeline to help our workers and employees manage work-related stress in a better way.

To minimise the risks, we follow the occupational health risk identification and management standard to ensure

reduction of pollutants at source, reduction of exposure duration and providing appropriate personal protective equipment (PPE) for our employees. We encourage employees and workers to carry out self-assessment using a structured questionnaire for us to improve our service quality. Further, we have a non-discriminatory policy which ensures that employees affected with TB or HIV are not discriminated in any form. Moreover, this year we did not observe any work-related ill health.



Hindalco's Aluminium smelters produce metal of the highest purity

Safety Risk Assessment

The comprehensive risk assessment that we undertake for various activities help us in identifying high risk activities and mitigate them by following a structured technique called Job Safety analysis (JSA). Further, our Hazard Identification and Risk Assessment (HIRA) SMEs ensure that a comprehensive training is provided, and post training assessment carried out at the end.

We have included various platforms to report unsafe acts, conditions and practices such as safety committees at each units, suggestion and complaint boxes etc. Our contractor workmen can report the incidents at site through 'near miss and potential incident card system' or through their area supervisors. We encourage our employees and workers to raise safety concerns and approach respective area owners or department heads for any activity which can cause injury or ill health.

Water, Sanitation and Hygiene Pledge

As a part of Aditya Birla Group, we are a signatory to Safe Water, Sanitation and Hygiene (WASH) pledge movement of World Business Council for Sustainable Development (WBCSD) and all recommendations of WBCSD are implemented in letter and spirit with the aim to achieve universal access to water, sanitation and hygiene by 2050. Phase I was launched in January 2015 at 15 major units and progress was monitored through Enablon. Phase II of WASH pledge was launched in January 2018 which included additional sites taking the total count to 42 sites. Through our regular trainings, we were able to achieve a score of 1.86 at the end of December 2020 which is more than the group target of 1.8. We imparted 841 nos. of awareness campaigns and trainings which benefitted a total no. of 35,115 of employees and people under the WASH project.

Our response to COVID-19

As a responsible manufacturing company, we took various initiatives during the onslaught of COVID-19 by first forming a response plan. Our Crisis Management plan at corporate level as well as all units and mines level also ensured appropriate response to the crisis. We took care of our employees and initiated an offering of psychological safety training session. Apart from that, the temperature of all employees was monitored at the entry and entry restricted for visitors and domestic helpers. We were ensuring proper sanitisation of vulnerable locations on a daily basis.

We also arranged a 24/7 ambulance service for our township residents up to the hospital and provided health insurance for everyone including contractual workforce. Additionally, looking at health needs, we maintained a comprehensive wellness program, recognising the value of good physical as well as mental health to employees, families, and communities at each unit.

In the Line of Fire

Work related fire hazards is a big concern for our operations and to prevent such hazards we have undertaken this initiative of In line of Fire Safety in all our units.

We organised this training programme in February 2021 with an aim to identify, eliminate and reduce the intensity of damage due to any fire incidents.

In the past few years, there were a few injuries reported due to fire incidents and as a preventive measure, we took this initiative to raise awareness among our stakeholders on fire safety. With the help of this initiative, we were able to identify 10 line of fire activities per every 100 employees in each unit and further developed a mitigation plan to make our operations safer.

