

PLUGG=D IN

SUSTAINABILITY@HINDALCO



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a.1. ABOUT THIS REPORT

Sustainability in Hindalco is based on a comprehensive three pronged approach of Responsible Stewardship, Stakeholder Engagement and Future Proofing. This is the sixth sustainability report of Hindalco Industries Ltd, covering our performance in economic, environmental and social aspects between the reporting period of April 2015 and March 2016. This report outlines the methodology that we have adopted in each of these three areas and some specific outcomes that we have achieved during 2015-16.

At the beginning of the report we have highlighted performance in key areas including energy consumption, Green House Gas (GHG) emissions, water consumption, safety performance, waste generation, economic performance, and CSR expenses. We have also identified key risks from a sustainability perspective across the value chain and outlined our risk mitigation strategy.

We hope that this report will provide a comprehensive snapshot of our approach to sustainability, the progress we are making and the roadmap for the future. We would welcome any feedback from readers either on the contents of this report or the approach we are taking.

We publish our sustainability annually and all our previous reports are available online on our website <http://www.hindalco.com/sustainability/sustainability-reports>

This Report has been prepared as per the international standards of the Global Reporting Initiative (GRI) G4 Guidelines

'In accordance' - Comprehensive option for sustainability reporting and the Metals and Mining Sector Disclosure.

Report Verification by an independent assurance provider, KPMG, India, as per AA 1000 Assurance Standard 2008

The Assurance Statement is given at the end of the report





REPORT SCOPE AND BOUNDARY

The scope of the report covers all our operations in India. Novelis, a subsidiary of Hindalco Industries Limited, is excluded from the scope of this report as having differences in Materiality Issues, Novelis publishes a separate Sustainability report. To know more about the Novelis sustainability performance, please visit Novelis website: [http://www.novelis.com/en-us/Sustainability 2015 Report/index.html](http://www.novelis.com/en-us/Sustainability%202015%20Report/index.html)

Aditya Birla Minerals Limited - Australia, a subsidiary of the Company, has sold 100% of its shares in Birla Mt Gordon Pty Ltd to M/s Lighthouse Minerals Holdings Pty Ltd on 27th October, 2015. Further, Metals X Ltd, a listed company in Australia, made a takeover offer for shares of ABML. As per the offer, the Shareholders of ABML will receive A \$0.08 per share of ABML in cash and 1 share of Metals X Ltd for every 4.5 shares of ABML. The Company has accepted the said offer on 19th July, 2016 in respect of its entire shareholding of ABML. In lieu of this offer acceptance, we have not covered the performance of ABML in the scope of this report.

Transparent Disclosure Reporting Principles


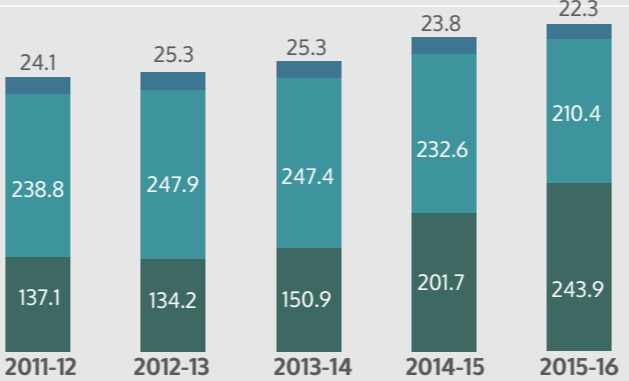
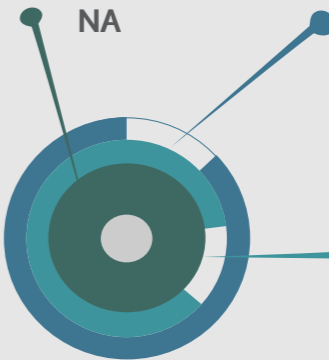

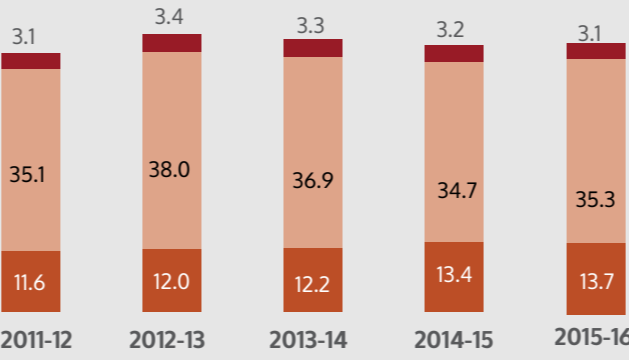
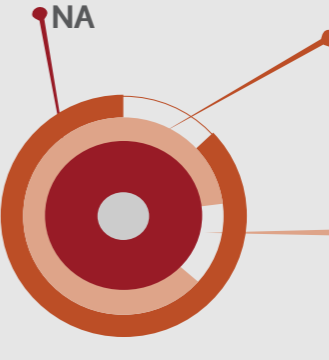

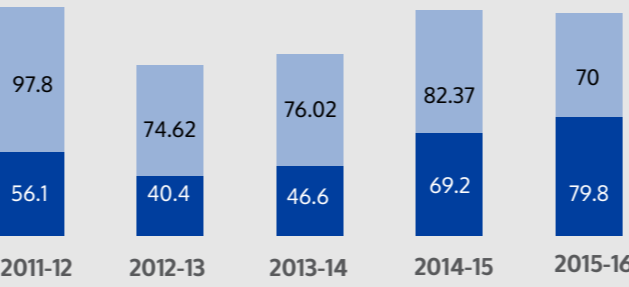
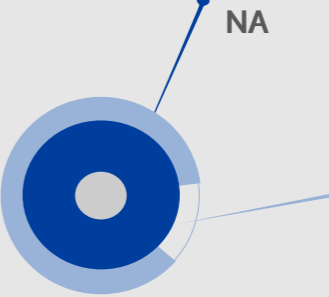

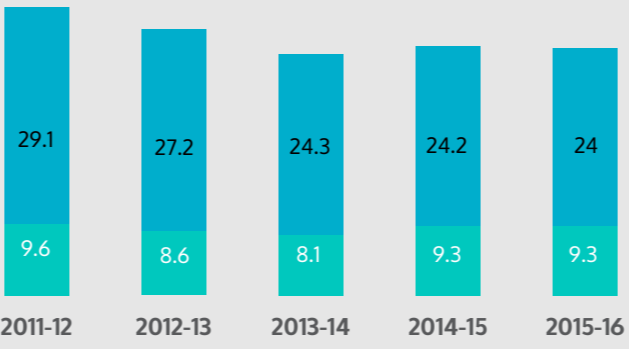
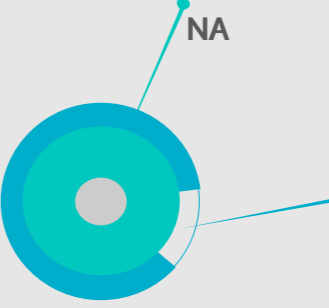
We are committed to measuring and reporting on our material, environmental and social aspects that we have deemed material to our business and our stakeholders. Our materiality assessment included analysis, identification and prioritization of issues that can pose risks to business in short term and long term. This was conducted in meetings with management, internal and external stakeholders to ensure that interests of business and stakeholders are accounted. Further, we have also made efforts to introduce sustainability context in various material issues which are highlighted in the report. The quality of the report is defined in such a manner so as to ensure that information presented to stakeholders is unbiased, comparable, accurate, reliable and understandable. The boundary applied for all the aspects is the report boundary. For supply chain related aspects, we limited our boundary to immediate suppliers and customers.


Conformance to GRI

In accordance with the Global Reporting Initiative's G4 reporting framework, we describe our approach for identifying and responding to our most material social and environmental issues within the contents of this report.

Hindalco Industries Limited acknowledges that sustainability is a learning process and we welcome all suggestions and feedback from our stakeholders, including customers, employees and suppliers. We aim to fully embed sustainability into the core of our business. We aim to continue producing an annual sustainability report to document our progress and challenges in building sustainability of our business.

Performance Highlights

	Parameter	Performance in	Target @ 2020																								
 <p>Energy Aluminium</p>	<ul style="list-style-type: none"> Total Energy Consumption - Aluminium - Mio. GJ Sp. Energy consumption GJ/MT GHG Emission, Specific, tCO₂/T 	 <table border="1"> <thead> <tr> <th>Year</th> <th>Total Energy Consumption (Mio. GJ)</th> <th>Sp. Energy consumption (GJ/MT)</th> <th>GHG Emission (tCO₂/T)</th> </tr> </thead> <tbody> <tr> <td>2011-12</td> <td>137.1</td> <td>238.8</td> <td>24.1</td> </tr> <tr> <td>2012-13</td> <td>134.2</td> <td>247.9</td> <td>25.3</td> </tr> <tr> <td>2013-14</td> <td>150.9</td> <td>247.4</td> <td>25.3</td> </tr> <tr> <td>2014-15</td> <td>201.7</td> <td>232.6</td> <td>23.8</td> </tr> <tr> <td>2015-16</td> <td>243.9</td> <td>210.4</td> <td>22.3</td> </tr> </tbody> </table>	Year	Total Energy Consumption (Mio. GJ)	Sp. Energy consumption (GJ/MT)	GHG Emission (tCO ₂ /T)	2011-12	137.1	238.8	24.1	2012-13	134.2	247.9	25.3	2013-14	150.9	247.4	25.3	2014-15	201.7	232.6	23.8	2015-16	243.9	210.4	22.3	 <ul style="list-style-type: none"> NA 15 % reduction from the base value of 2011-12 15 % reduction from the base value of 2011-12
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 Safety Company Employees	Parameter	Performance in					Target @ 2020
	Employees	2011-12	2012-13	2013-14	2014-15	2015-16	
	LTRI	---	19	24	26	27	NA
	Fatality	---	6	1	1	2	Nil
	LTIFR	---	0.52	0.47	0.47	0.52	0.2
	LTISR	---	257	131	191	257	100

 Safety Contract Workmen	Parameter	Performance in					Target @ 2020
	Employees	2011-12	2012-13	2013-14	2014-15	2015-16	
	LTRI	---	16	28	19	16	NA
	Fatality	---	3	8	4	3	Nil
	LTIFR	---	0.25	0.32	0.31	0.25	0.2
	LTISR	---	290	567	408	290	100

Waste

NHW Aluminium

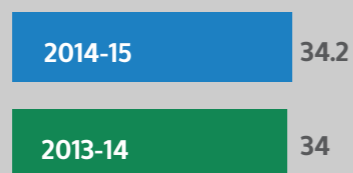
- Bauxite Waste Generation : 4459011 MT
- Bauxite Waste Utilization : 185667 MT
- % Utilization : 4.2
- Fly Ash Generation : 5789859 MT
- Fly Ash Utilization : 3539350 MT
- % Utilization : 61



NHW Copper

- Copper Slag Generation : 778008 MT
- Copper Slag Disposal : 526951 MT
- % Utilization : 68
- Fly Ash Generation : 100844 MT
- Fly Ash Utilization : 105939 MT
- % Utilization : 105
- Phosphogypsum Generation : 832282 MT
- Phosphogypsum Disposal : 532293 MT
- % Utilization : 64

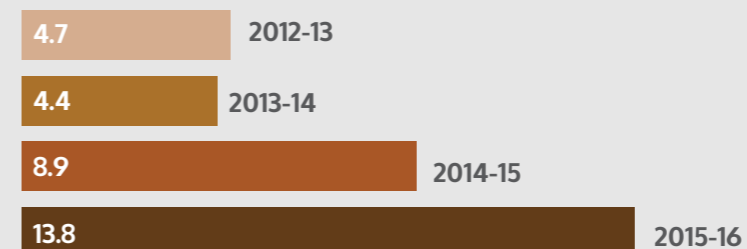
Copper Slag, Fly Ash, Phosphogypsum % Utilization



CSR Expenses ₹ Cr



Recycling



Recycling Copper Scrap %





ADITYA BIRLA GROUP



THE ADITYA BIRLA GROUP (ABG) VISION

The Aditya Birla Group endeavours to become the leading Indian conglomerate for sustainable business practices across its global operations.

“Despite yet another challenging year, we have achieved good results. This has been largely due to deft cost management, a concerted move towards on-streaming of new capacities, focus on efficiency improvement, productivity and customer centricity. Our stakeholders including our employees, our business partners, and our community have unflinchingly rallied around us. And for this, I would say a big ‘thank you’ to all of them.”

CHAIRMAN, MR KUMAR MANGALAM BIRLA

THE ADITYA BIRLA GROUP (ABG) VALUES

INTEGRITY

Performances based on professional integrity never hit a false note

COMMITMENT

Commitment to live up to your promise delivers flawless performances

PASSION

Inspiring performances come from the passion to create and innovate

SEAMLESSNESS

Seamless synergy between thoughts and actions ensures smooth performances

SPEED

From agility and speed of thought rises a performance that's ahead of its time

a.4. HINDALCO SUSTAINABILITY VISION

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

SUSTAINABILITY POLICY

We, at Hindalco Industries Limited, operating across the process chain from mining to semi-fabricated products in non-ferrous metals, will strive for excellence in sustainable processes, products and practices to create long term value for all our stakeholders, while conserving resources, protecting the environment, nurturing our people and enriching societal well-being.

To achieve this, we shall:

Continue to have a strong Governance Structure.

1. Comply with all applicable legislations, regulations and codes of practices.
2. Integrate Sustainability considerations into all our business decisions.
3. Seek to minimise the impact on Environment and Society, by reduction in our carbon footprint and by conservation of key resources, while operating our business.
4. Promote the principles of waste prevention, reduction, reuse, recycling and recovery to minimise waste generation and strengthen the practices for management of wastes.
5. Continue to improve health and safety of the workforce and establish Zero Harm culture within our businesses.
6. Involve our local communities and stakeholders and engage with them to ensure that any impacts are identified and managed effectively.
7. Strive to deliver products and services which have low environmental impact across their life cycle.

This policy shall be made available to all employees, suppliers, customers, community and other stakeholders, as appropriate.

19th November 2016



Satish Pai
Managing Director

a.5. FROM THE DESK OF THE MANAGING DIRECTOR*

Dear Stakeholder,

It is with great pleasure that I present to you the sixth Sustainability Report of Hindalco titled 'Plugged In – Sustainability at Hindalco'. The title theme is aligned to our commitment of achieving sustainable operations by 2017. In these six years of sustainability reporting, we have learnt immensely and endeavoured to improve our measurement processes as well as increase the levels of our disclosures.

The report is structured in line with GRI G4 guidelines, highlighting our sustainability performance in all aspects of material, economic, environmental and social. It covers our best practices in governance and management processes, and stakeholder engagement. It highlights our progress and key steps taken towards making the business resilient to address the evolving sustainability risks. For ease of readability, the report is divided in broad areas of Stakeholder Engagement, Responsible Stewardship and Future Proofing.

Stakeholder Value – Plugged in

The company crossed several milestones in production during the reporting period of 2015-16. Aluminium and alumina production was the highest ever achieved at 1.1 million tons and 2.7 million tons respectively. The shipments of flat rolled products were at a record high, as was the Copper production at a record level of 388 KT. The reporting period also saw our three Greenfield projects – Mahan Aluminium, Aditya Aluminium and Utkal Alumina ramped up to their full capacity. Utkal, in fact, has positioned itself in the lowest decile on the global alumina cost curve on the back of very efficient logistics in a remote terrain and robust operational performance.

Despite sharply lower aluminium and copper LME, the Consolidated Revenues of Hindalco once again crossed ₹1 lakh crore mark.



Metals X Ltd, a listed company in Australia, made a takeover offer for shares of ABML. As per the offer, the Shareholders of ABML will receive A\$ 0.08 per share of ABML in cash and 1 share of Metals X Ltd for every 4.5 shares of ABML. The Company has accepted the said offer on 19th July, 2016 in respect of its entire shareholding of ABML.

The Aditya Birla Group is among the most preferred employers in India. Hindalco imbibes the world class HR Practices of the Group and all employees have

**Managing Director, w.e.f. 1st August, 2016)*

opportunities to fulfil their professional and personal aspirations. The company manages a pool of around 24,100 talented people in India and around 11,000 people outside India, with well laid down HR Processes like talent management, employee engagement, performance management, rewards and recognition etc.

By virtue of being the major aluminium and copper producer in India, we have a strong commitment towards product development and have developed several pioneering applications in the Indian context. Accordingly, our supply chain, marketing teams and research & development initiatives are geared to understand partner's expectations, build awareness and capacity to develop and augment collaborative platforms.

The key objective of Hindalco's CSR strategy is to build a better, sustainable way of life for the weaker sections of society and raise the country's Human Development Index. At Hindalco, community engagement imbibes the Birla culture of caring and giving and impacts the lives of mainly rural population of nearly 11.19 lakhs, spread over 672 villages and 33 urban slums. Our total spend on community development, during the reporting period was INR 32 crore. In addition, our indirect economic impact includes the multiplier effect of our operations across the value chain.

Responsible Stewardship - Plugged in

We continue to maintain our thrust on inclusive growth as we believe in triple bottom line accounting and trusteeship management concept. Hindalco follows a holistic approach to address the multi-dimensional facets of resource sustainability throughout the value chain. Recognising the limited availability of resources and impacts of resource extraction, we follow the strategy to have a good mix of captive sources as well

as long-term sourcing arrangement based on long term cost and sustainability parameters.

With a focus on sustainable operations, we aim to minimise the environmental impact through improving our operational efficiencies, adoption of technological advances that are important for efficient use of raw materials. With identification of sustainability risks, the sustainability efforts comprise energy optimization, water conservation, social forestry, recycling of waste generated and safety amongst others.

Hindalco has implemented various initiatives to reduce energy and water consumption. Our investments, research and development efforts are aimed at electricity and water conservation and a significant investment in new technologies has gone into reducing specific consumption of power. We have diligently acted by setting up zero discharge systems, water harvesting, recharging the ground water, etc. We aim to augment this by adopting improved approaches of integrated water resource stewardship. This has resulted in 15 % reduction in Specific Water consumption in Aluminium Sector over last year. In copper production, we achieved 17.5% reduction in Specific Water consumption.

Our Energy policy targets to improve energy efficiency through various measures while benchmarking our performance with global peers. Our energy efficiency and renewable energy efforts are aligned with Perform-Achieve-Trade and Renewable Purchase Obligation regulation/mechanism of the Government of India. We achieved 12.4% reduction in Specific Energy consumption and 9.2% reduction in GHG emissions in the Aluminium Sector over last year.

Several projects on "Value from Waste" and "Emission Control through technological innovation" has resulted in re-use of Wastes and improvement in quality of emission from our process. In the copper sector, we have

achieved recycling of 13.8% over last year, with utilisation of fly ash as high as 97%.

Safety at workplace is of utmost importance to us at Hindalco, our goal is to establish a Zero Harm culture within our business, and to achieve it we have adopted the best global safety management standards and systems available. However, despite our best efforts in reducing fatalities, in the year 2015-16, we had five fatal accidents, including loss of life of 3 contract operatives. The accidents were investigated and mechanisms put in place to ensure that the accidents do not occur again. Most of the causes were found to be related to road accidents and permit to work.

Future Proofing – Plugging in

At Hindalco, future proofing is the third pillar of sustainability framework and we have identified Climate Change, Water Security, Raw Materials & Waste Management, Product Development and Regulatory Risks as the potential risks to this framework. Our response to address these risks constitutes our way forward to future proofing our business. We realize that our ability to respond to these risks and the nature of our response will enable us to harness hidden and new opportunities. A few such examples are our thrust on renewable energy, focus on increasing recycled aluminium and contribution to weight reduction initiatives in automobiles and other transportation segments, waste to wealth initiatives. These not only help us in decreasing the carbon foot print but also present new opportunities.

This report highlights our approach, our commitment and discusses the objective framework that we have deployed to ensure long term sustainability of our business. This journey of sustainable operations and towards future proofing the business is long and arduous, one that requires the continuous support of our stakeholders to reach our goals.



a.6. ABOUT HINDALCO

Hindalco Industries Ltd, is the metals flagship company of the Indian conglomerate Aditya Birla Group, and an industry leader in aluminium and copper. Hindalco Industries Limited is publicly traded company listed in the Bombay Stock Exchange, the National Stock Exchange of India Ltd and Luxembourg Stock Exchange. Novelis – a 100% subsidiary of Hindalco, is a privately held company.

Crowning Successes of Hindalco

The largest aluminium rolling company in the world

Among the top five aluminium producers of the world

USD 17 billion non-ferrous metals major with presence in five continents.

Primary Aluminium and Copper registered on the London Metal Exchange

The largest vertically integrated aluminium company in India.

Hindalco's copper smelter is amongst the largest single location custom smelter globally

Largest recycler of aluminium scraps globally

Awards in Exports, Quality, Design and Innovation

Utkal Alumina is now positioned itself in the lowest decile on the global alumina cost curve.

Our Aluminium Operations

- **Mining**
 - Bauxite mining and Coal Mining
 - Alumina Refining
- **Aluminium smelting**
- **Downstream processes and products**
 - Rolling
 - Extrusions
 - Foils
 - Recycling
- **Captive power plants**

Our Copper Operations

- **Copper Cathodes**
- **Continuously cast copper rods**
- **Precious metals recovery**
- **Other byproducts utilised in the production of fertilizers**

Hindalco's products are used in several industries ranging from automobiles to packaging and pharmaceuticals. Hindalco products and applications cater to numerous markets and provide for all industrial and commercial requirements like:



Aluminium

- Automotive and transport
- Building and construction
- Defence
- Electricals and electronics
- Industrial applications
- Pharmaceuticals and packaging
- White Goods

Copper

- Agrochemicals
- Automotive and transport
- Consumer durables
- Electrical equipment
- Railways
- Wire and cable industry

Chemicals

- Ceramics
- Refractories



CENTERS OF INNOVATIONS – OUR TECHNOLOGICAL CENTRES



Hindalco invests in innovation for ensuring sustainability and to develop efficient solutions to issues faced by the non-ferrous metal sector. We operate two Hindalco Innovation Centres (HIC):

- HIC Alumina at Belagavi: R&D of bauxite, alumina and specialty alumina products
- HIC SemiFab at Taloja, near Mumbai: R & D of aluminium fabricated products





R & D Activities

Raw material quality

Cost effective management of waste generated during processing

Recovery of value from byproduct & waste products

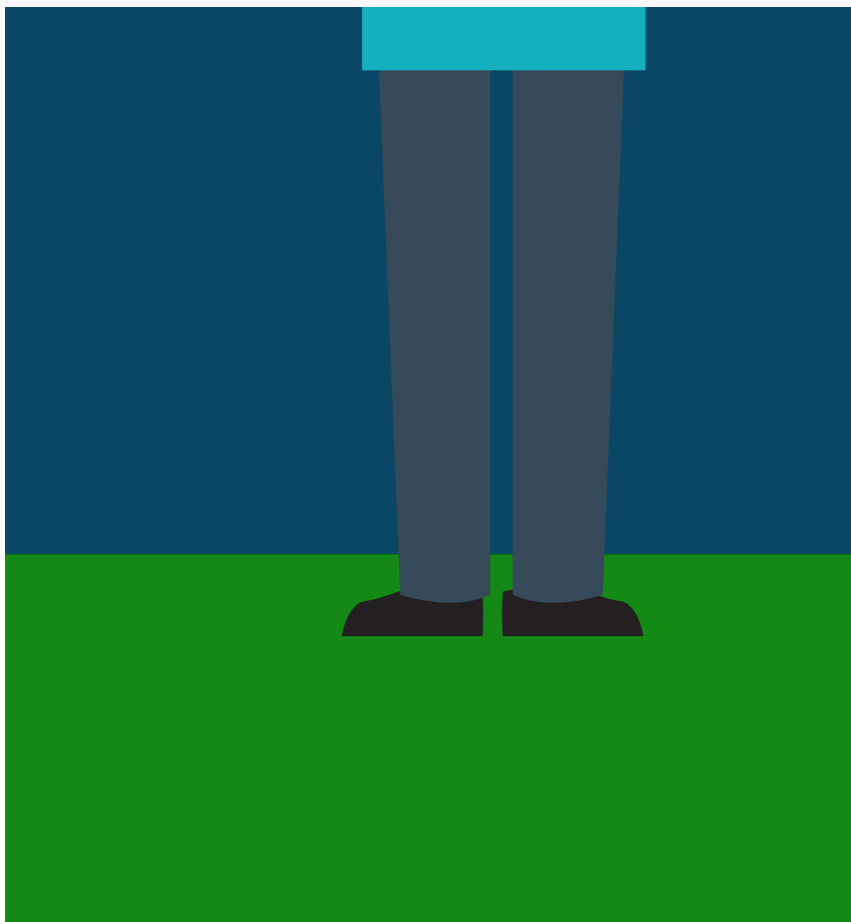
Developing better understanding of the science of processes

Reducing the specific energy consumption & GHG emissions

Specific programs have also been initiated to foster better understanding of the requirement of existing and prospective customers, and to provide a better service through application development, so as to increase the company's market share in the chosen market space.

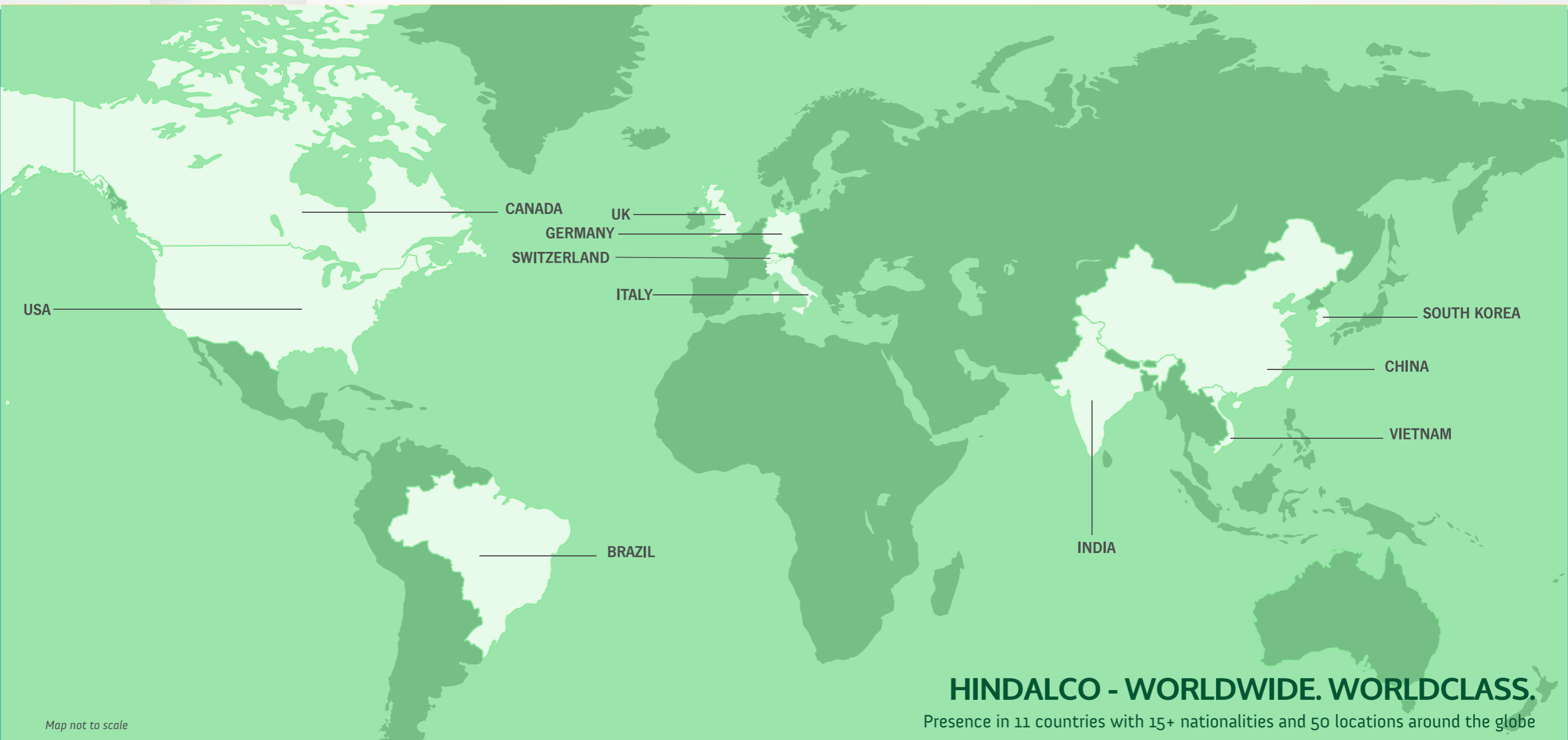
Hindalco, India – Aluminium

Hindalco, India – Copper



Business Category	Installed Capacity	Performance in 2015-16	Path to Sustainability
Alumina	3.0 Million MT	2.7 Million MT	Value-added special products
Aluminium Metal (Primary)	1326 Kilo MT	1.1 Million MT	Strengthening value added special products
Captive Power Generation	3009 MW		Self-reliant and effective power generation
Flat Rolled Products	380 Kilo MT	256 Kilo MT	Creating sustainable supply chain
Aluminium Extrusions	44 Kilo MT	42.6 Kilo MT	Fulfilling customer demand
Aluminium Foils and Converted Products	18 Kilo MT		Provide packaging solution

Business Category	Installed Capacity	Performance in 2014-15	Path to Sustainability
Copper Cathode	142.2KT	Copper Cathode : 385.59 kT Copper Cast Rods : 150.58 kT	Value added Products Waste to Wealth
Sulphuric Acid	1670KT	Sulphuric Acid 1167.84 kT	
Phosphoric Acid	180KT	Phosphoric Acid 104.94kT	
Fertilizers (DAP And Complexes)	400KT	DAP-298.84 kT	



CANADA: Cold Rolling • Finishing

USA: Global Research & Technology Centre • Global Research & Technology Network
• Recycling • Casting • Hot Rolling • Cold Rolling • Finishing • Coating

BRAZIL: Recycling • Casting • Hot Rolling • Cold Rolling • Finishing • Coating

GERMANY: Global Research & Technology Network • Recycling • Casting • Hot Rolling
• Cold Rolling • Finishing • Coating • Converting

UK: Recycling • Finishing

SWITZERLAND: Global Research & Technology Network • Casting • Hot Rolling
• Cold Rolling • Finishing

ITALY: Recycling • Continuous Casting • Cold Rolling • Finishing

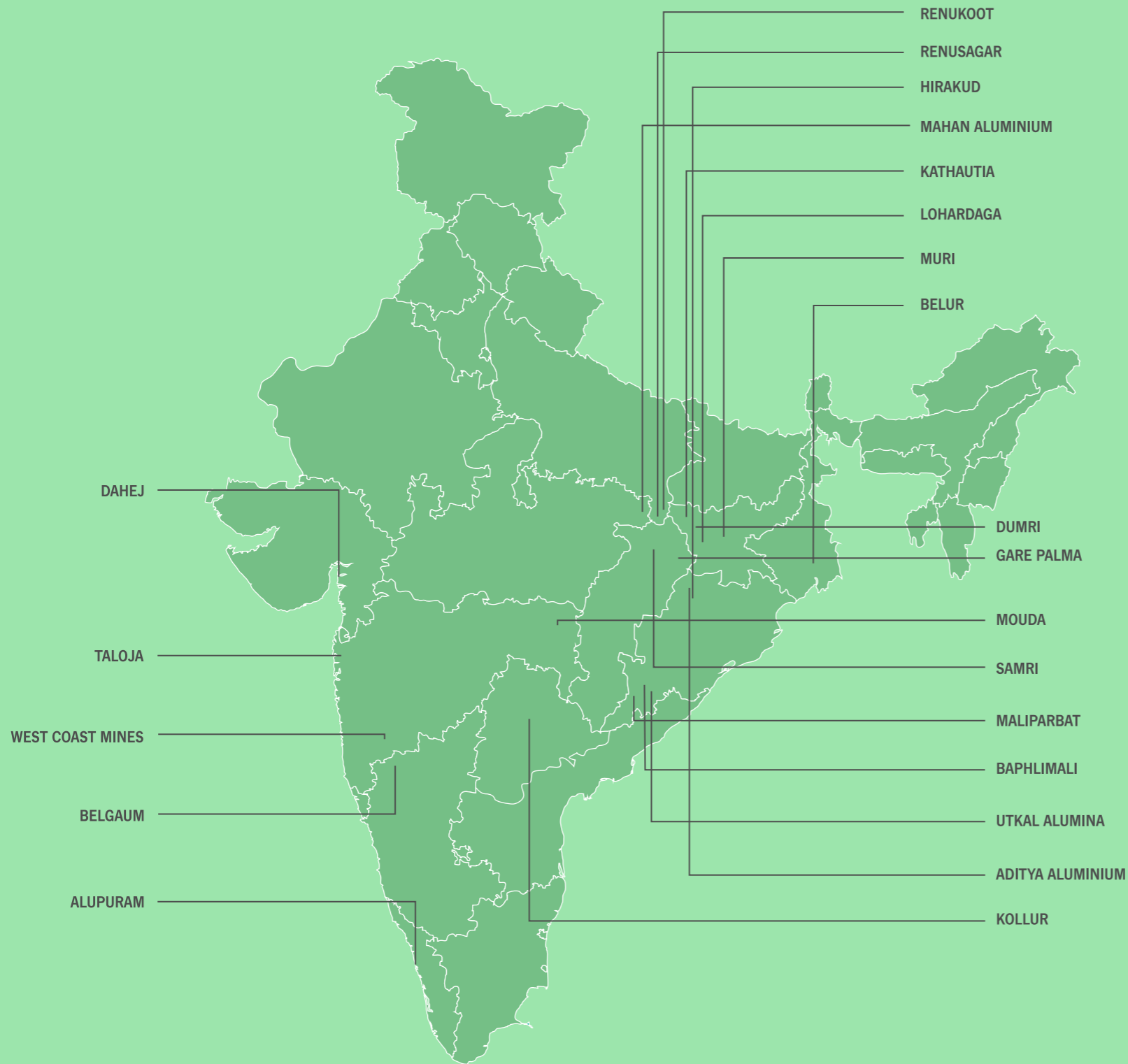
CHINA: Finishing

SOUTH KOREA: Global Research & Technology Network
• Recycling • Casting • Hot Rolling • Cold Rolling • Finishing

VIETNAM: Recycling

INDIA: Innovation Centre • Bauxite Mines • Coal Mines • Integrated Aluminium Complex
• Aluminium Smelter • Power Plant • Alumina Refinery • Aluminium Flat Rolled Products Plant
• Aluminium Foil Plant • Aluminium Extrusions Plant • Integrated Copper Complex

In India



LOCATIONS OF HINDALCO OPERATIONS IN INDIA

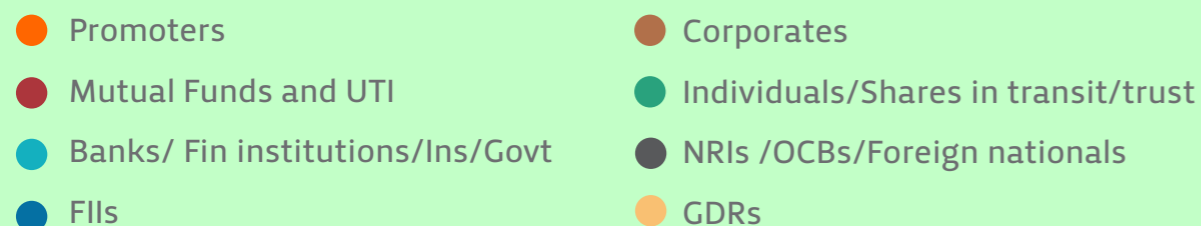
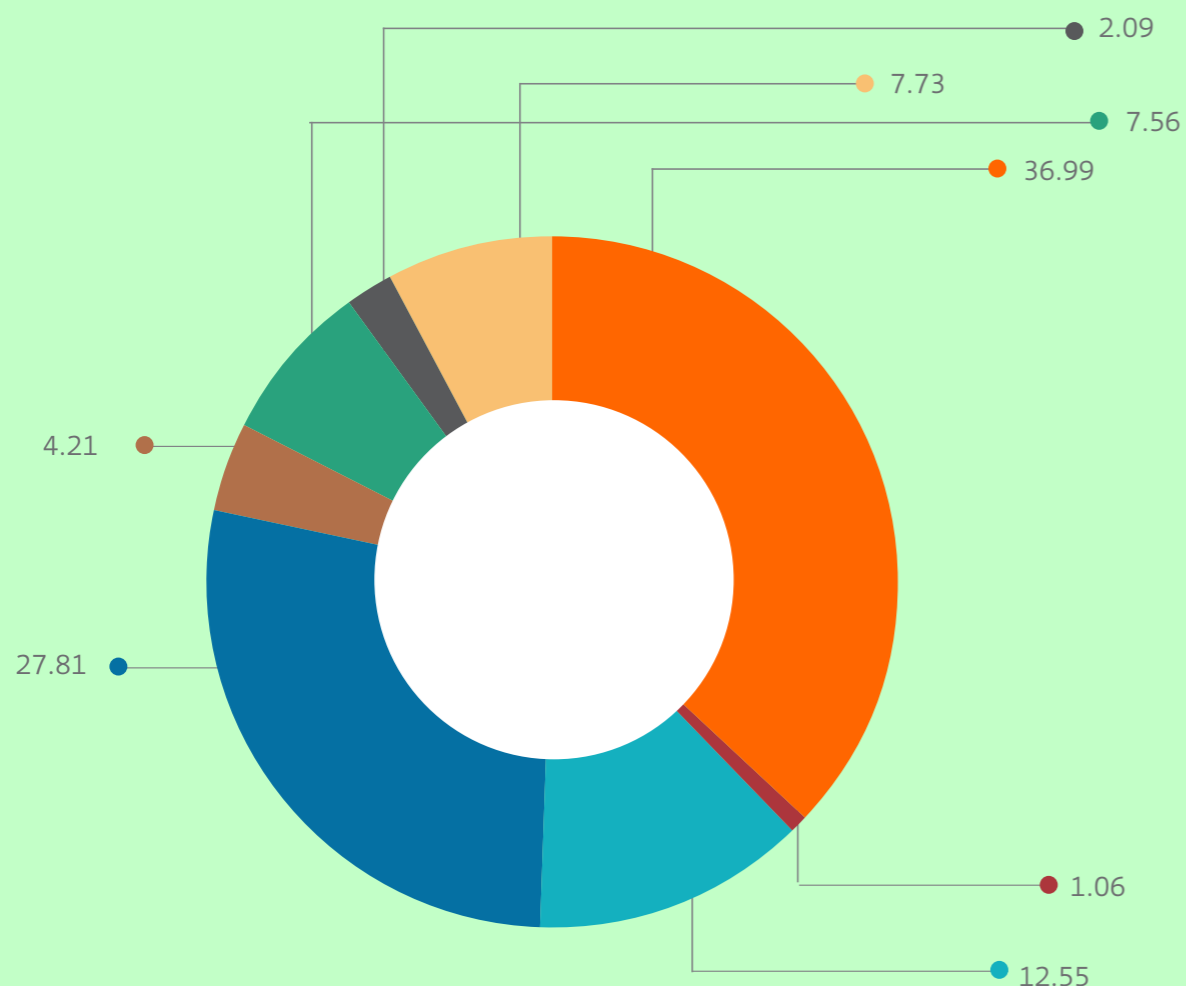
Lohardaga	Bauxite Mines
Samri	Bauxite Mines
Maliparbat	Bauxite Mines
Baphlimali	Bauxite Mines
West Coast Mines	Bauxite Mines
Gare Palma	Coal Mines
Kathautia	Coal Mines
Dumri	Coal Mines
Renukoot	Integrated Aluminium Complex
Muri	Alumina Refinery
Utkal Alumina	Alumina Refinery
Belgaum	Alumina Refinery & Innovation Centre
Mahan Aluminium	Aluminium Smelter • Power Plant
Aditya Aluminium	Aluminium Smelter • Power Plant
Hirakud	Aluminium Smelter • Power Plant • Aluminium Flat Rolled Products
Renusagar	Power Plant
Taloja	Aluminium Flat Rolled Products • Innovation Centre
Belur	Aluminium Flat Rolled Products
Mouda	Aluminium Flat Rolled Product * Foil Products
Kollur	Aluminium Foil Products
Alupuram	Aluminium Extrusions
Dahej	Integrated Copper Complex

LOCATION OF HINDALCO HEADQUARTERS

Corporate Office:
Hindalco Industries Limited
Aditya Birla Centre
S. K. Ahire Marg
Worli, Mumbai 400 030
Tel: 91-22-6652 5000

Map not to scale

Shareholding Pattern



BOARD OF DIRECTORS AND KEY EXECUTIVES

BOARD OF DIRECTORS

NON-EXECUTIVE DIRECTORS

Mr Kumar Mangalam Birla,
Chairman

Mrs Rajashree Birla
Mr Madhukar Manilal Bhagat
Mr Kailash Nath Bhandari
Mr Askaran Agarwala
Mr Yazdi Dandiwala
Mr Ram Charan
Mr Jagdish Khattar
Mr Girish Dave
 (w.e.f. 28th May, 2016)

EXECUTIVE DIRECTORS

Mr Debnarayan Bhattacharya
Managing Director
(Non-Executive Vice-Chairman,
w.e.f. 1st August, 2016)

Mr Satish Pai
Deputy Managing Director
(Managing Director
w.e.f. 1st August, 2016)

Mr Praveen Kumar Maheshwari
CFO (Whole-time Director
w.e.f. 28th May, 2016)

COMPANY SECRETARY

Mr Anil Malik
President

CORPORATES

Mr Bharat Bhushan Jha
Senior President
(Corporate Projects & Procurement)

Mr Samik Basu
Chief Human Resource Officer

BUSINESS/UNIT HEADS

Mr Jagdish Chandra Laddha
Group Executive President
Head - Copper Business

Mr Devotosh K Das
Chief Marketing Officer (Aluminium)

Mr Sanjay Sehgal
President (Chemicals)

Mr Satish Jajoo
Chief Operating Officer
(Renukoot, Renusagar and Mahan Units)

Mr B. Arun Kumar
President (Operations)

SUBSIDIARIES

Utkal Alumina International Limited
Mr Vijay Sapra
President

OPERATIONAL HIGHLIGHTS OF 2015-16

Of the four coal blocks won in the coal auction, two mines i.e. Gare Palma IV/4 and IV/5 have started producing coal giving us the security with regard to long term coal sourcing

The reporting period saw the ramping up to full capacity of our three Greenfield projects – the smelters of Mahan Aluminium, Aditya Aluminium and Utkal Alumina refinery

Utkal Alumina has positioned itself in the lowest decile on the global alumina cost curve on the back of very efficient logistics in a remote terrain and robust operational performance

Aluminium and alumina achieved the highest ever production at 1.1 million tons and 2.7 million tons respectively

Hindalco achieved the highest ever shipments of flat rolled products

Copper Business increased its output to highest ever volumes of 388,000 MT



PLUGGED-IN.



SUSTAINABILITY @ HINDALCO

At Hindalco, sustainability is not just an integral part of our business; we believe it is the way to do business. Sustainability is 'plugged-in' in to all our business decisions, our business frameworks and all our operations. Our vision is to be a leading metals company for sustainable operations by 2017.

Our approach to sustainability is aligned with ABG sustainability framework:

Responsible Stewardship

Taking care of all the Risks associated with our business today, particularly win-win opportunities

Stakeholder Engagement

Engaging with our Key Stakeholder Groups to identify material issues which will affect us or for which we can help

Future-proofing

To create and share Financial and Non-Financial Value material to our different Stakeholder Groups

As a global metals powerhouse, one of the critical factors to success in business, is sustained access and availability of resources. With the increasing demand and consumption of metals, Hindalco recognises the challenges of limited availability of resources and the impacts of resource extraction. Aiming to lead by example, we follow a holistic approach to address the multi-dimensional facets of resource sustainability throughout the value chain.



OUR KEY SUSTAINABILITY CHALLENGES



We are working towards incorporating a sustainability framework to measure and mitigate the impacts of our operations. We have identified climate change, water, raw material and regulatory risks as key sustainability challenges and actions have been implemented to mitigate the impacts of these key challenges as a part of the overall risk management plan.

Mitigation Action Plans for sustainable operations



Energy optimisation

- Through Energy conservation initiatives
- Adopting green, energy efficient products and renewable sources of energy



Water conservation

- Initiatives to optimise and reduce the consumption of water continually



Recycling of waste generated

- Value from Waste program



Safety

- Zero harm



Sustainable Mining practices

- To minimise environmental and social impacts



Optimising use of raw materials

- Through increasing operational efficiencies and technological advances

As a leading global metals powerhouse, we adopt the best of standards and business excellence model. Most of our units have the Integrated Management System with certifications in Quality Management (QMS) - ISO 9001, Environment Management System (EMS) – ISO 14001 and Occupational Health & Safety Systems - OHSAS 1800. IMS has been initiated at Aditya Aluminium, Mahan Aluminium and Hirakud FRP, during the project stage itself.

MONITORING AND EVALUATION OF SUSTAINABILITY INITIATIVES

The board of Hindalco assesses risks and opportunities arising out of imperatives to sustainable development and provides directions to manage such risks and opportunities. The Corporate Sustainability Committee oversees formulation and implementation of sustainability strategy and policies and periodically reviews the sustainability performance of the Company.

Sustainability Committee

The Committee, chaired by an Executive Director, directs and reviews sustainability including disclosures, stakeholder concerns, reports to the Board as appropriate.

Unit Level Teams

The Unit level teams coordinate the sustainability initiatives

Plants	QMS	EMS	OHSAS
Operating Plants			
Alupuram	√	√	√
Belur	√	√	√
Belgaum	√	√	√
Muri	√	√	√
Taloja	√	√	√
Dahej	√	√	√
Hirakud Power	√	√	√
Hirakud Smelter	√	√	√
Renukoot	√	√	√
Renusagar	√	√	√
Mouda	√	√	To be implemented by 2017
Projects			
Mahan Aluminium	√	√	To be implemented by 2017
Aditya Aluminium	√	√	To be implemented by 2017
Hirakud FRP	√	√	To be implemented by 2017
Utkal	To be implemented by 2017	To be implemented by 2017	To be implemented by 2017

STAKEHOLDER ENGAGEMENT

Stakeholder Engagement is one of the three pillars of the ABG sustainability framework, which we adhere to. As a global company, stakeholder participation is essential to achieving our Sustainability Vision. We seek to engage with our stakeholders through both formal and day to day interactions to take cognizance of their concerns and discuss local short-term issues with them. Through a more formalised and research-based

mode, we engage with stakeholders to evaluate changing trends and external forces that may cause business disruptions. Stakeholder concerns and identified material issues are addressed and the knowledge gathered from the engagement is further used to actively seek ways to create and share value with each of our stakeholders.

During this reporting period, we have determined the sustainability aspects that are material to us and our stakeholders, related to Indian operations. We have put in place a plan to address all such identified issues.

Stakeholder Group	Concerns	Engagement Platform
Customers	Timely Delivery Quality Pricing Post-sales Support Product related certifications EHS Management Systems	Customer feedback Customer Satisfaction Survey Phone calls, Emails and Meetings Signed Contracts Exhibitions, Events Customer Visits Websites
Employees & Labour Unions	Fair wages and Rewards Work life Balance Training & Skill development Career Growth Occupational Health and Safety Job Security Transparent Communication	Emails and Meetings Intranet Portals Employee Satisfaction Surveys Training Program Performance appraisal reviews Grievance Redressal Mechanisms
Suppliers	Timely Payment Continuity of orders Capacity Building Transparency	Emails and Meetings Vendor Assessment & Review Supplier Audits Signed Contracts Training Workshops and Seminars Social Gatherings
Communities	Local Employment Environmental pollution control Infrastructure development Training & Livelihood programs Participation in social services	Training & Workshops Regular Meetings Need Assessment & Satisfaction Surveys CSR Reports
Investors & Shareholders	Sustainable Growth & Returns Risk Management Corporate Governance Market Share Operational Performance	Board Meetings Annual Reports Website
Governments & Regulatory Bodies	Tax and Royalties Compliance to laws & regulations Employment Pollution Prevention Local Economy Growth	Annual Reports Communication with regulatory bodies Formal Dialogues
Media	Community Relations	Social Media Press Releases Interviews Website
Industry Associations	Regulations, compliance with Industry Standards	Meetings, as per need

MATERIAL ASPECTS FOR THE BUSINESS AND STAKEHOLDERS

We have mapped the concerns articulated above to sustainability aspects of GRI G4. We have not applied any limitations on aspect boundaries, inside and/or outside the organization, except that our supply chains are limited to entities from which we procure goods and services and our customers are entities to whom we sell our products.

Materiality Issue

Climate Change

Water Security/Priority

Material Availability & Waste Management

Regulatory Risks

Energy Cost

Product Development

Attrition of Skilled Workforce

Plant & People Safety

Non-availability of Skilled Workforce

Equipment Obsolescence

Community Development

Dependence on Select few Customers

Decline of LME

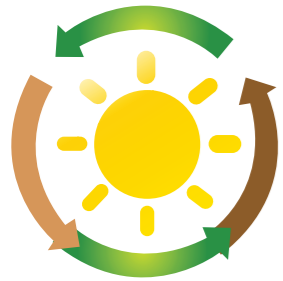
Responsible Stewardship

1. Save the Nature
2. Towards Zero Harm
3. Our Product – Shared Responsibility



b.1. SAVE THE NATURE

Environment Management @ Hindalco



Specific Energy consumption

Aluminium : 210.4 GJ/MT
Copper : 35.3 GJ/MT

12.4 % 4.8 %



Material Recycling

6.95% 13.8 %



Aluminium Copper



Specific Water consumption

Aluminium : 70 m3/MT
Copper : 24 m3/MT



Specific GHG Emission

Aluminium : 22.3 CO2e/MT
Copper : 3.1 CO2e/MT



Increase in Green Cover

Over 441960 Trees planted

The above data refers to FY 2015-16

PLUGGED-IN : The Environmental Approach@Hindalco

We believe plugging in the best available technological systems and standards for environmental management are critical in conserving resources, energy and environment. We are in total cognizance of the resource-intensive nature of our operations and sensitive to the impacts that can be potentially harming the ecology. Business through sustainability and environmental management are thus important for us to generate long-term

stakeholder value and ensure minimal harm to the environment and ecology.

We follow a holistic approach to address the multi-dimensional facets of resource sustainability throughout the value chain. Our operations adopt best available technologies and sustainable mining processes to ensure resource conservation and energy efficiency. 'Save nature' is not only the

strategy but also the approach taken in all business and operational decisions.

Almost all our manufacturing sites have the best management systems in place and certified for ISO 9001 (QMS), ISO 14001 (EMS), and OHSAS 18001 (OHS). Integrated Management System has been initiated at Aditya Aluminium, Mahan Aluminium and Hirakud FRP, during the project stage itself.

Our key focus in environmental management is on :



RESOURCE SUSTAINABILITY

Sustained access and availability of resources is one of the key challenges of the metals and mining sector. Material management and resource sustainability is critical to our business especially with the increasing consumption culture of society and the demand for sustainable metals by stakeholders. Improving operational efficiencies, adoption of technological advances in both mining and operations are important for efficient use of raw materials.

Our mining operations during the reporting period have augmented :

- Sustainable Mining through technological advances, Management of Mining waste, sustainable ore extraction and processing
- Water resources management – preserving natural water bodies, addressing water scarcity, reducing water pollution, and supporting competing uses
- Mined area rehabilitation and closure Materials Usage based on productivity, cost and sustainability parameters.



MATERIAL MANAGEMENT

We follow a good strategy mix of maintaining captive sources as well as long-term sourcing relationships with raw material suppliers. We do not have any artisanal or small scale outsourced mining activities.

Raw Material Consumption Hindalco - Aluminium and Copper				
Raw Materials	Unit	2015-16	2014-15	2013-14
Aluminium Fluoride(Cryolite)	Kilo MT	15.68	14.81	13.39
Calcined Petroleum Coke	Kilo MT	419.36	312.67	166.17
Caustic Soda	Kilo MT	269.04	210.33	194.54
Pitch	Kilo MT	79.72	74.42	42.58
Rock Phosphate	Kilo MT	521.14	456.14	346.97
Ammonia	Kilo MT	75.39	66.89	53.12

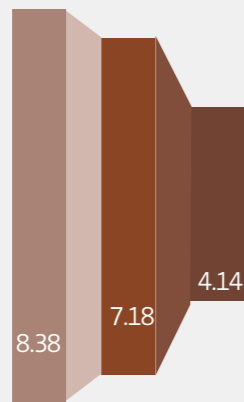
* Raw material consumption increased in FY16 due to stabilization and ramp up of expansion projects

With the ramp up of projects and Utkal Refinery becoming fully operational, the bauxite consumption saw an increase in 2015-16.

RECYCLABLE MATERIAL CONSUMPTION



Bauxite Consumption - Hindalco (in Million MT)



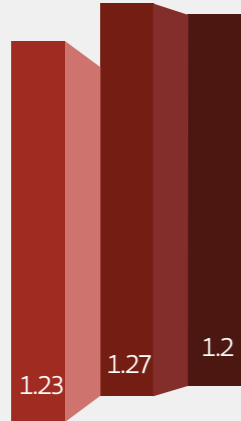
2015-2016 2014-2015 2013-2014

Both Aluminium and Copper are 100% recyclable metals with any loss of quality or degradation. Not only does it help in sustaining resource availability but recycling of both metals reduces energy consumption and lessens the environmental impact. Aluminium recycling requires 95% less energy than virgin metal (based on operational data).

Our subsidiary Novelis is a novel company and its thrust use of recycled aluminium is unparalleled. With the exposure and experience of having such exciting product portfolio in the Group, the ability to harness the recycling potential of Aluminium

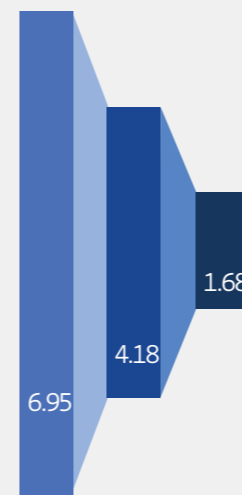
in the Indian context and geography is appealing and promising. We have invested significantly in achieving similar recycling capabilities.

Copper Concentrate Consumption- Hindalco (in Million MT)



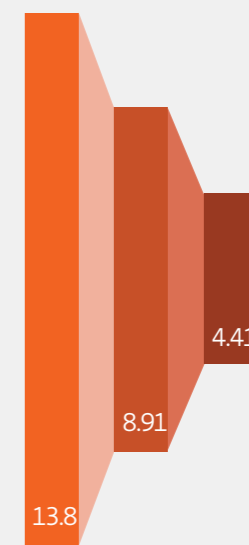
2015-2016 2014-2015 2013-2014

Percentage of External Scrap Recycling- Aluminium



2015-2016 2014-2015 2013-2014

Percentage of External Scrap Recycling- Copper

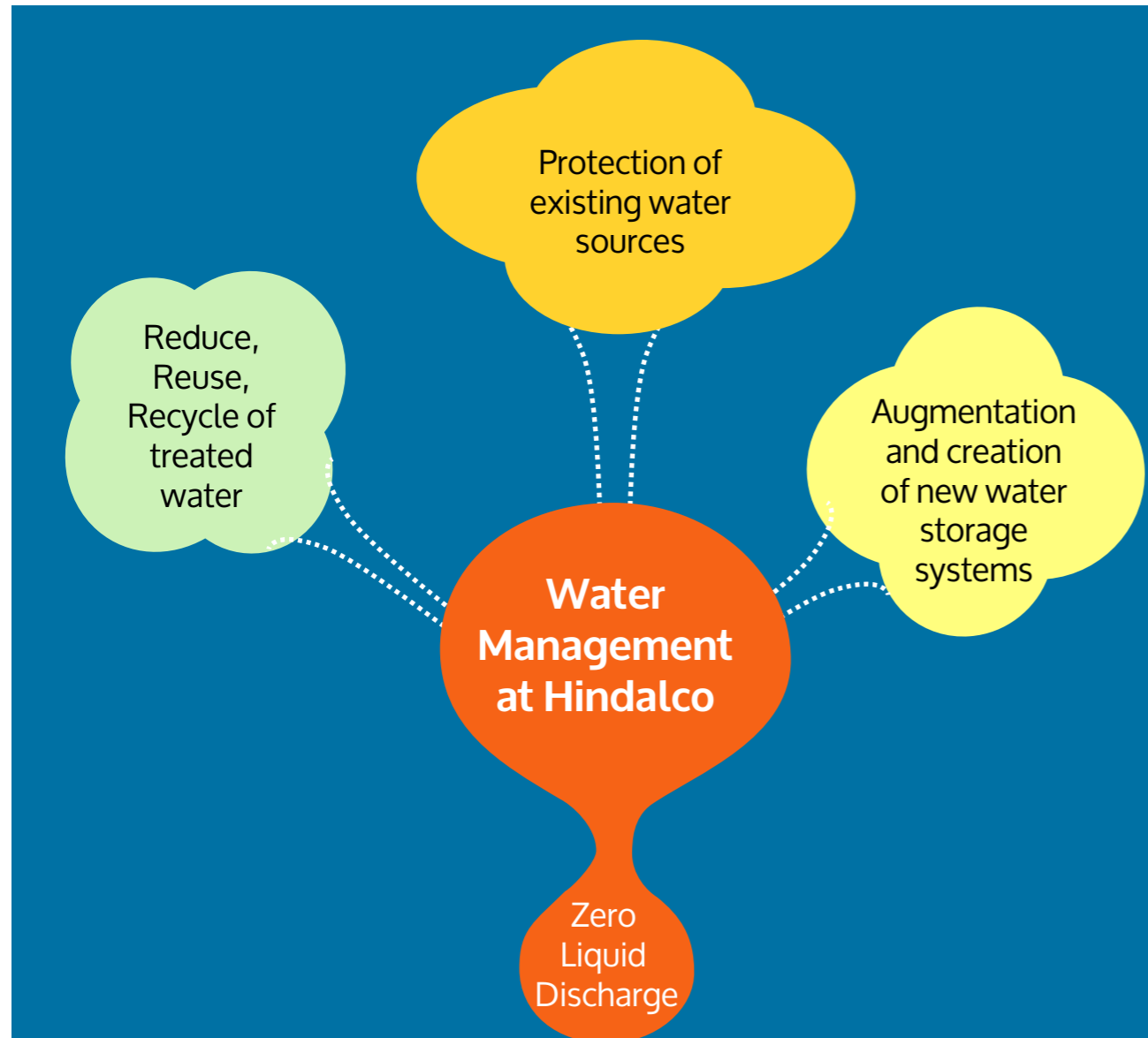


2015-2016 2014-2015 2013-2014

WATER MANAGEMENT

Water is a precious natural resource, especially with the context of the country facing high water-stress. Accordingly, water conservation and recycling/reusing of water is of highest priority at Hindalco, and measures are taken to optimize and reduce the consumption of water continually. Most of our units have adopted zero liquid discharge concept (ZLD) and have implemented initiatives and systems to look at efficiently reusing/recycling waste water.

For 2015-16, the specific water consumption at our Aluminium operations was 70 M3/MT, significantly less than specific water consumption from previous year. We achieved recycling 19.2% of our total water consumption at our aluminium operations.



Water Consumption in Thousand M3			
	2015-2016	2014-2015	2013-2014
Aluminium	73146.59	69182.44	46590.44
Copper	9283.005	9339.3	8061.98
Total	82429.6	78521.74	54652.42

There has been a slight increase in water consumption at the company over the previous year by about 5%, mainly due to capacity addition and expansion of projects. Water sources are not significantly affected by withdrawal of water by Hindalco.

All our Power Plants, Alumina Refinery and Smelter Units have completed installation of Online Continuous Effluent Monitoring Systems.

Effluent Discharged (in thousand M3) FY 2015-2016				Recycled Water Consumption (in thousand M3) FY 2015-2016			
Effluent Discharged	2015-2016	2014-2015	2013-2014	Recycled Water	2015-2016	2014-2015	2013-2014
Aluminium	208.46	110.56	42.69	Aluminium	17699.05	14052	5760
Copper	44.16	42.26	45.08	Copper	723.55	672	610
Total	252.63	152.82	87.76	Total	18422.60	14724	6370

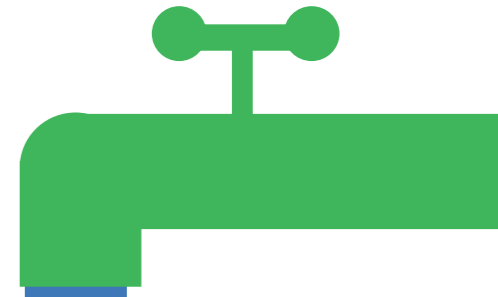
Water Withdrawal by Source (in thousand M³)





SAVING WATER. SAVING NATURE.

Water conservation is a key focus at all our operations through initiatives that look at reducing water consumption and efficient recycling of treated water.



@ BELGAVI ALUMINA PLANT

Using the water holding pond known as Red Mud Pond No 3, to channelise and store the process water from the plant. This water stored in the pond, with storage capacity is further treated and then stored in the New Lagoon, and recycled back to the process for reuse in the plant operations. Thus it saves consumption of fresh water by 825 m³ per day. The Red Mud Pond No 3 and the New Lagoon further also act as Water harvesting pond, especially during rainy season.

Quantity of water recycled/reused during 2015-16: 825 m³/day



@ MAHAN ALUMINIUM PLANT

A lined pond with a capacity of 55 lakh cubic meters at the Mahan Aluminium Plant operations acts as a natural harvesting and settling tank. Storm water is collected and later channelised into this and harvested. The water from this Pond is later reused in the Plant. During the monsoon season of 2015-16, about 17.50 Lakh cubic meters of rain water was thus collected and reused. Further, 16 Check dams have been created as a part of the Rain Water harvesting system in the vicinity of Plant, which has ultimately contributed in recharging of Ground Water as well as help for the community and farmers in the area.

Quantity of water reused during the monsoon period: 17.50 Lakh cubic meters of rain water



@ DAHEJ COPPER PLANT

As part of the water conservation scheme, each plant has been provided with a sump to collect blow down water, jacket cooling water and the same has been used as process water after preliminary treatment at ETP. This has reduced the load on ETP and resulted in water conservation of approx. 1000 m³/day.

Quantity of Water Saved: Approximately 1000 m³/day.



@ RENUKOOT PLANT OPERATIONS

State-of-the-art automated industrial and domestic effluent treatment plant is installed here to treat the effluent generated by the plants and colony. The treated effluent and treated domestic water is recycled back for use in plant process/cooling purpose, resulting into reduction of fresh water consumption to the tune of 4000 cubic meters per day.

Quantity of water saved: 4000 cubic meters per day



@ UTKAL ALUMINA

Zero Liquid Discharge has been implemented by utilizing 100% waste water through recycle & reuse. A Sewage treatment plant of capacity 140 KLD has been installed and commissioned for treatment of domestic waste water, which is reused for gardening. Thus, specific water consumption has been achieved 2.69 m³ against the target 3.7 m³/T.

Quantity of water consumption: Specific water consumption of 2.69 m³

WASTE MANAGEMENT

Waste management is integral to resource sustainability at Hindalco, to mitigate the limited resource access as well as to minimise the impact of waste disposal. Towards this, value-from-waste platform has been initiated with emphasis on reduce, recycle and reuse.



The Non-hazardous waste generated at Hindalco consists majorly of Fly Ash, Bottom Ash, Red Mud, Lime Grit, MS Scrap, Card Board, Paper Scrap,

Canteen Waste, Granulated Slag etc. Of this Red Mud ie bauxite waste residue and Fly ash are majority of the waste generated. During the reporting period

non-hazardous waste generated was 10.07 million MT, while hazardous waste generated was 0.18 million MT.

Waste Generated in Million MT FY 2015-2016			
	Copper	Aluminium	Total
Non-Hazardous	1.71	8.36	10.07
Hazardous	0.14	0.04	0.18

Waste Disposed of in Million MT FY 2015-2016			
	Copper	Aluminium	Total
Non-Hazardous	1.66	7.18	8.84
Hazardous	0.14	0.04	0.18

Non Hazardous Waste Method of disposal FY 2015-2016				
	Sale/ e-auction	Landfill	Reuse	Municipal Waste
Aluminium	1.04	4	1.10	0.0004
Copper	1.66	-	-	-

A number of projects have been initiated to unlock value from process wastes.

@ MURI

The commissioning of a 2nd pressure filter technology for Red Mud filtration has helped in reducing the soda content in red mud and enhancing the life of Red Mud Pond. The Gabion wall project work around the Red Mud pond is further improving the life of the existing Red Mud Pond, by protecting the soil from erosion. Moreover, the plantation of trees around the periphery of Red Mud Pond has enabled in limiting the fugitive dust.

Red Mud has been successfully utilised in the ACC cement plant through use of Railway Rake and road to ACC cement. Further fly ash has been re-utilised in coal mines for back-filling.





@HIRAKUD

An in-house dross processing unit with pollution control measures and statutory clearances from CPCB and SPCB has been installed at the Smelter in Hirakud, to recover aluminium metal from Hazardous Waste i.e. Dross. A first of its kind project implemented in India, the facility will have capacity to reprocess approx. 8 to 16 MT of dross/day to recover 2-4 MT of aluminium Metal/day. The project

has been set-up to match the requirement for reprocessing the entire lot of stocked 7800 MT of dross within next 3 to 4 years including the regular dross generation @ 11MT/day.

A fly ash brick-making unit has been installed at Hirakud Power with the capacity to produce 1700 Nos. of bricks per day. This unit utilizes 2MT (approx.) fly ash /day and approx. 730 MT/annum.

@DAHEJ COPPER

The granulated slag from copper smelter plants being an inert ferro-silicate compound, is used for road construction in place of sand in the surface layer of the road. The slag is also used in civil construction work and as source of abrasive material for sand blasting applications.

Phosphogypsum from phosphoric acid plant mainly contain calcium sulphate and other

constituents like alumina, silica and P₂O₅. It is used as additive in cement manufacturing, to manufacture plaster of paris, gypsum boards, etc. The use of phosphogypsum as soil conditioner has been studied by Gujarat Agriculture University, Navsari and approved by Director of Agriculture, government of Gujarat for its usage as soil conditioner.



MANAGING ENERGY AND GHG EMISSIONS

We are a global leader in aluminium and copper industry, with operations that involve manufacturing and processing. Aluminium and Copper manufacturing industries have a high energy footprint. Accordingly, energy management is a key focus area for the Hindalco. Significant amount of our power requirements are met through our captive power plants.

Hindalco has an Energy policy supported by a robust Energy Management Organization structure. Energy Audits, Quality Circles, OPEX Committees, Energy Conservation month, suggestion scheme are some among many efforts at plant level towards energy conservation. Through the Suggestion Scheme employees are encouraged, recognized and suitably rewarded to come up with energy savings ideas.

All these measures ensure increased participation across the hierarchy.

Each Unit has BEE (Bureau of Energy Efficiency) certified Energy Manager / Energy Auditor, responsible for planning/implementing energy conservation initiatives, tracking latest technological developments in the field of energy conservation and exploring Renewable, Eco-friendly Green sources



Energy Conservation Approach



Energy Optimisation in operations



Regular monitoring and benchmarking of Energy Intensive processes



Installing techno-economically viable energy mitigation measures in all operating units including new projects



Utilising alternate sources of energy, to reduce the use of fossil fuel and reduce our GHG footprint



Key highlights for 2015-16

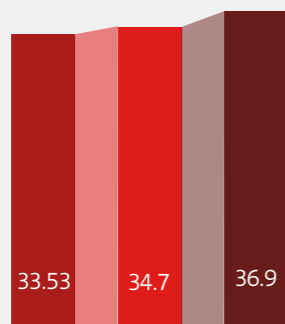
- 🔑 Total energy output for Hindalco India operations was higher by 19% over the previous year
- 🔑 The GHG Emission was higher by 22% from previous year.
- 🔑 The Aluminium production increased by 35% and Copper by 1%, due to the ramping up of the three Greenfield projects at Mahan Aluminium, Aditya Aluminium and Utkal Alumina
- 🔑 The specific Energy of our Aluminium operations for 2015-16 was lower by 10% over the previous year
- 🔑 Specific GHG Emission was lower by 8% over previous year

of energy. We follow the PAT (Perform Achieve & Trade) scheme of the Bureau of Energy Efficiency (BEE) under the aegis of Ministry of Power, Government of India. Based on the threshold energy consumption norm, five units of the company were under cycle-1 of the scheme. We had made detailed plan and executed number of projects to meet the Target set under cycle-1 of the scheme. The M&V (monitoring & verification) audit were carried out

during 2015-16 and the actual overall reduction achieved is higher than the target.

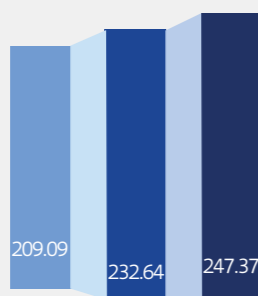
During the reporting period, we implemented many renewable and green energy projects, which helped in reducing our specific energy consumption and consequently our GHG emissions, despite the high production and our greenfield projects ramping up to their full capacities.

Specific Energy Consumption: Copper (in GJ/MT)



2015-16 2014-15 2013-14

Specific Energy Consumption : Aluminium (in GJ/MT)



2015-16 2014-15 2013-14

Total GHG Emissions (Scope 1+Scope 2) in Million t CO2e

	2015-2016	2014-2015	2013-2014
Aluminium	25.3	20.398	15.509
Copper	1.2	1.225	1.077
Hindalco India Total	26.5	21.623	16.586

* Includes data for Utkal Alumina operational for this year

Total Energy Consumption (Direct+Indirect) in Million GJ

	2015-2016	2014-2015	2013-2014
Aluminium	242.4	201.68	150.97
Copper	13	13.39	12.16
Hindalco India Total	255.4	215.07	163.13

With climate change becoming one of the biggest development global challenge, there is an increased emphasis to reduce GHG emissions by leading nations, including India. We achieved significant reduction in our specific emissions mainly due to our focus on alternate sources of energy especially renewable and eco-friendly Green energy sources. During the year, the following projects are implemented:

- 1 MW Solar PV Power Plant at Alupuram, Kerala unit.
- Roof top Solar PV installation at Belur, WB unit
- A joint venture 4 MW Hydel project is under implementation at Temghar, Pune, Maharashtra
- Exploring number of wind projects in different states
- Feasibility assessment of 30 MW Solar PV Power plant each at Aditya and Mahan unit.

Other measures adopted are as follows:

- i. Use of biomass as a supplementary fuel in our boilers.
- ii. Use of translucent roofing sheet for more use of Natural light
- iii. Installation of Solar/ sun light pipe.
- iv. Use of Solar Street Light in place of conventional lights.
- v. Installation of Solar water and solar emulsion heaters.
- vi. Use of turboventilators in place of conventional exhaust fans

MANAGING EMISSIONS

Being a responsible manufacturer, we maintain due diligence in air emission monitoring, and use latest technologies and pollution control equipment to restrict air emission load from the processes. Our air emissions are within the applicable limits and monitored rigorously for any deviations. The nature of our operations involves burning of fossil fuels, moving ores and wastes, and smelting of metals, which releases gases and particulates in to the atmosphere. Oxides of sulphur and nitrogen and particulate matter form the majority of the air pollutants from our operations.

Some of the steps taken at our plants, during the reporting period of 2015-2016, to monitor and control ambient air quality and manage non GHG gaseous emissions are as follows:

Air Emission - From Fuel Burning @ Hindalco for 2015-2016

Air Emission (in Tonnes/Annum)	Aluminium	Copper	Total
SOx	14898.03	112.00	15010.03
TPM	4065.41	121.6	4186.98
NOx	8873.52	30.66	8904.18

Air Emission - From Process @ Hindalco for 2015-2016

Emissions in Tonnes/Annum	Aluminium	Copper	Total
SOx	240.03	616.4	856.43
TPM	3924.85	180.2	4105.07
NOx	1085.70	1.7	1087.41
Flouride	999.68	0.4	1000.04

Ozone depleting substances (ODS) 2015-16

ODS in tons	Aluminium	Copper	Total
Quantity of R 22 consumed	3.33	--	3.33
Quantity of R 12 consumed	--	--	0.00
Quantity of R 134 A consumed	1.82	--	1.82
Quantity of R 407C consumed	--	--	0.00

@Dahej Plant

To reduce fugitive emission in Cu-1 smelter, converter hood area, a water-cooled hood has been provided, and it has been a success. We will be replicating the initiative and providing water-cooled hoods in the other two converters.

@Utkal Alumina

The RT-DAS system has been installed and commissioned for Real time data transmission (generated from CEMS of the boilers and calcination plants) to Odisha State Pollution Control Board/Central Pollution Control Board server.

A Wagon tippler with dry fog system and closed conveyor system has been installed and commissioned at coal unloading area to control fugitive emissions.

BIODIVERSITY MANAGEMENT

With the increasing demands of a fast growing population, threatening the earth's fragile ecosystem and outstripping it of its resources, biodiversity protection and conservation has become essentially important. Protecting flora and fauna with strategies to ensure least impact of our operations on them is integral to our operations.

Biodiversity Focus

- Adopting a precautionary approach
- Sustainable mining using technology
- Preservation & restoration of ecosystem

For all our Mines, we have Mining Plan and Mine Closure Plans, approved by the regulatory bodies. These plans also include aspects of Biodiversity Management.

All our mined out areas are scientifically afforested. To improve the quality of plantation and specially procured soil, manure, bagasse and press-mud are used. We collaborate with the local forest department and care is taken to plant local native species.

Mining waste generally consists of overburden generated from mining out and it is backfilled into the mined out pits for use in the subsequent afforestation. We preserve the topsoil for use later in rehabilitation. During the reporting period, total amount of overburden (OB) generated was 3952992.09 MT.

We have implemented several initiatives to develop the infrastructure and protect biodiversity around all our mining operations.

- Fencing of mine lease areas
- Plantation of native species in and around the mine lease areas to reduce noise impacts and dust pollution, increase green cover, retention of soil cover and reduce soil erosion.
- Restoration of mine area is being carried out with proper slope, drainage and plantation of appropriate native species.
- Collaboration with the local forest departments in conservation and rejuvenation of the ecology
- Dust minimisation and suppression through constant sprinkling of water on Haul-roads
- Watershed structures like bunds, gully plugs, contours and terraces are part of our mine design plans and help in conserving the top soil
- We constantly monitor the ambient air quality, water quality and noise levels

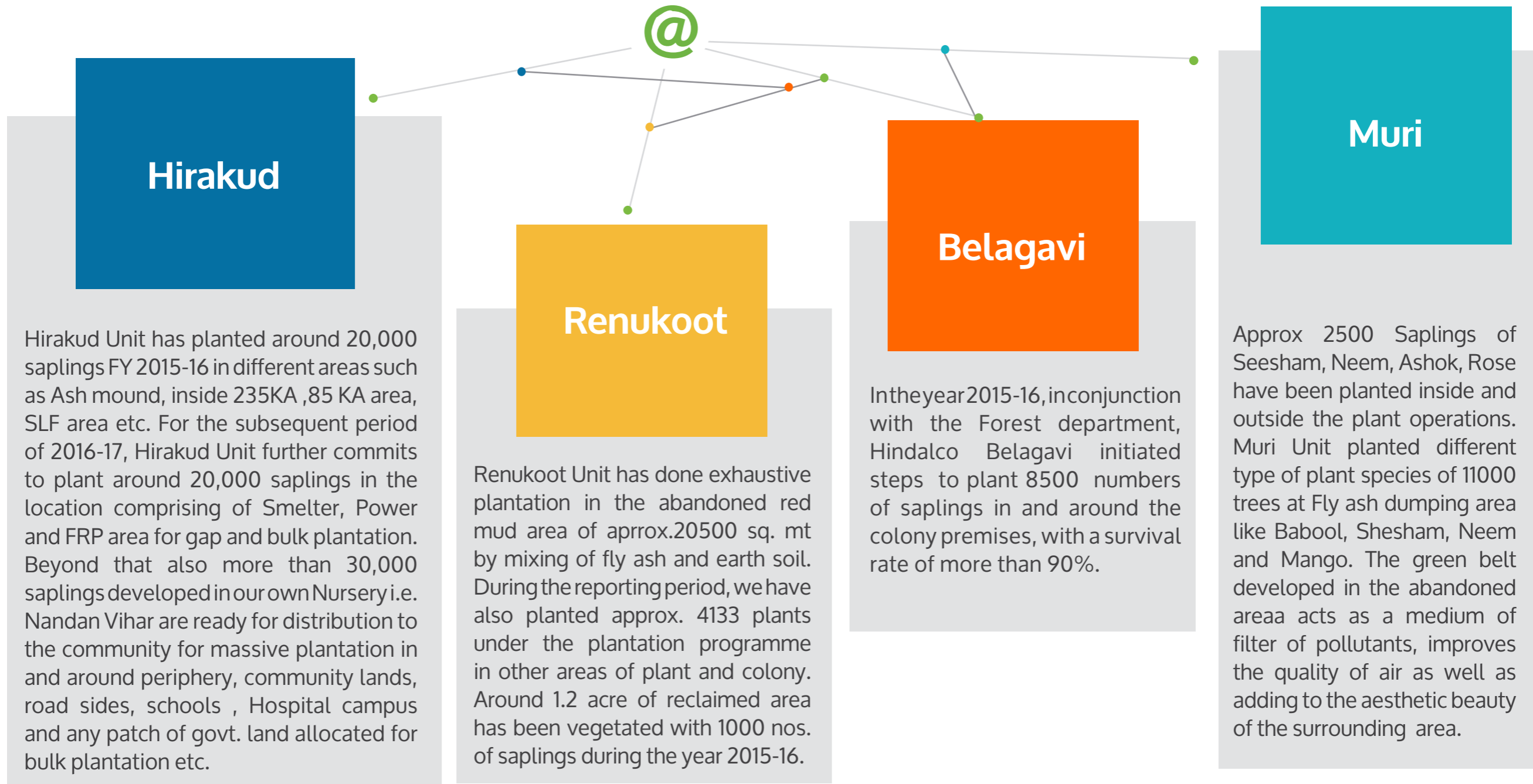
	(in Hectares)		
Mining Management	2015-2016	2014-2015	2013-2014
Total mining area leased	9327.09	11574.581	6443.23
Total area mined out	104.153	122.218	175.33
Total area reclaimed	88.006	129.123	128.14
Total area disturbed	87.183	107.9	155.58
Total area rehabilitated	1103.73	112.65	114.9
Total area disturbed and not rehabilitated	328.28	134.139	197.6

GREEN BELT DEVELOPMENT

In addition, to biodiversity management at the mines, Hindalco also looks at increasing the green cover at all its operations through its green belt development programme. We also distribute plants from our in-home nurseries to the communities and encourage mass plantation.

Green Belt Development at Hindalco in 2015-16	Aluminium	Copper	Total
Number of trees planted	438060	3900	441960
Number of Trees survived	318882	3471	322353
Survival Rate (%)	72.79%	89.00%	72.94%

Green Belt Development



Hirakud

Hirakud Unit has planted around 20,000 saplings FY 2015-16 in different areas such as Ash mound, inside 235KA ,85 KA area, SLF area etc. For the subsequent period of 2016-17, Hirakud Unit further commits to plant around 20,000 saplings in the location comprising of Smelter, Power and FRP area for gap and bulk plantation. Beyond that also more than 30,000 saplings developed in our own Nursery i.e. Nandan Vihar are ready for distribution to the community for massive plantation in and around periphery, community lands, road sides, schools , Hospital campus and any patch of govt. land allocated for bulk plantation etc.

Renukoot

Renukoot Unit has done exhaustive plantation in the abandoned red mud area of approx.20500 sq. mt by mixing of fly ash and earth soil. During the reporting period, we have also planted approx. 4133 plants under the plantation programme in other areas of plant and colony. Around 1.2 acre of reclaimed area has been vegetated with 1000 nos. of saplings during the year 2015-16.

Belagavi

In the year 2015-16, in conjunction with the Forest department, Hindalco Belagavi initiated steps to plant 8500 numbers of saplings in and around the colony premises, with a survival rate of more than 90%.

Muri

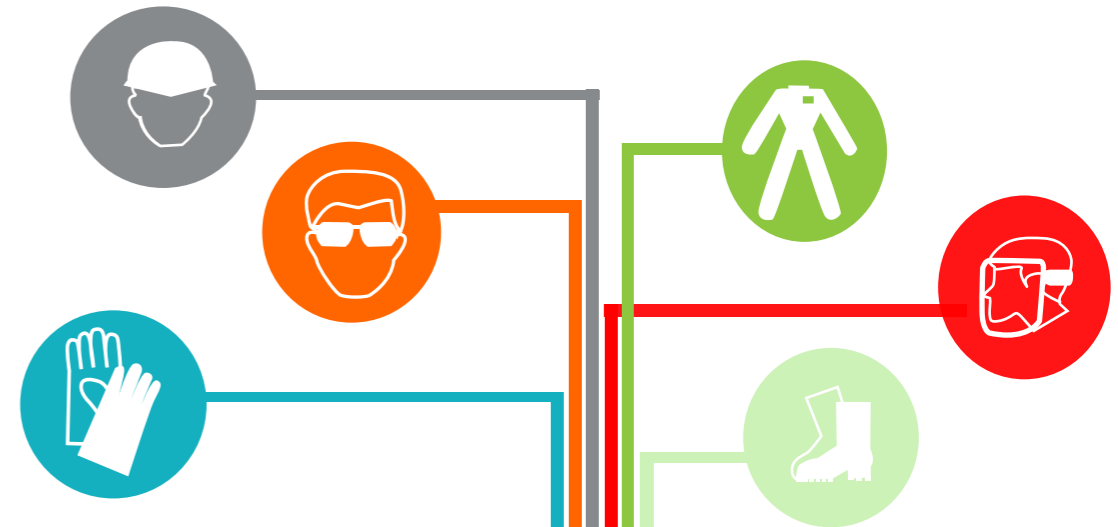
Approx 2500 Saplings of Seesham, Neem, Ashok, Rose have been planted inside and outside the plant operations. Muri Unit planted different type of plant species of 11000 trees at Fly ash dumping area like Babool, Shesham, Neem and Mango. The green belt developed in the abandoned area acts as a medium of filter of pollutants, improves the quality of air as well as adding to the aesthetic beauty of the surrounding area.

b.2. TOWARDS ZERO HARM

SAFETY @ HINDALCO

"Safety reduces risks to people and processes. Each of us needs to understand health and safety risks, the steps we need to take to minimize those risks, as well as common safety standards and compliance procedures."

– Satish Pai, MD, Hindalco



Target Goal: 0 Harm, 0 Fatality



2 ↓ Fatalities
 27 ↔ LTI
 483682 ↑ Safety Training (in Hrs)
 174381 ↑ Near Misses/ Hazards/PI

*Permanent Employees at Hindalco

SAFETY MANAGEMENT APPROACH

Safety at the workplace and for our people is of vital importance to us at Hindalco, forming one of the core pillars of our sustainable operations. We focus on continuously improving and increasing the efficiency of our operations to provide a healthy and safe workplace for all stakeholders – our employees,

contractor workforce, our business associates, our extended family and community.

Our goal is to establish a Zero Harm culture within our business, and to achieve it we have adopted the best global safety management standards and systems available. Promoting workplace safety is

given utmost priority by the top management of the company, with the line managers being directly responsible and accountable for implementation of all the EHS programs and initiatives. The formal safety management system involves all the stakeholders in assessing safety and hazard risks and continual improvement of the processes.

MONITORING MECHANISMS FOR SAFETY

Safety at Hindalco starts right at the top, with the Hindalco Safety Board consisting of the top management and multi-leveled functional teams at all locations monitoring the safety performance and system.

In addition, both the Management and Operatives are represented in formal Joint Environment, Occupational Health & Safety (EOH&S) Committee at all our facilities, in the proportions ranging

from 1-5% of our total workforce. This Committee discusses on various EOH & S issues and actions needed to enhance EOH & S performance.



SAFETY STATISTICS AT HINDALCO



While there has been marginal improvement in the overall safety performance, we continue on our path to imbibing a strict safety culture and improving on our performance. Our target is to achieve zero fatality by 2020.

However, despite our best efforts in reducing fatalities, in the year 2015-16, we had five fatal accidents, including loss of life of 3 contract operatives. The accidents were investigated and mechanisms put

in place to ensure that the accidents do not occur again. Most of the causes were found to be related to road accidents and permit to work. Accordingly, Hindalco is continuously taking steps to prevent occurrence of such incidents and ensure zero casualties for the safety of our workforce.

Safety Statistics - Permanent Employees 2015-16

Safety performance at Hindalco - Aluminium (Permanent Employees)

ATTRIBUTES	Permanent Employees		
	2015-2016	2014-2015	2013-2014
Total no. of lost time accidents (Reportable Accidents)	22	21	24
Total no. of fatal accidents	1	1	1
Total no. of man-days lost	7326	10149	6710
Accident Frequency Rate	0.54	0.43	0.57
Accident Severity Rate	172	227.31	157.97
Total no. of minor Injuries (Non-reportable Accidents)	491 (Aluminium + Copper)	1378	91
Total no of Near Misses / Pls / Hazards	193935	114084	2674

Safety performance at Hindalco - Copper (Permanent Employees)

ATTRIBUTES	Permanent Employees		
	2015-2016	2014-2015	2013-2014
Total no. of lost time accidents (Reportable Accidents)	1	0	0
Total no. of fatal accidents	1	0	0
Total no. of man-days lost	12000	0	0
Accident Frequency Rate	0.31	0	0
Accident Severity Rate	1860	0	0
Total no. of minor Injuries (Non-reportable Accidents)	491 (Aluminium + Copper)	35	51
Total no of Near Misses / Pls / Hazards	17926	3675	109

**Safety performance at Hindalco - Greenfields Projects
(Permanent Employees)**

ATTRIBUTES	Permanent Employees		
	2015-2016	2014-2015	2013-2014
Total no. of lost time accidents (Reportable Accidents)	4	6	1
Total no. of fatal accidents	0	0	0
Total no. of man-days lost	30	355	25
Accident Frequency Rate	0.5	0.84	0.19
Accident Severity Rate	3.8	49.78	4.87
Total no. of minor Injuries (Non - reportable Accidents)	491 (Aluminium + Copper)	261	0
Total no of Near Misses / Pls / Hazards	33994	17825	971

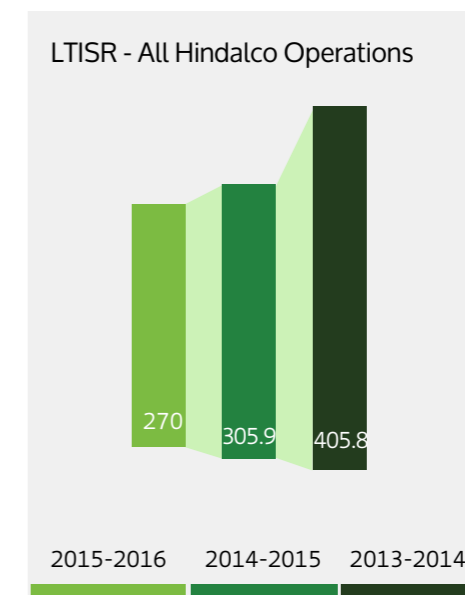
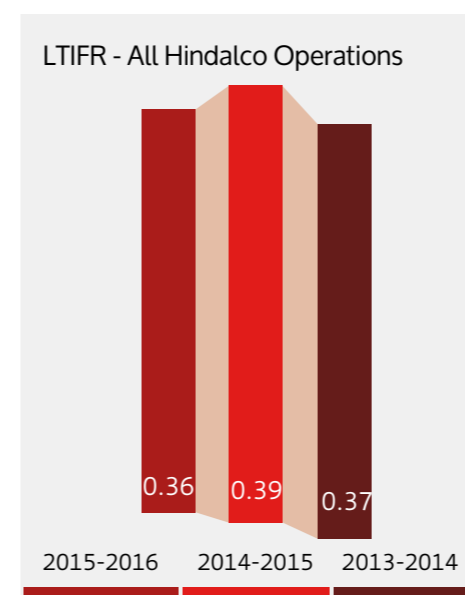
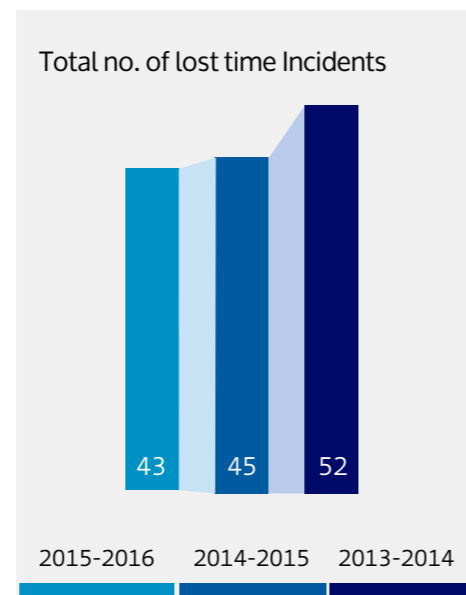
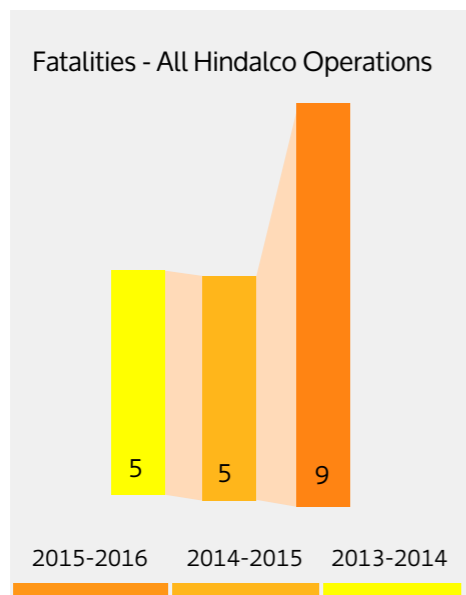
**Safety performance at Hindalco - ABML
(Permanent Employees)**

ATTRIBUTES	Permanent Employees		
	2015-2016	2014-2015	2013-2014
Total no. of lost time accidents (Reportable Accidents)	3	0	2
Total no. of fatal accidents	0	0	0
Total no. of man-days lost	135	0	148
Accident Frequency Rate	5.9	0	2.28
Accident Severity Rate	263.9	0	168.82
Total no. of minor Injuries (Non - reportable Accidents)	94	123	106
Total no of Near Misses / Pls / Hazards	16	19	24

**Safety performance at Hindalco - All Operations
(Contractor Employees)**

ATTRIBUTES	Contractor Employees		
	2015-16	2014-15	2013-14
Total no. of lost time accidents (Reportable Accidents)	16	19	28
Total no. of fatal accidents	3	4	8
Total no. of man-days lost	18602	24995	49567
Accident Frequency Rate	0.25	0.31	0.32
Accident Severity Rate	290	408	567.29
Total No. of minor injuries ((Non-reportable Injuries)	728	571	82
Total Man-hours worked in Mio	66.49	61.29	87.39

**Safety Performance –
All Hindalco Operations (Including Contract Workers)**



HEALTH AWARENESS AND SAFETY TRAINING

Regular awareness and training programs are held for our employees as well as their families on occupational health and safety (OHS).

Some of the important steps taken to improve health of our employees are:



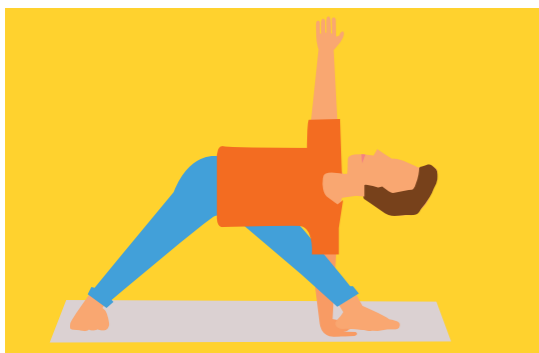
Periodic medical check-up for employees to identify both occupational and lifestyle diseases



Based on the Medical reports, specialists are arranged for further consultations to ensure appropriate medical treatment to the affected employees. Records of all such examinations are maintained at OHC / Dispensary / HR Departments.



Awareness programmes for employees and family members and community for prevention and management of life style diseases such as, cardiac problems, hypertension, diabetics and communicable diseases such as, malaria, TB and HIV Aids. In addition, information on managing health is disseminated by Occupational Health Centre.



Compliance with applicable Health and Hygiene Yoga / Meditation is also introduced to the employees and their families to ensure sound health.

Safety training sessions for employees at Hindalco (all operations) in 2015-16

Parameters	Hindalco Aluminium	Hindalco Copper	ABML
Number of Employees	21895	1541	251
Number of Man-Hours Training	435212	33654	14816
Man-Hours per Capita	19.9	21.8	59.0

UNBROKEN SAFETY-



As a part of capacity building for the Safety team members, a three day safety meet was organised for all the Safety team members, at Hindalco Renukoot from 24th - 26th February 2016. The theme of the event was 'Unbroken Safety - Think Safe, Work Safe, Be Safe'.

Joining the meet were senior management members including the Hindalco DMD, Mr Satish Pai, who inaugurated the event. Senior faculty members to sessions on the best practices in safety and discussed the future path in safety improvement with the Safety team.

Senior professionals shared the best practices from their vast experience. Few of the practices discussed were:

- **Implementing Behaviour based Safety and inculcating good safety culture**
- **New developments in making "Working at Heights" and "Confined Space Entry" safe**

Speakers from the Aditya Birla Group Safety Cell and group company Ultratech Cement shared their relevant safety information, best practices and knowledge on building a safety culture in the organisation.

PRODUCT RESPONSIBILITY



Copyright Hindalco

Hindalco believes in delivering economic, environmental and social value across its value chain with improving shareholder value. Hindalco does not limit responsibility of its product till delivery, it accepts extended and shared responsibility of products during its further processing, use and end of the life cycle. Hindalco manufactures diverse range of products and has customers in varied sectors ranging from pharmaceuticals and packaging to automotive and transport. We work towards enhanced application of our products. Hence, it is critical for us to engage with and understand customer expectations - including the phases of product use and end of- life. This requires innovation in customer and other stakeholder engagement, co creation and innovation. Accordingly, we are moving on all the three fronts.

CUSTOMER ENGAGEMENT

Due to a wide range of products and customers, it becomes critical to put in place customized engagement mechanisms to ensure thorough understanding of customer and other stakeholders expectations during the product use and at the end of life cycle.

An online portal, Customer Relationship Management has been set up for engaging with customers, across the globe, transparently and judiciously. We encourage customers to share with us grievances related to product quality, delivery, fair and ethical behaviour and other aspects of significance. To

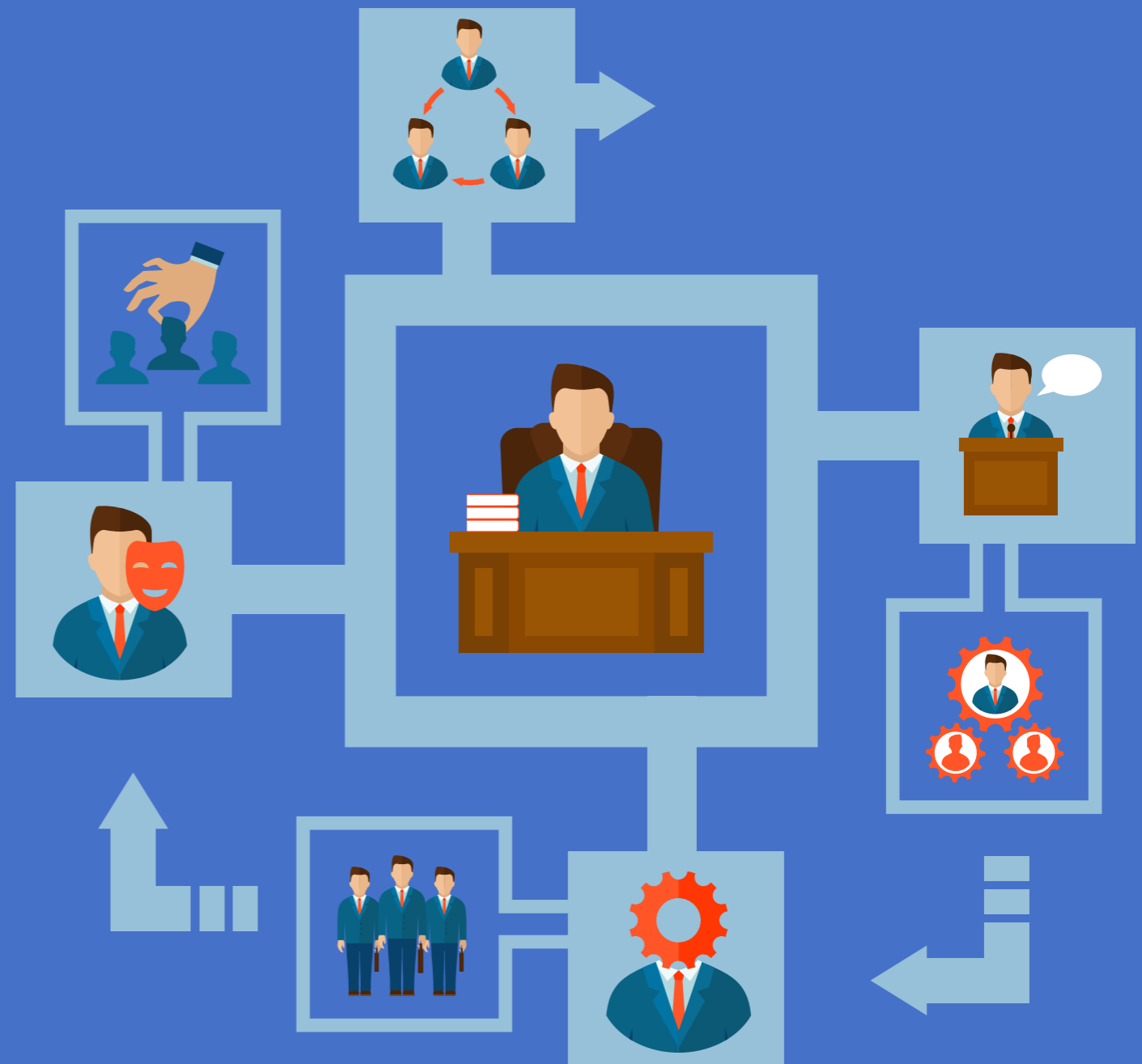
lead the engagement towards collaboration and co creation, we made a provision for customers to share ideas and give suggestions.

PRODUCT STEWARDSHIP

Aluminium, the base metal and many of our products, has a long life cycle and recyclable property. To environmental sustainability, which can, of course be improved if we design the products for long life cycle and recyclability. Our market and product development teams are continuously working to develop better products that have a lower impact on the environment while meeting customer requirements.

C. STAKEHOLDER ENGAGEMENT

1. Economic Performance
2. Corporate Governance
3. Our Team
4. Our Society and Community
5. Our Business Partners – Supply Chain



c.1 ECONOMIC PERFORMANCE

At Hindalco, we believe that good business is not only about delivering value to our shareholders but equitable value distribution amongst our other stakeholders as well. A robust risk analysis framework, stakeholder responsiveness and inclusive growth strategy defines our business - business through sustainability.

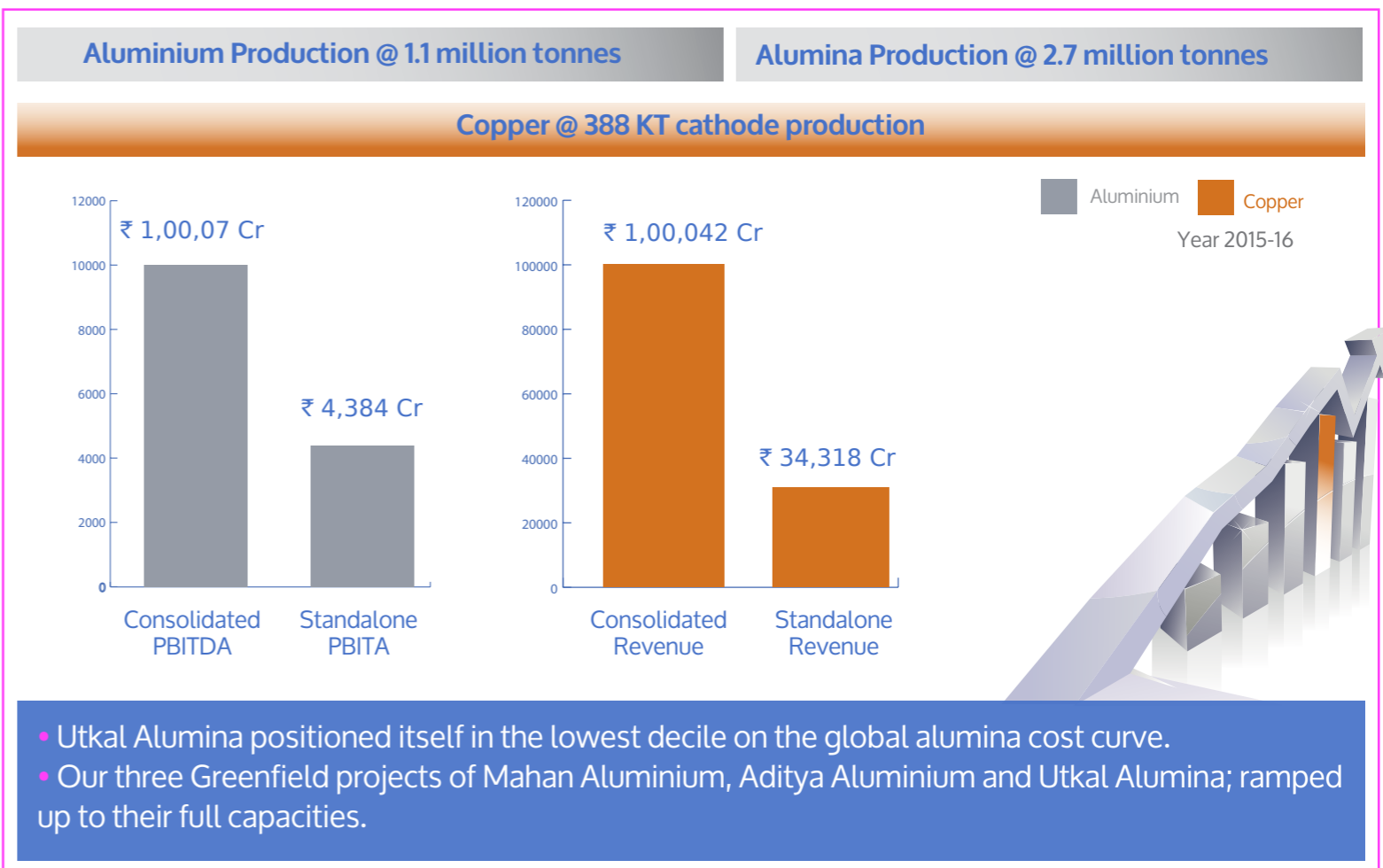
The year 2015-16 was challenging for the commodities' industries, with various factors impacting a lower aluminium and copper LME. The global economy too, went through rough times and painted a mixed picture,

with overall growth declining to ~2.5%. Against these challenges, Hindalco still delivered an exceptional operational performance with record-breaking production. A stable financial performance saw the consolidated

revenues again crossing the Rs. 1 lakh crore mark despite sharply lower aluminium and copper LME.



The reporting year 2015-16 has been a successful year for Hindalco, with record-breaking performance in production. Aluminium production capped at **1.1 million tons**, crossing the **1 million** tonne mark for the first time in our production history.



Critical success factors

- De-risked portfolio comprising upstream operations that can participate in commodity cycles and downstream operations
 - Focused on value additions that have more steady cashflow
- Strengthening the assets across the portfolio with the full ramp-up of our Greenfield and Brownfield projects

Table 1

USD in Mn*

Sr. No.	Economic value generated	Hindalco India -Aluminium	Hindalco India - Copper	Hindalco India - Corporate	Utkal Alumina International Ltd.
1.	Revenues:				
a)	Net sales by business	2,615.66	2,628.46	-	342.10
b)	Revenue from financial instruments (includes cash received as interest on financial loans, as dividends from shareholdings, as royalties, and as direct income generated from assets)	11.54	8.47	142.85	0.72
c)	Revenues from sale of assets include physical assets and intangibles	0.47	(0.63)	(0.01)	-

Table 2

Sr. No.	Economic value distributed	Hindalco India - Aluminium	Hindalco India - Copper	Hindalco India - Corporate	Utkal Alumina International Ltd.
1	Operating costs- Payments to suppliers, non-strategic investments, royalties, and facilitation payments	2,105.83	2,395.61	(25.89)	226.02
2	Employee wages and benefits Total monetary outflows for employees (current payments, not future commitments)	219.21	20.11	20.04	7.76
3	Payments to providers of capital - All financial payments made to the providers of the organization's capital	265.17	5.89	129.62	79.10
a)	Dividends to all shareholders	-	-	37.96	-
b)	Interest payment made to providers of loans	258.04	4.99	87.81	79.10
c)	Any othershort-term borrowing	7.13	0.90	3.85	-
4	Consolidated payments to government	-	-	19.15	-
	a) Tax (corporate, income, property, etc.)	-	-	19.15	-
	b) Related penalties paid at the international, national, and local levels.	-	-	-	-
5	Community investments- Voluntary contributions and investment of funds in the broader community (includes donations)	0.14	-	0.80	-

Table 3

Sr. No.	Economic value generated	Hindalco India -Aluminium	Hindalco India - Copper	Hindalco India - Corporate	Utkal Alumina International Ltd.
1.	Economic Value Retained (Profit after Tax)	-	-	92.75	(14.26)

HEALTH AWARENESS AND SAFETY TRAINING

At Hindalco, we believe that our employees are our capital assets, and initiate several programmes that look in to their overall well-being. Benefits like provident fund and Superannuation/Pension are considered as defined contribution schemes and gratuity as defined benefit schemes.

Table 4

Sr. No.	Defined Benefit Plan Obligations	Hindalco - India Aluminium	Hindalco India - Copper	Hindalco India - Corporate	Utkal Alumina International Ltd.
1	Present value of Defined Benefit Obligations at the beginning of the year	-	-	114.23	0.70
2	Current Service Cost	-	-	7.66	0.12
3	Past Service Cost	-	-	-	-
4	Interest Cost	-	-	8.48	0.05
5	Curtailement Cost / (Credit)	-	-	-	-
6	Settlement Cost / (Credit)	-	-	-	-
7	Plan amendments	-	-	0.15	(0.06)
8	Acquisitions Cost	-	-	0.49	-
9	Actuarial (Gain) or Loss	-	-	1.62	0.08
10	Benefits paid	-	-	(3.40)	0.00
11	Present value of Defined Benefit Obligations at the end of the year	-	-	129.23	0.90

Table 5

USD in Mn*

Sr. No.	Significant financial assistance from government	Hindalco India - Aluminium	Hindalco India - Copper	Hindalco India - Corporate	Utkal Alumina International Ltd.
1.1	Tax relief or credits	-	-	-	-
1.2	Subsidies	-	-	-	-
	a) Export	37.75	5.08	-	-
	b) Domestic	2.90	-	-	-
1.3	Investment grants	-	-	-	-
1.4	R & D grants	-	-	-	-
1.5	Other grants	-	-	-	-
1.6	Awards	-	-	-	-
1.7	Royalty holidays	-	-	-	-
1.8	Financial incentives	-	-	-	-
1.9	Any other financial benefit (pls specify)	-	-	-	-

Note: *Exchange Rate (\$/Re.)used for converting 65.47

CLIMATE CHANGE AND RISK MANAGEMENT

Hindalco's financial performance is significantly impacted by fluctuations in prices of Aluminium, exchange rates and interest rates. The Company takes a very structured approach to the identification and quantification of each such risk and has a comprehensive risk management policy. The company has also put in place an elaborate ERM (Enterprise Risk Management) framework. A strong internal control culture is pervasive throughout the Group. Regular internal audits at all locations are undertaken to ensure that the highest standards of internal control are maintained.

We believe in creating a sustainable value for all our stakeholders and not just economic value. Moreover, energy and climate change has taken the centre stage of domestic and international policy arena, especially with the signing of the Paris Climate Agreement by

leading nations including India. As such we have identified all sustainability risks including climate, water, raw material and regulatory risks related to our business, through regular interactions with the stakeholders. In this regard, the sustainability efforts comprise energy optimization, water conservation, social forestry, recycling of waste generated and safety amongst others.

Several of our units comply with the Perform, Achieve and Trade (PAT) scheme of the Government of India, to improve energy efficiency in our operations and mitigate GHG emissions.

As part of responsible stewardship, we look at utilizing alternate sources of energy, to reduce the use of fossil fuels. Some of the major projects implemented included the installation of a 1 MW Solar PV Power Plant at Alupuram, Kerala unit and

Roof top Solar PV installation at Belur, West Bengal unit. Currently, we have done feasibility assessments of 30 MW Solar PV power plant each at Aditya and Mahan Units. A joint venture of 4 MW Hydel project is under implementation at Temghar, Pune, Maharashtra.

The recent emphasis on greenhouse emissions have brought in new game-changing concepts such as light weighting in the automobile industry further augmenting the consumption growth. We strive to add value to a wide variety of businesses and to the nature and society, through innovation. We deliver products for the most technologically demanding applications in sectors that include automotive, defence, construction, infrastructure, consumer durables, packaging and electronics to name a few.

DELIVERING VALUE TO COMMUNITIES

Our businesses are spread across vast geographies involving different stakeholders, and that makes us work with a variety of suppliers and vendors. To generate value for local economy and to create a positive economic impact, we encourage and engage with local suppliers. We are in the process of setting up a mechanism to define capture and track the extent and type of local suppliers we engage with. Currently, we identify and build capacity of local suppliers, before and during the engagement with them.

We emphasise on education, training in relevant fields and experience while recruiting people, who

best fit our requirements. We currently do not have the data regarding the percentage of local hires at significant sites of operation. However, we are working on putting a system in place to feed in the numbers. We abide by stipulated regulations as directed by the local authorities while recruiting. However, we have a standardised wages system in place and pay higher than the local minimum wages as prescribed by the local authorities. We do not discriminate on the basis of gender and therefore, irrespective of gender, the same remuneration is offered for any given position.

One easily measurable component of our indirect

economic impact is our activities in Corporate Social Responsibility. We work on developing the local regions where we operate. Our total spend on community development, during the reporting period is INR 32 crore. In addition, our indirect economic impact includes the multiplier effect of our operations across the value chain. We have no process, as of now, to monitor and assess the same.

c.2 CORPORATE GOVERNANCE

Hindalco commits itself to the values of Aditya Birla Group and these are embedded into our management structure. The values of the group are our guiding principles in conducting business.



In line with this philosophy, Hindalco strives to uphold the best in governance and disclosure standards, to meet stakeholder aspirations and societal expectations. Adherence to various Corporate Governance Codes ensures a continual process of enhancement and strengthening of the Board composition and its functioning, transparency, remunerations paid and level of compliance. Our governing principles of Leadership, Governance & Compliance, Diversity, Operational Excellence, Technology, Customer First, Community Relations, and Sustainability are based on the cornerstones of Governance.

Non-Executive Directors

Mr Kumar Mangalam Birla - Chairman

Mrs Rajashree Birla - Non Executive

Mr A. K. Agarwala - Non Executive

Mr M. M. Bhagat - Independent

Mr Jagdish Khattar - Independent

Mr Y.P. Dandiwala* - Independent

Mr K. N. Bhandari - Independent

Mr Ram Charan - Independent

Mr N.J. Jhaveri** - Independent

Executive Directors

Mr D. Bhattacharya Managing Director

Mr Satish Pai Wholetime Director

*Appointed as an Independent director w.e.f. 14th August, 2015.

**Ceased as Director w.e.f. 6th June, 2015 due to demise.



CODE OF CONDUCT

The Code of Conduct, as adopted by the Board of Directors, is applicable to all Directors Senior Management/employees of the Company. The Code is available on the Company's Website viz., <http://www.hindalco.com/investorcentre/code-of-conduct>.

For the reporting period, all Directors, Senior Management personnel of the Company have confirmed their adherence to the provisions of the said Code.

PERFORMANCE EVALUATION OF BOARD

A formal evaluation mechanism is in place for evaluating the performance of the Board,

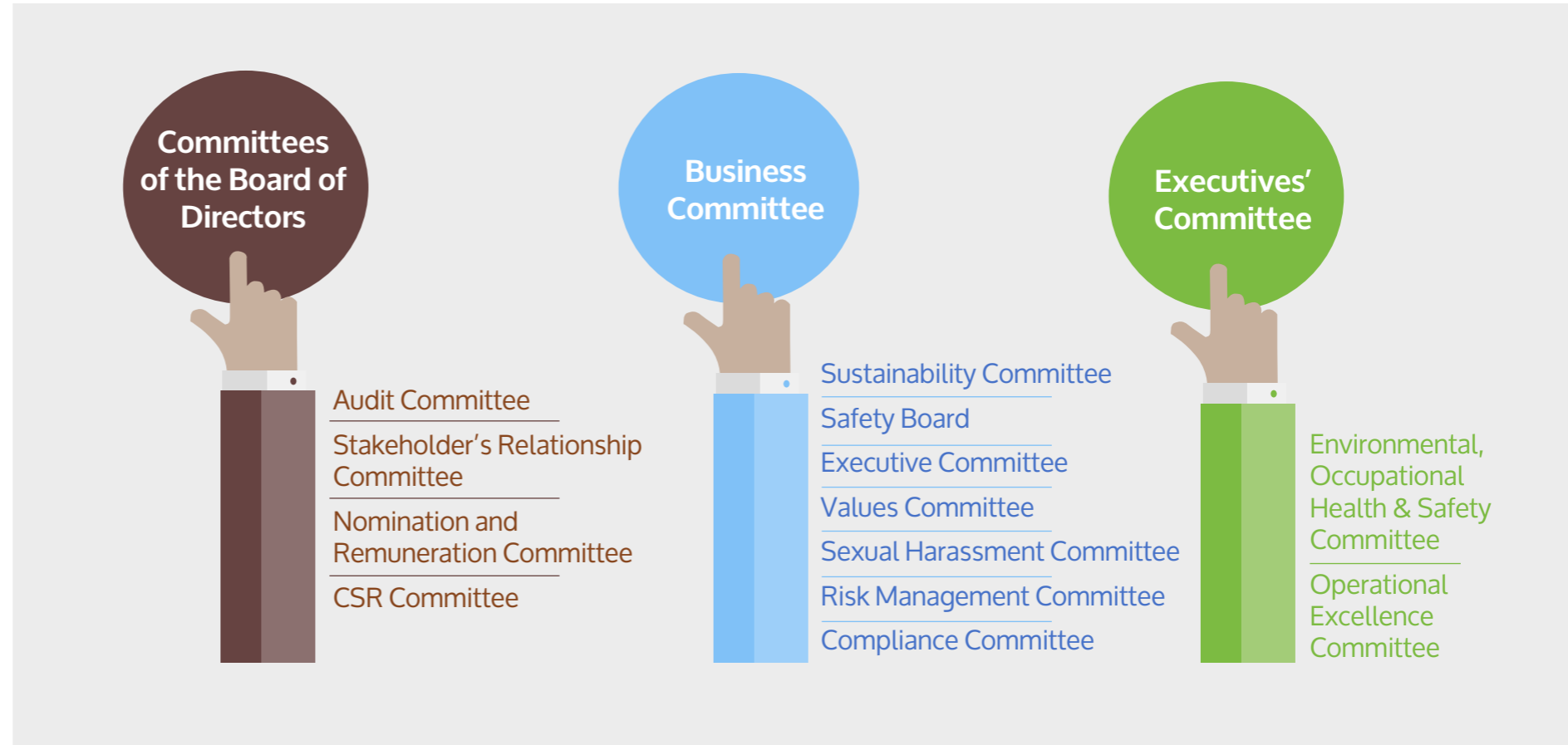
Committees, individual directors and Chairman of the Board. The evaluation framework focuses on various aspects of the Board and Committees such as review, timely information from management etc. The performance evaluation is based on several parameters such as contribution, attendance, decision making, action oriented, domain knowledge etc.

FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS

Any new Independent director inducted into the Board goes through our structured 'Orientation Program', where an induction kit is provided consisting of a brief introduction of the Company, profile of board of directors, profile of senior management, details of various committee of the Board, Code of Conduct for Directors, Code of Conduct for trading in listed or proposed to be listed securities of the Company, Annual Report, Sustainability Report, Various policies adopted by the Board, detailed appointment letter incorporating the role, function, duties, remuneration and evaluation framework. The Company ensures that there is adequate mechanism to ensure that the Directors remain familiar with their roles, rights, responsibilities in the Company, nature of the industry in which the Company operates, and continue to be updated on the state of Company's affairs and the industry in which it operates.

COMMITTEES OF THE BOARD

The Board has constituted following Committees of Directors to deal with matters and monitor the activities falling within the respective terms of reference. The committees makes specific recommendations to Board on various matters which require attention. All observations, decisions and recommendations are placed before the Board for information or their approval/consent. The following are the various Committees.



NON COMPLIANCES/ STRICTURES/ PENALTIES IMPOSED

No Non Compliance or strictures or penalties have been imposed on the Company by stock exchange(s) or SEBI or any statutory authority on any matters related to capital markets during the last three years.



NO CHILD AND FORCED LABOUR

Hindalco strictly stands against any form of child labour and forced labour. We currently do not operate in any region considered to have significant risk of violations of human right.

We are in the process of setting up screening mechanisms for our significant suppliers, vendors and other business partners to identify concerns regarding human rights.



NO DISCRIMINATION

Hindalco does not discriminate in employment or any other opportunity, based on caste, religion, region, gender and age. Under the current mechanisms, viz., whistle blowing, no cases of discrimination were recorded.



ZERO TOLERANCE FOR SEXUAL HARASSMENT

The Company has zero tolerance for sexual harassment at workplace and has adopted a Policy on prevention, prohibition and redressal of sexual harassment at workplace in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules there under for prevention and redressal of complaints of sexual harassment at workplace. All women, including women visiting the Company's office premises or women service providers are covered under this policy. All employees are treated with dignity with a view to maintain a work environment free of sexual harassment whether physical, verbal or psychological.

During the reporting period of 2015-16, the Company received one complaint on sexual harassment, which has been substantiated and appropriate action taken. There were no complaints pending for more than 90 days during the year.

NO LOBBYING AND NO POLITICAL CONTRIBUTIONS

In order to maintain a clean working culture, we also don't support or encourage or lobby with any political party or the government.. We do public policy advocacy through industry and other associations.

ZERO TOLERANCE FOR CORRUPTION AND BRIBERY

All employees are made aware of the company's position on corruption and bribery. We elaborate, inform and train our employees on what constitutes corruption and bribery; and how to distinguish and diligently act in practical situations. All our business units are analysed for risk related to corruption.

NO ANTI-COMPETITIVE BEHAVIOUR

We support good market practices, and understand that a competitive environment leads to overall

growth of the market. Therefore, we encourage our fellow competitors; stand categorically against monopolising the market or getting involved in any anti-competitive behaviour. We are the founding member of the Aluminium Association of India and have subscribed to the International Aluminium Association. Being a part of such forums, gives us a platform for sharing our best practices and towards a constructive growth atmosphere.

WHISTLE BLOWER POLICY



In keeping with its commitment to ensure ethical behavior in all its business activities, Hindalco has put in place a mechanism for reporting illegal and unethical behaviour.

The Company has a Vigil Mechanism and Whistle Blower Policy under which employees are free to report violations of applicable laws and regulations and Code of Conduct. The whistle blower can send the complaint to the independent reporting mechanism - Ethics Hotline or to the respective Values Standards Committee (VSC), depending on the level at which the violation is perceived to be happening, or the seniority of the individual/s involved which operates under the supervision of Audit Committee. Employees may also report to the Chairman of the Audit Committee.

We have whistle blower mechanism in place, which potentially can uncover instances of bribery and corruption.

c.3 OUR TEAM



Message from Chief Human Resource Officer

At Hindalco, our people are our most precious assets. They are empowered to deliver their on their commitment and they take great pride in their work. In the fertile ethos of our Group, they find a career that is personally rewarding and professionally enriching. Our Chairman says ... "We are a meritocracy. People know wherever they are in the organisation, they are not lost. If they have merit, then on the basis



of that merit alone, they will bubble up to the top of the organisation". In Hindalco, we have and are continuously strengthening this meritocracy.

At the core of our diversity policies is the recognition that teams comprising employees from different cultures and backgrounds contribute valuable understanding of complex international markets and deliver better results. We provide equal and merit based employment opportunity to all employees and applicants without regard to race, colour, religion, gender, age, disability or any other protected status in recruitment, hiring, compensation, promotion, training, assignment of

work, performance evaluation and all other aspects of employment.

People are a valuable resource. We take it as our responsibility, not only to enhance their capability to contribute to business, but also to conduct and enrich their lives. Accordingly, our engagement, benefits and training programmes are structured around the four pillars of our Group's Employee Value Proposition, viz., Career, Reward & Recognition, Learning and Family Wellbeing

Long-term wage agreements and annual bonus settlements at units are landmarks towards

achieving business results and harmonious industrial relations. These have resulted in developing a relationship of trust, faith and credibility. In our Long Term Settlement, in addition to compensation and wages, we also cover aspects as health & safety (Safe Work Practices and use of PPEs), productivity improvements, cost reduction & outsourcing of identified processes. These are discussed by means of a charter of demands from unions and management. Safety is our key focus area and we ensure it through behavioural based safety interventions.

Samik Basu
CHRO

Our Team

Our employees are the building blocks of the Company, our most valuable asset. Our strategy is to provide them with the tools of opportunity, a safe work environment and freedom to take the right business decisions and in return get a highly rewarding and enriching career.

We are an equal opportunity employer, with emphasis on merit-based employment opportunities to all our employees and candidates irrespective of race, colour, religion, gender, age, disability or any other protected status in recruitment, hiring, compensation, promotion, training, assignment of work, performance evaluation and all other aspects of employment.

Our total employee strength of our India operations stood at 24773 as of 31st March 2016, with the management staff forming 16% of our total operations and unionised employees forming bulk of our operations at 70%.

Manpower Details (2015-16) - Permanent	Copper	Aluminium	Total
Number of Management Staff	406	3601	4007
Number of Local Management Staff including Diploma Trainees		3454	3454
Number of Unionised Employees including Subordinate Staff / OG, permanent workmen, Regular Badli, Temporary Badli, Temporary Workmen	1172	16140	17312
Total Manpower Strength (Management Staff and Unionised Employees)	1578	23195	24773

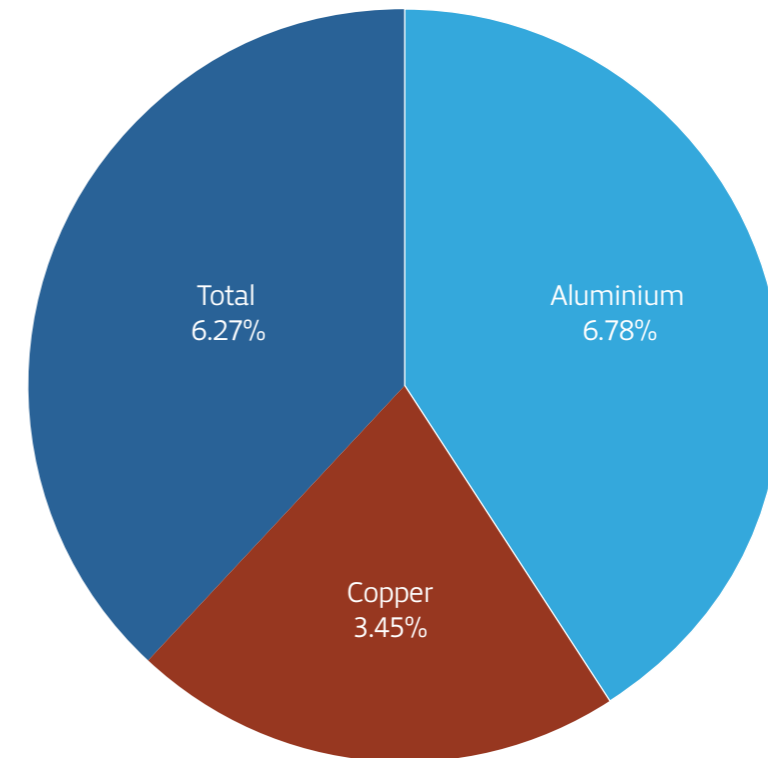
FY 2015-16

Employees by Age (2015-16)	Copper	Aluminium	Total
Age Group : 50 and above	140	5849	5033
Age Group : 41 to 50	418	7442	6914
Age Group : 30 to 40	746	6418	6514
Age Group : below 30	274	3486	3187

FY 2015-16

Employees Hired (2015-16)	Copper	Aluminium	Total
No of New Employees in Management Cadre	22	331	353
No of New Employees in Unionised Cadre	10	370	380
No of Male Employees in Management Cadre	17	307	324
No of Female Employees in Management Cadre	5	25	30
Total Number of New Employees hired	32	668	700

No. of Female Employee



Diversity And Inclusion

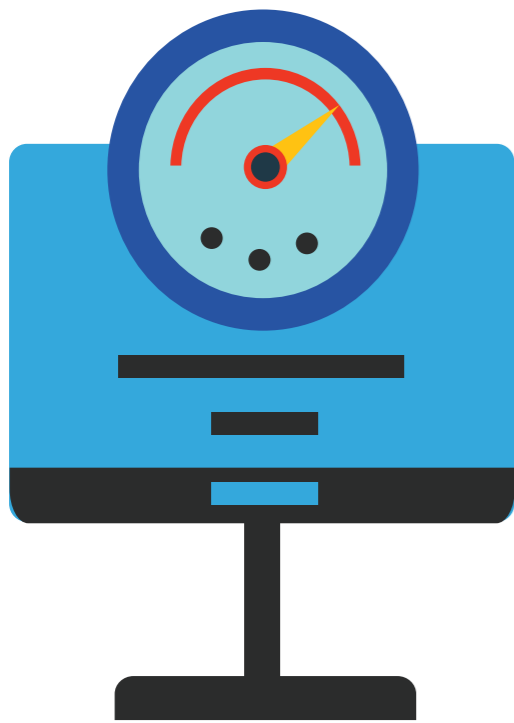
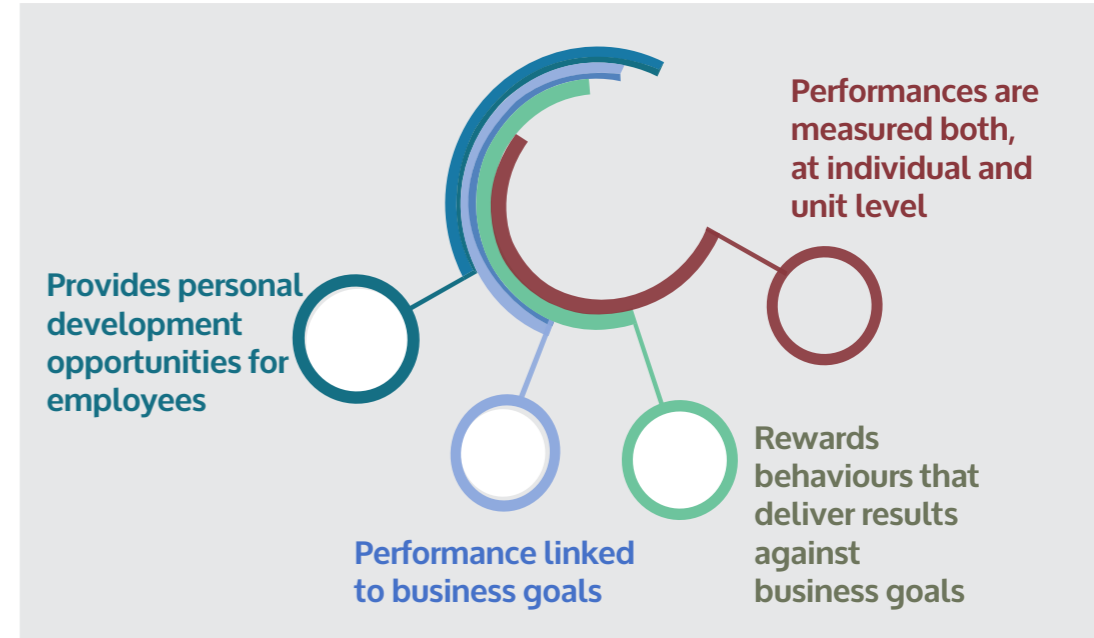
Hindalco is part of Aditya Birla group, the global conglomerate, multi-ethnic and multi-diverse group operating in 13 countries in diverse business functions. The Group values of integrity, commitment, passion, seamlessness and speed are imbibed in the Hindalco vision to be the best employer. Our diversity policies are structured around the understanding of the diverse cultures and backgrounds of our employees. We believe it is this diversity that not only provides invaluable insights in to the complexities of the international markets, but also is the strength for our immense success.

While hiring new talent, we look at promoting the same values of diversity inclusion to ensure a cohesive environment. During the reporting period of 2015-16, 700 new employees were inducted into the organisation, while 941 employees left the organisation. 16 female employees availed of maternity leave in 2015-16, and all were reinstated back into the organisation post their maternity leave period.

Performance Management and Compensation

Our robust and progressive HR policies are framed to keep the talent force motivated through merit-based career progression, job enrichment and performance management. Our performance management and compensation programmes

are designed around Rewards and Remuneration. We have a lot of recognition platforms available for our employees managed by Group Business & Units. Few of them are ABG Awards, PRIDE, Long Service Recognition, Sabashi Award, Bhagidari Award, and Employee of the month/Quarter/Year Awards, etc. A unique online platform for on-the-spot business driven recognition is "PRAISE" which is available both online and as a mobile app.



Performance Evaluation Process

Through our performance management system called Poornata, we follow a common appraisal process, which is a goal-focussed, automated systems driven program.

◇ Goal Setting

- Formulate and engage in annual goal-setting to achieve respective business strategies
- Individual objectives are translated into measurable goals by mutual discussions conducted between superiors and subordinates.

◇ Mid-review feedback

- To monitor the goals implemented and achieved
- Feedback is given on corresponding corrective actions to be taken
- Facilitate amendment of goals or action plans to meet annual targets.

◇ Annual self-performance reviews

- Discussion with superiors facilitates identification of areas for further development for employees
- Establishes a bonding process between supervisor and subordinates
- Forms the basis for compensation reviews along with the target performance rating

Hindalco believes in empowering its employees to take the right business decisions, and we believe it is this spirit of ownership, that helps us to respond proactively to challenges and opportunities. Our leadership fosters an inclusive, collaborative and innovative work environment that keeps us and our products on our clients' and customers' radar at all times. This alignment of our people initiatives, with business functions and goals, is what drives our performance. During the reporting period, the Hindalco HR Strategy 2020 was launched in line with Business and Group HR Strategy. The HR transition of the four acquired coal mines happened smoothly and successfully.

All our operations in India have work unions and 70 % of the workforce is covered under the provision of collective bargaining. Topics such as compensation and wages, health and safety, productivity improvement, cost reduction, outsourcing of identified processes are discussed by means of charter of demands from unions and management. Over years, such positive dialogue has provided a sound base for productivity improvement and led to peaceful industrial relations.

We do not discriminate by gender, race, age, religion, caste for wages. Our Entry Level wage is equal to or more than the local minimum wages at all locations. All senior management level recruitments are based on merit. Wages, benefits and bonuses for employees that are covered under unions are determined by collective bargaining agreements at their respective locations. We strongly prohibit child labour and ensure there are no occurrences of child labour or forced labour. We strictly adhere to the legal requirements related to child labour and forced labour.

The minimum notice period for significant operational changes in case of union workers varies by location depending upon local regulations, customs and significance of issue. The minimum Notice Period for Management Staff is three months.



- Structured communication meets at the unit, department and functional level.
- Notice boards, Display boards, Newsletters at the Unit and department level
- Seniors interface to discuss daily performance issues, success stories, and other business challenges
- Mass media communications like Cable Television/DTH
- At business level, two quarterly journals namely, 'E-metal' and 'Full Circle' and a marketing newsletter, 'Al Track' to share business/related information with our employees
- Team Engagement Survey was conducted with an all time high participation of employees at 93%

Benefits	Staff & Workmen	Temporary/Casual Workmen	Contractor's Workmen
Canteen Facilities	Yes	Yes	Canteen Allowance
Mediclaime Insurance Employee & dependents	Yes (For management staff only)	Yes (under ESI Scheme)	No
Residential Accommodation	Yes	No	No
Nishchint (Group Life Insurance)	Yes (For management staff only)	No	No
Group Personal Accident Insurance	Yes (For management staff and Non ESI workmen)	Group Insurance in lieu of EDLI scheme	No
Medical Reimbursement	Yes (for Non ESI workmen)	No	No
Housing Loan	Yes	No	No
Scholarship-Educational Support	Yes	No	No

Learning And Development

The Learning and Development function is well integrated with the overall HR Function and the Business Objectives. Across all our operations, Hindalco has ensured state-of-the-art and full-fledged learning infrastructure to support its learning objectives.

- The training methodology at Hindalco
- Competency mapping of employees
- Identification of GAP between required and actual competency level

- Assessment and Identification of training needs of employees is done through performance management system
- Structured format and drawing up of the calendar based on training needs
- Feedback and evaluation of each training programme
- The training strategy aims at equipping all our people across Units with business linked knowledge, technical and behavioural based learning events
- Updating of competency matrix based on evaluation

Hindalco employees also participate in various training programs organized by the Group's Training Centre, Gyanodaya on Skills Management Development and lifelong learning that support the continued employability of employees and assist them in managing career endings. Development and grooming of new employees are done through

training and mentoring. We have pan-Hindalco ABG competency-based learning planner, covering all the management people.

The effectiveness of the training programs is monitored through on-the-job performance, pre & post-tests, feedback from immediate superiors, peers, subordinates, performance review etc.

Key initiatives of learning development function in 2015-16:



FY 2015-16

No. of Manhours Training (2015-16)	Aluminium	Copper	Total	AVG hours/employee
Total no of manhours provided - Management Staff	167389.5	12163.5	179553	35.97
Total no of manhours Management Staff provided - Male	56105.5	11975	68080.5	14.11
Total number of manhours training provided to Management Staff - Female	2326	188.5	2514.5	15.15
Total number of manhours training provided to Unionized Employees	135726	4960	140686	10.29
Total number of manhours training provided to Unionized Employees - Male	99008	4900	103908	7.64
Total number of manhours training provided to Unionized Employees - Female	146	60	206	2.48
Housing Loan	Yes	No	No	No

- Revised GET Scheme Launched as Young Manufacturing Professional (YMP) with focus on specific technical training
- HR Capability Enhancement of the Line Managers through "HR Connect" Program, 16 workshops organised during the year covering approximately 330 line managers
- Ensured and achieved 4 man days of classroom training for the employees in the fields of behavioral, functional and technical
- Specific programs for Gen-Y and Team Managers were launched during the year
- Technical Programmes were organised for both skill up-gradation and exposure

(Please note: Gender based reporting data for training in man-hours not available for all operating units)



Key HR Initiatives in 2015-16

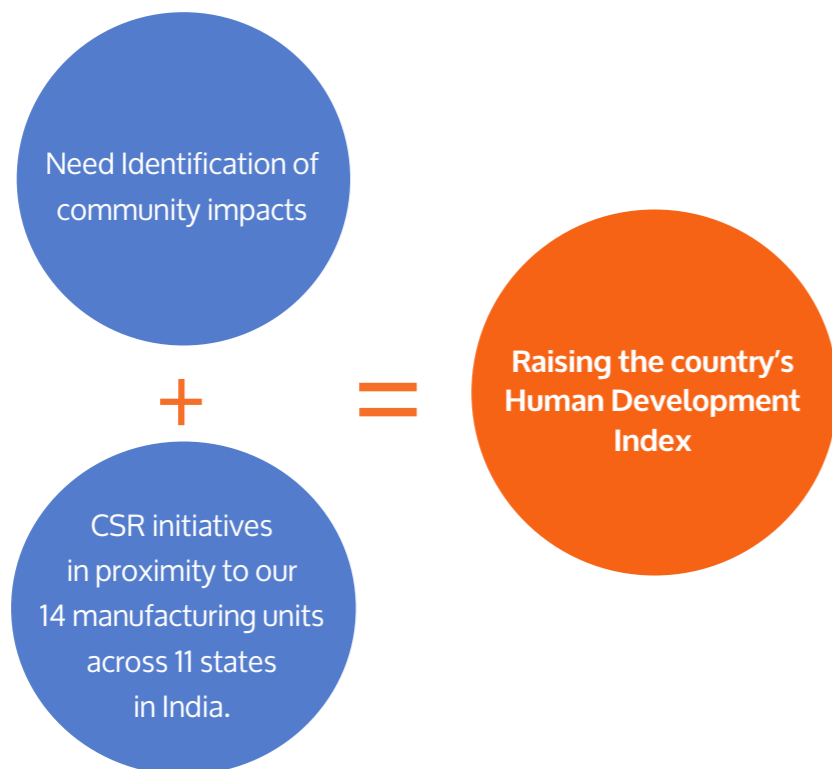
- 11th Anniversary of ABG Group Values Launch was celebrated as Values Month across the units and the offices.
- Livewell – Physical Wellbeing sessions were organized across the locations for employees as a part of Vibes Action Plan and AWOOP EVP – Enrich Your Life re-enforcement.
- 2nd Anniversary of PRAISE – online rewards and recognition tool was celebrated across Units and offices.
- First time Functional Meet in the field of Logistics and Safety were organized, where best practices across industries were
- HR Connect – HR capability building of Line Managers was organized for line managers across locations.
- Perform to Excel : A learning initiative towards enhancing the effectiveness of annual performance management process conducted for all the mid to senior level managers across the units.
- Unique simulator based smelter training was conducted at Aditya & Mahan ensuring smooth commissioning and operation of the plant.
- Behaviour based safety programs were conducted across the unit for safety culture re-enforcement.
- Rigorous one year training for Young Manufacturing Professionals (YMP) across the manufacturing locations comprises of technical & behaviour training.
- On the lines of Business Strategy, HR 2020 Strategy was formulated and put in place.

c.4 OUR SOCIETY AND COMMUNITY

OUR APPROACH

As a responsible company, Hindalco believes that in contributing not just to the economic growth of the country but also the social development of the underserved communities, lifting the burden of poverty and helping bring in inclusive growth. The key objective of Hindalco's CSR strategy is to build a better, sustainable way of life for the weaker sections of society and raise the country's Human Development Index.

Our CSR Policy is well-articulated and is aligned to the Sec. 135 (CSR Rules) of the Companies Act, 2013 of India. As per the rules specified, we also publish our CSR initiatives and the total CSR spending in our Annual Financial Report.



"We have always been engaged in reaching out to communities through the spirit and culture of giving and caring, the spirit of compassion and service; a legacy passed on from the Birla family, generation after generation. Our work truly impacts the lives of the underprivileged through our outreach and community engagement programmes that reach out to a rural population of nearly 11.19 lakhs, spread over 672 villages and 33 urban slums."

- Mrs Rajashree Birla,

Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development



CORPORATE SOCIAL RESPONSIBILITY COMMITTEE (CSR) at Board Level (2015-16)

- Mrs Rajashree Birla – Chairman
- Mr A. K. Agarwala – Member
- Mr D. Bhattacharya – Member
- Mr Jagdish Khattar – Member

Due to the demise of Mr N.J. Jhaveri the Committee was reconstituted with the above members. Dr. Pragnya Ram, Group Executive President - Corporate Communications and CSR is a permanent invitee to the Committee.

The terms of reference Hindalco's total spending on CSR was ₹34.15 crore, 2.2% of the average net profit for the previous three financial years. In addition, we mobilised ₹73.11 crore through various schemes of the Government, acting as catalysts for the community.

₹34.15 Cr
Our CSR spend for 2015-16

₹73.11 Cr
additional CSR investment on Government schemes

We focus on our key community impacts of Health care, Education, Sustainable Livelihood, Vocational Training, Safe drinking water and sanitation, Infrastructure and social reform.



HEALTH CARE

Our Health Care initiatives are based on the needs of the communities and focus on:



Medical health checkups and surgical camps

Hindalco-run Hospitals and Clinical Infrastructure

Health Awareness and diagnostic testing camps

Eye and Dental Camps

Support facilities to Government run health centres

Mother and Child Health Care



1,556 rural medical camps held

1,53,825 villagers benefitted



Medical health checkups and surgical camps

- Medical and awareness camps for ailments such as malaria, filaria, diarrhoea, diabetes, hepatitis, arthritis, skin diseases, gynaecological disorders and cardiac related issues were conducted by us. In the remote areas, thousands of villagers benefitted from our rural mobile medical van services.
- Over 365 patients were diagnosed with tuberculosis and registered under the directly observed treatment programme (DOT) and received treatment at the 10 designated microscopic centres (DMC).



Health Awareness and diagnostic testing camps



47 camps on STD/RTI and AIDS awareness

- 7,186 persons underwent the tests and many were given treatment in line with the diagnosis. Sickling detection and counselling camps were also conducted.

Eye and Dental Camps



4,089 persons received treatment at our Dental check-up camps
3,570 persons treated at our Eye camps
503 patients operated for cataract and fitted with intra-ocular lens

Support facilities to Government run health centres

- We supported Government run primary health centres, providing required essential facilities like incubators.



Mother and Child Health Care

2,24,941 children immunised against polio

19,142 children immunised against BCG, DPT and hepatitis B

- Our focused programme on adolescent health care covered 5,376 girls at Kanyashrams, Govt. Girls High Schools and Kasturba Gandhi Balika Vidyalayas.
- 6,508 school students were examined and taken care of at our 47 health check-up and blood grouping camps held at schools



1,00,281 plus expectant mothers and their children offered support

- at our family welfare centres under our Safe Motherhood and Child Survival Programme.

12,420 women participated in 372 camps



- on anti-natal, post-natal care, mass immunisation, nutrition and escort services for institutional delivery
- 587 villagers opted for planned families as a result of our intensive motivational drive towards responsible family-raising.

Hindalco-run Hospitals and Clinical Infrastructure



1,46,970 patients served at Hindalco-owned hospitals and clinics

14 ambulances provided at Muri

All figures provided above are for 2015-16



SAFE DRINKING WATER AND SANITATION



77,750 plus villagers gained access to safe drinking water

This year, we installed 89 hand pumps, repaired 901 hand pumps and dug wells, enabling villagers to access to safe drinking water.

25 Life Straw Community Water Filters (recommended by WHO) were distributed to Anganwadis, Schools, Health Centres and common public places.



7,546 individual toilets constructed

EDUCATION



1,241 students from underprivileged families mentored through 40 Balwadis operated by us

3,228 children enrolled in 75 balwadis supported by us

17,450 students given notebooks, practice books, slates, school bags etc

11,756 students received school bags, uniforms, sweaters



We initiated programs to enable Drop-outs to return back to school:

219 'meet the parent' counselling events held

607 students returned back to school

- Coaching classes for students weak in Math, Science and English were initiated to enable them get through the exams
- We provided bus services for girls to encourage them continue their education and not drop-out at the secondary level of school



1045 village youths received formal training on personality development, leadership, communication etc

- In addition, we run 41 Non Formal Schools, and adult literacy programmes
- Science Exhibitions and exposure visits organised to showcase talented students and facilitate a knowledge gaining platform



4,239 aspiring students participated in our career counselling camps enabling them to join technical and vocational training programmes

- Our computer literacy programmes have benefitted 570 rural students and helped to enhance their skills on various operating systems for self-development.



21,374 students participated in Sports and cultural programmes organised by us in more than 87 schools

4 new school buildings were constructed and 11 school buildings were repaired

SUSTAINABLE LIVELIHOOD



54554 farmers benefitted through various agriculture-based sustainable livelihood initiatives



- We organised agri-based training programmes for 19,411 farmers with the objective of increasing the productivity and yield of the crops. Training programmes included crop diversification, advance cropping techniques and other processes; to improve yield, floriculture, integrated pest management and post-harvest technology
- 16,309 farmers were given agricultural tools, seeds, fertilisers and insecticides as part of the agriculture support programmes
- Exposure trips to study cropping pattern and techniques, organic farming, watershed, dairy and drip irrigation projects, were organised for farmers
- 45 farmers club organised to enable exchange of ideas and information the benefit of farmers



8803 farmers benefitted with our support for agricultural farmland levelling, trench digging and construction of check dams, lift and drip irrigation facilities

- 30 Vermi-compost tanks built to encourage the use of waste in making manure for their land and improve crop output
- As part of our Green Energy movement, 9 biogas units and solar street lights were installed.
- As part of the carbon credit program of DFID, 35 units of solar home light systems were installed and smokeless wood stoves distributed.



88,526 farmers benefitted from our distribution of saplings and development of nurseries as part of the social forestry programme

- 43,413 animals were immunised in veterinary camps held at our units, through our farmer support initiatives.

All figures provided above are for 2015-16

VOCATIONAL TRAINING



7,841 people benefitted from our vocational skills programmes

- We sponsored students to undergo semi-skilled job oriented at ITI's/ Pan ITIs institutions

SELF HELP GROUP (SHG)



- Through our support to 1,368 self-help groups (SHG), 19,067 households are empowered economically and socially. For the year 2015-16, 204 additional and new SHGs were formed by us.
- The SHG women members are engaged economically productive and empowerment activities like tailoring, weaving, knitting, handicrafts, beauty parlour, bamboo basket making, making pickles, spices papad, vegetable vending, cultivation, small business etc.

INFRASTRUCTURE DEVELOPMENT



1,95,902 people have benefitted from our interventions in infrastructure development of the villages

- We have helped the local villagers by construction of checkdams, borewells, water harvesting structures, approach roads, internal concrete roads in villages, drainage systems, river steps and maintaining bathing ghats.
- We also constructed additional classrooms, repaired school buildings, erected boundary walls, maintained play grounds and health centres, as also built community halls.



17 villages electrified with our support benefitting 2,168 inhabitants

- In addition, we provided solar street lights and solar lights to few of the villages in and around our units.

ESPOUSING SOCIAL CAUSES

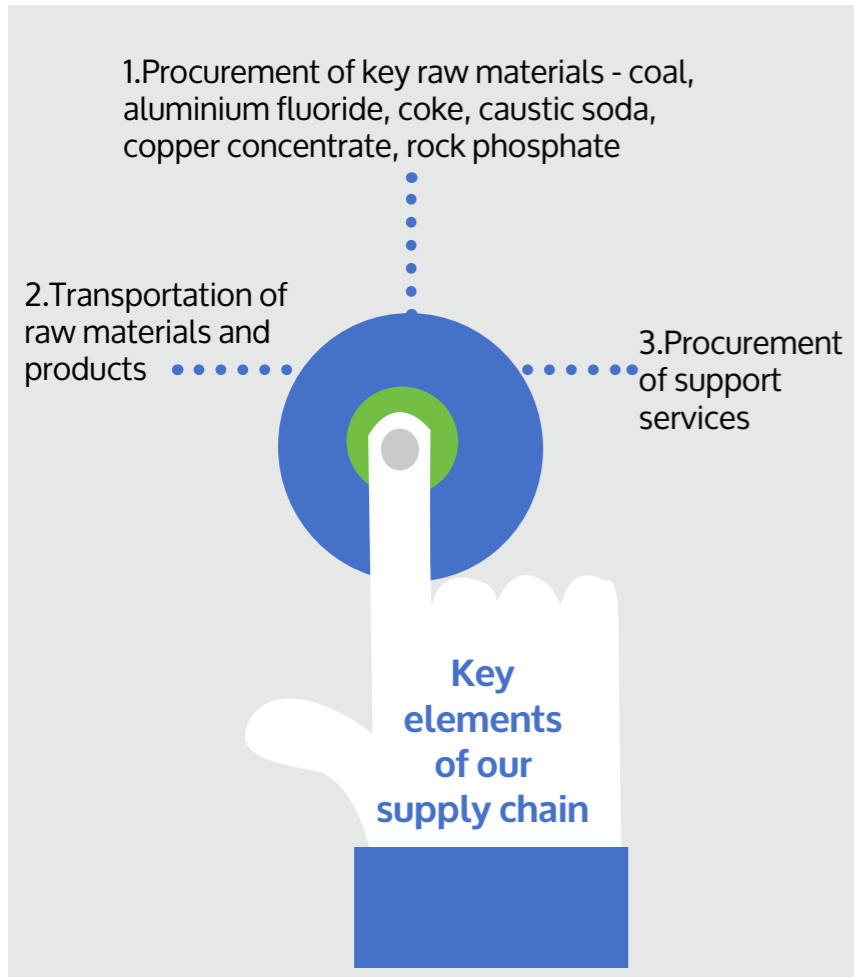


3,08,838 people reached out through our social reform programmes

- These include advocacy against child labour, illiteracy, child marriages, the marginalisation and abuse of the girl child and women, drunken behaviour and poor hygiene maintenance.
- We also promote rural sports, cultural programmes and celebration of national events/days in the locale.

All figures provided above are for 2015-16

c.5 OUR BUSINESS PARTNERS – OUR SUPPLY VALUE CHAIN



derive high output with minimal harm and impact to both environment and society. The supply chain structure has not significantly changed during the reporting period from the previous period. We procure raw materials from within the country as well as from global sources through use of ship, rail and road transportation.

ENGAGING WITH OUR SUPPLY CHAIN

To build a good collaborative environment and maintain rapport with our suppliers, we engage with them at multiple levels including various levels of interactions from one to one, personal and telephonic. Periodically, we also conduct supplier meets where we interact with our suppliers on various aspects of sustainability. We also use this opportunity to evaluate their performance as also to gauge their feedback



and inputs. At these meets, relevant and senior team members from Hindalco are present to engage with all categories of our suppliers and partners, ensuring better transparency and an opportunity for them to interact with Hindalco.

PERFORMANCE EVALUATION AND FEEDBACK

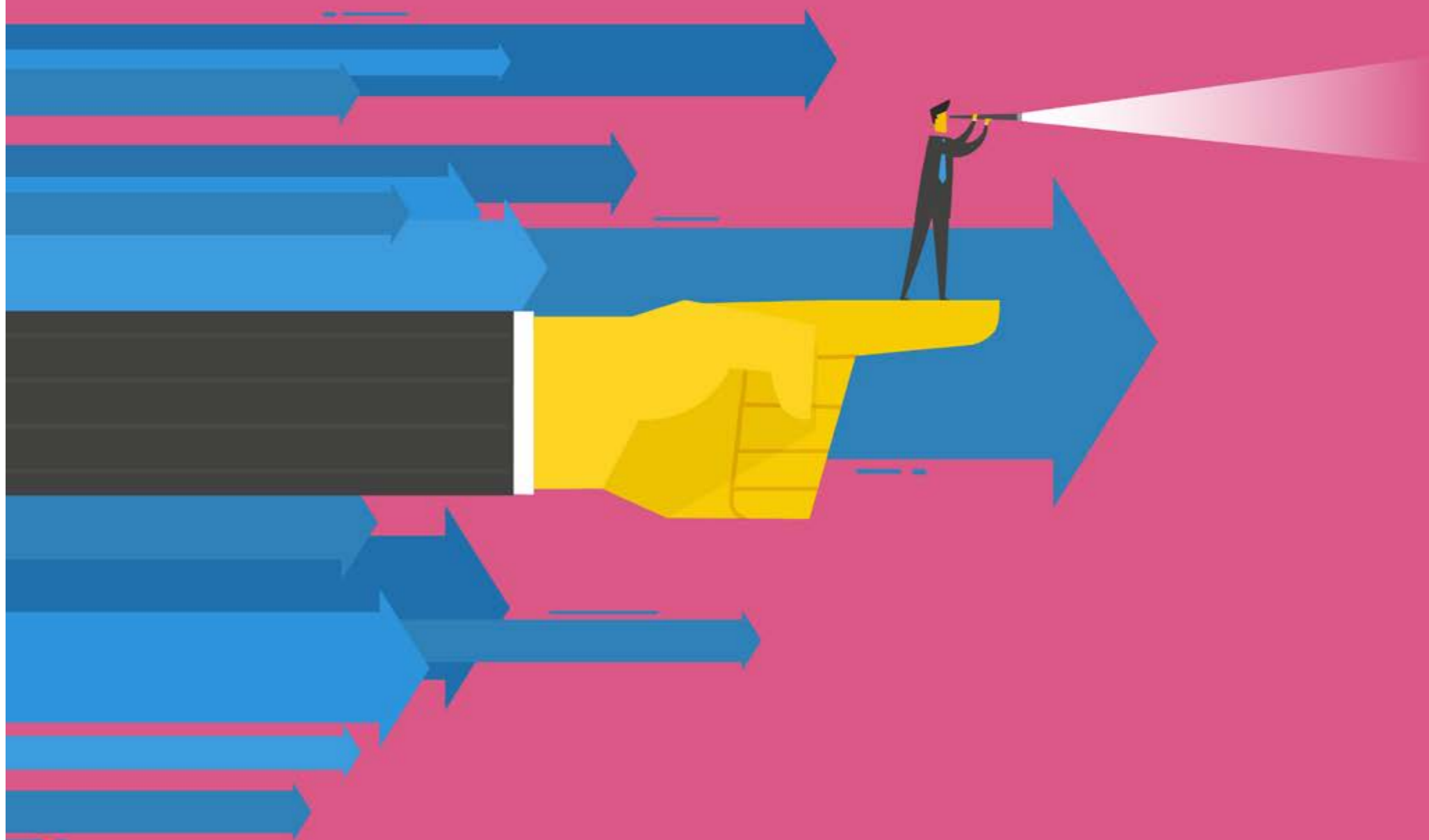
We have a structured evaluation and feedback mechanism in place to ensure quality in our productive output as well as minimise the impact of our supply chain operations on the planet and society.

All new suppliers are required to submit evidence for compliance with applicable regulations, including environment, safety, labor and human rights practices. We also evaluate performance of our service providers with respect to legal, labour and human rights as applicable. During the reporting period, there were no penal actions or notices by relevant regulators, for violation of labour practices in our supply chain.

We are putting in place a tracking mechanism to gauge the impacts of our supply chain on environment, society and economy. This includes extending our grievance redressal mechanism to capture the negative impacts of the supply chain and put in place a process to address.

We believe that collaboration and co-creation are the key tools to help mitigate the challenges of climate change and overpopulation that the world and businesses will be facing in the near future. Successful businesses thus look at co-creating innovation with strong, robust and sustainable value chain as their business partners. At Hindalco, we engage intensely at multiple levels and work closely with our supply chain partners with its multi-level to

D. Future Proofing

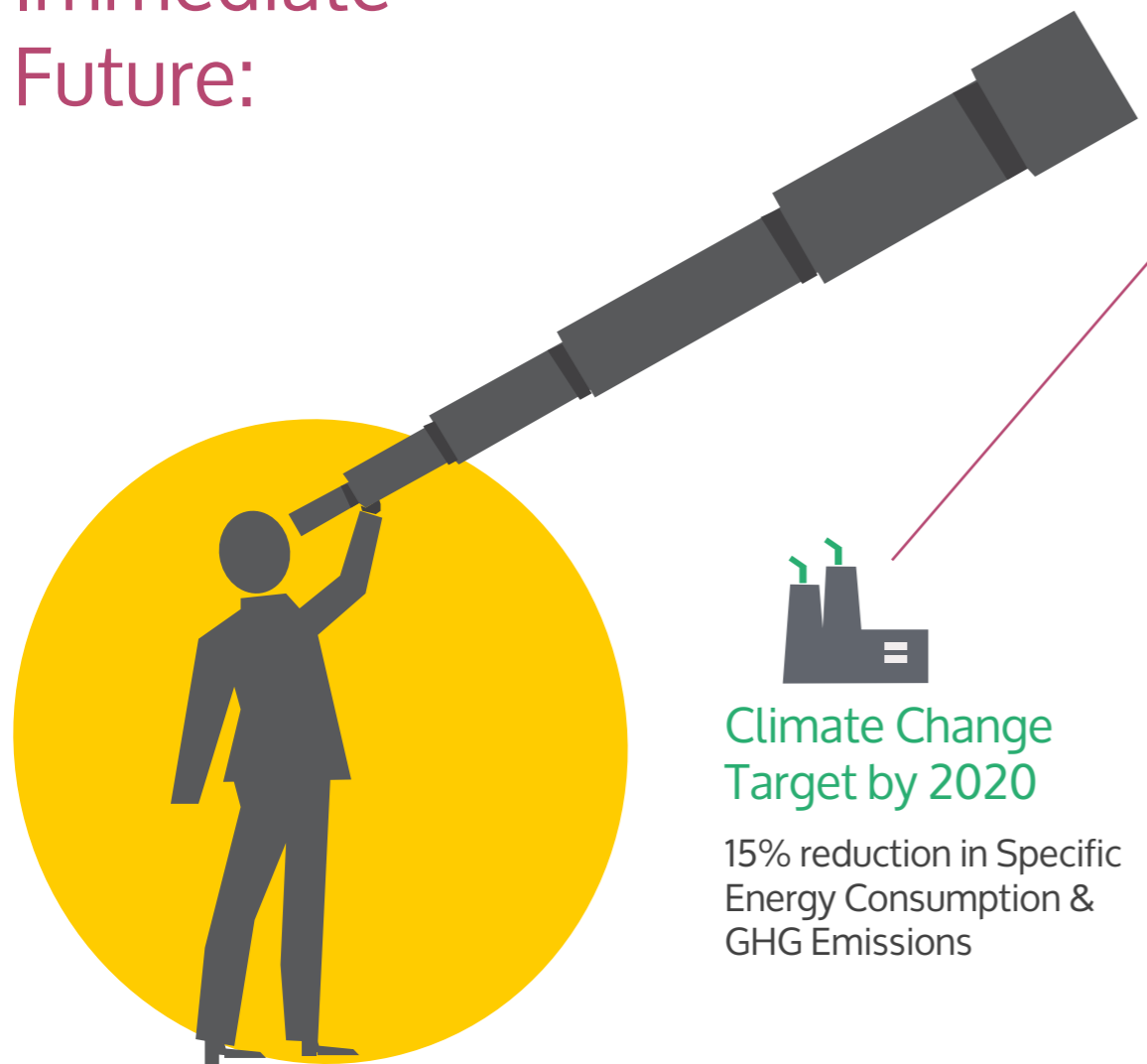



The future world is strained with challenges galore – the burgeoning population, climate change and threats to water and food security. With India poised to be the most populous country by 2030, the strain of increasing demands is being felt in the country with polluted cities, loss of biodiversity, growing water stress and demand for more electricity. Thus, it's imperative to adopt sustainable solutions and development not just for the planet, but also businesses as they cannot survive without the planet.

At Hindalco, we have introspected, that to bring in a greater transformation, we need to go beyond existent sustainable models and 'Future Proof' our businesses. We need to mitigate our impact in every way we can, whilst preparing for potential adaption to planetary changes as we go forward. At the same time we need to understand the externalities and changes in laws that are required to make the planet more sustainable. Our business operations need to be aligned to these changes, through improvements in our

performance and even redesigning our business models. We see this not just as an obligation, but also as a business enabler to harness new opportunities. Future Proofing, hence, is the third pillar of our sustainability framework with identification of climate, water, raw material and regulatory risks as the potential risks to this framework. Our response to address these risks constitutes our way forward to future proofing our business.


Our Key Focus For The Immediate Future:

Climate Change Target by 2020
15% reduction in Specific Energy Consumption & GHG Emissions



Regulatory Risks
Prepare our Operations to meet regulatory requirements coming into force



Water Security
Target by 2020: 15% reduction in Specific Water Consumption and Zero Liquid Discharge in all operations



Product Development
Target by 2020
200 ktpa potential through new product & Application Development



Material Availability & Waste Management
Target by 2020: Generate value from Wastes; use 10% of Bauxite residue and 100% of fly ash

Climate Change: Reduction In Energy And GHG Emissions

Our main operations are based out of India, and hence India's commitment and action towards combating climate change is important for us. India has ratified the Paris Climate Agreement, and as part of India's commitment towards same, plans to reduce its carbon emission intensity, by 33-35% from the base in 2005, and to produce 40% of the total electricity from sources other than fossil fuels; by 2030. The framework and legislative implications of these commitments on industry and especially our operations, are not clear as of today. However, it can be assumed that there would be certain commitments expected out of each industry sector and organisations as a result of the outcome of the Agreement. Keeping the challenges that would entail in mind, Hindalco is already working on strategies to reduce the energy and GHG emissions of its operations. Some of the action plans already being implemented are:

- Adoption of energy-efficient technologies for bauxite ore refining and aluminium smelting at green field projects at Utkal, Mahan and Aditya
- Upgrading existing operations of Renukoot 65 kA Pots and Hirakud 85 KA Pots through in-house technology development, like Gemini Technology
- Process optimisation and Energy improvement projects through PAT Initiatives



15% reduction in Specific Energy Consumption and GHG Emissions of Hindalco Operations by **2020**

- Increasing renewable energy in our energy portfolio mix, for example, 1 MW Solar Energy at Alupuram and 30 MW Solar at Aditya Aluminium

Material Availability & Waste Management

The Metals and Mining sector is hugely dependent on availability of raw materials which are generally finite natural resources like ores. In terms of Aluminium and copper industry, the challenge of availability of raw materials is further compounded, with the increasing demand and consumption of aluminium and copper especially as the world becomes more technology advanced.

As a future-proof strategy, we are looking at moving towards a circular economy and derive optimal value from the waste

generated. Some of the major plans that have already been put in action:

- Recover copper from effluents / wastes
- A pilot plant was successfully demonstrated during the reporting period, and preparations to scale it up at a commercial level is on
- Trial plans are ongoing to recover copper from hazardous waste
- Safe disposal and utilisation of Bauxite Residue and 100% utilisation of Fly Ash
- Ongoing plans to beneficiate and use low grade ores and recover values from bauxite residue
- Utilisation of Bauxite Residue and fly ash at Cement plants, for Mine-filling, reclamation of marine clay etc
- Expanding its applications to Construction like Geopolymer bricks, paver blocks nuclear radiation shielding material etc, along with fly ash
- Other Wastes: Ongoing plans include utilisation of other wastes like Spent Pot Liner (SPL), Dross and Spent Filter Aid



Generate value from Wastes; use **10%** of Bauxite residue and **100%** of fly ash by **2020**

Water Security

Water is considered one of the top ten global challenges, with World Bank estimating that the world will face a 40% shortfall between forecast demand and available supply of

15% reduction in Specific Water Consumption and Zero Liquid Discharge in all operations by **2020**



water by 2030. Coupled with climate change impacts and increasing population rise, countries like India, face immense water scarcity. At Hindalco, water management is one of the top material and sustainability issues, with future plans to include water resource risk assessment along with climate risk at all units. Our goal is to look at significant reduction in the water resource intensity of all our operations.

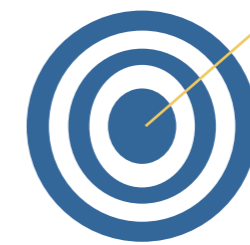
Some of the plans that are being implemented:

- Water Assessment study to identify reduction potential
- Feed water quality improvement and improve process efficiencies
- Water recycling initiatives in all our operations
- Rain water harvesting system in plants and colony
- Technology development for treatment and reuse of high TDS/ Specific effluents

Product Development

Aluminium and Copper both are considered the Future metals due to their recyclability and bright consumption prospects especially in the technology sector. With the Indian Government's thrust on increasing the power capacity of the country, spells good news for both the Aluminium and Copper industries. With the emphasis on businesses also managing their GHG emissions, Aluminium being a light-weight metal,

has bright prospects especially in high-diesel consumption industries and products like transportation and construction. Hindalco is sharpening its focus on downstream value added products in India to take advantage of these opportunities.



200 ktpa potential through new product & Application Development by **2020**



E. Assurance Statement





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Independent Assurance Statement to Hindalco Industries Limited on their Corporate Sustainability Report for the Financial Year 2015-16

To the management of Hindalco Industries Limited, Century Bhavan, 3rd floor, Dr. Annie Besant Road, Worli, Mumbai 400 030, India.

Introduction

We ('KPMG in India', or 'KPMG') have been engaged by Hindalco Industries Limited ('Hindalco' or 'The Company') for the purpose of providing assurance on its sustainability report ('the Report') for the financial year (FY) 2015-16. The report was prepared by Hindalco according to the Global Reporting Initiative's (GRI) G4 guidelines 'In-accordance' – Comprehensive option for sustainability reporting.

Assurance Standards and Guidelines Used

We conducted the assurance in accordance with

- Limited Assurance requirements of International Federation of Accountants' (IFAC) International Standard on Assurance Engagements (ISAE) 3000 (revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information
 - Under this standard, we have reviewed the information presented in the report against the characteristics - relevance, completeness, reliability, neutrality and understandability.
- Type 2, Moderate level assurance requirements of AA1000 Assurance Standard 2008 by AccountAbility.
 - Under this standard, we have reviewed the nature and extent of adherence to the AA1000 AccountAbility Principles and the quality of publicly disclosed information as part of the report limited to performance indicators/ information required by GRI G4 Guidelines.

Boundary and Scope - Limited Assurance Engagement

The boundary of assurance covers the sustainability performance of Hindalco's (Aluminum and Copper business) India operations for the period 01 April 2015 to 31 March 2016.

The assurance process was limited to the sustainability disclosures made in the Report. The General and Specific Standard Disclosures that were subjected to assurance are as follows:

General Standard Disclosures:

- Identified Material Aspects and Boundaries (G4-17, G4-19 to G4-23)
- Stakeholder Engagement (G4-24 to G4-27)
- Report Profile (G4-28, G4-29, G4-30, G4-31)
- Governance (G4-34 to G4-49)
- Ethics and Integrity (G4-56, G4-57)

Specific Standard Disclosures:

- Environmental
 - Materials (G4-EN1, G4-EN2), Energy (G4-EN3, G4-EN5, G4-EN6, G4-EN7), Water (G4-EN8, G4-EN10), Emissions (G4-EN15, G4-EN16, G4-EN18, G4-EN20, G4-EN21), Effluents and Waste (G4-EN23), Products and Services (G4-EN27)

- Labor Practices and Decent Work,
 - Employment (G4-LA1), Occupational Health and Safety (G4-LA6), Training & Education (G4-LA9),
- Human Rights
 - Non-discrimination (G4-HR3)
- Society
 - Local Communities (G4-SO1, G4-SO2)
- Product Responsibility
 - Customer Satisfaction (G4-PR5)

Limitations in Conducting the Assurance

Our assurance process was subject to the following limitations:

- Verification of claims was limited to data and information presented in the report for the period 01st April 2015 to 31st March 2016. Data and information in the report outside this reporting period was not subject to verification.
- Any statement/ remarks/ comments indicating intention, opinion, belief and/ or aspiration by Hindalco were excluded from the scope of assurance.
- Determine which, if any, recommendations should be implemented.
- The assurance statement does not include verification of financial performance indicators/information that was sourced from Hindalco's FY 2015-16 annual report.
- Assurance visits were limited to the sites which are mentioned in the work undertaken

Work Undertaken

Our procedures include assessment of the risks of material misstatements of selected performance indicators and disclosures and underlying internal controls relevant to the information published in the report. Our procedures were designed to gather sufficient and appropriate evidence to determine that the selected performance information is not materially misstated. We have adopted the following -

- Evaluating the report's content to ascertain the 'In-accordance' option as per Global Reporting Initiative's G4 Guidelines
- Testing on a sample basis, the evidence supporting the data and information
- Evaluating the appropriateness of the quantification methods and models used to arrive at the data presented in the report
- Verification of systems and procedures used for quantification, collation, and analysis of sustainability performance indicators included in the report
- Understanding the appropriateness of various assumptions, estimations and materiality thresholds used by Hindalco for data analysis
- Discussions with the personnel responsible for the evaluation of competence required to ensure reliability of data and information presented in the report
- Discussion on sustainability with senior executives/ management at the different Hindalco locations and at the corporate office to understand the risk and opportunities from sustainability context and the strategy Hindalco is following
- Assessment of stakeholder engagement and materiality assessment process for determining material aspects
- Review of Company's approach to identify material issues and stakeholders engagement framework.
- Assessment of the systems used for data collection and reporting of the General Standard Disclosures and Specific Standard Disclosures of material aspects as listed in the assurance scope above.



- As part of the verification process, we have conducted site visits to the following facilities of Hindalco:
 1. Hindalco, Copper – Dahej
 2. Hindalco – Hirakud Smelter
 3. Hindalco – Hirakud Power
 4. Hindalco – Hirakud FRP
 5. Hindalco, Aluminum - Renukoot
 6. Hindalco – Mauda – FRP
 7. Hindalco – Utkal Refinery
 8. Bauxite Mines – Utkal, Odisha

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement. Appropriate documentary evidence was obtained to support our conclusions on the information and data verified. Where such documentary evidence could not be collected due to sensitive nature of the information, our team verified the same at Hindalco's premise.

Our Conclusions

We have reviewed the sustainability report of Hindalco Industries Limited. Based on our review and procedures performed as described above, nothing has come to our attention that causes us not to believe that

- The report is in accordance with the GRI G4 guidelines and covers Hindalco's sustainability performance covering its operations as mentioned in the scope
- The standard disclosures and key performance indicators presented in the report by Hindalco, are fairly represented in line with the identified material issues.

Our Observations

As per AA1000AS 2008 principles:

Principle of Inclusivity: Stakeholder engagement process in Hindalco is applied across the organization. The organization identifies and engages with stakeholders to understand their views and expectations. Hindalco may now take initiatives to build capacity for both internal and external stakeholders on Sustainability and establish ways for its stakeholders to be involved in sustainability decision making process.

Principle of Materiality: Hindalco fairly represents list of sustainability focus areas critical for business and its stakeholders. However, the company may disclose prioritization procedure followed to arrive at the material issues disclosed in the report. In this regard, Hindalco may perform stakeholder engagement and materiality assessment to revisit their material issues, taking into consideration changing sustainability context.

Principle of Responsiveness: The report discloses sustainability risks and focus areas mentioning availability of their targets by 2025. Going forward, the organization may plan to report the progress made on these targets bi-annually. Also, Hindalco may consider improving the timelines for publishing its sustainability report.



Independence

The assurance was conducted by a multidisciplinary team including professionals with suitable skills and experience in auditing environmental, social and economic information in line with the requirements of ISAE 3000 (revised) and AA1000 Assurance Standard 2008. Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, in relation to the scope of this assurance engagement, including not being involved in writing the report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behavior. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence. The firm applies ISQC 1 and the practitioner complies with the applicable independence and other ethical requirements of the IESBA code.

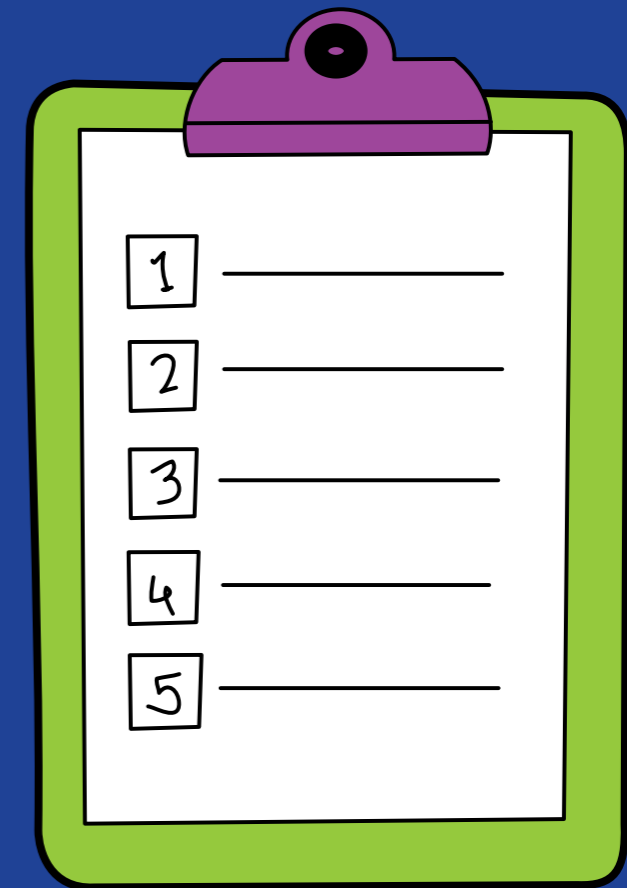
Responsibilities

Hindalco is responsible for developing the report contents. Hindalco is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported. This statement is made solely to the management of Hindalco in accordance with the terms of our engagement and as per scope of assurance. Our work has been undertaken so that we might state to Hindalco those matters for which we have been engaged to state in this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Hindalco for our work, for this report, or for the conclusions expressed in this independent assurance statement. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. By reading this assurance statement, stakeholders acknowledge and agree to the limitations and disclaimers mentioned above.


Prathmesh Raichura
Director
Sustainability Services
21st September 2017



GRI Index



GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
General Standard Disclosures - Strategy and Analysis				
G4-1	Statement from the senior most decision maker (CEO statement)	Full	Page 8-9. Chapter A – From the Managing Director’s desk	
G4-2	Key impacts, risks, and opportunities	Full	Future Proofing	We have prioritize the potential risks viz. Climate Change, Water Security, Raw Materials & Waste Management, Product Development and Regulatory Risks. We have prepared strategy and road map to mitigate the risks.
Section: Organizational Profile				
G4-3	Name of the Organization	Full	Hindalco Industries Limited	
G4-4	Primary brands, products, and services	Full	Page 10-11. Chapter A – About Hindalco	
G4-5	Location of Organization (Headquarters location)	Full	Page 14-15.	
G4-6	No. of countries where the organization operates, names of countries where organization has significant operations or that are specifically relevant to sustainability topics covered in the report	Full	Page 14. Chapter A – About Hindalco	
G4-7	Nature of ownership and legal form	Full	Page 10. About Hindalco	
G4-8	Markets served	Full	Page 11. About Hindalco	
G4-9	Scale of the organization (No. of employees, No. of operations, Net sales, Capitalization, Quantity of products or services provided)	Full	Page 11 About Hindalco, Page 42, Page 51	
G4-10	No .of employees by employment contract, gender, region, significant variations	Full	Page 51 - 52	
G4-11	% of employees covered by collective bargaining agreements	Full	Page 54	
G4-12	Describe the organization's supply chain - main elements of the supply chain in relation to the organization’s primary activities, products, and services.	Full	Page 64	

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
G4-13	Significant organizational changes during the reporting period regarding size, structure, ownership or supply chain	Full	Page 3. Report Scope and boundary	During the reporting Cycle, no changes in structure of supply chain, relationship with suppliers (termination and selection), including selection and termination
G4-14	How has the Precautionary principle been addressed?	Full	This Report contains various information related to Hindalco. Various Factors that can have an impact on our performance : Economic Conditions, changes / new Government regulations, Laws, other statutes and incidental factors	
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives the organization subscribes to	Full	ABG is a signatory to UNGC and Hindalco, in keeping with the requirement of the listing agreements with Stock Exchanges in India, subscribes to National Voluntary Guidelines on CSR and discloses the same.	Out of the 10 key Risks identified, focus is now on Energy, GHG, Water, Waste and Product Sustainability. Targets for available for achievement in these areas by 2025.
G4-16	Public Policy & Advocacy	Full		Hindalco and its employees participate in public policy advocacy only through industry/ trade/ commerce/ business associations
Section: Identified Material Aspects & Boundaries				
G4-17	List all entities included in the organizational consolidated financial statements-Report whether any entity included above is not covered by the sustainability report	Full	Page 3. Report Scope and Boundary	We have covered Hindalco - India - Aluminium & Copper Operations, Utkal Alumina in our sustainability Report. ABML has not been included in the report, in lieu of its offer sale. Novelis releases separate SR. Other entities not included due to Smaller Size / No Management Control / Special Purpose Investment / Operations not yet commenced
G4-18	Explain the process for defining the report content and the Aspect Boundaries -Explain how the organization has implemented the reporting principles for defining report content	Full	Page 18 to Page 21	
G4-19	List all the material aspects identified in the process for defining the report content	Full	Page 21	
G4-20	For each material aspect, report the aspect boundary within the organization the organization	Full	Page 21	
G4-21	Descriptions of material aspect boundaries outside the organization	Full	Page 21	
G4-22	Restatements	Full	In this report, we have excluded Novelis Inc. and ABML, from the scope and hence, all the data and information of the previous reporting periods is restated accordingly	
G4-23	Changes from previous reports in terms of scope and/or boundaries		In this report, we have excluded Novelis Inc. and ABML, from the scope and hence, all the data and information of the previous reporting periods is restated accordingly	
Section: Stakeholder Engagement				
G4-24	Provide a list of stakeholder groups engaged by the organization	Full	Page 21	

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
G4-25	Report the basis for identification and selection of stakeholders with whom to engage	Full	Page 21. Hindalco engages with the stakeholder groups that have impact on its business and its business could have impact on them. Such an assessment is conducted internally and reviewed from time to time. Segmentation of stakeholders within the groups is undertaken, but structured and objective process will be established as a part of Responsible Supply Chain Management.	
G4-26	Report the organization's approach to SE including frequency of engagement by type and by stakeholder group and indication of whether any of the engagement was undertaken as part of the reporting process	Full	Page 21	We have mechanisms in place for periodic engagement with our Stakeholders. E.g. Customers - Once in a year; Employees -Yearly; Supplier through Supplier Meet & Periodic Interaction
G4-27	Report key topics and concerns that have been raised through stakeholder engagement (group wise) and how the organization has responded to those key topics including through reporting	Full	Page 21	Based on the feedback, action plans are prepared and implemented by respective team
Section: Report Profile				
G4-28	Reporting period	Full	2015-16	
G4-29	Date of most recent report	Full	2014-15; Report uploaded in Hindalco website	www.hindalco.com
G4-30	Reporting cycle	Full	Annually	
G4-31	Report contact	Full	Back Cover	
G4-32	"In accordance" option, GRI Index and report assurance	Full	GRI G4 - Comprehensive	
G4-33	Policy regarding report assurance	Full	Except first Sustainability Report of 2010-11, all the other reports have been Assured by an External Agency	
Section: Governance				
G4-34	Governance structure of the organization	Full	Page 46-48. Corporate Governance	Further details available in Annual report 2015-16
G4-35	Process for delegating authority for sustainability topics from the board to senior executives and other employees	Full	Page 46-49. Corporate Governance	
G4-36	High-level accountability for sustainability topics	Full	Page 46-49. Corporate Governance	The Sustainability Committee is chaired by the Managing Director MD).

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
G4-37	Processes for consultation between stakeholders and the board on sustainability topics	Full	Page 46-49. Corporate Governance	The Sustainability Committee is chaired by the Managing Director (MD).
G4-38	Composition of the board and its committees	Full	Page 46-49. Corporate Governance	Details mentioned in Directors report under Hindalco's Annual Report 2015-16
G4-39	Whether the chair of the board is also an executive officer		Page 47. Corporate Governance	
G4-40	Nomination and selection processes for the board and its committees	Full	Page 47. Corporate Governance	Details mentioned in Directors report under Hindalco's Annual Report 2015-16
G4-41	Board conflicts of interest	Full	Page 47. Corporate Governance	
G4-42	Board and executives' roles in the organization's mission statements, strategies, policies, and goals related to sustainability impacts	Full	Page 47- 49. Corporate Governance	All policies and positions are proposed by the function heads and approved by the Managing Director.
G4-43	Board knowledge of sustainability topics	Full	Page 46-49 Corporate governance, Page 20	Participation in to different forums, seminars etc.
G4-44	Board performance with respect to governance of sustainability topics	Full	Page 47. Corporate Governance	
G4-45	Board role in the identification and management of sustainability impacts, risks, and opportunities	Full	Page 8 - 9 From the Desk of Managing Director, Page 46-49 Corporate governance, Page 20	
G4-46	Board role in reviewing risk management processes for sustainability topics	Full	Page 46-49 Corporate governance, Page 20	Details mentioned in Corporate Governance Report under Hindalco Annual Report 2015-16
G4-47	Frequency of the board's review of sustainability impacts, risks, and opportunities	Full	Page 46-49 Corporate governance, Page 20	In the Reporting Period, Hindalco Sustainability Committee had meeting on monthly basis to discuss on Sustainability matters
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report	Full	Page 46-49 Corporate governance, Page 20	Sustainability committee and the Managing Director reviews all sustainability disclosures.
G4-49	Process for communicating critical concerns to the board	Full	Page 46-49 Corporate governance, Page 20	The Sustainability Committee, chaired by an Executive Director, directs and reviews sustainability including disclosures, stakeholder concerns.
G4-50	Nature and total number of critical concerns that were communicated to the board	Full	Page 47. Corporate Governance	The Sustainability Committee is chaired by Managing Director (MD).

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
G4-51	Remuneration policies for the board and senior executives	Full	Page 47. Corporate Governance	Refer to the Hindalco Annual Report 2015-16 (Annexure III) for the performance evaluation of Board of Directors. All senior executives have EHS KPIs along with functional KPIs
G4-52	Process for determining remuneration	Full	Page 47. Corporate Governance	For all the new hires, we use internal benchmarks to make the offer. We try to be within the Minimum and the Median of the corresponding Job Band in which the person is being hired. For existing employees, the compensation is reviewed every year in July based on an increment grid approved by the management. The increment grid is linked with the performance rating of the individual. For our external market competitiveness, we work with compensation consultants like Aon Hewitt and Mercer on regular basis.
G4-53	Stakeholders' views on remuneration	Full	--	All remuneration are as per Executive Remuneration Philosophy/Policy (mentioned in Annexure III of Hindalco Directors' Report 2015-16)
G4-54	Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees	Full	--	Annexure II of Hindalco Directors' Report 2015-16
G4-55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees	Full	--	Annexure II of Hindalco Directors' Report 2015-16
G4-56	Describe organization's values, principles, standards and norms of behavior such code of conducts and code of ethics	Full	Page 46-49	
G4-57	Report the internal and external mechanisms for seeking advice on the ethical and lawful behavior and matters related to organizational integrity	Full	Page 46 - 49. Corporate Governance	Whistle blower policy, Grievance redressal mechanism
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior and matters related to organizational integrity (escalation, whistle blower policy, hotlines)	Full	Page 46 -49. Corporate Governance	Whistle blower policy, Grievance redressal mechanism
G4-DMA	Disclosures on management approach (DMA)	Full	Disclosure of management approach is defined for all key areas like Economic, Environment & OHS.	
Category: Economic				
G4-EC1	Economic value	Full	Page 42. Economic Value	
G4-EC2	Financial implications due to Climate change risks	Full	Page 45	

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
G4-EC3	Benefit plan coverage	Full	Page 44	
G4-EC4	Financial assistance from the government	Full	Page 44	
G4-EC5	Ratio of entry level wage to local minimum wage	Full	Page 54	We do not discriminate by gender for wages. Our Entry Level wage is more than the local minimum wages at all locations
G4-EC6	Proportion of senior management hired from the local community	Full	Page 54	
G4-EC7	Infrastructure investments	Full	We are in the process of developing mechanism to capture this information	
G4-EC8	Indirect economic impacts	Full	Page 45	
G4-EC9	Local suppliers	Full	Page 45	To generate value for local economy and to create a positive economic impact, we encourage and engage with local suppliers. We identify and build capacity of local suppliers, before and during the engagement. we are in the process of developing mechanism to capture this information

Category: Environment

G4-EN1	Materials by weight or volume	Full	Page 24	
G4-EN2	Recycled input materials	Full	Page 25	
G4-EN3	Energy consumption (Scope 1 + 2)	Full	Page 31	
G4-EN4	Energy consumption (Scope 3)		Not reported	Energy Consumption outside the organization is significantly low as compared to consumption within organization. Hence, no plans to report this data as of now.
G4-EN5	Energy intensity	Full	Page 4, Page 31	Page 31
G4-EN6	Energy reductions	Full	Page4, Page 30 - 31	
G4-EN7	Energy reductions in products and services	Full		Refer Hindalco Annual Report 2015-16
G4-EN8	Water withdrawals by source	Full	Page 26	

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
G4-EN9	Water sources affected by withdrawals	Full	Page 26	No water sources were significantly affected
G4-EN10	Water recycled and reused	Full	Page 26	there are no sites in the high biodiversity area
G4-EN11	Facilities in or near areas of high diversity	Full		
G4-EN12	Impacts on biodiversity	Full	Page 33 - 34	
G4-EN13	Habitats protected or restored	Full	Page 33-34	Our Plants are not in / close to Protected or Reserved areas
G4-EN14	IUCN Red List species	Full		Our Plants are not in / close to Protected or Reserved areas
G4-EN15	GHG emissions (Scope 1)	Full	Page 30-31	Aluminium (% of total GHG emissions) Scope 1 GHG emission - 97.91 % Scope 2 GHG emission - 2.09 % Copper (% of total GHG emissions) Scope 1 GHG emission - 96.85 % Scope 2 GHG emission - 3.15 %
G4-EN16	GHG emissions (Scope 2)	Full	Page 30 - 31	Aluminium (% of total GHG emissions) Scope 1 GHG emission - 97.91 % Scope 2 GHG emission - 2.09 % Copper (% of total GHG emissions) Scope 1 GHG emission - 96.85 % Scope 2 GHG emission - 3.15 %
G4-EN17	GHG emissions (Scope 3)	Full		We are in process of setting up the system for measuring Scope 3 emissions
G4-EN18	GHG emissions intensity	Full	Page 4, Page 30 - 31	
G4-EN19	Reduction of GHG emissions	Full	Page 4, Page 30 - 31	Additionally refer Annexure I of Hindalco Annual Report 2015-16
G4-EN20	Ozone-depleting substances (ODS)	Full	Page 32	
G4-EN21	NOx, SOx and other emissions	Full	Page 32	
G4-EN22	Water discharge	Full	Page 26	

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
G4-EN23	Waste by type and disposal method	Full	Page 5, Page 28	Major disposal of hazardous waste is through landfill.
G4-EN24	Significant spills	Full		We do not have significant spills from any of our processes and operations.
G4-EN25	Hazardous waste	Full	Page 28	We do not import or export any waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII
G4-EN26	Biodiversity affected by runoff	Full		Not applicable
G4-EN27	Mitigation of environmental impacts of products and services	Full	Page 23	
G4-EN28	Products and packaging materials reclaimed	Full	Page 40	
G4-EN29	Environmental fines and sanctions	Full		As per Hindalco Annual Report under Corporate governance structure, no Non Compliance or strictures or penalties have been imposed on the Company by stock exchange(s) or SEBI or any statutory authority on any matters related to capital markets during the last three years.
G4-EN30	Environmental impacts from product distribution and employee travel	Full		No significant impact
G4-EN31	Environmental investments			Not Reported in this report. We have started measuring Environmental Investments/ expenditures and will be reported in FY 2016-17 Sustainability Report.
G4-EN32	New suppliers screened using environmental criteria	Full	Page 64	All new suppliers are required to submit evidence for compliance with applicable regulations, including environment, safety, labor and human rights practices
G4-EN33	Supply chain environmental impacts	Full	Page 64	
G4-EN34	Environmental grievances	Full	Page 64	

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
Category: Social				
Sub-Category: Labour Practices and Decent Work				
G4-LA1	Number and rate of new employee hires and turnover	Full	Page 52	
G4-LA2	Benefits provided to full-time employees	Full	Page 55	
G4-LA3	Return to work and retention rates after parental leave	Full	Page 52	
G4-LA4	Notice periods regarding operational changes	Full	Page 54	
G4-LA5	Workforce represented in health and safety committees	Full	Page 36	
G4-LA6	Rates of injury, occupational disease, lost days, absenteeism, and work-related fatalities	Full	Page 37 - 38	
G4-LA7	Workers with high incidence risk of diseases			Not Reported
G4-LA8	Health and safety topics covered in agreements with trade unions	Full	Page 51	
G4-LA9	Average hours of training for employees	Full	Page 56	
G4-LA10	Programs for skills management managing career endings	Full	Page 54 - 56	
G4-LA11	Employees receiving performance and career development reviews	Full	Page 53 - 54	All eligible employees in Hindalco India operations & All eligible management staff at ABML, receiving regular performance and career development reviews
G4-LA12	Composition of governance bodies and employees	Full	Page 20, Page 36, Page 48	Refer Directors report under Hindalco's Annual Report 2015-16
G4-LA13	Ratio of basic salary and remuneration of women to men	Full	Page 51 - 52	

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
G4-LA14	New suppliers that were screened using labor practices criteria	Full	Page 64	
G4-LA15	Negative impacts for labor practices in the supply chain	Full	Page 64	
G4-LA16	Grievances about labor practices	Full	Page 64	
Sub-Category: Human Rights				
G4-HR1	Investment agreements and contracts that include human rights clauses or underwent screening	Full		Clauses related to child labour, forced labour, EHS requirements are addressed in our major agreements and contracts
G4-HR2	Employee training on human rights	Full		Though various topics of Human Right are part of our Code of Conduct & trainings. System to capture these records will be developed by FY19
G4-HR3	Incidents of discrimination	Full	Page 64	
G4-HR4	Significant risk of freedom of association in operations and suppliers	Full	Page 48	We are not operating in countries of significant risk or where unions are illegal, and recognise the right of all employees to select or not belong to a union and to seek to bargain collectively. ABG code of conduct addresses for Ethical behavior that are applicable to all employees..
G4-HR5	Significant risk of child labor in operations and suppliers	Full	Page 48, Page 54	During the reporting year, no significant risk of violation of human rights observed from any of our operations and suppliers.
G4-HR6	Significant risk of forced or compulsory labor in operations and suppliers	Full	Page 48	During the reporting year, no significant risk of violation of human rights observed from any of our operations and suppliers.
G4-HR7	Security personnel trained in the organization's human rights policies	Full		All security personnels, at the time of joining , are trained on Organisations policies & procedures
G4-HR8	Incidents of violations involving rights of indigenous peoples	Full	Page 64	No such cases observed during the reporting year.
G4-HR9	Operations that have been subject to human rights assessments	Partly	Page 64	

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
G4-HR10	New suppliers screened for human rights	Full	Page 64	All new suppliers screened.
G4-HR11	Human rights impacts in the supply chain	Full	Page 64	
G4-HR12	Grievances about human rights impacts	Full	Page 64	System of capturing all grievances is in place at all units. System to capture grievance related to Human Rights specifically, is under progress.

Sub-Category: Society

G4-SO1	Local community engagement, impact assessments and development programs	Full	Page 58 - 63	Page 58-64 explains various initiative taken by sites. Our all operations implemented local community engagement, impact assessment and developed programs
G4-SO2	Negative impacts on local communities	Full	Page 64	No negative impact on local communities
G4-SO3	Risks related to corruption	Full	Page 49	
G4-SO4	Communications and training on anti-corruption	Full	Page 49	
G4-SO5	Confirmed incidents of corruption	Full	Page 49	No cases of corruption were recorded in the reporting year
G4-SO6	Political contributions	Full	Page 49	
G4-SO7	Anti-competitive behavior	Full	Page 49	
G4-SO8	Fines for non-compliance with laws	Full	Page 48	
G4-SO9	New suppliers screened for impacts on society	Full	Page 64	
G4-SO10	Negative impacts on society in the supply chain	Full	Page 64	Necessary steps has been taken by Hindalco to mitigate negative impact on local communities.
G4-SO11	Grievances about impacts on society	Full	Page 64	There is a grievance redressal mechanism to capture the negative impacts of the supply chain and put in place a process to address,

GRI G4 Indicator	Disclosures	Coverage	Reference in the Report	Remarks
Sub-Category: Product Responsibility				
G4-PR1	Health and safety impact assessments of products and services	Full		All our products meet the compliance requirements of the markets including the ones related to health and safety. During the reporting period, there were no non compliance incidents
G4-PR2	Non-compliance concerning the health and safety impacts of products and services	Full	Page 48, Page 64	All our products meet the compliance requirements of the markets including the ones related to health and safety. During the reporting period, there were no non compliance incidents
G4-PR3	Product and service information required for labeling	Full		We adhere to all applicable product information and labelling requirements
G4-PR4	Non-compliance with regulations concerning product and service labelling	Full	Page 48	As per Hindalco Annual Report under Corporate governance structure, no Non Compliance or strictures or penalties have been imposed on the Company by stock exchange(s) or SEBI or any statutory authority on any matters related to capital markets during the reporting period.
G4-PR5	Surveys measuring customer satisfaction			Not Reported
G4-PR6	Sale of banned or disputed products	Full		Business is not involved in sale of banned products
G4-PR7	Non-compliance with regulations concerning marketing communications	Full	Page 48	As per Hindalco Annual Report under Corporate governance structure, no Non Compliance or strictures or penalties have been imposed on the Company by stock exchange(s) or SEBI or any statutory authority on any matters related to capital markets during the reporting period.
G4-PR8	Complaints regarding breaches of customer privacy and losses of customer data	Full		No such incidents reported in the reporting year
G4-PR9	Fines for non-compliance with laws and regulations concerning products and services	Full		As per Hindalco Annual Report under Corporate governance structure, no Non Compliance or strictures or penalties have been imposed on the Company by stock exchange(s) or SEBI or any statutory authority on any matters related to capital markets during the reporting year

Business Responsibility Report

As per Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with SEBI Circular dated 4th November, 2015 issued by Securities and Exchange Board of India, those listed entities which have been submitting sustainability reports to overseas regulatory agencies/ stakeholders based on internationally accepted reporting frameworks need not prepare a separate report for the purpose of the National Voluntary Guidelines on Social, Environmental and Economic Responsibility of Business, but only furnish the same to their stakeholders along with the details of the framework under which their Business Responsibility Report has been prepared and a mapping of the principles contained in the aforesaid guidelines to the disclosures made in their sustainability reports.

Hindalco has been publishing its Sustainability Report since FY11 on Global Reporting Initiative (GRI) Framework. The report for 2014-15 titled 'Business through Sustainability' has been rated as A+ rating based on Global Reporting Initiatives (GRI G 3.1) standards by an external independent assessing agency. This year's report too (Sustainability Report for FY 2015-16) has been published and hosted on our website www.hindalco.com.

Any shareholder interested in obtaining a physical copy of the same may write to the Company Secretary at the Registered Office of the company.



Section A: General Information about the Company

1.	Corporate Identity Number (CIN) of the Company	L27020MH1958PLC011238			
2.	Name of the Company	Hindalco Industries Limited			
3.	Registered address	3rd Floor, Century Bhavan, Dr. Annie Besant Road, Worli, Mumbai: 400030			
4.	Website	www.hindalco.com			
5.	E-mail id	anil.malik@adityabirla.com			
6.	Financial Year reported	1st April,2015 to 31st March,2016			
7.	Sector(s) that the Company is engaged in (industrial activity code-wise)	ITC Code	Product Description		
		7601	Aluminium Ingots		
		7606	Aluminium Rolled Products		
		7605	Aluminium Redraw Rods		
		740311	Copper Cathodes		
740710	Continuous Cast Copper Rods				
8.	List three key products/services that the Company manufactures/provides (as in balance sheet):	<ul style="list-style-type: none"> i Aluminium Ingots / Rolled Products ii Copper Cathodes iii Concast Copper Rods 			
9.	Total number of locations where business activity is undertaken by the Company	<ul style="list-style-type: none"> i. 5 major International Locations <ul style="list-style-type: none"> • USA • Germany • United Kingdom • Brazil • South Korea Number of National Locations: <ul style="list-style-type: none"> • 4 Aluminium; • 1 Copper Unit • 4 Chemical Units (including one unit of Utkal Alumina International Limited, wholly owned subsidiary of the Company) • 4 Power Units • 5 Rolled FRP • 2 Extrusions • 2 Foil • Registered Office and Zonal Marketing Offices • Bauxite and Coal Mines in the state of Jharkhand, Chhattisgarh, Maharashtra and Orissa. 			
		Local	State	National	International
10.	Markets served by the Company	√	√	√	√

Section B: Financial Details of the Company (Standalone)

1.	Paid-up Capital (INR)	₹206.52 Crore
2.	Total Turnover (INR)	₹34,317.66 Crore
3.	Total Profits after taxes (INR)	₹607.25 Crore
4.	Total Spending on Corporate Social Responsibility (CSR) as percentage of profit after tax (%)	The Company's total spending on CSR was ₹34.15 crore in FY 16 which is 2.2% of the average net profit for the previous three financial years.
5.	List of activities in which expenditure in 4 above has been incurred	<ul style="list-style-type: none"> a. Education b. Health Care c. Women empowerment d. Sustainable Livelihood e. Infrastructure Development

Section C: Other Details

- Does the Company have any Subsidiary Company/Companies?
Yes, as on 31st March, 2016, the Company has 55 (fifty five) subsidiaries - 13 (thirteen) domestic and 42 (forty two) foreign.
- Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s):

Hindalco's Sustainability Report covers the India Operations including Greenfield Projects, along with overseas subsidiary Novelis Inc. Further, Novelis Inc., also publishes Sustainability Report based of Global Reporting Initiative (GRI) framework.
- Do any other entity/entities (e.g. suppliers, distributors etc.) that the Company does business participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity/entities?

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

1. Details of Director/Directors responsible for BR:

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

DIN Number	00013496
Name	Mr. Jagdish Khattar
Designation	Independent Director

b) Details of the BR head:

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

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

Principle No.	Description	Reference to Sustainability Report
P1	Businesses should conduct and govern themselves with Ethics, Transparency and Accountability.	Chapter on Corporate Governance, Page 46
P2	Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Chapter on Our Product - Shared Responsibility, Page 40
P3	Businesses should promote the wellbeing of all employees.	Chapter on Our Team, Page 50
P4	Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.	Chapter on Corporate Governance, Page 46
P5	Businesses should respect and promote human rights.	Chapter on Corporate Governance (Page 46), Our Business Partners - Supply Chain (Page 64) & GRI Index (Page 72)
P6	Business should respect, protect, and make efforts to restore the environment	Chapter on Save the Nature, Page 23
P7	Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner.	Chapter on Corporate Governance (Page 46) , GRI Index (Page 72)
P8	Businesses should support inclusive growth and equitable development.	Chapter on Our Society and Community (Page 58) , Our Business Partners - Supply Chain (Page 64)
P9	Businesses should engage with and provide value to their customers and consumers in a responsible manner	Chapter on Corporate Governance (Page 46), Our Product - Shared Responsibility (Page 40) & GRI Index (Page 72)

The mapping of these principles to the disclosures will form part of the Sustainability Report 2015-16, which are available on our website www.hindalco.com.

H. Glossary

AAI	Aluminium Association of India	ETP	Effluent Treatment Plant		the aegis of Department of Science & Technology, Government of India
ABML	Aditya Birla Minerals Limited	FICCI	Federation of Indian Chambers of Commerce & Industry	NCO	Nifty Copper Operation
ABSTC	Aditya Birla Science Mumbai & Technology Centre	FO	Furnace Oil	NGO	Non-governmental Organization
AIMM	Australasian Institute of Mining and Metallurgy	FRP	Flat Rolled Products	NIPM	National Institute of Personnel Management
APSRTC	Andhra Pradesh State Road Transport Corporation	FY	Financial year	NORPAR	Normal Paraffin
ASCI	Advertising Standards Council of India	GHG	Greenhouse Gas	NOX	Oxides of Nitrogen such as Nitrogen Dioxide
BEE	Bureau of Energy Efficiency	GJ	Giga Joules	NPK	Sodium, Phosphorus and Potassium
BESCO	Bharathiya Electric Steel Company	GRI	Global Reporting Initiative	OHSAS	Occupational Health and Safety
BNPL	Birla Nifty Pty Ltd	GSRTC	Gujarat State Road Transport Corporation	18001	Assessment Series (standards for Occupational Health and Safety Management System)
BRDC	Belgaum Research and Development Centre	Ha	Hectare	PAP	Project Affected People
CART	Collaborate - Alleviate - Resolve - Together	HIC	Hindalco Innovation Centre	PAT	Perform-Achieve-Trade
CCL	Centre for Creativity Leadership	HDPE	High Density Poly Ethylene	PFC	Per Fluoro Carbon
CDM	Clean Development Mechanism	HR	Human Resource	POP	Plaster of Paris
CII	Confederation of Indian Industry	IAI	International Aluminium Institute	QC	Quality Control
CO	Carbon Monoxide	ICDC	Indian Copper Development Centre	QCDIP	Quality, Cost, Delivery, Innovation and Productivity
CO2	Carbon Dioxide	ICPCI	International Copper Promotion Council India	RDSO	Research Designs and Standards Organization
CPO	Chief People Officer	IDP	Individual Development Plan	RE	Renewable Energy
CFO	Chief Financial Officer	IIT	Indian Institute of Technology	REC	Renewable Energy Certificate
CTO	Chief Technology Officer	IMRB	Indian Market Research Bureau	RMP	Red Mud Pond
CRM	Customer Relationship Management	IMS	Integrated Management System	RO	Reverse Osmosis
CSMM	Customer Satisfaction Management and Measurement	INR	Indian Rupee	RPO	Renewable Purchase Obligation
CSR	Corporate Social Responsibility	ISO 9001	Quality Management Systems — Requirements	R&R	Rehabilitation and Resettlement
CTC	Central Technical Cell	ISO-14001	Environmental Management Systems — Requirements with guidance for use	SEBI	Securities and Exchange Board of India
CY	Calendar year	KFA	Key Focus Area	SHG	Self Help Group
DAP	Di-Ammonium Phosphate	KRA	Key Result Area	SOX	Oxides of Sulphur such as Sulphur Dioxide
DAC	Development Assessment Centre	KTPA	Kilo tonne per annum (1000 tonne per annum)	SPL	Spent Pot Lining
DEPB	Duty Entitlement Pass Book	LME	London Metal Exchange	TERI	The Energy and Resources Institute
DMS	Dry Mud Stacking	m3	Cubic meter	TRDC	Taloja Research and Development Centre
DP	Displaced People	MCDR	Mineral Conservation and Development Rules 1988	TCO2e	Tonne Carbon Dioxide Equivalent
EAFA	European Aluminium Foil Association	MSRTC	Maharashtra State Road Transport Corporation	TWP	The Works Partnership
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization	MT	Metric Tonne	USD	United States Dollar
EHS	Environment, Health and Safety	MtCO2e	Million Tonne of Carbon Dioxide Equivalent	UNFCCC	United Nations Framework Convention on Climate Change
EIA	Environmental Impact Assessment	MTPA	Metric Tonne per annum	VDC	Village Development Committees
ESP	Electrostatic Precipitator	MW	Mega Watt	WCM	World Class Manufacturing
EUR	Euro	NABL	National Accreditation Board for Testing and Calibration Laboratories (NABL) is An Autonomous body under		



Please contact: Head Sustainability

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