



People Practices

PEOPLE PRACTICES

PURPOSE OF THE DOCUMENT

This position statement sets out HZL's approach to people practices. We recognize that our diversity contributes to building a stronger workforce and makes HZL a better company. Increasing gender equity and inclusion offers significant business benefits, including ensuring a pipeline of important skills and leadership talent, improving health and wellness, increasing innovation and productivity, creating more resilient local economics and enhancing corporate reputation. Through employee development, leadership and succession planning, we work to ensure that our people have the capacity, competency and opportunity to grow individually and to contribute to HZL's success. We focus on improving productivity and employee relations by maintaining constructive labour relations.

IMPACT

Our People are essential to our success. By establishing a culture of employee engagement and support for diversity in our workforce, we are able to make an impact. We understand that our employees are the greatest assets of our business. We want to be an employer of choice and a company that continues to attract, develop and retain talented and engaged employees globally. We do this by investing in our people throughout their careers and by offering a diverse and inclusive workplace.

For achieving our current and future business objectives, we are sensitive to recruiting, nurturing and retaining the best talent. To encourage the overall development of employees, we undertake specific interventions on their behavioural, managerial and leadership aspects.

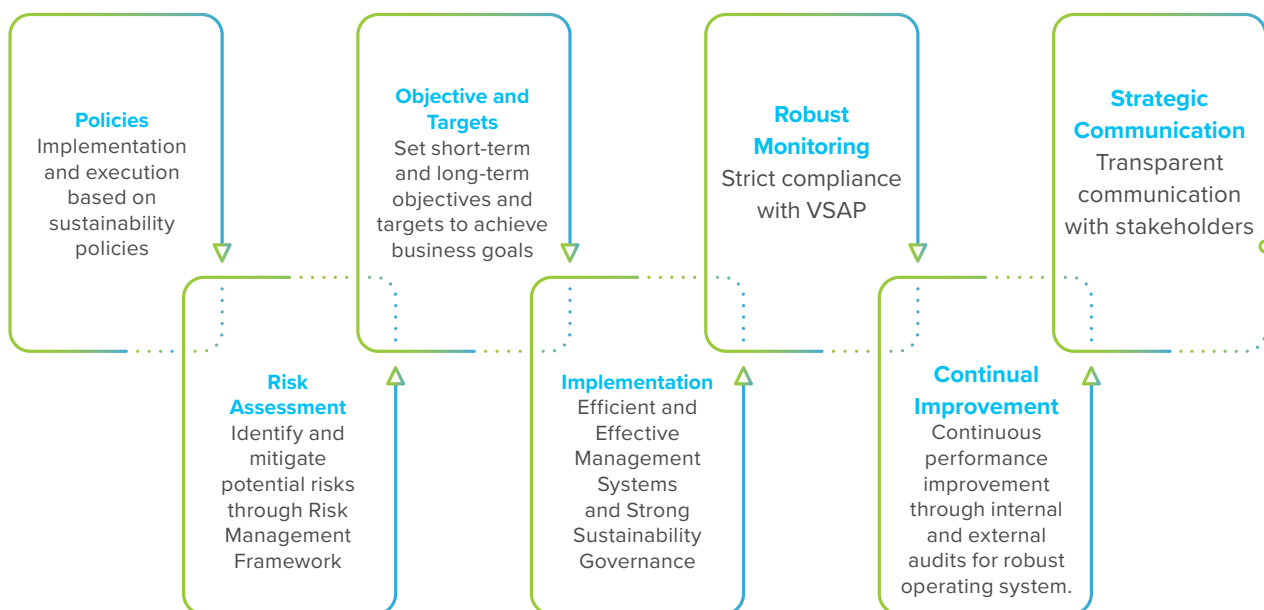
GOVERNANCE

The Board Level Sustainability and ESG Committee is aligned with our People development commitment and facilitates our efforts towards the accomplishment of our goals and Environmental, Social and Governance priorities.

The committee is led by an independent director as the chairperson of the committee. The role of the Sustainability and ESG Committee is to assist the Board in meeting its responsibilities in ESG matters to ensure a strong governance on sustainability matters. It is also responsible for providing oversight on sustainability strategy, setting long-term goals & targets, ensuring continual improvement of our sustainability related performance as well as implementation of appropriate processes and policies across the Company. It also plays a key strategic role in eliminating potential damage to the environment and enhance our commitment towards stakeholders.

SUSTAINABILITY MANAGEMENT FRAMEWORK

Our Sustainability Management Framework is aligned with both, the Vedanta Sustainability Framework (VSF) and the Integrated Management System (IMS).



The Board Committee is supported by the **Executive Sustainability Committee** at the corporate level, chaired by CEO and includes senior executives to oversee delivery of the programs. The Executive Committee is tasked with ensuring that social risks are identified, acted upon throughout the lifecycle of the project. The Committee is also meant to oversee the resolution of all grievances in a timely manner. The ESC consists of multi-functional representation of senior leaders.

People Community Under the ESG programme, People Community has been formulated which champions the matters related to people leading to transforming the workplace, by embracing diversity in all forms and fostering inclusivity for all. The People Community plays a pivotal role in fostering employee diversity, proactively suggesting benchmarked policies that can cater to unique needs of diverse workgroups leading towards talent retention across our organisation. Through close collaboration with key stakeholders, the people community is committed to cultivating an inclusive culture that ensures equal opportunities for all employees. This entails the formulation of strategic plans and the initiation of innovative programmes aimed at attracting, nurturing, and retaining a multifaceted talent pool. The People Community consistently evaluates its initiatives to gauge effectiveness and closes the loop by continuously working on the inputs received through the dip-stick surveys.

We have a dedicated **Diversity and Inclusion Head** to promote equal opportunity and well-being of our employees, designing policies that reinforce diversity at the workplace in partnership with the leadership team and to ensure that diversity agendas are successfully implemented in line with the business objectives.

Performance Incentive linked to People Metrics:

Hindustan Zinc has always endeavored to build a workplace which provides an environment of entrepreneurship and well-being for all our employees. The foundation of this culture is trust and a sense of purpose, which serves to propel the short-term and long-term interests of the Company and its shareholders.

The remuneration philosophy at Hindustan Zinc is driven by the core objective of promoting a 'Pay for Performance' culture that is focussed on linking rewards with business priorities.

The short-term incentives and long term incentives of all employees including CEO have a mandatory People metric having a weightage of 5%. The CEO has business as well as personal objectives aligned with organisational goals, Sustainability performance, and People Metrics. Stock-based long-term performance incentives represent the largest component of executive pay to encourage sustained

performance for 3 years aligned with shareholder interests. Performance on People Metric makes up to 5% of the overall criteria for computing the long term bonus share allotment.

As part of our remuneration philosophy, we strongly believe that being valued and driven by the common purpose is vital not only for productivity, but also for profits. The rewards strategy operates with this belief at its fulcrum whereby all reward schemes are perfectly aligned with the Company's performance-driven culture.

Performance Orientation

The exercise of business planning sets the tone for the year and we lay great emphasis on not just setting the key performance indicators (KPIs) but also ensuring the quality of such goals, coupled with a mechanism of continual performance dialogue.

- The key elements of environment, social, governance, risk and compliance are mandatory goals for all leaders across the Company and embedded in the various reward schemes, as we strive towards achievement of our ultimate vision of 'Zero Harm, Zero Waste, Zero Discharge'
- The executive remuneration is benchmarked against comparable companies in the industry and reviewed each year by the Nomination and Remuneration Committee (NRC). Majority of the remuneration is linked with business delivery
- The Annual Performance Bonus is based on a balanced scorecard of financial, operational, sustainability and strategic metrics. Appropriate weightage is allocated to efforts towards our people and individual performance
- Long-Term Incentive Plan is a conditional incentive plan based on business and individual performance over a 3-year performance period. The vesting of the award is attributed to sustained business and individual performance against pre-determined criteria.
- The multiplier concept has been introduced in the rewards programme to influence behavioural attributes of personnel. As a reinforcer, superior individual performance or a nil fatality during the performance period leads to a positive multiplier, whereas any incident of fatality in the business impacts the annual bonus of all the employees as a negative multiplier in the endeavour to ensure nil fatalities
- Voice of the stakeholder: Employees from diverse functions are involved in ideation and formulation of the Company policy. Timely communication ensures transparency and employees' understanding of the policy.



- Governance: Hindustan Zinc fosters a strong foundation of governance where the Board, key executives and compliance officers are vigilant, accountable and committed to ensure structural integrity, soundness and the highest standards of compensation and remuneration practices.
- The composition of the NRC is compliant with listing regulations. Additionally, the majority of the Committee's members are Independent Director including the NRC Chairperson
- We endeavour to make timely risk assessments of our remuneration policies for consistency with stated rewards philosophy, along with:
 - a. Simulation of long-term cost of reward plans and their return on investments (ROI)
 - b. Provision of the claw back clause as part of the terms governing the annual bonus and long-term incentive scheme for leaders
 - c. Upper limit and caps defined on incentive payouts in the event of over-achievement of targets to avoid windfall gains
- We continue to uphold the principle of equity in pay and maintain checks and balances necessary to confirm that our practices are legally and ethically compliant

Claw Back Policy

Annual Performance pay of employees including CEO and Key Managerial Personnel (KMPs) is subjected to clawback and malus provisions (which includes claw-back of the already paid-amount and / or forfeiture of outstanding amount). This is applied:

- on grounds of in-discipline, violation of code of conduct, ethics, integrity, or governance
- misrepresentation of performance achievement of the business resulting in increased pay-out

Claw back clause is also applicable to the employees receiving retention bonus as reward.

POLICY & COMMITMENT

We aim to improve diversity across the different levels of the organisation by considering aspects such as gender, LGBTQ, and special ability. Our commitment to diversity, equity, and inclusion is reflected through our multiple policies that guides us towards bridging the gaps as we work on different facets that have a bearing on achieving diversity goals.

- Policy on Diversity Equity and Inclusion- To improve diversity across the employee career levels
- Equal Employment Opportunity to Person with Disabilities
- Framework for Inclusion of LGBTQ Community

- Board Diversity Policy
- Nomination and Remuneration policy

We have incorporated elements related to diversity and inclusion, with equal opportunity and non-discrimination, in our

- Code of Conduct,
- Gender neutral Policy on Prevention of Sexual Harassment (POSH)
- Anti-harassment & Anti-discrimination Policy

OUR STRATEGY

We have in place a robust HR framework that is centered on close engagement with our people across levels. This engagement is driven by our understanding of employee needs, encompassing technical, functional and behavioural, as well as managerial and leadership aspects, for their overall growth in the organisation. Our employee engagement strategy revolves around four major focus areas of organisational design, talent empowerment, digitisation, and harmonious industrial relations.

Our strategic response to these needs is focussed on the following areas:

- **Organisational Design** - Redefining the structural design to adapt to changing external & internal scenarios
- **Talent Empowerment** - Ensuring the best talent through scientific practices retention through continual nurturing, performance differentiation, numerous platforms for growth, advancement, and rewards
- **Digitalisation** - Ensuring end to end digitalisation of every process to ensure one version of truth
- **Harmonious Industrial Relation** - Ensuring continuous dialogue with internal and external stakeholders

Employee Support Programs

An employee development programme is a strategic tool that businesses use to facilitate continued growth for their organisation and employees. At Hindustan Zinc, we provide various benefits to our employees, like employee assistance programme, work-from-home arrangements, part-time working options, paid parental leave, work-integrated learning programmes, etc. These programmes help the organisation in retaining top talent and reducing employee turnover.

1. Employee Assistance Programme

Hindustan Zinc has not left any stone unturned to support its employees, families and extended families, including those of its business partners.

- a. **Mental Wellbeing:** In our commitment to ensuring the well-being and happiness of our employees, we place a strong emphasis on supporting their mental

health. As a testament to this dedication, we have established a partnership with Silveroak Health, a leading organization specializing in promoting mental well-being.

- **Stress Awareness Month Programs:** To keep our employees aware about their stress levels and coping mechanisms, webinars with experts are conducted on basis of different themes. Counselling services with experienced psychologists are provided for free for employees as well as their family members.
- **Stress Anxiety and Depression Surveys:** A quick 3-minute pulse survey has been launched to help employees check their stress, anxiety and depression levels.
- **Cope-up mechanisms for employees:** Coping mechanisms are provided through emails and after sessions with psychologists for employees' mental wellbeing.
- **Webinars on maintaining a proper mental health:** Theme based webinars are organized bi-weekly to continuously ensure mental wellbeing of our employees.

b. Sports & Health Initiatives

- **Webinars on "Health is the biggest wealth":** Many sports initiatives are taken up to focus upon physical wellbeing of employees.
- **Regular Sports Leagues and competitions:** Various Fitness and wellness initiatives are being conducted at all locations to promote healthier lifestyle choices amongst employees like Yoga & Meditation Session, various Sports Activities like Cricket, Volleyball, Indoor Games Tournament, Marathon, Kho-Kho Match, etc.
- **Club house consisting of indoor games:** Our office locations feature indoor gaming facilities, offering activities such as table tennis, snooker, and more. Additionally, each colony within our plant location boasts its own playground, badminton ground, and swimming pool. This comprehensive approach underscores our commitment to providing recreational options and promoting employee well-being.

2. Flexible Working Hours & Attendance Regularization

- a) Flexible working hours – flexible working hours are provided to employees three times in a month, have a 2 hour window for both including late clock in and early clock out as per the requirement.
- b) Flexibility in attendance regularization – this is also granted for the employees for three times in a month to work for 6 hours a day, for personal reasons.

3. Work-from-Home Arrangements

Hindustan Zinc understands that every individual is unique and has distinct needs. To cater to the requirements of individuals, we have work-from-home arrangements on a need basis where physical presence of employee at plant/office is not possible.

4. Compensatory Off Options

- a. We have the concept of Compensatory Off available for full time employee. Our industry works 24X7, so if employees in the operations function stretch their working hours, they are compensated by an off day. Apart from this, looking to the employee need of achieving work-life balance, we have introduced Half Day Leave system to support employees in case of personal life difficulties.

5. Childcare Facilities or Contributions

There are creches available at every location. Further, in today's fast-paced world, the young generation should get proper exposure to visualise their best career option. For this, we have a school with best-in-class facilities, like summer camps, digital classes, coding classes, sports activities, etc. for the education of the wards of our employees and business partners even when they are staying at remote mining locations.

6. Breastfeeding/Lactation and Day Care Facilities

Hindustan Zinc has established a day care facility for supporting working parents. We have tied up with best-in-class service providers with dedicated staff to care for the children when their parents are at work. The set-up is such that healthy meals are provided to the children, along with day-long engagement activities. These facilities have dedicated lactation rooms for the newborn child, full-time CCTV coverage, and access to real-time condition of the parents.. Nursing breaks to women beyond regulatory compliances are provided to support working mothers and ensure their post-partum life is taken care of.

7. Paid Parental Leave for the Primary Caregiver

Hindustan Zinc cares about its women employees and provides maternity leave (26 weeks) and adoption leave (12 weeks) to them. Apart from this, we have introduced paternity leave for male employees so they can be there during this critical time, enjoy fatherhood, support the family, and take care of the newborn and the mother. The paternity leave is seven days in the organisation.

Paid Family or Care Leave beyond Parental Leave (care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition). We have the provision of Half Day Leave and Optional Holiday to enable the employee to cater to the needs of the family and dependents. Apart from sick and casual leave, there is Privilege Leave which can be availed on a need basis..



8. Work Integrated Learning Programme

To ensure that employees who aspire to increase their skills and knowledge grow in their careers, we have proactively introduced the Work Integrated Learning programme in partnership with premier institutes - IIM Udaipur and BITS Pilani. To support our employees undergoing the post-graduate courses from these institutes, we have taken care of job distribution and workload distribution accordingly. Employees were required to work for five days with the manager's support.

Diversity & Inclusion

Fostering an inclusive and diverse workforce contributes to our innovation and success through exposure to increased perspectives and ideas, helps attract a broader pool of candidates, improves employee retention and better reflects the diversity of the communities in which we operate. Inclusion and diversity also strengthen a culture of safety, one of our core values.

Our key strategic initiatives on Diversity and Inclusion focuses on a holistic approach involving four areas based on the Global Diversity and Inclusion Benchmarks Model ©O Mara and Richter:

1. Foundation	- Diversity and Inclusion vision, strategy and business case - Leadership and accountability - Leadership and employees 'competence on diversity intelligence - Infrastructure and execution principles
2. Internal processes and policies	- Recruitment, development, advancement, and retention - Policies on workplace conduct, benefits, work life and flexibility - Job design, classification, and compensation - D&I education and training
3. External partnerships	- Community, government relations and social responsibility - Industry bodies partnership
4. Bridging	Assessment, communication, and sustainability

Our strategy mainly includes the following aspects:

- Diversity and Inclusion Councils:** To create the right organization structures across our business to own, implement and measure D&I initiatives. The councils shall own the overall agenda with calendared and measurable deliverables and mandated to build a safe workplace in terms of infrastructure, architectural designs, privacy concerns for diverse groups.

- Revamping of the recruitment strategy:** Diversity of the workforce, especially at the executive level (given the scale and nature of our operations), is maintained through a focused hiring process, as we constantly work to promote employee retention as a goal across the organisation
- Focus on **age diversity as well as regional and cultural diversity** among business partners
- Developing/grooming high potential diversity employees through various programmes such as **Diversity Mentoring** to enable women leaders to transition to the next level in their career and **Young Talent Mentoring** to groom young leaders in the experience band of 1-5 years
- Building an **LGBTQ+ inclusive approach** through a right mix of non-discrimination and anti-harassment policies in the workplace and use of gender-neutral language specifically in addressing sexual orientation and gender identity or expression.
- Ensuring the **safety of women** by providing an access control and a dedicated transportation facility for women, training on the Prevention of Sexual Harassment (POSH) policy to employees, business partners and general workforce and Provision of safety kits to women in addition to an SOS App.

People Analytics & its Alignment to Business Needs & Outcomes

Effectively managing a workforce that encompasses both internal and external stakeholders, including employees, contractors, and professional service providers, is imperative for businesses. In line with our strategic objectives and consistent with our values, we employ strategic workforce planning to orchestrate a successful skill transformation among our personnel, which in turn supports our business strategy and evolving work methodologies. To identify and map evolving skill requisites, Hindustan Zinc increasingly integrates analytical methodologies, striving to shape an organization that is primed for the future.

This endeavor is equally crucial to upholding our enduring values of MIP, Quality, ESG, and Excellence, while upholding our commitment to prioritizing our people. This overarching vision informs our approach to people analytics. In a broader context, the scope of people analytics is structured around:

- Strategic Workforce Planning** - This starts at from the basic concepts of Zero-based manpower planning and evolves towards new ways of working. Our strategic approach is to create right organization structures, lean teams ensuring that our talent is productive towards achieving organizational goal. This model ensures that our organisation is well-positioned to meet current and future business demands effectively..
- Identifying Current Workplace Skill Gaps** - In order to proactively anticipate our current and future hiring

needs, we employ analytics to identify the skills required within our company up to year 2027. This involves a comprehensive analysis of various factors, including our business growth projections, the technologies that will be implemented, the skills gaps within our current workforce, future competency requirements, and the importance of diversity. By leveraging data-driven insights, we ensure that our hiring strategy aligns with our long-term objectives and positions us for success.

- 3. Identifying Flight Risks to Improve Retention** – We employ analytics and metrics to regularly review the attrition situation, particularly for business-critical roles. Our analysis incorporates various data sources, including recruitment data, tenure, promotion history, performance records, salary details, location, and job roles, among others. By leveraging this comprehensive analysis, we gain valuable insights into the factors influencing attrition and can take proactive measures to address any potential challenges. This approach allows us to make informed decisions and implement targeted strategies to mitigate attrition risks effectively.
- 4. Organisational Network Analysis** – We have a robust job setting process, to appropriately align our teams with functional clarity and robust role definitions. Furthermore, we structure the organisational network analysis to analyse potential bottom-line benefits, increase operational effectiveness, transform the organisation, and use talent more effectively.
- 5. Measure Employee Performance** – At HZL we strive to develop a High Trust – High Performance work culture. We deploy a range of digital platforms to analyse employee performance, with the support of global partners such as Deloitte, Korn Ferry, as well as Digital Partners like Darwinbox. Through these platforms and partnerships, we assess employee performance based on a set of parameters aligned with our growth levers of Volume, Cost, ESG, Quality, Digitalisation, Business Partner Engagement, and People Development. Our robust Performance Management System focuses on SMART Goal setting, quality KPIs, cascading the KPIs, regular performance dialogues, constructive feedbacks which enables achieving of business goals.
- 6. Efficacy of Training** – We deploy the globally renowned Kirkpatrick model to appraise the effectiveness of our organization's training and learning initiatives. This model evaluates both structured and informal training approaches, gauging them against four tiers of standards: Initial Reaction, Knowledge Acquisition, Behavioral Application, and ROI. We have a structured annual Training calendar which received inputs through Skill gap analysis, Performance Appraisal cycle including the statutory trainings.

We have established strategic partnerships with industry experts and undertaken comprehensive assessments and development interventions to ensure

that we have a strong management team in place. Our leaders possess the necessary skills and capabilities to make prompt and informed decisions, drive best-in-class Health, Safety, and Environment (HSE) practices, implement cost-effective measures, foster innovation and technology advancements, enhance business efficiency, promote capability building, establish sustainable business excellence processes, and achieve our overall business growth plan.

Non-Discrimination and Anti-Harassment

HZL respects and appreciates differences in age, ethnicity, Indigenous origin or heritage, physical and mental abilities, beliefs, language, sex, sexual orientation, gender identity or gender expression, education, nationality, social background and culture, or other personal characteristics. At the same time, we also recognize that systemic racism and other forms of discrimination exist, and that industries and corporations—including HZL—need to do more to improve diversity and representation at all levels. Our commitment is to continue to listen, to learn and to improve. Fighting discrimination is our shared responsibility, and we will continue to work toward greater equity and inclusion in our workplaces and communities.

Learning & Development

Ongoing career and skills development through training and education is critical to ensuring that we have the right people with the necessary skills to deliver on our business strategy. We are making concerted efforts to guarantee that employees receive the appropriate interventions to support their holistic development, and that manpower waste or redundancy is minimised. We have created a comprehensive set of learning and development (L&D) programmes to improve people's capabilities and skills in a variety of settings and professions. A systematic approach to skill evaluation and training requirement identification allows for effective upskilling and skill gap closure. Senior employees train the new hires for real-life situations and superior performance. Executive coaching is also available for senior executives, who are allocated individual coaches to assist and support them on their leadership path. This guarantees that proper direction is provided from top to bottom. For the growth of its senior leadership, Hindustan Zinc has partnered with top coaching institutes in India

Learning & Development Interventions

- Vision-based leadership development
- Skill enhancement via various initiative
- Digitalisation
- Young leadership development

The impact of our interventions has increased the long-term operational efficiency and growth of the employees, as well as measurable human asset performance, over time, thus contributing to the regeneration of efficiency in people and business processes, and resulting in value creation across the organisation.



Hindustan Zinc - Learning and Development Best Practices

Initiatives	Programme Details	Partners	Business Impact	Coverage	Learning Journey
Induction and Onboarding	• GET /PGET /MT /CA / VLDP • Graduate Trainees	In-house	Safe and smooth structured onboarding	All new hires	12 months
Management Development Programmes	• Leadership Excellence Programme • Contract Management • Finance for Non-Finance • Labour Laws • Theory of Constraints	• IIM, Udaipur • IIM, Udaipur • IIM, Kolkata • XLRI, Jamshedpur • Goldratt, India	Enhance effectiveness of managers in their current roles and make them future-fit	Selected executives	3 -6 months
Six Sigma Initiative	• Lean Six Sigma Green Belt	American Society for Quality, India	Capability Building, Process improvement and cost saving	GET/PGET	12 months
Hindustan Zinc Virtual Learning Academy	• Any Time Anywhere 24x7 Learning	Skillsoft Percipio	Skill upgradation and engagement of employees	All executives	Continuous
Work Integrated Learning Programmes	• PG Diploma in Business Administration • Master's in business administration	• IIM, Udaipur • BITs Pilani • BITs Pilani	Long-term capability building	Selection is criteria based	22-24 months

Hindustan Zinc – Talent Identification Programs

Objective

These programs aim to help the participants in their journey of becoming inspiring leaders by providing them with valuable tools to enhance their skills.

Description

We have focussed interventions in place to periodically identify High-Potential. We use Assessment Centres, Psychometric tools and New-Age Gamification tools to identify Hi-Pos. These interventions include V-Build, Technical ACT UP, Management ACT UP, and more.

- 1. Business ACT UP:** This program aims to identify and nurture fast-trackers and high-potential executives known as "Stars of Business."
- 2. Technical ACT UP:** This engagement is designed to identify and acknowledge individuals with high potential in technical roles, declaring them as Technical Stars. We provide focused development opportunities to support their career progression.
- 3. V Build:** We establish a structured leadership pyramid by identifying the top 5% of talent across Hindustan Zinc Limited (HZN) through structured CEO Workshops. In this Fiscal year, under the V Build initiative we had a focussed drive on identifying high-potential women professionals. We also introduced new age tools like gamification and psychometric tools to streamline the process. The Gamification assessment was an impactful tool leveraged in our development initiatives.

It is designed to test and measure core competencies of candidates, through a game-based assessment. Not only does this help us to align employees with their best-fit roles, but it also has empowered us to make informed decisions about the individual's cultural fit with us, giving a holistic view of the traits, strengths and weaknesses of the candidates. We identified 19 women professionals under V-Build for Women.

- 4. Chairman Workshop:** The Chairman Workshop serves as a unique platform to offer accelerated growth opportunities with elevated roles. Participants are selected based on their performance and contributions, providing them with the chance to excel in new roles and objectives.
- 5. V Reach:** This program provides a platform for identified leaders to experience accelerated career growth under the guidance of a dedicated mentor and coach.
- 6. Talent Review Councils:** Talent Councils have been instituted at the centre and at all the 10 locations. The objective of the Talent Councils is to have discussions on performance-potential matrix, major achievements against KPIs, evaluation on future-ready competence, career aspirations & tentative career paths, strength & weaknesses and developmental requirements of the talent pool. Structured learning journeys are identified for the talent pool which are reviewed on a Quarterly basis by the Talent Council. The TRC is chaired by CEO, CHRO, CFO, IBU CEOs and respective ManCom members.

Labour Relations

Mining is a heavily unionized industry, and we aim to develop our relationships with unions and our unionized employees at both the local and national levels. We engage with our unions on a regular basis across our operations. We fully recognize the rights of employees to freedom of association and to freely join trade unions, and we have embedded the principle in our Health, Safety, Environment and Community (HSEC) Management Standards. All unionized operations have employee committees with representation from their respective unions.

Performance Management

Each year, all regular full-time, active, salaried employees participate in formal performance development and career reviews, which are documented. Individual KPIs are aligned to set annual business targets in Hindustan Zinc's performance management system, based on the SMARTER Model. Targets are set for each business unit at the start of each year. To ensure a robust and continuous feedback loop, we have implemented a structured system of quarterly and ongoing feedback from managers, Heads of Departments (HODs), and critical position holders. Additionally, we emphasise the importance of 360-degree feedback, allowing employees to receive input from multiple sources. This holistic feedback approach facilitates continuous improvement and enables employees to gauge their performance from various perspectives.

In addition, employees identified as High Potential (HiPo), along with senior management, engage in quarterly performance reviews to foster an agile approach for evaluating key performance indicators (KPIs) and addressing areas that need improvement to achieve the desired outcomes.

Employee Feedback & Grievances

Effective grievance mechanisms are essential for building trust, solving problems, and bringing concerns to light before they become more significant issues. In our organisation, routine employee queries are managed by an online Query Management System, which allows an employee to log an issue and assign a responsible person to resolve it. Complaint boxes are installed around the units for contract employees' grievances, and the Welfare Officer keeps track of them regularly. We also keep grievance registers in each section and respond quickly to concerns. Industrial Relations grievances are discussed and amicably resolved across the table with the Union office bearers.

