



People Who Deliver Performance

Our people are at the heart of our growth, driving performance, innovation, and long-term value creation. We adopt a holistic human capital approach focused on attracting, developing, and engaging talent while fostering a safe, inclusive, and high-performance work culture. Through continuous learning, employee well-being, and leadership development initiatives, we are building a future-ready workforce aligned with evolving business priorities and committed to sustained organisational success.

Material Issues Impacted

- Health and Safety
- Employee Engagement and Development
- Diversity, Equity and Inclusion
- Human Rights

Strategic Linkages

- S3 Logistics Cost Optimisation
- S6 Sustainable Operations Integration

Stakeholder Associated with

- 👤 Employees and Workers

UN SDGs Impacted



Key Highlights FY 2025-26

4,866
Employees and workers

521
Female employees and workers

100%
Employees and workers covered in Learning and Development

4
Differently abled employees and workers

2.03%
Workforce represented through employee association(s) under the provision of collective bargaining

Talent Acquisition

During FY 2025-26, we strengthened our workforce through a merit-based recruitment approach aligned with our growth strategy. We adopted a balanced hiring model, combining targeted lateral recruitment with campus engagements to build immediate capability while developing a future talent pipeline.

Our campus hiring process was structured and rigorous, including HR interactions, group discussions, assessments and final panel interviews, to ensure both role fit and cultural alignment. Candidates were onboarded through a structured induction programme to enable seamless integration into our operations and values. Engagements with over 25 institutions supported this effort, reinforcing our focus on building a capable and scalable workforce.

300+
Candidates selected across locations through CAMPUS drive in FY 2025-26

2,000+
Employees onboarded across various functions

Employee Learning and Development

We conducted over 100 learning and development programmes throughout the year to strengthen employee capabilities and drive operational excellence. These initiatives spanned technical, behavioural, functional, leadership, AI, safety and compliance domains.

Technical trainings focused on mining operations, HEMM equipment, maintenance practices and advanced mining technologies while behavioural programmes addressed communication, conflict management, time management and leadership effectiveness.

We also organised training sessions on cyber security, Theory of Constraints (ToC), project management, Executive Certification Programmes for promoters, Artificial Intelligence (AI), POSH, ISO standards, labour laws, and workplace safety, alongside participation in industry forums and knowledge-sharing platforms. In addition, we launched our Learning Experience Platform, GURUKUL, to further strengthen continuous learning across the organisation. Collectively, these initiatives reinforce a culture of continuous learning and capability building, supporting sustainable growth and high-performance outcomes.

100+
Training and development programmes conducted throughout the year

Our Multi-prolonged Approach

Assessing learning needs across the organisation, departments, and individual employees	Supporting them with technical, functional, IT and soft skills	Facilitating learning through structured Technical, Functional, Behavioural and IT programmes
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IGNITE: Corporate Induction Programme

During FY 2025-26, Lloyds Metals launched IGNITE, a structured Corporate Induction Programme to enable faster assimilation, cultural alignment and seamless integration of new joiners. The four-day Programme combines classroom sessions with plant and mines exposure and leadership interactions. Conducted monthly, IGNITE has completed eight batches covering 216 employees, reflecting our Company's commitment to structured onboarding and building a cohesive, high-performance workforce.

Strengthening Mining Excellence

A 5-day Continuous Professional Development (CPD) programme was conducted for mining personnel at TEXMiN, IIT, focusing on enhancing technical expertise, safety practices and core professional competencies. Through expert-led sessions, practical insights and interactive discussions, the initiative reinforced operational capabilities. Seamless coordination and strong leadership support ensured effective execution. The programme reflects our commitment to continuous learning, skill enhancement and creating a culture of excellence, enabling teams to operate more efficiently, safely and with greater technical proficiency across mining operations.

Strengthening Capability through Digital Learning

Our Company has implemented a centralised Learning Experience Platform (LXP), GURUKUL, to strengthen and streamline organisational learning and development. The platform provides employees with anytime, anywhere access to structured e-learning programmes and relevant learning content, enabling continuous skill enhancement across the organisation. By digitising and automating learning processes, the LXP improves operational efficiency, standardises capability-building initiatives, and enhances the overall learning experience. The platform also facilitates tracking of learning progress, assessments, and certifications, while generating actionable insights to support continuous learning, compliance, and workforce development.

Employee Engagement

We have created a strong culture of employee engagement through a range of initiatives designed to promote inclusion, collaboration and a sense of belonging. We encourage an open and dynamic work environment through team-building activities, structured engagement forums, town halls and leadership interactions, enabling continuous dialogue and alignment across levels. Recognition programmes and performance-linked initiatives further reinforce a culture of meritocracy, celebrating contributions and long-term commitment. Regular feedback mechanisms and engagement surveys help capture employee insights, strengthen workplace well-being and enhance overall experience, supporting sustained organisational performance and growth.

Great Place to Work

We are now Great Place to Work® certified organisation, reflecting the sustained efforts of our promoters, leadership and HR teams, along with every employee contributing to a positive and inclusive workplace culture. This achievement is reinforced by 91% of our employees reporting a positive workplace experience, underscoring our continued commitment to building a high-trust, high-performance organisation.



91%
Of our employees reported a positive workplace experience

Employee Health and Safety

We prioritise the safety and well-being of our employees by maintaining a secure and responsible workplace environment. A robust Health, Safety and Environment (HSE) management system governs all our operations. We have established clearly defined guiding principles to drive continuous improvement, ensuring alignment with evolving industry standards, market dynamics and customer expectations.

Key Elements of our HSE Policy

- 1 We accept the responsibility for providing a safe working environment, and are committed to promoting and maintaining the standards of health, safety and environmental management within all our activities.
- 2 Our employees work together to realise our vision, protect the quality of the environment, and ensure health and safety of our people, stakeholders and our neighbours.
- 3 The Site Supervisor discusses any such situations with worker safety representatives and site foremen, and if the employee is deemed unfit for work, he is sent home.

Ensuring the highest HSE standards

Our HSE Policy is designed to ensure compliance with the highest standards relating to employee health, safety and environment, through:

- › Substance Abuse Control
- › Personnel Protective Equipment Policy
- › Safety Training Policy
- › Yearly Health Check-up Programme



Employee Welfare

We prioritise the health and well-being of our people through a comprehensive range of programmes and initiatives. Our approach supports both physical and mental wellness, with measures such as flexible working arrangements, inclusive leave policies and a safe, stress-free workplace environment. We provide Medclaim, accident insurance and life cover benefits to enhance employee security. Regular wellness activities, sports events and engagement initiatives encourage active participation and work-life balance. Celebrations of festivals, milestones and achievements, along with recognition programmes and health initiatives such as blood donation camps, further reinforce a supportive and inclusive workplace culture.



Promoting Ownership and Collaboration

Our inclusive ESOP programme, featured as a case study at Qapita 13th Annual Conference, underscores our Company's commitment to fostering broad-based ownership and employee empowerment. The programme has been extended across all levels of our Company, including shop-floor employees, reinforcing an inclusive approach to wealth creation.

A total of ₹ 1.54 crore ESOPs has been granted, of which ₹ 70.72 lakh have been exercised, representing approximately 45% of the total grants. This strong

participation reflects employee confidence in our Company's long-term growth and has contributed to enhanced engagement, improved retention, and a culture of shared success.

Complementing this, the 'Sangath' initiative brought together over 250 executives and partners to enhance collaboration and alignment ahead of key projects. These efforts have fostered a culture of accountability, trust and ownership, enabling employees to contribute meaningfully to growth while driving productivity and long-term value creation.

Recognising Excellence in Responsible Mining

Surjagarh Iron Ore Mines (SIOM) delivered an outstanding performance at the 43rd Metalliferous Mine Safety Week, Nagpur, securing multiple awards across safety, operations and sustainability. The recognition reflects our strong commitment to responsible mining and operational excellence. Notably, our Company was honoured in the Women Empowerment category with five awards recognising the contributions of our women professionals. SIOM also received appreciation for its initiatives in digitisation and green mining practices.



Strengthening Employee Health and Well-being

We have enhanced our employee welfare framework by upgrading the Group Medclaim Insurance Policy to provide comprehensive health coverage of INR 3,00,000 per family through Liberty General Insurance with all illnesses covered from day one. Family inclusion is now mandatory for married employees, extending coverage to spouses and up to two dependent children (up to 25 years). Additionally, we have revised our Marriage & Parenthood Policy, extending benefits from the date of joining instead of post-confirmation. These initiatives reflect a strong commitment to employee well-being, financial security and a more inclusive, people-centric workplace.

Championing Team Spirit

The Lloyds Champions League Cricket Tournament 2026 brought employees together in a vibrant display of unity, collaboration and enthusiasm. Beyond the game, it fostered cross-functional teamwork, strengthened relationships and encouraged a shared sense of purpose, reinforcing a culture of camaraderie and engagement across our Company.

Strengthening Workplace Safety Culture

A Safety Gate Meeting was conducted with a focused emphasis on LOTOTO (Lock Out Tag Out Try Out), a critical practice for preventing accidents during equipment maintenance. With active participation from over 450 employees, the session highlighted key aspects such as proper lock and tag application, pre-work testing procedures and effective energy isolation. Through interactive discussions and demonstrations, the initiative strengthened awareness and accountability, further embedding a proactive safety culture and ensuring the well-being of employees across all our locations.

Advancing Menstrual Wellness and Inclusion

We have implemented a Menstrual Wellness Policy to support the physical and emotional well-being of women employees by providing access to optional leave and appropriate care. The policy aims to foster a safe, respectful and stigma-free workplace where menstrual health is recognised as an integral aspect of overall well-being. Reflecting a gender-sensitive and inclusive approach, it is applicable to all women across our Company, including probationers, trainees, interns, full-time consultants and worker cadre, as well as employees of the Lloyds Infinite Foundation.



Performance Management System

We have established a robust Performance Management System in our endeavour to create a high performing organisation. This is complemented by a progressive framework focused on continuous feedback and development. The system facilitates the identification of leadership potential, highlights areas for improvement and enables semi-annual evaluations based on KRAs and KPIs. It also supports annual appraisals and performance linked increments. Additionally, our performance-based ESOP programme links rewards for AGM and above roles to defined KRAs, reinforcing accountability and driving stronger leadership performance.

Diversity & Inclusion

We are committed to building a workplace that is equitable, respectful, and empowering for all. Through regular training and awareness initiatives, we promote an inclusive culture across all levels of our Company. Recognising that sustainable growth is driven by diverse perspectives and equal opportunity, we continue to strengthen gender diversity across functions, including mining operations. The increasing participation of women in roles such as operating heavy vehicles reflects a progressive shift in traditionally male-dominated areas and reinforces our commitment to fostering an inclusive, collaborative and forward-looking organisation.

Fostering an Inclusive Growth Culture

As we continue our transformation into an integrated steel player, we remain anchored in a strong culture of diversity and inclusion, guided by the philosophy of "One Team, One Vision." Initiatives such as 'Sangath' promote collaboration, break silos and encourage diverse perspectives across teams and partners. Our Company places people at the centre of our growth, prioritising safety, well-being and equal opportunities while strengthening gender diversity across our workforce. Extending this inclusive approach beyond operations, we actively support community development and local talent creation, fostering a broader ecosystem of shared progress. This integrated and inclusive culture is central to building a resilient, future-ready organisation.

Succession and Future Leadership Pipeline

Identifying high-potential talent, critical role holders and nurturing their growth is central to effective succession planning. We adopt a structured approach to talent identification, enabling early recognition of high performing and high potential employees and preparing them for future leadership roles. This is complemented by focused development initiatives, including business leadership development Programmes that build leadership capabilities, supported by regular progress tracking. These initiatives are guiding our succession planning philosophy and ensuring a strong, future-ready talent pipeline.

Advancing Inclusive Excellence in Safety

Our Surjagarh Iron Ore Mines (SIOM) delivered an outstanding performance at the 43rd Metalliferous Mine Safety Week, earning multiple accolades across safety, operations and sustainability. Notably, recognition in the Women Empowerment category highlighted the growing contribution of women professionals, reinforcing our Company's commitment to diversity and inclusion. These achievements reflect a culture that prioritises safety, equal opportunity and capability development. Appreciation for digitisation and green mining practices further underscores our forward-looking approach. Together, these milestones demonstrate how inclusive participation and a strong safety ethos are driving operational excellence and responsible mining practices.

