



Our people agenda this year focused on building agile, future-ready capabilities, embedding digital maturity and fostering an inclusive, high-performance culture aligned with our long-term growth strategy.



4,068

Total employees



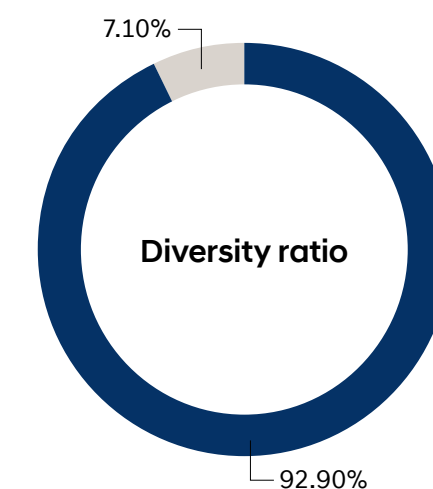
3,779

Male employees



289

Female employees



● Male ● Female

Social – People

Engaging with care and responsibility

We are strengthening our people-first philosophy through a holistic HR transformation that is shaping a more inclusive, agile and future-ready workplace.

Accolades

Top Employer 2026

HMIL was recognized as a Top Employer in India for the third consecutive year, securing an impressive 4th Rank nationally with an outstanding score of 98.01. We also ranked No. 1 in the Automobile Industry in India for 2026 by the Top Employers Institute, reaffirming HMIL's leadership in people practices, employee engagement and workplace excellence.

ABECA 2025 recognition

At the Ambition Box Employee Choice Awards (ABECA) 2025, HMIL was recognized as a Top Rated Automobile Company and a Top-Rated Mid-Size Company for the



fourth consecutive year. Based on feedback from over 20 lakh employee participants across various companies, HMIL achieved a strong overall rating of 4.2, with job security emerging as the highest-rated category.

Social – People



Talent development and learning

ARISE Leadership Program

Our flagship ARISE Leadership Program, conducted in collaboration with IIM Trichy and MDI, successfully developed 66 leaders during FY 26. The program combined leadership capability frameworks, Individual Development Plans (IDPs) and integrated functional projects, achieving an exceptional participant feedback score of 4.79/5.

NEXT Young Talent Program

The NEXT Young Talent Program delivered 28 days of blended learning to 85 Young Talent Professionals, integrating behavioral learning, domain-focused sessions and functional mentorship. The program concluded with the Crescendo event featuring active participation from senior leadership and achieved a strong participant rating of 4.7/5.

Expanding digital learning ecosystem

We strengthened our digital learning culture through the Hy Learn ecosystem.

Supported by platforms such as Coursera, H-Sense and MKPI, average learning hours increased to 10.4 hours per employee.

Manufacturing readiness and vocational skilling

To support Pune plant readiness, we established the Hyundai Mobility Training Center, trained 943 BJT trainees and completed 703 On-the-Job Training (OJT) evaluations, ensuring SOP readiness and competency assessments for flexi employees.

Hyundai Identity Program

To reinforce cultural alignment across locations, HMIL launched the Hyundai Identity Program – Heritage Course, with plans to conduct 157 batches covering 4,068 executives, strengthening 'One Identity, One Culture' and one unified way of working across the organization.

24,126
Training man-days recorded

0.19 Mn
Learning hours

94%
Employee reach

96%
Adoption rate

Building future-ready talent pipelines

Agile team management

Our Agile Team Management framework enhanced flexibility, responsiveness and leadership capability across functions. Teams were empowered to reorganize structures based on evolving business priorities and operational requirements.

Each Agile Team is led by a Team Lead role designed as a structured leadership development pathway, helping build a scalable and future-ready leadership pipeline across the organization.

Young Talent Pool (YTP)

The Young Talent Pool initiative is supporting HMIL's early-career talent pipeline through focused campus engagement across 20 top-tier institutions ranked within the top 75 of the NIRF framework.

15
Cities engaged

58
YTPs hired



Career progression and internal mobility

HMIL has established a structured Career Progression Framework to facilitate talent growth, strengthen leadership pipelines and support a role-based organization. The framework provides employees with multiple avenues for career advancement, including role elevation, band and sub-band progression, elevation opportunities and cross-functional role rotations.

The framework emphasizes internal talent development through succession planning, leadership pool creation and elevation opportunities across levels and functions. It also enables horizontal and diagonal career movements, allowing employees to broaden their experience, enhance their capabilities and contribute across diverse roles within the organization.

By combining transparent progression pathways with regular leadership reviews, HMIL fosters a culture of continuous development, internal mobility and merit-based growth, ensuring alignment between individual aspirations and organizational needs.



Social – People



Diversity, equity and inclusion

Our Diversity, Equity and Inclusion (DE&I) agenda was fortified through focused hiring, leadership development, infrastructure support and inclusive workplace practices.

48%

Female representation among young talent hires

7.66%

Overall female workforce representation – improved from 4.2% in 2021

23%

Promotion/elevation rate for female employees

Key highlights

- » Strengthened women leadership representation at Team Lead level and above
- » Introduced gender-balanced hiring targets across functions
- » Continued flagship women leadership development initiative – TrailblazHer

Women @ Work 2.0

We enhanced life-stage support through the Women @ Work 2.0 initiative, including:

- » Enhanced maternity benefits
- » Childcare support
- » Work-from-home options
- » On-site crèche facilities
- » Relaxation rooms and mobility support
- » Employee engagement initiatives

We also continued organization-wide inclusion initiatives such as Women's Day celebrations and leadership cohorts to reinforce inclusive culture and equal opportunity.



Employee value proposition and people philosophy

HMIL's people policy is anchored in meritocracy, inclusivity, continuous learning, employee well-being and trust-based leadership. We have implemented a role-based organization architecture that enables clarity, equitable career progression, transparent performance management and objective decision-making.

Employee voice and engagement are reinforced through townhalls, skip-level interactions, grievance redressal systems and leadership communication platforms that align with HMC's 'Progress for Humanity' vision.

HMIL's Employee Value Proposition (EVP) focuses on purposeful work, growth opportunities, learning ecosystems, leadership pathways, internal mobility and employee well-being, creating a high-trust and high-performance culture aligned with long-term organizational growth.

Safe, healthy and inclusive workplace

Commitment to a harassment-free workplace

We follow a zero-tolerance approach toward workplace harassment through our robust and gender-neutral POSH Policy (Version 3.0), aligned with the Sexual Harassment of Women at Workplace Act, 2013.

Internal Complaints Committees (ICCs) are constituted across offices and plants with defined procedures for complaint handling, inquiry, confidentiality and resolution.

During FY 26:

- » 1 case reported and resolved
- » All previously reported cases were resolved

Occupational health and employee well-being

Centralized Occupational Health Centre (OHC)

As part of bolstering our healthcare infrastructure, we have developed a new Integrated Occupational Health Centre (OHC) in Chennai, commenced operations in July 2025.

The OHC has:

- » Total built-up area of 1,169 sq m
- » Separate Emergency and OPD access points
- » Dedicated male and female wards
- » Accessibility-friendly infrastructure
- » 12 medical doctors and 42 total staff members

The facility has been designed to enhance emergency preparedness, medical accessibility, workplace safety and future occupational healthcare readiness.

Health awareness and preventive care

During FY 26, we conducted multiple awareness and wellness programs covering:

- » Diabetes and hypertension awareness
- » Women's health
- » Cancer screening and early detection
- » Stress management
- » Personal health and hygiene
- » CPR, AED and First Aid training

A total of 7,422 employees and associates participated in these awareness initiatives during the year.

Sustained wellness initiatives

We also prioritized holistic employee wellness through:

- » Master health check-ups
- » Statutory medical examinations
- » Preventive and curative healthcare services
- » Medical insurance support
- » Physiotherapy and stretch exercise sessions
- » Wellness dining initiatives
- » Sports, gym and yoga facilities
- » Emergency response and medical mock drills

Contract labor health screening

We continued our structured pre-employment and periodic health screening programs for contract labor to support preventive healthcare, occupational fitness and statutory compliance.

Workplace hygiene and industrial health

Regular water quality monitoring, industrial hygiene checks and pest control audits continued across operations to maintain a hygienic, safe and health-conscious workplace environment.



Social – People



Prioritizing workplace safety

Safety-governance leadership

We are committed to creating a safe, healthy and resilient workplace through a structured Occupational Health and Safety Management System (OHSMS) supported by strong leadership oversight and continuous monitoring. Safety performance reviews are conducted at regular by management reinforcing accountability and continuous improvement.

To strengthen safety governance, our Global Safety Management Team (HQ) appointed a dedicated Regional and Site Chief Safety Officers (CSOs) for each region. These teams drive alignment with Headquarters standards, conduct risk reviews, support incident response mechanisms, strengthen compliance and enhance coordination across plants, affiliates and vendor ecosystems.

We further strengthened our safety governance framework through ISO 45001-aligned systems, Hyundai Safety Assessment Tool (HSAT), KPI-based compliance monitoring, daily safety patrols and structured audits conducted jointly by internal teams and headquarters auditors.

Strengthening workplace safety systems

We are enhancing workplace safety through focused preventive initiatives and advanced safety systems across operations.

Our Horizontal Deployment Audits enabled cross-functional sharing of learnings from incidents and helped identify similar risks across facilities. Electrical Safety Assurance initiatives strengthened cable management practices, enclosure systems and preventive controls to minimize electrical hazards.

To reinforce operational safeguards, we deployed multiple engineering and digital safety controls, including:

- » Safety plugs and dual-hand controls
- » Safety mats and curtain sensors
- » Interlocks and anti-collision devices
- » Laser scanners and AI-powered cameras
- » Visual warning systems and alert mechanisms

These systems are periodically reviewed to ensure effectiveness and compliance across manufacturing operations.



Building a culture of behavioral safety

We are strengthening behavioral safety through employee engagement, awareness initiatives and experiential learning programs.

Through our Safety Ambassador Program, operational since 2016, we induct 77 senior employees annually as Safety Ambassadors under the guidance of experienced mentors. Active mentors support the initiative, helping drive safety ownership and leadership across the organization.

Monthly safety campaigns were conducted to reinforce workplace awareness and encourage proactive safety practices. We also leveraged our Safety Experience Center, which provides hands-on learning through customized safety models, real-world hazard simulations and experiential training modules designed to improve risk awareness before employees enter shop floor environments.

Comprehensive safety training and preparedness

We conducted structured safety training programs throughout the year for employees, contractors, vendors and operational teams to strengthen preparedness and workplace vigilance.

Key training initiatives included:

- » New employee safety orientation programs
- » On-the-job safety training
- » Practical firefighting training
- » Hazard Identification and Risk Assessment (HIRA) sessions
- » Shutdown safety training
- » Critical equipment safety programs
- » First aid and AED training
- » Visitor safety induction programs
- » Health awareness initiatives
- » Shop-specific and external certification programs

Emergency preparedness drills covering fire response, medical emergencies and industrial incidents were conducted regularly to strengthen readiness across facilities.

Daily shift-start safety communication, digital learning tools and simulation-based training further reinforced accountability and helped embed safety as a shared organizational responsibility across HMIL.

Safety indicators	Goal	Actual
HMIL key performance indicator	10	9.17
Safety improvements	1,116	1,507
Safety trainings (man-hours)	58,926	67,014
Incident reduction	30%	30%