



Social – People

Engaging with care and responsibility

Our employees are the driving force behind our sustainable growth. Guided by a culture of continuous innovation, we deliver differentiated value to customers while enriching local communities through meaningful, collaborative, and purpose-driven partnerships.

At Hyundai Motor India Ltd., we nurture employee skills and competencies to align with our shared organizational objectives. Through their skills, attitude, and sensitivity, employees enable the Company to evolve, grow, and contribute to the creation of transparent and valuable relationships with stakeholders.

HR management

Our HR management prioritizes adaptability to market changes, particularly the transition to electrification and digitization. We focus on nurturing talent in emerging fields such as EV, AIML, and robotics, aligning with the Company's long-term strategy and transformation into new growth sectors. Quantitative analysis of employee performance, competencies, engagement, and social relationships informs a comprehensive, data-driven HR strategy.

We also provide our employees with learning opportunities, empowering them to develop their unique skills and career paths. We are thus ensuring that our employees are well-equipped to thrive in the evolving automotive landscape with a skilled and agile workforce.



Phoenix 1.0:

Role-Based Organization and work efficiency

Our existing organizational structure, a tall, grade-based system, struggled to effectively differentiate functions and responsibilities, leading to significant overlap in grades, roles, and responsibilities. This caused disparity, a lack of clarity, and slower decision-making, further complicated by a bulging middle management where job worth poorly correlated with grade. To address these inefficiencies, we initiated Project Phoenix, our Job Evaluation and Job Architecture Design project, transitioning at Hyundai towards a Role-Based Organization (RBO). This new, progressively architected structure has seen all employees move into renewed responsibility levels, fostering agile networks, creating avenues for talent exhibition, and enabling fluid and agile career progression.

The RBO laid the groundwork to consolidate from 15 Grades to 7 Bands with 11 Sub-bands. We leveraged the Deloitte JES tool for job evaluation, which allowed us to create 1,025 job roles, tag them to 475 unique roles, and establish an Ideal Band for Roles or Employee Fitment for Employee Mapping, categorizing employees as Over-pegged, Ideal, or Under-pegged. Crucially, this initiative also introduced a Role-based Compensation Philosophy, leading to revised compensation structures.

At Hyundai, we now operate on the principle of a role-based organization, valuing and recognizing every individual's contribution, fostering a culture of collaboration, empowerment, and accountability to maximize work efficiency and achieve our collective goals.

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Phoenix 2.0:

Reshaping our capability architecture

Our previous Competency Framework, structured with Core, Job, and Leadership clusters, had become outdated. Its defined behaviors held less relevance in today's business environment and no longer supported our future strategic goals.

To overcome this, we are reimagining our Capability Architecture to establish a Competency Framework that is truly relevant for both our current operations and future ambitions. This renewed framework, falling under Phoenix 3.0, will be composed of three vital components: Behavioral, Functional, and Future-oriented capabilities. This robust, forward-looking Capability Architecture will then form the bedrock for all our critical HR processes and programs. This includes everything from Leadership and Potential Assessments to Succession Planning for our core talent, leadership elevation, recruiting, onboarding, career management,

and targeted development initiatives spanning leadership, job-specific skills, and future competencies.

This Capability Architecture is a cornerstone of our overall HR transformation journey and will serve as a key success metric for HMI. It is also instrumental in our ongoing review and adaptation of existing HR practices, programs, and policies, ensuring they perfectly align with and facilitate the effective functioning of our new Role-based Organization. To bolster our overall Talent Review process, we have established an In-house Assessment Center, which will empower us to:

- ♦ Find and hire the right external talent
- ♦ Internally identify, elevate, and nurture the right talent
- ♦ Continuously develop our employees

Top employer

Hyundai Motor India Ltd. has achieved a significant global milestone by officially being certified as a Top Employer 2024 and 2025 in India by the esteemed Top Employers Institute, a globally recognized authority in HR excellence. This marks the first time any Hyundai market worldwide has received this prestigious recognition, highlighting our leadership in human resources practices.

Our certification underscores Hyundai Motor India Ltd.'s 'People First' philosophy and unwavering commitment to creating an inclusive, empowering, and future-ready workplace. We achieved an impressive overall score of 96.08%, significantly surpassing the global average of 85.18%, which reflects our best-in-class practices in people management across the entire employee lifecycle. Our outstanding performance was noted across six key HR domains: Steer (100%), Shape (94.67%), Attract (92.31%), Develop (99.13%), Engage (92.51%), and Unite (97.43%). This comprehensive evaluation covered over 20 crucial HR topics, including organizational culture, career development, well-being, sustainability, and digital HR practices.

This achievement provides a strategic differentiator in India's competitive talent landscape, enhancing HMIL's reputation as a preferred employer in both the automotive and technology sectors. As Mr. Unsoo Kim, MD of Hyundai Motor India Ltd., stated, "This recognition reflects our unwavering dedication to building a culture where every individual feels valued, supported, and motivated to grow. We believe our people are



our greatest strength, and we will continue investing in them to shape the future of mobility." Moving forward, we are committed to building on this recognition by deepening our focus on leadership development and succession planning, advancing diversity, equity, and inclusion strategies, implementing data-driven employee engagement and well-being programs, and accelerating digitally-enabled HR transformation. This milestone is not just a recognition of past efforts, but a forward-looking commitment to continuous improvement and excellence in employee experience.

Looking ahead, we aim to maximize team productivity through several key elements: strengthening our Role Classification and Role-Based Compensation frameworks; developing a robust Leadership Pipeline via Succession Planning, Management, Development, and rotations; implementing comprehensive Talent Management initiatives including Hi-Po Pools, Career Management, and a Learning Academy; and accelerating our Digital Transformation through the implementation of cutting-edge RMS, Onboarding, and LMS solutions, along with a holistic Employee Experience Platform.

Phoenix 3.0:

Driving Digital Transformation

We firmly believe that technology is the engine of innovation and progress. We're committed to leveraging its power across our operations, from advanced manufacturing to cutting-edge vehicle technologies, ensuring our products are high-quality, safe, and efficient. Our significant investments in research and development keep us at the forefront of technological advancements, making our vehicles not only robust but also future proof against evolving consumer demands and regulations.

Having recently transitioned to a Role-Based Organization, we recognize that rapidly evolving digitized systems are crucial for fostering new business models and optimizing performance. The message for talent is clear: we must embrace digital or risk falling behind.

Our comprehensive Digital Strategy is built upon three key pillars designed to ensure business continuity, operational excellence, and an exceptional employee experience:

Digital HR: We are implementing a single, integrated HR solution that encompasses Performance Management, Recruitment Management, and Learning Management Systems. This also involves migrating internal applications to mobile platforms, enhancing data analytics, and minimizing errors.

Digital Workforce: We're fostering innovation by empowering our workforce with digital learning and enhancing their digital dexterity. This connects the workplace with modern, digital experiences to boost transparency and efficiency.

Digital Workplace: Our goal here is to enhance employee engagement and efficiency by empowering and connecting our workforce through a modern, digital experience, ultimately developing a digitally-ready workforce and organization.

SHRM India Award

We were honored as the 2nd Runner-Up in the 'Developing Emerging Leaders' category at the prestigious SHRM India HR Excellence Awards. This recognition reflects our strong commitment to building future-ready leaders through structured, impactful development programs. Our approach is anchored in robust leadership frameworks, succession planning, and end-to-end career lifecycle management. By aligning people strategy with business needs, we proactively identify and nurture high-potential talent to meet evolving capability requirements. This award validates our focus on leadership continuity and underscores our role in driving sustainable performance by empowering the next generation of leaders within the organization.

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Commitment to a harassment-free workplace

At HMIL, we maintain a stringent zero-tolerance policy towards harassment in all its forms within the workplace. Our commitment is underpinned by a gender-neutral Prevention of Sexual Harassment (POSH) Policy, ensuring a safe and harmonious environment for all our employees. During the FY 2024-25, our Internal Complaints Committee (ICC) received one case, which has since been successfully resolved, reflecting our proactive approach to maintaining workplace integrity and employee well-being.

Diversity and inclusion

As part of our commitment to fostering inclusive leadership and advancing gender diversity, Hyundai Motor India Limited (HMIL) launched TrailBlazHer, a flagship women's leadership development program.

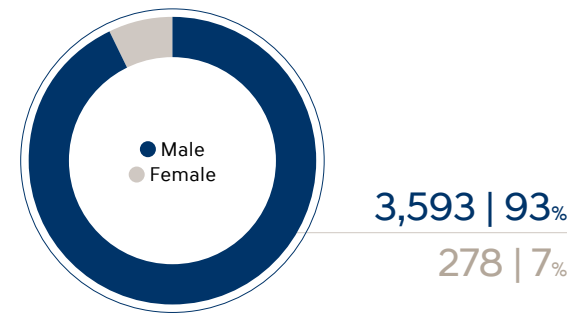
In today's evolving business landscape, diverse leadership is not merely an option; it is a strategic imperative. TrailBlazHer represents Hyundai's proactive response to the industry-wide challenge of underrepresentation of women in leadership roles, reflecting our deep-seated belief in creating equitable opportunities for career advancement for all.

This initiative has proven to be more than just a development program; it acts as a significant talent multiplier. TrailBlazHer strengthens our pipeline of women leaders poised to assume larger roles, directly supports Hyundai's broader Diversity, Equity, and Inclusion (DEI) goals, and cultivates a more balanced and resilient leadership culture within the organization. By embedding this program into our overarching people strategy, we ensure that leadership development is not only inclusive but also acutely future-focused.

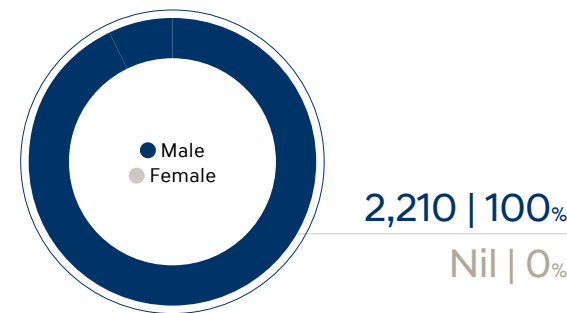
12

Total TrailBlazHer employees

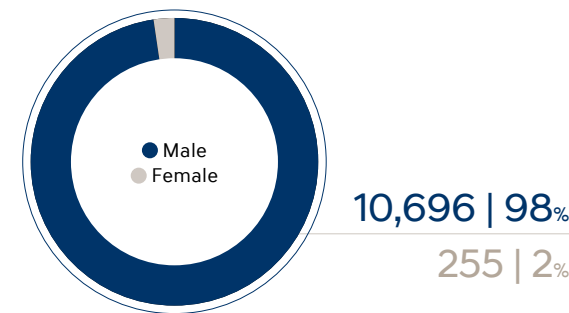
Permanent employees



Permanent workers



Other than permanent



Leadership Excellence and Development (LEAD) program

We are pleased to report on the successful introduction of our Leadership Excellence and Development (LEAD) program, specifically designed for vertical heads and above. This comprehensive initiative also includes an advanced version tailored to prepare successors for senior leadership roles.

The LEAD program is built upon a robust framework encompassing Education, Experience, and Exposure. A key highlight of the educational component is our strategic partnership with the Indian School of Business (ISB) Hyderabad, ensuring participants receive world-class academic input.

37

Vertical heads participating in LEAD



LEAD Series

The LEAD Series represents our comprehensive leadership development initiative, meticulously designed to reinforce crucial leadership capabilities through a structured, ongoing learning journey. This program adopts a blended learning model, integrating short-format sessions, expert-led webinars, and flexible self-paced content, all aimed at promoting continuous development by delivering engaging, practical insights aligned with today's dynamic business needs.

The curriculum is thoughtfully organized around three core leadership pillars: Transformational Leadership, Business Leadership, and Future Leadership. Under Transformational Leadership, participants delve into essential areas such as adaptability, influence, neuroscience in leadership, coaching, mentoring, and fostering a positive work culture. The Business Leadership pillar hones vital capabilities including customer centricity, business analytics, effective questioning, driving innovation, and financial acumen.

Preparing leaders for tomorrow, the Future Leadership pillar covers critical modules like digital and social media fluency, empathy, diversity and inclusion, and negotiation skills.

Our delivery model operates on a monthly cadence, featuring one online session per month led by an external expert. These interactive sessions, lasting between 120 and 180 minutes, incorporate videos, case studies, and dynamic discussions. The program's design remains flexible and adaptive, allowing for periodic content updates based on evolving organizational priorities and participant feedback. A total of 12 external sessions are planned annually, targeting Team Leads and above, as well as participants from our ARISE and TrailBlazHer programs.

The LEAD Series is pivotal not only in building leadership readiness across all levels but also in fostering a vibrant culture of continuous learning and cross-functional knowledge exchange throughout our organization.

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ARISE

ARISE stands as our flagship program, strategically designed to cultivate a robust internal talent pipeline for our future leadership needs. The program's core objective is to identify, retain, and meticulously groom high-potential employees for business-critical roles, thereby ensuring seamless leadership continuity and reducing our reliance on external recruitment.

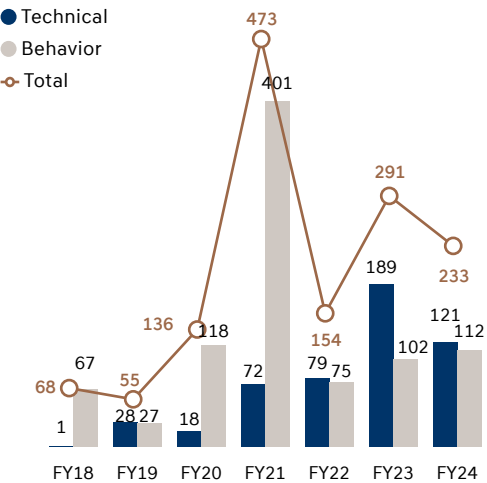
ARISE guides participants through a comprehensive four-stage development journey. This begins with Identification, where employees are initially shortlisted based on stringent eligibility criteria, functional nominations, leadership recommendations, and a thorough HR review. This process ensures that only individuals demonstrating the optimal blend of performance and potential are considered. Following this, Assessment, Interview and Selection take place, where shortlisted candidates undergo structured assessments and interviews—a crucial evaluation phase for assessing their readiness and alignment with anticipated future leadership roles.

Once selected, individuals receive Development through targeted opportunities across three key dimensions: Education, via structured learning programs; Exposure, by engaging in cross-functional projects and task forces; and Experience, through critical assignments and strategic role rotations. Finally, Leadership Review ensures continuous monitoring of progress. This stage guarantees that development remains on track and that potential successors for vital leadership positions are clearly visible to our senior management.

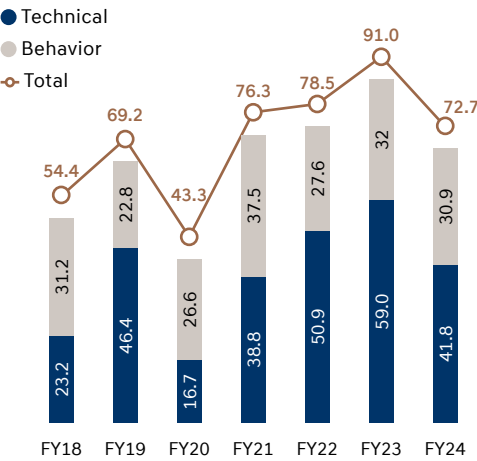


Training programs

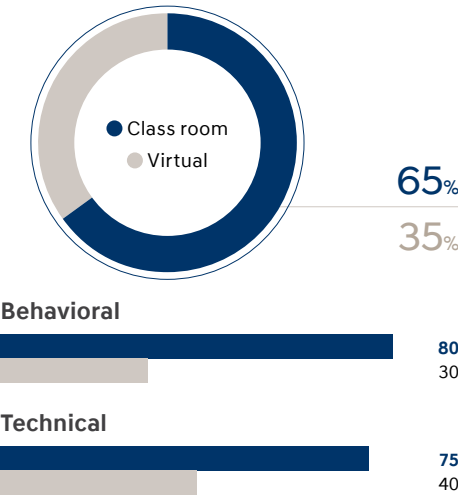
Y-o-Y number of training programs



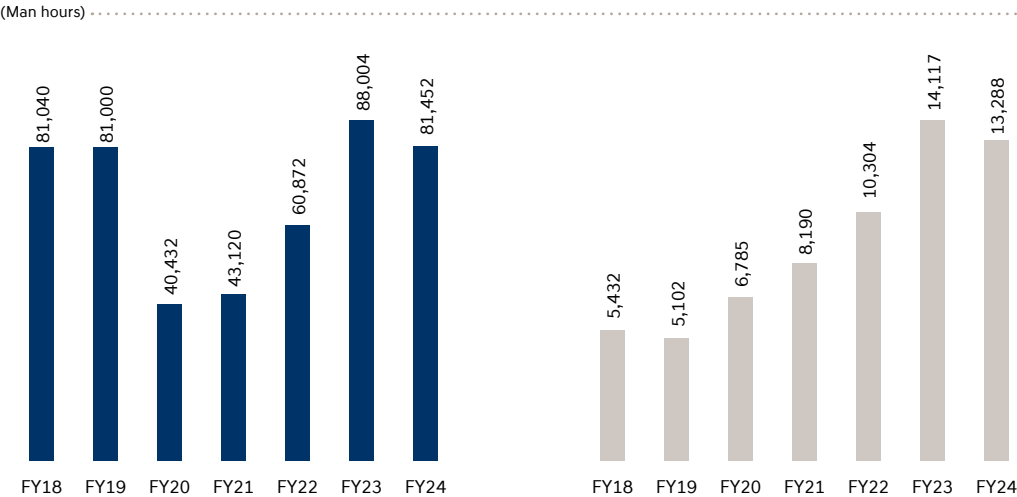
Y-o-Y employee reach (%)



Training modes



Y-o-Y employee program concentration



Key highlights of FY 2024-25

2.91

Average Training Manday/
employee

4.73/5

Average Feedback Score

82.5

Average NPS%

Academy programs

390

SMEs Certified

MEX program (97)
HR (20) & FDP (20)
GHG Lead verifier (35), ISO IQA (61)
Project Mgmt (30)
SMC Pneumatics (20)

UPSKILLING

3,877

Participants

59 sessions
Feedback: 4.64

LINKEDIN LEARNING

2,000

Target EXEs

10,674 hours viewed
22,150 courses viewed

NEX PROGRAMS

883

NEX

No. of batches: 30
Feedback: 4.6

HATS

HMC

Design Phase

Structural design inputs
Design plan selection
Schematic sketch Finalize

Total 390 SMEs
(Subject matter
experts) were certified
in different domains.

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Training Type	Programs	Man-Hours	Man-Days
Behavioral Programs	134	29,610	3,701
BJT (Basic Job Training)	61	81,452	10,182
Functional Programs	119	26,076	3,259.25
Hyundai Academy	18	5,996	749.5
Induction (Hello Hyundai, NEXT)	6	53,371	6,671
Leadership	10	1,655	207
Total	348	198,160	24,769.75

Our healthcare initiatives in FY 2024-25

At Hyundai Motor India, the health and well-being of our workforce remain a paramount strategic priority. In FY 2024-25, a robust and multifaceted healthcare program was executed, seamlessly integrating proactive health education with comprehensive ongoing medical and wellness provisions.

Empowering health through awareness

During the year under review, various impactful online awareness sessions dedicated to critical lifestyle diseases such as diabetes, hypertension, dyslipidemia, heart conditions, and crucial aspects of women's health were conducted. These sessions were expertly led by specialists from esteemed institutions including Bill Roth, Apollo, Rela, and V.S. Hospitals, ensuring high-quality, actionable insights. The enthusiastic participation of 625 employees from across India underscores the program's reach and relevance, culminating in an outstanding overall feedback score of 4.5 out of 5. Notably, sessions like 'Take Care of Your Heart' (4.8/5) and 'Heart Health Matters (Hypertension Session)' (4.8/5) received exceptional feedback, highlighting a broad impact on employee health literacy.

625

Total participants in online sessions

4.5

Overall feedback score (out of 5) for awareness sessions

Top-rated sessions (Feedback 4.8/5):

114 participants

Take Care of Your Heart

106 participants

Heart Health Matters (Hypertension)

High engagement sessions:

114 participants

Awareness on Diabetes

68 participants

Healthy Lifestyle

48 participants

Breast Cancer Awareness

80 participants

Know Your Risk, Know Your Response

60 participants

Empowering Women's Health

Sustained investment in holistic well-being

Beyond targeted awareness, FY 2024-25 saw the continued operation of a comprehensive framework of medical and wellness services, many of which are integral to our long-term commitment extending into FY 2025-26. This includes offering Master Health Check-ups to all employees, incorporating vital cancer screening and non-communicable disease (NCD) control. We also ensure adherence to regulatory standards through Statutory Periodical Medical Examinations for our factory employees as mandated by the TN Factories Act, and provide Preventive, Promotive, and Curative Healthcare for all employees, contract laborers, vendors, and visitors. Furthermore, employees and their families benefit from Medical Insurance Coverage for both outpatient and inpatient treatments at our network hospitals.

Our commitment to a prepared and resilient workforce is demonstrated through regular Mock Drills on Medical Emergencies and structured training programs in BLS (Basic Life Support), AED (Automated External Defibrillator), CPR (Cardiopulmonary Resuscitation), and First Aid for our Emergency Response Team members and expatriates. Employee well-being is also fostered through dedicated Physiotherapist Stretch Exercise sessions for both shop floor and office staff, a specialized Wellness Menu Dining Experience for employees managing overweight conditions or NCDs, and access to our Sports Center, GYM Center, and Yoga Hall for holistic physical and mental wellness. We continuously reinforce health education through E-posters, dedicated emails, and informative handouts. These comprehensive and ongoing healthcare activities underscore our unwavering dedication to fostering a healthy, safe, and supportive work environment for every member of the Hyundai family.



Smart culture initiatives

In FY 2024-25, our commitment to fostering a dynamic and engaging work environment at Hyundai Motor India was demonstrated through diverse Smart Culture Initiatives. These programs, conducted both virtually and physically, focused on enhancing employee well-being, promoting a positive mindset, strengthening team cohesion, and encouraging continuous learning. Key initiatives included personal development sessions, various wellness programs, and activities promoting physical health like fitness challenges and yoga. We also celebrated our community through cultural events and internal talent showcases, alongside flagship engagement programs. Leadership engagement and ongoing recognition programs further underscored our dedication to creating a positive, supportive, and vibrant workplace where every employee can thrive.

Embedding safety in our culture

At Hyundai Motor India Limited (HMIL), health and safety are not seen as a responsibility—they are core values embedded across our operations. Guided by our ISO 45001 certification and driven by a proactive safety culture, our Health and Safety Management System focuses on prevention, preparedness, and continual improvement. Every initiative we undertake is designed to protect our people, improve work environments, and strengthen the organization's ability to manage risk effectively.

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Building a resilient safety ecosystem

We have developed a multi-layered, structured approach to safety, combining technology, training, and culture to mitigate risks across all levels of operation. Our initiatives span from the shop floor to leadership reviews and from digital platforms to on-ground execution.



Training and awareness

Structured external and internal training programs with 14 different training modules has been delivered to employees, contractors, and vendors includes safety experience centers, digital training videos and daily safety messages.



Emergency preparedness

Early detection and suppression systems, dedicated well-equipped fire tenders, robust onsite emergency plans, regular mock drills, 24/7 fire crew & control centers, and real-time coordination with Tamil Nadu Fire & Rescue Services.



Technology integration

Digital work permits, confined space monitoring, AI-based cameras, automated suppression systems, and laser scanners deployed in high-risk zones digital alerts and monitoring systems.



Contractor and visitor safety

Monthly contractor campaigns, visitor orientation, special training programs, and best contractor evaluations to ensure uniform safety standards.



Culture-building programs

'My Place My Pride' with 77 Safety Ambassadors mentoring peers, family engagement events, safety competitions, and outreach to local industries.



Safety Experience Centre: learning by doing

Our state-of-the-art Safety Experience Centre provides real-time hazard simulation through 12 shop-specific safety models. New joiners experience realistic workplace risks before stepping onto the shop floor, building an innate understanding of the consequences of unsafe behavior. This immersive, first-hand learning has significantly improved awareness and preparedness across the workforce.

Achievements in FY 2024-25

- FY 2024-25 marked significant progress across key safety metrics:
- Global ranking - 2nd place among 8 overseas plants of Hyundai Motor Company
 - Emergency preparedness and enhanced layer of controls in EV batteries and vehicle handling area
 - Enhanced monitoring and reporting of near-miss incidents
 - Recognition by external agencies for emergency preparedness and safety innovation

We have also expanded our safety performance monitoring through structured internal and external audits. Horizontal deployment audits—where we learn from global incidents—have been particularly effective in preventing similar risks in our plants.

Safety incident/number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.09	0.14
	Workers	0.29	0.17
Total recordable work-related injuries	Employees	2	3
	Workers	5	3
No. of fatalities	Employees	0	0
	Workers	0	0

Safety performance is the key indicator in HMI business. Every year goals have been set for the safety indicators to all the applicable domains and reviewed periodically by the respective heads during their vertical head meetings. The overall performance was reviewed monthly and quarterly by the top management. The various key performance indicators are Incident Management, Safety Training, Safety Improvements, Emergency Preparedness, Employee Engagement programs.

Safety indicators	Goal	Actual
Hyundai Motor key performance indicators	10	9.7
Hyundai Safe Assessment Tool	S Grade	S Grade
Safety Improvements	1,032	1,391
Safety Trainings (Man-hours)	53,401	63,956
Recordable incident reduction (3 yrs avg)	20%	36%

Way forward

We are committed to improve continually across all operations, with a strong focus on enhancing workplace health and safety. Drawing insights from global benchmarks, technological advancements, domain experts, and our global company, we are upgrading systems through innovation and best practices. Key focus areas include smart auto-zone entry systems, strengthened fire prevention and protection, faster emergency response, safety system digitalization, automated emergency solutions, drone-based roof monitoring, and robotic assistance for safety and emergency management—ensuring a safer, smarter, and future-ready workplace.