

Advancing through Shared Purpose

Our people-centric culture is built on inclusion, respect and equal opportunity. We are committed to supporting employee growth and well-being, recognising performance and fostering a workplace free from discrimination. Through our Srijan initiative, we also extend our commitment beyond the workplace, creating lasting value for the communities we serve.



Material Topics Covered

 Diversity, Inclusion and Equal Opportunities	 Occupational Health and Safety
 Employee Well-being, Benefits and Retention	 Human Rights and Community Relations
 Employee Engagement, Training and Skill Development	

Highlights for 2025-26

14,178 Hours
Skill upgradation trainings

24,736
CSR beneficiaries

Zero
Number of complaints reported on child labour/ forced labour / human trafficking

Zero
Fatalities

36,534
Hours
EHS training

INR 22 Million
CSR expenditure

Contribution to UNSDGs



Diversity, Inclusion and Equal Opportunities

We strive to build a workplace where diversity is embraced, inclusion is embedded and every individual has the opportunity to thrive. We value the diverse perspectives, experiences and capabilities that people across genders, age groups and backgrounds bring to our organisation. Initiatives such as the Women's Forum reflect our ongoing commitment to strengthening gender diversity, fostering inclusion and creating an environment where everyone can contribute and grow.

160
Women employees in total workforce

0.14%
People with disability within the organisation

Zero
Sexual harassment complaints registered

Embracing Diversity

Diversity and inclusion are deeply embedded in Hikal's culture and way of working. Our Pune R&T Centre exemplifies this commitment, with strong representation of women across the workforce. Guided by our Code of Conduct, we foster a workplace built on fairness, respect and integrity, with zero tolerance for any undue influence on decision-making.

Hikal's Women's Forum

Our Women's Forum supports the growth and wellbeing of female employees through mentorship, learning opportunities and regular engagement activities that foster collaboration and inclusion.

Through our Women's Forum, we continue to create platforms that support employee well-being, inclusion and engagement. During the year, a cervical cancer awareness session at Jigani Unit 1, led by Dr. Suguna M. from Kaveri Hospital, helped raise awareness about prevention, early detection and treatment, while encouraging open conversations around women's health.

The Women's Forum also hosted interactive sessions at Panoli and Jigani, where the Chairman engaged directly with women employees. These discussions provided a valuable space for sharing experiences, addressing challenges and exploring aspirations, strengthening confidence, inclusion and a sense of belonging across our workforce.



Women's Day Celebration

Women's Day 2025 at Hikal was celebrated through a week of inspiring conversations, employee engagement activities and shared experiences across locations, reflecting our commitment to inclusion, empowerment and growth.

The celebrations featured leadership perspectives on advancing gender diversity, creating meaningful opportunities for women and fostering an equitable workplace. Discussions highlighted the importance of representation, financial independence, wellbeing and leadership development.

Across sites, women employees participated in outings, appreciation events and interactive activities that encouraged connection and camaraderie. In Pune, a practical self-defence workshop equipped participants with useful personal safety techniques.

The week concluded with a Company-wide Diversity & Inclusion webinar, reinforcing Hikal's commitment to building a workplace where every individual can thrive.

Highlights

- Week-long Women's Day celebrations across locations
- Leadership discussions on inclusion and empowerment
- Multi-site employee outings and engagement activities
- Self-defence training programme for women employees
- Diversity & Inclusion webinar reinforcing Hikal's inclusive culture

International Men's Day

In 2025, we marked the occasion through engaging activities celebrating men and their contributions to the organisation. The celebrations provided opportunities for participation, connection and reflection, reinforcing our commitment to an inclusive and supportive workplace.

Sexual Harassment Policy

Hikal is committed to maintaining a workplace free from harassment, discrimination and inappropriate conduct. Guided by the PoSH Act, our Internal Complaints Committee (ICC) provides a structured and confidential mechanism for addressing concerns, supporting a culture of respect, fairness and inclusion.

During the year, we conducted a virtual PoSH awareness programme led by our in-house trainer to educate employees on workplace conduct, reporting channels and the key provisions of the PoSH Act, reinforcing our zero-tolerance stance towards sexual harassment. PoSH & Code of Conduct, Ethics & Corporate Governance Training E-learning was rolled out to all Hikalites.

Employee Well-being, Benefits and Retention

We are committed to fostering a workplace that supports the health, well-being and development of our employees. Through focused wellness programmes and awareness initiatives, we continue to strengthen a positive, inclusive and healthy work environment for our people.

100%
Of employees
covered under
well-being measures

100%
Of our units with an
employee
engagement plan



Ojas – Employee Wellness Programme

Ojas is our employee wellness initiative designed to promote holistic well-being across the organisation. Through activities such as yoga, Zumba, stress management workshops and health awareness programmes, it encourages healthier habits, enhances resilience and supports a positive and productive work environment.

Initiatives under Ojas during 2025-26

Building Awareness and Encouraging Prevention

Throughout the year, employees participated in health awareness sessions covering topics such as nutrition, fatty liver disease, heatwave preparedness, monsoon-related illnesses, cancer prevention and women's health. These programmes encouraged informed lifestyle choices, early detection and proactive health management.

To further support preventive care, Hikal organised health services including annual and half-yearly health check-ups, eye and dental screening camps, flu vaccination drives and an eye care initiative at Taloja that benefited nearly 200 employees.

Promoting Fitness and Healthy Lifestyles

Regular yoga and Zumba sessions were conducted across locations to encourage physical activity, stress management and overall well-being. These initiatives helped employees adopt healthier habits while supporting fitness, flexibility and work-life balance.

Employee well-being and engagement initiatives



Employee Wellness Programme



Parigyaan

Employee Recognition Programme



Uday

Employee Engagement Programme



Parichay

Employee Orientation and Integration Programme

Strengthening Health and Safety Preparedness

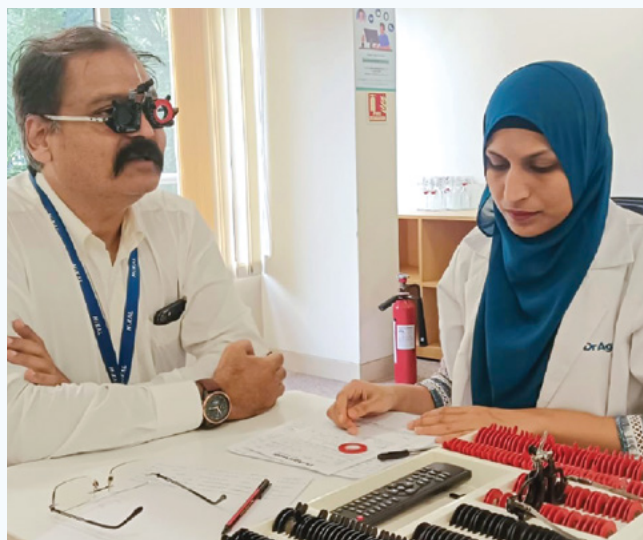
A CPR training programme equipped employees with essential life-saving skills and enhanced preparedness to respond effectively in emergency situations. Additional initiatives such as electrolyte distribution drives during summer months helped employees stay safe and healthy in challenging weather conditions.

Supporting Holistic Well-being

Hikal's commitment to employee welfare extends beyond physical health. We also provide comprehensive annual health check-ups and extend Medclaim coverage to our employees and their parents, along with group personal accident insurance and term life insurance benefits, reinforcing healthcare security for employees and their families.

Impact at a Glance

- Health awareness sessions on nutrition, cancer prevention, women's health and seasonal health risks
- Annual and half-yearly health check-ups across locations
- Eye, dental and flu vaccination initiatives, including an eye care camp benefiting nearly 200 employees
- Regular yoga and Zumba sessions promoting fitness and stress management
- CPR training and seasonal wellness initiatives supporting employee safety
- Medclaim coverage for employees and their parents, group personal accident insurance and term life Insurance benefits to employees

**Uday – Employee Engagement Programme**

Uday brings employees together through meaningful engagement and shared experiences. Through festive celebrations, sports activities, town halls and recreational events, the programme strengthens team connections, enriches workplace culture and reinforces alignment with Hikal's values and aspirations.

Key Uday Initiatives during 2025-26**Celebrating Togetherness**

Festivals such as Gudi Padwa, Ganesh Chaturthi, Independence Day, Dussehra and Diwali were celebrated across locations through cultural activities, traditional décor and community gatherings, fostering camaraderie and a shared sense of belonging.

Town Hall Meetings

Town halls continued to serve as an important platform for open communication, providing updates on business performance, key initiatives and organisational priorities. These sessions also recognised employee achievements, strengthening engagement and inclusivity across the workforce.

Movie Day

Employees from the Taloja and CBD sites, along with their families, came together for a Movie Day experience. The event provided an opportunity to unwind, connect beyond the workplace and strengthen interpersonal relationships.

Sports Week 2025

Sports Week brought employees across locations together in a spirited celebration of teamwork and healthy competition. Featuring a range of indoor and outdoor activities, including cricket and tug-of-war, the event fostered collaboration, unity and the enduring spirit of 'One Hikal'. Triumphant Win at the Salaam Bombay Foundation Cricket Tournament.

**Parigyaan: Employee Recognition Programme**

Parigyaan recognises and celebrates employees who go above and beyond in driving performance, innovation and organisational success. As our flagship recognition platform, it fosters a culture of appreciation and excellence while strengthening engagement across the workforce. During 2025-26, employees across locations were honoured for their outstanding contributions and commitment to Hikal's values and objectives.

Spot Award**Department of the Month****Employee of the Month****Innovation Award****Lab of the Year****Safety Champion of the Month****Rising Star of the Month****Team of the Month**

Initiatives under Parigyaan in 2025-26



Chairman's Excellence Award: Celebrating Excellence, Values and Collective Achievement

The Chairman's Excellence Awards 2025 brought together employees across Hikal's locations in a hybrid celebration that recognised outstanding contributions, strengthened connections and reinforced the Company's culture of excellence.

Designed to ensure participation across sites, the event combined in-person and virtual experiences, enabling employees from all locations to come together as one Hikal community and celebrate achievements that drive organisational success.

Recognising Performance and Values

The awards honoured individuals and teams who demonstrated exceptional performance, collaboration and commitment to Hikal's values. Recognition was conferred across multiple categories, celebrating excellence at every level of the organisation.

Highlights:

- 19 Individual Excellence Awards
- 18 Team Excellence Awards
- 11 Cultural Pillar Brand Awards recognising employees who exemplified Hikal's values
- Introduction of the Safety Employee of the Year category, with seven employees recognised for their commitment to workplace safety
- Hero Awards honouring promising junior employees for their dedication and potential
- The prestigious Best Site Award presented to the Taloja site for outstanding performance and innovation

Inspiring Conversations and Leadership Connect

A key highlight of the event was an interactive leadership conversation that provided employees with valuable insights into leadership, growth and the future direction of the organisation. The session encouraged open dialogue and strengthened engagement between employees and senior leadership.

Strengthening a Culture of Appreciation

Beyond recognising achievements, the event reflected Hikal's belief that appreciation is a powerful driver of engagement and performance. By celebrating contributions across functions, locations and levels, the Chairman's Excellence Awards continue to foster a culture where excellence is acknowledged, values are reinforced and employees are inspired to achieve their full potential.



Awards at Town Hall Meetings

Town hall meetings across sites provided a platform for dialogue, collaboration and organisational updates. Through our Parigyaan recognition programme, employees were honoured for exemplary contributions with awards including Rising Star, Innovation Award, Safety Champion and Team Excellence. At select locations, employees achieving Lean Six Sigma Yellow Belt certification were also recognised, highlighting our commitment to continuous improvement and capability development.

Employee Benefits

Employee well-being remains a key priority at Hikal. We provide a range of benefits that support the health, safety and overall well-being of our workforce, including medical insurance, transport facilities and other welfare programmes.

All employees are covered under applicable welfare and social security benefits, with health, term life and accident insurance available to 100% of the workforce. Eligible women employees receive statutory maternity benefits, while eligible male employees are entitled to paternity leave, reflecting our commitment to creating a supportive and inclusive workplace.

Employee Retention

Talent retention and succession planning remain key priorities at Hikal. Through structured talent assessments and continuous learning opportunities, we help employees develop their skills, realise their potential and prepare for future responsibilities.

Regular feedback mechanisms enable us to strengthen the work environment, promote continuous improvement and support employee development. Together, these efforts foster an inclusive, collaborative culture that drives individual growth and long-term organisational success.

Employee Hour

Employee Hour provides a platform for open and informal interactions between employees and senior leadership. The initiative helps new joiners understand Hikal's culture and priorities, while encouraging feedback, engagement and collaboration across the organisation.

Talent Evaluation and Development

Structured talent assessments conducted by the Business Excellence and HR teams help evaluate technical capabilities, identify development needs and support continuous learning. The programme forms an integral part of our broader talent development and succession planning efforts.

Employee Referral Scheme

Through regular awareness sessions, employees are encouraged to participate in the referral programme by recommending qualified candidates from their networks. The initiative supports talent acquisition while strengthening employee involvement in building a high-performing workforce.

CASE STUDY

Value Week 2025

For the tenth consecutive year, Hikalites across locations came together to celebrate Values Week, reaffirming the cultural pillars that shape our organisation. Centred on the theme 'Values Drive Excellence', the week highlighted how shared values inspire collaboration, innovation, customer focus, integrity and continuous improvement in everything we do.

The celebrations began with a company-wide leadership session, where senior leaders reflected on the role of values in driving sustainable growth and organisational success. Throughout the week, employees participated in a range of activities designed to strengthen engagement, foster teamwork, encourage community involvement and bring Hikal's values to life through action.

Glimpse from our Site Offices

CBD Belapur

The site celebrated Values Week through employee recognition initiatives, interactive engagement activities and community outreach. Employees participated in the Hikal-O-Pedia Quiz and the Cheers from Peers recognition programme, while also extending support to children with special needs through a visit to a local NGO under the Srijan Sampark initiative.

Taloja

Values Week at Taloja focused on sustainability, creativity and collaboration. Employees participated in a Wealth from Waste competition, a tree plantation drive and team-building activities that encouraged innovation, teamwork and environmental responsibility.

Pune R&T

The Pune R&T team celebrated the week through knowledge sharing, collaboration and social impact initiatives. Value Champions shared personal experiences of living Hikal's values, while employees participated in team-building workshops, tree plantation activities, blood donation drives and voluntary contribution programmes.

Jigani

At Jigani, the celebrations emphasised teamwork, engagement and environmental stewardship. Employees came together for tree plantation activities and team-building programmes that

strengthened collaboration and fostered a strong sense of belonging across teams.

Panoli

Panoli marked Values Week through a blend of employee engagement and community service initiatives. Activities included team-building programmes, creative competitions such as Hikal's Got Talent and Wealth from Waste, as well as an outreach visit to an old-age home organised by the Women's Forum.

Mahad

Employees at Mahad participated in environmental and recognition-focused activities during the week. Tree plantation drives reinforced the site's commitment to sustainability, while a felicitation ceremony celebrated competition winners and recognised long-serving employees for their dedication and contributions.

Impact at a Glance

- 10th consecutive year of celebrating Values Week
- Participation from employees across all Hikal locations
- Community outreach, environmental stewardship and employee engagement initiatives
- Long Service Awards recognising employees with 10–35 years of service
- Activities reinforcing Hikal's culture of collaboration, responsibility and excellence



Employee Engagement, Training and Skill Development

Continuous learning is central to our people development strategy. Through a range of upskilling and reskilling initiatives, we help employees strengthen technical, functional and behavioural capabilities, preparing them for evolving business needs and future opportunities. These programmes support individual growth, enhance organisational capability and contribute to building a resilient, future-ready workforce.

124%*

Employees received training on skill upgradation

123%*

Employees received training on health and safety

*The training data exceeds 100% because it includes all employees trained during the year—covering both those who have left the organization and newly joined staff.



Employee Training and Development

At Hikal, we prioritise capability building through structured learning interventions that support career progression and enhance employee satisfaction.

Our development framework includes access to platforms such as LinkedIn Learning, enabling employees to deepen functional expertise and strengthen leadership competencies, aligned with evolving business needs and individual growth aspirations.

Training and Development Programmes during 2025-26

Interpersonal Effectiveness and Productivity Training

Employees participated in a site-wide programme focused on strengthening communication, time management, conflict resolution and collaborative working skills.

Speech Crafters Programme

Launched by the L&OD team at CBD, this initiative helped employees enhance public speaking and presentation skills, with structured feedback and recognition supporting their development journey.

Knowledge Sharing Sessions

Bi-monthly sessions led by DQA covered key topics such as regulatory compliance, ALCOA+ principles and nitrosamines, fostering continuous learning and technical excellence.

Neev – Employee Orientation Programme

Neev welcomed new employees into the organisation through interactive onboarding sessions that introduced Hikal's culture, values and expectations while encouraging engagement, feedback and collaboration.

Learning and Development – LinkedIn Learning

At Hikal, we invest in continuous learning to strengthen workforce capabilities and support long-term growth. Through our collaboration with LinkedIn Learning, employees gain access to curated courses tailored to business needs, spanning technical, functional and behavioural skills. These learning opportunities help address skill gaps, enhance professional capabilities and prepare employees to meet evolving industry requirements with confidence and agility.

91,125
Total video views

3,278
Course completions

CASE STUDY

Accelerated Development Programme (ADP) 2025:
Building Future-Ready Leaders at Hikal

We launched the Accelerated Development Program (ADP) across our Bangalore, Pune and Panoli sites as part of our commitment to building a strong and future-ready talent pipeline. Designed for Officers, Junior Officers, Trainees and GETs, the programme reflects our focus on structured capability building aligned with long-term organisational growth.

The six-month blended learning journey comprises 12 fortnightly sessions combining classroom workshops, e-learning modules, coaching, cross-functional exposure and applied project work. The programme is built around five key learning pillars: Safety & Quality, Personal Development, Productivity & Financial Literacy, Personal Well-being and Digital Fluency, supported by customised technical inputs and industrial exposure at site level.

Bangalore

The programme was inaugurated with a strong leadership message highlighting the role of young professionals in shaping Hikal's innovation and growth journey. The launch set an aspirational tone, encouraging participants to take ownership of their development and contribute meaningfully to organisational goals.

Pune

At Pune, the launch focused on customer centricity and innovation, with leaders emphasising the importance of thinking beyond boundaries. The session energised participants to view the programme as a platform to build capabilities that directly contribute to business impact.

Panoli

The Panoli launch was marked by high enthusiasm, with leadership reinforcing how ADP will accelerate both individual and organisational growth. The programme was positioned as a key enabler in strengthening future leadership capability within Hikal.

Programme Design and Learning Approach

ADP integrates structured learning with real-world application through mentorship support, monthly coaching circles and a capstone project presented at the end of the programme. This ensures participants not only acquire knowledge but also apply it in practical, cross-functional business contexts.

Recognition and Rewards

On successful completion, participants are eligible for structured career progression and recognition, including a fixed monthly salary increase, potential long-term performance-linked rewards and a Certificate of Excellence presented in the presence of leadership.

Impact at a Glance

- Launch of ADP across Bangalore, Pune and Panoli
- Six-month structured blended learning programme
- Five core learning pillars covering technical, behavioural and digital skills
- Mentorship, coaching circles and capstone project-based learning
- Structured recognition and career progression framework

Through the ADP, Hikal reinforces its commitment to nurturing young talent, strengthening leadership pipelines and building a capable, agile and future-ready workforce.



Employee Recognition and Retention Initiatives

Site Heroes Reward Programme

Hikal's Site Heroes Reward Programme recognises and rewards top-performing employees across its sites for outstanding contributions. Eligible employees in the Junior Officer, Officer and Executive grades are evaluated through the Performance Management System, with Site Management Committees selecting top performers across functions.

The programme recognises 30 employees annually across Jigani 1, Jigani 2, Panoli, Mahad, Taloja and Pune R&T through three achievement categories:

- **Golden Achiever:** 8 recipients, awarded a motorcycle worth up to INR 1 lakh
- **Silver Star:** 11 recipients, awarded a mobile phone worth up to INR 40,000
- **Bronze Excellence:** 11 recipients, awarded a smart watch worth up to INR 20,000

Recipients receive certificates signed by the Managing Director and are recognised through site-level celebrations and company-wide communication, with social media recognition where applicable.



Hikal's Emerging Stars Scheme (HESS)

HESS is a four-year, tenure-based retention scheme for employees in the Junior Officer and Officer grades. Effective June 1, 2025, the scheme combines tenure and performance-based recognition, with employees accumulating Stars annually. Each Star has a monetary value of INR 10,000 and is monetised upon completion of four years.

Employees receive four Stars in the first year, followed by two Stars annually in Years 2–4, subject to performance. Employees rated below 3 on a five-point scale are not eligible for Star allocation for that year. Up to two Bonus Stars may also be earned annually for exceptional performance, recognition in Innovation, Safety, Productivity or Quality, and successful completion of the Accelerated Development Program (ADP) Certification.

The scheme offers a potential accumulation of up to 18 Stars over four years, equivalent to INR 1.8 lakh. HESS is over and above employees' CTC and complements the annual Performance Management process. The accumulated amount is payable at the end of four years, subject to scheme conditions, with provisions for early payout in specified cases such as promotion above Officer grade, retirement or certain Company-initiated separations.

Popular Technical Courses and Participation

Construction Safety – Helped employees strengthen their understanding of safety standards, compliance requirements and workplace risk management.

Construction Management: Safety and Health – Provided advanced safety management capabilities that support operational excellence.

Occupational Safety and Health – Enhanced awareness of workplace safety practices, reinforcing a culture of prevention, compliance and well-being.

Building Soft Skills for Holistic Development

To complement technical capability building, we introduced programmes in Public Speaking, Quality Management and Project Management aimed at enhancing communication, leadership and professional skills. These programmes were well received by participants, although participation levels were lower than technical courses, highlighting employees' stronger inclination towards technical learning and development.

Our LinkedIn strategy has delivered strong results, achieving an engagement rate significantly above the benchmark since April 2023. This performance has been supported by a diverse content mix spanning business updates, CSR initiatives and leadership stories.

Engagement declined from September due to lower posting frequency. To address this, we will increase content cadence, strengthen CSR storytelling and introduce leader-led video content to sustain engagement and enhance brand visibility.



Occupational Health and Safety

Safety excellence is a fundamental priority at Hikal. We regularly conduct training and awareness programmes to address workplace hazards and reinforce compliance with safety protocols. Routine audits further strengthen our safety framework, with all recommendations promptly implemented to sustain a strong culture of safety and compliance.

Zero
LTIFR

36,534
Hours of EHS training to employee and contract employee

Zero
Total recordable work-related injuries

Ensuring Employee Health and Safety

Our safety culture has been strengthened through a series of high-impact initiatives. The behaviour-based programme Surakshapath has helped reduce behavioural risks, while One Minute for Safety talks, EHS inductions and weekly wet drills have reinforced awareness and proactive safety practices across operations. MySetu EHS portal has been switched over for better user friendliness to the SunBPM EHS portal.



SunBPM EHS Portal

Our Platforms/Systems

Ensuring
Employee health
and Safety

One Minute Safety Programme

Our Initiatives

Strengthening Safety through Risk Evaluation

At Hikal, workplace safety is anchored in rigorous risk identification and assessment through HIRA and HAZOP studies across all activities. Dedicated EHS teams ensure the implementation of safety protocols at site level, while collaboration with accredited laboratories and the expertise of our R&T Centre further strengthen compliance with applicable safety and regulatory standards.

Strengthening Digital Safety Reporting

We have enhanced our safety framework through the company-wide rollout of the SunBPM digital platform, enabling timely reporting of hazards, near misses and incidents. Each case is systematically analysed for root cause, with corrective and preventive actions tracked to closure, driving continuous improvement and strengthening incident prevention across operations.

Strengthening Preventive Healthcare

Employee well-being is supported through comprehensive non-occupational healthcare measures, including 24/7 access to on-site medical support and trained personnel. Regular preventive health check-ups and annual health camps are conducted, and all employees are covered under group medical and accident insurance, ensuring a holistic and preventive approach to workplace health and safety.

Strengthening Safety Awareness through Training

Regular training interventions are conducted to reinforce safety awareness, particularly for shop floor teams. Toolbox talks, safety briefings and One Minute for Safety sessions help strengthen understanding of critical safety protocols, encourage proactive behaviour and embed a strong safety culture across operations.

- **Fire Safety Training:** At the Jigani site, employees were trained to identify fire hazards, adopt preventive measures and follow safe evacuation procedures. The session enhanced confidence in the use of fire extinguishers and improved overall emergency preparedness.
- **ERT Training & Mock Drill:** A fire safety drill conducted at all sites including the CBD office, led by the EHS Head, provided hands-on training to Emergency Response Team members and employees in rescue and evacuation procedures, reinforcing organisational readiness for emergency situations.
- **One Minute Safety Programme:** Conducted at all the sites, the programme focuses on unsafe acts, unsafe conditions, near misses and incident learnings. Specific work related risk topics are covered for one minute for safety to enhance awareness competence to minimise risks at our sites to make the operation inherently safe.

CASE STUDY

Core Values at Hikal: Elevating Safety to the Heart of Our Culture

At Hikal, our values guide everyday actions across the organisation. This year marked a key milestone with the formal elevation of Safety as a Core Value, reaffirming our belief that protecting our people is fundamental to everything we do.

Announced on 19 September, this decision reflects the recognition of Safety as something already deeply embedded in Hikal's way of working, now formally strengthened as a core value.

From Priority to Core Value

Over the past year, Safety has been reinforced through multiple initiatives, including Safety Talks at the start of meetings, Safety Month celebrations, Safety Awards at the Chairman's Excellence Awards, and the rollout of Safety communication tools such as videos and booklets.

A Safety Diagnostic Survey conducted with SWASYA- external safety consultant, further helped strengthen systems and identify areas for continuous improvement, marking a shift from safety as a programme to safety as a culture.

Leadership Perspective

Leaders across the organisation emphasised that safety is shaped by daily choices and behaviours, not just systems and processes. They reaffirmed that employee safety will always take priority over business outcomes, while also highlighting the importance of embedding safe practices into everyday operations across sites.

What It Means for Hikal

Elevating Safety to a Core Value reinforces a shared commitment across all Hikalites. It calls for safety to be embedded in daily decision-making, strengthened through consistent habits, and recognised as a driver of quality, trust and performance.

As leadership reiterated, true excellence is achieved only when every employee feels safe and returns home safely every day.

A Defining Step Forward

With Safety now a Core Value, Hikal strengthens its foundation for sustainable growth. This milestone marks the beginning of a deeper cultural journey where every action and decision reflects an uncompromising commitment to people and their well-being.



Building Capability, Safety and Inclusive Growth

At Hikal, continuous learning and capability building remain central to strengthening a culture of safety, excellence and growth. Across sites, structured training and engagement programmes were conducted to enhance employee and contractor competence, reinforce compliance and embed safe behaviours in daily operations.

Strengthening Safety Capability

Training programmes focused on critical operational areas including permit-to-work systems, safe handling of hazardous chemicals, PPE usage, audit preparedness and first-aid response. Dedicated contractor safety management sessions reinforced shared accountability and compliance discipline across the value chain.

Leadership development initiatives under the SWASYA 'SAFETY CULTURE TRANSFORMATION' Programme further strengthened safety ownership by enabling participants to build proactive risk awareness and embed safer ways of working within their teams.

Embedding Behavioural and Functional Excellence

Employees participated in targeted sessions on behaviour-based cGMP practices, influencing without authority, and audit readiness. These programmes combined practical learning with real-world application, strengthening collaboration, communication and operational discipline.

Safety Week: From Responsibility to Ownership

Safety Week 2026, observed across all locations, reinforced the shift from compliance to ownership. The week began with a leadership webinar emphasising safety as a daily habit, followed by site-level safety oath ceremonies.

Employees actively engaged in hazard hunts, emergency drills, SCBA demonstrations, safety quizzes and fire safety exercises. Creative initiatives such as posters, skits and safety badges further strengthened awareness and participation. A dedicated session on near-miss reporting through the SunBPM system highlighted the importance of early intervention in preventing incidents.

Leadership Alignment and Cultural Reinforcement

Across all engagements, leaders reinforced a unified message that safety is driven by everyday behaviour, discipline and accountability. The organisation's shared aspiration of achieving zero harm was strongly reiterated, with emphasis on moving from awareness to full ownership.

Impact at a Glance

- Comprehensive safety and compliance training across employees and contractors
- SWASYA- Safety culture transformation programme- strengthening leadership driven safety culture
- Behaviour-based cGMP, audit readiness and first-aid capability building
- Safety Week 2026 observed across all sites with high participation
- Hazard hunts, drills, SCBA training and interactive safety engagements
- Strong focus on near-miss reporting and proactive risk prevention

Through these initiatives, Hikal continues to strengthen a culture where safety is not just practiced but owned—ensuring a more capable, responsible and resilient workforce.



Human Rights and Community Relations

We uphold dignity, fairness and inclusion across our operations, with zero tolerance for discrimination, harassment or forced labour.

Through our CSR programme Srijan, we extend this commitment to communities by supporting initiatives in education, healthcare, environmental sustainability, cultural heritage and employee engagement.

72%

Total permanent employees have been provided training on human rights

100%

Permanent workers are associated with a union

Respecting Human Rights

At Hikal, safeguarding human rights across all our operations is a responsibility we take with the utmost seriousness. Working alongside an independent agency, we conduct thorough human rights due diligence to identify and address potential risks. Annual audits, led by our Internal Audit and EHS teams, ensure sustained compliance and enable timely, effective corrective action where required.

Freedom of Association

We uphold the right to freedom of association and collective bargaining in line with international labour standards. We recognise the role of employee unions in representing worker interests and strengthening dialogue within the organisation.

Child Labour, Forced and Compulsory Labour

We maintain a strict zero-tolerance policy towards discrimination, harassment, child labour and forced or compulsory labour. Our No Child or Forced Labour Policy ensures that no individual under the age of 18 is employed across any of our sites, and that all employment is freely chosen. We also ensure equal opportunity across recruitment, training, promotion and remuneration, reinforcing fairness and inclusion in all aspects of employment.

Mechanism to Address Grievances

Our grievance redressal framework provides employees and stakeholders with a transparent and fair mechanism to raise concerns. Supported by policies such as the Prevention of Sexual Harassment (PoSH) Policy and Whistle-blower Policy, it helps maintain a safe, respectful and accountable workplace.

Training on Human Rights

We are committed to building awareness and understanding of human rights across the organisation. Through focused training programmes, employees are sensitised to our values of dignity, equality and respect, fostering a culture grounded in integrity and shared responsibility.

Community Relations

Our CSR approach is centred on creating shared value for communities around our operating locations and beyond. Through Srijan, our flagship programme, we focus on five key pillars, environment and sustainability, education and skill development, healthcare and sanitation, art and heritage, and employee contribution. Working with NGO and community partners, we seek to address local needs, strengthen access to essential resources and create meaningful, sustainable impact.

10,000+

School children across Taloja, Mahad, Pune and CBD have been reached through Upcycle with Hikal, learning the value of upcycling through pencil pouches made from recycled materials

INR 22 Million

CSR expenditure

5,000+

Patient's lives impacted

CSR Programme and Intervention Areas

Anahat

Environment and ecology protection

Sampark

Employee contribution

Medha

Education and skill development

Rachna

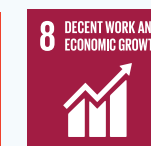
Protection of national heritage, art, and culture

Kaushalya

Healthcare and sanitation



Our Contribution to UNSDGs





Anahat

Upcycle with Hikal Initiative

Through the Upcycle with Hikal initiative, we partnered with IAHV to promote environmental awareness and responsible plastic waste management among school children across communities near our plants in Mahad, Pune, Talaja and Belapur. Conducted over five months from August to December 2025, the programme brought together students, educators and employees to encourage responsible resource use, recycling and upcycling.

More than 10,000 students from 12 government schools participated in the campaign. Plastic waste collected through active employee participation was sent to EcoKari, a social enterprise specialising in upcycling, where it was converted into 2,500 pencil pouches and distributed to school children. Students also expressed their learning through speeches, songs and exhibitions featuring recycled plastic products created by them. The initiative strengthened environmental awareness while encouraging students to adopt responsible consumption and reuse practices.

Sustainable Support for Pilgrims

During the Ambaji Padyatra, we partnered with GPCB Gandhinagar to set up a sustainability kiosk for pilgrims. Used plastic bottles were exchanged for reusable steel bottles, promoting responsible consumption and reducing single-use plastic. The collected plastic waste was channelled for recycling, combining environmental stewardship with community support.

Strengthening Community Water Security

We supported the development of ponds to increase water availability for local communities in Pune. The initiative aims to improve water availability for agriculture, livestock and domestic use, while strengthening sustainable water resource management and long-term access to water for local communities.

Promoting Renewable Energy

We supported the deployment of solar panels in Mangnur village, contributing to renewable energy adoption and strengthening sustainable community infrastructure. The initiative forms part of our broader focus on responsible resource use and community resilience.



Medha

Improving School Infrastructure

We continued to strengthen learning environments in underserved communities through infrastructure development at government and rural schools.

At ZP School, Nere (Dattawadi), Pune, earlier interventions included a water tank, handwash station and tin shed. The tin shed serves as a dedicated dining space for children and an area for extracurricular activities. Building on this support, a new classroom was constructed in 2024–25 to further enhance the school's facilities and address its growing educational needs. The school serves 203 students, predominantly from marginalised communities.

Infrastructure improvements were also undertaken at Zila Shikshan Parishikshan Sanstha, Raigad, including renovation of training-room roofs and upgrades to urinals and toilets. Completed between May and September 2025, the project was aimed at creating a safer, more hygienic and conducive environment for beneficiaries and supporting uninterrupted training sessions.

We also supported infrastructure development at government schools in Maharashtra, including ZP School Kamble Tarf Birwadi and ZP School Chochinde, Mahad, helping strengthen basic facilities and learning environments for students.

Empowering Students with Future-ready Skills

As part of the skills@school Programme, we supported 3D Printer Exposure Education & Training to introduce students to emerging technologies through hands-on learning. The programme is designed to benefit 150 students annually across three centres, providing exposure to 3D printing concepts, applications and basic training while encouraging curiosity, creativity, innovation, design thinking and practical problem-solving.

Supporting Inclusive Education

We supported initiatives aimed at improving access to education and care for underserved and vulnerable students. These included teacher remuneration at a nearby government school in Karnataka, sponsorship of students and special-teacher support through Aai Day Care Sanstha, and assistance to organisations working with children with special needs.



Kaushalya

Supporting Children with Special Needs

We extended support to Sneha Bharti Education Society by providing grocery assistance for students with special needs. The initiative helped support day-to-day care, nutrition and wellbeing, reinforcing our commitment to inclusive care and dignity for vulnerable communities.

Menstrual Health and Hygiene Awareness

Through our partnership with IAHV, we continued menstrual health and hygiene awareness

programmes for adolescent girls in Talaja and Mahad. The initiative focused on building awareness, dispelling myths and encouraging informed conversations around health, dignity and self-care. It helped strengthen hygiene practices and confidence among young beneficiaries while contributing to inclusive health and well-being.

Sampark

Employee Participation

Employee participation remains an important enabler of our CSR efforts. Through initiatives such as Upcycle with Hikal, employees actively supported plastic collection across plant locations and engaged with students and educators to promote sustainability awareness. Their involvement strengthened ownership of the initiative and encouraged responsible action beyond the workplace.

Supporting Local Communities

Our community-focused interventions also included support for public infrastructure and local development needs, including improvements to a Bharuch police station and school shade infrastructure. These initiatives reflect our continued focus on responding to local needs and strengthening community infrastructure.

Creating Meaningful Impact

During the year, our CSR portfolio covered education, healthcare, environment, community infrastructure, women empowerment, culture and heritage, and local community support. Collectively, these initiatives benefited more than 24,000 people. While the overall beneficiary count was lower than the previous year, we continued to prioritise the quality, continuity and sustainability of impact over scale alone, with a focus on embedding interventions within communities and creating lasting value.



Rachna

We continued to support institutions and initiatives that promote India's art, literature, music and cultural heritage.

Zirad Art & Heritage Foundation (ZAHF)

Our CSR support to ZAHF contributed to the development of the Vismaya Museum at Zirad, Alibaug, an immersive learning and research ecosystem bringing together Indian art, archaeology, history, museology, sustainability and community participation.

During the year, the museum attracted more than 1,900 visitors through strong organic outreach and word-of-mouth engagement. The initiative enabled six curated events, five educational workshops and four research and artist residencies, creating opportunities for students, scholars, teachers, artists, architects, museology experts and local communities to engage with India's artistic and civilisational heritage.

The museum incorporates 147 solar panels, natural ventilation, watershed management practices, green architecture and 14 culturally significant plant varieties within its landscape. Multilingual workshops for Zilla Parishad school students and continued participation of local communities in museum operations and outreach further strengthen its role as a sustainable, community-rooted cultural institution.



Literature Live! The Mumbai LitFest

We supported Literature Live! The Mumbai LitFest, helping widen public access to literary conversations, ideas and cultural dialogue. The initiative provided a platform for writers, thinkers, artists and audiences to engage with contemporary issues, storytelling and creative expression.

Saundarya Natya Kala Foundation

Support to the Saundarya Natya Kala Foundation contributed to promoting access to theatre and cultural performances, enabling artists and audiences to connect through creative expression and supporting the continuity of India's performing arts traditions.

Mehli Mehta Music Foundation

Support to the Mehli Mehta Music Foundation contributed to music and cultural education, widening access to cultural learning and encouraging engagement with music and the performing arts.

We also supported the Anglo-Scottish Education Society and other cultural and community institutions as part of our continued commitment to social enrichment and the preservation of India's cultural fabric.