

EMPLOYEE VALUE PROPOSITION



ADITYA BIRLA GROUP



A WORLD OF OPPORTUNITIES

“

*We are building a meritocracy, not just of
brainpower, but also of entrepreneurial
power, dedication power, vision power,
go-getter power and ambition power.*

”

- Mr. Kumar Mangalam Birla, Chairman - Aditya Birla Group



OUR VISION

To be a premium global conglomerate
with a clear focus on each business

OUR MISSION

To deliver superior value to our customers,
shareholders, employees and society at large.

OUR VALUES

Integrity
Commitment
Passion
Seamlessness
Speed

ADITYA BIRLA GROUP



A US \$40 billion corporation, the Aditya Birla Group is in the League of Fortune 500. It is anchored by an extraordinary force of over 120,000 employees, belonging to 42 nationalities. The Aditya Birla Group has been ranked 4th in the world and 1st in Asia Pacific in the 'Top Companies for Leaders' study 2011, conducted by Aon Hewitt, Fortune Magazine and RBL (a strategic HR and leadership Advisory firm). The Group has topped the Nielsen's Corporate Image Monitor 2013-'14 and emerged as the Number 1 corporate, the 'Best in Class', for the second consecutive year.

Over 50 per cent of the Aditya Birla Group's revenues flow from its overseas operations. The Group operates in 36 countries.

Globally, the Aditya Birla Group is:

- A metals powerhouse, among the world's most cost-efficient aluminium and copper producers. Hindalco-Novelis is the largest aluminium rolling company. It is one of the 3 biggest producers of primary aluminium in Asia, with the largest single location copper smelter
- No.1 in viscose staple fibre
- No.1 in carbon black
- The 4th largest producer of insulators
- The 4th largest producer of acrylic fibre
- Among the top 10 cement producers globally
- Among the best energy efficient fertilizer plants
- The largest Indian MNC with manufacturing operations in the USA

In India:

- A top fashion (branded apparel) and lifestyle player
- The 2nd largest player in viscose filament yarn
- The largest in the chlor-alkali sector
- Among the top 3 mobile telephony companies
- A leading player in life insurance and asset management
- Among the top 2 super-market chains in the retail business

Beyond business the Aditya Birla Group

- Reaches out to 7 million people in 3,000 villages annually in India through the Aditya Birla Centre for Community Initiatives and Rural Development, spearheaded by Mrs. Rajashree Birla
- Focuses on: health-care, education, sustainable livelihood, infrastructure and espousing social reform
- Runs 42 schools which provide quality education to 45,000 children. Of these 18,000 students belong to the underprivileged segment. Merit Scholarships are given to an additional 12,000 children from the interiors
- Its 18 hospitals tend to more than a million villagers
- Ongoing education, healthcare and sustainable livelihood projects in Philippines, Thailand, Laos, Indonesia, Egypt, Korea and Brazil, lift thousands of people out of poverty.
- Set up the Aditya Birla India Centre at the London Business School

Transcending the conventional barriers of business because we believe it is our duty to facilitate inclusive growth.

GROUP COMPANIES AT A GLANCE | INDIA

COMPANY	KEY PRODUCTS
Grasim UltraTech Cement* Grasim Bhiwani Textiles*	Viscose staple fibre, rayon grade pulp, chemicals, yarn Cement, ready-mix concrete, white cement, wall care putty Fabric, yarn
Hindalco Novelis Inc.* Aditya Birla Minerals* Aditya Birla Chemicals (India)* Hindalco-Almex Aerospace* Utkal Alumina International* Dahej Harbour & Infrastructure* Tubed Coal Mines** Mahan Coal**	Aluminium, copper Global leader in aluminium rolled products and world's largest recycler of aluminium Australia - copper mines Caustic soda Aerospace alloy Alumina Handling of captive cargo (copper unit) and commercial cargo Mining Mining
Aditya Birla Nuvo Birla Sun Life Insurance Company** Birla Sun Life Asset Management Company** Aditya Birla Finance* Aditya Birla Money* Aditya Birla Money Mart* Aditya Birla Insurance Brokers* Aditya Birla Capital Advisors* Idea Cellular** Madura Garments Life Style Retail Company * Pantaloons Fashion & Retail*	Financial services, fashion and lifestyle (branded apparels and textiles), viscose filament yarn, agribusiness and insulators Life insurance Asset management Non-banking financial services, project and structured finance Broking, online money management Wealth management, distribution General insurance advisory and broking Private equity investment, advisory and management services Cellular services Branded apparel retail Branded apparel retail
Birla Carbon - SKI Carbon Black (India)	Carbon black
Essel Mining and Industries Bhubaneshwari Coal Mining * Rajmahal Coal Mining *	Iron ore mining, noble ferro alloys, wind power generation Contract coal mining Contract coal mining
Aditya Birla Retail	FMCG products, fruits, vegetables, groceries, frozen food, bakery, homecare and pharmacy

*subsidiaries **joint ventures

GROUP COMPANIES AT A GLANCE | OVERSEAS

COUNTRY	COMPANY	PRODUCTS/SERVICES
Brazil, Canada, Germany, Italy, Malaysia, South Korea, Switzerland, UK and USA	Novelis Inc.*	Novelis supplies premium aluminum sheet and foil products to automotive, transportation, packaging, construction, industrial and consumer electronics markets
USA Canada Brazil Germany Spain Italy Hungary China Korea	Birla Carbon Unit : Columbian Chemicals Aditya Birla Chemicals (Europe) Gmbh	Carbon black Epoxy resins
Thailand	Thai Rayon Indo Thai Synthetics Thai Acrylic Fibre Birla Carbon Unit : Thai Carbon Black Public Co. Aditya Birla Chemicals (Thailand) Thai Peroxide**	Viscose staple fibre (VSF) Spun yarns of 100 per cent rayon, PES and blends Acrylic fibre Carbon black Chlor-alkali products, epichlorohydrin Epoxy resins Sodium phosphates, speciality phosphates, blended phosphates, sodium sulphite, sodium metabisulphite Hydrogen peroxide
Laos PDR Philippines	Birla Lao Pulp and Plantations Company** Indo Phil Textile Mills Indo Phil Cotton Mills Indo Phil Acrylic Mfg. Corp. Pan Century Surfactants	Pulp wood plantations Yarns • Fatty alcohols • Fatty acids • Glycerine
UAE	UltraTech Cement Middle East Investments* Star Cement Co. LLC* Star Cement Co. LLC, RAK* Al Nakhla Crusher LLC, Fujairah* Arabian Cement Industry LLC, Abu Dhabi*	Cement Cement Cement Cement Cement

*subsidiaries **joint ventures

COUNTRY	COMPANY	PRODUCTS/SERVICES
Bahrain	Arabian Gulf Cement Co. WLL*	Cement
Bangladesh	Emirates Cement Bangladesh* Emirates Power Company*	Cement Cement
Sri Lanka	UltraTech Cement Lanka*	Cement
Indonesia	PT. Indo Bharat Rayon PT. Elegant Textile Industry PT. Sunrise Bumi Textiles PT. Indo Liberty Textiles PT. Indo Raya Kimia	VSF Yarns Yarns Yarns Carbon di-sulphide
Singapore, UAE, China, Indonesia, Vietnam, Bangladesh, Sri Lanka, Ivory Coast, Tanzania, Myanmar, Canada, Russia, Benin, Brazil and Kenya	Swiss Singapore Overseas Enterprises Pte	Transnational bulk commodity trading solutions provider
Egypt	Birla Carbon Unit : Alexandria Carbon Black Co. (SAE)	Carbon black
China	Birla Carbon Unit : Liaoning Birla Carbon Co. Birla Jingwei Fibres Co.** Aditya Birla Grasun (Fangchenggang)**	Carbon black VSF Food grade phosphoric acid
Canada	AV Cell Inc.** AV Nackawic Inc.** AV Terrace Bay Inc.**	Dissolving grade pulp (for VSF manufacture) Dissolving grade pulp (for VSF manufacture) Paper grade pulp
Sweden	Domsjö Fabriker AB**	Dissolving grade pulp (for VSF manufacture)
Australia	Aditya Birla Minerals*	Copper mines

*subsidiaries **joint ventures

Is it possible to have...

A world where each day brings new learning

A world where good ideas see the light of day

A world where career paths extend across continents

A world where individual success is everyone's success

And every moment is full of possibilities.

At the Aditya Birla Group, we believe in this kind of world

Welcome to A World of Opportunities



**A WORLD OF
OPPORTUNITIES**

Across Businesses | Across Geographies | Across Functions | Across Roles
Learning. Growing. Fulfilling

Dear Colleague,

As you would be aware, the Employee Value Proposition (EVP) of the Aditya Birla Group – 'A World of Opportunities' was launched at the Chairman's Awards on 17th December 2009.

The EVP is commonly defined as the total value an organization offers its employees in return for working for it. It provides answers to key questions of potential employees “**Why should I work for you?**” and that of existing employees “**Why should I continue working with you?**” At a more basic level it answers the million dollar question “**What's in it for me?**”

The EVP '**A World of Opportunities**', encapsulates what makes Aditya Birla Group distinctive and special as an employer. With the current expanse of geographies and sectors, the Aditya Birla Group intrinsically offers its employees distinctive clusters of opportunities around **CAREERS, PROFESSIONAL LEARNING AND PERSONAL SELF-DEVELOPMENT, RECOGNITION** for who they are and what they do and **ENRICHING THEIR LIFE** as individuals and citizens. Thus, we believe at the Aditya Birla Group, all employees have these opportunities and more to fulfil their professional and personal aspirations.

While we have embedded a number of people processes and practices into the Group that drive this proposition, we have a lot more to do to make these opportunities meaningful and real to all employees of the Group.

I encourage each one of you to leverage the opportunities that are already available and the ones that will come your way to learn, to grow and to fulfil your aspirations. In conclusion, I would like to emphasize that at the Aditya Birla Group we can only be limited by our own thoughts and actions, not by opportunities.

Together, let us truly make it “**A World of Opportunities**”.



Dr. Santrupt B. Misra
Director, Group Human Resources &
CEO, Carbon Black Business

CAREERS



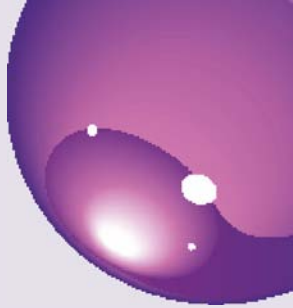
A WORLD OF CAREER PROSPECTS TO CHART YOUR OWN DESTINY

At the Aditya Birla Group your career map is literally the world map. The Group offers you a choice of diverse roles across functions, business sectors and geographies, encouraging its people to take charge of their careers by leveraging these opportunities, tools and processes. With endless possibilities to leverage your experience, build on your strengths and realize your aspirations you are empowered to chart out your own destiny.



ENABLERS FOR OPPORTUNITIES TO ENHANCE CAREER ASPIRATIONS AND FULFIL THEM:

- **Xplore (Taking Opportunities to Employees)** enables employees to have a fulfilling career in the Group and make informed career decisions by providing them access to all necessary information and development opportunities
- **ABG Competency Framework** comprises Behavioral and Functional Competencies. These serve as the common yardstick for identifying your strengths and the areas for development, both for current and future roles
- **Talent Management Framework** articulates the various processes that are included in Talent Management
- **Competency Assessment and Development Discussion (CADD)** is the process of identifying your strengths and areas of development in your current role, using the ABG Competency Framework
- **Potential Assessment** is a confidential exercise done by your manager and / or other senior members
- **Talent Segmentation** is the process of segmenting the employees using the 9 box – 3 X 3 performance – potential grid
- **Development and Assessment Centre (DAC)** is the process of validating by renowned external agencies and calibrating the potential assessed during the Talent Segmentation process
- **Talent Reviews (Development Dialogue)** is an annual facilitated engagement process wherein the leadership team discusses the high potential (Talent Pool) employees in terms of the strength that can be leveraged, the possible next roles and the areas of development
- **Succession Planning** is a process for identifying and developing internal talent with the potential to fill critical positions
- **Transition Management / On – Boarding** processes enable employees settle down in their new roles smoothly and be productive at the earliest

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- **Mobility Support Framework** enables the employee to explore wider career opportunities across different units / circles / businesses / functions / locations within the Aditya Birla Group
 - **Secondment / Swap / Short Term Assignments** provide unique opportunities to develop and hone specific functional and behavioral competencies
 - **Opportunity** refers to a prospect of filling a position within the Aditya Birla Group, which is either planned for or unplanned
 - **My Resume** is a unique feature available to you to showcase your background, work history, education, skills and achievements effectively. It also enables all the recruiters within the Aditya Birla Group to understand you better
 - **Available for Role Change** enables employees to declare their interest for a role change within the Aditya Birla Group
 - **Jobs I Like** enables employees to proactively indicate the specific roles she / he would like to move into as part of the next career move
 - **Job Preferences** enables employees to set preferences (basis Business, Location, Job Function etc) for receiving e-mail alerts on job opportunities within the Aditya Birla Group
 - **Career Conversations** facilitate meaningful dialogues around your career with your manager / mentor
 - **Career Management Services** provide Information on the availability of possible career paths and help you make the right career choices
 - **Performance Management System** enables sharper goal setting with open performance conversations and a transparent feedback mechanism
 - **Job Analysis & Evaluation** is an intuitively accepted tool that provides critical analysis to individuals and the organization to drive job clarity, performance and development
 - **Performance Highway** is a technology enabled goal setting tool that aligns large workforces to key organizational priorities through an automated process

Aditya Birla Group has given me the opportunity to expand my career to another country. I was working for the domestic market, but now I take care of the export market also.

- Punlaporn Waosamneang
Aditya Birla Chemicals (Thailand) Ltd.

I have friends in the Group who have moved across businesses as diverse as financial services and cement; people who've moved in from the corporate office to a very strong line role and vice versa. This is because the organization is ready to take a leap of faith to create strong careers for its people.

- Vishak Kumar
Aditya Birla Retail Ltd.

This Group has given me wide roles from working with the Chairman as his Executive Assistant, heading Supply Chain in Madura Garments which involved manufacturing of garments, to leading operations in the South for the Hypermarket and then heading Buying and Merchandising for the same business of Aditya Birla Retail. And now I am heading the Operations of the Spinning Business in Indonesia.

- Kapil Agrawal
PT Indo Liberty

Over the last 16 years, I have had the opportunity to work in a very diverse range of roles and functions across the Group. It has been an extremely fulfilling, rewarding and enriching journey as a professional.

- Ashish Dikshit
Madura Fashion & Lifestyle

The IRS system is very good. An employee who has been a Supervisor since ten years was able to apply for a role at another unit for Senior Supervisor.

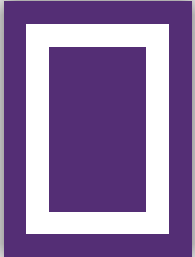
- Vijay Krishna A.
UltraTech Cement Ltd.

Leaders here take extra pains and go the extra mile to ensure that they are creating the right leadership for the future. I have been an example of that and I am also supposed to do the same with my people down-the-line so that they are groomed for the future and that is how the leadership journey goes on in the Group.

- Bimal Kumar
Birla Sun Life Insurance Company Limited



Bimal



Kapil



Ashish



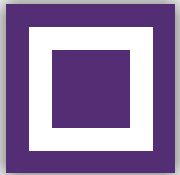
Punlaporn



Vishak



Vijay Krishna



LEARNING & DEVELOPMENT



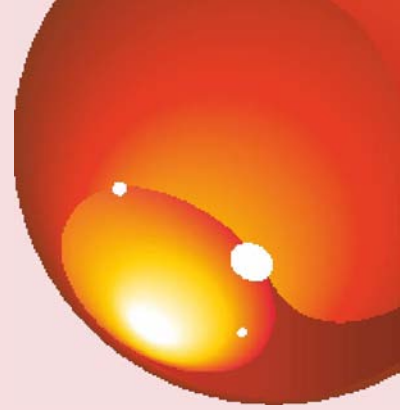
A WORLD OF LEARNING TO TRANSLATE KNOWLEDGE INTO ACTION

At the Aditya Birla Group, knowledge begets success. The Group provides its people multiple opportunities to hone existing skills and develop new ones, with a focus on constantly encouraging people to learn on the job, in classrooms and beyond through interactions with some of the best minds in the industry.



ENABLERS FOR OPPORTUNITIES TO LEARN AND DEVELOP AND GROW AS PROFESSIONALS:

- **Gyanodaya** is the Group's Global Centre for Leadership Learning that designs and delivers relevant and current knowledge and competence-building learning opportunities across the entire spectrum of the Group
- **Gyanodaya Virtual Campus (GVC)** is the Group's e-Learning platform that has a robust Learning Management System serving 30,000+ active e-learners at various levels across the globe. This includes the e-learning modules from the very reputed Harvard Manage Mentor
- **My Development Plans** are facilitated for every employee based on the ABG competency requirements
- **Functional Training Programs** are designed to enhance functional domain knowledge in line with industry best practices
- **Continuing Education Policy** facilitates learning through a wide range of sponsorships and other enabling mechanisms such as the Universitas 21 Online MBA
- **Leadership Development Programs** are designed and delivered which are experiential in nature and use innovative methodologies for delivering the learning



- **Coaching & Mentoring** is an engagement format between Senior Managers and individuals or teams and is largely used for select behavioral learning events which involve formation of new leadership habits
- **Knowledge Integration Programs (KIPs)** provide the platform to share success stories and best practices and learn from each other
- **Outreach Programs** are a suite of high quality programs delivered by Gyanodaya certified faculty across the business unit locations. Some of these programs include Personal Effectiveness, Manage Self, Manage Others, Presentation skills, Team building and Collaboration

Given the market situation being a little tight, the first thing which is cut are the training budgets and our employer is not cutting it down so we have a lot of opportunities to develop ourselves to be promoted for other positions.

**- Philipp Nagy
Birla Carbon**

Aditya Birla Group has given me opportunities to travel all over India and outside India. I've just returned from Paris and Italy where I've learnt lots on design and the trends of what is going on outside India.

**- Md. Samim Arif
Jaya Shree Textiles**

At the CCW plant the Quality Management System was to be upgraded from ISO9001 to TS16949 to satisfy the demand of the auto industry. To achieve this my colleagues and I were sent for training and also had the opportunity to visit a plant in Korea which had already implemented the new Quality System.

**- Jianghua Zhong
Birla Carbon**

We get job rotation opportunities in our company which is a very good learning and development initiative.

**- Sunil Tiwari
Idea Cellular Ltd.**

I got a lot of learning opportunities, attending a technical training abroad and completing my MBA from Universitas 21 sponsored by the Group. I also completed an executive course on Leadership from the Indian School of Business and Harvard Business School.

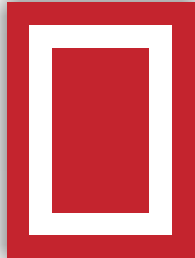
**- Kailash Pandey
Hindalco Industries Ltd.**

We believe that you are more likely to succeed as a global leader if you have lived in and driven an agenda in two different continents. This provides an opportunity to appreciate different cultures, different geopolitical dynamics, and different legal environments. This first-hand exposure over time leads to having a broader, more informed perspective when making decisions that impact the global business. We therefore put people on 2-3 year assignments in different parts of the Novelis footprint to get them prepared to be one of our key global executives in the long run.

**- Joanne McInerney
Novelis Inc.**



Kailash



Philipp



Jianghua



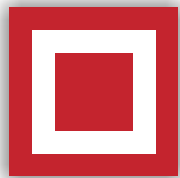
Joanne



Samim



Sunil



REWARDS & RECOGNITION



WORLD OF REWARDS AND RECOGNITION TO BE THE BEST

At the Aditya Birla Group, success comes to those who believe in themselves and push their boundaries. The Group encourages you to reach and surpass your best performance. With emphasis on competitive compensation, performance incentives, international assignments, Group-wide recognition and much more. To shine, you need to truly impress only yourself!



ENABLERS FOR OPPORTUNITIES TO BE REWARDED AND RECOGNIZED:

Effective Compensation Programs

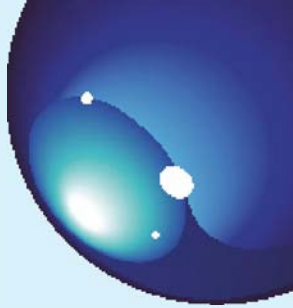
- **Annual Compensation Review** is a process that is standardized with defined internal governance ensuring fairness, equity and parity across the group
- **Performance Differentiation** aligns 'performance continuum' to 'pay continuum' which implies that a consistent top performer is positioned at the higher side of the pay range for the relevant level
- **Sector Benchmarking** ensures that rewards are sector and geography driven, through specific market benchmarking studies being conducted once in 2 years
- **Peer Benchmarking** facilitates benchmarking similar skill sets across sectors or functions to ensure parity and consistency
- **Compensation Budgeting** facilitates defining of annual compensation budgets, after planning for manpower, market movement on salaries, business growth, attrition analysis, among others
- **Analytics** such as compensation cost ratios and ROI on employment costs at business and Group level ensure competitiveness and affordability by aligning costs to business results. Sector peer group analysis on economic parameters provides insights on sector competitiveness and sets ideal ratios for the business

Incentive Plans:

- **Variable Pay** is a sector aligned team incentive which is integrated with elements of individual performance
- **Long Term Incentive Plans** enable building of strategic alignments between business growth and individual rewards

Retention Programs:

- **Deferred Compensation Program** is offered to high potential and high performing middle management to distinguish them from their peers. The program runs over 3-4 years thereby enabling retention of key talent in the businesses

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- **Retiral Programs** are designed to honor continuity of service across businesses and help support talent mobility. These include Provident Fund, Superannuation, Gratuity and Leave Encashment

Employee Benefits:

- **Nishchint** a unique “Death in Service” contributory term insurance benefit plan providing monetary relief to the family of an employee in the event of his / her death while in service and on separation in case of serious illness or disability is available in our businesses in India
- **Insurance** in the form of medical, personal accident and hospitalization is offered to all employees to fulfil the Group's efforts in extending benefits that touch the lives of the employees and their families. Beyond these there are policies and programs that are focused towards asset building and future security for employees by offering assets on retirement at lower price

Recognition:

- **Aditya Birla Awards for Outstanding Achievement** is the highest level of recognition at the Group level which is an annual event that honors both individuals and teams
- **PRIDE (Performance Recognition in Delivering Excellence)** is a business level monetary recognition program for employees who excel in delivering business critical projects or assignments
- **Unit Level/Business Level Recognition Programs** recognize individual and team achievements at the business level. Eg. ABFSG Day (Aditya Birla Financial Services Group) & Galaxy (UltraTech Cement Ltd.)
- **Appreciation cards** are a practice for spontaneously recognizing and appreciating good work of peers and teams widely used at all of the Aditya Birla Group offices

We managers provide Shabaash cards to our colleagues when they do something good.

- Abhinav Sinha
Grasim Industries
Staple Fibre Division

I think for the employees of Columbian Chemicals which was acquired about 3 years ago, they found themselves in an organization where they were appreciated and valued.

- John Loudermilk
Birla Carbon

Awarded the "Distinguished Achiever" award, got three promotions including one double promotion in 5 years. This instills complete confidence in the Group's Recognition and Reward system. The Group not only treats its employees as real assets but also duly identifies and recognizes their strengths and contribution to the company.

- Amit Agrawal
Swiss Singapore Overseas
Enterprises Pte Ltd.

At Aditya Birla Group hard work and dedication never goes unnoticed and translate directly to career growth and rewards. In the last 5 years I've got two promotions and got nominated thrice for different awards.

- Sachin Jain
Aditya Birla Money Limited

There are so many schemes related to rewards and recognition which are ubiquitous in this Group, like the Aditya Birla Awards for Outstanding Achievement, PRIDE award, PRAISE and various schemes at the Unit level.

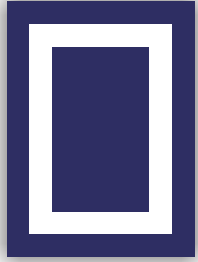
- Amit Goel
Hindalco Industries Ltd.

Personally for me one of my first experiences that was invaluable for me and for the rest of the management team was when we went to Jaipur in December of 2011 to attend our first ever Aditya Birla Awards for Outstanding Achievement and we didn't really know what to expect and this was just a spectacular event. Words can't even describe the event that the Birla organization puts on to honor their employees around the world.

- Timothy Fedrigon
Birla Carbon



Timothy



Amit A



Amit G



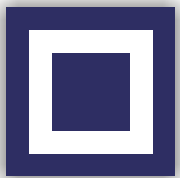
Abhinav



Sachin



John



ENRICH YOUR LIFE



A WORLD OF ENRICHED LIVING TO BUILD A WHOLESOME LIFE

At the Aditya Birla Group, we believe the focus should be on the whole, not just the parts! The Group encourages you to fulfil your personal and social needs, not just your professional development. You will find a range of benefits from individual and family benefits, a supportive work environment, corporate social responsibility platforms and other benefits designed in line with your evolving personal needs and priorities. To fulfil you just need to be yourself!



ENABLERS FOR OPPORTUNITIES TO LEAD AN ENRICHED LIFE:

In our endeavor to build an enriched life for our employees we:

- Ensure their **overall wellbeing** and improvement of their **quality of life**
- Drive the philosophy of **care** amongst employees across the Group
- Work towards **safety** of our employees and creation of an **enabling environment**

Overall Wellbeing:

- **Vitamin H** is an informative portal which offers all health and wellness related information with a range of possible solutions for employees and their family members
- **Life Unlimited** is our Employee Assistance Program (EAP) which provides free and confidential counseling support to address and resolve issues that are important for employees and their families
- **Annual Health Check-Up** is offered to employees at all business locations providing them a detailed health report along with a doctor consultation. This program is also extended to family members at a discounted rate

Quality of Life:

- **Add More To Life (AMTL)** is a Quality of Life initiative in townships through which we create an urban and modern life experience for employees and families at our manufacturing locations
- **Infrastructural Support at Units & Offices** includes hospitals, gymnasiums and yoga classes thereby promoting a healthy life
- **Telemedicine Facilities** in our remote locations provide the best of healthcare at the doorstep at a minimal cost
- **Maternity Support Program** is a combination of various benefits that will support a woman employee during her maternity phase as well as when she comes back to work

Care:

- **The AWOO Scholarship Program** has been institutionalized under the aegis of the AWOO Trust. The AWOO Scholarship is a Group wide employee scholarship program which is given to bright and deserving children of non-management staff to pursue Under Graduate and Post Graduate professional courses facilitating their employment
- **Policies encouraging Work Life Balance**
 - Flexible work arrangement is offered to employees
 - Compulsory Annual Leave encourages employees to avail a break by allowing for only 50% of the annual privilege leave entitlement to be carried forward
- **Pratibha Scholarships** is a Group wide employee scholarship program offered to employees' children pursuing higher education. This is provided for both Under Graduate and Post Graduate programs across the world
- **Near Relations Policy** enables and encourages our existing employees to refer their competent and professionally qualified relatives (including spouse and children) thereby extending our “World of Opportunities” to the family

Enabling and Safe Environment

- **Code Red** is the Aditya Birla Group Emergency Helpline which is a 24x7 service available that caters to any kind of exigency faced by employees and their families
- **Pre Trip Advisory (PTA)** is a service provided to all Aditya Birla Group international travelers on advisories and alerts related to safety, travel and medical risks of the country/ destination.
- **A safe, secure and nondiscriminatory working environment** is attained by building awareness and educating each employee on the subject of prevention of sexual harassment at the workplace
- **Vibes & Team Vibes** is a platform which enables employees to voice their feedback about the organizational practices as well as helps the Group to understand the employee's expectations
- **Creation of Communities at the Aditya Birla Group:**
 - World of Women Network
 - Retiree Network - 'For Old Times' Sake' website
 - Wellness Champions

My son got the Aditya Birla Scholarship and because of this scholarship I was able to send him to America

- Vijay Shakalya
Grasim Industries Ltd.,
Staple Fibre Division

20 years in the group is a long journey and it is the family atmosphere in ABG that ignites the spark of passion which keeps me dedicated.

- Ajay Mahajan
Aditya Birla Chemicals (Thailand) Ltd.

The atmosphere and the camaraderie that exist across our businesses in the Group is so special. Something that I'm sure does not exist in the other corporations that I'm aware of.

- Shashank Awasthi
Birla Carbon

When I joined Idea I was based out of Meerut. After 3 years I needed a transfer to Delhi because of some family commitments.

Within 25 days I got relocated which earlier I thought wouldn't be so hassle free.

- Varsha Tomar
Idea Cellular Ltd.

At Novelis we annually go and do community work outside of the regular business. I was in Brazil last week painting a small kids playground. So we truly support the local communities.

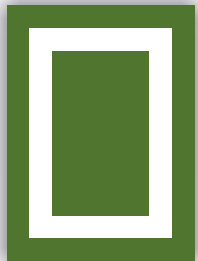
- Andreas Nickel
Novelis Inc.

Coming out of a particularly poor production month our Mill Manager brought his guitar to the business review meeting. He had written a song on all of the challenges that we faced and how we had overcome them. It was nice for the Mill Manager to get up and to do that for us as it lightened the mood, lifted our spirits and raised morale. We finished the following month with a strong performance.

- Jason Acott
AV Nackawic Inc.



Andreas



Jason



Varsha



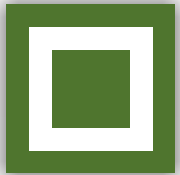
Ajay



Shashank



Vijay





An opportunity is a possibility due to a favorable combination of needs, performance, effort and circumstances.

The Aditya Birla Group facilitates and creates the environment and enablers to provide the opportunities mentioned in this brochure to all its employees. All employees are provided with equal opportunities to leverage the enablers and develop on them to build their career.

A World of Opportunities is a long term initiative which employees will experience over a period of time based on their effort. This Group wide initiative and its success is based on what leaders, managers and employees make of it. It is not an initiative that will come to an end or be complete but is a way of life at the Group and will evolve continuously over a period of time.





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