Human Resource Management						
	UOM	FY22	FY23	FY24	FY25	FY26
Tata Steel Limited						
Nos. of employees	Nos.	35,927	36,151	43,263	43,089	41307
New employee hires	Nos.	1,704	4,855	3,821	1,715	1305
Employee productivity (steel volume)	tcs/employee/ year	854	885	900	925	999
Female employees in workforce	%	6.9	7.6	8[#]	8.9	9.81
Female employees in management positions in workforce	%	11.7	11.5	10.4	11.3	11.63
Age break-up of the workforce (< 30 years)	%	23	19.4	19.5	19.5	15.13
Age break-up of the workforce (30 - 50 years)	%	59	56.1	57	58.8	62
Age break-up of the workforce (>50 years)	%	17	24.5	23.5	21.7	18.8
Employee turnover rate (Including Superannuation)	%	6.9	8.2	6	7.1	7.5
Employee turnover rate (Excluding superannuation)	%	2	2.7	2.8	2.7	3.3
Workforce covered through formal trade unions 10	%	79.6	91	91	88	87.8
Diversity Mix (% of employees who belong to categories of - Affirmative Action/Women/PWD/LGBT+)	%	18	19	18.9	20.1	21.28
Investment in employee training and development	INR Crore	159	193.3	240	205	146
Employee training	Thousand person-days	413	468	590	657	499
Employee training	person-days/ employee/year	11.5	12.9	13.4	15.2	11.7
Share of Women in management positions in Workforce	%	11.7	11.5	10.4	11.3	11.63
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	%	13.7	13.15	12.2	14.58	15.09
Share of women in top management positions in workforce	%	7.1	7.3	8.1	7.7	7.64
Share of women in management positions in revenue-generating functions in workforce	%	15	14.2	20	17.25	11.82
Share of women in STEM-related positions in workforce	%	5.7	6.1	8	9	9.64
Affirmative Action (AA) Community Representation (share in total workforce)	%	11.9	11.8	11.6	11.75	12.09
Affirmative Action (AA) Community Representation (Share in all management positions, including junior, middle and senior management)	%	4.4	4.42	4.7	5.18	5.52
Share of People with disability in workforce	%	0.3	0.3	0.3	0.32	0.3
Share of LGBTQI+ people in workforce	%	0.003	0.2	0.2	0.21	0.28
Average investment in employee training & development	INR	44256	53387	55574	47576	35,345
Employee training	Thousand person days	413	468	590	657	499
	Person-days/employee/year	11.51	12.93	13.4	15.2	11.7
	Average Hours per FTE	103.59	116.44	122.4	136.8	108
	Average Hours per FTE - Officers	-	94.26	101.7	101.7	114
	Average Hours per FTE - Non-Officers	-	124.11	128.9	128.9	106
Technical/ Functional Training	Average Hours per FTE	-	115	119.7	120.13	107
Managerial training	Average Hours per FTE	-	1.44	2.7	4.6	1.27
Employee Training - Gender	Male (Thousand person days)	-	-	601	601	380
	Female (Thousand person days)	-	-	74.4	74.4	116
	Transgender (Thousand person days)	-	-	1.8	1.26	1.11
Employee Training - Age Group	< 30 years (Thousand person days)	-	-	236.1	236.1	281
	30 to 50 years (Thousand person days)	-	-	374.4	374.4	186
	> 50 years (Thousand person days)	-	-	66.8	66.8	30
New employee hires – working level	Officers (Nos)	710	964	900	763	396
	Non Officers (Nos)	994	3,891	2921	952	909
	Total Hires (Nos)	1,704	4,855	3821	1,715	1305
New employee hired - Management level	Junior management (Nos)	-	-	-	-	347
	Middle management (Nos)	-	-	-	-	37
	Senior management (Nos)	-	-	-	-	12
New employee hired - Affirmative Action (AA) Community	Nos.	-	-	-	-	115
New employee hires – Gender	Female Hires (Nos)	395	885	892	440	354
	Transgender Hires (Nos)	-	134	15	9	13
	Male Hires (Nos)	1,308	3,836	2,914	1,266	938
New employee hires – Age Group	< 30 years (Nos)	-	-	3,260	1,364	967
	30 to 50 years (Nos)	-	-	555	312	308
	> 50 years (Nos)	-	-	6	39	30
Open positions filled by internal candidates	%	78	66	58	87	92.65
Average hiring cost/FTE	INR	67,338	90,401	90,296	90,296	90,296
Voluntary Employer Turnover Rate (Resignations)	%	2	2.7	2.8	2.7	3.3
Voluntary Employer Turnover Rate (Resignations) - Affirmative Action(AA) Community	%	-	-	-	-	1.8
Employee Turnover Rate (Resignations) – Gender	Male (%)	1.6	2.5	2.6	2.5	3
	Female(%)	5.8	5.9	5.2	5.3	6
Employee Turnover Rate (Resignations) - Working Level	Officers (%)	6.6	6.7	6.3	6	7.4
	Non Officers (%)	0.3	0.8	1	1.3	1.6
Employee Turnover Rate (Resignations) - Age Group	50+ Years (%)	0.2	0.3	0.4	0.42%	0.4
	40-50 Years (%)	0.5	0.6	1.2	1.03%	1.3
	30-40 Years (%)	2.3	3.4	3.5	3.73%	3.9
	20-30 Years (%)	4	6.1	5.8	6.68%	6.9
	<20 Years (%)	0	0	1.2	0	0.5
Employee Turnover Rate (Resignations) - Affirmative Action	%	1.9	1.4	1.6	1.4	5.7
Engagement Survey Score	%	69	72	73	-	72
Data coverage of engagement Survey Score	% of employees who responded to the survey	59	84	75	-	71
Engagement Survey Score - Officers	(%)	69	72	72	-	67
Engagement Survey Score - Non-Officers[***]	(%)	-	-	74	-	75
Engagement Survey for Officers – Gender	Male (%)	70	73	73	-	68%
	Female(%)	60	63	59	-	59%
Engagement Survey for Officers – Age Group	60+ Years (%)	N/A	100	75	-	82
	51-55 Years (%)	86	83	84	-	76
	56-59 Years (%)	86	85	84	-	77
	46-50 Years (%)	81	83	80	-	77
	41-45 Years (%)	78	80	82	-	74
	36-40 Years (%)	68	69	69	-	64
	31-35 Years (%)	61	67	66	-	60
	26-30 Years (%)	51	57	58	-	60
	18-25 Years (%)	51	63	66	-	56
Engagement Survey for Non-Officers – Gender	Male (%)	-	-	75	-	75
	Female(%)	-	-	72	-	73
Engagement Survey for Non-Officers – Age Group	60+ Years (%)	-	-	N/A	-	N/A
	51-55 Years (%)	-	-	85	-	87
	56-59 Years (%)	-	-	84	-	88
	46-50 Years (%)	-	-	81	-	83
	41-45 Years (%)	-	-	76	-	79
Mean gender pay gap	Officers	-	-	-	8%	11%
Median gender pay gap		-	-	-	5%	2%
Mean bonus pay gap		-	-	-	23%	16%
Median bonus pay gap		-	-	-	26%	13%
Local Employees share in the workforce	%	-	62	65	66	48.30
Local employees share in non-managerial positions	%	-	68	7	72	53.42
Local employees share in all management positions, including junior, middle and senior management	%	-	49	55	55	36.56
Local employees share in senior management	%	-	31	41	37	36.58
Executive level (base salary only) - Women	In rupess INR	-	-	-	9,493,000	10,497,000
Executive level (base salary only) - Men	In rupess INR	-	-	-	8,840,000	9,960,000
Executive level (base salary + other cash incentives) - Women	In rupess INR	-	-	-	14,533,000	15,268,000
Executive level (base salary + other cash incentives) - Men	In rupess INR	-	-	-	13,798,000	14,267,000
Management level (base salary only) - Women	In rupess INR	-	-	-	1,757,000	1,977,000
Management level (base salary only) - Men	In rupess INR	-	-	-	1,844,000	2,133,000
Management level (base salary + other cash incentives) - Women	In rupess INR	-	-	-	2,045,000	2,382,000
Management level (base salary + other cash incentives) - Men	In rupess INR	-	-	-	2,190,000	2,589,000
Non-management level - Women Salary	In rupess INR	-	-	-	886,000	1,227,000
Non-management level - Men Salary	In rupess INR	-	-	-	1,110,000	1,453,000

[$] Local Employee refers to Odisha and Jharkhand Domicile Employees where we have our mines and steel manufacturing facilities

10 As a % of non-managerial workforce only

Long Term Incentive

Long Term Incentive are paid out based on company performance towards achieving long term directional goals of company. As middle and lower management employees do not have as big a role in changing the strategic direction of company, they will have a higher impact on achievement of short term goals of company, rather than the long term strategic goals. Hence, it would be unfair to have part of their salary at risk (variable pay) linked to long term incentives, when they may not have much control on the result.

Hence, Long Term Incentives are limited to Senior Management.

Type of LTIP – Cash Incentive; The company performance considered for LTIP is a weighted average of individual KPIs of SPG matrix. Performance measurement matrix – The company specific performance to be measured based on the KPIs identified under the Sustainable-Profitable-Growth (SPG) matrix. The achievement of KPIs averaged over the performance period would be used as the overall achievement against target.

Company Performance based multiplier (% to be considered) – Based on the company performance measurement

Individual performance based multiplier

Individual Performance Multiplier – Based on the cumulative performance rating of the individual

1. LTIP only for IL2 and above (2.75% of officers)
2. LTIP payout after 3 years
3. % of officers below Sr. Mgmt level (officers only) = 97% (IL3 and below)
4. LTIP is basis SPG Matrix, so yes, sustainability factors such as CSI, Quality Index, Employee Productivity, CO2 emission is considered

Race, ethnicity, nationality and country of origin is nearly uniform in Tata Steel Limited as our locations based out of India. Hence, our employees are nearly of the same Race, ethnicity, nationality and country of origin. We do report based on cultural background such as Affirmative Action (AA) community related disclosures. AA community includes scheduled castes (Socially disadvantaged community) and scheduled tribe (indigenous peoples).

Some data breakups like Age group, Gender, Management level (e.g. junior/low level, middle, senior/top level management), race, ethnicity, nationality, country of origin, cultural background, etc. may not add up to 100% as they have been rounded off for better comprehension.