



Building Lasting Impacts

Sustainability Report FY 2025



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About the Report

In this year's Sustainability Report, Vedanta outlines its sustainability initiatives under the theme "Building Lasting Impacts." We have developed an operational framework that ensures strong business performance while also focusing on community welfare, environmental care, and ethical conduct. Each initiative reflects our ongoing commitment to sustainable growth as we evolve, innovate, and adapt to a changing world. We remain focused on our mission and believe that our sustainability efforts will continue to drive positive change for the future.



In this report, we provide an overview of our Environmental, Social, and Governance initiatives, under the theme "Building Lasting Impacts." We have shared our year-on-year performance and highlighted the new initiatives we've undertaken in FY 2025. As part of these efforts, we conducted a Double Materiality Assessment, aligned with international standards, to enhance

our understanding of the ESG issues that affect us and those we influence. The topics identified help shape the structure of this report, while the insights gained guide our risk management and opportunity planning. We have also outlined a strategic roadmap to achieve our long-term sustainability goals. Through this report, we aim to offer stakeholders—including employees,

investors, regulators, customers, business partners, suppliers, lenders, and the community—insights into our approach, balancing product excellence with a focus on environmental and social responsibility. Prepared in Accordance with Global Reporting Initiative standards, this report serves as a clear and informative resource.

Scope & Boundary

The disclosures under this report are made on a consolidated basis. Vedanta Group comprises of Vedanta Limited, its Subsidiaries, Associates and Joint Ventures, the details of which are given in point No. 23 of Section A of Business Responsibility and Sustainability Report (BRSR) and on page 349 of the Integrated Report and Annual Accounts FY 2024-25. All these entities are considered for the purpose of Financial Consolidation of the Group; however, for the purpose of reporting data and information in Sustainability Report, the following categories of Entities/Sites have not been considered for the purpose of this report:

- Newly incorporated Entities or Entities/Sites operational for less than 12 months;
- Non-operational/ intermittent operational Entities/Sites; and entities/sites discontinued or outsourced.
- Further, the GHG footprint, Water footprint, Energy footprint and details of the Waste Management with respect to the following have not been considered, based on our assessment of being immaterial to the Group's reporting:
 - The Corporate Offices with respect to the Entities as considered under the Reporting Boundary.
 - Guesthouses and Colonies being owned and maintained by the Group.

Coverage for Rating Indices

This Sustainability Report serves as the public information that ESG Rating Indices & Disclosures refer to.

| CDP, S&P, MSCI, and Sustainalytics |



Frameworks & standards used and referred



Global Reporting Initiative (GRI) Standards



United Nations Sustainable Development Goals (UNSDGs)



United Nations Global Compact Principles (UNGC)



National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVGSEE), BRSR and BRSR Core)



Taskforce on Nature-related Financial Disclosures (TNFD)



International Financial Reporting Standards (S2)



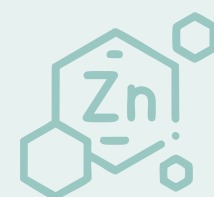
International Integrated Reporting Council (IIRC)

Business units covered in the boundary

Zinc

Business Unit

- Hindustan Zinc Limited
- Vedanta Zinc International



Entities

- Rampura Agucha Mine
- Zawar Mines
- Rajpura Dariba Mine (RDM)
- Sindesar Khurd Mine (SKM)
- Dariba Smelter Complex (DSC)
- Chandaria Smelters
- Kayad Mines
- Debari
- Pantnagar
- Gamsberg
- Black Mountain Mines

Locations

- Rajasthan, India
- Uttarakhand, India
- South Africa



Oil & Gas



Business Unit

- Cairn Oil & Gas

Entities

- RJ North
- RJ South
- RJ North Midstream
- Ravva
- Suvali
- Jaya
- Assam Operations

Locations

- Barmer, Rajasthan
- Raggeswari, Rajasthan
- Viramgam, Gujarat
- Surasaniyanam, Andhra Pradesh
- Suvali, Gujarat
- Jaya, Cambay
- Hazarigaon, Assam



Nickel

Business Unit

- MALCO Energy Limited ("MEL")

Locations

- Goa

Entities

- Nicomet



Aluminium

Business Unit

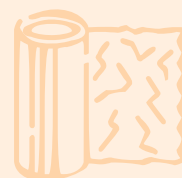
- Bharat Aluminium Company Limited ("BALCO")
- Vedanta Aluminium Metal Limited
- Vizag General Cargo Berth Private Limited

Locations

- Korba, Chhattisgarh
- Jharsuguda, Odisha
- Lanjigarh, Odisha
- Visakhapatnam, Andhra Pradesh

Entities

- BALCO Smelters & Power Plants
- VAL - Jharsuguda
- VAL - Lanjigarh
- Chotia Mines
- Jamkhani Mines



Power



Business Unit

- Talwandi Sabo Power Limited ("TSPL")
- Athena Power
- Meenakshi Energy Limited
- Locations
- Mansa, Punjab
- Jhanjgir Champa, Chattisgarh
- Nellore, Andhra Pradesh

Copper

Business Unit

- Sterlite Copper
- Fujairah Gold FZE

Locations

- Silvasa, Maharashtra
- Tuticorin, Tamil Nadu
- UAE



Steel

Business Unit

- ESL Steel Limited

Entities

- ESL Plant
- Iron Ore Odisha

Locations

- Bokaro, Jharkhand
- Odisha



Iron Ore

Business Unit

- SESA Iron Ore

Entities

- Sesa Coke Vazare
- Value Added Business
- Karnataka Iron Ore Mines (IOK)
- Iron Ore Goa (IOG)

Locations

- Vazare, Maharashtra
- Goa
- Chitra Durga, Karnataka



Ferro Chrome

Business Unit

- Ferro Alloy Corporation Limited ("FACOR")

Entities

- FACOR CCP & Power Plant
- Ostapal Mines
- Kalarangiatta Mines

Locations

- FACOR CCP & Power plant
- Ostapal mines
- Kalarangiatta mines



Exclusion¹

For this report, we have excluded certain categories of entities and sites that do not meet our materiality criteria.

- We have not considered newly incorporated entities or those that have been operational for less than 12 months.
- Additionally, entities or sites that are non-operational, intermittently operational, discontinued, or outsourced have been excluded from the reporting boundary, exceptionally for Sesa Coke all the indicators has been considered till January 2025 after that the business unit is not operational and for Western Cluster Liberia, we have considered only their headcount and safety data points for the financial year. We have also not reported any information for our display business – AvanStrate Inc.
- Further, the GHG footprint, Water footprint, Energy footprint and details of the Waste Management with respect to the following have not been considered, based on our assessment of being immaterial to the Group's reporting –
 - The Corporate Offices with respect to the Entities as considered under the Reporting Boundary.
 - Guesthouses and Colonies being owned and maintained by the Group

Data collection & assurance

The sustainability report utilizes data collected from the respective business units that fall within the reporting boundary. We have detailed the data interpretation, applicability, assumptions, conversion factors and calculations at pertinent junctures throughout the report. The financial data points utilized are extracted directly from Vedanta's Annual Integrated Report and Annual

Accounts for FY 2025. While the financial figures associated with certain entities include inter-company consolidation adjustments, as per the applicable financial reporting framework (presented as net figures), the non-financial data is provided without such adjustments, reflecting gross figures. It is important to note that some entities and sites considered for financial figures

may have been excluded from the sustainability reporting boundary. Additionally, certain entities are incorporated in the preparation of the sustainability report on a full consolidation basis without adjusting for minority interest in the relevant group entity, based on operational control, as per our assessment.

Assurance Statement

For FY 2025, we engaged S.R Batliboi, our independent third-party assurance partner, to provide limited assurance engagement following ISAE 3000 standards assurance on our sustainability performance indicators while indicators aligned with the BRSR core and disclosed in this report, underwent Reasonable Assurance. We ensure the integrity and veracity of the

information contained in this report by adhering to a robust assurance process that upholds data sanctity and accuracy on the digital platforms we use to capture and interpret diverse data.

Our internal team conducts monthly data verification, which is further reinforced by engaging a third-party

assurance provider for half-yearly verifications. For comprehensive details on the methodology, metrics, framework, and reporting boundaries, please refer to the Assurance Statement.

Please email your suggestions, views, and opinions to esg@vedanta.co.in.

¹ Disclosure in the report does not cover the following Business Units: Hindustan Zinc fertilisers private Limited, Cairn Lanka Private Limited, Gaurav Overseas Private Limited, Madanpur South Coal Company Limited, Goa Maritime Private Limited, Rosh Pinah Health Care (Proprietary) Limited, Gergarub Exploration and Mining (Pty) Limited, Roshkor Township (Pty) Limited, Hindmetal Exploration Services Private Limited, Vedanta Base Metals Limited, Vedanta Displays Limited, Vedanta Iron and Steel Limited, Vedanta Semiconductors Private Limited, Vedanta Copper International VCI Company Limited, Monte Cello BV ("MCBV"), THL Zinc Holding BV, Vedanta ESOS Trust, Vedanta Lisheen Holdings Limited, Avan Strate Taiwan Inc.

Reporting Suite

This report is best read in conjunction with our Annual Integrated Report, SEBI BRSR, Tax Transparency Report, Standalone Climate Risk Report and TNFD Report. For enhanced clarity and consistency, cross-references have been incorporated throughout. You can access our complete reporting suite, spanning over years, on our corporate website at <https://www.vedantalimited.com/eng/esg-reporting.php>



Sustainability Report FY 2025

We present comprehensive disclosures on our triple bottom line performance, prepared in accordance with the Global Reporting Initiative (GRI) Standards.



Climate Risk Report FY 2025

We provide comprehensive climate-related financial disclosures, drawing on our approach to climate action, climate strategy, and climate risk management.



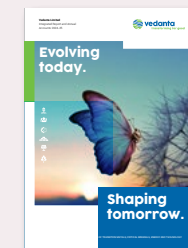
Tax Transparency Report FY 2025

We voluntarily disclose our profits made and taxes paid and publish a Tax Transparency Report—in accordance with Indian Accounting Standards (Ind AS).



TNFD Report FY 2025

We provide nature-related financial disclosures, guided by our approach to biodiversity strategy and risk management.



Integrated Report (IR) and Annual Accounts FY 2025

We provide a holistic disclosure of our performance and strategy in accordance with the International Integrated Reporting Framework, Indian Accounting Standards (Ind AS), and Indian Secretarial Standards.



CDP Disclosure FY 2025

We provide climate-related disclosures through the CDP, guided by our decarbonisation roadmap, risk-management framework, and commitment to transparent reporting.

Forward-looking statement

This report includes forward-looking statements based on our current understanding and historical performance. These statements can be identified by words such as "beliefs," "estimates," "anticipates,"

"expects," "intends," "may," "will," "plans," and "outlook," along with other terms of similar meaning. Such forward-looking statements involve known and unknown risks, uncertainties, and other factors that

may cause actual results to differ from anticipated outcomes. While we base our current projections on reasonable assumptions, we acknowledge that future outcomes may vary based on evolving circumstances.

Restatement of information

We acknowledge that changes in our systems and measurement methodologies may require us to restate previously reported data. Such restatements occur when modifications to our measurement

methodologies or corrections to errors in earlier disclosures are necessary, potentially impacting stakeholders' decision-making. Moreover, significant changes in reporting parameters—such as mergers, acquisitions, or

divestments—may also lead to data restatements.

We provide details of these material restatements and their effects as footnotes in this report.

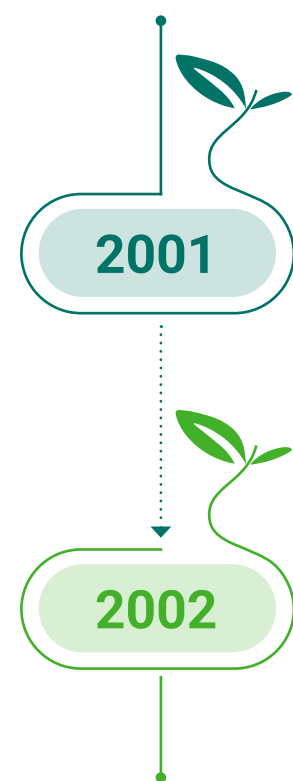


Vedanta's Milestones

Acquired 26% stake in Hindustan Zinc Limited (HZL) and Acquired 51% stake in Bharat Aluminium Company (BALCO)

Entry into zinc and lead sector; HZL becomes a global leader in zinc production. Along with Entry into aluminium sector, expanding Vedanta's metals portfolio.

2001



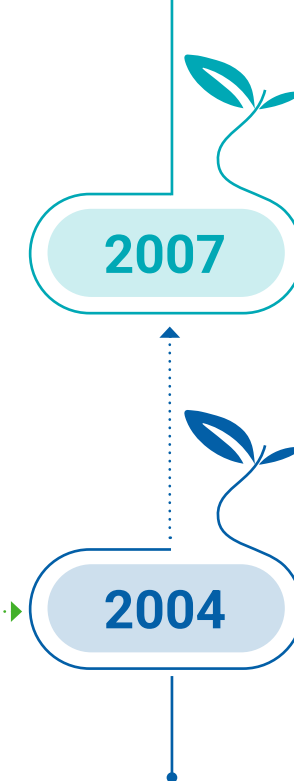
Listed on London Stock Exchange (LSE)

First Indian company to list on LSE, enhancing global visibility and governance standards.

Acquired 51% stake in Sesa Goa

Expanded into iron ore mining, diversifying beyond base metals.

2007



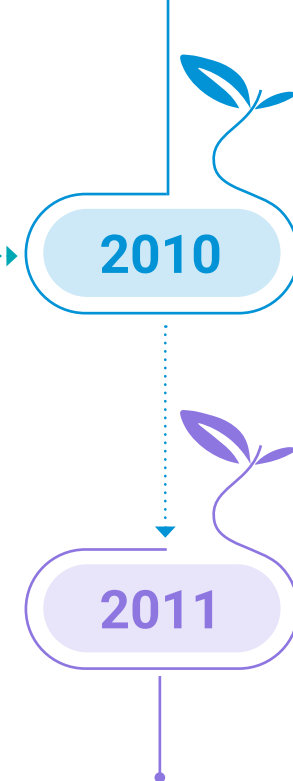
IPO on NYSE

Largest IPO by a non-US company at the time, increasing access to global capital.

Acquired Cairn India (58.5% stake)

Entry into oil and gas sector, diversifying from metals/mining.

2010



Acquired Vedanta Zinc International (VZI)

VZI is our global zinc, lead, and silver business.

Launch of Vedanta Sustainability Assurance Process (VSAP)

The VSAP is a framework that assesses and verifies our environmental stewardship through ongoing monitoring, corrective-action tracking.

2013



Launch of Vedanta Sustainability Framework (VSF)

VSF integrates our policies, standards, and guidance into a unified system.

Launch of Nand Ghar Initiative

Flagship CSR program for women and children, now 2,300+ centers in 11 states.

2017



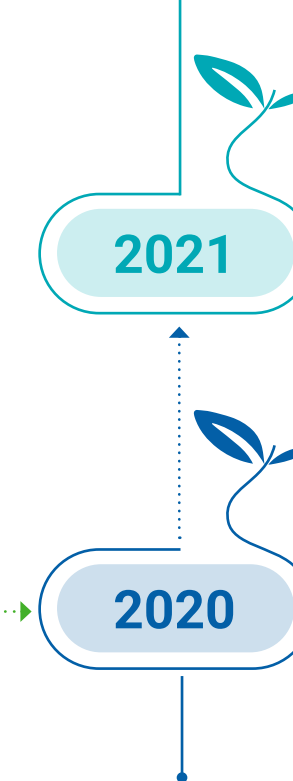
Acquired FACOR & ESL

We entered the steel sector to expand our metals portfolio and diversified into ferroalloys to support our steel and alloy operations.

Net Zero by 2050 Commitment

Announced target to decarbonize operations by 2050. Progressing towards the NET ZERO commitment.

2021



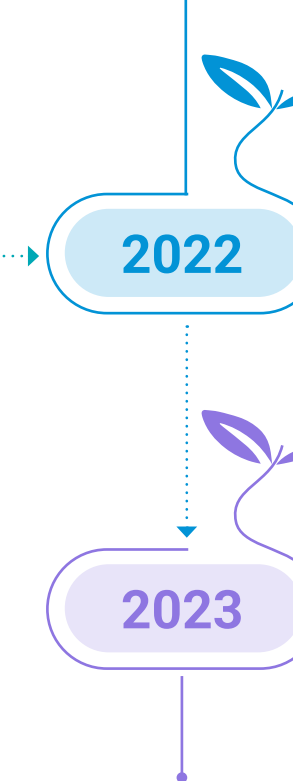
Largest Green Power Purchaser (Aluminium Business)

Aluminium business became India's largest buyer of renewable energy.

Re-imagined ESG Ambitions

'Transforming Elements' to 'Transforming for good'. Introduced- 3 Pillars- Transforming communities, Transforming the planet, Transforming the workplace. Board ESG Committee established- Extended Board Sustainability Committee to Board ESG Committee.

2022



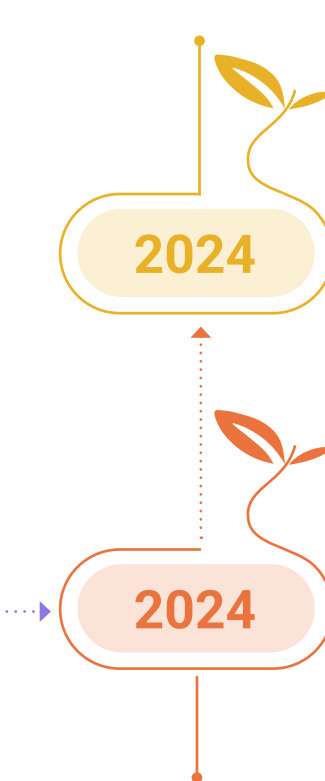
Social Performance Steering Committees at All Sites

Strengthened social governance and stakeholder engagement.

Launch of 1.03 GW RE RTC Capacity Construction along with Announcement of \$6 billion investment across verticals, incl. new demerger

Construction underway to meet 2030 renewable energy goals. Major investment in aluminium, zinc, iron ore, steel, oil & gas; plan for vertical split and new listed firms.

2024



Launch of VEDAS (Vedanta Academy for Sustainability) with AXA Climate

Upskilling 100,000+ employees and partners for ESG leadership.



Building Lasting Impacts

At Vedanta, we recognize that our true impact is measured not only by the resources we extract, but by the value we create for society and the environment. As a global natural resources company, our purpose goes beyond financial performance—we are committed to contributing meaningfully to the communities we serve and to the stewardship of the planet's resources.

This year's theme, **"Building Lasting Impacts,"** reflects our intention to focus on progress that endures, even as we navigate a complex and evolving sustainability landscape.

Our vision is to be sustainable use of the earth's resources for development, balancing economic growth with environmental protection and social responsibility. This year we made gradual yet measurable strides to set a realistic tone for the enduring contributions we strive to make in this

decade.

Our approach is grounded in the three pillars of our sustainability strategy: transforming communities, transforming the planet, and transforming the workplace.

Over the past year, we have continued to invest in skill development, education, and healthcare, while also working to improve gender diversity and inclusion within our workforce. We remain focused on supporting local communities and have expanded initiatives to enhance our water stewardship, as seen in our recycling of our Internal water to be 29% in FY 2025. On the environmental front, we are advancing our journey toward net zero carbon emissions by 2050, with ongoing investments in renewable energy, waste reduction, and low-carbon technologies. Our efforts are aligned with India's climate goals and the United Nations Sustainable Development Goals, though we recognize that progress has been steady rather than rapid. We continue to strengthen our biodiversity management, guided by a "do no harm" approach and science-based assessments.

We recognize that the journey toward lasting change is not always

straightforward. While FY 2025 presented its challenges, it also offered important insights. We have made progress in several areas, and although some aspects of our sustainability performance have remained steady, we are focused on enhancing our efforts and continuing to build on these accomplishments moving forward. This reality underscores the importance of resilience, continuous improvement, and transparent reporting.

As a company central to the supply of minerals vital for the energy transition, we remain mindful of our responsibilities and the expectations of our stakeholders. Our focus is on building a foundation for long-term value creation—one that is rooted in accountability, partnership, and a commitment to shared prosperity.

"Building Lasting Impacts" is not just a theme for this year's report; it reflects our ongoing journey. We are committed to learning from our experiences, adapting to new challenges, and working collaboratively to ensure that Vedanta's legacy is defined by positive and enduring contributions to people and the planet.



Key ESG Highlights

ESG Ratings (2024)



BB



37.6



B - Climate Change
B - Water

Leading the industry in Sustainability

S&P Global

According to Corporate Sustainability Assessment, 2024*

* As of 31st March 2025

Vedanta Ltd. ESG

4th

Among 251 global Metals & Mining players

Hindustan Zinc Limited

1st

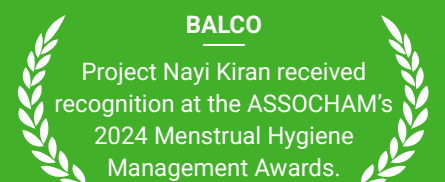
Among 251 global Metals & Mining players

Vedanta Aluminium

2nd

Among 29 global Aluminium players

Awards & Achievements



Environment Highlights

0.63
Water Positivity

67 Million tCO₂e
GHG Emissions

28 Million tCO₂e
Avoided emissions from FY 2021 baseline

114%
Ash utilisation

20.5 Million MT
Total Volume of Waste Recycled (HVLt)

35%
Water Recycling Rate



Social Highlights

8,045
Number of Nand Ghar

5,60,000
Number of women and children benefited through 8000+ Nand Ghars

1.46 Million
Individuals impacted through skill development and training

4,291 Million
Annual CSR spend



Workforce Highlights

82%
Employee Satisfaction Rate

22%
Gender Diversity

37%
Women as New Hires

1.32
TRIFR

38
Average Training Hours Per Person

7
Fatalities



Governance & Economic Highlights

₹ 5,53,490 Million
Payments to Government

₹ 7,86,130 Million
Local Procurement

\$ 200 Million USD
Sustainability Linked Loans

₹ 37 Billion
Employee Wages

Chairman's Statement



“As we navigate a rapidly changing global landscape, we are committed to fostering a culture that embraces new technologies, nurtures creative solutions, and builds strong partnerships across industries and communities. This future-ready mindset empowers us to not only adapt but lead the way in creating sustainable value — transforming challenges into opportunities for growth, resilience, and shared prosperity. Together, We Build Vedanta's Future.”

Dear Stakeholders,

Our company shares its name with our revered ancient texts. It also shares their philosophy of oneness and harmony between humans and nature. Preserving our environment and caring for the planet is India's civilizational ethos. In the modern world, we call it sustainability. And it is at Vedanta's core.

There is no conflict between profit and a sense of responsibility towards our people, communities, and the environment. At Vedanta, these are two sides of the same coin. Our approach is not to view sustainability as a separate initiative but as an integral part of how we conduct business — influencing everything from capital allocation and operational efficiency to stakeholder engagement and community development.

The fiscal year 2025 was a significant period for Vedanta. The world is in a period of churn whether geopolitics, geoeconomics or technology. There are challenges but we like to view them as opportunities.

In many ways, the future economy of the world is being increasingly determined by the forces of the energy transition and the advance of technology, particularly AI. The energy transition is quite obviously in the interest of sustainability. But it requires large amounts of minerals and metals to sustain it. The transition will truly happen if the materials that underly it is available and affordable. This puts companies such as ours at the forefront. The adoption of AI, among other things, requires intensive energy, as much of it “clean” as is possible. Again, this positions

Vedanta very well in terms of what is required. As grow to meet these demands, we have to be continuously aware of our own footprint. To keep this low, technology is our best friend. The game is already changing. Modern mining is a technology-intensive and environment-sensitive industry.

One of the key areas of focus during the year was our ongoing commitment to reducing our environmental footprint. To this end, we have made meaningful progress in advancing our decarbonisation roadmap. This includes securing renewable energy capacity of nearly 299 MW, which is a significant step towards reducing our reliance on fossil fuels and lowering greenhouse gas emissions across our operations. In addition, we have invested in low-

carbon technologies, particularly in our aluminium and zinc businesses, where energy consumption and emissions are substantial. Our focus on environment goes beyond carbon reduction. Water management remains a critical priority. We have implemented water conservation and recycling initiatives to optimize usage and minimize discharge, ensuring that we contribute to the sustainable management of water resources in the regions where we operate. Biodiversity management is another area where we are making steady progress, with programs designed to protect and restore local ecosystems, working closely with environmental experts and community stakeholders.

Sustainability at Vedanta is a holistic concept that encompasses environmental, social, and governance (ESG) dimensions. While environmental goals are vital, we also recognize that true sustainability requires addressing social impact and governance with equal rigor. Over the past year, we have continued to deepen our engagement with the communities around our operations. Initiatives such as the Nand Ghar program, which focuses on early childhood development and women's empowerment, exemplify our commitment to social upliftment. We believe that investing in education, health, and livelihoods is essential to building resilient communities and fostering inclusive growth.

Gender diversity and inclusion remain important priorities for Vedanta. We have made steady progress in

increasing women's representation across our workforce and leadership ranks, recognizing that diverse perspectives and inclusive cultures drive better decision-making and innovation. Our policies support equal opportunities, workplace safety, and employee well-being, creating an environment where all employees can thrive. We continue to invest in leadership development programs and talent pipelines that nurture future leaders from diverse backgrounds.

Governance is a cornerstone of our sustainability framework. Vedanta is committed to maintaining high standards of transparency, accountability, and ethical conduct. Our governance practices are designed to ensure that decisions are made responsibly and that risks are managed effectively. We continue to strengthen our compliance frameworks, risk management systems, and stakeholder engagement processes to uphold the trust placed in us by investors, regulators, employees, and communities.

Looking ahead, one of the most significant developments for Vedanta is the planned demerger of the company into focused, sector-specific entities. This strategic move is intended to provide each business with greater clarity of purpose, sharper governance, and the ability to pursue growth strategies tailored to their unique markets and operational contexts. By creating distinct entities focused on metals, oil and gas, and other sectors, we aim to enhance operational efficiency, improve

capital allocation, and foster stronger investor confidence. This structural realignment is an important step in positioning Vedanta for long-term sustainable value creation.

The demerger also aligns with our broader vision of becoming a future-ready, impact-driven organization. To remain relevant and competitive, Vedanta must continue to evolve — embracing digitalization, enhancing operational agility, and deepening our commitment to sustainability.

As we embark on this next phase, our guiding purpose remains unchanged: to build lasting impact for our stakeholders, our country, and our planet.

Today, despite what seem like multiple challenges, I am more optimistic about the future of our planet, country and indeed company than ever before. We will prove that we can all prosper while also staying “green”. I am confident that Vedanta is well-positioned to grow with purpose, integrity, and a clear vision. We will continue to focus on delivering sustainable growth, enhancing our environmental and social performance, and strengthening governance to build a resilient and responsible organization.

Thank you once again for your partnership and belief in Vedanta's future.

Anil Agarwal
Chairman

Message from Non-Executive Director



At Vedanta, our commitment transcends business metrics – it is about nurturing ecosystems, empowering communities, and embedding resilience at every level. By integrating rigorous environmental stewardship with inclusive social initiatives and robust governance, we are not only safeguarding today's resources but also investing in the well-being and prosperity of future generations.

Dear All,

At Vedanta, our journey has been defined by purpose, perseverance, and transformation. We remain steadfast in our belief that true progress lies in creating enduring value for our people, our planet, and future generations. Our aspirations are expansive, and we continue to align our growth with long-term, sustainability outcomes.

The financial year 2025 marked a significant milestone in this journey—reinforcing our commitment to evolve not only as a business but as a force for positive change. It was a year in which we strengthened our focus on embedding sustainability at the core of our strategy, advancing climate action, and fostering a more inclusive, resilient, and future-ready organisation.

As we continue to grow responsibly, we are acutely aware that we are both beneficiaries and stewards of the natural resources we rely upon. Looking ahead, Vedanta is poised for a transformational phase—one that transcends traditional growth paradigms and embraces a climate-conscious, innovation-led, and interconnected future.

With the Indian economy on an accelerated growth trajectory, we are equally committed to scaling with responsibility and leading with purpose.

Powering Ahead with a Cleaner Vision

The future of our planet demands urgent and collective action and Vedanta has made bold strides on

this front. We have pledged USD 5 billion towards our net-zero journey, with a clear roadmap to reduce carbon emissions by 25 % by 2030, and to become net-zero across key operations by 2030 and company-wide by 2050.

In FY25, we secured Power Delivery Agreements totalling 1.03 GW, marking a major milestone in our clean energy transition and placing Vedanta among the world's largest industrial consumers of green power. Through large-scale investments in solar, wind, green hydrogen, and biofuels, we are reimagining the energy landscape of our operations.

What makes me proud is that every initiative, whether increasing energy

efficiency or adopting low-carbon technologies is rooted in responsibility and aligned with India's climate ambition.

Embedding Biodiversity and Water Stewardship

At Vedanta, we are not just reducing impact, we are working towards becoming nature positive. Over 2.9 million trees have been planted so far, with an aim of reaching 7 million by 2030. Across India, we are reclaiming mines to transform them into thriving ecosystems. Furthermore, this year biodiversity assessments were completed for 36 of our 42 operational sites, guided by global frameworks like the Taskforce on Nature-related Financial Disclosures (TNFD).

Additionally, our water stewardship continues to set benchmarks—3 business units are now water positive, with Hindustan Zinc achieving 3.32x water positivity, and Cairn Oil & Gas recycling over 96% of produced water. Our efforts have received global recognition: Hindustan Zinc was ranked Number 1, for the second consecutive year, and Vedanta Aluminium ranked Number 2 in the S&P Global Sustainability Assessment 2024.

Building a Culture of Inclusion, Equity, and Opportunity

In FY 2025, women constituted 22% of our overall workforce, with 28% representation in leadership positions—

significantly exceeding the industry average. We remain committed to further enhancing gender diversity and have set a target to achieve 30% female representation by 2030.

Key initiatives during the year included the launch of India's first All-Women Mine Rescue Team at Hindustan Zinc and the expansion of leadership development programmes tailored for women. These efforts reflect our commitment to removing systemic barriers and fostering a workplace culture where all individuals have the opportunity to thrive.

Our progressive policies such as flexible work timings, extended parental leave, and a 12-month maternity sabbatical are redefining the employee experience for women. Our approach goes beyond inclusion and is grounded in principles of equity, opportunity, and respect.

Future-Ready Talent, Future-Ready Vedanta

Transformation begins with leadership. Our leadership development platforms are creating a strong internal pipeline, one that's committed to Vedanta's values. Through programmes like VLDP, Chairman's Young Leaders, and cross-functional mentoring, we are preparing the next generation of leaders. We are also using V-Aspire, an AI-based interview platform, to make our recruitment more objective, efficient, and digitally savvy.

Initiatives like V-Desire have enabled over 700 leaders to step up and drive innovation. A culture of ownership, innovation, and stewardship is taking root, and it is one of our most powerful assets as we evolve into Vedanta 2.0.

A Moment of Momentum

As India powers ahead on its economic journey, and as the world navigates the complexities of climate change, Vedanta is committed to being part of the solution.

Our ESG governance has been strengthened further this year, ensuring that every decision we make, whether strategic, operational, or financial is filtered through the lens of sustainability. We understand that our license to operate is not just legal, but social, environmental, and moral. For me, it was a year of renewed focus. Business today is about more than just profits, it's about the choices we make and the legacy we leave behind.

Thank you for walking this journey with us. The road ahead is long. But with collaboration, courage, and compassion, we will continue to build a company that thrives by doing what is right for business and for the world. Let us remain united in this mission.

Priya Agarwal Hebbar
Non-Executive Director

Message from Executive Director



Driven by purpose and powered by innovation, Vedanta is redefining what it means to be a responsible leader in India's resource sector. By advancing integration across our value chain, accelerating the shift to renewables, and setting new benchmarks in workplace safety and inclusivity, we are building a future where operational excellence and sustainability go hand in hand.

Dear Stakeholders,

India is on a high-growth run as the world's fastest-growing economy, and as an essential part of most industrial value chains, metals and oil and gas continue to see sustained demand—signalling robust prospects for Vedanta. The challenge remains to achieve this growth with minimal environmental impact and without compromising our competitive strengths. In FY 2025, Vedanta delivered a balanced performance. Many of our marquee operations recorded high production as they met the country's requirements, foreshadowing a future in which India stands a stable economic growth.

We recognize the advantages of being based in India and serving as the country's leading natural resources company, contributing to economic

growth and the energy transition. To meet these expectations, we aim to maintain solid financial and operational performance while prioritizing the well-being of our employees, the environment, and local communities. In a period of strong growth, we have the chance to enhance our approach to corporate responsibility, and we intend to pursue that steadily.

By consolidating strong backward and forward integration—from mine to metal and beyond—leveraging fossil fuel-based captives, and expanding into adjacent industries, we have maintained a cost advantage that enables us to operate at significantly lower CAPEX. As we gradually transition to clean energy sources, our decarbonization strategy plays

a critical role in our future cost management. With the ramp-up of capacities across different business units, our GHG emissions are expected to peak around FY 2027, and in preparation, we have been steadily increasing our renewable energy real-time capabilities. In FY 2025, we secured 299 MW of RE-RTC capacities—bringing us slightly closer to our 2030 goal. Simultaneously, we maintained steady progress on greener biofuels, using 0.65 Million GJ of biomass this year despite supply-chain constraints.

Conserving resources is essential for business continuity. Inputs such as water and mineral wastes are continually optimized as we advance on our sustainability journey. In FY 2025, three operational sites became

fully water positive, our water positivity ratio was recorded as 0.63. At the same time, we tackled legacy waste by minimizing year-on-year waste generation; at our power plants, we successfully utilized 114% of the ash (including fly ash, bottom ash and pond ash) generated. We also completed the audit of all our tailings dams, finalized subsequent action plans, and rolled out monitoring measures.

Our people's safety remains paramount. This year, we implemented the Critical Risk Management framework across all operations, identifying critical risks and establishing governance and accountability mechanisms in line with international best practices. While

we deeply regret the loss of seven colleagues this year, we conducted thorough analyses of these incidents and mandated permanent corrective actions—ranging from equipment modifications to strict personal protective equipment protocols. We remain steadfast in embedding a safety-first culture through ongoing training. Rigorous safety governance, including regular audits under our Sustainability Assurance Process, has helped us reduce the number of site fatalities even as we grow.

Our commitment to diversity, equity, and inclusion has also expanded. Our progressive policies not only make our workplace more relevant to the next generation of talent but also set an industry standard for inclusivity.

Vedanta continues to promote a culture of innovation and experimentation. Through our initiatives, we capture ideas from employees at all levels, forging homegrown innovations that open new horizons for the company. As we prepare for high-growth times ahead, we are marshalling the power and drive of our business strengths and synergies to spearhead progress that benefits our nation, its people, and our employees and associates.

Arun Misra
Executive Director



About Vedanta



Mission

To create a leading global natural resources company



Our Core Purpose

Our goal is to create long-term value for all our stakeholders through research, discovery, acquisition, sustainable development, and utilisation of diversified natural resources.



Our Core Values

Our core values underpin all our actions at Vedanta. These universal values guide our behaviour, as we expand into new markets and countries.



We are a leading global natural resources company, committed to driving sustainable growth and enabling economic progress.

With a turnover of ₹ 15,29,680 Million, our operations extend across India, South Africa, and the UAE, supporting key sectors such as infrastructure, automotive, energy, and technology. Our diverse portfolio spans across zinc, lead, silver, copper, iron ore, steel, aluminium, power, and oil & gas—meeting the dynamic needs of global markets. In line with this year's theme, "Building Lasting Impacts," we embed responsible business practices and ESG excellence into every aspect of our operations, creating long-term value for our stakeholders and the communities we serve.

At Vedanta, we aim to lead the industry by delivering high-quality products with reliable supply and competitive pricing through our integrated value chain. We adopt advanced technologies to improve production efficiency and operational performance across our businesses. As our business expands, we are becoming more conscious of our environmental impact, making steady progress toward greener operations, with an increasing share of renewables in our energy mix.

Recognizing the growing global demand for natural resources, we are expanding into new sectors, acquiring and revitalizing assets across regions, and strengthening our capabilities across the value chain. Our recent expansion into semiconductors, ferrochrome, renewables, and display glass reflects our focus on innovation and diversification. As we grow, we continue to prioritize environmental and societal responsibility at the core of our operations.

Vedanta at a Glance

1965

Year of Incorporation

1,17,261

Total Workforce
Employees- 13,964
Workers- 1,03,297

₹ 15,29,680 Million

Revenue

61 countries & **29** Indian states

Markets Served

Mumbai, India

Headquarters

111 National

23 International
Number of Plants & Offices

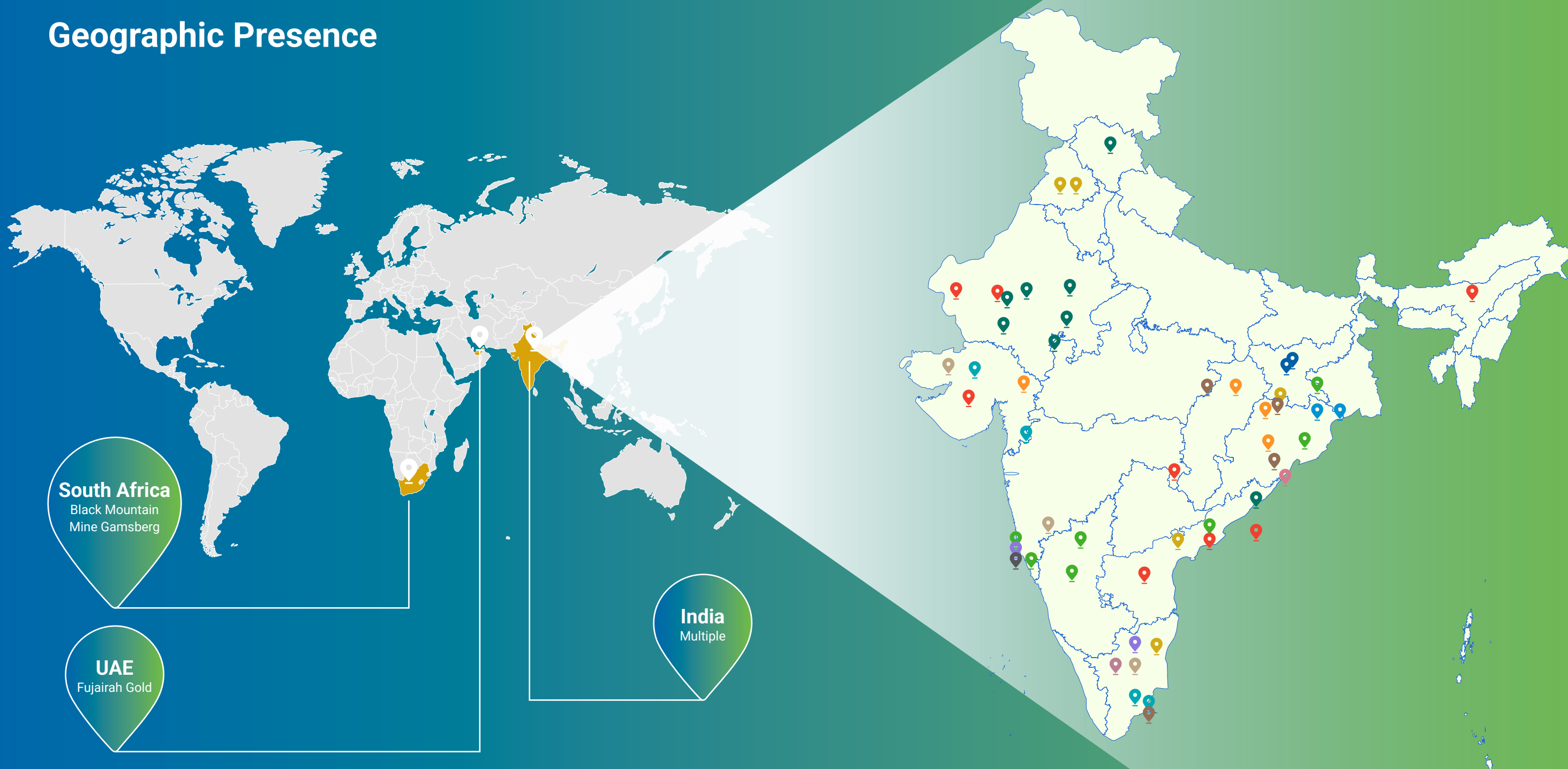
673 Million GJ

Energy Consumed

At Vedanta, we pursue growth with purpose, striving to enhance lives, accelerate environmental restoration, and drive long-term business excellence.



Geographic Presence



	Copper	
	Aluminium	
	Power	
	Iron Ore	

	Zinc	
	Oil & Gas	
	Captive Power Plant	
	Multiple	

	Steel	
	MetCoke	
	Ferro Alloys	
	Cement	

	Nickel	
	Port	

Our Product Portfolio

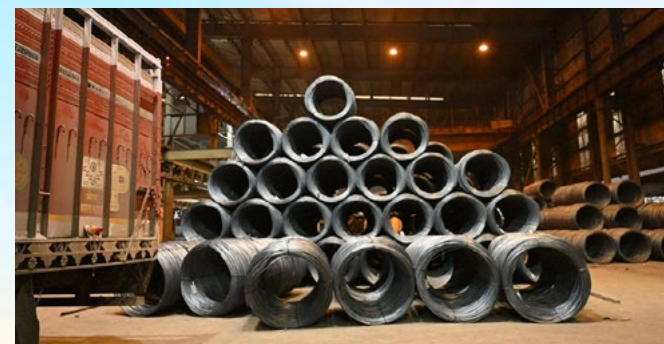
Vedanta's diverse business portfolio spans across three core segments—metals & mining, oil & gas, and power—each playing a crucial role in shaping India's industrial and economic landscape. As a key driver of the nation's resource security, we take pride in leading this transformative journey.

Our mining segment encompasses both metal mining and critical minerals, which serve as key components in emerging energy technologies such as wind turbines, electricity networks, and electric vehicles. With the growing global demand for critical minerals, we are

actively contributing to the energy transition by expanding into nickel and ferrochrome, reinforcing our commitment to securing India's future in sustainable resource development.

Oil and gas are critical drivers of energy security and economic growth, powering industries, infrastructure, and daily life. As a key player, Vedanta aims to enhance domestic production and innovation, reducing import dependency and strengthening India's energy future.

Power is the backbone of industrial growth and economic development, driving progress across sectors. Vedanta's power subsidiaries focus on efficient, energy generation, ensuring reliable supply, operational excellence, and a lower environmental footprint to support India's energy needs.



Ownership _____

- Hindustan Zinc
- Zinc International

Employees _____

- 2854

GHG Emissions _____

- 4.84 Million tCO₂e

Production Capacity _____

- HZL Smelters: 1.12 MTPA
- 603 MW Captive Power
- Zinc International (BMM and Gamsberg Mine): 325 KTPA MIC

Production in FY2025 _____

Zinc **827 kt, 178 kt** (VZI)

Silver **687 t**

Lead **225 kt**




Zinc

Fourth most used metal |
Galvaniser | Anti-corrosive

Operations _____

- Upstream- Mining
- Downstream- Metal Smelting & Refining

Industries Served _____

- Automobile
- Infrastructure
- Construction
- Shipbuilding

Products _____

- Zinc
- Lead
- Silver

Ownership _____

- Bharat Aluminium
- Odisha Aluminium

Employees _____

- 6,308

GHG Emissions _____

- 43.9 Million tCO₂e.

Production Capacity _____

- 1.8 MTPA Jharsuguda Smelter
- 0.6 MTPA BALCO Smelter
- 3.5 MTPA Lanjigarh Refinery
- 4.3 GW Captive Power
- 2.6 MTPA Coal Mines

Production in FY2025 _____

Aluminium **2,422 kt**

Alumina **1,975 kt**




Aluminium

Green metal of the future | Strong
| Durable | Easily recyclable

Operations _____

- Upstream- Bauxite mining, Alumina refining
- Downstream- Aluminium smelting, casting, and fabrication

Industries Served _____

- Power systems
- Automotive
- Aerospace
- Construction
- Packaging

Products _____

- Primary Aluminium Ingots
- Billets
- Wire Rods
- Rolled Products

Ownership _____

- Sterlite Copper

Employees _____

- 467

GHG Emissions _____



- 0.17 Million tCO₂e.

Production Capacity _____

- Silvassa Refinery: 216 KTPA
- Tuticorin Refinery: 400 KTPA

Production in FY2025 _____

Cathode **149 kt**

Copper

Green metal | malleable | high
Conductivity | anti-corrosive

Operations _____

- Copper Smelting & Refining

Industries Served _____

- Renewable energy
- Clean transportation
- Electrical and electronics
- Construction
- General consumer products

Products _____

- Copper Cathodes

Ownership _____

- Sesa Iron Ore
- Sesa Coke
- WCL
- ESL Steel

Employees _____

- Steel- 1085
- Iron- 876

GHG Emissions _____

- 5.85 Million tCO₂e.

Production Capacity _____



- Iron Ore Mines: 13 MTPA
- Pig Iron Capacity: 1 MTPA
- Steel Capacity: 1.7 MTPA

Production in FY2025 _____

Iron ore **6.2 million DMT**

Steel **1,337 kt**

Pig Iron **817 kt**

Iron Ore & Steel

Fully Recyclable | Strong |
Highly Durable | Lightweight

Operations _____

- Upstream- Captive coal mining and iron ore procurement
- Downstream- Casting, Rolling, and Shaping

Industries Served _____

- Transportation
- Construction
- Manufacturing
- Packaging
- Energy production and transmission

Products _____

- Pig Iron
- Billets
- TMT Bars
- Wire Rods



Ownership _____

- Nicomet
- Sesa Nicke

Employees _____

- 57

GHG Emissions _____

- 2,894.81 tCO2e



Nickel

Operations _____

- Upstream- Mining
- Downstream- Metal
- Smelting & Refining

Industries Served _____

- Renewable energy
- Clean transportation
- Electrical and electronics Construction
- General consumer products

Products _____

- Nickel



Ownership _____

- Talwandi Sabo Power Limited
- Meenakshi Energy Limited
- Athena

Employees _____

- 207

GHG Emissions _____

- 9.65 Million tCO2e.

Production Capacity _____

- TSPL: 1,980 MW
- Athena: 1,200 MW
- Meenakshi: 1,000 MW

Production in FY2025 _____

Power **12,822 million units**



Power

Operations _____

- Upstream- Power Generation
- Downstream- Distribution

Industries Served _____

- Commercial
- Industrial
- Residential



Ownership _____

- Ferro Alloy Corporation Ltd

Employees _____

- 306

GHG Emissions _____

- 0.7 Million tCO2e.

Production Capacity _____

- FACOR Capacity: 145 KTPA

Production in FY2025 _____

Ferro Chrome **83 kt**



Ferro Chrome

Operations _____

- Upstream- Mining

Industries Served _____

- Transportation
- Construction
- Manufacturing
- Packaging
- Energy production and transmission

Products _____

- Ferro Chrome



Ownership _____

- Cairn India

Employees _____

- 1,306

GHG Emissions _____

- 1.76 Million tCO2e.

Production Capacity _____

- Total Acreage: Footprint > 73,000 km²
- Reserves & Resources: Gross 2P reserves and 2C resources of 1,430 mmbop

Production in FY2025 _____

Oil & gas **103 kboep**
(Avg. daily gross production)



Oil & Gas

Operations _____

- Exploration and production of crude oil and natural gas from onshore and offshore fields and processed and transported via pipeline to refineries; natural gas is sold to power plants and industrial users.

Industries Served _____

- Refineries
- Fertilizers
- Residential and commercial use

Products _____

- Crude Oil
- Natural Gas

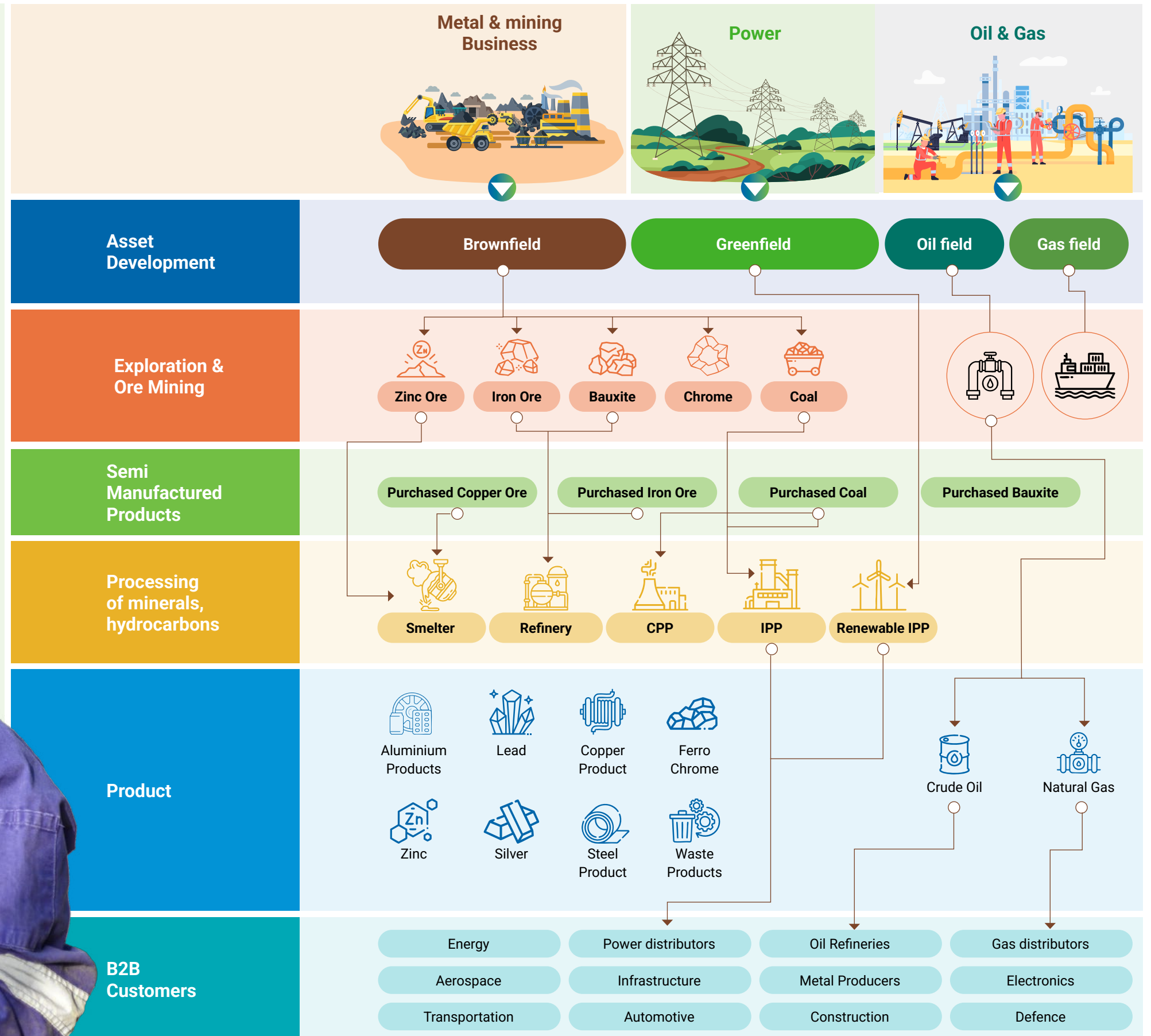
Our Value Chain

As a diversified natural-resources group, we fuel economic progress by supplying the metals, minerals, and oil & gas that modern industry depends on. Complementing these core businesses, our thermal and renewable power assets strengthen energy security and speed the transition to a more sustainable future.

At Vedanta, we manage the entire value chain across metals, minerals, oil & gas, integrating exploration, development, extraction, processing, and delivery to ensure seamless operations. Our resources serve as foundational raw materials for multiple industries, while our customized solutions cater to diverse secondary industries, driving economic and industrial progress.

With top-tier assets, operational synergies, and a commitment to efficiency, we operate as a low-cost, scalable provider, ensuring resource accessibility while upholding environmental and social responsibility. Through innovation, strategic integration, and a focus on long-term value creation, we strengthen supply chains, optimize production, and contribute meaningfully to industrial transformation.

With a highly skilled workforce, advanced technology, and stringent process controls, we optimize each stage of production, ensuring efficiency, quality, and sustainability. By embedding innovation and responsible practices throughout our operations, we enhance competitiveness, minimize environmental impact, and create lasting value for all stakeholders.

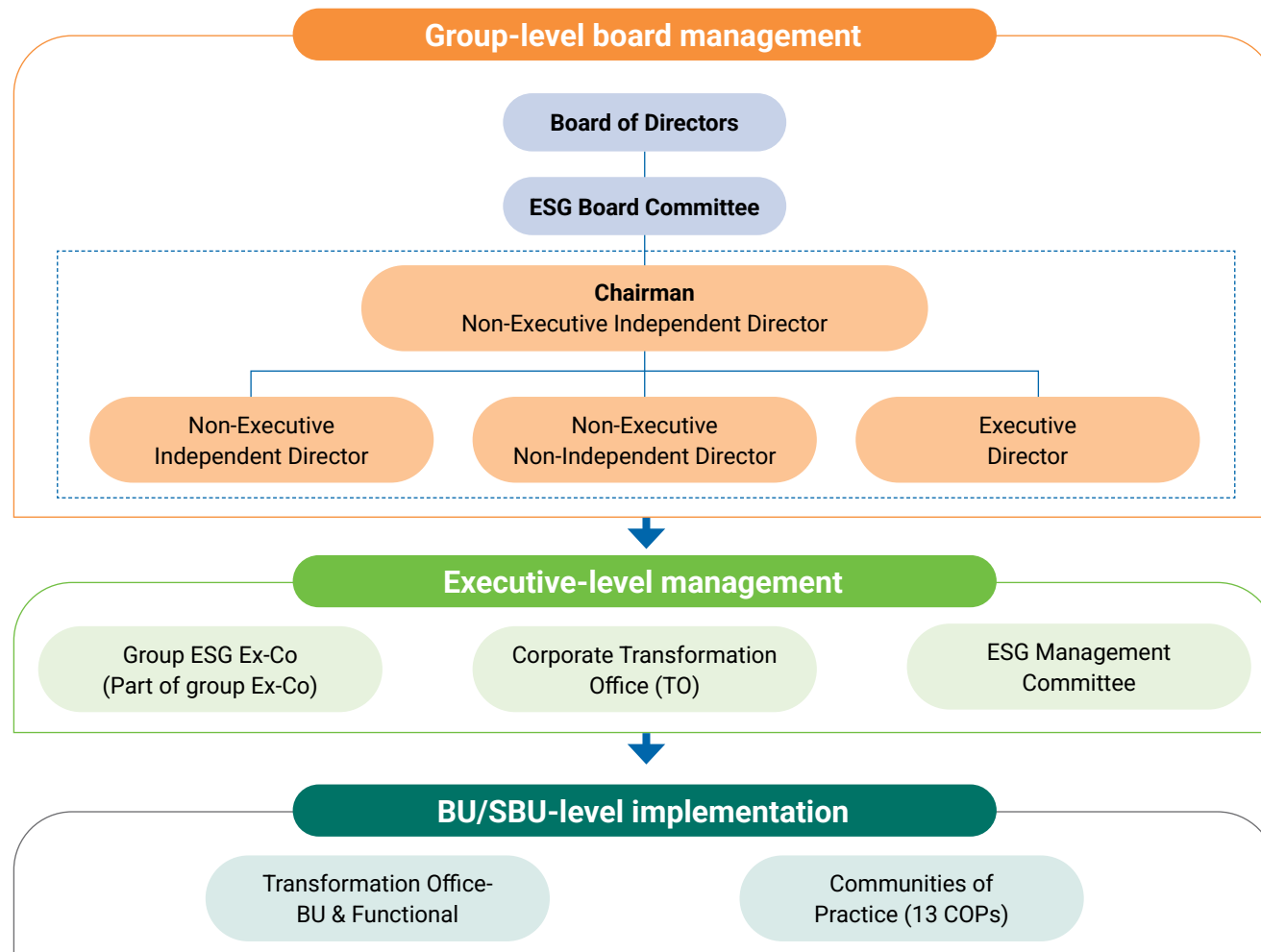


Sustainability Governance

As a diverse and networked organization with multi-tiered operations and management across geographies, we recognize the need for a robust and structured governance framework to drive our ESG commitments effectively. Our three-tier sustainability governance structure ensures seamless implementation, monitoring, and strategic decision-making, reinforcing our commitment to responsible business practices.

This structure is further strengthened by the Vedanta Sustainability Framework (VSF), which establishes policies and guidelines for sustainable operations, and the Vedanta Sustainability Assurance Process (VSAP), which enables rigorous evaluation and accountability across all business units. Through this comprehensive governance model, we ensure that ESG principles remain deeply embedded in our operations, fostering transparency, resilience, and long-term value creation.

Structure



Vedanta's three-tier governance structure enables active participation at all levels, ensuring detailed oversight in framing, managing, and implementing initiatives. With clearly defined roles and stakeholder engagement at regular intervals, we effectively track progress, enhance accountability, and drive timely execution of our sustainability commitments.



Group-level board management

At the highest level, our Group Board provides strategic oversight and approves key business-level initiatives that drive our sustainability agenda. Within this structure, the Board ESG Committee, which meets bi-annually, plays a critical role in reviewing ESG performance, assessing how key material issues are being managed, and identifying areas where actions need to be refined and converted into executable solutions.

The Board remains proactive in ensuring that global best practices and industry developments are integrated into our ESG strategy, keeping Vedanta competitive, forward-thinking, and aligned with evolving sustainability benchmarks.



Executive-level management

Serving as the crucial link between strategy formulation and on-ground execution, the management group plays a pivotal role in steering Vedanta's ESG agenda. This level is led by the Group ESG Executive Committee, which provides monthly updates during Ex-Com meetings, ensuring continuous alignment with business priorities.

The Deputy Head HSE & Chief Sustainability Officer anchors and directs efforts toward the granular management of accepted initiatives, engaging both internal and external stakeholders to drive meaningful progress. Supporting this effort is the Corporate Transformation Office (TO) and the ESG Management Committee, which meet weekly with the Group Executive Director for higher transparency and hold fortnightly internal meetings to assess the performance of each AIM respectively.

Throughout the process, ongoing communication between the ESG team and the Management Committee ensures the seamless flow of directives and efficient execution. These committees serve as key custodians of Vedanta's ambitious ESG roadmap, holding the responsibility to translate strategic goals into actionable, high-impact initiatives.



BU/SBU-level implementation

At the Business Unit (BU) and Strategic Business Unit (SBU) levels, dedicated ESG teams are responsible for executing Vedanta's sustainability initiatives at the grassroots level, ensuring collaboration, we have established function-specific "Communities of Practice", bringing together representatives from all BUs and SBUs across 13 COPs to drive the ESG agenda within their respective domains.

Vedanta has also set up nine Transformation Offices (TOs) at the functional level and one dedicated Reporting & Disclosure TO, which are responsible for reviewing, monitoring, and reporting the progress of strategic implementation. These TOs conduct weekly or fortnightly reviews, ensuring real-time tracking of ESG performance and alignment with Vedanta's broader sustainability vision. Through this structured governance approach, we drive consistent adoption, accountability, and impact across all levels of the organization.

Vedanta Sustainability Framework

The Vedanta Sustainability Framework (VSF) serves as a comprehensive guide for embedding sustainability into our business operations and decision-making processes. Designed to address critical ESG issues, the framework ensures that we generate positive impacts across our entire

value chain while maintaining operational excellence.

Aligned with global best practices and international standards, VSF integrates principles from leading bodies such as the International Council on Mining and Metals (ICMM),

International Finance Corporation (IFC), Organisation for Economic Co-operation and Development (OECD), United Nations Global Compact (UNGC), and the Sustainable Development Goals (SDGs).

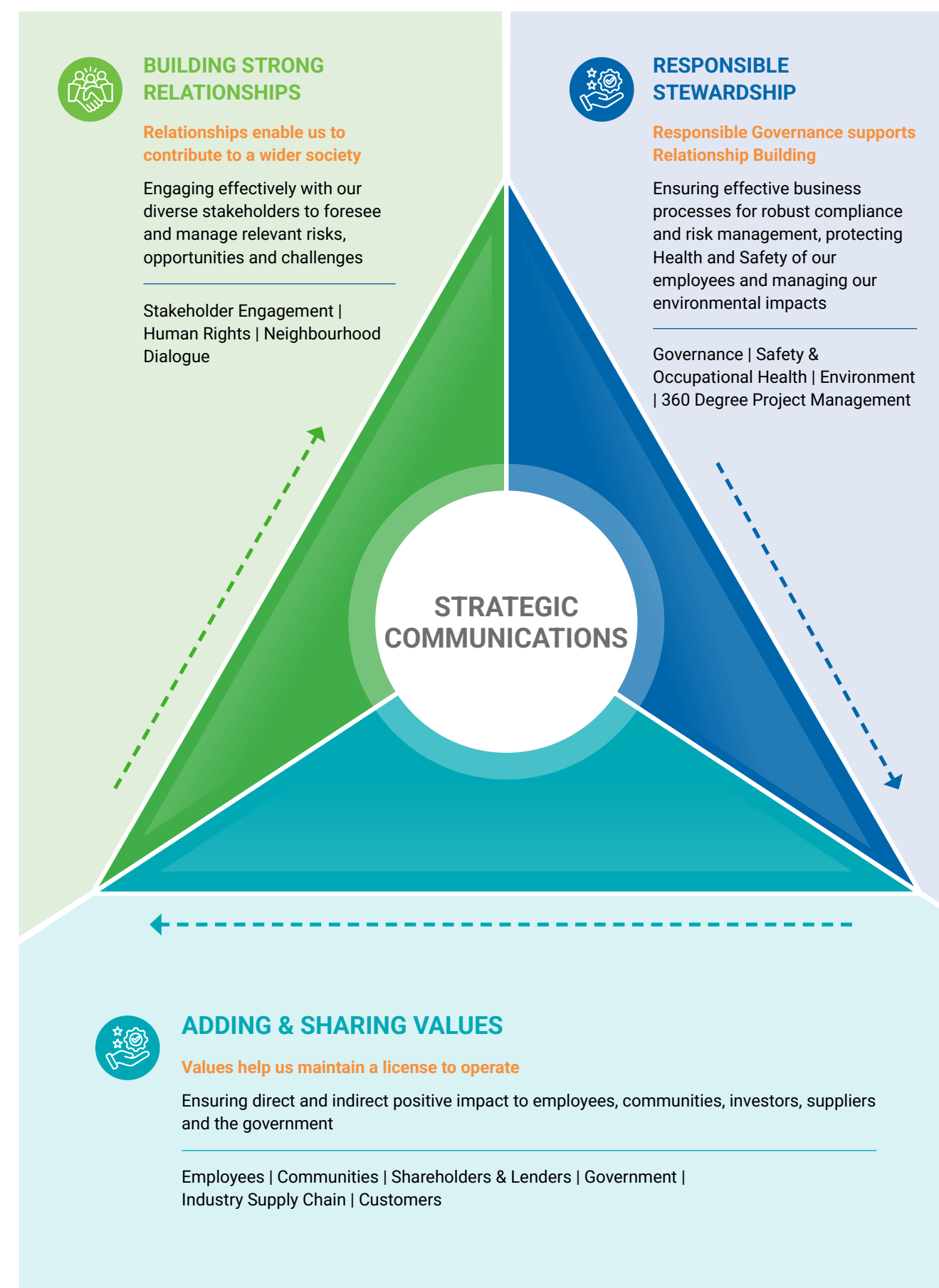


We have nine Sustainability Policies that are regularly updated to align with global trends. In addition to these policies, we maintain over 60 standards, supported by 43 detailed guidance notes, providing a solid foundation for our operations. The EXCO has established a robust monitoring mechanism to oversee all three levels of this framework. For further details pls visit our website - [Link](#)

To drive consistent sustainability performance, we have incorporated a robust set of policies, standards, and guidelines. This framework not only ensures adherence to world-class sustainability practices but also fosters positive outcomes for our business, the environment, and the communities we serve.

As part of our commitment under VSF, we prioritize education, training, and

professional development for both our employees and business partners. By equipping them with the necessary knowledge and skills, we enable them to uphold and implement globally recognized sustainability standards, reinforcing Vedanta's position as a leader in responsible and sustainable business practices.



Vedanta Sustainability Assurance Process

The Vedanta Sustainability Assurance Process (VSAP) is a performance monitoring and risk management tool that ensures all business units adhere to the Vedanta Sustainability Framework (VSF). By embedding sustainability into decision-making, VSAP drives continuous improvement and accountability across our operations.

To uphold world-class standards in safety, environmental stewardship, and sustainability, ESG criteria are mandatory Key Performance Indicators (KPIs) for leadership evaluations, directly linked to annual

appraisals and increments.

VSAP is built on thirteen pillars that assesses environmental stewardship, health and safety, supplier management, human rights etc, ensuring compliance across our diverse business portfolio. It involves systematic monitoring, corrective action tracking, and periodic external audits by subject matter experts.

Operating on an annual cycle, VSAP is overseen by the Sustainability and Executive Committees, which monitor progress and report to the Board. Also, under the VSAP operations Business Ethics Policy Audit is conducted

annually where all our policies such as anti-bribery, anti-corruption, whistleblowing mechanisms, and human rights is reviewed and audited.

Any identified gaps lead to management plans and corrective measures, with continuous evaluation to enhance performance.

By capturing insights from both successes and challenges, VSAP fosters organization-wide learning and best practice sharing, ensuring Vedanta remains a leader in responsible and sustainable business operations.



Sustainability Linked Compensation

Leaders driving the ESG agenda within the Group play a key role in these assessments, shaping compensation components such as fixed pay, benefits, annual bonuses, and the

Long-Term Incentive Plan (LTIP) while also prioritizing holistic employee development and well-being. By integrating sustainability-linked metrics into compensation, we ensure that

ESG performance remains a tangible priority, driving measurable progress in environmental stewardship, social responsibility, and governance excellence.

Compensation topics	Brief summary	Impact	Details	Employee level
ESG Component in annual performance bonus	Sustainability scorecards have a 15% weightage VSAP Audit has a total of 70 guidance factors	Annual bonus pay-out	A minimum score of 70% is needed in VSAP audit as a threshold for pay-out under this component. Assurance Models (Compliance, New Projects, Process Safety) etc. Safety Focus Works (Work at Height, Confined Space, etc)	All employees
Integration of fatalities into annual bonus	Fatalities are a negative multiplier on the overall performance (not just the ESG component)		10% reduction on one fatality – leading to potential 25% reduction overall, in case of multiple fatalities	
Focus on long term sustenance (ESG framework in LTIP)	Integration of ESG into long-term strategic KPIs	Long-term incentive payout	Long term strategic sustainable objectives have a weightage of 1/3 in LTIP	All employees
	Carbon footprint and fatalities integrated into long-term incentive plan		The options are granted based on the sustained business (40%) and individual performance (60%) against the predetermined performance criterion. Performance against the Carbon target makes up to 15% weight of the business performance. Carbon target includes reduction of GHG emissions intensity until 2025 and absolute GHG emissions reduction by 2030. We have integrated fatalities into our LTIP to reinforce our commitment to safety. Any fatality in the group impacts the annual bonus of all the employees including ED associated with the entity as a negative multiplier. On the other hand, as a reinforcer, positive multiplier is added in vesting under LTIP to reward efforts towards ensuring nil fatality.	

Stakeholder Engagement and Materiality Assessment

At Vedanta, we cultivate a collaborative ecosystem that drives sustainable value creation for both our stakeholders and us, enabling growth beyond profits and fortifying our path towards a resilient future.

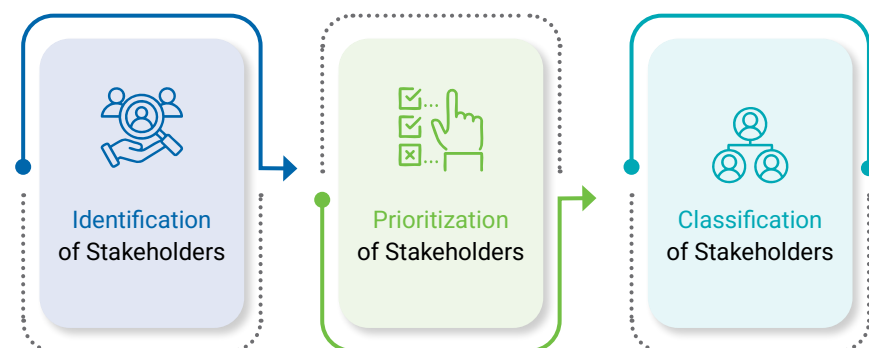


We recognise and value the collective expertise and deep industry insights our stakeholders bring across operations and geographies. In an ever-evolving business landscape, we remain committed to navigating challenges with endurance, creating lasting stakeholder impact, and unlocking the path to sustained business continuity. Meaningful and periodic interactions, coupled with collaborative development, form the cornerstone of our stakeholder engagement approach. By fostering strong, trust-based relationships, we build a foundation for shared success and a sustainable future.

Stakeholder Mapping & Engagement

We identify stakeholders based on the significance of their contributions and their relevance to our business operations. Categorising them as Direct or Indirect, we ensure meaningful engagement through a structured approach that includes a robust prioritisation process and comprehensive internal consultation.

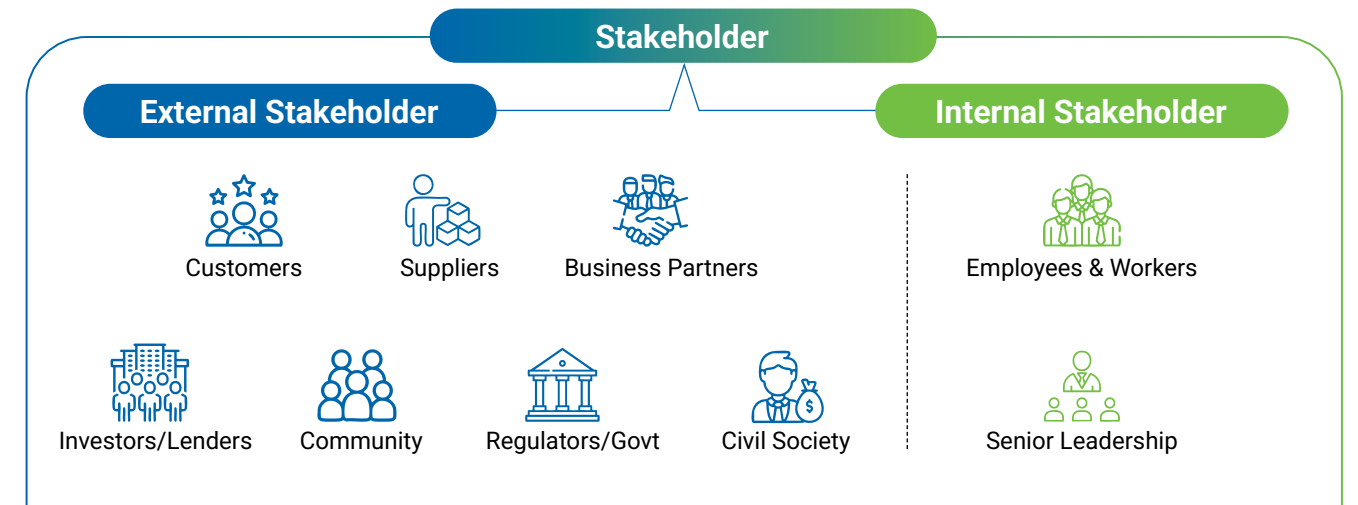
Stakeholder Mapping Process



We systematically identify all stakeholders who contribute to our value creation process, recognising their role in shaping our business. Prioritising engagement with those who have the highest influence on our operations and strategic execution, ensuring impactful collaboration. Through organisation-wide consultation and thorough review, we classify stakeholders into internal and external groups, enabling a structured and effective approach to stakeholder engagement.

Stakeholder Consultation

To prioritise key topics shaping Vedanta's impact, we actively engaged internal and external stakeholders through meaningful consultations. As part of our Double Materiality Assessment undertaken in FY2025, we conducted an extensive stakeholder survey, combining digital outreach with in-person interactions to capture diverse perspectives.



Total Stakeholders Engaged: 1,615

- **Internal Stakeholders: 1,013** (Full-time Employees, On-Site Leadership, and Business Leadership)
- **External Stakeholders: 602** (Business Partners, Suppliers, Customers, Civil Society, Communities, Investors/Lenders, Government/Regulators)



Engagement Methods:

- Surveys
 - Interviews
 - Focus Group Discussions (FGDs)
 - Site Visits
- 14** physical site visits were conducted across key Vedanta locations to gather deeper insights from local communities, employees, and other stakeholders.



Survey and Interview Breakdown:

Internal Stakeholders:

- Full-time Employees: **821** (via survey)
- On-site Leadership: **148** (via FGDs)
- Business Leadership: **44** (via interviews)

External Stakeholders:

- Business Partners: **260** (via FGDs)
- Suppliers: **40** (via surveys)
- Customers: **33** (via surveys)
- Civil Society: **69** (via surveys and interviews)
- Communities: **183** (via FGDs and interviews)
- Investors/Lenders: **3** (via interviews and surveys)
- Government/Regulators: **14** (via interviews and research)

Together for Tomorrow: Partnerships That Last

Our stakeholder engagement framework is designed to deliver transparent, constructive, and purpose-driven interactions.

Employees & Workers

Engagement Objectives

At Vedanta, we are committed to creating a safe, inclusive, and growth-oriented workplace.

- **Performance & Feedback:** Structured management and open feedback drive continuous improvement.
- **Workplace Safety:** Focused training in health, safety, and sustainability ensures a secure environment.
- **Career Growth:** Talent recognition and skill development enable clear advancement pathways.
- **Diversity & Inclusion:** We champion workforce diversity, fostering an equitable workplace for all.
- **Technology & Innovation:** Leveraging to enhance efficiency, upskill employees, and creating better work opportunities.

Modes of Communication

- Leadership interactions through Chairman's workshops and CEO/Chairman's town hall meetings
- Structured feedback sessions and performance management systems
- Regular plant-level meetings for operational engagement
- Employee development via the V-Connect mentor program
- Inclusive initiatives such as the Event Management Committee, Welfare Committee, and Women's Club

Stakeholder Expectation

Our Employees expect

- **Safety & Well-being:** A secure workplace with strong risk management and continuous safety training.
- **Growth & Inclusion:** Greater career opportunities and a diverse, inclusive workforce with increased gender representation.

Complaints

488 out of 514 complaints resolved

Investors, Shareholders and Lenders

Engagement Objectives

We value shareholder insights, ensuring transparency, accountability, and meaningful communication.

- **Governance & Management:** Feedback shapes our governance framework and strategic decisions.
- **Investor Communication:** We maintain open, transparent dialogue with shareholders and investors.
- **ESG Priorities:** Addressing sustainability concerns and reinforcing responsible business practices.
- **Stakeholder Awareness:** Keeping investors well-informed about operations and performance.
- **Performance & Growth:** Shareholder insights help refine financial and operational strategies.
- **Project Execution:** Transparent updates build confidence in project efficiency and impact.

Modes of Communication

- Investor presentations and general meetings
- Annual General Meetings (AGM)
- Quarterly result calls for financial updates
- Direct engagement through dedicated contact channels- vedantaltd.ir@vedanta.co.in and esg@vedanta.co.in

Stakeholder Expectation

Our Stakeholder and Lenders expect us to

- **Transparency & Disclosure:** Clear and consistent reporting on economic, social, and environmental performance.
- **Open Communication:** Regular updates on business operations to ensure clarity and accountability.

Complaints

282 out of 285 complaints filed were resolved

Industry Forums, Suppliers, Customers, Business Partners

Engagement Objectives

We prioritize ethical business practices, innovation, and operational efficiency to meet customer expectations.

- **Ethical Practices & Trust:** Strengthening relationships through integrity and customer-focused strategies.
- **Innovation & Product Development:** Aligning with customer needs to ensure relevance and excellence.
- **Sustainable Operations:** Optimizing logistics, streamlining processes, and ensuring timely deliveries.
- **Social & Indigenous Engagement:** Implementing best practices for inclusive growth and community partnerships.
- **Business Competitiveness:** Driving innovation and efficiency to maintain industry leadership.

Modes of Communication

- Customer satisfaction surveys for feedback and improvement
- Vendor scorecards to assess and enhance partnerships
- Direct engagement through in-person visits and meetings with customers, suppliers, and vendors

Stakeholder Expectation

- **Ethical Conduct:** Strict adherence to the Code of Business Conduct and Ethics to ensure integrity and accountability.
- **Transparency & Compliance:** Fulfilling contractual obligations with openness and responsibility.
- **Data Privacy & Security:** Protecting sensitive information and maintaining confidentiality.

Complaints

269 out of 284 complaints resolved

Regulators

Engagement Objectives

Collaborating with Regulators for National Progress:

We engage with regulators through compliance, collaboration, and contribution, ensuring responsible business practices and national growth.

- **Supporting Government Initiatives:** Driving CSR efforts, economic contributions, and nation-building through our products, taxes, and royalties.
- **Policy Advocacy & Local Engagement:** Working with authorities to propose impactful projects and optimize DMFT fund utilization for mining community development.
- **Taxation Policy:** Ensuring compliance and contributing to economic growth through transparent tax practices.
- **International Trade:** Aligning with global trade policies to enhance market access and competitiveness.

Modes of Communication

- Participation in government consultation programmes
- Engagement with national, state, and regional authorities at business and operational levels

Stakeholder Expectation

Complying with all the legal & regulatory requirements

Complaints

-



Community

Engagement Objectives

We engage with communities to foster trust, shared value, and long-term development, ensuring a positive social impact.

- **Understanding Community Needs:** Addressing concerns, aspirations, and expectations for inclusive growth.
- **Supporting Local Development:** Enhancing livelihoods and driving social and economic progress.
- **Risk Mitigation & Collaboration:** Reducing disruptions through meaningful engagement and partnerships.
- **Local Procurement & Employment:** Prioritizing local hiring and sourcing to boost economic growth.
- **Cultural Heritage:** Respecting and preserving local traditions through responsible operations.

Modes of Communication

- Community and village council meetings for direct engagement
- Social impact assessments and public hearings to understand community needs
- Grievance mechanisms to address concerns transparently
- Participation in cultural events to strengthen community bonds
- Community development initiatives through Vedanta Foundation

Stakeholder Expectation

The community expects

- **Infrastructure Development:** Implementing need-based projects to enhance local facilities.
- **Livelihood Opportunities:** Creating jobs and supporting entrepreneurship for economic growth.
- **Transparency & Grievance Redressal:** Strengthening mechanisms for responsiveness and accountability.

Complaints

174 out of 194 complaints resolved

NGO & Civil Society

Engagement Objectives

We value shareholder insights, ensuring transparency, accountability, and meaningful communication.

We collaborate with NGOs and civil society organizations to enhance CSR impact and drive meaningful social change.

- **Impact Assessment & Development:** Partnering with NGOs to evaluate CSR initiatives and explore new opportunities.
- **Global & National Engagements:** Strengthening memberships with UNGC, CII, and IBBI for broader impact.
- **Commitment to Ethics & Responsibility:** Aligning with SDGs, the Modern Slavery Act, and the National Alliance for People to uphold responsible business practices.
- **Public Health Partnerships:** Supporting healthcare programs for community well-being.

Modes of Communication

- Partnerships and memberships with global organisations
- Collaborations on project-specific initiatives
- Engagement with international, national, and local NGOs
- Participation in conferences and workshops
- Dedicated communication channels for seamless coordination

Stakeholder Expectation

The NGO's & Society expects

- **Global Sustainability Alignment:** Integrating responsible practices across all operations.
- **Human Rights Commitment:** Upholding ethical conduct and ensuring fair treatment for all

Complaints

-

Public Policy Advocacy

At Vedanta, our sustainability initiatives are driven by our unwavering commitment to the 'Nation-First' philosophy, ensuring that our advocacy efforts contribute meaningfully to India's resource security and economic growth. We take pride in supporting the nation's transition towards green energy, electric vehicles, and world-class infrastructure by aligning our operations with global value chain regulations and national economic

reforms. Our policy advocacy is backed by rigorous research and extensive stakeholder consultations, ensuring alignment with India's future development agenda. To create a broader impact, we actively collaborate with think tanks, academia, industry associations, and media to strengthen our position in policy discussions. Within our mining sector operations, Hindustan Zinc Limited (HZL) plays a pivotal role as a member of the FIMI-

Sustainable Mining Initiative (SMI), demonstrating our dedication to sustainable mining practices, environmental stewardship, and socioeconomic development. We continuously track our progress against the 10 Sustainable Mining Principles, leveraging partnerships with NGOs, international institutions, and governments to advance our biodiversity agenda and integrate expert insights into our sustainability strategy

Materiality Assessment

In FY 2025, Vedanta conducted its double materiality assessment in alignment with international standards, reinforcing our commitment to a comprehensive and globally benchmarked ESG strategy. As part of our Annual Materiality Assessment review, we undertook a meticulous re-evaluation of material topics, incorporating insights from international frameworks, industry best practices, and peer benchmarks.

This evaluation encompassed Vedanta Limited, Hindustan Zinc Limited, Cairn India, and Vedanta Aluminium, ensuring a holistic understanding of ESG impacts, risks and opportunities across our key businesses.

A thorough analysis of both impact materiality—assessing the influence of our operations on stakeholders—and financial materiality—evaluating the potential impact of societal

and environmental factors on our business—was undertaken. This dual-lens approach enabled us to refine our risk assessment, strengthen our ESG strategy, and align our sustainability priorities with long-term value creation. Through this comprehensive exercise, we aim to enhance our resilience, adaptability, and commitment to responsible business practices.

Our assessment is anchored in nine transformative AIMs across three powerful pillars—Transforming Communities, Transforming the Planet, and Transforming the Workplace—driving measurable and lasting impact. These AIMs define our Key Performance Indicators (KPIs), which are rigorously tracked and refined each year, ensuring continuous progress toward a more sustainable and responsible future.

Our approach to Double Materiality

The double materiality assessment was conducted through a structured process, integrating industry benchmarks, financial impact analysis, and stakeholder consultations to identify and prioritize key ESG risks and opportunities. The approach involved three phases: planning and

preparation, where material topics were identified and financial impacts were assessed; data collection and analysis, which included extensive stakeholder engagement to develop a materiality matrix; and evaluation and reporting, where insights were synthesized into comprehensive

Materiality Assessment Reports. This methodology ensured a balanced evaluation of both impact materiality—how the company affects society and the environment—and financial materiality—how sustainability issues influence the company's financial performance and strategy.



Environment

1. Tailings Management
2. Water and Wastewater Management
3. Climate Change and Energy Transition
4. Air Emissions and Quality
5. Biodiversity and Ecosystems
6. Circularity and Waste Management
7. Materials Management

Social

8. Health, Safety and Well-being
9. Community Engagement and Development
10. Talent Attraction and Retention
11. Labour practices
12. Indigenous People and Cultural Heritage
13. Decommissioning, Closure and Rehabilitation
14. Sustainable and Inclusive Supply Chain
15. Human Rights
16. Learning & Development
17. Diversity, equal opportunity and inclusion
18. Artisanal and Small Scale Mining

Governance

19. Risk Management and Controls
20. Business Ethics and Corporate Governance
21. Responsible Advocacy
22. Macro-economic & Geopolitical Context
23. Long-term Growth and Profitability
24. Data Privacy and Cybersecurity
25. Product Stewardship
26. Technology and Innovation

Detailed process followed for determining the Materiality Matrix is as follows-

Identifying industry material topics

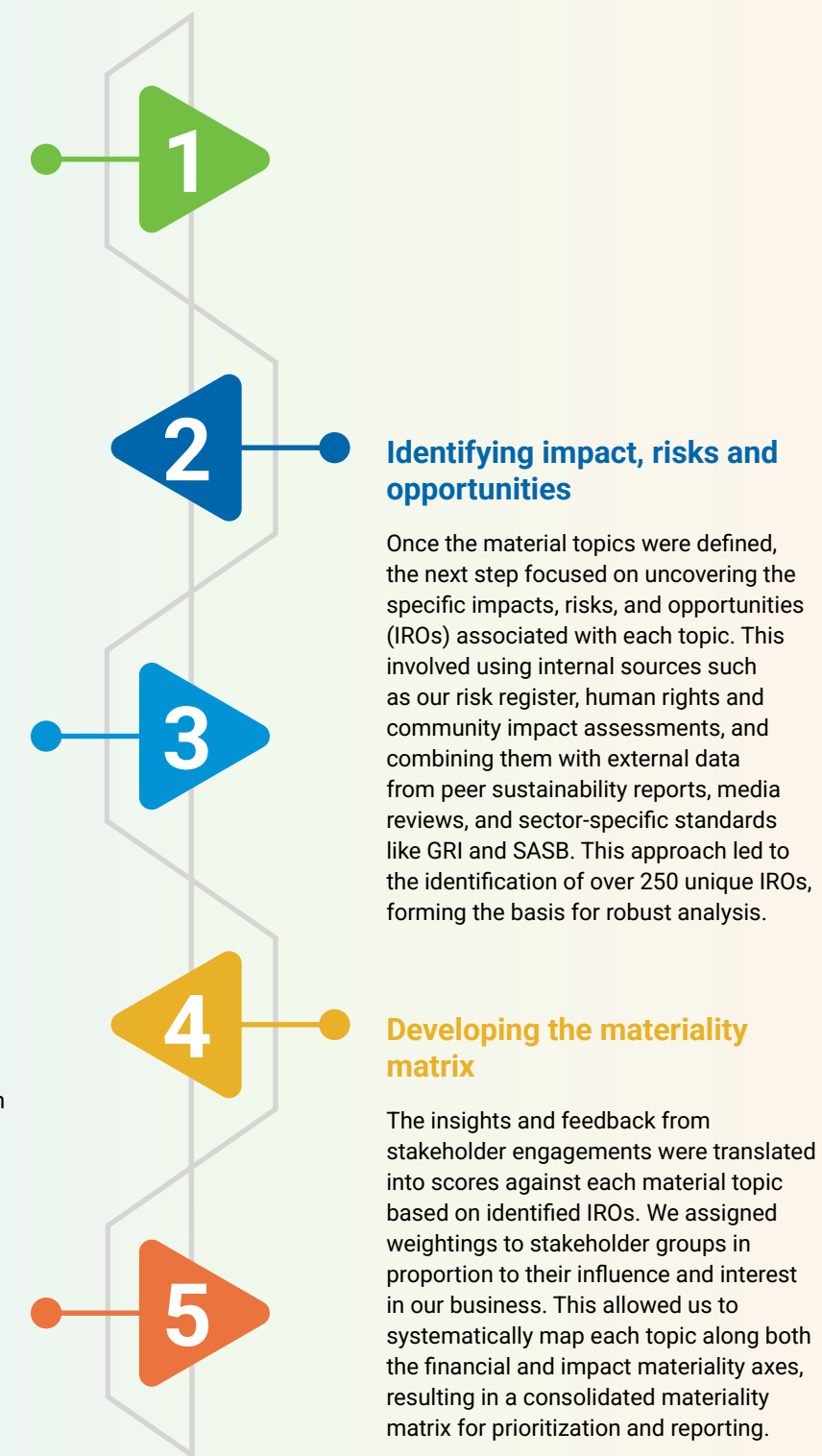
The first step in the double materiality assessment involved identifying a comprehensive list of material topics relevant to our industry. This was achieved through peer benchmarking and in-depth analysis of leading sustainability standards and frameworks such as GRI and SASB, among others. We began with over 200 potential topics and, through consolidation and relevance filtering, narrowed these down to a list of 26 key material topics spanning Environmental, Social, and Governance themes.

Stakeholder engagement for IRO analysis

To ensure a balanced view of both impact and financial materiality, we conducted structured engagement with a wide range of stakeholders. On financial materiality, we consulted internal leadership across functions and institutional investors to gather their ESG priorities. For impact materiality, we engaged with employees, customers, suppliers, regulators, media, civil society, and local communities through interviews, surveys, and focus group discussions. These sessions provided rich insights into the double materiality of each topic.

Validation and review of materiality outcomes

The matrix and assessment findings were reviewed with our senior leadership team for validation. Final approval of the material topics was provided by the ESG Committee of the Board. As part of our commitment to transparency and accountability, the entire materiality process and its results were included in the scope of our annual third-party assurance for the sustainability report.





Integrating materiality into risk framework

Integrating the materiality assessment with Vedanta's ERM framework ensures a structured evaluation of ESG risks and opportunities by leveraging internal sources such as annual reports, ESG strategy, and sustainability questionnaires, alongside external references like

CDP, TNFD, and TCFD. This alignment enhances decision-making by incorporating a comprehensive set of risk metrics, including regulatory impact, financial exposure, and operational resilience, ensuring that sustainability strategy is closely linked with business risks. Governance

of this integration establishes a transparent and well-regulated process, guiding strategic initiatives while reinforcing Vedanta's long-term resilience and sustainability commitments.

For high material topics

Health, Safety, and Well-being			Risk
Impact on Stakeholder & Environment	Category of Impact-Financial Implication	Business Strategy for mitigation	
Fatalities cause legal fees, production loss, compensation; sulphur dioxide leakage affects surrounding	Actual Negative	Strengthen occupational health and safety systems; enhance emissions monitoring and emergency response protocols.	
Air Emissions and Quality			Risk
Impact on Stakeholder & Environment	Category of Impact-Financial Implication	Business Strategy for mitigation	
Dust, graphite emissions affect health; air pollution reduction through purification systems offers benefit	Actual Negative and Positive	Deploy advanced air purification and emission control tech; maintain community air quality transparency.	
Climate Change and Energy Transition			Risk
Impact on Stakeholder & Environment	Category of Impact-Financial Implication	Business Strategy for mitigation	
Rising GHG emissions; vulnerability to climate-related risks impacting environment and social license	Potential Negative	Implement a decarbonization roadmap: increase renewable energy use, conduct climate scenario analysis, enhance disclosures.	
Water and Wastewater Management			Risk
Impact on Stakeholder & Environment	Category of Impact-Financial Implication	Business Strategy for mitigation	
Drinking water contamination and overuse of local water leads to supply shortage for communities. Chromate leakage poses safety risks	Actual Negative	Adopt water recycling systems, improve effluent treatment, and monitor hazardous substance handling near water sources.	

For high material topics

Community Engagement and Development			Risk & Opportunity
Impact on Stakeholder & Environment	Category of Impact-Financial Implication	Business Strategy for mitigation	
CSR programs improved community well-being; dust causes health issues; fly ash impacts crops	Actual Positive	Scale community engagement via CSR; invest in dust suppression and agricultural impact mitigation projects.	
Business Ethics and Corporate Governance			Risk, Opportunity
Impact on Stakeholder & Environment	Category of Impact-Financial Implication	Business Strategy for mitigation	
Politically motivated NGO litigation, inconsistent KPI weighting, demerger-related governance risks. ESG performance tracking needs tighter linkage to budgets	Actual Negative and Positive	Deploy advanced air purification and emission control tech; maintain community air quality transparency.	
Risk Management and Controls			Risk
Impact on Stakeholder & Environment	Category of Impact-Financial Implication	Business Strategy for mitigation	
Inadequate frameworks and legacy infrastructure risks	Actual Negative	Modernize risk management systems; conduct third-party risk reviews and invest in pipeline and asset upgrades.	
Tailings Management			Risk
Impact on Stakeholder & Environment	Category of Impact-Financial Implication	Business Strategy for mitigation	
Collapse of tailing dams causes reputational damage; reuse of tailings has economic potential. Community fears tailing dam collapse, impacting safety and health	Actual Negative (collapse), Potential Positive (reuse)	Strengthen dam safety protocols; perform regular audits; explore circular economy opportunities for tailing reuse.	



Top material topics for the board



Climate Change and Energy Transition

Business Case

Vedanta's operations face exposure to carbon border taxes like CBAM, which could restrict access to key export markets. Extreme weather events threaten infrastructure and supply chain continuity. High capital investments in technologies like CCUS and green hydrogen, along with rising stakeholder pressure, demand a proactive approach. To mitigate these risks, we are accelerating decarbonization through renewable energy adoption, electrification of operations, energy efficiency improvements, and engaging suppliers to reduce Scope 3 emissions, thereby future-proofing its growth and maintaining global competitiveness.



Business Strategies

Our climate change strategy and roadmap prioritize net-zero emissions by aligning our financial capital allocation framework and social values with the goals of the Paris Agreement. Refer to AIM 4 for more details

Executive Compensation

To promote and reward sustainable business practices, 15% of the annual bonus is tied to ESG performance. This ESG component is evaluated using our annual VSAP score, which measures progress on climate and social criteria.

Long Term Incentive Plan (LTIP): The options are granted based on the sustained business (40%) and individual performance (60%) against the predetermined performance criterion. Performance against the Carbon target makes up to 15% weight of the business performance. Carbon target includes reduction of GHG emissions intensity until 2025 and absolute GHG emissions reduction by 2030.



Air Emissions and Quality

Business Case

Non-compliance with air emission norms poses significant risks for Vedanta, including regulatory fines, potential shutdowns at mining and smelting units, reputational damage, and the phasing out of outdated technologies. In response, Vedanta is implementing advanced dust suppression systems across mining operations, real-time stack and ambient air monitoring at smelters, and innovative emission control technologies. Vehicle movement is being optimized to reduce road dust and fuel consumption. These initiatives support compliance, improve efficiency, and reinforce Vedanta's social license to operate.



Business Strategies

Our focus to reduce air emissions through monitoring, dust control, cleaner tech, and route optimization.

Refer to AIM 6 for more details

Impact



Revenue



Cost



Risk



Opportunity

Top material topics for the board



Health, Safety, and Wellbeing

Business Case

Vedanta is deeply committed to providing a safe work environment across our diverse, high-risk mining operations. A robust safety record safeguards our people, prevents operational disruptions, and builds confidence among employees, communities, and industry partners. In FY 2025, despite the tragic loss of Seven colleagues, we reinforced our health and safety systems—intensifying training, upgrading equipment, and strengthening our incident-response protocols. By putting well-being first, we not only honour our responsibility as an employer but also enhance our reputation, making Vedanta a preferred destination for professionals who value safety and care.



Business Strategies

We have established robust processes and checks to identify and mitigate hazards within our operations.

Refer AIM 7 for more details

Executive Compensation

Culture of safety and sustainability to achieve our ultimate vision of "Zero Harm", "Zero Waste" and "Zero Discharge": The safety and sustainability scorecards under the VSAP form an integral component. Within the plan, HSE/ ESG performance constitutes 15% of employees', including Executive Director's (ED) performance pay.

LTIP: We have integrated fatalities into our LTIP to reinforce our commitment to safety. Any fatality in the group impacts the annual bonus of all the employees including ED associated with the entity as a negative multiplier. On the other hand, as a reinforcer, positive multiplier is added in vesting under LTIP to reward efforts towards ensuring nil fatality.

Top material topics for external stakeholder



Community Engagement and Development

Impact on Value Chain

- Operations
- Supply Chain

External Stakeholder Impacted

Community/ Society

Impact (Positive/Negative)

POSITIVE

Output Metric: Number of women and children uplifted- 10,76,449

Impact Valuation- Access to product/service with positive impact provided

Impact Metrics- Women and children uplifted through Education, Nutrition, Healthcare and Welfare



Climate Change and Energy Transition

Impact on Value Chain

- Operation

External Stakeholder Impacted

- Local communities
- Customers
- Investors

Impact (Positive/Negative)

POSITIVE

Output Metric:

- Renewable energy consumption – 1,00,78,113 GJ.
- Percentage increase compared to FY 2024: 18%

Impact Valuation- Environmental Value gained

Impact Metrics- Renewable energy

Our Sustainability Strategy

As a global industrial leader, we continue to chart new frontiers expanding responsibly, innovating relentlessly, and deepening our positive impact on society and the planet, while delivering best-in-class products to a diverse and expanding customer base. With a meticulously crafted sustainability roadmap, we are committed to driving excellence today while shaping a resilient and thriving tomorrow.

At Vedanta, we believe that growth is a continuous journey—one that evolves through every moment of our operations. Our commitment to sustainability is deeply rooted in this philosophy, allowing us to adapt, innovate, and refine our approach to responsible business practices. The knowledge we gain from our systems, processes, customers, and competitors not only enhances our operations but also empowers our employees, workers, and communities to foster a socially equitable culture

and make environmentally conscious decisions.

Beyond business, our responsibility extends to the people and communities we serve. We are committed to nurturing communities with respect, integrity, and care, ensuring that we give back as much as possible. By embedding sustainability, inclusivity, and social responsibility into every aspect of our operations, we aim to create a lasting, positive impact—one that transforms lives,

protects the planet, and strengthens our collective future.

“Building Lasting Impacts” is more than just a theme—it is our commitment to delivering the highest quality products today while fostering a nurturing environment for generations to come. Through innovation, responsibility, and sustainable growth, we aim to redefine industry benchmarks and contribute meaningfully to a better, more sustainable world.

Pillars That Strengthen, Impact That Lasts.

At Vedanta, our sustainability strategy is built on a three-pillar approach—Transforming Communities, Transforming the Planet, and Transforming the Workplace—allowing us to strategically address environmental, social, and workplace priorities with focused attention. Under each of these pillars, we have

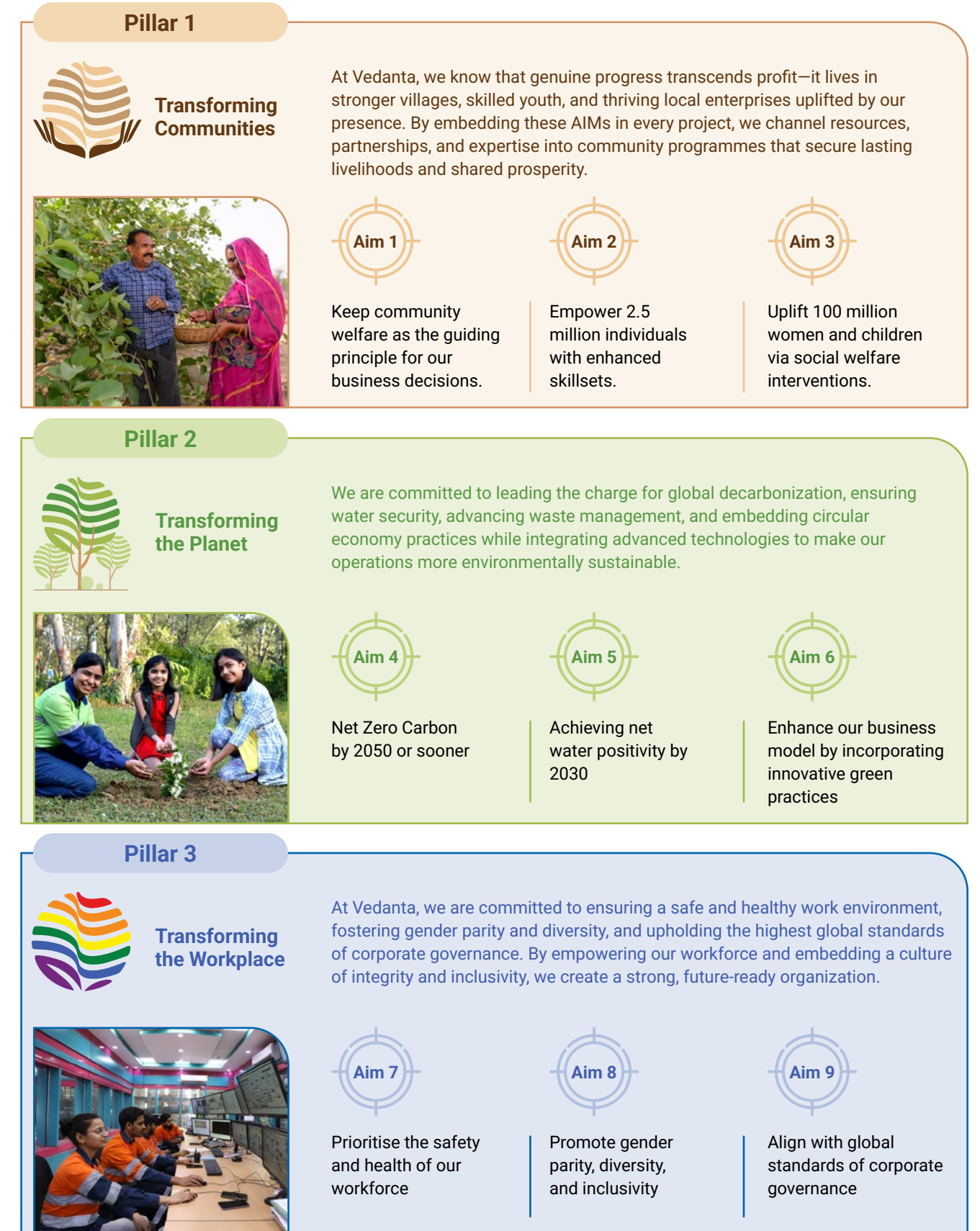
established three aims, ensuring that our sustainability efforts are measurable, structured, and impactful.

Given the diverse nature of our businesses, each with its own operational and external constraints, this structured approach enables us to categorize our focus areas effectively

and accelerate progress toward our sustainability goals. These pillars serve as the unifying framework across our widespread operations, ensuring that our ESG performance remains robust, balanced, and continuously monitored.

Vedanta planted **2.9 Million** trees in FY 2025 under the World Economic Forum’s **1T.Org** initiative. As part of this global effort to restore a trillion trees **by 2030**, we’ve set an ambitious target of planting **7 million** trees across our operations. This commitment underscores our dedication to large-scale ecological restoration and lasting environmental impact.

Our Pillar’s and AIM’s





ESG Scorecard

Transforming Communities

KPIs	FY 2025 Goal	FY 2030 Goal	Baseline	FY 2025 Progress	Material Issues	UN SDGs	Review Frequency
AIM 1: Keep community welfare as the guiding principle for our business decisions							
Impact Management	Zero social incidents category 4 and above	-	-	Category 4 - 7 incidents Category 5 - 1 incident	Community Engagement Development	8.3	Determined by Site Teams
Transparency & Trust	Signatories and participants in VPSHR	-	-	Application for VPSHR membership submitted to the VPI Secretariat*		-	
	Set up an external Social Performance advisory body	-	-	A “Social Performance CoP” has been set up in Dec 2024		-	
	assessment across all the businesses	-	-	Planning phase completed. Work to be undertaken in FY 2024-25*		-	
AIM 2: Empower 2.5 million individuals with enhanced skill sets							
Skilling (Number of individuals to be impacted through skill development and training)	1.5 million	2.5 million individuals	0.6 million individuals (2016 baseline)	1.46 Million	Community Engagement Development	2.3 2.4 4.4 8.3	Monthly
AIM 3: Uplift 100 million women and children via social welfare interventions							
Skilling (Nand Ghar (Number of Nand Ghars to be completed)	~9000	29,000	-	8045 Operational Nand Ghars	Community Engagement Development	2.1 2.2 2.3 2.4 4.1 4.2 4.4 8.3	Monthly
Education, Nutrition, Healthcare, and Welfare (Number of women and children to be uplifted by Nand Ghar initiatives)	48 million	-	6.46 million (2021 Baseline)	26.02 Million			

Transforming The Planet

KPIs	FY 2025 Goal	FY 2030 Goal	Baseline	FY 2025 Progress	Material Issues	UN SDGs	Review Frequency
AIM 4: Net-zero carbon by 2050 or sooner							
Absolute GHG emissions (% reduction from FY 2020-21 baseline)	-	25% reduction by 2030	60.24 million tCO2 e	11% increase from baseline emissions	Climate change and decarbonisation	7.2 12.2 13.2	Monthly
GHG Emissions Intensity (% reduction from FY 2020-21 baseline)	20% reduction by 2025 (across the metals businesses)	-	6.44 tCO2 e/mt	6.83%reduction			
Renewable Energy	500 MW RE RTC or equivalent	2.5 GW of RE RTC or equivalent	67 MW	299 MW			
LMV Decarbonisation (% LMVs)	50%	100%	-	6%			
Capital Allocation for transition to net zero	-	US\$ 5 billion	-	US\$ 0.17 billion			
Hydrogen as Fuel	-	Commitment to accelerate the adoption of hydrogen as a fuel and seek to diversify into H2 fuel or related businesses	-	Remains open for future exploration			
AIM 5: Achieving net water positivity by 2030							
Net Water Positivity	-	>1 Ratio	0.52 (FY 21 Baseline)	0.63	Water Management	6.3 6.4 6.5 6.b	Monthly
Freshwater consumption (% reduction from FY 2020-21 baseline)	15%	-	-	3% Decrease		-	
Water Related Incidents	Zero category 4 and 5 incidents related to water	-	-	1 “Category 5” related incident*		-	
Water Recycling (%)	33%	-	-	35%		-	



KPIs	FY 2025 Goal	FY 2030 Goal	Baseline	FY 2025 Progress	Material Issues	UN SDGs	Review Frequency
AIM 6: Enhance our business model by incorporating innovative green practices							
Fly Ash Utilization	Sustain 100% Utilization	-	-	114% ash utilization (including fly ash)	Solid Waste Management	12.5	Monthly
Legacy Fly Ash	-	Zero Legacy Ash	-	9.5 million metric tonnes			
Waste Utilisation (High volume, low toxicity)	100%	100%	-	96%			
Tailings dam audit and findings closure	All tailing facilities were audited, and actions were closed with real-time monitoring		-	All facilities audited by third party. Implementation of conformance is 73% as per GISTM standards	Tailing Dam Management		
Biodiversity risk	Review of site biodiversity risk across all our locations		-	100% sites have been re-assessed for biodiversity risk	Biodiversity	15.1	
Habitat Restoration	Determine the feasibility for commitment to No-Net-Loss or Net Positive-Impact (NNL/NPI) targets	Roadmap to achieve No Net-Loss or Net-Positive Impact in place	-	Feasibility Analysis for Nature Positive future is under progress*		15.2 15.9	

Transforming The Workforce

KPIs	FY 2025 Goal	FY 2030 Goal	Baseline	FY 2025 Progress	Material Issues	UN SDGs	Review Frequency
AIM 7: Prioritize the safety and health of our workforce							
Fatalities (No.)	Zero	-	8 fatalities in (FY 2020-21)	7	Health and Safety	8.8	Monthly
Lost Time Injury Frequency Rate (LTIFR)	10% reduction (year-on-year)	-	0.56 (FY 2020-21)	0.52			
Total Recordable Injury Frequency Rate (TRIFR)	0.98 (30% reduction from FY 2020-21 baseline)	0.8 TRIFR per million-man hours	1.48 (FY 2020-21)	1.32			
Occupational Health Management Systems	Health performance standards implemented and part of VSAP	-	-	Health performance standards have been implemented as part of VSAP			
Exposure Monitoring	Employee and community exposure monitoring to be completed	-	-	The plan has been initiated for all Bus (Cairn to be initiated in FY 26) and shall be carried out every 2 years.			
Exposure Prevention	Mental health programme in place for all employees	No employee exposure to red zone areas	-	Action plans have been developed with timelines for addressing identified red zones, and measures are currently being implemented. A 42% reduction is already projected with the implemented action plans, and the actual reduction will be determined in the next study cycle.			
Employee Well-being	100% of eligible employees to undergo periodic medical examinations	Number of planned and underwent periodic medical examinations for direct employees and Business Directors	-	8 BUs have initiated programs for mental wellbeing. Remaining to initiate similar programmes in FY 26 100% Eligible employees have undergone Initial Medical Examination. 99% of eligible employees have undergone Periodic medical examination			

KPIs	FY 2025 Goal	FY 2030 Goal	Baseline	FY 2025 Progress	Material Issues	UN SDGs	Review Frequency
AIM 8: Promote gender parity, diversity and inclusivity							
Gender diversity (% women in the FTE workforce)	Equal Opportunity for everyone	20%	10%	22%	Diversity and Equal Opportunity	5.1 5.5 5.c	Monthly
Gender diversity (% women in leadership roles in FTE workforce)	-	40%	-	25%			
Gender diversity (% women in decision making bodies in FTE workforce)	-	30%	-	22%			
Gender diversity (% women in technical leader/ shop floor roles in FTE workforce)	-	10%	-	14%			
AIM 9: Aim with global standards of corporate governance							
Supply Chain GHG Transition	Work with our long term, tier 1 suppliers to submit their GHG reduction strategies	Align our GHG reduction strategies with our long-term tier 1 suppliers	-	-	Risk Management and Controls Business Ethics and Corporate Governance	8.7	Monthly
Training on Code of Conduct	Continue to cover 100% of employees		-	100% of our employees undergo the Code of Conduct Training	Responsible Advocacy		
% Independent Directors on Board	50% Independent Directors on Board as per SEBI requirements		-	50% Independent Directors on Board as per SEBI requirements	Data Privacy and Cybersecurity		
% gender diversity on the board	25%		-	25%			



Managing Impacts

In an era where sustainable growth is no longer an option but a necessity, identifying, measuring, and reporting on environmental and social impacts are critical to responsible corporate citizenship. Understanding these impacts not only enhances transparency but also enables businesses to make informed decisions that drive long-term value for stakeholders and the planet. By accounting for the impacts Vedanta ensures that its growth is aligned with environmental stewardship, social equity, and economic prosperity.

Vedanta, as a global natural resources leader, acknowledges the footprint of its diverse operations and embraces a structured, transparent approach to impact management. Across the three verticals — metal and mining, oil and gas, power, —Vedanta rigorously evaluates its ecological and social influence. Whether it is reducing carbon emissions, enhancing biodiversity, ensuring water stewardship, or uplifting communities, Vedanta proactively identifies material issues, adopts best-in-class mitigation strategies, and transparently reports its progress in accordance with global sustainability frameworks.

“
**What gets
measured,
gets managed**”

Vedanta's Transformation Journey

At the heart of our sustainability journey is a deep commitment to ensuring that our business success goes hand in hand with societal well-being and environmental stewardship. The theme of this report, “Building Lasting Impact,” reflects our ambition of creating meaningful change that extends beyond immediate business cycles. This philosophy aligns with our integrated reporting approach, emphasising the connection between financial performance and sustainable development. By fostering resilient ecosystems, empowering communities, and championing a low-carbon future, we are not just mitigating risks—we are shaping a more sustainable and prosperous tomorrow.

Our Business Impacts

Business impact refers to the effect of our operations on various stakeholders, including local communities, the environment, and the economy. For Vedanta, accurately measuring and managing these impacts is critical to ensuring long-term sustainability and driving positive change across the regions where we operate. By actively monitoring and mitigating potential risks, we aim to create value for both our business and society while upholding ethical standards and responsible business practices.



In the following sections, we will explore the business impacts at the Business Unit level, with a detailed information of Metal and Mining, Oil and Gas, and Power. Each unit's impact is detailed individually to ensure a tailored approach to reporting, focusing on specific challenges, opportunities, and sustainability goals.

Market trends and competitive landscape

To assess our performance relative to peers, we analyse market trends and the competitive landscape across our core businesses. Despite short-term volatility, these sectors are underpinned by long-term growth drivers—such as the energy transition, infrastructure expansion, and supportive regulatory reforms. These dynamics inspire us to innovate, optimise operations, and invest sustainably, securing our enduring competitive edge.

- India's metals and mining sector is experiencing robust growth, propelled by surging demand for aluminium, zinc, and lead from infrastructure, renewables, and manufacturing.
- The government's reforms—such as the Production-Linked Incentive (PLI) scheme and amendments to mining laws—are enhancing domestic supply and reducing import dependency, while technological adoption (AI, IoT, automation) is improving operational efficiency
- From an ESG standpoint, the sector is under increasing pressure to balance growth with environmental stewardship and social responsibility.
- Companies are adopting decarbonization strategies, integrating renewable energy, and investing in cleaner technologies to reduce their carbon footprint.
- There's a strong focus on responsible resource management, community engagement, and transparent governance, with regulatory frameworks now mandating higher ESG standards and sustainable mining practices



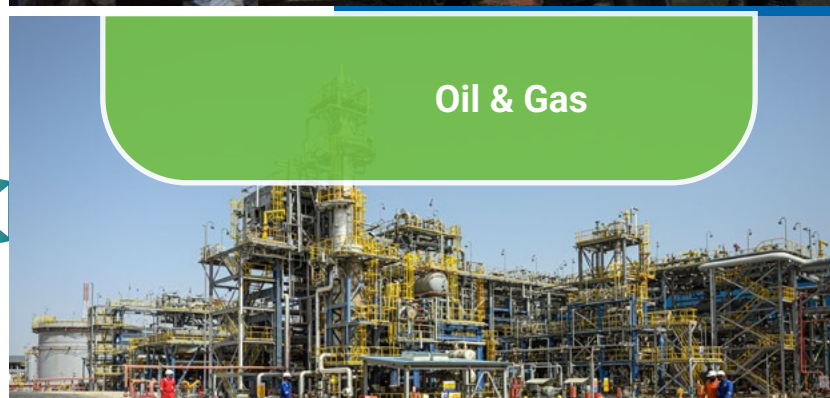
Metal & Mining

We are committed to building a world-class metals and mining business that integrates ESG principles at every level—leveraging strategic agility and responsible resource management to deliver sustainable returns and create lasting value for all stakeholders.

Rajiv Kumar

CEO, Vedanta Aluminium

- The oil and gas sector in India is generally shaped by infrastructure expansion, policy reforms, and the need to meet rising energy demand.
- ESG imperatives are driving investments in cleaner fuels, biofuels, and green hydrogen, as well as stricter emission controls and stakeholder engagement.
- The sector faces a dual challenge: supporting economic growth while aligning with India's net zero commitments.
- Regulatory oversight is increasing, with a growing emphasis on transparency, responsible sourcing, and minimizing environmental impact.



Oil & Gas

We aspire to embed ESG principles and disciplined financial stewardship across our oil & gas operations—from upstream exploration to downstream optimization—ensuring responsible resource management, robust returns, and sustainable industry leadership.

Hitesh Vaid

CFO, Cairn Oil and Gas

- India's power sector is advancing rapidly, fueled by large-scale investments in generation, transmission, and distribution infrastructure.
- The push for electrification, especially in rural areas, and the accelerated deployment of renewables (solar, wind) are major growth drivers.
- ESG considerations are central to the sector's transformation: decarbonization is being prioritized through the integration of renewables, adoption of energy-efficient technologies, and modernization of the grid
- Socially, the sector is working to ensure equitable access to electricity and community benefit, while governance reforms are fostering transparency and accountability.



Power

We aim to advance our thermal power business by prioritizing operational efficiency, responsible resource management, and emissions reduction—supporting reliable energy delivery while steadily integrating ESG practices to benefit communities and contribute to a more sustainable future

Rajinder Ahuja

CEO, Power

India's metals and mining, oil and gas, and power sectors are not only expanding due to strong market fundamentals and policy support but are also evolving rapidly to meet stringent ESG standards. This dual focus is critical for long-term competitiveness, social license to operate, and alignment with India's net zero ambitions. For Vedanta, this transition presents a pivotal opportunity: as the group moves forward with its demerger into independent, sector-focused entities, each business will be empowered to pursue specialized growth strategies, attract targeted investment, and respond more nimbly to market and regulatory shifts.

The demerger will enable Vedanta's metals, oil and gas, and power businesses to sharpen their operational focus and optimize capital allocation, while embedding the group's ESG ethos at the core of each company's strategy. By establishing independent, globally scaled entities, Vedanta is well-positioned to capture emerging opportunities in sustainability-driven growth, deepen stakeholder trust, and build resilient, future-ready businesses that uphold the highest standards of environmental and social responsibility even as they unlock value for shareholders.

How do we tackle environmental challenges while ensuring sustainable operations?



Tackling environmental challenges while ensuring sustainable operations

Each Vedanta business segment will independently embed ESG priorities by strengthening resource efficiency, reducing emissions, and advancing circularity within their operational models. Metals & Mining will focus on sustainable extraction and waste minimization; Oil & Gas will emphasize emissions reduction, water stewardship, and operational efficiency; and Power will prioritize responsible resource management and continuous improvement in environmental performance, particularly in thermal operations. Dedicated ESG systems will support transparent reporting and targeted action across all entities.



Fostering an inclusive, safe, and empowered workforce and community

Each Vedanta business segment will independently advance a culture of inclusion, safety, and empowerment by implementing robust safety frameworks, promoting diversity and equal opportunity, and engaging local communities through targeted development programs. Dedicated training, transparent grievance mechanisms, and continuous upskilling will ensure a safe and supportive environment for all employees and stakeholders.



Re-in forcing governance structures to drive responsible business

Each Vedanta business segment will reinforce robust governance structures by maintaining independent boards and dedicated compliance frameworks, while upholding the group's governance ethos. Consistent policies, transparent disclosures, and strong oversight will ensure responsible business practices and alignment with Vedanta's overarching standards across all entities.



“As Vedanta transitions into a new era with the creation of independent, sector-leading companies, each business segment will continue to set benchmarks in operational excellence and sustainable growth, to pursue focused strategies, agile management, and tailored capital allocation, unlocking their full potential and value for stakeholders

Crucially, our commitment to best-in-class ESG practices remains unwavering. Each new company will maintain robust standards for environmental stewardship, social responsibility, and governance, building on Vedanta's legacy of responsible business. This includes ambitious goals such as achieving net-zero carbon emissions by 2050 and net water positivity by 2030, supported by significant investments in renewable energy and sustainability initiatives.

While each business will chart its own growth trajectory, the ethos that defines Vedanta—integrity, care for our people and communities, and a relentless drive for positive impact—will continue to guide every action and decision. Together, we will ensure that Vedanta's tradition of business leadership, ESG excellence, and value creation endures across all our independent companies, delivering lasting benefits for our people, investors, and society at large.”

Deshnee Naidoo

CEO, Vedanta Resources Limited (VRL)

How is Vedanta fostering an inclusive, safe, and empowered workforce and community?



Metal & Mining

Vedanta's Metal & Mining unit prioritizes workforce inclusivity and safety through structured programs that promote gender diversity and technical upskilling. Women in STEM roles have increased from 13% to 16%, with targeted training programs doubling for women employees compared to men. Additionally, India's first female underground mining engineers have emerged from Vedanta's workforce, reinforcing its commitment to breaking industry norms. Vedanta has also enhanced workplace safety by strengthening its Critical Risk Management program, refining safety standards, and implementing advanced safety monitoring systems.



Oil & Gas

Vedanta's Oil & Gas division fosters an inclusive and safe work environment with a strong emphasis on workplace well-being. The business unit follows a 'Zero Harm' philosophy, with all operational sites certified under ISO 45001:2018 for safety management. The use of AI-based safety surveillance and extensive training programs ensures workplace security while fostering a culture of inclusivity. Women representation stands at 22%, with a target of 30% by 2030, including 25% representation in key decision-making roles.



Power

Vedanta's Power Business Unit integrates safety and inclusivity within its operations by implementing rigorous workforce training and operational safety frameworks. Vedanta has adopted structured health and safety measures, reduced workplace incidents and ensuring adherence to global safety standards. Gender diversity initiatives have also been extended within the Power sector, fostering an environment that promotes equal opportunities and professional growth.

These efforts across all business units reinforce Vedanta's mission to build a workforce that is inclusive, safe, and empowered, ensuring long-term sustainability and social responsibility.



How is Vedanta reinforcing governance structures to drive responsible business?



Metal & Mining

Vedanta's Metal & Mining business maintains robust governance structures through strong risk management and compliance frameworks. Vedanta's governance model includes independent board oversight, strict adherence to corporate policies, and continuous evaluation of business risks. Vedanta tracks regulatory changes and industry standards to align its governance policies, ensuring ethical business practices while maintaining transparency.



Oil & Gas

Vedanta's Oil & Gas business reinforces governance by integrating sustainability-linked risk assessment and performance monitoring. Vedanta follows structured governance through board-led committees, including an ESG Committee that ensures sustainability and ethical decision-making. By maintaining 100% training compliance on the Code of Conduct and expanding its oversight on business partners, Vedanta enhances its responsible business approach.



Power

In its Power Business Unit, Vedanta ensures governance through structured risk assessment mechanisms and compliance with regulatory frameworks. Power business has implemented an independent governance committee that oversees policy implementation and strategic decision-making. By integrating ESG performance into executive compensation and tracking accountability measures, Vedanta strengthens its responsible business governance.

These governance measures across all business units reinforce Vedanta's commitment to ethical operations, transparency, and long-term business resilience.



Path forward

As we move forward, the announced demerger represents a pivotal moment in our growth and transformation. This decision will allow us to streamline our operations, focus more sharply on our diverse businesses, and continue driving innovation—all while staying true to the values of excellence, sustainability, and responsible growth that have guided us for decades. We remain committed to serving the nation with best-in-class products, creating lasting value for our stakeholders and communities, and adhering to the same ethos, passion, and dedication that have defined our journey. With a strong focus on environmental stewardship, social responsibility, and technological leadership, we are confident in shaping a prosperous and sustainable future for generations to come.

Sustainable Mining

Mining is an essential industry that drives economic growth, providing key materials for various sectors. However, the process can often lead to social disruptions, with local communities being the most affected by issues such as displacement, loss of livelihood, and environmental degradation.

To address these challenges, sustainable mining practices focus

on mitigating the negative effects of traditional mining methods while ensuring long-term benefits for both the environment and surrounding communities.

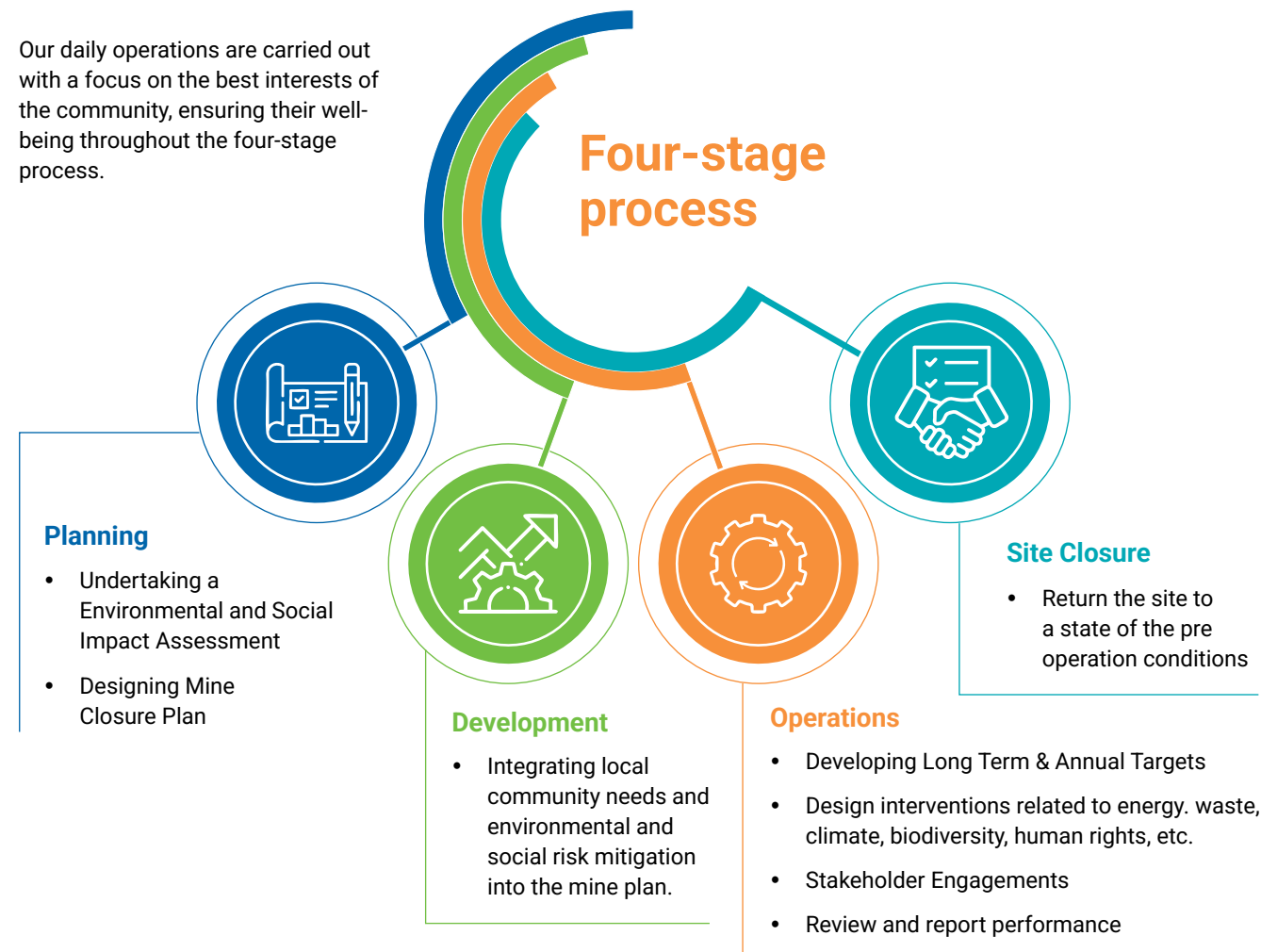
Sustainable mining focuses on minimizing these negative impacts by integrating environmental stewardship, social responsibility, and economic viability into mining operations. It aims

to balance resource extraction with community well-being and ensure long-term benefits for both the industry and local populations. By adopting innovative technologies and engaging with local communities, we strive to create a more responsible and sustainable mining process.

Overall SDG Alignment



Our daily operations are carried out with a focus on the best interests of the community, ensuring their well-being throughout the four-stage process.



We ensure our processes adhere to international environmental standards, comply with legal and regulatory requirements, and actively monitor impacts to minimize any adverse effects on ecosystems and local communities.

At Vedanta, we adopt a Life Cycle Approach to govern the Sustainable Mining Process at each mining site, spanning across exploration and planning, site development, operations, and closure. We recognize the disruptions caused by our operations, particularly their impact on the livelihoods of local communities and environmental health. To mitigate these effects, we ensure active community involvement through structured consultations, ensuring their concerns are heard and addressed.

In line with international standards such as the ICMM, we work towards creating a safe, just, and sustainable world powered by responsibly sourced minerals and metals. Our approach also includes addressing post-mine closure responsibilities, ensuring that affected communities continue to benefit after operations end. Furthermore, Environmental and Social Impact Assessment (ESIA) studies are conducted during land identification, involving local communities as key stakeholders in the evaluation process. This ensures that we not only meet but exceed standards for sustainable mining practices throughout the life cycle of our operations.

Mine Closure

In alignment with India's legal framework, specifically the Mines Act of 1952, Vedanta implements a progressive mine closure approach, ensuring that closure activities are integrated throughout the entire lifecycle of the mining operation. This strategy involves continuous reclamation and rehabilitation efforts during active mining, incorporating initiatives like afforestation and water management to restore impacted areas. Guided by global best practices, including standards set by organizations like ICMM, this approach ensures the safety, environmental stability, and economic well-being of local communities. Vedanta is also committed to conducting thorough post-closure monitoring, ensuring that

our environmental responsibilities are met, and regulatory standards are adhered to. This commitment is complemented by responsible management of resources to support long-term sustainability.

At Vedanta, we begin our mine closure planning well before operations commence, ensuring that the entire process is integrated throughout the mine's life. Our primary goal is to return the site to a condition that closely resembles its pre-operation state, with a focus on creating lasting benefits for both local communities and the environment. We follow a Group-wide Technical Standard on Site Closure that addresses various aspects, including safety, socio-economic transitions, and risk mitigation.

To ensure the closure process is adequately funded, we allocate appropriate financial resources and continuously update our plans and cost estimates to account for any changes in circumstances. Throughout the closure process, we provide regular reports to stakeholders, ensuring transparency and accountability. As we approach closure, we take steps to mitigate health and safety risks, including securing abandoned shafts, enhancing road infrastructure, and preventing chemical leaching into groundwater, while also protecting drinking water supplies. At every stage, we actively involve the local community in the planning and implementation of post-operational activities.

100%

mines operated or owned by Vedanta have a mine closure plan

7

Number of Mine Site who have completed closure

All subsidiaries and operations under Vedanta Ltd. strictly follow the established guidelines for decommissioning and site closure. These procedures are designed to meet international standards, including the IFC Performance Standards, IFC EHS Guidelines, and ICMM principles. Additionally, we ensure that impact assessments and consultation processes are incorporated wherever necessary, ensuring comprehensive compliance and responsible closure practices.

PILLAR 1

Transforming Communities



The remote location of our operations brings us in contact with rural communities, including indigenous populations on whom our presence has the potential to have a profound influence. As we expand and evolve, we are committed to creating a nurturing environment that fosters growth, opportunity, and social progress. By integrating community development into our growth strategy, we strive to empower local populations, ensuring that our presence translates into meaningful, lasting impact.

Associated SDGs



At Vedanta, we recognize the profound impact of our operations on local communities, acknowledging the risks and responsibilities that come with this, we proactively establish guiding principles to foster a consultative, trust-based, and mutually beneficial environment.

By addressing the needs of local communities, we remain conscious of our business practices, ensuring that our operations mitigate disruptions, uphold human and indigenous rights, and prevent conflicts. We operate with responsibility

and accountability, maintaining open communication with neighbouring communities, addressing grievances equitably, and implementing initiatives that promote long-term welfare.

Through goal-oriented strategies, we continue to strengthen community relationships, reinforcing our commitment to ethical business practices and positioning ourselves as industry leaders in responsible operations and sustainable development.



Performance & Achievements in FY 2025

8,045

Number of operational Nand Ghar's

₹ 125 Million

Total sales through women led enterprises

1.46 Million

Number of families upskilled

5,60,000

Number of women and children benefited through 8,045 Nand Ghar's

Governance Structure

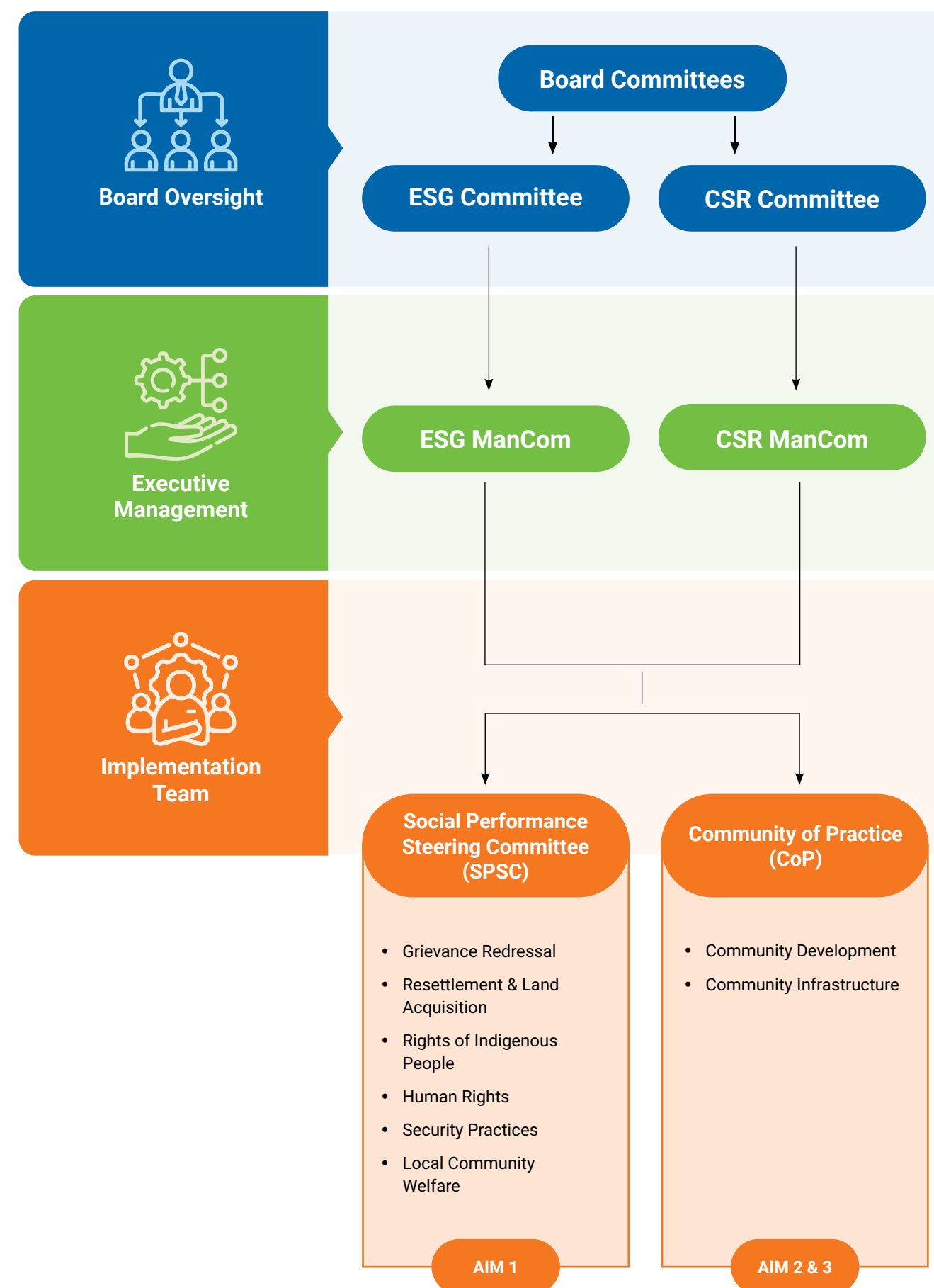
At Vedanta, our robust, multi-tier governance structure ensures seamless execution and oversight of community-based initiatives. A structured hierarchy enables effective implementation, clear accountability, and zero-error programme execution.

The Board-level ESG Management Committee provides strategic direction, while the Site-level

Social Performance Steering Committee (SPSC) ensures on-ground execution through cross-functional collaboration. The CSR Committee oversees community engagement and development, ensuring alignment with Vedanta's social responsibility goals.

To further strengthen governance, Communities of Practice (CoPs) operate at both the Group and

Business Unit levels, directly reporting to the executive-level CSR Management Committee. This structured approach defines roles and responsibilities, ensuring impact-driven implementation of community initiatives and reinforcing Vedanta's commitment to social progress.





AIM 1

Keep community welfare as the guiding principle for our business decisions

The communities residing near our sites are at the heart of our operations and hold the highest priority among all our stakeholders. Vedanta's success is deeply rooted in the trust we have built with these communities, which allows us to contribute to the nation's economy. We recognize the importance of transparent communication, ensuring that we can address any concerns or issues promptly and effectively. We hold ourselves accountable for the local resources we utilize and are committed to creating long-term value for the people living around our operations. Through our wide-ranging community initiatives, we are redefining welfare and development, driving positive change across multiple areas, and facilitating large-scale transformation that will benefit future generations.

Associated material topics



Community Engagement and Development



Human Rights



Indigenous People and Cultural Heritage

Stakeholders Impacted

Local Communities, Business Partners, Employees, Workers, Indigenous Population

Impact

Potential Negative Operation, Legal & Financial Risk, Potential Positive Reputational Impact

KPIs

FY 2025

% Social incidents investigated/ closed	100%
Human Rights assessment conducted	In Progress
Human Rights assessment recommendation closure	To be undertaken post assessment
% Grievances resolved	89%
Local employment	9,986
Local Procurement spend	₹ 7,86,130 Million

Why are these topics material to us and our operations?

Building consultative relationships with the local communities surrounding our sites is crucial for securing their approval and ensuring conflict-free, smooth operations. The use of land and local resources requires prior consent and a respectful

dialogue with community members, who often hold pre-existing land rights and rely on these resources for their livelihood. Respecting and protecting the rights of these communities, fostering trust, and ensuring fair benefit-sharing from shared

resources are fundamental elements of our Social License to Operate. This approach not only supports sustainable business practices but also enhances our commitment to Human Rights and the well-being of the communities we engage with.

Social Strategies

Our social strategy focuses on upholding Human Rights and ensuring fair resettlement for communities where we operate, while fostering trust and sharing the benefits of our operations to create long-term, mutually beneficial relationships.

Do No Harm to Communities

- Health, Safety, Environmental impacts
- Loss of land and resettlement
- Human Rights

Building trust

- Open and consistent communication
- Stakeholder engagement
- Grievance management

Benefit Sharing

- Local employment opportunities
- Local procurement opportunities
- Welfare and community development programmes

Aim 1 primarily focuses on 'Do no Harm to Communities' and 'Building Trust' while 'Benefit-Sharing' spans across all three Aims of our Transforming Communities (Pillar 1).

Our consultation process

Our social strategy emphasizes continuous engagement with local communities, starting from the design and planning phases and extending through operations and closure. We collaborate closely with these communities to enhance livelihoods and improve living conditions, tailoring interventions to their specific needs. A key element of this process is two-way communication, which allows us to capture and document any concerns,

complaints, grievances, or incidents raised by the community.

At each Business Unit, staff members report community incidents, which are then reviewed by the Social Performance Steering Committee (SPSC). These reports are investigated using standardized procedures, and the findings, along with the proposed actions, are shared with the relevant stakeholders for feedback. By maintaining detailed records of all

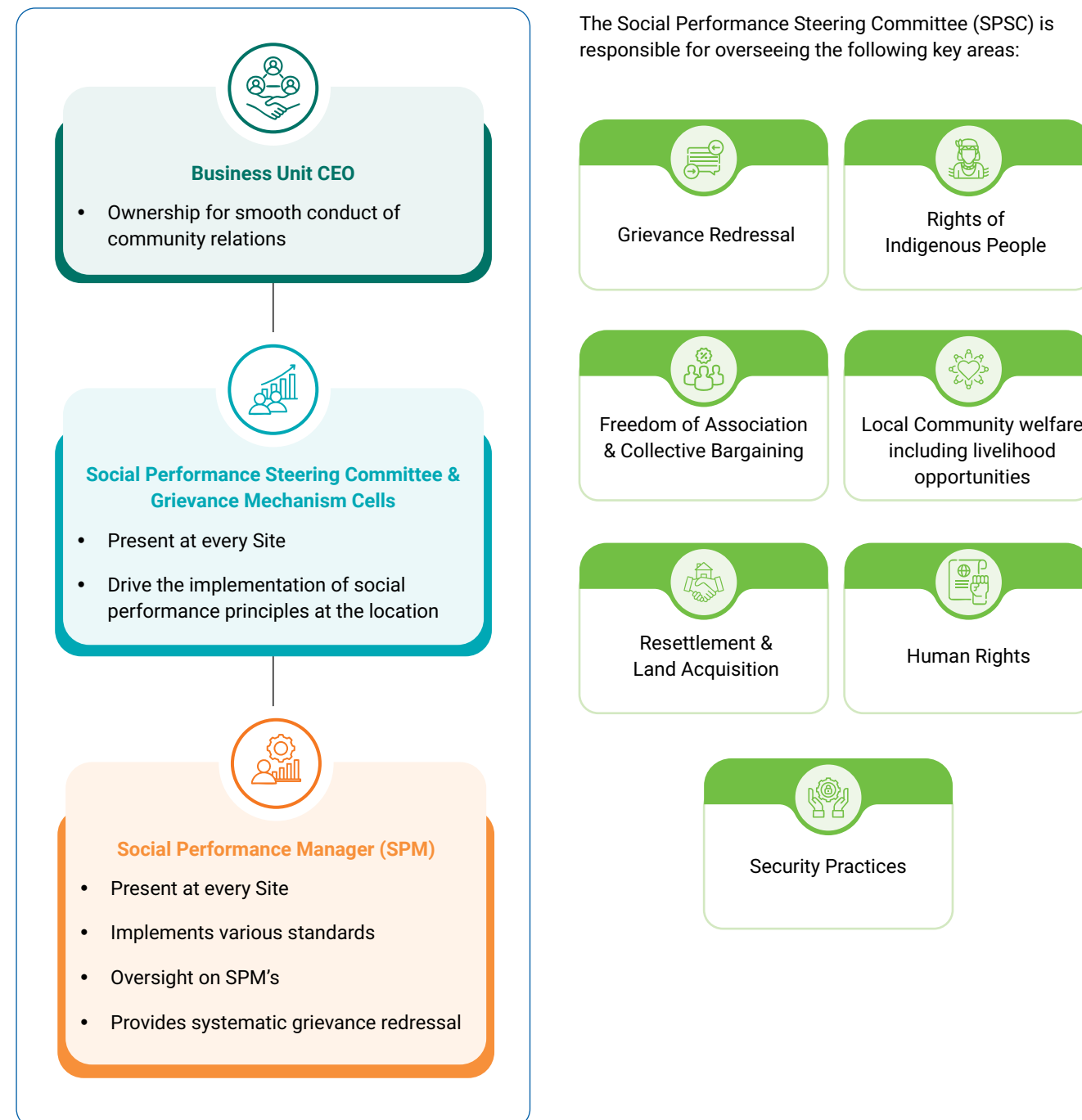
community interactions and meetings, we ensure transparency and continuity, fostering trust and strengthening our relationships with the communities we serve. This approach not only benefits the community but also enhances our operations and social responsibility efforts.

This structured approach ensures inclusive, transparent, and effective dialogue at every stage.

On ground implementation team

We follow a top-down approach of oversight and implementation of social performance. The implementation of the social strategy is overseen by the Business Unit CEO, with guidance from the Social Performance Steering Committee (SPSC) at each site. The Social Performance Manager (SPM) is responsible for driving the on-the-ground execution of the strategy.

Our social strategy focuses on timely investigation and resolution of social incidents and grievances, ensuring local procurement and employment opportunities. We implement proactive and remedial actions at the site level to address community concerns. Our approach is reinforced by a coordinated stakeholder engagement strategy, involving key internal teams such as CSR, External Affairs, and Security, to foster strong and transparent relationships with the communities we serve.



Grievance Redressal

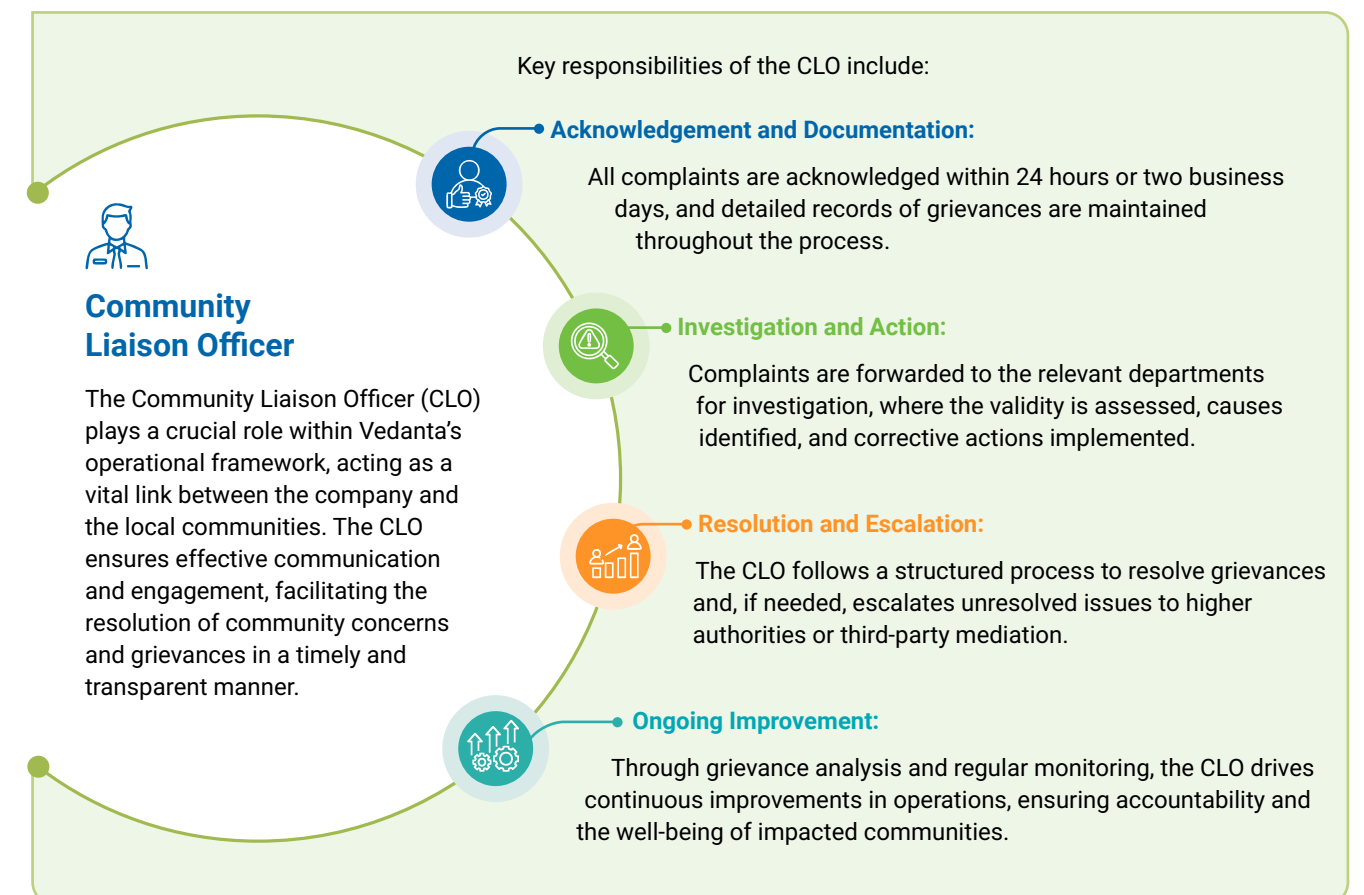
Vedanta has established a dedicated Grievance Redressal Cell as part of our onsite implementation team, which operates within a robust grievance redressal framework. This system ensures that concerns and complaints raised by local communities are swiftly recorded and addressed. Each issue is treated with utmost importance and sincerity, undergoing a thorough investigation, with a detailed report communicated to the concerned party once the investigation is complete.

We aim to resolve all grievances within 30 days of identification. If a

resolution cannot be reached within this timeframe, our Community Liaison Officer (CLO) provides bi-monthly updates to both the grievance holder and the Social Performance Manager (SPM) team. Following resolution, we actively seek feedback from the community on their redressal experience, which allows us to refine our approach and improve service quality. On a quarterly basis, the SPM evaluates the performance of the grievance mechanism against key metrics and expectations, sharing insights with location heads,

the Social Performance Steering Committee (SPSC), and Group HSE&S (Health, Safety, Environment & Sustainability (HSES) for further review and enhancement.

174 of complaints resolved out of a total of 194 complaints filed by the community during FY 2025



Out of the 39 Production assets, 100% are required to have Community Consultation

Out of the 176 Development projects/programs, 100% have Community Consultation



Resettlement & Land Acquisition

At Vedanta, we handle land acquisition and resettlement with great sensitivity, guided by established standards and international principles. In line with International Finance Corporation (IFC) Principles, International Council on Mining and Metals (ICMM) Guidelines, GRI, and UNGC principles, we have developed comprehensive Cultural Heritage, Land Acquisition and Resettlement Standards. These standards are further supported by a rigorous Technical Standard for Land and Resettlement Management, ensuring responsible land acquisition and a robust grievance mechanism. In India, all instances of resettlement are coordinated by local government agencies, with Vedanta ensuring all requirements are met after undergoing

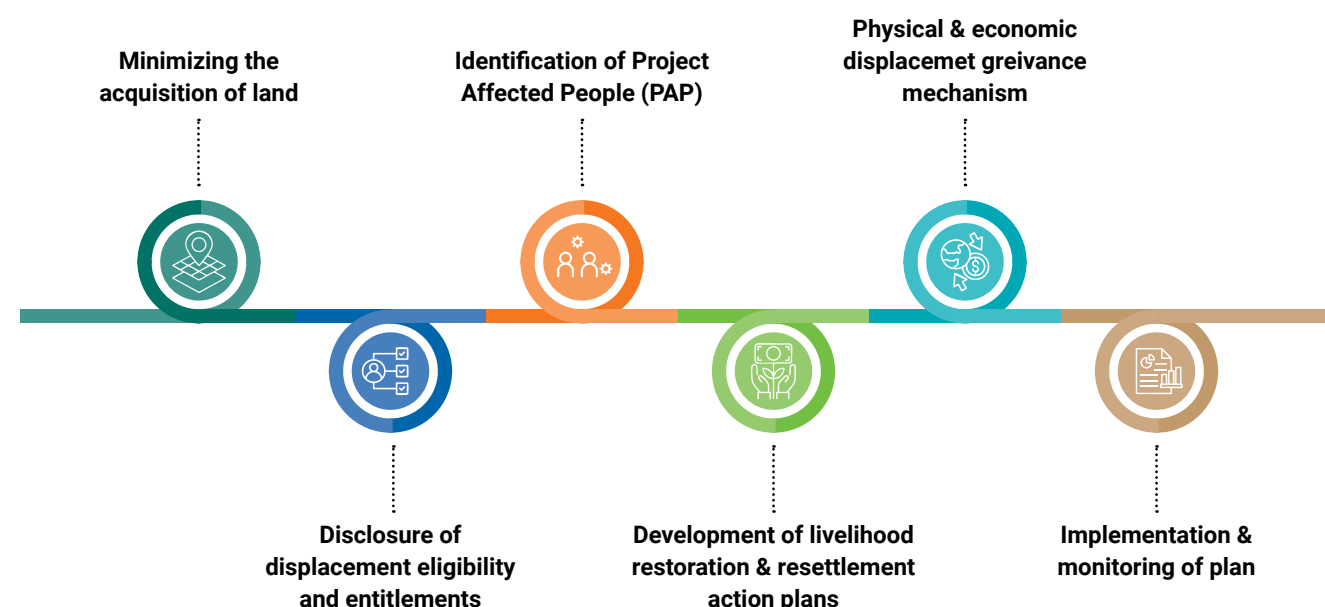
a structured consultation and compensation process.

We acknowledge the human impact of resettlement, including the loss of productive land, employment, income, housing, and access to common resources. These factors, along with the risk of social fragmentation, are carefully considered during the rehabilitation process. Our commitment to community sensitivity ensures that we address these challenges effectively and with respect for the affected communities.

Extensive socio-economic and environmental impact assessments are conducted to guide our decision-making and minimize biodiversity-related risks. Active engagement with

local communities is a cornerstone of our approach, allowing us to address their concerns and ensure a fair and equitable transition. This step-by-step process, aligned with global standards, guarantees that we approach each resettlement with diligence and accountability

Vedanta Aluminium's business unit has an ongoing R&R where in FY 2025, 14 grievances were reported and none remain to be closed.



Resettlement & Rehabilitation Project- VAL Lanjigarh

At our Lanjigarh facility, we have been working to resettle and rehabilitate 261 families that have been displaced due to our project-related activities. The Resettlement and Rehabilitation

have been meticulously planned over several years, under the guidance of the Government of Odisha. New housing, employment opportunities for each household, and compensation

for the land/crops affected, has been agreed on, with the whole process being carried out in accordance with our Land Acquisition & Resettlement standard.

PHASE 1- FY2023

Families Impacted: 163

Grievances Received / Resolved: 35

CSR Highlights:

- **Education:** DAV Vedanta International School opened, offering 80 % fee subsidy to all displaced-family students.
- **Healthcare:** 24x7 multi-specialist hospital established, providing free treatment to PDFs and their dependents.

Social Infrastructure (500 beneficiaries): Dharani Temple; black-top roads with underground drainage; 80,000 L overhead water tanks; secure colony boundary.

Livelihood Support:

- One family member per PDF placed in Vedanta after skills training.

- Cash-in-lieu packages of ₹ 1.8 Million or ₹ 1.4 Million, per Per Displaced Family (PDF) category.
- Financial-literacy workshops and investment guidance in social-security schemes.
- Vocational training in Saura art, housekeeping, electrical assistance, F&B, SMO.
- Women's micro-enterprises: pickles, textiles, papad making.

Vedanta Hires: 27 onboarded (Sept 2021) into Enabling & Commissioning.

Govt. Partners: Collector & DM, ADM, Sub-Collector & PD-R&R, LAO, BDO, Tahasildar, IIC—all Kalahandi/Lanjigarh.

PHASE 2- FY2024

Families Impacted: 56

Grievances Received / Resolved: 18

CSR Highlights: (same flagship programs continue)

- DAV School subsidy and 24x7 hospital care remain in place.

Social Infrastructure (200 beneficiaries): Anganwadi centre; community hall; market complex; borewells; new primary school building.

Livelihood Support:

- Direct employment placements post-training.
- Ongoing financial-literacy sessions.

Vedanta Hires: 58 onboarded into Commissioning & Projects.

Business-Partner Hires: 11 placed by our contractors.

Govt. Partners: Collector & DM, ADM, Sub-Collector & PD-R&R, LAO, BDO, Tahasildar, IIC—all Kalahandi/Lanjigarh..

PHASE 3- FY2025

Families Impacted: 42

Grievances Received / Resolved: 14

CSR Highlights:

- DAV School and hospital programs persist.

Social Infrastructure (130 beneficiaries): New Anganwadi; community mandap; temple boundary works; hand-pump installations; kitchen gardens; women's IGA support; boundary fencing.

Livelihood Support:

- Continued stipend, cash-in-lieu, employment placements, financial workshops.
- Expanded IGAs plus kitchen-garden and plantation drives (papaya, drumstick, jackfruit, mango)

Vedanta Hires: 34 more slated post-training and relocation.

Govt. Partners: Collector & DM, ADM, Sub-Collector & PD-R&R, LAO, BDO, Tahasildar, IIC—all Kalahandi/Lanjigarh.

PHASE 4- FY2026

Families Impacted: 42

CSR Highlights:

- Ongoing school subsidy and hospital services.

Social Infrastructure (500 beneficiaries): Further Anganwadi expansions; health-centre fencing; deep borewell installations; full colony boundary; upgraded community mandap and temple precincts.

Livelihood Support:

- Continuation of all prior financial and vocational programs.

Vedanta Hires: 96 onboarded, with 26 more to join post-training.

Govt. Partners: Ongoing collaboration at all administrative levels.

Key Outcomes of R&R at VAL-L



Over **300 families** supported with education, healthcare, housing, and livelihood.



Nearly **200 residents** employed directly by Vedanta, across Enabling, Projects, Commissioning, O&M.



Grievances systematically logged and addressed each phase.



Rich community infrastructure schools, health centres, roads, water systems, worship spaces, and gathering halls has fostered resilient, empowered neighbourhoods.

This phased, holistic approach exemplifies Vedanta's commitment to responsible resettlement, inclusive growth, and lasting community upliftment.



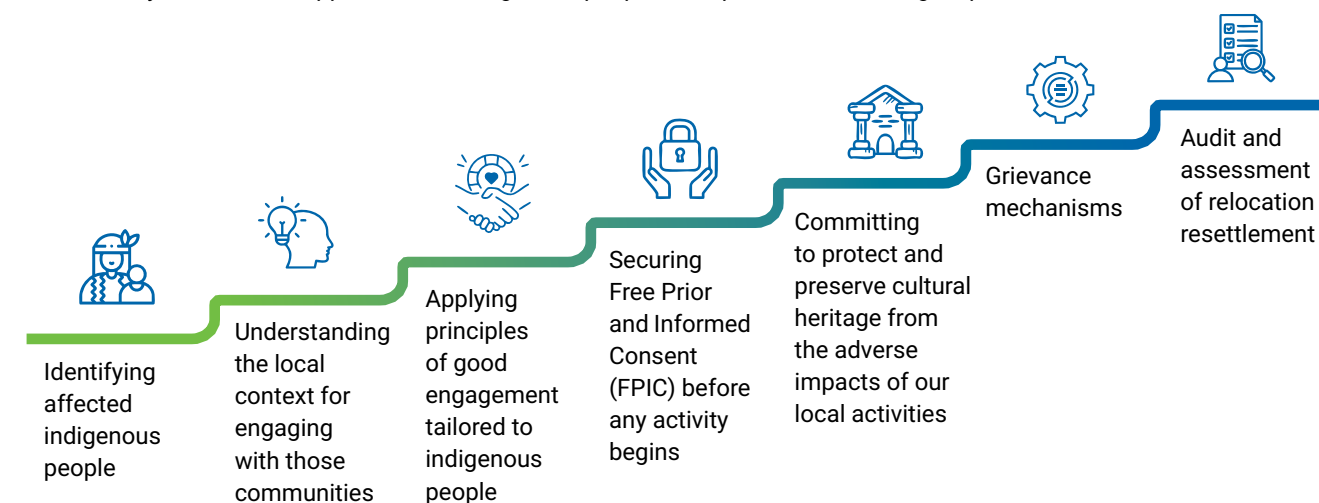
Rights of Indigenous People

At Vedanta, we are committed to respecting the rights and aspirations of Indigenous Peoples, guided by internationally recognized frameworks such as the International Finance Corporation (IFC) Performance Standards 1, 5, and 7 and the International Council on Mining and Metals (ICMM) Good Practice Guide

for Indigenous Peoples and Mining. Many of our operational areas are home to Indigenous communities, who have deep-rooted connections to their land, water, and traditions. We strive to protect their cultural heritage and lifestyles, minimizing the impact of our operations on their environmental and social relationships. In doing

so, we engage closely with National and State Governments to ensure full compliance with all regulations governing our interactions with Indigenous Peoples and Tribal Communities. This approach allows us to foster mutual respect and sustainable development in all our projects.

Our two-way consultation approach with Indigenous peoples comprises the following steps:



These steps form a continuous feedback loop—once FPIC is obtained, we reaffirm our cultural-heritage commitments and re-engage to ensure ongoing respect for indigenous rights and expectations.

Indigenous people's engagement

Engaging with indigenous people and local communities is essential to creating economic opportunities, promoting reconciliation, and enhancing community well-being. We work closely with these communities through our CSR initiatives during the operational stages of our mining projects. Particularly around our VAL-Lanjigarh, ESL, and BALCO sites, where vulnerable tribal groups reside, we recognize the importance of fostering positive relationships that ensure sustainable development and mutual growth. Zero incidents of violations were reported against the indigenous people over the last three years.



Engagement activities

Engagement activities	Involvement of indigenous people
Archery Coaching at Vedanta Lanjigarh	<p>Holistic child development through expert coaching in indigenous sports; enhancing physical fitness, focus, and confidence; creating pathways for students to participate in regional and national competitions.</p>
Dhokra and Saura Art Revival	<p>Reviving traditional tribal art forms by providing training in contemporary designs, supplying raw materials, and creating marketing and sales opportunities; empowering local artisans to rebuild livelihoods and diversify their products.</p>
Vedanta ESL Archery Academy	<p>Establishing accessible archery infrastructure for tribal and project-affected children; offering coaching, equipment, and competitive exposure; fostering teamwork, discipline, and personal growth through sport.</p>
Empowering Tribal Farmers: WADI Project	<p>Collaborating with NABARD and local partners to develop orchards and intercropping on community lands; sharing modern farming techniques, diverse seed varieties, and market linkages; strengthening livelihoods and community well-being.</p>
BALCO Project Navi Kiran	<p>Combating menstrual stigma through awareness campaigns and capacity-building workshops on menstrual health and hygiene; educating women and adolescents on product choices and self-care; engaging community leaders to drive social acceptance.</p>



Human Rights

Respecting Human Rights is fundamental to maintaining a company's reputation and operational success. Upholding Human Rights creates trust among stakeholders, enhances employee morale, and strengthens community relations. Conversely, Human Rights violations can lead to public outrage, legal actions, and financial losses, severely damaging a brand image and consumer trust. For instance, allegations of forced labour in supply chains have resulted in significant reputational harm and financial repercussions for companies involved. Therefore, integrating respect for Human Rights into business practices

is not only ethically imperative but also essential for sustaining brand integrity and long-term success. We are committed to upholding Human Rights across all aspects of our operations. To ensure compliance, we have implemented a Human Rights Policy, supported by our Code of Business Conduct and Ethics and the Social Performance Suite of Standards. These frameworks provide essential checks and balances to guide our actions. The Human Rights Policy, updated in 2024, is applicable throughout the organization and aligns with international standards, including the United Nations Declaration on Human Rights (UDHR), the UN Guiding

Principles on Business and Human Rights, and the International Labour Organization (ILO) conventions, as well as the UN Global Compact's 10 Principles. Developed with input from both internal and external experts, the policy was reviewed by Vedanta's HSES, ESG ManCom, and Senior Management, and approved by the Board of Directors. It incorporates Human Rights considerations into our operations, ensuring that we monitor and address the potential impacts of our activities. Through transparent reporting, we outline steps to mitigate risks and uphold the rights and dignity of those affected by our operations.

Human Rights training

Upholding Human Rights is fundamental to maintaining ethical standards and protecting a company's reputation. Ensuring employees, especially in a manufacturing set up, are educated on Human Rights fosters a respectful workplace and prevents

potential violations that could harm the brand image. Comprehensive training equips staff to recognize and address Human Rights issues, aligning with international standards and reinforcing our commitment to ethical practices.

All of our employees & workers undergo training on the Code of Business Conduct, Ethics & Human Rights Policy. In FY 2025, 100% of our workforce were trained on Human Rights Policy and its related issues.



Human Rights assessment

Human Rights assessments are systematic processes that identify, understand, and address the adverse effects of business activities on the Human Rights of affected stakeholders, including workers and local communities. Conducting these assessments is crucial for companies to prevent potential Human Rights violations, which can lead to legal challenges, reputational harm, and loss of stakeholder trust.

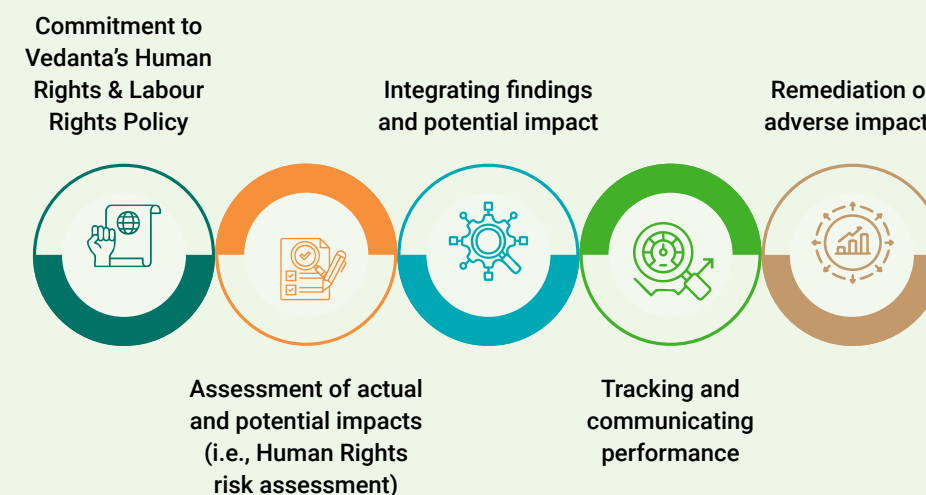
In FY 2022, we conducted Human Rights self-assessment for 100% of our operations. Of all sites that were assessed, 30.7% were identified to have potential Human Rights issues.



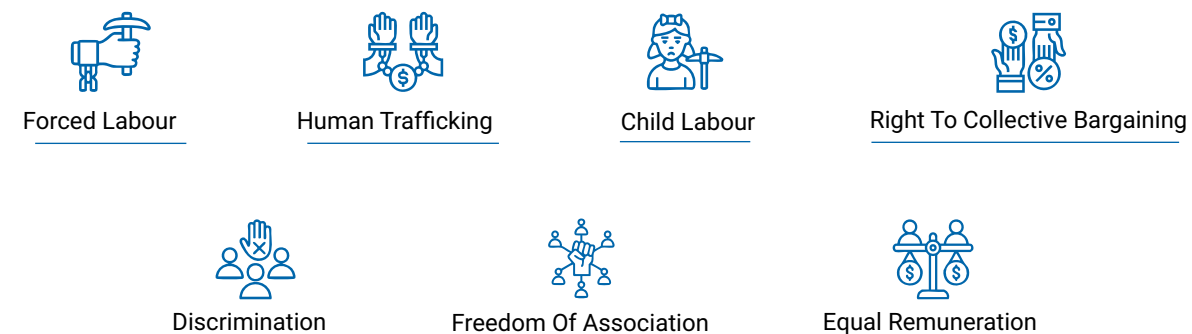
Human Rights Due Diligence process

Human Rights Due Diligence is a proactive, ongoing process by which businesses identify, prevent, mitigate, and account for potential and actual adverse Human Rights impacts within their operations and value chains.

To minimize the risk of Human Rights violations, we have implemented a thorough company-wide Due Diligence process. This periodic assessment is designed to identify potential Human Rights risks and their implications. The evaluation covers our internal operations, the entire value chain, and any new business relationships. Human Rights Due Diligence is a key part of our risk assessment protocol, especially when entering into new partnerships such as mergers, acquisitions, joint ventures, and other similar arrangements within the Group.



Potential Human Rights Risks



Those at risk from the human rights issues identified during our assessment include employees, women, children, Indigenous peoples, migrant and third-party workers, and local communities. In FY 2025, Vedanta has neither caused nor contributed to any Human Rights violations like child labour, discrimination, forced labour etc. and as a result, no remedial actions were required

Mitigations Actions

01



Planning

- Establish comprehensive policies and standards to reduce risks in identified high-risk areas.
- Develop and enforce policies to prevent child and forced labour.
- Ensure all operations comply with the Modern Slavery Act to prevent exploitation.
- Implement strict adherence to policies on discrimination and harassment in the workplace.

03



Ensuring

- Regularly monitor and review compliance with established standards and policies.
- Vedanta Sustainability Assurance Programme (VSAP) Module assessment, and all units are annually audited by a third party under VSAP
- 100% (VSAP and AO audits) sites are ISO 45001:2018/ OHSAS 18001:2012 certified and are audited by the third party once in three years
- Inspections and audits of all key suppliers and problematic issues are communicated to the contractor



Implementation

02

- Use AI cameras (T-Pulse system) to detect and report unsafe acts automatically.
- Apply geo-fencing to prevent unauthorized access to critical operational areas.
- Implement digital systems to monitor and control facility access
- Use a roster system to track employee attendance and work hours.
- Conduct training programs to sensitize employees on safety policies and protocols.



Action

04

- Vedanta Critical Risk Management programme to identify critical risk controls and to measure, monitor and report control effectiveness for safety
- Grievance mechanism
- Established an Internal Complaints Committee (ICC)
- Sustainability screening on human rights and child labour, environment, and labour aspects for all new suppliers and contractors

Artisanal Small-Scale Mining

Artisanal and Small-Scale mining (ASM) activities within host communities can present environmental, socio-economic, and Human Rights risks. These include challenges related to the disposal of toxic chemicals, mine security, and potential impacts on the local population. Through constructive dialogue with legitimate local

ASM operators, conflicts can be reduced, fostering positive relationships and encouraging the formalization of ASM operations. This approach not only creates local opportunities but also helps protect Human Rights and the environment while promoting the sustainable use of natural resources. However, as of FY 2025, no such risks have been identified.



Security Practices

Mining projects encounter a range of security risks, such as theft, sabotage, illegal mining, civil unrest, cybersecurity threats, and political instability, all of which can jeopardize operations and the safety of personnel. Addressing these risks requires thorough assessment, strategic planning, and collaboration with relevant stakeholders to safeguard both the mining projects and surrounding communities. Additionally, private or public security personnel, if not properly vetted and trained, could potentially infringe upon Human Rights, including those of indigenous communities.

We are committed to prioritizing the safety and well-being of local communities.

In FY 2025, we have our 100% Security Personnel Trained

We will become participants in the Voluntary Principles on Security and Human Rights (VPSHR) in the upcoming year as we have applied to be permanent members. To achieve this, we have created the Security Community of Practice, dedicated to implementing the recommendations from the VPSHR.



We conduct regular training for our security personnel, who are our first line of defence and primary reporters of any Human Rights violations. Furthermore, we collaborate with both private and public security forces to raise awareness about Human Rights and emphasize the importance of responsible security practices. Through continuous dialogue and sharing our approach, we aim to enhance the overall security environment.



Right to Freedom of Association & Collective Bargaining

We ensure equal treatment for all workers, whether they are directly employed or contracted. We have implemented a standardized system to manage both permanent and contractual labour, prioritizing employee well-being across all our operations. We understand and value the role of unions in fostering fair treatment and providing workers with the platform to negotiate their rights. We uphold the right to freedom of

association and facilitate open and transparent dialogue between union representatives and management to establish collective bargaining agreements. These discussions cover critical areas such as compensation, working conditions, health and safety, and grievance resolution, ensuring that any concerns are addressed promptly. The success and continuity of our business are built upon a foundation of discipline, high productivity, and a

safe work environment, all of which we actively maintain through these collaborative efforts.

21% of our permanent workforce is covered by Collective Bargaining Agreement

To strengthen our commitment towards these aspects, we have undertaken a few initiatives.



Aim to resolve union issues through discussions, avoiding strikes.



Facilitate mutual agreements and negotiate issues with the union.



Hold monthly meetings with union heads, HR, and federation members, including topic-specific sessions on productivity, incentives, and safety.

Local Community Welfare

Engaging local communities and providing employment opportunities are essential for promoting economic growth and social stability. Incorporating local workers enhances economic vitality and competitiveness. Offering fair wages not only supports workers' livelihoods but also fosters job satisfaction and reduces turnover. By investing in local employment, we contribute to community development and strengthen their reputation as responsible corporate citizens.

Local Wages

At Vedanta, we value the trust and collaboration we have with the local communities, recognizing them as key stakeholders in our operations. We strive to include them in our decision-making processes to ensure their voices are heard and respected.

6,878 youth benefited from employment-based skill training

To meet the evolving needs of our workforce, we adhere to the living wage methodology, primarily referencing the Asia Floor Wage Framework. This approach helps us establish a fair minimum pay level, which accounts for a standard number of working hours and ensures that workers and their families can meet basic needs such as housing, nutrition, education, healthcare, and savings. By FY 2030, we aim to implement a living wage across all our operational sites,

evaluating the wage structure of full-time employees, contractors, business partners, and suppliers. In upcoming year, we will conduct a comprehensive evaluation of living wages across our sites to identify areas where wages fall below the standard and bring them in line with the established living wage levels.

61% of internal hires in FY 2025

Local Employment

We are committed to creating employment opportunities not only within the company but also within our business partner organizations and local enterprises that serve the needs of our workforce and their families. We actively support the training and development of local communities by providing vocational skills that enable individuals to integrate into the mainstream economy. In many of our business units, over 50% of our full-time employees are recruited from the local State. We run various programs

like HZL's Micro-enterprise Program, VAL-L's Project Panchhi, BALCO's Vocational Training Center, and the Cairn Enterprise Center, all of which focus on empowering local youth and women by helping them generate income. Project Panchhi empowers women by offering apprenticeship opportunities, with the potential for employment at Vedanta upon successful completion of the program. Through these efforts, our operations contribute to job creation along with stimulating local economic growth by

recruiting a significant portion of our workforce from the regions where we operate.

37% Local people in senior management positions at the operating site level

40% Share of local people in the total employee

Local Procurement

Local procurement is crucial for Vedanta as it helps build strong relationships with nearby communities, stimulates the local economy, and reduces transportation costs.



By sourcing materials and services locally, companies can contribute to the growth of small businesses and create job opportunities within the region. This not only strengthens the company's supply chain but also ensures more sustainable and efficient operations. Additionally, local procurement supports the national economy by promoting domestic industries, increasing national productivity, and reducing reliance on imported goods.

₹ 7,86,130 Million spent on local procurement

Project Panchhi

Business Unit:

Vedanta Aluminium, Lanjigarh

Impact on Vedanta:

Aligns with Vedanta's commitment to diversity, equity, and inclusion. Strengthens the company's Corporate Social Responsibility (CSR) initiatives by focusing on education and employment opportunities for young women from underserved communities.

Impact on Stakeholders:

Positive transformation for 1000 girls from underserved communities, providing them with access to higher education and future employment opportunities. This initiative also benefits their families and local communities by empowering women and creating role models.

Why is this project important?

The project addresses socio-economic constraints

faced by young women in remote communities, offering them an opportunity for higher education and career development. It contributes to gender equality, empowers women, and enhances local socio-economic conditions.

What does the project do?

Project Panchhi recruits 1,000 girls from underserved communities, provides financial support for their higher education at reputed institutes, and guarantees employment with Vedanta upon completion of their studies. The project also involves comprehensive training and orientation.

How is it being implemented?

The second phase of the project was launched with an extensive recruitment process across various regions including Rayagada and Kalahandi districts. The project is led by senior executives from Vedanta and is supported by extensive mentorship and training opportunities.



Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is an essential pillar of ethical and sustainable business, ensuring that companies contribute meaningfully to social and economic development beyond profit generation. A strong CSR strategy fosters inclusive growth, strengthens community relations, mitigates risks, and enhances corporate reputation, making it a key driver of long-term business success.

In India, CSR is a legal mandate under the Companies Act, 2013,

requiring eligible businesses to allocate a portion of their profits towards community welfare initiatives. Vedanta has a direct impact on local ecosystems and communities, for which a rigorous and well-structured CSR approach is critical. By investing in sustainable development, skill-building, education, and healthcare we create lasting value, reduce socio-economic disparities, and ensure responsible industrial growth.



Our CSR initiatives are strategically aligned with Schedule VII of the Companies Act, focusing on key thematic areas to drive meaningful impact. Below is the list of thrust areas identified-



Children's Well-being & Education



Women Empowerment



Health Care



Water & Sanitation



Sustainable Agriculture & Animal Welfare



Market linked Skill Development Initiatives



Environmental Protection & Restoration



Sports & Culture



Development of Community Infrastructure



Participation in programs of national importance including but not limited to disaster mitigation, rescue, relief and rehabilitation



Our CSR Vision

“Empowering communities, transforming lives and facilitating nation building through sustainable and inclusive growth”

Partnerships

Forming partnerships with third parties



Civil Society/NGOS



Academic and Training Institutions



Corporations



Government



Community groups

Direct Engagements

In House implementation by Vedanta and/or through foundations



vedanta foundation

Vedanta Foundation



ANIL AGARWAL FOUNDATION

Anil Aggarwal Foundation

Vedanta's CSR Policy guides our commitment to conducting business socially responsible, ethical and environment friendly manner. We actively invest in community development, ensuring sustainable growth in our operational areas and beyond.

The CSR Initiatives are often selected based on the need assessment and baseline survey report conducted every three years by an Independent Agency and implemented via two set Models.

We integrate Vedanta's Technical Standards across every stage

of a project's lifecycle, ensuring consistency and efficiency. A multi-tier governance framework allows teams to assess projects critically and implement adjustments as needed for optimal outcomes. For more information please refer CSR Policy.



AIM 2

Empower 2.5 Million individuals with enhanced skillsets

At Vedanta, we understand that a healthy and thriving community is essential for the long-term success of our operations. Building mutual trust with local communities is fundamental to fostering sustainable growth and social progress.

To support this vision, we implement structured initiatives focused on skill development, education, and healthcare, equipping individuals with the tools needed for a better future. Our efforts include the establishment of technical training centres and livelihood programs, designed to enhance employability and income opportunities. With a strong focus on empowering women through skill development, these programs uplift local communities, fostering independence, financial stability, and long-term prosperity.

Associated Material Topics



Community Engagement and Development



Human Rights

Stakeholders Impacted

Local Communities, Business Partners, Employees, Workers

Impact

Potential Negative Operation, Legal & Financial Risk, Potential Positive Reputational Impact

KPIs

FY 2025

Number of individuals to be impacted through skill development and training

1.46 Million

Why are these topics material to us and our operations?

Community Engagement & Development is a core material topic that underscores Vedanta's commitment to inclusive and sustainable growth. As a company operating in diverse regions, we recognize the impact of our business on local communities and proactively engage in initiatives that drive long-term socio-economic development. By embedding community engagement into our strategic framework, we contribute to holistic regional development while ensuring responsible business practices.

Our Key Programmes

Under our AIM 2, we focus on multiple programs like expanding opportunities in sports through infrastructure development and accessibility, and empowering youth through skill-building initiatives. Each program comprises multiple initiatives, designed to maximize outreach and create lasting impact. By fostering sports excellence and enhancing employability through skill development, we aim to uplift communities and drive meaningful socio-economic change.

Overview of key thematic areas



Skilling

218

training centres across India

40

technical and non-technical trades offered

0.8 Million

individuals trained

91%

placement rate

Average salary of

₹15,000 per month



Agriculture

Over

60,000

farmers benefitted

Presence in 8 States,

580 villages, and

8 Farmer Producer Organisations (FPOs)

31,000+

acres under improved practices

2 Million m³

of enhanced water storage created

Average additional income of

₹50,000-1,00,000

per annum



Women Empowerment

1.1 Million

women engaged

Women-led micro and nano enterprises

Online product-sales platforms established

Forward and backward market linkages created

Average income gain of

₹3,000-8,000

per month

Building communities with passion for sports

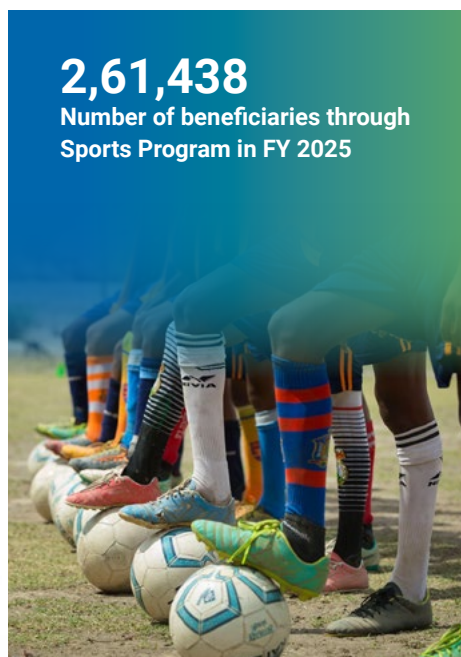
Access to sports infrastructure and professional training remains limited in many rural and tribal areas, restricting the athletic potential of local communities. Through our sports program, we aim to bridge this gap by developing infrastructure, providing structured coaching, and nurturing athletic talent. Beyond fostering professional sports careers, this initiative promotes physical fitness and well-being among the broader population.

Our program revitalizes traditional sports such as archery, along with widely played football and karate, ensuring that cultural heritage and contemporary sporting aspirations are equally supported.

Recognizing the social barriers faced by women and girls, we have established women-centric coaching centres to create an inclusive and empowering sporting environment. Additionally, our efforts extend to differently abled individuals, offering them equal opportunities to excel in a competitive, level-playing field.

By investing in sports development, we are not only supporting grassroots talent but also contributing to the larger movement of fitness and well-being in India. Through this initiative, we reinforce our commitment to building a strong, inclusive, and active sporting culture that uplifts communities.

2,61,438
Number of beneficiaries through Sports Program in FY 2025



Our Initiatives

Sesa Football Academy, Goa



Founded in 1998, this academy nurtures football talent through residential training programs, shaping young athletes into professional players and responsible individuals. We organized our first ever GrassRoot Football Festival with over 120 participants

Zinc Football Academy, Rajasthan



As a pioneering grassroots football initiative, this academy offers state-of-the-art facilities and technology-integrated training. 26,100+ youth benefited through various sports initiatives, mostly across Rajasthan and pan India

Vedanta Women's League



Launched Zinc Football Girls Academy in Jan 2025 – A residential U-15 girls' team formed by scouting talent from Rajasthan and neighboring States.

Dronacharya Archery Academy, Jharkhand, and Vedanta Archery Training, Lanjigarh, Odisha



These academies specialize in archery, offering coaching, equipment, and resources to nurture local talent. 80 young archers from the tribal community are provided with professional training.

Project Divyang



Working alongside the Indian Paralympic Committee, Cairn champions athletes with disabilities. This endeavor fosters a culture of belonging and has provided resources to promising competitors, notably Sundar Singh Gurjar and Devendra Jhajharia, both decorated with Paralympic medals.

Vedanta ESL Archery Academy



This center, created to cultivate regional archery expertise, offers complete instruction, tools, and aid to budding archers. Its goal is to guide 80 youth towards well-rounded growth.

Archery and Karate Coaching at Vedanta Lanjigarh



This initiative, backing both bowmanship and karate, furnishes instruction and assistance to pupils, empowering them to vie in regional and countrywide competitions, resulting in a multitude of awards. Training 110 children in archery & karate with an investment of 7.7Million.



Vedanta's commitment to sports development

Vedanta's commitment to sports development aligns with its broader goals of community empowerment and inclusivity. By fostering grassroots talent in football, archery, and para-athletics, Vedanta is addressing critical gaps in India's sports ecosystem, contributing to national development.

Business Unit:

Vedanta Group - Across multiple units

Impact on Vedanta:

Vedanta's sports initiatives strengthen the company's reputation as a socially responsible corporate entity. These projects enhance community engagement, increase brand visibility, and promote physical well-being, aligning with Vedanta's commitment to sustainable development. They also create opportunities for employees to actively participate in social causes, further embedding Vedanta's values in its corporate culture.

Impact on Stakeholders:

The communities involved in Vedanta's sports initiatives, particularly those from rural or underserved areas, benefit from exposure to professional-level training and world-class infrastructure. The programs help nurture young talent in football, archery, and para-sports, allowing them to compete at national and international levels.

Why is this project important?

This project is vital because it addresses the lack of accessible, quality sports training and infrastructure, especially in rural regions. Vedanta's initiatives aim to develop talent from the grassroots, providing young people with pathways to professional careers in sports. It also promotes inclusivity by supporting

para-athletes and making sports accessible to all, regardless of physical challenges, thereby contributing to societal well-being and national pride.

What does the project do?

Vedanta Sports operates through various initiatives, including the Sesa Football Academy in Goa and Zinc Football Academy in Rajasthan, both of which provide extensive training and support to aspiring footballers. The Zinc Football Academy has reached over 350 young athletes across Rajasthan, providing world-class facilities and coaching. In archery, Vedanta has established the Vedanta ESL Archery Academy in Jharkhand and training centres in Odisha, helping local talent excel and represent India internationally. Through Project Divyang, Vedanta supports para-athletes, providing them with resources for training, nutrition, and exposure to competitions, with notable successes at the Paralympic Games. Additionally, Vedanta is developing the Anil Agarwal International Cricket Stadium in Jaipur, set to become one of the largest and most prominent cricket venues in the world.

How is it being implemented?

The implementation of Vedanta's sports initiatives is powered by strong infrastructure investments and strategic partnerships with sports organizations. Football academies in Goa and Rajasthan use cutting-edge technology, such as F-Cube, for player monitoring and development. Archery training in Jharkhand and Odisha is supported by well-established coaching programs aimed at identifying and nurturing talent from rural areas. Project Divyang works in collaboration with the Paralympic Committee of India to provide comprehensive support to para-athletes.



Equipping communities with skills

At Vedanta, we believe in upskilling local communities by creating expanded opportunities that align with economic growth and long-term resilience. A key focus of our skill development program is ensuring that areas surrounding our operations, particularly post-mine closure regions, are socioeconomically self-sustaining.

Our initiatives prioritize vocational training for youth and enterprise education, addressing skill gaps and accessibility challenges identified through our assessments. We equip individuals with technical skills in electrical work, mechanics, and tailoring, while also facilitating

training in digital literacy and financial management through strategic partnerships. Additionally, we have incorporated training for solar PV installation, fostering expertise in sustainable energy solutions.

By enhancing employability, promoting entrepreneurship, and supporting self-reliance, we aim to empower local populations, ensuring that traditional crafts and technical education contribute to long-term socio-economic progress. Through targeted skill-building efforts, we enable communities to thrive beyond industrial operations, creating sustainable livelihoods and economic

independence. Vedanta has a Community Skills Centre which is part of Vedanta's commitment to its Social and Labour plan (SLP).

6,878
Total number of youth skilled
in FY 2025

₹ 125 Million
Total sales through Women
led enterprises



2,790
Total women engaged



920
Number of micro-
enterprise products



₹ 30,000
per annum
Average income per woman



₹ 31.5 Million
Annual sales in FY 2025



Our Initiatives



Cairn Enterprise Centre, Barmer

Our vocational training programs focus on trades such as mobile repairing and electrical work, ensuring industry-relevant expertise. This initiative is driven in collaboration with the Social Empowerment and Economic Development Society (SEEDS) to enhance skill development and economic empowerment.



Vedanta ESL Skill School

With a strong emphasis on multi-trade training courses, Our key training programmes include Solar PV installation and sewing machine operation.



Vedanta Skill School, Chhattisgarh

Our centres offer training in diverse trades such as sewing machine operation, welding, fitting, food & beverage services, and electrical work.

BALCO's Vedanta Skill School in Chhattisgarh a 5-star SMART Centre accredited by the Government of India has been leading socio-economic transformation since 2010 by upskilling over 12,000 rural youth in multiple technical and non-technical trades and providing 100% placement opportunities.

Vedanta Skill School (VSS) partners with the Social Empowerment and Economic Development Society (SEEDS) and LEARNET Skills to deliver end-to-end training, placement, convergence, and tracking for youth employability. Since 2011, VSS has trained 13,000 students across three dedicated centres, maintaining 100% placement opportunities and one-year post-placement tracking to ensure 70% retention. In FY 2024, VSS trained 1,200 young people of whom 840 secured jobs and in FY 2025 have train 1,400 and placed 980. Overall, 74% of trainees gain employment (63% of them women), and 40% benefit from convergence with complementary skill programs. Through targeted support, VSS empowers SC/ST candidates, provides immediate job pathways, and sustains livelihoods for trainees and their families.

SESA Technical School, Sanquelim



Established in 1994 as part of post-mine closure plans, the training centre offers courses in NCVT-approved trades, including fitter, machinist, instrument mechanic, and electrician.

Computer literacy centres



Our programmes focus on providing specialized training in Diploma in Computer Applications (DCA) and Post-graduate Diploma in Computer Applications (PGDCA).



The Vedanta Skill School

The Vedanta Skill School initiative aligns with Vedanta's commitment to developing a skilled workforce and enhancing employability, particularly targeting youth in rural India. The project contributes to the national goal of increasing skilled manpower while also empowering individuals and communities.

Business Unit:

BALCO, Vedanta Foundation

Impact on Vedanta:

The project helps Vedanta by fostering a skilled workforce that can be integrated into the company's supply chain and other operational requirements. It not only supports the company's recruitment strategy but also contributes to the broader development of the communities in which Vedanta operates.

Impact on Stakeholders:

The direct impact is on the students who receive vocational training, giving them the opportunity to improve their financial stability and quality of life. The local communities' benefit from the creation of a trained workforce, while Vedanta's suppliers, partners, and other businesses are enriched by a steady supply of skilled labour. In the long term, the wider economy benefits from the reduction in skill shortages.

Why is this project important?

This initiative addresses the pressing need for skill development in rural India, where employment opportunities often remain limited. It is also an integral part of Vedanta's CSR efforts to create an empowered, self-sufficient workforce capable of contributing to sustainable growth in the community and national development.

What does the project do?

The project trains youth in various vocational trades such as Sewing Machine Operator, Fitter, Electrical, and Food & Beverage Steward, equipping them with market-relevant skills. The initiative offers both theoretical training and hands-on experience, preparing the participants for immediate job placements. Additionally, the project empowers women, offering them opportunities for economic independence by integrating them into the supply chain.

How is it being implemented?

The project is being implemented in partnership with the Social Empowerment and Economic Development Society (SEEDS) and Learned Skills. The training includes a mix of government-recognized certifications, placement tracking, and post-placement support. Vedanta Skill School operates training centres in rural areas, providing students with necessary skills, and placements are arranged in industries that require these specific skills. The project is also supported by multiple government and private organizations, ensuring its credibility and scalability. The program also places a strong emphasis on tracking post-placement retention and providing necessary counselling to students.





AIM 3

Uplift 100 Million women and children via social welfare interventions

Recognising the need for inclusive community support, Vedanta has proactively initiated programmes focusing on women and child development, ensuring sustainable growth for local communities. Our partnership with the Ministry of Women and Child Development and NGOs spans across 14 States, reflecting our broad commitment to social upliftment. Through initiatives such as the establishment of childcare centres, we provide a secure environment for infants while parents pursue their livelihood. Additionally, we actively support national campaigns including Swachh Bharat, Beti Bachao Beti Padhao, and Startup India, contributing significantly towards building socially responsible and empowered communities.

Associated Material Topics



Community Engagement and Development

Stakeholders Impacted

Local Communities, Business Partners, Employees, Workers

Impact

Potential Negative Operation, Legal & Financial Risk, Potential Positive Reputational Impact

KPIs

FY 2025

Number Of Nand Ghar	8,045
Number of women and children benefited through Nand Ghar's	5,60,000
Number of women and children uplifted through Education, Nutrition, Healthcare and Welfare	26.02 Million

Why are these topics material to us and our operations?

At Vedanta, we actively address public health and wellness by enhancing nutrition, healthcare access, and safe drinking water through strategic infrastructure investments around our operational sites. We prioritise initiatives addressing community well-being, while leveraging robust partnerships with government programmes and multilateral agencies to expand our reach and maximise impact.

Nand Ghar

The divide between rural and urban areas is often rooted in limited resource accessibility, which restricts opportunities for growth and well-being. With a commitment to bridging this gap, the Nand Ghar Programme serves as a platform for equal access to essential services. This flagship initiative is dedicated to uplifting

women and children by providing modern infrastructure and offering comprehensive services in education, healthcare, nutrition, and skill development.

Nand Ghar was established with the primary goal of enhancing early childhood education, improving child

health and nutrition, and empowering women socio-economically. By facilitating financial independence through income-generating farm and non-farm activities, the programme is designed to drive sustainable social change, enabling women and children to thrive and build self-sufficient, resilient communities.

Features of Nand Ghar Programme

Modernized Anganwadi



Nand Ghars are equipped with state-of-the-art technology, featuring 24/7 electricity supported by both solar and grid power, LED TVs, tablets, water purification systems, smart learning kits, modern furniture, and sanitation facilities.

#Khanakhayakya



The Nand Ghar Movement—"Agar Bachpan Se Poocha, Khaana Khaaya Toh Desh Ka Kal Banaya"—drives zero hunger and strengthens India's Anganwadi ecosystem by asking #KhaanaKhaayaKya to ensure every child is healthy, nourished, and learning.

Skill training



Nand Ghar offers skill development, scheme linkages, and income-generating opportunities, including job placements and market connections, to empower women economically.

Interactive Learning Methods



Nand Ghar enhances pre-primary education by using Building as a Learning Aid (BaLA) designs, interactive TVs, smart kits, and tablets for an engaging and innovative learning experience.

Mobile Health Vans (MHV) & Telemedicine



Frequent health camps and digital healthcare services provide specialized medical care directly to communities, ensuring access to quality healthcare.

Animal welfare programs



This is part of the integrated services where we support the broader community's well-being.

Vedanta supporting the SDG through Nand Ghar

The Nand Ghar initiative addresses critical challenges in rural India, particularly in the areas of early childhood education, maternal healthcare, and nutrition. By transforming Anganwadi centres into community hubs, this initiative is aligned with Vedanta's commitment to improving the lives of marginalized communities, fostering both educational and economic development. It also reflects Vedanta's focus on supporting the SDGs related to Health, Education, and Gender Equality.

Business Unit:

Vedanta Group in collaboration with the Anil Agarwal Foundation.

Impact on Vedanta:

The Nand Ghar initiative significantly enhances Vedanta's social impact profile by contributing to rural development, improving community relations, and reinforcing the company's commitment to corporate social responsibility. The program enhances Vedanta's reputation as a leader in sustainable community development and supports its business by fostering stronger, healthier, and more educated local populations that are better prepared to contribute to the economy.

Impact on Stakeholders:

For local communities, the Nand Ghar initiative has led to improved educational opportunities for children, better healthcare access, and empowered women through skill development and entrepreneurship. Over 3,50,000 children and 2,20,000 women have directly benefited from these centres, leading to healthier and more prosperous lives. Local businesses and the workforce also gain as women are trained and employed, creating sustainable growth within the region.

Why is this project important?

The Nand Ghar initiative is crucial because it tackles the pressing challenges of malnutrition, lack of quality education, and inadequate healthcare services in rural areas. By upgrading Anganwadi centres and integrating modern technology, solar power, and health services, the initiative ensures that vulnerable populations receive essential services that will improve their quality of life and contribute to their long-term well-being. It also fosters gender equality by empowering women with education and financial independence.

What does the project do?

The Nand Ghar initiative transforms traditional Anganwadi centres into modern, well-equipped community hubs that offer early childhood education through play-based learning, nutritious meals, healthcare services, and skill development opportunities for women. The centres are powered by solar energy, equipped with safe drinking water, and designed with disaster-resistant infrastructure. Additionally, the program provides telemedicine and mobile health services to improve healthcare access in remote areas.

How is it being implemented?

Vedanta, in collaboration with the Anil Agarwal Foundation and government partners, has established 8,045 Nand Ghars across multiple states, with plans to upgrade additional Anganwadis, particularly in Rajasthan. The program's success is built on a model of sustainability through solar power and digital governance. New Nand Ghars are continually being inaugurated, such as the 70 recently opened centres in Rajsamand, Rajasthan, further expanding the reach of the initiative. Over time, Vedanta aims to scale this initiative to establish 25,000 Nand Ghars across Rajasthan.



8,045

Number of Nand Ghar

25,455

Number of Sakhi's

₹ 125 Million

Total Sales through Women led enterprises

₹ 225 Million

Savings

5,60,000

No. of beneficiaries of Nand Ghar

₹ 4,290 Million

CSR Spend

Sakhi SHG Project

The Vedanta Sakhi SHG Project, present in several of our operational areas in India, is a powerful example of how we are addressing gender disparities and empowering women in rural communities. By offering training, financial support, and organizational

assistance, the project boosts women's economic independence while also fostering community development.

Through the structured mobilization of women into Self-Help Groups (SHGs), then to Village Organisations

(VOs), and finally into Federations, the project creates a strong, organized network that maximizes impact. The milestones achieved so far underscore the project's success, highlighting its potential to drive positive socioeconomic changes.



Medical Centre

The BALCO Medical Centre (BMC) in Naya Raipur is a 170-bed tertiary oncology facility established in March 2018 by the Vedanta Medical Research Foundation. As India's first flagship initiative in advanced cancer care, BMC has provided multidisciplinary treatment to over 49,000 patients, delivering more than 63,000 chemotherapy sessions, 9,000+ operations, 2,000+ brachytherapy procedures, and 5,400+ radiation therapy courses to date. Recognized as a referral centre for cutting-edge therapies ranging from advanced radiation and nuclear medicine to immunotherapy and reconstructive surgery BMC also emphasizes holistic support through psychological counseling, nutritional guidance, physical rehabilitation, pain and palliative care, and patient support

groups. In 2024 alone, BMC recorded 9,813 new cases, with head and neck, cervical, gastrointestinal, and breast cancers most prevalent, treated over 12,500 unique patients, and welcomed more than 78,000 outpatient visits. Reflecting its commitment to excellence, BMC earned LEED, NABH, FSSAI, NABL, Nursing Excellence, and CAHO accreditations, was named "Hospital of the Year (East) Oncology" by the Economic Times Healthcare Awards 2024 and became the first Indian institute to win the Cancer Grand Challenges Award.

Extending care beyond hospital walls, BMC's Mobile Cancer Detection Van delivered 59 free screening camps across Central India, conducting 431 mammograms, 517 Pap smears, and 2,939 patient consultations, and providing over 4,700 health-talk

attendances. Equipped with digital mammography and staffed by expert clinicians offering oral, gynecological, and brush-cytology services (with FNAC when indicated), the van brought early detection and timely intervention to remote communities in Chhattisgarh and Madhya Pradesh, where three camps alone reached 168 beneficiaries. In 2024, BMC also hosted its second Chhattisgarh Cancer Conclave, convening over 300 global oncologists to advance collaborative research and best practices in cancer management. Through these integrated on-site and outreach efforts, BMC reaffirms its role as a beacon of hope combining state-of-the-art therapies, community engagement, and world-class research to transform cancer care in Central India.

Here are five standout events we hosted at BMC, reflecting our commitment to clinical excellence, community engagement, and innovation:



Cancer Grand Challenges Award

In March 2024, our Medical Director, Dr. Bhawna Sirohi, became the first Indian co-researcher on Team PROSPECT to receive the prestigious Cancer Grand Challenges Award. Backed by a substantial research grant, this recognition reinforces our position as a pioneering oncology centre and deepens our collaboration with leading institutions tackling early-onset colorectal cancer.



6th Foundation Anniversary

To mark our sixth anniversary (30–31 March 2024), we organised a two-day celebration featuring a free Cancer Awareness & Screening Camp in partnership with Hira CSR and the Nandghar by the Agarwal Foundation, along with dedicated Patient Support Group meetings for breast and paediatric survivors. We concluded the festivities by unveiling our 2023 Annual Report, complemented by cultural performances and a gala dinner.



Walkathon – Walk For 'A' Life 2024

We brought together over 2,000 participants—residents, NGOs, and government agencies—for a community walk from Marine Drive to Gandhi Chowk to raise awareness of cancer prevention, early detection, and survivor support. Pre-walk workshops and safety drills energised attendees, and we wrapped up with refreshments and a fellowship session highlighting everyone's vital role in the fight against cancer.



Inauguration of the Expanded Bone Marrow Transplant (BMT) Unit

Responding to growing demand, we expanded our BMT unit from two to five beds in FY 2025, inaugurated by Mrs. Jyoti Agarwal, Chairperson of VMRF. Since then, we've performed over 95 transplants—85% under the Mukhyamantri Vishesh Swasthya Sahayta Yojna—cementing our role as a regional referral centre for complex haematological care.



2nd BMC Chhattisgarh Cancer Conclave

From 20–22 September 2024, we convened oncologists and researchers from India and abroad under the theme "Choosing Wisely 2024." Featuring live surgical demonstrations, hands-on HoloLens-assisted workshops, and multidisciplinary panels on rare cancers, the conclave provided a dynamic platform for knowledge exchange, networking, and collaborative strategy development.

Vedanta Diagnostic Centre

2 diagnostic centers

set up for the community.

600+

types of radiology and pathology tests are being carried out with overall 1,00,000+ tests conducted.



Project Subhalaxmi

Vedanta's Subhalaxmi Co-operative is a women-led community institution in Jharsuguda, Odisha, launched in 2008 under the Jana Jeevika Yojana to foster sustainable livelihoods. Starting with a mere 1,000 corpus, it has grown into one of India's largest rural women's cooperatives now serving over 4,100 members across farm and non-farm sectors.

The project aims to empower underprivileged rural women

by creating entrepreneurship opportunities, ensuring livelihood security, and uplifting their socio-economic conditions. By combining skill development with microfinance support, it seeks to transform beneficiaries into self-reliant change agents.

Subhalaxmi operates through four pillars capacity building & livelihood promotion, financial services (savings, credit & insurance),

social development, and strategic partnerships delivering trainings such as mushroom cultivation, tailoring, and more. Supported by Vedanta and partners like EDII, it provides tailored skill-up sessions, micro-loans, and ongoing mentorship to scale membership to 10,000 and catalyse rural economic transformation.



Vidyagraha

Education and skill development are critical for long-term regional prosperity and social equity. By strengthening secondary education outcomes, Vedanta Vidyagraha directly supports the UN Sustainable Development Goals on Quality Education (SDG 4) and Reduced Inequalities (SDG 10).

Business Unit:

VAL- Jharsuguda.

Impact on Vedanta:

Enhanced social license to operate in our mining communities, bolstered reputation for community investment, and deeper stakeholder trust through measurable educational outcomes.

Impact on Stakeholders:

106 government-run high schools received digital lessons in English, mathematics, and science in their local languages. 13 students scored over 75% in the AY 2023 Class X board exams 13 of whom were girls demonstrating gender-inclusive impact. The average first-division pass rate among intervention schools rose to 25.46%, surpassing both the previous two years (11.79%) and the state average (19.04%). Four schools achieved a 100% pass rate, placing them among Odisha's top 1,170 institutions.

Why is this project important?

Rural and underfunded schools often lack access to high-quality instruction and career guidance, leading to high dropout rates after Class X and limited opportunities for higher education or skilled employment.

What does the project do?

Vidyagraha delivers prerecorded, curriculum-aligned lessons in core subjects; builds teacher capacity for in-person tutoring; and provides career-counselling modules to guide students toward higher-education pathways after their board exams.

How is it being implemented?

Deployed digital classrooms and content across 106 high schools in Jharsuguda. Conducted teacher training workshops in mathematics, science, and English. Organized career-guidance sessions on post-secondary options. Engaged Vedanta employees through a structured volunteering drive to mentor and monitor student progress.



PILLAR 2

Transforming The Planet



Associated SDGs



As climate variability intensifies and environmental risks escalate, the imperative for sustainable business practices has never been clearer, especially for resource-intensive sectors. For companies like ours, aligning growth with environmental stewardship is essential not only for planetary health but also for long-term business resilience.

Recognizing this responsibility, Vedanta has proactively implemented a comprehensive suite of sustainability initiatives that address every dimension of its environmental footprint.

Operating across energy-intensive sector such as mining and metals production, Vedanta has historically faced significant challenges related to greenhouse gas emissions and resource consumption. In response, the company has emerged as an early leader in environmental sustainability, integrating sector-specific guidance from the Global Sustainability Standards Board (GSSB) and benchmarking its practices against globally recognized frameworks including ICM, IFC Performance Standards, GRI, CDP, TCFD, and SBTi. This commitment underpins Vedanta's transformative approach, ensuring that environmental responsibility is embedded at every level of its operations and strategy



Performance and achievements

10 Million GJ
Renewable energy
consumption

28 Million tCO₂e
Avoided GHG emissions
from FY 2021 baseline

35%
Internal water
recycled

0.63
Water positivity
ratio

114%
Ash utilisation

Vedanta's Specific Sustainability Actions

Vedanta is actively working to reduce its environmental footprint and promote responsible resource management through targeted initiatives in clean technology, waste reduction, and community engagement, all aimed at building a more sustainable future.

By embedding sustainability into every facet of its operations lifecycle, from resource management to community development, Vedanta is setting a benchmark for ESG performance in the natural resources sector, demonstrating that responsible growth and environmental leadership can go hand in hand



Decarbonization and carbon mitigation

- Since FY 2021, we have mitigated 28 Million tCO₂e an amount equivalent to the annual carbon absorption of over a billion trees-by ramping up renewable energy use 14-fold since FY 2020. Now, we aim to increase this to 2.5 GW of green energy usage by 2030.
- Vedanta's transition metals portfolio, including aluminium, zinc, silver, and copper, is central to supporting India's clean energy and electric mobility ambitions.



Circular economy and waste management

- In FY 2025 alone, Vedanta Aluminium dispatched 223 rakes of fly-ash to the cement sector, helping the company achieve 114% ash utilisation (Bottom, Pond and Fly) across its operations.
- 44,000 MT of biomass utilized in our thermal power plants pan-Vedanta in FY 2025



Water stewardship

- Vedanta Aluminium recycled approximately 16 billion litres of water in FY 2025, achieving a 15% water recycling rate and progressing toward net water positivity by 2030.
- Three major businesses have achieved water positivity: Hindustan Zinc Ltd., Cairn Oil & Gas, Iron Ore Business
- Recycled 86 billion litres of wastewater for reuse across plant operations



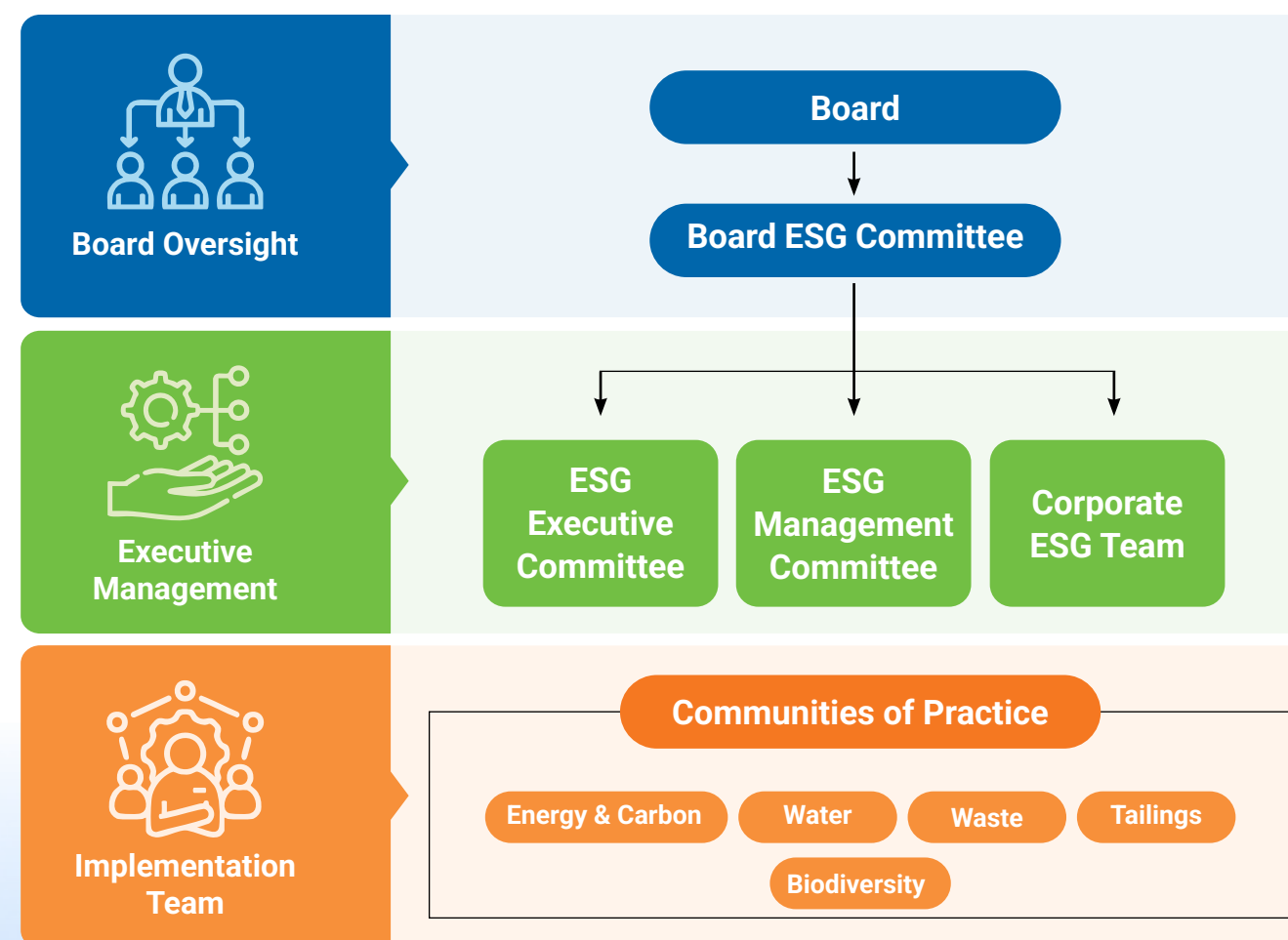
Biodiversity and community engagement

- Vedanta Aluminium has partnered with PwC India to launch biodiversity and carbon reduction initiatives that restore habitats and foster community-centric sustainability outcomes in Odisha.

Governance Structure

Understanding the critical need for effective environmental management at its operational sites, Vedanta has implemented a comprehensive strategy aligned with group-wide standards. The Group Head of HSE & Sustainability leads the Board-level ESG Committee and oversees an Executive Committee, the corporate ESG team, and an ESG Management Committee. This role is key to regularly evaluating site-specific environmental conditions, analyzing performance data, and making prompt decisions.

Supporting this governance structure are dedicated Communities of Practice, focused on carbon, water, waste, tailings, and biodiversity, which play a vital role in carrying out regular reviews and ensuring smooth, effective daily operations.





AIM 4

Net zero carbon by 2050 or sooner

At Vedanta, our unwavering commitment to achieving net zero carbon emissions by 2050 or Scope 1 & 2, sooner is not just a cornerstone of our sustainability strategy, it is a bold pledge that directly advances India's ambitious national climate agenda, including the *Panchamrit*¹ pledge made at COP26. As a leader in the natural resources sector, we recognize that our decarbonization journey is integral to supporting the nation's five-point climate commitments and net-zero target for 2070, as well as the global imperative to limit warming to below 2°C.

Our comprehensive decarbonization roadmap spans every facet of our metals, mining, and energy operations. We are aggressively investing in solar, wind, and storage, directly contributing to India's goal of 500 GW non-fossil energy capacity by 2030. These investments are complemented by pioneering energy efficiency initiatives and robust circular economy programs, which not only reduce our carbon intensity but also align with India's resource efficiency and climate integration policies (SDG 12.2, 13.2).

Vedanta's leadership extends beyond emissions reduction. With India poised to become a global hub for green products and renewable technologies, our portfolio of transition metals-aluminium, zinc, silver, and copper-positions us as a critical enabler of clean energy, electric mobility, and energy storage. Our green metal products, such as Restora Aluminium, and EcoZen Zinc are among the lowest carbon footprint offerings in the world, reinforcing our role as a catalyst for India's energy transition and green growth ambitions.

We have also embedded climate action into our core business decisions, adopting an internal carbon price and integrating climate risk into our capital allocation strategies. Our decarbonization efforts are supported by a goal to use \$5 billion over the next five years, ensuring that sustainability and economic growth go hand in hand.

Through these decisive actions, Vedanta is not only advancing its own net zero ambitions but also demonstrating sectoral leadership in sustainable development, resource efficiency, and climate resilience. We are proud to serve as a catalyst for India's clean energy future-delivering on national and global climate goals, while securing long-term value for our stakeholders and the planet.

Material topics



Climate change and energy transition

Stakeholders impacted

- Local communities
- Customers
- Investors

Impact

Low-carbon transition introduces regulatory, climate, and technological challenges, with potential asset and market value impacts.

KPIs

FY 2025

Scope 1 GHG emissions	63 Million tCO ₂ e
Scope 2 GHG emissions	3.6 Million tCO ₂ e
GHG emissions intensity	43.75 tCO ₂ e/Million ₹
Renewable energy consumption	10 Million GJ
Energy intensity	440 GJ/Million ₹

Why are these topics material to us and our operations?

As a leading extractive industry operating across diverse geographies, we are acutely exposed to the escalating physical risks posed by climate change. Intensifying extreme weather events, water scarcity, and rising temperatures threaten the continuity of our mining sites, processing facilities, and

power plants, putting production, equipment, and supply chains at risk of severe disruption. Recognizing these challenges, we are proactively integrating climate risk into our core business strategies and resilience planning, safeguarding our critical assets and ensuring operational continuity in the face of mounting

climate impacts. By building adaptive capacity, investing in robust infrastructure, and embedding climate considerations across our operations, we are not only protecting our business but also strengthening our ability to thrive in a rapidly changing environment.

Major sources of emissions in our three business verticals include:

Metals and Mining



- Ore processing and concentration
- Mining equipment and vehicles
- Material transport
- Mine dewatering and ventilation

Oil and Gas



- Flaring and Venting
- Production Equipment
- Enhanced Oil recovery
- Drilling operations

Power



- Fuel combustion
- Start-up and Shut down
- Auxilliary systems
- Transmission losses

¹ Press Release: Press Information Bureau

The Government of India has articulated and put across the concerns of developing countries at the 26th session of the Conference of the Parties (COP26) to the United Nations Framework Convention on Climate Change (UNFCCC) held in Glasgow, United Kingdom. Further, India presented the following five nectar elements (*Panchamrit*) of India's climate action:

i. Reach 500 GW Non-fossil energy capacity by 2030.

ii. 50 per cent of its energy requirements from renewable energy by 2030.

iii. Reduction of total projected carbon emissions by one billion tonnes from now to 2030.

iv. Reduction of the carbon intensity of the economy by 45 per cent by 2030, over 2005 levels.

v. Achieving the target of net zero emissions by 2070.

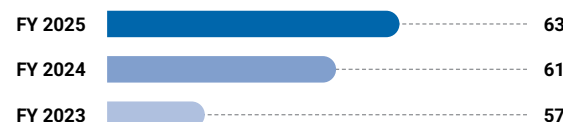


FY 2025 Performance - GHG Emissions and Energy Consumption

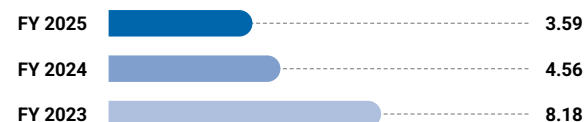
Scope 1 and 2 GHG emissions

In FY 2025, our Scope 1 emissions recorded an increase of 3% compared to FY 2024. In absolute terms the major contributors to increase in scope 1 emissions are Jharsuguda and Lanjigarh business units from Aluminium sector. These changes are mostly due to an increase in production at both the business units. Additionally, the increase in scope 1 emissions was due to higher emissions from the Silvassa and FACOR business units, which saw increases of 30% and 44%, respectively. The increase in FACOR is due to increased production activity and month on month production variability which has caused its intensity to go up.

Scope 1 emissions Values in Million tCO₂e.

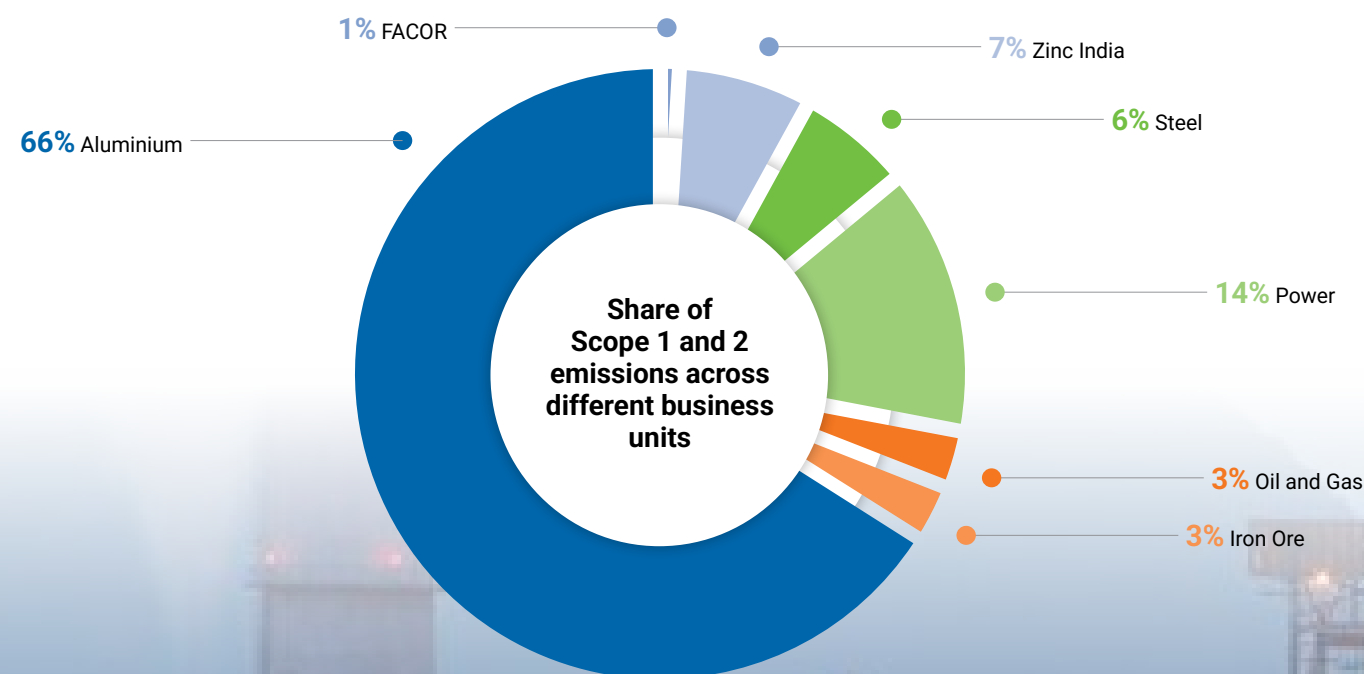


Scope 2 emissions Values in Million tCO₂e.



Vedanta achieved a significant 21% reduction in Scope 2 emissions compared to FY 2024. This impressive decline was driven by substantial emission cuts across major business units: Vedanta Zinc International (VZI) reduced emissions by 40%, Hindustan Zinc Limited (HZN) by 31%, the Iron Ore division by 26%, the Steel business by 27%, and the Aluminium division by 23%. The decrease in VZI's Scope 2 emissions is mainly due to lower production levels, while HZN's reduction is largely the result of increased procurement of renewable energy from the grid.

GHG emission (Million tCO ₂ e)	FY 2023	FY 2024	FY 2025
Scope 1 and 2	65	66	67



Aluminium is the most significant contributor, accounting for 66% of the total GHG emissions. This is reflective of the energy-intensive nature of aluminium smelting and refining processes, which are heavily reliant on thermal energy and electricity.

The Power segment follows with a 14% share, indicating the substantial emissions arising from captive power generation facilities that support various business units. Zinc India and Steel operations contribute 7% and 6% respectively.

Other business units, including Oil and Gas, and Iron Ore, each account for 3% of the emissions, while FACOR contributes 1%. Business units such as Copper, Port, and Zinc International have negligible emissions, highlighting their comparatively lower energy intensity or possibly smaller operational scale.

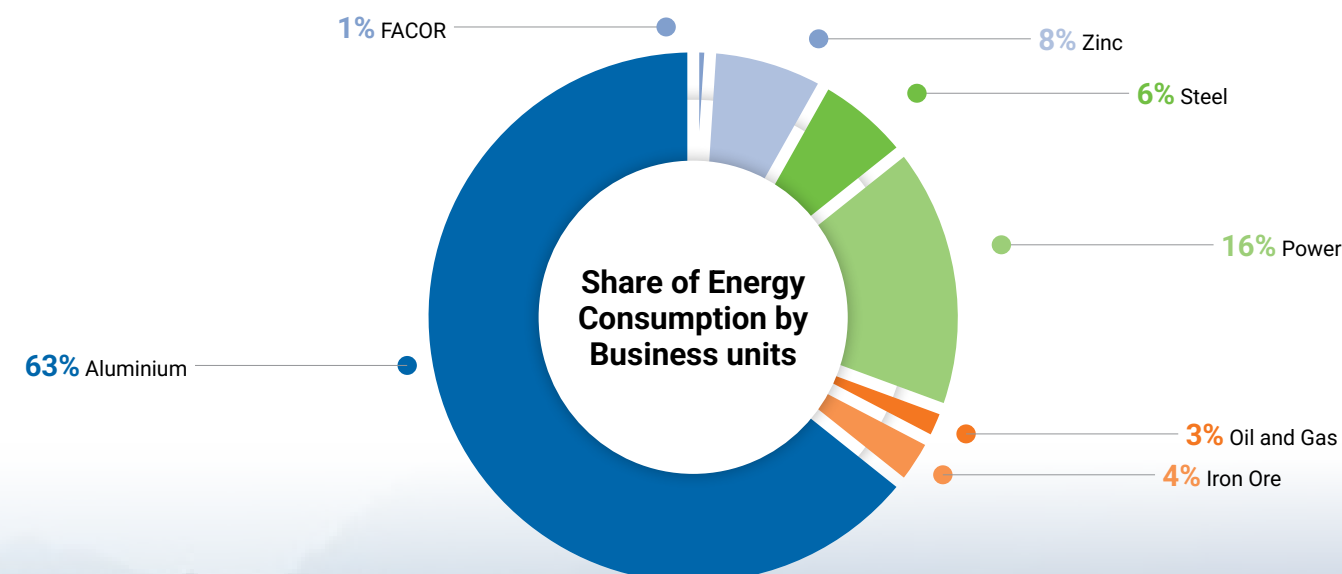
Scope 1 & 2 GHG emissions intensity

GHG emission intensity (tCO ₂ e./Million ₹)	FY 2023	FY 2024	FY 2025
Scope 1	39.32	42.64	42.01
Scope 2	5.63	3.17	2.38
Scope 1 and 2	44.95	45.82	43.75

Energy consumption

Energy mix at Vedanta including coal-based thermal power and renewable sources like solar, wind, and biomass, increased by 4% in FY 2025 compared to FY 2024. The primary increases were seen in the FACOR, and Copper business units, which recorded growths of 45%, and 22%, respectively. This rise in energy usage is primarily attributed to higher production volumes across several business segments, reflecting increased operational activity during the year.

Total Values of Energy (both RE & Non-RE) consumption in Million GJ



Goals and Strategies

Our approach

Our commitment for achieving net-zero carbon emissions for Scope 1 and 2 by 2050 or sooner is supported by a comprehensive and evolving decarbonization strategy. We are aggressively advancing energy efficiency across our operations, significantly expanding renewable energy integration, transitioning to lower-carbon fuels such as biomass, and responsibly utilizing carbon offsets to address residual emissions. A key milestone is our target to utilize 2.5 GW of Round-The-Clock (RE-RTC) renewable energy capacity by 2030, supported by power purchase agreements and renewable projects including 800 MW of solar and 1,106 MW of hybrid renewable power currently under

development through special purpose vehicles in partnership with Serentica Renewables.

Our decarbonization roadmap aligns closely with India's "Panchamrit" commitments announced at COP26, which include achieving 500 GW of non-fossil energy capacity by 2030 and reaching net-zero emissions by 2070. To accelerate this transition, we plan to invest \$5 billion over the next decade in clean energy and decarbonization initiatives. We have established interim targets, including a 25% reduction in absolute GHG emissions from the 2021 baseline by 2030 and a 20% decrease in GHG intensity by 2025. Although we were unable to meet the target this year

due to operational challenges, we remain committed to achieving it in the upcoming fiscal year. In addition to emission reduction, we are committed to fully decarbonise our Light Motor Vehicle fleet by 2030 and 75% of our mining fleet by 2035, with multiple MoUs signed for fleet replacement. Despite the shortfall this year, our long-term decarbonization roadmap remains firmly on track. We continue to invest in low-carbon technologies and strategic partnerships to accelerate our transition. The following table presents a snapshot of our interim goals, baseline metrics, and progress made across KPIs of our climate strategy, reflecting both our achievements and areas requiring renewed focus.

FY 2025 performance against medium- and long-term sustainability goals

KPIs	FY 2025 Goal	FY 2030 Goal	Baseline	FY 2025 Progress
Absolute GHG emissions (% reduction from FY 2020-21 baseline)	-	25% reduction by 2030	60.24 Million tCO ₂ e	11% increase from baseline (est. Peak year: FY2027)
GHG Emissions Intensity (% reduction from FY 2020-21 baseline)	20% reduction by 2025 (across the metals businesses)	-	6.44 tCO ₂ e/MT	6.00 tCO ₂ e/MT (~7% decrease)
Renewable Energy	500 MW RE RTC or equivalent	2.5 GW of RE RTC or equivalent	67 MW	299 MW
LMV Decarbonisation (% LMVs)	50%	100%	-	~6%
Capital Allocation for transition to net zero	-	US\$ 5 billion	-	0.17 billion in FY 2025
Hydrogen as Fuel	-	Commitment to accelerate the adoption of hydrogen as a fuel and seek to diversify into H2 fuel or related businesses	-	Remains open for future exploration

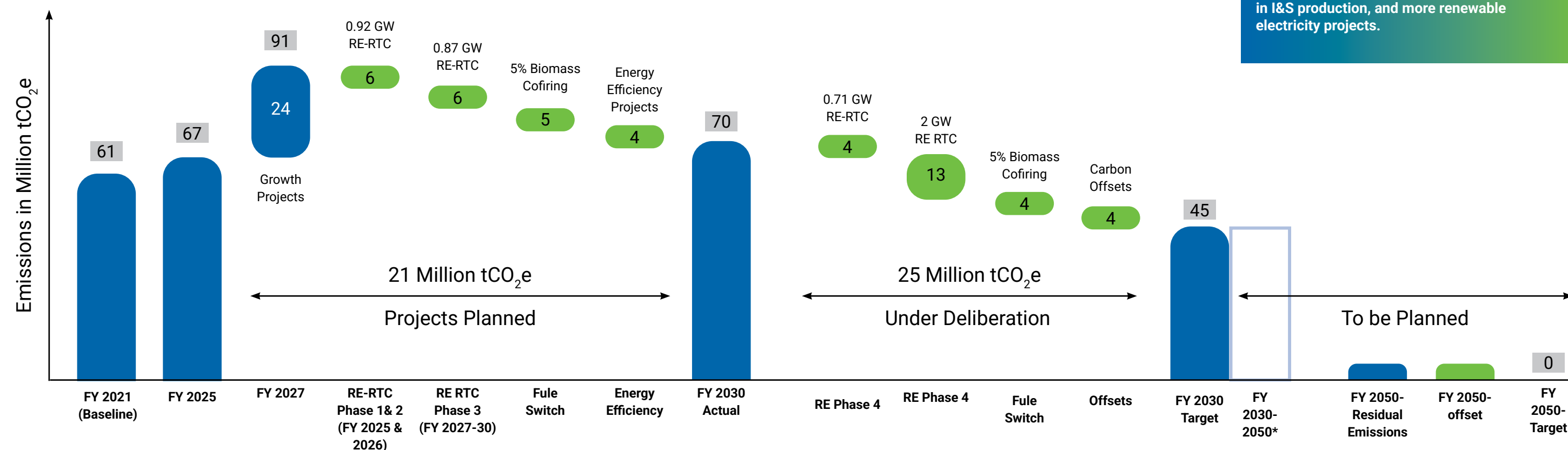
Emission Reduction & Mitigation Strategies

Decarbonisation levers and roadmap

Our decarbonization roadmap reflects a thoughtful and steady approach to reducing the carbon footprint while supporting India's transition to a cleaner energy future. With clear

targets and ongoing investments, Vedanta is committed to balancing environmental responsibility with business growth, paving the way for a greener and more resilient future.

The trajectory of Vedanta's greenhouse gas (GHG) emissions and its decarbonization roadmap.



Decarbonisation levers

1

Increasing renewable energy

Expanding the capacity and use of clean, sustainable energy sources such as solar, wind, hydropower, and bioenergy to replace fossil fuels.

2

Switching to low carbon fuels

Replacing traditional high-carbon fossil fuels with alternatives that emit significantly less greenhouse gases when used.

3

Improving energy and process efficiency

Optimizing operations to use less energy and resources while maintaining or enhancing productivity.

4

Offsetting residual emissions

Compensating for greenhouse gas emissions is done by carbon credits, where one credit represents one tonne of CO₂e avoided or sequestered.

Vedanta's absolute GHG emissions trajectory outlines a structured plan to decarbonise operations while supporting growth. From a baseline of 61 Million tCO₂e in FY 2021, emissions are projected to rise to 91 Million tCO₂e by FY 2027 due to expansion and growth plans. However, through targeted interventions of renewable energy deployment, fuel switching, energy efficiency, and balancing the remaining through offsets, we aim to

reduce our emissions to 45 Million tCO₂e by FY 2030. Projects planned till FY 2030 are expected to reduce 21 Million tCO₂e, with an additional 25 Million tCO₂e reduction under deliberation.

Beyond FY 2030, further actions including carbon capture, hydrogen-based fuel substitution, and expanded renewable power are being evaluated and we continue to focus on these

basis the technology maturity and its penetration.

These levers form the backbone of Vedanta's decarbonisation strategy. Through systematic investments in clean energy, operational optimization, and carbon offset mechanisms, Vedanta aims to transition towards a low-carbon operational model, while simultaneously supporting national climate goals.

Increasing renewable energy

Materiality relevancy: Climate Change and Energy Transition

Business unit: Hindustan Zinc Ltd (HZL)

Impact on Vedanta

- **Local Communities:** The initiative encourages the utilization of agricultural by-products, which helps minimize stubble burning and boosts rural livelihoods.
- **Vendors and Suppliers:** By establishing long-term contracts with biomass producers, the project fosters the development of the domestic biomass sector and generates new economic prospects.
- **Government and Regulators:** The project supports national sustainability goals, facilitates regulatory compliance, and promotes the adoption of low-carbon solutions within the industry.
- **Investors and Stakeholders:** Vedanta's commitment to renewable energy sources and lowering emissions strengthens its ESG credentials and appeals to responsible investors.

Supply of Renewable Energy is expected to begin in FY 2026 and supply about 70% of HZL's total energy

needs, significantly lowering its carbon footprint. This marks a shift from fossil-fuel-based energy to renewable sources like wind and solar. With the help of advanced energy storage, the project ensures a stable and round-the-clock (RTC) energy supply.

What does this project do?

Vedanta is partnering with Serentica Renewables to develop 530 MW of solar and wind capacity, supported by energy storage for 450 MW of round-the-clock power. This ensures a reliable 315 MW continuous supply, advancing Vedanta's net zero and clean energy goals.

Why is this project important?

- **Net-Zero Goal:** It's a critical step in HZL's long-term sustainability vision.
- **Energy-Intensive Industry:** Mining requires massive energy inputs; switching to clean energy makes a huge difference in overall emissions.
- **Innovation:** Blending renewables with storage tackles one of the biggest hurdles of clean energy-intermittency.



Switching to low carbon fuels

Materiality relevancy: Climate change and energy transition

Business unit: Talwandi Sabo Power Limited (TSPL)

Impact on Vedanta:

The biomass co-firing initiative at TSPL marks a significant step in Vedanta's decarbonization journey. By replacing a portion of coal with biomass, the plant can potentially reduce annual CO₂ emissions by over 0.76 Million MT, assuming full utilization of biomass in place of coal.

What does the project do?

The project integrates biomass co-firing at TSPL by blending biomass pellets with coal in the thermal power generation process. In FY 2024, TSPL procured 26,037 MT of biomass. The goal is to replace 5% of annual coal usage with biomass.

Why is this project important?

This initiative is crucial for:

- Reducing dependence on fossil fuels and cutting GHG emissions.
- Supporting India's broader climate goals and thermal power sustainability directives.
- Providing a viable, cleaner alternative to coal without overhauling existing infrastructure.
- Promoting the circular use of agricultural waste, helping curb stubble burning and air pollution.

How is it being implemented?

- TSPL has entered into long-term supply agreements with five biomass manufacturers for a combined supply of 910 MT per day.
- Upon achieving consistent supply, annual biomass usage will scale to 3,32,150 MT.
- The plant is optimizing combustion systems and operational protocols to integrate biomass efficiently.

Outcome for stakeholders:

- **Local Communities:** The project promotes the use of agricultural residues, helping reduce stubble burning and contributing to rural income generation.
- **Vendors and Suppliers:** Long-term procurement agreements with biomass manufacturers support the growth of a domestic biomass industry, creating economic opportunities.
- **Government and Regulators:** Aligns with national sustainability directives, aiding compliance and encouraging adoption of low-carbon practices across the sector.
- **Investors and Stakeholders:** Enhances Vedanta's ESG performance by demonstrating commitment to renewable alternatives and emission reductions.



Improving energy and process efficiencies of our operations

Materiality relevancy: Climate change and energy transition

Business unit: BALCO

Impact on Vedanta:

Copper cathode relining initiative, first-of-its-kind application in the Indian Aluminium industry. This patenting process will help Vedanta to lead with sustainability-driven innovations, contributing to the global agenda of reducing energy consumption and greenhouse gas emissions.

What does the project do?

This project aims to:

- Reduce power consumption, saving over 400 kWh/MT.
- Potential for significant amperage enhancement in existing potline.
- Reduction in greenhouse gas emissions by 167 ktCO₂/annum.

Why is this project important?

This initiative is crucial for:

- Enhance Copper Recoverability (85-100%)
- Improvement in value recovery and return on investment (ROI)
- Execute life cycle analysis (LCA) and circular economy principles to tackle rising accumulation of collector bars worldwide
- Enhance overall sustainability, contributing to Vedanta's ambitious net-zero goal by 2050.

How is it being implemented?

The project will replace traditional steel collector bars with copper; the Cathode voltage drop (CVD) can potentially be reduced by 100-130 mV. The energy savings achieved depend on the relining design, specifically the volume of copper used across its cross-sectional length.

Outcome for stakeholders:

- **Local Communities:** The initiative encourages the utilization of agricultural by-products, which helps minimize stubble burning and boosts rural livelihoods.
- **Vendors and Suppliers:** By establishing long-term contracts with biomass producers, the project fosters the development of the domestic biomass sector and generates new economic prospects.
- **Government and Regulators:** The project supports national sustainability goals, facilitates regulatory compliance, and promotes the adoption of low-carbon solutions within the industry.
- **Investors and Stakeholders:** Vedanta's commitment to renewable energy sources and lowering emissions strengthens its ESG credentials and appeals to responsible investors.



Purchasing carbon offsets for residual emissions

At Vedanta, we view the purchase of carbon offsets from registered carbon markets as a strategic, final lever in our comprehensive decarbonization approach, reserved for addressing unavoidable, hard-to-abate greenhouse gas emissions. Our primary focus remains firmly on internal emissions reduction through energy efficiency, renewable energy expansion, and fuel

switching. In line with this, we are planning a new initiative at Cairn that aims to plant nearly 2 Million trees, which is expected to mitigate approximately 17,760 tCO₂e. This afforestation project complements our broader strategy by enhancing natural carbon sinks while we continue to advance our core efforts to reduce emissions at source.



Key initiatives

In addition to the above, we have implemented a multi-pronged approach guided by our four strategic decarbonisation levers. A number of targeted interventions have been initiated across our business units to accelerate our transition to a low-carbon future. Below are some of the key initiatives undertaken by Vedanta that reflect our commitment to these levers and our broader climate action roadmap. Energy efficient technologies such as the adoption of graphitization using copper-inserted bars have the

potential to save up to 1 Million tCO₂e equivalent annually. Additionally, the installation of Turbo Blower Pressure Recovery Turbines (BPRs) and the use of natural gas at select facilities contribute to annual savings of around 1,20,000 tCO₂e equivalent. To decrease our dependence on coal, we are progressively transitioning to biomass, which helps lower our carbon intensity. At Cairn, replacing steam-driven pumps with electric ones has resulted in a reduction of approximately 20,000 tCO₂e per annum. Additionally, another

initiative at Lanjigarh, by adopting Vedanta Lining Design (VLD) technology for pot relining, the unit is estimating saving of around 1,20,182 GJ.

At FACOR, 33 solar lights were installed reflecting a conscious shift towards reducing reliance on conventional electricity by utilising renewable energy sources. Furthermore, to enhance energy efficiency, all conventional bulbs and tube lights were replaced by LED lights at all plants projecting annual energy savings of 3,108 kWh.

Scope 3 targets

Tracking Scope 3 emissions is crucial for Vedanta to comprehensively address its climate impact and meet investor, regulatory, and market expectations. It enables targeted decarbonisation across the value chain, ensuring long-term resilience and sustainability leadership. We are committed to reducing our value chain emissions, HZL has set a reduction 25% absolute scope 3 GHG emissions

by 2030 from the base year 2020 and achieving net-zero emissions across the value chain by 2050 while the Aluminium division targets reduction of Scope 3 emissions intensity by 25% from year 2021 baseline. In line with India's evolving sustainability landscape, the company is also accelerating efforts to adopt hydrogen as a fuel and diversify its hydrogen-related business activities.

This strategy aligns closely with the government's Green Steel Taxonomy initiative, which promotes the use of green hydrogen to decarbonize steel production and support a low-carbon economy. Through these measures, Vedanta is strengthening its focus on sustainable growth while contributing to India's broader climate goals.

14 KVA solar panels installed at Ostapal and Kalarangiatta Chromite mines, projecting to reduce GHG emissions by 50 tCO₂e annually.

These solar panels are resource efficient, requires minimal water and no extra infrastructure, ensuring eco-friendly power supply in remote areas while lessening the ecological impact of mining.

Internal carbon price

To integrate climate considerations into investment decisions, we have introduced an internal carbon pricing mechanism, applying a shadow price of \$15/tCO₂e for capital projects exceeding ₹50 Million or emitting over 0.5 Million tCO₂e annually.

By integrating these projected costs into our operations, we investigate emerging climate challenges, enhance financial

practicability, reduce exposure to risk, and increase our investment in future-proofing strategies. We have integrated carbon costs into our capital expenditure, operational, and risk management decision-making frameworks.

Currently, our Internal Carbon Pricing (ICP) covers both Scope 1 and Scope 2 emissions. The ICP is designed to realistically reflect potential carbon taxes that

might be imposed on our Indian operations, enabling meaningful comparisons between high-carbon and low-carbon capital expenditures and assets. This approach influences business behaviours and encourages low-carbon investments. We review our ICP annually to maintain competitiveness and alignment with industry standards.

Climate Risk Assessment

Vedanta maintains a comprehensive approach to identify climate-related risks that considers both immediate (acute) and long-term (chronic) physical climate impacts, as well as transition risks arising from regulatory, market, technological, and reputational shifts. Our structured methodology combines internal assessments, external consultations, IPCC RCP scenarios, and leading industry practices.



Climate scenarios considered

Physical Risks

- RCP 4.5 (Moderate Emissions)
- RCP 8.5 (High Emissions)

Transitional Risks

- SSP2 (Middle-of-the-road development)



Climate tools used

- WRI Aqueduct
- ThinkHazard!
- WWF Water Risk Filter
- Climate Impact Explorer



ThinkHazard!



CLIMATE ANALYTICS

Time horizons considered for assessment



Short term (1-3 years)

Focused on Immediate risks to operations and infrastructure



Medium term (4-10 years)

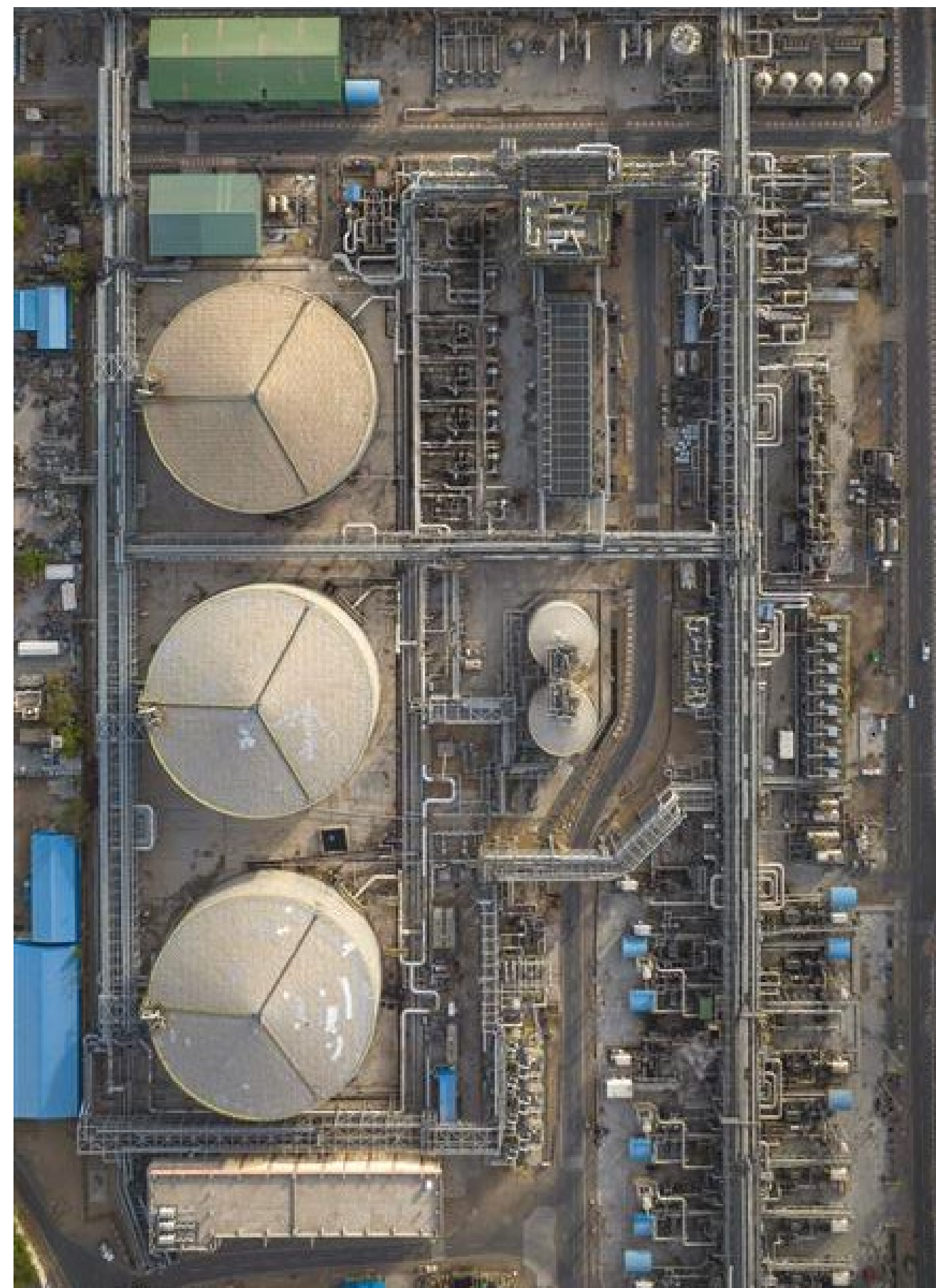
Assessed evolving stakeholder, economic, and market expectations



Long term (11-25 years)

Strategic resilience planning in the face of prolonged climate shifts

For further details on climate related risks and opportunities and our climate resilience strategy refer to our Climate Risk Report FY 2025.





AIM 5

Achieve net water positivity by 2030

Access to clean water stands among the world's most urgent challenges, directly shaping economic growth, public health, and community well-being. With substantial operations situated in water-stressed regions at Vedanta, we recognize that responsible water stewardship is not just a necessity but a moral imperative. Guided by our ambition to achieve net water positivity by 2030, we are implementing a holistic strategy that combines cutting-edge water recycling, large-scale rainwater harvesting, and community-focused initiatives. By replenishing more water than we consume and empowering local communities with sustainable water access, Vedanta is setting a benchmark for efficient water use, environmental sustainability, and long-term water security—ensuring that every drop counts for people, planet, and prosperity.

Material topics



Water Management

Stakeholders impacted

Local communities

Impact

Vedanta's water management enhances resource efficiency, supports local communities, and advances its goal of net water positivity by 2030.

KPIs

FY 2025

Water Positivity Index	0.63
Water consumed/utilised	199 Million kL
Internal water recycled	86 Million kL

Why are these topics material to us and our operations?

Water management is a material topic for Vedanta due to its water-intensive operations in mining, metals, and oil & gas, often located in water-stressed regions. Efficient water use is vital for operational continuity, regulatory

compliance, and maintaining a social license to operate. It also helps mitigate climate risks and meet ESG expectations. With growing scrutiny from regulators and stakeholders, Vedanta prioritizes reducing

freshwater use, enhancing recycling, and building resilience to climate change impacts, aligning with its sustainability goals and ensuring long-term value creation and stakeholder trust.

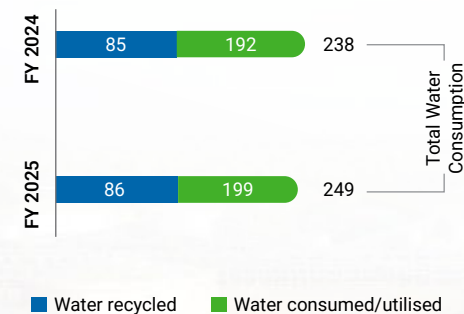
FY 2025 Performance

Water consumption and discharge

Vedanta maintains continuous monitoring of water key performance indicators (KPIs) across all its facilities to support data-driven decisions and prompt corrective actions. Leveraging strong data management systems and periodic performance assessments, we aim to improve water efficiency, minimize reliance on freshwater sources, and advance sustainable initiatives like rainwater harvesting and wastewater reuse. Water withdrawal, consumption, and discharge are routinely tracked to ensure accountability and progress toward water stewardship goals.

In FY 2025, total water consumption reached 249 Million kL, representing a modest year-on-year increase of 5% from the 238 Million kL recorded in FY 2024. During the same period, water recycled or reused increased by 1.3%. These initiatives collectively reduced net freshwater consumption by 2 Million kL (1%), lowering usage from 162 Million kL to 160 Million kL.

Values in Million kL



Water discharge (in Million kL)



In FY 2025, Vedanta significantly increased its water discharge to 12.2 Million kL, a rise from 2.9 Million kL recorded in FY 2024. The jump in water discharge is attributed to Iron Ore business due to operational scaling, higher water withdrawal, or enhanced wastewater treatment and release processes implemented across facilities.

Water Management at Vedanta

Vedanta understands that water management is an important issue given its critical role in supporting our operations. Water is essential for activities such as mineral extraction, processing, cooling, dust control, and transportation of ore and waste. Since water is a shared resource with the communities around us, maintaining its availability and quality is key to sustaining our social license to operate and avoiding potential conflicts.

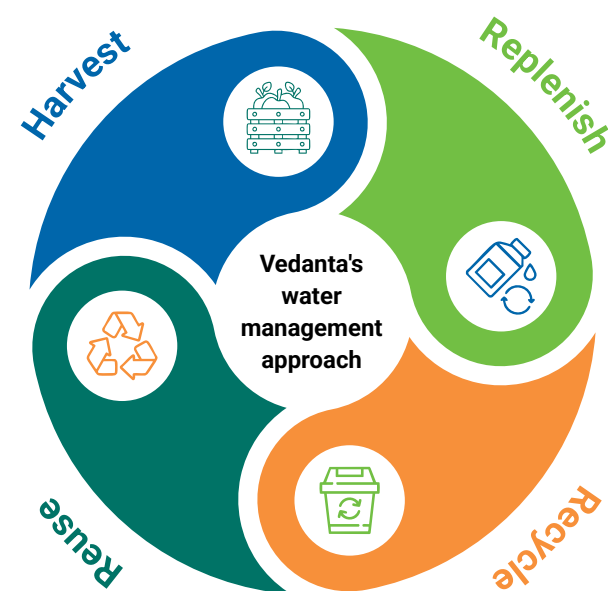
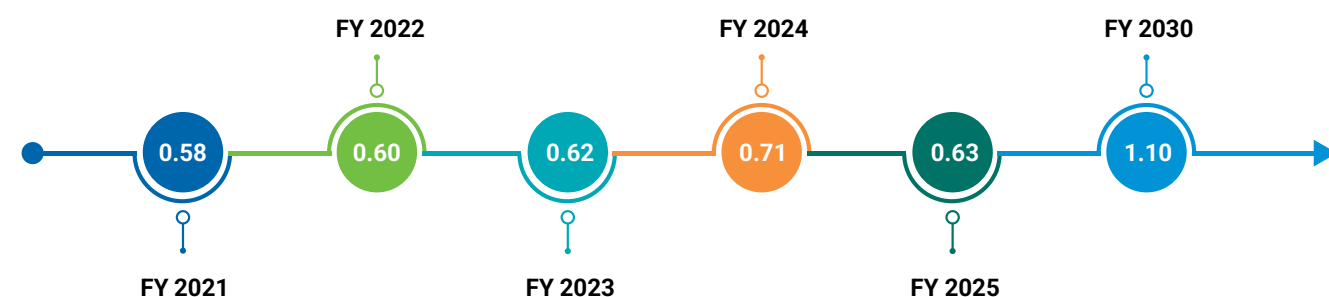
We recognize that our large-scale operations can put pressure on local water resources, if not managed carefully. For example, mining activities may reduce the availability of freshwater or impact its quality, which can affect both people and the environment. Similarly, our oil and gas operations, which require significant water use for processes like drilling, need to be managed thoughtfully to avoid overburdening local water supplies. This is especially important in water-stressed regions such as Tamil Nadu and Rajasthan, where we operate.

Climate change and extreme weather events, including droughts and floods, add further challenges to water availability and management in these areas. We are committed to improving our water use efficiency, increasing recycling and reuse, and working closely with local communities and authorities to support sustainable water management. Our goal is to balance our operational needs with environmental stewardship and social responsibility.

Water management will continue to be a key focus area for Vedanta as we strive to operate responsibly and contribute positively to the regions where we work.

Our goal remains to become Water Positive across all business units, and this year's performance reinforces our trajectory towards achieving that ambition. Vedanta continues to align its water stewardship with global standards such as the Alliance for Water Stewardship (AWS) and supports the United Nations Sustainable Development Goal (SDG) 6: Clean Water and Sanitation.

Water Positivity Goal



Achieve water positivity of >1 by 2030.

3 business units which are water positive- Hindustan Zinc, Cairn Oil & Gas and Iron Ore Business

Water Management Strategies

Our approach reflects a balance between operational needs and environmental responsibility. We continuously monitor our water use and implement improvement measures that focus on:



In FY 2025, Vedanta Aluminium recycled nearly 16 billion litres of water, achieving a 15% recycling rate, contributing meaningfully to our ongoing efforts to reduce freshwater consumption. We advanced rainwater harvesting and rejuvenation projects across operational sites, which collectively added over 75,000 kL of additional storage capacity. Construction of new farm ponds further supported water availability for surrounding communities.

To improve water-use efficiency, we have implemented a suite of advanced technologies, including zero liquid discharge (ZLD) systems, closed-loop recycling, and digital flow metering. These systems enable better monitoring and reuse of water within

our processes, reducing waste and enhancing operational sustainability. In parallel, we introduced bio-toilets and solar-powered borewells in community settings to strengthen access to clean water and sanitation.

Our approach also extends beyond operations. We promote climate-resilient agricultural practices such as drip irrigation, helping farmers conserve water. Additionally, we are reusing treated sewage water in green belt development, supported by upgraded treatment plants. Through collaborations with NABARD and other partners, we are driving watershed restoration and groundwater recharge in water-stressed areas such as Rajasthan and Odisha.

These water management

initiatives are embedded within our environmental stewardship strategy and are critical to our goal of achieving net water positivity by 2030. Site-specific successes — such as the ZLD system at Lanjigarh, enhanced water retention infrastructure at mining operations, and reuse of treated water at BALCO — are being scaled and replicated across high-risk locations. We are also strengthening oversight through real-time monitoring using the Enablon ESG platform, ensuring data-driven decision-making and accountability.

Together, these efforts reflect Vedanta's commitment to sustainable water use, resilience in water-scarce geographies, and a future-ready approach to inclusive growth.

RDC becomes the first plant in Vedanta Group to acquire “Niti Aayog’s Scope 1” certification of water positive aspiring company certification

Materiality relevance: Water and wastewater management

Business unit:

Hindustan Zinc Ltd (HZL)

Impact on Vedanta

Rajpura Dariba Complex became the first Vedanta plant to receive NITI Aayog’s Scope 1 Water Positivity Aspiring Company certification, enhancing brand image, strengthening water stewardship, and achieving key milestones like watershed assessment, water audit, gap analysis, and source mapping.

What does this project do?

The Rajpura Dariba Complex (RDC) has become the first plant within the Vedanta Group to earn Niti Aayog’s Scope 1 Certification as a Water Positive Aspiring Company. This certification recognizes RDC’s comprehensive water management practices, including detailed watershed assessment, operational water use monitoring, and efforts to maintain or improve the quality of water discharged into the ecosystem. The project focuses on recycling, reusing, and replenishing water to ensure that more water is

returned to the environment than consumed, aligning with Vedanta’s broader commitment to sustainable water stewardship and net water positivity by 2030.

Why is this project important?

This recognizes RDC’s commitment to responsible water management, aligning with national priorities set by NITI Aayog.

How is it being implemented?

The team at RDC took the initiative to obtain this valuable certification at the RDC level, becoming the first plant, not only in HZL but across the entire Vedanta Group, to successfully complete the process and acquire the Scope 1 Water Positivity Aspiring Certification.

Outcome for stakeholders

The certification enhances stakeholder trust by showcasing leadership in water stewardship, attracting ESG-focused investors, boosting employee morale and strengthening community relations. It sets a sustainability benchmark for industry peers and fosters positive regulatory engagement.



Mitigation Actions

Vedanta is focused on responsible water management, implementing measures to conserve, recycle, and replenish water resources. Our commitment to addressing water-related challenges is outlined through the mitigation measures presented in the following table.

Our strategy



Water reduction

- Climate-smart agricultural practices like drip irrigation have also been introduced to conserve water in surrounding communities.
- Digital water flow meters and smart monitoring systems help optimize water use and reduce wastage.



Water reuse

- Upgraded sewage treatment plants to reuse treated water for green belt development.



Rainwater harvesting

- Rainwater harvesting and pond rejuvenation projects have been widely implemented, adding significant water storage capacity—over 75,000 cubic meters at mining sites—and supporting groundwater recharge.
- Installed rooftop rainwater harvesting at its Captive Power Plant in Jharsuguda with a collection capacity of 56,000 liters, used for internal plant needs.
- 1100+ rainwater harvesting structures developed in Barmer



Water for community

- Renovated 81 community ponds and is constructing at least 20 new farm ponds, adding around 10,000 cubic meters of water storage capacity.



BALCO effluent treatment plant

Materiality relevance:

Water and wastewater management

Business unit:

BALCO

Impact on Vedanta

The ETP projects enhance Vedanta's resource efficiency and sustainability leadership by significantly cutting down on freshwater intake and enabling closed-loop water use. These systems also improve compliance with water discharge regulations, strengthen ESG performance metrics, and support the reduction of operational risks linked to water scarcity and regulatory fines.

What does this project do?

The BALCO Power ETP initiative involves the treatment and recycling of wastewater from two major sources—coal dust mixed water and cooling tower blowdown water.

- ETP Part B (Operational from April 2024) treats coal dust mixed water from wastewater drains using a 200 kL/hr Clarifier and Filtration System, enabling the recycled water to be reused in the Demineralisation Plant and ultimately integrated into the plant's freshwater system.
- ETP Part C (Operational from January 2025) focuses on treating cooling tower blowdown water using a 200 kL/hr Reverse Osmosis (RO) system, with the treated water reused in the cooling towers and sludge safely disposed of via landfilling.

Why is this project important?

This project plays a crucial role in reducing freshwater dependency, optimizing water use in energy-intensive operations, and enhancing the circularity of water within BALCO's operations.

How is it being implemented?

The implementation is phased:

- Part B:** The treated water is routed through the Demineralisation Plant into the freshwater aerator, blending with the plant's usable water. The compressed sludge is returned to the coal yard, minimizing waste.
- Part C:** The recycled water is reused within the cooling system, and the compressed sludge is safely landfilled, ensuring environmental compliance.

Currently, Part C is under the stabilization phase, with operational performance being optimized.

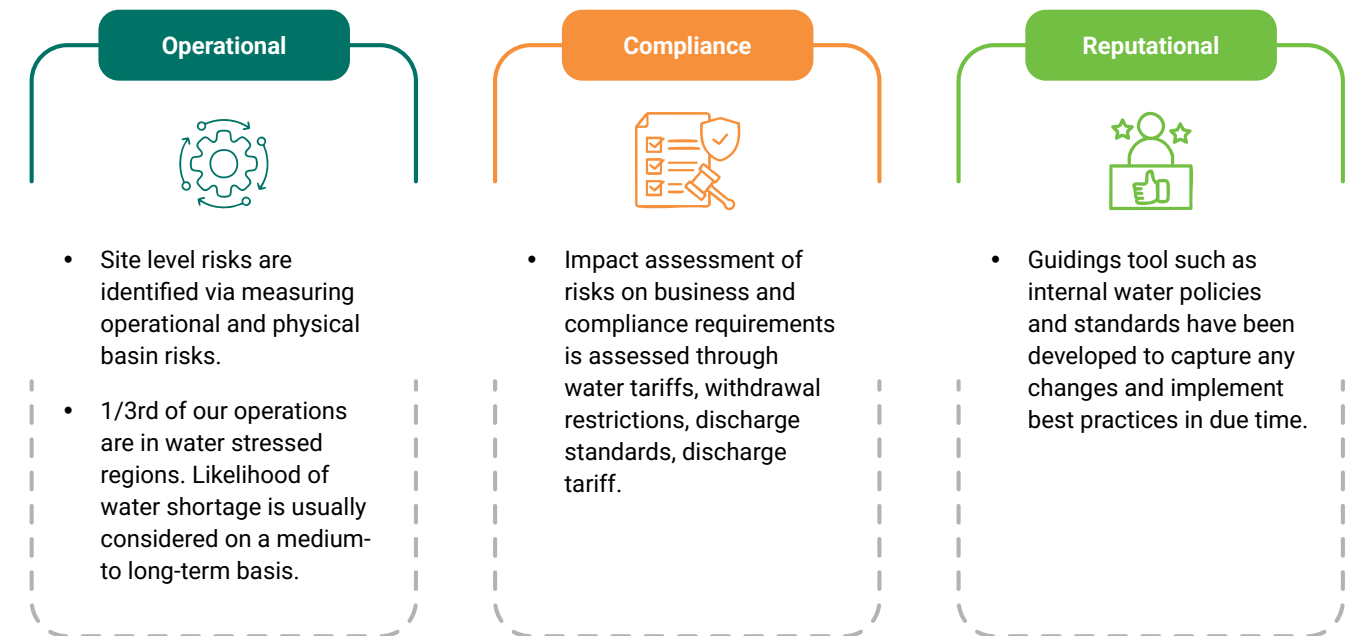
Outcome for stakeholders

Communities: Lesser withdrawal of local freshwater sources protects community water rights and strengthens Vedanta's social license to operate.

For Investors and Regulators: Demonstrates environmental compliance, cost savings, and alignment with sustainability commitments, reinforcing stakeholder confidence.

Water Risk Assessment

In FY 2022, we initiated a comprehensive water stewardship strategy focused on achieving water positivity. The approach employed scientific methodologies to assess water risks at both operational and basin levels. Using tools from the World Business Council for Sustainable Development, including the Water Risk Filter, India Water Tool 4.0, and WRI's Aqueduct, we conducted baseline assessments across 33 sites. The water risk evaluation was conducted across three axes:



Comprehensive details pertaining to Vedanta's water risk assessment are available in the Climate Action Report for FY 2025 and may be referred to for a deeper understanding of the company's water-related risk evaluation and management strategies.





AIM 6

Innovations for greener business model

At Vedanta, embracing a greener business model is not just an environmental imperative, it is integral to our long-term growth, resilience, and stakeholder trust. We believe that sustainable practices drive operational excellence, unlock innovation, and strengthen our social license to operate. Our focus on managing air emissions, preserving biodiversity, handling waste responsibly, and ensuring safe tailings disposal reflects this strategic priority.

Operating in resource-intensive sectors, we are aware of the environmental sensitivities surrounding our activities. A greener approach enables us to reduce our ecological footprint, respond to evolving regulatory expectations, and align with global sustainability benchmarks. It also fosters stronger relationships with local communities and enhances our reputation as a responsible corporate citizen.

By embedding sustainability into the core of our business processes, we create long-term value for our stakeholders while contributing meaningfully to environmental stewardship. This transition to a greener model positions us to meet future challenges with agility and to continue growing in a way that is inclusive, responsible, and future-ready.

Material topics



Air emissions and quality



Circularity and waste management



Materials management



Tailings management



Biodiversity and ecosystems

Stakeholders impacted

Local communities

Impact

Controlling air emissions, waste, materials, tailings and biodiversity ensures compliance, cost efficiency, and secures Vedanta's social licence.

KPIs

FY 2025

Ash utilisation	114%
Locations reviewed for biodiversity risk	100% sites reviewed ²
Tailings Dam audit and findings closure	100% sites audited 27 tailings dam aligned with GISTM ³

² Newly added sites—Minakshi, Athena, and WCL—are scheduled to undergo biodiversity assessments in the upcoming financial year.

³ Global Industry Standard on Tailings Management

Why are these topics material to us and our operations?

These topics are critical for Vedanta due to the environmental and operational risks associated with its resource-intensive activities. Air quality and tailings management

ensure safety and pollution control, while responsible materials and waste management improve efficiency and reduce environmental harm. Biodiversity protection is key

to mitigating ecological damage from mining, and circular economy principles help Vedanta reduce waste and enhance resource recovery.



Air Emissions

Air quality management at Vedanta primarily focuses on mitigating the particulate impacts which poses a significant challenge in the mining industry. We closely monitor the effect of operations, particularly suspended particulate matter (PM), sulphur dioxides (SO_x) and nitrogen dioxides (NO_x). Additionally, drilling, smelting and refining activities result in the release of hazardous air pollutants (PM, NO_x, etc.) which have an impact on the health of the local communities and environment.

We track lead emissions in zinc operations, fluoride emissions in copper and aluminium operations, and Polycyclic Aromatic Hydrocarbons

(PAHs) in aluminium operations. These efforts align with Vedanta's Environmental Management Standard, ensuring that air quality impacts on employees, communities, and the environment are minimized.

We have established systems for continuous monitoring of the air quality at our sites so that effects of our operations can be evaluated in real time and suitable interventions for maintaining mandated standards of air quality, can be taken. We do this with the help of emission control technologies and advanced monitoring systems, which flag off any potential issues.

Non-GHG emissions in '000 (FY 2025)

18 MT
Particulate matter

447 MT
SO_x

122 MT
NO_x



Waste Management

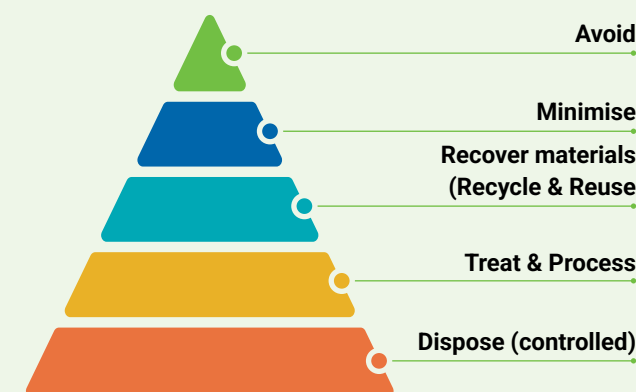
Vedanta has established a forward-looking waste management system, guided by its Resource Use and Waste Management Technical Standard under the Vedanta Sustainability Framework. This approach prioritizes minimization of waste generation, both in volume and toxicity, while promoting recovery and recycling through internal mechanisms or certified external partners. With a clear focus on reducing landfill and incineration, Vedanta has aligned its operations with global best practices and regulatory standards.

Given the nature of our mining operations, we handle large volume of waste with diligence. We focus on responsibly handling both hazardous as well as High-volume low-toxicity (HVL) non-hazardous waste streams. Hazardous materials are directed to authorized recyclers or handlers, whereas HVL waste is safely stored in engineered structures like tailing dams or ash-dykes and are increasingly being repurposed as input materials in other industries.

As part of our commitment to sustainability, we have embraced a “waste to wealth” philosophy, actively exploring opportunities to convert waste into valuable resources. Regular internal audits help identify process improvements and drive accountability across operations. With a long-term vision of becoming a “Zero Waste” organization, Vedanta continues to set ambitious benchmarks, reinforcing its position as a responsible steward of environmental resources.

Waste hierarchy

Vedanta adheres strictly to the waste-management hierarchy across every stage of the material life cycle. The foremost emphasis is on waste avoidance and minimisation; thereafter, we prioritise recovery, reuse, and recycling. Disposal, whether in engineered landfills or through controlled incineration, is adopted solely as a last resort.



During project design, inputs are selected to eliminate or minimise waste and, where feasible, hazardous substances are replaced with safer alternatives. Operational controls include housekeeping, process optimisation, and segregation that curtails volumes and risks. Sites maintain dedicated storage to enable reuse, recovery, and recycling through partners in cement, construction, and metallurgical industries. Only irrecoverable residues are treated before disposal in landfills or permitted incinerators, safeguarding compliance and advancing circularity.

Hazardous waste

Vedanta primarily generates hazardous waste through its mining, metallurgical, and industrial activities. A significant portion of this hazardous waste consists of spent anode, used anode butts, cathode residues, aluminium dross, and copper dross. To effectively manage this, we continuously monitor the generation of hazardous waste with a strong commitment to minimizing its volume through various reduction, recovery, and recycling initiatives. Our waste management practices are guided by

comprehensive Waste Management Standards and Guidance Notes, which have been carefully developed to align with internationally recognized frameworks such as the International Council on Mining and Metals (ICMM) and the International Finance Corporation (IFC) Performance Standards. These standards ensure that our approach to handling waste is both responsible and sustainable, helping us minimize environmental impact while complying with global best practices.

0.43 Million MT
Recycled & Reused

77 Million MT
Landfilled

Non-hazardous waste

Vedanta is committed to sustainable and responsible waste management practices, including the effective handling of HVL waste. This waste includes materials that pose a significant risk to human health and the environment, if not properly managed.

HVL waste arises from mining, smelting, refining, and related industrial activities. Each business unit closely monitors the quantities

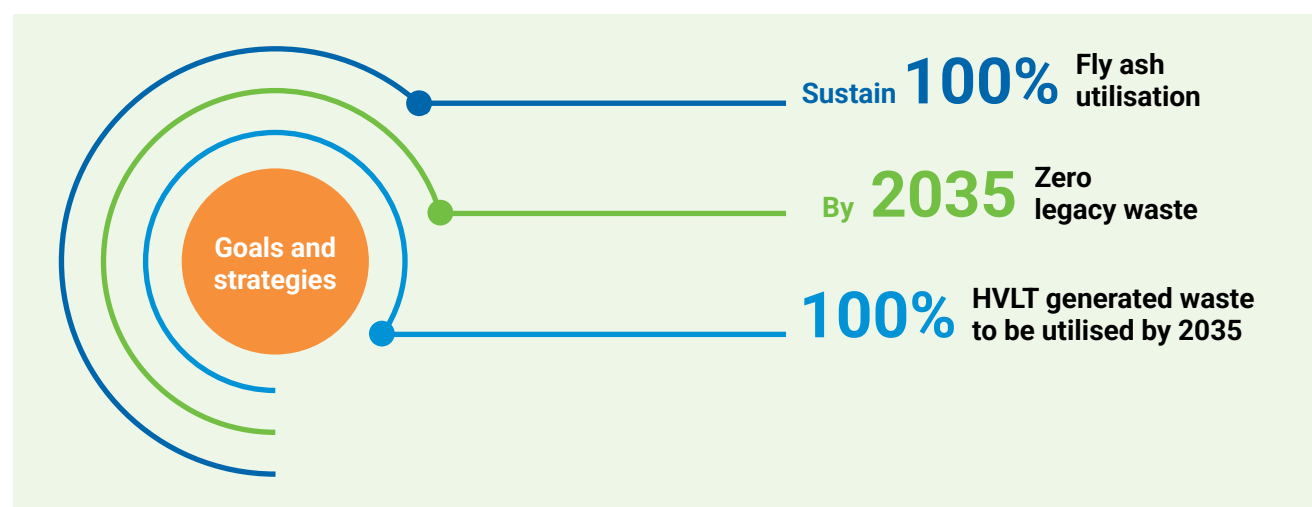
generated to maintain regulatory compliance and operational oversight. HVL waste is first contained in engineered facilities, such as tailings dams or ash dykes, before being redirected as feedstock for external industries, thereby closing the loop on the waste stream. Additionally, other non-hazardous wastes are either recycled, disposed of, or incinerated.

Other non-hazardous waste generated by Vedanta across its operations

include paper, plastic, wood, and food waste, which are typically by-products of administrative functions, packaging processes, warehousing activities, and canteen operations. While these materials do not pose significant environmental or health risks, they are managed with equal responsibility as part of Vedanta’s broader commitment to waste minimization and sustainable resource use.

High volume low toxicity waste generated in FY 2025

			Generated (Million MT)	Recycled/reused (Million MT)	% Utilisation
Fly ash	Generated from thermal power plants	▶	16.2	18.5	114%
Red mud	Produced from Alumina refinery waste	▶	2.92	0.06	2%
Jarosite	From Zinc smelting	▶	0.66	0.39	59%
Slag	Byproduct of smelting processes	▶	1.54	1.49	97%
Lime grit	Residues from smelters and Aluminium refineries	▶	0.008	0.008	102%
Total	HVL	▶	21.4	20.5	96%



Waste to wealth

Our “Waste-to-Wealth” philosophy centres on minimising landfill disposal and embedding circularity across all production processes. We actively seek innovative ways to convert waste into valuable inputs across our operations, supporting both sustainability goals and operational efficiency. Dedicated programmes are underway to ensure full utilisation of both mineral and non-mineral waste streams.

For instance, fly ash—a by-product from thermal power generation—is extensively utilized in cement and brick manufacturing. We have achieved 100% fly ash utilization at key sites like Talwandi Sabo Power Limited and Vedanta Aluminium,

through robust partnerships with the cement and infrastructure sectors.

Similarly, copper slag is repurposed in road construction and abrasive manufacturing, while red mud, a residue from alumina production, is being actively explored for potential use in the cement and steel industries.

In a notable example of circular innovation, Chanderiya Lead Zinc Smelter (CLZS) has successfully implemented a solution for jarofix, a chemically stabilised form of jarosite residue that arises from the hydrometallurgical zinc-smelting (jarosite) process. Previously underutilized and posing environmental risks due to leachate

seepage and wind dispersion, jarofix is now being effectively used in railway embankment construction. This application enhances soil strength, reduces failure risk, and significantly cuts down on the volume of waste stored within plant premises. It has also improved relations with nearby communities by mitigating the spread of dry jarofix onto farmland.

Vedanta’s approach is further strengthened by regular internal waste audits, digital tracking systems, and alignment with global standards such as those set by the International Finance Corporation (IFC) and the International Council on Mining and Metals (ICMM).

Acid rock drainage

Vedanta has established a comprehensive Acid Rock Drainage (ARD) management framework to prevent, control, and mitigate environmental risks associated with the generation of acidic drainage from sulphide, bearing mining waste. ARD occurs when sulphide minerals in waste rock and tailings oxidize in the presence of air, water, and bacteria, producing dilute sulphuric acid that can leach harmful metals.

Vedanta’s ARD management applies to all mining operations throughout the mine lifecycle, from exploration and development to operation and post-closure. We conduct periodic Acid-Base Accounting (ABA) tests, including static and kinetic analyses,

to assess the acid generation potential versus neutralization capacity of mining materials. This characterization guides the development of site, specific ARD prevention and treatment plans.

Prevention focuses on limiting sulphide oxidation through design and operational controls, while treatment involves active methods (e.g., lime addition) or passive systems (e.g., anoxic limestone drains) to neutralize acidic waters. Continuous monitoring of water quality, pH, groundwater, surface water, and mine runoff ensures early detection and management of ARD risks.

We continuously work towards implementing corrective action plans

Out of Vedanta’s 17 mining sites, 6 have been identified as having the potential for Acid Rock Drainage (ARD). However, an assessment carried out in FY 2023 confirmed that none of these sites fall under the high-risk category for ARD.

when ARD is detected, ensuring compliance with regulatory permits and environmental standards. Independent audits and periodic reviews maintain the effectiveness of ARD controls.

Fumer plants at Dariba Smelting complex

Vedanta is advancing its silver production through a circular economy lens by innovating sustainable, cost-effective technologies. Having already produced 1.5 MT of silver, Vedanta is now developing a low-cost fumer-like process, at just 1/10th the typical cost, that could yield an additional 20 MT of silver.

This new method generates jarosite after extracting lead or silver, making it safe for reuse. In partnership with Larsen & Toubro (L&T), Vedanta plans to scale up this process, installing additional fumers and repurposing all jarosite as a raw material in cement manufacturing. This not only enhances metal recovery but also diverts industrial waste from landfills, promoting resource efficiency and reducing environmental impact. By closing the loop between metal extraction and cement production, Vedanta reinforces its commitment to circular economy principles, innovation, and sustainable industrial growth.





Tailings Management

Tailings, the waste materials generated after the extraction of ores from the soil, constitute the largest volume of waste in Vedanta, making their effective management crucial. This involves securely storing tailings, continuously monitoring the stability of the tailings dams, and implementing techniques such as high-density thickening to minimize water content.

Tailings management process

From the mill, the tailings are often pumped to surface storage facilities, which are commonly constructed using earth dams. These range in size from that of a medium sized swimming pool to areas over 1,000 hectares. As the sandy residue of tailings gradually drains and becomes compact and dry, grass and other vegetation are planted to stabilize the environment, a process known as rehabilitation. Before the water in the tailings can be used again or discharged into the local drainage system, it must be treated to remove harmful substances that

could pollute the environment and/or threaten the health and safety of local communities near the facility. If not managed properly, tailings can impact the environment and human health, with pollution from effluent and dust emissions being potentially harmful to humans, animals, and plants. Flooding from tailings materials can damage the surrounding environment and lead to the loss of human life.

To ensure responsible handling and minimize losses, we are in the process of establishing Tailings Storage Facility Standards in accordance

with international frameworks like the Global Industry Standard on Tailings Management (GISTM), ensuring adherence to best practices. Additionally, we have implemented Tailings Management Policy that underscores our commitment to safeguarding employee safety, protecting communities, and preserving the environment. This policy applies throughout all operational phases, from exploration to closure, and aligns with globally recognized standards, including those set by the International Council on Mining and Metals (ICMM).

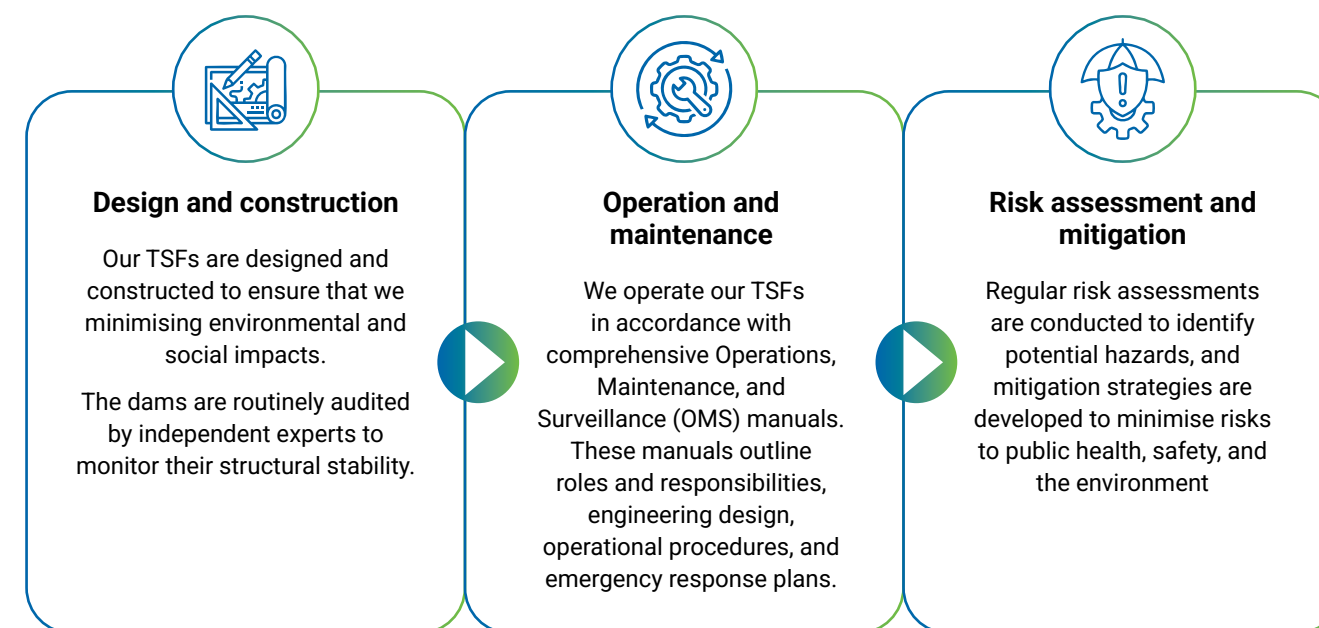
Governance and policy framework

Our Tailings Management Policy outlines the commitment to manage tailings storage facilities (TSFs) in a manner that prioritizes employee

safety, community well-being, and environmental protection. This policy is applicable across all our operational stages, from exploration to closure,

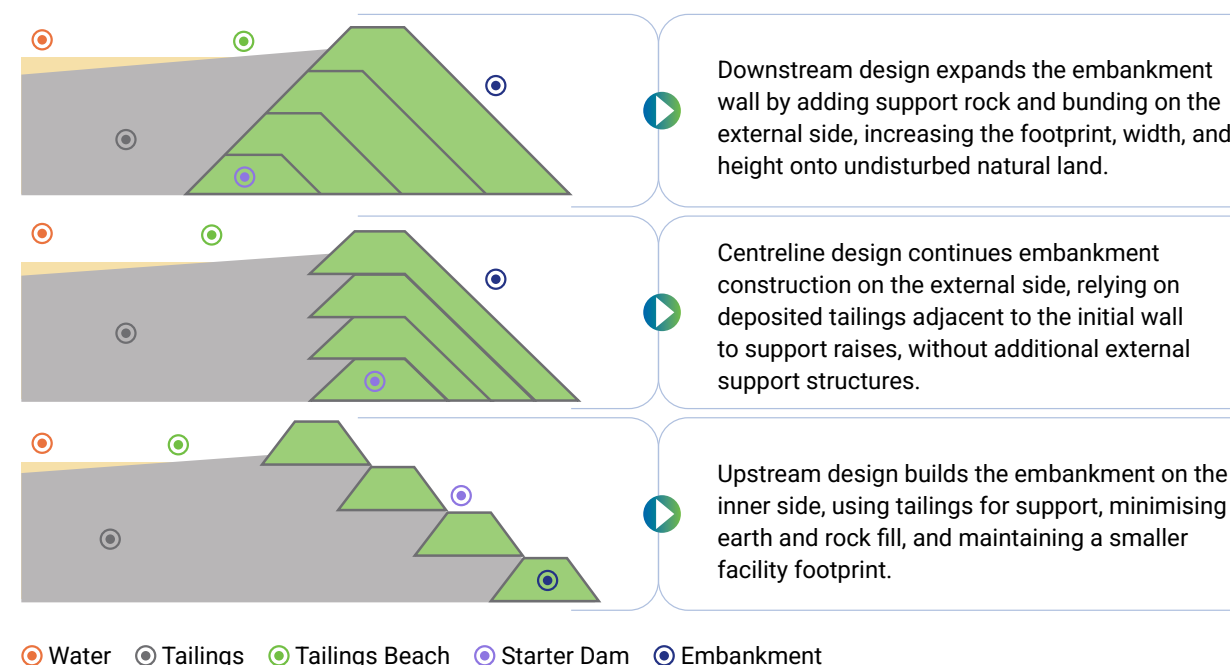
and aligns with applicable international standards and best practices, including those set by the International Council on Mining and Metals (ICMM).

Tailings technical management






Tailings storage design

Our tailing facilities are designed based on local topography, climate, geology, seismic activity, and proximity to communities. We majorly use three main construction methods, chosen to ensure safety and environmental security, considering rehabilitation and future land use.



Tailings risk potential

		Total number of facilities	Number of facilities categorised as "high risk potential" ("extreme" and "very high")
Active facilities		17	8
Inactive facilities		8	3
Planned facilities		2	0

120 Million MT

Total mineral waste generated

4.6 Million MT

Mineral waste repurposed/reused

18.3 Million MT

Mineral waste generated – Tailings

Geochemically reactive mineral waste is zero

In FY 2025

Advanced technologies for responsible tailings operations

The safe and responsible management of tailings storage facilities is a crucial aspect of mining operations. We integrate advanced technologies to minimize

environmental impact and enhance safety measures, exemplified by the digital monitoring systems deployed at tailings dams all across Vedanta.

Continuous operational and stability monitoring plays a vital role in ensuring the integrity of these facilities, and we leverage state-of-the-art technology to achieve this.



Real-time monitoring of our tailing dams in Lanjigarh. Our monitoring system comprises of distributed acquisition systems with a cabling network, server for data processing & control system, data acquisition devices, consoles, workstations, portable computer data link modems, drivers and the hardware required for the real-time slope stability monitoring system.



Remote monitoring systems, including survey monuments, piezometers, and inclinometers, are used to reduce risks associated with tailings breaches. These systems provide real-time data on pore pressure and displacement, enabling proactive actions through predictive tools and ensuring the Factor of Safety of tailings dams.

In 2021, we adopted InSAR satellite technology for precise ground movement detection at 13 sites, enhancing stability monitoring and safety management.

Strengthening resilience – Vedanta’s response to the Lanjigarh process water reservoir incident

Process Water Reservoirs are dedicated structures constructed adjacent to tailings facilities, intended to collect rainwater run-off originating from tailing dams. On 15 September 2024, Vedanta’s Alumina Refinery in Lanjigarh, Odisha, experienced a breach in its Process Water Reservoir following a period of exceptionally heavy rainfall. The elevated water levels and subsequent pressure within the catchment area contributed to the breach. The Red Mud Pond remained unaffected.

Vedanta acted swiftly to mitigate the impact and protect local communities.

Immediate action and community engagement

- A Crisis Management team was promptly established to manage the immediate response to the incident.
- The team worked with local administration and government bodies to address stakeholder concerns and grievances.
- Swift measures were taken to mitigate the impact of the breach in nearby areas, with a particular focus on meeting the immediate needs of affected communities.
- Vedanta committed to providing compensation to all impacted areas, following guidelines and assessments set by the local administration.
- An internal investigation team, comprising senior leadership, was formed to identify the root cause of the breach.
- Global experts were engaged to conduct an independent investigation, determine causes of failure, and assist in redesigning the facility according to international best practices.
- New facility design was reviewed by an Independent Tailings Review Board (ITRB) in line with the Global Industry Standard on Tailings Management (GISTM).
- Learnings from the incident were shared across all group companies, with the Group Executive Committee overseeing their implementation.

Independent assessment and design improvements

Vedanta undertook an internal investigation and has appointed independent global experts to assess the root cause of the failure. The PWL facility is being repaired with supervision of our Engineer of Record (EOR) and oversight by an Independent Tailings Review Board (ITRB).

Governance and system enhancements

At the time of the incident, Vedanta had several technical controls in place, including digital and manual piezometers, inclinometers, satellite surveillance, and annual stability and drainage assessments. All tailings infrastructure is governed by Vedanta’s Tailings Management Standard (TMS), aligned with risk management principles. In 2022, Vedanta committed to GISTM alignment by 2025 and has achieved 67% compliance as of FY 2025. The Tailings Management Policy was revised in 2023, with reinforced governance through dedicated managers, monthly COP reviews, third-party audits, and ongoing onboarding of EORs and an Independent Tailings Review Board.

Capability building

All Responsible Tailings Facility Engineers and Accountable Executives underwent specialized training through a certified tailings management program offered by the Australian Institute of Mining and Metallurgy (AUSIMM). This comprehensive course focused on building capabilities in key areas such as geotechnical and geochemical aspects, governance, closure planning, and the socio-economic dimensions of tailings management.



Rajpura Dariba mine decreases risk by adopting paste fill and dry tailings technology

Materiality relevance

Tailings Management

Business unit:

Hindustan Zinc Limited (HZL)

Impact on Vedanta:

The adoption of Dry Tailing and Paste Fill Technology enhances HZL's mine safety and reduces environmental footprint, aligning with Vedanta's commitment to sustainable mining practices. It also improves resource utilization and reduces the need for surface tailings disposal.

What does the project do?

The project uses Dry Tailing and Paste Fill Technology to reduce the need for surface tailings disposal, recover over 80% of water from tailings, and improve mine safety by backfilling underground mines with a solid material that prevents cave-ins.

Why is this project important?

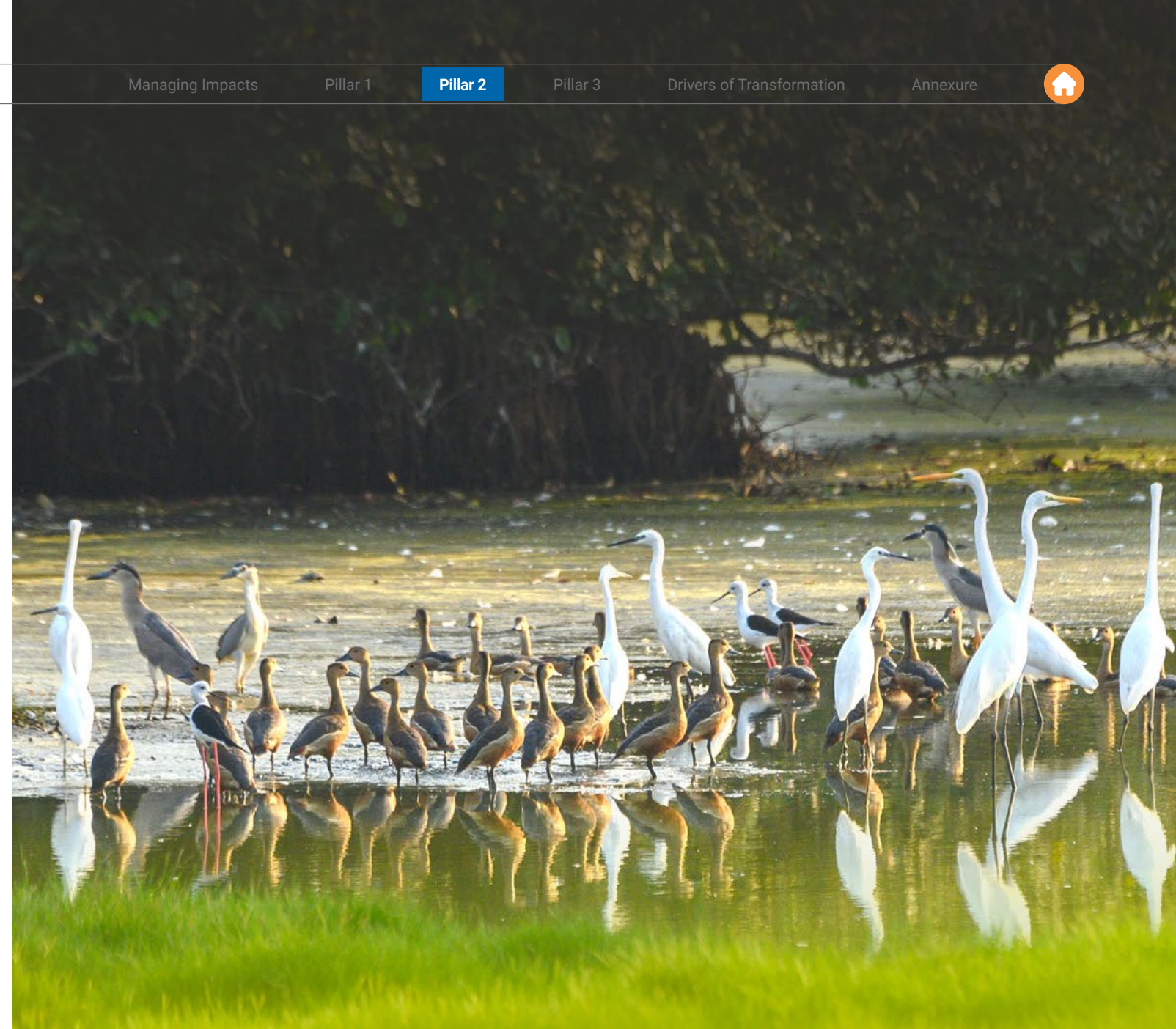
The project mitigates the environmental hazards associated with traditional wet tailings disposal, such as dam failures and soil contamination. It recovers maximum amount of water (> 80%) from tailings (1000 kL/day), further reducing the total water withdrawal of the plant outside the organization, making it crucial for both environmental sustainability and operational efficiency.

How is it being implemented?

HZL has invested in a Dry Tailing Plant and Paste Fill Technology, which backfills underground mines with a dry filter cake mix. The project is ongoing, with a target to recover approximately 1,000 kL of water per day and significantly reduce the environmental footprint.

Outcome for stakeholders

This initiative ensures enhanced safety for local communities by reducing the risks associated with conventional wet tailings. It also helps conserve water resources, benefiting the local environment and communities by reducing contamination and promoting sustainable resource management.



Biodiversity

As a major player in the metals and mining sector, we understand that thriving ecosystems are essential to the sustainability of our operations. Our dependence on natural assets like water resources and natural barriers against extreme weather highlights the need for robust biodiversity management. By weaving biodiversity considerations into our decision-making, investing in habitat restoration, and collaborating with local communities and specialists, we are committed to not only reducing our ecological footprint but also fostering meaningful, long-term benefits for the environment.

We adhere to the International Council on Mining and Metals (ICMM) mitigation hierarchy, an internationally recognized framework designed to minimize the impacts of development projects on biodiversity and ecosystem services. Our biodiversity policy and standards guide us in avoiding, minimizing, and compensating for disruptions to local ecology throughout the project lifecycle, from scoping to closure and beyond.

We collaborate with domain experts to recognize and address biodiversity-related business risks, ensuring that

sustainable development is a core component of our operations.

As members of the India Business & Biodiversity Initiative, and with participation in programs like IUCN's Leaders for Nature, we aim to achieve No Net Loss across all our sites. In FY 2022, we initiated our biodiversity risk assessments using IBAT-based desktop reviews to align our Biodiversity Management Plans with our ambition for No Net Loss. This commitment reflects our dedication to respecting and preserving the biodiversity of the regions where we operate.

Unwavering protection of sensitive areas

Vedanta has pledged to avoid mining activities within UNESCO World Heritage Sites and to respect all nationally and internationally legally designated and protected biodiversity areas.

Minimising ecological footprints, restoring, regenerating & conserving

Recognising the potential impact of its operations, we adhere to a No-Net Loss approach. This involves ensuring No-Net Loss (NNL) by completing the closure of mine sites. Furthermore, we commit to developing a roadmap towards No-Net Loss by 2030.

Building a sustainable value chain

We will work with our suppliers to understand their biodiversity risks, opportunities, and mitigation efforts to help halt and reverse nature loss in the Vedanta's overall value chain

Collaboration based approach

We actively collaborate with competent organisations and institutions to achieve our biodiversity goals by leveraging their expertise, networks, and resources and participate in regional and national initiatives aimed at restoring larger ecosystems where we operate.

Engaging with local communities

In line with Vedanta's values, the company will engage in a transparent manner with communities, respecting their traditional knowledge and practices to help restore, regenerate and conserve local ecosystem.



Processes for identifying and assessing nature-related risks

At Vedanta, we understand the need to identify and evaluate nature-related risks to maintain sustainable operations and act as responsible stewards of natural resources. Our holistic strategy addresses risks related to biodiversity, climate, and water, using advanced tools, engaging with stakeholders, and adhering to strict guidelines to minimize adverse impacts while maximizing our positive influence on the environment and society.



Biodiversity risk management process at Vedanta

Biodiversity risk screening

- Vedanta screens new or existing project sites for potential biodiversity sensitivities.
- Impacts caused due to operations are classified into: Habitat related or Species related.
- Location specific approach is adopted to conduct risk assessment.
- Threat evaluation
 - Species Threat Abatement and restoration (STAR) metric based on IUCN Red List of Threatened species is used for identification of areas and species under threat
 - IBAT tool is used for identification of highly biodiverse areas.
- STAR combines the data on species, threats and risk of extinction, this provides two global data layers: Threat abatement (STAR-T) and Restoration (STAR-R)

Biodiversity risk assessment

- Biodiversity risks are evaluated within a 10 km perimeter of each project site, consistent with India's EIA notification 2006 and requirements including Environmental and Social Impact Assessments, Biodiversity Management Plans and Critical Habitat Studies. Key Biodiversity Areas and Protected Areas located upto 50 km away are identified through IBAT screenings and supporting literature. Targeted stakeholder consultations further capture site-specific socio-economic, geographic and climate dynamics.

Biodiversity management plan

- The Biodiversity Management Plan (BMP) is developed based on biodiversity risk assessments to guide impact mitigation measures across all operations. It provides sector-specific procedures for evaluation and monitoring, ensuring alignment with No Net Loss (NNL) outcomes.
- Key aspects of BMP:**
- **Risk-based measures:** Tailored to the level of risk identified in the Biodiversity Risk Screening Assessment.
 - **Proximity considerations:** Sites within 50 km of Key Biodiversity Areas (KBA) or Protected Areas (PA) require due diligence for sourcing and supply chain assessments.
 - **Mitigation measures:** Includes due diligence for procurement from ecologically sensitive areas, avoiding routes that impact biodiversity, and ensuring compliance with necessary environmental, forest, and wildlife clearances.

Implementation and monitoring

- We implement site-specific biodiversity management protocols that evolve based on best practices and emerging requirements. These protocols align with global standards and support our No Net Loss (NNL) vision to minimise biodiversity impacts.



Post-evaluation actions

- Risk classification: Sites are categorized based on their biodiversity risk level, guiding conservation actions.
- For sites near biodiversity-rich areas:
 - Assess the current biodiversity status and interactions with operations.
 - Review existing biodiversity conservation measures to refine strategies for achieving No Net Loss (NNL) outcomes.
- For sites impacting ecosystems:
 - Conduct a priority ecosystem impact review to determine necessary mitigation measures.

100% sites have biodiversity management plans

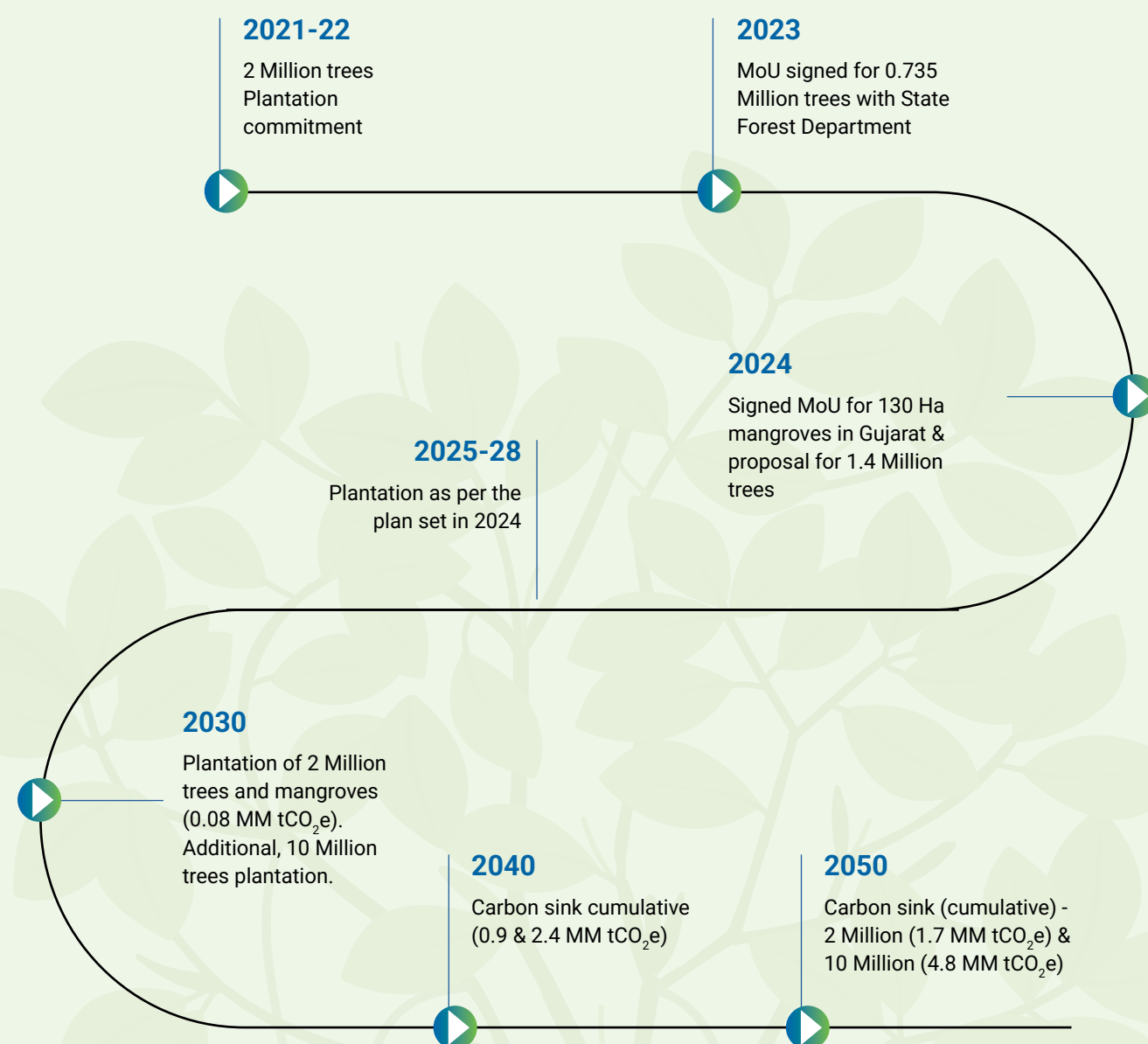
Conservation & afforestation to develop carbon sink- Cairn

Cairn, in collaboration with Forest Departments of Andhra Pradesh, Gujarat, and Rajasthan, is undertaking large-scale afforestation and biodiversity initiatives, targeting nearly 2 Million trees. Projects

include habitat restoration with native species, grassland revival for cattle fodder, and man-made mangrove ecosystems in Andhra Pradesh and Gujarat. These efforts aim to enhance biodiversity, support local livelihoods,

and restore degraded land, reflecting Vedanta's long-term, lifecycle-based approach to environmental conservation.

Carbon sink development plan (Nbs) - Cairn



Strengthening biodiversity and carbon reduction efforts in Odisha

Vedanta Aluminium and PwC India have partnered to enhance biodiversity and reduce carbon emissions in Odisha. Initiatives include:

- Advanced carbon sequestration to generate carbon credits.
- Removal and replacement of invasive species using GIS-based mapping tools and seasonal plans.
- Distribute energy-efficient cookstoves in local communities to reduce overall carbon footprint.
- Create dense forests using the Miyawaki technique to accelerate carbon sequestration.

Effective planning and execution will be conducted globally utilising biodiversity tools such as Biodiversity Risk and Impact Assessment tool and GIS platforms for spatial mapping and restoration planning.

These initiatives align with the following UNSDGs:



Biodiversity offset agreement

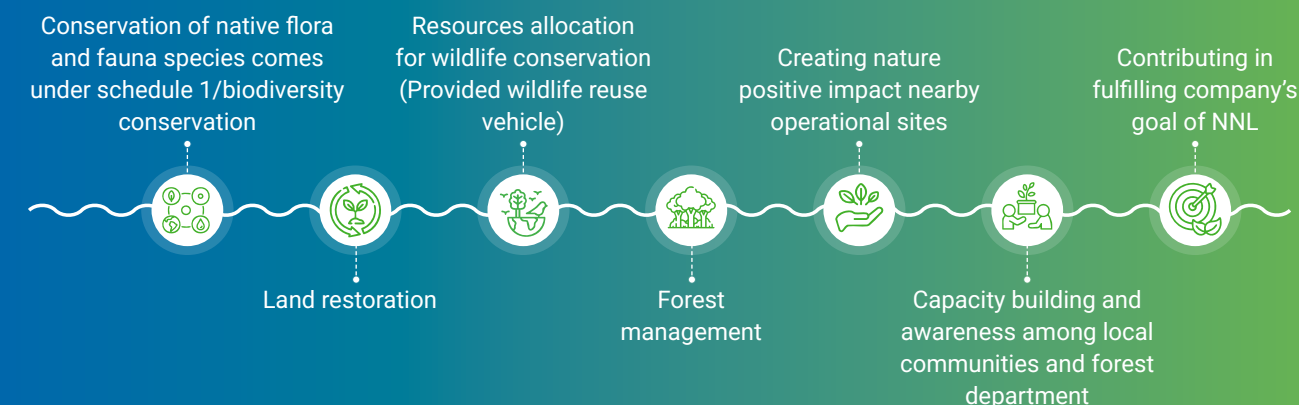
Vedanta Zinc International has initiated an agreement with the Northern Cape Department of Environment and Nature conservation. This involves purchasing and managing 12,500 hectares of intact land for 10 years to offset the impact of land disturbed by Gamsberg's development.

The Black Mountain mine complex is within the Succulent Karoo Biome, a global biodiversity hotspot, and the Bushmanland Centre of Endemism. The biodiversity offset ensures an equivalent or better biodiversity outcome compared to the impacted sites, improving long-term protection and ecological sustainability.

Wildlife conservation plan for RDM & SKM

In line with our company policy, each site is required to achieve positive impacts on biodiversity by implementing robust management actions, either on-site or off-site, to offset any project impacts on areas recognized nationally or internationally for their high value in terms of threatened, endemic, or migratory/congregating species, or unique and endangered ecosystems. With this goal in mind, two mines of HZL, namely Rajpura Dariba and Sindesar Khurd, launched the development and execution of a "Wildlife Conservation Plan" in collaboration with the local forest department (Rajsamand) for the protection of native flora and fauna in February 2023. This initiative also ensures compliance with the statutory/legal requirements for both mines.

Key impacts



Biodiversity Conservation Initiatives

Our approach is rooted in restoration, mitigation, and proactive engagement, guided by scientific assessments and community participation. Several notable initiatives across our business units exemplify this commitment:

Human-wildlife conflict mitigation at IOO

To address recurring human-elephant conflicts in high-risk areas, Vedanta installed 35 solar-powered streetlights in strategically identified conflict zones such as village peripheries and agricultural fields. These locations were selected in consultation with local communities and forest department officials. The illumination acts as a deterrent to elephant movement into human settlements, reducing incidents of crop damage and unanticipated encounters. The project is focused on empowering residents with enhanced nighttime visibility, enabling early detection and timely alerts, which will lead to reduced conflict-induced retaliation, promoting both community safety and elephant conservation. Strengthened collaboration between villagers, forest officials, and Vedanta security personnel will further enhanced the effectiveness of this initiative.

Greenbelt development on closed tailing dams at BALCO

Over 60 hectares of decommissioned tailing dams at BALCO have been successfully closed and reclaimed through afforestation with native plant species such as Siras, Sheesam, Karanj, Gulmohar, and Neem. These restored areas have evolved into thriving greenbelts, now home to rare bird species including the Scaly-breasted Munia, White-shouldered Kite, and Indian Roller, transforming former industrial zones into vital avian habitats.

Habitat restoration on overburden heaps at BALCO mines

Vedanta has undertaken extensive afforestation efforts atop overburden heaps at BALCO mines. Using native fruiting trees and bamboo, the reclaimed sites now closely resemble natural forests, supporting small wildlife populations and occasionally attracting species such as deer, bears, and wild boars from adjoining forest areas. This initiative underscores our commitment to long-term ecological restoration and wildlife corridor preservation.

Animal rescue and rapid response team

Recognizing the biodiversity surrounding our operational areas, BALCO has formed a dedicated Animal Rescue Team comprising trained snake-handlers. This quick-reaction unit operates within the Smelter, Township, and nearby zones to ensure the safe rescue and release of wildlife—particularly snakes and small reptiles—that stray into human settlements. In FY 2025 alone, the team successfully rescued over 1,000 snakes, preventing potential harm to both humans and animals and minimizing man-animal conflict.



PILLAR 3

Transforming The Workplace



Associated SDGs



Transforming Workplace is a strategic pillar that goes beyond conventional workforce management to build a resilient, inclusive, and future-ready organization deeply rooted in our core values. We recognize that our diverse workforce is a critical driver of innovation and operational excellence across our complex, multi-commodity operations. By embedding agility and digital enablement into our workplace culture, we empower employees to adapt swiftly to evolving industry challenges while fostering a safe and supportive environment. Our inclusivity extends across gender, generations, and identities, embodying Vedanta's ethos of respect and equal opportunity. Through this transformation, we are not only enhancing employee engagement and well-being but also strengthening our leadership pipeline and sustaining Vedanta's legacy of responsible growth and value creation for all stakeholders.



Performance and Achievements

22%
Gender
Diversity

20%
Women in STEM
related positions

82%
Employee
Satisfaction Survey

0
Breaches of
cybersecurity

100%
Employees
trained on CoC

21
Average Hours
of HSE training
to workforce in
FY 2025



AIM 7

Prioritize the safety and health of our workforce

Ensuring that every individual return home safely is a core promise at Vedanta, one that shapes every decision and action we take. In the high-risk mining and metals sector, we understand that operational excellence is inseparable from a robust culture of safety. That's why we have embedded proactive hazard identification, rigorous risk mitigation, and continuous upskilling at the heart of our operations.

While we remain steadfast in our goal of zero fatalities, we regret that seven lives were lost in FY 2025. Each incident has profoundly affected us and reinforced our determination to improve. This year, our Safety Community of Practice (CoP) has led the charge in deploying advanced technologies, data-driven insights, and immersive training to strengthen our safety systems. From AI-powered monitoring and smart wearables to scenario-based emergency drills, we are equipping our people with the tools and knowledge needed to prevent incidents before they occur. Our approach goes beyond compliance, focusing on visible leadership, shared accountability, and a zero-harm mindset that extends to every employee, contractor, and community member.

By relentlessly raising the bar on occupational health and safety, Vedanta is not only protecting its workforce but also reinforcing its commitment to 'Transforming for Good' making safety a defining value across all our operations.

Material Topics



Health, Safety & Well Being

Stakeholders Impacted

- Internal Employees
- External Business Partners

Impact

Negative impact across the value chain

KPIs

FY 2025

Fatalities	7
Lost Time Injury Frequency Rate (LTIFR)	Employee-0.37 Workers- 0.55
Total Recordable Injury Frequency Rate (TRIFR)	Employee-1.06 Workers-1.36
Health performance standards implemented and part of VSAP	In progress
Employee and community exposure monitoring to be completed	Employees exposure monitoring has been initiated
No. employee exposure to red zone areas by FY 2030	42% reduction is projected with the implemented action plans, and the actual reduction will be determined in the next study cycle
Mental health programme in place for all employees	73% (8 out of 11) businesses have started specific programs & others are in advance planning stage for implementation
Eligible employees to undergo periodic medical examinations	99% of eligible employees

Why are these topics material to us and our operations?

Given the inherently high-risk nature of mining, which often takes place in challenging terrains and environments with potential exposure to toxic air and extreme temperatures, maintaining strong safety performance is essential. Similarly, mineral processing involves operating large machinery under high heat and handling hazardous chemicals, further underscoring the importance of robust safety measures.

As a responsible employer, we are committed to safeguarding 100% of our workforce by effectively managing these risks while balancing operational demands and being mindful of our broader social and environmental responsibilities. Health and safety remain central to our operations, and we recognize that achieving zero safety incidents protects our people while strengthening our reputation as a "Safety First" Organization.

Our unwavering focus on health and safety is not just a compliance requirement, but a reflection of our core values and our promise to lead with integrity and care in everything we do.



Navigating key safety challenges in mining

The mining industry faces significant hazards, including working in confined and remote locations, navigating unpredictable underground conditions, operating heavy machinery, and handling explosive and toxic substances. These risks extend to our supply chain partners as well, who often encounter dangers during the transportation of materials.

Historically, mining has been a male-dominated sector, largely due to the demanding nature of the work—long hours, challenging underground environments, physically intense labour required lead to a limited female participation. Moreover, the industry's reliance on contractual

workers, who are typically engaged for short-term, specific tasks, creates a dynamic and transient workforce. This presents challenges in consistently enforcing safety standards, maintaining uniform work practices, and implementing effective occupational health and safety management across all operations.

Addressing these complexities is essential to fostering a safe and inclusive work environment, and to upholding the highest standards of health and safety throughout the mining value chain.

As we continue to advance our position, establishing and upholding a strong, innovative, and all

encompassing health and safety environment remains a top priority for Vedanta. The execution of Aim 7 is spearheaded by our Safety Community of Practice, ensuring organization-wide engagement and consistency. We have adopted 17 safety performance standards along with 20 technical and management standards for health and safety, all of which are benchmarked against international best practices, including those set forth by the International Council on Mining and Metals (ICMM). Our adherence to these standards is regularly evaluated through internal audits conducted under the Vedanta Sustainability Assurance Programme (VSAP)

Strategy and Implementation for the Material Issues

At Vedanta, our health and safety policy are closely aligned with ICMM guidelines, IFC recommendations, and leading international standards, ensuring that our practices are both exemplary and secure. We are unwavering in our commitment to eliminating unsafe conditions across all locations onsite and offsite including our subsidiaries, joint ventures, and newly acquired entities. Most of our operations hold

ISO 45001:2018 and OHSAS 18001:2007 certifications, underscoring our adherence to globally recognized safety benchmarks.

Oversight and prioritization of health and safety begin at the highest levels of our organization, with policy development and supervision led by senior leadership. Day-to-day management and implementation are entrusted to functional leaders at each site, plant, and office.

Our hazard and risk management procedures are clearly defined, and our workforce receives regular training to ensure awareness and compliance. To maintain high standards, we conduct independent audits to assess readiness and adherence to established protocols. Importantly, the same rigorous health and safety standards are extended to our contractors, who are an integral part of our workforce.

Occupational Health and Safety Management (OHSM)

Driven by our commitment to a zero-harm workplace, Vedanta fosters a culture where safety is a shared responsibility at every level. Our safety committees are instrumental in monitoring and advancing safety practices across the organization, while leaders are expected to set the standard by modelling exemplary safety behaviour. Comprehensive training programs are regularly delivered to ensure all employees,

regardless of role, are equipped with the knowledge and skills needed to work safely and respond effectively to potential hazards.

We place particular emphasis on continuous learning and skill development for those overseeing site safety, ensuring our teams stay ahead of evolving risks. Our health and safety systems are designed with proactive checks and early-warning mechanisms to swiftly identify and address

potential dangers. These systems are continually refined through the adoption of advanced technologies, keeping our operations aligned with the highest international standards.

By integrating world-class occupational health and safety benchmarks, and adhering to ICMM guidelines, we not only safeguard our workforce but also reinforce our commitment to sustainable and responsible operations.

Vedanta's OHMS fortifies the health and resilience of our vast workforce operating in inherently high-risk environments, thereby underpinning operational excellence, regulatory adherence, and the enduring strength of our corporate reputation and financial performance.



Fatalities

Despite our unwavering commitment to achieving zero fatalities, we are deeply saddened to report that 7 lives were lost in FY 2025. Each incident has left a profound impact on us, strengthening our resolve to do better. In response, we conducted thorough investigations to uncover the root causes behind these tragedies. The primary factors identified were unauthorized dismantling activity, unauthorized vehicle operation, unavailability of fall prevention/protection system for the activity, No barricading with signages, No positive communication between operator and

pedestrian, Hazard associated with FOG.

To prevent such incidents from recurring, we have implemented a rigorous investigation protocol at every accident site, led by a senior member of our leadership team and overseen by the Group Executive Committee. The insights and lessons learned are systematically shared across all Business Units, following our ICAM assessment methodology, to ensure organization-wide learning and accountability.

We recognize that even one incident is

too many. We remain steadfast in our pursuit of continuous improvement, with an enduring commitment to safeguarding every member of our workforce.

	Permanent Employees	Contractors
FY 2025	1	6
FY 2024	0	3
FY 2023	1	12

Details of each fatality

Business	Operations	Fatality	Employee Category	Risk Category	Details of the Incident	Action Taken
CAIRN	CAIRN - BHAGYAM	1	Business Partner	Fall of Person from Height	Victim succumbed from injuries caused by blunt force or trauma.	All activities involving work at height risks are assessed and necessary controls are established.
HZL	HZL ZAWAR	1	Employee	Fall of material	While dismantling a telecom tower, the foundation pipe sheared under the load, causing the tower to fall onto the victim.	A framework with clear line of responsibility / accountability for all CSR Programs are established with preparation of Scope of work, selection of vendor, ordering and execution of CSR activities through respective plant engineering team.
HZL	HZL SKM	2	Business Partner	Fall of Vehicle into Open Stope	The operator mistakenly drove the jumbo machine into an open stope area instead of the designated work site, resulting in the machine falling into the stope.	Engineering interlocks and alarms that are reasonably required on suitable mobile equipment's, as assessed by risk and applicability is reviewed.
HZL	HZL RAM	1	Business Partner	Vehicle and Driving	The Victim was engaged for a safety inspection and was struck and run over by a haul truck.	A Positive communication protocol and a tracking system for vehicles and personnel is implemented with proximity sensing/collision avoidance system.
ESL	ESL	1	Business Partner	Vehicle and Driving	The Victim was struck by a Backhoe loader while performing housekeeping activity.	A key management system is implemented to regulate the handover and takeover of vehicle keys, ensuring that keys are issued only to drivers authorized to operate the respective vehicles
VZI	VZI BMM	1	Business Partner	Fall of Ground	A Rock dislodged from the face and stuck the individual while he was performing a back-lashing operation at bottom of the face.	Controls are established to ensure unsupported span do not exceed 0.6 meters from the last row of support. Additionally, scaling is now mandated after each face development activity.

Emergency Preparedness

Emergency Preparedness is crucial for contractors working in any of Vedanta's operating locations. Contractors are required to understand the site's emergency evacuation plans, including evacuation routes, assembly points, and any designated safe areas, and familiarise with emergency exits, fire extinguisher locations, and other safety equipment on-site

Incident Cause Analysis Method (ICAM) for safety investigations



Vedanta regards every fatality with the utmost gravity and is fully committed to strengthening its safety management systems to prevent such incidents in the future.

Upon the occurrence of a fatal incident, the Incident Cause Analysis Methodology (ICAM) is promptly initiated. A multidisciplinary team is convened to conduct a thorough on-site investigation aimed at identifying root causes and any deficiencies. The resulting recommendations are disseminated across the organization through formal safety alerts to ensure comprehensive awareness and prompt corrective action.

The ICAM process employs a holistic and systematic approach, involving the collection of pertinent information, rigorous analysis of evidence, and identification of contributing factors to reconstruct the sequence of events preceding the incident. This methodology extends beyond immediate causes to examine underlying systemic issues, including

organizational culture, communication failures, procedural inadequacies, recurrent equipment malfunctions, and training gaps.

Vedanta has cultivated a cadre of ICAM-certified leaders across its operational sites to lead these investigations. Each fatality in the current year has been meticulously examined by these experienced, cross-functional teams appointed by the Group Executive Committee. Their collective expertise has been critical in achieving a comprehensive understanding of the circumstances and causes of each incident.

The findings and analyses derived from these investigations are incorporated into extensive training initiatives and disseminated horizontally across all Business Units. Through the systematic sharing of these insights, Vedanta endeavours to mitigate the risk of future incidents while fostering a culture of continuous improvement and heightened safety vigilance throughout the organization.

Safety Performance

At Vedanta, we are committed to cultivating a mature safety culture that is deeply embedded, proactive, and flexible. The entire organization

from senior leadership and site management to employees and business partners shares a collective responsibility to continuously improve

our safety practices and draw lessons from past incidents to ensure a safer future for everyone.

We have identified three critical focus areas to enhance safety performance and prevent fatal injuries going forward.



Critical risk management

- Critical Risk Management (CRM) takes a risk-based approach based on proven ICMM 9-step methodology. This initiative aims to identify and evaluate critical risks, as well as measure, monitor, and report on the effectiveness of control measures.
- We have partnered with global experts for deploying this programme and it is being run across all our BUs.
- Under CRM, we have identified **13 critical risks** across Vedanta, based on trends and fatalities observed over the past 10 years.
- Controls have been designed for all 13 risks, and we have successfully rolled out 6 critical risk controls as per BU applicability with the help of the external consultant team.
- Each business unit CEO is personally responsible for specific risks, and a well-defined governance structure has been implemented. Further, we are in the process of standardizing risk procedures, and uniform risk-specific practices are soon to be rolled out across all divisions of Vedanta.
- Risk champions have been involved in the design and control of these risk-specific practices. Risk champions are from different BUs and they base their suggestions for improvement or new design on their in-depth understanding of existing controls and factors contributing to fatalities.
- Further, design workshops on all 13 risks have already been completed taking us closer to our zero-harm workplace goal.



Improving safety infrastructure

- We understand the significance of ensuring a secure working environment for our staff and have made it a top priority to enhance our safety infrastructure
- Our efforts include the installation of designated walkways equipped with guiding rails, marked roads with traffic signals, and dedicated lanes for ash dumpers.
- Our main objective is to eliminate any potentially fatal injuries caused by inadequate safety infrastructure.



Employee and business partner training

- At Vedanta, employee and business partner training is a cornerstone of our commitment to safety and skill development. We provide comprehensive, ongoing training programs that equip our workforce and partners with the necessary knowledge and competencies to perform their roles safely and efficiently.
- These programs encompass safety protocols, technical skills, and emergency preparedness, ensuring adherence to international standards and fostering a culture of zero harm.
- This holistic approach ensures that all individuals connected to Vedanta are prepared, skilled, and aligned with our safety and operational excellence goals.

Vedanta's Smriti Initiative

The "Vedanta Smriti Initiative" focuses on improving safety culture within our operations by revisiting safety incident learnings and ensuring they are implemented on the ground. This initiative, led by CEOs, involves a review of incident learnings on the anniversary of each fatality, to transform safety culture at different business units. The initiative aims to learn from past incidents and implement those learnings to prevent future accidents.



13 Critical Risks

- Vehicle Pedestrian Interaction
- Fall of person and objects from Height
- Uncontrolled Release of Energy
- Uncontrolled Load During Lifting
- Event in Confined Space
- Contact with Electricity
- Entanglement in Moving and Rotating Equipment
- Events in Rail operations
- Slope Failure-Surface
- Fall of Ground : Under Ground
- Incidents during Blasting
- Incidents in Shaft & hoisting
- Loss of containment of Molten Material

2.4 Million

manhours of HSE training in FY 2025

21

Average Hours of HSE training to workforce in FY 2025

Safety KPIs are incorporated into the performance management of all employees, incentivizing safe behaviour and proactive risk management

	LTIFR Lost Time Injury Frequency Rate (per Million man-hours)	TRIFR Total Recordable Injury Frequency Rate (per Million man-hours)
FY 2025		
Employees	0.37	1.06
Contractors	0.55	1.36
Employees + Contractors	0.52	1.32

Our safety initiatives programs



Cross business audit programme

This organization-wide initiative was launched to improve the sharing of insights and best practices among our various business units. In FY 2025, cross-business audits were conducted at 7 sites by 23 internal auditors of Vedanta. The audit process and detailed checklists were specifically designed to address the critical risks identified at each Business Unit.



Safety patrollers project

The Safety Patrollers initiative is designed to deeply embed safe work practices throughout all our operations. Acting as safety officers, Safety Patrollers are responsible for continuously identifying unsafe behaviours or conditions, engaging in safety interactions, and overseeing other critical safety tasks.

Over 5,000 operation and maintenance (O&M) employees have been selected for this role, with assignments rotated monthly according to a roster set at each Business Unit and approved by the respective Business Unit Heads.

Schedules for Safety Patrollers are regularly uploaded to a web portal for easy access, and automated daily emails provide them with essential information and reminders. In FY 2025, more than 2,500 employees served as Safety Patrollers, with over 100 fulfilling these responsibilities each day.

Their duties include conducting safety observations, verifying critical controls, managing permits to work (PTW), leading toolbox talks (TBT), and checking corrective and preventive actions (CAPA) related to injuries. All observations and interactions are reported through the web portal, and monthly compliance reviews are conducted to ensure Safety Patrollers adhere to their assigned protocols and responsibilities.

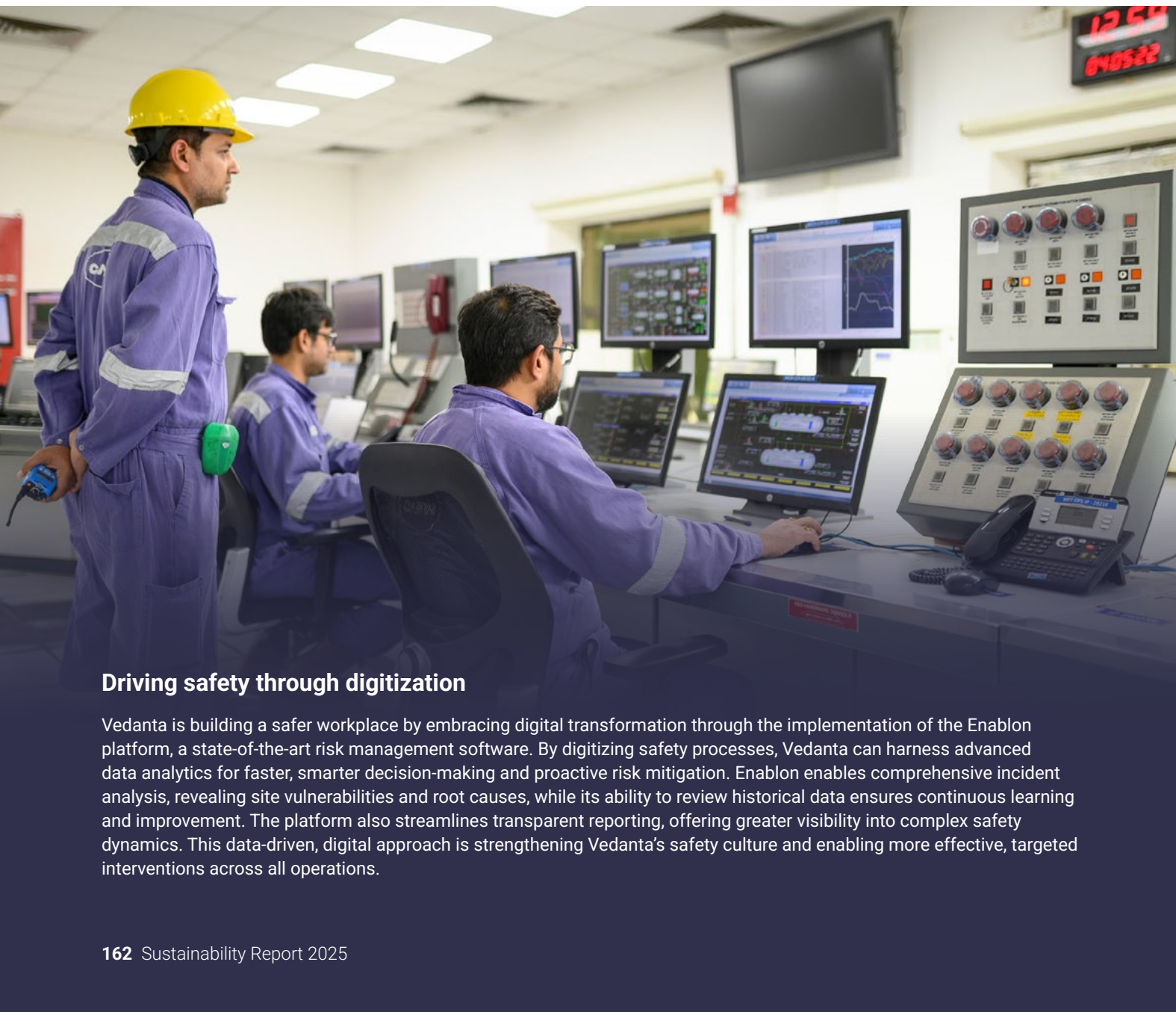
Expert Guidance on Safety

To strengthen employees' awareness of key health and safety topics, we regularly host safety webinars open to all staff members. These sessions are led by industry experts who provide valuable guidance and practical insights on creating and maintaining a safe workplace. The webinars offer employees an opportunity to deepen their knowledge, empowering them to make safer choices and adopt proactive measures in their daily work. In FY 2025, we conducted 8 such health and safety webinars.

Real time surveillance

As part of our ongoing commitment to harnessing cutting-edge technology for enhanced safety, Vedanta has introduced real-time surveillance to monitor personnel behavior. This proactive system detects potential safety breaches and instantly notifies supervisory staff, allowing for immediate intervention and corrective action. The surveillance covers multiple scenarios, such as monitoring compliance with Personal Protective Equipment (PPE), detecting interactions between vehicles and pedestrians, and overseeing fall protection measures at heights all aimed at addressing specific safety risks. With over 300 cameras deployed for these purposes, this advanced detection technology enables Vedanta to proactively manage hazards and significantly reduce the likelihood of incidents, fostering a safer work environment.

As part of our data-driven strategy for reducing and mitigating incidents, we have created a comprehensive matrix of recommendations derived from a decade's worth of data analysis. This matrix guides considerations for all infrastructure development and the design of engineering controls, allowing us to prioritize the most critical safety improvements. This matrix must be utilized for the creation, upgrade, and refurbishment of safety infrastructure, with sites required to follow its guidance according to a set timeline. Once full compliance is achieved, third-party verification will be conducted to ensure adherence.



Driving safety through digitization

Vedanta is building a safer workplace by embracing digital transformation through the implementation of the Enablon platform, a state-of-the-art risk management software. By digitizing safety processes, Vedanta can harness advanced data analytics for faster, smarter decision-making and proactive risk mitigation. Enablon enables comprehensive incident analysis, revealing site vulnerabilities and root causes, while its ability to review historical data ensures continuous learning and improvement. The platform also streamlines transparent reporting, offering greater visibility into complex safety dynamics. This data-driven, digital approach is strengthening Vedanta's safety culture and enabling more effective, targeted interventions across all operations.

Drone-Based Real-Time Safety Monitoring

Business unit : VAL

Impact on Vedanta:

- **Enhanced Safety Culture:** The system has led to a noticeable increase in the detection and closure of Unsafe Acts and Conditions (UA/UC), reinforcing a proactive safety culture.
- **Operational Efficiency:** By automating inspections and hazard detection, the project has reduced downtime and improved overall plant efficiency.
- **Data-Driven Improvements:** Management now has access to detailed analytics, enabling targeted interventions and measurable improvements in safety protocols.
- **Regulatory Leadership:** The initiative positions Vedanta at the forefront of safety technology adoption, supporting compliance and setting new industry standards.

What Does the Project Do?

Vedanta's safety department has implemented a cutting-edge drone-based surveillance and detection system at its alumina plant. The project leverages drones equipped with high-resolution cameras and advanced sensors to monitor, inspect, and assess plant operations in real time. These drones are deployed to inspect hard-to-reach or hazardous areas—such as silos, conveyor systems, high-pressure vessels, and confined spaces—without exposing personnel to danger. The system provides live aerial footage and instant alerts, enabling rapid identification of unsafe acts, unsafe conditions, equipment malfunctions, and potential hazards.

Why Is This Project Important?

Traditional safety monitoring methods often left gaps in real-time detection, with unsafe behaviours or conditions sometimes going unnoticed until after an incident occurred. This could result in delayed responses and increased risks for workers. The drone-based system addresses this critical gap by providing continuous, real-time surveillance and immediate alerts, significantly reducing the likelihood of accidents and injuries. Furthermore, the system generates valuable data on the frequency and nature of unsafe acts and conditions, supporting data-driven decision-making and targeted safety interventions.

How Is It Being Implemented?

Vedanta is deploying AI-powered drones equipped with advanced sensors to monitor high-risk zones in real time, providing continuous aerial surveillance and instant alerts to supervisors when unsafe conditions or unauthorized access are detected. The system supports live streaming and two-way communication, enabling swift and coordinated responses. Integrated into Vedanta's safety protocols, the drones generate valuable data for ongoing safety improvements. Complemented by other digital safety technologies, this approach enhances proactive risk management and operational safety across the site.

Outcome for Stakeholders

The implementation of the drone-based safety surveillance system at Vedanta's alumina plant has delivered tangible benefits for all stakeholders. Employees now work in a safer environment with reduced exposure to hazardous areas, while management benefits from real-time data and improved oversight for faster, more effective decision-making. Business partners and regulators gain increased confidence in Vedanta's commitment to industry-leading safety standards, and the surrounding community enjoys greater reassurance due to the reduced risk of industrial incidents.





AIM 8

Promote gender parity, diversity, and inclusivity

Vedanta understands the critical importance of creating equitable, diverse, and inclusive workplaces that drive innovation and foster a sense of belonging. As part of our commitment to Diversity, Equity, and Inclusion (DEI), we have introduced pioneering initiatives that redefine industry norms and transform the manufacturing sector into a more accommodating and dynamic space.

From launching the industry's first year-long sabbatical leave for new mothers to significantly enhancing recruitment efforts for transgender, LGBTQ+, and specially abled individuals, Vedanta is opening its workspaces to those historically excluded. These efforts are supported by enabling policies such as mentorship programs for new mothers, parental leave for men, and infrastructure designed to accommodate special needs. For example, braille-enabled elevators, ramps, and text-to-speech software ensure accessibility across our premises.

Our DEI initiatives are not only reshaping workplace culture but also delivering tangible results. By drawing from diverse talent pools, we are arresting untimely exits and safeguarding our human capital while promoting innovation and productivity.

Through programs like 'Samanvay,' a gender sensitization drive targeting unconscious biases among managers and CXOs, we are fostering awareness and inclusivity across leadership levels. Additionally, our flagship women's leadership program, V-Lead, is grooming promising female talent for CXO positions across global business units. These initiatives ensure that women's representation in decision-making roles continues to grow. Vedanta's DEI strategy aligns with broader sustainability goals such as SDG 5 Gender Equality, ensuring equal opportunities for leadership at all levels.

By integrating DEI principles into our organizational ethos, we are building a workplace culture that values difference and empowers individuals to contribute their best to the team.

Associated Material Topics



Diversity, Equal Opportunity and Inclusion



Talent Attraction and Retention



Learning and Development



Labor Practices

Stakeholders Impacted

Employees

Impact

Positive impact across the value chain

KPIs	FY 2025
Gender diversity (% women in FTE Workforce)	22%
Gender diversity (% women in leadership role in FTE workforce)	10%
Gender diversity (% women in decision-making bodies in FTE workforce)	21%
Gender diversity (% women in technical leader/shop floor roles in FTE workforce)	14%

Why are these topics material to us and our operations?

The mining industry, traditionally characterized by its physically demanding work conditions and remote locations, has long been a challenging environment for women and underrepresented groups. However, it is precisely this context that underscores the need for transformative change. By acknowledging and addressing the systemic barriers that have historically limited opportunities for women and local communities, we can create a more inclusive and equitable workplace.

Women in the mining sector often face significant obstacles, including unequal pay, limited hiring opportunities, inadequate parental leave, and a lack of childcare support. Furthermore, the absence of gender-appropriate facilities can hinder their productivity and career advancement. Similarly, workers from local communities and indigenous populations frequently encounter discrimination, which exacerbates

workplace inequities and hampers overall cohesion.

To overcome these challenges, mining companies must prioritize the development of policies that foster democratic behaviour, mutual respect, and transparency in their operations. Implementing accessible and effective grievance mechanisms is crucial to ensure that all employees feel heard and supported. Additionally, robust workplace policies on diversity and inclusion must be established, complemented by stakeholder consultations that provide insights into the real-world challenges faced by different genders, communities, and locations.

Moreover, integrating technology can play a pivotal role in bridging these gaps. By leveraging digital platforms for training and development, companies can provide equal access to skills enhancement opportunities, regardless of geographical constraints. This not only helps in upskilling but also in creating a more

inclusive environment where everyone has an equal chance to grow.

Furthermore, fostering partnerships with local organizations and community groups can help in better understanding and addressing the unique needs of indigenous populations. This collaborative approach ensures that the mining industry contributes positively to the communities it operates within, fostering trust and mutual respect.

By elevating diversity and inclusion to the forefront of business strategy, the mining sector can drive profound cultural change. This shift is not only essential for achieving equity but also for unlocking the full potential of diverse talent pools. A more inclusive workplace leads to higher innovation, better decision-making, and improved organizational performance. Consequently, diversity and inclusion will remain a high-priority material issue for the industry as it continues to bridge gaps and create equitable opportunities for all.



Strategy and implementation for the material issues

Diversity, Equal Opportunity and Inclusion

Vedanta is deeply committed to fostering equality of opportunity and embracing diversity as catalysts for both individual growth and organizational success. By cultivating an inclusive environment that values differences in thought, background, and experience, the company empowers its workforce to innovate and collaborate effectively.

This commitment is reflected in targeted initiatives such as the V-Lead Women Leadership Development Programme and focused campus recruitment drives, which attract and nurture talented women, particularly in STEM fields. Vedanta also prioritizes

retention through supportive policies like comprehensive parental leave and flexible work arrangements, ensuring employees can balance personal and professional responsibilities without compromising career progression.

Learning and development form a core part of this strategy, with programs offering mentorship, leadership exposure, and skill enhancement to prepare women for senior roles. Additionally, the company actively promotes inclusive growth by providing accessible infrastructure, engaging a dedicated Diversity & Inclusion Council, and offering empowerment workshops on topics

like financial literacy and self-defence. These efforts have yielded significant progress, with women representing 22% of the workforce and 10% of leadership roles as of 2025, positioning Vedanta among the key players in gender diversity within India's metals and mining sector. Looking ahead, Vedanta aims to further increase women's representation to 30% by 2030, reinforcing diversity and inclusion as strategic priorities that drive innovation, enhance performance, and build a workplace where every individual feels valued and empowered.

Workforce Breakdown: Nationality

Country	Share in total workforce (as % of total workforce)	Share in all management positions (P to M10) (as % of all management positions)
India	92.21	92.21
South Africa	1.27	1.27
Australia	0.05	0.05
UK	0.04	0.04
Others	6.43	6.43

Our **V-Engage** initiative is aligned with our efforts of promoting regional diversity within the organisation. It targets onboarding talent from under-represented and underprivileged sections, with a special focus on the Northern and North-Eastern regions of the country.



100
Qualified, high-potential and hard-working women selected through an exclusive women's talent campus hiring drive



500 +
Talent identified and elevated across functions covered through various talent development programmes



Workforce Breakdown	FY 2025	FY 2030 Target
Gender diversity (Fulltime employees)	22%	20%
Women in junior management positions, i.e., first level of management (as % of total junior management positions)	29%	23%
Women in management positions in revenue-generating functions (as % of all such managers)	20%	14%
Women in all management positions, including junior, middle, and top management (as % of total management positions)	16%	18%
Women in top management positions (as % of total top management positions)	10%	12%
Women in STEM-related positions (as % of total STEM positions)	20%	13%

Remuneration Ratio Female to Male

Designation	Ratio of average remuneration	Ratio of average basic salary
Junior Management Level (M6 or Below)	0.92	0.91
Management Level (Middle Management)	0.96	0.96
Executive Level (Top Management)	0.90	0.90

Vedanta's International Women's Day celebrations in 2025 extended far beyond a single day, with a month-long series of impactful initiatives across its business units. At our BU'S, select women professionals were given the opportunity to shadow senior leaders, gaining valuable mentorship and exposure to leadership roles. Self-defence workshops were conducted throughout Vedanta's operations, equipping 15,000 women with essential skills in threat identification, emergency response, and practical self-defence-empowering them with greater personal safety and confidence

A major highlight was the Sakhi Utsav, which brought together over 10,000 rural women entrepreneurs from Rajasthan and Uttarakhand, celebrating their achievements in entrepreneurship, social advocacy, and talent development. This event is part of Hindustan Zinc's larger Sakhi initiative, which has empowered more than 25,000 women through self-help groups and livelihood opportunities, fostering economic independence and community leadership

Through these initiatives, Vedanta is not only advancing gender diversity and inclusion within its own workforce but is also driving grassroots transformation and sustainable growth in the communities it serves. By providing platforms for skill development, leadership exposure, and economic empowerment, Vedanta is shaping a future where women are equipped to lead, innovate, and contribute meaningfully to India's progress



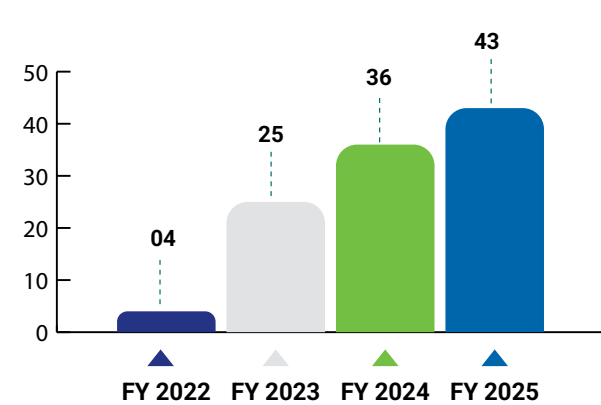
Vedanta's approach to sensitization of the workforce to build an equitable workplace

Our Diversity, Equity, and Inclusion (DEI) mandate spans multiple dimensions, including gender, sexual orientation, physical ability, and regional or ethnic backgrounds. To foster awareness and cultivate a culture of acceptance and respect within our workforce, we have initiated a comprehensive sensitization campaign. This campaign adopts a three-tiered approach, targeting CXOs, managers, and front-line supervisors. To enhance its impact, we have partnered with external specialists experienced in facilitating such integration, providing them with necessary knowledge and perspective needed to nurture an inclusive work environment.

Vedanta's labour practices are inclusive of transgender individuals, reflecting the company's commitment to diversity, equity, and respect for all. By actively employing transgender professionals and introducing progressive policies such as financial support for higher education, paid leave and grants

for gender reaffirmation surgery, and comprehensive workplace sensitization Vedanta ensures that transgender employees feel empowered, valued, and fully integrated into its workforce.

Number of members from the transgender community



Code of business conduct and ethics

Vedanta is committed to conducting its business with responsibility and integrity, guided by its Code of Business Conduct & Ethics (COBCE). This comprehensive Code sets out the standards for ethical behaviour and integrity expected of all employees, directors, officers, and extends to vendors, service providers, and business partners acting on Vedanta's behalf.

The COBCE covers a broad range of topics, including anti-corruption and bribery, insider trading, conflicts of interest, prevention of sexual harassment, human rights and equal opportunity, anti-money laundering, political activities, gifts, entertainment and hospitality, charitable contributions and sponsorships, and fraud prevention. It also incorporates specific policies such as whistle-blower protection and anti-bribery and anti-corruption measures.

The Code is designed to ensure that Vedanta's business practices consistently align with the highest standards of ethics and governance, promoting transparency, compliance with applicable laws and regulations, and accountability at every level of the organization. All employees and partners are expected to adhere to the Code, reinforcing Vedanta's reputation for ethical conduct and responsible business.



Ensuring a workplace free from harassment

To reinforce our commitment to a safe and respectful workplace for all, we have conducted capacity-building workshops on the Prevention of Sexual Harassment (PoSH). These workshops educate participants on the legal provisions of PoSH as well as behaviours that may constitute sexual harassment, ensuring both our employees and business partner workforce, along with members of the Internal Complaints Committees (ICCs), are well-informed and vigilant.

Our PoSH Policy is designed in line with the Prevention of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, and outlines clear definitions of sexual harassment, reporting mechanisms, and procedures for addressing complaints. The policy applies to all employees, contractors, and partners, and emphasizes zero tolerance for any form of harassment. It ensures confidentiality, fair investigation, and timely redressal, while also mandating regular awareness and sensitization programs to foster a culture of safety and dignity at work.



Gender reaffirmation leaves and compensation policy

Vedanta recognizes and respects the unique needs and rights of transgender individuals, underscoring our commitment to equality and non-discrimination. To foster a supportive and inclusive workplace, we have a Gender Reaffirmation & Leave Policy specifically for transgender employees. This policy provides both financial assistance and wellbeing support during the gender reaffirmation process, including a 30-day paid leave and up to ₹2 lakh to cover surgery-related expenses. Through these measures, Vedanta aims to ensure that transgender employees feel valued, supported, and empowered not only in professional journey but also their personal journey.



Gender parity

To keep equality and diversity at the forefront of our organizational priorities, we have incorporated key performance indicators (KPIs) into our ESG framework to guide ongoing improvement. When candidates have similar qualifications, we encourage the inclusion of women to help foster a more balanced and representative workforce. In line with our commitment to gender parity, we have also set an aspirational goal for lateral hiring, aiming for women to comprise 50% of all new hires.



Empowering Women at Work

Learning and Development

Vedanta's commitment to gender equality and workplace diversity is both strategic and deeply embedded in our culture. We recognize that true progress for women in the workforce goes beyond hiring; it requires deliberate investment in development, mentorship, and opportunity creation at every level.

Our suite of flagship initiatives- including V-Lead, She Lead, Pragati, and Tarang are designed to systematically identify, nurture, and elevate talented women professionals across the organization. These programs are not simply about representation, they focus on equipping women with the skills, confidence, and networks needed to take on greater responsibilities and advance into senior leadership roles. Through targeted mentoring, structured guidance, and direct

alignment with senior leaders and mentors, participants gain invaluable insights and support to navigate challenges unique to their professional journeys.

Programmes such as. The V-Lead grooms high-potential women for CXO and other key decision-making positions, with participants selected through a rigorous process and paired with experienced leaders for ongoing mentorship. Initiatives such as Growth Workshops and ACT-UP further accelerate the career trajectories of these emerging leaders, while recognition like the Chairman Award celebrates their contributions to business growth and performance. Our approach is holistic-combining skill-building, leadership exposure, and cross-functional opportunities to ensure women are not only present but thriving at all levels.

We also actively recruit from women's colleges, particularly in STEM fields, and maintain a strong focus on regional and social diversity through initiatives like V-Engage, ensuring representation from underrepresented backgrounds. Our commitment is reinforced by direct Board oversight of these programmes, underscoring the strategic importance of gender parity to Vedanta's long-term success.

By fostering an environment where women are mentored, empowered, and positioned for leadership, Vedanta is building a robust pipeline of future leaders and setting a benchmark for inclusive excellence in the industry. Our ongoing efforts are not just about meeting diversity targets-they are about unlocking the full potential of our workforce and driving transformational change across the organization.

V-Lead : Empowering women leaders at vedanta

Vedanta's V-LEAD programme is a focused leadership development initiative aimed at accelerating the growth of high-potential women within the organization. It provides participants with tailored learning experiences, skill enhancement opportunities, and exposure to strategic business challenges. Through this programme, women are empowered to build leadership capabilities that prepare them for critical roles across various functions. V-LEAD also fosters a strong network of women professionals, encouraging collaboration and peer support, which contributes to a more inclusive and dynamic workplace culture. This initiative reflects Vedanta's ongoing dedication to cultivating talent and driving gender diversity at all levels of the company.

This programme identify and nurture aspiring female leaders within the group to assume top executive positions

Through a meticulous selection process, 150 exceptional young female leaders were handpicked from a large talent pool consisting of over 750

women out of our total female population of 3,266. These selected individuals have undergone extensive grooming and mentoring to equip them for future leadership roles, not only within the company's domestic operations but also in international business units.

This initiative aims to empower women, elevate their professional status, and contribute to the overall success and growth of the Vedanta Group.

This program gave a very positive outcome, having increased 12% from 9% FY 2024. Our overall gender diversity has increased to 22% from 20% in FY 2025.

- 100% groomed for leadership positions
- 60% Lead Leaders elevated to higher roles
- 25 Senior leaders provide mentorship
- 30% Leaders were rewarded Chairman award for exemplary contribution to business growth and performance



V-Aspire: Building the leadership of tomorrow

Vedanta's V-Aspire initiative is a flagship, large-scale talent search and leadership development program designed to identify, nurture, and elevate high-potential talent across the organization. Engaging over 13,000 employees, V-Aspire empowers individuals to express their career aspirations and unlock new growth opportunities, reinforcing Vedanta's commitment to building a robust, future-ready leadership cadre.

The program distinguishes itself through a rigorous, world-class assessment process that leverages AI-enabled interviews, business simulations, and advanced psychometric tools, ensuring an objective and comprehensive evaluation of candidates. Participants progress through a multi-stage elimination process based on performance, potential, and pedigree, with final selections made by a distinguished panel of internal and external leadership experts.

Rooted in Vedanta's seven core DNA principles including Vedanta Values, Innovation, Passion, Drive, and Leadership V-Aspire holistically assesses individuals on their performance, potential, and alignment with company values. The initiative includes over 3,500 employees participating in AI-led assessments, 1,500+ in cognitive and workplace evaluations, and 1,000+ in business simulations. Additionally, more than 500 employees undergo psychometric and personality evaluations, with 100 top candidates selected to present before expert industry panels.

As a result of this robust process, top-tier leaders have been elevated to key roles across the organization, while a strong pipeline of emerging leaders from junior and mid-level cohorts has been established. These individuals will participate in structured developmental interventions focused on building competencies such as digital mindset, techno-commercial thinking, agility, outcome orientation, stakeholder management, and a global talent perspective.

Through V-Aspire, Vedanta is not only strengthening its leadership bench but also ensuring the sustained success of the Group by cultivating a culture of continuous growth, innovation, and excellence.



V-Connect: Finance anchoring program

Rooted in our philosophy of "Leadership from Within," the V-Connect program bridges more than 700 mentees with 70 experienced finance leaders to provide personalized mentorship. Through structured milestones including trust-building, goal-setting, action planning, and monthly progress reviews V-Connect fosters engagement, drives innovation, and nurtures a transparent, collaborative culture. By offering a platform for candid dialogue, best-practice sharing, and cross-level connections, the program equips emerging finance leaders with the strategic mindset and business acumen needed to navigate complex challenges and deliver outstanding results.

Vedanta is committed not only to advancing the careers of its employees but also to empowering its business partners. By investing in the growth and development of both internal talent and external collaborators, Vedanta fosters a collaborative ecosystem that drives operational excellence and shared success. This holistic approach ensures that all stakeholders are equipped with the skills, opportunities, and support needed to contribute meaningfully to the organization's long-term growth.

BP ACT UP : Vedanta's flagship business partner program

Discover, evaluate, and strengthen Business Partners from Vedanta's O&M domain

BP ACT UP was launched to systematically identify, evaluate, and strengthen Business Partners within Vedanta's O&M domain, focusing on their performance, value creation, and alignment with organizational priorities. The initiative began with a detailed analysis of over 600 partners, assessing cost, productivity, and operational metrics to establish a robust foundation for further evaluation. This was complemented by Focused Group Discussions with select strategic partners, providing insights into their operating models and perspectives, and a comprehensive Well-being Survey to gauge the workplace environment for partner staff.

All findings were consolidated into an integrated Business Partner Dashboard, offering a unified, data-driven view of partner performance. This enabled Vedanta to segment partners into high, medium, and low impact zones, sharpening focus and resource allocation. Through this process, 30 top-performing partners were identified, with 10 from the next tier recommended for elevation based on their potential and a clear action roadmap. Strategic engagement with business leadership ensured that movements between categories were aligned with opportunity potential and organizational goals, reinforcing a culture of operational excellence and future-ready collaboration.



Vedanta's approach to build a Great Place to Work

Talent Attraction and Retention

Empowering Mothers – A workplace that cares

Motherhood often requires new mothers to juggle numerous responsibilities and priorities. At Vedanta, we fully appreciate these demands and are committed to easing this transition by fostering a caring and inclusive workplace. Rooted in our core value of Care, our HR policies are thoughtfully designed to support employees throughout different phases of their lives. We provide flexible working arrangements that allow new parents the necessary time and flexibility to adapt to their changing roles. This supportive approach has created a positive environment where over 90% women who take maternity leave choose to continue their careers with us a year after returning, highlighting the strong culture of support and understanding that Vedanta offers to working mothers.



Parental Leave Distribution	Male	Female
Total Number of Employees that were entitled to Parental leave during April 2024-March 2025	10,779	2,941
Number of employees who resumed office post completion of paternal leave in April 2024-March 2025	467	59
Return to Work Rate	100%	91%
Total Number of Employees who took Parental leave during April 2024-March 2025	508	99
Total number of employees returning from parental leave in the prior reporting period	489	64
No of employees who were in continuous service for next 12 months after returning from Parental leave in April 2024-March 2025	397	57
Retention rate	81%	89%

Assistance for persons with disabilities

Vedanta is dedicated to ensuring that employees with disabilities feel comfortable and are able to perform at their best in the workplace. The company takes proactive steps to create an accessible and inclusive environment by making necessary modifications to workspaces and providing assistive technologies tailored to individual needs. In alignment with the Rights of Persons with Disabilities Act, 2016, Vedanta's premises are equipped with features such as ramps, accessible walkways, braille-enabled elevators, text-to-speech software, and specially designed washrooms, all intended to remove barriers and support the productivity and well-being of people with disabilities.

Key Initiatives for Gender Diversity at Vedanta –



Hindustan Zinc has commissioned India's first and second all-women underground mine rescue teams which later, secured second place against top global teams at the International Mines Rescue Competition 2024 in Colombia



Vedanta Aluminium, India's largest aluminium producer, has announced that it will have an entire production line operated and maintained exclusively by women, at its largest plant in Jharsuguda, Odisha. The Jharsuguda aluminium smelter is the world's largest. The project will be executed in three phases, with more than 100 duty positions identified across various levels, expertise, and competencies



The all-women security team christened Durga Vahini by Cairn Oil & Gas is pivotal to stepping up security at Vedanta's oil fields in Rajasthan, ensuring safety across 38 sites. Women from rural areas now form a Quick Response Team (QRT), enhancing emergency preparedness.

Our Initiatives centred around New Parents



Paid Parental Leave

Vedanta provides paid parental leaves for both primary and secondary caregivers, with 26 weeks of paid leave provided to female employees, 7 days to male employees. Additionally, keeping in mind the needs of those mothers who go in for adoption we also provide 12 weeks of adoption leave to female employees who have adopted a child. Moreover, our policies mandate 50% of new hires to be women and our groundbreaking parenthood policy which includes a 12-month sabbatical for new mothers and greater flexibility in working hours after maternity leave is enabling more women to make that shift.



Mentoring programme 'Buddy' system

As a part of this, experienced senior women colleagues who have passed through similar life experiences, provide guidance and support to new mothers in making decisions related to their career and personal choices



Empathetic programmes for new mothers

Several subsidiaries like ESL, VZI and HZL have launched empathetic programmes for new mothers, empowering them to handle their responsibilities more easily. These initiatives are diverse in nature, and include provision of onsite day care facilities for young children, breast feeding / lactation facilities, paid parental leaves, amongst others



Breast-feeding/lactation facilities

We provide onsite breastfeeding/ lactation facilities in the childcare centres where women can freely breast feed their newborn in a private, comfortable, and hygienic environment. At VZI, we provide lactation room facilities to new mothers, as an enablement initiative, despite there being no regulatory requirement in South Africa. These lactation rooms can be used up to a period of 12 months for an individual infant, with the mother required to bring her own equipment for availing of these facilities. At these companies, daily nursing breaks are also provided within the timeframe of a working day to accommodate the new mothers' breastfeeding needs



Child day care centres

We are providing child day care centres onsite where new mothers can leave their infants and young children in safe hands and under proper supervision. This helps eligible employees enjoy peace of mind as they are close at hand in case of need, while they can simultaneously fulfil their professional responsibilities. To ensure that all our eligible employees get to utilize the convenience of the onsite childcare centres, HZL provides a fixed sum as child-care contribution for the daycare of the child



AIM 9

Align to global business standards of corporate governance

To uphold high standards of corporate governance that integrate environmental and social considerations, Vedanta actively monitors global trends and best practices in the ESG arena. The company draws insights from national and international regulations, industry frameworks, investor expectations, and peer benchmarks to inform its governance approach. These learnings are translated into updated policies and practices, which are formally adopted through Board-approved resolutions.

Vedanta also closely tracks developments in linking employee compensation to ESG performance, ensuring that sustainability and responsible business practices are embedded in organizational decision-making. A portion of employee and executive performance pay is linked to ESG metrics safety, sustainability, and carbon footprint reduction reinforcing accountability.

Material Topics



Business Ethics & Corporate Governance



Risk Management and Controls

Stakeholders Impacted

- Internal Stakeholders: Employees
- External Stakeholders: Investors, Vendors/Suppliers/Business Partners

Impact

Positive impact on the value chain

KPIs

Supply Chain GHG transition

Training on Code of Conduct

% Independent Directors on Board

% Gender diversity on the Board

Progress

Some of our businesses have begun engaging with our tier-1 suppliers on their climate goals

100%

50%

25%

Why are these topics material to us and our operations?

Business ethics and strong governance are at the heart of Vedanta's business philosophy. In an increasingly interconnected world where both information and misinformation can easily spread, Vedanta remains committed to honesty, transparency, and full compliance with all regulations. The company relies on robust systems

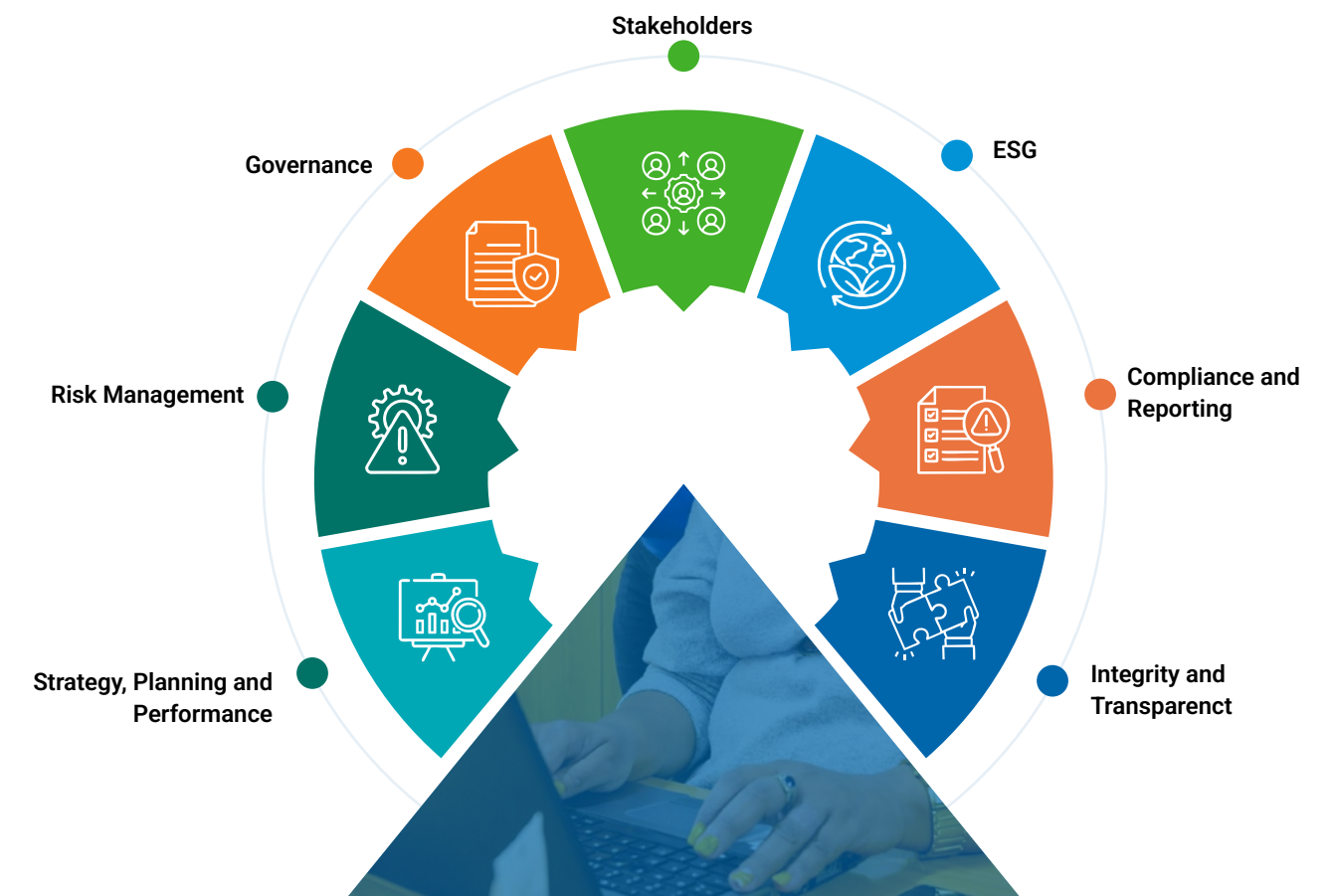
for tracking, monitoring, recording, and reviewing its activities, ensuring continuous improvement and accountability. Vedanta's governance frameworks are aligned with both National and international standards, helping the company stay compliant, current with best practices, and competitive in the global market.

These frameworks are regularly reviewed for legal and regulatory risks, and Vedanta actively engages with stakeholders to identify and address potential issues. By maintaining independent and effective governance mechanisms, Vedanta is able to operate professionally, build stakeholder trust, and consistently deliver value.

Risk Management Framework

Vedanta's Risk Management Framework employs a multi-layered, robust system to identify, assess, monitor, and mitigate risks across all business units and projects. Each business division maintains its own risk matrix and register, which are reviewed quarterly by management committees and aggregated at the Group level to identify principal risks and formulate response plans. This structured approach, supported by regular oversight from dedicated risk committees, ensures risks are managed proactively and aligned with Vedanta's strategic objectives.

Vedanta's Corporate Governance Framework encompasses these aspects



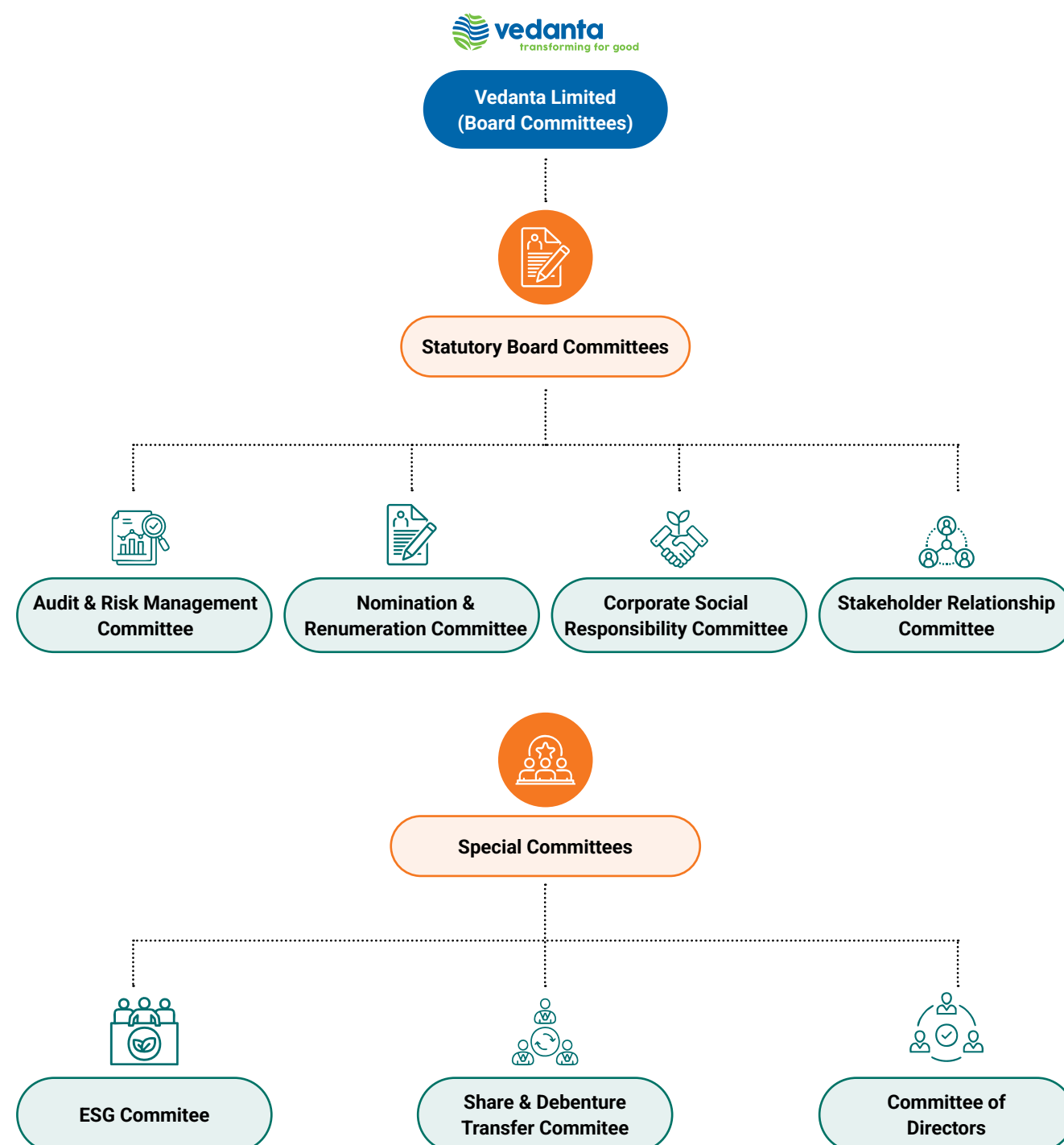


Corporate Governance is executed through the Board, and its four statutory committees. The committees are as follows: Audit & Risk Management, Nomination & Remuneration, Corporate Social Responsibility and Stakeholder Relationships. All the committees play a crucial role in executing their designated tasks on behalf of the Board. Additionally, the company

has also created special committees to oversee effective governance on specific aspects of the business. These include the: (i) ESG Committee, (ii) Share & Debenture Transfer Committee, and (iii) Committee of Directors.

Our Code of Business Conduct and Ethics or the CBCE lays down the basis for effective corporate governance. It

contains a well-defined framework of policies, standards, procedures, and obligations, and helps to guide our strategy and operations. The CBCE defines the rules for professional conduct and ethics under different business situations, in a manner that is consistent with our values and purpose and risk management processes



Risk management process

Accurate risk identification and management are central to Vedanta's business governance, underpinning both operational resilience and long-term sustainability. The Group's Enterprise Risk Management system evaluates risks across four key quadrants: external, strategic, financial, and operational.

For each area, risks are systematically identified, assessed for their significance and potential impact, mitigated through targeted actions, and continuously monitored for ongoing effects. Every business unit maintains its own risk register, with regular reviews led by the CEO and attended by senior leadership

and functional heads at least quarterly. Dedicated Risk Officers at both business and Group levels oversee timely risk identification and mitigation, using business-specific risk matrices to guide control measures and ensure a proactive approach to risk management.



ESG Risk Governance

As a natural resource company, Vedanta experiences risks that are beyond operations, compliance, and finance. These risks are related to material impact on environmental, social and governance aspects of the business. ESG risks related to sustainability are critical to the Company's sustainability strategy. Hence, the responsibility of identifying and managing these risks is given to the Chief Risk Officer, who is the member of the Company's risk management committee.

In addition, the following key risk governance and oversight committees in Vedanta support the management of ESG risks:



The Audit Committee and Risk Management Committee aids the Board by identifying and assessing changes in risk exposure, reviewing control measures, and approving remedial actions, supported by the Group Risk Management Committee (GRMC) evaluating risk mitigation effectiveness quarterly. The GRMC, comprising the Executive Director, Group CFO, and Director of Management Assurance, discusses key risk events, uncertainties, emerging risks, and progress against planned actions, with the Board holding ultimate responsibility for managing risks and ensuring effective internal controls through regular review and enhancement. The committee along with the Sustainability committee reviews sustainability-related risks.



The Management Assurance Services (MAS) plays a crucial role in ensuring the implementation of policies and processes aligned with management's performance goals and risk tolerances. They serve as a vital element of the internal control process, providing the Board with necessary assurance. This involves systematic assessment of measures, tools, and processes used to identify, evaluate, control, monitor, and report on risks. The Audit Committee regularly evaluates the scope, authority, and resources of the MAS. As a result, an internal audit plan is developed with a risk-based approach, considering the risk matrix, insights from senior management, business teams, and the Audit Committee. Past audit experience, financial analysis, and the prevailing economic and business environment are considered during the planning stage.



The Board-level ESG Committee, in collaboration with our Group Sustainability and ESG function, is tasked with activating, integrating, and monitoring initiatives under the 'Transforming for Good' mandate



Risk officers at each business and Group level foster risk awareness and a risk management culture

Moreover, the Board, with support from the management, conducts periodic and robust assessments of principal risks and uncertainties through an annual materiality assessment, which are then integrated into Vedanta's enterprise risk management framework. These risks can be economical, environmental, geopolitical, societal, or technological depending on their long-term impact on Vedanta's business. There are other unprecedented risks to operations that is significant with respect to the longterm impact on Vedanta's business activities. While these risks may not have a clear financial impact, their potential impact on the Company's business is already assessed, and mitigation strategies are already developed for each risk.

Driving digitization and governance excellence at vedanta

Vedanta has advanced its digital transformation by implementing the Enablon platform, a leading risk management solution. Enablon has streamlined the identification, analysis, and mitigation of operational risks across all sites, enabling a shift from reactive to predictive safety management through advanced data analytics. It has improved enhanced transparency, accountability, and compliance. The platform offers unified reporting, root cause into into risks and incidents, and robust audit trails, supporting informed decisions and regulatory adherence. Vedanta leverages Enablon, a leading enterprise software platform, to streamline its sustainability,

environmental, health, and safety (EHS) data management across all business units. Enablon enables data tracking and reporting of key ESG metrics, enhances compliance with global standards, and supports robust risk management. By centralizing data collection and analysis, it helps us driving transparency, improve decision-making, and advance its sustainability goals efficiently and effectively.

- 9 processes digitized: Incident, Observation, Job Safety Analysis, Process Hazard Analysis, Industrial Hygiene, Management of Change, Audit & Inspection, Risk Management, and Metrics.

- 3 mobile apps launched for easy reporting: Incident, Inspection, and Audit.
- 23,341 ESG indicators (primary + calculated) launched monthly & quarterly .
- 14,000 users onboarded to the Enablon portal.
- Full assurance process moved to Enablon.
- 125+ CRM checklists for 13 risks deployed in Enablon.
- 800,778 safety interactions logged and validated in the portal.
- 100+ dashboards created and shared

Risk Appetite and Tolerance

We review our group's risk exposure quarterly. Furthermore, in FY 2025, annual external audit is conducted as per ISO 31000:2018.



Financial incentives which incorporate risk management metrics: The functional risks are intrinsically built into employees' individual performance KRA including Board of Directors. For example, the HSE manager has a goal of zero water related incidents by FY 2025. Performance on these goals affects compensation tied to reducing the risk of water related incidents. Additionally, fatality is a common multiplier in the performance criteria of all Executives and employees. In addition, VSAP, our sustainability risk assurance tool, reflects compliance of businesses/ functions with the Vedanta Sustainability Framework. The results of VSAP have a direct bearing on the overall performance evaluation of all our full-time-employee workforce with 15% weightage attributed to sustainability.



Incorporating risk criteria in the product development or approval process: We are guided by a Risk Management Technical Standard for identifying, managing, mitigating risks across the project lifecycle. To ensure that new/greenfield projects/operational sites face minimal risks, extensive risk assessment activities are conducted in the feasibility stage of a project. These include environmental and social risks identified as part of the Environmental and Social Impact Assessment (ESIA). Post identification, mitigation measures are put in place to ensure that the risk is not realized and does not impact business. During the laying of the 600 km pipeline to transport hydrocarbons, the ESIA revealed that the pipeline would pass through a wildlife habitat. Plans were rerouted to ensure that there is minimal damage to the environment and the project can proceed without the regulatory or reputational impact of building in a wildlife reserve.



Risk Training: Vedanta conducts regular risk management training for Board and employees. During FY 2025 familiarization programmes covered internal audit plans and findings, internal financial controls, and risk management systems related topics for Board of Directors.



Risks Identified	Magnitude	Likelihood
Health, Safety and Environment	Medium	Medium
Managing relationships with stakeholders	Medium	Medium
Tailings dam stability	High	Low
Regulatory and legal risk	Low	Low
Breaches in IT/cybersecurity	Low	Low
Loss of assets or profit due to natural calamities	Low	Low

Emerging Risks



Cyber Espionage and Warfare

Cyber espionage and warfare represent a new and emerging external risk that poses significant challenges to Vedanta's digital and operational landscape. This risk involves sophisticated and targeted cyberattacks by adversaries aiming to infiltrate, disrupt, or steal sensitive information from Vedanta's critical IT and OT systems. As cyber threats evolve rapidly, they become more specific and complex, including state-sponsored hacking, ransomware, and advanced persistent threats. Given Vedanta's extensive global operations across mining, metals, oil & gas, and power sectors, this emerging risk requires heightened vigilance and adaptive security measures.

Impact on Vedanta

The potential impact of this significant and specific external risk on Vedanta is multifaceted:

- Disruption of vital operations, causing production delays and financial setbacks.
- Loss or compromise of proprietary data, intellectual property, and strategic business information, which can erode competitive advantage.
- Damage to Vedanta's reputation and stakeholder trust, adversely affecting investor confidence and market standing.
- Exposure to regulatory penalties and legal liabilities due to breaches of cybersecurity and data privacy regulations.
- Increased safety risks at operational sites if industrial control systems are targeted.

Mitigation actions

- **Governance:** Cybersecurity oversight is embedded at the highest levels, with the Board's Audit and Risk Committee and Executive Committee providing strategic direction. Specific leadership roles such as CIO, CSO, and CISO ensure accountability and focused risk management.
- **Advanced Technology and Monitoring:** Deployment of cutting-edge threat detection tools, including Security Information and Event Management (SIEM) and Data Loss Prevention (DLP) systems, enables real-time monitoring and rapid response to specific cyber threats.
- **Comprehensive Security Framework:** Vedanta's Information Security Management Framework aligns with international standards (ISO 27001, ISO 22301, ISO 31000, ISO 27701), addressing emerging cyber risks through structured policies and procedures.
- **Employee Awareness and Training:** Continuous cybersecurity education programs empower employees to recognize and mitigate risks, fostering a culture of security awareness across the organization.



Extreme weather events

Extreme weather events pose an external risk for Vedanta, characterized by increased frequency and intensity of phenomena such as floods, droughts, cyclones, and heatwaves. These climate-driven events pose significant and specific threats to Vedanta's diverse operations across mining, metals, oil & gas, and power sectors. As climate change accelerates, the unpredictability and severity of such events escalate, requiring Vedanta to continuously evaluate and adapt to these evolving physical risks. This emerging risk is integrated into Vedanta's enterprise risk management framework and climate resilience planning, reflecting its critical importance to business continuity and sustainability.

Impact on Vedanta

- Physical damage to infrastructure and operational assets, leading to production disruptions and increased maintenance costs.
- Supply chain interruptions due to affected transportation routes and logistics.
- Heightened water stress and scarcity impacting both operational processes and community relations.
- Increased health and safety risks for employees and local communities.
- Potential financial losses and reputational damage arising from operational downtime and failure to meet Environment Social and Governance (ESG) commitments.

Mitigation actions

- **Climate Risk Assessment:** Vedanta employs scenario analysis and bottom-up climate modelling to assess acute and chronic physical risks, including floods, droughts, and cyclones, under various climate scenarios (RCP 4.5 and RCP 8.5).
- **Governance and Oversight:** Climate-related risks, including extreme weather, are overseen by Vedanta's Board ESG Committee and Group Risk Management Committee, ensuring integration into strategic decision-making and risk management processes.
- **Water Stewardship and Sustainable Practices:** Vedanta promotes climate-resilient agriculture and sustainable water sourcing models to mitigate water stress risks in operational and community areas.
- **Infrastructure resilience:** Investments are made to enhance the climate resilience of critical infrastructure including flood defences, water management systems, and power supply stability.



Strategy and Approach for the Material Issues

Policy infrastructure and compliance review mechanism

Vedanta upholds strong corporate governance by ensuring all actions and decisions undergo regular scrutiny before implementation, reinforcing integrity as a core value. Ethical conduct is deeply embedded in the company's business ecosystem through comprehensive policies that

promote transparency and objectivity in decision-making. Employees are required to act in the best interests of the organization, maintaining independence in their judgments and avoiding conflicts of interest. Vedanta's policies mandate the disclosure and reporting of any potential conflicts,

prohibit offering or accepting bribes, and require employees to refrain from unfair or anti-competitive practices. These measures ensure that business relationships never compromise independent judgment, and that transparency and integrity remain central to all operations.

Data Security & Privacy

A cybersecurity breach or data privacy incident can have serious financial and reputational consequences for Vedanta, including investigation and remediation costs, legal liabilities, regulatory penalties, and loss of stakeholder trust. Recognizing the growing risks in an increasingly digital world, Vedanta has made cybersecurity and data privacy a top priority within its enterprise risk management framework. The company's robust information security system integrates policies, standard operating procedures, and technology standards

to safeguard sensitive data and ensure business continuity.

Vedanta's approach includes regular security assessments, audits, and bi-annual testing of incident response and disaster recovery plans. The company also conducts ongoing cybersecurity training for employees to raise awareness and strengthen its first line of defence. Information security and data governance policies cover risk management, disaster recovery, and privacy, ensuring compliance with national regulations and international standards. Oversight

is provided by the Board's Audit and Risk Committee, with dedicated roles such as the CIO, CSO, and CISO responsible for strategy, implementation, and operational success.

In FY 2025, Vedanta reported zero cybersecurity breaches, reflecting the effectiveness of its proactive measures. By continuously monitoring and updating its security framework, Vedanta protects the confidentiality, integrity, and availability of its data and systems, enabling resilient and sustainable business operations

Policy Suite related to data security and privacy



Information security and management policy



Data governance and privacy policy



Risk management policies



Business continuity management policies



Incident response and emergency preparedness plan

Vulnerability Assessment

Vulnerability identification, monitoring and tracking of mitigation actions and continuous compliance level are being done through various assessments. Vedanta carries out and undergoes the following assessments to identify vulnerabilities, threats, short-comings, and the associated risk/impact:

01

Internal Vulnerability Assessment and Penetrating Testing (VAPT) Program undertaken by Business Unit Information Security Function (through third-party expert agency)

02

External Vulnerability Assessment and Penetrating Testing (VAPT) Assessment through Group Management Assurance System (through third-party expert agency)

03

Red Teaming Exercise as part of Vulnerability Assessment

04

Surveillance Audit under ISO 27001:2002, ISO 22301:2019, ISO 31000:2018, and ISO 27701:2019 Framework Requirements (through surveillance audit partner)

05

Assessment of IT General Controls (ITGC) by Statutory Auditor under Sarbanes-Oxley (SOX) Compliance Framework (through statutory auditor)

These vulnerability assessments, including simulated hacker attacks are carried out on an annual basis by globally reputed and recognised third-party agencies, including a team of certified and qualified personnel in various domains of cyber security and data governance. BUs have obtained ISO certifications and are committed to establishing, implementing, maintaining, and continuously improving their Integrated Management System (IMS) in alignment with the standards set forth by ISO 27001:2002, ISO 27701:2019, ISO 22301:2019, and ISO 31000:2018. 71.43% of our IT infrastructure is certified as per ISO 27001

Awareness and capacity building session

All new employees at Vedanta are required to complete mandatory cybersecurity training during onboarding to ensure they understand the company's security protocols. The company maintains 100% employee participation in cybersecurity training, supported by an Online Awareness Training Capsule available for self-paced learning. The Information Security team actively monitors training completion, conducts regular follow-ups, and organizes virtual classroom sessions for those who wish to deepen their knowledge. To gauge awareness, business units administer periodic tests and quizzes, known as Dip-Stick Assessments, and use the results to deliver targeted training and communications. Additionally, Vedanta conducts phishing simulations for all users to test vigilance; those who fall for these simulations are required to complete specialized phishing awareness modules, with key lessons shared across the organization to reinforce learning.

Performance evaluation and reporting

Each employee in Vedanta's IT function has clearly defined Key Result Areas (KRAs) and Key Performance Indicators (KPIs) that are directly aligned with the company's Information Security Goals as part of their annual performance management process. Similarly, employees responsible for managing Operational Technology (OT) environments have their KPIs structured to reflect these same security objectives. Performance evaluations are conducted against these information security goals, ensuring accountability and alignment with Vedanta's broader cybersecurity priorities

Cyber security incident reporting

Vedanta addresses security incidents through a rigorous process of continuous tracking and monitoring until each case is fully resolved. The company has a comprehensive Incident Management & Data Breach Policy, which is communicated to all employees, vendors, and partners. Incidents can be reported through multiple channels, including 24/7 monitoring of critical IT assets using Security Incident and Event Management (SIEM) tools, daily surveillance of data movement via Data Leakage Prevention (DLP) systems, direct reports from end users, and observations by the internal security team.

Every reported incident undergoes thorough investigation by the Chief Information Security Officer (CISO), who conducts a detailed root cause analysis and ensures appropriate corrective actions are taken. Advanced tools and technologies automatically generate incident alerts based on predefined rules, which are then tracked and resolved by the IT Operations Team with guidance from the Information Security Organization. This structured approach ensures that all incidents are managed efficiently, lessons are learned, and preventive measures are implemented to strengthen Vedanta's overall cybersecurity posture.

Escalation Process

Vedanta maintains a rigorous process for tracking and managing all security incidents, ensuring each case is thoroughly investigated and resolved. To facilitate prompt reporting, each business unit provides a central email address where users can report any suspicious information security activity. All reported incidents are investigated by the Chief Information Security Officer (CISO), who implements appropriate corrective measures.

Security incidents detected via the Security Information and Event Management (SIEM) system or reported by employees are first evaluated by the business unit's CISO and then reviewed by the Chief Information Officer (CIO). Similarly, data-related incidents flagged by Data Loss Prevention (DLP) systems or end users are assessed by the Data Governance and Privacy Officer (DGPO) or CISO and subsequently reviewed by the CIO.

The severity and impact of each incident are discussed in key forums, including the business unit's Executive Committee, Vedanta Group's Executive Committee, the Audit & Risk Committees at both the business unit and Group levels. Compliance with recommended actions is monitored and reported quarterly to ensure timely and effective resolution. This structured approach helps Vedanta maintain high standards of information security and risk management across the organization.



Industry Associations

- Aluminium Association of India
- Federation of Indian Mineral Industries (FIMI)
- International Zinc Association
- Confederation of Indian Industry (CII)
- FICCI
- ASSOCHAM
- Indian Steel Association
- Federation of Indian Petroleum Industry
- The Federation of Indian Chambers of Commerce and Industry
- Minerals Council South Africa

- Mine Health & Safety Council (MHSC)
- Association of Mine Managers (AMMSA)
- Environment Industry Association of India



Think Tanks & Subject-Matter Expert Organisations

- IHS Global PTE
- National Safety Council
- United Nations Global Compact
- UN Women's Empowerment
- Principles
- IUCN Leaders for nature
- British Safety Council
- Indian Green Building Council

- Mine Ventilation Society of South Africa (MVSSA)
- Recycling and Environment Industry Association of India



Academic Institutions

- IIT Madras
- IIT Bombay
- IIM Sambalpur
- ISB Hyderabad
- IIM Raipur
- BITS Pilani
- IISc Bengaluru
- National Forensic Sciences University (NFSU, Gandhinagar)



NGOs and Civil Society Organisations

- Wockhardt Foundation
- Action for Food Production
- Drishtee Foundation
- Sarthak Jan Vikas Sansthan
- IPE Global
- Barmer Jan Sewa Samiti
- Middle East Council of Churches (MECC)
- Navrachna Mahila Vikas Trust
- BAIF Development Research Foundation
- GT Healthcare Trust
- Sehgal Foundation
- CHETNA Foundation
- Swajal Pvt. Ltd
- Rural Development Organisation (RDO)
- HelpAge India
- Vodalife
- SEEDS
- Learnnet Skills Limited
- Swajal Pvt. Ltd.
- Waterife
- Fontus
- Paralympic Committee of India
- CEDRA
- Bodh Siksha Samiti

Human Capital Development

Our Human Capital is the foundation of our sustained success, driving the achievements that shape our business and position us as leaders in the industry. We are dedicated to fostering a workplace that is not only nurturing but also enriching, empowering our employees and workers to reach their fullest potential. Their consistent

dedication and competitive spirit have been instrumental in surpassing business goals and delivering innovative, high-quality products that contribute significantly to the national economy. At the heart of our efforts lies the "Freedom" philosophy, which emphasizes four key pillars: enriching the quality of life, fostering innovation

and maximizing potential, encouraging continuous learning and growth, and ensuring recognition and rewards for exceptional contributions. Through these principles, we strengthen our workforce, driving excellence across all levels of the organization.

Talent Management

At Vedanta, we recognize that our workforce is the key driver behind our continued success and long-term growth. Talent management is integral to achieving our strategic business objectives, and we are dedicated to fostering an environment where every individual is empowered to perform at their best. Our approach goes beyond traditional talent management practices, ensuring that our workforce is optimally utilized through a robust manpower planning process.

This allows us to effectively manage talent, mitigate attrition risks, and identify opportunities for leadership development across the organization. To continue nurturing and supporting a steady group of skilled individuals, Vedanta has established comprehensive internal development programs like V-Reach, V-Aspire, V-Reach, V-Lead and the Chairman's Young Leaders Programme. These initiatives aim to build a strong leadership pipeline, identify

high-potential talent, and provide employees with the tools they need for career growth. Additionally, our three-level succession plan for critical roles ensures smooth transitions and safeguards operational continuity. Through these efforts, Vedanta is committed to nurturing a culture of continuous learning, upskilling, and fostering leadership growth, which drives not only individual success but also the collective advancement of the organization.

Strategic Workforce Planning

At Vedanta, strategic workforce planning is integral to ensuring that our talent management practices align with both business needs and employee aspirations. We utilize advanced tools such as people analytics to gain valuable insights into workforce trends.



Skill Gap Analysis

We take a forward-looking approach to talent development by identifying opportunities for growth through in-depth skill assessments, ensuring our people are equipped to meet the dynamic needs of our evolving business. This insight allows us to align our workforce with the right roles and ensure that training initiatives are targeted and effective. By using established frameworks like the Kirkpatrick model, we continuously assess the impact of our learning and development programs, ensuring they drive meaningful improvements in employee performance. Through this strategic approach, we ensure our employees are well-equipped to adapt to changing business needs and technological advancements.



Organizational Network Analysis

We leverage an advanced organizational network analysis to enhance talent retention and foster a collaborative work environment. By utilizing platforms such as V-Excel, developed with Korn Ferry, we facilitate seamless connectivity and communication across departments, ensuring that employees are well-informed about their roles and responsibilities. Our dynamic Management in Place (MIP) organogram ensures that the right people are matched with the right roles, creating clarity and fostering a sense of belonging within the organization. This practice supports better decision-making and strengthens our overall organizational alignment.



Flight Risk Analysis

We recognize the importance of retaining key talent, and our flight risk analysis plays a vital role in mitigating potential attrition. By evaluating a variety of factors—such as grade, age, location, and experience—we identify employees who may be at risk of leaving and take proactive measures to retain them. Using internal scoring parameters, we prioritize actions that address specific concerns and ensure we retain the most valuable members of our team. This systematic approach helps us safeguard the continuity of operations while maintaining a high level of employee satisfaction and loyalty.



Job Rotation Adherence

To foster internal growth and career development, Vedanta has implemented a robust job rotation policy. This policy offers employees the opportunity to explore different roles, business units, and even locations, enabling them to expand their skills and experiences within the organization. By encouraging job rotation, we not only enhance employee engagement but also build a versatile, multi-skilled workforce that can contribute effectively across different functions. This approach supports the continuous learning culture at Vedanta, ensuring our talent pool remains agile and adaptable.

Training & Development

At Vedanta, we recognize that the growth of our employees is essential for the long-term success of the organization. We are committed to fostering a culture of continuous learning and development that empowers our talent to achieve their full potential. Our training and development initiatives are designed to identify, nurture, and elevate leaders within the organization, ensuring that they are well-prepared to drive innovation, enhance business performance, and contribute to the company's growth.



V-Desire Initiative

The "V-Desire" initiative, led by the Chairman, empowers high-potential leaders to choose projects and roles aligned with their aspirations. This program encourages engagement and fulfilment, leading to enhanced productivity and innovation. Over 700 leaders expressed interest, with 350 shortlisted and 117 advancing to roles that match their aspirations. Notably, 30% of the selected leaders are women, and 60% are from technical domains. This initiative has resulted in a 10% increase in engagement levels and a 25% rise in productivity, while attrition among participants is 4% lower than the organizational average.



Emerging women leaders program

The Emerging Women Leaders program identifies high-potential women leaders across business units and promotes them to higher roles. This program aims to create a pipeline of women leaders with CXO potential, focusing on diversity and inclusion. The initiative has successfully developed a robust second-in-line leadership pipeline, with over 70% of key critical roles having three-level successors. It has also decreased turnover among high-potential women employees by 3%.



Role model campus minds

The Role Model Campus Minds initiative identifies young talents with 3-7 years of experience from premier institutes, providing them with visibility and fast-track growth opportunities. 67 young leaders were selected for this program and given impactful roles across functions and businesses. These leaders are mentored by CXOs, ensuring their rapid development. The program also offers these leaders exposure to decision-making forums such as Executive and Management Committee Sessions, fostering their growth into future leaders. Their progress is monitored through KPIs and KRAs, with quarterly reviews to ensure they meet their goals.



82%

Employee Satisfaction Score in FY 2025



Employee performance & benefits

At Vedanta, we recognize that effective employee performance management and the associated benefits are key drivers of organizational growth and long-term success. We are committed to fostering a high-performance culture where our employees are continuously empowered to perform to their best abilities. Our structured approach to performance management, supported by innovative tools and frameworks, ensures that every employee is motivated, engaged, and aligned with our strategic goals, facilitating personal growth and contributing to Vedanta's overall success.



Employee Performance Evaluation

We utilize a robust framework to evaluate employee performance through clear Key Performance Indicators (KPIs) and Key Result Areas (KRAs). Our performance management system is supported by tools like Synergita and Darwinbox, which help analyse performance gaps and track trends. This approach allows us to align business needs with individual goals, fostering a high-performance culture and ensuring that employees are recognized for their contributions. Semi-annual performance reviews are conducted for all employees, with quarterly reviews for senior managers and key talent, enabling continuous feedback and growth.



Succession Planning

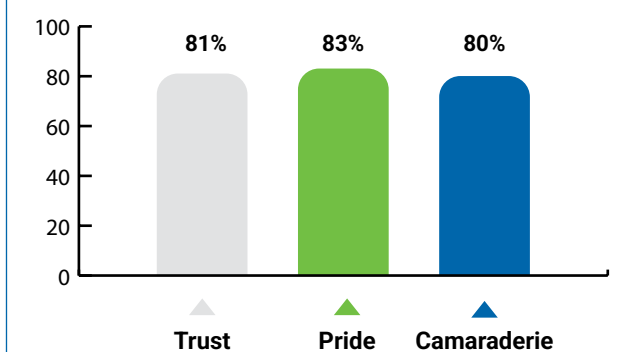
Succession planning is critical to ensuring long-term leadership continuity and organizational success. Vedanta's succession planning process identifies, develops, and retains top talent for critical leadership roles. We have established a three-level succession slate for key positions, such as Chief Operating Officers (COOs), through internal job postings (JPs) and meticulous leadership selection. Our Emerging Leaders program is integral to this process, focusing on preparing high-potential talent for future Deputy CXO and other key executive roles within the organization.



Employee Satisfaction Survey

To enhance employee engagement and satisfaction, Vedanta conducted the HWA Employee Satisfaction Survey in FY 2025. This anonymous survey, which assessed various indices such as Happiness, Professional, and Manager Index, provided valuable insights into employee expectations and work-related experiences. The findings of this survey will play a crucial role in shaping future HR initiatives, fostering a more positive and rewarding work environment for all employees.

Satisfaction Survey Results



Employee Well-Being & Support Programmes

At Vedanta, we recognize that the well-being of our employees is central to our long-term success. As a company that strives to create a workplace that promotes holistic health and well-being, we have implemented a comprehensive set of initiatives aimed at ensuring the mental, physical, and emotional welfare of our employees. Our approach is structured around three key pillars: social, emotional, and spiritual well-being.



Social Well-Being

Through our corporate social responsibility initiatives, Vedanta ensures that employees contribute meaningfully to society while nurturing their own well-being. We actively promote emotional well-being through initiatives like World Mental Health Day, and our "Give Back" program empowers employees to express gratitude towards individuals who have positively influenced their lives.

Emotional Well-Being

Vedanta demonstrates its dedication to emotional well-being by organizing group-wide recognition of World Mental Health Day. Specifically, at HZL, our "Give Back" initiative empowers employees to express gratitude towards individuals who have had a positive influence on their lives, fostering a supportive and empathetic work culture.

Spiritual Well-Being

In line with our belief in holistic development, we provide opportunities for spiritual growth through initiatives such as collaborations with Art of Living centres. These sessions offer rejuvenating yoga practices that help employees nurture their spiritual health, fostering inner peace and well-being.

At Vedanta, we are committed to providing a supportive work environment through a range of programs that prioritize the health, well-being, and professional growth of our employees.



Workplace Flexibility

We understand that flexibility is essential for our employees to maintain a healthy work-life balance. In response to the challenges posed by the COVID-19 pandemic, we have adapted our workplace policies to include remote work opportunities, ensuring that operational efficiency is maintained while safeguarding the well-being of our staff.

Health and Wellness Programs



Vedanta offers comprehensive health and wellness initiatives for our employees. These include annual health check-ups, ensuring that employees have access to a wide range of health assessments. Additionally, we reimburse employees for wellness packages they use, helping them maintain good health. Our facilities also provide multi-course meals designed to accommodate diverse dietary preferences, promoting balanced nutrition.



Employee Fitness Programs

Promoting physical health is a key priority, and we actively encourage employees to maintain an active lifestyle. At Vedanta, we regularly organize sports and fitness tournaments at all locations, allowing employees to participate in team-building activities that foster camaraderie and overall well-being.

Menstrual Hygiene Training



At Vedanta, we foster inclusivity and open dialogue about health and well-being. Our Menstrual Hygiene Training sessions, conducted at TSPL, aim to educate employees on menstrual hygiene, debunk myths, and create a supportive environment where everyone feels comfortable discussing these important topics. This initiative contributes to a more inclusive and empathetic workplace culture.

Supply Chain Management

At Vedanta, we recognize that a resilient supply chain is essential for maintaining smooth operations and driving sustainable long-term growth. By focusing on building strong relationships with low-risk, high-value suppliers, implementing well-defined contingency plans, and fostering collaboration with key partners, we are able to respond effectively to challenges, ensuring business continuity and agility in the face of unexpected disruptions.

Our commitment to a robust supply chain also extends to environmental and social responsibility. We actively engage with our supply chain to manage Scope 3 emissions and protect human rights across the value chain. These initiatives ensure that our supply chain not only supports our business objectives but also drives positive environmental and social impact, aligning with Vedanta's broader sustainability goals.

Material Topics Impacted



Business Ethics and Corporate Governance



Sustainable and Inclusive Supply Chain



Risk Management and Controls



Human Rights

Related SDG



Governance Structure

At Vedanta, the responsibility for managing supply chain risks and executing related strategies is overseen by the Commercial Management Committee (ManCom), led by the Director – Group Commercial, Marketing & Risk. This committee plays a key role in ensuring the alignment of supply chain management practices with Vedanta's broader business objectives. The Director Group, along with the Chief Commercial Officers from each Business Unit, holds responsibility for the implementation of the Supplier Code of Conduct and the strategic initiatives related to the supply chain. Together, they ensure that the company's supply chain operates with the highest standards of compliance, responsibility, and efficiency.

SCM Strategy & Management

Vedanta's approach to supply chain management is built on a strong foundation of technical standards and best practices that are aligned with IFC performance standards. Our comprehensive Supplier and Contractor Management process ensures a standardized approach to managing risks associated with our business partners throughout the organization. This proactive strategy focuses on identifying, assessing, and mitigating operational and supply chain risks, while simultaneously capitalizing on opportunities to create value and drive innovation. Risk management plans are tailored to the specific risk level, ensuring that both challenges and opportunities are handled effectively.

We prioritize sustainability and ethical practices within our supply chain through our Supplier Code of Conduct (SCoC), which outlines expectations for labour and human rights, health, safety, environment, and sustainability. In addition, our Supplier Sustainability Management Policy supports our business partners in maintaining safe and healthy work environments, while aligning their actions with our environmental protection and sustainability objectives. Through multi-level checks, including advanced technologies like radiological age detection, we ensure the integrity of our supply chain and prevent risks proactively.

To further enhance transparency and collaboration, we are in the

process of implementing a grievance redressal mechanism for our value chain partners. This includes the development of a digital platform that allows partners to raise concerns efficiently. A dedicated cross-functional team will be established to address and resolve these issues, strengthening trust and fostering long-term collaboration within the supply chain. Additionally, for high-risk suppliers, on-site assessments are conducted when necessary, and corrective action plans are required to address any identified violations, ensuring continued alignment with Vedanta's standards. This ongoing commitment to supply chain excellence reinforces Vedanta's position as a responsible and forward-thinking organization.



Business Partner Engagement to enable Vedanta to achieve its Goals by FY 2030



Expect Business Partners to have Net Zero Commitments



Decarbonize 100% of the Vehicle Fleet plying at Vedanta's premises



20% Women in the Labour Workforce

Supplier Categorization

Vedanta's ABC Framework strategically classifies Business Partners based on a comprehensive evaluation of five critical factors:



Business Outcome

The partner's influence on Vedanta's operational success and business objectives.



Spend

The financial significance or volume of the partnership.



Critical Business Operation

The partner's relevance to Vedanta's core functions.



Sensitivity

The potential risks or impact the partnership may have on Vedanta's reputation.



Substitutability

The ease or difficulty of replacing the partner.

This structured approach enables Vedanta to accurately identify and prioritize its most vital partners, ensuring efficient and strategic management of these key relationships.

6,156

Number of Tier -1 suppliers

1,284

Total number of suppliers assessed via desk assessments/on-site assessments

419

Category A (Critical business partners)

881

Category B

4,856

Category C



ESG in Supply Chain

Vedanta has implemented a comprehensive due diligence framework to ensure that all suppliers joining our supply chain meet the highest standards of responsibility and sustainability. As part of this framework, vendors undergo a detailed evaluation based on five key parameters: financial risk, governance risk, regulatory compliance, reputational risk, and sustainability. In FY 2025, we launched a comprehensive Sustainable Supply Chain Program that provides an end-to-end approach, beginning with ESG

risk assessment and supplier rating and extending to handholding support for high-risk vendors and capacity-building workshops for our critical business partners. Our assessment framework is aligned with the nine core principles outlined in the BRSR guidelines that will feed into an industry-specific ESG best-practices database, enabling suppliers to benchmark and continuously improve their sustainability performance.

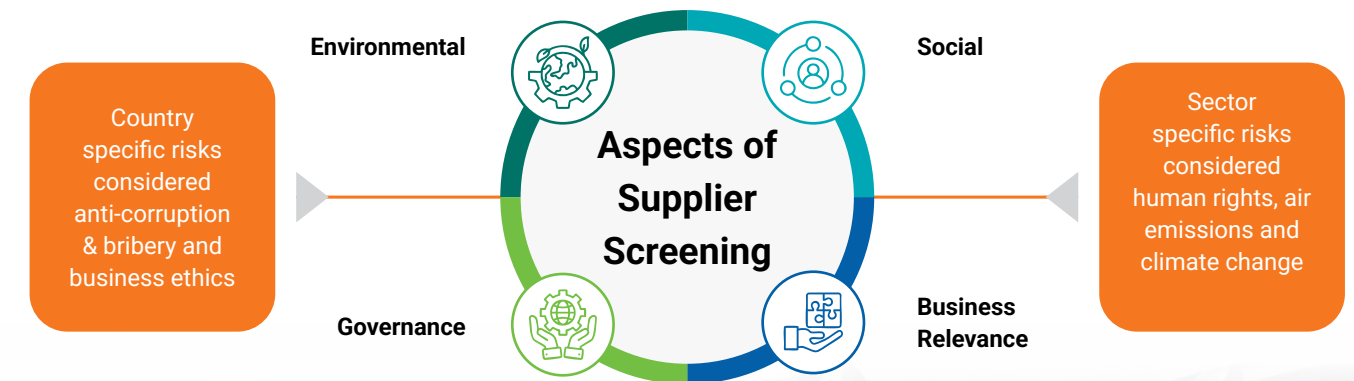
This process begins with a desktop review, allowing us to assess each

supplier's overall alignment with Vedanta's values. Following the review, suppliers are classified into three categories—high, medium, or low risk—based on the evaluation outcomes. This structured approach ensures that we maintain strong relationships with only those partners who align with Vedanta's commitment to responsible sourcing and sustainable practices. By rigorously applying this framework, Vedanta enhances its ability to manage risks while fostering long-term business partnerships.



Supplier Screening

Suppliers are pre-screened based on various factors such as safety, labour laws, quality, geographical presence, sector risks, and technical expertise to ensure only top-performing partners are selected.





Supplier Assessment

After screening, a detailed second-party risk assessment is conducted for critical suppliers to evaluate compliance with social and environmental regulations. Suppliers are then categorized based on their risk levels—high, medium, or low.



Due-Diligence monitoring

In cases where risks are identified, enhanced due diligence is performed. This involves investigating the supplier's practices thoroughly to ensure they adhere to responsible sourcing standards. The goal is to identify potential risks related to governance, sustainability, and regulatory compliance.



Supplier Training & Capacity Building

In alignment with our unwavering commitment to sustainability, Vedanta has focused efforts this year on two key themes to engage with our business partners: Safety and Regulatory Compliance.



Safety

Critical safety management practices were strengthened through various initiatives, including awareness sessions, safety talks, and townhalls. These activities aim to ensure that both Vedanta and its suppliers uphold the highest safety standards. 995 suppliers were trained, with 419 being classified as critical suppliers, further solidifying Vedanta's dedication to creating a safe work environment across its entire supply chain.



Regulatory Compliance

In response to the growing need for sustainability, targeted training sessions were held throughout the year. These sessions focused on embedding sustainability principles, ESG target setting, and decarbonization aspirations. Cairn Oil & Gas hosted three workshops to familiarize business partners with the principles of Business Responsibility and Sustainability Reporting (BRSR). Additionally, HZL's 'Wednesday for Transition' series empowered business partners with critical ESG knowledge, facilitating effective ESG risk management across the value chain.

Ongoing capacity building initiatives



Business Partner Due Diligence

Through effective due diligence and risk management, Vedanta aims to mitigate CAHRA-related supply chain risks, ensuring responsible sourcing practices. This step is vital for maintaining a sustainable and ethical supply chain.



Supplier Engagement – Wednesday for Transition

Business partners are engaged through ongoing sessions that encourage the adoption of best practices in ESG risk management throughout the entire value chain, further bolstering sustainability.



Vendor Grievance Portal

Ensuring the prompt tracking and resolution of grievances, the Vendor Grievance Portal enables us to address issues raised by suppliers efficiently and transparently, enhancing overall relationship management.



ARIBA ESG SLP Qualification

The ARIBA platform streamlines procurement processes, boosting transparency, compliance, and efficiency by automating supplier management. Centralized information ensures seamless management of Vedanta's supplier base.



Supplier Information Portal

The online portal offers continuous guidance to both new and existing business partners, providing resources, training modules, and instructions on key processes such as auctions, invoice creation, and profile management, which all align with Vedanta's ESG expectations.

Throughout FY 2025, we organized 3,137 ESG-focused training sessions for our business partners. One of the key highlights was a dedicated session on climate change and carbon emissions, where the emphasis was placed on the importance of emission reduction across the value chain. These sessions were instrumental in enhancing our partners' understanding of sustainability practices and fostering collective efforts to minimize environmental impact.

By strengthening these initiatives, Vedanta is ensuring that its supply chain is not only resilient but also contributes positively to the broader environmental and social goals set forth. In FY 2025, Hindustan Zinc introduced a dedicated Vendor Training Portal to enhance supplier engagement and promote ESG awareness throughout its supply chain. The portal offers various training modules—covering the Supplier Code of Conduct and other sustainability topics—and includes an assessment component. It also maintains a record of all business partners who have completed the training, ensuring that 100% of HZL's partners align with and adhere to the Supplier Code of Conduct and reinforcing the company's commitment to responsible, ethical sourcing.



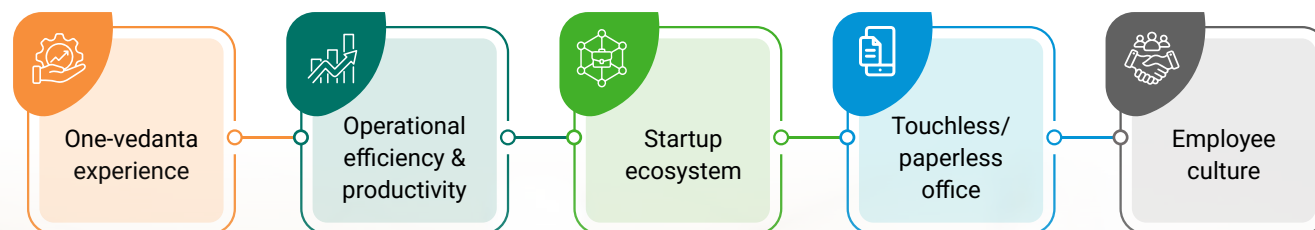
Innovation in Vedanta

We are at the forefront of technological transformation, integrating cutting-edge digital solutions to enhance operational efficiency, sustainability, and industry leadership. By leveraging artificial intelligence, IoT, and advanced data analytics, we are streamlining processes, optimizing resource utilization, and improving safety standards. Our focus on automation and predictive intelligence enables proactive decision-making, reducing downtime and enhancing productivity. As a pioneer in adopting next-generation technologies, we continue

to redefine industry benchmarks, strengthen business resilience, and drive long-term value creation through continuous innovation.

Vedanta is committed to leveraging technology to enhance productivity and innovation, transforming operations across our business. The following section highlights our technological advancements, strategic initiatives, and transformative programs that have shaped our progress over the years.

Tech forward approach



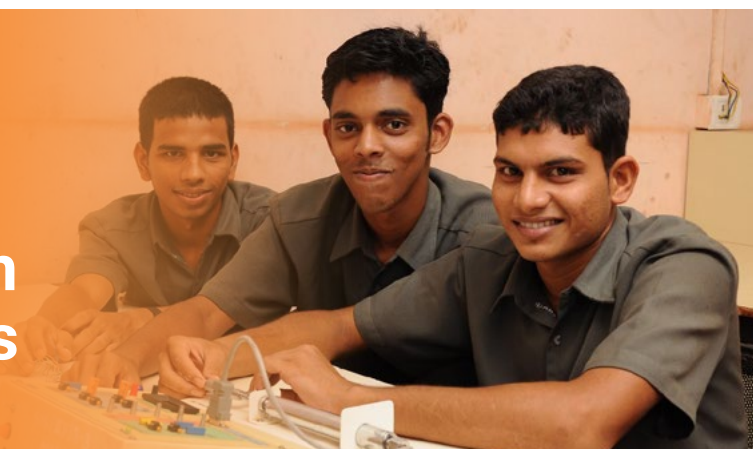
Vedanta SPARK

Vedanta SPARK embodies our forward-thinking approach to innovation and sustainability, cultivating collaborations that drive meaningful impact. Through Vedanta Spark 3.0, we are actively working with 150+ startups across the group, spearheading 194 high-

impact projects aimed at increasing operational volumes, optimizing costs, and harnessing cutting-edge ESG innovations. Our investment strategy is centred on identifying startups with demonstrated growth potential, ensuring strategic investments that create long-term value. This approach

is overseen by an Investment Committee comprising Vedanta's leadership and external experts, reinforcing our commitment to driving sustainable progress and enhancing overall business resilience.

70+ AI Driven Initiatives in partnership with over 30 startups



The Vedanta Spark initiative is focused on driving innovation and sustainability across various sectors through collaboration with startups and emerging technologies. A recent milestone includes the organization of an ideation workshop at Iron Ore Goa, where 39 unique ideas were generated, with 18 identified as high-impact initiatives. The initiative has also led to the deployment of 209 total projects, with business accrual validated at \$21 million and total cashouts

reaching \$4 million. Additionally, the use of drone-based technology for oil and gas exploration has resulted in scanning 650 acres for feasibility studies, reducing wellsite dimensions by 55%, and achieving cost savings of \$2.4 million.

Innovative Startup Showcase highlights QED Analytics, a startup specializing in AI, big data, and machine learning to optimize industrial processes. Their estimated purchase

order (PO) value stands at \$120K, with a projected benefit of \$1.2M. Key use cases include hotspot monitoring at HZL, coal blend optimization at ESL, and sinter monitoring at IOB. Additionally, the Major Projects Deployed section features Ripik.AI, which has successfully reduced blast furnace return fines (BRF) from 29% to 20%, with a pilot value of \$30K and an estimated potential accrual of over \$500K.

Vedanta is also accelerating its renewable energy transition, securing 1.8 GW of Power Delivery Agreements (PDAs) toward its 2.5 GW target by FY 2030. The company's 80+ startup collaborations under the 'Spark' initiative continue

to drive sustainable innovation across operations. Furthermore, Vedanta is advancing workforce diversity, setting a 40% leadership diversity target by FY 2030.

Vedanta Academy for Sustainability (VEDAS)

Vedanta Group, in collaboration with AXA Climate, has launched VEDAS (Vedanta Academy for Sustainability) to upskill 100,000+ employees and business partners, embedding sustainability across all operations. Built on Vedanta's three-pillar framework—Transforming Communities, Transforming the Planet, and Transforming the

Workplace, VEDAS offers targeted e-learning, hands-on workshops, and leadership-driven engagements. This initiative solidifies Vedanta's position as a global ESG leader, ensuring a sustainability-first workforce that drives meaningful impact.

Beyond the vision of upskilling 100,000+ employees through VEDAS,

Vedanta's broader sustainability roadmap includes ambitious industry benchmarks. The company ranks 4th globally among Metal & Mining peers in the S&P Global Corporate Sustainability Assessment 2024. It has already achieved net water positivity in five of its businesses, with a commitment to full net water positivity by FY 2030.

These initiatives, combined with the VEDAS academy, reinforce Vedanta's position as a global leader in sustainability, ensuring long-term resilience in a rapidly evolving ESG landscape.

Vedanta Lining Design

Vedanta Aluminium's patented 'Vedanta Lining Design' enhances energy efficiency in aluminium smelting by reducing energy consumption by 200-250 kWh/tonne and cutting GHG emissions by up to 3.86 lakh tCO₂e annually at Jharsuguda. The company has also pioneered waste-to-value innovations, recovering high-purity graphite (>99%) from spent pot liner and shot blast dust while developing processes for utilizing spent pot liner second cut. Additionally, Vedanta has synthesized Aluminium Fluoride (AlF₃) from dross slag, creating a valuable input for aluminium smelting. Embracing AI and machine learning, the company has optimized Hydrogen Fluoride management in smelters and increased ball mill throughput at Lanjigarh refinery by 10%, overcoming key process bottlenecks. These innovations reinforce Vedanta's commitment to sustainable and resource-efficient aluminium production.



T-Pulse: AI-Driven Safety Monitoring for Critical Areas

As part of continuous technological advancements in workplace safety, an AI-driven safety monitoring system has been deployed across critical operational areas. This system integrates advanced AI algorithms and high-resolution camera networks to enable real-time monitoring, hazard detection, and automated risk mitigation, significantly improving safety and operational efficiency.

Key technological innovations & impact



Ai-powered real-time surveillance:

The system continuously monitors high-risk zones such as molten metal processing areas and heavy machinery sections, providing instant analysis and alerts to prevent potential safety incidents.



Predictive risk management:

Advanced machine learning models analyze behavioral patterns, identify anomalies, and forecast potential hazards, enabling proactive intervention before incidents occur.



Seamless integration & automation:

The system is fully integrated with the centralized monitoring infrastructure, ensuring automated safety compliance checks and adherence to industry regulations and operational protocols.



Enhanced decision-making & compliance:

Real-time data analytics support faster incident response while ensuring alignment with safety governance frameworks and regulatory standards.

With 100% deployment completed, this AI-driven solution is now fully operational, establishing a new benchmark in industrial safety innovation while reinforcing a culture of data-driven risk prevention and operational excellence.



Simulator Training: Enhancing safety and productivity in mining

To enhance safety and efficiency in mining operations, a simulator-based training program has been implemented for critical heavy equipment, including Load Profile

Dump Trucks (LPDTs), Load-Haul Dumpers (LHDs), and jumbo drills. This advanced training approach provides a controlled, risk-free environment where operators can

develop technical proficiency and test equipment functionality before engaging in live operations.

The training process follows a structured methodology:



1 Hand-Eye Coordination Assessment

Operators undergo an initial evaluation to assess reflexes and coordination.

2 Simulator-Based Skill Development

Hands-on practice in a virtual environment allows trainees to gain familiarity with machinery operations and safety protocols.

3 Supervised On-Site Training

After mastering simulator exercises, operators transition to actual equipment under expert supervision.

4 Certification & Licensing

Upon successfully passing the competency assessment, operators are granted a license for independent operation.

This technology-driven training model enhances workforce safety, minimizes operational risks, and improves overall productivity, reinforcing a culture of precision and safety excellence in mining operations.

Vedanta's proactive approach to workplace safety and operational efficiency leveraging IoT technology

Business unit : Vedanta Group

Impact on Vedanta:

Supports Vedanta's commitment to workplace safety, digital transformation, and operational efficiency. Enhances compliance with safety regulations, reduces risks, and drives cost savings.

Impact on Stakeholders

Improved safety for the workforce, reduced risk of injuries, and increased operational uptime. Stakeholders including employees, maintenance teams, and management benefit from more efficient operations, real-time monitoring, and proactive maintenance.

Why is this project important?

This project is vital in safeguarding employees from potential injuries caused by conveyor system breaches, which could lead to significant safety violations. The solution also increases operational reliability and reduces costly breakdowns, contributing to overall productivity.

What does the project do?

The project involves the installation of a digitalized conveyor guard interlocking system that automatically shuts down the conveyor system in case of guard breaches. It includes real-time monitoring, alerts, and integration with preventive maintenance to ensure equipment longevity and safety compliance.

How is it being implemented?

The system has been 95% implemented, with IoT-enabled sensors and connector-based guard sensing cables integrated across the entire conveyor length. Automated reporting and escalation mechanisms have been set up for quicker response times, and continuous monitoring ensures proactive issue resolution.



Technology enablement and digitalization

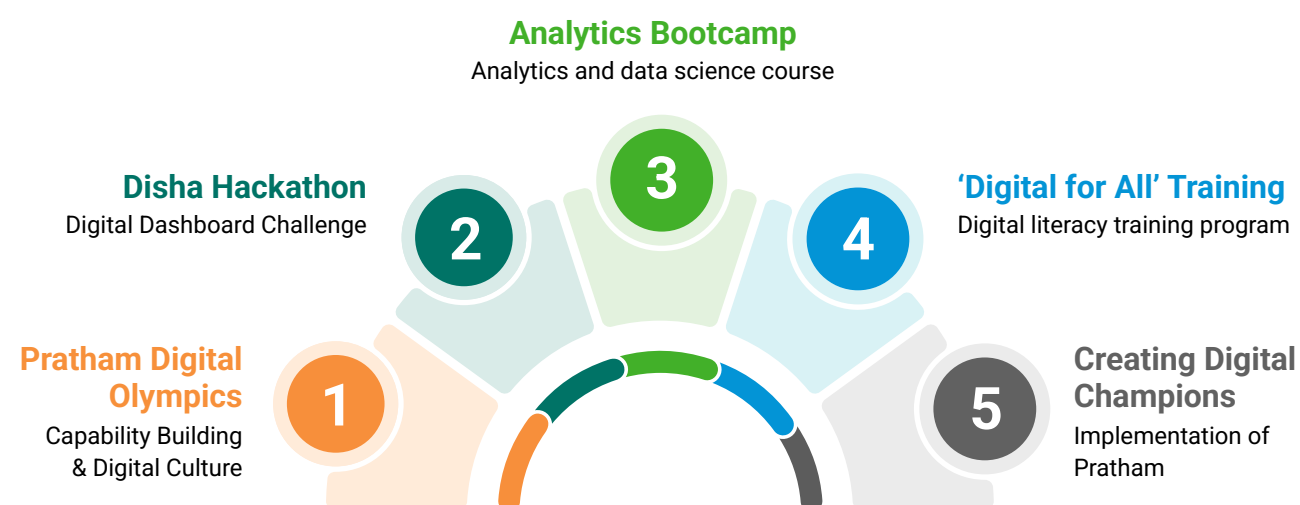
We use advanced technology for growth & development, making India technologically advanced and independent.

Project Pratham

Project Pratham was launched as part of our many digital initiatives, to ease the rapid digital transformation across our businesses and increase productivity, efficiency and sustainable operations. As part of this initiative,

a road map was drawn for redesigning the organisation and augmenting digital capabilities. The program also seeks to introduce innovation through digital hackathons and incubating startups internally.

The program cuts across Vedanta Group with 17 verticals - from Manufacturing, Commercial and HSSEQ, to other enabling functions, including HR, Finance and PR.

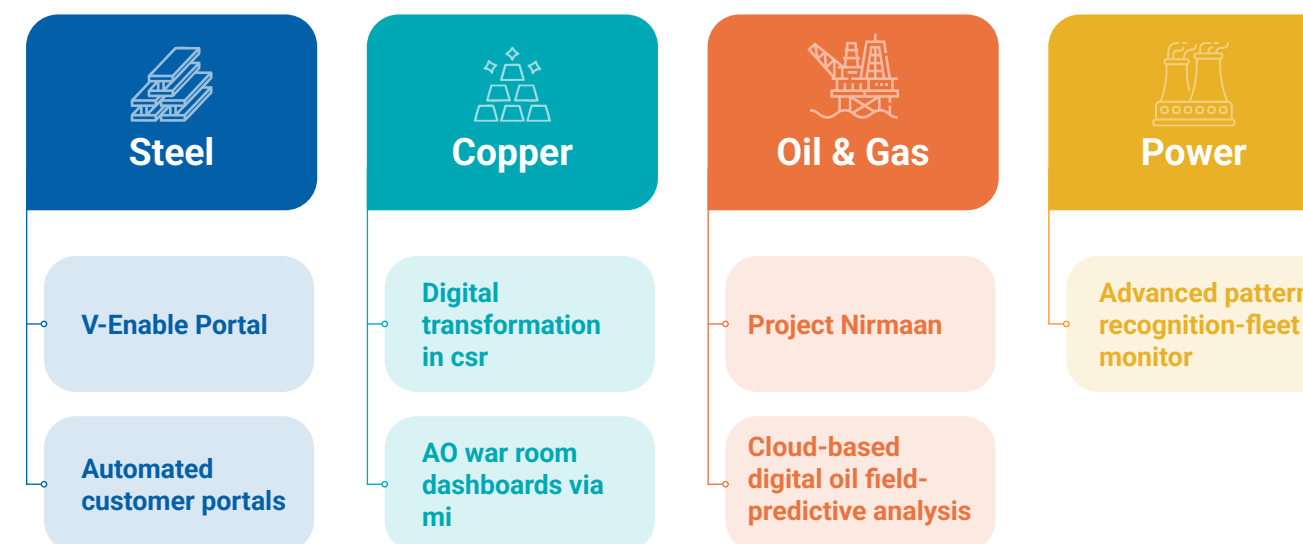
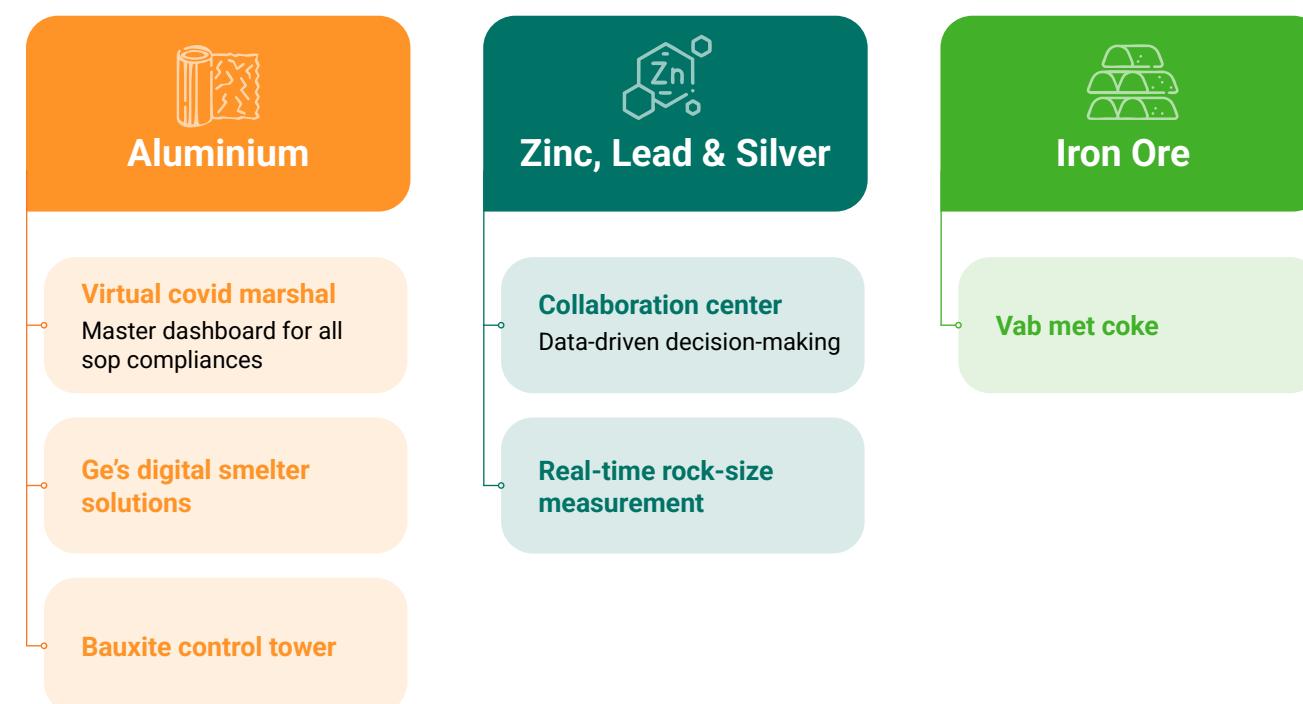


Digital-Driven Businesses

Vedanta's digital-first approach and keen focus on advanced technologies has resulted in improved processes and enhanced collaborations across its business units. Smart Analytical Dashboard, Power BI, and Power App provide easy access to information for

effective decision making. Vedanta has also strengthened cybersecurity with multi-factor authentication, VPN, cloud proxy, Data Leakage Prevention tool, and Azure Information Protection implementation.

In addition to these initiatives at the Group level, each of Vedanta's businesses has embarked on their own transformational journey towards digitalisation and innovation.





Annexure

ESG Factsheet

Energy

Energy consumption within the organization (Business wise)

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium*	GJ	33,30,25,639	34,30,38,776	35,75,97,063	39,95,95,220	42,43,81,993
Copper Business	GJ	9,61,842	10,02,216	10,95,547	15,22,244	18,55,336
Iron Ore Business	GJ	2,99,167	12,49,307	3,50,191	2,52,67,314	2,37,08,153
Oil and Gas Business	GJ	2,53,75,726	2,37,36,312	2,43,28,259	2,10,41,707	1,68,88,938
Port Business	GJ	-	46,655	38,472	56,811	-
Power Business	GJ	10,89,47,999	12,93,94,562	12,93,94,553	10,31,02,000	10,60,76,013
Steel	GJ	65,54,235	73,31,410	79,24,739	4,07,90,672	4,00,63,397
Zinc India	GJ	4,72,87,498	5,22,10,369	5,30,53,064	4,92,38,362	5,05,01,906
Zinc International	GJ	20,61,983	23,97,464	24,84,278	28,56,527	22,06,391
FACOR	GJ	-	35,68,703	40,62,965	52,57,569	76,08,586
Total (Vedanta Ltd.)	GJ	52,45,14,089	56,39,75,774	58,03,29,131	64,87,28,426	67,32,90,713
	MWH	14,56,98,475	4,35,20,165	4,40,85,856	18,02,02,485	18,70,25,347.56

* Include data for our Port Business VGCB.

Direct non-renewable energy consumption within the organization (Business wise)

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium*	GJ	33,07,74,567	32,30,24,910	32,30,24,910	38,04,65,035	40,75,42,222
Copper Business	GJ	6,01,881	6,38,737	6,38,737	10,81,338	14,01,059
Iron Ore Business	GJ	2,91,876	3,31,158	3,31,158	2,37,72,470	2,21,78,795
Oil and Gas Business	GJ	2,47,39,239	2,25,76,373	2,25,76,373	1,93,29,840	1,48,19,482
Port Business	GJ	-	-	-	18,251	-
Power Business	GJ	10,89,13,938	12,93,94,511	12,93,94,511	10,31,00,284	10,56,24,512
Steel	GJ	58,68,781	63,85,091	63,85,091	3,93,59,614	3,90,28,894
Zinc India	GJ	4,38,82,174	4,33,80,672	4,33,80,672	4,44,89,594	4,60,60,960
Zinc International	GJ	6,86,753	15,13,385	15,13,385	16,24,710	14,26,770
FACOR	GJ	-	35,19,756	35,19,756	50,69,532	74,47,933
Total (Vedanta Ltd.)	GJ	51,57,59,209	53,07,64,593	53,07,64,593	61,83,10,668	64,55,30,627
	MWH	14,32,77,908	14,74,46,404	14,49,41,027	17,17,53,101	17,93,14,207

* Include data for our Port Business VGCB.

Indirect Non-Renewable Energy consumption within the organization (Business wise)

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium*	GJ	22,48,640	91,62,839	2,98,45,520	1,45,01,332	1,11,87,677
Copper Business	GJ	2,87,074	2,93,877	3,91,901	3,99,537	4,16,090
Iron Ore Business	GJ	7,291	2,585	19,033	18,040	33,429
Oil and Gas Business	GJ	6,34,124	11,58,129	17,47,545	17,06,829	20,64,544
Port Business	GJ	-	46,655	38,472	38,560	-
Power Business	GJ	34,020	3	-	1,692	95,171
Steel	GJ	6,85,454	9,46,319	15,39,429	14,31,059	10,34,504
Zinc India	GJ	13,55,856	60,44,725	60,56,205	28,55,099	19,10,385
Zinc International	GJ	13,75,230	8,84,079	9,70,893	12,31,816	7,79,620
FACOR	GJ	-	48,947	5,43,209	1,88,037	1,60,554
Total (Vedanta Ltd.)	GJ	66,27,689	1,85,88,158	4,11,52,207	2,23,72,000	1,76,81,973
	MWH	18,41,026	51,63,381	1,14,31,178	62,14,449	49,11,663

* Include data for our Port Business VGCB.

Direct Renewable Energy consumption within the organization (Business wise)

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium	GJ	-	307	71,018	2,11,287	50,245
Copper Business	GJ	-	-	-	41,370	38,187
Iron Ore Business	GJ	-	9,15,564	-	14,76,805	14,95,929
Oil and Gas Business	GJ	2,363	1,810	4,341	5,038	4,913
Port Business	GJ	-	-	-	-	-
Power Business	GJ	41	48	42	24	3,56,331
Steel	GJ	-	-	219	-	-
Zinc India	GJ	-	1,98,386	34,60,663	17,52,143	12,82,566
Zinc International	GJ	-	-	-	-	-
FACOR	GJ	-	-	-	-	99
Total (Vedanta Ltd.)	GJ	2,404	11,16,115	35,36,283	34,86,667	32,28,269
	MWH	668	3,10,032	9,82,302	9,68,519	8,96,742

Indirect Renewable Energy consumption within the organization (Business wise)

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium	GJ	2,432	1,08,50,720	46,55,615	44,17,565	56,01,850
Copper Business	GJ	72,887	69,602	64,909	-	-
Iron Ore Business	GJ	-	-	-	-	-
Oil and Gas Business	GJ	-	-	-	-	-
Port Business	GJ	-	-	-	-	-
Power Business	GJ	-	-	-	-	-
Steel	GJ	-	-	-	-	-
Zinc India	GJ	20,49,468	25,86,586	1,55,524	1,41,525	12,47,994
Zinc International	GJ	-	-	-	-	-
FACOR	GJ	-	-	-	-	-
Total (Vedanta Ltd.)	GJ	21,24,787	1,35,06,908	48,76,048	45,59,091	68,49,843
	MWH	5,90,219.1	37,51,921.9	13,54,458.9	12,66,415.1	19,02,735.8

Energy Intensity	Unit	FY 2024	FY 2025
Vedanta Ltd	GJ/Million Revenue in INR	451	440



GHG Emission

GHG Scope 1 Emissions (Business wise)

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium*	tCO2e	4,13,64,189	3,55,18,717	3,19,92,077	3,92,07,217	4,16,96,582
Copper Business	tCO2e	41,284	28,684	34,822	63,006	81,609
Iron Ore Business	tCO2e	16,89,317	20,58,130	18,62,912	19,57,316	19,61,362
Oil and Gas Business	tCO2e	19,70,766	20,75,802	17,77,161	17,29,040	13,43,973
Port Business	tCO2e	1,750	1,595	2,301	-	
Power Business	tCO2e	63,76,205	1,24,56,858	1,47,91,782	94,01,630	96,35,705
Steel	tCO2e	28,56,311	24,29,510	28,58,733	37,38,113	36,79,837
Zinc India	tCO2e	45,82,808	43,21,317	34,44,672	39,83,137	41,47,315
Zinc International	tCO2e	53,629	1,42,825	1,14,489	86,576	1,00,773
FACOR	tCO2e	-	4,53,310	2,96,441	4,69,112	6,77,573
Total (Vedanta Ltd.)	tCO2e	5,89,36,259	5,94,86,748	5,71,75,390	6,06,35,148	6,33,24,730

* Include data for our Port Business VGCB.

GHG Scope 2 Emissions (Business wise)

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium*	tCO2e	5,19,576	21,17,489	59,94,336	28,87,839	22,23,937
Copper Business	tCO2e	65,227	73,079	87,924	86,378	89,816
Iron Ore Business	tCO2e	1,536	593	3,805	8,992	6,678
Oil and Gas Business	tCO2e	1,42,325	2,54,143	3,44,655	3,39,470	4,16,923
Port Business	tCO2e	8,318	10,237	7,588	-	
Power Business	tCO2e	8,128	1	-	385	19,026
Steel	tCO2e	95,963	1,43,321	2,49,986	2,82,237	2,05,751
Zinc India	tCO2e	3,07,059	4,97,965	11,35,622	5,62,939	3,88,641
Zinc International	tCO2e	1,64,686	2,35,053	2,49,700	3,55,858	2,11,744
FACOR	tCO2e	-	10,864	1,06,915	37,286	31,694
Scope 2 - Market based	tCO2e	13,12,818	33,42,745	81,82,542	45,61,384	35,94,210
Scope 2 - Location based	tCO2e					49,77,498

* Include data for our Port Business VGCB.

GHG Scope 3 Emissions (category-wise)

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Category 1- Purchased Goods and Services	tCO2e	41,61,727	49,88,940	54,41,919	70,26,916	79,71,053
Category 2- Capital Goods	tCO2e	-	2,232	28,929	-	1,78,616
Category 3- Fuel and Energy related	tCO2e	21,46,367	26,27,796	25,43,743	60,54,695	72,43,815
Category 4- Upstream Transformation	tCO2e	4,58,512	3,73,841	5,10,132	3,94,454	7,44,147
Category 5- Waste Generated in Operations	tCO2e	4,45,290	38,623	39,610	1,85,410	2,04,052
Category 6- Business Travel	tCO2e	1,406	591	2,984	2,005	4,073
Category 7- Employee Commute	tCO2e	12,101	11,804	10,595	12,032	15,549
Category 8- Leased Assets	tCO2e	NA	NA	66	-	857
Category 9- Downstream Transport	tCO2e	2,34,805	4,87,723	5,80,432	3,99,527	8,37,537
Category 10- Processing of sold products	tCO2e	10,01,617	16,39,653	40,83,312	24,03,538	1,26,00,608
Category 11- Use of sold products	tCO2e	2,51,63,167	2,43,57,685	2,18,98,351	1,83,56,230	1,59,53,678
Category 12- End of Life Treatment of Sold Products	tCO2e	26,92,971	28,81,698	30,47,478	36,555	48,457
Total Scope 3 emissions		3,63,17,963	3,74,10,586	3,81,87,551	3,48,71,362	4,58,02,443

Top 3 scope 3 emission sources

Categories	Unit	FY 2024	FY 2025
Category 11 - Use of Sold Products	tCO2e	1,83,56,230	1,59,53,678
Category 1 - Purchased Goods & Services	tCO2e	70,26,916	79,71,053
Category 3 - Fuel and Energy Related Activities	tCO2e	60,54,694	72,43,815
Category 10- Processing of sold products	tCO2e	24,03,538	1,26,00,608

GHG Emissions Intensity

	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
GHG Emission Intensity (Scope 1)	(tCO2e/INR Million)	60.61	45.39	39.32	42.64	41.4
GHG Emission Intensity (Scope 2)	(tCO2e/INR Million)	1.35	2.55	5.63	3.17	2.35
GHG Emission Intensity (Scope 1 and 2)	(tCO2e/INR Million)	61.96	47.94	44.95	45.82	43.75

GHG Emissions Intensity per tonne of metal

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
tCO2e/MT of metal	6.45	6.14	6.25	6.00	6.00



Air Emission

PM Emissions (Business wise)

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium	MT	2,611	4,754	6,072	10,185	9,600
Copper Business	MT	-	-	0	149	65
Iron Ore Business	MT	478	1,085	1,450	1,776	605
Oil and Gas Business	MT	-	41	256	42	35
Port Business	MT	-	-	-	-	-
Power Business	MT	4,846	4,921	5,987	3,341	6,127
Steel	MT	10,653	-	3,373	147	163
Zinc India	MT	1,105	964	1,047	1,261	1,247
Zinc International	MT	-	-	-	-	-
FACOR	MT	-	62	67	107	170
Total (Vedanta Ltd.)	MT	19,693	11,827	18,252	17,008	18,011

SOx Emissions

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium	MT	2,29,108	2,11,636	2,00,104	2,78,883	3,04,115
Copper Business	MT	-	-	0	28	34
Iron Ore Business	MT	95	98	97	349	662
Oil and Gas Business	MT	-	137	56	143	79
Port Business	MT	-	-	-	-	-
Power Business	MT	2,73,054	2,68,603	2,77,027	94,185	1,14,763
Steel	MT	4,156	6,451	6,506	277	334
Zinc India	MT	19,980	22,006	18,448	25,119	26,753
Zinc International	MT	-	-	-	-	-
FACOR	MT	-	126	165	215	369
Total (Vedanta Ltd.)	MT	5,26,393	5,09,056	5,02,403	3,99,199	4,47,109

NOx Emissions

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium	MT	25,130	45,252	39,165	79,131	87,810
Copper Business	MT	-	-	0	11	69
Iron Ore Business	MT	59	43	53	356	278
Oil and Gas Business	MT	-	723	1,495	696	594
Port Business	MT	-	-	-	-	-
Power Business	MT	32,733	32,337	41,297	15,422	26,590
Steel	MT	1,364	-	2,803	132	204
Zinc India	MT	7,020	6,144	4,851	7,033	6,606
Zinc International	MT	-	-	-	-	-
FACOR	MT	-	143	192	165	302
Total (Vedanta Ltd.)	MT	66,305	84,641	89,856	1,02,946	1,22,452

Biodiversity

Biodiversity Assessment

	FY 2025	
Overall sites	46	64,979
Sites where Biodiversity impact assessment conducted	46	64,979
Sites having a significant biodiversity impact	5	52,322
Sites having significant biodiversity impact having management plans	5	52,322

IUCN red list species and national conservation list species

IUCN CLASSIFICATION	FY 2025			
	AUSTRALIA	AFRICA	ASIA	AUSTRALIA
Critically Endangered	-	-	7	-
Endangered	8	3	17	8
Vulnerable	7	10	41	7
Near Threatened	-	4	15	-
Least Concern	-	55	280	-

Water

Water Consumption in Water-Stressed Areas

Water consumption in areas with water stress	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total net freshwater consumption in water-stressed areas (Total water withdrawn - Total water discharged)	Million kL	43	47	54	26	25
% of water withdrawn from areas of water stress	%	21	23	27	33	31



Water Withdrawal and Discharge

	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Surface water (A)	kL	15,27,51,636	15,24,11,149	14,64,49,646	14,22,65,173	14,11,14,009
River, lake, pond, etc., (i)	kL	15,23,77,640	15,21,15,631	14,53,05,251	14,13,14,482	13,91,26,699
Rainwater (ii)	kL	3,73,996	2,95,510	11,44,395	9,50,691	19,87,310
Ground water (B)	kL	1,65,54,124	1,74,32,334	1,71,74,125	1,33,80,778	2,01,75,215
Third party water (C)	kL	74,74,566	98,14,121	1,21,95,567	1,74,13,164	1,57,05,345
STP treated water (iii)	kL	71,80,873	95,90,120	85,68,609	94,76,917	89,19,180
Municipal water/water through tanker (iv)	kL	2,93,693	2,24,001	36,26,958	79,27,332	67,76,952
Mineral water (v)	kL				8,915	9,213
Produced water (D)	kL	4,05,64,901	4,07,75,601	3,71,09,961	3,69,87,288	3,56,13,439
Sea water (E)	kL	-	-	-		40,65,199
Total water withdrawal (F) = A+B+C+D+E	kL	21,73,45,227	22,04,33,205	22,04,33,205	21,00,46,403	21,66,73,207
Discharged water in Freshwater Sources (G)	kL	46,63,635	60,23,953	60,23,953	11,24,898	81,02,742
Total net freshwater consumption (H) = A+B+C(iv)+C(v)-G	kL	16,49,35,818	16,40,43,531	14,70,79,062	16,24,57,598	15,99,72,647

As per CSA methodology net freshwater consumption numbers has been recalculated

Water intensity

Business	Unit	Water consumption		FY 2025
Aluminium	kL	10,65,06,397	82,58,022	12.90
Copper Business	kL	4,06,907		0.05
Iron Ore Business	kL	69,54,427		0.84
Oil and Gas Business	kL	4,13,22,246		5.00
Power Business	kL	2,90,63,733		3.52
Steel	kL	63,61,730		0.77
Zinc India	kL	4,77,84,770		5.79
Zinc International	kL	72,97,119		0.88
FACOR	kL	28,41,515		0.34
Total (Vedanta Ltd.)	kL	24,85,38,844		30.10

Wastewater Discharge

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Aluminium	kL	1,20,037	-	-	-	-
Copper Business	kL	25,81,167	34,06,440	1,70,64,563	-	-
Iron Ore Business	kL	61,571	1,32,090	88,961	1,05,316	76,71,934
Oil and Gas Business	kL	18,96,530	24,85,423	19,43,867	23,40,832	13,57,791
Port Business	kL	-	-	-	-	
Power Business	kL	-	-	-	-	28,12,547
Steel	kL	-	-	-	-	-
Zinc India	kL	-	-	-	-	-
Zinc International	kL	4,330	-	-	-	-
FACOR	kL	NA	-	10,74,276	7,53,560	4,28,718
Total (Vedanta Ltd.)	kL	46,63,635	60,23,953	2,01,71,667	31,99,708	1,22,70,990

Volume and disposal of formation or produced water

Business	Unit	FY 2024		FY 2025	
		Total volume of produced water	Total Water Re-injected	Total volume of produced water	Total Water Re-injected
Oil and Gas Business	kL	3,69,87,288.50	3,69,87,288.50	3,56,13,439	3,44,74,544

Exposure to Water Stressed Areas

FY24			FY25		
Total production plants	Production plants in water-stressed areas	Cost of Goods Sold (COGS) from Production plants in water-stressed areas %	Total production plants	Production plants in water-stressed areas	Cost of Goods Sold (COGS) from Production plants in water-stressed areas %
59	11	16%	59	11	32%

Revenue contribution of sites in Water Stressed Areas

Business	FY24			FY25		
	Total Sites Accessed for water risk (basin-level)	Sites accessed with high risk (basin-level)	% Revenue contribution to the group	Total Sites Accessed for water risk (basin-level)	Sites accessed with high risk (basin-level)	% Revenue contribution to the group
Oil & Gas Cairn	7	7	10%	7	7	6%
HZL	9	9	15%	9	9	17%
IOK, Megalhalli, Chitradurga, Karnataka	1	1	0	1	1	1%
Copper - Silvassa	1	1	13%	1	1	15%

Business Impacts of Water Related Incidents

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total actual and opportunity costs from water-related incidents	0	0	0	0	0



Tailings

Number of Tailings dam (Business wise)

Business	FY 2024			FY 2025		
	Number of active tailings dam	Number of inactive tailings dam	Number of closed tailings dam	Number of active tailings dam	Number of inactive tailings dam	Number of closed tailings dam
Aluminium	11	3	3	11	-	6
Copper Business	-	-	-			
Iron Ore Business	-	-	-			
Oil and Gas Business	-	-	-			
Port Business	-	-	-			
Power Business	1	-	-	1		
Steel	-	-	-			
Zinc India	3	1	-	3	1	
Zinc International	3	1	1	2	1	
FACOR	-	-	-			
Total (Vedanta Ltd.)	16	6	4	17	2	6

Total amounts of Overburden, Wasterock, Tailings generated (Business wise)

Business	Unit	FY 2024			FY 2025		
		Overburden (MT)	Tailings (MT)	Waste Rock	Overburden (MT)	Tailings (MT)	Waste Rock
Aluminium	MT	1,41,48,050	-	-	26,43,149	-	-
Copper Business	MT	-	-	-	-		
Iron Ore Business	MT	72,65,987	-	-	1,75,59,581	-	-
Oil and Gas Business	MT	-	-	-	-	-	-
Port Business	MT	-	-	-	-	-	-
Power Business	MT	-	-	-	-	-	-
Steel	MT	-	-	-	-	-	-
Zinc India	MT	41,10,700	1,44,44,379	3,12,959	35,45,812	1,43,00,695	3,11,003
Zinc International	MT	-	-	5,61,17,446	-	39,16,716	7,68,65,801
FACOR	MT	12,25,539	73,410	-	14,95,682	95,154	-
Total (Vedanta Ltd.)	MT	2,67,50,275	1,45,17,789	5,64,30,405	2,52,44,224	1,83,12,566	7,71,76,804

Decommissioned Plant

Number of sites that have been decommissioned and sites that are in the process of being decommissioned

Business Unit	Operational Site	FY25	
		Total Land Area (Ha)	Status (Active/Inactive)
		No sites have been decomissioned	

Waste

Hazardous Waste Generated, Recycled and Disposed in MT (Business wise)

Business	FY 2024					
	Generation	Recycled/ Reused	Landfilled	Incinerated with energy recovery	Incinerated w/o energy recovery	Otherwise disposed
Aluminium*	3,80,247	3,64,979	10,357	9	211	5
Copper Business	5,095.91	7	4,461	64	0	17
Iron Ore Business	68	27	0	29	1	5
Oil and Gas Business	28,858	15,001	1,207	8,483	23	0
Port Business	2.77	-	-	-	-	-
Power Business	45.12	29	0	0	3	0
Steel	531.01	0	0	0	0	11
Zinc India	1,03,164	65,010	44,033	8	7	10
Zinc International	292.1	172	61	0	4	35
FACOR	1,026	975	44	0	0	1
Total (Vedanta Ltd.)	5,19,329	4,46,200	60,164	8,594	249	83

* Include data for our Port Business VGCB.

Business	FY 2025					
	Generation	Recycled/ Reused	Landfilled	Incinerated with energy recovery	Incinerated w/o energy recovery	Otherwise disposed
Aluminium	3,87,958	3,69,113	22,724	-	113	1
Copper Business	5,949	247	9,492	-	4	102
Iron Ore Business	96	2	-	47	-	4
Oil and Gas Business	19,739	137	383	5	8	0
Port Business						
Power Business	410	49	-	-	3	-
Steel	651	-	-	-	-	-
Zinc India	1,07,362	66,864	46,560	-	12	25
Zinc International	116	13	35	-	-	33
FACOR	1,210	1,200	5	-	1	1
Total (Vedanta Ltd.)	5,23,491	4,37,624	79,199	52	142	165

Mineral Waste

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Mineral waste generated – Waste rock	MT	22,51,677	1,00,921	1,10,427	3,12,959	7,71,76,804
Mineral waste generated - Tailings	MT	1,87,10,338	1,86,67,036	2,64,42,334	1,45,17,789	1,83,12,566
Mineral waste repurposed/ reused*	MT	22,51,677	2,04,840	3,18,264	49,47,827	46,16,058
Total mineral waste disposed	MT	1,87,10,338	1,85,71,046	2,62,34,497	49,47,827	46,16,507

* Mineral waste repurposed/ reused and disposed includes only waste rock and tailings

Environmental Investments

Environmental Investment and Saving (INR)

	Capital Expenditure on environment environment	Operating expenses on environment	Savings from water conservation programs	Savings from energy conservation programs	Total Savings
FY 2024	7,34,34,08,664	10,52,93,47,065	36,58,61,808	5,38,76,73,333	5,75,35,35,141
FY 2025	43,47,71,331	28,10,26,71,029	50,05,54,609	3,06,40,00,224	3,56,45,54,833

Environmental Violations

Environmental violations

Business	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Number of Violations reported during the year	0	0	0	0	0

CSR

CSR Spend

Business	Total CSR (in Million INR)			
	FY 2022	FY 2023	FY 2024	FY 2025
Vedanta Ltd	3,996	4,540	4,380	4,290

Cash contributions and Management Overheads for CSR Spent

Business	FY 2024		FY 2025	
	Cash Contributions (Million INR)	Management Overheads (Million INR)	Cash Contributions (Million INR)	Management Overheads (Million INR)
Vedanta Ltd	4,224	100 (included in Cash Contributions)	5,837	164.8

Active Community Engagement

FY 2024				FY 2025			
Community consultation assets		Development projects		Community consultation assets		Development projects	
Number of current Production Assets	% of current Production Assets under community consultation	Number of Development Projects under community consultation	% of current Development Projects	Number of current Production Assets	% of current Production Assets under community consultation	Number of Development Projects under community consultation	% of current Development Projects
59	100	2	100	59	100	176	100

Employee Volunteering for CSR (Business-wise)

Business	Unit	FY 2024	FY 2025
HZL	Hours	19,727	2,121
Cairn	Hours	198	719
IOB	Hours	800	1,085
TSPL	Hours	280	290
VAL-L	Hours	37	638
VAL-J	Hours	1,105	1,484
ESL	Hours	430	91
FACOR	Hours	27	827
BALCO	Hours	94	390
Copper	Hours	6,500	117
Total (Vedanta Ltd.)	Hours	29,198	7,043

Safety

Safety Performance Employees

Business	Total Injuries				
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Vedanta Ltd.	42	37	30	32	40
Injury Rates (TRIFR)					
	1.08	0.96	0.82	0.83	1.06
Lost Day Rate					
	11.79	22.95	39.91	52.7	50.57
Work-Related Fatalities					
	0	0	1	0	1

Safety Performance (Contract workers + Third party)

Business	Total Injuries				
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Vedanta Ltd.	330	253	279	336	340
Injury Rates (TRIFR)					
	1.57	1.49	1.26	1.37	1.36
Lost Day Rate					
	96.32	158.11	59.41	34.25	35.11
Work-Related Fatalities					
	8	12	12	3	6



Lost Time Injury Frequency Rate (LTIFR)

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Employees	0.46	0.55	0.44	0.52	0.37
Contractors	0.54	0.59	0.54	0.63	0.55
Total	0.52	0.58	0.52	0.62	0.52

Number of Process Safety Incidents

Business	Tier 1					Tier 2					Total				
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Vedanta Ltd.	2	2	1	0	0	5	5	2	6	9	7	7	3	6	9

Process Safety Incidents (Tier 1)

Business	Process Safety Incidents (Tier 1)					Man hours				
	Incidents per million-man hours worked					Man hours				
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Cairn	0.05	0.03	0	0	0	3,67,85,234	3,43,38,084	3,80,34,913	-	-

Security

Security personnel trained in human rights policies or procedures

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Vedanta Ltd	%	90	94	81	99.95	100

Indigenous People

Incidents of violations involving rights of Indigenous People

Business	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Vedanta Ltd	Number	4	0	0	0	0

Associations

Freedom of Association

	Unit	FY 2024	FY 2025
Full-time employees covered by collective bargaining agreements	%	22	21

Human Capital

New Employee Hires

Age Group	FY 2021	FY 2022		FY 2023		FY 2024		FY 2025	
		Male	Female	Male	Female	Male	Female	Male	Female
<30 yrs	1,087	738	405	1,253	740	1,877	981	1,121	715
30-50 yrs	304	246	43	117	28	338	64	183	73
>50 yrs	20	27	6	37	4	67	7	59	9
Total	1,411	1,011	454	1,407	772	2,282	1,052	1,363	797

Internal Hires: Age and Gender wise

Positions filled by internal candidates (internal hires)		Age	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Male (only internal employees)	Internal Job Posting Movements	< 30 years of age	34	71	93	86	126
		≥30 and < 50 years of age	206	249	252	142	200
		≥ 50 years of age	48	36	34	10	14
Female (only internal employees)	Internal Job Posting Movements	< 30 years of age	40	53	61	94	161
		≥30 and < 50 years of age	35	42	46	93	57
		≥ 50 years of age	0	0	2	0	6
Total			363	451	488	425	564
% internal hires			0.78	0.83	0.81	0.62	0.6

FTE Breakdown by age

Gender	Age	FY 2024	FY 2025
Male	< 30 Yrs	4,392	4,401
	30 - 50 Yrs	5,227	5,562
	> 50 Yrs	749	816
Female	< 30 Yrs	2,043	2,250
	30 - 50 Yrs	588	640
	> 50 Yrs	46	54
Total	< 30 Yrs	6,435	6,651
	30 - 50 Yrs	5,815	6,202
	> 50 Yrs	795	870
Total Employees		13,045	13,723

Total employee turnover rate

Business	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total employee turnover rate	13.58	15.22	11.46	14	15.7
Voluntary employee turnover rate	6.53	11.15	8.86	11	13



Total employee turnover rate: Age and Gender Wise (FY25)

Gender	Age	Employee Turnover %
Male	< 30 Yrs	19
	30 - 50 Yrs	12
	> 50 Yrs	50
Female	< 30 Yrs	18
	30 - 50 Yrs	16
	> 50 Yrs	26
Total	< 30 Yrs	18
	30 - 50 Yrs	12
	> 50 Yrs	48

Voluntary employee turnover rate: Age and Gender wise (FY25)

Gender	Age	Employee Turnover %
Male	< 30 Yrs	16
	30 - 50 Yrs	9
	> 50 Yrs	7
Female	< 30 Yrs	16
	30 - 50 Yrs	11
	> 50 Yrs	15
Total	< 30 Yrs	16
	30 - 50 Yrs	10
	> 50 Yrs	7

Employee Training

	FY 2022		FY 2023		FY 2024		FY 2025	
	Male	Female	Male	Female	Male	Female	Male	Female
Total Training Hours - Full-time Employees	2,52,468	48,383	3,22,003	94,896	2,12,721	63,519	3,95,847	1,36,050
Average Training Hours per FTEs	17	25	22	40	21	24	37	46

Periodic assessment of all employees (% covered)

Employee assessment and review	FY 2024	FY 2025
Employee undergoing periodic assessment and review	100	100
Employee undergoing multi assessment	2	19

Employee Well-being

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026 target
% of employees with top level of engagement, satisfaction (% of satisfied employees)	80	83	84	89	82	85
% of employees who responded to the survey	67	73	76	75	70	75

Training & Development

Employee Training	FY 2024			FY 2025		
	Male	Female	Total	Male	Female	Total
Average hours per FTE of training and development	20	24	21	37	46	39
Average amount spent per FTE on training and development (INR)	₹ 1,975	₹ 2,680	₹ 2,119	₹ 2,238	₹ 2,582	₹ 2,312

Employee Training	By Age- Group- FY 2024			By Age- Group- FY 2025		
	<30	30-50	>50	<30	30-50	>50
Average amount spent for training (INR)	₹ 2,257	₹ 1,699	₹ 4,075	₹ 2,460	₹ 2,045	₹ 3,081

Employee Training	By Management Level- FY 2025		
	Senior Management	Middle Management	Junior Management
Average hours of training of FTE	10	22	31

Employee Development Programs

Name of the program	% of FTEs participating in the program- FY 2024	% of FTEs participating in the program- FY25
V-Aspire	-	100%
V-Desire	5%	8%
V-Lead	3%	5%

Governance

Contributions & Other Spending (INR Million)

	FY 2022	FY 2023	FY 2024	FY 2025
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns / organizations / candidates	-	1,230	980	1,520
Trade associations or tax-exempt groups (e.g. think tanks)	29	53	63	20
Other (e.g. spending related to ballot measures or referendums)	-	-	-	-
Total contributions and other spending	29	1,283	1,043	1,540



Largest Contributions & Expenditures (INR)

Issue or Topic	Corporate Position	Description of Position / Engagement	Total spend in FY 2025
Membership with industrial and sectoral associations	Support	Support for industry wide initiatives and collaboration.	₹ 5,99,73,111
Sponsorship for climate change awareness, greening of mining operations and digitalisation	Support	Support for events for fostering knowledge sharing and best practices across industry peers on sustainability in operations, climate change, human rights, etc with member industry associations.	₹ 70,50,690

Other Large Expenditure (INR Million)

Industry Associations	Type of Organization	Total amount paid in FY 2025 Include this (INR)
Confederation of Indian Industry (CII)	Trade Association	1,06,00,000
The Associated Chambers of Commerce and Industry of India (ASSOCHAM)	Trade Association	3,00,000
Federation Of Indian Mineral Industries (FIMI)	Trade Association	23,00,000
Indian Chamber of Commerce	Trade Association	1,00,000
Federation of Indian Chambers of Commerce and Industry (FICCI)	Trade Association	10,000

Supplier

Procurement Spend on Suppliers

Procurement budget	FY 2024		FY 2025	
	INR (Millions)	% spent	INR (millions)	% spent
Total procurement budget spent	9,30,895	100%	11,91,410	100%
Total procurement budget spent on suppliers belonging to same country	7,30,378	78%	7,86,130	66%
Total procurement budget spent on suppliers belonging to same state	4,53,070	48%	1,42,513	12%
Total procurement budget spent on suppliers belonging to same district	3,48,731	37%	96,825	8%

Supplier Screening

Supplier Screening	FY 2024	FY 2025
Total number of suppliers	4,432	6,547
Total number of Tier-1 suppliers	4,079	6,156
Total number of significant suppliers in Tier-1	509	419
% of total spend on significant suppliers in Tier-1	58	81
Total number of significant suppliers in non Tier-1	0	391
Total number of significant suppliers (Tier-1 and non Tier-1)	509	810

Supplier Assessment

Supplier Screening	FY 2024	FY 2025
Total number of suppliers assessed via desk assessments/on-site assessments	1,488	1,284
% of significant suppliers assessed	34%	33%
Number of suppliers assessed with substantial actual/potential negative impacts	8	1
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	37.50%	100%
Number of suppliers with substantial actual/potential negative impacts that were terminated)	1	0

Capacity building programs

Capacity building programs	FY 2024	FY 2025
Total number of suppliers in capacity building programs	492	995
% of significant suppliers in capacity building programs	97%	42%

Corrective action plan support

Corrective action plan support	FY 2024	FY 2025
Total number of suppliers supported in corrective action plan implementation	3	1
% of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	37.5%	100%

	FY 2025
No. of Tier-1 suppliers	6,156
Category A	419
Category B	881
Category C	4,856

Reporting on breaches

Reporting areas	FY 2024	FY 2025
Corruption or Bribery	13	16
Discrimination at Workplace	1	0
Customer Privacy Data	0	0
Conflicts of Interest	6	1
Money Laundering or Insider trading	0	0

Cybersecurity

Breaches of information security	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total number of information security breaches	0	0	0	0	0
Total number of clients, customers and employees affected by the breaches	0	0	0	0	0
Total	0	0	0	0	0

Anti-Corruption

Number of Directors/KMPs/employees/workers that received training on Anti-corruption practices

Number of Directors/KMPs/employees/workers that received training on Anti-corruption practices	FY 2024	FY 2025
Directors	25%	25%
KMPs	75%	75%
Employees	100%	100%
Workers	100%	100%

GRI Index

GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	SR- About Vedanta	22-23		
	2-2 Entities included in the organization’s sustainability reporting	SR- Business units covered in the boundary	6-7		
	2-3 Reporting period, frequency and contact point	SR- Scope & Boundary, Assurance Statement	4,8		
	2-4 Restatements of information	SR- Restatement of Information	9		
	2-5 External assurance	SR- Assurance Statement	8		
	2-6 Activities, value chain and other business relationships	SR- Our Product Portfolio, Our Value Chain	26- 33		
	2-7 Employees	SR- Vedanta at a Glance	23		
	2-8 Workers who are not employees	SR- Vedanta at a Glance	23		
	2-9 Governance structure and composition	SR- Sustainability Governance IR- ESG Governance	34-35, 108		
	2-10 Nomination and selection of the highest governance body	SR- Sustainability Governance	34-35		
	2-11 Chair of the highest governance body	SR- Sustainability Governance IR- ESG Governance	34-35, 108		
	2-12 Role of the highest governance body in overseeing the management of impacts	SR- Sustainability Governance	34-35		
	2-13 Delegation of responsibility for managing impacts	SR- Sustainability Governance	34-35		
	2-14 Role of the highest governance body in sustainability reporting	SR- Sustainability Governance IR - Corporate Governance	34-35, 154 - 157		
	2-15 Conflicts of interest	IR- BRSR	358		
	2-16 Communication of critical concerns	IR- Compliance	337		
	2-17 Collective knowledge of the highest governance body	IR- BOD	76 - 81		
	2-18 Evaluation of the performance of the highest governance body	IR- Performance Evaluation	304		
	2-19 Remuneration Policies	IR- Board Effectiveness SR- Sustainability Linked Compensation	255, 39		



GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	IR- Aim 9 SR- Sustainability Linked Compensation	145, 39		
	2-21 Annual total compensation ratio	IR- Annexure C	279		
	2-22 Statement on sustainable development strategy	SR- Our Sustainability Strategy	52-53		
	2-23 Policy commitments	SR- Vedanta Sustainability Framework	36-37		
	2-24 Embedding policy commitments	SR- Vedanta Sustainability Framework	36-37		
	2-25 Processes to remediate negative impacts	SR- Integrating Materiality into Risk Framework	48-51		
	2-26 Mechanisms for seeking advice and raising concerns	SR- Grievance Redressal, Stakeholder Consultation	77, 41- 44		
	2-27 Compliance with laws and regulations	IR- BRSR	355 - 358		
	2-28 Membership associations	SR- Industry Associations	186		
	2-29 Approach to stakeholder engagement	SR- Stakeholder Mapping & Engagement	40-44		
	2-30 Collective bargaining agreements	SR- Right to Freedom of Association & Collective Bargaining	87		

Material topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR- Materiality Assessment	45-57		
	3-2 List of material topics	SR- Materiality Assessment	45-57		
Biodiversity					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	TNFD- Policies, Standards and Sustainability Framework	24		
	101-2 Management of biodiversity impacts	TNFD- Identifying Nature-related Dependencies, Impacts, Risks and Opportunities Monitoring Mechanisms for Nature-Related Dependencies, Impacts, Risks and Opportunities SR- Processes for identifying and assessing nature related risks	22, 75, 146- 147		
	101-3 Access and benefit-sharing	TNFD- Engagement with Local Communities	27		

GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 101: Biodiversity 2024	101-4 Identification of biodiversity impacts	TNFD- Identifying Nature-related Dependencies, Impacts, Risks and Opportunities Monitoring Mechanisms for Nature-Related Dependencies, Impacts, Risks and Opportunities	22, 75		
	101-5 Locations with biodiversity impacts	TNFD- Ecologically Sensitive Locations	43		
	101-6 Direct drivers of biodiversity loss	TNFD- Material Issues Nature-related Dependencies and Impacts Enterprise-Level Risks	15, 31, 53		
	101-7 Changes to the state of biodiversity	TNFD- Enterprise-Level Risks	53		
	101-8 Ecosystem services	TNFD- Nature-related Dependencies and Impacts	31		
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	TNFD-Ecologically Sensitive Locations Site Specific Risks and Opportunities	43, 44		
	304-2 Significant impacts of activities, products and services on biodiversity	TNFD- Enterprise-Level Risks	53		
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	TNFD- Metrics Used to Assess Nature-Related IDRO	87		
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	TNFD- Site Specific Risks and Opportunities SR- Factsheet	44, 208- 226		

Economic performance

GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	TTR - Economic Responsibility	19		
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	TCFD- Key Climate Related Drivers Impacting Financial Planning	52- 53		
	201-3 Defined benefit plan obligations and other retirement plans	IR- BRSR	362		
	201-4 Financial assistance received from government	-	-		



GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
Market presence					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	SR- Factsheet	208-226		
	202-2 Proportion of senior management hired from the local community	SR- Local Employment	88		
Indirect economic impacts					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	SR - Aim 2 and Aim 3	92-106		
	203-2 Significant indirect economic impacts	SR- Corporate Social Responsibility (CSR)	90-91		
Procurement practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	SR- Local Procurement	89		
Anti-corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	SR- Factsheet	208-226		
	205-2 Communication and training about anti-corruption policies and procedures	SR- Factsheet	208-226		
	205-3 Confirmed incidents of corruption and actions taken	SR- Factsheet	208-226		
Anti-competitive behavior					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	IR - BRSR	355 - 358		
Tax					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		

GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 207: Tax 2019	207-1 Approach to tax	TTR - Tax Risk Management Framework and Strategy	24 - 27		
	207-2 Tax governance, control, and risk management	TTR - Tax Risk Management Framework and Strategy	24 - 27		
	207-3 Stakeholder engagement and management of concerns related to tax	TTR - Tax Risk Management Framework and Strategy	24 - 27		
	207-4 Country-by-country reporting	TTR - Table 1 and 2	34		
Materials					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	-		Material used for packaging isnt core to our bsuiness process, thus this indicator is not applicable	Not applicable
	301-2 Recycled input materials used	-			Not applicable
	301-3 Reclaimed products and their packaging materials	-			Not applicable
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	SR-FY 2025 Business Performance - GHG emissions and Energy consumption, Factsheet TCFD- Climate Related Metrics and Targets	114-115, 60 - 65		
	302-2 Energy consumption outside of the organization	SR- Factsheet TCFD- Climate Related Metrics and Targets	208-226, 60 - 65		
	302-3 Energy intensity	SR- Factsheet TCFD- Climate Related Metrics and Targets"	208-226, 60 - 65		
	302-4 Reduction of energy consumption	TCFD- Climate Related Metrics and Targets TNFD- Targets for Managing Nature-Related Issues and Performance Against Targets	60 - 65, 90		



GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services	SR- Emission Reduction & Mitigation Strategies- Increasing renewable energy TCFD- Climate Related Metrics and Targets	118-119, 60 - 65		
Water and effluents					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	SR- Water Management at Vedanta	128		
	303-2 Management of water discharge-related impacts	SR- Water Management strategies TNFD- Water Risks	129, 81		
	303-3 Water withdrawal	FY 2025 Business Performance- Water consumption and withdrawal TNFD- Metrics Used to Assess Nature-Related IDRO	127, 87		
	303-4 Water discharge	FY 2025 Business Performance- Water consumption and withdrawal TNFD- Metrics Used to Assess Nature-Related IDRO	127, 87		
	303-5 Water consumption	FY 2025 Business Performance- Water consumption and withdrawal TNFD- Metrics Used to Assess Nature-Related IDRO	127, 87		
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR- FY 2025 Business Performance - GHG emissions and Energy consumption	114-115		
	305-2 Energy indirect (Scope 2) GHG emissions	SR- FY 2025 Business Performance - GHG emissions and Energy consumption	114-115		
	305-3 Other indirect (Scope 3) GHG emissions	SR- Factsheet	208-226		Information unavailable/incomplete

GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 305: Emissions 2016	305-4 GHG emissions intensity	SR- FY 2025 Business Performance - GHG emissions and Energy consumption	114-115		
	305-5 Reduction of GHG emissions	SR- Emission Reduction & Mitigation Strategies TNFD- Targets for Managing Nature-Related Issues and Performance Against Targets	118-119, 90		
	305-6 Emissions of ozone-depleting substances (ODS)	-	-	Our operations do not emit ozone depleting substances	Not applicable
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	SR- AIM 6 - Air emissions	135		
Spills					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 306: Effluents and Waste 2016	306-3 Significant spills	-			Information unavailable/incomplete
Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	SR- Factsheet TNFD- Waste Management	208-226, 84		
	306-2 Management of significant waste-related impacts	SR- Factsheet TNFD- Waste Management	208-226, 84		
	306-3 Waste generated	SR- Factsheet TNFD- Metrics Used to Assess Nature-Related IDRO	208-226, 87		
	306-4 Waste diverted from disposal	SR- Factsheet TNFD- Metrics Used to Assess Nature-Related IDRO	208-226, 87		
	306-5 Waste directed to disposal	SR- Factsheet TNFD- Metrics Used to Assess Nature-Related IDRO	208-226, 87		
Supplier environmental assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		



GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	SR- Supply Chain Management	194-199		
	308-2 Negative environmental impacts in the supply chain and actions taken	SR- Supply Chain Management	194-199		
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR- Factsheet	208-226		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR- Human Capital Development	188-193		
	401-3 Parental leave	SR- Human Capital Development	188-193		
Labor/management relations					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	-	-	Employees receive minimum notice periods regarding operational changes at least two months in advance. However, this process may be followed on a case-to-case basis	Not applicable
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	SR- Occupational health and safety management	156-163		
	403-2 Hazard identification, risk assessment, and incident investigation	SR- AIM 7- Prioritize the Safety and Health of Our Workforce	154		
	403-3 Occupational health services	SR- Occupational health and safety management	156-163		
	403-4 Worker participation, consultation, and communication on occupational health and safety	SR-Safety Performance, Stakeholder Consultation	159-161, 41		

GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	SR-Safety Performance	159-161		
	403-6 Promotion of worker health	SR-Safety Performance	159-161		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR-Safety Performance	159-161		
	403-8 Workers covered by an occupational health and safety management system	SR-Safety Performance	159-161		
	403-9 Work-related injuries	SR- Factsheet	208-226		
	403-10 Work-related ill health	SR- Factsheet	208-226		
Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR-Factsheet	208-226		
	404-2 Programs for upgrading employee skills and transition assistance programs	SR-Human Capital Development	188-193		
	404-3 Percentage of employees receiving regular performance and career development reviews	SR-Factsheet	208-226		
Diversity and equal opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR- AIM 8- Promote Gender Parity, Diversity, and Inclusivity	164		
	405-2 Ratio of basic salary and remuneration of women to men	SR- Factsheet	208-226		
Non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	SR- Factsheet	208-226		
Freedom of association and collective bargaining					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		



GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	SR- Right to Freedom of Association & Collective Bargaining, Human Rights Assessment	87, 84-86		
Child labor					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	SR- Human Rights Assessment	84- 86		
Forced or compulsory labor					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	SR- Human Rights Assessment	84- 86		
Security practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	SR- Security Practices, Factsheet	87, 208-226		
Rights of Indigenous Peoples					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	SR- Rights of Indigenous People, Factsheet TNFD- Human Rights Assessment	81, 208-226, 26		
Local communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	SR- Local Community Welfare, Human Rights Assessment TNFD- Human Right Due Diligence Process Human Rights Assessment Engagement with Local Communities	88, 84-86, 26, 27		

GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	SR- Local Community Welfare, Human Rights Assessment TNFD- Enterprise-Level Risks Risk and Impact Management	88, 84-86, 53, 74		
Supplier social assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	SR- Supply Chain Management	194-199		
	414-2 Negative social impacts in the supply chain and actions taken	SR- Supply Chain Management	194-199		
Public policy					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 415: Public Policy 2016	415-1 Political contributions	SR- Public Policy Advocacy TNFD- Our Approach to Nature Related Policy Advocacy and Lobbying	45, 25		
Customer health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	-			Information unavailable/incomplete
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	-			Information unavailable/incomplete
Marketing and labeling					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	-			Information unavailable/incomplete
	417-2 Incidents of non-compliance concerning product and service information and labeling	-			Information unavailable/incomplete
	417-3 Incidents of non-compliance concerning marketing communications	-			Information unavailable/incomplete
Customer privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	SR- Materiality Assessment	45-57		



GRI Standard	Disclosure	Location	Pg No.	Omission	
				Requirement(S) Omitted	Reason
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR- Factsheet	208-226		

UNGC Index

Principle	Parameter	Section	Page Number
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Human Rights	84- 86
Principle 2	Make sure that they are not complicit in human rights abuses	Human Rights	84- 86
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Collective Bargaining	87
Principle 4	The elimination of all forms of forced and compulsory labour	Human Rights	84- 86
Principle 5	The effective abolition of child labour	Human Rights	84- 86
Principle 6	The elimination of discrimination in respect of employment and occupation	AIM 8	164- 175
Principle 7	Businesses should support a precautionary approach to environmental challenges	Pillar 2	112- 151
Principle 8	Undertake initiatives to promote greater environmental responsibility	Pillar 2	112- 151
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Pillar 2, Innovation	112- 151, 200- 207
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	AIM 9	176-199

Abbreviation

Acronym	Full Form
AI	Artificial Intelligence
ARD	Acid Rock Drainage
BALCO	Bharat Aluminium Company Limited
BITS	Birla Institute of Technology and Science
BMP	Biodiversity Management Plan
BU	Business Unit
CAPEX	Capital Expenditure
CCUS	Carbon Capture, Utilisation and Storage
CDP	Carbon Disclosure Project
CEDRA	Commission for the Economic Development of Rural Areas

Acronym	Full Form
CEO	Chief Executive Officer
cu.m	Cubic Metre
CII	Confederation of Indian Industry
CIO	Chief Information Officer
CISO	Chief Information Security Officer
CoBE	Code of Business Conduct & Ethics
CoP	Communities of Practice
CXO	Chief Experience Officer
CRM	Critical Risk Management
DEI	Diversity, Equity and Inclusion
DGPO	Data Governance and Privacy Officer
DLP	Data Loss Prevention
DSC	Dariba Smelter Complex
ESG	Environment Social and Governance
ESIA	Environmental and Social Impact Assessment
EV	Electric Vehicle
ExCo	Executive Committee
FACOR	Ferro Alloys Corporation Limited
FTE	Full-Time Employees
GHG	Greenhouse Gas
GISTM	Global Industry Standard on Tailings Management
GJ	Giga Joules
GRI	Global Reporting Initiative
Ha	Hectare
HR	Human Resources
HSE	Health, Safety and Environment
HVLT	High-volume Low Toxicity
HZL	Hindustan Zinc Limited
ICAM	Incident Cause Analysis Methodology
ICCs	Internal Complaint Committees
ICMM	International Council on Mining and Metals
ICP	Internal Carbon Price
IFC	International Finance Corporation
IIM	Indian Institute of Management
IISc	Indian Institute of Science
IIT	Indian Institute of Technology
IJP	Internal Job Posting
IOG	Iron Ore Goa
IOK	Iron Ore Karnataka
ISO	International Organization for Standardization
IT	Information Technology
IUCN	International Union for Conservation of Nature
KL	Kilo Litres
KPI	Key Performance Indicator

Acronym	Full Form
KRAs	Key Result Areas
KTPA	Kilo-Tonnes Per Annum
LMV	Light Motor Vehicle
LGBTQ	Lesbian, Gay, Bisexual, Transgender and Queer
LTIFR	Lost Time Injury Frequency Rate
LTIP	Long-Term Incentive Plan
MALCO	MALCO Energy Limited
MECC	Middle East Council of Churches
MIC	Mineral in Concentrate
MTPA	Million Tonnes Per Annum
MW	Megawatt
NFUS	National Forensic Sciences University
NGES	Network for Greening the Financial System
NNL	Net-Net Loss
NPI	Net Positive Impact
OPEX	Operating Expenditure
OT	Operational Technology
PDA	Photodiode Array
PoSH	Prevention of Sexual Harassment
PPE	Personal Protective Equipment
PV	Photovoltaic
RDM	Rajpura Dariba Mine
RDO	Rural Development Organisation
RE-RTC	Renewable Energy–Round the Clock
SBTi	Science-Based Targets initiative
SDG	Sustainable Development Goals
SEBI	Securities and Exchange Board of India
SEZ	Special Economic Zone
SIEM	Security Information and Event Management
SMCV	Sesa Coke Vazare
SOP	Standard Operating Procedures
STEM	Science, Technology, Engineering and Mathematics
TCFD	Task Force on Climate-Related Financial Disclosures
TNFD	Taskforce on Nature-related Financial Disclosures
TRIFR	Total Recordable Injury Frequency Rate
TSPL	Talwandi Sabo Power Limited
UN	United Nations
US	United States
VAL-J	Vedanta Aluminium Jharsuguda
VAPT	Vulnerability Assessment and Penetration Testing
VSAP	Vedanta Sustainability Assurance Process
VSF	Vedanta Sustainability Framework

Assurance Statements

S.R. BATLIBOI & CO. LLP
Chartered Accountants

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INDEPENDENT PRACTITIONER’S LIMITED ASSURANCE REPORT ON SELECT NONFINANCIAL INDICATORS CONTAINED IN VEDANTA LIMITED’S SUSTAINABILITY REPORT

**The Management and Board of Directors
Vedanta Limited
ASF Center, Building 1
1st Floor, Phase IV, Udyog Vihar, Sector 18
Gurugram, Haryana, 122016**

Scope
We have been engaged by Vedanta Limited (hereafter “Vedanta”) to perform a ‘limited assurance engagement,’ as defined by International Standards on Assurance Engagements 3000 (Revised), here after referred to as the engagement, to report on select non-financial indicators as per Annexure 1 (the “Subject Matter”) contained in Vedanta’s (the “Company’s”) Sustainability Report **as of June 23, 2025 for the year ended March 31, 2025 and for the period from April 01, 2024 to March 31, 2025** (the “Report”).

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Vedanta
In preparing the **Subject Matter**, Vedanta Limited applied the Global Reporting Initiative (GRI) Standards (the “Criteria”). Such Criteria were specifically designed for **sustainability reporting**; As a result, the Subject Matter information may not be suitable for another purpose.

Vedanta’s responsibilities
Vedanta’s management is responsible for selecting the Criteria, and for presenting the **Subject Matter** in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

Our responsibilities
Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* (‘ISAE 3000 (Revised)’), and the terms of reference for this engagement as agreed with Vedanta on February 10, 2025.Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

S.R. BATLIBOI & Co. LLP
Chartered Accountants

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

We also apply International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the **Subject Matter** and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Assessing the suitability of the criteria used by the entity in preparing the subject matter
- Conducting interviews of relevant staff at corporate and selected sites, concerning policies on environmental and social aspects and the implementation of these across the business;
- Obtained an understanding of the control environment, processes and information systems relevant to the preparation of the subject matter, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- Inspected, at selected sites, a limited number of samples as appropriate to check the accuracy of the data
- Conducted analytical procedures, as appropriate; and made inquiries of management to obtain explanations for any differences we identified
- Evaluated the overall presentation of the subject matter to determine whether it is consistent with the criteria and in line with our overall knowledge of, and experience with, the entity's operations.

We also performed such other procedures as we considered necessary in the circumstances.

S.R. BATLIBOI & Co. LLP
Chartered Accountants

Other Information

- The Company's management is responsible for the other information. The other information comprises the information included within the Sustainability Report other than Subject Matter and our independent assurance report dated June 23, 2025, thereon.
- Our conclusion on the Subject Matter does not cover the other information and we do not express any form of assurance thereon. In connection with our assurance engagement of the Subject Matter, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Subject Matter or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Exclusions

- Data and information outside the defined reporting period: April 01, 2024 – March 31, 2025;
- Data and information on economic and financial performance of the Company;
- Data, statements and claims already available in the public domain through Annual Report, or other sources;
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim or future intention;
- The Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to **the Subject Matter as of June 23, 2025, for the year ended March 31, 2025, and for the period from April 01, 2024, to March 31, 2025**, in order for it to be in accordance with the Criteria.

Restricted use

Our Limited Assurance report has been prepared and addressed to the Management and Board of Directors of Vedanta Limited at the request of the Company solely, to assist the Company in reporting on its sustainability performance and activities. Accordingly, we accept no liability to anyone other than the Company. Our Limited Assurance Report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

For S.R. Batliboi & Co. LLP

Chartered Accountants

Firm's Registration No.: 301003E/E300005

Amit Chugh
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Partner

Membership No.: 505224

UDIN: 25505224BMLADC1210

Place of Signature: Gurugram

Date: 23 June 2025

S.R. BATLIBOI & Co. LLP
Chartered Accountants

Annexure-1

Indicator	Description	Indicator	Description
GRI 2-1	Organizational details	305-1	Direct (Scope 1) GHG emissions
GRI 2-2	Entities included in the organization's sustainability reporting	305-2	Indirect (Scope 2) GHG emissions
GRI 2-6	Activities, value chain and other business relationships	305-3	Other Indirect (Scope 3) GHG emissions
GRI 2-7	Employees	305-4	GHG emission intensity
GRI 2-8	Workers who are not employees	305-5	Reduction of GHG emissions
GRI 2-9	Governance structure and composition	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
GRI 2-22	Statement on sustainable development strategy	306-3	Waste generated
GRI 2-24	Embedding Policy commitments	306-4	Waste diverted from disposal
GRI 2-28	Membership associations	306-5	Waste directed to disposal
GRI 2-29	Approach to stakeholder engagement	401-1	New employee hires and employee turnover
GRI 2-30	Collective bargaining agreements	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
GRI 3-1	Process to determine material topics	402-1	Minimum notice periods regarding operational changes
GRI 3-2	List of material topics	403-1	Occupational health and safety management system
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	403-2	Hazard identification, risk assessment, and incident investigation
202-2	Proportion of senior management hired from the local community	403-3	Occupational health services
203-1	Infrastructure investments and services supported	403-4	Worker participation, consultation, and communication on occupational health and safety
203-2	Significant indirect economic impacts	403-5	Worker training on occupational health and safety
204-1	Proportion of spending on local suppliers	403-6	Promotion of worker health
205-2	Communication and training about anti-corruption policies and procedures	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

S.R. BATLIBOI & Co. LLP
Chartered Accountants

302-1	Energy consumption within the organization	403-8	Workers covered by an occupational health and safety management system
302-2	Energy consumption outside of the organization	403-10	Work-related ill health
302-3	Energy intensity	404-1	Average hours of training per year per employee
302-4	Reduction of energy consumption	404-2	Programs for upgrading employee skills and transition assistance programs
302-5	Reductions in energy requirements of products and services	404-3	Percentage of employees receiving regular performance and career development reviews
303-1	Interaction with water as a shared resource	405-2	Ratio of basic salary and remuneration of women to men
303-3	Water withdrawal	406-1	Incidents of discrimination and corrective actions taken
303-4	Water discharged	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
303-5	Water consumption	410-1	Security personnel trained in human rights policies or procedures
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	411-1	Incidents of violations involving rights of indigenous peoples
304-2	Significant impacts of activities, products and services on biodiversity	413-1	Operations with local community engagement, impact assessments, and development programs
304-3	Habitats protected or restored	11.7.4, 11.7.5, 11.7.6	Reporting on closures and rehabilitation
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	MM3	Total amounts of overburden, rock, tailings and sludges and their associated risks



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