



VEDANTA GENDER DIVERSITY

FACT SHEET – FEBRUARY 2019

There is a direct correlation between greater gender diversity and higher GDP. Realising the importance of women to its workforce and communities, Vedanta has set itself a significant target to increase female representation at work, in the classroom and in the community.

The promotion of gender equality and the empowerment of women is central to the progress of a nation. Vedanta recognises this and has put in place policies and procedures to ensure greater inclusion of women in its business, a traditionally male-dominated sector, as well as the empowerment of women in the societies in which it operates. Vedanta's drive to uplift women in society is even more poignant given that its operations are in developing regions such as India and Africa.

Vedanta's approach to gender diversity is aligned with the United Nations Development Programme, which advocates for equal rights for women and girls, combats discriminatory practices and challenges the roles and stereotypes that affect inequalities and exclusion.

DIVERSITY IN THE WORKPLACE

“Increasing diversity, particularly of gender, remains a topical issue. We have an inclusive culture in which diversity in all its forms is valued and recognised. In a highly male dominated industry, we are working to reduce the barriers to progression of female talent.”

– **Anil Agarwal, Chairman, Vedanta Resources**

As Vedanta grows across sectors and geographies, we want to ensure that we are able to do so in the most sustainable manner possible. To be able to deliver on this ambition, we need our people to have global exposure and a proven track record of delivering sustainable solutions in the mining industry.

We are mindful that when we create new opportunities, we do so in a manner that enables gender diversity within the workforce as well as allows local communities to become part of this workforce – whether directly or with our multiple suppliers, vendors and partners.

While we are committed to providing equal opportunities to our employees irrespective of their race, nationality, religion, gender or age, we are particularly proud of our efforts with regard to gender diversity. Women constitute nearly 11% of our total workforce of 78,000 people and about 14.3% of our board. We have set ourselves a target to achieve 20% diversity among employees and 33% women representation at a Board level by 2020.

Women on Board

There is currently one woman on our Board, which is something we are actively seeking to change. At our two principal listed subsidiaries in India, Vedanta Limited and Hindustan Zinc Limited, we have two female directors each on their boards, representing 22% and 25% respectively.

At a senior management level, we have 5.8% women on the Group Executive Committee. We have 14% female representation in aggregate on the executive committees of our businesses and 16.6% female representation on the subsidiary business unit executive committees.

It is important to us to actively encourage and monitor the progress of female executives throughout the Group. We aim to develop a pipeline of high calibre talent across the Group through various mentoring and leadership development programmes such as Internal Growth Workshops and V-Connect. By supporting equal opportunities, we will ensure that the pool of women from which management can be drawn will increase.

“Every woman in the workforce has contributed to the growth of our company and we are proud to have arguably, the highest number of women in senior management benchmarked against peers.”

**Anil Agarwal, Chairman,
Vedanta Resources**

Women at Work

The Board is driving the efforts to address gender imbalances across the Group in a holistic way by addressing the barriers to female progression in a heavily male dominated industry.

Our Group companies have adopted path-breaking initiatives for redressing gender imbalances. We have well-defined diversity hiring targets, as we hire from the market and première colleges across the globe.

Our empanelled search firms are necessarily mandated to present diverse slates for staffing and recruitment. Internally, we ensure that the interview panels have the right diversity mix, ensuring fairness in our selection practices.

Every year, we recruit a large number of graduate engineering trainees, management trainees and associates for the Vedanta Leadership Development Programme, from across the globe, at the entry level and we endeavour to appoint at least 50% female candidates through campus recruitment. This provides us with a strong and solid base for developing future homegrown leaders at Vedanta. In 2018, 20.87% of the recruitment across the Group comprised of women.

Since most of our operations are in remote and poorer areas, we also focus on recruiting our employees from among the local population. A significant percentage of the senior management and our employees are recruited from the country in which our operations are located.

Vedanta strives to be an ‘employer of choice’ and in a push to attract female candidates, we have devised policies that are progressive and women-friendly. These include leadership development, women networking forums and an enhanced parental leave policy. Our gender diversity policies and practices have contributed to the Group receiving a number of commendations such as ‘100 Best Companies for Women in India’.

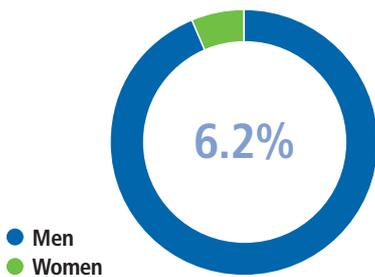
“There is no reason why women should not make up half of the mining industry’s workforce, since they are 50% of the population.”

**- Anil Agarwal, Chairman,
Vedanta Resources**

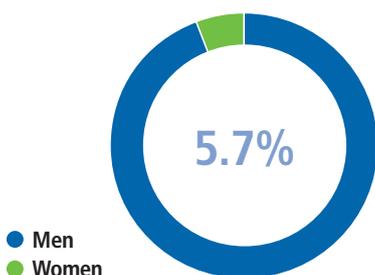
We also encourage the concept of ‘second career opportunity’ for women returning from sabbaticals and career breaks due to maternity or other family commitments. From time to time, hiring initiatives are launched, targeting this particular talent pool.

PROGRESS ON MEASURABLE OBJECTIVES

Women in senior management
(FY2017-18)

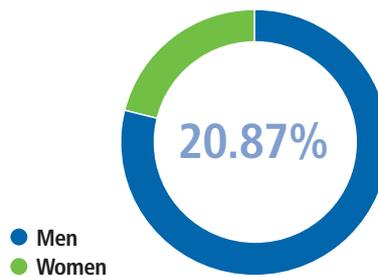


(FY2016-17)

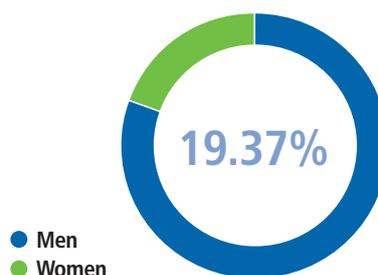


● Men
● Women

Women recruited during the year
(FY2017-18)

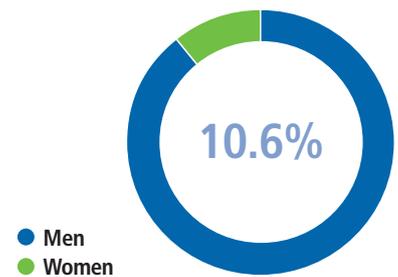


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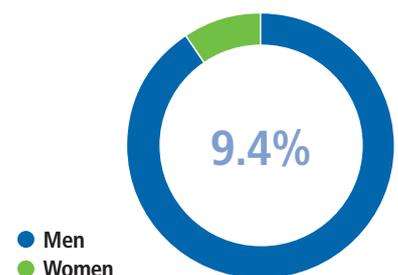


● Men
● Women

Total full-time female employees
across the Group (FY2017-18)



(FY2016-17)



● Men
● Women

CHALLENGES FACED BY WOMEN IN THE WORKPLACE

Changing approaches and expectations with regard to women in mining is not something that women can do alone. It takes a conscious effort and support from men in the business.

Some of the reasons cited for women not being promoted in the mining environment are:

- That they lack experience or expertise, when gender bias has in fact excluded them from these opportunities.
- The male dominated workplace culture of the mining industry is often a major barrier for women, particularly where social discussions are likely to deal with male dominated sports, or where work or social discussions take place in changing rooms and on the golf course.
- Another challenge may be the perception of an inflexible working environment, such as long working hours and shift work. This may present conflict where women are expected to 'take care of their families'.
- Societal prejudice may result in the judgement of women being abrupt and aggressive, whereas men demonstrating similar behaviour are seen to be eager and opportunistic.

These are some of the challenges that we need to address collectively.

ENRICHING THE LIVES OF WOMEN IN OUR COMMUNITIES

“Beyond the business of extraction, we are also engaged in truly important sustainability work across a broad front, that is designed to improve in a tangible way, the lives of the people, particularly women and children, in the communities that host our operations.”

– Srinivasan Venkatakrishnan,
CEO, Vedanta Resources

At Vedanta, we believe that women's empowerment is a fundamental building block of a strong and fair society. Over the course of 2018, Vedanta invested over US\$39 million in social programmes with our efforts touching the lives of 3.4 million people, in over 1,400 towns and villages. Among these, the Nand Ghar project and the establishment of Self-Help Groups in the communities near our operations have been instrumental in uplifting the lives of women.

Our flagship initiative is our Nand Ghar project, which aims to transform rural childcare centres into state-of-the-art welfare centres that support women and children by providing the nutrition, education, skills development and healthcare they need.

Vedanta signed a MoU with India's Ministry of Women and Child Development to construct 4,000 Nand Ghars across 11 states in India. The network will transform the lives of 85 million children and 20 million women by giving them access to televisions for e-learning, solar panels for reliable power, safe drinking water and clean toilets. Aside from improving maternal health, Nand Ghars are expected to facilitate the training of 120,000 women and create 20,000 female entrepreneurs.

SAFETY OF WOMEN

Our approach to the safety of women and men at work is unequivocal in line with our values and our approach to zero harm. Similarly, sexual harassment of any kind is contrary to our values, and we take a very firm stance in this regard.

All women working at our operations are entitled to separate and safe toilet and changing facilities, and all workwear and personal protective equipment (PPE) must have considered a woman's specific physiology. Expecting women to work with gear designed for men is both dangerous and a risk to

production as it is hard to work well with ill-fitting equipment.

It is a safety requirement that no-one works alone in an area. We advise that, when a woman feels uneasy with a male colleague or any other person, we address the matter as soon as possible. We also recommend a "buddy system", especially underground.

Our sexual harassment policies are in place and enforced, and employees and management are expected to know about them. The policies have been communicated across the organisation and sessions have been held to explain them to all staff.



ENRICHING THE LIVES OF WOMEN IN OUR COMMUNITIES continued

We believe that empowering women to be economically independent and self-resilient is vital for any society. Financial inclusion, skills development and access to employment opportunities are important for their progress. Several of our businesses are promoting sustainable, women run, grassroots programmes such as Self Help Groups (SHG) to act as vehicles for empowerment. These SHGs bring women together to develop skills and create various income-generating micro businesses. We provide them with support in terms of linkages with financial institutions, enterprise training and market linkages so that women can begin to take steps towards empowering themselves.

Since economic opportunities are very limited in isolated rural villages, SHGs not only give women a chance to contribute towards the income of their families but also give them the opportunity to socialise and share concerns and experiences with other women outside the home, leading to the overall empowerment of women.

In South Africa and Namibia, Vedanta is assisting communities to become better at farming, horticulture and animal husbandry. In doing so, we hope to include women in the beneficiary base. In this way, women can become self-sustaining. In 2018, we assisted 2,614 SHG with 32,828 members and of these, 3,001 SHG members started their own micro enterprises.



IN FOCUS

Progressive policies

Our parental leave policy allows for maternity leave of 26 weeks, adoption leave of 12 weeks and paternity leave of one week. Progressive policies such as these have resulted in better employee retention, particularly among female employees.

Returning mothers also have the flexibility to move to another job profile or continue with the same job role. This allows them to better balance their personal and professional priorities.

We have found that this helps make returning mothers feel more engaged and motivated.

A UNITED EFFORT

We are signatories of the 'CEO statement of Support' for the United Nations' Women's Empowerment Principles (WEP) – 'Equality Means Business'.



United Nations Global Compact



WEP's agenda is been driven by UN Women and UN Global Compact, which are working together to empower women to participate fully in economic life across all sectors. As part of their push for more female participation in the workplace, they invite companies to join more than 1,800 companies in committing to WEP. The seven principles emphasise the business case for corporate action to promote gender equality and women's empowerment.

The seven principles:

- Principle 1** Establish high-level corporate leadership for gender equality
- Principle 2** Treat all women and men fairly at work – respect and support human rights and non-discrimination
- Principle 3** Ensure the health, safety and well-being of all women and men workers
- Principle 4** Promote education, training and professional development for women
- Principle 5** Implement enterprise development, supply chain and marketing practices that empower women
- Principle 6** Promote equality through community initiatives and advocacy
- Principle 7** Measure and publicly report on progress to achieve gender equality

We at Vedanta believe that gender diversity helps business perform better and we acknowledge that women's inclusion drives development. We echo the call for women to use their voices, to make their own decisions, and engage in economic opportunities. We are committed to empowering women so they may achieve their full potential.