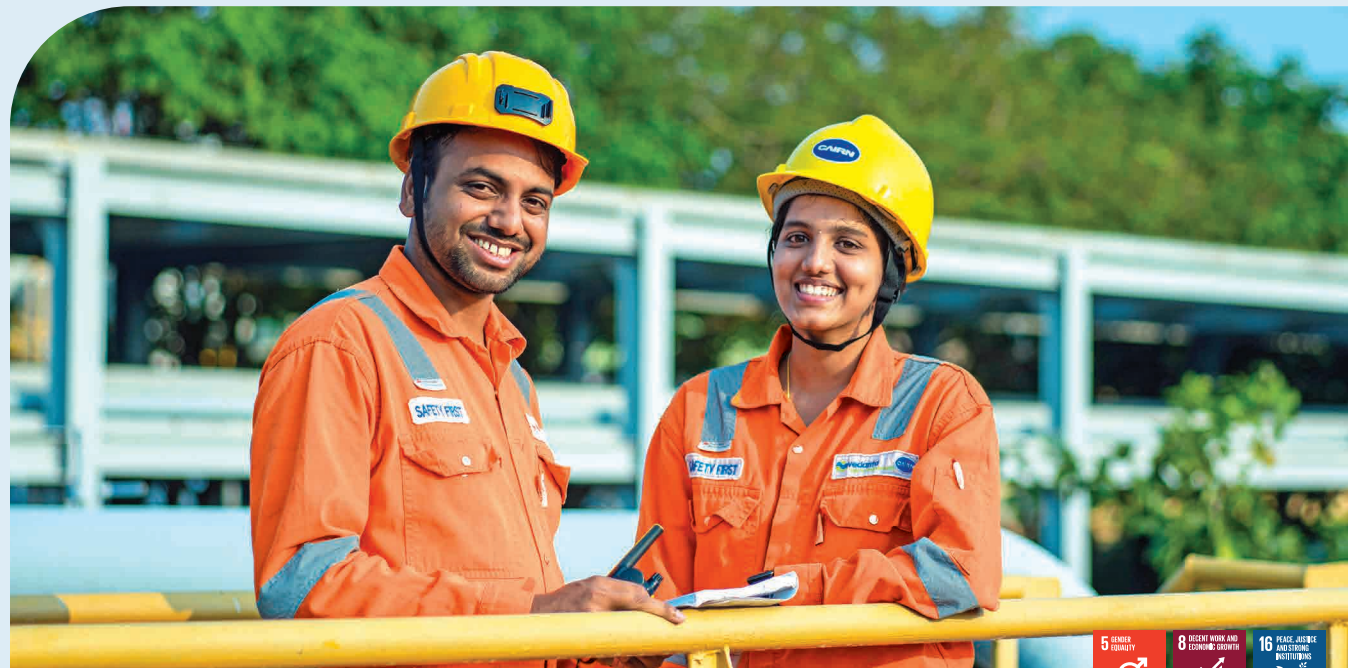




TRANSFORMING THE WORKPLACE

As a socially responsible organisation, we believe in creating a workplace that fosters inclusivity and innovation. We constantly provide our people with the resources that help them achieve their full potential.



Our ESG commitments



Prioritising safety and health of all employees



Promote gender parity, diversity, and inclusivity



Adhere to global business standards of corporate governance

Key areas of action

- ▶ To be in top quartile in HSE performance amongst E&P industries
- ▶ Strengthening of process safety management
- ▶ Cairn sustainable safety excellence programmes
- ▶ Strengthening occupational health management and upgrading medical facilities
- ▶ 30% women in overall workforce by 2030
- ▶ 40% women in leadership role by 2030
- ▶ 50% women in decision making roles by 2030
- ▶ Equal opportunity to diverse candidates in all recruitment drives
- ▶ Policies to support diverse talent groups to enable inclusivity
- ▶ Leadership development programmes
- ▶ Transparency and performance disclosures
- ▶ Risk management and controls
- ▶ Ethical work practices
- ▶ Women representation in decision-making bodies



HEALTH AND SAFETY

Our health, safety, environment (HSE) management is rooted in a workplace culture that puts its people first. Safety is an inherent part of our planning, from the conceptual design, construction, and commissioning to the operational phases of any project life cycle through our gated processes. The hierarchy of risk control gets adopted throughout these stages:



All our units are ISO 45001 :2018 (Occupational Health and Safety Management System) certified.

We employ several HSEQ practices such as VFL (Visible Felt leadership), digitalisation of HSEQ activities and regular review of HSEQ performance indicators (leading and lagging), among others. We are continually trying to identify ways to further enhance our existing HSE system.

LOST TIME INJURY FREQUENCY RATE (LTIFR)

(per million man hours)

Particulars	FY 2021-22	FY 2020-21	FY 2019-20
Permanent employees	0	1.3	1.2
Contractor employees	0.22	0.09	0.26
Overall	0.2	0.16	0.30

TOTAL RECORDABLE INJURY FREQUENCY RATE (TRIFR)

(per million man hours)

Particulars	FY 2021-22	FY 2020-21	FY 2019-20
Permanent employees	0	1.3	1.95
Contractor employees	0.41	0.51	0.93
Overall	0.38	0.54	0.96

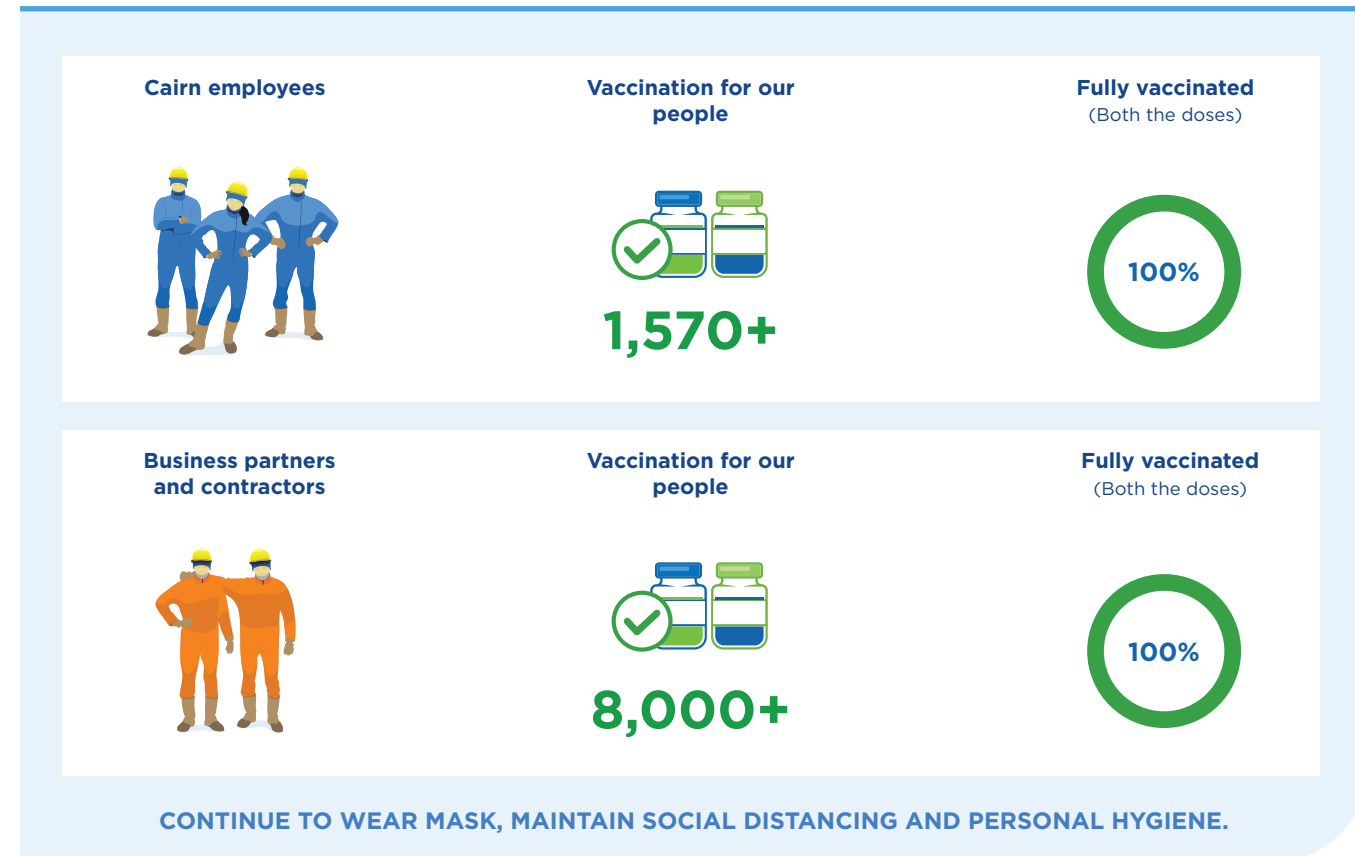
FATALITIES

Particulars	FY 2021-22	FY 2020-21	FY 2019-20
Permanent employees	0	0	0
Contractor employees	0	1	1
FY 2021-22		Permanent employees	Contractor employees
Total injuries		0	13
Work-related fatalities		0	0

Transforming the workplace

COVID-19 preparedness and management

Over the last two years, we have effectively protected our people and ensured business continuity during the COVID-19. The first wave of the pandemic gave us the exposure and experience to manage a catastrophe of this scale and nature which has helped us tide over the second wave of COVID-19.



To read more, refer to Cairn Oil & Gas SR (Page 106)

HUMAN CAPITAL

We envision a workplace culture that welcomes people regardless of their gender, ethnicity, regional affiliations, physical ability, age, and sexual orientation.

WORKFORCE SNAPSHOT

Particulars	FY 2021-22		FY 2020-21		FY 2019-20	
	Male	Female	Male	Female	Male	Female
Full-time employees	1,125	226	1,170	235	1,264	259
Contractual employees	5,380	92	5,252	93	6,845	86
Retainers	121	7	142	8	281	13
Total	6,626	325	6,564	336	8,386	358

WOMEN IN WORKFORCE (FTE)

Particulars	FY 2021-22
Full-time employees	226
Managerial positions	59
Leadership positions	17

NEW HIRES

Particulars	FY 2021-22
Male	124
Female	61
Total	185

Employee learning and development

In our commitment to fostering excellence for our employees, we have developed a diverse portfolio of learning and development programmes that helps our employees build skills like leadership, technical and operating proficiency.

We have an array of programmes available for professional and personal development of Cairn employees:

- ▶ Behavioural sessions on Vedanta's values and necessary behavioural competencies
- ▶ Business sessions related to the latest oil and gas industry skills
- ▶ Mandatory sessions on mandatory courses (Ethics, POSH, etc.)
- ▶ Techno-functional sessions on necessary technical and functional oil and gas industry skills
- ▶ Internal expert sessions on key Oil & Gas industry concepts and Cairn-related functional aspects
- ▶ HSEQ sessions on key oil and gas industry related health, safety, environment, and quality concepts

Cairn is certified as a Great Place to Work for the third consecutive year. This assessment puts us on the list of India's Top 100 Best Companies to work with.

AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE

Particulars	FY 2021-22	FY 2020-21
Male	27.19	34.16
Female	44.81	33.96

ATTRITION AND TURNOVER RATE

FY 2021-22	Male	Female
Employee turnover rate (%)	15	30
Attrition rate (%)	11	25

Engagement initiatives

ATOM: It is a series of short module courses in strategic and business leadership for our aspiring high-potential employees.

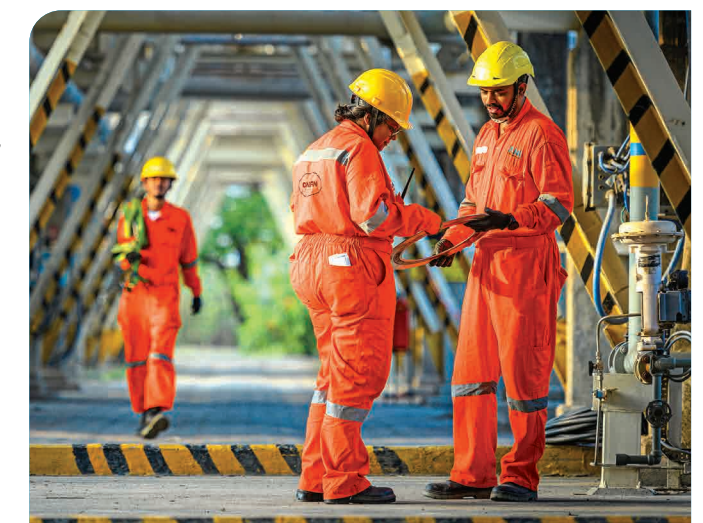
More Than Coffee: It is a platform for our employees to connect with senior leaders, get to know each other better and share their interests.

Lunch and Learn: Our Lunch and Learn sessions are an alternative to traditional top-down or classroom-based learning and are sociable and collaborative. These sessions help us stay updated with the latest trends, thoughts, practices, and technologies.

Innovation Centre: An innovation team has been put in place to help us advance in our transformation towards adoption and deployment of the new-age technology, digitisation, and benchmarking

Leader Connect: BOLD Leader & You is a series of moderated virtual interactions between Cairn leaders and the incoming campus hires.

Code of Conduct trainings are provided to all employees through a mandatory virtual training module. These trainings are also conducted for all employees periodically with 100% coverage.



Transforming the workplace

Performance management system

For a high-performance culture, we constantly recognise and reward our employees and encourage them to perform beyond their defined roles and responsibilities. Our compensation strategy lays the foundation for the same and benefits our employees by supplementing their salaries with performance bonus and stock options plan.

100%
Employees receive regular performance and career development reviews

Diversity and inclusion

We believe in 'Transforming our workplace' by promoting diversity, inclusivity, and gender parity is the byword for all talent strategies. We have undertaken various initiatives to identify, nurture, and develop our internal pool of female talent and transform them into future leaders.

43%
Women on the Management Committee (ManCo) as on 31 March, 2022

226
Female employees (FTE)

We have set a target to achieve 50% gender diversity by 2050. Our 2030 goals are:

30%
Women in overall workforce by 2030

40%
Women in leadership roles by 2030

50%
Women in decision making roles by 2030



We have a structured Diversity and Inclusion (D&I) roadmap with a detailed D&I journey with an end-to-end gender diversity chapter. We have launched a project to onboard diversity leaders across technical, operations, and enabling functions. It will help us strengthen the representation of women leaders in business and Sub Business Unit (SBU) ExCo.

98%
Return-to-Work ratio (12-months after returning from parental leave)

100%
Return-to-Work ratio of male employees (12-months after returning from parental leave)

We have best practices in place for maternity, paternity, and adoption-related leaves and best-in-class compensation policies. We also offer options for parental leave and career break (sabbatical) to fulfil the requirements of all our employees.

88%
Return-to-Work ratio of female employees (12-months after returning from parental leave)

Ensuring diversity and inclusivity



Ensuring **equal opportunity to diversify talent** in all recruitment drives



GIL and LIFE programmes to enable women in leadership roles and remove unconscious bias



Internal growth workshops (ACT-UP and V-Build)



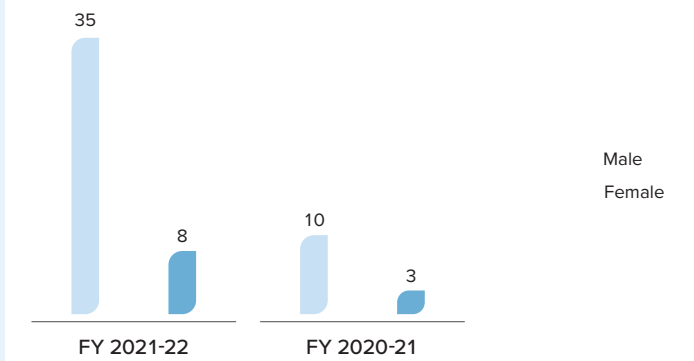
Hiring commitments for hiring women in strategic business functions

'Durga Vahini': Cairn's all-women security warriors

Quick response teams (QRT) are the first responders in a developing threat/incident and are responsible for quickly assessing an evolving situation. We have introduced an all-women QRT—Durga Vahini at Mangala Processing Terminal at Barmer, Rajasthan. This QRT will be part of the security team and responsible for patrolling and responding to developing situations. Through this initiative, we have been inspiring women from rural districts to step into male-dominated professions.



PARENTAL LEAVE DISTRIBUTION



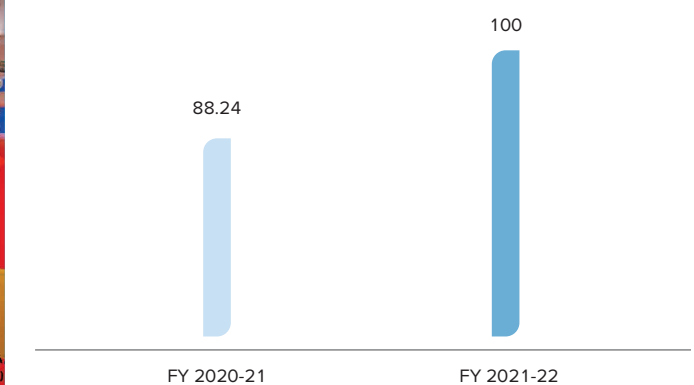
Protection of human rights

We are determined to uphold the fundamental rights of all individuals across our operations. By benchmarking our performance to that of international peers and best practices, we continue to improve our human rights management systems and procedures. Our human rights policy prohibits child or forced labour across our supply chain.

This Group-wide human right policy nurtures fair working conditions, equal opportunity, and respect for the cultural heritage of local communities. We conduct routine evaluations and risk assessments to detect human rights, forced labour, and child labour concerns.



SECURITY PERSONNEL TRAINED (%)

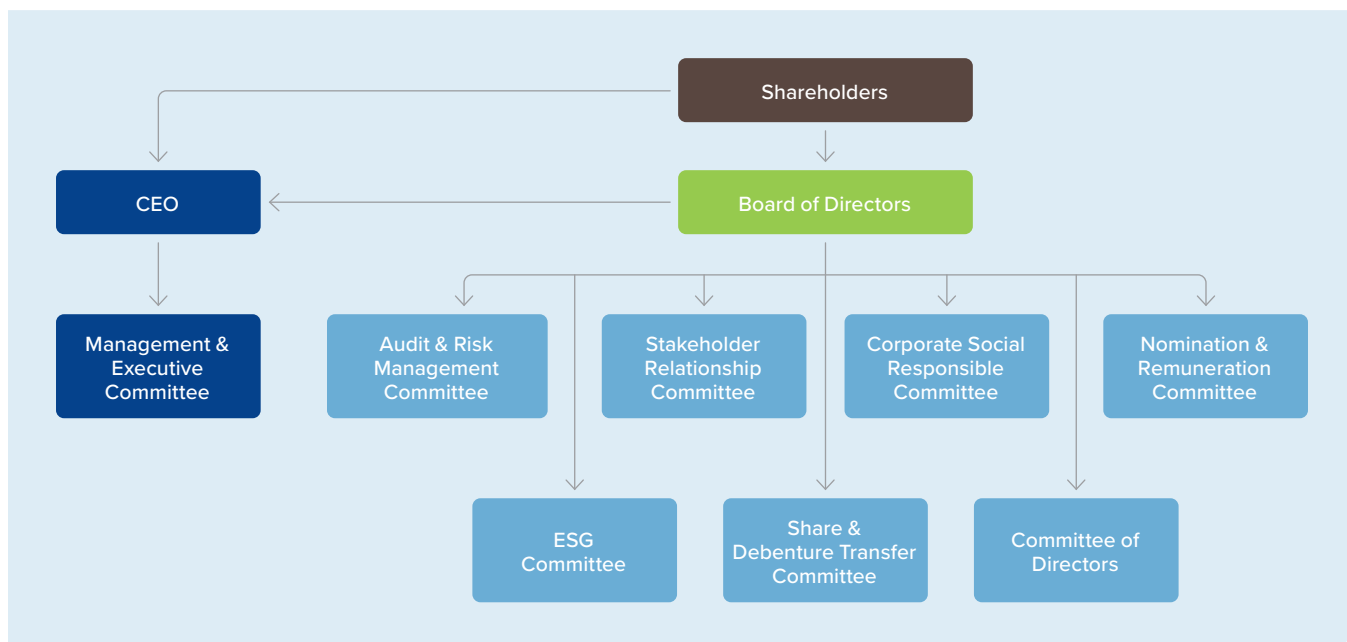


| To read more, refer to Cairn Oil & Gas SR (Page 113)



CORPORATE GOVERNANCE

Robust governance standards form the basis for effective leadership and long-term value creation, which are acknowledged and followed throughout the Group. We have a comprehensive set of policies and management systems in place to effectively analyse and manage risks, including growing threats from climate change.



ESG Committee

The ESG Committee, together with our Group Sustainability and ESG function, will be responsible for activating, mainstreaming, and monitoring initiatives under the ‘Transforming for Good’ agenda. We have also established dedicated forums for regular management oversight at all levels and ESG-themed communities at each BU and SBU to own projects and drive their timely implementation

BOARD DIVERSITY AND COMPOSITION

Age group	Number of Directors
Between 30-50 years	02
Above 50 years	06
Male	06
Female	02

To read more about our Board Profile, please refer to [Vedanta Limited FY 2021-22 Annual Integrated Report](#)

Business ethics

Our priority is to create a positive feedback culture in which workers feel comfortable expressing their concerns. Employees can report anomalies or discrepancies anonymously through our whistle-blower mechanism. It provides the complainant with immediate access to the Audit Committee’s Chairperson. Implementation and monitoring of our Code of Conduct and Business Ethics is overseen by the Management & Assurance Services (MAS) team. Our Company also adheres to UKBA and FCRA regulations.

Code of Business Conduct and Ethics (CBCE)

This Code necessitates a higher-than-required standard by commercial practice or applicable laws, rules, or regulations. Implementing CBCE is supported by policies and guidelines including Whistle blower policy, Insider Trading Prohibition Policy, Anti-trust Guidance notes and the Supplier code of conduct

To read more, refer to [Cairn Oil & Gas SR \(Page 114-117\)](#)