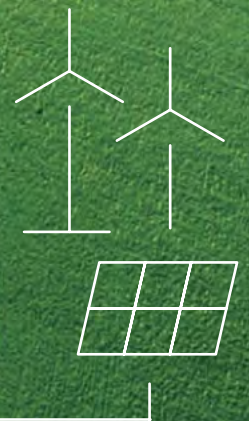
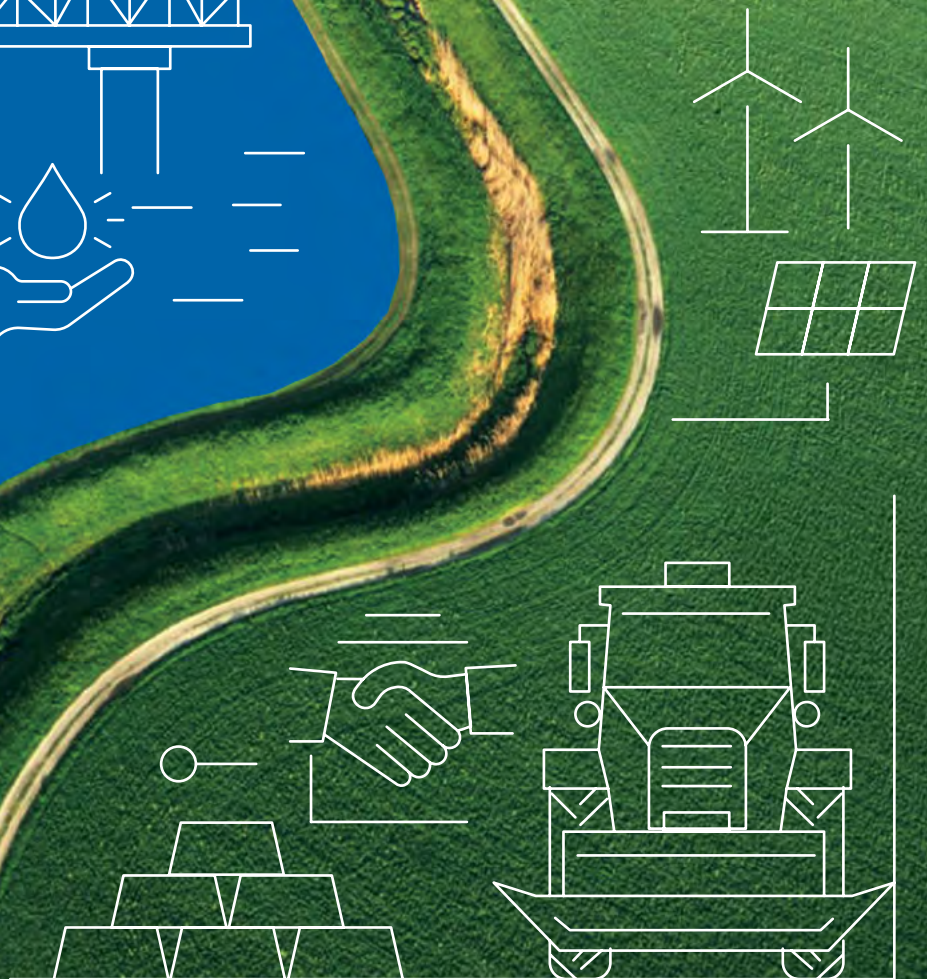




HINDUSTAN ZINC  
Zinc & Silver of India

# Redefining Responsibility. Reimagining Impact.



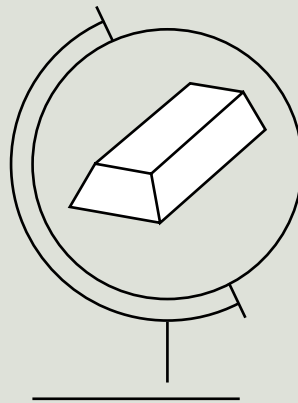
Sustainability Report FY 2024-25



# Redefining Responsibility. Reimagining Impact.

**HINDUSTAN ZINC IS  
A WORLD LEADER  
IN SUSTAINABILITY,  
RANKING #1 IN  
THE S&P GLOBAL  
CORPORATE  
SUSTAINABILITY  
ASSESSMENT 2024  
(METALS AND  
MINING SECTOR)  
FOR THE SECOND  
CONSECUTIVE  
YEAR.**

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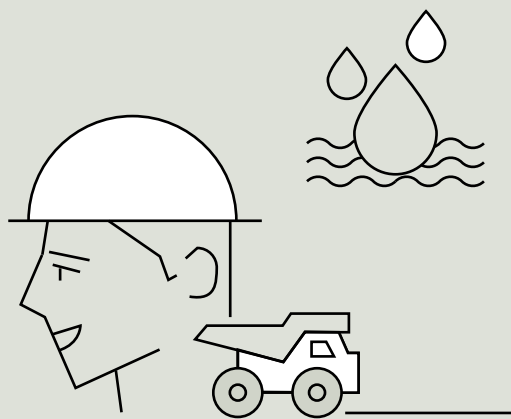


But leadership for us has never been about milestones. It is a mindset and a responsibility to push further consistently.

Today, as the world pivots to a low-carbon future and India assumes a pivotal role in this, our importance in enabling the energy transition is inevitable, given our portfolio of critical minerals. But what sets us apart is the balanced path we are choosing to pursue, because growth cannot come at the expense of the planet, people and communities.

## WE ARE REDEFINING RESPONSIBILITY

Starting 2025, our vision of sustainability takes a broader and bolder turn, as we proudly become the first Indian Company to join the International Council on Mining and Metals (ICMM). This milestone reaffirms our commitment to responsible mining and resource development, while also opening opportunities to collaborate with elite group of global mining leaders.



**This is our journey to champion the future of responsible and sustainable mining. One that regenerates ecosystems and respects communities, powers the global energy transition and sets a new benchmark for what sustainability truly means.**

## WE ARE REIMAGINING IMPACT

Sustainability 2.0 is our moment to lead from the front. On one hand, while we continue to advance our ambitious 2030 Sustainability Goals, on the other, we look beyond to integrating ICMM's principles across operations and committing to its 40 performance expectations.

Whether,

**through halving emissions and water usage or reversing biodiversity loss**



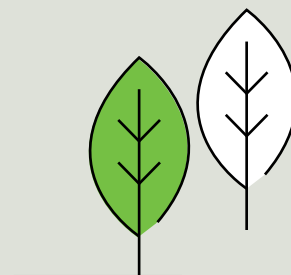
**ensuring near to zero waste to landfill from smelters or zero-harm operations**



**building resilient supply chains or positively impacting all stakeholders**



We are moving beyond just achieving goals to deliver **tangible, real-world impact.**





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# Approach to Sustainability Reporting

GRI: 2-1, 2-2, 2-3, 2-4, 2-5

This year marks the release of 10<sup>th</sup> Sustainability Report of Hindustan Zinc Limited (Hindustan Zinc). The Report offers comprehensive disclosures on our sustainability commitments, strategy, governance, and prospects. It illustrates how we manage our sustainability topics and communicates the progress we have made during the year.

This Report should be read in conjunction with Hindustan Zinc's reporting suite for FY 2024-25, to gain a holistic view of the Company's key non-financial aspects, best practices and broader impacts.

- [Integrated Report](#)
- [Climate Action Report](#)
- [Taskforce on Nature-related Financial Disclosures \(TNFD\) Report](#)
- [Tax Transparency Report](#)
- [Hindustan Zinc's Website](#)

## ABOUT THIS REPORT

We adopt an integrated reporting approach to provide a transparent and comprehensive view of both financial and non-financial aspects, covering our operations, strategies, and performance. This Report highlights our strong commitment to sustainability, detailing our ESG initiatives and performance.

## PURPOSE

Our reporting enhances transparency, accountability, and sustainability, providing clear communication to our stakeholders regarding our financial performance, strategic vision, and impact across sustainability and ESG dimensions.

This annual publication enhances comparability and completeness of the information, offering material insights into our sustainability performance (environmental and social indicators), material risks, and overall governance. This practice showcases our dedication to responsible and ethical business operations, highlights areas for improvement, and builds trust while fostering ongoing dialogue with our stakeholders.



## CONTENT ORIENTATION

Our Sustainability Report addresses the most significant environmental, social and governance (ESG) performance relevant to the metal and mining industry. The content of this Report aligns with the GRI principles, prioritises the sector-specific issues (GRI 14) and provides detailed information on our management strategies for these impacts.

## REPORTING SCOPE AND BOUNDARY

This Report is an annual disclosure covering the period from April 1, 2024, to March 31, 2025. It has been prepared in line with the GRI Standards, adhering to principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability.

The disclosures under this Report are made on a consolidated basis for the Group, comprising Hindustan Zinc Limited, its subsidiaries and joint venture. All these entities are considered for the purpose of financial consolidation of the Group. However, for the purpose of Sustainability Report, the non-operational/intermittent operational/new incorporated entities/sites have not been considered based on the management's assessment of materiality. Furthermore, our sustainability reporting employs the following methodology:

- The financial numbers used in some of the indicators of the sustainability report are extracted from the Integrated Annual Accounts FY 2024-25
- While the financial numbers for certain entities include intercompany consolidation adjustments, as per the applicable financial reporting framework (net figures), the non-financial data used in some of the indicators of the Sustainability Report are given without adjustments (gross figures). Further, some of the entities/sites are considered for the purpose of said consolidated financial numbers, which may have been excluded from the Sustainability Report's boundary

## REPORTING FRAMEWORKS, STANDARDS AND GUIDELINES

The content of the Report has been developed adhering to the Global Reporting Initiative (GRI) Standards, the Sector Standard GRI 14: Mining and Metals Sector 2023 and the Sustainability Accounting Standards Board (SASB). As a signatory to the United Nations Global Compact (UNGC), we align our disclosures with its principles, alongside those of the Federation of Indian Mineral Industries (FIMI). Safety indicators are reported in accordance with the ICMM Sustainable Development Framework. This Report underscores our commitment to the UN Sustainable Development Goals (SDGs) and initiatives such as the CEO Water Mandate and the UNGC Women Empowerment Principles, reflecting our dedication to global sustainability and empowerment.

## RESPONSIBILITY STATEMENT

Hindustan Zinc is dedicated to responsible business practices ethical operations focusing on sustainability, safety, and ethical conduct in all our operations. We prioritise the well-being of our employees, communities, and the environment. Through continuous innovation and adherence to the highest standards, we strive to build lasting value for our stakeholders and contribute significantly to shaping a sustainable future.

## FORWARD-LOOKING STATEMENT

The Report includes forward-looking statements based on the Company's current understanding and historical performance. Such statements can be recognised by words like "beliefs", "estimates", "anticipates", "expects", "intends", "may", "will", "plans" and "outlook", as well as other words with similar meanings. These forward-looking statements contain known and unknown risks, uncertainties, and other factors that could affect the results differently from anticipated ones. Though the Company bases its present projections on reasonable assumptions, it makes no guarantees about the accuracy or precision of the forward-looking statements.

## EXTERNAL ASSURANCE

S. R. Batliboi & Co. LLP has conducted an external assurance of the information presented here through a 'limited assurance engagement', following the Assurance Standard ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'. Their assurance statement, including a "declaration of independence", ensures their impartial assessment of the Company's environmental and social practices and KPIs.

## RESTATEMENT OF INFORMATION

To ensure consistency and coherence, this Report includes restated information on water-related key performance indicators from the previous reporting period. Detailed reasons for restatement and specific changes are provided in the annexures.



### FEEDBACK

Any feedback and questions about our report and performance are welcomed at:

[Sustainability.Hzl@vedanta.co.in](mailto:Sustainability.Hzl@vedanta.co.in)

# Setting the Tone

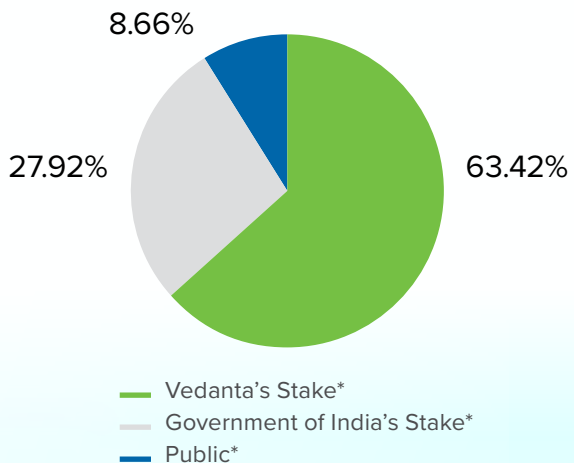
## Glimpse of Hindustan Zinc's Business

GRI: 2-1, 2-2, 2-3, 2-4, 2-5, 2-6

### About Us

Incorporated in 1966, Hindustan Zinc is India's largest and only integrated producer of zinc, lead and silver. We are the world's largest integrated zinc producer and one of the top 5 silver producers globally. The Company is headquartered in Udaipur, Rajasthan, with mining & smelting facilities located strategically across the state. We are relentlessly working to not only secure critical resources but also to drive sustainable development and economic growth for India and the world through our world-class portfolio of essential metals.

### OWNERSHIP STRUCTURE



The Company is publicly listed on the Bombay Stock Exchange Limited (BSE) and the National Stock Exchange (India) Limited.

\*As on March 31, 2025

**25,531**

Total workforce

**INR 34,083 crore**

Revenue

**827 kt**

Zinc Production Volume

**225 kt**

Lead Production Volume

**687 MT**

Silver Production Volume



Read more on page 2 of the Integrated Annual Report 2024-25

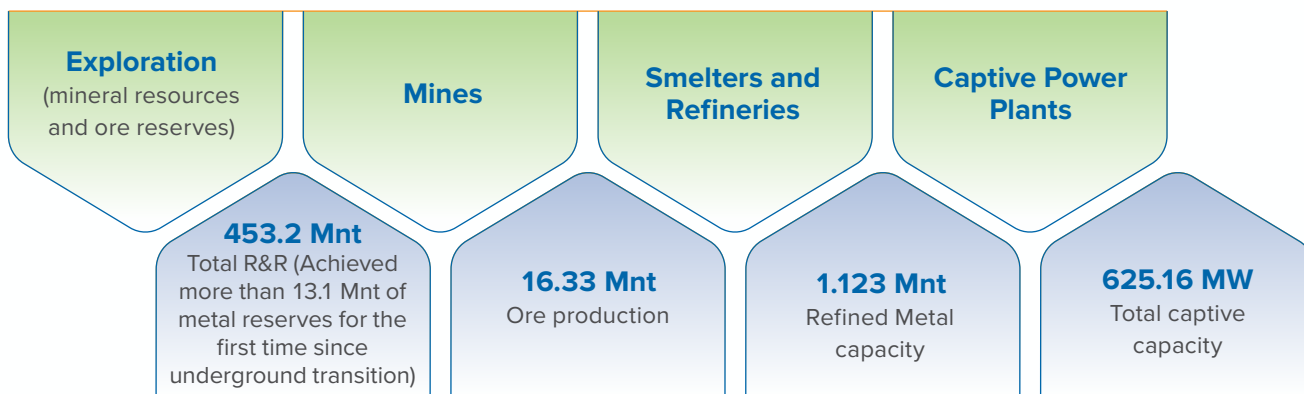




## Our Operational Portfolio and Footprint

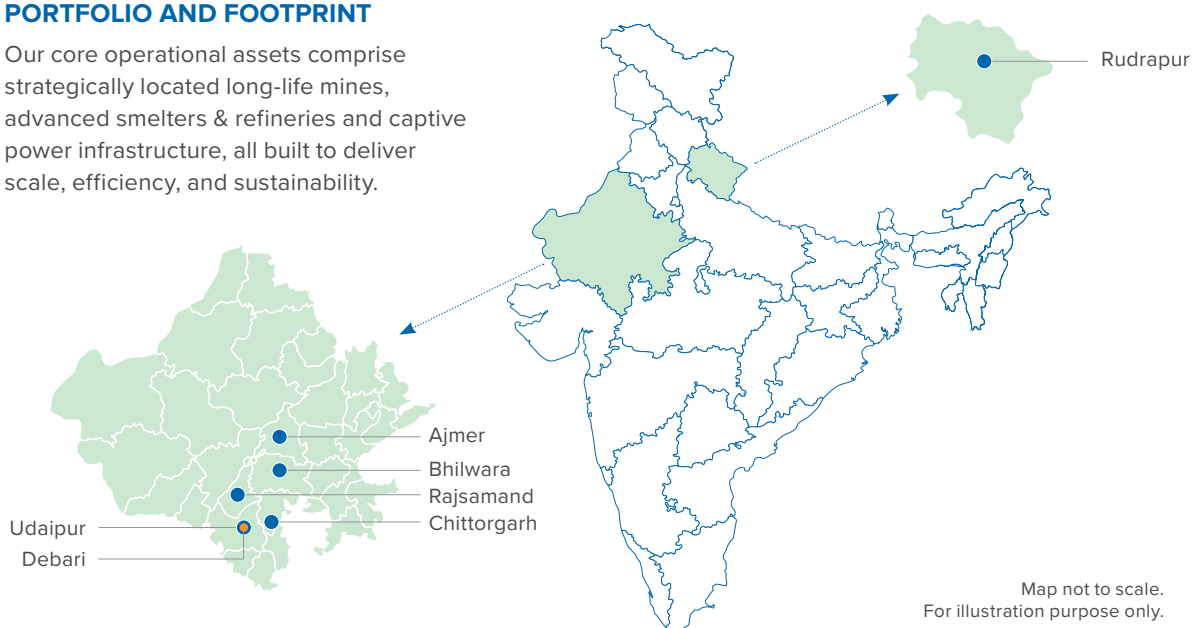
### INTEGRATED OPERATIONS

From mining to marketing, our seamless integration of operations across the value chain enables scalability and production of high-quality products critical to enhancing quality of lives worldwide.



### OUR OPERATIONAL PORTFOLIO AND FOOTPRINT

Our core operational assets comprise strategically located long-life mines, advanced smelters & refineries and captive power infrastructure, all built to deliver scale, efficiency, and sustainability.



#### Mining Assets

Rampura Agucha Mine	Bhilwara, Rajasthan
Sindesar Khurd Mine	Rajsamand, Rajasthan
Rajpura Dariba Mine	Rajsamand, Rajasthan
Bamnia Kalan Mine	Rajsamand, Rajasthan
Kayad Mine	Ajmer, Rajasthan
Zawar Mines	Udaipur, Rajasthan

#### Smelter, Refinery and Power Assets

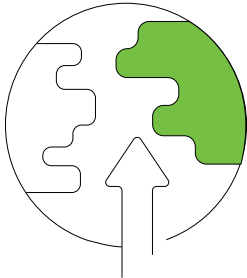
Chanderiya Lead-Zinc Smelter	Chittorgarh, Rajasthan
Dariba Smelting Complex	Rajsamand, Rajasthan
Debari Zinc Smelter	Debari, Rajasthan
Pantnagar Metal Plant	Rudrapur, Uttarakhand

[Read more on page 36 of the Integrated Annual Report 2024-25](#)



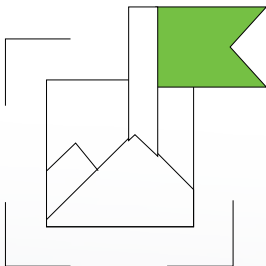
## Integrated Value Creation

**...Rooted in Clear Vision and Mission**



### Our Vision

Be the world's largest and most admired Zinc-Lead & Silver Company



### Our Mission

- Enhance stakeholder value through exploration, innovation, operational excellence, safety and sustainability
- Be a globally lowest cost producer
- Maintain market leadership and customer delight







## **...Supported by Deep Values**

Our values are the compass guiding every action and defining our character.



**Entrepreneurship**



**Trust**



**Integrity**



**Care**



**Excellence**



**Innovation**




**Respect**

## **...Propelled by Clear Sustainability Vision**

Our Sustainability actions are driven by:

ZERO HARM,  
ZERO WASTE,  
ZERO DISCHARGE

Sustainability  
Goals 2030

 [Read more about our sustainability goals on pages 8-9 of this Report](#)



## SUSTAINABILITY GOALS 2030

We believe true responsibility goes beyond the operations. With our ambitious 2030 goals, we are not only redefining our responsibility in shaping a better world, but we are also reimagining our impact to create a more sustainable planet and an equitable future.



### Climate Change & Decarbonisation



Accelerate mitigation and adaptation measures to achieve:

- **50% reduction** in Scope 1 and Scope 2 emissions
- **25% reduction** in Scope 3 emissions
- Achieve **Net Zero emissions by 2050 or earlier**



### Circular Economy & Material Stewardship



- Aiming to achieve **near to Zero waste to landfill** by diverting all smelting process waste away from landfill through **reuse, recycling and recovery**



### Water Stewardship



- Achieve **50% reduction in freshwater consumption** in operations, thereby contributing to increased freshwater availability for communities within the shared watershed
- **Secure 100% low-quality water** for smelting operations
- **Engage with supply chain partners** to assess and manage water footprint in water-stressed area



### Biodiversity Conservation



- **Halting and reversing biodiversity loss**, through measurable gains in the health, abundance, diversity and resilience of species, ecosystems, and natural processes
- Plan and strive to achieve **no net loss of biodiversity at all mine sites** by closure through application of mitigation hierarchy







## Responsible Sourcing



- **100% active supplier evaluation** on ESG & Risk Management
- Achieve **25% of total procurement spend from local business partners** (includes contracting & sub-contracting spend) from base year 2025
- Transition to **greener fuels for advancing Scope 3 emission reduction**



## Social Impact



- Implement management plans basis **Social & Human Rights Impact Assessments**
- **Impact 0.5 million lives directly** through economic enhancement & improving the quality of life
- **30,000 individuals to be made employable** through skilling and entrepreneurial opportunities



## Zero Harm



- Contribute to reach **Zero Fatality and 100% elimination** of high consequence work-related injuries



## Diversity in Workforce



- Increase **gender diversity to 30%** with a strong focus on decision-making roles, to foster an inclusive and diverse workplace



[Read more about our sustainability goals and long-term strategy](#)

Note: Baseline for all Sustainability Goals 2030 is FY 2019-20

# Sustainability Overview

## KEY HIGHLIGHTS FY 2024-25



## Environment

**Asia's 1<sup>st</sup> low carbon Green Zinc "EcoZen" launched**  
75% lower carbon footprint versus the industry average

**New 4,000 KLD water treatment plant** commissioned at Rampura Agucha Mine

**Achieved 3.32x water positive** status

**Rajpura Dariba achieves Scope-1 Water Positive certification** aligned with the NITI Aayog's framework

**Signed power delivery agreement (PDA III) with Serentica**, increasing RE capacity to 530 MW to meet 70% of our power needs by FY2028. The first flow of power began in May 2024, raising renewable energy utilisation to 13%

**Memorandum of Understanding (MoU) with VEXL Environ Projects** for pilot plant to recover saleable products from smelter waste

**First company to publish an IFRS S2-aligned Climate Action Report** in India's metals and mining sector

**Launched our first-ever TNFD (Taskforce on Nature-related Financial Disclosures) report** in June 2024



## Social

**INR 273.45 crore** in CSR Spend

**2.3 million** CSR beneficiaries across 2,362 villages

**55% Reduction** in total recordable injury frequency rate (TRIFR) from FY 2019-20 base year

**25% Women executives**, exceeding global industry benchmarks

**23 LGBTQA+ individuals** integrated into the workforce

**Trained India's 2<sup>nd</sup> All Women Underground Mine Rescue Team**, building up on the success of the first

**India's 1<sup>st</sup> All Women Surface Rescue Team** of 30 members trained and established

**Recognised as an Employees' Choice Workplace** at the W.E. Matter Global Employees' Choice Awards 2024

**23,810 person-days of skill upgradation** training provided to executives



## Governance

**95% critical suppliers assessed** on ESG risks by third-party

**Enhanced our Code of Conduct** to maintain relevance with challenges and regulatory standards

**Zero complaints** relating to child labour, forced labour and involuntary labour

**Zero instances** of breach of information security and data privacy for clients, customers and employees



## Economic

**INR 34,083 crore** revenue

↑ **18% from last year**

**Among top 10 wealth creators** in Nifty 200

**5.6% Dividend Yield** among India's highest dividend yield companies

**INR 18,963 crore** exchequer contribution

↑ **44% from last year**

**22%** share of Value-Added Products in overall portfolio of zinc

## First

Indian Company to join the International Council on Mining and Metals (ICMM)

## Rank #1

in S&P Global Corporate Sustainability Assessment (CSA) 2024 for the 2<sup>nd</sup> consecutive year in Metals and Mining sector





# Message from the Chairperson

---





## Dear Stakeholders,

I'm pleased to present Hindustan Zinc's 10<sup>th</sup> Sustainability Report for FY 2024–25. This significant milestone marks a decade rooted in transparency, responsibility, and positive impact.

In a time when climate risks, resource shift, and social equity demand urgent attention, sustainability isn't just an add-on, it is woven in every decision we make. Before ESG became a mainstream priority, we set bold sustainability goals and delivered.

For the second consecutive year, we have earned the recognition of being the world's most sustainable metals and mining company by the S&P Global Corporate Sustainability Assessment 2024. We continue to rank in the top 1% of the S&P Global Sustainability Yearbook. **Our membership into International Council of Mining and Metals (ICMM) in August 2025 marks a defining step in our sustainability journey, strengthening our resolve to lead globally in responsible mining.**

We are proud to be shaping Hindustan Zinc into a global energy transition metals company, one that will power clean technologies, green infrastructure, and responsible manufacturing for the world. Our commitment to net zero, circularity, and water stewardship continues to define how we operate, grow, and innovate.

This year, renewable energy (RE) accounted for 13% of our total energy mix, and we remain firmly on track to achieve 70% by FY2028. We have commissioned a water treatment plant at Rampura Agucha. With our Fumer plant operational at Chanderiya, we are scaling waste-to-wealth models that redefine responsible production. Today, we are proudly 3.32 times water positive; a standard we hope inspires the industry.

Behind these achievements lies the strength of people and purpose. Our business is powered by the commitment of our workforce and communities. Through the Vedanta Academy for Sustainability (VEDAS), we are instilling ESG thinking, digital capability, and innovation-led learning across our people and partners. From data-driven safety systems to AI-powered operational models, we are enabling smarter, faster, and more responsible decision-making every day.

It is with profound sadness that we acknowledge the loss of three of our business partners and one Hindustan Zinc employee in work-related incidents this year. Our hearts go out to their families and loved ones during this difficult time. Each life lost is a stark reminder of the responsibility we carry. In the wake of these tragedies, we conducted thorough root cause analysis and are committed to applying every learning with utmost sincerity. Strengthening our safety culture is not just a priority – it is a promise. Guided by our 'Zero Harm' vision, we continue to embed safety deeper into every layer of our operations, striving to create a workplace where everyone returns home safe, every single day.

Our workforce values diversity and empowerment. Women now represent 25% of our executive workforce. I'm particularly proud that we have formed India's first all-women underground mine rescue team, a testament to our commitment to redefining industry norms.

Our CSR programmes have positively touched the lives of over 2.3 million people, including more than 6.5 lakh women and children. Whether it's education, health, sanitation, or sport, we remain committed to ensuring that progress is inclusive and shared.

The next decade demands bold thinking, new technologies, faster adaptation, and strong collaboration. Through Vedanta Spark, we are joining forces with startups and innovators who are creating the next generation of solutions for sustainable mining and resource management. Together, we are shaping a model of mining that is minimally invasive, technologically advanced, environmentally intelligent, and socially progressive.

To all our stakeholders – thank you for your continued trust. Your faith in us gives meaning to this journey. As we look ahead, I believe Hindustan Zinc is ready not only to produce metals, but also to contribute to a future that is more responsible, regenerative, and inclusive.

Warm wishes,

**Priya Agarwal Hebbar**

Chairperson, Hindustan Zinc Limited





# CEO's Message

---





## Dear Stakeholders,

The choices we make today define the future we build together. In an era of unprecedented environmental and energy transition, Hindustan Zinc is committed to responsible sourcing, fostering resilience, and creating social value across economies, communities, and ecosystems.

For us, sustainability is not just a checkbox, it is our business imperative, our competitive advantage and our promise to every stakeholder who places their trust in us.

Our recognised leadership in Environmental, Social & Governance (ESG) as the world's most sustainable metals & mining company for the second consecutive year (S&P Global CSA 2024) and the first in our sector to publish a Climate Action Report aligned with IFRS S2, speaks of our ethical leadership and unwavering commitment to a responsible, inclusive transition.

In FY 2024-25, we exceeded our CO<sub>2</sub> reduction target, achieving 0.67 million tonnes CO<sub>2</sub>e reduction, and advanced towards our goal of 70% renewable energy by FY2028. Deployment of LNG trucks and battery-electric vehicles is helping us tackle Scope 3 emissions and move steadily towards net-zero by 2050.

**Joining ICMM in August 2025 reaffirms our global leadership in sustainability, driving responsible mining through emission reduction, circular economy, and low-carbon innovations.**

Resource stewardship remains central to our operations this year, new water treatment and dry tailing plants made us 3.32 times water positive, while pioneering fumer technology at Chanderiya has led to rise in waste reuse since FY 2019-20.

Our biodiversity initiatives, from rejuvenating the Baghdarrah Crocodile Conservation Reserve to restoring over

369 hectares with native species solidifies our no net loss by closure approach.

We deeply regret the loss of three business partners and one of our colleagues in work-related incidents during the year. We have drawn lessons from these tragedies and are acting with urgency to strengthen our safety practices. Upholding our 'Zero Harm' vision, we are embedding safety into every action and decision. Safety remains non-negotiable, with AI-driven systems and the expansion of our Suraksha Kavach programme contributing to a 54% reduction in TRIFR since our baseline year.

Through INR 273 crore in social impact investments, we touched over 2,300 villages, empowering farmers, skilling youth, strengthening self-help groups, and boosting local economies with 23% local procurement.

Innovation remains at the heart of our journey. EcoZen, our low-carbon zinc with a 75% lower footprint than the global average, will help customers reduce Scope 3 emissions. Our partnership with AESir Technologies, Inc. positions us at the cutting-edge of zinc-based battery storage solutions.

As we look ahead, one truth is clear: companies that lead the sustainability transition will shape not just markets, but societies. At Hindustan Zinc, we will continue to act decisively, inclusively, and relentlessly, ensuring that progress is not only profitable, but regenerative.

Thank you for your trust, partnership, and belief in the future we are building together.

Best wishes,

**Arun Misra**

CEO & Whole Time Director  
Hindustan Zinc Limited

# Hindustan Zinc's Approach to Sustainability

## Sustainability 2.0: Way Forward in Our Journey

**GRI:** 2-11, 2-12, 2-13, 2-14, 2-19, 2-24, 2-16, 2-28

**ICMM:** 1, 2

**FIMI:** 1, 2

Hindustan Zinc has come a long way in its sustainability efforts. From pioneering low-carbon innovations to championing biodiversity and social development, we are laying a strong foundation for the future. Our ESG commitment, backed by a proven track record, demonstrates a real impact across environmental, social, and governance domains.

Having achieved significant milestones in our initial sustainability journey, we are now poised to embark on the next, more profound chapter – **Sustainability 2.0**. We are embedding perseverance, accountability, and global benchmarking into our core strategy. This evolution reflects a transformational shift toward purpose-led, inclusive, and future-ready operations.

### OUR VISION FOR SUSTAINABILITY 2.0: KEY PILLARS



#### ICMM Membership and Governance Transformation

- Aligned with ICMM Mining Principles, Performance Expectations, Position Statements and work towards full integration into our operational framework
- Enhanced governance to embed sustainability in strategic decision-making
- Enhanced accountability, risk management, and Board oversight



#### Social and Human Rights Leadership

- Development of a corporate-level human rights management approach
- Social and Human Rights Impact Assessments and Social and Human Rights Management Plan
- Position statement on Indigenous and Tribal Peoples



#### Sustainability Goals 2030

- Ambitious, globally benchmarked goals that go beyond 2025 targets
- Focus areas: Zero Harm, Zero Waste and Zero Discharge
- Redesigning our ESG Key Performance Indicators (KPIs) to reflect goals
- Robust performance monitoring and transparent disclosures



#### Operational Excellence and Risk Management

- Targeting 100% conformance with the Global Industry Standard on Tailings Management (GISTM)
- Revising security risk assessment frameworks in line with Voluntary Principles on Security and Human Rights (VPSHR)





### Strong Commitment to Health and Safety

- Stronger Leadership Commitment and Safety Culture
- Better Critical Risk Management System
- Prioritise psychological safety for employees and business partners, fostering a workplace culture where individuals feel safe, respected, and empowered to contribute meaningfully



### Transparency and Ethical Practices

- Advancing alignment with the Extractive Industries Transparency Initiative (EITI)
- Ensuring clear and consistent reporting of taxes, royalties, and government payments
- Strengthening trust and engagement with communities and governments



### Internal Capacity Building

- Our leaders, workforce, and partners will engage in structured capacity-building initiatives to instil ICMM-aligned thinking, systems, and behaviours at every level



### Product Responsibility and Market Leadership

- Pursuing Zinc Mark certification, demonstrating verified sustainability of our operations
- Reinforcing market credibility and enabling customers to make responsible sourcing decisions

**As we set our sights on becoming a 2 million tonne zinc company, our responsibility only grows. Sustainability 2.0 is not merely a strategy; it is our solemn pledge to redefine responsible mining, align with global expectations, and lead with integrity. Hindustan Zinc is determined to create lasting value for all stakeholders, while minimising our environmental footprint and maximising our positive societal impact.**



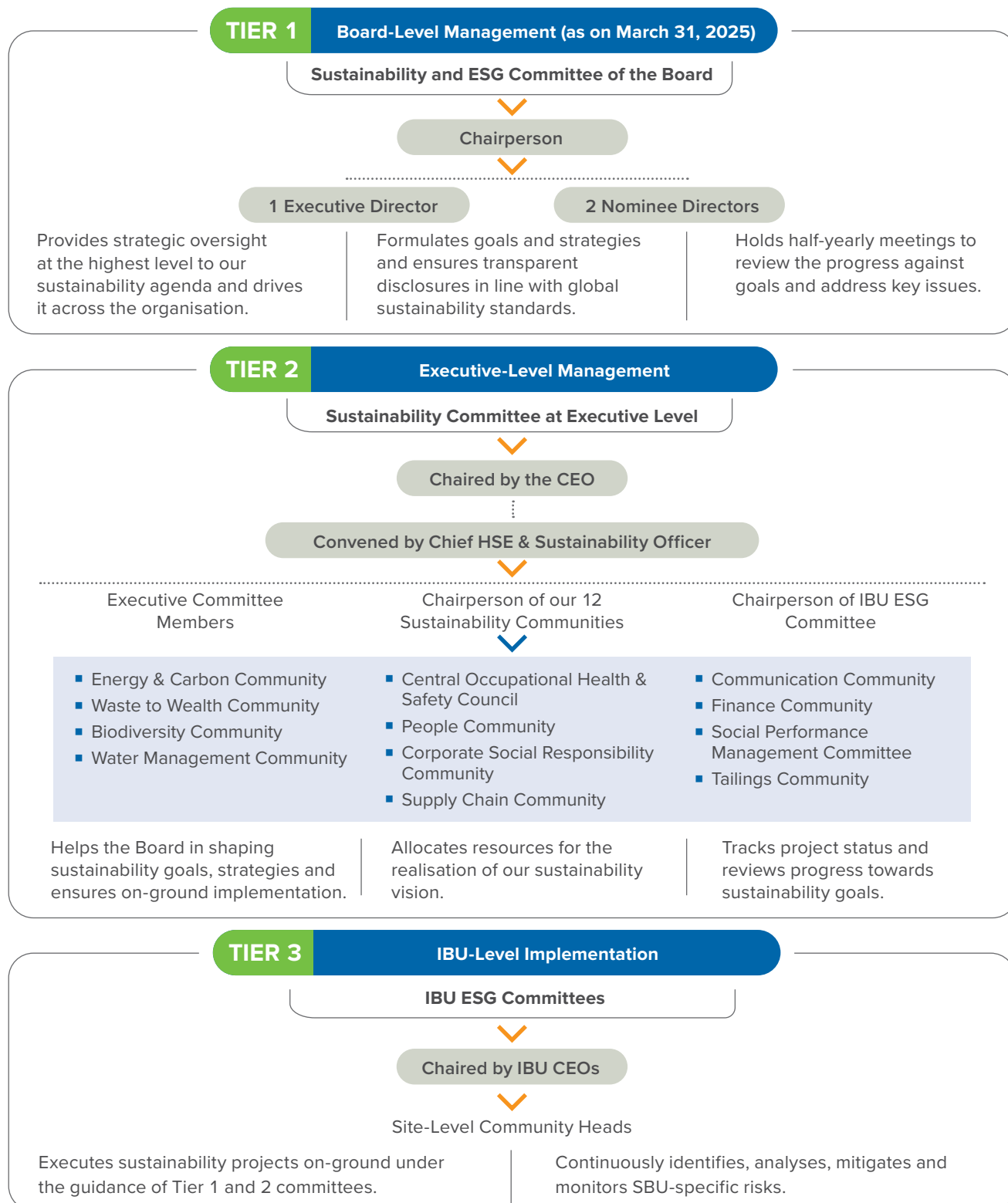


## ESG GOVERNANCE AND ACCOUNTABILITY

We have clearly defined our sustainability vision – **Zero Harm, Zero Waste, Zero Discharge**. Our approach to achieving this vision includes clear sustainability objectives and goals, well-defined metrics to monitor and measure progress, comprehensive policies and procedures to manage the material topics for Hindustan Zinc.

Our three-tier governance structure enables us to integrate sustainability into every aspect of our decision-making, from setting the vision at the top to driving its implementation on the ground.

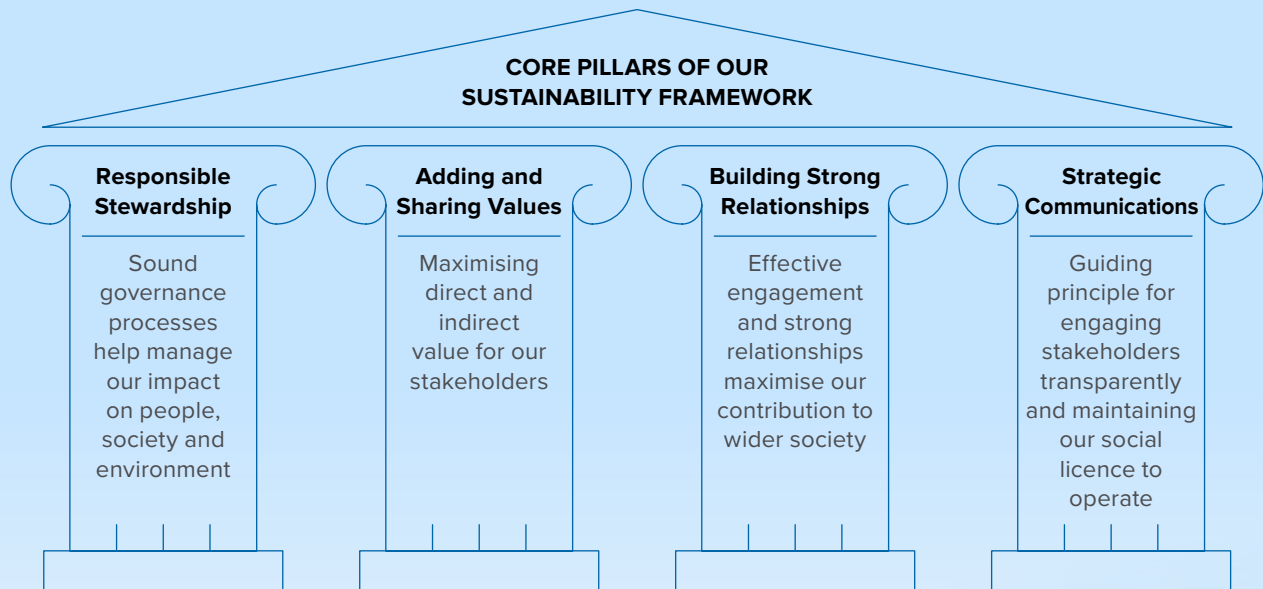
The Chief HSE & Sustainability Officer is responsible for driving Hindustan Zinc's sustainability initiatives and strategic interventions.



 [Read more about our Sustainability Governance Framework](#)

## HINDUSTAN ZINC'S SUSTAINABILITY FRAMEWORK

Our sustainability framework, adapted from our parent company Vedanta, is the force behind our sustainable and ethical development model. As a signatory to the United Nations Global Compact (UNGC), our sustainability framework is guided by its ten principles. The framework drives our commitment to sustainable mining, focusing on reducing our environmental footprint and enhancing our overall impact on the people and society.



### Supported By:

- Ten Principles of United Nations Global Compact (UNGC)
- Comprehensive Sustainability Policies
- Globally Recognised Technical and Management Standards
- Clear Objective and Targets
- Robust Compliance and Risk Management
- Effective Stakeholder Engagement

[Read more about our Sustainability Framework](#)





## ASSESSING OUR SUSTAINABILITY PERFORMANCE

The Sustainability Assurance Program, serves as a tool to assess the compliance of our business units against our Sustainability Framework. It is built on 13 ESG-focused pillars that align with the IFC (International Finance Corporation) and ICMM (International Council on Mining & Metals) guidelines. This framework helps us put our sustainability strategy into practice at an organisational level.





## SUSTAINABILITY-LINKED COMPENSATION

We have linked sustainability performance metrics directly to the compensation of our CEO, senior leadership and all employees. 10% of their annual performance bonus is linked to their ESG and sustainability scores (VSAP Scores) based on the annual sustainability assurance assessment for each site. Their long-term incentives are also linked to the Company's overall business and sustainability performance against the broader goals. This approach ensures accountability to drive tangible outcomes against our financial and non-financial goals.

### Performance Parameters (Short term)

Bucket	Performance Parameters	Employee Levels			Multiplier	
		M2 & Above	M3-M5	M6 & Below	APA Rating	Fatality
Organisation & Business Parameters	Volume, COP & Reserves Creation	60%	50%	40%	A-125%	Nil - 100%
	EBITDA, FCF				B-100%	1-90%
	Strategic/Regulatory Objectives				C-50%	2-80%
					D-0%	>2-75%
HSE Parameters	Safety (5%)	15%	15%	15%		
	Sustainability/VSAP (10%)					
People Metrics	MIP	5%	5%	5%		
	Talent Retention/ Development					
	Employee Engagement					
Individual Performance	APA Rating	20%	30%	40%		
<b>Total</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>		

### Long-Term Incentives with an ESG Focus

Our long-term incentive plan, the Employee Stock Option Scheme (ESOS), rewards employees based on pre-determined criteria that include ESG performance.

Business Category	Business Performance (40%)				Individual Performance	Management Discretion	Multiplier	
	Vol	COP	NSR	ESG/Carbon Footprint			APA Rating	Nil Fatality
Hindustan Zinc	60%	15%	10%	15%	40%	20%	Sustained 3 years excellent rating	110%

## ISO CERTIFICATIONS

All our operational units are covered under the Integrated Management Systems. These systems are certified with the globally recognised standards for excellence in environmental management, energy efficiency, safety protocols, social responsibility, cybersecurity, risk and compliance management.

**ISO 9001**  
Quality Management System

**ISO 45001**  
Occupational Health & Safety Management System

**ISO 37301**  
Compliance Management System

**ISO 14001**  
Environmental Management System

**ISO 27701**  
Privacy Management System

**ISO 27001**  
Information Security Management System

**ISO 50001**  
Energy Management System

**ISO 31000**  
Risk Management System

**ISO 22301**  
Business Continuity Management System & Disaster Recovery System

## KEY MEMBERSHIPS AND INDUSTRY ASSOCIATIONS

Our membership in key national and international trade and industry associations helps us collaborate to advocate for best practices and shape industry standards.



## Contributions & Other Spending (INR)

Particulars	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns/ organisations / candidates	400,000,000	250,000,000	0	0
Trade associations or tax-exempt groups	60,248,958.75	62,745,110	57,200,000	52,900,000
<b>Total contributions and other spending</b>	<b>460,248,959</b>	<b>312,745,110</b>	<b>57,200,000</b>	<b>52,900,000</b>

## Largest Contributions & Expenditures (INR)

Particulars	Corporate Position	Description of Position/Engagement	FY 2024-25
Memberships with industry associations, sector associations	Support	Support for various industry initiatives, collaboration and best practice sharing	60,248,958.75
Sponsorships for creating awareness towards sustainability, ESG, climate change, etc.	Support	Sponsorships are payments made for raising awareness on sustainability issues such as climate change, digitisation, waste management, human rights etc. with trade associations - CII, FICCI, FIMI, Federation of Mining Associations of Rajasthan, Indian Institute of Metals, Chamber of Commerce etc.	7,056,249.56

 [Read more about our Memberships and Associations](#)

# Double Materiality Assessment

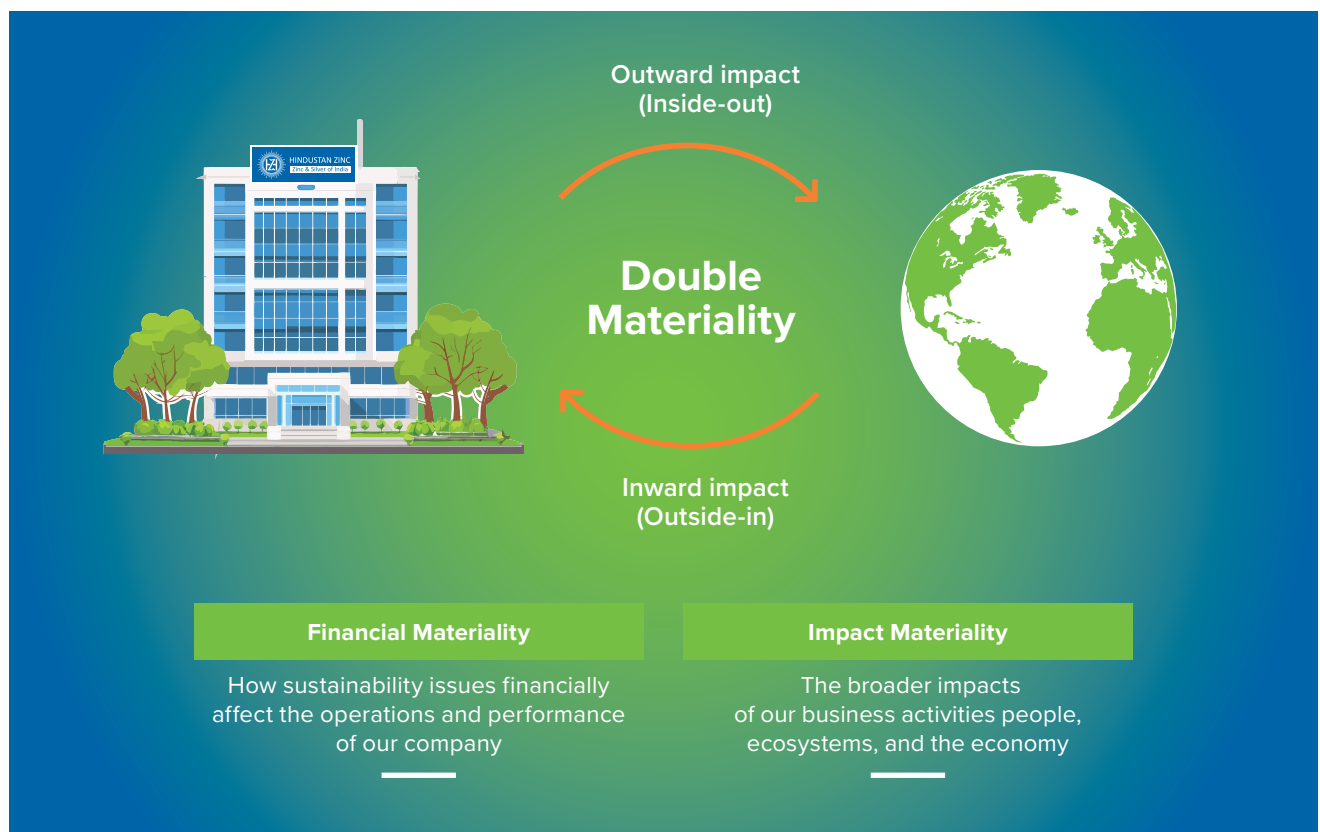
**GRI:** 2-12, 2-14, 2-25, 2-29, 3-1, 3-2, 3-3

**ICMM:** 1, 2, 10

**FIMI:** 1, 3, 10

## APPROACH TO MATERIALITY

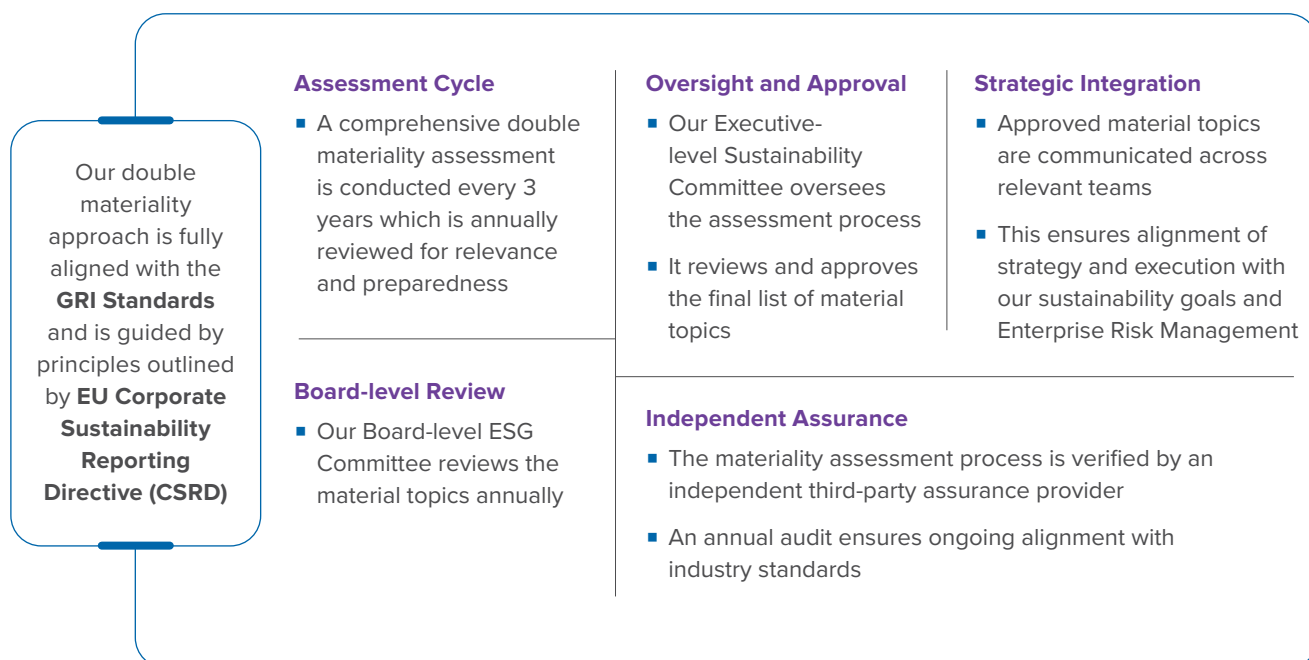
At Hindustan Zinc, creating long-term, sustainable value involves continuously engaging with the dynamic ESG landscape and aligning our strategy with emerging challenges and opportunities. In FY 2024-25, we conducted a double materiality assessment engaging with over 400 internal and external stakeholders. We systematically identified and evaluated the **impacts, risks, and opportunities** associated with each identified material topic. This dual framework approach enabled deep insight and accountability into financial and impact materiality.



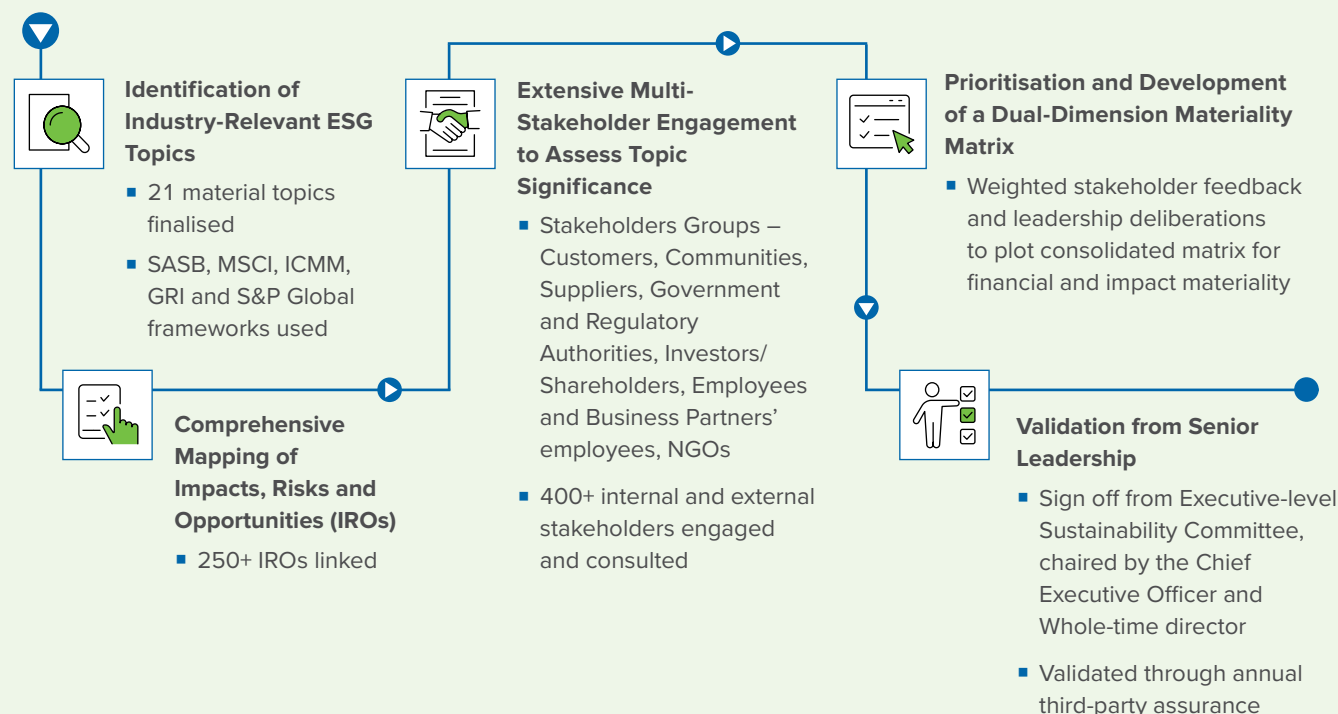
The findings from this year's assessment are instrumental in guiding our ESG strategy, informing risk management decisions, and ensuring transparency and relevance of our public disclosures. By staying closely connected to what matters most to our stakeholders, we strengthen our ability to create shared value and deliver resilient, responsible growth.



## MATERIALITY ASSESSMENT GOVERNANCE



## MATERIALITY ASSESSMENT PROCESS





## MATERIALITY RESULTS

### Materiality Matrix

The Double Materiality Assessment resulted in 21 material topics, each with its own risks and opportunities.



### Material Topics in FY 2024-25

Environmental	Social	Governance
<ol style="list-style-type: none"> <li>1. Air Emissions &amp; Quality</li> <li>2. Tailings Management</li> <li>3. Water Resources Management</li> <li>4. Circularity and Waste Management</li> <li>5. Climate Change and Energy Transition</li> <li>6. Biodiversity and Ecosystems</li> </ol>	<ol style="list-style-type: none"> <li>7. Health, Safety and Well-Being</li> <li>8. Community Engagement and Development</li> <li>9. Diversity, Equal Opportunity and Inclusion</li> <li>10. Talent Attraction and Retention</li> <li>11. Labour Practices and Human Rights</li> <li>12. Learning and Development</li> <li>13. Sustainable and Inclusive Supply Chain</li> <li>14. Indigenous People and Cultural Heritage</li> <li>15. Land Acquisition, Rehabilitation and Closure</li> </ol>	<ol style="list-style-type: none"> <li>16. Business Ethics and Corporate Governance</li> <li>17. Innovation and Technology</li> <li>18. Responsible Advocacy</li> <li>19. Product Stewardship</li> <li>20. Data Privacy and Cybersecurity</li> <li>21. Macroeconomic and Geopolitical Impacts</li> </ol>

[Read more about our Approach to Double Materiality Assessment](#)

## INTEGRATING MATERIALITY INTO ERM FRAMEWORK



The ESG risks and opportunities identified through the Double Materiality are systematically integrated into our Enterprise Risk Management framework (ERM). This alignment strengthens our ERM by ensuring that sustainability considerations are embedded into our core risk governance processes.

- We have identified a strong correlation between our **principal risks** and the **high-priority material topics** emerging from the materiality assessment. Several “other risks” within the ERM framework also align with these key ESG topics, enhancing the depth and relevance of our risk landscape
- This integrated approach enables us to manage ESG risks in a **holistic and forward-looking** manner, contributing to long-term business resilience and sustainable value creation
- Climate **change and biodiversity** have been embedded as critical risk parameters in our ERM system, given their wide-ranging impact across regulatory, operational, financial, reputational, market access, and physical dimensions
- ESG factors, including those related to climate and biodiversity, are now embedded into our **business planning and decision-making processes**. All major projects are evaluated for potential ESG impacts from the outset, with appropriate mitigation strategies incorporated into project design
- Our ESG risk management framework is designed to capture the **interconnected and cross-cutting nature** of sustainability issues, enabling us to move beyond siloed risk management and adopt an integrated approach to both risks and opportunities



[Read more about ESG Risk Management on page 73 of the Integrated Annual Report 2024-25](#)

## TOP MATERIAL ISSUES FOR ENTERPRISE VALUE CREATION

Material Issue: Water Management	
<b>Business Impact</b>	: Cost
<b>Strategic Priority</b>	: S5 - Progressing towards a sustainable future
<b>Targets and Progress</b>	<p><b>Targets 2025</b></p> <ul style="list-style-type: none"> <li>■ 5x water positive</li> <li>■ 25% reduction in freshwater consumption</li> </ul> <p><b>Targets 2030</b></p> <ul style="list-style-type: none"> <li>■ Achieve 50% reduction in freshwater consumption in operations, thereby contributing to increased freshwater availability for communities within the shared watershed</li> <li>■ Secure 100% low-quality water for smelting operations</li> <li>■ Engage with supply chain partners to assess and manage water footprint in water-stressed areas</li> </ul> <p><b>Note:</b> Baseline for the above goals in 2020</p> <p><b>Progress in FY 2024-25</b></p> <ul style="list-style-type: none"> <li>■ 3.32x water positive</li> <li>■ 6% reduction in freshwater consumption from base year 2020</li> </ul> <p> <a href="#">Read more on page 89 of SR</a></p>
<b>SDGs Impacted</b>	: 



## Business Case and Impact

Water is critical for our mining and smelting operations. It supports a range of critical processes including drilling, beneficiation, refining, dust suppression, sanitation, and cooling. As a core input, any disruption in its availability can significantly impact operational continuity, employee productivity, and lead to increased operational and maintenance costs.

Our Chanderiya Lead Zinc Smelter, identified by the WRI Aqueduct tool as highly vulnerable to drought, faces significant risks. Drought conditions in Rajasthan compel us to reduce water withdrawal from routine water sources, prompting us to secure alternative water sources. This not only strained our resources but also led to a decline in revenue during the lean period.

Proactive implementation of water management strategies to address climate-related risks and water stress, particularly at our Rajasthan sites identified by the WRI Aqueduct Tool, is key to ensuring long-term resilience.

## Business Strategies

We strategically reduce our water consumption and increase reuse across our value chain. Our multifaceted approach to maintaining high downstream water quality and promoting responsible water use, includes:

- Enhancing efficiency through innovative, less water-intensive technologies
- Implementing Effluent Treatment Plants (ETP) and Zero Liquid Discharge (ZLD) systems across all operational

sites to maximise water recycling and achieve zero discharge. For instance, our 4,000 KLD Water Treatment Plant at Agucha Mines commissioned in FY 2024-25, significantly reduces freshwater dependence and advances our zero-discharge vision

- Exploring alternative water sources, including the use of treated municipal wastewater
- Installing dry tailings plants to minimise water usage in tailings management; we commissioned our second dry tailings plant at Dariba location in this year
- Promoting rainwater harvesting to supplement water supply
- Conducting comprehensive water risk assessments using the WRI Aqueduct Water Risk Atlas, Water Risk Monetiser, WWF Water Risk Filter, and other leading methodologies to continuously advance our water stewardship

## Executive Compensation

Hindustan Zinc has established a structured compensation framework that aligns individual performances and rewards with corporate sustainability objectives to inculcate a culture of accountability driving long-term value creation.

## ESG Component in Annual Performance Bonus

- 15% of the annual performance bonus is tied to ESG metrics in priority areas such as health, safety, water management, and climate change
- ESG-linked incentive applies to all organisational levels, including the CEO and executive committee members

### Material Issue: Health and Safety

**Business Impact** : Risk

**Strategic Priority** : S1 - Maintaining a portfolio of mines with long life  
S2 - Expansion of capacities  
S3 - Strengthening cost leadership  
S5 - Progressing towards a sustainable future

**Targets and Progress** : **Targets 2025**

- Zero fatalities
- 50% reduction in total recordable injury frequency rate (TRIFR)

#### Targets 2030

- Contribute to reach Zero Fatality and 100% elimination of high consequence work-related injuries

**Note:** Baseline for the above goals is 2020

#### Progress in FY 2024-25

- 4 Fatalities (including 1 at our subsidiary, Vedanta Zinc Football & Sports Foundation)
- 55% reduction in TRIFR from base year 2020

 [Read more on page 67 of SR](#)

**SDGs Impacted** :





## Business Case and Impact

The mining industry operates in a complex and high-risk environment where health and safety incidents can result in severe human and financial consequences. Weak safety controls, inadequate safety practices or failure to prioritise health and safety can have the following impacts on the Company:

- Jeopardise employee well-being and increase the likelihood of accidents and health issues causing worker's downtime, reducing operational efficiency and disrupting critical business activities
- Severely damage the Company's reputation and undermine stakeholder confidence
- Expose the Company to significant financial liabilities, including increased litigation costs

Such lapses can adversely affect workforce availability and morale, ultimately threatening the long-term sustainability of our operations. It is vital to deeply embed strong health and safety measures into the core operations to effectively mitigate these impacts.

## Business Strategies

Acknowledging the inherent risks to both our workforce and the environment involved in the mining and smelting operations, we have implemented a comprehensive health and safety programme to proactively prevent and mitigate them. Our health and safety enhancement approach includes:

- Identifying, assessing, controlling, and eliminating workplace hazards, such as man-machine interactions, molten metal handling, and underground fires
- Implementing critical risk management measures to ensure all key controls are actively monitored and effective on-site

- Ensuring all operational sites are certified under the ISO 45001:2018 (Occupational Health and Safety Management System)
- Providing structured skill development and competency enhancement programmes for employees and business partners
- Advancing automation and mechanisation to eliminate high-risk manual tasks
- Conducting exposure monitoring to enable timely and effective risk controls
- Partnering with a globally recognised industrial hygiene firm to develop a sustainable programme that identifies, evaluates, and controls occupational health hazards and exposures

## Executive Compensation

- The CEO's annual bonus is weighted: 60% based on the Hindustan Zinc scorecard and 40% on the Group scorecard
- Any fatality within Hindustan Zinc acts as a negative multiplier, reducing bonuses for all employees linked to the affected entity
- Compensation is determined by VSAP scores and business performance: VSAP scores (10% weightage) and safety (5% weightage)
- Performance-based payouts are further reduced by 10%, 20%, and 25% for one, two, or more than two fatalities, respectively
- Production and sales incentives are withheld for units experiencing fatalities
- Responsibility matrix underpins consequence management, which may include penalties such as loss of recent promotions, salary increments, or withholding performance pay

## Material Issue: Talent Attraction & Retention

**Business Impact** : Risk

**Strategic Priority** : S1 - Maintaining a portfolio of mines with long life  
 S2 - Expansion of capacities  
 S3 - Strengthening cost leadership  
 S5 - Progressing towards a sustainable future

**Targets and Progress** : **Targets for 2025**  
 ■ Achieve 30% workforce diversity

### Targets for 2030

- Increase gender diversity by 30% with a strong focus on decision-making roles foster an inclusive and diverse workplace

**Note:** Baseline for the above goal in 2020

### Progress in FY 2024-25

- Gender diversity among executive employees enhanced from 14.4% in FY 2019-20 to 25.5% in FY 2024-25

 [Read more on page 51 of SR](#)

**SDGs Impacted** :





## Business Case and Impact

At Hindustan Zinc, our people are our most valuable asset. Cultivating a safe, diverse, and engaging work environment is crucial for attracting top talent and solidifying our reputation as an employer of choice. Leveraging industry-leading talent management practices not only enhance our employee performance but also strengthen our employer brand.

We view workforce diversity, including women, LGBTQ+ individuals, and persons with special abilities, not merely as an inclusivity measure, but as a strategic advantage. Diverse perspectives drive better decisions, innovation, and productivity. Retaining specialised talent in mining, smelting, and refining is critical to our business goals. We are committed to equal employment opportunities and a workplace free from any form of discrimination.

## Business Strategies

We attract, develop, and retain the best professionals through a comprehensive employee engagement framework based on industry-leading talent management practices. Our workforce management model focuses on investing in our people, fostering a diverse and inclusive culture, and enhancing talent through targeted development initiatives:

### Promoting Young Talent

- High-potential employees are identified and prepared for key roles through leadership development platforms such as Chairman Workshops and CEO Connect sessions

### Capability Building

- Employees at all levels have access to our robust learning platform for integrated training in safety, technical skills, business acumen, and leadership through online courses, classroom sessions, virtual labs, and assessments
- Executive coaching is provided in partnership with universities and industry experts, to build a skilled, knowledgeable, and safe workforce driving business excellence

## Driving Diversity

We actively promote diversity and inclusion as a core aspect of our workforce strategy, leveraging employees' collective experience and skillset to fuel innovation and success. Our key initiatives include:

- Adopted a well-articulated [D&I](#) and [LGBTQ+](#) policy
- Monthly "No Questions Asked" work-from-home day for women executives
- Gender reaffirmation leave policy offering financial and medical support up to ₹ 2 lakhs
- Organisation-wide "Zinclusion" diversity programme, celebrating and embracing LGBTQ+, differently-abled individuals, and diverse ethnicities
- Awareness and sensitisation programmes for all employees

## Executive Compensation

- Every employee's bonus, from the CEO to executive committee members, is based on a thorough assessment of Organisational Parameters, HSE factors (including VSAP and Safety scores), People Metrics, and individual performance
- People Metrics holds a 5% weight in the overall evaluation, encompassing critical elements such as Management in Place (MIP), Talent Retention and Development, and Employee Engagement

### \*Conditional Long-Term Incentive Plan (LTIP) As Part of Our Executive Compensation

We offer LTIP to our CEO and other executives, which is based on the 3-year business and individual performance against predetermined criteria. The business performance evaluation metrics include volume, cost, net sales realisation, EBITDA, free cash flows, ESG including safety performance, water management & carbon footprint.

\*Applicable to all 3 top material issues.

## TOP MATERIAL ISSUES IMPACTING EXTERNAL STAKEHOLDERS

### Material Issue: Water Management

<b>Cause of Impact</b>	Operations
<b>Impact Area</b>	Environment/Society
<b>Type of Impact (Positive / Negative / Both)</b>	Negative
<b>Topic Relevance</b>	<p>In Rajasthan's water-stressed environment, efficient water usage is crucial. We prioritise it to protect community access to clean water, ensure regulatory compliance and meet customer expectations for reduced environmental impact.</p> <p>Despite all our facilities being in water-stressed areas, we enhance community water access through rainwater harvesting, direct supply of quality water, RO units, water ATMs and tankers across six locations in five districts.</p>
<b>Assessment Methodology</b>	Net Impact Ratio of freshwater consumption to communities
<b>Quantitative Impact</b>	<p><b>Output Metric</b></p> <p>Quantity of freshwater available for our communities.</p> <p><b>Impact Valuation</b></p> <ul style="list-style-type: none"> <li>■ 19.04 Mn m<sup>3</sup> freshwater withdrawn which is 4.67% lesser than FY 2019-20</li> <li>■ 8.73 Mn m<sup>3</sup> sewage treated water used which is 29% more than FY 2019-20</li> <li>■ 87 lakhs m<sup>3</sup> groundwater recharge potential through rainwater harvesting at Rampura Agucha Mine</li> </ul> <p><b>Impact Metric</b></p> <p>3.32x Water Positivity</p>

### Material Issue: Biodiversity & Ecosystems

<b>Cause of Impact</b>	Operations
<b>Impact Area</b>	Environment / Society
<b>Type of Impact (Positive / Negative / Both)</b>	Negative
<b>Topic Relevance</b>	<p>Hindustan Zinc recognises that healthy ecosystems and biodiversity provide essential services for communities and our operations. However, mining and exploration activities can negatively impact biodiversity through habitat loss and fragmentation of protected species' habitats.</p> <p>To mitigate these risks and maintain our social licence to operate, we have established a robust biodiversity policy and management standards. These actively conserve and protect biodiversity and natural ecosystems surrounding our operations, contributing to our overall sustainability goals.</p>
<b>Assessment Methodology</b>	Environmental value lost/gained and hectares of area disturbed
<b>Quantitative Impact</b>	<p><b>Output Metric</b></p> <p>Mine lease area covered under mining for Biodiversity &amp; Ecosystems</p> <p><b>Impact Valuation</b></p> <p>6,642 hectares: Total Mine Lease Area</p> <p><b>Impact Metric</b></p> <p>1,929.9 hectares: Mine Lease Area Disturbed; Restored Area: 1,105 hectare</p>





# Foundation for Strong and Responsible Operations

## Governance - Business Ethics

**GRI:** 2-23, 2-24, 2-25, 2-26, 2-27, 205-1, 205-2, 205-3, 415-1, 418-1, 14.22.2, 14.22.3, 14.22.4, 14.24.1, 14.24.2

**ICMM:** 1, 2

**UNGC:** 1, 2, 3, 4, 5, 6, 10

**FIMI:** 1, 2, 10

**SASB:** EM-MM-510a.1

At Hindustan Zinc, ethical conduct and transparency are the foundation of our business. We value the immense trust our stakeholders place in us and strive to exceed their expectations through high standards of ethics and integrity. Our commitment is advanced through a robust framework of policies, standards and compliance controls, consistently applied across the entire operations.

### GOVERNANCE HIGHLIGHTS 2025

#### No fines

were paid related to corruption & bribery cases in FY 2024-25

#### Code of Conduct

has been strengthened to cover the evolving areas including facilitating payments, gifts and interactions with business partners.

#### Management Approach: Code of Conduct

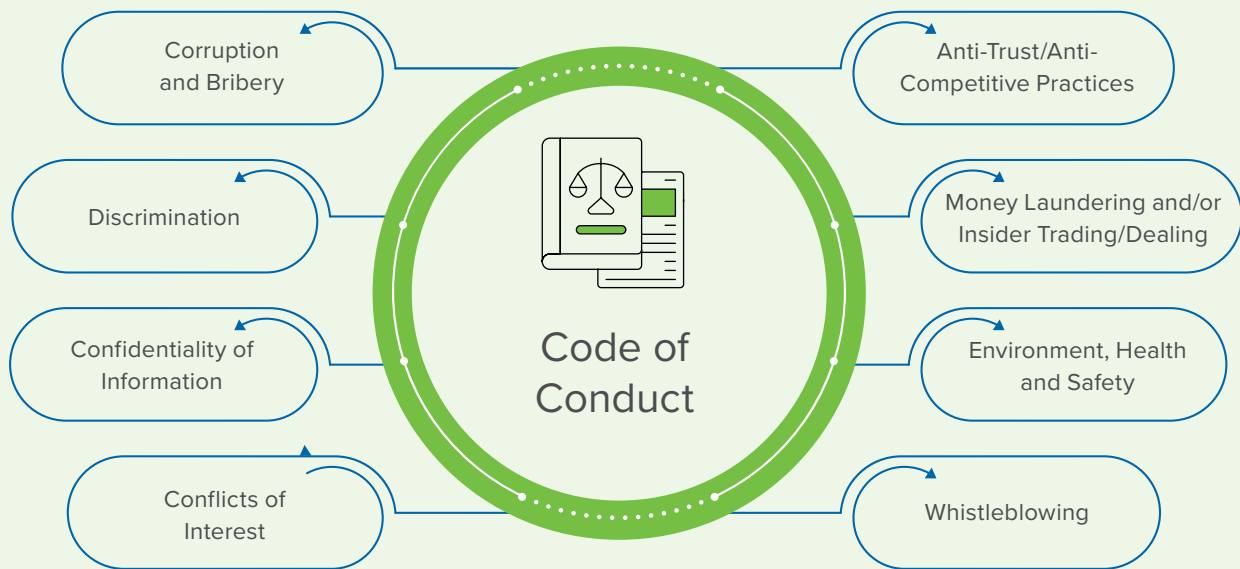
Responsible business practices are the cornerstone of long-term success. At Hindustan Zinc, our commitment to ethical conduct and transparency is guided by a comprehensive '[Business Ethics and Code of Conduct](#)'. The framework meticulously guides our strategies and actions, empowering all employees at every level to act ethically and responsibly, even in the most complex business environments.

Our Code is designed to maintain the highest standards of governance. It fully complies with Regulation 26(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, and the Companies Act 2013. The Code applies to all directors, officers, employees, vendors, service providers, business partners, and subsidiaries, ensuring that ethical practices are upheld consistently across the organisation. These guidelines not only help us conduct

business ethically but also define a process for managing and investigating incidents.

By adhering to this code, we consistently meet or exceed the high ethical standards that all our stakeholders rightfully expect. When necessary, the Code forms an integral part of the Company's contracts.

**Our dedication extends beyond internal goals. We are committed to the belief that businesses play a crucial role in advancing sustainable and socially responsible change.**



As a proud signatory of the United Nations Global Compact (UNGC), we reaffirm our commitment to advancing its ten principles on human rights, labour, environment, and anti-corruption.



## Policies and Standards

Our deep-rooted commitment to ethical business operations is reflected in the comprehensive policies and international standards that guide our strategies and actions.

### Key Policies and Guidelines



### Guiding Standards

- The Company's Code of Conduct is aligned with international standards, including the UK Bribery Act 2010 and the UK Modern Slavery Act 2015
- Our Compliance Management System is certified under ISO 37301:2021

**The Company has 'zero tolerance' for dishonesty, bribery, corruption and unethical behaviour.**



## GOVERNANCE

Hindustan Zinc's governance strategy, ethical framework, and business practices are built on the tenets of integrity, transparency, and strict compliance. An Ethics Committee has been formally established to oversee and ensure adherence to our Code of Conduct. At each of our locations, the unit head acts as the ethics leader, championing initiatives that reinforce our commitment to integrity and compliance from the top down.

### DRIVING COMPLIANCE WITH THE CODE

To ensure that our Code of Conduct is effectively implemented and upheld, we reinforce it across all levels of the organisation and our value chain.

#### Employees and Leadership Compliance

- **Annual Reaffirmation at Top Level:** All Board Members and Senior Management digitally affirm their adherence to the Code annually. For FY 2024-25, they have reaffirmed their compliance with the Code of Conduct and a declaration to this effect signed by the CEO & Whole-time Director forms part of the Annual Report.



**The Certificate of Compliance can be viewed on page 309 of the Integrated Annual Report 2024-25**

- **Mandatory Training:** All employees must complete an annual e-learning module on the Code of Business Conduct, while the new hires receive mandatory training during onboarding.
- **Performance Evaluation:** Evaluation of compliance with the Company's Code of Conduct is an integral part of employee performance appraisal systems.

#### Supplier and Business Partner Compliance

- **Supplier Code of Conduct and Training:** All suppliers and business partners receive a thorough briefing on our Code of Conduct during the selection process through a dedicated supplier code of conduct and training module.
- **Contractual Requirement:** As a fundamental requirement, compliance with our Code is integrated into all contractual agreements with our suppliers.

#### Organisation-wide Compliance

- **Independent Assessment:** The effectiveness of our Compliance Management System (ISO 37301:2021 - certified) is validated through an independent third-party audit.



## POLITICAL CONTRIBUTION

Hindustan Zinc's Code of Conduct prohibits contributions of Company funds or assets to political parties, organisations, or individuals in public office or running for office, unless permitted by law and authorised by the Board of Directors. This year, the Company, with Board approval, donated INR 40 crore to a political party in India.

## CHARITABLE DONATIONS

Our [Corporate Social Responsibility \(CSR\) Policy](#) guides all our voluntary and affirmative actions to support economically weaker sections and communities where we operate. All CSR contributions and charitable contributions are managed in strict accordance with this policy and applicable laws, to prevent any risk of perceived bribery or corruption.

### DONATIONS MADE IN FY 2024-25

Beneficiary Entity	Amount (in INR crore)
Vedanta Zinc Football and Sports Foundation	11
Zinc India Foundation	17
Anil Agarwal Foundation Trust	50
<b>Total</b>	<b>78</b>

## BLOWING THE WHISTLE

We have established a robust Whistleblowing Mechanism under our [Whistleblower Policy](#) to empower our stakeholders, both internal and external stakeholders, including our vendors, customers, and business partners, to report violations. We provide training on how to use these reporting channels, as needed.

### Total Number of Reported Cases\*

S. No.	Categories	Instances in FY 2024-25	% Split
1	Employee Misconduct	0	0%
2	Corruption or Bribery	0	0%
3	Business Integrity Breach	0	0%
4	Conflicts of Interest	0	0%
5	Workplace Harassment and Discrimination	1	100%
6	Money Laundering or Insider Trading	0	0%
7	HSE Breach	0	0%
8	Data and Privacy Breach	0	0%
9	Customer Privacy Data	0	0%
10	Others	0	0%

\*All investigated and closed

 [Read more about our Corporate Governance on page 210 of the Integrated Annual Report 2024-25](#)

## Reporting Channels

- A dedicated hotline (18001030269), operated by an independent third-party
- An online reporting portal at <http://www.vedanta.ethicspoint.com>, for submission of complaints
- Both these channels are available for reporting in English or Hindi

## Investigation and Confidentiality

- Every reported violation is taken seriously and is duly investigated, maintaining confidentiality
- Our Whistleblower Policy upholds laws that prohibit retaliation against employees who report concerns in good faith
- Any acts of reprisal or retaliation against employees who seek assistance or file a report will result in strict disciplinary action, up to and including termination of employment

## Oversight and Responsibility

- This whistleblower mechanism falls under the direct responsibility of the Internal Audit and Risk Management Department

# NIL

Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/corruption

# Social Performance, Human Rights and Labour Relations

**GRI:** 2-23, 2-24, 2-25, 2-26, 2-30, 3-3, 405-2, 406-1, 407-1, 408-1, 409-1, 410-1, 14.11.1, 14.13.1, 14.13.2, 14.13.4, 14.17.1, 14.17.2, 14.18.1, 14.18.2, 14.19.1, 14.19.2, 14.20.1, 14.20.2, 14.21.1, 14.21.7, 14.25.1, 14.25.2, 14.25.3

**ICMM:** 1, 3, 4, 5, 9, 10

**UNGC:** 1, 2, 3, 4, 5, 6

**FIMI:** 3, 6, 9, 10

**SASB:** EM-MM-210a.3, EM-MM-310a.1

## HIGHLIGHTS FOR FY 2024-25

### 100%

Operations were assessed for human rights in last three years

### Zero

Significant risks found

We recognise our accountability for using the local resources in our operations and remain deeply committed to enhancing the trust of the communities where we operate. We maintain a consultative approach with the surrounding communities, assigning the highest priority to their interests and concerns. As part of our social strategy, we focus on upholding human rights and labour rights, creating shared value, cultivating mutually beneficial long-term relationships.

### Core Activity Areas

Ensuring regular community engagement for mutually beneficial outcomes

Establishing robust structures and measures to uphold human rights

Contributing towards socio-economic development of communities where we operate

Working diligently to minimise environmental and social impact on affected communities



## GOVERNANCE AND MANAGEMENT

We have established a layered governance structure to promote transparency and responsiveness across all levels of the organisation to drive:

Multi-stakeholder Engagement

Responsible Business Practices

Shared Value Creation for All Stakeholders

### Board Level

#### Two Committees led by the Independent Director

- Sustainability & ESG Committee
- CSR Committee

#### Key Responsibilities

- Oversee our sustainability and social responsibility initiatives
- Rigorously oversee ESG risk management
- Maintain our social licence to operate

### Corporate Level

- Executive Sustainability Committee led by the CEO of Hindustan Zinc

#### Key Responsibilities

- Ensures implementation of sustainability programmes
- Manages social risks throughout the entire lifecycle

#### Sub-Committees of Executive Sustainability Committee to Manage Social Risks at Site:

##### Central OH & Safety Council

- Develops and executes organisation's strategic roadmap
- Formulates and enforces safety systems, standards, rules and procedures to achieve "Zero Harm" goal

##### CSR Community

- Actively works towards our goal of positively impacting lives, aligning with national and international sustainable development agendas, including the UN Guiding Principles (UNGP) for Business and Human Rights, the UN Sustainable Development Goals, the National Guidelines on Responsible Business Conduct, and the various national priorities
- Conducted a need assessment to assess community needs and strengthening our social plans based on assessment findings

##### People Community

- Reviews and revises policies to promote equal opportunity, diversity and inclusivity in the workforce
- Develops the workforce for leadership roles
- Conducts internal engagement surveys and raises awareness
- Communicates with external stakeholders

##### Social Performance Management Committee (SPMCs)

- Comprises Chief Social Performance Officer, Functional Heads and Chairmen of site-level SPMCs
- Enhances our overall social performance management by focusing on socio-economic development and minimising negative impacts
- Consolidates and reviews the progress of Social Performance Steering Committees (SPSC) at each site

### Site Level

- Dedicated Committee to enhance social performance at each operational site
- Ensures prompt redressal of grievances

 [Read more about Social Performance Management Committee \(SPMC\) on page 75](#)



## Committees to Protect Employee Rights

### Joint Consultant Committee (JCC)

- Apex body at the unit level, with equal representation from both management and the union
- Meets quarterly to address matters related to production, productivity, overtime reduction, safety initiatives, and other workplace concerns

### Specialised Committees

- Include Welfare Committee, House Allotment Committee, Canteen Committee, Welfare Committee, Transport Committee and Pit/Unit Safety Committee with equal representation from both management and workers
- Meet regularly to address specific issues related to their respective areas, to continuously monitor and improve employee welfare and operational efficiency

**Employees and permanent workers are provided with additional benefits beyond public welfare programmes, including canteen services, transportation, housing and township facilities, production incentives, and opportunities for promotions.**

## APPROACH TO ENHANCE SOCIAL PERFORMANCE

As an integrated metals and mining company, our operations have a deep impact on the communities we operate in. We are committed to contributing to the economic development of host governments and enhancing the well-being of local communities. Steering towards this objective, we consistently focus on job creation, sourcing goods and services locally, and making substantial community investments.

We have adopted a principled approach to enhancing our social performance and strengthening our 'Social Licence to Operate'. It helps us sustain our operations and build long-term relationships with our communities and stakeholders. This is aligned to labour practices and human rights & health, safety and well-being, which are our material topics.

### Social Performance: Core Principles



## APPROACH TO HUMAN RIGHTS AND LABOUR RELATIONS

Hindustan Zinc is resolute in protecting and promoting the human rights as well as labour rights for everyone across our entire operations. We have adopted a comprehensive framework of policies, procedures and stringent measures to prevent any violations within our organisation. These policies are founded on global standards such as Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, ILO Conventions and Voluntary Principles on Security & Human Rights (VPSHR) and are applicable to our employees, contractor staff, suppliers, business partners, and other stakeholders.

Our policies provide a guiding framework to uphold the dignity, rights, and fair treatment of all individuals, covering working hours, equal remuneration, leaves and wages, while staying aligned with applicable statutory provisions. We strictly prohibit human trafficking, slavery, forced labour, and child labour. We undertake Human Rights Due Diligence periodically to identify, assess and proactively remediate potential human rights risks across our operations.

## POLICIES AND STANDARDS

### Key Policies

#### Corporate Social Responsibility (CSR) Policy

Our [CSR Policy](#) focuses on creating opportunities for economic development and building capacities within the communities where we operate, ensuring long-term resilience and empowerment and enhancing our social performance.

#### Human Rights Policy

Our [Human Rights policy](#) sets the culture for human rights awareness and communicates our strict zero-tolerance policy against human trafficking, forced labour, child labour and human rights violations. The policy is applicable to all Company locations, throughout the operational lifecycle of the projects and mines.

#### Social Performance Policy

Our [Social Performance Policy](#) articulates our approach to retain our 'Social Licence to Operate' in a consultative, transparent and fair manner to deliver economic and welfare gains to society.

#### Equal Opportunity Policy

The [Equal Opportunity Policy](#) emphasises creating an inclusive workplace with equal employment opportunities for all.

[Access our policies on Social Performance, Human Rights and Labour Rights.](#)

### Guiding Standards

#### Stakeholder Engagement Standard

Our Stakeholder Engagement Standard guides our commitment to prioritising social acceptance at every stage of our operation's lifecycle, from initial project development through to ongoing operations. It outlines our responsibility to respectfully and inclusively engage with our stakeholders, valuing cultural diversity.

#### UN Guiding Principles and ICMM Principles for Human Rights

In our commitment to upholding the fundamental human rights of everyone we engage with, we are aligned with and support:

- UN Guiding Principles on Business and Human Rights
- ICMM Principle 3 on Human Rights which expects commitment to respecting human rights and interests, cultures, customs and values of workers, communities and other vulnerable groups affected by our operations





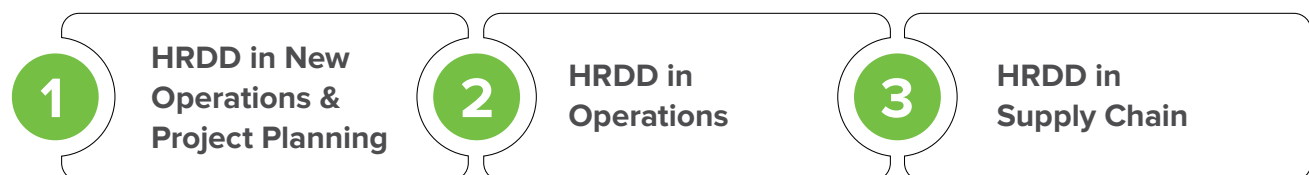
## EMBEDDING HUMAN RIGHTS POLICIES AND COMMITMENT

At Hindustan Zinc, we have implemented a stringent code of conduct on human rights across all our sites. To reinforce the code across all layers of the organisation, we have established key measures to reinforce this code:

- Various sensitisation programmes are conducted to educate our stakeholders on human rights and ethical practices
- Board members, executives, and new employees annually affirm their commitment to human rights through dedicated E-Modules on our business Code of Conduct
- We enforce adherence to the UK Modern Slavery Act 2015 among our suppliers, ensuring transparency and accountability through the supply chain
- Our dedicated Ethics Committee actively oversees responsible business conduct and works to prevent any human rights violations within our operations

## HUMAN RIGHTS DUE DILIGENCE

### Human Rights Due Diligence (HRDD) Across Our Operations



### HRDD in New Operations and Project Planning

- Our ESIA Standard mandates each new or expanding operational site, including new acquisitions, to conduct thorough assessments at the outset or when significant changes occur
- These assessments provide key insights into social baseline conditions and potential impacts on the community
- We conduct formal public consultation for community feedback and project review
- Based on ESIA findings, we develop and implement social management plans to manage and mitigate any negative impacts, leverage opportunities and align with community expectations
- The mitigation plans cover critical areas such as human rights, land acquisition, resettlement and cultural heritage
- No environmental impact assessments were conducted for projects undertaken by the Company during FY 2024-25

**In FY 2022-23, we conducted Human Rights Due Diligence for all our locations and there was no major Deviation observed. We plan to undertake fresh Human Rights Due diligence for all our sites in the next financial year.**

### Artisanal and small-scale mining (ASM)

As an integrated mining company, our operations span exploration, extraction, and processing of lead, zinc, and silver. The concentrates from our four captive zinc ore mining sites are transported to our smelters for processing. We do not rely on external ore/concentrates, thereby minimising the risk of artisanal and small-scale mining (ASM) in nearby areas.

As of FY 2024-25, there were no risks identified related to artisanal and small-scale mining (ASM).

### Stakeholder Engagement for Development Projects in FY 2024-25

KPI	FY 2024-25
Total number of current production assets	9
% of current production assets that have required community consultation	100%
Number of development projects	0
% of development programmes that are in the process of community consultation	NA



## HRDD in Operations

- We undertake comprehensive third-party human rights assessment every two years for the following activities:
  - Identify the groups at risk including our employees, third-party employees, local communities, women, and children
  - Identify risk areas where our practices might not fully align with human rights regulations
  - Develop mitigation strategies and actions to address and rectify the identified risks
- We also leverage the Global Compact Self-Assessment Tool, developed by the Danish Institute for Human Rights, the Confederation of Danish Industries, and the Ministry of Economic and Business Affairs, to evaluate our performance across five key categories:
  - Management
  - Human Rights
  - Labour
  - Environment
  - Anti-Corruption
- Additionally, we conduct regular Sustainability Assurance Programme and compliance audits, through both external and internal agencies, to verify our adherence to human rights standards and protocols

### Third-Party Human Rights Assessment of Our Operations

Assessment Parameters	% of Plants and Offices assessed
Child Labour	100%
Forced/Involuntary Labour	100%
Sexual Harassment	100%
Discrimination at Workplace	100%
Wages	100%
Human Trafficking	100%
Collective Bargaining	100%
Freedom of Association	100%

Note: All nine operating mines, smelters and refining units were assessed.

100% sites were assessed for risks related to Human Rights. None of the sites were identified with potential human rights risks. Therefore, no mitigation plans were developed. However, as part of the Human Rights standard implementation, several measures were undertaken in our supply chain and operations.

As per our Human Rights assessment, Hindustan Zinc has not caused nor contributed to any human rights violation, hence no remediation actions would be expected.

### Assessment Outcomes

	% Assessed in last three years	% Assessed where risks have been identified	% of risk with mitigation actions taken
Own Operations	100%	0%	0%
Contractors and Tier-I Suppliers	100%	0%	0%

### HRDD Across Supply Chain

- A pre-qualification process vets all vendors for human rights concerns and ensures compliance before signing contracts
- In FY 2024-25, we conducted third-party desktop-based and on-site risk assessments for 380 critical tier-1 vendors
- A robust internal system for managing mineral supply chain risks is in place
- We follow strict protocols for responsible sourcing, including guidelines for conflict-affected and high-risk areas (CAHRA), aligned with ICMM Principle 4 on Risk Management
- Any red flags identified during assessments are reported to senior management and addressed with heightened due diligence

Performance Metrics	Performance in FY 2024-25
Number of incidents of discrimination reported	Zero
Number of operations and suppliers considered to have significant risks of incidents of child labour, forced or compulsory labour	Zero
Number of sites in conflict-affected or high-risk areas	Zero



## OUR APPROACH TO RESETTLEMENT

At Hindustan Zinc, we acknowledge land as a vital resource for the communities, central to their livelihoods and cultural connections. Our primary objective is to avoid resettlements, wherever possible. However, when relocation is necessary, we are committed to responsibly addressing the challenges related to relocation and livelihood restoration, in line with international best practices for mutually beneficial relationships.

Our strategy for responsible land access and fair resettlement is guided by our Land Acquisition and Resettlement Standard, which is aligned with both the IFC Performance Standard 5 and ICMM Principle 3. Additionally, our Technical Standard on Indigenous People and Vulnerable Tribal Groups also outlines our corporate approach for physical and economic resettlement.

### Key Aspects of Our Resettlement Approach

#### Community Engagement

We maintain regular interactions with local communities and government authorities to address grievances related to relocation.

#### Support Measures

We provide a range of support to ensure a smooth transition for relocated families. This includes offering alternative homestead lands, homebuilding assistance, employment opportunities, and cash payments, when necessary.

## FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

We protect the freedom of association and the right to collective bargaining through established worker unions at all our operating sites. We actively encourage our employees to voice concerns and engage with both union representatives and Hindustan Zinc management at the unit and corporate levels. We work collaboratively with these unions to develop transparent agreements covering various aspects of employment, including remuneration, allowances, working conditions, incentives, bonuses, health, safety, and productivity.

# 100%

of our permanent workers and business partners are members of trade union

# 100%

of our non-executive employees (18.17% of our total full-time workforce) are covered under collective bargaining agreements, ensuring our remuneration standards meet or exceed legal requirements

## LIVING WAGE

At Hindustan Zinc, we are proud to have achieved gender pay parity for various employee structures and we remain committed to enhancing lives and sustaining livelihoods in the communities around our operations. Next financial year, we are assessing the living wage and are committed to ensuring that all employees, including those of our contractors and partners receive a living wage. We ensure equal remuneration & basic pay and equal growth opportunities to all employees, regardless of gender, race, or ethnicity. This diligent approach reaffirmed that our employees' average salaries exceed the standards in the Minimum Wages Act.

### Wage Assessments: Our Commitment to Fair Compensation

We periodically assess our living wages to identify any workforce strata, earning below the decided wage threshold. These assessments help us ensure that none of our employees are deprived of decent living conditions and compensation.

We conducted a third-party living wage assessment, as part of our statutory and internal framework, using stakeholder inputs and established methodologies, to compute living wage on parameters such as age, family size, wages per day, etc.

#### Methodology Used

We used 'The Anker Methodology for Estimating a Living Wage', accepted by Social Accountability International, to calculate living wage. The model considers various essential parameters such as food basket based on calorie requirements, covering all its components (wheat, rice, pulses, milk, oil), clothing, shelter, education and medication.

#### Outcomes

The assessment reaffirmed that the average salaries of our direct and indirect employees surpass the standards in the Minimum Wages Act, underpinning our commitment to employee well-being

**We closely monitor employee working hours, and ensure they are paid appropriately for the overtime hours, in the compliance with the statutory regulations. We also provide paid annual leaves to employees and encourage them to avail it for their mental and physical well-being. Further, we have process to internally monitor the gender pay-gap to achieve equal remuneration.**

## PERFORMANCE METRICS IN FY 2024-25

### Gender Pay Indicators

Remuneration Ratio of Female to Male	Executive Level	Management Level	Non-Management Level
Ratio of Average Base Salary	0.70	0.80	0.80
Ratio of Average Base + Other Cash Incentive	0.71	0.80	0.81

## REPORTING AND REMEDIATING CONCERNS

We ensure fair and equal treatment for all employees, workers, and stakeholders. Grievances are resolved in a timely manner through meetings and discussions with employees and labour unions. Violations of our human rights code is not tolerated and leads to disciplinary actions, including termination of employment or contracts.

### Mechanisms to Report and Remediate Concerns

#### Employee Grievance Reporting

- Online platforms and grievance boxes enable employees to report their grievances

#### Collective Bargaining

- Collective bargaining agreements and contract labour management cells are implemented to address and resolve issues

#### Grievance Redressal

- A dedicated Grievance Redressal Committee and [Whistle-blower Policy](#) protect the confidentiality and anonymity of complainants
- Concerns are addressed through appropriate reviews and risk assessments

## SECURITY MANAGEMENT

We provide enhanced specialist human rights training for our security staff. We emphasise that none of our operational procedures violates the human rights of any individual. The curriculum and module that is being followed by all Hindustan Zinc units lays tremendous stress on human rights training of security personnel.

Hindustan Zinc operations, with regard to the management of security, are aligned with the Voluntary Principles on Security and Human Rights (VPSHR). Our security risk assessment process is conducted in accordance with VPSHR guidelines, ensuring that potential security-related human rights risks are identified, assessed, and mitigated effectively. In FY 2024-25, 831 Security Personnel (100%) were given training on human rights.

 [Read more about our Approach on Human Rights and Security Management](#)



# Sustainable and Inclusive Supply Chain

**GRI:** 2-6, 2-23, 2-24, 3-3, 204-1, 308-1, 308-2, 414-1, 414-2, 14.9.5, 14.17.9, 14.17.10, 14.25.3

**ICMM:** 1, 2, 3, 4, 6, 8, 9

**UNGC:** All ten principles

**FIMI:** 1, 2, 3, 6, 9, 10

**SASB:** EM-MM-210a.3, EM-MM-510a.1

We are advancing our commitment to building a transparent, resilient, and future-ready supply chain that delivers lasting value for our business, stakeholders, and the environment. Acknowledging the vital role of our suppliers for uninterrupted operations, we focus on building meaningful collaborations to collectively address industry challenges and conduct business sustainably.

## SUPPLY CHAIN HIGHLIGHTS FY 2024-25

**95%**

Suppliers, by spend value, have been assessed by third party for sustainable sourcing and ESG criteria during the year

**89%**

of our total procurement now originates from within the country

**49**

Women-Owned Businesses in Tier-1

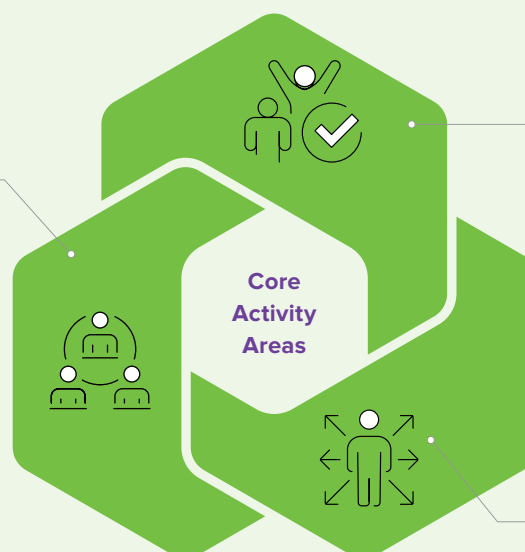
**66%**

of our procurement sourced from the states where we operate (Rajasthan and Uttarakhand)

## RESPONSIBLE SUPPLY CHAIN MANAGEMENT

### COLLABORATE

Promote two-way partnership for shared knowledge and expertise for driving digitisation, innovation, cooperation and mutual growth.



### EMPOWER

Work towards advancing and empowering our suppliers through dedicated upskilling programmes that help us progress on our sustainability journey.

### ENGAGE

Engage and co-create with suppliers to drive mutual growth and foster intellectual development.

## Management Approach

At Hindustan Zinc, responsible sourcing is a key tenet of our business strategy. We integrate sustainability and ESG principles into our procurement and supply chain operations through a structured framework of comprehensive policies, procedures and guidelines.

We take concerted actions to fortify our commitment to transparency and accountability toward building a resilient, responsible supply chain aligned with our sustainability goals. These actions include:

- Rigorous due diligence and risk & opportunity assessments across our suppliers network for informed decision-making
- Active collaborations with suppliers to mitigate risks, implement corrective actions and promote sustainable sourcing practices
- Capacity building of suppliers to enhance their sustainability capabilities

## POLICIES AND STANDARDS

Our structured framework of policies and standards complies with global benchmarks to promote ethical, sustainable, and transparent practices throughout our suppliers network.

### Key Policies

#### Supplier Code of Conduct

All suppliers and service providers are required to sign Hindustan Zinc's [Supplier Code of Conduct](#) during onboarding. The Code aligns with international standards such as ILO conventions and the UN Universal Declaration of Human Rights and clearly outlines our expectations on responsible and ethical supply chain practices.

## Sustainable Sourcing Policy

Our [Sustainable Sourcing Policy](#) has been established to promote a culture of responsibility towards sustainability in all our suppliers, requiring adherence to the Supplier's Code of Conduct and aligning with our organisational goals.

### READ MORE ABOUT OUR SUSTAINABLE SOURCING PRACTICES.

- 📄 [Supplier Sustainability Management Policy](#)
- 📄 [Supply Chain Management Approach Note](#)
- 📄 [ESG Expectations Document](#)
- 📄 [Supplier Due Diligence](#)

## Standardised Procedures and Systems

- A comprehensive Procurement Rulebook ensures standardised sourcing procedures for fairness and consistency
- An advanced Supply Chain Management System streamlines suppliers onboarding, performance monitoring, and risk assessment

## Guiding Standards

- Principles of ISO 20400:2017 – Sustainable Procurement, that guide our sourcing strategy
- [Technical Standard for Supplier and Contractor Management](#)

## GOVERNANCE

Our Three-Tier Sustainable and Inclusive Supply Chain Governance

### Board ESG & Sustainability Committee

- Oversees implementation of supplier ESG programme
- Reviews and guides responsible sourcing goals and progress

### Executive Level Sustainability Committee (Chaired by the CEO)

- Provides overall leadership and strategic direction for responsible sourcing initiatives

### Supply Chain Community (Chaired by Chief Commercial Officer)

- Oversees implementation of responsible sourcing strategies and policies
- Commercial Heads manage supplier engagement and risk assessment
- Commercial Executives handle daily sustainable sourcing activities, supplier evaluations, compliance monitoring and receive training on their Supplier ESG programme roles

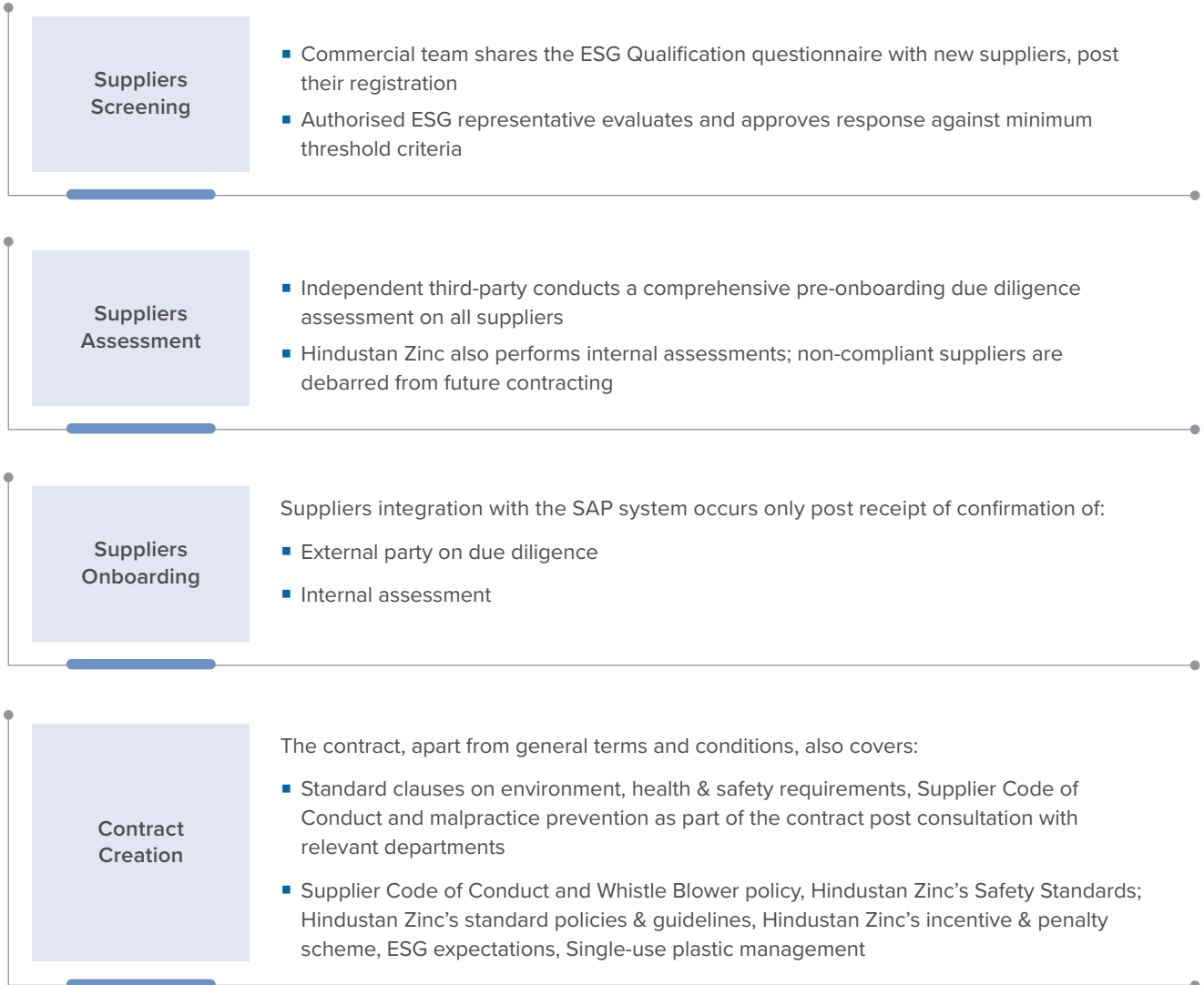
### IBU ESG Committee

- The Committee at all sites, ensures implementation of sustainability practices pertaining to ESG aspects in alignment with the guidance provided by the above two tiers to achieve the sustainability goals



## INTEGRATING ESG INTO SUPPLY CHAIN

Our robust internal controls, policies and procedures are designed to embed sustainability and ESG principles across entire operations, including the supply chain, with a particular focus on human and labour rights. We enhance the effectiveness of our supply chain through pre-check assessments of potential suppliers, structured onboarding aligned with our sustainability standards and rigorous performance monitoring and evaluations, promoting transparency, accountability, and ethical practices among our suppliers.



**768**

Total Active Tier-1 Suppliers

**73%**

of total spend on significant Suppliers in Tier-1

**52**

Total number of significant Suppliers in Tier-1





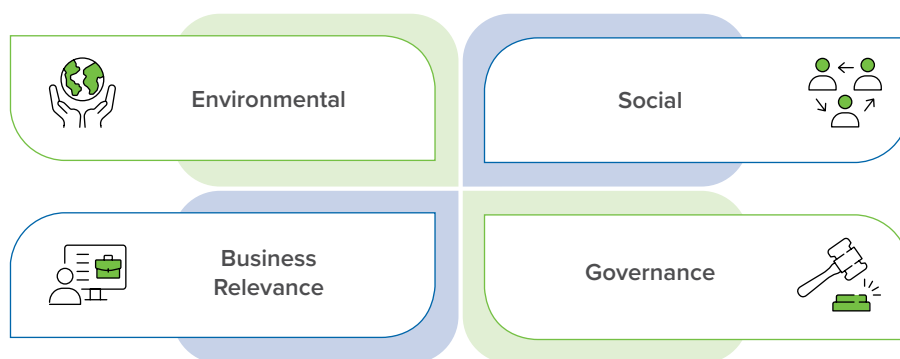
## SUPPLIERS SCREENING, ONBOARDING & MONITORING

We have established a multi-step process to identify, screen and evaluate potential suppliers, ensuring alignment with our sustainability and quality standards.

Suppliers screening involves their meticulous identification and evaluation based on the aspects – Environmental, Social, Governance, quality, and business relevance, using ARIBA Supplier Lifecycle and Performance (SLP) module. The questionnaire incorporates ESG risks and references ISO 20400 and SMETA. A minimum ESG screening score is assigned by the designated authorities to all new and existing suppliers to ensure compliance.

Monitoring includes assessing compliance and ESG performance, linking suppliers payments to safety and statutory obligations. We use a penalty/incentive system to enhance the productivity and safety levels of suppliers. Regular Contractor Field Safety Audit (CFSA) audits for on-site service contractors and necessary corrective actions ensure performance enhancement. Key contracts are monitored on a monthly, weekly and daily basis for safety, human rights, and environmental compliance. Business partner performance on quality and delivery is tracked through the integrated Performance module in ARIBA and are excluded from contracting if they are unable to achieve our set minimum ESG requirements within 12 months' timeframe.

### Aspects of Supplier Screening



[Read more on page 203 of the Integrated Annual Report 2024-25](#)

## SUPPLY CHAIN RISK ASSESSMENT

We employ a robust three-tiered risk assessment framework, aligning with international standards such as ILO, ISO 14001:2015, ISO 45001:2018, alongside our internal policies. This enables us to identify and mitigate potential supply chain vulnerabilities proactively.

### First-Party Risk Assessment

- ESG assessment for all new suppliers during onboarding on the following parameters:
  - Greenhouse gas emissions
  - Water management
  - Human rights practices
  - Occupational health and safety standards
- Internal desktop-based risk assessment, blocking non-compliant suppliers
- Adherence with stringent responsible sourcing protocols and CAHRA\* guidelines for mineral supply chain risk management
- Enhanced due diligence and remediation of identified red flags

### Second-Party Assessments

- On-site assessments for strategic or critical suppliers

### Third-Party Due Diligence

- Supplier due diligence performed by independent third-party agencies
- Involves desktop and onsite evaluations
- Aligns with internal governance frameworks and international standards, such as:
  - LME Responsible Sourcing Guidance
  - Modern Slavery Act
  - Responsible Minerals Initiative

\*CAHRA: Conflict-Affected and High-Risk Areas



## Corrective Action

We proactively engage with high-risk partners, guiding them in the implementation of corrective measures to effectively address and mitigate the identified risks. Furthermore, partners who fail to improve in the specified ESG requirements within a 12-month period, are excluded from further contracting.

 [Read more about Supplier Risk Assessment on page 208 of the Integrated Annual Report 2024-25](#)

### Assessment Results & Corrective Action Plan

Business Partner Assessment	FY 2024-25
Total number of suppliers assessed via desk assessments/on-site assessments	378
Total number of significant suppliers assessed via desk assessments/on-site assessments	52
% of significant suppliers assessed	100%
Number of suppliers assessed with substantial actual/potential negative impacts	0
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	0
Number of suppliers with substantial actual/potential negative impacts that were terminated	0
Total number of suppliers supported in corrective action plan implementation	0
% of suppliers assessed with substantial actual negative impacts supported in corrective action plan implementation	0

In FY 2024-25, no suppliers were identified having actual negative impact and hence none were terminated. Corrective action/ improvement plan are not required in that case.

## INITIATIVES IN FY 2024-25

We strengthened our commitment to sustainable supply chain and procurement practices through a range of impactful initiatives undertaken throughout the year.

### Launch of Sustainable Supply Chain Programme

During the year, we introduced an end-to-end supply chain ESG programme to thoroughly assess suppliers on ESG criteria, aiming to boost their ESG capabilities and promote a responsible and compliant supply chain.

### Key Aspects of Sustain Supply Chain Programme



 [Read more on page 206 in the Integrated Annual Report 2024-25](#)



### Suppliers ESG Connect: Strengthening Collaboration

We hosted virtual "Suppliers ESG Connect" sessions with our critical suppliers. These engagements fortify our sustainability collaboration, deepening our shared commitment to responsible operations by sharing best practices and aligning on ESG goals.

### Carbon Reduction Targets by Suppliers

As part of our climate action commitment, we actively engage with our suppliers to align their sustainability goals with ours. This is crucial for fostering a lower-carbon supply chain and driving collective progress toward net-zero ambitions.

**67%**

of our suppliers have now committed to carbon reduction targets

### Transition to Battery Electric Vehicles (BEVs) and Greener Fuels

We have successfully deployed ten EV trucks (55 MT each) and 180 LNG vehicles in our operations. In FY 2024-25, we have signed a new contract to add 40 EV bulkers for calcine inter-unit movement. This initiative will significantly reduce our emissions from the usage of diesel bulkers, while simultaneously enhancing safety and vehicle availability.

### Supplier Code of Conduct Video Training Module

We have developed a Supplier Code of Conduct training guide and assessment that all suppliers must complete and formally confirm their agreement with Hindustan Zinc's Code of Conduct.

### Information Portal

A dedicated vendor zone on our website offers suppliers with access to Supplier information portal and e-learning training module on the ARIBA network. It provides comprehensive onboarding guidance, informational guides, training on our Code of Conduct, ESG expectations and key supply chain processes.

### "Wednesday for Transition": ESG Capacity Building for Suppliers

Our "Wednesday for Transition" series trained suppliers on critical ESG topics, such as Business Responsibility & Sustainable Reporting, Climate Change Risk Management, Human Rights in Supply Chains, and Biodiversity Risk & Conservation. These sessions are aimed at fostering best practices in ESG risk management throughout the entire value chain.

Over

**200**

Suppliers engaged through ESG training sessions

#### Capacity Building Programmes

**FY 2024-25**

Total number of capacity building programmes	9
% of significant unique suppliers in capacity building programmes	52%



[Read more on pages 207 to 209 of the Integrated Annual Report 2024-25](#)

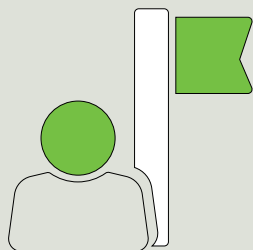
### Suppliers Grievance Mechanism

Our dedicated Supplier Grievance Portal, accessible via the ROBOS mobile app, facilitates easy submission and tracking of suppliers grievances. A grievance resolution committee follows defined timelines and escalation procedures to provide timely follow-up through automated emails and updates.

**No. of grievances filed during the year** **5**

Number of grievances pending resolution as at close of the year **0**

## Local Procurement: Empowering Local Economies



To build a supply chain that drives operational excellence while promoting inclusive economic growth and supporting sustainable livelihoods in the communities and regions where we operate.

### Our Approach to Local Procurement

Our approach prioritises high standards of safety, quality, and governance, ensuring that the inclusion of local businesses bolsters our operational performance. We prioritise transparent and fair sourcing practices, extend accessible avenues for local suppliers to compete and thrive and engage with them to fuel resilient local economies.

#### Key Objectives

- Build stronger relationships with regional suppliers
- Stimulate economic growth within the communities where we operate
- Enhance supply chain resilience by reducing dependency on imported goods
- Support local businesses and create job opportunities

Our focus on local sourcing is strengthened by a robust digitalisation strategy. It emphasises using advanced digital tools and technologies to effectively identify, evaluate and onboard local suppliers, enhancing our strategic sourcing capabilities. This integrated approach streamlines our supply chain operations, increasing local content and fostering sustainable regional growth.

### Our Policy Commitment

We are currently developing a comprehensive local procurement policy. This policy will formally define “local” suppliers as those headquartered in the states where we operate, thus strengthening our support for regional suppliers and formalising our commitment to local value creation.

### FY 2024-25 LOCAL PROCUREMENT HIGHLIGHTS

**30**

New suppliers based in India onboarded, strengthening domestic supply chains

### Procurement Spend

**% Spend**  
(basis GSTIN No.)

Total procurement spends on suppliers belonging to same country	89%
*Total procurement spends on suppliers belonging to same state	66%
#Total procurement spends on suppliers belonging to same district	38%

\*Same-state procurement includes procurement from Rajasthan and Uttarakhand.

#Same-district procurement includes procurement from Ajmer, Bhilwara, Chittorgarh, Rajsamand, Udaipur, and Udham Singh Nagar.

 [Read more about our approach on Supply Chain Management](#)

# Caring for our People

## People Management

**GRI:** 2-7, 2-8, 2-19, 2-23, 2-24, 3-3, 202-1, 202-2, 401-1, 401-2, 401-3, 402-1, 404-1, 404-2, 404-3, 405-1, 405-2, 14.9.6, 14.17.2, 14.17.3, 14.17.4, 14.17.5, 14.17.6, 14.17.7, 14.17.8, 14.20.1, 14.21.2, 14.21.3, 14.21.4, 14.21.5, 14.21.6

**ICMM:** 3, 5

**UNGC:** 1, 2

**FIMI:** 6, 9, 10

**SASB:** EM-MM-000.B

Our people are the key drivers of our growth as well as are our brand ambassadors. Our approach to human resources development is a continuous journey of improvement. We consistently invest in the well-being, health & safety, growth and development of our workforce, securing mutual success. We are dedicated to nurturing a workplace which prioritises diversity, inclusivity and equal opportunities for every individual.



### HIGHLIGHTS FY 2024-25

## 25,531

Total Workforce  
(including Contract Workforce)

## 25.5%

Gender Diversity Ratio  
for Executives

## 1.9 lakhs

Total Training Man Hours  
(Full Time Employee)

## 59%

Local Employment  
(organisation/senior management)

## INR 886 crore

Spent in Employee Benefits



## Talent Management

### HR Vision

To develop our people, partnerships and to build a future-ready organisation.

### Core Activity Areas

Our holistic employee engagement strategy focuses on these core areas:

Enhancing  
Organisational  
Design

Empowering  
Talent

Digitising HR  
Processes

Maintaining  
Harmonious  
Industrial Relations



### Management Approach

At Hindustan Zinc, our robust HR framework helps us engage with our people across all tiers, advancing our HR vision. Our people management strategy is anchored in deep understanding of their needs, with a forward-looking approach that not only meets current needs but also anticipates future challenges. This ensures our HR practices support both individual and organisational success, building a high trust and high-performance work culture.

We provide a multitude of growth and development opportunities, focusing on technical skills, functional expertise, behavioural traits, and leadership development.

Diversity, equity, and inclusion are integral to our strategy, ensuring a respectful workplace where all voices are valued. Our focus on safety, health, and fair labour practices ensures every employee is treated with dignity and has equal opportunities to grow. Ethical recruitment and protection of employee rights are fundamental to our approach.

## Policies and Standards

### Key Policies

[Diversity-Inclusion Policy](#)

[Policy on Prevention, Prohibition and Redressal of Sexual Harassment at Workplace](#)

[Equal Opportunity Policy](#)

[Human Rights Policy](#)

[Inclusion Policy for LGBTQ+](#)



## WORKFORCE DEMOGRAPHICS

### Workforce in FY 2024-25

	Male	Female	Others	Total
Total Full-Time Employees	2,743	741	2	<b>3,486</b>
Total Contract Workforce	21,730	294	21	<b>22,045</b>

### Workforce Breakdown: Nationality

Nationality	Representation in total workforce (as % of total workforce)	Representation in management positions (as % of total management workforce)
India	99.8%	<b>99.8%</b>
Nepal	0.04%	<b>0.04%</b>
Australia	0.07%	<b>0.07%</b>
United Kingdom	0.03%	<b>0.03%</b>
Canada	0.03%	<b>0.03%</b>
Brazil	0.03%	<b>0.03%</b>

## Talent Acquisition and Retention

### STRATEGY AND MANAGEMENT APPROACH

Our talent management and retention strategies are designed to ensure long-term success by building a highly motivated, skilled, and competent workforce. As our key retention efforts, we foster an inclusive work environment with equal opportunities, invest in employee well-being, growth and development. We engage with our people meaningfully and offer competitive remuneration.

#### Strengthening Our Talent Pipeline

- Senior employees mentor new hires for superior performance
- Senior Executives are paired with personal coaches for leadership development

- Strategic partnerships with top coaching institutes develop our senior leadership
- LEAD programme help key mid-level managers transition into senior roles

#### Local Employment

We prioritise recruiting local talent in the states we operate. This not only boosts ownership, inclusion and economic prospects for the communities but also optimises costs, improves efficiency and promotes diversity and inclusion for our business. Hindustan Zinc is committed to skill development through CSR initiatives, fostering a competent workforce to support regional sustainable development and employment opportunities, both within (through merit) and beyond our operations.

### PERFORMANCE METRICS IN FY 2024-25

#### New Hires in FY 2024-25

Category	Age <30 years		Age 30 - 50 years		Age > 50 years	
	Local*	Non-Local	Local*	Non-Local	Local*	Non-Local
Male	91	189	2	8	0	2
Female	96	107	0	2	0	3

\*We consider "Local" as those belonging to the state where we operate.

**52%**

Share of local people employed at the operating sites (Executives)

**35%**

Senior management personnel are local (M3 & above)

**37.4%**

New hires (executive) during the year are local

**41.1%**

New hires are women

**95%**

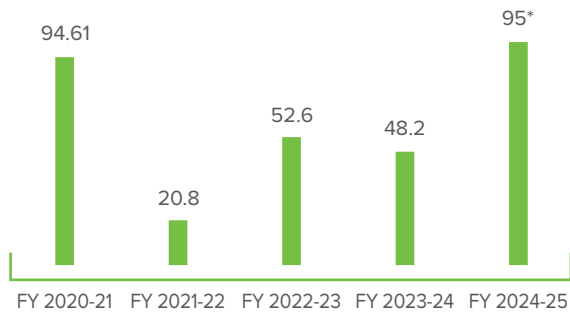
of Internal Positions were filled by Internal Candidates





## Organisation Positions filled by Internal Candidates

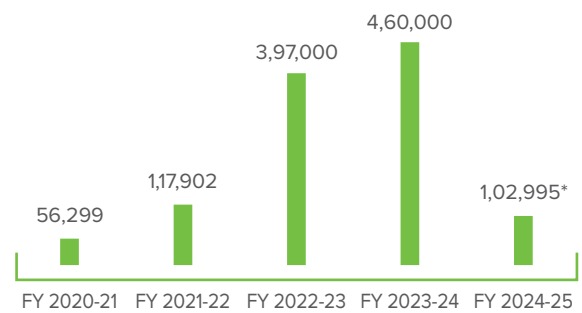
(%)



\*The methodology for the FY is different from previous years as the vacant positions were filled through Internal Job Postings and other interventions like the Talent Review Council, Growth Workshops and High Potential (HiPo) identification programmes.

## Average Hiring Cost / FTE

(in INR)



\*Cost decline is attributed to minimising reliance on external consultants for lateral hires, lower numbers of expat hiring, and building internal LinkedIn recruiter expertise, which has enabled closure of most lateral requirements directly through LinkedIn.

Change in methodology of reporting; revised numbers of past years.

## Employee Turnover

### FY 2024-25

	<30 Years			30-50 Years			>50 Years		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Employee Turnover Rate	19.2%	16.7%	<b>18.4%</b>	16.8%	7.5%	<b>15.9%</b>	22.5%	66.7%	<b>23.5%</b>
Voluntary Employee Turnover Rate	16.9%	13.6%	<b>15.8%</b>	14.2%	7.5%	<b>13.5%</b>	6.2%	0%	<b>6.1%</b>

	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
Total Employee Turnover Rate	<b>18%</b>	15%	17%	18%	19%
Voluntary Employee Turnover Rate	<b>15%</b>	12%	11%	12%	11%



## Diversity, Inclusion and Equity

### STRATEGY AND MANAGEMENT APPROACH

Hindustan Zinc is an Equal Opportunity Employer. For us, diversity and inclusion are not just moral imperatives but also strategic business advantages that fuel innovation and excellence. We firmly believe that every individual within the organisation has the right to work in an atmosphere that promotes equal employment opportunities.

We have set a clear target to achieve 30% gender diversity within our executive and management teams. This goal mirrors our commitment to enhancing diversity in our decision-making processes, encourage innovative thinking, and strengthen our overall business performance.

To achieve our diversity goal, we have established comprehensive policies and practices that respect the rights and interests of women, ensuring their equitable access to opportunities across all levels. Our approach is informed by gender-sensitive work design, which considers the specific needs, aspirations, and safety of women in operational, technical, and leadership roles.

### PREVENTING WORKPLACE DISCRIMINATION AND HARASSMENT

We maintain a zero-tolerance stance against discrimination, harassment, or assault. We strictly prohibit any form of discrimination and do not tolerate bullying and workplace violence. Any violation of the policy will be subjected to disciplinary action. Our

Internal Complaints Committee (ICC) handles sexual harassment related matters in accordance with the POSH policy.

We have established robust measures to prevent all forms of discrimination, harassment, and behaviours that may adversely impact women's participation, progression, or psychological safety at work. These measures include:

- Internal Committee under POSH
- Structured Grievance Redressal Systems
- Open Communication Channels
- Flexible Work Arrangements
- Secure Transport Facilities
- Inclusive Infrastructure
- Quarterly POSH Trainings for Gender Sensitisation

We have made significant strides in increasing gender diversity within our executive ranks, reaching

**25.5%**  
including  
**22** transgender professionals

### KEY DEI INITIATIVES

#### Inclusive Job Design and Infrastructure



Accessible Roles Enabling Women Across all Functions and Core Operation



Women-Friendly Restrooms



Safe Transport Facilities



Ergonomic Workstations



Flexible Work Policies



One Day a Month No Question Asked (NQA) Work from Home Policy



Dedicated Creche Facilities



Mentorship Programmes



Leadership Development Initiatives

### Training and Awareness

Launched interactive learning e-modules on Code of Conduct to raise awareness on workplace behaviours.

### Zinclusion: Cultivating Inclusive Culture

Our “Zinclusion” initiative is a comprehensive programme, developed in collaboration with external experts, to promote awareness, and prevent biases. We impart training to our employees, business partners, and their families, to sensitise and empower them to embrace all forms of diversity.

### Samanvay Programme

To promote fairness and prevent discrimination, we train managers on communication and behaviours to address unconscious bias when leading diverse teams, ensuring they are fair and non-discriminatory. In FY 2024-25, over 200 managers were trained through more than 10 training sessions conducted across locations.

## PERFORMANCE METRICS IN FY 2024-25 – DIVERSITY AND INCLUSION

### Women in Workforce

Women Executives in Workforce	FY 2024-25	Target 2025
Representation in total workforce (full-time employees)	21.3%	30%
Females in management positions, including junior, middle, and senior management (as % of total management workforce)	25.5%	25%
Entry-level hires	41.1%	35%
Junior management positions (M7, M8, M9)	33.2%	25%
Top management positions	4%	15%
Females in management positions in revenue-generating functions	21.2% in O&M 43.1% in Enabling functions	20%
Share of women in STEM-related positions (as % of total STEM positions)	21.2%	20%







## Learning and Development

### STRATEGY AND MANAGEMENT APPROACH

Our HR framework is designed to acquire necessary competencies across all management levels through targeted learning and development programmes. This approach supports individual career growth while strengthening our organisational capabilities to achieve our strategic business goals. We also maintain a detailed database to track the development of soft skills among our employees.

Our Learning and Development (L&D) framework is intended to empower employees at all levels and roles by enhancing their skills and competencies. By systematically evaluating individual capabilities and identifying specific training needs, we provide targeted upskilling opportunities. This approach helps identify gaps, elevate performance, eventually strengthening

organisational capabilities. Digital learning is also an integral part of our talent development strategy, and we have integrated cutting-edge platforms for digital empowerment of our people.

**66.7** hours

Average hours of training provided per FTE (versus 43.5 in the preceding year)

**INR 4,779.24**

Average amount spent on per FTE training

### KEY L&D INITIATIVES

#### SAKSHAM - My Learning, My Responsibility

Hindustan Zinc's flagship learning programme enables employees to acquire critical skills for innovation and excellence in mining, smelting, and enabling functions, to effectively navigate VUCA (Volatility, Uncertainty, Complexity, and Ambiguity). Key features of the programme include:

##### Work Integrated Learning

**Programme** to earn MBA/MTech degrees from Indian Institute of Management, Udaipur (IIM-U) and Birla Institute of Technology, Pilani

##### External training

**collaborations** with top academic institutions

**Employee exposure** to global best practices through domestic and international visits, seminars and conferences to enhance **networking**

##### Digital and Specialised

**Technical Training** via world-class digital learning platforms and a centralised calendar

##### Talent Review Council's

recommendations on critical programmes for select high-potential employees for cross-functional team and peer learning like Finance for Non-Finance & Mining for Non-Mining

**Leadership mentoring** for career development

### Transition Assistance Programme

Hindustan Zinc is in the process of implementing Saksham Udbhava, a transition assistance programme. The programme is designed to support retiring employees through planning, retraining, and life-transition guidance, for a smooth transition to the next phase of their lives.

### Cultural sensitisation training

This also forms a part of the induction process for expatriates and foreign nationals as our workforce predominantly comprises members of the local community.

Hindustan Zinc is not planning asset closures. Should restructuring occur, the affected workforce will receive **targeted training and reskilling programmes to ensure their redeployment** within Hindustan Zinc 2.0 projects, promoting sustained employment and skill development.

## Train the Trainer (TTT): Strengthening Inhouse Expertise



### Programme Description

TTT programme strategically creates a pipeline of internal Subject Matter Experts (SMEs), for building a resilient, agile, and future-focused workforce. Through structured workshops and hands-on facilitation, it equips them with advanced instructional skills, technical knowledge, and leadership capabilities, needed to impart high-impact training across the organisation.

### Strategic Objectives

- **Accelerate Professional Development:** Foster specialised competencies for career progression and leadership readiness
- **Institutionalise Knowledge:** Leverage a blend of self-learning ecosystem and in-house experts to disseminate critical knowledge
- **Ensure Technical Rigour:** Create inhouse SMEs to uphold quality standards and domain accuracy across functions
- **Enhance Training Delivery:** Emphasis on facilitation and communication skills to convey complex concepts effectively
- **Optimise Learning Investments:** Reduce dependency on external consultants for tangible cost efficiencies and improved training relevance

### Outcomes and Business Impact in FY 2024-25

#### Internal SME Development

189 employees certified as internal trainers, with equal representation from STEM roles, who now lead functional and technical training across all Integrated Business Units (IBUs).

#### Organisation-wide Reach

99% of full-time employees covered, ensuring a highly skilled and future-ready workforce.

#### Operational Excellence

SME-led technical trainings contributed to record production volumes of 827 Kt of refined zinc and 225 Kt of refined lead.

#### Financial Performance

INR 34,083 crore of revenue earned, attributed to investments in internal capability building of our people.

#### Sustainable Growth

15% increase in renewable energy usage and significant reduction in Scope 1 and 2 emissions, taking us closer to our net zero goal.

#### Universal Participation and Success

- All IBUs nominated top-performing employees
- 100% selected candidates successfully completed the programme, graduating into SMEs
- First time trainers identified as upcoming “Dronas”

#### Flagship Initiatives and Driving Learning at Scale

Strong internal SME network has enabled delivery of over 3,500 unique training programmes, driving enterprise-wide capability and leadership development. This includes Hindustan Zinc's flagship programmes and month-long technical onboarding for trainees, successfully embedding them into our operating culture.

## Digital Learning: Transforming Into a Future-Ready Workforce



### Description and E-Learning Platforms

At Hindustan Zinc, digital learning is a key enabler of our people-first philosophy. We leverage cutting-edge e-learning platforms to provide curated, role-specific content, empowering employees stay ahead in a dynamic industry landscape.

### Percipio by Skillsoft

Five flagship modules – UDAAN, Workplace Diversity, Risk Management, Leadership at Peak, and Leadership+, were launched to focus on leadership capabilities, inclusive practices, and risk awareness across the enterprise.

### Upside LMS

The platform was developed inhouse and features the signature “Mine to Metal” module, offering a comprehensive view of our value chain, from exploration and mining to refining and economic contribution.

### Strategic Objectives

- Ensure 24x7 access to learning resources
- Offer diverse content to address varied functional and behavioural competencies
- Personalise content as per individual roles, career aspirations, and business needs
- Leverage analytics to track engagement & skill gaps, and refine learning pathways
- Promote continuous upskilling to stay ahead of technological and industry shifts
- Reduce training overheads while maximising reach and impact
- Evolve learning content based on organisational priorities and employee feedback

### Business Impact in FY 2024-25

- Over 30,000 hours of digital learning logged, a new high for Hindustan Zinc
- DEI-focused outcomes attributed to learning modules:
  - Progressive policy reforms
  - Enhanced maternity benefits
  - **25% increase** in diversity representation
  - **22% women representation** in executive committee roles, reflecting our strides in gender equity
- Udaan, Leadership+, and Leadership at the Peak initiatives developed leadership skills



## PERFORMANCE METRICS IN FY 2024-25 – LEARNING AND DEVELOPMENT

### Employee Training Programmes

Employee Categories	Total Number of Executives	Training Coverage (in Numbers)	Coverage (%)
Male	2,118	2,103	99%
Female	728	719	99%
Senior Management	109	98	90%
Middle Management	1,062	1,056	99%
Lower Management	1,683	1,673	99%

### Average Training Hours Per Employee (By Management Level)

Top Level	36.4
Middle Level	52.2
Lower Level	77.8

### Average Training Hours Per Employee (By Age Group)

<30 years	81.3
30-50 years	47.5
>50 years	24.6

### Average Training Hours Per Employee (By Gender)

Male	66.8
Female	66.3





# Performance Orientation and Performance Management

## PERFORMANCE ORIENTATION - STRATEGY AND MANAGEMENT APPROACH

Our strategic tone for business excellence is set by a meticulous annual planning exercise and SMART (Specific, Measurable, Achievable, Relevant, Time-bound) KPIs, aligned with organisational goals. Performance is evaluated through a transparent monitoring and measurement framework. We have clearly outlined a group-wide performance architecture, applicable to all employees – including the CEO and Board of Directors.

### Strategic Pillars of Our Performance Architecture

#### Performance Metrics, Review and Bonuses

- Sustainability-linked metrics aligned with our 'zero harm, zero waste, zero discharge' vision
- Competitive compensation for executives with annual reviews from Nomination and Remuneration Committee (NRC)
- Leadership compensation significantly tied to measurable business outcomes
- Balanced Scorecard determines annual bonuses that measure Company-wide and individual performance across financial, operational, sustainability, and strategic metrics

#### Long-Term Incentive Plan

- Conditional incentive plan for all employees, including the ones below management level
- Based on business and individual performance over a three-year performance period
- Vesting is tied to sustained achievement of pre-determined business and individual goals
- ESOS covers 40% of our workforce as per the industry benchmarks, creating wealth

#### Multiplier Concept

- Dynamic multiplier-based reward framework to encourage accountability and shared responsibility
- Positive multipliers reward exceptional performance, proactive risk management and achievement of ESG-linked KPIs
- Negative multipliers are triggered by critical incidents, such as workplace fatalities, reducing bonuses for all employees

#### Compliance, Transparency and Continuous Improvement

- The Board, key executives and compliance officers ensure structural integrity, and maintains highest standards of fair, competitive and equitable remuneration practices, adhering with legal and ethical standards

- Active participation from cross-functional employee groups in policy formulation fosters transparency and inclusion
- Our compensation practices undergo rigorous risk assessments, which also includes:
  - Modelling the long-term financial impact and ROI of reward plans
  - Robust claw back and malus provisions to enable recovery or adjustment of payouts in cases of misconduct or misrepresentation
- Defined caps to mitigate unintended windfall gains arising from extraordinary overperformance
- Structured feedback and dialogue ensure continuous development and guides employees and managers align performance with KPIs

## 250+

Managers including the first-time managers were engaged through feedback sessions, ensuring continuous development and course correction beyond standard assessment cycles.

**In alignment with our principles of ethical leadership and accountability, all Annual Performance Pay, covering employees, the CEO, and Key Managerial Personnel, is subject to stringent clawback and malus clauses. These provisions safeguard against unjust enrichment arising from misconduct, ethical breaches, or misrepresentation of organisational performance, preserving the integrity and credibility of our performance and reward systems.**



## PERFORMANCE MANAGEMENT - STRATEGY AND MANAGEMENT APPROACH

### For all Employees

Our performance management process is anchored in a comprehensive annual appraisal cycle, with KPIs derived in alignment with our strategic goals and growth levers, focusing on work quality, progress, and productivity. This cycle integrates various assessment methodologies, including Management by Objectives (MBO), Team-based and Agile Performance Appraisal. To achieve impactful outcomes, we actively encourage ongoing performance dialogues between managers and employees, fostering mutual clarity, goal alignment, and continuous improvement throughout the appraisal cycle.

Appraisals are based on SMART goals and evaluated through multi-dimensional and team-based lens. The frequency of the assessment is bi-annual for all employees.

### New Hires / Employees in Training or Probation

A structured training/probation completion review supports their integration and development within the organisation. The appraisal is based on specific development milestones.

### For High Potential Employees/Managers

Identified as High Potential (HiPo), along with senior management, engage in quarterly performance reviews to foster an agile approach for evaluating key performance indicators (KPIs) and addressing areas that need improvement to achieve the desired outcomes.

### 360-Degree Feedback Mechanism

We use 360-degree feedback system to identify leadership potential in employees at the M4 level and above. This is a confidential, anonymous evaluation system that involves gathering feedback from managers, peers, and direct reports.

## KEY PERFORMANCE ENHANCEMENT INITIATIVES

In FY 2024-25, we took measures to align individual contributions with our overarching vision, reinforcing the critical role every employee plays in our journey towards excellence.

### Advancing Our 'One Team - One Goal' Philosophy

We conducted a series of 'Quality KPI Workshops' under the theme 'Re-crafting KPIs for Excellence' to cascade Key Performance Indicators (KPIs) across the organisation. These workshops empowered 250 managers to reassess and refine their team's KPIs, including senior leadership and the employees working in the front line. These KPIs incorporate ESG, core responsibilities, enablers, self-development, and value-added projects into the overall performance, driving both individual and collective success.

### Optimising Feedback Culture

We believe that constructive feedback is a powerful tool for growth, enhancing both individual and organisational performance. To put this into practice, we held 'Constructive Feedback Workshop', equipping managers with the tools to deliver quality, continuous feedback to their direct reports.

**124 (28%)**

Management cadre under 360-degree process for performance review

# Employee Well-Being

## EMPLOYEE WELL-BEING - STRATEGY AND MANAGEMENT APPROACH

At Hindustan Zinc, we place particular emphasis on psychological well-being of our employees along with their physical well-being. We recognise the key role of emotional wellness for productivity, innovation and long-term sustainability in industrial operations. By creating a supportive, stigma-free environment and offering comprehensive well-being measures to our employees, we ensure they have the resources they need to thrive both physically and mentally.

In addition, we have revamped our policies to prioritise comprehensive employee support that fosters growth and engagement. This includes group medical and personal accident insurance, parental leave, retirement benefits, stock options, disability support, adoption policies, and leave for exceptional circumstances.

## EMPLOYEE ASSISTANCE PROGRAMME FOR MENTAL WELL-BEING

Our Employee Well-Being & Assistance Programme (EWAP) supports mental health, stress management and overall wellness of our employees. We partnered with Silver Oak Health to offer the following range of services focused on mental health, resilience building and coping mechanism:

- Free counselling services for employees and their families, along with stress, anxiety, and depression surveys to monitor mental health
- Group Counselling sessions in partnership for various employee cohorts, women professionals, women from communities, business partners and many others
- Ongoing support through emails and sessions with psychologists, and monthly webinars covering topics like mindfulness and work-life balance
- 24x7 confidential counselling, and support for diet, nutrition, legal, and financial matters
- Programmes for 'Stress Awareness Month' featuring expert-led webinars on stress management and coping strategies
- In FY 2024-25, 36 webinars and a week-long series of on-site sessions engaging over 500 participants

## Sports & Health for Physical Well-Being

We implement several initiatives to support healthy and balanced lifestyles for our employees, including:

- Health webinars emphasising physical wellness
- Regular fitness and sports events such as yoga sessions, cricket, leagues, volleyball tournaments, and marathons

- Recreational facilities either indoor or within our colonies, including indoor gaming facilities, playgrounds, badminton courts, and swimming pools
- Annual football events, such as the Zawar Football League to foster physical fitness, teamwork, and stress relief

## Work-life Balance

- We offer work-from-home options on a case-by-case basis, depending on individual needs
- Employees can use flexi work hours up to three days a month, clocking in two hours earlier or later
- Employees can opt for flexibility in attendance by using shortened work hours (six hours a day), thrice a month for personal reasons
- We also have a 'One Day a Month No Question Asked (NQA)' Work from Home Policy
- Part-time working options for new mothers

## Leave Benefits

- **Compensatory off days** for employees working beyond standard hours in 24x7 operations
- **Half Day Leave** enabling employees manage their personal matters
- **Three days of Compassionate Leaves** for bereavement of immediate family member
- **Paid parental leave** for both primary and non-primary caregivers:
  - 26 weeks of maternity leave
  - 12 weeks of adoption leave
  - 7 days of paternity leave
  - Additional paid family care leave options

## Other Well-Being Measures

- **Childcare facilities**, such as on-site creches and a well-equipped school with summer camps, digital classes, and sports activities for employees' children, even at remote locations
- **Day care centres with dedicated lactation rooms**, nutritious meals, and engaging activities, with extended nursing breaks and real-time updates for working parents
- **Career well-being support** to employees pursuing post-graduate courses work integrated learning programmes, in collaboration with IIM Udaipur and BITs Pilani
- **Insurance and other benefits**, such as group medical and personal accident insurance, retirement benefits, stock options, disability support

## Minimum Notice Period

Employee level M3 or below: **8 weeks**

Employee level M2 above: **12 weeks**



We closely monitor employee working hours, and ensure they are paid appropriately for the overtime hours, in compliance with the statutory regulations. We also provide paid annual leaves to employees as per the statute and encourage them to avail it for their mental and physical well-being.



## PERFORMANCE METRICS IN FY 2024-25

Particulars	Male	Female
Total number of employees who took parental leave	99	19
Number of employees who resumed office post completion of parental leave	99	19
Number of employees who were in continuous service for next 12 months after returning from parental leave	87	19



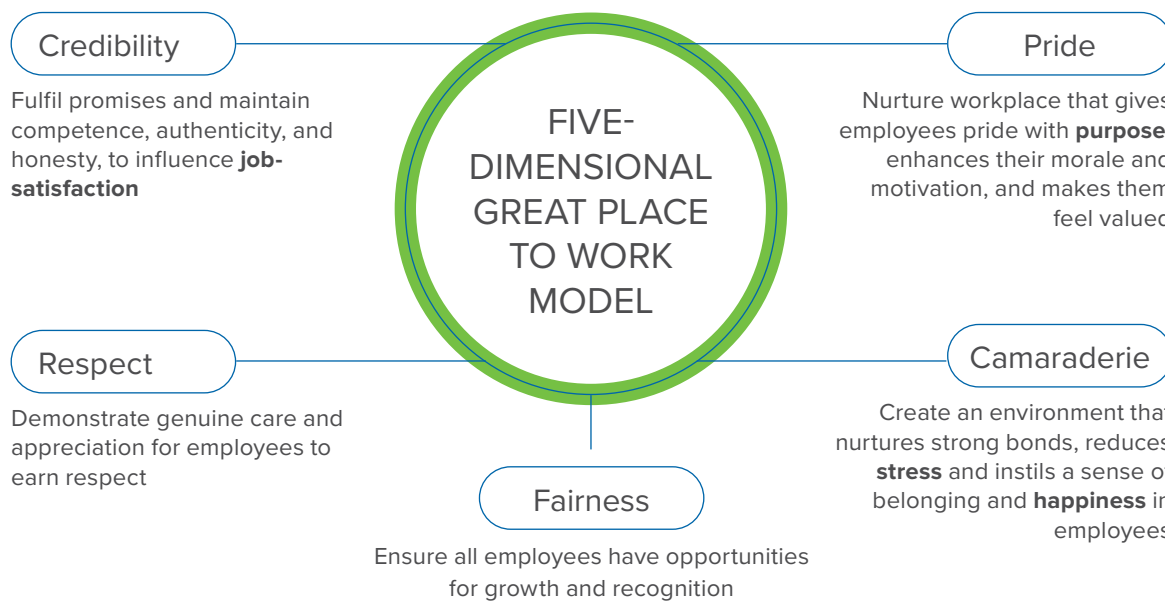
## Employee Engagement

### STRATEGY AND MANAGEMENT APPROACH

At Hindustan Zinc, it is imperative to engage with employees meaningfully to build trust, cultivate stronger ties and create a dynamic and innovative workplace. We encourage open communication, recognise achievements, and provide opportunities for growth, to enhance job satisfaction, reduce stress, and build loyalty.

### GREAT PLACE TO WORK

Since 2018, we have partnered with the Great Place to Work, adopting their five-dimensional model to elevate our employee motivation and engagement. This framework enables our people to feel proud of their contributions to our success and to feel connected to the workplace.



### Great Place to Work Engagement Survey

In FY 2024-25, our annual engagement survey included 60 questions around the five pillars of Trust Index - Credibility, Respect, Fairness, Pride and Camaraderie. The survey yielded following key outcomes:

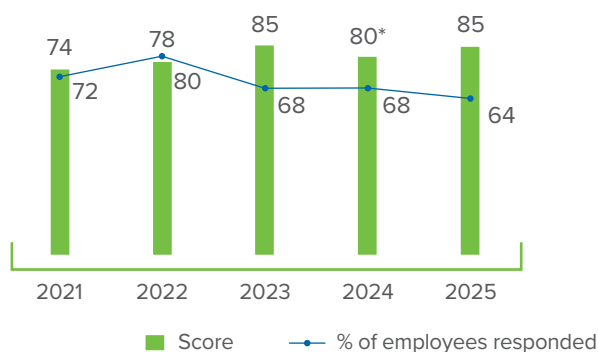
Employees are inspired by the **competence and integrity** of their leaders at Hindustan Zinc

Employees **take immense pride** in their work and the company

Employees appreciate the **sense of hospitality**, especially when they are welcomed into the company

### PERFORMANCE METRICS IN FY 2024-25

#### Employee Engagement (EE) Scores Trend



Through continuous engagement efforts, we improved our employee engagement score to 85, which we successfully sustained in FY 2024-25. This was based on a 64% response rate from employees, demonstrating strong participation and increasingly positive sentiment.

\*In FY 2023-24, eNPS score has been considered since the Company did not participate in GPTW

\*The numbers in this graph have been restated from last year.

[Read more about our Approach on People Practices](#)



# Health, Safety and Well-Being

**GRI:** 2-23, 2-24, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 14.16.1, 14.16.2, 14.16.3, 14.16.4, 14.16.5, 14.16.6, 14.16.7, 14.16.8, 14.16.9, 14.16.10, 14.16.11

**ICMM:** 4, 5

**UNGC:** 1, 2, 3, 6

**FIMI:** 3, 4

**SASB:** EM-MM-320a.1

Safety is one of our core values. Our approach to Health, Safety and Well-Being is built on a ZERO HARM mindset, protecting all employees, workers, contractors and communities. Our aim is to minimise both the physical and psychological health and safety impacts by proactively identifying, eliminating, and mitigating hazards across all operational and non-operational areas. We strive to foster a culture where both physical well-being and mental wellness are foundational values. We continuously enhance our policies, standards, procedures, systems and controls to achieve excellence in health and safety management.

## HEALTH & SAFETY HIGHLIGHTS FY 2024-25

### 0.64 million

Manhours of safety training provided to employees and workers

### 31,008

Kavach Checks (No. of inspections)

↑ 53% (from the previous financial year)

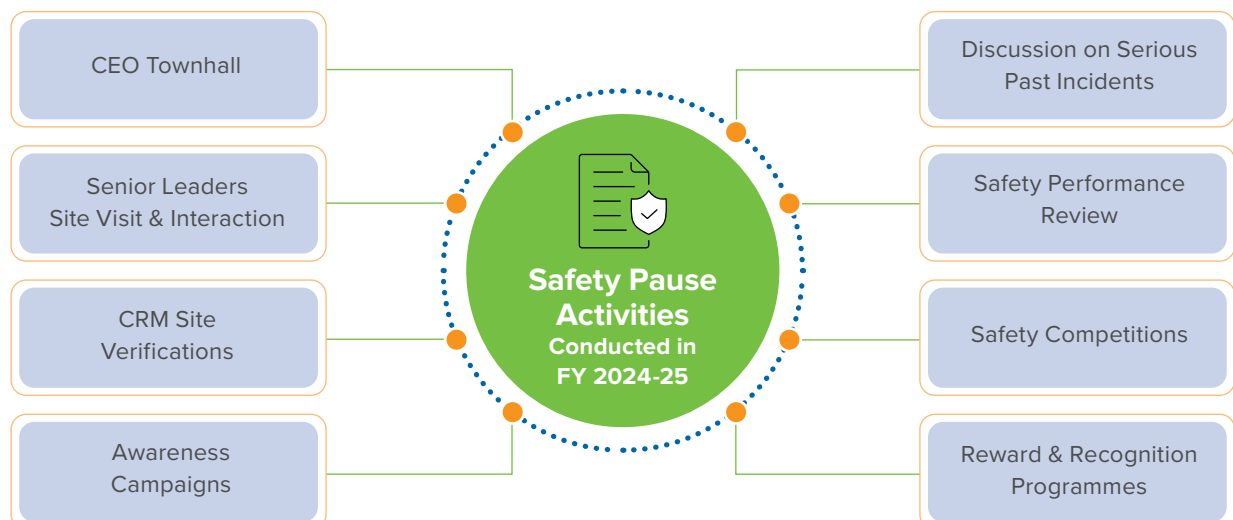
## Five Safety Pauses Conducted in FY 2024-25 based on the themes

Commitment to  
Zero Fatalities  
and Reducing  
LTIFR

Elimination of  
Man-Machine  
Interaction

All Incidents are  
Preventable

Celebrating the  
11<sup>th</sup> Aarohan  
Anniversary





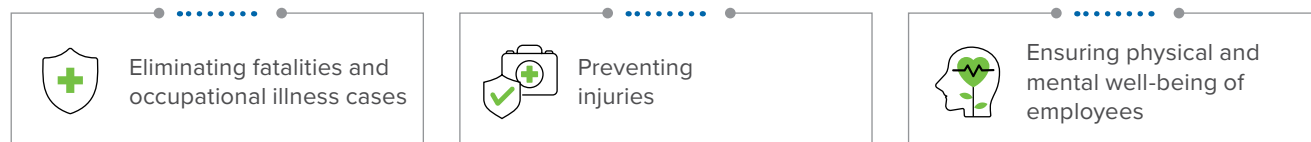
## HEALTH AND SAFETY MANAGEMENT

### Commitment

Hindustan Zinc is committed to ensuring the health, safety, and overall well-being of its employees, contractors, and surrounding communities, in every aspect of its operations ranging from daily frontline tasks to strategic planning, striving toward the goal of “Zero Harm”.

### Core Activity Areas

Ensuring a safe and resilient working environment by:



[Read more on page 179 of the Integrated Annual Report 2024-25](#)

### Management Approach

Our Health and Safety Management System aligns with national and international standards and prioritises both physical safety and mental well-being. We have embedded the ICMM Principle 5 to champion psychological safety across entire organisation. Given the inherent risks of mining and smelting, we proactively update our safety protocols, implement best practices, and strictly adhere to regulatory requirements. Through continuous and leadership engagement, we embed a culture of care and accountability, demonstrating unflinching commitment to health, safety, and well-being, as guided by the ICMM principles.

### Policies and Standards

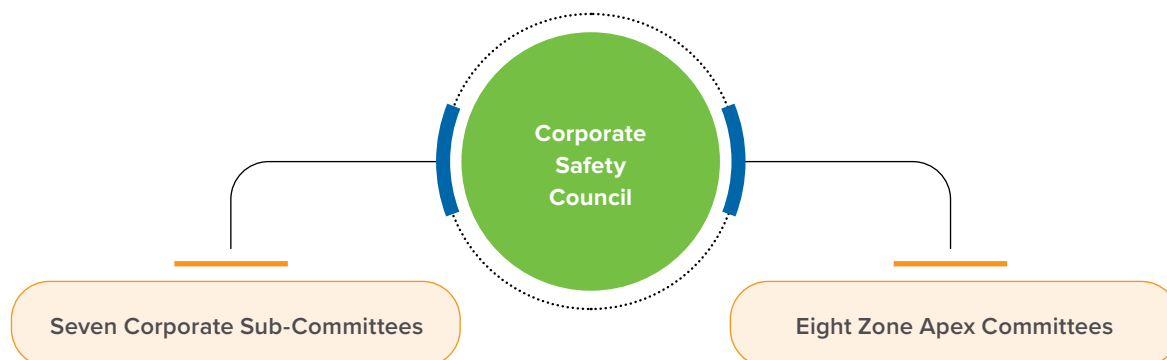
We have enhanced our [Health & Safety Policy](#) to include psychological health and safety, reinforcing holistic well-being. It applies to all employees and business partners and is implemented through robust management and technical standards across all locations.

### Aarohan: Driving Safety Cultural Transformation

Since 2013, Hindustan Zinc has been transforming its safety posture through "Aarohan" Safety Excellence Initiative, developed in collaboration with DuPont Sustainable Solutions. "Aarohan" focuses on engaging leadership and line management, fortifying Safety Management System, and enhancing skills and competencies across the organisation, aiming for “Zero Harm”.

### SAFETY GOVERNANCE

At Hindustan Zinc, safety is a core value, integrated into our governance model to continuously monitor and manage health and safety risks. Our ‘Corporate Safety Council’, supported by Corporate Sub-Committees and Zone Apex Committees spearheads safety governance. They collectively develop safety policies, set standards, allocate resources effectively and handle strategic safety planning.



[Read more about safety governance on page 180 of the Integrated Annual Report 2024-25 and in our \[Approach to Health and Safety\]\(#\)](#)



During the year, four fatalities were reported. The management conducted thorough analysis of the incidents and arrived at the following measures for implementation in order to prevent similar incidents in the future.

Fatal Incident	Management & Mitigation Measures
Rampura Agucha Mine Fatality (man machine interaction)	<ul style="list-style-type: none"> <li>Review and limit vehicle-personnel movement</li> </ul>
	<ul style="list-style-type: none"> <li>Vehicle and personnel tracking</li> </ul>
	<ul style="list-style-type: none"> <li>Provide enough transport vehicles</li> </ul>
	<ul style="list-style-type: none"> <li>Review manhole designs</li> </ul>
Sindesar Khurd Mine Fatality (jumbo operator and helper fell)	<ul style="list-style-type: none"> <li>Develop clear communication protocols</li> </ul>
	<ul style="list-style-type: none"> <li>Use RFID-triggered stoppage near hazards</li> </ul>
	<ul style="list-style-type: none"> <li>Update engineering standards for barriers</li> </ul>
	<ul style="list-style-type: none"> <li>Revise barricades/area access SOP</li> </ul>
Zinc Football Academy Fatality (structural collapse)	<ul style="list-style-type: none"> <li>Regular audits of barricades/signage</li> </ul>
	<ul style="list-style-type: none"> <li>Comply with Vedanta Safety Standard for all activities</li> </ul>
	<ul style="list-style-type: none"> <li>Engineering team oversees work scope/vendor selection</li> </ul>
	<ul style="list-style-type: none"> <li>Use competent vendors for dismantling</li> </ul>
	<ul style="list-style-type: none"> <li>Define CSR responsibility/accountability</li> </ul>
	<ul style="list-style-type: none"> <li>Train CSR personnel on safety standards</li> </ul>

**Our comprehensive safety standards, certified under ISO Management Systems ISO 45001:2018, cover all operations, including employees, contractors, and other individuals under our supervision.**

risks, we are better equipped to implement effective preventive measures, ensuring safety of our employees, contractors, and stakeholders. This also supports the long-term reliability and efficiency of our operations by minimising the likelihood of incidents caused by infrastructure failures. Furthermore, it guides our procedures to investigate work-related injuries, ill health, diseases and incidents.

## WORKERS AND WOMEN'S PARTICIPATION AND CONSULTATION IN JOINT MANAGEMENT COMMITTEES

- Major 10 business partners who comprise 80% of our total workforce (other than permanent workers) are involved in our health & safety executive committee meetings
- 14% of women representation in corporate safety council meetings

## INFRAMATRIX IMPLEMENTATION: MANAGING INFRASTRUCTURE-RELATED CRITICAL RISKS

We have integrated Infrastructure Inframatrix, a systematic approach to infrastructure management, into our overarching safety strategy. This approach helps us manage and mitigate potential critical risks linked to our infrastructure with the highest level of vigilance, preventing escalation into serious incidents. Currently, Hindustan Zinc is implementing the Infrastructure Inframatrix for 13 critical risks across its operations. By focusing on these critical

### Infrastructure Inframatrix also enables:

- Comprehensive evaluation of all infrastructure components for identified critical risks, pinpointing vulnerabilities and assessing risks
- Continuous improvement by ensuring critical infrastructure is constantly evaluated and updated
- Integration of lessons learned from past incidents to refine our safety systems
- Involvement of frontline leaders and safety experts in monitoring infrastructure performance and ensuring safety measure implementation across all levels of the organisation

# 89%

Infrastructure Compliance in FY 2024-25

↑ (24% YoY)



### The Vihan Initiative: Identifying and Managing Critical Risks

We have implemented Critical Risk Management (CRM) to manage the top critical risks that could potentially contribute to fatalities and other severe incidents. The approach leans on identifying top global risks and effectively allocating resources for systematic application of critical controls in high-impact areas. These controls are integrated into Enablon, our centralised risk management platform, allowing for continuous monitoring, prompt and effective actions and proactive management of potential hazards.

# 41,381

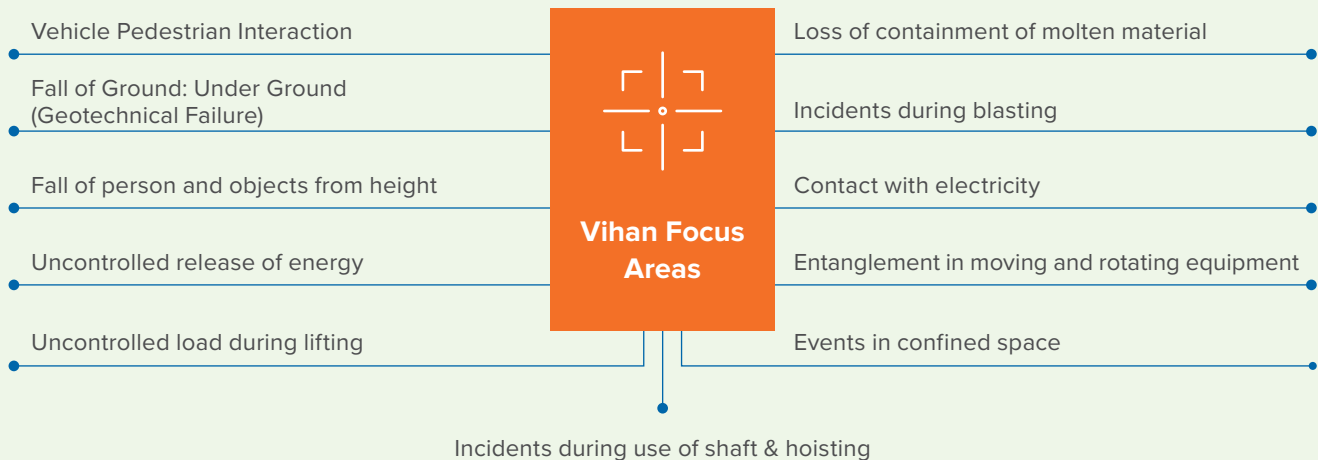
Inspections in FY 2024-25

↑ (115.45% YoY)

# 8,24,256

Critical Checks in FY 2024-25

↑ (226.2% YoY)



### Risks Launched in FY 2024-25

Slope failure  
- surface

Events in rail  
operation

Excavation  
safety

Exposure  
to gas

Inrush of  
water



## OCCUPATIONAL HEALTH AND HYGIENE

At Hindustan Zinc, our commitment to safety extends to preventing occupational diseases and maintaining a hygienic workplace. Our initiatives to promote healthier lifestyles aim at enhancing productivity, reducing absenteeism, and improving employee retention.

### Our Model for Comprehensive Workplace Health and Hygiene Governance



#### Comprehensive Workplace Health Governance System

We proactively invest in occupational health management across all levels of our organisation, including pre-employment medical check-ups, periodic medical evaluations and regular health checkups for all permanent and contractual employees. Our centralised health management system efficiently tracks and manages employees' health, coordinating patient registration, care, and discharge processes.

# Zero

Occupational illness in FY 2024-25

#### Industrial Hygiene Assessment

We engage competent third-party organisations for comprehensive industrial hygiene assessments across all our operational sites. These assessments evaluate environmental conditions and identifying any risks from exposure to hazardous substances, noise, air quality, and ergonomics. This independent evaluation validates the effectiveness of our workplace health and safety standards, guiding robust corrective measures.

# 1,300+

Sample assessments done in FY 2024-25

[Read more on page 183 of the Integrated Annual Report 2024-25](#)

## PSYCHOLOGICAL HEALTH, SAFETY AND WELL-BEING

We are incorporating psychological safety into our overall health and safety framework to nurture truly safe workplaces and integrating it into our broader risk management system. Furthermore, in collaboration with Silver Oak, we have launched structured mental well-being programmes aimed at supporting the psychological resilience of employees across all levels. These steps reflect our holistic approach to safety, building a culture where every individual feels valued, heard and empowered.

[Read more about our mental well-being measures on page 64](#)

## BUSINESS PARTNER SAFETY MANAGEMENT AT HINDUSTAN ZINC

Our commitment to health and safety transcends our internal operations covering all our business partners, including contractors and sub-contractors in all our projects.

### Key Elements Of Our Approach

#### Performance-Based Contractor Management

- We employ enhanced supervisory measures and a grading system for contractor companies, linked to their health and safety performance. This crucial aspect of our contractor management framework promotes high safety standards across all levels of operation

#### Integration of ESG Criteria

- We have integrated Environmental, Social, and Governance (ESG) pre-qualification criteria into our procurement and contractual requirements
- The vendor Code of Conduct clearly articulates adherence to health, safety and environmental standards within their organisation and supply chain. This ensures contractors align with our occupational health and safety standards right from the start of their engagement

#### Partner Training

- Technical health & safety training is provided both to the employees and business partners for enhancing awareness and adherence to our safety protocols, reducing operational health & safety incidents

#### Monitoring and Review

- Regular safety reviews are conducted in contractor work areas to monitor compliance and address any issues promptly

## EXTERNAL ENGAGEMENT AND COLLABORATIONS

Hindustan Zinc is a member of both National Safety Council and British Safety Council, reaffirming our commitment to adopting globally benchmarked safety practices. These external affiliations help and provide us access to cutting-edge research, training resources and peer-networks that will enhance our ability to drive continual improvement in health & safety.

We have successfully enrolled our employees for various Internationally Certified courses like NEBOSH (International Diploma, Process Safety Management), IOSH, CQI-IRCA Lead Auditor courses to empower them in elevating the implementation of safety standards.

## PERFORMANCE AGAINST KEY PERFORMANCE INDICATORS (KPIs)

Health and Safety KPIs	Category	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Process Safety Incidents - Tier 1 (per one million - person hours worked)	Employees	0	0	0.09	0.08
Lost Time Injury Frequency Rate (LTIFR) Per one million - person hours worked	Employees	0.42	1.22	0.83	0.94
	Contract	0.56	0.83	0.68	0.79
	Employees				
Total Recordable Injury Frequency Rate (TRIFR) Per one million - person hours worked	Employees	0.84	1.36	1.39	1.42
Total Recordable Injury Frequency Rate (TRIFR) Per one million - person hours worked	Contract	1.24	1.90	2	2.34
	Employees				
No. of Fatalities	Employees	1*	0	1	0
	Contract	3	0	6	4
	Employees				
High Consequence work-related injury or ill health (excluding fatalities)	Employees	0	0	0	0
	Contract	2	2	0	0
	Employees				

\*Subsidiary of Hindustan Zinc

 [Read more about our Approach to Health and Safety](#)





# Giving Back to the Society

## Community Engagement and Development

**GRI:** 2-25, 2-26, 3-3, 203-1, 203-2, 413-1, 413-2, 14.10.1, 14.10.2, 14.10.3  
**ICMM:** 6, 9, 10  
**UNGC:** 1, 7, 8, 9  
**FIMI:** 6, 9  
**SASB:** EM-MM-210b.1

Hindustan Zinc's Corporate Social Responsibility (CSR) strategy closely aligns with the United Nations Sustainable Development Goals (SDGs) and focuses on inclusive growth of the communities where we operate. We empower communities through initiatives in education, sustainable livelihoods, women's empowerment, health, environment and more, ensuring their long-term sustainability and resilience.

### CSR HIGHLIGHTS FY 2024-25

**6.54 lakhs**

Cumulative women and children beneficiaries

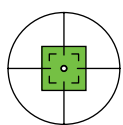
**INR 273.45 crore**

Total CSR Spend

**4.6-fold increase**

in CSR outreach since FY 2019-20

### CSR MANAGEMENT



## Vision

To enhance the quality of life and economic well-being of the communities around our operations

Children's Well-Being and Education

Sustainable Livelihoods and Skilling

Women's Empowerment

Healthcare, Water and Sanitation

Sports and Culture

Environment and Safety

Animal Welfare and Community Development, including Community Assets Creation

CORE  
ACTIVITY  
AREAS

## Management Approach

At Hindustan Zinc, our CSR approach and strategy is crafted not only to yield immediate benefits but also to build community ownership and empower individuals for long-term growth, development and self-sustenance. We collaborate with local institutions, government bodies, and NGOs to align our initiatives with local development plans and sustainability objectives.

Our community development model integrates third-party implementation through expert developmental organisations, in-house programme design and delivery, and strategic alliances with like-minded, sustainability-driven organisations. This holistic approach amplifies our socio-economic impact and strengthens long-term environmental and social outcomes.

## How We Are Cultivating Self-Sufficiency and Empowerment in Local Communities

- Ensuring sustained impact and ongoing community engagement through our network of community-based institutions, including Federations, Village Organisations, Farmer Producer Organisations (FPOs), and through individual and collective Microenterprises
- Enhancing livelihoods of marginalised women through 'Sakhi Utpadan Samiti', a social enterprise under our flagship programme, owned and managed by these women
- Building youth capacities through skill development, education, and entrepreneurship programmes

## KEY STRATEGIC COLLABORATIONS

### Government Collaboration

- Government of India's Ministry of Women and Child Development
- Government of Rajasthan's Department of Women and Child Development
- Government of Rajasthan Education Department
- National Skill Council

### Purpose

- To continuously support children from birth to higher education through education, healthcare and developmental infrastructure, e.g., Shiksha Sambal programme

### Livelihood and Agriculture

- BAIF Institute for Sustainable Livelihoods and Development (BISLD)

### Purpose

- To advance hi-tech vegetable cultivation, break conventional cropping cycles to improve agricultural productivity, organic farming and climate smart sustainable practices

### Financial Inclusion

- India Post Payments Bank (IPPB)

### Purpose

- To improve financial literacy for over 24k women, through our micro-financial project "Sakhi"
- To enhance financial access in remote areas by providing unbanked and underbanked communities with providing doorstep banking and insurance services

## CSR Expenditure

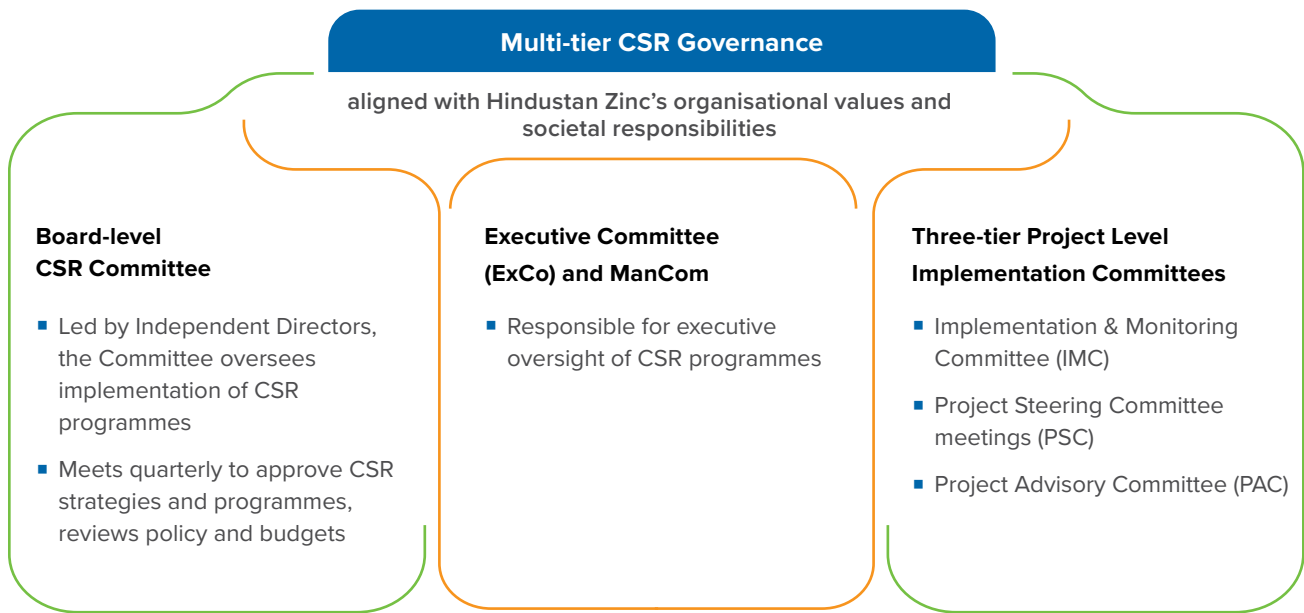
Category	Percentage of Total Costs
Charitable Donations*	0
Community Investments	100
Commercial Initiatives	0
<b>Total</b>	<b>100</b>

\*Hindustan Zinc does not make any charitable donations, nor does it undertake any commercial initiatives.

## Policies and Standards

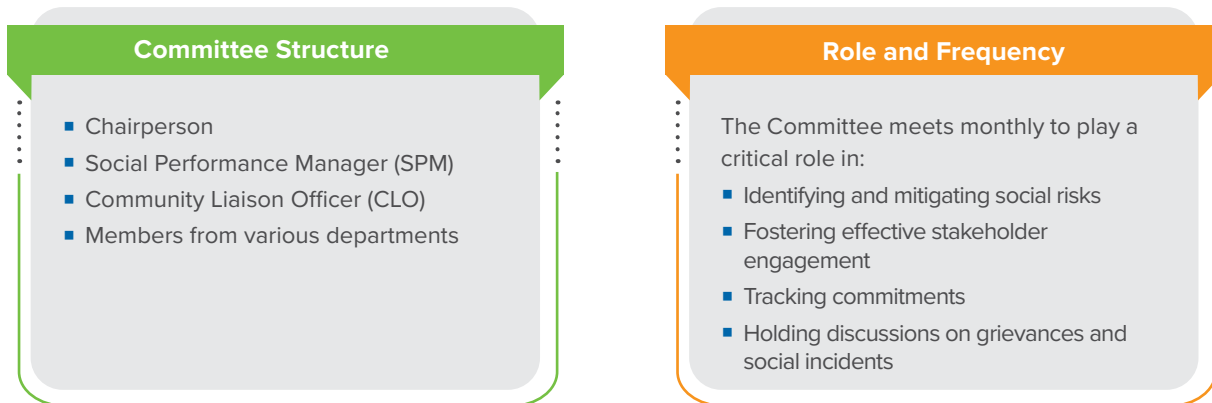
Our [CSR Policy](#), Delegation of Authority (DOA), technical standards for grievance redressal and stakeholder management provide overall strategic direction and guidance to our CSR efforts.

## GOVERNANCE



### Social Performance Steering Committee (SPSC)

We have institutionalised a dedicated Social Performance Management Committee to integrate social performance into the core business strategy. At the corporate level, the Committee acts as a central governance body. To reinforce this commitment at the grassroots, we have also created site-specific Social Performance Committees at all operational locations. These committees are instrumental in cultivating strong community relationships, thereby strengthening our social licence to operate and advancing our commitment to sustainable and responsible mining.



### Checks and Compliance

Our CSR processes undergo rigorous evaluation through multiple auditing mechanisms:

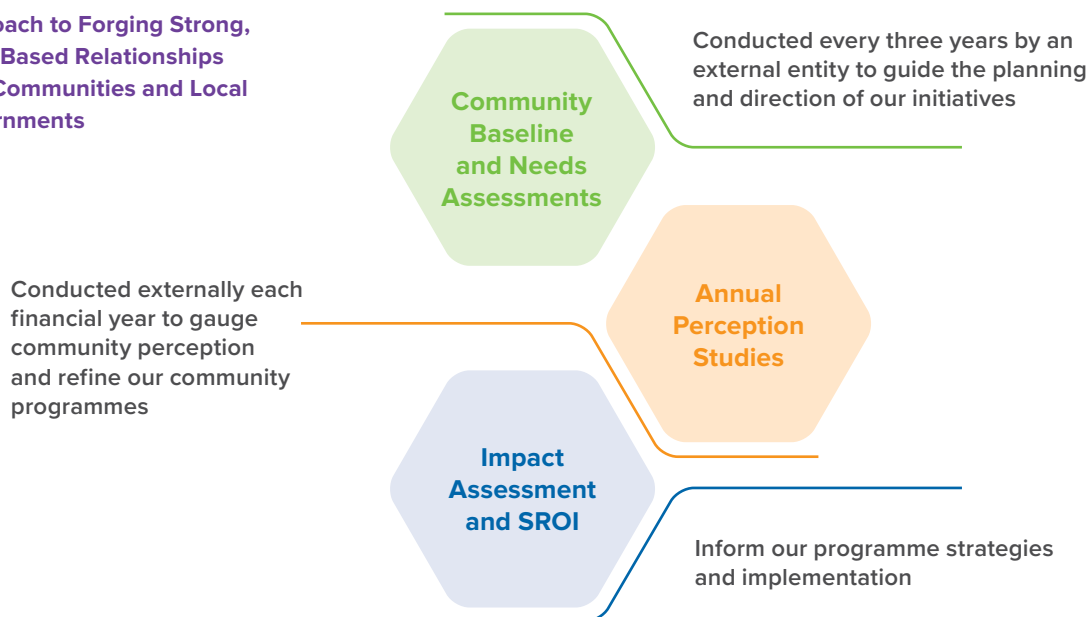
- Regular reviews by the CEO and senior management
- Quarterly review and operational audits
- Comprehensive annual assessments through the Management Assurance System, Sustainability Assurance System, and Vedanta Sustainability Assurance System

We adhere to CSR protocols as per the Companies Act Schedule VII and align with CSR amendments 2022. This includes conducting impact assessments, mapping CSR programmes as ongoing or one-time interventions, and following recommended compliance measures.

## BUILDING STRONG COMMUNITY RELATIONSHIPS

We regularly engage with stakeholders, including communities, government bodies, NGOs, and industry experts, to gather feedback, address evolving priorities and align our initiatives with the community needs.

### Approach to Forging Strong, Trust-Based Relationships with Communities and Local Governments



## Stakeholder Engagement Driven CSR Framework

Regular Stakeholder Engagement	Engagement Methods
<ul style="list-style-type: none"> <li>▪ Ongoing dialogues with communities, government bodies, NGOs, and industry experts</li> <li>▪ Feedback gathered helps us align initiatives with evolving community needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ CSR initiatives</li> <li>▪ Regular community meetings</li> <li>▪ Grievance redressal through Social Performance Steering Committees (SPSC)</li> <li>▪ Communications through newsletters, leaflets, hoardings, and social media</li> <li>▪ Environmental and Social Impact Assessment (ESIA) for better decision-making</li> <li>▪ Third-party assessments for transparency and effectiveness</li> </ul>

 [To maintain transparency in disclosures, all EIA and SIA reports are publicly available on our website for accessibility to all stakeholders.](#)

 [Access our Impact Assessment Report here.](#)

### Grievance Redressal

We have a formal and transparent framework at all locations to address external stakeholder grievances, including local communities, Panchayati Raj Institutions, civil society organisations, and other interest groups, related to our business operations. Aligning with our technical standards, international best practices and guidance from the International Finance Corporation (IFC), it ensures grievances are resolved in a timely, transparent, and equitable manner. The CSR function or Community Liaison Officer (CLO) coordinates with relevant departments such as operations, environment, safety, human resources, and external affairs, depending on the nature of the grievance, for systematic redressal.

### Robust Grievance Redressal Framework

- Grievances are logged, tracked, and addressed through a formal **Grievance Redressal Mechanism (GRM)**
- Stakeholder engagement, guided by the **Stakeholder Engagement Plan (SEP)**, includes structured dialogue, consultations, disclosures, and involvement in monitoring activities
- Trends and recurring issues are monitored periodically, and **causal analyses** are undertaken to inform strategic improvements
- Periodic **third-party assessments** and **community perception studies** are being explored to understand our social impacts and **design preventive measures**



## CSR INTERVENTIONS

### CSR Volunteering

We engage our employees and their families, business partners, and like-minded organisations in volunteering initiatives to promote social betterment, elevating their understanding of critical societal issues.

**105+**

External volunteers were engaged through Shiksha Sambal Project in FY 2024-25

### University Fellows Programme

For the past two years, we have onboarded fellows from prestigious institutions, such as Delhi University, for year-long engagements. These fellows facilitate activity-based learning to improve the academic outcomes for rural students.

**108**

Interactive Modules were conducted to improve language and math skills for students in grades 6 – 8

### Summer and Winter Camps for Rural Students

External volunteers were instrumental in our summer camps and winter camps that supported the academic and holistic development of the students from rural backgrounds.

**Over 1,416 students received 5,382 learning hours**

Facilitated during month-long summer camps in FY 2024-25

**1,700+ students benefited from 930 learning hours**

Provided through 11-day winter camps



## KEY CSR INTERVENTIONS

### Focus Area

### Economic Well-Being



### Programme Name: Samadhan

Partnership: BAIF

#### Key Highlights

- Significantly improved farmer livelihoods by building livestock assets
- Increased farmers' income through enhanced milk production
- Supported farmers cultivate 40 acres of land with bio-enriched zinc-fortified wheat for both nutrition and climate-resilient agriculture
- Two new Farmer Producer Companies driven microenterprises established for animal feed and biomass-pellet unit

#### Impact

**34,642 farmers**  
benefited through  
INR 1,419 lakhs in livestock  
asset creation

**INR 493.96 lakhs**  
in revenue of 5 Farmer  
Producer Organisations,  
with 9,137 shareholders

**38,156 animals**  
and 3,107 farmers benefited  
from 70 animal health  
camps

**INR 194.17 lakhs**  
in convergence benefiting  
7,788 farmers

**INR 82.14 lakh litres**  
milk production, worth  
INR 32.85 crore

**INR 280.16 lakhs**  
in revenue through  
2 Microenterprises

### Programme Name: Zinc Kaushal

Partnerships: Ambuja Foundation  
Tata Strive

#### Key Highlights

- Empowered youth through skill training and job training across national and international companies, including Foxconn (Apple manufacturing unit), Tata Consultancy Services, Honda and Marella Cruises
- Initiated a new Zinc Kaushal in Zavar, taking the total number of centres to seven
- Conferred with four district-level awards by the Cabinet Minister, Government of Rajasthan, at the 78<sup>th</sup> Independence Day ceremony and District Collectors at Bhilwara and Ajmer

#### Impact

**2,183**  
Youths trained

**49% women**  
Among the youth placed

Youth placements in  
**352 companies**  
across 20 sectors

**INR 14,200**  
of average monthly salary

Focus Area

Women Empowerment



## Programme Name: Sakhi

Partnerships: Manjari Foundation

### Key Highlights

- Formed self-help groups (SHGs), under 203 village organisations, legally represented by seven federations
- 300+ Sakhi-led committees and Federation managers
- 364 new SHGs achieved bank credit linkages with a total credit amount of INR 8.61 crore, raising a cumulative credit linkage of INR 25.63 crore
- Over 2.33 lakh individuals were sensitised on social issues by Uthori Jaagriti Kalamanch, a Sakhi-led theatre group
- Formed 129 Kishori Balika Samuh with 2,205 adolescent girls, promoting their development
- Deployed 12 Sakhis at Bharat Petroleum Corporation Limited's first women-operated petrol pump in Udaipur

### Impact

INR 125.71 crore  
Credit generated

2,167  
Self-help groups (SHGs) formed, empowering 26,844 Sakhi women

INR 11.63 crore  
Interest earned

INR 22.90 crore  
in cumulative savings through these SHGs

## Programme Name: Microenterprises

Partnerships: Manjari Foundation

### Key Highlights

- Empowered Sakhis to generate strong income through FMCG and textile sales, operating 14 production units and 208 retail outlets
- Significant online sales generated for our homegrown brands – Daichi and Upaya in their debut year of listing with Amazon, Flipkart, ONDC and Heartswithfingers.com
- Sakhi's MSME – Sakhi Utpadan Samiti, established units for oil pressing, honey processing, millet products, stitching and block printing

### Impact

INR 2.31 crore  
Revenue generated via fast-moving consumer goods (FMCG) and textile sales

347  
Sakhis in production and business, generating an income of INR 54.33 lakhs

57%  
YoY increase in Sakhi's customer base

Over 14 lakhs  
of online sales generated by Daichi and Upaya brands

**Focus Area**

**Child Development**



**Programme Name: Shiksha Sambal**

Partnerships: Vidya Bhawan Society  
The Society for All Round Development (SARD)

**Key Highlights**

- Diverse educational initiatives improved learning outcomes in children
- Signed an MoU with the Rajasthan Government to provide pre-vocational setups and better infrastructure in Government schools
- Enhanced language skills and learning outcomes through specialised learning classes, career counselling sessions, integrated science lab, reading, sports and school renovation activities

**Impact**

**35,000+**

Students in ~140 schools benefited

**95%**

Pass rate in class 10<sup>th</sup> board exams

**30,984**

Classes held for improved outcomes in Science, English and Mathematics

**100%**

Pass rate in 23 out of 66 Shiksha Sambal schools

**Programme Name: Unchi Udaan**

Partnerships: Vidya Bhawan Society  
Resonance

**Key Highlights**

- Empowered meritorious rural students through quality education and mentorship thereby enabling their admission into India's top engineering institutions and placement into companies

**Impact**

**31**

Students of batch-6 who were offered allotment in Government Engineering College, accepted admissions

**27**

Students got placed with various companies and secured an average annual salary of INR 9-10 LPA (INR 21 LPA was the highest package offered)

All students secured a first division in Class 10 board exams, with 10 students scoring over 90%

**Programme Name: Jeevan Tarang**

Partnerships: Badhir Bal Kalyan Vikas Samiti  
Badhit Bal Vikas Samiti

**Key Highlights**

- Inclusive programmes for the deaf community conducted across Ajmer, Bhilwara, and Udaipur, for awareness on Indian Sign Language, road safety, menstrual hygiene, mental health, disaster management, and personal safety
- Pre-vocational training and skill development initiatives were launched to build job-readiness and self-reliance

**Impact**

**2,600+**

People with disabilities benefited



## Other Educational Initiatives

Partnerships: Vedanta Foundation  
Anushka Academy

### Key Highlights

- Supported students in five Hindustan Zinc's schools, with 1,690+ students enrolled from nearby communities

### Impact

**130+**

Girls from rural and tribal regions of Rajasthan awarded scholarship for graduate and post-graduate programme

**727**

Students benefited through competitive exam coaching and career counselling

### Focus Area

### Sports and Culture



## Programme Name: Zinc Football Academy (ZFA) and Promotion of Sports and Culture

Implementation Partner: The Football Link  
Young Monk Communications Pvt. Ltd.

### Key Highlights

- ZFA received a 3-star rating in the Academy Accreditation 2024-25 by All India Football Federation (AIFF)
- ZFA received 'Sports Academy of the Year' at the Sport India Awards 2024, organised under the aegis of the Ministry of Youth Affairs and Sports, Government of India
- Promoted art and culture through events like Vedanta Udaipur World Music Festival, Srajan the spark, Jaigarh Heritage Festival, and Smritiyaan
- Our inaugural Sakhi Fest celebrated the achievements of women in our self-help group (SHG) programme

### Impact

**Over 12k**

Beneficiaries in rural Rajasthan received sports support

**Over 1.3 lakh**

People were supported through arts and culture promotion

### Focus Area

### Community Development Programmes



Partnerships: Local Panchayats  
Rajasthan State Government

### Key Highlights

- Undertaken several community infrastructure construction and upgradation projects during the year, including roads, cremation grounds, community buildings, schools, water pipelines, solar light installation, etc.

### Impact

**4.74 lakh**

People across 132 villages benefited

**19 km**

of water pipeline established for potable drinking water accessibility

**68 villages**

Illuminated through installation of 1,731 streetlights for safety and security

**34.36 km**

of road constructed across 46 villages

**48**

Community buildings built in 44 villages

Supported **26** model school development projects and renovated 10 schools

## Focus Area Health, Water and Sanitation



Partnerships: Shri Shubham Seva Sansthan  
RNT Medical College and Hospital

### Key Highlights

- Supported medical institutions, promoted health and hygiene awareness and conducted medical camps
- Implemented water conservation programmes, raised awareness and supplied water to arid regions through tankers and pipelines
- Provided safe drinking water in communities through RO plants and water ATMs
- Established RO Plants in village panchayats and increased water storage capacity of village water bodies
- De-silted ponds to improve rainwater harvesting and groundwater recharge
- Supported farmers with 740 solar-powered pest traps to promote eco-friendly pest control

### Impact

**4.5 lakh**

Community members benefited

Employed 'Jal Sakhi' women across **13 RO clubs**, representing 92% of the workforce

Supplemented **6.11 crore m<sup>3</sup>** of drinking water to 2.19 lakh people in 36 villages via tankers and pipelines

Initiated water conservation and augmentation projects, increasing water capacity by **over 1 lakh m<sup>3</sup>**

**56,000 cubic metres** of ponds capacity improved through de-siltation

**700+ farmers** Adopted sustainable practices like Hi-Tech Vegetable cultivation and Trellis farming

## Focus Area Environment and Safety



### Environmental and Climate-Resilient Initiatives

Partnerships: Udaipur Municipal Corporation (UMC)  
Urban Improvement Trust (UIT) - Udaipur

### Key Highlights

- Sewage Treatment Plant (STP) in Udaipur
  - Through a Public-Private Partnership model, Udaipur's first sewage treatment plant (STP) was implemented, converting city's sewage water into reusable water, thereby reducing freshwater consumption and supporting Swachh Bharat Mission
- Ecological Restoration and Regeneration
  - Planted over 5,000 saplings using the Miyawaki method to promote dense urban forests
  - Provided ~14,500 saplings to 35 villages, supporting green development
  - Signed an MoU with the Rajasthan Protected Area Conservation Society to develop 369-hectare Zinc Baghdarrah Crocodile Conservation Reserve
- Clean Energy and Carbon Reduction
  - Launched a biomass pellet unit, offering a renewable alternative to traditional fuels
  - Adopted WADI agro-horti forestry model to promote carbon sequestration, improve livelihoods, and restore degraded lands

### Impact

**80%** of Udaipur's sewage water (29 lakh MLD annually) converted into reusable water through STP

**3.33 lakh** Residents of Udaipur directly benefited through STP

### Safety Initiatives

### Key Highlights

- Created safety master trainers in the community through our in-house safety module - 'Suraksha Margdarshika' - covering home and domestic safety, such as LPG safety, electrical safety, ergonomics safety, 5S at home, confined space safety

**28,445**

Community members benefited

 [Read more about our Community Development and Empowerment initiatives on page 186 of the Integrated Annual Report 2024-25](#)



# Reducing Our Environmental Footprint

## Environment Management

**GRI:** 2-23, 2-24, 2-27, 3-3, 302-1, 302-3, 302-4, 303-1, 303-2, 303-3, 303-4, 303-5, 304-1, 304-2, 304-3, 304-4, 305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-2, 306-3, 306-4, 306-5, 14.1.1, 14.1.2, 14.1.4, 14.1.5, 14.1.6, 14.1.7, 14.1.8, 14.1.9, 14.2.1, 14.2.2, 14.3.1, 14.3.2, 14.4.1, 14.4.2, 14.4.3, 14.4.5, 14.4.6, 14.4.7, 14.4.8, 14.5.1, 14.5.2, 14.5.3, 14.5.4, 14.5.5, 14.5.6, 14.6.1, 14.6.2, 14.6.3, 14.7.1, 14.7.2, 14.7.3, 14.7.4, 14.7.5, 14.7.6, 14.8.1, 14.8.4, 14.8.5, 14.8.6, 14.8.7, 14.8.9

**ICMM:** 2, 4, 6, 7, 8

**UNGC:** 7, 8, 9

**FIMI:** 5, 7, 8

**SASB:** EM-MM-110a.1, EM-MM-110a.2, EM-MM-120a.1, EM-MM-130a.1, EM-MM-140a.1, EM-MM-140a.2, EM-MM-150a.4, EM-MM-150a.5, EM-MM-150a.6, EM-MM-150a.7, EM-MM-150a.8, EM-MM-150a.10, EM-MM-160a.1, EM-MM-160a.2, EM-MM-540a.1, EM-MM-540a.2, EM-MM-540a.3

As part of our overarching sustainability vision, we continuously focus not just on what we build, but how we build it. Consideration for resource efficiency, circular economy principles, pollution prevention, and biodiversity conservation is embedded into every process. We strive to go beyond compliance, embedding environmental responsibility deeply within our organisational culture.

### HIGHLIGHTS FOR FY 2024-25

#### Climate Change and Energy Transition

**0.67 mn tCO<sub>2</sub>e**

GHG emission savings

**15% reduction**

in carbon emission intensity  
from FY 2019-20

#### Tailings Management

**Commissioned  
dry tailing plant**

at Rajpura Dariba and Zawar  
mines, with another one underway  
at Rampura Agucha

#### Circularity and Waste Management

**2x increase**

in gainful utilisation of smelting  
process waste (> 6 lakhs MT)

#### Biodiversity and Ecosystems

**0.74 million**

Trees additionally planted from the base  
year 2020 for restoration of the habitat



## CORE ACTIVITY AREAS OF ENVIRONMENTAL MANAGEMENT



### MANAGEMENT APPROACH

Our robust Environmental Management System (EMS) goes beyond the regulatory requirements. It integrates compliance into our core responsibilities and collaborate with stakeholders to foster a culture of accountability. This approach is aimed at securing a sustainable future for our communities as well as reducing our environmental footprint.

We are significantly investing in advanced environment management initiatives to minimise our impact. This includes:

- Expanding renewable energy capacity
- Implementing advanced zero liquid discharge systems
- Adopting eco-friendly technologies and reducing landfill waste through innovative technologies like fumer and paste fill plant operations
- Tailings storage facility management

## INR 132 crore

Operational investments dedicated to advance our environmental management efforts

## INR 365 crore

Expenditure of capital projects focused on environmental management

### ENVIRONMENTAL INCIDENT MANAGEMENT

“Vunified” – our advanced digital platform has been designed to streamline the reporting of environmental incidents. It enables employees to promptly report any incidents occurring within the plant premises, ensuring a structured and efficient incident management process. The system facilitates timely response actions and continuous improvements in our environmental performance.

## Zero

Environmental incidents under Category 4 or 5 were recorded during FY 2024-25



## Policies and Standards

Our Environmental Management System (EMS) is supported by a comprehensive framework of policies with clearly defined roles and responsibilities to drive strict compliance with applicable environmental laws and regulations.

### Key Policies



### Guiding Standards

All our units are certified for ISO 14001:2015 : Environmental Management and ISO 50001:2018 Energy Management System.

We have established Environment Product Declaration (EPD) using LCA Methodology for our zinc product, complying with ISO 14025:2006 and EN 15804:2012+ A2:2019 standards.

We adhere to Tailings Management Facility Standard (TMFS) and are committed to compliance with Global Industry Standard on Tailings Management (GISTM) for responsible tailings management, tailings safety and sustainability.

We adhere to our own Technical and Management Standards for environmental management.

### Environmental Compliance

Financial Year	Any fines / penalties / action taken by regulatory agencies such as Pollution Control Boards
FY 2024-25	NIL
FY 2023-24	NIL
FY 2022-23	NIL
FY 2021-22	NIL
FY 2020-21	NIL

### Return on Environmental Investments (in INR)

	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
Capital Investments	3,648,700,000	4,637,300,000	3,885,333,836	3,075,000,000	1,680,000,000
Operating Expenses	1,321,308,806	1,480,000,000	1,358,406,918	1,035,000,000	980,000,000
Total Expenses (Capital Investments + Operating Expenses)	4,970,008,806	6,117,300,000	5,243,740,754	4,110,000,000	2,660,000,000
Savings	186,365,313	1,666,494,500	1,370,616,216	653,111,392	175,225,000
% of Operations Covered	100%	100%	100%	100%	100%

## Climate Change and Energy Management: Transitioning to a Low-Carbon Future

### STRATEGY AND MANAGEMENT APPROACH

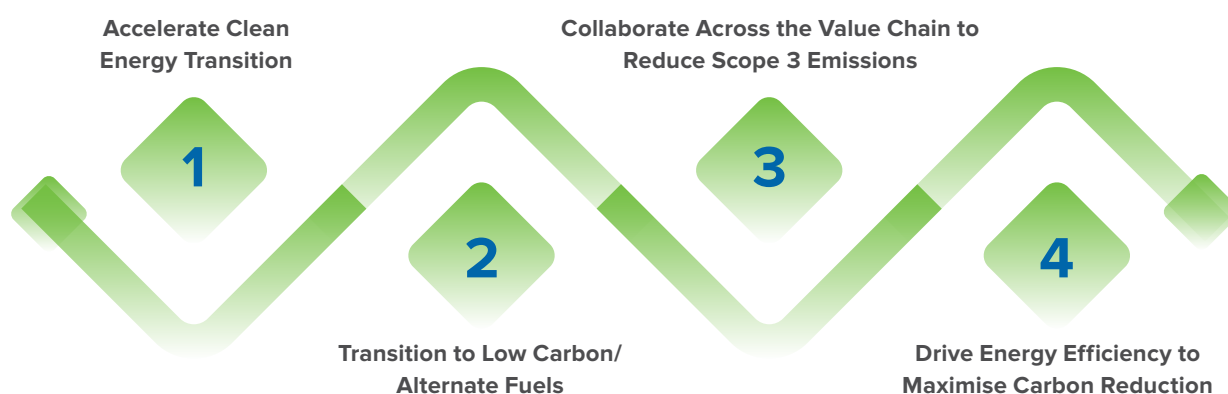
Climate change mitigation is a core part of Hindustan Zinc's business strategy. We are committed to building resilient infrastructure and adopting innovative solutions to address climate risks. We have set ambitious climate goals and closely monitor our progress to ensure we achieve tangible positive outcomes. Our goal to achieve net-zero carbon emissions by 2050 or sooner aligns with the Science Based Targets initiative's (SBTi) "Business Ambition for 1.5°C" campaign.

We maintain a sharp focus on prioritising energy efficiency through investments in advanced technologies and process optimisation. We also empower our employees to participate in our energy conservation efforts and the overall sustainability journey. We are steadily increasing the share of renewable energy in our power mix and embedding climate adaptation strategies into our business planning to identify and address potential climate-related risks.



[Access our Energy and Climate Change Management Policy](#)

### Strategic Focus Areas for Achieving Net Zero



### Energy Audits and Integrated Management Systems (IMS)

All Hindustan Zinc sites are ISO 50001:2018 - certified. We conduct an annual IMS Surveillance Audit to ensure ongoing compliance and effectiveness, simultaneously focusing on maintaining certification, evaluating energy equipment performance, and identifying improvement opportunities. Additionally, third-party energy audits are performed every three years by BEE-certified auditors. These audits help assess overall energy use, track energy-savings, and ensure we meet all regulatory requirements.

We have integrated ambitious internal energy-saving targets into our planning and budgeting in line with ISO 50001, linking them to efficiency upgrades, operational improvements, and maintenance programmes. A dedicated team oversees delivery by monitoring performance, driving initiatives, and eliminating energy inefficiencies across all sites.

[Read more under about climate risks and opportunities, strategy, governance in our Climate Action Report.](#)

## KEY CLIMATE ACTION INITIATIVES

1.

### ACCELERATING CLEAN ENERGY TRANSITION

#### ADOPTION OF RENEWABLE ENERGY

We are on track to increase renewable energy's share in our power mix to 70% by FY2028, which will reduce our CO<sub>2</sub> equivalent emissions by 3.67 million tonnes. In this direction, we have increased our power delivery agreement with Serentica Renewables from 450 MW to 530 MW this year, operating at a 70% Capacity Utilisation Factor (CUF) and translating to approximately 307 million units of clean energy in FY 2024-25. The project is undertaken under a Group Captive model through a Special Purpose Vehicle (SPV), where we hold a 26% stake (INR 3.5 billion) and the developer holds 74%.

Currently, 13% of our total power consumption in FY 2024-25 was sourced from renewables and we anticipate a guaranteed supply of renewable energy from solar, wind, and energy storage systems upon completion of all phases.

#### ECOZEN: ASIA'S FIRST LOW-CARBON 'GREEN' ZINC

During the year, Hindustan Zinc launched EcoZen, Asia's first low-carbon 'green' zinc brand, setting a new sustainability benchmark. EcoZen is LCA-certified and produced with 100% renewable energy. Its carbon footprint is 75% lower than the global average (i.e., < one tonne of carbon equivalent per tonne of zinc).

2.

### SHARED CHALLENGES: COLLABORATION ACROSS VALUE CHAIN

At Hindustan Zinc, we are committed to reducing greenhouse gas emissions through investments in process innovation, clean energy, and emissions abatement across our value chain. We take collective action by engaging with key upstream and downstream suppliers to reduce our Scope 3 emissions.

In FY 2024-25, we conducted targeted training and awareness sessions on climate change, ESG strategy, net-zero goals, water and waste management, biodiversity, and human rights, for a long-term, system-wide impact beyond our direct operations.

3.

### SUSTAINABLE MINING FLEET: TRANSITIONING TO CLEANER OR LOW CARBON ALTERNATIVE FUELS

- We have become the first Indian company to introduce underground Battery Electric Vehicles (BEVs) and is currently operating three BEVs at Sindesar Khurd Mine (SKM)
- We have strategically introduced 180 Liquefied Natural Gas (LNG) Vehicles for inter-unit and finished goods movement and transitioning from high-speed diesel to piped natural gas
- We rolled out **10 electric vehicle (EV) trucks** and established **3 EV charging stations**, further advancing our low-emission logistics strategy

~US\$ 1 billion

has been allocated towards climate change initiatives, with a goal of achieving **75% fleet electrification by 2035**.

# 4

## ADVANCING ENERGY EFFICIENCY

Since electricity accounts for 85–90% of our Scope 1 and 2 emissions, energy efficiency forms a core pillar of our decarbonisation strategy. Some of our innovative energy-efficient initiatives include turbine upgrades, cellhouse efficiency improvements, installation of variable frequency drives. Regular awareness and training sessions are conducted for workforce on energy efficiency.

### 104,149 GJ

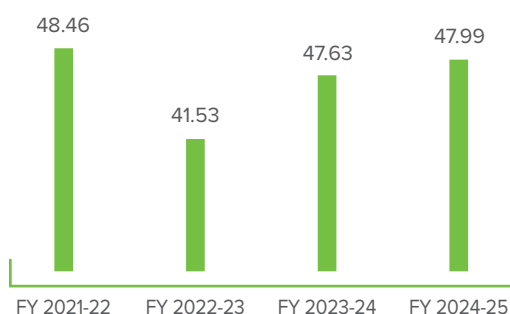
Total energy saved in FY 2024-25 due to energy conservation initiatives, which in turn, helped us reduce 20,687 tCO<sub>2</sub>e of carbon emissions.

### Key Site-Level Achievements

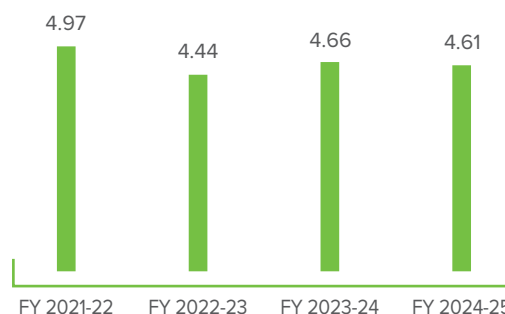
- Enhanced cellhouse rating at Zinc Smelter Debari from 6.52 to 7.16
- Reduced energy use at Rampura Agucha Mine through pump optimisation
- Improved bullion oil efficiency reduced consumption from 37.0 to 36.2 L/MT
- Stable mill operations at rated throughput optimised power usage in the grinding circuit, at Rajpura Dariba Mine

## PERFORMANCE METRICS IN FY 2024-25

### Energy Intensity (GJ/MT)



### GHG Emission Intensity Scope 1 + Scope 2 (MT CO<sub>2</sub>e/ T Metal produced)



 [Read more about our Approach on Energy and Climate Change Management](#)





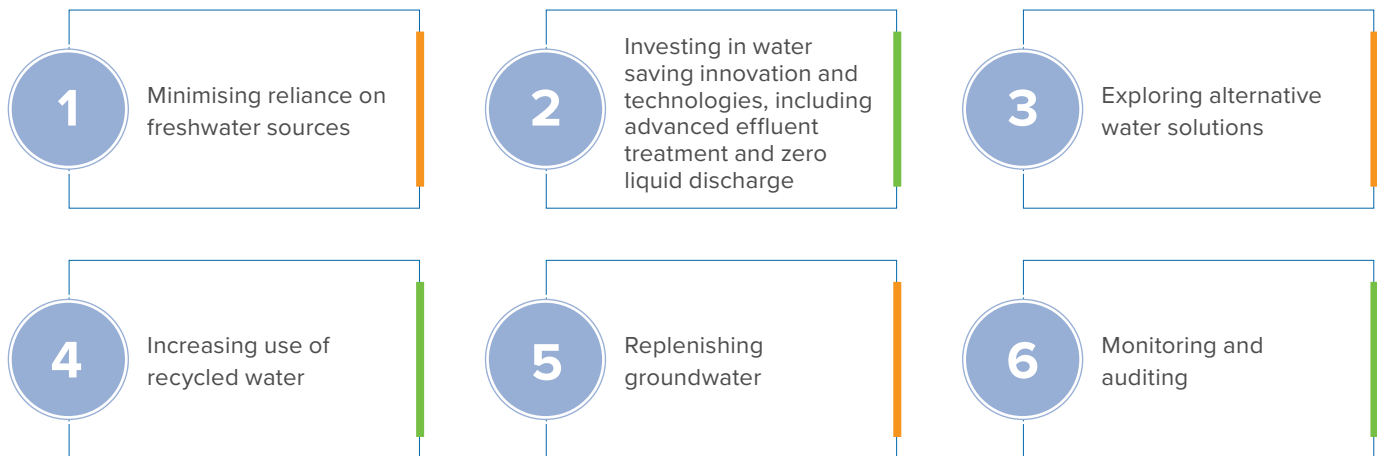
## Efficient Water Management

### STRATEGY AND MANAGEMENT APPROACH

At Hindustan Zinc, our water management strategy prioritises reducing freshwater intake and maximise water reuse. We leverage smart, sustainable solutions based on advanced technologies and streamlined systems to optimise our water usage across operations. Additionally, we also conduct regular water use assessments to track our consumption patterns, detect losses, and

implement targeted improvements in water recycling and conservation. Our water strategy aims at preserving natural ecosystems, supporting local communities, and securing long-term access to water resources. Each location maintains a comprehensive water management plan, with daily consumption tracked through precise metered user-end monitoring.

### STRATEGIC FOCUS AREAS FOR WATER EFFICIENCY



[Access our Water Management Policy](#)

### WATER MONITORING, CONTROL AND AUDITS

We use integrated technology to ensure precise and transparent water monitoring, which enables us to take timely corrective or preventive actions, whenever needed:

- Analysers and flow meters are installed at critical points throughout our facilities to monitor real-time water quality and usage
- Selected locations are equipped with advanced IoT-based monitoring systems, enabling enhanced visibility and control
- Real-time monitoring systems, electromagnetic flow meters, and PTZ cameras are installed at plant outlets for all smelters and captive power plants, with continuous data reporting to regulatory bodies such as RSPCB and CPCB
- A digitised Closed Loop Distributed Control System (DCS) enables automated tracking of water usage across all processes. Each plant uses electromagnetic flow meters directly linked to the DCS to ensure intake and discharge comply with operational and environmental standards
- In-house water quality laboratories, with online analysers continuously assess water and wastewater quality
- Groundwater is routinely monitored using piezometers to protect local aquifers
- Annual third-party water assurance audits, aligned with GRI Standards and the Sustainability Framework, strengthens our accountability and transparency

## KEY INITIATIVES

### Effluent Management

In addition to Zero Liquid Discharge (ZLD) facilities, we have significantly improved water recycling capabilities in our smelting units. We use advanced treatment technologies across all smelters such as effluent treatment plants (ETPs), reverse osmosis (RO), multiple effect evaporators (MEE), and mechanical vapour recompression (MVR), to treat and reuse water. These integrated systems maximise the recycling of process water, lowering our reliance on freshwater.

**All Hindustan Zinc sites operate as Zero Liquid Discharge (ZLD) facilities. This means there are no effluents discharged into surface water, groundwater, or land, completely eliminating the risk of water pollution.**

### 4,000 KLD Water Treatment Plant in Rampura Agucha Mines

Advancing our commitment to reducing freshwater consumption and increase water recycling & reuse, we established a state-of-the-art 4,000 KLD per day water treatment plant at our Rampura Agucha Mines during the year. The plant enhances our process efficiency, reduces tailings dam water storage, improves structural stability and optimises froth flotation process for higher metal recovery.

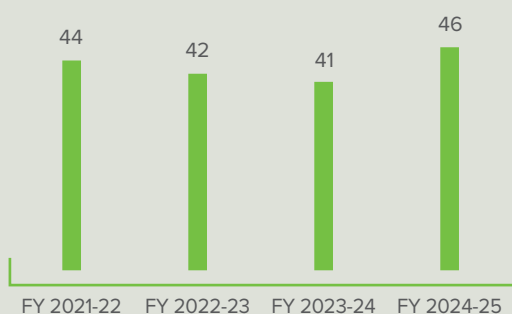
The new water treatment plant has increased the water positivity of Rampura Agucha mine from 3.2 to 5.3 times, while reducing the use of fresh water by 40%, saving 125 crore litres of water annually.

We also conduct periodic trainings and awareness sessions on water management with employees, contractual workforce and suppliers.

## PERFORMANCE METRICS IN FY 2024-25

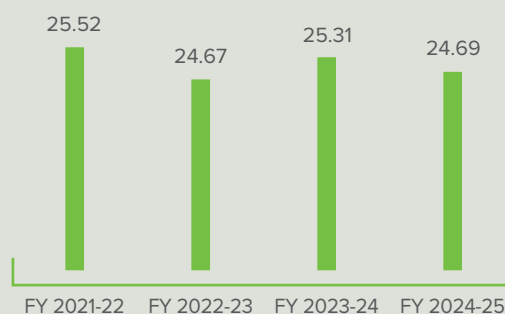
### Water Recycling

(%)



### Water Intensity

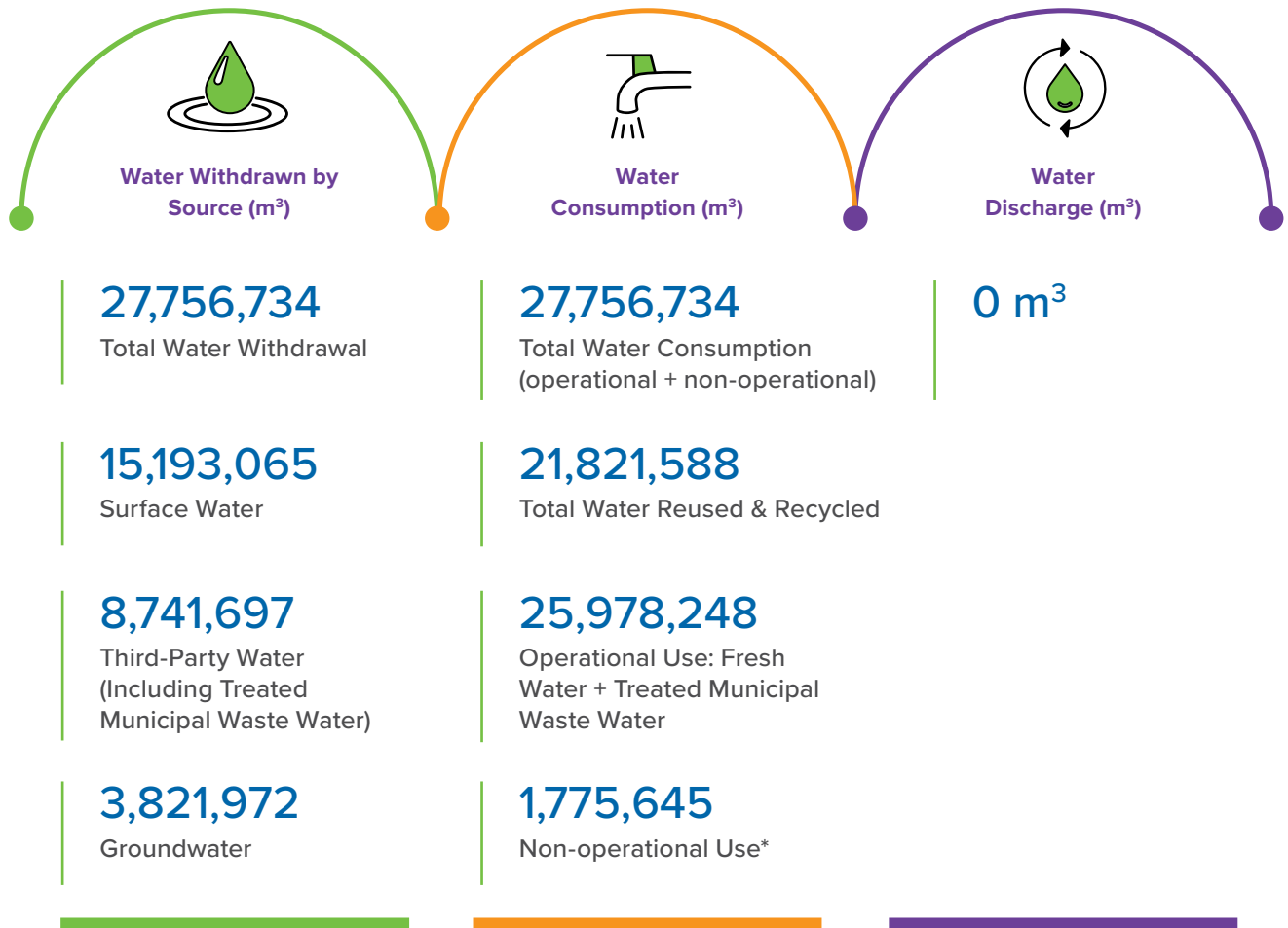
(water consumed/tonne of metal produced)



### Exposure to Water Stressed Areas

No. of production plants in last FY in water-stressed areas	8
Total No. of production plants in last FY	9
% of production plants in last FY in water-stressed areas	88.88%
% of cost of goods sold (COGS) in last FY	100%

## WATER BALANCE



\*Water use in non-operational activities includes water allocated to CSR activities, losses from evaporation and water held in storage.

[Read more about our Approach to Water Management](#)



# Responsible Waste Management

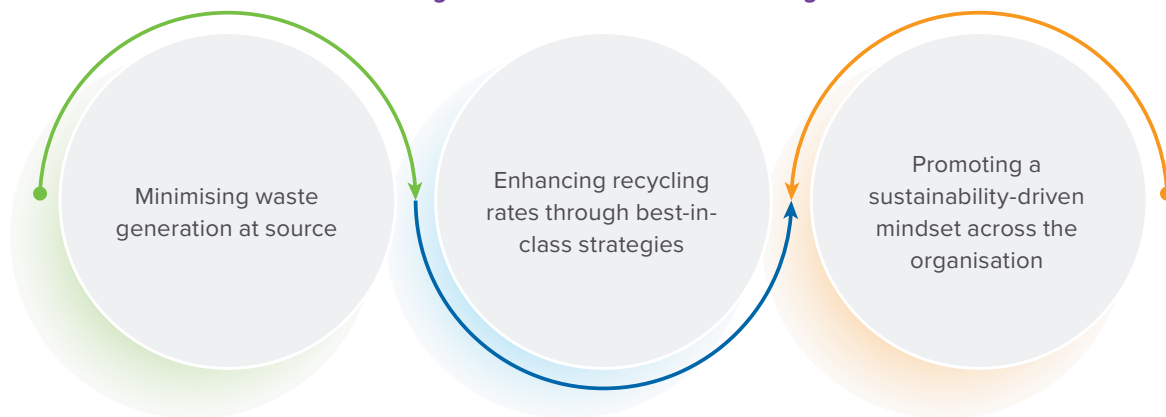
## STRATEGY AND MANAGEMENT APPROACH

Our waste management framework is based on the principles of the 4Rs: Reduce, Reuse, Recycle, and Reclaim. To achieve our 2030 goals on circularity and waste management, we are strategically focused on diverting all waste generated from smelting operations through reuse, recycling, and recovery. We continuously monitor waste streams to identify and implement innovative solutions that transform by-products into valuable resources. We have

also established a comprehensive waste management plan based on the 4R framework for all our sites with clearly defined procedures, roles, and responsibilities.

By adopting cutting-edge technologies, we are creating a closed-loop system that reduces environmental impacts, while enhancing resource efficiency and driving continuous improvement.

### Strategic Focus Areas for Circular Mining



### Core Aspects of Our Waste Management Plan

- Beneficial use of waste through strategic guidance and implementation of processes that drive continuous improvement in waste reduction, reuse, and recycling
- Systematic identification, monitoring, characterisation and classification of waste generated throughout the entire mining lifecycle
- Exploration of innovative solutions to maximise the utilisation of residual waste streams
- Conducting research and development activities, launching targeted initiatives, and formulating waste minimisation strategies
- Maintaining stringent monitoring and reporting systems to ensure compliance and advancing our waste management practices

## ACCELERATING R&D AND INNOVATION FOR ZERO WASTE TO LANDFILL

We are significantly investing in expert talent and advanced facilities to amplify our R&D capabilities. We aim to develop groundbreaking solutions for waste valorisation and recycling, reducing our reliance on secure landfills. During the year, we forged key strategic partnerships with renowned institutions to innovate sustainable waste recycling solutions.

### Some of our notable R&D achievements to covert waste into resource include:

- Recovering iron from Jarosite and converting it into hematite (Fe<sub>2</sub>O<sub>3</sub>). The process holds huge market potential and is currently under bench-scale validation
- Commissioning of an advanced Zinc Fumer Plant at Chanderiya to recover valuable metals, particularly silver, from zinc residue and to convert jarosite into clean slag
- We have integrated reprocessing our waste by embarking on partnership with EcoBounty, to enable scientific conversion Jarosite into construction-grade materials such as cement additives and fillers

~INR10.26 crore

Expenditure in FY 2024-25 to enhance our R&D capabilities

39,682 MT

of jarosite reduction achieved through fumer operations

4.45 lakh MT

of jarosite and jarofix repurposed in FY 2024-25

 [Read more about R&D and innovation on page 159 of our Integrated Annual Report 2024-25](#)



We conduct annual awareness and training sessions for all employees focused on waste management and reduction.

## PERFORMANCE METRICS IN FY 2024-25

### Mineral Waste Handling

Waste Type	Source of Generation	Disposal/Management Practice	% of Waste Recycled/ Reused
Waste Rock	Mining	<ul style="list-style-type: none"> <li>Utilised in mine backfilling and tailings dam height raising/embankment</li> <li>Residual waste is safely disposed of in a dedicated overburden dump yard in accordance with the mine plan</li> </ul>	95.04%
Tailings	Ore beneficiation process	<ul style="list-style-type: none"> <li>Utilised in mine backfilling through Hydro fill or Paste fill technology</li> <li>Residual waste is safely disposed of in Tailings Storage Facilities (TSF)</li> </ul>	28.47%

### Non-Hazardous Waste Handling

Waste Type	Source of Generation	Disposal/Management Practice	% of Waste Recycled/ Reused
Slag	Smelting process	<ul style="list-style-type: none"> <li>Utilisation in cement manufacturing and road construction</li> </ul>	72.67%
Fly Ash	Power generation	<ul style="list-style-type: none"> <li>Fly ash is reprocessed by cement manufacturers and brick manufacturers</li> </ul>	99.79%
Jarosite/ Jarofix	Hydro smelting process	<ul style="list-style-type: none"> <li>Jarosite - Utilisation in Cement Industry</li> <li>Jarofix - Stabilisation with lime &amp; cement as Jarofix, using patented Jarofix Technology (M/s Canadian Electrolytic Zinc), followed by disposal in Jarofix yard/utilisation in road construction</li> </ul>	59%

### Hazardous Waste Handling

Most of the hazardous waste generated is either recycled or sold to authorised recyclers, in compliance with the applicable laws and regulations. The surplus quantity is disposed in secured land fill after stabilisation.

## AWARENESS, TRAINING AND AUDITS

We are in continuous performance improvements through internal and external audits for robust operating system. We annually conduct awareness and training sessions for all employees focused on waste management and reduction. This year, we have also conducted a “Workshop on Circular Economy” as part of efforts to transition to a circular economy and on “Extended Producer Responsibility and Waste Management”. These initiatives aim to cultivate a culture of waste reduction within our workforce, fostering a collective effort to manage waste.

[Read more about our Approach on Circular Waste Management](#)

[Read more about our Approach on Responsible Production](#)

# Tailings Storage Facility (TSF) Management

## STRATEGY AND MANAGEMENT APPROACH

At Hindustan Zinc, our strategic approach to tailings management integrates technical and governance frameworks to ensure environmental protection, operational integrity, and community well-being. Our strategy is guided by a dedicated Tailings Management Policy, and globally recognised management standards.

We have developed and implemented a comprehensive Tailings Management Plan to safeguard the structural integrity of our tailings storage facilities (TSFs). This commitment extends to both our own operations and business partners.

## Strategic Focus Areas of Our Tailings Management Framework

- |   |   |   |  |
|---|---|---|--|
|  Minimising impacts and risks through responsible site selection, design, and construction |  Avoiding riverine / submarine tailings disposals in new projects      |  Ensuring robust engineering design for tailings storage infrastructure                |  Integrating international best practices in dam construction & maintenance |
|  Conducting continuous monitoring & surveillance of tailings storage facilities            |  Performing periodic internal assessments & third-party expert reviews |  Maintaining and adhering to well-defined emergency preparedness & response mechanisms |  |

 [Access our Tailings Management Policy](#)

## ENSURING SAFETY AND COMPLIANCE IN TAILINGS DAM MANAGEMENT

We uphold stringent standards for safe and responsible management of our tailings storage facilities (TSFs), designing and constructing the facilities to the highest engineering and environmental benchmarks.

### Measures for Safety and Sustainability

- Regular internal and external inspections to ensure structural stability
- Effective reclaim and recycling of supernatant water to reduce freshwater use
- Periodic risk assessments and implementation of mitigation strategies
- Satellite-based InSAR technology for early detection of ground movement
- Robust emergency response planning, including dam break analyses
- Transition from wet to dry tailings disposal for improved safety and sustainability
- Reuse of tailings in underground backfilling, wherever feasible

## Compliance Measures

- A dedicated Tailings Management Community of Practice (CoP) is in place, to ensure adherence to both internal policies and GISTM standards
- 100% of our active tailings facilities were covered through independent third-party reviews within the last three years, validating our compliance
- A third-party audit was conducted in FY 2024-25 to identify shortfalls and improvement areas against the principles of Global Industry Standard on Tailings Management (GISTM) and review of compliances was conducted by external expert

## Zero incidents

Related to tailings facility failures over the past four years, including leakage & overflow.

## ACID ROCK DRAINAGE MANAGEMENT

At Hindustan Zinc, we implement robust site-level practices to prevent acid rock drainage (ARD) and ensure long-term environmental protection. As part of our broader strategy for responsible mining and environmental stewardship, we take the following key measures to safeguard the surrounding ecosystems and water resources:

- pH levels of mine water across operations are rigorously monitored and maintained between 6.5 and 8.0, confirming the absence of acid drainage
- Garland drains are installed around waste dumps to capture and, preventing runoff contamination of surface bodies
- Our zero-discharge approach ensures all water is collected and recycled within our processes

### Site Level ARD Risks

We identify and report potential ARD-generating sources, which is waste rock and tailings, at each individual mine. This enables site-specific assessment and management of potential risks.

## ARD Review at Our Four Key Mines

Mine	ARD Risk Findings
<b>Zawar Mine</b>	Acid Base Accounting (ABA) indicates minimal ARD risk because the tailings' high Neutralising Potential (NP) significantly exceeds their Acid Potential (AP).
<b>Rampura Agucha Mine</b>	Although tailings could potentially become acid-generating over time if exposed to oxygen, current conditions indicate no immediate risk. We have incorporated mitigation strategies in our waste management and mine closure plans to address this possibility.
<b>Rajpura Dariba Mine</b>	Although tailings may eventually generate acid if oxidised, the presence of abundant neutralising minerals delays acid formation over a prolonged period.
<b>Sindesar Khurd Mine</b>	

**We conducted a detailed analysis/assessment of Acid Rock Drainage by ERM, which confirms that none of our mines and locations are geochemically reactive, and there is no acid generation occurring at present. Hence, we do not report site-wise potential sources.**

## KEY INITIATIVES FOR TAILINGS MANAGEMENT

### Transition From Wet Tailings To Dry Tailings

We have commissioned dry tailings plants (DTPs) at Zawar and Dariba, and a project is underway for another DTP at Rampura Agucha. These DTPs enable our transition from wet to dry tailings disposal, in alignment with our broader sustainability goals.

**13 million m<sup>3</sup>**

of water recovery from tailings dam in FY 2024-25

### Performance Metrics in FY 2024-25

#### High Risk Potential Tailings Sites

	Total number of facilities	Number of facilities categorised as "high risk potential" sites ("extreme" and "very high")	Percentage of "high risk potential" sites
Active Facilities	3	3	100%
Inactive Facilities (including facilities in care maintenance or closed)	1	1	100%
Planned Facilities	0	0	0

[Read more about our Approach on Tailings Management](#)

## Air Quality Management

### STRATEGY AND MANAGEMENT APPROACH

Our air quality management strategy focuses on systematically identifying potential sources of air pollution across our sites and controlling emissions through detailed emission inventories. Our robust control frameworks and comprehensive monitoring programmes aim to continually reduce emissions, minimising the impact of our operations on the environment.

We implement several measures to reduce sulphur oxides (SO<sub>x</sub>), nitrogen oxides (NO<sub>x</sub>), particulate matter (PM) and harmful gases emitted during mining, materials handling, processing, and transportation. These measures are accelerated through adoption of advanced digital technologies, state-of-the-art control mechanisms, cleaner fuels and other ongoing improvement initiatives.

Acknowledging the community well-being, we have established air quality monitoring stations near our operations for real-time tracking and ensuring timely responses to any public concerns.

### KEY INITIATIVES TO REDUCE AIR EMISSIONS

- **Advanced Emission Control** through investments in cutting-edge technologies and systems for continuous monitoring, management and reduction of emissions throughout our operations
- **Active Community Engagement** to listen to the local communities' concerns about air quality and ensure effective response mechanisms are in place
- **Continuous Monitoring** through systems linked directly to Pollution Control Board servers, providing transparent, real-time data on air quality

### MERCURY MANAGEMENT

In alignment with ICMM Position Statement on Mercury Management, Hindustan Zinc does not produce or use mercury in its mining or ore processing operations. Mercury is generated solely as a by-product during the smelting process which is utilised as raw material by chemical and other industries. Our emissions are Below Detectable Levels (BDL) and is publicly reported in the Sustainability Report.

### PERFORMANCE METRICS IN FY 2024-25

#### Ambient Air Quality Monitoring

Air Emissions	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Particulate Matter (PM) Emissions from Stack (MT)	1,247	1,261	1,048	963
Nitrogen Oxide (NO <sub>x</sub> ) Emission (MT)	6,606	7,033	4,851	6,145
Sulphur Oxide (SO <sub>x</sub> ) Emission (MT)	26,753	25,199	17,247	22,006
Hazardous Air Pollutants (HAP)	Below Detectable Levels (BDL)	-	-	-

 [Read more about our Approach on Air Quality Management](#)



## Protecting and Enhancing Biodiversity

### STRATEGY AND MANAGEMENT APPROACH

Our strategy for biodiversity preservation extends beyond regulatory compliance and prioritises sustainable practices to protect and restore ecosystems surrounding our mining and smelting sites. **Biodiversity Management Plan (BMP)** with specific goals and measurable targets has been curated for each location, to mitigate risks and enhance biodiversity outcomes. These plans guide our actions to minimise ecological disruption and promote long-term environmental stewardship.

**Notably, no fines, enforcement orders, or penalties related to biodiversity violations were recorded during the reporting year.**

[Access our Biodiversity Management Policy](#)

### MANAGING BIODIVERSITY RISKS AND OPPORTUNITIES

Our four-stage biodiversity risk assessment process identifies and evaluates potential impacts of our activities on interconnected ecosystems and habitats in both our operational sites and the surrounding areas. Furthermore, biodiversity is integrated into the wider Enterprise Risk Management Framework of the Company.

#### STAGE 1

##### Biodiversity Risk Screening

- Conducted at the start of every project to identify ecologically sensitive areas and assess potential impacts
- Evaluates site-specific risks, opportunities, and biodiversity dependencies and enables informed decisions
- Follows Technical Standard on Biodiversity Management and uses tools such as **Integrated Biodiversity Assessment Tool (IBAT)** and the **Species Threat Abatement and Restoration (STAR)** metric

#### STAGE 2

##### Biodiversity Risk Assessment

- Site-level assessment conducted post initial risk screening, to understand specific ecological risks and create informed mitigation strategies
- Focuses on both the core and buffer zones, extending up to a 10 km radius from the proposed mining area
- Includes:
  - Desk-based research
  - Baseline biodiversity surveys
  - Ecosystem services assessment
  - Impact and dependency analysis

#### STAGE 3

##### Biodiversity Management Plan

- Site-specific BMP is developed for each operation, based on outcomes of baseline studies and risk assessments
- Outlines clear actions to avoid, minimise, and manage biodiversity impacts, focusing on ecosystem conservation and restoration
- Aims for **No Net Loss (NNL)** and **Net Positive Impact (NPI)**, particularly in areas where critical habitat impacts cannot be fully avoided

#### STAGE 4

##### Implementation and Monitoring

- BMP measures are carefully implemented and continuously monitored
- Progress is tracked through data collection on activities, outputs, and outcomes based on predefined indicators within the BMP's logical framework
- Regular monitoring and evaluation ensure effective delivery and continuous improvements

## Mitigating Biodiversity Impacts

A structured **Corporate Ecosystem Services Review (ESR)** is in place to evaluate how our business depends on, and impacts the natural systems. This enables us curate strategies to manage risks and seize opportunities, for long-term environmental sustainability.

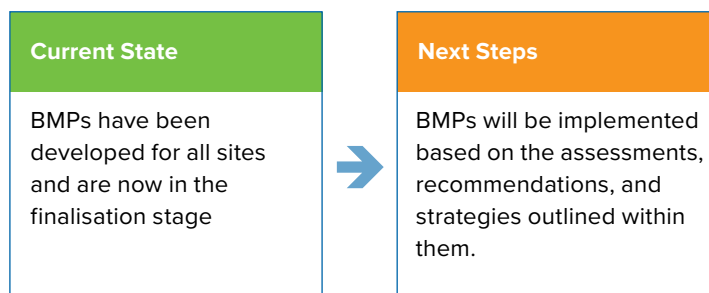
<b>Avoid</b>	We avoid operations, exploration, and drilling in <b>World Heritage Sites</b> and <b>IUCN Category I–IV protected areas</b> , aligning with ICMM principle 7 and committing to preservation of critical habitats
<b>Reduce</b>	<p>We use advanced treatment systems and promote circular water use to limit our <b>freshwater conservation and enhance wastewater quality for reuse in operations.</b></p> <ul style="list-style-type: none"> <li>■ <b>Zero Liquid Discharge (ZLD)</b> systems across plant locations, significantly reduce freshwater withdrawal and protect aquatic ecosystems</li> <li>■ A <b>60 MLD Sewage Treatment Plant (STP)</b> in Udaipur, developed under a public-private partnership, supplies treated water for operations. This replaces nearly <b>36% of our total water withdrawal</b> with treated sewage water, freeing up freshwater for community use</li> </ul>
<b>Regenerate</b>	<p>We proactively restore degraded landscapes and support native biodiversity.</p> <ul style="list-style-type: none"> <li>■ <b>Plantation drives</b> across all nine sites using native species</li> <li>■ <b>32,500 saplings</b> from 65 native species were planted using the <b>Miyawaki method</b>, for fast, natural, and chemical-free forest regeneration In FY 2024-25, same was initiated at Kayad Mines</li> <li>■ At <b>Rampura Agucha Mine</b>, native species from our own nursery were planted, with seasonal seed spreading on waste dump slopes to stabilise terrain and improve biodiversity</li> </ul>
<b>Restore</b>	<p>We implement innovative projects for ecological restoration.</p> <ul style="list-style-type: none"> <li>■ In partnership with <b>The Energy and Resources Institute (TERI)</b>, we transformed <b>6.25 hectares</b> of Jarofix yard (industrial waste land) into a greenbelt by planting <b>11,000 native saplings, at Chanderiya Lead-Zinc Smelter.</b></li> </ul>
<b>Transform</b>	<p>Our long-term biodiversity commitments include:</p> <ul style="list-style-type: none"> <li>■ Achieving <b>No Net Loss (NNL)</b> of biodiversity at all mine sites through closure, using the mitigation hierarchy</li> <li>■ Targeting <b>no gross deforestation in protected areas and no net deforestation</b> at operating sites by 2050</li> <li>■ Periodic <b>revision of Biodiversity Management Plans (BMPs)</b> to continually reduce negative impacts across all operations</li> </ul>

## KEY BIODIVERSITY INITIATIVES

- **Biodiversity Risk Assessments:** Conducted using the **Integrated Biodiversity Assessment Tool (IBAT)** to identify and address site-specific ecological risks
- **Site-Specific Biodiversity Management Plans:** Developed and implemented in alignment with global best practices to guide conservation efforts
- **Afforestation Projects:** Implemented large-scale plantation efforts, including the **Miyawaki method** for dense, native forest growth
- **Land Restoration:** Rehabilitated waste dumps and **Jarofix yards** to restore natural habitats
- **Wildlife Conservation:** Executed conservation plans focused on species listed under **Schedule-1 of the Wildlife Protection Act**

## Collaboration with IUCN

Our three-year collaboration with the **International Union for Conservation of Nature (IUCN)**, concluding in the current year, focuses on our goal to achieve No Net Loss. This includes updating our biodiversity policies and technical standards, upgrading BMPs, creating annual action plan for BMP implementation and building employee capacities.



**Following IUCN's assessment of ecosystem-related risks and opportunities, we continue to advance the evaluation of how our operations impact and depend on ecosystems, with detailed BMPs developed for all Rajasthan sites.**

## Committing to Taskforce on Nature-related Financial Disclosures (TNFD)

We participate in the Taskforce on Nature-related Financial Disclosures (TNFD) to ensure transparent and accountable reporting and to embed nature-related risks and opportunities into our financial and business decision-making processes. As active TNFD members, we also provide feedback to help shape the framework.

[Access our Taskforce on Nature-related Financial Disclosures \(TNFD\) for FY 2024-25.](#)

### FY 2022-23

- Conducted a gap assessment to identify improvement opportunities
- Initiated integration of TNFD's LEAP approach into our Corporate Ecosystem Services Review (ESR) framework

### FY 2023-24

- Published our first TNFD Report, becoming one of the early adopters of this standard

### FY 2024-25

- Published our second TNFD report and extended coverage to include our downstream value chain

## Revised Biodiversity Management Plans

for all sites in Rajasthan, as part of our 3-year engagement with International Union for Conservation of Nature (IUCN)



## PERFORMANCE METRICS IN FY 2024-25

### Plantation & Greenbelt Development



### Mining and Land Use & Disturbance

Particulars	ZM	SKM	RDM & DSC	RAM	KM	ZSD	CLZS	PMP	Maton
Total Mine Lease Area (hectares)	3,620	200	1,142	1,200	481	-	-	-	-
Acquired Area (hectares)	483	126	554	1,027	49	183	437	18	195
Plantation/Restored Area (hectares)	171	62	190	348	20	76	181	7	50
Disturbed Area till FY 2024-25 (hectares)	321	64	327	679	29	107	256	11	145

### Biodiversity Exposure & Assessment

	Number of Sites	Area (Hectares)
<b>a) Overall</b> Total number and total area of own operational sites	9	Total acquired - 3,072.29
<b>b) Assessment</b> Information on biodiversity impact assessment conducted for own operational sites	9	Total acquired - 3,072.29
<b>c) Exposure</b> No. of sites that have a significant biodiversity impact, or are in proximity to critical biodiversity, of the sites assessed and the total area of those sites	Nil as per IBAT report	Nil as per IBAT report
<b>d) Management Plans</b> No. of sites from those assessed that have a significant biodiversity impact or are in proximity to critical biodiversity that have a biodiversity management plan with total area of those sites	Nil. None of the sites are in proximity to critical habitat BMP available at all the 9 sites	Nil. None of the sites are in proximity to critical habitat

Note: Maton has been considered in reporting boundary for biodiversity only

 [Read more about our Biodiversity Management](#)



## Responsible Site Closure

### STRATEGY AND MANAGEMENT APPROACH

#### Closure Planning

At Hindustan Zinc, our mine closure planning is designed to address environmental, social, economic and regulatory impacts associated with the end of mining operations. We comply with Rule 23 of the Mineral Conservation & Development Rules, 2017 and align with international standards such as ICMM principles and IFC guidelines.

Closure plans are progressively developed with a five-year horizon, including clear targets and KPIs. Sufficient funds, including bank guarantees submitted to Government of India, are set aside to cover closure and rehabilitation. These provisions ensure the successful implementation of the closure plan, whether under planned or premature closure. We also secure necessary approvals from statutory authorities for progressive closure, which eventually supports the final mine closure plan. The plan also includes remediation, post closure land use and biodiversity aspects.

We also implement CSR programmes focused on sustainable, research-driven projects involving local communities and government bodies, guided by external experts and validated through audits and impact assessments.

We ensure adequate funding and regularly review of closure plans to maintain their effectiveness and create sustainable impact that lasts beyond the lifespan of our mines.

#### Post Closure

Our post-closure strategy ensures responsible transition from active mining to land restoration and community benefit. We align our mine reclamation practices with leading international standards, focusing on long-term ecological stability, regulatory compliance, and inclusive stakeholder engagement.



### PERFORMANCE METRICS IN FY 2024-25

As of the end of FY 2024-25,

**None**

of our mines are nearing closure

**100%**

of our operating sites have closure plans in place



[Read more about our Approach on Sustainable Mining](#)  
[Refer to page 164 of our Integrated Annual Report 2024-25](#)

# Key Performance Indicators

## Economic Indicators\*

(GRI: 201-1, 14.9.2, 14.23.2)

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
<b>Economic Value Generated (A)</b>						
Revenue from Operations (including excise duty)	INR crore	34,083	28,932	34,098	29,440	22,629
Other Income	INR crore	983	1,074	1,379	1,216	1,819
Total (A)	INR crore	35,066	30,006	35,477	30,656	24,448
<b>Economic Value Distributed - Expenses (B)</b>						
Employee Wages and Benefits	INR crore	886	828	845	718	760
Operating Costs	INR crore	11,441	10,666	11,465	8,643	7,242
Payment to Providers of Capital	INR crore	1,095	955	333	290	386
Payment to Government (Income Tax & Mining Royalty)	INR crore	7,303	6,065	8,845	8,138	5,353
Community Investments	INR crore	265	265	214	187	196
Total (B)	INR crore	21,006	18,780	20,356	15,949	13,170
Economic Value Retained (A-B)	INR crore	14,060	11,226	15,121	14,707	11,278
<b>Profit before depreciation, interest and tax</b>	INR crore	18,371	14,730	18,885	17,307	13,491
<b>Profit before tax</b>	INR crore	13,553	10,307	15,288	14,100	10,574
<b>Net tax expense/(benefit)</b>	INR crore	3,200	2,548	4,777	4,471	2,594
<b>Profit for the year</b>	INR crore	10,353	7,759	10,511	9,629	7,980
<b>Earnings per equity share</b>	INR crore	24.5	18.36	24.88	22.79	18.89

\*Numbers have been restated

## MEMBERSHIP & ASSOCIATIONS

	Units of Measure	FY 2024-25
Total Membership	INR	60,248,958.75
Total Sponsorship	INR	7,056,249.56

## SUSTAINABLE REVENUES

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
Sustainable revenues	INR	1,374,720,021	1,564,179,581	1,515,296,322	1,655,709,383	1,386,961,073
Percentage of sustainable revenues	%	0.40	0.54	0.44	0.56	0.61



# Labour Practice Indicators

(GRI: 2-7, 2-8, 401-1, 404-1, 405-1, 14.17.3, 14.17.7, 14.21.4, 14.21.5)

## WORKFORCE

	Units of Measure	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22			FY 2020-21		
		Male*	Female	Total	Male*	Female	Total	Male*	Female	Total	Male*	Female	Total	Male*	Female	Total
Full-time Employees	Number	2,745	741	3,486	2,941	623	3,564	2,953	519	3,472	3,088	412	3,500	3,318	401	3,719
Senior Management	Number	101	8	109	57	1	58	59	4	63	57	3	60	57	6	63
Middle Management	Number	901	161	1,062	999	142	1,141	961	117	1,078	942	95	1,037	910	95	1,005
Junior Management	Number	1,124	559	1,683	1,141	465	1,606	1,054	380	1,434	1,097	293	1,390	1,219	275	1,494
Non-Management	Number	619	13	632	744	15	759	879	18	897	992	21	1,013	1,132	25	1,157
Contract Employees		21,751	294	22,045	19,937	295	20,232	19,490	234	19,724	19,228	186	19,414	18,154	132	18,286
Total Workforce (FTE + Contract Employees)	Number			25,531			23,796			23,196			22,914			22,005

\* Male includes other gender

## HIRING

	Units of Measure	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22			FY 2020-21		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
New Hires	Number	295	206	501	401	196	597	367	191	558	328	124	452	236	71	307
New Hires (Age-wise split)																
< 30 Yrs	Number	280	203	483	380	191	571	332	185	517	261	121	382	143	57	200
30 - 50 Yrs	Number	10	3	13	16	5	21	33	5	38	56	3	59	90	13	103
> 50 Yrs	Number	5	0	5	4	0	4	2	1	3	11	0	11	3	1	4
New Hire Rate	Percentage			18%			16.72%			16.07%			12.91%			8.25%

## EMPLOYEE TURNOVER RATE

	Units of Measure	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22			FY 2020-21		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	Percentage	18%	15%	18%	14%	17%	15%	17%	19%	17%	17%	26%	18%	19%	22%	19%

## TRAINING HOURS

	Units of Measure	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22			FY 2020-21		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Full-time Employees	Man hours	142,175	48,304	190,479	99,740	22,367	122,107	90,762	25,347	116,109	95,192	17,755	112,947	118,286	14,619	132,905
Contract Employees	Man hours		247,477			227,749			1,462,709			506,087				344,490

## WORKFORCE BREAKDOWN: NATIONALITY

Nationality	Representation in total workforce (as % of total workforce)		Representation in management positions (as % of total management workforce)	
	FY 2024-25		FY 2024-25	
India	99.80%		99.80%	
Nepal	0.04%		0.04%	
Australia	0.07%		0.07%	
United Kingdom	0.04%		0.04%	
Canada	0.04%		0.04%	
Brazil	0.04%		0.04%	

# Environment Indicators

## MATERIALS USED

(GRI: 301-1)

	Units of Measure	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22			FY 2020-21		
		Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total
Raw Material	Million MT	16.33	0	16.33	16.52	0	16.52	16.74	0	16.74	16.34	0	16.34	15.46	0	15.46
Semi-Manufactured Goods or Parts	Million MT	0	3.73	3.73	0	4.48	4.48	0	4.39	4.39	0	4.22	4.22	0	4.09	4.09
Associated Process Materials	Million MT	0.45	0.52	0.97	0.48	0.41	0.89	0.49	0.52	1.01	0.49	0.55	1.04	0.48	0.49	0.97
Packing Material	MT	0	55.29	55.29	0	181	181	0	182	182	0	239	239	0	314	314

## Total Finished Metal Production

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
Zinc	Million MT	0.827	0.817	0.821	0.776	0.715
Lead	Million MT	0.225	0.216	0.211	0.191	0.214
Silver	MT	687	746	714	647	706

## ENERGY CONSUMPTION

(GRI: 302-1, 302-2, 14.1.2, 14.1.3)

	Units of Measure	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22			FY 2020-21		
		Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total
Direct Energy (Non-Renewable)	Million GJ	9.48	36.58	46.06	8.50	35.99	44.49	7.93	26.70	34.64	9.52	33.86	43.38	8.12	37.19	45.31
Indirect Energy (Non-Renewable)	Million GJ	0.48	1.43	1.91	0.66	2.20	2.86	0.79	5.26	6.06	0.37	1.90	2.27	0.48	0.86	1.34
Renewal Energy (Solar Energy)	Million GJ	0.17	0.08	0.25	0.17	0.08	0.25	0.17	0.10	0.27	0.185	0.106	0.29	0.186	0.115	0.30
Renewal Energy (WHRB)	Million GJ	0	0.82	0.82	0	0.77	0.77	0	0.78	0.78	0	0.75	0.75	0	0.73	0.73
Biomass	Million GJ	0.06	0.16	0.21	0.20	0.53	0.73	0.20	0.73	0.93	0.01	0.19	0.20			
Renewable Energy (Indirect)	Million GJ	0.14	1.11	1.25	0	0.14	0.14	0	0.16	0.16						

**Note:** There is no energy consumption outside the organisation

## TOTAL ENERGY CONSUMPTION

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
a. Total Non-Renewable Energy Consumption	MWh	1,33,18,427	1,31,51,306	1,13,03,993	1,26,90,978	1,29,68,700
b. Total Renewable Energy Consumption	MWh	7,02,938	5,26,019	5,95,234	3,46,296	2,86,972

## WATER

(GRI: 303-3, 303-5, 14.7.4, 14.7.6)

	Units of Measure	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22			FY 2020-21		
		Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total
Ground water	Million m <sup>3</sup>	3.78	0.04	3.82	4.51	0.03	4.55	3.83	0.04	3.87	3.02	0.03	3.05	3.32	0.05	3.37
Surface water	Million m <sup>3</sup>	4.83	10.36	15.18	3.99	9.69	13.68	4.96	9.03	13.99	5.31	8.40	13.71	4.86	12.63	17.49
Rainwater	Million m <sup>3</sup>	0	0.01	0.01	0	0.01	0.01	0	0.23	0.23	0	0.02	0.02	0	0.02	0.02
Waste water from another organisation	Million m <sup>3</sup>	1.33	7.41	8.74	1.99	7.35	9.34	2.41	6.16	8.57	0.61	8.91	9.52	0.52	6.66	7.18
Municipal water supplies or other water utilities	Million m <sup>3</sup>	0.0028	0	0.0028	0.0026	0	0.0026	0.002	0	0.002	0.0017	0	0.0017	0.0002	0	0.0002
Total water consumption (incl. STP)	Million m <sup>3</sup>	9.03	16.95	25.98	9.88	16.28	26.16	10.85	14.61	25.46	8.17	16.53	24.70	7.32	18.53	25.84
Total fresh water consumption (excl. STP)	Million m <sup>3</sup>	7.70	9.54	17.24	7.89	8.93	16.82	9.73	9.87	19.60	7.56	10.32	17.88	6.80	12.24	19.04
Total net water consumption in water-stressed area	Million m <sup>3</sup>	9.03	16.90	25.93	9.30	16.81	26.11	10.85	14.56	25.41	8.17	16.48	25.19	7.32	18.46	25.78
Water recycled	Million m <sup>3</sup>	15.21	6.61	21.82	11.87	6.53	18.41	13.04	5.35	18.40	14.41	4.82	19.22	11.90	4.84	16.74
Total fresh water withdrawn	Million m <sup>3</sup>	8.61	10.41	19.02	9.08	9.74	18.82	8.79	9.31	18.10	8.33	8.45	16.78	8.18	12.70	20.88
Total actual and opportunity costs from water-related incidents	INR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

### \*Restatements (GRI: 2-4)

GRI 303-3 and GRI 14.7.4 (Water Withdrawal) - In the reporting year, Hindustan Zinc Limited has restated the water withdrawal figures for FY 2024-25 and FY 2023-24. The restatement was necessary due to a change in the calculation methodology of previous year, which now includes water consumption from the residential colony at Dariba. This change ensures a more comprehensive and accurate accounting of water withdrawal across all operational and associated facilities. The updated figures reflect this inclusion and may differ from previously reported numbers.





## AIR EMISSIONS

(GRI: 305-7, 14.3.2)

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
PM Emission from stacks	MT	1,247	1,261	1,048	963	1,097
SOx Emission from stacks	MT	26,753	25,199	17,247	22,006	19,600
NOx Emission from stacks	MT	6,606	7,033	4,851	6,145	8,098

## GHG EMISSION\*

(GRI: 305-1, 305-2, 305-3, 14.1.5, 14.1.6, 14.1.7)

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
<b>Scope I Emission</b>	Million MT CO <sub>2</sub> e	4.47	4.25	3.44	4.32	4.49
Furnace oil (FO)	Million MT CO <sub>2</sub> e	0	0	0	0	0
High Speed Diesel (HSD) & Light Diesel Oil (LDO)	Million MT CO <sub>2</sub> e	0.184	0.22	0.21	0.16	0.160
Propane	Million MT CO <sub>2</sub> e	0.02	0.02	0.02	0	0.00042
Liquified Petroleum Gas (LPG)	Million MT CO <sub>2</sub> e	0.0005	0.0004	0.0003	0.0004	0.001
Coal	Million MT CO <sub>2</sub> e	3.91	3.74	2.92	3.87	4.09
Coke	Million MT CO <sub>2</sub> e	0.32	0.27	0.28	0.23	0.198
Pyrolysis Oil	Million MT CO <sub>2</sub> e	0	0	0	0	0
LSHS	Million MT CO <sub>2</sub> e	0.03	0.003	0	0	0
PNG	Million MT CO <sub>2</sub> e	0.003	0.003	0.01	0.02	0.014
<b>Scope II Emission</b>	Million MT CO <sub>2</sub> e	0.39	0.56	1.14	0.49	0.31
<b>Scope III Emission</b>		0				
Total	Million MT CO <sub>2</sub> e	1.54	1.60	1.61	1.77	1.65
Category 1 - Purchased goods & services (Upstream)	Million MT CO <sub>2</sub> e	0.41	0.43	0.37	0.37	0.31
Category 2 - Capital Goods	Million MT CO <sub>2</sub> e	0.05	0.0024	0.022	0.007	0.007
Category 3 - Fuel & energy-related activities (Not included in Scope 1 & 2)	Million MT CO <sub>2</sub> e	0.73	0.84	0.92	1.01	0.96
Category 4 - Upstream transportation and distribution	Million MT CO <sub>2</sub> e	0.03	0.014	0.010	0.010	0.011
Category 5 - Waste generated in operations (Composting, Incinerating, etc.)*	Million MT CO <sub>2</sub> e	0.02	0.010	0.008	0.009	0.009
Category 6 - Business travel	Million MT CO <sub>2</sub> e	0.001	0.0002	0.0006	0.0002	0.0013
Category 7 - Employee commuting	Million MT CO <sub>2</sub> e	0.0014	0.0012	0.0013	0.0018	0.0019
Category 8 - Upstream leased assets	Million MT CO <sub>2</sub> e	0	0	0	0	0
Category 9 - Downstream transportation and distribution	Million MT CO <sub>2</sub> e	0.050	0.043	0.047	0.026	0.019
Category 10 - Processing of sold products	Million MT CO <sub>2</sub> e	0.23	0.236	0.223	0.319	0.305
Category 12 - End-of-life treatment of sold products	Million MT CO <sub>2</sub> e	0.019	0.017	0.016	0.016	0.018

\* Change in methodology 21-22 - Methane emission from generated waste is not significant, hence, no GHG emissions are considered from our generated waste

## WASTE

(GRI: 306-3, 306-4, 306-5, GRI 14.5.4, 14.5.5)

### Hazardous Waste

	Units of Measure	FY 2024-25			FY 2023-24			FY 2022-23			FY 2021-22			FY 2020-21		
		Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total	Mines	Smelters	Total
Hazardous waste generated	Million MT	0.002	0.106	0.108	0.002	0.101	0.103	0.003	0.114	0.117	0.003	0.105	0.108	0.003	0.086	0.089
Total hazardous waste recycled/reused	Million MT	0.001	0.066	0.067	0.002	0.063	0.065	0.002	0.069	0.070	0.002	0.056	0.058	0.002	0.054	0.056
Total hazardous waste disposed	Million MT	0.00042	0.047	0.047	0	0.044	0.044	0.002	0.047	0.049	0.001	0.054	0.055	0.001	0.037	0.038
Hazardous waste landfilled	Million MT	0.00004	0.047	0.047	0	0.044	0.044	0.003	0.045	0.049	0.001	0.054	0.055	0.001	0.037	0.038
Hazardous waste incinerated with energy recovery	Million MT	0	0.00000002	0.00000002	0.000009	0	0.000009	0	0	0	0	0	0	0	0	0
Hazardous waste incinerated without energy recovery	Million MT	0.00036	0.0000119	0.00037	0.000003	0.00000665	0.000009	0.00008	0.000001	0.00008	0.00015	0.000004	0.0002	0.00012	0.00001	0.00012
Hazardous waste with other disposal method	Million MT	0.00002	0.00000417	0.00003	0.00001	0.00001	0.00001	0	0	0	0	0	0	0	0	0

### Non-Hazardous Waste

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
Non-hazardous waste generated	Million MT	1.49	1.27	1.17	1.26	1.18
Total Non-hazardous waste recycled/reused	Million MT	1.24	0.79	0.61	0.58	0.93
Total Non-hazardous waste disposed	Million MT	0.56	0.48	0.58	0.64	0.59
Non-hazardous waste to landfill	Million MT	0.56	0.48	0.58	0.64	0.59

### Mineral Waste

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
Mineral waste generated – Waste rock	Million MT	3.86	4.42	5.28	4.31	3.38
Mineral waste generated - Tailings	Million MT	14.30	14.44	14.51	14.18	13.41
Mineral waste repurposed/reused	Million MT	4.75	5.47	5.85	5.54	4.76
Total mineral waste disposed	Million MT	13.41	13.39	13.94	12.95	12.03
Total waste recycled/reused	Million MT	6.05	6.32	6.54	6.17	5.74
Total waste disposed	Million MT	14.01	13.92	13.54	14.48	12.30
Total waste generated	Million MT	19.76	20.24	21.08	19.85	18.06



# Health & Safety Indicators

GRI 403-9, 403-10, 14.16.10, 14.16.11

## HEALTH & SAFETY INDICATORS\*

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
<b>FATALITIES</b>						
Full-time Employees	Number	1 (subsidiary)	0	1	0	0
Contract Employees	Number	3	0	6	4	0
<b>LOST TIME INJURY FREQUENCY RATE</b>						
Full-time Employees	Numbers per million hours worked	0.42	1.22	0.83	0.94	0.25
Contract Employees	Numbers per million hours worked	0.56	0.83	0.68	0.79	1.10
Overall Hindustan Zinc	Numbers per million hours worked	0.55	0.88	0.70	0.81	0.97
<b>TOTAL RECORDABLE INJURY FREQUENCY RATE</b>						
Full-time Employees	Numbers per million hours worked	0.84	1.36	1.39	1.42	1.38
Contract Employees	Numbers per million hours worked	1.24	1.90	2.00	2.34	2.78
Overall Hindustan Zinc	Numbers per million hours worked	1.20	1.84	1.93	2.22	2.57
<b>OCCUPATIONAL DISEASE RATE</b>						
	Numbers per million hours worked	0	0	0	0	0
<b>PROCESS INCIDENTS* (Tier 1)</b>						
	Numbers	0	0	6	5	4
<b>PROCESS INCIDENTS (Tier 1)</b>						
	Numbers per million hours worked	0	0	0.09	0.08	0.08

\* As per ICMM Guidelines

# Change in methodology of reporting - earlier we were reporting all incidents, as per revised Incident Management Procedure, incidents having more than 130 scores are being considered as serious process incidents (SPI)

## LEADING INDICATORS

	Units of Measure	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21
Near Miss	Number	37,693	29,362	21,310	23,790	17,484
Unsafe Acts	Number	1,46,301	1,41,287	1,52,597	1,33,251	2,21,585
Unsafe Conditions	Number	1,22,297	1,04,711	95,059	54,511	51,724

# Mapping with Frameworks

## MAPPING WITH GRI

GRI STANDARD	DISCLOSURE	GRI 14: MINING STANDARD	LOCATION	PAGE NO.
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details		SR: Glimpse of Hindustan Zinc's Business	4
	2-2 Entities included in the organisation's sustainability reporting		SR: Approach to Sustainability Reporting	2
	2-3 Reporting period, frequency and contact point		SR: Approach to Sustainability Reporting	2
	2-4 Restatements of information		SR: Key Performance Indicators	102, 104
	2-5 External assurance		SR: Approach to Sustainability Reporting	3
	2-6 Activities, value chain and other business relationships		IAR: Hindustan Zinc at a Glance, Business Model	30 - 39, 54
	2-7 Employees		SR: KPIs - Labour Practices IAR: BRSR - Section A	103 317
	2-8 Workers who are not employees		SR: KPIs - Labour Practices IAR: BRSR - Section A	103 317
	2-9 Governance structure and composition		IAR: Report on Corporate Governance FY 2024-25	267
	2-10 Nomination and selection of the highest governance body		IAR: Directors' Report - Corporate Governance	250
	2-11 Chair of the highest governance body		IAR: Separate Role of Chairperson and Chief Executive Officer & Whole-time Director IAR: Report on Corporate Governance FY 2024-25 - Board of Directors	269 272
	2-12 Role of the highest governance body in overseeing the management of impacts		IAR: Report on Corporate Governance FY 2024-25 - Board of Directors IAR: BRSR - Section B	269, 272 330
	2-13 Delegation of responsibility for managing impacts		IAR: Governance - Board Committees and Executive Committee IAR: BRSR - Section B	214 331
	2-14 Role of the highest governance body in sustainability reporting		SR: Double Materiality Assessment IAR: BRSR - Section B	24 330
	2-15 Conflicts of interest		IAR: BRSR - Principle 1	335
	2-16 Communication of critical concerns		IAR: Report on Corporate Governance FY 2024-25 - Information supplier to the Board	277
	2-17 Collective knowledge of the highest governance body		IAR: Report on Corporate Governance FY 2024-25 - Key Board Qualifications, Skills and Attributes - Familiarisation Programme for Directors	276 - 277 282





GRI STANDARD	DISCLOSURE	GRI 14: MINING STANDARD	LOCATION	PAGE NO.
	2-18 Evaluation of performance of the highest governance body		IAR: Directors' Report IAR: Report on Corporate Governance FY 2024-25	252 282
	2-19 Remuneration policies		SR: Sustainability Linked Compensation IAR: Report on Corporate Governance FY 2024-25: - Board and Executive Remuneration Policy	21 278 - 281
	2-20 Process to determine remuneration		IAR: Report on Corporate Governance FY 2024-25: - Board and Executive Remuneration Policy	278 - 281
	2-21 Annual total compensation ratio		IAR: Annexure 4 to Directors' Report	265
	2-22 Statement on sustainable development strategy		IAR: BRSR - Section B	330
	2-23 Policy commitments		IAR: Policies and Other Disclosures	298
	2-24 Embedding policy commitments		IAR: BRSR - Section B SR: Sustainability 2.0 SR: Embedding Human Rights Policies and Commitment SR: Driving Compliance With The Code	327 - 328 16 - 22 39 33
	2-25 Processes to remediate negative impacts		SR: Reporting and Remediating Concerns SR: Stakeholder Engagement Driven CSR Framework	42 76
	2-26 Mechanisms for seeking advice and raising concerns		SR: Blowing the Whistle SR: Community Grievance Redressal	34 76
	2-27 Compliance with laws and regulations		IAR: BRSR - Principle 1 and Principle 6	334 - 335, 362
	2-28 Membership associations		SR: Key Memberships and Industry Associations	22
	2-29 Approach to stakeholder engagement		IAR: Stakeholder Engagement	58
	2-30 Collective bargaining agreements		SR: Freedom of Association and Collective Bargaining	41
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics		SR: Double Materiality Assessment	23 - 24
	3-2 List of material topics		SR: Double Materiality Assessment	25
	3-3 Management of material topics		SR: Double Materiality Assessment	25 - 30
<b>GRI 201: Economic Performance 2016</b>	3-3: Management of material topics	Climate adaptation and resilience: 14.2.1 Economic impacts: 14.9.1 Payments to governments: 14.23.1	SR: Local Procurement SR: Local Employment SR: CSR Interventions	50 54 78 - 79
	201-1 Direct economic value generated and distributed	Economic Impacts: 14.9.2 Payments to Governments: 14.23.2	SR: KPIs - Economic Indicators	102
	201-2 Financial implications and other risks and opportunities due to climate change	Climate adaptation and resilience: 14.2.2	SR: Energy and Climate Change Management <a href="#">Climate Action Report (CAR): Financial Alignment</a>	86
	201-3 Defined benefit plan obligations and other retirement plans		IAR: Notes forming part of the Consolidated Financial Statements	432, 485, 509
	201-4 Financial assistance received from government	Payments to Governments: 14.23.3	IAR: Consolidated Statement of Profit and Loss	471

GRI STANDARD	DISCLOSURE	GRI 14: MINING STANDARD	LOCATION	PAGE NO.
<b>GRI 202: Market Presence 2016</b>	3-3: Management of material topics	Employment Practices: 14.17.1 Non-discrimination and equal opportunity: 14.21.1	SR: Social Performance, Human Rights and Labour Relations SR: People Management	35 51
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Employment Practices: 14.17.2	IAR: BRSR - Principle 5	354
	202-2 Proportion of senior management hired from the local community	Non-discrimination and equal opportunity: 14.21.2	SR: People Management	54
<b>GRI 203: Indirect Economic Impacts 2016</b>	3-3: Management of material topics		SR: Community Engagement and Development	73 - 76
	203-1 Infrastructure investments and services supported	Economic Impacts: 14.9.3	SR: Community Engagement and Development IAR: BRSR - Principle 8	73 - 82 369 - 370
	203-2 Significant indirect economic impacts	Economic Impacts: 14.9.4	SR: Community Engagement and Development IAR: BRSR - Principle 8	73 - 82 369 - 370
<b>GRI 204: Procurement Practices 2016</b>	3-3: Management of material topics		SR: Sustainable and Inclusive Supply Chain - Local Procurement	43
	204-1 Proportion of spending on local suppliers	Economic Impacts: 14.9.5	SR: Local Procurement	50
<b>GRI 205: Anticorruption 2016</b>	3-3: Management of material topics	Anti-Corruption: 14.22.1	SR: Governance - Business Ethics	31 - 34
	205-1 Operations assessed for risks related to corruption	Anti-Corruption: 14.22.2	IAR: Governance - Anti Bribery and Anti Corruption SR: Governance - Business Ethics (Driving Compliance with the Code)	216 33 - 34
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Corruption: 14.22.3	IAR: Governance - Anti Bribery and Anti Corruption IAR: BRSR - Principle 1	216 333
	205-3 Confirmed incidents of corruption and actions taken	Anti-Corruption: 14.22.4	SR: Governance - Business Ethics	34
	3-3: Management of material topics		IAR: BRSR - Principle 7	367
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		IAR: BRSR - Principle 7	367
	3-3: Management of material topics	Payments to Governments: 14.23.1	<a href="#">Tax Transparency Report</a>	1 - 20
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax	Payments to Governments: 14.23.4	<a href="#">Tax Transparency Report</a>	9
	207-2: Tax governance, control, and risk management	Payments to Governments: 14.23.5	<a href="#">Tax Transparency Report</a>	8
	207-3 Stakeholder engagement and management of concerns related to tax	Payments to Governments: 14.23.6	<a href="#">Tax Transparency Report</a>	7 -13
	207-4 Country-by-country reporting	Payments to Governments: 14.23.7	Tax Transparency Report: Hindustan Zinc earns all its profits from operations in India as there are no operations, sales or marketing offices outside India	
	3-3: Management of material topics		IAR: BRSR - Section A	322
<b>GRI 301: Materials 2016</b>	301-1: Materials used by weight or volume		SR: KPIs - Environment	104
	301-2: Recycled input materials used		IAR: Principle 2 - Leadership Indicator	338-339
	301-3: Reclaimed products and their packaging materials		IAR: Principle 2 - Leadership Indicator	338-339



GRI STANDARD	DISCLOSURE	GRI 14: MINING STANDARD	LOCATION	PAGE NO.
<b>GRI 302: Energy 2016</b>	3-3: Management of material topics	GHG Emissions: 14.1.1	SR: Environment Management, Climate Change and Energy Management	83 - 88
	302-1: Energy consumption within the organisation	GHG Emissions: 14.1.2	SR: KPIs - Environment IAR: BRSR - Principle 6	104 358
	302-2 Energy consumption outside of the organisation	GHG Emissions: 14.1.3	SR: KPIs - Environment	104
	302-3 Energy intensity	GHG Emissions: 14.1.4	IAR: BRSR - Principle 6	358
	302-4: Reduction of energy consumption		SR: Climate Change and Energy Management	88
	302-5 Reductions in energy requirements of products and services		IAR: BRSR - Principle 2	336
<b>GRI 303: Water and Effluents 2018</b>	3-3: Management of material topics	Water and effluents: 14.7.1	SR: Top Material Issues For Enterprise Value SR: Environment Management, Efficient Water Management	26 83 - 85, 89 - 91
	303-1 Interactions with water as a shared resource	Water and effluents: 14.7.2	SR: Efficient Water Management	89
	303-2 Management of water discharge related impacts	Water and effluents: 14.7.3	SR: Efficient Water Management	90
	303-3 Water withdrawal	Water and effluents: 14.7.4	SR: KPIs - Environment IAR: BRSR - Principle 6	104 359
	303-4 Water discharge	Water and effluents: 14.7.5	IAR: BRSR - Principle 6	359
	303-5 Water consumption	Water and effluents: 14.7.6	SR: Efficient Water Management	104
<b>GRI 304: Biodiversity 2016</b>	3-3: Management of material topics		SR: Protecting and Enhancing Biodiversity	97
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		SR: Biodiversity Exposure & Assessment	100
	304-2 Significant impacts of activities, products and services on biodiversity		SR: Biodiversity Exposure & Assessment	100
	304-3 Habitats protected or restored		SR: Protecting and Enhancing Biodiversity	98
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		<a href="#">TNFD Report</a>	33, 34
<b>GRI 305: Emissions 2016</b>	3-3: Management of material topics	GHG Emissions: 14.1.1 Air Emissions: 14.3.1	SR: Environment Management, Energy and Climate Change Management and Air Quality Management	83 - 88, 96
	305-1 Direct (Scope 1) GHG emissions	GHG Emissions: 14.1.5	SR: KPIs - Environment	105
	305-2 Energy indirect (Scope 2) GHG emissions	GHG Emissions: 14.1.6	SR: KPIs - Environment	105
	305-3: Other indirect (Scope 3) GHG emissions	GHG Emissions: 14.1.7	SR: KPIs - Environment	105
	305-4 GHG emissions intensity	GHG Emissions: 14.1.8	IAR: BRSR - Principle 6	360
	305-5 Reduction of GHG emissions	GHG Emissions: 14.1.9	SR: Energy and Climate Change Management	88
	305-6 Emissions of ozone-depleting substances (ODS)		Our operations do not emit ozone depleting substances	
	305-7 Nitrogen oxides (NOx), Sulfur oxides (SOx), and other significant air emissions	Air Emissions: 14.3.2	SR: KPIs - Environment IAR: BRSR - Principle 6	105 360

GRI STANDARD	DISCLOSURE	GRI 14: MINING STANDARD	LOCATION	PAGE NO.
<b>GRI 306: Waste 2020</b>	3-3: Management of material topics	Waste: 14.5.1 Critical incident management: 14.15.1	SR: Responsible Waste Management	92 - 93
	306-1 Waste generation and significant waste-related impacts	Waste: 14.5.2	SR: Responsible Waste Management	93
	306-2 Management of significant waste-related impacts	Waste: 14.5.3	SR: Responsible Waste Management	93
	306-3 Waste generated	Waste: 14.5.4	SR: KPIs - Environment	106
	306-3 Significant Spills	Critical incident management: 14.15.2	SR: Tailings Storage Facility (TSF) Management	94
	306-4 Waste diverted from disposal	Waste: 14.5.5	SR: KPIs - Environment	106
	306-5 Waste directed to disposal	Waste: 14.5.6	SR: KPIs - Environment	106
<b>GRI 308: Supplier Environmental Assessment 2016</b>	3-3: Management of material topics		SR: Sustainable and Inclusive Supply Chain	43
	308-1 New suppliers that were screened using environmental criteria		SR: Sustainable and Inclusive Supply Chain	48
	308-2 Negative environmental impacts in the supply chain and actions taken		SR: Sustainable and Inclusive Supply Chain	48
<b>GRI 401: Employment 2016</b>	3-3: Management of material topics	Employment Practices: 14.17.1	SR: People Management	51
	401-1 New employee hires and employee turnover	Employment Practices: 14.17.3	SR: KPIs: Labour Practice	103
	401-2 Benefits provided to full-time employees that are not provided to temporary or part time employees	Employment Practices: 14.17.4	SR: People Management IAR: BRSR - Principle 3	64 - 65 339 - 340
	401-3 Parental leave	Employment Practices: 14.17.5	SR: People Management	65
<b>GRI 402: Labor / Management Relations 2016</b>	3-3: Management of material topics	Employment Practices: 14.17.1	SR: People Management	51
	402-1 Minimum Notice Periods regarding operational changes	Closure and Rehabilitation: 14.8.2 Employment Practices: 14.17.6	SR: People Management	64
<b>GRI 403: Occupational Health and Safety 2018</b>	3-3: Management of material topics	Occupational health and safety: 14.16.1	SR: Top Material Issues For Enterprise Value Creation SR: Health, Safety and Well-Being	27 - 28 67
	403-1 Occupational health and safety management system	Occupational health and safety: 14.16.2	SR: Health, Safety and Well-Being IAR: BRSR - Principle 3	69 342 - 345
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational health and safety: 14.16.3	<a href="#">Approach Note to Health and Safety</a> IAR: BRSR - Principle 3	3 - 6 342 - 343
	403-3 Occupational health services	Occupational health and safety: 14.16.4	SR: Health, Safety and Well-Being SR: People Management	71 64
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational health and safety: 14.16.5	IAR: BRSR - Principle 3	344
	403-5 Worker training on occupational health and safety	Occupational health and safety: 14.16.6	IAR: BRSR - Principle 3	342
	403-6 Promotion of worker health	Occupational health and safety: 14.16.7	IAR: BRSR - Principle 3	344
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational health and safety: 14.16.8	SR: Business Partner Safety Management	72
	403-8 Workers covered by an occupational health and safety management system	Occupational health and safety: 14.16.9	SR: Health, Safety and Well-Being IAR: BRSR - Principle 3	69 342-343
	403-9 Work-related injuries	Occupational health and safety: 14.16.10	SR: KPIs - Health & Safety	107
	403-10 Work-related ill health	Occupational health and safety: 14.16.11	SR: KPIs - Health & Safety	107





GRI STANDARD	DISCLOSURE	GRI 14: MINING STANDARD	LOCATION	PAGE NO.
<b>GRI 404: Training and Education 2016</b>	3-3: Management of material topics	Employment practices: 14.17.1 Non-discrimination and equal opportunity: 14.21.1	SR: Learning and Development	58
	404-1 Average hours of training per year per employee	Employment Practices: 14.17.7 Non-discrimination and equal opportunity: 14.21.4	SR: Learning and Development	58, 61
	404-2 Programs for upgrading employee skills and transition assistance programs	Employment Practices: 14.17.8	SR: People Management IAR: BRSR - Principle 3, Leadership Indicators	58, 60 347
	404-3 Percentage of employees receiving regular performance and career development reviews	Employment practices: 14.17.1	IAR: BRSR - Principle 3	342
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	3-3: Management of material topics	Non-discrimination and equal opportunity: 14.21.1	SR: People Management	51, 53, 56, 57
	405-1 Diversity of governance bodies and employees	Non-discrimination and equal opportunity: 14.21.5	SR: People Management, KPIs: Labour Practices IAR: BRSR, Section A	57, 103 318
	405-2 Ratio of basic salary and remuneration of women to men	Non-discrimination and equal opportunity: 14.21.6	SR: People Management SR: Social Performance	63 42
<b>GRI 406: Non-discrimination 2016</b>	3-3: Management of material topics	Non-discrimination and equal opportunity: 14.21.1	SR: Approach to Human Rights and Labour Relations	37 - 39
	406-1 Incidents of discrimination and corrective actions taken	Non-discrimination and equal opportunity: 14.21.7	SR: Social Performance, Human Rights and Labour Relations	40
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	3-3: Management of material topics	Freedom of association and collective bargaining: 14.20.1	SR: Freedom of Association and Collective Bargaining	41
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Freedom of association and collective bargaining: 14.20.2	SR: Social Performance, Human Rights and Labour Relations	40
<b>GRI 408: Child Labor 2016</b>	3-3: Management of material topics	Child Labour: 14.18.1	SR: Approach to Human Rights and Labour Relations	37 - 39
	408-1 Operations and suppliers at significant risk for incidents of child labour	Child Labour: 14.18.2	SR: Social Performance, Human Rights and Labour Relations	40
<b>GRI 409: Forced or Compulsory Labor 2016</b>	3-3: Management of material topics	Forced labour and modern slavery: 14.19.1	SR: Approach to Human Rights and Labour Relations	37 - 39
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Forced labour and modern slavery: 14.19.2	SR: Social Performance, Human Rights and Labour Relations	40
<b>GRI 410: Security Practices 2016</b>	3-3: Management of material topics	Security Practices: 14.14.1	SR: Security Management	42
	410-1 Security personnel trained in human rights policies or procedures	Security Practices: 14.14.2	<a href="#">Approach Note on Human Rights</a>	7
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	3-3: Management of material topics	Rights of indigenous peoples: 14.11.1	SR: Social Performance, Human Rights and Labour Relations	35 - 37
	411-1 Incidents of violations involving rights of indigenous peoples	Rights of indigenous peoples: 14.11.2	Not Applicable	
<b>GRI 413: Local Communities 2016</b>	3-3: Management of material topics	Local Communities: 14.10.1	SR: Community Engagement and Development	73
	413-1 Operations with local community engagement, impact assessments, and development programs	Local Communities: 14.10.2	SR: Community Engagement and Development, CSR Interventions	73 - 76, 78 - 82
	413-2 Operations with significant actual and potential negative impacts on local communities	Local Communities: 14.10.3	<a href="#">Impact Assessment Report</a>	



GRI STANDARD	DISCLOSURE	GRI 14: MINING STANDARD	LOCATION	PAGE NO.
<b>GRI 414: Supplier Social Assessment 2016</b>	3-3: Management of material topics	Employment practices: 14.17.1 Child Labour: 14.18.1 Forced labour and modern slavery: 14.19.1	SR: Social Performance, Human Rights and Labour Relations SR: Sustainable and Inclusive Supply Chain	35 43
	414-1 New suppliers that were screened using social criteria	Employment practices: 14.17.9 Child Labour: 14.18.3 Forced labour and modern slavery: 14.19.3	SR: Social Performance, Human Rights and Labour Relations SR: Sustainable and Inclusive Supply Chain	40 48
	414-2 Negative social impacts in the supply chain and actions taken	Employment practices: 14.17.10	SR: Social Performance, Human Rights and Labour Relations SR: Sustainable and Inclusive Supply Chain	40 48
	3-3: Management of material topics	Public Policy: 14.24.1	SR: Key Memberships and Industry Associations SR: Governance - Business Ethics	22 34
	415-1 Political contributions	Public Policy: 14.24.2	SR: Governance - Business Ethics	34
<b>GRI 416: Customer Health and Safety 2016</b>	3-3: Management of material topics		IAR: BRSR Principle 9	373
	416-1 Assessment of the health and safety impacts of product and service categories		IAR: BRSR Principle 9	373
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		IAR: BRSR Principle 9	372 & 373
<b>GRI 417: Marketing and Labeling 2016</b>	3-3: Management of material topics		IAR: BRSR Principle 9	371
	417-1 Requirements for product and service information and labelling		IAR: BRSR Principle 9	373
	417-2 Incidents of non-compliance concerning product and service information and labelling		IAR: BRSR Principle 9	371 & 372
	417-3 Incidents of Non-Compliance concerning marketing communications		IAR: BRSR Principle 9	371 & 372
<b>GRI 418: Customer Privacy 2016</b>	3-3: Management of material topics		IAR: Governance - Cybersecurity IAR: BRSR Principle 9	217 - 221 372
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		IAR: BRSR Principle 9 SR: Governance - Business Ethics	371 34



## ADDITIONAL REQUIREMENT FOR GRI 14 MINING STANDARD

Sector Standard Ref	Reporting Requirement	Location	Page Number
14.4.1	3-3 Management of material topic: Biodiversity	SR: Protecting and Enhancing Biodiversity <a href="#">Approach Note on Biodiversity Management</a>	97 - 100
14.4.2	101-1 Policies to halt and reverse biodiversity loss	SR: Protecting and Enhancing Biodiversity	97
14.4.3	101-2 Management of biodiversity impacts	SR: Protecting and Enhancing Biodiversity	97 - 100
14.4.4	101-4 Identification of biodiversity impacts	SR: Protecting and Enhancing Biodiversity	97 - 100
14.4.5	101-5 Locations with biodiversity impacts	SR: Protecting and Enhancing Biodiversity	100
14.4.6	101-6 Direct drivers of biodiversity loss	Taskforce on Nature-related Financial Disclosures (TNFD) Report	
14.4.7	101-7 Changes to the state of biodiversity	Taskforce on Nature-related Financial Disclosures (TNFD) Report	
14.4.8	101-8 Ecosystem services	Taskforce on Nature-related Financial Disclosures (TNFD) Report	
14.6.1	3-3 Management of material topic: Tailing	SR: Tailings Storage Facility (TSF) Management <a href="#">Approach Note on Responsible Tailings Management</a>	94 - 95
14.6.2	Report the tailings disposal methods used by the organisation	SR: Tailings Storage Facility (TSF) Management	95
14.6.3	List the organisation's tailings facilities, and report the name, location, and ownership status, including whether the organisation is the operator.	<a href="#">Approach Note on Responsible Tailings Management</a>	7-11
14.8.1	Management of material topic: Closure and rehabilitation	SR: Responsible Site Closure <a href="#">Approach Note on Sustainable Mining</a>	101
14.8.4	For each mine site, report whether it: <ul style="list-style-type: none"> <li>has a closure and rehabilitation plan in place;</li> <li>is undergoing closure and rehabilitation activities;</li> <li>has been closed and rehabilitated</li> </ul>	SR: Responsible Site Closure	101
14.8.5	For each closure and rehabilitation plan: <ul style="list-style-type: none"> <li>report whether the plan has been approved by relevant authorities;</li> <li>report the dates of the most recent and next reviews of the plan.</li> </ul>	SR: Responsible Site Closure	101
14.8.6	For each mine site, report in hectares: <ul style="list-style-type: none"> <li>total land disturbed and not yet rehabilitated;</li> <li>total land disturbed and rehabilitated (including progressively rehabilitated, if applicable).</li> </ul>	SR: Protecting and Enhancing Biodiversity	100
14.8.9	Describe non-financial provisions made by the organisation to manage the local community's socioeconomic transition to a sustainable post-mining economy, including collaborative efforts, projects, and programmes.	<a href="#">Approach Note on Sustainable Mining</a> IAR: Reclaiming Tomorrow through Responsible Site Closure	6 - 7 164
14.9.6	Report the percentage of workers hired from the local community at the mine-site level, broken down by gender, and the organisation's definition used for 'local community'.	SR: People Management <a href="#">Approach Note on People Practices</a>	54
14.10.4	For each mine site, report: <ul style="list-style-type: none"> <li>the number and types of grievances from local communities during the reporting period;</li> <li>the percentage of grievances that were addressed and resolved during the reporting period;</li> <li>the percentage of grievances resolved through remediation during the reporting period.</li> </ul>	IAR: BRSR - Section A	318
14.11.3	List the locations of operations and proven reserves where Indigenous Peoples are present and are or may be affected by the activities of the organisation.	No indigenous people have been identified near the operating areas.	

Sector Standard Ref	Reporting Requirement	Location	Page Number
14.12.1	Management of material topic: Land and resource rights	IAR: Reclaiming Tomorrow Through Responsible Site Closure SR: Responsible Site Closure SR: Our Approach to Resettlement	164 101 41
14.12.2	List the mine sites where involuntary resettlement is planned, ongoing, or has taken place. <ul style="list-style-type: none"> <li>report the number of persons who have been or will be displaced, and a breakdown by gender;</li> <li>describe how peoples' livelihoods and human rights are or could be affected and restored.</li> </ul>	IAR: BRSR - Principle 8 SR: Our Approach to Resettlement	368 - 369 41
14.12.3	List the locations of operations where conflicts or violations of land and resource rights (including customary, collective, and informal tenure rights) occurred, and describe the incidents and the stakeholders whose rights are or could be affected.	Not Applicable	
14.13.1	Management of material topic: Artisanal and small-scale mining	SR: Artisanal and small-scale mining (ASM)	39
14.13.2	List the mine sites where ASM occurs on or in close proximity to the site.	SR: Artisanal and small-scale mining (ASM)	39
14.15.4	Report the percentage of mine sites that have emergency preparedness and response plans in place, and list the sites that do not	100% sites are certified to ISO 22301 - Business Continuity Management System & Disaster Recovery System	
14.22.6	b) Report the following information about the organisation's beneficial owners, including joint ventures: <ul style="list-style-type: none"> <li>name, nationality, and country of residence;</li> <li>whether they are politically exposed persons;</li> <li>level of ownership;</li> <li>how ownership or control is exerted.</li> </ul>	<a href="#">Tax Transparency Report</a>	9
14.25.1	Management of material topic: Conflict-affected and high-risk areas	SR: Human Rights Due Diligence	39 - 40
14.25.2	List the locations of operations in conflict-affected or high-risk areas and how these were identified	SR: HRDD Across Supply Chain	39 - 40
14.25.3	Describe the due diligence process applied for operations in, or when sourcing from, conflict-affected and high-risk areas and whether it aligns with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.	SR: HRDD Across Supply Chain	39 - 40
14.25.4	For operations in conflict-affected or high-risk areas, report the potential negative impacts on workers and local communities, including actions to prevent or mitigate the impacts	None of our operational sites are located in CAHRA	





## MAPPING WITH UNGC PRINCIPLES

Principle	Statement	Location	Page Number
<b>HUMAN RIGHTS</b>			
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	SR: Social Performance, Human Rights and Labour Relations	35
Principle 2	Make sure that they are not complicit in human rights abuses.	<a href="#">Approach Note on Human Rights</a>	4
<b>LABOUR RIGHTS</b>			
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	SR: Social Performance, Human Rights and Labour Relations	41
<b>CHILD AND FORCED LABOUR</b>			
Principle 4	The elimination of all forms of forced and compulsory labour	SR: Social Performance, Human Rights and Labour Relations	37 - 40
Principle 5	The effective abolition of child labour	SR: Social Performance, Human Rights and Labour Relations	37 - 40
Principle 6	The elimination of discrimination in respect of employment and occupation	SR: Social Performance, Human Rights and Labour Relations SR: People Management	35 56
<b>ENVIRONMENT</b>			
Principle 7	Businesses should support a precautionary approach to environmental challenges	SR: Reducing Our Environmental Footprint <a href="#">Approach to Environment Management</a>	83 - 101
Principle 8	Undertake initiatives to promote greater environmental responsibility	SR: Environment Management	83 - 101
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	SR: Environment Management IAR: BRSR - Principle 6, Leadership Indicators	83 - 100 364 - 366
<b>ANTI-CORRUPTION</b>			
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	SR: Governance - Business Ethics IAR: Governance IAR: BRSR - Principle 1	31 - 34 215 - 216 333 - 334

## MAPPING WITH FIMI PRINCIPLES

Principle	Statement	Location	Page Number
Principle 1	Integrate sustainable development considerations within the corporate decision-making process	SR: Sustainability 2.0 - Way Forward in Our Journey	16
		SR: Double Materiality Assessment	23
		SR: Governance - Business Ethics	33
		SR: Sustainable and Inclusive Supply Chain	44 - 45
		IAR: Progressing on our sustainability commitments <a href="#">Approach Note for Sustainable Mining</a>	142
Principle 2	Conduct business with ethical practices and sound systems of corporate governance	SR: Sustainability 2.0: Way Forward in Our Journey	16
		SR: Governance - Business Ethics	31
		SR: Sustainable and Inclusive Supply Chain	44
		IAR: Committed to highest standards of governance	210
Principle 3	Implement risk management strategies based on valid data and sound science	SR: Integrating Materiality Into ERM Framework	26
		SR: Human Rights Due Diligence	39 - 40
		SR: Supply Chain Risk Assessment	47
		SR: Health, Safety and Well-Being	69 - 70
		IAR: Risk Management	68
Principle 4	Seek continual improvement in health and safety performance	SR: Health, Safety and Well-Being	67
		IAR: Committed to a responsible journey towards zero harm	178
Principle 5	Seek continual improvement of our environment performance based on a precautionary approach	SR: Reducing Our Environmental Footprint	83
Principle 6	Uphold fundamental human rights and respect cultures, customs and values in dealings with employees and others who are affected by our activities	SR: Social Performance, Human Rights and Labour Relations	35 - 42
		SR: People Management - Policies and Standards	53
		SR: Diversity, Inclusion and Equity	56 - 57
		SR: Community Engagement and Development	75, 81
		<a href="#">Approach Note for Human Rights</a>	
Principle 7	Contribution to conservation of biodiversity and integrated approaches to land use planning and management	SR: Protecting and Enhancing Biodiversity	97 - 100
Principle 8	Facilitate and encourage responsible use, reuse and recovery of mined materials including associated natural resources	SR: Responsible Waste Management	92
Principle 9	Contribute to the social, economic and institutional development of the communities in which we operate	SR: Approach to Enhance Social Performance	37
		SR: Local Procurement: Empowering Local Economies	50
		SR: Local Employment	54
		SR: Community Engagement and Development	73 - 82
Principle 10	Implement effective and transparent engagement, communication and verifiable reporting arrangements with our stakeholders	IAR: Responding effectively to stakeholder needs	58
		SR: Materiality Assessment Process	24
		SR: Approach to Enhance Social Performance	37
		SR: Sustainable and Inclusive Supply Chain	48 - 49
		SR: Employee Engagement	66
		SR: Building Strong Community Relationships	76



## MAPPING WITH ICMM PRINCIPLES

Principle	Statement	Location	Page Number
<b>Principle 1: Ethical Business</b>	Apply ethical business practices and sound systems of corporate governance and transparency to support sustainable development	SR: Sustainability 2.0 SR: Governance - Business Ethics SR: Supplier Code of Conduct	18 - 19 31 - 34 44
<b>Principle 2: Decision Making</b>	Integrate sustainable development in corporate strategy and decision-making processes	SR: Sustainability 2.0: Way Forward in Our Journey SR: Integrating Materiality into ERM Framework SR: Governance - Code of Conduct SR: Human Rights Due Diligence SR: Sustainable and Inclusive Supply Chain - Policies and Standards <a href="#">Approach Note on Sustainable Mining</a>	16 - 22 23 - 26 31 39 - 40 44
<b>Principle 3: Human Rights</b>	Respect human rights and the interests, cultures, customs and values of workers, communities, and other vulnerable groups - such as human rights defenders - who may be affected by our activities	SR: Social Performance, Human Rights and Labour Relations SR: Diversity, Inclusion and Equity SR: Sustainable and Inclusive Supply Chain <a href="#">Approach Note on Human Rights</a>	35 - 42 56 - 57 44
<b>Principle 4: Risk Management</b>	Implement effective risk-management strategies and systems based on sound science and which account for stakeholder perceptions of risks.	SR: Human Rights Due Diligence SR: Supply Chain Risk Assessment <a href="#">Approach Note on Health and Safety</a> <a href="#">Approach Note on Sustainable Mining</a> <a href="#">Approach Note on Responsible Tailings Management</a>	39 - 40 47 3 - 5
<b>Principle 5: Health and Safety</b>	Pursue continual improvement in physical and psychological health and safety performance with the ultimate goal of zero harm.	SR: Employee Well-Being SR: Health, Safety and Well-Being	64 - 65 67 - 72
<b>Principle 6: Environmental Performance</b>	Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change	SR: Sustainable and Inclusive Supply Chain SR: Environment Management SR: CSR Interventions - Water, Environmental and Climate-Resilient Initiatives	43 - 49 83 - 96, 101 82
<b>Principle 7: Conservation of Biodiversity</b>	Contribute to the conservation of biodiversity and integrated approaches to land-use planning	SR: Protecting and Enhancing Biodiversity Taskforce on Nature-related Financial Disclosures (TNFD) Report	97 - 100
<b>Principle 8: Responsible Production</b>	Facilitate and support the knowledge base and systems for responsible design, use, re-use, recycling and disposal of products containing metals and minerals.	SR: Responsible Waste Management <a href="#">Approach Note on Responsible Production</a>	92 - 93
<b>Principle 9: Social Performance</b>	Pursue continual improvement in social performance and contribute to the social, economic and institutional development of host countries and communities.	SR: Social Performance, Human Rights and Labour Relations SR: Local Procurement: Empowering Local Economies SR: Community Engagement and Development	35 - 41 50 73 - 82
<b>Principle 10: Stakeholder Engagement</b>	Proactively engage key stakeholders on sustainable development challenges and opportunities in an open and transparent manner. Effectively report and independently verify progress and performance.	IAR: Responding Effectively to Stakeholder Needs SR: Double Materiality Assessment SR: Social Performance, Human Rights and Labour Relations SR: Building Strong Community Relationships	58 24 37 76

## MAPPING WITH SASB STANDARDS FOR METALS & MINING

Topic	Code	Location	Page Number
Greenhouse Gas Emissions	EM-MM-110a.1	SR: KPIs - Environment	105
	EM-MM-110a.2	SR: Sustainability Goals 2030	8
		IAR: ESG scorecard	146
		SR: Climate Change and Energy Management	86
Air Quality	EM-MM-120a.1	SR: Mercury Management	96
		SR: KPIs - Environment	105
		IAR: BRSR - Principle 6	360
Energy Management	EM-MM-130a.1	SR: KPIs - Environment	104
Water Management	EM-MM-140a.1	SR: KPIs - Environment	104
	EM-MM-140a.2	IAR: BRSR - Principle 6	362
Waste & Hazardous Materials Management	EM-MM-150a.4	SR: KPIs - Environment	106
	EM-MM-150a.5	SR: KPIs - Environment	106
	EM-MM-150a.6	SR: KPIs - Environment	106
	EM-MM-150a.7	SR: KPIs - Environment	106
	EM-MM-150a.8	SR: KPIs - Environment	106
	EM-MM-150a.9	SR: Tailings Storage Facility (TSF) Management	94
	EM-MM-150a.10	SR: Responsible Waste Management	92 - 93
Biodiversity Impacts	EM-MM-160a.1	SR: Protecting and Enhancing Biodiversity	97 - 100
	EM-MM-160a.2	SR: Acid Rock Drainage Management	95
Security, Human Rights & Rights of Indigenous Peoples	EM-MM-210a.1	SR: Social Performance, Human Rights and Labour Relations	40
	EM-MM-210a.2	Not Applicable	
	EM-MM-210a.3	SR: Social Performance, Human Rights and Labour Relations	35 - 41
Community Relations	EM-MM-210b.1	SR: Human Rights Due Diligence, Approach to Resettlement	39, 41
		SR: Building Strong Community Relationships	75 - 76
Labour Practices	EM-MM-310a.1	SR: Freedom of Association and Collective Bargaining	41
Workforce Health & Safety	EM-MM-320a.1	SR: Health, Safety and Well-Being	67
		SR: KPIs - Health & Safety	107
Business Ethics & Transparency	EM-MM-510a.1	SR: Governance - Business Ethics	31 - 33
		IAR: Governance - Anti Bribery and Anti Corruption	216
Tailings Storage Facilities Management	EM-MM-540a.1	<a href="#">Approach Note on Responsible Tailings Management</a>	7-11
	EM-MM-540a.2	SR: Tailings Storage Facility (TSF) Management	94 - 95
	EM-MM-540a.3	<a href="#">Approach Note on Responsible Tailings Management</a> <a href="#">BRSR: Principle 6</a>	6 366
Production of (1) Metal Ores and (2) Finished Metal Products	EM-MM-000.A	SR: KPIs - Environment	104
		IAR: Integrated capabilities, future-ready portfolio	34
Total number of employees, percentage contractors	EM-MM-000.B	SR: KPIs - Labour Practice Indicators	103





# Assurance Statement

**S.R. BATLIBOI & Co. LLP**  
Chartered Accountants

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122033 Haryana, India  
Tel: +91 124 681 6000

## INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON SELECT NON-FINANCIAL INDICATORS CONTAINED IN HINDUSTAN ZINC LIMITED'S SUSTAINABILITY REPORT

**The Management and Board of Directors**  
**Hindustan Zinc Limited**  
**Yashad Bhawan**  
**Udaipur - 313004**  
**Rajasthan**

### Scope

We have been engaged by Hindustan Zinc Limited (hereafter "Hindustan Zinc") 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 Hindustan Zinc's (the "Company's") Sustainability Report **as of September 16, 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 Hindustan Zinc

In preparing the **Subject Matter**, Hindustan Zinc Limited applied the Global Reporting Initiative (GRI) Standards (the "Criteria"). As a result, the subject matter information may not be suitable for another purpose.

### Hindustan Zinc's responsibilities

**Hindustan Zinc'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 Hindustan Zinc on March 04, 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

## S.R. BATLIBOI & Co. LLP

Chartered Accountants

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.

### 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 information subject to limited assurance, but did not evaluate the design of particular control activities or test their operating effectiveness;
- Inspected, at selected sites, a limited number of samples as appropriate to check the accuracy of the data:
  - Chanderia Lead Zinc Smelter
  - Dariba Smelting Complex
  - Zawar Mines
  - Rampura Agucha Mine



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- Rajpura Dariba Mine
  - Sindesar Khurd Mine
  - Kayad Mine
  - Debari Zinc Smelter
  - Pantnagar Metal Plant
  - Head Offices, Udaipur
- 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.

### 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 September 16, 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 September 16, 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.

## S.R. BATLIBOI & Co. LLP

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### Restricted use

Our Limited Assurance report has been prepared and addressed to the Management and Board of Directors of Hindustan Zinc 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**

 Digitally signed by Amit Chugh  
 DN: cn=Amit Chugh, o=Personal,  
 email=amit.chugh@srb.in  
 Date: 2025.09.16 20:30:04  
 +05'30'

Amit Chugh

Partner

Membership No.: 505224

UDIN:25505224BMLAFF8574

Place of Signature: Gurugram

Date: 16 September 2025

### Annexure-1

Indicator	Disclosures	Indicator	Disclosures
GRI 2-1	Organization details	GRI 302-1 to 302-4	Energy
GRI 2-2	Entities included in the organization's sustainability reporting	GRI 303-1 to 303-5	Water and Effluents
GRI 2-3	Reporting period, frequency and contact point	GRI 304-1 to 304-4	Biodiversity
GRI 2-4	Restatements of information	GRI 305-1 to 305-7	Emissions
GRI 2-5	External assurance	GRI 306-1 to 306-5	Waste
GRI 2-6	Activities, value chain and other business relationships	GRI 308-1, 308-2	Supplier Environmental Assessment
GRI 2-7	Information on employees and other workers	GRI 401-1 to 401-3	Employment
GRI 2-8	Workers who are not employees	GRI 402-1	Labor/Management Relations
GRI 2-11	Chair of the highest governance body	GRI 403-1 to 403-10	Occupational Health and Safety
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	GRI 404-1 to 404-3	Training and Education





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GRI 2-22	Statement on sustainable development strategy	GRI 405-1, 405-2	Diversity and Equal Opportunity
GRI 2-9	Governance structure and composition	GRI 406-1	Non-Discrimination
GRI 2-23	Policy commitments	GRI 407-1	Freedom of Association and Collective Bargaining
GRI 2-26	Mechanisms for seeking advice and raising concerns	GRI 408-1	Child Labour
GRI 2-28	Membership of associations	GRI 409-1	Forced or Compulsory Labour
GRI 2-29	Approach to stakeholder engagement	GRI 410-1	Security Practices
GRI 2-30	Collective bargaining agreements	GRI 411-1	Rights of Indigenous Peoples
GRI 3-1	Process to determine material topics	GRI 413-1, 413-2	Local Communities
GRI 3-2	List of material topics	GRI 414-1, 414-2	Supplier Social Assessment
GRI 3-3	Management of material topics	GRI 14.13	Artisanal and Small-Scale Mining
GRI 202-1, 202-2	Market Presence	GRI 14.12	Resettlement
GRI 205-1 to 205-3	Anti-Corruption	GRI 14.8	Closure Planning



**HINDUSTAN ZINC**  
Zinc & Silver of India

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