



ऑयल इंडिया
OIL INDIA



Oil India Limited ESG Data Book FY23-24

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1 Environment

1.1 Exposure of Water Risk Areas

As per the WRI Aqueduct Water Risk Atlas, Out of the total of 78 production plants, the 2 production plants in Rajasthan, i.e. Baghewala and Dandewala, are located in water stressed areas (> 80%, Extremely High Water stress). According to NITI Aayog (<https://iced.niti.gov.in/climate-and-environment/water/per-capita-water-availability>), per capital water availability in Rajasthan is between 500-1000 cubic meters/person/year.

Parameter	Value
No. of production plants in last FY in water-stressed areas (e.g. <1700 m3/(person*year))	2
Total No of production plants in last FY	78
% of production plants in last FY in water-stressed areas (e.g. <1700 m3/(person*year))	2.564
% of Cost of goods sold (COGS) in last FY (if applicable)	2.26

1.2 Water Consumption in Water-Stressed Areas

Installation	Unit	FY21	FY22	FY23	FY24
Rajasthan Field	Million cubic meters	18,796	30,717	45,471	61,531

1.3 Climate-related management incentives

Oil India Limited, as a public sector undertaking, adheres to management incentive policies formulated by the Department of Public Enterprises (DPE). These policies ensure alignment with Environment regulations and standardized practices that are uniformly applicable across public sector entities. The framework established by the DPE is designed to promote accountability, transparency, and performance-driven rewards within these organizations. However, as of now, the DPE has not introduced specific guidelines addressing climate-related management incentives. This means there is currently no formal mechanism within the public sector framework to directly link management incentives to the achievement of climate-related goals or environmental performance.

1.4 Financial Opportunities arising from Climate Change:

The most significant opportunity arising from Climate Change is the use of Renewable Energy Sources. As part of its commitment to achieving Net Zero by 2040, Oil India Limited has earmarked a capital expenditure (CAPEX) of INR 8,000 crore (INR 444.44 Cr annually) to invest

in solar and onshore wind energy projects. The plan is to expand the RE capacity to 1.1 GW by 2030 and 5 GW by 2040. The CAPEX was determined based on the current per-unit cost of establishing renewable energy plants, such as solar or onshore wind. Future energy demand projections were then calculated, taking into account anticipated per-unit cost trends. This approach allowed for an accurate estimation of the total renewable energy capacity required and the corresponding investment needed to meet future energy needs.

1.5 Low Carbon Products

Given the nature of our products, services, and business model as an upstream oil and gas company primarily focused on the exploration and production of crude oil and natural gas, this question is not directly applicable to our core operations. However, we remain deeply committed to evaluating and addressing aspects of our business that intersect with industry best practices and evolving sustainability standards. While our primary focus is on meeting the energy needs of society, we recognize the importance of aligning our operations with broader environmental and sustainability goals. We continuously assess opportunities to integrate responsible practices, reduce environmental impact, and contribute to a more sustainable energy future wherever applicable within the scope of our operations.

1.6 Finding & Development Cost

Cost	Unit	3 – year average
Finding & Development Cost	USD/BOE	7.69
Production (lifting) Cost – Crude Oil	USD/BBL	46.77
Production (lifting) Cost – Natural Gas	USD/MMBTU	1.96

Note : Production Cost includes Statutory Levies

1.7 Renewable Energy Production

Renewable Energy Source	Gross Generation in FY23 (in GWh)	Installed capacity in FY 2023 (MW)	Target capacity 2030 (MW)
Solar	23.69	14	Not Available
Wind	255.65	174.1	Not Available
Total	279.34	188.1	1.1 GW

1.8 Investment into Renewable Energy

Function	Unit	FY21		FY22		FY23		FY24	
		Wind	Solar	Wind	Solar	Wind	Solar	Wind	Solar
Revenue	Lakhs	11,518	790	12,453	719	11,464	731	10,520	710
Opex	Lakhs	11,507	1,287	9,924	1,139	946	1,078	7,924	1,017
Gross Capex	Lakhs	94,480	9,280	97,649	9,280	97,649	9,290	97,649	9,610
Net Capex	Lakhs	49,773	2,852	46,597	2,338	41,150	474	36,365	571

RE Gross Capex	Lakhs	1,03,760	1,06,929	1,06,939	1,07,260
RE Net Capex	Lakhs	52,625	48,935	41,624	36,936
OIL Capex	Crores	4,600	4,367	5,500	5,907
Gross Capex %	%	23%	24%	19%	18%
Net Capex %	%	11%	11%	8%	6%

1.9 Biodiversity

At Oil India, identifying and assessing dependency- and impact-related biodiversity risks is a cornerstone of our commitment to sustainable and responsible operations. This process is governed by the requirements of Environmental Impact Assessments (EIA), as mandated by key environmental laws and regulations in India, including the Environment Protection Act, 1986, the Wildlife Protection Act, 1972, the Forest Conservation Act, 1980, and the Biological Diversity Act, 2002. These laws collectively provide the legal framework for evaluating and mitigating environmental and biodiversity-related risks associated with industrial and development projects. The scope of biodiversity risk assessments is explicitly defined by EIA rules, ensuring a rigorous and systematic evaluation. The process begins with baseline biodiversity assessments, which involve identifying biodiversity hotspots, assessing species richness, and mapping ecologically sensitive areas. Field studies, satellite imagery, and consultations with ecological experts, local communities, and regulatory authorities form the basis of this analysis. Dependency assessments evaluate the reliance of our operations on biodiversity and ecosystem services, such as water provisioning, soil health, and carbon sequestration, while impact assessments identify how project activities may affect biodiversity, including habitat alteration, species disturbance, and pollution risks.

This approach is integrated into our multi-disciplinary, company-wide risk management processes, ensuring that biodiversity considerations are aligned with broader organizational goals and strategic decision-making. By embedding biodiversity risks within the broader Enterprise Risk Management (ERM) framework, we ensure that these critical factors are managed holistically alongside operational, financial, and reputational risks.

The assessments also adopt a location-specific approach, tailoring mitigation strategies to address site-specific ecological sensitivities and socio-environmental dynamics. Findings from these assessments are incorporated into EIA reports, which form the foundation for developing mitigation and management plans. These plans are designed to minimize adverse impacts, restore ecosystems where feasible, and promote conservation measures. Monitoring frameworks are established to ensure ongoing evaluation and compliance with biodiversity-related commitments throughout the project lifecycle.

By aligning with EIA rules and adopting robust, location-specific strategies, Oil India demonstrates its commitment to preserving ecosystems, maintaining ecological balance, and embedding biodiversity risk management into its overall operational and strategic frameworks. This proactive approach reflects our dedication to responsible growth and sustainable development.

For FY24, Oil India Limited through Assam State Biodiversity Board (ASBB) and the International Union for Conservation of Nature (IUCN) carried out the Biodiversity Risk assessment within 10 Km from the boundary of the proposed Extended Reach Drilling (ERD) beneath Dibru Saikhowa National Park. The proposed 7 ERD wells and the existing two production installations i.e., EPS

Baghjan & FGGS Baghjan will have Biodiversity impact/exposure to nearby Biodiversity sites mentioned above. The total area of the project sites is 13.5 Ha plus proposed ERD wellpad area of 11 Ha.

Several measures have been taken to mitigate the biodiversity risks:

Green Credit Programme

The Green Credit Programme (GCP), launched by the Government of India, is an innovative initiative aimed at incentivizing environmental sustainability and ecological conservation. It encourages industries, businesses, and individuals to undertake activities such as afforestation, biodiversity conservation, and sustainable land management, offering them green credits that can be traded or used to meet environmental obligations.

Under this program, Oil India Limited (OIL) has taken significant steps toward environmental conservation and sustainability. The company has successfully preserved 604 hectares of land and has committed to preserving an additional 1,250 hectares, reinforcing its dedication to biodiversity protection and ecosystem restoration. With an estimated investment of INR 80 crore, these initiatives span across Rajasthan, Odisha, and Assam, demonstrating OIL's proactive approach to sustainable land management and ecological balance. Through these efforts, OIL continues to align its operations with national and global sustainability goals, contributing to a greener and more resilient future.

Air Quality impact control action plan

- Vehicles delivering raw materials like fine aggregates will be covered to prevent fugitive emissions.
- Sprinkling of water on earthworks, material haulage and transportation routes on a regular basis during construction and decommissioning phase of the wells.
- Flare stacks of adequate height would be provided. Ground Flaring with auto ignition system is implemented at various locations.
- DG/GG set stacks would have adequate height, as per statutory requirements, to be able to adequately disperse exhaust gases
- Periodic monitoring of DG/GG set stack emission will be carried out in accordance with the Environmental Monitoring Plan to assess compliance with CPCB DG set exhaust standards.

Noise Quality impact control action Plan

- Selection and use of low noise generating equipment with in-built engineering controls viz. mufflers, silencers, etc.
- All DG/GG sets would be provided with acoustic enclosures.
- Appropriate PPEs (e.g. ear plugs) will be used for by workers while working near high noise generating equipment.
- All vehicles utilized in transportation of raw materials and personnel will have valid Pollution under Control Certificates (PUC).
- All high noise generating equipment will be identified and subjected to periodic preventive maintenance.

- No night time operation of vehicles and construction activities will be undertaken.

Soil Quality impact control action Plan

- Drip trays to be used during vehicular/equipment maintenance and during re-fueling operations.
- Spill kits will be made available at all fuel and lubricant storage areas. All spills/leaks contained, reported and cleaned up immediately.
- Dedicated paved storage area will be identified for the drilling chemicals, fuel, lubricants and oils within the drill sites.
- 1.5 mm HDPE lined pits will be considered for the disposal of unusable drilling mud cuttings and drilling wastewater etc.

Surface Water Quality impact control action Plan

- Levelling and grading operations will be undertaken with minimal disturbance to the existing site contours thereby maintaining the general slope and topographical profile of the site.
- During site preparation and construction, surface water run-off will be channelized through appropriately designed drainage system.
- Sediment filters and oil-water separators will be installed to intercept run-off and remove sediment before it enters water courses.
- Domestic wastewater generated from drill sites will be treated through septic tank and soak pit system and then discharged.
- Process wastewater would be treated in Effluent Treatment Plant (ETPS) at drill sites.

Ground Water Quality impact control action Plan

- Water based mud would be used as a drilling fluid for the proposed project.
- Eco-friendly synthetic based mud if required for deeper sections, will be used after providing intimation to the Pollution Control Board;
- The drill cutting along with spent mud will be stored in HDPE lined pit.

Waste impact control action Plan

- Use of low toxicity chemicals for the preparation of drilling fluid.
- Management of drill cuttings, waste drilling mud, waste oil and domestic waste, wastewater in accordance with Standards for Emission or Discharge of Environmental Pollutants from Oil Drilling and Gas Extraction Industry of CPCB as modified in 2005.
- The hazardous waste (waste and used oil) will be managed in accordance with Hazardous Waste (Management, Handling & Transboundary Movement) Rules, 2016.
- The kitchen waste will be disposed in nearest municipal/village dumping site on a daily basis through approved waste handling contractors.
- The sewage generated will be treated through septic tank and soak pit system.
- Used batteries will be recycled through the vendors supplying lead acid batteries as required under the Batteries (Management & Handling) Rules, 2001.

- The drilling cuttings pit will be banded and kept covered using tarpaulin sheets during monsoon.

Wildlife impact control action Plan

- Movement of heavy vehicles will be restricted at nighttime, especially if access roads pass through forest areas, as most of the mammals' movement occurs during night.
- Noise levels at the drill sites will be controlled through selection of low noise generating equipment and installation of sufficient engineering controls viz. mufflers, silencers etc.
- No temporary electric supply connection line from the grid will be laid for the proposed project activity. All electric requirements will be supplied from the internal DG sets.
- OIL will have to take Forest Clearance from MoEFCC for development of drill sites, access roads and laying of pipeline within forest areas.

Emergency impact control action Plan

- Drilling rig and related equipment to be used for drilling will be conformed to international standards specified for such equipment.
- Blow-out preventers and related well control equipment shall be installed, operated, maintained and tested generally in accordance with internationally recognized standards.
- Appropriate gas and leak detection system will be made available at each of the drill sites.
- Adequate fire-fighting equipment shall be provided at each drilling site.

1.10 Environmental Violations

There have been zero cases of environmental violations in the last 4 financial years.

2 Social

2.1 Workforce Gender Diversity

Diversity Indicator	Percentage (0-100%)
Share of women in total workforce (as % of total workforce)	7.64%
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	12.70%
Share of women in junior management positions, i.e., first level of management (as % of total junior management positions)	37.06%
Share of women in top management positions, i.e., maximum two levels away from the CEO or comparable positions (as % of total top management positions)	7.22%
Share of women in management positions in revenue-generating functions (e.g., sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	10.81%
Share of women in STEM-related positions (as % of total STEM positions)	9.14%

2.2 Race/Ethnic Diversity

The majority of Oil India Limited's operations are based in India. Consequently, we collect and provide employee-related information in alignment with the Government of India's policies and practices. While data on ethnic or racial diversity is not a focus due to the local context, the company maintains detailed records based on the reservation categories outlined in India's reservation policies. Additionally, we manage data related to other relevant categories specific to our organizational requirements. This approach ensures compliance with legal obligations while supporting equitable representation and inclusivity within our workforce.

Category	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
Schedule Caste	12.75	15.02
Schedule Tribe	17.4	9.03
Other Backward Classes	49.46	28.23
Minority	7.6	7.28
Person with Disability	3.05	2.37
Women	9.27	12.70

2.3 Gender Pay Indicators

Employee Level	Average Women Salary	Average Men Salary	Remarks
Executive level (base salary only)	1,03,900.58	1,23,284.88	Considering Monthly Basic Pay of Executives as on 01/04/2024
Executive level (base salary + other cash incentives)	1,03,900.58	1,23,284.88	There is no component of cash incentives
Management level (base salary only)	1,03,900.58	1,23,284.88	Considering Monthly Basic Pay of Management as on 01/04/2024
Management level (base salary + other cash incentives)	1,03,900.58	1,23,284.88	There is no component of cash incentives
Non-management level (base salary only)	63,217.60	62,405.45	Considering Monthly Basic Pay of Additional Officers & Work persons as on 01/04/2024

2.4 Training and Development Inputs:

Parameters	Unit	FY23		
		Executives	Non-Executives	Total Average
Average hours per FTE of training and development	Hours	52.37	20.77	36.57
Average amount spent per FTE on training and development	INR	1,01,835.57	25,960.73	63,898.15

Segregation by Age:

Parameters	Executives			Non-executives		
	Age <30 years	Age >= 30 and Age <=50 years	Age > 50 years	Age <30 years	Age >= 30 and Age <=50 years	Age > 50 years
Average hours per FTE of training and development	65.44559585	51.85816327	57.5037037	21.487772	23.362575	15.13393529
Average amount spent per FTE on training and development	₹101835.57 (Age-wise amount spent not present)			₹25960.73 (Age-wise amount spent not present)		

Segregation by Gender:

Parameters	Executives		Non-Executives	
	Male	Female	Male	Female
Average hours per FTE of training and development	57.39	47.35	20.75	20.79
Average amount spent per FTE on training and development	Total average spent ₹63,898.15 per employee (Male & female wise are not available)			

Segregation by Management level:

Parameters	Junior Management (Level A-D)	Middle Management (E-F)	Senior Management (G to I)
Number of employees trained	3086	1280	669
Average hours per FTE of training and development	19.74	19.74	19.74
Average amount spent per FTE on training and development	₹101835.57 (Junior/middle/senior management wise amount is not available)		

Segregation by type of training:

Training parameters	Technical Training	Leadership Training	Behavioral training
Average hours per FTE of training and development	46.25	38.46	24.35
Average amount spent per FTE on training and development	Not available		

2.5 Employee Turnover Rate

Total rate (in %)	FY20	FY21	FY22	FY23
Total employee turnover rate	8.56	7.41	6.45	5.57
Voluntary employee turnover rate	0.26	0.27	0.37	0.39

By Age:

Total (in %)	Age	FY20	FY21	FY22	FY23
Total employee turnover rate	<=30	1.24	0.85	1.44	1.21
	>30 and <=50	0.56	0.34	0.38	0.42
	>50	19.61	19.05	19.20	18.94
Voluntary employee turnover rate	<=30	0.90	0.85	1.22	1.07
	>30 and <=50	0.10	0.10	0.06	0.24
	>50	0.22	0.26	0.30	0.11

By Gender:

Total (in %)	Age	FY20	FY21	FY22	FY23
Total employee turnover rate	Male	8.91	7.60	6.67	5.79
	Female	3.43	4.67	3.56	2.84
Voluntary employee turnover rate	Male	0.27	0.22	0.35	0.36
	Female	0.25	0.98	0.67	0.81

By Management Level:

Total (in %)	Age	FY20	FY21	FY22	FY23
Total employee turnover rate	Lower management	1.85	1.49	2.79	2.82
	Middle management	1.62	1.47	2.10	2.35
	Senior management	3.07	3.67	2.24	3.16
	Top management	29.87	27.16	35.15	32.22
Voluntary employee turnover rate	Lower management	0.71	1.19	2.23	2.31
	Middle management	0.20	0.37	0.00	0.54
	Senior management	0.00	0.00	0.00	0.29
	Top management	1.30	0.00	0.00	0.00

2.6 OHS Parameters

OHS parameter	2020-21		2021-22		2022-23		2023-24	
	Em- ployees	Contrac- tors	Em- ployees	Contrac- tors	Em- ployees	Contrac- tors	Em- ployees	Contrac- tors
Fatality	3	2	0	1	0	0	0	1
LTIFR	0.351	0.301	0.087	0.120	0.347	0.000	0.087	0.180
TRIFR	0.346	0.240	0.173	0.120	0.346	0.060	0.259	0.120

2.7 Employee Development Programs

	Program 1	Program 2
Name & Description of the program	Cyber Security Awareness	SPE Workshop: Overcoming Drilling Challe
Business benefits of the program	The program focused on securing Operational Technology (OT) systems, ensuring compliance with cybersecurity regulations, and fostering collaboration across IT, OT, and security teams.	The Workshop on Overcoming Drilling Challenges was designed to enhance participants' ability to anticipate and address drilling challenges, a goal collaboratively defined by the

	<p>Designed to address key cybersecurity challenges, it incorporated expert-led sessions, workshops, and interactive discussions, integrating insights from IT and CISO departments for comprehensive, relevant content. The Training of Trainers (TOT) approach enabled participants to effectively disseminate cybersecurity knowledge within their organizations. Targeting executives and uninitiated employees, the program enhanced cybersecurity awareness, particularly in OT security, cyber hygiene, and global cybersecurity regulations. Participants gained practical skills to identify and mitigate emerging cyber threats, strengthen risk management and defense mechanisms, and handle incident response, data privacy, and threat intelligence. Key topics such as network security, digital forensics, smart technologies, and cloud security were explored in depth, strengthening collaboration between IT, OT, and security teams. Additionally, networking opportunities, discussions on cybersecurity laws and compliance, and insights into emerging threats contributed to a robust cybersecurity culture and improved organizational resilience.</p>	<p>user and relevant departments. The two-day workshop brought together 186 delegates from 27 companies across six countries, fostering a diverse, global exchange of expertise. It united professionals, experts, and industry leaders to explore collaborative strategies for overcoming industry challenges, with discussions covering drilling challenges, well construction, smart well technologies, and cost optimization. Renowned experts from prestigious organizations shared insights through paper presentations and interactive discussions, ensuring highly informative sessions. The workshop provided valuable strategies to reduce drilling risks, enhance production efficiency, and minimize non-productive time (NPT) through advanced planning and execution. It promoted multidisciplinary collaboration, integrated problem-solving, and improved decision-making, offering participants a deeper understanding of well construction optimization, cost management, and smart well applications. Expert-led discussions, case studies, and networking opportunities further strengthened industry partnerships, fostering innovation and resilience within the drilling sector.</p>
Quantitative impact of business benefits (monetary or non-monetary)	Non-Monetary	Non-Monetary
% of FTEs participating in the program	8.5%	5.3%

2.8 Performance Appraisal

OIL's Performance Appraisal is an annual process which takes place at the end of each financial year. Though the management system is different for employees and workers, generally based on the principle of management by objectives.

The detailed information on OIL Performance Management System is as follows:

Process of Performance Management System for Executives:

At the beginning of every Financial Year, KPIs (specific, measurable, ambitious, realistic and time bound in nature) are required to be set by all confirmed executives following a top-down approach and after discussion with the Reporting Authority. A mid-term feedback discussion with respective Reporting Authorities also happens in the month of October on the individual's performance against his/her KPIs for the Financial Year.

At the end of the annual performance cycle, each executive is required to submit a self-appraisal against the targets earlier set by them for assessment by the Reporting, Reviewing and Accepting Authority.

The Reporting Authority carries out the first assessment. He/she assesses an executive's performance against each KPI and behavioral competency. The system aggregates performance score based on his/her assessment and corresponding rating follows. The Reviewing Authority takes note of assessment of Reporting Authority and assesses the executive's performance against each KPI and behavioral competency. The system aggregates performance score and rating based on this assessment. The accepting authority carries out the final assessment and assigns an overall performance score, keeping in view the Reporting and Reviewing Authorities' assessment. Final performance rating follows from the corresponding score.

It is imperative to mention that the Reviewing and Accepting Authority has the right to change the rating given by the immediate assessing Authority by one level (up/down). For example, if someone is marked as a 'Very Good' by the Reporting and Reviewing Authorities, the Accepting Authority can make it 'Good' or 'Outstanding'.

After completion of appraisal process of all executives, the entire APAR including comments and ratings given by the Reporting, Reviewing and Accepting Authorities is disclosed to the executive. In case an executive is dissatisfied with his/her evaluation, he/she has the right to make a representation against the same. The representation is made online and restricted to specific factual observations contained in the assessment of achievements against targets, personal attributes, functional competencies and integrity.

The representations are reviewed by an Authority higher than the Accepting Authority, referred to as the Appellate Authority. The representation is disposed of by Appellate Authority. The final decision of the Appellate Authority is communicated to the executive. Once the appeal is disposed of by the Appellate Authority, the APAR for the Financial Year is closed.

The rating scales are as under:

- a. Outstanding: 90 or above
- b. Very Good: 80 to 89
- c. Good: 70 to 79
- d. Fair: 60 to 69
- e. Unsatisfactory: Less than 60

Process of Performance Management System for Unionized Employees:

After the end of every financial year, performance assessment of a workperson (unionized employee) is carried out by respective departments in a specific format by Initiating Officer, Reviewing Officer and then finally by HoD of the department. Annual assessments are done basically on competencies such as attitude towards work, work output, dedication, initiative and maintaining relation with colleagues. Hard copies of the APR assessment are retained by respective departments after uploading the marks in the ERP System. However, in case a workperson's (unionized employee) overall APR is rated as "Unsatisfactory" (i.e. HODs marks below 50), a copy of such APR assessment (hard copy) is forwarded to HRD department, after obtaining signature from the employee. The rating scales are as under:

- a. Outstanding: 90 or above
- b. Very Good: 80 to 89
- c. Good: 70 to 79
- d. Fair: 50 to 69
- e. Poor: Less than 50

2.9 Community Relations

Oil India has developed a comprehensive and inclusive Community Consultation Framework, rooted in its commitment to the larger good of society and sustainable development. The company's Corporate Social Responsibility (CSR) policy is strategically designed to align directly with local communities, identifying their basic needs and integrating them with Oil India's business goals and strategic intent. A key feature of this framework is its bottom-up approach, ensuring that communication is initiated at the grassroots level and maintained throughout project lifecycles. The process begins by identifying affected communities and a broad range of stakeholders, including local residents, indigenous groups, community organizations, local governments, and NGOs. Stakeholder mapping ensures that all relevant voices are considered, creating a foundation for equitable engagement.

To address the needs and concerns of these communities, Oil India implements a Stakeholder Engagement Plan that incorporates need-based studies, baseline surveys, social audits, feasibility studies, and Participatory Rural Appraisals (PRA). These tools help identify local priorities and inform project design. The plan also emphasizes transparency by providing affected communities with access to relevant information about operational and project risks, cultural heritage preservation, and other environmental and social impacts. Early and continuous engagement enables communities to express their views on these issues, as well as proposed mitigation measures, fostering a sense of collaboration and mutual understanding.

Throughout the project's duration, the company actively seeks community feedback to incorporate their perspectives into operational and project decision-making. Company representatives engage with the community through regular field visits, monitoring sessions, and progress evaluations. This two-way communication ensures that the company remains responsive and adaptive to community needs. A robust grievance mechanism is also in place, enabling affected communities to express concerns through

written applications, on-site meetings, and bi-partite or tri-partite discussions. These grievances are addressed in accordance with company policies, demonstrating Oil India's commitment to resolving issues effectively and fairly.

Oil India further reinforces accountability by reporting back to affected communities and stakeholders on project progress, outcomes, and any changes made in response to community feedback. This transparent and iterative process not only enhances project effectiveness but also strengthens trust and long-term relationships with the communities. Through its comprehensive Community Consultation Framework, Oil India ensures that the voices of affected communities are heard, valued, and integrated into its operations, reflecting its dedication to ethical, inclusive, and sustainable practices.

2.10 Indigenous People and Cultural preservation

Oil India Limited (OIL) has established a robust Corporate Social Responsibility (CSR) policy, grounded in its philosophy and vision of being a "Responsible Corporate Citizen." The company's CSR initiatives are aligned with Schedule VII of the Companies Act, 2013, encompassing a wide range of activities such as healthcare, drinking water and sanitation, education, skill development, sustainable livelihood, women empowerment, environmental sustainability, promotion of sports, and rural development. These efforts are tailored to contribute to nation-building while specifically addressing the needs of indigenous and local communities. OIL's approach to engaging with indigenous peoples reflects its deep commitment to inclusivity, sustainability, and respect for cultural heritage.

OIL begins by identifying affected indigenous peoples through a bottom-up approach that emphasizes active community participation. This involves conducting research-based studies, public hearings, onsite meetings, and discussions with local organizations, elected bodies like gaon panchayats, and civil society groups. Understanding the unique local context for engaging with indigenous peoples is a priority, ensuring that their specific needs, aspirations, and cultural nuances are factored into project planning and implementation. The company adheres to principles of good engagement, including transparency, inclusivity, mutual respect, and a commitment to long-term partnerships.

A cornerstone of OIL's engagement is the principle of Free, Prior, and Informed Consent (FPIC), which ensures that indigenous peoples are fully informed about projects that may impact them and have the opportunity to provide their input or consent before any activities commence. This participatory approach helps build trust and ensures that projects align with the priorities of indigenous communities. Furthermore, OIL is deeply committed to the protection and preservation of cultural heritage, taking proactive measures to prevent adverse impacts from local activities and integrating cultural considerations into its CSR initiatives.

To ensure the success and sustainability of its CSR interventions, OIL maintains regular engagement with indigenous communities throughout the project lifecycle. This includes concurrent monitoring, evaluation, and impact assessment studies, ensuring that intended benefits reach the targeted beneficiaries. Additionally, the company has implemented robust grievance mechanisms, providing affected communities with accessible and transparent channels to voice concerns. These mechanisms include written applications, public hearings, on-site meetings, and multi-stakeholder discussions, which are addressed in accordance with company policies.

Through its innovative and inclusive approaches, OIL delivers need-based, multipronged CSR interventions in thematic areas such as sustainable livelihood, healthcare, education, skill and capacity building, and entrepreneurship. These efforts provide meaningful opportunities for engagement with indigenous peoples, enabling them to actively participate in and benefit from development initiatives while safeguarding their cultural and social integrity. This comprehensive approach underscores OIL's commitment to ethical, responsible, and sustainable engagement with indigenous communities.

2.11 Local Employment

OIL has a strong operational presence in Northeast India, particularly in Assam, where it plays a crucial role in the region's economic development. The company actively promotes local employment by hiring a significant portion of its workforce from nearby communities, fostering skill development, and supporting indigenous talent. Through various training programs, vocational initiatives, and business opportunities, OIL ensures sustainable livelihoods for the local population. Additionally, its community development projects in education, healthcare, and infrastructure further strengthen socio-economic growth in the region, making OIL a key driver of progress in Northeast India.

Few projects undertaken by OIL are as follows:

Skill & Capacity Building:

- 'Skill Development Institute' (SDI), Guwahati: Caters to the skilling needs of youths of North-East India with support from other Oil & Gas PSUs for enhancing employability.
- Project 'OIL Swabalamban': Providing NSDC accredited, and industry relevant placement linked skill training on sustainable trades to unemployed youths of OIL's operational areas and aspirational districts.
- ITI Lahowal, OIL Centre of Excellence: Under the Skill India campaign, OIL has adopted ITI Lahoal and established OIL Centre of Excellence for Skill Development in association with Directorate of Employment and Craftsmen Training (DECT), Govt. of Assam.

Capacity Building and Empowerment of Women:

- OIL Nursing School: Placement linked residential 03 years Diploma in General Nursing & Midwifery (GNM) and one-year stipendiary Post Qualification Certificate Training (PQCT) in OIL Hospital.
- OIL Centre of Excellence for Handicraft, Handloom and Entrepreneurship: Promotes market relevant eco-friendly skill development in the trades of creative textiles, bamboo and water hyacinth as well as entrepreneurship education based on hub & spoke model engaging large number of rural women artisans & weavers. The Centre is in alignment with Govt. of India's 'Lifestyle for Environment'.

Sustainable Livelihood:

- Project OIL Jeevika: Community-cluster based sustainable rural livelihood project providing backward and forward integration in the value chain of activities.

- Project Rupantar: Entrepreneurship development programs exploring self-employment opportunities in the primary, secondary and tertiary sectors through formation of Joint Liability Groups (JLGs).
- Agriculture Development Project: Introduction of modern methods of cultivation for multi-cropping and integrated farming maximizing farm yield for commercialization of agriculture.

2.12 Employee Support Programs

Oil India Limited (OIL) provides comprehensive employee support programs designed to enhance the financial well-being and quality of life of its workforce. These programs include loans at subsidized interest rates and other financial assistance schemes to support employees in meeting their essential personal and family needs.

Key Employee Support Programs:

1. Loans at Subsidized Interest Rates:
 - House Building Loan – Financial assistance for employees to purchase, construct, or renovate their homes at preferential interest rates.
 - Vehicle Loan – Support for acquiring personal vehicles with favorable repayment terms.
 - Children Education Loan – Assistance for covering higher education expenses of employees' children.
2. Furniture & Household Goods Purchase Scheme:
 - Employees can avail of financial support to purchase essential furniture, household appliances, and goods for personal use.

Oil India Limited (OIL) provides a range of employee support programs to enhance work-life balance and overall well-being. At its Field Headquarters (FHQ), OIL offers extensive recreational and wellness facilities, including a stadium and clubhouses that promote physical fitness and social engagement among employees. Additionally, the company supports employees with childcare responsibilities by providing well-equipped crèche facilities. These initiatives reflect OIL's commitment to fostering a supportive and inclusive workplace that prioritizes employee welfare.

OIL provides leave benefits in accordance with the guidelines set by the Department of Personnel & Training (DoPT), ensuring comprehensive support for employees. Female employees are entitled to 26 weeks of maternity leave for the birth of up to two surviving children, and 12 weeks for subsequent births. Additionally, male employees can avail 15 days of paternity leave within six months of childbirth. OIL also grants Child Care Leave (CCL) of up to 730 days during an employee's entire service tenure for female employees and single male parents (including widowers, divorcees, and unmarried parents) to care for children up to 18 years of age. This leave can be availed in a minimum of five-day blocks and is available for a maximum of three spells in a calendar year. Furthermore, CCL during the first year is granted with full pay, while subsequent periods include 80% salary for the second year. These provisions ensure work-life balance and parental support, fostering a family-friendly work environment at OIL.

3 Governance

3.1 Materiality Assessment

Material Issue	Business Case	Business Impact	Business Strategies
Long-term Business Sustainability	<p>The longevity and growth of OIL's business are directly tied to its ability to adapt to a dynamic global energy landscape. As a key player in the oil and gas sector, OIL must balance profitability with sustainable operations to meet shareholder and stakeholder expectations. Environmental regulations, geopolitical risks, and the increasing volatility of fossil fuel markets necessitate a strategic focus on long-term resilience. Investing in innovative technologies, operational efficiency, and exploring new revenue streams ensures OIL's continued relevance while safeguarding its market position in a competitive and transitioning energy economy.</p>	Revenue	<p>OIL is ensuring its long-term business sustainability by focusing on a mix of strategic production, exploration, and energy transition initiatives. The company continues to invest in the exploration and development of oil and gas fields, both in India and internationally, to ensure a stable supply of hydrocarbons. At the same time, OIL is enhancing its operational efficiency through advanced technologies and optimizing resource use to maximize output while reducing costs. The company is also exploring non-conventional energy resources, such as solar and wind, to diversify its energy mix and support India's energy transition goals. By balancing traditional exploration with renewable energy investments, OIL aims to secure its future growth and</p>

			resilience in an evolving energy market.
Employee Health and Safety	<p>Employee health and safety is critical for OIL, given the nature of its operations, including exploration, drilling, etc. activities. Ensuring a robust health and safety procedures not only protects employees from risks like accidents, operational hazards, etc. but also strengthens workforce morale and productivity.</p> <p>Compliance with safety standards and fostering a strong safety culture is vital to minimize disruptions, reduce legal liabilities, and enhance OIL's reputation as a responsible employer. Moreover, prioritizing employee well-being aligns with the broader goal of achieving operational excellence.</p>	Risk	<p>Oil India Limited (OIL) prioritizes employee health and safety through robust risk assessment practices, including Hazard and Operability Studies (HAZOP), Quantitative Risk Assessments (QRA), and Job Safety Analysis (JSA) for significant tasks. A strong incident and near-miss reporting system enables employees to flag safety concerns, which are addressed by the safety department or committee. OIL has a commitment to achieving zero accidents and preventing harm to individuals, machinery, and materials. A four-tier HSE committee oversees the effectiveness of the HSE management system, ensuring it encompasses all employees, contractors, and visitors. Quarterly safety meetings and ongoing risk management practices ensure continual improvement and compliance with regulations, fostering a culture</p>

			of safety across all operations.
Energy Transition	The global shift towards low-carbon and renewable energy sources presents both a challenge and an opportunity for OIL. As governments and industries intensify their efforts to combat climate change, OIL must diversify its portfolio to include clean and renewable energy solutions. Proactively participating in the energy transition enables the company to reduce its carbon footprint, meet regulatory requirements, and maintain stakeholder trust.	Revenue	OIL adopts a strategic business diversification approach to mitigate the risk of energy transition. Recognizing the need for a sustainable and resilient business model, the company is actively diversifying its energy portfolio. The diversification strategy involves venturing into renewable energy sources, such as green hydrogen, biofuels, solar, wind, etc. to create a more balanced and green energy mix. By expanding its operations beyond traditional fossil fuels, the company not only contributes to environmental conservation but also positions itself as a key player in the transition to a low-carbon economy. This proactive business diversification showcases OIL's commitment to sustainable and responsible business.

3.2 Policy Influence

In the last four financial years, OIL did not make any contributions to and spending for political campaigns, political organizations, lobbyists or lobbying organizations, trade associations and other tax-exempt groups. Also, the company did not make any contributions to or expenditures to political campaigns or organizations, lobbying, trade associations, tax-exempt

entities, or other groups whose role is to influence political campaigns or public policy and legislation. Moreover, the company does not publicly report on its climate alignment program.

3.3 CEO Compensation

As per the Department of Public Enterprises (DPE) guidelines, the Chairman and Managing Director (CMD) of Oil India, in collaboration with the Ministry of Petroleum and Natural Gas, signs a Memorandum of Understanding (MoU) outlining the CMD's annual performance targets, which consists of both financial and non-financial objectives. Based on the target achievement, an Annual Performance Report (APR) is prepared to evaluate the CMD's achievements. A performance rating is then assigned, which serves as the basis for determining the CMD's variable compensation. The financial parameters considered for CMD's variable compensation are Revenue from Operations, EBITDA as a % of Revenue, Return of Capital Employed, and Asset Turnover Ratio.

Also, the DPE guidelines do not include clauses on deferred bonus, time vesting, and performance period for the CMD's variable compensation.

3.4 Management Ownership

As defined by the Company's Act, 2013, there are no management ownership requirements in Oil India Limited (OIL). However, certain Directors, including the Director (Operations), Director (Exploration & Development), and Director (HR), hold company shares. This ownership stems from the Employee Stock Purchase Scheme introduced in 1996, which allowed employees to purchase shares of the company. The current directors, who were erstwhile employees of OIL, acquired these shares through the scheme and have retained them during their tenure as Directors.

3.5 Board Election Process

Oil India Limited (OIL), as a Central Public Sector Enterprise (CPSE), follows specific guidelines for the appointment of its Board of Directors:

1. **Functional Directors:** These directors are appointed based on recommendations from the Public Enterprises Selection Board (PESB), adhering to guidelines issued by the Department of Public Enterprises (DPE). The selection process involves evaluating candidates' qualifications and experience to align with the company's strategic objectives.
2. **Independent Directors:** Appointed by the President of India as per OIL's Articles of Association, following directives from the DPE. These directors are professionals with expertise in fields such as finance, management, and the oil industry. Their terms are generally for three years, during which they are expected to fulfill duties outlined in the Companies Act, 2013, and SEBI regulations.
3. **Government Nominee Directors:** Nominated by the Ministry of Petroleum and Natural Gas (MoP&NG), these directors represent government interests on the Board. Their appointment ensures alignment between OIL's operations and governmental policies.

These appointments are formalized through shareholder approval during the Annual General Meeting (AGM), ensuring compliance with corporate governance standards.

There are no criteria for minimum attendance for board meetings. However, as per the Company's Act, 2013, a board member cannot miss three consecutive meetings or be absent for more than three months without obtaining leave of absence from the Board.

The regulations governing the maximum number of directorships for individuals in Indian companies are outlined in Section 165 of the Companies Act, 2013, and further detailed in Regulation 17A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Section 165 of the Companies Act, 2013 specifies:

- An individual may hold directorships in up to 20 companies simultaneously.
- Within this limit, a person can serve as a director in a maximum of 10 public companies.

Additionally, Regulation 17A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 imposes further restrictions:

- An individual shall not serve as a director (including any alternate directorship) in more than seven listed entities.
- If an individual is serving as a whole-time director in any listed entity, they are restricted to serving as an independent director in no more than three listed entities.

3.6 Risk Exposure Review

Oil has seamlessly integrated risk management into its comprehensive Enterprise Risk Management (ERM) framework, underscoring its commitment to sustainable and resilient operations. The company's Board of Directors provides direct oversight of risk management processes, ensuring a robust governance structure. A detailed and dynamic risk register is maintained as a core component of this framework, serving as a critical tool to prioritize risks, assign clear ownership, and develop effective mitigation strategies aimed at minimizing potential impacts on operations, projects, and the overall business strategy.

Risks and opportunities across various domains are systematically identified and incorporated into the risk register. This ensures that the organization remains proactive in addressing challenges while capitalizing on emerging opportunities. To maintain relevance and accuracy, the risk register undergoes regular updates, allowing the company to effectively capture and respond to evolving challenges and potential opportunities in a dynamic operating environment.

As part of its commitment to effective risk management, the company conducts a comprehensive review of its risk exposure twice a year. This review informs updates to the risk register, ensuring that the organization remains prepared and resilient in the face of an ever-changing risk landscape.

The company conducts annual group-level risk management training to enhance awareness and understanding of its risk management framework. These sessions ensure that employees are well-equipped to identify, assess, and mitigate risks effectively, fostering a proactive risk-aware culture across the organization.

3.7 Supplier Development Programs

Oil India Limited (OIL) is actively fostering domestic manufacturing capabilities through the indigenization of production processes, reducing reliance on imports and strengthening local supply chains. As part of its commitment to supplier development, OIL encourages the participation of SC/ST and women-owned Micro and Small Enterprises (MSEs) in its tenders, aligning with its Memorandum of Understanding (MoU) targets. Additionally, under the "Atmanirbhar Bharat" initiative, the company engages with vendors interested in import substitution, promoting self-sufficiency in critical industrial components. Through regular vendor interactions, capacity-building initiatives, and preferential procurement policies, OIL is driving both industrial growth and social upliftment, ensuring equitable opportunities for diverse business entities in its supply ecosystem.

3.8 Supplier Screening

OIL Service Contracts incorporate comprehensive Health, Safety, and Environment (HSE) requirements, along with detailed Standard Operating Procedures (SOPs) tailored to specific areas and installations under Mines. Contractors are required to strictly adhere to these provisions, which encompass a wide range of critical aspects such as the use of personal protective equipment (PPE), maintaining conducive work conditions, and implementing hazard avoidance guidelines. The contracts also enforce strict prohibitions on child labor, ensure robust incident reporting mechanisms, and mandate sustainable waste management practices. Additionally, contractors must develop and adhere to effective emergency response plans and face clearly defined measures in the event of non-compliance. These provisions reflect OIL's unwavering commitment to safety, environmental sustainability, and operational excellence, fostering a culture of responsibility and high standards across all operations.

3.9 Code of Conduct Procedures

Oil India Limited has established transparent and well-defined service rules, including the OECD Rules, 1982 (as amended) and the Modified Standing Orders, applicable to both executives and employees. These service rules align with the Central Service Rules and the Model Standing Orders, derived from the Central Civil Services (Conduct) Rules, 1964, and the Industrial Employment Standing Orders Act, 1946 (as amended), respectively. They provide a detailed framework outlining expected behavior and conduct for the workforce, clearly defining various forms of misconduct to be avoided, as well as the circumstances under which employment may cease. The rules also specify the penalties, both major and minor, for acts of misconduct, ensuring that disciplinary actions are carried out in a structured and fair manner, following established procedures.

The organization upholds a "zero tolerance" policy against any delinquent officer or employee found guilty of misconduct, taking strict action as per the provisions of the service rules. Additionally, Oil India Limited has a robust Policy on Prevention, Prohibition, and Redressal of Sexual Harassment of Women at Workplace, which is fully aligned with the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013. Under this policy, the company demonstrates zero tolerance towards any form of sexual harassment and ensures that every reported incident is addressed seriously and promptly. Internal Complaints Committees (ICC) have been established across different spheres of the organization to address complaints, with strict adherence to the policy without exceptions.

Oil India Limited (OIL) operates with clearly defined responsibilities and accountabilities following a top-down approach, ensuring effective governance and streamlined reporting structures. These are established in accordance with the Performance Management System and Promotion Policy – 2021, which provides a structured framework for career growth, performance evaluations, and professional development.

The HR Development Department plays a pivotal role in fostering employee engagement and support, offering guidance through a dedicated helpdesk managed by a senior unionized employee. This initiative ensures that employees receive timely assistance with HR-related concerns, including grievances, benefits, career progression, and policy clarifications, thereby enhancing workplace satisfaction and organizational efficiency.

In line with its commitment to compliance and fair labor practices, OIL diligently adheres to statutory obligations by maintaining Form B under the Payment of Wages Act, 1936, and ensuring adherence to the Equal Remuneration Act, 1976. These records are subject to regular inspections by statutory authorities, reinforcing transparency, wage equity, and organizational accountability.

Furthermore, OIL upholds a fair and transparent employee performance appraisal system, governed by the Performance Management System and Promotion Policy – 2021. This ensures that individual contributions are evaluated objectively, fostering a merit-based work culture where employees are recognized and rewarded for their efforts.

The company remains dedicated to maintaining a supportive and accountable work environment, prioritizing employee well-being, professional integrity, and adherence to both statutory and organizational policies. Through continuous improvements in workforce policies and engagement strategies, OIL reinforces its commitment to ethical conduct, corporate governance, and excellence in human resource management.



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OIL INDIA

