ऑयल इंडिया
OIL INDIA

# ESG DATABOOK

## 2024-25

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# ENVIRONMENT

Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format: (BRSR Core Attribute 3: Energy footprint)

***Table 1: Total Energy Consumption***

| Parameter | Units | FY 2024-25 | FY 2023-24[1] |
|---|---|---|---|
| From renewable sources | | | |
| Total electricity consumption (A) (Solar) | MWh | 874.72 | 736.94 |
| Total fuel consumption (B) | MWh | 0 | 0 |
| Energy consumption through other sources (C) | MWh | 0 | 0 |
| Total energy consumed from renewable sources (A+B+C) | MWh | 874.72 | 736.94 |
| From non-renewable sources | | | |
| Total electricity consumption (D) (Grid) | MWh | 30,917.00 | 37,392.22 |
| Total fuel consumption (E) | MWh | 5,989,043.06 | 6,880,406.11 |
| Natural Gas | MWh | 4,506,968.06 | 4,076,824.72 |
| Diesel | MWh | 315,872.22 | 311,062.22 |
| Diesel (Vehicles) | MWh | 70,340.00 | 59,532.50 |
| Petrol | MWh | 188.33 | 79.72 |
| Petrol (Vehicles) | MWh | 2,629.44 | 3,289.72 |
| Natural gas Flaring | MWh | 941,525.28 | 2,321,636.67 |
| Crude oil | MWh | 15,129.72 | 108.53 |
| Energy consumption through other sources (F) | MWh | 0 | 0 |
| Total energy consumed from non-renewable sources (D+E+F) | MWh | 6,019,960.56 | 6,919,131.67 |
| Total energy consumed (A+B+C+D+E+F) | MWh | 6,020,835.28 | 6,919,868.61 |
| Revenue | INR Crore | 22,117.22 | 22,130 |
| Energy intensity per rupee of turnover (Total energy consumption / revenue in Crore rupees) | MWh /INR Crore | 272.23 | 312.78 |
| Energy intensity per rupee of turnover adjusted for Purchasing Power | MWh /INR Crore | 65.72 | 75.83 |
| Energy intensity in terms of physical output | MWh /MMToe | 897,292.81 | 1,057,803.21 |

[1] *Independent assessment/ evaluation/assurance on the above figures has been carried out by Bureau Veritas (India) Private Limited*

Details of the following disclosures related to water, in the following format: (BRSR Core Attribute 2): Water footprint

***Table 2: Total water Footprint***

| Parameter | Units | FY2024-25[2] | FY2023-24[3] |
|---|---|---|---|
| Water withdrawal by source (in kiloliters) | | | |
| (i) Surface water | KL | 149,987[4] | 178,115 |
| (ii) Groundwater | KL | 2,394,299 | 2,185,163 |
| (iii) Third party water | KL | 350,075 | 366,115 |
| (iv) Seawater / desalinated water | KL | 7,176 | 0 |
| (v) Others[5] | KL | 18 | 1,557 |
| Total volume of water withdrawal (in kiloliters) (i + ii + iii + iv + v) | KL | 2,901,556[6] | 2,730,950 |
| Total volume of water consumption (in kiloliters) [7] | KL | 2,901,556 | 2,730,950 |
| Revenue | INR Crore | 22,117.22 | 22,130 |
| Water intensity per rupee of turnover (Water consumed / revenue in Crore rupees) | KL/INR Crore | 131.19 | 123 |
| Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP) | KL/INR Crore | 31.67 | 29.93 |
| Water intensity in terms of physical output | KL/MMToe | 432,422.62 | 417,512.66 |

Details related to water discharged: (BRSR Core Attribute 2: Water footprint)

***Table 3: Water Discharged***

| Parameter | FY2024-25[8] Current Financial Year | FY2023-24 Previous Financial Year |
|---|---|---|
| Water discharge by destination and level of treatment (in kilolitres) | | |
| (i) To Surface water | 0 | 0 |
| - No treatment | Not Applicable | Not Applicable |
| - With treatment – please specify level of treatment | Not Applicable | Not Applicable |
| (ii) To Groundwater | 0 | 0 |

[2] *Independent assessment/ evaluation/assurance on the above figures has been carried out by Bureau Veritas (India) Private Limited*

[3] *This is a restatement from previous year since till previous year OIL considered water supplied to local communities and townships, but from this year OIL has considered only the volume of water used for its operations*

[4] *Surface water used for operational and office purposes are considered. Rest is being used by township/local community*

[5] *38,82,157 KL of water was generated during operations which includes water from ETP water, rainwater and formation water. This quantum of water is not considered for water withdrawal and consumption computations as it was neither withdrawn nor consumed.*

[6] *We have assumed water consumption of 45 L/day/employee for facilities with no flowmeters installed and/or leased facilities*

[7] *Assumption for reporting – Total water withdrawal is equivalent to total water consumption*

[8] *Independent assessment/ evaluation/assurance on the above figures has been carried out by Bureau Veritas (India) Private*

| | | |
|---|---|---|
| - No treatment | Not Applicable | Not Applicable |
| With treatment – please specify level of treatment | Not Applicable | Not Applicable |
| iii) To Seawater | 0 | 0 |
| No treatment | Not Applicable | Not Applicable |
| With treatment – please specify level of treatment | Not Applicable | Not Applicable |
| iv) Sent to third-parties | 0 | 0 |
| No treatment | Not Applicable | Not Applicable |
| With treatment – please specify level of treatment | Not Applicable | Not Applicable |
| (v) Others | 0 | 0 |
| No treatment | Not Applicable | Not Applicable |
| With treatment – please specify level of treatment | Not Applicable | Not Applicable |
| Total water discharged (in kiloliters) | 0 | 0 |

Details of air emissions (other than GHG emissions) by the entity, in the following format:

***Table 4: Air Emissions***

| Parameter[9] | Please specify unit | FY2024-25[10] | FY2023-24[11] |
|---|---|---|---|
| NOx | µg/m3 | 22.14 | 22.20 |
| SOx | µg/m3 | 7.71 | 7.63 |
| Particulate matter (PM10) | µg/m3 | 69.63 | 71.59 |
| Particulate matter (PM2.5) | µg/m3 | 37.79 | 37.73 |
| Volatile organic compounds (VOC) | µg/m3 | <4.2 | <4.2 |
| Hazardous air pollutants (HAP) | µg/m3 | <4.2 | <4.2 |
| Others – please specify | - | - | - |

Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) s its intensity, in the following format: (BRSR Core Attribute 1: Green-house gas (GHG) footprint)

***Table 5: GHG Footprints (Scope1 & Scope 2 emisssions)***

| Parameter | Unit | FY 2024-25[12] | FY 2023-24[13] |
|---|---|---|---|
| Total Scope 1 emissions (Break- up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available) | Metric tonnes of CO2 equivalent | 1,245,928 | 1,422,793.45 |

[9] *In FY 2023-24 and FY 2024-25, the minimum detection threshold of the monitoring instrument for SOx '<c.0', therefore wherever SOx values were reported less than c, it is considered c for computing average figure. Similarly, VOC & HAP values reported '<4.2' respectively reflects the minimum detection threshold of the monitoring instrument.*

[10] *While calculating the monthly average for the year, data from a few installations was unavailable due to contract transition, installation maintenance/closure, or occasional equipment breakdowns or calibration requirements; hence, the average is based on available data*

[11] *For FY 2023-24, Air emission data for February–March 2024 could not be recorded due to expiry of the contract, and annual figures were derived from monthly averages for April 2023–January 2024.*

[12] *Independent assessment/ evaluation/assurance on the above figures has been carried out by Bureau Veritas (India) Private Limited*

[13] *This is a restatement from previous year*

| | | | |
|---|---|---|---|
| Total Scope 2 emissions (Break- up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available) | Metric tonnes of CO2 equivalent | 22,477 | 26,773 |
| Revenue | INR Crores | 22,117.22 | 22,130 |
| Total Scope 1 and Scope 2 emissions per rupee of turnover (Total Scope 1 and scope 2 GHG emissions / Revenue from operations) | Metric tonnes of CO2 equivalent/ INR Crores | 57.35 | 65.50 |
| Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)<br>(Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP) | Metric tonnes of CO2 equivalent/ INR Crores | 13.84 | 15.89 |
| Total Scope 1 and Scope 2 emission intensity in terms of physical output | Metric tonnes of CO2 equivalent/ MMToe | 189,031.96 | 221,612.32 |
| Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity | | - | - |

Details related to waste management by the entity, in the following format: (BRSR Core Attribute 4: Embracing circularity – details related to waste management by the entity)

***Table 6: Waste Management***

| Parameter | FY2024-25[14] | FY2023-24 |
|---|---|---|
| Total Waste generated (in metric tonnes) | | |
| Plastic waste *(A)* | 64 MT | 32.83 MT |
| E-waste *(B)* | 3.92 MT | 12.92 MT |
| Bio-medical waste *(C)* | 15.42 MT | 15.52 MT |
| Construction and demolition waste (D) | - | - |
| Battery waste *(E)* | 16.19 MT | 52.57 MT |
| Radioactive waste (F) | - | - |
| Other Hazardous waste. Please specify, if any. (G) | 3,947.44 MT | 3905.97 MT |
| Burnt Lube Oil | 80.70 MT | 127.89 MT |
| Oily Sludge | 3552.04 MT | 3581.56 MT |
| Chemical sludge from wastewater treatment | 197.46 MT | 98.44 MT |
| Oil soaked cotton C Contaminated Jute | 12.96 MT | 7.99 MT |
| Contaminated containers | 104.28 MT | 90.08 MT |
| Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to theSector) | | |
| Drill cuttings C solids in Drilling C Workover Fluids | 851 MT | 378.54 MT |
| Metal scrap | 3831.25 MT | 1755.75 MT |
| Total (A+B+C+D+E+F+G+H) | 8729.22 MT | 6154.10 MT |

[14] *Independent assessment/ evaluation/assurance on the above figures has been carried out by Bureau Veritas (India) Private Limited*

| | | |
|---|---|---|
| Formation water (MT) | 3622178.61 MT | 3474051 MT |
| Waste intensity per rupee of turnover<br>(Total waste generated / Revenue from operations) (MT/INR Crores) | 0.39 | 0.28 |
| Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)<br>(Total waste generated / Revenue from operations adjusted for PPP) (MT/INR Crores) | 0.10 | 0.07 |
| Waste intensity in terms of physical output<br>(MT/MMToe) | 1300.93 | 940.85 |
| Waste intensity (optional) – the relevant metric may be selected by the entity | - | - |
| For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes) | | |
| Category of waste | | |
| (i) Recycle (Includes waste sold to both registered and non-registered recyclers) | 4091.24 MT | 2169.08 MT |
| (ii) Re-used for own purpose (a+b) | 13.34 MT | 15.16 MT |
| Reused burnt oil (a) | 13.06 MT | - |
| Reused containers (b) | 0.28 MT | - |
| (iii) Other recovery operations – Sludge recovery plant | 2832.15 MT | 1148.15 MT |
| Total | 6936.73 MT | 3332.39 MT |
| For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes) | | |
| Category of waste | | |
| (i) Incineration | 8.21 MT | 17.68 MT |
| (ii) Landfilling | - | - |
| Disposal in HDPE lined pit | 1191.14 MT | 486.02 MT |
| (iii) Other disposal operations - Bio-remediation | 593.07 MT | 2398.76 MT |
| Total | 1792.42 MT | 2902.46 MT |

## 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.

***Table 7: Production plants in water stressed areas***

| 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 Climate-related Management Incentives

Oil India Limited, being a public sector undertaking, follows management incentive policies prescribed by the Department of Public Enterprises (DPE). These policies are designed to ensure consistency, transparency, and performance-linked accountability across public sector entities, while remaining aligned with prevailing regulatory and governance frameworks. At present, the DPE has not issued any specific guidelines pertaining to climate-related management incentives. Consequently, there is no formal mechanism within the existing public sector incentive framework to directly link managerial remuneration or incentives to the achievement of climate-related targets or environmental performance outcomes.

## 1.3 Financial Opportunities Arising from Climate Change

The transition driven by climate change presents a key financial opportunity through the expansion of renewable energy. In line with its Net Zero commitment by 2040, Oil India Limited has allocated a total capital expenditure of INR 8,000 crore, translating to approximately INR 444.44 crore per year, for the development of solar and onshore wind power projects. The Company plans to progressively increase its renewable energy portfolio, targeting around 1.1 GW of installed capacity by 2030 and further scaling it to 5-5.5 GW by 2040.

The CAPEX has been formulated using current per-unit costs for renewable energy installations, including solar and onshore wind projects. These cost assumptions were combined with projections of future energy demand and anticipated per unit cost trends, enabling a comprehensive estimation of the renewable capacity required and the associated capital investment needed to support long-term energy requirements

## 1.4 Low Carbon Products

Given the Company's operational focus as an upstream oil and gas organization engaged primarily in crude oil and natural gas exploration and production, the provision of low-carbon products does not directly align with its core business activities. Notwithstanding this, Oil India Limited continues to actively consider sustainability considerations in areas where they intersect with its operations.

The Company regularly reviews opportunities to adopt responsible operational practices, minimize environmental impacts, and align with evolving sustainability frameworks and industry standards. While continuing to play a critical role in meeting the country's energy needs, Oil India Limited remains committed to contributing to the broader energy transition and advancing sustainability objectives within the practical scope of its business.

## 1.5 Biodiversity

At Oil India Limited, the systematic identification and assessment of biodiversity-related risks covering both operational dependencies and potential impacts form a core element of the Company's commitment to responsible and sustainable operations. This process is conducted in accordance with the Environmental Impact Assessment (EIA) framework prescribed under India's environmental regulatory regime, including the Environment (Protection) Act, 1986, the Wildlife (Protection) Act, 1972, the Forest (Conservation) Act, 1980, and the Biological Diversity Act, 2002. Collectively, these legislations establish the statutory foundation for the evaluation and mitigation of environmental and biodiversity-related risks associated with industrial and development activities.The scope and methodology for biodiversity risk assessments are clearly defined under the EIA regulations, ensuring a structured, transparent, and scientifically robust approach. The assessment process begins with

baseline ecological studies that involve the identification of biodiversity-sensitive areas, evaluation of species diversity, and mapping of ecologically important zones. These studies are supported by field surveys, satellite-based analysis, and consultations with ecological specialists, local communities, and relevant regulatory authorities. Dependency assessments examine the extent to which operations rely on ecosystem services such as water availability, soil stability, and carbon sequestration, while impact assessments evaluate potential effects of project activities, including habitat modification, disturbance to flora and fauna, and pollution-related risks.

Biodiversity risk assessment is integrated into the Company's multidisciplinary, enterprise-wide risk management processes, ensuring alignment with broader organizational objectives and strategic decision-making. By incorporating biodiversity-related risks into the Enterprise Risk Management (ERM) framework, Oil India ensures that such risks are addressed holistically alongside operational, financial, and reputational considerations.

The assessment process also adopts a location-specific approach, enabling the development of mitigation measures tailored to site-specific ecological sensitivities and socio-environmental conditions. Findings from these assessments are documented in EIA reports, which form the basis for preparing mitigation and environmental management plans. These plans are designed to avoid or minimize adverse impacts, support ecosystem restoration where feasible, and promote conservation initiatives. Monitoring mechanisms are established to ensure continuous evaluation and compliance with biodiversity-related commitments throughout the project lifecycle.

Through strict adherence to EIA requirements and the implementation of robust, location-specific mitigation strategies, Oil India Limited demonstrates its commitment to ecosystem conservation, maintenance of ecological balance, and the integration of biodiversity risk management into its operational and strategic frameworks. This proactive approach reflects the Company's dedication to responsible growth and long-term sustainable development.

During FY 2023–24, Oil India Limited, in collaboration with the Assam State Biodiversity Board (ASBB) and the International Union for Conservation of Nature (IUCN), conducted a biodiversity risk assessment within a 10-kilometre radius of the proposed Extended Reach Drilling (ERD) operations beneath the Dibru Saikhowa National Park. The assessment covered potential biodiversity exposure associated with the proposed 7 ERD wells and two existing production installations EPS-5 Baghjan and FGGS Baghjan. The total area under assessment comprised approximately 13.5 hectares of existing project sites along with an additional 11 hectares proposed for ERD wellpads.

Several mitigation measures have been implemented to address the identified biodiversity risk:

***Air Quality Impact Control Action Plan***

- Vehicles transporting construction materials, including fine aggregates, will be adequately covered to prevent fugitive dust emissions.
- Regular water sprinkling will be undertaken on earthworks, haul roads, and transportation routes during the construction and decommissioning phases to suppress dust generation.
- Flare stacks of appropriate height will be installed to ensure effective dispersion of emissions, with ground flaring systems equipped with auto-ignition mechanisms implemented at designated locations.
- DG/GG sets Stacks will be designed and maintained at heights compliant with statutory requirements to facilitate proper dispersion of exhaust gases.
- Periodic monitoring of DG/GG set stack emissions will be carried out in accordance with the Environmental Monitoring Plan to ensure compliance with Central Pollution Control Board (CPCB) emission standards

***Noise Impact Control Action Plan***

- Low-noise equipment with built-in engineering controls, such as mufflers and silencers, will be selected and deployed wherever feasible.
- All DG/GG sets will be provided with appropriate acoustic enclosures to minimize noise emissions.
- Personnel working in proximity to high-noise-generating equipment will be provided with suitable personal protective equipment (PPE), including earplugs or earmuffs.
- All vehicles used for the transportation of materials and personnel will possess valid Pollution Under Control (PUC) certificates.
- High-noise-generating equipment will be identified and subjected to periodic preventive maintenance to ensure optimal performance.
- Vehicle movement and construction activities during night-time hours will be avoided to minimize disturbance.
- No night time operation of vehicles and construction activities will be undertaken.

***Soil Quality Impact Control Action Plan***

- Drip trays will be used during equipment maintenance and re-fueling operations to prevent soil contamination.
- Spill response kits will be made available at all fuel and lubricant storage locations, and any spills or leakages will be immediately contained, reported, and remediated.
- Dedicated, paved storage areas will be designated within drill sites for the storage of drilling chemicals, fuels, lubricants, and oils.
- HDPE-lined pits with a minimum lining thickness of 1.5 mm will be used for the disposal of unusable drilling mud, drill cuttings, and drilling wastewater.

***Surface Water Quality Impact Control Action Plan***

- Site levelling and grading activities will be carried out with minimal disturbance to existing contours, maintaining the natural slope and topography of the area.
- During site preparation and construction, surface runoff will be effectively managed through appropriately designed drainage systems.
- Sediment filters and oil-water separators will be installed to intercept runoff and prevent sediments and oil from entering nearby water bodies.
- Domestic wastewater generated at drill sites will be treated through septic tanks and soak pits prior to discharge.
- Process wastewater will be treated through Effluent Treatment Plants (ETPs) installed at drill sites before disposal or reuse.

***Groundwater Quality Impact Control Action Plan***

- Water-based drilling mud will be used for the proposed drilling operations to minimize groundwater contamination risks.
- Environment-friendly synthetic-based mud, if required for deeper drilling sections, will be used only after prior intimation to the concerned Pollution Control Board.
- Drill cuttings and spent drilling mud will be stored in HDPE-lined pits to prevent leaching into groundwater

***Waste Management Impact Control Action Plan***

- Low-toxicity chemicals will be used for the preparation of drilling fluids to minimize hazardous waste generation.
- Drill cuttings, waste drilling mud, waste oil, domestic waste, and wastewater will be managed in accordance with CPCB standards for the Oil Drilling and Gas Extraction Industry, as amended in 2005.
- Hazardous waste, including used oil, will be handled and disposed of in compliance with the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016.
- Kitchen waste will be disposed of daily at authorized municipal or village disposal sites through approved waste management contractors.
- Sewage generated at the drill sites will be treated through septic tank and soak pit systems.
- Used lead-acid batteries will be returned to authorized vendors for recycling in accordance with the Batteries (Management & Handling) Rules, 2001.
- During the monsoon season, drilling cuttings pits will be bunded and covered with tarpaulin sheets to prevent runoff and contamination

***Wildlife Impact Control Action Plan***

- Movement of heavy vehicles will be restricted during night-time hours, particularly in forested areas, to minimize disturbance to wildlife, as most mammalian activity occurs at night.
- Noise levels at drill sites will be controlled through the use of low-noise equipment and appropriate engineering controls such as mufflers and silencers.
- No temporary electrical connections from the grid will be established for project activities; all power requirements will be met through internal DG sets.
- Necessary forest clearances will be obtained from the Ministry of Environment, Forest and Climate Change (MoEFCC) for drill site development, access roads, and pipeline laying within forest areas.

***Emergency Impact Control Action Plan***

- Drilling rigs and associated equipment will conform to internationally recognized standards applicable to drilling operations.
- Blowout preventers and well control equipment will be installed, operated, maintained, and tested in accordance with globally accepted standards.
- Gas detection and leak detection systems will be installed at all drill sites to enable early identification of hazards.
- Adequate firefighting equipment will be provided at each drilling location to ensure preparedness for emergency situations.

**PROJECT OIL JEEVIKA**

As part of its commitment to biodiversity conservation and sustainable land-use practices, Oil India Limited (OIL) has integrated large-scale plantation and agro-ecological interventions under its CSR flagship initiative, **Project OIL Jeevika – Assam**. Implemented across Hapjan and Guijan Development Blocks of Tinsukia district, the project adopts a cluster-based diversified livelihood approach that promotes environmentally responsible cultivation while restoring and enhancing green cover in and around OIL's operational areas.

During FY 2024–25, the project covered **238.76 hectares** of cultivable land across 14 villages, benefiting **1,095 households**, with focused interventions on tea, ginger, turmeric, pepper, Assam lemon, orange, Naga chilli (Bhut Jolokia), and bamboo. The promotion of multi-cropping, intercropping, integrated farming systems, and bamboo plantation supports soil health improvement, carbon sequestration, habitat enrichment, and reduced pressure on natural forests. Scientific agricultural practices such as Integrated Nutrient Management (INM), Integrated Pest Management (IPM), organic manure application, and soil testing–based input planning was adopted to minimize environmental impacts and enhance ecosystem resilience.

Notably, **bamboo plantation covering 18.6 hectares involving 130 growers**, along with the establishment of demonstration plots, contributes directly to biodiversity enhancement, erosion control, and sustainable biomass generation. Crop diversification and homestead-level interventions further strengthen food and nutritional security while promoting environmentally balanced livelihood models. Through OIL Jeevika, the Company aligns livelihood generation with biodiversity conservation, reinforcing its commitment to nature-positive outcomes, ecological balance, and sustainable development in sensitive rural landscapes of Upper Assam.

## 1.6 Environmental Violations

Oil India Limited has reported zero instances of environmental violations over the past four financial years, reflecting consistent compliance with applicable environmental laws, regulatory requirements, and internal environmental management standards.

# SOCIAL

## 2.1 Employee Development Program

***Table 8: List of Employee Development Programs***

| Domain | Program Name | No. of Participants | Program Description |
|---|---|---|---|
| Leadership & Management Development | First batch of EDP for grade 'A' officers | 29 | Leadership development program to transition Grade 'A' officers from operational roles to strategic leadership, enhancing decision-making, innovation, and people management capabilities. |
| | IIM Lucknow Customized General Management cum Leadership Programme | 19 | Advanced executive education program to strengthen strategic thinking, cross-functional leadership, and organizational resilience among senior officials. |
| | Strategic Outbound Leadership Development Programs (ASPIRE) | 117 | Experiential outbound leadership programs focused on resilience, teamwork, decision-making under pressure, and strategic leadership capabilities. |
| | S.M.A.R.T. Goal Setting Workshop | 500 | Organization-wide capability-building initiative to enhance performance management through effective goal setting aligned with KPIs. |
| | Parichay – Interactive Session with Newly Joined Millennials | 43 | Engagement and onboarding program designed to integrate new millennial officers, foster collaboration, and channel creative energies. |
| | HR CLINIC: training intervention for probationary officers | 38 | Targeted capacity-building program for probationary officers to strengthen understanding of HR policies, employee relations, and people management through practical case studies and real-world applications. |
| Technical & Upstream Capability Development | One-week Nodal analysis and well testing training at HRL, FHQ | 18 | Specialized technical training on well performance evaluation, production optimization and reservoir management. |
| | 5 days in-house training programme on "CT Intervention operations | 13 | Advanced training on coiled tubing intervention technologies, real-time operations, and well intervention safety practices. |
| | Routine Core Analysis Program | 12 | Hands-on geological training focused on reservoir characterization, porosity, |

| | | | |
|---|---|---|---|
| | | | permeability, and core analysis techniques. |
| | In-house Programme on Casing Design Workshop | | Specialized drilling workshop to strengthen competencies in casing design, well integrity, and drilling safety. |
| | Geology of Andaman – Nicobar basin sequence stratigraphy w.s.p. | 14 | Advanced geoscience program aimed to advance participants' technical knowledge and expertise in sequence stratigraphy |
| | Advance Well Control Workshop | | High-level technical training on well control, firefighting, blowout management, and emergency response operations. |
| | Training program on "HITACHI HI-REL MAKE BATTERY CHARGER/ DC UPS SYSTEMS" | 26 | Specialized technical workshop to enhance competencies in the design, operation, maintenance, and troubleshooting of Hitachi Hi-Rel battery chargers and DC UPS systems, strengthening reliability and efficiency of critical power-backup infrastructure. |
| Safety, Health, Environment (HSE) | MDP on industrial safety MGMT, with special emphasis on electrical safety – collaboration with IIM– Shillong | 25 | Management development program focused on industrial and electrical safety, risk mitigation, and regulatory compliance. |
| | Familiarization Session for HSE Ambassadors | 48 | Capacity-building initiative to create safety champions and strengthen proactive HSE culture across operations. |
| | OPITO-Approved BOSIET with EBS | | Offshore safety and emergency preparedness program covering sea survival, fire safety, and helicopter escape procedures. |
| | "IADC HSE rig pass (instructor led)- onshore & offshore" | 36 | Accredited safety orientation for onshore and offshore drilling personnel. |
| | Behaviour-Based Safety (BBS) Training | 310 | Large-scale behavioural safety program promoting proactive safety leadership and risk prevention. |
| | Fire and Safety Training Excellence Initiatives | 450 | Extensive fire safety, gas testing, work permit, and emergency preparedness programs across operational sites. |
| | Training for Workmen Inspectors as per Mines Act | | Statutory safety training empowering workmen inspectors in hazard identification and compliance. |
| | One week customized orientation program | 20 | Knowledge-sharing program with regulators covering safety systems, |

| | | | |
|---|---|---|---|
| | on oil & gas mines for DGMS officials | | operations, and crisis management in oil & gas mines. |
| | Basic awareness on the integrated management system for ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 & internal auditors training program on the integrated management system for ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 | 44 | Integrated training program to build awareness and internal auditing capabilities on ISO-based Quality, Environmental, and Occupational Health & Safety Management Systems, strengthening QHSE compliance, risk management, and continuous improvement across the organization. |
| Governance, Ethics & Compliance | E&P Regulation and Processes | 14 | Training on upstream regulatory frameworks, approvals, environmental compliance, and policy requirements. |
| | Mines Act Training for Officers | 28 | In-house statutory training to ensure legal compliance, workplace safety, and operational discipline. |
| | Sensitization program under vigilance awareness week 2024 | 45 | Ethics and governance program reinforcing transparency, integrity, and anti-corruption culture. |
| | Program on to counter bribery & corruption human right & company culture of oil | 56 | Governance-focused training promoting ethical conduct, human rights awareness, and corporate integrity. |
| | Vigilance & Preventive Vigilance Training | 80 | Key programs included Preventive Vigilance & Good Governance and Vigilance Administration with a focus on compliance, transparency, and the role of vigilance in preventing corruption and enhancing operational efficiency. |
| | "Keep in Touch" Program Series | 143 executives between May and November 2024 | These initiatives were designed to strengthen the organization's internal communication, reinforce vigilance awareness, and promote a culture of continuous learning and compliance. |
| | "Capacity building in public procurement –ASCI Hyderabad (FY 2024–25) | 109 | Specialized procurement training strengthening bid process management, GEM procurement, financial rules, contract lifecycle management, and legal compliance in public procurement. |
| | Self-Defence for Women | 90 | Empowerment initiative enhancing personal safety, confidence, and |

| | | | |
|---|---|---|---|
| Diversity, Equity & Inclusion (DEI) | | | workplace inclusivity for women employees. |
| | Various Programs for Women (FY 2024–25) | | Leadership, networking, and empowerment initiatives promoting gender diversity and inclusion. |
| | Training on Reservation Policy | 103 | Awareness program on constitutional and administrative aspects of reservation in government services. |
| | Training on Reservation for Persons with disability | | The program aimed to create awareness and enhance the understanding of statutory rights, reservation guidelines, and best practices under the Rights of Persons with Disabilities Act, 2016 (RPwD Act). |
| | Outbound Training for OISCSTEWA Members | | Capacity-building program on key themes such as Reservation in Service, Roster Management, Equal Opportunity, and essential Leadership and Communication skills. |
| Employee Welfare & Well-being | DISHA – Retirement Planning Programme | 18 | Holistic retirement readiness program covering financial planning and psychological well-being. |
| | PARIPOORNA – Pre-Retirement Training for Unionized Employees | | Flagship pre-superannuation program supporting smooth transition for unionized employees. |
| | Health in Your Hands through Yoga & Naturopathy | 25 | Wellness initiative promoting holistic health, lifestyle management, and stress reduction. |
| | Medical Training Programs | | A series of medical training initiatives, including BLS and ACLS certification programs and participation in the International Patient Safety Conference 2025, strengthened life-saving skills, emergency preparedness, and patient safety awareness among employees, reinforcing a culture of health, safety, and continuous learning across the organization. |
| | BLS & First Responder Training Through GVK EMRI at OIL-Kolkata Office | | Emergency response training equipping employees with CPR, AED, and first-aid skills. |
| Education & Community Development | SAMEEKSHA – Understanding OIL CSR | 60 | Capacity-building program enhancing CSR awareness, strategic implementation, and stakeholder engagement among among frontline |

| | | | |
|---|---|---|---|
| | | | installation managers and field-operational officers |
| | Training for Teachers of OIL Higher Secondary Schools on NEP 2020 | | Education-focused training empowering teachers to implement competency-based learning under NEP 2020. |
| Project, Digital & Analytical Skills | Primavera Professional Training | 15 | Advanced project management training on scheduling, resource optimization, and risk management using Primavera software. |
| | Excel Training Program | 113 | Data analytics and productivity enhancement program covering advanced Excel tools, dashboards, and visualization techniques. |
| | 2-day training programme on OT security | 31 | Cybersecurity program focused on securing industrial control systems, OT risk mitigation, and compliance with IEC/NIST standards. |

## 2.2 Performance Appraisal

Oil India Limited follows an annual Performance Appraisal process, conducted at the end of each financial year. While separate appraisal systems are in place for executives and unionized employees, both frameworks are broadly aligned with the principle of Management by Objectives (MBO).

***Performance Management System for Executives***

At the start of each financial year, all confirmed executives are required to define their Key Performance Indicators (KPIs), which are specific, measurable, ambitious yet realistic, and time-bound. These KPIs are finalized through a top-down approach in consultation with the respective Reporting Authority. A mid-year performance review is conducted in October, during which executives receive feedback from their Reporting Authorities on progress against the agreed KPIs.

At the conclusion of the performance cycle, executives submit a self-appraisal detailing achievement against the targets set at the beginning of the year. This self-appraisal forms the basis for evaluation by the Reporting, Reviewing, and Accepting Authorities.

The Reporting Authority conducts the initial assessment by evaluating performance against each KPI and defined behavioural competencies. Based on this evaluation, the system generates an aggregated performance score and corresponding rating. The Reviewing Authority then reviews the assessment and independently evaluates the executive's performance against the KPIs and behavioural competencies, following which an aggregated score and rating are generated. The Accepting Authority carries out the final evaluation, considering the assessments of both the Reporting and Reviewing Authorities, and assigns the final performance score and rating.

The Reviewing and Accepting Authorities are empowered to revise the rating assigned by the immediate assessing authority by one level, either upward or downward. For instance, a rating of "Very Good" may be revised to either "Good" or "Outstanding," as deemed appropriate.

Upon completion of the appraisal process, the complete Annual Performance Appraisal Report (APAR), including ratings and comments from all assessing authorities, is disclosed to the executive. In the event of dissatisfaction with the evaluation, the executive may submit a formal representation through the online system. Such representations are restricted to factual aspects related to target achievement, personal attributes, functional competencies, and integrity.

All representations are examined by an authority senior to the Accepting Authority, referred to as the Appellate Authority. The decision of the Appellate Authority is final and is communicated to the executive. Once the appeal is resolved, the APAR for the relevant financial year is formally closed.

***Rating Scale for Executives:***

- ✓ Outstanding: 90 and above
- ✓ Very Good: 80 to 89
- ✓ Good: 70 to 79
- ✓ Fair: 60 to 69
- ✓ Unsatisfactory: Below 60

***Performance Management System for Unionized Employees***

The performance appraisal of unionized employees is conducted annually after the close of each financial year. The assessment is carried out by the respective departments using a prescribed format and involves evaluation by the Initiating Officer, Reviewing Officer, and the Head of the Department (HoD).

The appraisal focuses primarily on core competencies, including attitude towards work, quality and quantity of output, dedication, initiative, and interpersonal relations with colleagues. Assessment records are retained by the respective departments in hard copy form, with appraisal scores uploaded into the ERP system.

In cases where a unionized employee receives an overall rating of "Unsatisfactory" (i.e., where the HoD's score is below 50), a signed copy of the appraisal report is forwarded to the HRD Department for further record and action. The rating scale applicable to unionized employees is as follows:

**Rating Scale for Unionized Employees:**

- ✓ Outstanding: 90 and above
- ✓ Very Good: 80 to 89
- ✓ Good: 70 to 79
- ✓ Fair: 50 to 69
- ✓ Poor: Below 50

## 2.3 Community Relations

Oil India Limited has established a comprehensive and inclusive Community Consultation Framework that reflects its commitment to sustainable development and the broader welfare of society. The Company's Corporate Social Responsibility (CSR) policy is strategically aligned with local

communities, focusing on identifying their priority needs and integrating these with Oil India's business objectives and long-term strategic direction. A defining feature of this framework is its bottom-up approach, which ensures that engagement begins at the grassroots level and continues consistently throughout the project lifecycle.

The consultation process commences with the identification of project-affected communities and a wide spectrum of stakeholders, including local residents, indigenous populations, community-based organizations, local authorities, and non-governmental organizations. Systematic stakeholder mapping is undertaken to ensure inclusive representation and to establish a foundation for balanced and equitable engagement.

To effectively understand and address community needs and concerns, Oil India implements a structured Stakeholder Engagement Plan supported by need-based assessments, baseline surveys, social audits, feasibility studies, and Participatory Rural Appraisals (PRA). These tools enable the identification of local priorities and guide the design and implementation of community-focused initiatives. Transparency is a key element of the engagement process, with affected communities being provided access to relevant information related to project activities, operational risks, cultural heritage considerations, and potential environmental and social impacts. Early and ongoing engagement allows communities to share their views on these aspects, including proposed mitigation measures, fostering cooperation and mutual trust.

Community feedback is actively sought and incorporated throughout the project duration to ensure that local perspectives inform operational and project-related decisions. Company representatives maintain regular interaction with communities through field visits, monitoring activities, and progress reviews. This continuous two-way communication enables Oil India to remain responsive and adaptive to evolving community expectations. In addition, a structured grievance redressal mechanism is in place, allowing community members to raise concerns through written submissions, on-site interactions, and bi-partite or tri-partite consultations. All grievances are addressed in accordance with established company procedures, reinforcing Oil India's commitment to fair and timely resolution.

Accountability is further strengthened through regular communication with stakeholders on project progress, outcomes, and any modifications undertaken in response to community feedback. This transparent and iterative engagement process enhances project effectiveness while building long-term trust and constructive relationships with local communities.

Through its robust Community Consultation Framework, Oil India Limited ensures that the perspectives of affected communities are actively considered and integrated into its operations, underscoring its commitment to ethical conduct, inclusivity, and sustainable development.

## 2.4 Indigenous People and Cultural Preservation

Oil India Limited (OIL) has instituted a robust Corporate Social Responsibility (CSR) framework anchored in its vision of being a responsible corporate citizen. The Company's CSR initiatives are aligned with Schedule VII of the Companies Act, 2013, and span a broad range of focus areas, including healthcare, access to drinking water and sanitation, education, skill development, sustainable livelihoods, women empowerment, environmental sustainability, promotion of sports, and rural development. These initiatives are designed to support national development objectives while addressing the specific needs and aspirations of indigenous and local communities. OIL's engagement approach reflects a strong commitment to inclusivity, long-term sustainability, and respect for cultural identity and heritage.

The identification of affected indigenous communities is undertaken through a bottom-up, participatory approach that prioritizes active community involvement. This process includes research-based assessments, public consultations, site visits, and interactions with local institutions such as gaon panchayats, community organizations, and civil society groups. By recognizing the distinct social, cultural, and economic contexts of indigenous populations, OIL ensures that their unique perspectives, priorities, and traditions are appropriately integrated into project planning and implementation. The engagement process is guided by principles of transparency, inclusiveness, mutual respect, and the development of enduring partnerships.

A central element of OIL's engagement framework is adherence to the principle of Free, Prior, and Informed Consent (FPIC). This ensures that indigenous communities are provided with timely, accurate, and comprehensive information regarding projects that may affect them and are given the opportunity to express their views or grant consent prior to the commencement of any activities. This participatory approach strengthens trust, enhances collaboration, and supports alignment of project outcomes with community priorities. In parallel, OIL places strong emphasis on safeguarding cultural heritage by proactively identifying and mitigating potential impacts of its operations and incorporating cultural preservation considerations into its CSR initiatives.

OIL maintains continuous engagement with indigenous communities throughout the project lifecycle to ensure the effectiveness and sustainability of its interventions. This includes ongoing monitoring, evaluation, and impact assessment to confirm that intended benefits are delivered to the target groups. The Company has also established structured grievance redressal mechanisms, providing accessible and transparent channels for communities to raise concerns. These mechanisms include written submissions, public hearings, site-level consultations, and multi-stakeholder dialogues, all of which are addressed in accordance with established company procedures.

Through its inclusive and context-sensitive approach, Oil India Limited implements need-based, multi-dimensional CSR programs across thematic areas such as sustainable livelihoods, healthcare, education, skill and capacity development, and entrepreneurship. These initiatives enable meaningful participation of indigenous communities in development processes while ensuring the protection of their cultural, social, and traditional values. This comprehensive framework underscores OIL's commitment to ethical conduct, responsible engagement, and sustainable development in its interactions with indigenous peoples.

## 2.5 Local Employment

Oil India Limited (OIL) maintains a strong operational footprint in Northeast India, particularly in Assam, where it contributes significantly to regional economic development. The Company actively encourages local employment by sourcing a substantial portion of its workforce from surrounding communities, supporting skill development initiatives, and nurturing indigenous talent. Through targeted training programs, vocational initiatives, and livelihood-oriented business opportunities, OIL promotes sustainable income generation for the local population.

In addition, OIL implements a wide range of community development initiatives across education, healthcare, and infrastructure, further enhancing social and economic outcomes in the region. Collectively, these efforts position Oil India Limited as a key contributor to inclusive growth and long-term development in Northeast India.

**Some of the projects undertaken by OIL include:**

***Skill & Capacity Building***:

 ***Skill Development Institute (SDI), Guwahati:***

Established to address the skill development needs of youth across Northeast India, the institute operates with support from other Oil and Gas Public Sector Undertakings to enhance employability and workforce readiness in the region.

 ***Project "OIL Swabalamban":***

A placement-linked skill development initiative providing NSDC-accredited and industry-relevant training in sustainable trades to unemployed youth from OIL's operational areas and aspirational districts, with a focus on improving employment outcomes.

 ***ITI Lahowal – OIL Centre of Excellence:***

Under the Skill India initiative, Oil India Limited has adopted ITI Lahowal and set up an OIL Centre of Excellence for Skill Development in collaboration with the Directorate of Employment and Craftsmen Training (DECT), Government of Assam, to strengthen vocational training infrastructure and outcomes.

 ***OIL Swanirbhar Computer Centre:***

As part of its CSR initiatives, OIL operates a Computer Training Centre at OIL Swanirbhar, a dedicated CSR activity complex, to provide digital and professional skill training to students and unemployed youth from its operational areas in Assam. The centre offers short-term courses ranging from two to six months, including Basic Computing, DTP, Web Page Designing, Tally, C, C++, Java, Linux, Visual Basic, and Visual Basic Script. During FY 2024–25, 429 students benefitted from the program. Cumulatively, from FY 2006–07 to FY 2024–25, the centre has supported skill development for approximately 10,771 students.

***Capacity building and empowerment of women:***

 ***OIL Nursing School:***

A placement-linked, residential three-year Diploma program in General Nursing and Midwifery (GNM), along with a one-year stipendiary Post Qualification Certificate Training (PQCT), conducted at OIL Hospital to build skilled healthcare professionals.

 ***OIL Centre of Excellence for Handicraft, Handloom, and Entrepreneurship:***

Aims to promote market-oriented, eco-friendly skill development in creative textiles, bamboo, and water hyacinth crafts, along with entrepreneurship education. The Centre follows a hub-and-spoke model to engage a large number of rural women artisans and weavers and aligns with the Government of India's *Lifestyle for Environment (LiFE)* initiative.

***Sustainable Livelihood:***

 ***Project OIL Jeevika:***

A community cluster based rural livelihood initiative designed to promote sustainable income generation by providing both backward and forward linkages across the value chain of identified economic activities.

 ***Project Rupantar*:**

An entrepreneurship development program that promotes self-employment across the primary, secondary, and tertiary sectors through the formation and strengthening of Joint Liability Groups (JLGs).

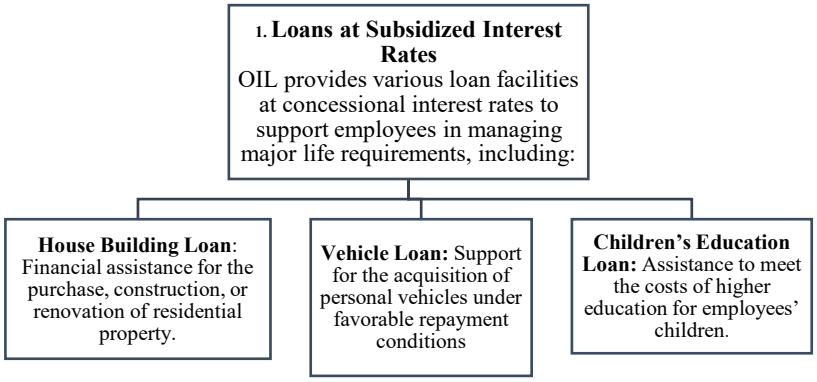
 ***Agriculture Development Project*:**

An initiative focused on introducing modern agricultural practices, including multi-cropping and integrated farming systems, to enhance farm productivity and enable the commercialization of agriculture.

## 2.6 Employee Support Programs`

Oil India Limited (OIL) offers a comprehensive suite of employee support programs aimed at enhancing the financial well-being, work–life balance, and overall quality of life of its workforce. These initiatives include access to loans at subsidized interest rates and other financial assistance schemes designed to help employees meet essential personal and family-related needs.

**Key Employee Support Programs**




**2. Furniture and Household Goods Purchase Scheme**
Employees may avail financial support for the purchase of essential furniture, household appliances, and other domestic goods for personal use.

In addition to financial assistance, OIL promotes employee well-being and work–life balance through the provision of recreational and wellness facilities, particularly at its Field Headquarters (FHQ). These include sports infrastructure such as a stadium and clubhouses that encourage physical fitness and social interaction. To support employees with childcare responsibilities, well-equipped crèche facilities are also provided. Collectively, these measures reflect OIL's commitment to fostering a supportive, inclusive, and employee-centric workplace.

OIL also extends leave benefits in line with the guidelines prescribed by the Department of Personnel and Training (DoPT), ensuring comprehensive support for employees and their families. Female

employees are entitled to **26 weeks of maternity leave** for the birth of up to two surviving children, and **12 weeks of maternity leave** for subsequent births. Male employees are eligible for **15 days of paternity leave**, which may be availed within six months of childbirth.

Additionally, **Child Care Leave (CCL)** of up to **730 days** over the entire service tenure is available to female employees and single male parents, including widowers, divorcees, and unmarried parents, for the care of children up to 18 years of age. CCL can be availed in blocks of a minimum of five days, subject to a maximum of three spells in a calendar year. Leave taken during the first year is granted with full pay, while leave availed during the second year is compensated at 80% of salary. These provisions are designed to support parenting responsibilities and promote a family-friendly work environment at OIL.

## 2.7 Land Acquisition

- Acquisition of land for projects is based on the requirement of the Company with optimum involvement of land.
- OIL does not acquire homestead lands, as such there is no physical displacement.
- OIL acquires land through Bipartite Settlement procedure under willing buyer willing seller concept.
- Compensation paid under Bipartite Settlement is inclusive of cost of surface assets, land value, solatium(s) and rehabilitation grant based on zirat rates / zonal values published by District Authorities/ Govt. from time to time.
- Land acquired through Govt. under legislations, compensation is paid as per the laid down provisions of the respective legislation.
- Grievance mechanism is available related exclusively to land acquisition, viz; land measurement, apportionment, compensation, ownership claims, etc.

## 2.8 Security Forces Management and Governance

- Oil India Limited (OIL) maintains a **structured, enterprise-wide approach to the management of security forces** across all owned and operated assets to safeguard personnel, installations, and critical oil and gas infrastructure. Security governance is centrally overseen by a dedicated Security Department and implemented through **formal risk assessment, coordination with public security forces, controlled engagement of private security, and technology-enabled monitoring systems**. OIL operates in regions exposed to risks such as theft, sabotage, pipeline tapping, and law-and-order disruptions; accordingly, security deployment and controls are continuously adjusted based on threat perception and operational risk analysis. During FY 2024–25, OIL recorded **160 FIRs related to miscreant activities**, reflecting a transparent, law-based approach to incident management and grievance redressal through public authorities. The Company relies primarily on **public security forces**, supplemented by contracted personnel where required, and emphasizes **joint operations, training, and accountability** to ensure security is provided in a manner consistent with internal codes of conduct and applicable legal frameworks.

***Table 9: Security Force Deployment Overview (FY 2024–25)***

| Category | Personnel / Posts | Key Facts |
|---|---|---|
| Total security personnel deployed | 4,757 | Includes public forces, home guards, VDPs and contracted security |
| CISF (Public Security) | 859 personnel | Guarding 44 vital installations |

| | | |
|---|---|---|
| AISF & Armed Home Guards | 546 personnel | Includes emergency, patrolling and escort duties |
| OIL in-house security | 173 sanctioned | Centralized command and supervision |
| Contracted private security (WCLs) | 498 personnel | Deployed for specific operational needs |
| Village Defence Parties (VDPs) | 1,520 personnel | Community-based protection of pipelines & remote assets |

***Table 10: Risk Assessment and Monitoring Mechanisms***

| Aspect | Implementation |
|---|---|
| Risk assessment | Continuous assessment of theft, sabotage, miscreant activity and law-and-order risks |
| Surveillance systems | **157 CCTVs**, AI-enabled monitoring, under-vehicle scanning systems |
| Drone surveillance | **24×7 drone operations** in miscreant-prone areas since 2021 |
| Patrol monitoring | GPS-tracked patrol teams and GIS-based pipeline surveillance |
| Incident tracking | Digital FIR and miscreant records through OIL-Rakshan platform |

***Table 11: Engagement with Public and Private Security Forces***

| Area | Practice |
|---|---|
| Public security engagement | Formal coordination with CISF, State Police, CRPF, Army and District Administration |
| Joint operations | Regular joint anti-sabotage operations and intelligence sharing |
| Training & drills | Mock drills with CISF, Police and NDRF; fire and safety training |
| Private security oversight | Contractor deployment approved by district authorities and monitored centrally |
| Grievance handling | FIRs lodged with police; incidents investigated through legal processes |

***Table 12: Performance Indicators (FY 2024–25)***

| Indicator | Result |
|---|---|
| Miscreant activity cases reported | **160 cases** |
| Theft cases | Declining trend compared to prior years |
| Drone & patrol coverage | 19 satellite patrolling camps + QRTs |
| Major recoveries | Crude oil, condensate, pipelines and vehicles recovered in coordination with police |
| Technology upgrades | AI-CCTV, GIS security mapping, digital gate-pass systems |

# GOVERNANCE

## 3.1 Materiality Assessment

***Table 13: Materiality Assessment table***

| Material Issue | Business Case | Business Impact | Business Strategies |
|---|---|---|---|
| Long-term Business Sustainability | The long-term sustainability and growth of Oil India Limited's business are closely linked to its ability to respond effectively to an evolving global energy landscape. As a significant participant in the oil and gas sector, the Company must strike a careful balance between maintaining profitability and advancing sustainable operational practices to meet the expectations of shareholders and other stakeholders.<br><br>Increasingly stringent environmental regulations, geopolitical uncertainties, and heightened volatility in fossil fuel markets underscore the need for a strategic emphasis on long-term resilience. By investing in technological innovation, improving operational efficiency, and diversifying revenue opportunities, Oil India Limited aims to remain competitive and relevant while protecting its market position in an energy economy that is undergoing rapid transition. | Revenue | Oil India Limited is strengthening its long-term business sustainability through a balanced portfolio of strategic production, exploration, and energy transition initiatives. The Company continues to invest in the exploration and development of oil and gas assets in India as well as overseas, ensuring a reliable and sustained supply of hydrocarbons to meet energy demand.<br><br>In parallel, OIL is enhancing operational efficiency by leveraging advanced technologies and optimizing resource utilization to improve productivity while managing costs effectively. The Company is also progressively evaluating and investing in non-conventional energy sources, including solar and wind power, to diversify its energy portfolio and support India's energy transition objectives.<br><br>By integrating conventional hydrocarbon exploration with targeted investments in renewable energy, Oil India Limited seeks to strengthen its resilience, secure long-term growth, and maintain relevance in an evolving and increasingly diversified energy market. |
| Employee Health and Safety | Employee health and safety are of paramount importance to Oil India Limited, particularly in view of the inherently high-risk nature of its operations, including exploration, drilling, and related activities. The | Risk | Oil India Limited (OIL) places a high priority on employee health and safety by implementing structured risk assessment practices such as Hazard and Operability Studies (HAZOP), Quantitative Risk Assessments (QRA), and Job Safety Analysis (JSA) for critical activities. A strong incident and |

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|---|---|---|---|
| | implementation of robust health and safety systems is essential not only to protect employees from accidents and operational hazards but also to enhance workforce morale and productivity.<br><br>Strict adherence to safety standards, along with the promotion of a strong safety culture, plays a critical role in minimizing operational disruptions, reducing legal and regulatory exposure, and reinforcing the Company's reputation as a responsible employer. Furthermore, OIL's focus on employee well-being is closely aligned with its broader objective of achieving operational excellence and sustainable performance. | | near-miss reporting mechanism allows employees to report safety concerns, which are reviewed and addressed by the safety department or relevant committees. OIL is committed to achieving zero accidents and preventing harm to people, equipment, and materials. A four-tier HSE committee structure monitors the effectiveness of the HSE management system, covering employees, contractors, and visitors. Regular quarterly safety meetings and continuous risk management efforts support ongoing improvement, regulatory compliance, and the strengthening of a safety-focused culture across all operations. |
| Energy Transition | The global transition toward low-carbon and renewable energy presents both risks and opportunities for Oil India Limited. As governments and industries accelerate climate action, the Company must broaden its portfolio to incorporate cleaner and renewable energy solutions. Proactive engagement in the energy transition allows OIL to lower its carbon footprint, comply with evolving regulatory expectations, and sustain confidence among stakeholders. | Revenue | Oil India Limited follows a strategic business diversification approach to address risks associated with the energy transition. Recognizing the importance of building a resilient and sustainable business model, the Company is actively broadening its energy portfolio. This strategy includes investments in renewable and alternative energy sources such as green hydrogen, biofuels, solar, and wind, enabling the development of a more balanced and environmentally responsible energy mix. By extending its operations beyond conventional fossil fuels, OIL not only supports environmental sustainability but also strengthens its position in the transition toward a low-carbon economy. This forward-looking diversification approach reflects the Company's commitment to responsible growth and long-term sustainability. |

## 3.2 Board Average Tenure

The composition of the Board brings together a balanced mix of experience, continuity, and fresh perspectives. The average tenure of the Board as on 31 March 2025 has been calculated to provide insight into the Board's collective experience and governance maturity, supporting effective oversight of the Company's sustainability strategy and long-term value creation.

***Table 14: Tenure of the board***

| SL. No. | Name of Director | Date of Appointment | Date of Cessation / Status | Tenure as on 31.03.2025 (Years) |
|---|---|---|---|---|
| **1** | Dr. Ranjit Rath | 02-08-2022 | Continuing | 2.66 |
| **2** | Mr. Saloma Yomdo | 19-07-2024 | Continuing | 0.70 |
| **3** | Dr. Manas Kumar Sharma | 20-04-2022 | 01-07-2024 | 2.20 |
| **4** | Mr. Abhijit Majumder | 20-11-2024 | Continuing | 0.36 |
| **5** | Late Mr. Harish Madhav | 02-08-2019 | 17-12-2024 | 5.38 |
| **6** | Mr. Trailukya Borgohain | 01-06-2020 | 01-07-2024 | 4.08 |
| **7** | Mr. Pankaj Kumar Goswami | 02-09-2022 | Continuing | 2.58 |
| **8** | Mr. Ashok Das | 13-05-2024 | Continuing | 0.88 |
| **9** | Mr. Rohit Mathur | 14-06-2022 | 01-10-2024 | 2.30 |
| **10** | Mr. Vinod Seshan | 13-05-2024 | 01-01-2025 | 0.64 |
| **11** | Mr. George Thomas | 28-03-2025 | Continuing | 0.01 |
| **12** | Mr. Balram Nandwani | 10-05-2024 | Continuing | 0.89 |
| **13** | Mr. Raju Revanakar | 22-03-2025 | Continuing | 0.03 |
| **14** | Ms. Pooja Suri | 18-11-2021 | 07-11-2024 | 2.97 |

**Board Average Tenure (as on 31.03.2025)**
**Total Directors:** 14
**Average Tenure: 1.90 years**

## 3.3 Policy Influence

During the last four financial years, Oil India Limited (OIL) has not made any financial contributions or incurred expenditures toward political campaigns, political organizations, lobbyists, lobbying entities, trade associations, or other tax-exempt organizations. The Company has also not provided funding or support to any groups or entities engaged in influencing political campaigns, public policy, or legislative processes. In addition, OIL does not currently publish disclosures related to a climate alignment or political advocacy program.

## 3.4 Management Ownership

As per the provisions of the Companies Act, 2013, there are no mandatory management ownership requirements applicable to Oil India Limited (OIL). However, certain members of the Board, including the Director (Operations), Director (Exploration & Development), and Director (Human Resources), hold equity shares in the Company. These shareholdings originate from the Employee Stock Purchase Scheme introduced in 1996, under which eligible employees were permitted to acquire shares of the

Company. The concerned Directors, being former employees of OIL, acquired these shares through the said scheme and have continued to hold them during their tenure as Directors.

## 3.5 Board Election Process

Oil India Limited (OIL), as a Central Public Sector Enterprise (CPSE), follows a structured and regulated process for the appointment of its Board of Directors in accordance with applicable government and regulatory guidelines.

**Functional Directors** are appointed based on recommendations made by the Public Enterprises Selection Board (PESB), in line with guidelines issued by the Department of Public Enterprises (DPE). The selection process evaluates candidates' qualifications, experience, and leadership capabilities to ensure alignment with the Company's strategic and operational requirements.

**Independent Directors** are appointed by the President of India in accordance with OIL's Articles of Association and DPE guidelines. These Directors are professionals with expertise in areas such as finance, management, and the oil and gas sector. Their appointments are generally for a tenure of three years, during which they are required to discharge their responsibilities in accordance with the Companies Act, 2013, and applicable SEBI regulations.

**Government Nominee Directors** are nominated by the Ministry of Petroleum and Natural Gas (MoP&NG) to represent the interests of the Government on the Board. Their presence ensures alignment between OIL's business operations and national policy objectives.

All Board appointments are formalized through shareholder approval at the Annual General Meeting (AGM), ensuring adherence to corporate governance requirements.

There is no prescribed minimum attendance requirement for Board meetings. However, in accordance with the Companies Act, 2013, a Director shall vacate office if he or she absents themselves from three consecutive Board meetings or remains absent for a period exceeding three months without obtaining leave of absence from the Board.

The limits on the number of directorships held by an individual are governed by Section 165 of the Companies Act, 2013, and Regulation 17A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.
Under Section 165, an individual may hold directorships in up to 20 companies, of which not more than 10 may be public companies. Regulation 17A further restricts individuals from serving as directors in more than seven listed entities at any given time. Additionally, a whole-time director of a listed company may serve as an independent director in no more than three listed entities.

## 3.6 Risk Exposure Review

Oil India Limited has integrated risk management into its comprehensive Enterprise Risk Management (ERM) framework, reflecting its commitment to operational resilience and sustainable business practices. Oversight of the risk management process is provided directly by the Board of Directors, ensuring strong governance and accountability.

A detailed and dynamic risk register is maintained as a central component of the ERM framework. This register serves as a structured tool for identifying, prioritizing, and assigning ownership of risks, as well as for developing mitigation strategies to minimize potential impacts on operations, projects, and overall business strategy.

Risks and opportunities across multiple domains are systematically identified and incorporated into the risk register, enabling the Company to proactively manage uncertainties while leveraging emerging opportunities. The risk register is reviewed and updated on a regular basis to reflect changes in the operating environment and evolving risk profiles.

As part of its risk governance process, the Company conducts a comprehensive review of its risk exposure twice annually. These reviews inform updates to the risk register and help ensure that the organization remains prepared to respond effectively to emerging risks.

In addition, OIL conducts annual group-level risk management training programs to enhance employee awareness and understanding of the ERM framework. These initiatives equip employees with the skills required to identify, assess, and mitigate risks effectively, thereby fostering a strong, organization-wide risk-aware culture.

## 3.7 Supplier Development Programs

Oil India Limited (OIL) actively promotes domestic manufacturing by advancing the indigenization of production processes, thereby reducing dependence on imports and strengthening local supply chains. As part of its supplier development efforts, the Company encourages participation of SC/ST- and women-owned Micro and Small Enterprises (MSEs) in its tendering processes, in line with its Memorandum of Understanding (MoU) commitments. In support of the Government of India's *Atmanirbhar Bharat* initiative, OIL also engages with vendors focused on import substitution, fostering self-reliance in critical industrial components. Through structured vendor interactions, capacity-building initiatives, and preferential procurement policies, OIL supports industrial development and social inclusion, ensuring equitable participation of diverse enterprises across its supply ecosystem.

## 3.8 Supplier Screening

Oil conducts systematic screening of its significant suppliers and contractors as part of its procurement and contract management processes to promote responsible, safe, and ethical supply chain practices. The Company integrates comprehensive Health, Safety, and Environment (HSE) requirements into service contracts, supported by detailed Standard Operating Procedures (SOPs applicable to operational areas and mining installations. Supplier screening encompasses environmental, social, governance, and business relevance aspects, including safety performance, environmental protection measures, ethical labour practices, integrity standards, and operational capability.

As a signatory to the Integrity Pact, the Company reinforces transparency, fairness, and ethical conduct across its procurement processes. Contractors are contractually required to comply with mandatory provisions such as the use of personal protective equipment (PPE), maintenance of safe working conditions, hazard identification and prevention measures, prohibition of child labour, structured incident reporting mechanisms, and environmentally responsible waste management practices. Suppliers are also required to establish effective emergency response plans and are subject to defined corrective and preventive actions in cases of non-compliance.

These requirements are embedded into contractual obligations and monitored during execution, enabling the Company to systematically identify and manage supplier-related risks, including **sector-specific, operational, and governance risks**. Information on the Company's supplier screening approach, including integrity, HSE, and compliance requirements, is publicly available through its corporate policies and procurement-related disclosures on the Company's website. Through this integrated framework, Oil promotes responsible sourcing, enhances supply chain resilience, and aligns supplier practices with its sustainability, governance, and ethical standards.

## 3.9 Code of Conduct Procedures

Oil India Limited has established clear and transparent service rules governing employee conduct, including the OECDA Rules, 1982 (as amended) and the Modified Standing Orders, applicable to both executives and non-executive employees. These rules are aligned with Central Service Rules and Model Standing Orders derived from the Central Civil Services (Conduct) Rules, 1964, and the Industrial Employment (Standing Orders) Act, 1946 (as amended). Together, they define expected standards of behaviour, identify acts of misconduct, outline conditions under which employment may cease, and prescribe major and minor penalties to ensure disciplinary actions are administered in a fair, structured, and consistent manner.

The Company enforces a "zero-tolerance" policy toward misconduct, taking strict disciplinary action against any employee or officer found in violation of the service rules. Oil India Limited has also implemented a comprehensive Policy on the Prevention, Prohibition, and Redressal of Sexual Harassment of Women at the Workplace, fully aligned with the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013. Under this framework, all complaints are addressed promptly and seriously through Internal Complaints Committees (ICC) established across various operational locations, with strict adherence to policy provisions.

OIL operates with clearly defined roles, responsibilities, and reporting structures based on a top-down governance approach. These are governed by the Performance Management System and Promotion Policy – 2021, which provides a structured framework for performance evaluation, career progression, and professional development.

The HR Development Department plays a key role in supporting employee engagement and welfare by operating a dedicated helpdesk managed by a senior unionized employee. This facility provides timely assistance on HR-related matters, including grievances, benefits, career advancement, and policy-related queries, contributing to enhanced workplace satisfaction and organizational effectiveness.

In line with statutory compliance and fair labour practices, OIL maintains Form B under the Payment of Wages Act, 1936, and ensures compliance with the Equal Remuneration Act, 1976. These records are subject to regular inspections by statutory authorities, reinforcing transparency, wage equity, and accountability. The Company also maintains a transparent and merit-based performance appraisal system under the Performance Management System and Promotion Policy – 2021, ensuring objective evaluation and recognition of employee contributions.

Through continuous strengthening of workforce policies, governance mechanisms, and employee engagement practices, Oil India Limited remains committed to fostering an ethical, accountable, and supportive work environment, while upholding high standards of corporate governance and human resource management excellence.

## 3.10 Risk Management

The Board of Directors has constituted a Risk Management Committee (RMC) to assist the Board in overseeing the Company's risk management framework, reviewing the Risk Management Plan, recommending the Risk Assessment and Management Report, and ensuring the adequacy and effectiveness of the risk management systems. The detailed Terms of Reference of the Risk Management Committee are available on the Company's website. During the financial year 2024–25, two meetings of the Risk Management Committee were held on June 07, 2024 and October 29, 2024.
The Company has institutionalised an enterprise-wide Enterprise Risk Management (ERM) Programme and Framework to provide a holistic view of material risks and opportunities and to support risk-informed decision-making in a dynamic and increasingly volatile operating environment. The Board

and senior management recognise the importance of robust governance structures, processes, and controls to proactively identify, assess, monitor, and mitigate risks that may impact the achievement of strategic, operational, financial, and sustainability objectives.

Risks inherent in business strategies and operations are systematically identified, assessed, and mapped across the organisation. A structured three-tier risk governance mechanism has been established to ensure effective oversight, accountability, and escalation. At the first level, Operational Risk Management Committees (ORMCs) monitor the implementation of mitigation actions by designated Risk Owners and Risk Champions at the sphere level. At the second level, the Risk Management Steering Committee (RMSC) reviews risk assessment parameters against defined risk tolerance levels at the corporate level. At the third and final level, the Board-level Risk Management Committee evaluates the ERM framework, reviews key risk exposures and mitigation measures, and provides strategic guidance, as required.

A comprehensive and dynamic risk register forms the cornerstone of the ERM framework. The risk register captures material risks and opportunities across strategic, operational, financial, regulatory, environmental, and social domains. Each identified risk is assigned clear ownership and supported by mitigation and monitoring plans commensurate with the Company's risk appetite. The risk register is reviewed and updated on a regular basis to reflect changes in the internal and external operating environment.

As part of its commitment to effective risk oversight, the Company undertakes a structured review of its overall risk exposure twice during the financial year. The outcomes of these reviews are used to update the risk register and strengthen organisational preparedness and resilience. In addition, annual group-level risk management training programmes are conducted to enhance awareness and understanding of the ERM framework, fostering a strong risk-aware culture and enabling employees to identify, assess, and manage risks in a timely and consistent manner.

The Board of Directors bears ultimate responsibility for ensuring effective governance and oversight of risks impacting the Company and its stakeholders. In this regard, the Risk Management Committee, acting on behalf of the Board, periodically reviews the risk register and the status of mitigation actions in accordance with the Risk Management Policy and ERM framework adopted by the Company.

In support of effective implementation of the Enterprise Risk Management framework, the Company conducts annual group-level risk management training programmes to enhance awareness, competence, and accountability across the organisation. These programmes empower employees to identify and report risks through a bottom-up approach, enabling early identification of emerging risks at the operational level. Risks identified through this process are deliberated at the Operational Risk Management Committees (ORMCs) and subsequently escalated, as appropriate, to the Risk Management Steering Committee (RMSC) for corporate-level assessment against defined risk tolerance thresholds. Significant and material risks are further reviewed by the Board-level Risk Management Committee (RMC), ensuring comprehensive oversight and informed decision-making. Through this integrated, multi-tier, and governance-led approach, the Company reinforces a strong risk-aware culture and ensures that risk management remains embedded in business processes, supporting sustainable performance in a dynamic and uncertain operating environment.

As part of its Enterprise Risk Management (ERM) framework, the Company adopts a structured and forward-looking approach to identify and assess emerging risks with the potential to impact business performance and sustainability over the medium to long term (3–5 years and beyond). Emerging risks are identified through a bottom-up process, wherein operational-level insights, environmental scanning, regulatory monitoring, and internal assessments are captured and deliberated at the Operational Risk Management Committees (ORMCs). These risks are subsequently reviewed at the corporate level by the Risk Management Steering Committee (RMSC) and, where considered material, escalated to the

Board-level Risk Management Committee (RMC) for strategic oversight and guidance. This multi-tier governance mechanism ensures that emerging risks are systematically evaluated, prioritised, and integrated into the risk register along with appropriate mitigation actions. The key long-term emerging risks identified through this process, along with their potential impacts and mitigating measures, two of such risks are summarised below.

***Table 15 Emerging Risks – Long-term (3–5 years+)***

| Parameter | Emerging Risk 1 | Emerging Risk 2 |
|---|---|---|
| **Name of the Emerging Risk** | Physical Climate Risk (Extreme Weather Events) | Energy Transition & Regulatory Risk |
| **Category** | Environmental / Climate Change | Strategic / Regulatory |
| **Description** | The Company has identified physical climate risks arising from the increasing frequency and intensity of extreme weather events such as floods, storms, and prolonged adverse climatic conditions. These risks are identified through a bottom-up risk identification process, wherein operational-level observations and incident learnings are captured and discussed through the established risk governance structure. Climate-related risks are assessed in the context of long-term asset integrity, operational continuity, and infrastructure resilience. | The Company recognises transition and regulatory risks associated with evolving climate policies, environmental regulations, and energy transition dynamics over the long term. These risks are identified through continuous monitoring of regulatory developments, policy changes, and market trends, and are evaluated for their potential implications on business strategy, compliance requirements, and long-term sustainability positioning. |
| **Impact on the Business** | Physical climate risks may impact production continuity, drilling schedules, logistics, asset reliability, and overall operational efficiency. Over the long term, such events may increase operational downtime, maintenance costs, and capital requirements for infrastructure resilience. | Transition and regulatory risks may impact business operations, investment planning, compliance costs, and strategic flexibility. Long-term implications may include changes in regulatory obligations, approvals, and alignment of business strategy with evolving energy transition pathways. |
| **Mitigating Actions** | The Company addresses physical climate risks through infrastructure resilience measures, operational preparedness, periodic asset reviews, and integration of climate considerations into risk assessments. Identified risks are reviewed at Operational Risk Management Committees (ORMCs), escalated to the Risk Management Steering Committee (RMSC), and reviewed by the Board-level Risk Management Committee (RMC), as appropriate. | The Company mitigates transition and regulatory risks through continuous regulatory monitoring, compliance management systems, strategic planning processes, and periodic risk reviews. These risks are assessed within the Enterprise Risk Management framework and reviewed through the established multi-tier governance structure to ensure alignment with the Company's risk tolerance and long-term objectives. |

## 3.11 Information Security

Oil India Limited has established a robust Information Security Management System (ISMS) that is certified to the ISO 27001 standard, demonstrating its commitment to safeguarding information assets and ensuring data privacy. As part of the ISO 27001 certification process, regular risk assessments are conducted to identify and evaluate risks related to data privacy. These risks are then mitigated through the implementation of appropriate technical and organizational controls. OIL's Data Centre at Duliajan and Disaster Recovery (DR) Site at Noida are both certified under ISO 27001:2013, ensuring that these critical infrastructure facilities comply with internationally recognized information security standards. The certifications confirm that comprehensive controls are in place to protect sensitive data and maintain the confidentiality, integrity, and availability of information.

CERTIFICATE OF COMPLIANCE

ICS

INTERNATIONAL CERTIFICATION SERVICES PVT. LTD.

This is to certify that the

INFORMATION SECURITY MANAGEMENT SYSTEM of

OIL INDIA LIMITED

Primary Data Centre- Research and Development Complex, IT Department (2nd Floor), Oil India Limited, Duliajan, Assam -786602, India.
Near Disaster Recovery Site – North Block, Adminstrative Building, Oil India Limited, Duliajan, Assam -786602, India.
Disaster Recovery Site- Oil India Limited, (3rd Floor), Plot No-19, Near Film City, Sector-16A, Noida- 201301, India.

has been assessed and registered as complying with the requirements of the following International Standard:

ISO 27001 : 2013

Information Security Management System Applicable To:

Scope : Information Security Management System Applies to Both the Data Centers located at Duliajan and Disaster Recovery Site located at Noida. This is in accordance with Statement of Applicability- Version 4.0 Dated 19 Jan 2023.

| | |
|---|---|
| Registration No. | : RIS91/11303 |
| Registered Date | : 10th February, 2023 |
| Issue Date | : 16th February, 2023 |
| Revision Date | : 05th August, 2023 |
| Expiry Date | : 31st October, 2025 |

IAF MEMBER OF MULTILATERAL RECOGNITION ARRANGEMENT

JAS-ANZ

www.jas-anz.org/register

RED: Invalid After 27/01/2024 Unless Hologram Pasted

GREEN: Invalid After 26/01/2025 Unless Hologram Pasted

Director (Technical)
International Certifications Services Pvt. Ltd.

Accredited by Joint Accreditation System of Australia and New Zealand

*Validity of this certificate is based on periodic audits of the management system defined by the above scope and is contingent upon prompt, written notification of significant changes to the management system and/or its components thereof shall be immediately communicated to ICS.*
*Further clarifications regarding the scope of this certificate and the applicability of ISO 27001:2013 requirements may be obtained at www.icsasian.com/ www.icspl.org*
*Expiry date 09th February, 2026 subject to upgradation of ISO 27001:2022 standard*

22/23, Goodwill Premises, Swastik Estate, 178 CST Road, Kalina, Santacruz (E), Mumbai – 400 098, Maharashtra, India. Tel.: 022-42200900