Vedanta raises women's representation target to 35%

- ***Launches #HerAtTheCore campaign inviting women to natural resources***

New Delhi, 6 March 2026: Marking International Women's Day, Vedanta Group has raised its ambition to achieve **35% women representation across all levels of the organisation**, while launching **#HerAtTheCore**, a nationwide campaign and LinkedIn-led hiring drive inviting women to build careers across mining, metals, oil & gas, power and technology.

The announcement comes against a stark industry backdrop. According to the **Annual Survey of Industries in India**, women accounted for **around 18% of direct employment across industries in 2023–24**, while in core sectors such as mining and metals, their share remains **only about 6%**.

#HerAtTheCore campaign seeks to highlight the fact that India is entering a defining decade of industrial growth, powering the global energy transition, building EV supply chains, and strengthening its role in advanced manufacturing and technology. Metals, minerals, oil & gas, and power are crucial for the growth of these industries. And yet, women represent only about 6% of the workforce across core sectors that will build this future. For India's economic aspirations to be realised, the industries powering them must reflect the full strength of the country's talent pool.

At Vedanta, women today constitute **23% of the workforce**, significantly above industry averages. Anchored in the message **"6% isn't enough and 23% is just the beginning,"** the #HerAtTheCore campaign highlights both the industry gap and the opportunity to reshape the future workforce of core industries.

Commenting on the initiative, **Priya Agarwal Hebbar, Non-Executive Director, Vedanta Ltd. and Chairperson, Hindustan Zinc Limited**, said, "India's growth ambitions require the full participation of its talent pool. At Vedanta, women today represent 23% of our workforce but this is only the beginning. Our ambition is to grow to 35% and ultimately to 50%. We are not only increasing representation — we are redesigning systems, deploying advanced technologies and building life-stage support frameworks that enable women to thrive in core industries. #HerAtTheCore is both a celebration and a call to action. We encourage talented women across disciplines to join us and help shape the sectors that power the world."

Technology as an Equaliser

A central pillar of Vedanta's inclusion strategy is the use of advanced technology to create safer, skill-driven workplaces where performance is defined by capability, not gender. Today's mining and metals operations are increasingly intellectually driven, with engineers managing complex processes through digital systems and real-time analytics, while heavy lifting is handled by advanced machinery and mechanised equipment. Automation, digital operations centres and remote monitoring have created a more level playing field for men and women alike.

Breaking Barriers in Core Operations

Vedanta has played a pioneering role in opening frontline industrial roles to women:

- At **Vedanta Aluminium's Jharsuguda operations** in Odisha — the world's largest aluminium smelter — an all-women team runs a full aluminium production line (potline), managing high-precision smelting operations.
- Women are also taking on specialised technical roles across **power generation.** In fact, there are women-led teams handling entire **locomotive and safety operations**, supporting critical plant operations.
- Following Government of India reforms in 2019, the company deployed women engineers in underground mining at **Hindustan Zinc Limited**, the world's largest integrated zinc producer — a historic shift for India's traditionally male-dominated mining sector.
- Women work night shifts across operations with strengthened safety systems and secure transport. At **Cairn Oil & Gas's Mangala Processing Terminal**, women have operated night shifts since 2019, managing complex **24/7 hydrocarbon processing systems**.
- Hindustan Zinc Limited's four all-women underground mine rescue teams — the first in India — have represented the country at international competitions, while **Konkola Copper Mines** in Zambia has trained the **Nchanga Ladies Mine Rescue Team**, the first female-led rescue unit at the company and in the country.
- At **Vedanta Zinc International (South Africa)**, women comprise **23% of the workforce — 3.2% above the national mining industry average**, supported by initiatives such as dedicated lactation rooms at Black Mountain, housing allocation for single mothers and maternity PPE introduced at the Gamsberg mine.

Supporting Women Across Life Stages

Beyond recruitment, Vedanta focuses on long-term retention and growth through:

• Structured returnship programmes post maternity
• Flexible work arrangements and inclusive shift structures
• Spouse hiring policies in remote locations
• Leadership acceleration tracks for high-potential women
• Access to world-class integrated townships offering quality housing, healthcare, education, childcare, sports infrastructure and vibrant community life

From Campaign to Careers

The #HerAtTheCore campaign which is gaining momentum on social media invites women engineers, geologists, data scientists, operators and leaders to apply for roles across businesses of Vedanta Limited.

By combining visible role models with active recruitment, Vedanta aims to signal that core sectors are evolving — and women are central to India's industrial future.

About Vedanta

Vedanta Limited (NSE: VEDL; BSE: 500295) is the world's leading producer of metals, oil & gas, critical minerals, power and technology. The company supplies essential materials that power the global energy transition, emerging technologies and the green economy of the future. Its diversified portfolio supports industrial growth, energy security and technological advancement across global value chains. With operations spanning India, Africa, the Middle East and East Asia, Vedanta is embedded in high-growth geographies shaping the next era of global development. Sustainability anchors the Company's strategy, guided by strong ESG governance, people-first workplaces, and a commitment to achieving net-zero

Sensitivity: Internal (C3)

emissions by 2050 or sooner. By operating at the intersection of resources, technology and human potential, Vedanta is strengthening economies, empowering communities, and creating enduring value for all stakeholders. For more information, please visit www.vedantalimited.com

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