Adani Natural Resources

ESG Report **2023-24**
(With Business Narratives)

adani | Natural Resources

Crafting Contours
Sustainable Mining

Content

About the Report

We are pleased to present our first ESG Report for the fiscal year 2023-24, which highlights the non-financial performance of Adani Natural Resources (ANR', 'the Company'), the mining business of Adani Enterprise Limited (AEL). The Report aims to demonstrate our commitment to ESG frameworks and parameters. We strive to proactively anticipate emerging ESG risks and opportunities in the market. Our primary focus is to showcase our efforts to safeguard the well-being of our employees, communities, and the environment while ensuring a profitable business model and fostering inclusive growth. This report highlights the performance for the reporting period April 1, 2023, to March 31, 2024.

Reporting Principles

The Report has been prepared in accordance with the Global Reporting Initiative (GRI). It also takes into account various regional and national regulations and guidelines to evaluate ANR's (Mining Business) impact on the environment and society.

Furthermore, the Report aligns with the objectives established by the United Nations Sustainable Development Goals (UN-SDGs). For fiscal year 2023-24, the Report does not include any significant revisions or updates to information from previous financial years.

Scope and Boundary of Report

This report presents a detailed overview of the operational aspects of our extensive mining portfolio across India, with a specific focus on the activities at our operational sites. Our active mines include the Parsa East and Kanta Basan Coal Block (PEKB) and the Gare Pelma Sector-III Coal Block in Chhattisgarh, the Talabira II & III Opencast Coal Block in Odisha, the Suliyari Opencast Coal Block in Madhya Pradesh, and Kurmitar Iron Ore in Odisha. Each of these locations is at a distinct phase of development and production, making significant contributions to their respective regions' economic growth and to our organisation's cumulative production.

Approach to Materiality

This Report has been prepared with information that is material to our stakeholders, and we create value in terms of opportunities, capabilities and development of the the organization and the society. Material ESG topics has been formulated through a robust process of multi-channel engagement with internal and external stakeholders followed by prioritization of topics of importance. We conducted the materiality assessment during FY24, which have been incorporated into the present Report. The identified material topics and the process carried out for the identification has been detailed out in the Stakeholder Engagement & Materiality section of this Report.

Independent Assurance

The Report has been subjected to assurance by Intertek India Private Limited ('Intertek') was engaged by Adani Enterprises Limited to provide an independent limited assurance on its BRSR (Business Responsibility and Sustainability Report) core disclosures for FY24 at Adani Enterprise Limited (AEL) which also includes data from ANR. The assurance boundary included data and information for the operations of coal mines (PEKB, Gare Palma III, Talabira, Sulyari) and iron ore mines (Kurmitar). The assurance was performed in accordance with the requirements of the International Federation of Accountants (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagement other than Audits or Reviews of Historical Financial Information. The Assurance Statement is part of the Integrated Report FY24 of Adani Enterprises Limited (AEL) in page number 374. Also, there were no conflicts of interest between the Company and Intertek.
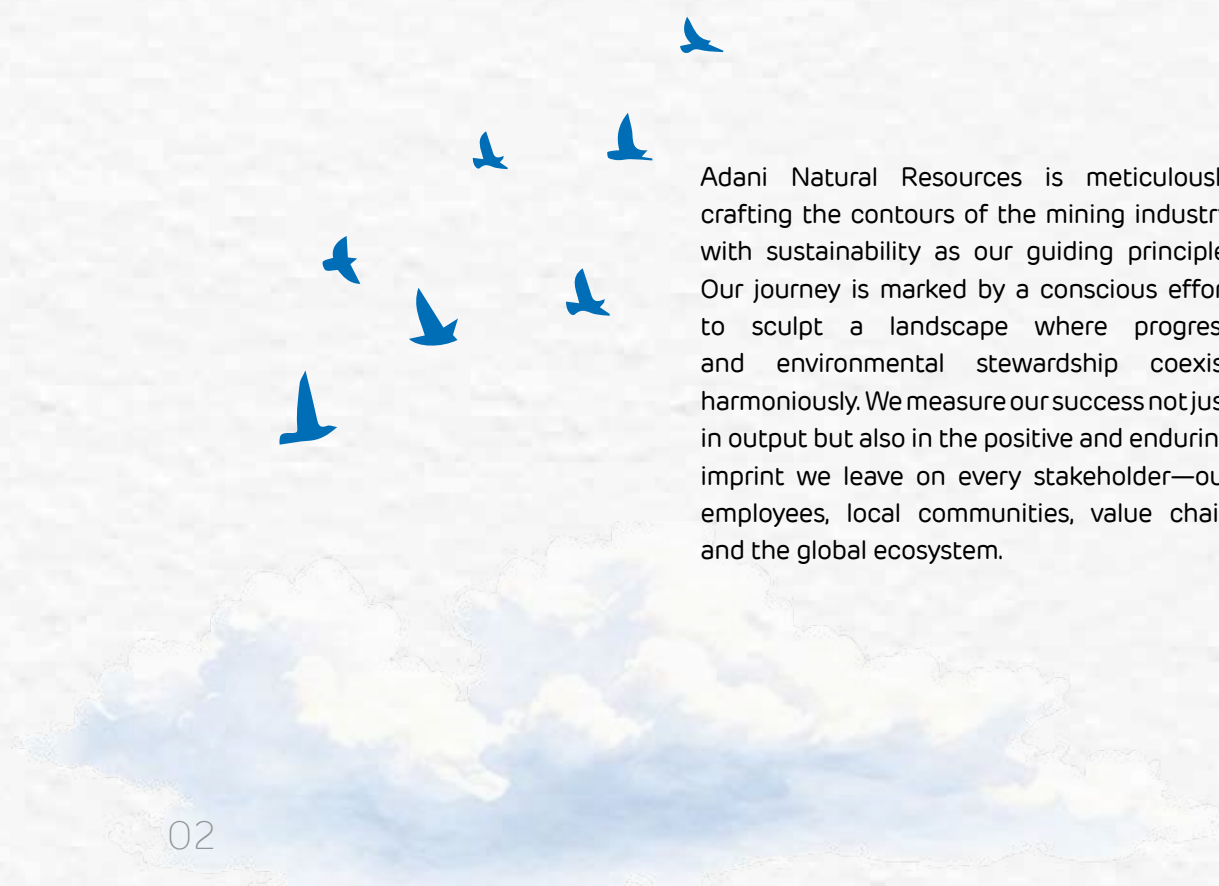
Forward-Looking Statement

The forward-looking statements in this Report outline our strategic plans and expectations based on reasonable assumptions and past experiences. These projects consider industrial developments, changes in market conditions across different geographical regions, government regulations, laws, and other factors that may have an impact. It is important to note that these statements should not be construed as a guarantee of our future performance, as external factors beyond our control may cause significant changes in the underlying assumptions.

If you have any queries or questions regarding this Report, please contact Dr. Satish Kumar Sinha – Head ESG, Adani Natural Resources at satish.sinha@adani.com.

Note: The numerical values presented in this report have been rounded to the nearest decimal/whole number for ease of reference and clarity.

Crafting Contours
Sustainable Mining

Adani Natural Resources is meticulously crafting the contours of the mining industry, with sustainability as our guiding principle. Our journey is marked by a conscious effort to sculpt a landscape where progress and environmental stewardship coexist harmoniously. We measure our success not just in output but also in the positive and enduring imprint we leave on every stakeholder—our employees, local communities, value chain and the global ecosystem.

The cornerstone of our approach is transparency, ensuring that every layer of our operations is clear and honest. We uphold the highest standards of integrity in our reporting and interactions, fostering a culture of informed participation among our stakeholders. We believe that sustainability is a collaborative effort, and we are dedicated to forging strong partnerships and maintaining open lines of communication.

Our environmental responsibility extends to maintaining ecological equilibrium and nurturing biodiversity. We are proactive in rehabilitating the landscapes we touch, aiming to minimize our environmental footprint through sustainable resource management. When our mining activities conclude, we ensure the land is rejuvenated into a thriving ecosystem that can sustain a rich tapestry of life for years to come.

The pillars of our corporate culture are the protection of human rights, the provision of equitable and secure work conditions, and the promotion of employee welfare. We are resolute in upholding these standards, providing a workplace that is safe, supportive, and enriching.

Our priority is the prosperity of the communities in the vicinity of our operational area. We endeavour to enhance their quality of life by generating improved livelihood opportunities and contributing to their socio-economic advancement. Our goal is to make a constructive and enduring contribution to the lives of those who share their environment with us.

As we delve into the depths of sustainable mining, we are mindful of our contribution to our nation's progress. Our aim is to harness resources in a way that is considerate and visionary, aligning our growth with ensuring that we work towards restoration of our post-mined sites to achieve the conditions of pre-mined sites while ensuring we maintain the ecological equilibrium. At Adani Natural Resources, we are not merely extracting essential resources; we are meticulously crafting a legacy of sustainability that will endure for generations to come.

Highlights
FY 2023-24

Environmental

21,80,608 GJ
Energy Consumption

8,04,394 tCO2e
GHG Emission (Scope 1 + 2)

1,734 ML
Water Consumption

76
Million Cubic meter
Overburden handled

32.58 MMT
Production

Social

1,375
Total Workforce

43,443
Training Hours

16%
Turnover Rate for
Permanent Employees

Zero
Fatalities

34,720
CSR Beneficiaries

Awards
Annual Safety Fortnight Awards by DGMS- Talabira II
& III OCP, Gare Pelma III

Governance & Economic

₹ 2,317 Crore
Economic Value Generated

₹ 1,817 Crore
Economic Value Distributed

Zero
Grievances received

100% Sites
IMS Certified
(ISO 9001, 14001, 45001)

Zero
Human Right & Posh Complaints

CEO's Message

Dear Stakeholders,

As we continue to shape the future of the mining industry, Adani Natural Resources remains committed to sustainable and inclusive growth. During the fiscal 2023-24, ANR not only maintained its prominent position but also reinforced its dedication to environmental responsibility, community engagement, and the broader ecosystem in which we operate.

"In our endeavour to maintain a leadership position and redefine the future of the mining industry, we reaffirm our commitment to environmental responsibility, community engagement, and the care for ecosystems in which we operate."

In navigating the intricate nuances of India's developmental plans, we recognise the nation's robust growth trajectory, which will require a significant increase in mineral output. In response to this imperative, we meticulously crafted a strategic plan to substantially boost our coal production to ~170 million tonnes by 2030. This ambitious expansion will increase our mining operations from 5 to 25 sites. In the current fiscal year, we have reached a significant milestone by producing a total of 32.5 million tonnes of coal and iron ore. This achievement not only demonstrates our commitment but also underscores our ability to meet the growing demands of India's economic growth.

We traverse through a sustainable choice of mining that prioritises:

- **Underground Mining:** We are commencing underground coal mining operations for the first time in the Nagpur region, placing a strong emphasis on minimizing deforestation and preserving natural habitats. We have secured underground mining rights in other mineral-rich states, too.

- **Emission Reduction:** We are at the forefront of the transition to greener technologies. While we have already kicked off trial runs of hydrogen-powered trucks for logistics, we are also exploring the potential of electric vehicles (EVs) in the mine operations with the goal of completing the transition to EVs by 2030.

- **Renewable Energy Implementation:** Our pilot program at the Surguja mine marks a significant milestone, as it is set to operate on solar power by the end of March 2025. Our long-term vision is to transition all mining sites towards renewable energy source.

- **Thrust on waste minimisation & circular economy**

Technological advancements are transforming our operations. At the PEKB mine, Asia's first dozer push technology is significantly improving efficiency and safety. Additionally, we are leading the way in exploring cleaner energy solutions through coal gasification and methane capture technologies in collaboration with CIMFR, DST, and IIT (ISM) Dhanbad. Furthermore, our digital transformation initiative at the Talabira site serves as a model for effective data management and operational streamlining, which will be adopted across all our mining sites.

Safety remains a fundamental value for us. Our mining sites, Kurmitar Iron Ore Mines Pvt. Ltd. and Parsa East & Kanta Basan (PEKB), as well as the Gare Pelma Coal Block (GP III Block), recently received Fortnight Awards from the Directorate General of Mines Safety (DGMS). We are proud to report a record of zero fatalities in our mining operations. As we move towards greater automation, we aim to minimize human intervention in operational activities, particularly in potentially hazardous jobs. This commitment reflects our unwavering dedication to creating a secure and safe workplace at all costs.

Our strategic vision guides the refinement of ESG targets, enabling us to exceed traditional benchmarks in sustainability, community development, biodiversity conservation, and the restoration of ecosystem services.

Our CSR initiatives, with a particular emphasis on women's empowerment, aim to create a strong and self-sufficient workforce. We are proud to have received the FICCI CSR Award for the Mahila Udyami Bahuddeshiya Sahkari Samiti's efforts in empowering women at the PEKB Mine Site in Chhattisgarh.

We sincerely thank you for your support, and we look forward to receiving your feedback on the ESG report we are publishing for Adani Natural Resources.

Thank you.

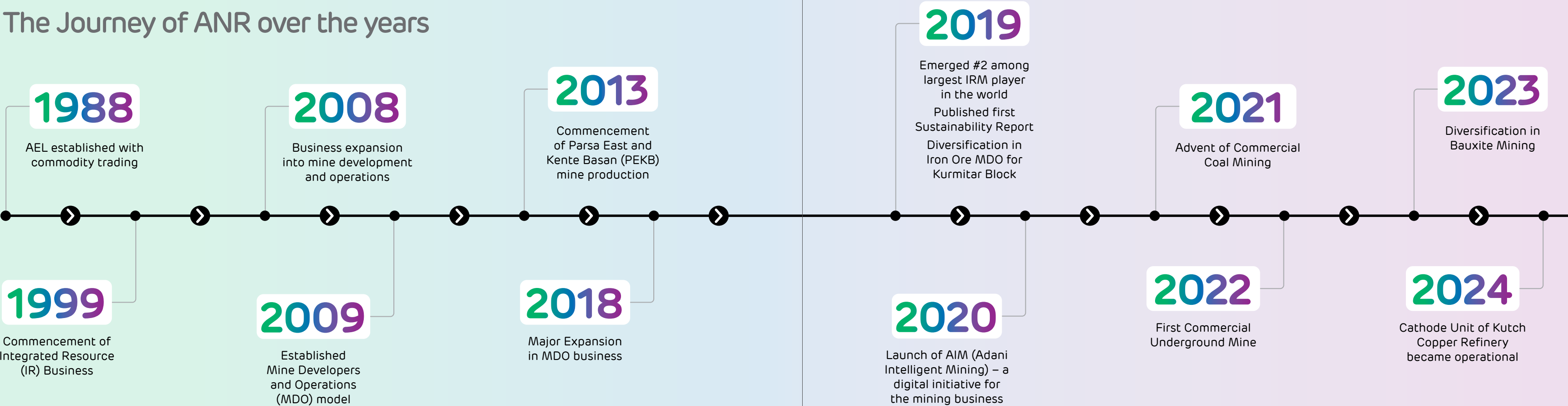**Dr. Vinay Prakash**
CEO
Adani Natural Resources

About Adani Natural Resources (ANR)

AEL, as the flagship company of ANR, stands at the forefront of the mining industry, having pioneered the Mine Developer and Operator (MDO) model in 2009, a testament to our innovative approach and commitment to excellence in mining operations. With the successful commissioning of a coal handling plant with a capacity of 18 million tonnes per annum (MTPA) and a state-of-the-art washery of 18 MTPA, we have established ourselves as a leader in the sector. Our ambition is to become one of the largest mining groups in the world. This vision drives us to continually seek growth, enhance our capabilities, and deliver sustainable value to our stakeholders and the global community.

Adani Natural Resources serves as a crucial contributor to India's endeavour towards empowerment and economic advancement. As a prominent segment of the extensive portfolio belonging to the Adani Group, ANR specialises in the field of Natural Resources, representing a significant milestone in our growth narrative. Our operations guarantee a reliable supply of coal, extracted with the highest degree of responsibility, to energise the thriving urban areas and the tranquil rural regions of India. This ongoing provision of energy aids the nation's citizens in fulfilling their aspirations without interruption.

The Journey of ANR over the years

1988
AEL established with commodity trading

1999
Commencement of Integrated Resource (IR) Business

2008
Business expansion into mine development and operations

2009
Established Mine Developers and Operations (MDO) model

2013
Commencement of Parsa East and Kente Basan (PEKB) mine production

2018
Major Expansion in MDO business

2019
Emerged #2 among largest IRM player in the world
Published first Sustainability Report
Diversification in Iron Ore MDO for Kurmitar Block

2020
Launch of AIM (Adani Intelligent Mining) – a digital initiative for the mining business

2021
Advent of Commercial Coal Mining

2022
First Commercial Underground Mine

2023
Diversification in Bauxite Mining

2024
Cathode Unit of Kutch Copper Refinery became operational

About Adani Enterprises Limited

Adani Enterprises Limited (AEL), the flagship company of the Adani Group, is a prominent force on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). Headquartered in Ahmedabad, Gujarat, AEL has evolved into a diverse conglomerate with a dynamic presence across various sectors. Founded in 1988 by Mr. Gautam Adani, the group has experienced exponential growth, driven by a commitment to environmental, social, and governance principles. AEL's portfolio spans Mining, Renewable Energy, Defence & Aerospace, and more, making it one of India's largest and fastest-growing business conglomerates.

Vision

To be a world-class leader in businesses that enrich lives and contribute to nations in building infrastructure through sustainable value creation

Group Values

Courage
We shall embrace new and businesses

Trust
We shall believe in our employees and other stakeholders

Commitment
We shall stand by our promises and adhere to high standards of business

Group Culture (PRIDE)

Passion
Performing with enthusiasm and energy

Result
Consistently achieving goals

Integration
Working across functions and businesses to create synergies

Dedication
Working with commitment in the pursuit of our aims

Entrepreneurship
Seizing opportunity with initiative and ownership

Site office GP III Coal Mine

Business Snapshot

Energy & Utility Portfolio

Green Hydrogen Ecosystem under Adani New Industries Ltd. (ANIL)

Data Center under Adani Connex Pvt. Ltd.

Water under Adani Water Ltd.

Primary Industry

Copper under Kutch Copper Ltd.

PVC under Mundra Petrochem Ltd.

Mining Services

Integrated Resource Management

Defence under Adani Defence Systems and Technologies Ltd.

Transport & Logistics Portfolio

Airports under Adani Airport Holdings Ltd.

Roads under Adani Roads Transport Ltd.

Retail Business

Digital under Adani Digital Labs Pvt. Ltd.

Food FMCG under Adani Wilmar Ltd.

Business Presence

🪖 Coal Mines

Operational

Parsa East & Kanta Basan Coal Block, Chhattisgarh
Block Area : 2,682.856 ha
Geological Reserve: 516.40 ha
Mineable Reserve: 452.46 MMT
Peak Capacity: 18 MMTPA
Life of Mine: 34 years

Operational

Parsa Coal Block, Chhattisgarh
Block Area: 1,252.447 ha
Geological Reserve: 256.40 MMT
Mineable Reserve: 200.41 MMT
Peak Capacity: 5 MMTPA
Life of Mine: 41 years

Operational

Gare Pelma-III Coal Block (OC + UG), Chhattisgarh
Block Area: 714.35 ha
Geological Reserve: 210.2 MMT
Mineable Reserve: 94.7 MMT (OC) & 39.40 MMT (UG)
Peak Capacity: 6.5 MMTPA
Life of Mine: OC- 26 & UG 45 years

Operational

Talabira II & III Coal Block, Odisha
Block Area: 1,914.063 ha
Geological Reserve: 589 MMT
Mineable Reserve: 553.98 MMT
Peak Capacity: 23 MMTPA
Life of Mine: 34 years

Operational

Suliyari Coal Block, Madhya Pradesh
Block Area: 1,298 ha
Geological Reserve: 142.36 MMT
Mineable Reserve: 107.43 MMT
Peak Capacity: 7.5 MMTPA
Life of Mine: 18 years

Under development

Kente Extension Coal Block, Chhattisgarh
Block Area: 1,760 ha
Geological Reserve: 369.22 MMT
Mineable Reserve: 271.60 MMT
Peak Capacity: 11 MMTPA
Life of Mine: 33 years

Under development

Gare Pelma-II Coal Block, Chhattisgarh
Block Area: 2,583.48 ha
Geological Reserve: 1059.29 MMT
Mineable Reserve: 665.15 MMT
Peak Capacity: 23.6 MMTPA
Life of Mine: 77 years (OC 29 years, UG 66 years starting from 12th year)

Under development

Dhirauli Coal Block, Madhya Pradesh
Block Area: 2,672 ha
Geological Reserve: 620.013 MMT
Mineable Reserve: 298.12 MMT
Peak Capacity: 6.5 MMTPA
Life of Mine: OC 29 years (UG) 77 years

Under development

GBU Coal Mine, Madhya Pradesh
Block Area: 1,926.246 ha
Geological Reserve: 722.977 MMT
Mineable Reserve: 158.544 MMT
Probable Resource: 6.18 MMTPA
Life of Mine: 51 years

Under development

Dahegaon Gowari, Underground, Maharashtra
Block Area: 1,562 ha
Geological Reserve: 189.7400 MMT
Mineable Reserve: 46.1900 MMT
Peak Capacity: 1.5 MMTPA
Life of Mine: 50 years

Under development

Bijahan (OC + UG), Odisha
Block Area: 1,100 ha
Geological Reserve: 327.02 MMT
Mineable Reserve: 161.20 MMT
Peak Capacity: 5.26 MMTPA
Life of Mine: 32.5 years (Opencast)

Under development

Pelma (OC), Chhattisgarh
Block Area: 2,077.94 ha
Geological Reserve: 443.06 MMT
Mineable Reserves: 219.14 MMT
Peak Capacity: 15 MMTPA
Life of Mine: 20 years

Under development

Gondkhari (UG), Maharashtra
Block Area: 862 ha
Geological Reserve: 98.717 MMT
Mineable Reserves: 46.19 MMT
Peak Capacity: 3 MMTPA
Life of Mine: 30 years

Under development

Gondulpara Coal Mine (OC), Jharkhand
Block Area: 513.18 ha
Geological Reserves: 176.331 MMT
Mineable Reserves: 114.1 MMT
Peak Capacity: 4 MMTPA
Life of Mine: 32 years

Under exploration

Gondbahera Ujheni East, Madhya Pradesh
Under exploration

Purunga (UG), Chhattisgarh
Under exploration

Under exploration

Mara II Mahan, Madhya Pradesh
Under exploration

Under exploration

Lamatola, Madhya Pradesh
Under exploration

Australia
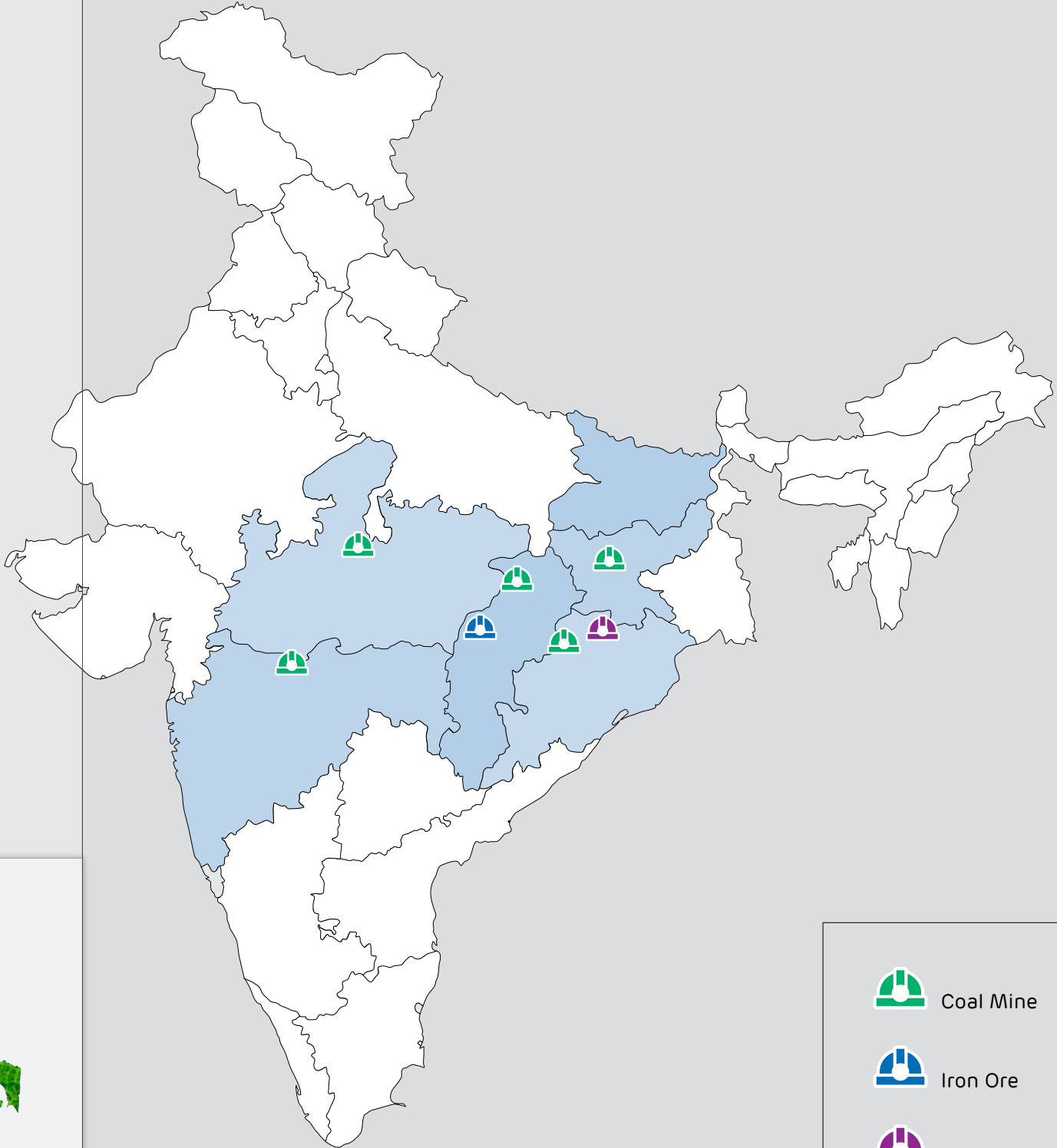
(Charmichael Mine)

Indonesia

(PT Lamindo Inter Multikon)

🪖 Iron Ore

Operational

Kurmitar Iron Ore Mine, Chhattisgarh
Block Area: 651 ha
Geological Reserves: 188.20 MMT
Total Mineable Reserves: 145.35 MMT
Peak Capacity: 6 MMTPA
Life of Mine: 25 years

*UG – Underground,
OC – Open Cast*

🪖 Bauxite

Under development

Ballada Bauxite Block, Odisha
Block Area: 144.945 ha
Geological Reserve: 22.13 MMT
Mineable Reserves: 2.17 MMT
Peak Capacity: 4 MMTPA
Life of Mine: 9 years

Under development

Kutrumali Bauxite Mines, Odisha
Block Area: 701.792 ha
Geological Reserves: 127.73 MMT
Probable Resource: 109.647 MMT
Peak Capacity: 4 MMTPA
Life of Mine: \29 years

🪖 Coal Mine
🪖 Iron Ore
🪖 Bauxite

Mining Services

Competitive Strengths

- Largest private sector MDO in India
- Excellent risk management practices
- Sustainable mining practices
- PAN-India footprint
- Diversified portfolio
- State-of-the-art technological investments
- One-stop mining solutions platform
- Digital advancements to enhance operational efficiency

Mine Developer and Operator

As the foremost private sector Mine Developer and Operator (MDO) in India, we maintain a significant presence across multiple strategic locations, including Chhattisgarh, Madhya Pradesh, Odisha, Jharkhand and Maharashtra. Our dedication to rigorous risk management and sustainable mining practices has reinforced our standing in the industry. We provide a diverse array of services to our clients, leveraging advanced technology to guarantee operational excellence across our mineral ventures.

Since the establishment of our mining division, we have achieved significant milestones, including the innovative implementation of the MDO model with the Parsa East and Kente Basen coal blocks in 2009. Our operational excellence is exemplified by the swift initiation of the Suliyari, Talabira II, and III mines, as well as the noteworthy achievement of 100 million tonnes of cumulative run-of-mine coal production from the PEKB coal block decade.

Commercial Mining Business

ANR Commercial Mining, harnessing India's rich mineral wealth with cutting-edge extraction, now extends its efficient and eco-friendly operations overseas, strengthening global resource networks

Overseas Operations

Adani's Australian division, operating under the brand Bravus, constitutes a multifaceted energy and infrastructure conglomerate committed to providing tailored energy solutions for a dynamically evolving global market. By prioritising the advancement of a sustainable and cost-effective energy mix, Bravus significantly contributes to the global transition toward a diminished carbon footprint. Bravus Mining and Resources manages the Carmichael mine, an important open-cut thermal coal project located over 300 km rest of the Queensland coastline. The mine is presently operational and has successfully increased production to maintain a consistent yield of 10 million tonnes annually, with its total coal output directed toward the international seaborne thermal coal market.

India Operations

Our company, with operations extending across multiple Indian states, including Chhattisgarh, Madhya Pradesh, Odisha, Maharashtra, and Jharkhand, is strategically positioned to become the largest private sector commercial miner in the nation. AEL has successfully secured the Gondbahera Ujheni, Purunga, Gondulpara, Dhirauli, Bijahan, and the Pelma. The cumulative capacity of four mines—Gondulpara, Dhirauli, Bijahan, and Gondbahera Ujheni—reaches 19.9 million metric tons (MMT), while the capacity of the remaining mine, namely Purunga, are yet to be determined. For the fiscal year 2024-25, the company intends to operate three commercial coal mines: Gondulpara, Dhirauli, and Bijahan.

Operational Highlights

- The Carmichael mine produced and exported **11.2** million tonnes of coal.

- The mine boasts over **11.17** billion tonnes of thermal coal, as per JORC standards, ensuring extensive reserves for long-term operations.

Mining Tech Consultancy Services (MTCS)

Leveraging the extensive mining expertise of the Adani Group both domestically and internationally, in conjunction with our skilled workforce, we have established Mining Technical Consulting Services (MTCS). As the mineral industry in India continues its trajectory of growth, MTCS is strategically positioned to serve as the premier consultancy partner, providing innovative solutions aimed at enhancing operational efficiency, sustainability, and market competitiveness. Our team, comprised of expert geologists, mine planners, surveyors, and mining engineers with specialised knowledge in both surface and underground mining, is exceptionally equipped to tackle the complex challenges and opportunities prevalent in the metal and mining sector. MTCS has achieved the esteemed status of "Accredited Agency" from QCI-NABET within the Accreditation scheme for prospecting/exploration agencies and Mining Plan Preparing Agencies (MPPA), which underscores our unwavering commitment to maintaining the highest standards of quality and compliance in all mining endeavours activities.

Our team, comprised of expert geologists, mine planners, surveyors, and mining engineers with specialised knowledge in both surface and underground mining, is exceptionally equipped to address and accommodate complex challenges rendering opportunities lured beneath the crust.

GP III Opencast Mine-A bird's eye view

ANR Business Strategy

Strategic Priorities
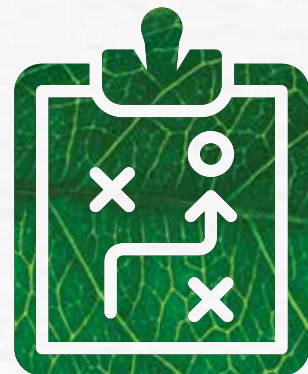
Adani Natural Resources, a company entrenched in the mining sector, is poised to embark on a transformative journey towards sustainability. As we present our inaugural ESG report, we recognise the imperative to integrate ESG considerations into the core of our business operations. Our approach is anchored in the understanding that responsible mining is not solely about extraction but also about the stewardship of natural resources for future generations. We are committed to developing a comprehensive ESG strategy roadmap that aligns with global best practices and addresses the unique challenges of the mining industry. Our goal is to ensure that our pursuit of resource development goes hand in hand with creating long-term value for all our stakeholders and contributing positively to the global sustainability agenda.

Our five strategic priorities align harmoniously with our significant issues, the landscape of opportunities, and our framework for risk management. These priorities serve as integral components of our comprehensive decision-making process, ensuring that we consider all critical facets of our business in a cohesive manner. As we acknowledge and adapt to prevailing global trends, our strategic priorities act as fundamental supports that guide the effective allocation of our resources. Through this approach, we aspire to optimise the creation of long-term value. This strategy not only strengthens our position within the competitive market but also enhances our capacity to remain resilient and adaptable in an increasingly dynamic business environment.

Our five strategic priorities align harmoniously with significant issues, landscape of opportunities, and framework for risk management.

01 Incubation Approach

Our strategic priority concerning incubation is founded upon the conviction that nurturing innovation and entrepreneurship is paramount for sustainable growth. This approach aligns with our core principle of managing with a long-term perspective, thereby ensuring the establishment of resilient enterprises capable of adapting to evolving market dynamics and regulatory environments. By concentrating on incubation, we endeavour to promote responsible growth that harmonises economic benefits with environmental and social welfare. Our commitment signifies our dedication to future-proofing our operations and advancing the overarching objectives of sustainability development.

Our Approach

Comprehensive Business Amplification: We employ a thorough methodology to identify prospective opportunities for business growth, accentuating innovation and sustainability within our sector.

Transformative Investment Model: By utilising a replicable, robust, and validated investment model, we ensure that newly identified business expansions are developed and scaled effectively, promoting continuous improvement and innovation.

Technology-Driven Operations: Our business operations are structured to scale substantially and harness advanced technology. We adhere to stringent testing and certification processes to attain global recognition and operational excellence.

Long-Term Sustainability Focus: We integrate Environmental, Social, and Governance (ESG) policies into all business decisions, ensuring that our operations are sustainable and conform to the standards set by these principles.

02 Operational Excellence

In light of our substantial engagement in coal mining, encompassing commercial and Mine Developer and Operator (MDO) operations, operational excellence emerges as a critical strategic priority for Adani Natural Resources. This imperative is driven by the necessity to achieve exceptional performance metrics, uphold the highest safety standards, and augment overall productivity. By prioritising operational excellence, we aspire to optimise resource utilisation, reduce operational costs, and minimize environmental impact, thus contributing to sustainable growth and creating long-term value for the stakeholders.

Our Approach

Advanced Technological Integration: We have adopted the most sophisticated technological solutions and digital tools in order to enhance operational efficiency. This encompasses the deployment of Digital Fuel Management Systems, Fleet Management Systems, and Asset Performance Systems across our operating sites.

Quality Assurance and Certification: All our operations undergo rigorous testing and certification processes to meet global quality standards. This ensures that our output is of the highest quality and complies with the stringent requirements of our clients and regulatory authorities' bodies.

Digital Transformation: Achieving operational excellence represents a critical strategic priority for Adani Natural Resources. Our digital initiatives include real-time monitoring, data analytics, and predictive maintenance, digital dashboard, coal control tower for Talabira Site which collectively facilitate informed decision-making and optimising operations.

Sustainability and ESG integration: We embed Environmental, Social, and Governance (ESG) considerations into all our operational decisions. This ensures that our business operations are not only efficient but also sustainable, reducing our environmental footprint and promoting social responsibility.

Continuous improvement and innovation: We foster a culture of continuous improvement and innovation within our organisation. By encouraging new ideas and adopting best practices we strive to stay ahead of industry trends and deliver superior performance.

GP III Coal Mine

03 Stakeholder Value Enhancement

At Adani Natural Resources, our strategy is to ensure that all our actions contribute to the long-term prosperity and sustainability of our stakeholders. By prioritising their needs and expectations, we build trust, foster loyalty, and drive collaborative growth. This approach not only strengthens our market position but also creates a resilient business model that is equipped to face future challenges. Our commitment to enhancing stakeholder value is integral to our success and is reflected in our proactive engagement, transparent communication, and sustainable business practices.

Our Approach

Stakeholder Engagement: We actively engage with our stakeholders, including investors regulators, and local communities, to understand their needs and address their concerns. thereby fostering trust and collaboration.

Transparent Disclosures: We maintain transparency in our communications by providing regular updates on our business performance, strategic initiatives, and ESG metrics ensuring that our stakeholders are well-informed.

Innovation and Development: We invest in innovative solutions and the continuous development of our workforce to drive growth, enhance efficiency, and meet evolving market demands.

Economic Contribution: We contribute to the economic well-being of the regions we operate in by creating jobs, supporting local businesses, and generating revenue, thereby enhancing the overall value for our stakeholders.

04 Synergies Across Businesses

The synergies among ANR and the broader Adani Enterprises ecosystem create significant value by leveraging our collective strengths in location, technology, logistics, and industrial expertise. By integrating these elements, ANR ensures a competitive edge in cost management and effective risk mitigation. This strategic alignment not only facilitates the seamless execution of our coal mining operations but also supports our commitment to sustainable growth. The resultant efficiencies and innovations drive our business forward, enhancing stakeholder value and contributing to the overall success of the Adani Group.

This strategic alignment not only facilitates the seamless execution of our coal mining operations but also supports our commitment to sustainable growth.

Our Approach

Integrated Operations: We ensure seamless integration of our commercial and MDO mining activities to maximise resource utilisation and operational efficiency.

Logistics Optimisation: We streamline our logistics processes to ensure timely and cost-effective transportation of our products, enhancing our market competitiveness.

Workforce Development: We invest in the continuous development of our workforce to cultivate versatile skill sets that can be leveraged across our diverse operations.

Geographical Synergies. We capitalise on our geographical presence to create an interconnected supply chain that supports effective risk management and operational resilience.

05 Strategic Investments

Strategic investments in ANR Mining's Environmental, Social, and Governance (ESG) initiatives are crucial to our commitment to responsible mining and sustainable development. Our approach is designed to align with global best practices and to contribute positively to the communities and environments in which we operate. By focusing on strategic ESG investments, ANR Mining aims to create long-term value for all stakeholders while ensuring the resilience and sustainability of our operations.

Our Approach

Environmental Stewardship: We invest in cutting-edge technologies and practices that minimise our environmental impact. This includes initiatives to reduce greenhouse gas emissions, enhance energy efficiency, and manage waste responsibly. Our strategic investments in renewable energy projects, such as the 9 MW Solar Panel currently under commissioning at the PEKB site, and biodiversity conservation programs exemplify our dedication to protecting the planet.

Social Responsibility: ANR Mining is committed to improving the quality of life in the communities where we operate. We strategically invest in community development projects, education and training programs, and healthcare initiatives. Our goal is to foster inclusive growth and provide opportunities that empower local populations.

Governance Excellence: Upholding the highest standards of corporate governance is fundamental to our business. We invest in robust systems and processes to ensure transparency, accountability, and ethical conduct. Our governance framework is designed to align with international standards and to provide assurance to our investors, partners, and regulators.

Sustainable Operations: Our strategic investments focus on ensuring that our mining operations are safe, efficient, and sustainable. We continuously seek to innovate in our operational processes to reduce our environmental impact and enhance the safety and well-being of our workforce.

Stakeholder Engagement

Engaging with our Stakeholders for shared success

Central to our commitment to fostering a sustainable enterprise is our significant and proactive engagement with stakeholders. Our collaborative approach transcends mere dialogue, emphasising the co-creation of solutions and the development of partnerships that promote mutual benefit and success.
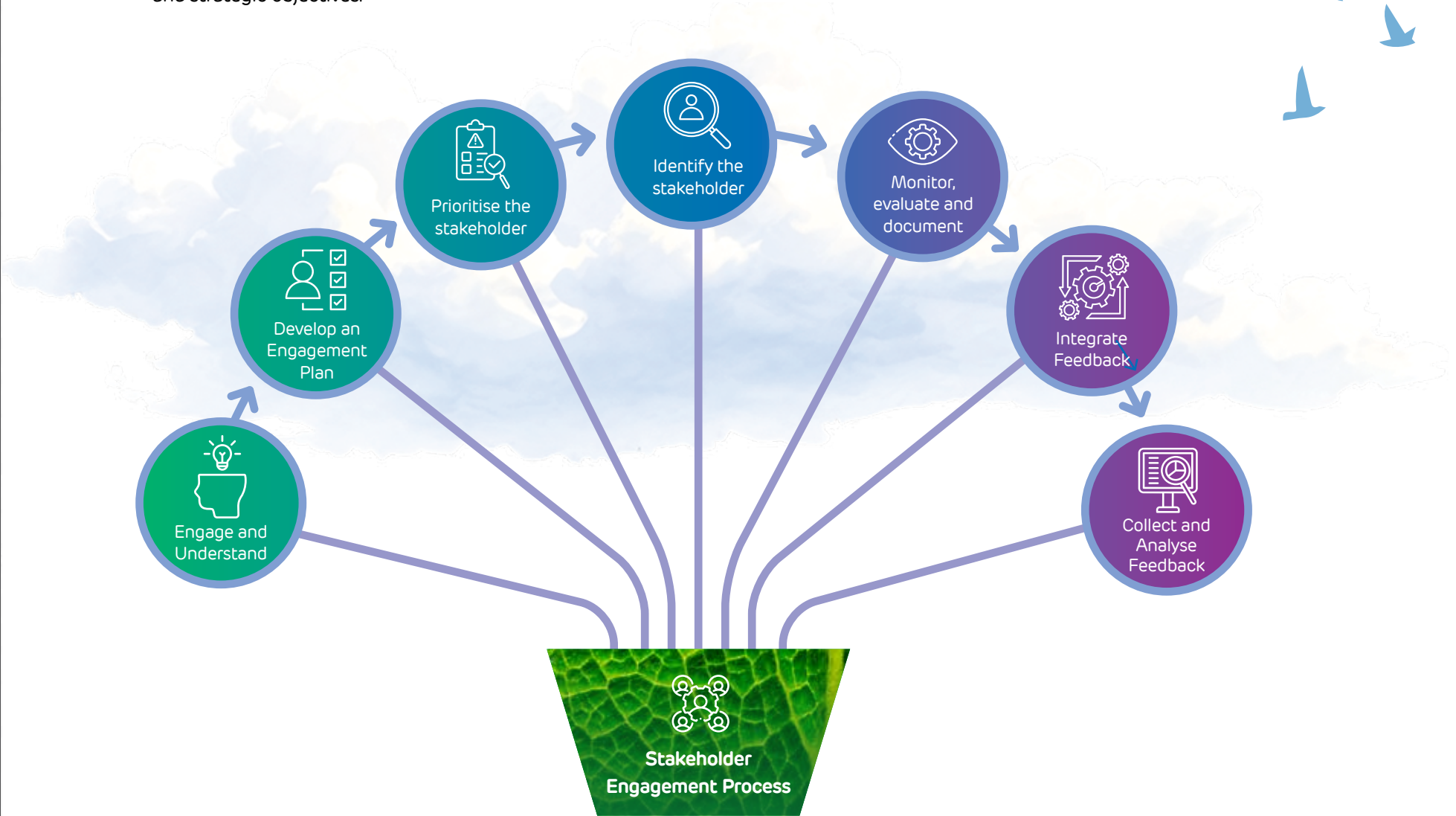
At ANR, we recognise that a comprehensive and inclusive approach to stakeholder engagement is fundamental to our commitment to identifying and diligently addressing the legitimate aspirations and concerns of our stakeholders. This methodology is vital in creating sustainable value that encompasses immediate advantages as well as long-term prosperity. Furthermore, cultivating strong stakeholder relationships is critical in advancing the principles of Sustainable Development Goal (SDG) 17, which underscores the importance of collaborative efforts as a key catalyst for achieving the broader Sustainable Development Goals. This inclusive engagement process further allows our stakeholders to conduct a thorough and accurate assessment of our operational performance and future trajectory.

Dialogue and Collaboration
Open ended communication to understand stakeholder concerns, perspectives and expectations.

Responsiveness
Promptly addressing stakeholder feedback and integrating their insights into decision-making.

Descriptive
Communicate thoroughly to present a complete overview.

Inclusivity
All relevant stakeholders are identified and involved in the engagement process.

Transparency
Provide clear, accurate, and timely information on decisions, processes, and impacts.

Shared Value Creation
Focus on outcomes that benefit both the organization and stakeholders.

Stakeholder Engagement Process

This seven-step approach to stakeholder engagement is meticulously crafted to ensure a proactive and integrated methodology for managing stakeholder relationships. This methodology is essential for formulating a comprehensive and insightful Annual Non-Financial Report. The model capitalises on a combination of sophisticated digital tools and personal interactions to collect and harmonise stakeholder insights with the company's ESG framework, business risks, and strategic objectives.

- Engage and Understand
- Develop an Engagement Plan
- Prioritise the stakeholder
- Identify the stakeholder
- Monitor, evaluate and document
- Integrate Feedback
- Collect and Analyse Feedback

Stakeholder Engagement Process

Stakeholder Horizon: Uniting Voices for Sustainable Impact

Employees

Stakeholder Groups	Engagement Platforms / Channels of communication	Frequency	Key Areas of Interest
Permanent Employees, Contractual Employees, Workers Trainees Apprentice	• Performance appraisal programs • Surveys • Townhall meetings • Employee health Checkups • Grievance Redressal • Employee reward and recognition • Employee Volunteering Activities	Continuous	• HR Policies • Career Development • Learning Opportunities • Diversity and Inclusion • Safe workplace • Employee well-being • Labour practices

Government and Regulatory Authorities

Stakeholder Groups	Engagement Platforms / Channels of Communication	Frequency	Key Areas of Interest
Local Government National, Provincial Government	• Meetings; formal dialogues • Stakeholder forums • Annual Reports • Telephonic communication • Video conferences • Emails	As Required	• Regulatory Compliance • Transparency • Strong Governance • Business Integrity

Suppliers

Stakeholder Groups	Engagement Platforms	Frequency	Key Areas of Interest
Material Suppliers, Service Providers, Traders	• Supplier and Vendor meet • Due Diligence audit • Training and awareness • Induction program for new suppliers • Grievance redressal	Continuous	• Contractor Management • Procurement Practices • Transparency • Business Opportunity • Invoicing and Payment Processing • Labour Practices • Human rights aspects • Safety and Operational Risk • Data Security

Communities

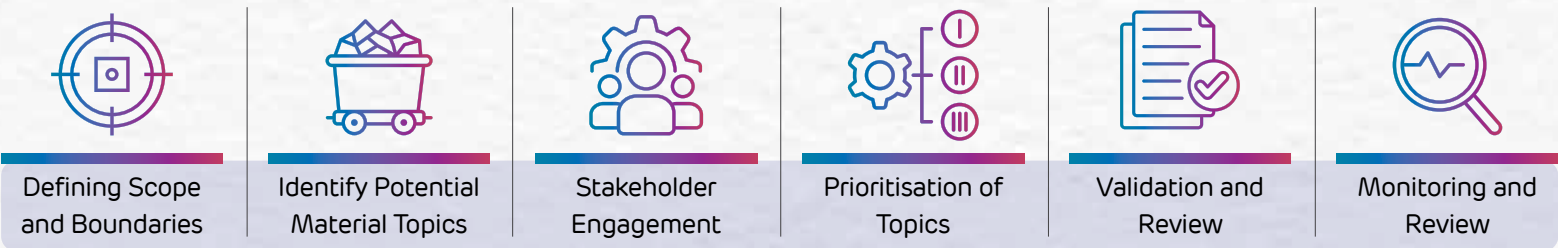| Stakeholder Groups	Engagement Platforms	Frequency	Key Areas of Interest
Indigenous people, Local Communities, Vulnerable groups, Rehabilitated Population	• Community need assessment • Community Visits • Grievance redressal	Continuous	• Community Development Programs • Grievance Redressal • Human rights • Local Employment • Employment Opportunities • Safe Operations

Shareholders and Investors

Stakeholder Groups	Engagement Platforms	Frequency	Key Areas of Interest
Shareholders, Investors, Lenders	• Annual Meeting. • Annual Report and regulatory filings • One-on-one meetings, investor conferences, investor calls.	As Required	• Corporate Governance • Business Risk and Opportunities • Business Strategy • Compliances • Financial performance and resilience

Materiality Assessment

Materiality assessment serves as a strategic instrument for Adani Natural Resources to align its business practices with stakeholder expectations and the wider community's sustainability objectives. This chapter outlines the methodical process that ANR employs to conduct materiality assessments, ensuring the company prioritises the most significant issues.

Materiality Approach

Defining Scope and Boundaries	Identify Potential Material Topics	Stakeholder Engagement	Prioritisation of Topics	Validation and Review	Monitoring and Review

Step 1: Defining the Scope and Boundaries

The first step in the materiality assessment process is to define its scope and boundaries. Adani Natural Resources determines which business units, geographical regions, and value chain activities will be included. The company also identifies the time frame for the assessment, which typically aligns with its strategic planning cycle.

Step 2: Identifying Potential Material Topics

Adani Natural Resources methodically compiles a list of potential material issues that could affect the company and its stakeholders. This is accomplished by reviewing relevant industry reports, analysing competitor disclosures, conducting internal business operation assessments, and consulting with subject matter experts to ensure a well-rounded and proactive approach to risk management.

Step 3: Stakeholder Engagement

Stakeholder engagement is a crucial aspect of ANR operations, as it provides valuable insights into the perspectives and concerns of diverse groups such as employees, customers, suppliers, and local communities. To effectively gather this input, the company employs a range of methods, including surveys, interviews, and focus group discussions. These tools enable Adani Natural Resources to maintain open lines of communication and ensure that stakeholder feedback is integrated into their decision-making processes.

Step 4: Prioritisation of Topics

Once potential material issues are identified, ANR prioritizes them according to their significance to the company's business performance, strategy, and operations, as well as their importance to stakeholders. To systematically visualize and rank these issues, the company employs a materiality matrix, which plots the issues based on their relative importance and impact. This matrix serves as a strategic tool, guiding the company in focusing its efforts and resources on the most pressing concerns that affect both the business and its stakeholders.

Step 5: Validation and Review

The preliminary results of the materiality assessment are reviewed and validated by senior management and, where appropriate and necessary, by the board of directors. This step ensures that the assessment aligns with the company's strategic vision and risk management framework.

Step 6: Monitoring and Updating

Materiality is a dynamic concept, and issues can evolve over time. Adani Natural Resources commits to regularly monitoring changes in the business environment, stakeholder expectations, and the regulatory landscape. The materiality assessment is periodically updated to reflect these changes and to ensure ongoing relevance and accuracy.

Conclusion

Through a robust materiality assessment process, Adani Natural Resources identifies and addresses the sustainability issues that are most critical to its business and stakeholders. This process enables the company to manage risks, capitalise on opportunities, and contribute to sustainable development while maintaining transparency and accountability.
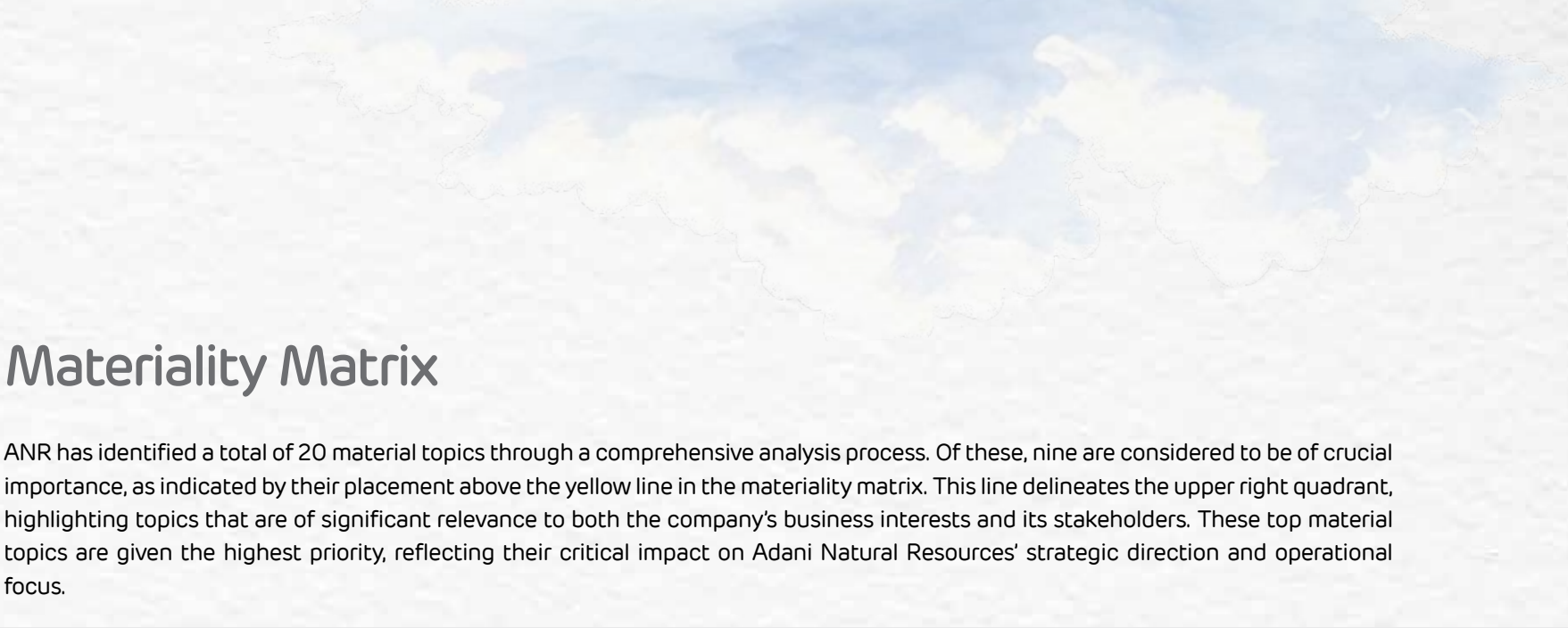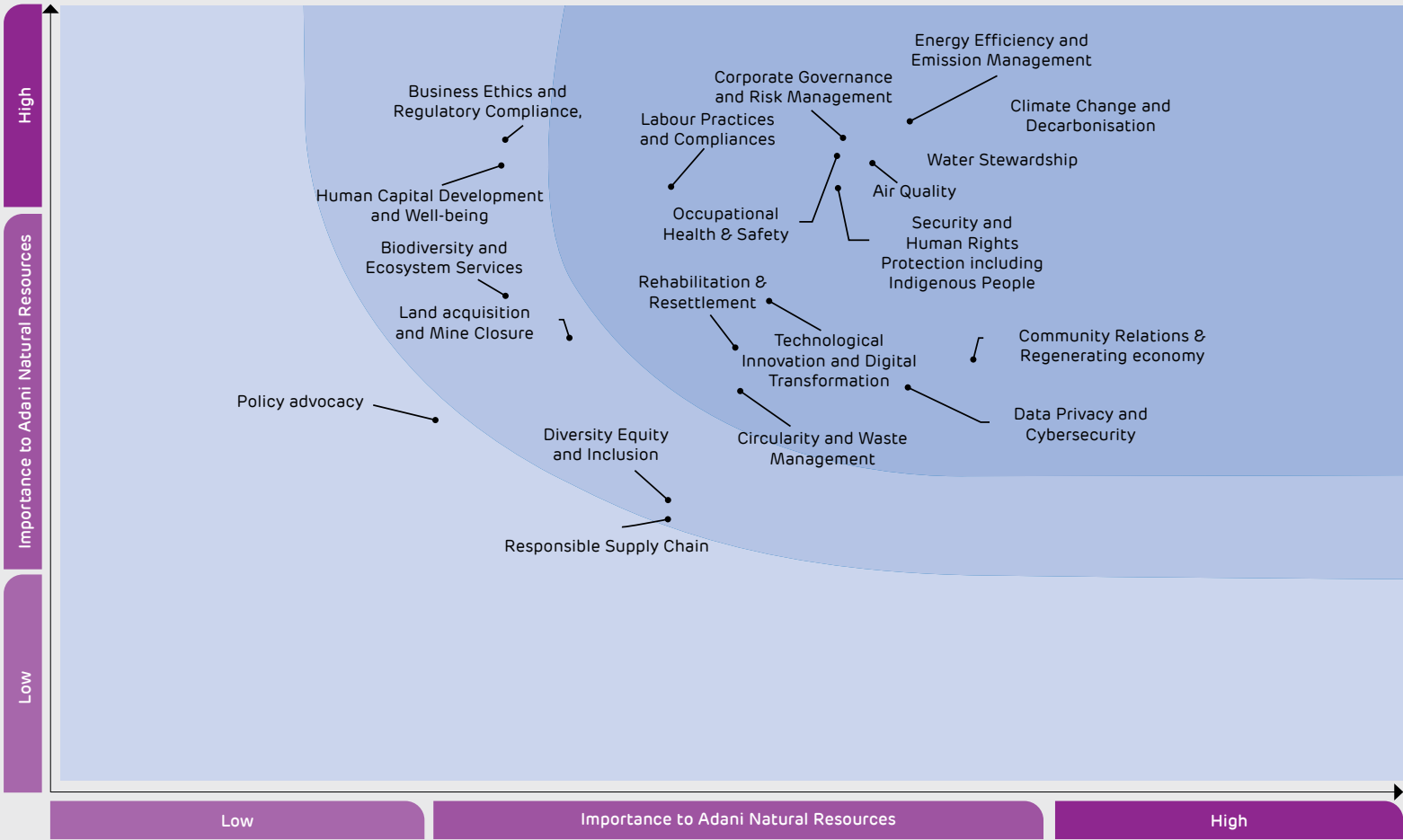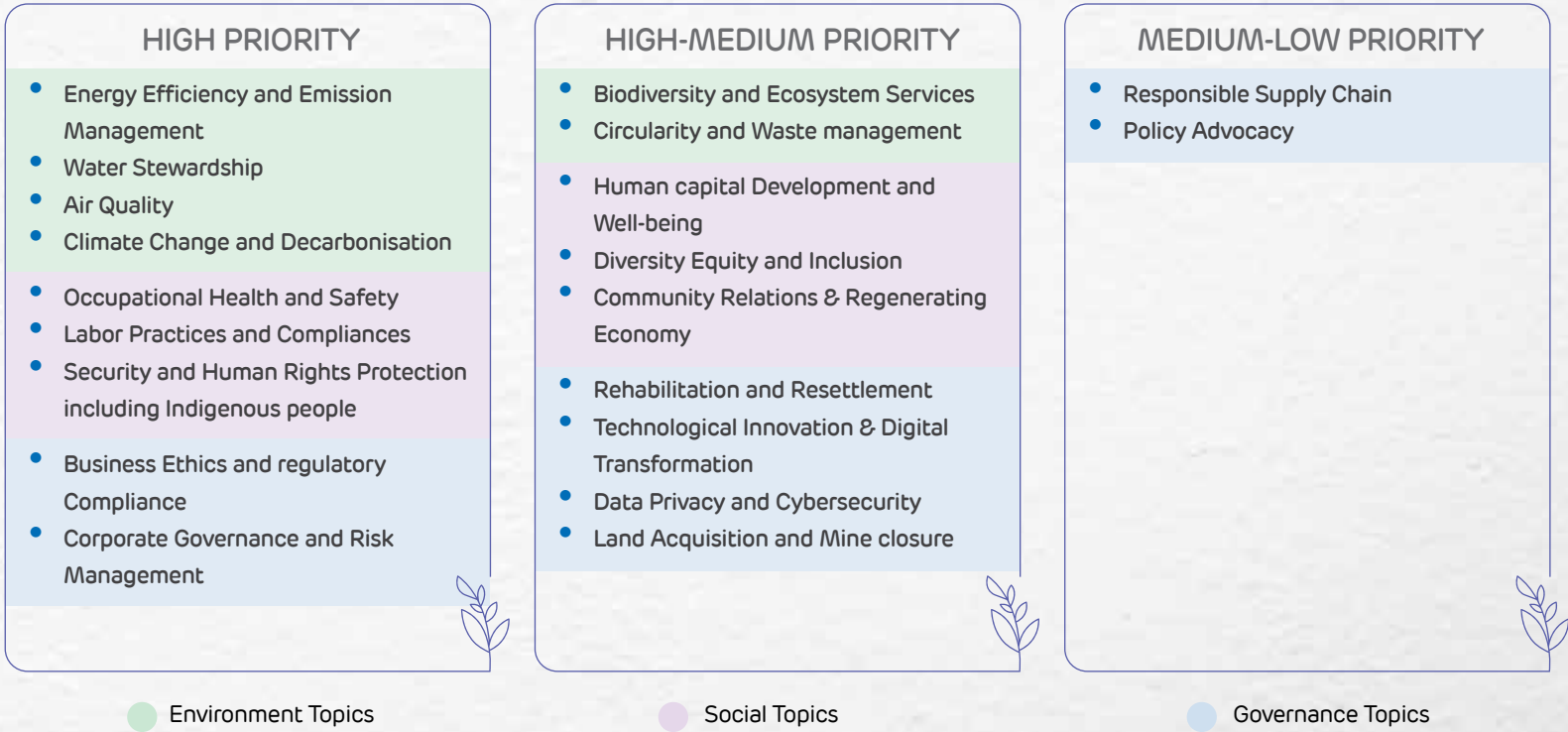
Materiality Matrix

ANR has identified a total of 20 material topics through a comprehensive analysis process. Of these, nine are considered to be of crucial importance, as indicated by their placement above the yellow line in the materiality matrix. This line delineates the upper right quadrant, highlighting topics that are of significant relevance to both the company's business interests and its stakeholders. These top material topics are given the highest priority, reflecting their critical impact on Adani Natural Resources' strategic direction and operational focus.

Adani Natural Resources Materiality Matrix

GP III Site

HIGH PRIORITY

- Energy Efficiency and Emission Management
- Water Stewardship
- Air Quality
- Climate Change and Decarbonisation

- Occupational Health and Safety
- Labor Practices and Compliances
- Security and Human Rights Protection including Indigenous people

- Business Ethics and regulatory Compliance
- Corporate Governance and Risk Management

HIGH-MEDIUM PRIORITY

- Biodiversity and Ecosystem Services
- Circularity and Waste management

- Human capital Development and Well-being
- Diversity Equity and Inclusion
- Community Relations & Regenerating Economy

- Rehabilitation and Resettlement
- Technological Innovation & Digital Transformation
- Data Privacy and Cybersecurity
- Land Acquisition and Mine closure

MEDIUM-LOW PRIORITY

- Responsible Supply Chain
- Policy Advocacy

- Environment Topics
- Social Topics
- Governance Topics

Key Material Topics

Energy Efficiency and Emission Management

SDG Linkage	Stakeholders impacted
7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION	Employees, Government and Regulatory Authorities, Shareholders and Investors, Suppliers

Business Case
In the mining sector, where energy expenditure constitutes a substantial percentage of operational costs, the management of energy consumption and emissions is not only a legal and environmental imperative but also a strategic business decision.

Mitigation Strategy
The adoption of energy-efficient technologies and practices, the assurance of compliance with regulatory standards, the minimisation of the risk of financial penalties, and the strategic positioning within a market that is becoming increasingly attuned to sustainability are essential undertakings.

Water Stewardship

SDG Linkage	Stakeholders impacted
6 CLEAN WATER AND SANITATION, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND	Employees, Government and Regulatory Authorities, Shareholders and Investors, Communities

Business Case
We believe that water management is a critical aspect of sustainable operations. For ANR, the effective stewardship of water resources is essential for fulfilling regulatory requirements, environmental commitments, and ensuring the long-term viability and profitability of the business. We maintain Zero Liquid Discharge at all operational sites and are actively pursuing initiatives to achieve a water-positive status.

Mitigation Strategy
In collaboration with local communities, we endeavour to support shared water resources through sustainable management practices that address operational necessities as well as community requirements. Continuous monitoring, compliance with regulatory standards, and investment in innovative water conservation technologies underscore our commitment to responsible water utilisation.

It is our belief that water management constitutes a critical aspect of sustainable operations.

Air Quality

SDG Linkage	Stakeholders impacted
	Employees, Government and Regulatory Authorities, Shareholders and Investors, Communities

Business Case
Maintaining air quality is essential for ANR to comply with regulatory standards, safeguard health, and promote sustainable operations. Effective air management builds community trust, improves operational efficiency, and ensures long-term business viability.

Mitigation Strategy
We minimise air emissions by utilising advanced control technologies and dust suppression systems. Regular monitoring, adherence to regulations, and collaboration with local communities ensure responsible air quality management and a healthier environment.

Climate Change and Decarbonisation

SDG Linkage	Stakeholders impacted
	Employees, Government and Regulatory Authorities, Shareholders and Investors, Communities, Suppliers

Business Case
Tackling climate change is imperative for ANR to avoid regulatory penalties, rising operational costs, and reputational damage alongside a potential loss of market share to eco-conscious competitors. Additionally, the industry could face operational disruptions from extreme weather events and stronger resistance from communities and environmental groups.

Mitigation Strategy
We are committed to implementing advanced technologies and methodologies aimed at minimising our carbon footprint. This initiative encompasses a transition to renewable energy sources, the electrification of our fleet of equipment, and the enhancement of energy efficiency throughout all operational processes. The company has conducted a Climate Risk Assessment study, encompassing both physical and transition risks, to address and mitigate climate-related risks within the business. Additionally, a carbon sequestration study and a biodiversity assessment plan have been planned to aid in the reduction of the company's carbon footprint.

Occupational Health and Safety

SDG Linkage	Stakeholders impacted
	Employees, Government and Regulatory Authorities, Shareholders and Investors.

Business Case
Ensuring occupational health and safety (OHS) is necessary for ANR to adhere to regulations, safeguard employees, and sustain operational efficiency. A robust safety culture minimises incidents, enhances well-being, and boosts productivity, thereby improving our market reputation.

Mitigation Strategy
We implement safety protocols, provide regular training, and utilise advanced technologies to monitor and minimise workplace hazards. Continuous improvement through audits and compliance with best practices guarantees a safe and healthy working environment.

Labor Practices and Compliances

SDG Linkage	Stakeholders impacted
	Employees, Government and Regulatory Authorities, Shareholders and Investors.

Business Case
Adhering to labour practices and regulatory compliance is essential for ANR to satisfy legal requirements, maintain ethical standards, and guarantee equitable treatment of employees. Robust labour practices foster a positive workplace environment, enhance employee satisfaction, and improve operational efficiency, thereby contributing to the long-term success of the organization.

Mitigation Strategy
We ensure adherence to regulatory compliance through implementation of regular audits, the establishment of transparent policies, and the provision of comprehensive training. We promote equitable wages, diversity, and equal opportunities that contribute to the creation of an inclusive workplace environment while simultaneously mitigating labour-related risks.

ADANI NATURAL RESOURCES
ESG REPORT 2023

Security and Human Rights Protection including Indigenous People

SDG Linkage	Stakeholders impacted
5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES	Employees, Government and Regulatory Authorities, Shareholders and Investors, Communities

Business Case

Ensuring the security and protection of the rights of Indigenous people and upholding human rights is crucial for ANR to meet international standards and local regulations. By respecting the rights of Indigenous communities, we foster trust, strengthen relationships, and contribute to the social license to operate, ensuring long-term business sustainability.

Mitigation Strategy

We safeguard human rights through active engagement with Indigenous communities, adherence to international conventions, and the implementation of equitable consultation processes. By maintaining continuous dialogue, establishing culturally sensitive policies, and promoting community involvement, we address pertinent concerns and enhance the well-being of Indigenous peoples while preventing human rights violations. Our approach includes comprehensive resettlement and rehabilitation programs to ensure that any displacement is managed ethically and in accordance with the highest standards of human rights.

Business Ethics and Regulatory Compliance

SDG Linkage	Stakeholders impacted
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS	Employees, Government and Regulatory Authorities, Shareholders and Investors.

Business Case

Adhering to business ethics and regulatory compliance is critical for ANR to operate with integrity, maintain stakeholder trust, and avoid legal and financial risks. By upholding high ethical standards and meeting regulatory requirements, we ensure long-term business sustainability and a positive corporate reputation.

Mitigation Strategy

We implement stringent ethical guidelines, conduct regular compliance training sessions, and uphold transparency in all operational activities. Through rigorous monitoring, comprehensive audits, and a steadfast commitment to integrity, we effectively mitigate legal and reputational risks, thereby ensuring accountability and compliance throughout the organisation. Our Code of Conduct serves as a guideline for ethical behaviour and our whistleblowing mechanisms ensure that any concerns can be reported securely.

Corporate Governance and Risk Management

SDG Linkage	Stakeholders impacted
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Employees, Government and Regulatory Authorities, Shareholders and Investors.

Business Case

Strong corporate governance and effective risk management are essential for ANR to ensure transparency, accountability, and sustainable decision-making. By adhering to best practices in governance, we safeguard stakeholder interests, mitigate risks, and enhance business resilience in an increasingly complex operating environment.

Mitigation Strategy

We establish comprehensive governance frameworks, perform regular risk assessments, and guarantee adherence to industry standards and regulations. Through continuous monitoring, strategic planning, and proactive risk mitigation, we enhance organizational stability and facilitate informed decision-making, thereby promoting long-term growth and sustainability.

Risk Management

At ANR, the risk management framework is overseen by our holding company, AEL. This framework is implemented throughout our organisation, encompassing each mining site. Our comprehensive risk management system is customised to meet the distinctive challenges and operational specifics of our assorted mine sites. To ensure the sufficiency and efficacy of our internal control systems, including those pertaining to the improvement of our company's risk management policies and procedures, we have constituted a dedicated Risk Management Committee (RMC)

Board Level Risk Management Committee

Business Level Risk Management Committee

Unit Level Risk Management Committee
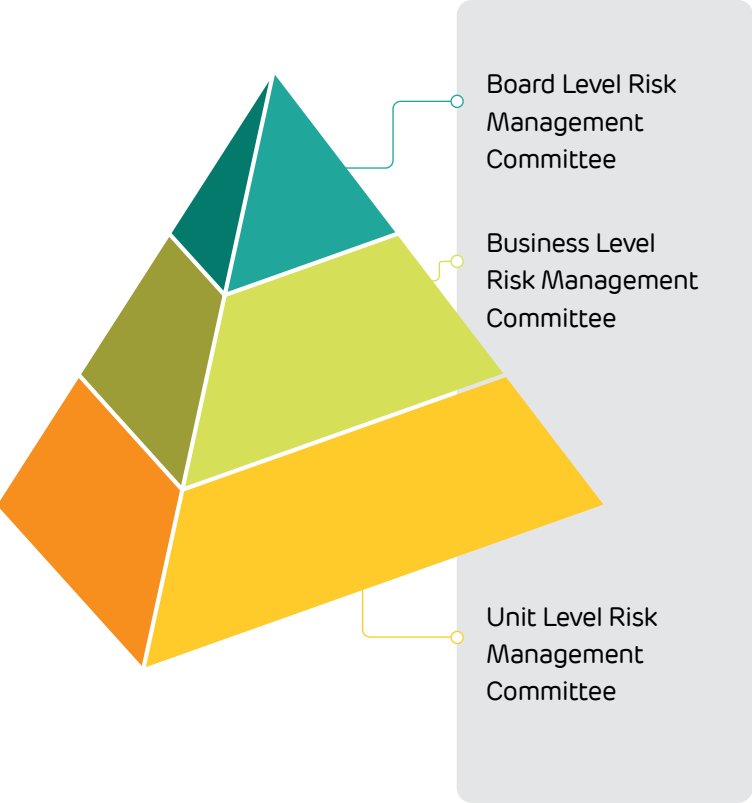
Board Level Risk Management Committee

The Risk Management Committee (RMC) has been established with the objective of defining, implementing, and overseeing the risk management plan for the organisation. The committee is responsible for the continuous monitoring, reporting, and mitigation of various risks associated with the company's operations. The results of this monitoring process are communicated to the Audit Committee and the Board of Directors every quarter.

Moreover, the RMC is entrusted with the responsibility of reviewing the risk management plan to ensure its effectiveness in addressing potential vulnerabilities. In addition to the responsibilities assigned to the RMC, the Audit Committee provides supplementary oversight, particularly concerning financial risks and internal controls. Risks identified by the business units are systematically addressed through ongoing mitigation efforts, reinforcing the organisation's commitment to robust risk management practices.

Business Level Risk Management Committee

At the business level, both AEL and ANR incorporate risk management into their strategic planning and decision-making processes. Managing risk at this level includes the development of long-term strategies for risk mitigation.

Unit Level Risk Management Committee

At the unit level, ANR is committed to identifying operational risks that are specific to the daily activities of each business unit. Each unit is tasked with conducting regular risk assessments focused on potential operational, environmental, and safety risks. Teams dedicated to unit-level risk management are equipped to closely monitor risks and implement immediate corrective actions when necessary.

Enterprise Risk Management Framework

At ANR we have employed a systematic and integrated approach to risk management, encapsulating several key components to ensure comprehensive oversight and effective management of risks across all operational sites. This approach is aligned with our strategic objectives and is fundamental to our pursuit of sustainable growth and operational excellence.

Risk Identification and Assessment

We begin our process by thoroughly identifying and assessing potential risks. This includes a detailed analysis of internal and external factors that can impact our business. We consider a wide range of risks, including strategic, business, financial, environmental, and reputational risks. Each identified risk is then evaluated in terms of its likelihood and potential impact, ensuring that our response is proportionate and targeted.

Risk Mitigation Strategies

Following risk assessment, we develop and implement tailored risk mitigation strategies. These strategies encompass a variety of measures, such as the establishment of control mechanisms, refining operational procedures, and updating policies to minimise potential risks. Our proactive approach aims not only to mitigate risks but also to capitalise on potential opportunities that arise from effective risk management.

Risk Monitoring and Reporting

An integral part of our risk management framework is continuous monitoring and reporting. This dynamic process allows us to track the evolution of identified risks, assess the effectiveness of our mitigation strategies, and identify emerging risks promptly. Quarterly reports are provided to the Board and senior management, ensuring transparency and facilitating informed decision-making.

Compliance and Regulatory Risk Management

Compliance with legal, regulatory, and ethical standards is non-negotiable. We maintain a comprehensive compliance framework to ensure adherence. Regular reviews and audits are conducted to identify compliance gaps, thereby mitigating regulatory risks.
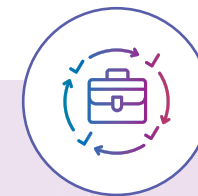
Business Continuity Planning

Recognising the critical importance of maintaining business operations during adverse events, we have robust business continuity plans in place. These plans are designed to mitigate the impact of various disruptions, including natural disasters and cyber-attacks, ensuring the resilience and continuity of our critical business functions.

Risk Management Process Audit

The Internal Audit function is conducted in strict adherence to established auditing standards, aimed at evaluating the efficacy of the internal control system and the procedures related to risk management. Additionally, it ensures compliance with pertinent policies and procedures while recommending process enhancements. The Audit Committee of the Board systematically reviews the enactment of the Audit Plan, assessing the sufficiency and effectiveness of internal audit systems and overseeing the application of internal audit recommendations, including those associated with improving the company's risk management framework.

Risk Review

At ANR, we implement a comprehensive risk review process designed to monitor and manage our exposure to various risks. This process ensures that the likelihood and potential impact of these risks are thoroughly understood and mitigated across all operational sites. It integrates site-specific risk assessments with strategic mitigation actions. We have undertaken an extensive assessment to identify key risks spanning Environmental, Social, and Governance (ESG) dimensions. The identified risks provide us with a detailed understanding of our risk exposure, considering the probability of occurrence and the potential magnitude of their impact on business operations. For each identified risk, we formulate a tailored mitigation strategy aimed at reducing or managing the associated threats.

Risk Appetite

Subsequent to the implementation of mitigation measures, ANR conducts an evaluation of the residual level of risk. This residual risk is subsequently assessed to ascertain the company's risk appetite pertaining to the identified risks. By clearly defining its risk appetite, the organisation ensures a balance between the effective management of risks and maintaining the flexibility to pursue opportunities within acceptable risk thresholds. This methodology facilitates the allocation of resources towards the most significant risks while ensuring that operational activities align with the organization's strategic objectives and risk tolerance.

ESG Risk Register

Risk Category	Risk Description	Impact of Risk	Mitigation Measure
Natural disasters and extreme weather events	Increased storm, flood, and drought intensity due to rising temperatures.	Business operations can be disrupted.	Assess climate risks regularly, integrate them into the risk management framework, and develop action plans.
Emissions Risk	The intensification of mining operations and expanded presence is associated with higher emissions, which complicates our efforts to meet carbon footprint reduction commitments.	Increased operations may conflict with our organisational goals and alignment with national carbon reduction goals.	Reduce emissions with efficient diesel engines, biodiesel blending, hydrogen fuel, solar-powered equipment, and methane capture from coal mines.
Regulatory Risk	Operations require adherence to various compliance and regulatory norms.	Impacts ease of doing business and requires adherence to multiple compliances.	Monitor regulatory developments, use "Legatrix" for compliance monitoring, and ensure adherence with a dedicated legal counsel team.
Supply Chain Risk	The reliance on fuel, explosives, materials, and the transportation of coal is a critical factor that may precipitate disruptions within the intricately connected networks and supply chains.	Vulnerability to physical and environmental disruptions, trade restrictions, and geopolitical tensions can result in production delays, shortages, escalating costs, and the potential for revenue loss.	A dedicated team manages the supply chain through sustainable sourcing and logistics, while diversifying partners and contingency planning to enhance manufacturing integration.
Technological Risk	Lagging in digitalization and the adoption of new technology can hinder progress and competitiveness.	The risk of falling behind in digitalization and new technology adoption could significantly decelerate the pace of business, potentially stalling innovation and growth.	Implement digitalisation initiatives like Adani Intelligent Mining (AIM), Analytics, and Robotics to modernise operations.

Risk Category	Risk Description	Impact of Risk	Mitigation Measure
Cybersecurity and IT Risk	Increased IT usage heightens the risk of data breaches and operational disruptions.	Sensitive data leakage, financial losses, reputational damage, and regulatory non-compliance.	Conduct periodic IT security reviews, implement robust cybersecurity measures, and train employees on security protocols.
Social cohesion erosion	Social unrest, cultural conflicts, and inequality can affect businesses.	Reduced consumer confidence, supply chain disruptions, and reputational damage.	Promote diversity, inclusion, and social responsibility, and engage with stakeholders.
Reputation risk	False or misleading information can damage reputation and market share.	Legal and regulatory consequences, stakeholder backlash.	Monitor narratives, communicate transparently, and partner with reputable organisations.
Health and Safety Risk	This sector intrinsically exposed to a spectrum of hazards requiring vigilant measures to protect against occupational hazards and ensure the safety of workers amidst the challenging conditions of resource extraction and processing.	Litigation, operational disruption, penalties, and loss of brand image.	Investigate incidents, monitor health and safety, and promote a 'Zero Harm' culture.
Biodiversity and Land Use Risk	Mining activities pose risks to biodiversity and ecosystems.	Stringent environmental policies and biodiversity concerns may disrupt ANR sector operations, incurring penalties and demanding proactive ecological management.	Implement a Biodiversity Management Plan (BMP) at all sites and using Tools such as the Digital Observatory of Protected Areas (DoPA) and the Integrated Biodiversity Assessment Tool (iBAT) to monitor biodiversity impacts.

Risk Category	Risk Description	Impact of Risk	Mitigation Measure
Business Ethics, Integrity and Transparency	Ethics and integrity risks in this sector, including potential misconduct and regulatory non-compliance, can tarnish reputation, attract legal penalties, and weaken stakeholder trust, highlighting the necessity for strict governance and transparency.	Legal fines, brand reputation damage, loss of business opportunities.	Uphold integrity, zero-tolerance for ethical transgressions, ensure fair practices, and abide by laws.
Labour Practices	Ensuring labour welfare and compliance with best practices.	Legal prosecution, insurance claims, reduced productivity, and reputational harm.	We have implemented a robust Contract Labour Management System, and the registration process ensures that the entire contractual workforce is above legal minimum age for employment as defined by the legal authority. We also have a grievance redressal process at our locations for our employees. The Company adheres to all the laws of the land, related to human rights and labour practices.

Kurmitar Site

Environment

Advancing Sustainable Mining: Pioneering Strategies for Environmental Stewardship

At ANR, we acknowledge the critical environmental challenges associated with the mining sector. We recognise that our operations may exert significant environmental impacts, including the loss of biodiversity, increased emissions, and detrimental effects on the surrounding ecosystem. Consequently, meticulous management is essential to prevent these impacts from disrupting our daily operations and jeopardising our long-term business sustainability. We advocate for fostering a culture of collective responsibility and promoting a

collaborative approach that empowers all stakeholders to express their concerns and contribute ideas vital for implementing effective environmental management practices. By engaging our stakeholders in open dialogue, we not only enhance our environmental initiatives but also promote inclusive growth. Collectively, we are committed to developing a sustainable business model that aligns with environmental considerations, ensuring a prosperous ecosystem for future generations.

"At ANR, we are dedicated to implementing industry-leading mining practices that enhance ESG stewardship, promote business sustainability, and contribute to the well-being of local communities. We proactively embrace innovative technologies, methodologies, and initiatives that minimise our ecological footprint, while simultaneously addressing community concerns and generating positive environmental outcomes, including the active restoration of ecosystem services in the regions surrounding our operations".

Dr. Satish Sinha
Head Sustainability
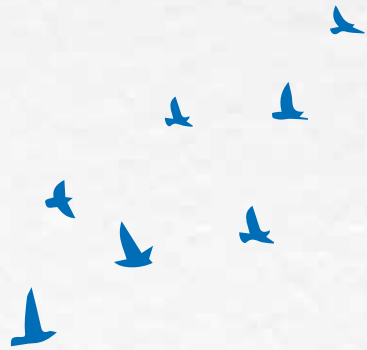
Key Highlights (FY 2023-24)

0.067 GJ per tonne of mineral production
Energy Intensity

0.025 tCO2e per tonne of mineral production
Emission Intensity

0.05 kL per tonne of mineral production
Water Intensity

0.43 MT per tonne of mineral production
Waste Intensity

76.23 Million Cubic Meter
Total Overburden handled

3,37,960
Number of Trees Planted

Business Narratives

ANR integrates sustainability into its core operations to ensure long-term environmental and economic resilience. The company has set an ambitious target to reduce energy intensity by 15% by FY28, alongside achieving a 14% reduction in Scope 2 emissions from FY22 to FY24 and initiating Scope 3 tracking to enhance transparency and alignment with evolving climate policies. Its commitment to renewable energy is reflected in the commissioning of 9 MW of solar power.

A robust resource management strategy underpins ANR's commitment to responsible environmental stewardship. The implementation of a Zero Liquid Discharge (ZLD) policy across all sites, a 20% reduction in water withdrawal compared to FY22, and the efficient management of 76 million cubic meters of overburden exemplify its focus on sustainable resource utilization. Circular economy principles are embedded in waste management practices.

Biodiversity conservation remains a key priority, with 3,37,960 trees planted and 445 transplanted to support ecological restoration efforts. Furthermore, a carbon sequestration study planned for FY25 will assess nature-based solutions to enhance biodiversity conservation and strengthen climate resilience. These comprehensive initiatives reinforce ANR's leadership in sustainable mining, ensuring regulatory compliance, operational efficiency, and long-term stakeholder confidence.

Policies Linked
ESG Policy
Environment Policy
Energy Management Policy
Climate Change Policy
Resource Conservation Policy
Waste Management Policy
Water Stewardship Policy
Biodiversity Policy

Material Topics Linked
Climate Change and Decarbonisation
Energy Efficiency and Emission Management
Water Stewardship
Air Quality
Circularity and Waste Management
Biodiversity and Ecosystem Services

Stakeholders Impacted
Employees
Suppliers
Customers
Communities
Government and Regulatory Authorities

UNSDGs Linkage

Energy

At ANR, we are committed to optimising energy management as a fundamental element of our environmental strategy within the mining industry. Our objective exemplifies our dedication to achieve a 15% reduction in energy intensity by fiscal 2028 relative to the baseline of fiscal 2022.

Recognising the significance of energy efficiency, we have embedded this principle into the core of our resource management and operational optimisation. We strive to enhance the efficiency of our mining fleet and refine our operational processes to minimise energy consumption. Through these initiatives, ANR aims to promote sustainable mining practices and responsible energy use.

9 MW
Solar energy under commission

Energy Consumption

- Fuel Consumption (GJ)
- Electricity Consumption (GJ)
- Energy Intensity (GJ per Tonne of Mineral Production)
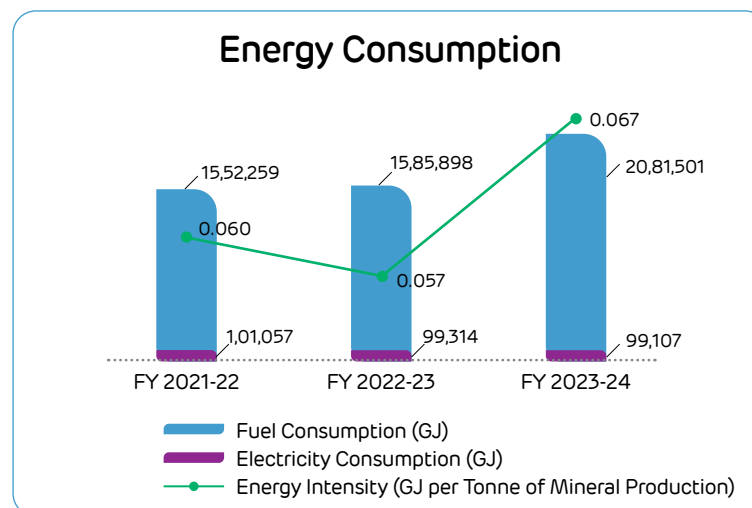
The data highlights a varied trend in energy usage. ANR is actively pursuing a reduction in its dependence on fuel-based energy, transitioning instead to energy sourced from the grid.

Initiatives and Programmes

Our energy conservation strategy includes upgrading to

- Fuel-efficient equipment
- Optimising operational processes to reduce idle times
- Investing in renewable energy sources
- Implementing energy management systems

Facilitating more effective monitoring and control of energy consumption contributes significantly to cost savings and operational efficiencies. By persistently exploring avenues to reduce our energy footprint, ANR demonstrates its commitment to a future in which sustainable energy utilisation is an essential component of our business model.

Smart Power Solutions for Enhanced Savings

At PEKB site, we have upgraded the power supply to motors by installing capacitor banks, which resulted in reduced electricity consumption and significant monetary savings.

Shifting towards cleaner energy sources

We have transitioned from utilising diesel generator sets to sourcing electricity from the grid at PEKB, Talabira, GP coal block and Kurmitar of our sites, thereby mitigating our direct greenhouse gas emissions.

Eco-illumination Solutions

We have implemented the installation of solar lighting systems at all sites, accompanied by proximity and lumen sensors, which enable the automatic activation and deactivation of the lights. This initiative significantly contributes to the reduction of our overall energy consumption.
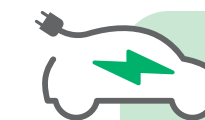
Case Study

Digital Transformation for Sustainable Mining - Fleet Management System (FMS)

Introduction: The Talabira II & III coal mines have implemented the Fleet Management System (FMS), a digital solution based on IoT technology. This system is designed to optimize resource use, enhance safety, and reduce the environmental impact of mining operations, with an investment of about INR 2 crores.

Key Features of FMS: FMS offers real-time dashboards for monitoring production and equipment, dynamic dispatch for resource allocation, and geofencing for safety. High-frequency data updates and cycle time analysis improve operational efficiency, while performance and safety monitoring ensure a secure work environment.

Sustainability Contributions: The FMS has led to optimized travel routes for haul trucks, resulting in lower diesel consumption and greenhouse gas emissions. Real-time monitoring and automation have also reduced operational costs by 5%–8% and enhanced safety measures have decreased accident risks. The FMS is part of a broader vision to transform mining operations through digitalization. Future initiatives include enhancing productivity, leveraging big data for predictive maintenance, and building an eco-friendly mining ecosystem.
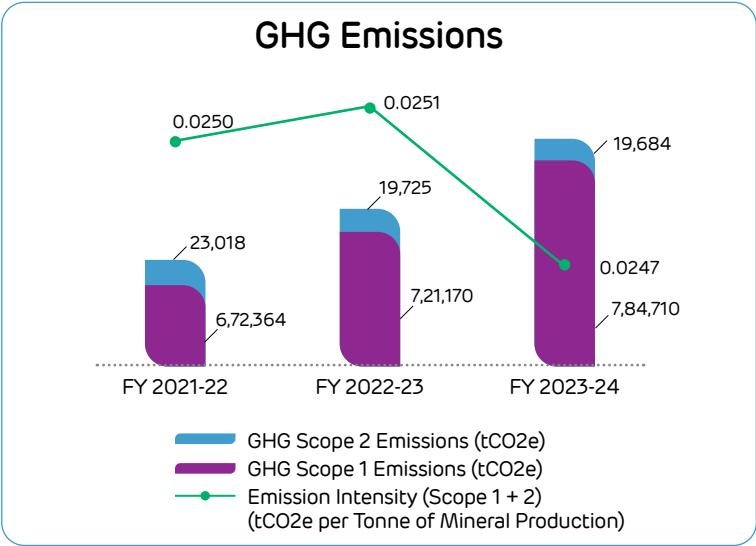
Conclusion: The FMS initiative marks a significant step towards sustainable mining, setting a new industry benchmark by integrating technology, operational efficiency, and environmental responsibility. It demonstrates the role of digital innovation in driving long-term stakeholder value.

Emissions Vis-a-vis Climate change

ANR acknowledges the significant challenges that climate change presents and proactively addresses the related risks and opportunities within the mining sector. Our strategic initiatives align with our commitment to providing sustainable value while endeavouring to achieve a substantial reduction in greenhouse gas emissions substantially. We have established an ambitious objective to reduce emissions by 15% by the fiscal year 2027-28, thereby underscoring our dedication to emissions management as a fundamental aspect of our environmental strategy.

This advancement highlights ANR's persistent dedication to augmenting operational efficiency and minimising the carbon footprint per mineral unit produced. In addition, there has been a 14% reduction in Scope 2 emissions, from FY22 to FY24.

We have initiated recording our Scope 3 emissions in FY24 for the following categories mentioned. In Fiscal Year 2023, we have commenced the comprehensive documentation of our Scope 3 greenhouse gas emissions, covering a range of relevant categories. These include 1, 2, 3, 4, 5, 6, 9 & 11. This step represents our commitment to transparency and environmental responsibility, as we strive to measure and mitigate our indirect carbon footprint across the value chain.

2%
Emission Intensity Reduction as compared to FY 23

GHG Emissions

- GHG Scope 2 Emissions (tCO2e)
- GHG Scope 1 Emissions (tCO2e)
- Emission Intensity (Scope 1 + 2) (tCO2e per Tonne of Mineral Production)

The data reveals a consistent enhancement in emission intensity, which has diminished from 0.0251 tCO2e/tonne in FY23 to 0.0247 tCO2e/tonne in FY24, representing a 1.82% reduction.

Category	Emissions (tCO2e)	% Contribution
1. Purchased goods and services	31,500	0.0649%
2. Capital goods	17	0.0000%
3. Fuel- and energy-related activities	33,281	0.0686%
4. Upstream transportation and distribution	2	0.0000%
5. Waste generated in operations	20	0.0000%
6. Business travel	870	0.0018%
9. Downstream transportation and distribution	56,630	0.1168%
11. Use of sold products	4,83,78,727	99.7478%
Total	**4,85,01,047**	**100%**

The majority of our scope 3 emissions come from category 11, which accounts for around ~99.75%. Our approach to emissions management exemplifies our dedication to environmental stewardship and our compliance with international standards and protocols for climate action. We are resolutely committed to improving our environmental performance on an ongoing basis and to maintaining transparency in our progress reporting.

To guarantee the effectiveness of our air quality management, we implement rigorous measures to control air emissions (SOx, NOx, particulate matter, etc.) and utilise precisely calibrated monitoring systems. Moreover, we are committed to full compliance with all regulatory requirements, ensuring that our operations meet or exceed established environmental standards for air quality.

Strengthening Climate Adaptation and Resilience

Adhering to the dedication to sustainability and vigilant risk management, AEL conducted a comprehensive scenario analysis at the business level to assess the physical impacts of climate change on its varied business divisions. This evaluation concentrated on persistent heat, floods, severe drought, and fluctuating rainfall patterns. Utilizing the OS-Climate PhysRisk tool by the Linux Foundation (https://os-climate.org/), the assessment covered five principal business units of Adani Enterprises, including Mining Services specifically addressed the mine sites PEKB, GPIII, Talabira, Sulyari, and Kurmitar. The analysis took into account two essential Representative Concentration Pathways (RCPs): RCP 4.5 and RCP 8.5.

Initiatives

Charting ANR's Path to Carbon Neutrality

In FY 2024-25, we will conduct a carbon sequestration study to explore nature-based solutions for offsetting our carbon footprint. This study will assess carbon stocks within and around our coal mine lease area, harnessing the power of ecosystems to absorb atmospheric carbon. The findings will establish a baseline for future projections and guide our net-zero roadmap, aligning with global and national climate ambitions. By prioritising reforestation, we aim to restore ecosystems, enhance biodiversity, and stabilise soil. These efforts highlight our commitment to sustainable mining practices and the harmonious coexistence of industry and nature.

Conducted Pilot study of Battery-operated truck at Talabira mining site in Odisha

Tree Transplantation: A Sustainable Approach to Preserve Greenery

Initiative Details: Embracing our role as environmental stewards, we have invested ₹3.4 crore in an advanced tree transplanter, designed to safeguard mature trees affected by mining operations. This equipment is adept at handling trees with girth sizes between 60 cm and 100 cm, allowing us to relocate them from forest areas to designated non-working zones within our mining lease. The process not only preserves the trees but also maintains the ecological integrity of the region.

In a heartfelt nod to community sentiment, the same transplanter plays a crucial role in the resettlement process. Trees that hold sentimental value for residents being relocated from the mining

lease area to the Rehabilitation and Resettlement (RR) colony are carefully moved to their new homes. This act of preserving the greenery they cherish fosters trust and reinforces our commitment to the community.

Community and Environmental Impact: Our initiative extends beyond environmental preservation; it also encompasses community engagement and skill development. By training two local drivers to operate the tree transplanter, we provide valuable employment opportunities and enhance the skill set within the community. This dual focus on environmental and social benefits helps to preserve the region's green cover, uphold the community's emotional ties to their environment, and contribute to local socio-economic growth.

Conclusion: The tree transplantation initiative is a testament to our dedication to sustainable mining practices. It demonstrates a harmonious integration of advanced technology with a deep respect for both the environment and the local community, ensuring that our operations contribute positively to the well-being of the ecosystem and the people who inhabit it.

Pathways to Sustainability

- Implementing conveyor belts to reduce emissions, enhance efficiency, and optimise labour.
- Adopting the dozer push method to minimise dust and improve safety.
- Conducting a carbon sequestration study to advance emission management through nature-based solutions.

Tree transplantation- At Talabira Site

GP III Coal Mine

Water Stewardship

Adani Natural Resources (ANR) is firmly dedicated to the principles of responsible water stewardship, recognising water as a crucial shared resource for both communities and industries. Our extensive water management planning process is meticulously designed to mitigate negative impacts on water sources, other users, and the environment. To accomplish this objective, ANR employs a variety of practices aimed at maintaining a zero liquid discharge policy across its operations. Washery water undergoes treatment in Effluent Treatment Plants (ETPs) and is recycled for washing purposes, ensuring sustainable reuse. At specific sites, such as Kurmitar, oil skimming tanks are employed to eliminate oil and contaminants from machinery and vehicle wash water, which is subsequently reused.Also, we have installed 5 KLD of STP at Talabira site enables wastewater reuse. These initiatives demonstrate our ongoing commitment to enhancing water use efficiency, alleviating pressure on shared resources, and aligning with our sustainability objectives.

Water Consumption

	FY 2021-22	FY 2022-23	FY 2023-24
Water Intensity	0.078	0.061	0.053
Water Consumption (kL)	21,75,126	18,01,209	17,33,728

■ Water Consumption (kL)
— Water Intensity (kL per Tonne of Mineral Production)
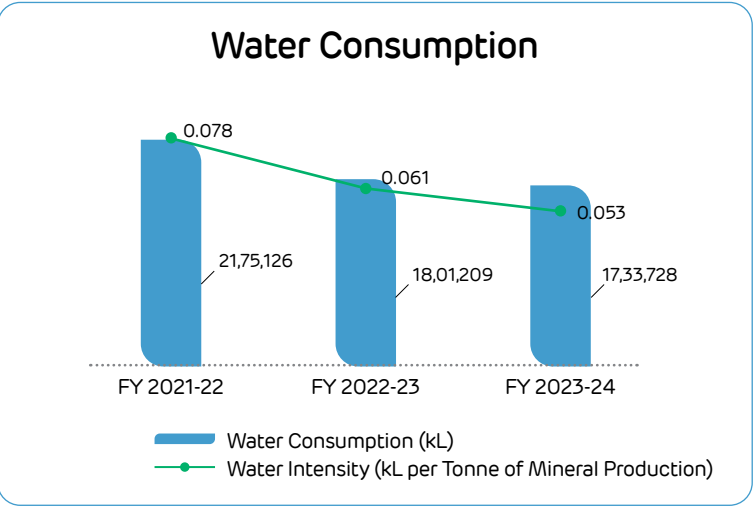
The graph presented here clearly demonstrates a notable and sustained decrease in our water usage intensity, with a remarkable 32% reduction achieved in FY24 when compared with

ZLD
at all our sites

20%
reduction in water withdrawal compared to the year FY22.

FY22 figures. This positive trend is a direct result of our strategic initiatives, including the reuse of wastewater for vehicle washing and grounds sprinkling, as well as the repurposing of washery water. These measures not only exemplify our innovative approach to water conservation but also signify our steadfast dedication to the principles of sustainability and efficient resource utilization.

ANR's continuous dedication to water conservation and effective water management practices is evidenced by a notable reduction in water consumption over the past three fiscal years. This declining trend is a direct outcome of our proactive approaches to enhancing water use efficiency and minimising wastewater generation. By establishing advanced wastewater treatment facilities, recycling and reusing water within our operations, and adopting water-saving technologies, we have not only reduced our water footprint but also fortified our water security.

Our methodology includes comprehensive oversight of water consumption, investments in rainwater harvesting systems, and active involvement in watershed management initiatives that benefit our operations and the adjacent communities.

Leaping Towards Water Sustainability with Rainwater Harvesting

The PEKB Mine has taken a significant step towards sustainability by implementing rainwater harvesting initiatives. Central to this effort are rooftop rainwater harvesting systems installed at the mine's office buildings and the residential colony in Gumga Village. These systems collect and utilise rainwater, reducing dependence on traditional water sources. Additionally, the project includes the construction of recharge pits and boreholes strategically located in Basan Village and along the nalas in both Gumga and Basan. These structures are filled with conventional filter media to enhance groundwater levels effectively. The initiative includes four rainwater harvesting structures near the site office, eight recharge pits, two nala bund structures in Basan village, and another eight recharge pits at Gumga Nala. This innovative approach not only conserves water but also fosters environmental stewardship within the community.

Rain Water Harvesting-PEKB Site

Waste Management and Circularity

ANR's waste management strategy minimises environmental impacts by responsibly managing the waste produced by mining operations. Overburden generated during mining activities is repurposed for land reclamation, while hazardous waste residues are disposed of safely through authorised dealers. Our commitment to a circular economy is exemplified by our efforts to minimise waste generation and seek opportunities for reusing and recycling materials within our operations.

103 MT
Total Hazardous Waste Generated

Waste Type	FY 2023-24
Battery waste (E) Scrap Acid-lead Batteries	2.57 (MT)
Other Hazardous waste. Please specify, if any. (G) (Spent oil + Empty barrel)	103.096 (MT)
Other Non-hazardous waste generated (H) Please specify, if any.	76.2376 (Million Cubic Meter)

Kurmitar Site

We at ANR work towards demonstrating our commitment to sustainability, effectively recycling and reusing 100% of our waste generated waste.

Initiatives

Mining waste is innovatively repurposed for local road construction and post-operation land restoration, thereby enhancing sustainability. Additionally, women at the site transform plastic waste into useful items and have cultivated a kitchen garden in the coal block, showcasing community and environmental stewardship.

Sustainable Land Use and Resource Management

ANR prioritises the environment by implementing sustainable mining practices, which include progressive reclamation—restoring land post-mining through backfilling and afforestation. Our approach involves nurturing native species and rehabilitating ecosystems, training local communities in horticulture, and deploying eco-friendly techniques to enhance agricultural productivity.

ANR employs geo-blanketing to stabilize soil and control erosion, effectively protecting the landscape and conserving soil health. Additionally, we also utilize mine seepage water for on-site processes, reducing the need for fresh water and exemplifying our efficient resource management.
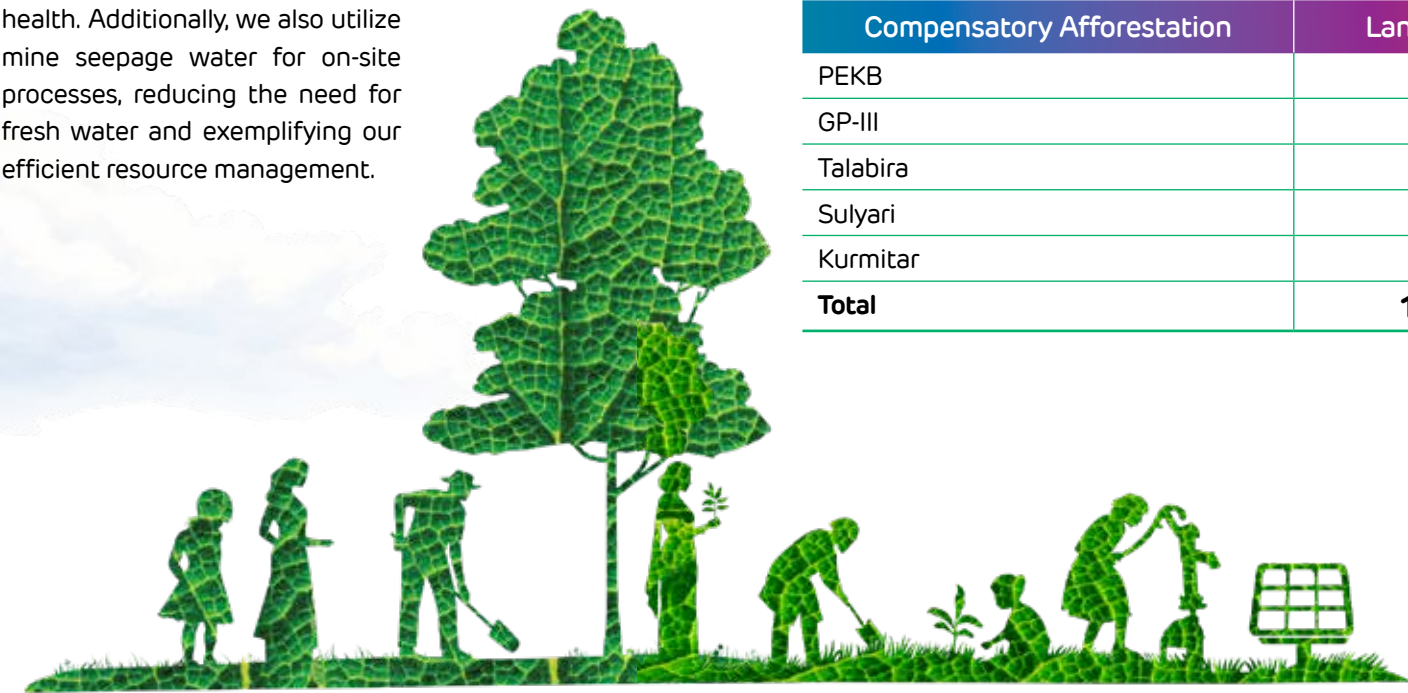
Biodiversity Management

Biodiversity management is integral to ANR's Sustainability Framework. Our strategies focus on avoiding, reducing, and restoring ecological impacts, incorporating native tree transplantation and Geo-Green Erosion Control Blanketing in reclaimed areas. Topsoil management is also a key practice, ensuring soil fertility and structure are maintained for ecosystem restoration. We conduct annual reviews of our biodiversity plans to address new risks and opportunities, aiming to restore ecosystems and protect local species for the future generations.

Compensatory Afforestation	Land (ha)
PEKB	85
GP-III	26
Talabira	7
Sulyari	11
Kurmitar	4
Total	**132**

Biodiversity Assessment

At ANR, we prioritize biodiversity and aim to minimize our environmental footprint. We conduct thorough Environmental Impact Assessments (EIAs) for both greenfield and brownfield projects, focusing on endangered species and adhering to conservation standards. Independent third-party agencies accredited by the Ministry of Environment, Forest, and Climate Change (MoEFCC) ensure the integrity of these assessments.

No. of Trees Planted	Transplantation Number
3,37,960	**445**

From the EIAs, we create biodiversity management plans to address environmental risks. We monitor these plans closely and submit biannual progress reports to the MoEFCC. Our dedicated approach to managing biodiversity risks reflects our commitment to environmental stewardship and the protection of the natural world for future generations.

Initiatives

Sal Regeneration at PEKB Coal Block

At the PEKB coal block, we've embarked on a transformative journey to restore the native ecosystem through our 'Sal Regeneration' initiative. This project is the cornerstone of our commitment to environmental stewardship, focusing on the propagation of indigenous Sal trees, which are vital to the local forest community. Our process meticulously reflects the natural growth cycle of the Sal tree, from the initial collection of flowers to the careful nurturing of saplings. This dedication to authenticity ensures that we maintain the original composition and density of forest. Remarkably, we've reclaimed over half of the mined land, reintroducing not only Sal trees but also a variety of fruit-bearing plants to enrich biodiversity.

Our reclamation strategy employs a 3-tier plantation model, integrating grass, shrubs, and trees to rapidly return the land to its former vitality. The Sal Regeneration initiative is a clear reflection of our ethos: that responsible resource extraction and ecological restoration can successfully coexist, ensuring a greener future for both the environment and local communities alike.

Sal Regeneration Process

Innovative Horticulture at PEKB Site

In our continuous commitment to environmental stewardship and enhancing biodiversity, we have embarked on a pioneering horticultural project at our PEKB site that exemplifies our dedication to sustainable practices. Recognizing the intrinsic value of mature trees in urban landscapes, we have implemented the traditional yet innovative technique of Gouti Air Layering to cultivate an impressive collection of Bargad (Banyan) and Peepal (Sacred Fig) trees, species revered for their ecological and cultural significance.

Our initiative strategically selects specimens that have reached a substantial height of 10 feet or more, ensuring immediate impact on the site's biodiversity and aesthetics. By integrating these mature trees into our landscape, we not only enhance the visual appeal of the area but also create robust ecosystems that offer numerous environmental benefits. The 1000 trees developed through this initiative stand tall at an average height of 10 to 15 feet, a testament to the five to six years of meticulous care and nurturing they have received.

The Gouti Air Layering technique, a cornerstone of our project, allows for the propagation of these majestic trees while ensuring their survival and growth. This method not only accelerates the maturation process but also reduces the initial maintenance typically required for younger saplings. As a result, we are able to establish a mature canopy in a significantly shorter time frame, contributing to the site's biodiversity from the outset.

Step 1
- Girdle stem
- Removal of several leaves around wound
- Packing area with moist sphagnum or peat moss

Step 2
- Covered moss with polyethylene plastic and tied each end

Step 4
- After roots are visible inside the bag, the rooted stem is removed from the mother plant and potted separately

Step 3
- Checking to make sure moss remains moist until roots are formed

Process of Implementation

The Biodiversity Action Plan (BAP)

The PEKB mining site developed BAP to conserve the biodiversity surrounding the mine and fairly share the benefits that may arise from its use. The plan aimed not only to mitigate the impact of mining operations on the environment but also to restore natural systems to a state of recovery. An Ecosystem Service Matrix was created to highlight levels of dependency, impact, and management approaches on a scale ranging from high to negligible impact. An analysis of the species diversity index was also conducted to evaluate potential species that might be affected. Based on this, the BAP proposed recovery and restoration strategies for topsoil conservation and erosion control, reclamation and afforestation of degraded areas, and installing nest boxes to enhance bird diversity.

Suliyari Site

Biodiversity Assessment Study

At ANR, we are committed to environmental stewardship and sustainable development. In alignment with this commitment, we intend to conduct a comprehensive biodiversity assessment at our Talabira, Suliyari & Kurmitar mining site in Odisha during the fiscal year 2025. This study aims to evaluate the characteristics and distribution of flora and fauna within a 10-kilometre radius of the proposed project site. This will encompass a thorough analysis of vegetation types, wildlife species, and their respective habitats.

The primary objectives of the study are to:

- Evaluate the diversity and distribution of vegetation near the project site.
- Investigate the fauna in the area, emphasising species diversity and abundance.
- Identify potential ecological impacts that could result from the proposed project.
- Suggest appropriate mitigation measures to reduce any adverse effects on local biodiversity.

We ensure that our operations contribute positively to India's growth while adhering to the nation's international commitments regarding biodiversity protection and climate change mitigation. Upon completing the study, we will formulate a Biodiversity Action Plan. This strategic document will serve as a comprehensive blueprint for effectively managing biodiversity, preserving healthy ecosystems, and rehabilitating degraded ones. Through these initiatives, we aspire to maintain ecological balance and bolster the resilience of local environments.

Compliance Management

We have developed a comprehensive array of policies to address a wide range of environmental challenges. These policies delineate specific roles and responsibilities and ensure compliance with environmental laws and regulations. Our Environmental Management System (EMS) serves as the foundation of this initiative, integrating stringent controls, and procedures to oversee the environmental impact of our operations meticulously.

We conduct extensive training sessions that cover all levels, from the boardroom to operational staff. These sessions are specifically designed to enhance awareness of significant environmental concerns and the environmental impacts of our operations and ensure that our team remains informed about the latest developments in environmental management practices.

Our strategy for environmental management transcends basic legal compliance, driving us toward exceptional environmental performance. ANR's commitment is manifest in our distinguished environmental track record, our strategic investments in advanced technologies, and our proactive emphasis on innovation as well as research and development. We remain resolute in our pursuit of environmental enhancement, cultivating a culture of responsibility within our workforce and collaborating with stakeholders to establish a sustainable legacy that benefits our communities and the planet at large.

Zero
Fines and Penalties
Towards environmental non-compliance

Talabira Site

Social

Collaborative Echoes in the Landscape of Change

At ANR, we integrate social responsibility into our daily operations, ensuring that every interaction with stakeholders and all partners in our value chain—including suppliers, workforce, and customers—creates a ripple effect of positive impact. We strive to provide equitable and fulfilling employee experiences, manage a responsible and sustainable supply chain, and deliver value to our customers while simultaneously nurturing the communities that shape our corporate identity. Our approach is holistic, recognising that the well-being of every stakeholder is crucial to our collective success and serves as the driving force behind our role as a catalyst for positive societal change.

Navigating through the intricate landscape of industry with a clear vision, our operations are anchored in deep respect for human rights, including those of indigenous people. Our commitment to employee well-being and ethical practices is reflected throughout our supply chain, ensuring transparency and responsibility at every turn. In the vibrant tapestry of community life, we discover a wellspring of Inspiring Lives. We place great importance to the responsible rehabilitation and resettlement of communities, ensuring that progress and respect for local cultures and traditions go hand in hand.

Mr. Vaibhav Alshi
Chief People Officer,
Adani Natural Resources

Key Highlights (FY 2023-24)

1,375	**43,443**
Total Workforce	Total Training Hours
Zero	**0.08**
Fatalities	LTIFR
34,720	**₹ 4.47** Crores
CSR Beneficiaries	CSR Investment

Business Narratives

ANR prioritises social responsibility across all operations, ensuring positive outcomes for every stakeholder. We strive to create an equitable workplace that values inclusion and respect for diverse backgrounds. Our policies support all employees fairly, while the DEI Safeguard Forum addresses discrimination and harassment. With a stronger focus on employee well-being, our turnover rate for permanent employees has decreased to 16% in FY 2023-24.

Career development and performance management are key components of our engagement strategy, supported by mentorship programmes and fair pay. To further enhance employee growth, we provided an average of 31.6 hours of training per individual.

We maintain high standards in workplace safety and supplier accountability. In the reporting period, we achieved 100% safety assessment coverage across all units and offices, ensuring a secure work environment. Our supplier partnerships ensure ethical labour practices and environmental sustainability. We also emphasise customer centricity, actively seeking feedback to enhance our services.

Our CSR initiatives address the evolving needs of the communities we serve, focusing on education, vocational training, and sustainable livelihood programmes. In FY 2023-24, these initiatives benefited 34,720 individuals, driving meaningful impact. These approaches enable us to remain dedicated to our goals while continuously improving operational excellence and ensuring the well-being of all stakeholders.

Policies Linked

- Guidelines for Code of Conduct for Employees
- Human Rights Policy
- Policy on Diversity Equity and Inclusion
- Non-Discrimination and Anti-Harassment Policy
- Guidelines for Importance of Differently Abled People
- Working Hours Guidelines
- Occupational Health and Safety Policy
- Supplier Code of Conduct
- Policy on Freedom of Association
- CSR Policy
- Stakeholder Engagement Policy

Material Topics

- Occupational Health and Safety
- Security and Human Rights Protection including Indigenous People
- Community Relations and Regenerating Economy
- Labour Practices and Compliances
- Diversity Equity and Inclusion
- Human Capital Development and Wellbeing

Stakeholders Impacted

- Employees
- Suppliers
- Communities

UNSDGs Linkage

Our Employees

16%
Turnover rate for permanent employees

31.6
Average training hours per employee

Diversity, Equity and Inclusion

We believe that embracing a multitude of perspectives and backgrounds is essential to creating a vibrant, dynamic work environment. We consider diversity to be a vital asset that stimulates innovation and drives us towards enhanced levels of productivity.
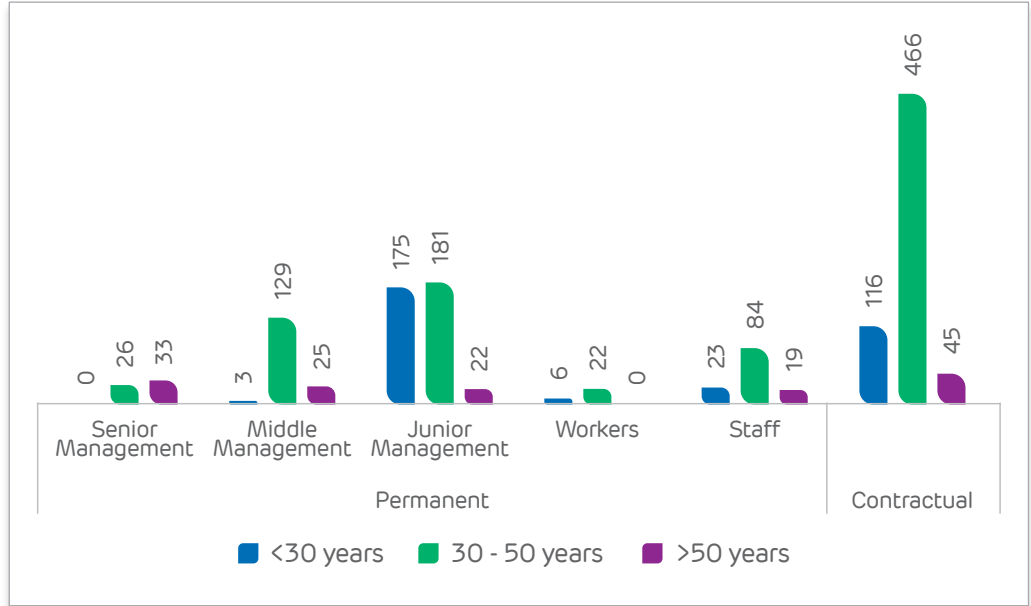
Our Workforce Strength

1,375
FY 2023-24

Workforce diversity by age FY 2023-24

	<30 years	30 - 50 years	>50 years
Senior Management (Permanent)	0	26	33
Middle Management (Permanent)	3	129	25
Junior Management (Permanent)	175	181	22
Workers (Permanent)	6	22	0
Staff (Permanent)	23	84	19
Contractual	116	466	45

Workforce diversity by gender FY 2023-24

	Male	Female
Senior Management (Permanent)	58	1
Middle Management (Permanent)	156	1
Junior Management (Permanent)	369	9
Workers (Permanent)	28	0
Staff (Permanent)	126	0
Contractual	613	14

Our workplaces serve as inclusive environments where individuals of all genders, ethnicities, backgrounds, ages, castes, religions, marital statuses, colours, states/locations, sexual orientations, languages, and abilities are genuinely welcomed and equally respected. ANR is characterised by skill balancing and a demographic composition that reflects the diverse tapestry of the global community in which we operate.

We place significant emphasis on the employment of individuals with disabilities. As an equal opportunity employer, we have developed comprehensive guidelines to provide support to Differently Abled Persons, ensuring the necessary training is available to enable them to fulfil their job responsibilities effectively.

In compliance with the Rights of Persons with Disabilities Act, 2016, our corporate offices are equipped with special provisions to accommodate the needs of differently abled people.

DEI Safeguard Forum

We have instituted the 'DEI Safeguard Forum' to address and investigate any allegations of discrimination, harassment, and bullying within the organisation. Employees are urged to report instances of unfair treatment or discrimination directly to the forum, which is committed to conducting confidential and thorough investigations. The company maintains a zero-tolerance policy towards retaliation against anyone who reports a violation or participates in an investigation. Violations of the DEI policy are met with strict disciplinary action, ensuring adherence to our standards of integrity and fairness in the workplace. This initiative is a testament to our safe, inclusive, and equitable workplace.

Pay Parity

We advocate for pay parity within the organisation, ensuring that remuneration is based on role, performance, and qualifications, without disparities related to gender, ethnicity, or other personal characteristics. Through regular reviews and adjustments of our compensation structures, we endeavour to uphold fairness and transparency in remuneration. This commitment to equitable pay is fundamental to our efforts in cultivating a workplace where all employees' contributions are valued equally.

Employee Retention

We implement a multifaceted employee retention strategy encompassing competitive compensation, extensive benefits, a positive workplace environment, and numerous opportunities for career advancement. This strategy is further augmented by a series of targeted initiatives, which include generating a sense of pride through responsive actions regarding employee feedback and maintaining transparent communication of our Employer Value Proposition (EVP) to align individual contributions with the company's growth trajectory. To promote professional development, we are instituting a policy that offers monetary rewards for certification or advanced training. Moreover, we facilitate job rotation across different clusters for career progression and provide a learning calendar for capability enhancement, thus enabling high-potential candidates to receive mentorship from seasoned leaders. We also endorse opportunities for higher education, allowing employees to pursue further academic qualifications through company-sponsored programs.

Turnover Rate	FY 2022-23	FY 2023-24
Permanent Employees	22%	16%

Hiring

To sustain our growth and retain a competitive edge, we have developed a comprehensive talent acquisition strategy that targets the recruitment and retention of exceptional professionals. This strategy is underpinned by a variety of innovative and effective recruitment channels, each tailored to meet the dynamic needs of our organisation and to attract individuals who not just possess the requisite skills.
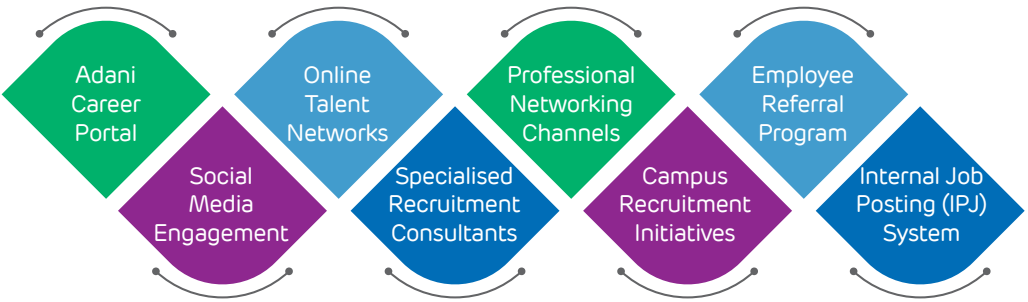
New Hires - FY 2023-24

Employment Category		Age-wise			Gender-wise		
		<30	30-50	>50	M	F	Total
Permanent	Senior Management	0	3	5	7	1	**8**
	Middle Management	3	18	2	23	0	**23**
	Junior Management	74	39	0	111	2	**113**
	Workers	0	0	0	0	0	**26**
	Staff	1	0	0	1	0	**1**
Contractual	Workers	11	15	0	23	3	
Total		**89**	**75**	**7**	**165**	**6**	**171**

Performance Management and Career Development

We utilise a Performance Management System (PMS) to conduct individual performance appraisals, incorporating Management by Objectives (MBO) to establish clear employee goals. This practice ensures alignment of individual performance with organisational objectives. Furthermore, mentorship and coaching are integral components of our development strategy, with senior leaders actively participating in the guidance of team members.

Additionally, we advocate for continuing Agile Conversations regarding Performance Appraisal, with an emphasis on career advancement, constructive feedback, and professional development. Our performance management framework is meticulously designed to furnish clear and actionable feedback while establishing attainable objectives that correspond with our corporate goals. By regularly assessing performance and identifying areas for improvement, we formulate tailored development plans that steer our employees toward professional growth.

Employee Training and Development

In FY 2023-24, we provided
43,443 hours of training
to our workforce, with an average of
31.6 hours per individual

We offer a diverse range of professional development opportunities tailored to individual career paths, ensuring that our team members have the resources and support they need to refine and sharpen their skills and broaden their expertise. Furthermore, we are creating comprehensive training programmes for new hires to facilitate their swift and seamless integration with our organisational culture and values.

Our L&D framework encompasses a range of tailored programs, from on-the-job training to e-learning modules, that align with our strategic objectives and core values.

Training Programs

Mining for Non-Mining

This training program is an educational initiative aimed at broadening the horizons of our employees who are not directly involved in mining operations. The program offers a foundational yet comprehensive understanding of the mining industry, acquainting participants with the key concepts that underpin our business.

Digital Dexterity

This program is meticulously designed to enhance the digital literacy of our employees. This program equips staff with a comprehensive understanding of the transformative potential of digital technologies. Participants are guided to appreciate the overarching importance of digital transformation, its implications for our organisational processes, and their personal responsibilities in championing these changes.

Young Managers Program

This is a strategic initiative designed to identify and nurture emerging talent within the organisation. This program offers a platform for high-potential individuals to accelerate their professional growth through targeted training, mentorship, and hands-on project experience.

Our Leadership Development Program is designed to nurture the skills and competencies necessary for effective leadership.

Fulcrum

Fulcrum, in collaboration with EMERITUS and NDTV, provides a 90-day training program for business owners. This initiative aims to prepare PL-5 functional managers for advanced leadership positions.

Takshashila

Takshashila, in collaboration with the Indian School of Business (ISB), integrates Personal Growth Labs, business modules, and a six-month Advanced Leadership Program (ALP), thereby providing in-class instruction aimed at preparing Function and Department Heads.

Northstar

For Function/Department Managers at PL-3, Northstar focusses on executive presence and personal leadership, supported by partnerships with Potentia, ISB, and Storywallahs.

The Learning and Organisation Development programmes are meticulously developed in accordance with the widely recognised 70:20:10 framework for education. To support this model and enhance accessibility, we utilise our digital learning portal, e-Vidyalaya Percipio, which allows employees, particularly those stationed in remote areas, to access educational content at their own pace. We collaborate with esteemed global educational institutions to thoughtfully design our training programmes, ensuring their alignment with industry standards. These programmes encompass an extensive array of topics, including Strategy, Finance, Design Thinking, and ESG practices. They are regularly updated to maintain the curriculum's currency and relevance.

70%
Hands-on experience

20%
Interactive collaboration

10%
Structured training

Training Pre- and Post- Assessment

To assess the effectiveness of our training programs, we conduct a comprehensive survey three months following the completion of training. During this evaluation, the managers of the participants assess the enhancement of knowledge within their respective teams. This pre- and post-training assessment enables us to quantify the advancements in understanding and skills acquired by the participants throughout the programs. The results, presented in numerical format, offer valuable insights into the effectiveness of our training initiatives and assist in identifying areas requiring further development to ensure that our employees continue to progress and excel in their professional roles.

Employee Wellbeing and Benefits

Our company actively invests in employee well-being through a carefully curated benefits program that goes beyond the standard offerings. To this end, we have implemented specific initiatives such as flexible working arrangements to accommodate different life stages and responsibilities, as well as professional development opportunities that encourage personal growth and skill enhancement. Our employee engagement efforts include regular team events and community service projects that not only bring our employees together but also connect us more deeply with the values of our company.

Employee Engagement

Our employee engagement strategy is focused on creating a vibrant workplace culture and meaningful connections. We organise regular team-building activities, workshops, and social events that encourage collaboration and camaraderie among colleagues. We also have feedback mechanisms in place, such as surveys and open forums, allowing employees to voice their opinions and contribute to the continuous improvement of our work environment.

Physical Health Initiatives

To promote physical health, we offer a range of activities that include both virtual and on-site yoga and fitness classes, comprehensive sports facilities, engaging wellness competitions, and full access to various health resources to motivate and support employees in leading a balanced and healthy lifestyle.

We periodically share awareness alerts on major non-work-related health risks, such as heat stroke prevention campaigns during the summer and diabetes awareness initiatives.

Mental Wellness Initiatives

Our mental wellness support includes a range of wellness programs and is supported by the initiatives under Adani Cares, all aimed at enhancing the emotional well-being of our employees. We offer a wellness program that provides mental health support and nutritional counselling. These programs are dedicated to creating a supportive environment that places a high priority on mental health in the workplace.

Our suite of employee engagement initiatives is curated to cultivate a dynamic and supportive work environment:

1. HR Connect: A monthly initiative where employees engage with HR representatives within their respective departments, creating a stronger connection and open communication with the HR team.

2. PAP Engagement: Regular monthly interactions with Project Affected People (PAPs) are facilitated by HR teams, including Project Pragati, which offers coaching and hand-holding sessions leading to competency certification.

3. Focus Group Discussions: These discussions are a platform for employee engagement, allowing for open dialogue and feedback on various workplace topics.

4. Quarterly Survey: A tool to gauge employee sentiment and gather insights on workplace satisfaction, conducted every quarter.

5. Quality of Life Events: A series of programs designed to enhance community and family engagement, including Annual Family Day, Republic Day, and Ramanavami celebrations at the township and mines.

6. Monthly Birthday Celebration: Birthdays are celebrated monthly in the presence of site leadership teams, creating a sense of camaraderie and recognition among employees at the site.

Employee Benefits

Our company offers a comprehensive suite of employee benefits tailored to meet the diverse needs of our workforce. These benefits include competitive health insurance plans, retirement savings options, educational assistance, and paid time off. Our goal is to offer a benefits package that enhances the financial security and personal well-being of our employees.

100% Return-to-work rate for employees that took parental leave

100% of our employees and workers are covered in our employee benefits program		
PF	Gratuity	ESI/WC
Health Insurance	Accident Insurance	Maternity Benefits	Paternity Benefits	Retirement Provision

Working Hours Guidelines

We have implemented Working Hours Guidelines to ensure employees can balance work with personal life while maximising workplace productivity and satisfaction. These guidelines align with employment legislation, providing clarity on working hours, which adhere to the statutory limit of 48 hours per week in India.

Rewards and Recognition

Our Rewards and Recognition program is designed to acknowledge and celebrate the exceptional contributions of our employees. By spotlighting outstanding achievements and consistent performance, we aim to motivate individuals and reinforce the behaviours that drive our company's success. This program includes a variety of awards that commend various accomplishments, from innovative problem-solving and leadership excellence to teamwork and customer service.

Employee of the Month

Recognising exceptional dedication and performance across our workforce each month.

Pratishtha Award

Celebrating innovative contributions that significantly advance our organisational goals.

On Spot Recognition

Honouring individuals who demonstrate outstanding work, with recipients felicitated with a silver coin.

Pinnacle Award

Awarded for achieving excellence in Key Performance Indicators (KPIs), signifying championship in performance.

Freedom of Association and Collective Bargaining

Recognising freedom of association and collective bargaining as a fundamental right to empower our workforce, we are committed to ensuring that our practices promote a constructive and transparent dialogue between management and employees. To this end, we have established committees within the organisation that function as forums for collective bargaining, providing employees with the opportunity to voice their concerns and negotiate on issues pertinent to their professional lives.

Human Rights

We integrate human rights into the fabric of our business framework, recognizing their critical importance in every aspect of our operations. Our Human Rights Policy is designed to align with global standards and comply with applicable laws, setting the stage for a culture of respect and ethical behaviour. We have instituted mechanisms for monitoring, reporting, and addressing human rights matters, which include regular training programs, clear reporting channels, and transparent grievance redressal processes to ensure these rights are respected and protected. In FY 2023-24, we received zero complaints from our employees and workers on human rights issues.

250 hours Human rights training provided in FY 2023-24

Occupational Health and Safety

Our methodology concerning Occupational Health and Safety (OHS) is fundamentally rooted in a proactive and preventative philosophy, emphasising the creation of a safe and health-oriented workplace. We execute a comprehensive OHS framework that includes systematic assessments of workplace hazards, customised safety training programs, and the enforcement of rigorous safety protocols. We equip our employees with crucial training and resources to maintain a culture of safety, thereby ensuring vigilance in the prevention of accidents and health threats.

100% of our Operational Sites have achieved ISO 45001:2018 (Occupational Health and Safety Management System) certification

Occupational Health and Safety Management System

Our Occupational Health and Safety Management System (OHSMS) is designed to ensure the health, safety, and well-being of all employees, contractors, and visitors. The principal components of our OHSMS encompass policies and procedures, training and awareness programs, risk assessment and management, incident reporting and investigation, and a steadfast commitment to continuous improvement. Our health and safety initiatives include preparedness for emergencies by incorporating responsive measures, alongside the clear definition of responsibilities throughout our organisational hierarchy. The consultation and participation of workers are integral to our stakeholder engagement, which empowers us to address and respond to safety concerns directly.

Our safety protocols encompass Safety Interaction (Samwaad), Hazard Identification and Risk Assessment (HIRA), Incident Reporting and Investigation, Job Safety Analysis (JSA), Permit to Work (PTW), Lockout/Tag out (LOTO) systems, Personal Protective Equipment (PPE), and systematic Safety Risk Field Audits (SFRA) to maintain a high standard of workplace safety. We have established a dedicated safety standard that delineates technical requirements and approved Original Equipment Manufacturers (OEMs) for procurement purposes. Our safety management protocols also incorporate pre-start safety reviews and process safety management to ensure operational integrity. Furthermore, we adhere to the Road Vehicle Driver Training Standard (RVDTS) and Rail Safety Standard, thereby ensuring the highest levels of safety in both road and rail operations.

Additionally, we have established a comprehensive system for the Initial Medical Examination (IME) and Periodical Medical Examination (PME) of all personnel to proactively manage occupational health hazards, guaranteeing their sustained health and fitness. Each facility is equipped with sufficient occupational

Six Safety Taskforces

- 01 | Standards, Rules and Procedures
- 02 | Contractor Safety Management
- 03 | Training and Capacity Building
- 04 | Logistics Safety
- 05 | Incident Reporting and Investigation
- 06 | Technological Intervention in Safety

health centres, managed by certified physicians, support staff, and appropriate medical infrastructure. Furthermore, we activate a variety of health checkup initiatives designed for all employees and workers to enhance their well-being. The quality of these services is maintained through the involvement of certified professionals, strict adherence to industry standards, and ongoing training, complemented by transparent communication channels to ensure accessibility for all workers.

Safety Incidents

	Fatalities		Lost Time Injury (LTI)		Manhours Worked	LTIFR	Near Misses
	Permanent	Contractual	Permanent	Contractual	Permanent and Contractual		
FY 2023-24	0	0	0	1	1,21,51,476	0.08	261
FY 2022-23	0	0	0	2	1,33,33,480	0.15	170

Annual Safety Fortnight Awards by DGMS (FY 2023-24)

Talabira II & III OCP

Gare Pelma III

Contractor Safety Management

Furthermore, we have incorporated an OHS criteria into our procurement processes and contractual obligations, ensuring a consistent commitment to safety excellence and ongoing enhancement across all business areas. We regularly assess our progress in minimising health risks, utilising internal audits and external validations against the ISO 45001 standards.

> We maintain a dedicated team of Ground Zero Safety Personnel (GZSPs) across all sites, tasked with promptly identifying hazards and evaluating on-site risks, taking immediate corrective actions when possible, or escalating the issues for further intervention, with their findings regularly reviewed at monthly discussions at both site and Business Unit (BU) levels.

In FY 2023-24, we successfully conducted safety assessments across all our units and offices, achieving a 100% assessment coverage.

Hazard Identification and Risk Assessment (HIRA)

We engage in proactive management of workplace safety through comprehensive assessments of risks and hazards. This process involves the identification of potential dangers as well as the formulation of targeted action plans with clearly defined objectives aimed at mitigating these risks. Our approach encompasses thorough investigations of work-related injuries and illnesses to identify areas for improvement. By recognising potential workplace hazards, we prioritise these risks and develop action plans with measurable targets to effectively address them. Our procedures also include conducting root-cause analyses of work-related injuries, illnesses, and incidents, which are essential for uncovering underlying issues and informing our strategies for continuous improvement.

Incident Reporting and Investigation

Our Adani SafeX platform facilitates easy reporting via QR code scanning or a hazard spotting tool, with immediate notification to responsible parties and persistent reminders for unresolved issues. These reports are regularly reviewed at various management levels to reinforce our OHSMS.

Our joint management–worker health and safety committees are instrumental in maintaining workplace safety. They identify hazards, shape safety policies, perform risk assessments, and promote safety awareness. Meeting monthly, these committees review safety performance, discuss incidents, and devise preventive measures, with the authority to enforce safety improvements and compliance. All workers are represented, ensuring comprehensive participation and addressing the safety concerns of our entire workforce.

An online portal called Gensuite is available for routine reporting of work-related hazards, facilitating timely and efficient communication of safety concerns.

Incident Reporting and Investigation Process

To further safeguard our workforce, we have implemented clear policies that uphold workers' rights to refuse unsafe tasks, accompanied by established reporting procedures and prompt response protocols. Our policy against reprisals guarantees that employees can report safety concerns without fear of repercussions, and we offer extensive training to bolster safety awareness. Our commitment to maintaining a secure workplace is reflected in our specific standard, Incident Reporting and Investigation, which encourages meticulous reporting and thorough investigations to avert future safety incidents.

Safety Training

We provide comprehensive occupational health and safety training for employees and stakeholders, aiming to enhance safety awareness and reduce the likelihood of incidents. The occupational health and safety training offered at our establishment includes a wide range of essential topics, from general safety orientation and first aid to specialised instruction on managing specific workplace hazards and engaging in high-risk activities. Additionally, our training curriculum includes detailed emergency response exercises, encompassing mock drills and behaviour-based safety protocols, to adequately prepare our workforce for potential incidents. These programs are conducted meticulously by our skilled in-house trainers in collaboration with reputable external training agencies.

1,342 hours of Health and Safety training provided in FY 2023-24.

> PEKB has notably enhanced mine safety by instituting several measures: the introduction of a vehicle pass system for authorised entry, the use of fatigue sensors to monitor driver alertness, and the installation of fixed proximity sensors in dumpers to prevent collisions. The mining areas are now well-lit with LED illumination, and traffic flow is improved with a separate lane for light motor vehicles (LMVs) and the implementation of a zero pedestrian concept. Additional safety features include a RED flag system for LMVs, widespread display of safety caution boards, and the adoption of a Lockout/Tagout (LOTO) system to ensure secure maintenance operations.
>
> At Sulyari Mines, we have introduced an AI-based training system where speakers are installed at different locations, allowing workers to listen and become acquainted with the safety practices followed.

Sustainable Supply Chain

Sustainable supply chain management represents a strategic imperative in the contemporary business landscape, where environmental responsibility and ethical sourcing are inextricably linked with operational success. This approach entails a comprehensive consideration of ecological impacts throughout the entire supply chain, ensuring that every link embodies our accountability towards the planet. By integrating sustainable supply chain practices, we aspire to minimise our environmental footprint, enhance efficiency, and cultivate resilience for value chain. This equilibrium between economic and environmental objectives positions our business as a proactive agent of positive change prepared to address the demands of a resource-conscious world.

Strategic Supplier Selection

Our methodology for strategic supplier selection is underpinned by a comprehensive checklist, supplemented by a pre-qualification survey designed to evaluate prospective value chain partners. This checklist encompasses essential criteria, including financial stability, ethical labour practices, environmental sustainability, quality assurance, and innovation potential. It scrutinises suppliers' compliance with health and safety regulations and the quality of their working conditions, ensuring that our suppliers maintain the high standards we uphold for our operations. Prior to onboarding, we conduct meticulous due diligence from our headquarters for each vendor, verifying their alignment with our operational standards and ethical values.

'Ariba' portal

To streamline our procurement process and ensure compliance with our standards, we have deployed the 'Ariba' system, a comprehensive platform where we detail all necessary supplier requirements, including critical health and safety criteria that suppliers are obligated to meet as part of our collaboration. Through the Ariba portal, vendors can complete all formalities from contract signing to bill generation, ensuring a seamless and efficient end-to-end procurement process.

Additionally, we provide vendors with the General Contract Terms document and the Supplier Code of Conduct at the beginning of the contract award process. This document stipulates the requirement to deposit all statutory dues, including PF, ESIC, and other insurance, while clearly outlining expectations for compliance. Only vendors who agree to fulfil all the stipulations outlined in the General Contract Terms are allowed to engage with our company. Furthermore, to ensure ongoing compliance, vendors must obtain verification from company HR at the time of final invoice billing, confirming that all statutory dues have been properly deposited. We emphasise the importance of seeking suppliers committed to excellence, reliability, and continuous improvement, as these qualities are vital for establishing mutually beneficial, long-term partnerships.

We use the Kronos system for vendor assessment, which incorporates detailed forms and clauses on human rights, child labour, and other ethical considerations, to confirm that our suppliers meet our stringent standards for responsible business practices.

Supplier Code of Conduct

We recognise our suppliers as essential collaborators in our business operations. Accordingly, we have developed a Supplier Code of Conduct that seeks to engage with our suppliers in upholding legal, professional, and equitable business practices that honour human rights, maintain ethical standards, and protect the environment.

The Supplier Code of Conduct universally applies to all our suppliers, including material suppliers, service providers, vendors, traders, agents, consultants, contractors, and third parties, along with their respective employees and representatives. Our suppliers must disseminate this code to their affiliated entities and subcontractors involved in the provision of materials or services, thereby ensuring compliance and adherence throughout the supply chain.

Supplier Evaluation

The Supplier Code of Conduct serves as a fundamental document that delineates the criteria and expectations regarding the performance of our suppliers. The acceptance of our Supplier Code of Conduct constitutes a critical step in the partnership process. By affixing their signatures to the purchase order, contract, or agreement, suppliers confirm their understanding and acceptance of the guidelines articulated within the document. We routinely evaluate our suppliers to ensure compliance with the expectations outlined in the Code. Moreover, we promote a culture of continuous improvement and, where feasible, offer assistance to suppliers in the adoption of best practices, enabling them to not only meet but also surpass the standards defined in the Code. Suppliers are anticipated to integrate the key elements articulated within the Code, which encompass a range of considerations, including ethical conduct, legal compliance, and operational best practices.

Health and Safety · Governance · Environment Management · Human Resources · Regulatory Compliance · **Supplier Code of Conduct Compliance Criteria**
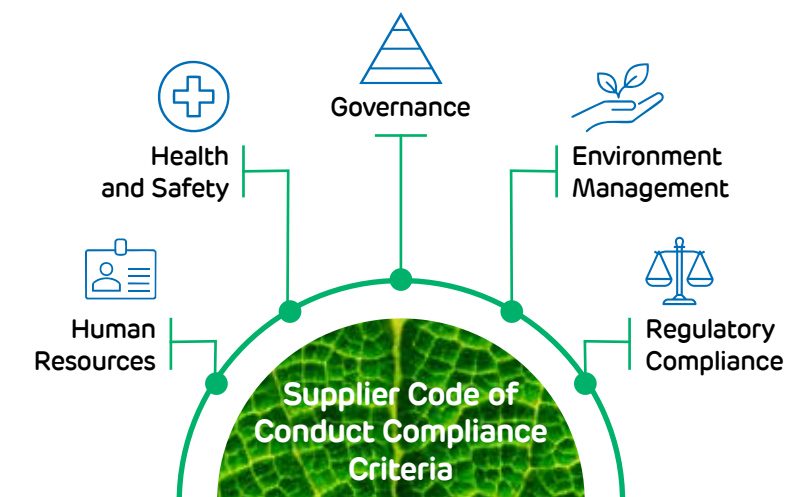
At our Kurmitar site, we have engaged third-party inspectors to conduct due diligence for mechanical, electrical, and civil-related projects.

Supplier Engagement

Our approach to safety training incorporates essential elements to ensure the well-being of our workforce. From foundational induction sessions for newcomers to daily toolbox talks that reinforce safety messages, we cover all bases. Fire safety instructions and practice drills are routine, equipping our team to respond effectively in emergencies.

For our Kurmitar site, we have implemented a paperless vendor management process, streamlined operations and reduced our environmental footprint, with only original bill copies retained in paper form.

Customer Relationship Management

We believe in building lasting relationships with our customers based on trust, transparency, and mutual respect. Our approach involves actively listening to customer feedback, understanding their needs, and delivering solutions that surpass their expectations. We adhere to ethical marketing practices, ensuring that all communications are honest and clear, and that our products and services are represented accurately. In every interaction, we aim to provide exceptional service and uphold the highest standards of business conduct, ensuring customer satisfaction and trust remain at the forefront of our operations.

Customer Engagement and Responsible Practices

We ensure open communication with our customers by consistently providing regular updates on project progress, milestones, anticipated timelines, and any potential impacts, thereby reinforcing transparency and accountability. To further this effort, we actively seek customer input and feedback through various channels, including surveys, meetings, and digital platforms. By integrating this valuable input into our operations, we continuously refine our services, ensuring they align with customer expectations and industry best practices.

We place the privacy of our customers at the forefront, ensuring that every interaction is governed by stringent data protection protocols. Our proactive measures and specialised oversight are designed to maintain the integrity and confidentiality of customer information, showcasing secure and responsible data management.

Corporate Social Responsibility

Pursuit for Sustainable Excellence

Our approach to Corporate Social Responsibility is deeply rooted in the belief that business growth and social welfare are interdependent. Our commitment to making a positive societal impact is resolute, as we channel a share of our resources to initiatives that resonate with our ethical, social, and environmental values. We are driven by the belief that our corporate footprint extends into the broader narrative of social and environmental consciousness and is an opportunity to enrich the lives of our stakeholders.

CSR Vision

Improve quality of life for all through integrated and sustainable development.

CSR Thrust Areas

We conducted Needs Assessment surveys across our sites, which have laid the foundation for defining the 'Thrust Areas' of our CSR initiatives, tailored to the unique requirements of government entities and the local communities we interact with. Through the Adani Foundation, the Adani Research and Education Foundation, the Adani Skill Development Centre, and other associated entities, we implement CSR projects that target core sectors and are tailored to the socio-economic, educational, health, and infrastructural needs of the local populations. These CSR projects target core sectors and cover the influenced villages near our business sites, with some projects extending to have state-wide and nationwide coverage. Our CSR Policy guides these efforts, ensuring they are precise, impactful, and contribute meaningfully to community well-being and development.

Accessibility towards Education

Access to primary healthcare

Basic infrastructure for rural development

Social Engagement through cultural and community engagement

CSR Thrust Area	CSR Activities	Alignment with UN SDGs
Primary Education	**"Ignited Minds for a brighter future"** • Establish and run our own schools • Support to Government Anganwadi's and schools • Public Private Partnership (PPP) initiatives with the Government	4 QUALITY EDUCATION, 5 GENDER EQUALITY, 17 PARTNERSHIPS FOR THE GOALS
Primary Health Care	**"Ignited Minds for Healthy Life"** • Establishment of rural clinics • Deployment of mobile health care units • Public Private Partnership (PPP) initiatives with the Government • Implementation of innovative and need based projects such as Anaemia Prevention Program, Health Card to Senior Citizens, etc. • Support for medical education programs	1 NO POVERTY, 3 GOOD HEALTH AND WELL-BEING, 6 CLEAN WATER AND SANITATION
Sustainable Livelihood Development	**"Ignited Minds for an Empowered Life"** • Support for livelihood enhancement in the fisher folk community • Empowerment of women for better livelihood opportunities • Improvement of agriculture and animal husbandry practices • Optimisation of natural resource utilisation and conservation in rural areas • Promotion of vocational skill development and entrepreneurial initiatives, with a focus on women, children, the elderly, and the specially abled	2 ZERO HUNGER, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES
Rural Infrastructure Development	**"Ignited Minds for better Living"** • Initiatives for water conservation and recharge • Projects to enhance drinking water availability • Upgrades to educational infrastructure • Improvements to primary health infrastructure and hygiene promotion • Development of community utility infrastructure	7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES
Rural Sports and Sports Training	**"Ignited Minds for Disciplined Life"** • Training programs to promote rural sports • Creation or enhancement of rural sports grounds • Encouragement of sports activities among rural youth	13 CLIMATE ACTION, 15 LIFE ON LAND, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

₹**4.47** crores — **In FY 2023-24, our total expenditure on Corporate Social Responsibility activities amounted to ₹4.47 crores**

Education Development Programme

Access to quality education is not merely a privilege but a fundamental right for every child, regardless of their background. Recognising this, we have dedicated ourselves to providing quality education. This initiative supports the Government's efforts with a focus on inclusivity and holistic development. The Foundation has been instrumental in shaping the lives of thousands of children across the nation through its schools, Project Utthan for improving learning outcomes in government schools, Project Prayas to motivate students to coaching centres, and Eklavya scholarship scheme to sponsor meritorious students.

4,688 beneficiaries reached

Adani Vidya Mandir

Adani Vidya Mandir, Surguja, established on July 22, 2013, provides free, high-quality education to talented children from economically disadvantaged backgrounds. This initiative reflects the Adani Foundation's commitment to supporting underprivileged and marginalized communities in the mining-affected villages of Surguja. To date, 889 students have benefitted under the Adani Vidya Mandir program.

Project Utthan

Project Utthan, our flagship CSR initiative, is a comprehensive educational program aimed at bridging learning gaps and providing holistic support to students. The project includes remedial classes to strengthen core academic skills, distribution of educational kits, and provision of essential school materials such as benches, chairs, tables, and computers. A notable aspect of the project is the distribution of bicycles to girl children, significantly improving their access to education by reducing travel time and enhancing safety.

Additionally, Project Utthan focuses on improving the physical learning environment by renovating classrooms and providing suitable furniture, creating a more conducive and engaging educational setting. These efforts collectively aim to elevate the quality of education and ensure every child can thrive academically.

> Project Utthan has positively impacted various beneficiaries, showcasing its extensive reach. The program has significantly enhanced students' academic performance, boosted attendance rates, and increased enrolment, especially among girls.

Project Eklavya

Project Eklavya, the Eklavya Scholarship Scheme, is our flagship initiative aimed at promoting the educational pursuits of deserving students. The Eklavya Scholarship Scheme selects students based on merit and the need for educational support, providing them with the resources necessary to continue their academic journey. The program is more than just financial aid; it is an investment in the potential of young individuals who are determined to make a positive change in their lives and communities. Last year, the scholarship program was piloted in Singrauli and Tamnar, marking the beginning of what we envision as a transformative journey for many young minds.

> The program has made significant strides in empowering students to achieve their educational goals. The success of these scholars reflects the program's effectiveness in nurturing talent and ambition, contributing to the larger goal of educational equity.

Project Prayas

Project Prayas is an initiative designed to help achieve the academic pursuits of students by providing them with essential guidance and support. The program focuses on preparing students for a variety of competitive examinations, including Jawahar Navodaya Vidyalaya (JNV) entrance tests, JEE, NEET, sub-inspector, forest guard, and banking exams. Through Project Prayas, students are given the opportunity to receive specialised coaching aimed at helping them realise their academic and professional aspirations.

> Project Prayas has successfully extended its reach to various students, offering them the opportunity to advance their education and career prospects through dedicated coaching and guidance.

Community Health Programme

Project Nirmaya

Under the thematic area of Health and Hygiene, Project Nirmaya stands out as a key initiative. This comprehensive health project includes ambulance services, mobile medical units, general health camps, specialised medical camps, and eye check-up camps. In collaboration with Helpage, these health initiatives are actively conducted in Gondulpara, Tamnar, and Suliayri. A notable ongoing effort within Project Nirmaya is the tuberculosis eradication drive in collaboration with the government's National Poshan Yojana. This initiative, the first of its kind by a corporate entity in the region, involves distributing nutrition-rich food kits to patients through government-organised health camps. Additionally, the team has conducted awareness programs on TB prevention, emphasising home isolation, medication adherence, and basic hygiene practices.

27,103 beneficiaries reached

> Project Mamta made a considerable impact by directly supporting adolescent girls, pregnant women, and lactating mothers through awareness sessions and by providing essential 'Jacha Bacha' kits at different locations, leading to improved maternal and child health outcomes in the communities we serve.

Project Swasth Gram

Project Swasth Gram is a comprehensive health initiative aimed at communities with poor health indicators due to high carbohydrate diets, alcohol use, low health awareness, and inadequate healthcare services. The project aims to transform community health through rural medical camps, speciality and multi-speciality health camps, and health awareness camps, thereby raising health awareness, reducing disease incidence with preventive and curative care, and facilitating the use of government health schemes.

> The outcome of this program has been a marked improvement in the health and well-being of the target communities, with increased health awareness, reduced incidence of common ailments, and better utilization of available government health schemes.

Project Jeevan Amrit

Project Jeevan Amrit is an initiative aimed at enhancing community health by providing access to clean and safe drinking water in areas surrounding mines. Previously, despite the installation of hand pumps by various government and non-government organizations, the local communities faced a water crisis due to the pumps being out of service from lack of maintenance. To address this, Project Jeevan Amrit has implemented several solutions: new hand pumps have been installed to ensure villagers can easily obtain clean water; in Parsa village, a water supply pipeline has been laid to deliver water directly to residents' homes; and a water filter plant has been set up to provide purified drinking water on a daily basis. These measures, along with the installation of bore wells equipped with hand pumps, have significantly improved the water infrastructure for the community.

> Project Jeevan Amrit has significantly improved access to clean and reliable drinking water for communities around mines, enhancing their overall health and quality of life.

Sustainable Livelihood Development Programme

We are working to augment and diversify the income of communities at grassroots by establishing a self-sustaining ecosystem that harness human potential and community resources for socio-economic progress. Our efforts cover on-farm, off-farm and non-farm areas, aiming to boost, diversify and sustain incomes. Our initiatives include providing knowledge on collective farming, modern agricultural practices, sewing machine operation, animal husbandry, mushroom production, and empowering women-owned enterprises.

735 beneficiaries reached

Project Swavlambam

Our programme dedicated to strengthening self-help groups (SHGs) and providing skills training to youth and women is designed with the vision of developing sustainable alternative livelihoods within a 3-5 year timeframe. By investing in the development of these groups and individuals, we aim to enhance economic self-sufficiency and empower communities towards long-term prosperity. The initiative focuses on equipping participants with the necessary skills and knowledge to thrive in an evolving economic landscape, thereby contributing to the overall socio-economic uplift of the regions in which we operate. Additionally, the SHGs play a pivotal role in supporting marginalised women by enabling them to save money regularly and providing inter-loan benefits to those in need.

> The impact of our program has been substantial, enabling SHGs to function more effectively and contribute to the local economy. The initiative has also facilitated socio-economic growth in the regions where it operates, with SHGs supporting marginalized women through regular savings and access to inter-loan benefits.

Project Annapurna

Project Annapurna is a sustainable agriculture initiative that equips farmers in mine peripheral areas with modern farming techniques and tools to replace traditional, less productive methods, thereby increasing their income. Through technical training, distribution of high-quality seeds, and modern equipment, the project has facilitated a shift towards organic farming, SRI, and integrated farming practices. Collaborations with agricultural and horticultural departments have led to the distribution of vegetable saplings, mushroom and paddy seeds, and the implementation of organic group farming and mushroom cultivation training.

> There has been a significant upliftment in the economic status of farmers through the adoption of multi-crop farming techniques, which have led to a higher yield per unit of land. This increase in productivity has directly translated into enhanced earnings for the farmers, contributing to the prosperity and sustainability of their agricultural practices.

Project Saksham

Project Saksham is a transformative initiative focused on generating self-employment opportunities for women through tailoring training. The program is designed to impart valuable sewing skills, enabling women to craft a sustainable source of income and strengthen their economic standing. In addition to the women's program, Saksham has also expanded to include training for men as Assistant Electricians. Both female and male students of Saksham have been certified in their respective courses at the Adani Skill Development Centre in Salhi, where they received training kits to aid in their skill development and future employment prospects.

> Project Saksham has empowered women through tailoring training, leading to job placements and the establishment of stitching centres, with participants earning income by producing school uniforms, thereby contributing to community development.

Project Unnati

Project Unnati is a comprehensive initiative aimed at enhancing the agricultural capabilities of farmers through the promotion of mushroom cultivation. The project encompasses a series of training sessions, seed distribution programs, exposure visits for farmers, and horticulture development initiatives, all designed to equip farmers with the knowledge and resources necessary for diversifying and improving their agricultural practices.

Project Unnati has made a significant impact, benefiting farmers who have embraced mushroom cultivation and horticulture as viable and profitable agricultural ventures, thereby contributing to their economic advancement and the agricultural development of their communities.

Rural Infrastructure Development Programme

Infrastructure facilities have a direct impact on the standard of living and the micro-economy of the community. We are committed to bridging these gaps by enhancing existing facilities and creating new infrastructure.

Project Ujiyara

Project Ujiyara was one of the key interventions in the last financial year, focusing on illuminating communities through the installation of solar street lights. This initiative helped enhance the safety and security of the areas after dusk but and promote the use of sustainable energy sources, contributing to the reduction of the carbon footprint in our operational regions.

The installation of solar street lights in peripheral villages has greatly improved night-time safety and mobility for residents, while also promoting environmental sustainability and self-reliance within the community.

Project Srijan

Under Project Srijan, we made significant efforts to rejuvenate local water bodies through pond desilting activities. This not only improved water availability for agricultural and domestic use but also helped in maintaining the ecological balance, ensuring that these vital resources are preserved for future generations.

The pond restoration under Project Srijan has significantly contributed to water conservation, providing a multi-use resource for the community that supports agricultural activities, improves groundwater levels, and serves as a vital water reserve for various local needs.

Social Engagement Programme

Our Social Engagement Programme actively cultivates community spirit and youth engagement through a blend of sports and cultural events. Initiatives like village or school-level sports tournaments in cricket, volleyball, football, and kabaddi have provided a dynamic arena for local youths to demonstrate their abilities, enhance teamwork, and embrace physical well-being. In addition to, athletic pursuits, the program celebrates cultural and nationally significant days within schools and villages, such as International Women's Day, Republic Day, Earth Day, and Environment Day, enriching communal bonds and awareness on diverse fronts.

2,194 beneficiaries reached

Rehabilitation and Resettlement

Adani Natural Resources Mining Division Operators (MDO) is dedicated to implementing responsible Rehabilitation and Resettlement (R&R) practices, effectively addressing the challenges encountered by communities impacted by mining activities. ANR MDO ensures the provision of essential amenities, including educational facilities, vocational training, and solar-powered infrastructure, aimed at supporting displaced communities. The company rigorously complies with state R&R policies, extending fair financial compensation to secure the consent of local villagers for land acquisition and resettlement initiatives.

In the development of the Bijankor greenfield mine located in Odisha, ANR MDO adopts a proactive methodology towards community engagement by conducting comprehensive surveys and discussions to align its Corporate Social Responsibility (CSR) initiatives with the specific needs of the community. These efforts aim to promote sustainable livelihoods and incorporate support across various sectors, including agriculture, dairy farming, education, healthcare, and improvements in housing. Acknowledging the significant challenges related to community displacement arising from mining operations, ANR MDO is committed to providing all essential basic amenities in adherence to state Rehabilitation and Resettlement (R&R) policies. Furthermore, the company goes beyond mere compliance by offering supplementary monetary compensation to ensure the satisfaction and willingness of affected communities to undertake relocation.

Governance

Leadership and Governance at ANR

ANR is anchored in the conviction that ethical integrity is fundamental to the realisation of enduring business ambitions and the enrichment of stakeholder value. The conduct of the Company is a reflection of the profound embodiment of our values within the organisational framework and ethos.

At ANR, we are steering significant growth and driving sustainability within the mining industry. We are at the forefront of adopting underground mining, transitioning to electric vehicle (EV) trucks, and implementing dozer push technology to enhance efficiency and reduce ecological footprint.

Our commitment to exemplary corporate governance is marked by stringent fiscal discipline, enhanced transparency, and steadfast accountability. This commitment underpins our approach to ethical decision-making, stringent compliance, and comprehensive risk management, bolstering our position in the marketplace aligning with stakeholders' interests.

By weaving these innovative strategies and core values into our operations, ANR is dedicated to creating enduring value and maintaining the confidence of investors, partners, and the communities.

Mr. Rajendra Ingale
Business Head,
ANR's Coal Mining- India

Key Highlights (FY 2023-24)

100%
Independent Corporate Responsibility Committee

Zero
Fines and Penalties

Zero
Data Breaches

Zero
Grievances

Business Narratives

At ANR, we instituted a robust governance framework driven by a diverse and experienced Board that ensures ethical and sustainable decision-making. Our governance model incorporates specialised Board Committees, including the Corporate Responsibility Committee, which provides oversight on ESG matters. Stringent compliance protocols, transparent procedures, and regular board evaluations ensure effective governance.

Our Code of Conduct guides ethical behaviour across all levels, with mandatory training for new employees and stringent measures to address conflicts of interest. We ensure financial transparency through timely reporting and ethical tax practices. Cybersecurity is reinforced through a three-tiered governance framework, ISO 27001 certification, and regular vulnerability assessments. We also recorded zero data breaches, highlighting the strength of our security measures.

A zero-tolerance approach towards harassment is reflected in our POSH policies, supported by a trained and empathetic committee to address concerns confidentially. Grievance redressal is handled through structured, time-bound processes. The 'Speak-Up' platform ensures a safe channel for raising concerns without fear of retaliation. In the year, there were no complaints or grievances recorded, reflecting our focus on building an organisation that is responsible, secure, and forward-looking.

Policies Linked
- Code of Conduct for Directors and Senior Management
- Anti-Bribery and Anti-Corruption Policy
- Board Diversity Policy
- Remuneration Policy
- Policy on Prevention of Sexual Harassment
- Employee Grievance Management Policy
- Whistle Blower Policy
- Cyber Security and Data Privacy Policy

Material Topics
- Business Ethics and Regulatory Compliance
- Corporate Governance and Risk Management
- Rehabilitation and Resettlement
- Technological Innovation and Digital Transformation
- Data Privacy and Cyber Security
- Land Acquisition and Mine Closure
- Responsible Supply Chain
- Policy Advocacy

Stakeholder Impacted
- Employees
- Suppliers
- Communities
- Shareholders and Investors
- Government and Regulatory Bodies

UNSDGs Linkage

Corporate Governance

The Board of Directors plays a crucial role in approving the strategic objectives and benchmarks established by the Company for the fiscal year. Furthermore, the leadership team is actively engaged in governance, strategic oversight, coordination, and execution of these initiatives, ensuring diligent monitoring of the Company's strategic pursuits. The Company has consistently complied with regulations, with no instances of non-compliance, penalties, or reprimands imposed by stock exchanges, the Securities and Exchange Board of India (SEBI), or any other regulatory authorities concerning capital market regulations during the reported period. The Company has consistently complied with regulations, with no instances of non-compliance, fines, penalties, or reprimands imposed by stock exchanges, the Securities and Exchange Board of India (SEBI), or any other regulatory authorities concerning capital market regulations during the reported period.

Governance Principle

Our governance framework is built upon a one-tier Board system, characterised by a disciplined approach and clear priorities that underscore the significance of ethics and integrity. The Board is resolute in maintaining the highest standards of integrity, with Directors diligently adhering to a comprehensive Code of Conduct and complying with stringent regulations and policies. This ensures that their decisions and conduct are in harmony with the Company's core values.

Responsible Conduct

Our commitment goes beyond mere adherence to legal and regulatory requirements; we endeavour to be a conscientious corporate citizen that contributes positively to societal development.

Accountability and Transparency

Our commitment to accountability and transparency is clearly demonstrated through our extensive financial and non-financial reporting practices. We uphold the highest standards of disclosure to maintain the trust of our stakeholders.

Core Tenets of Our Corporate Governance Framework

Consistent and Prompt Information Sharing
We prioritise the precise and prompt communication of corporate, financial, and operational data to all stakeholders.

Board-Directed Oversight
We equip our Board with detailed financial and operational insights, enabling them to provide informed direction for corporate strategies.

Expert Board Committees
We utilise specialised Board committees in key areas such as Audit, Risk Management, Remuneration, Nomination, ESG, Corporate Social Responsibility, and Stakeholder Relations to fortify our governance.

Rigorous Compliance and Governance
We strictly comply with relevant legislation and have established a governance framework that enhances diversity, robust risk management, and a solid ethical foundation in our business practices and policies.

Transparent Procedures and Board Supervision
We ensure transparency in our procedures and decision-making, supported by comprehensive information and Board supervision concerning company strategy and significant activities.

Board Structure at ANR

Our Board of Directors are the cornerstone of governance, ensuring that the company's trajectory is aligned with ethical, accountable, and sustainable principles. The Board is distinguished by its diverse composition of Executive and Non-Executive Directors, with a majority being Independent Directors, including an Independent Woman Director, ensuring inclusivity in governance. Our Board's structure is in strict compliance with the Companies Act, 2013, and SEBI Listing Regulations, reflecting our commitment to balanced and effective governance.

The collective expertise of the Board, spanning various industries, provides a substantial reservoir of strategic business leadership, financial insight, and innovation, thus facilitating proactive and informed decision-making. In pursuit of maintaining governance excellence, we have established stringent selection criteria, comprehensive professional development programs for Board members, and routine performance evaluations to ensure our organisation consistently exemplifies ethical and sustainable business practices. Our Independent Directors ascertain their independence annually in accordance with statutory guidelines, thus preserving an optimal balance of independent judgment within the Board. The Corporate Governance Report delineates the diverse skill sets and experiences of these Directors, underscoring their significant contributions to the organisation.

Board meetings are scheduled to maximise participation and enhance overall effectiveness, accompanied by a transparent calendar made available for stakeholder reference. The alignment of the Audit Committee with the Board meetings ensures cohesive financial oversight, facilitated by comprehensive briefings presented to the Board. Our effectiveness is evidenced by a concentrated focus on strategic direction, risk management, financial performance, shareholder engagement, and sustainability, thereby ensuring that our practices are consistent with our long-term objectives and stakeholder interests.

Board Metrics

Board Age Profile

25% - age 36-55

75% - age 56-75

100% of board members have more than 20 years of experience.

Board of Directors

Shri Gautam S. Adani
(Executive Chairman)

Shri Rajesh S. Adani
(Managing Director)

Shri Pranav V. Adani

Dr. Vinay Prakash

Mr. Hemant Nerurkar
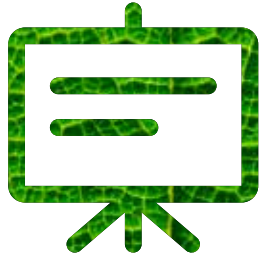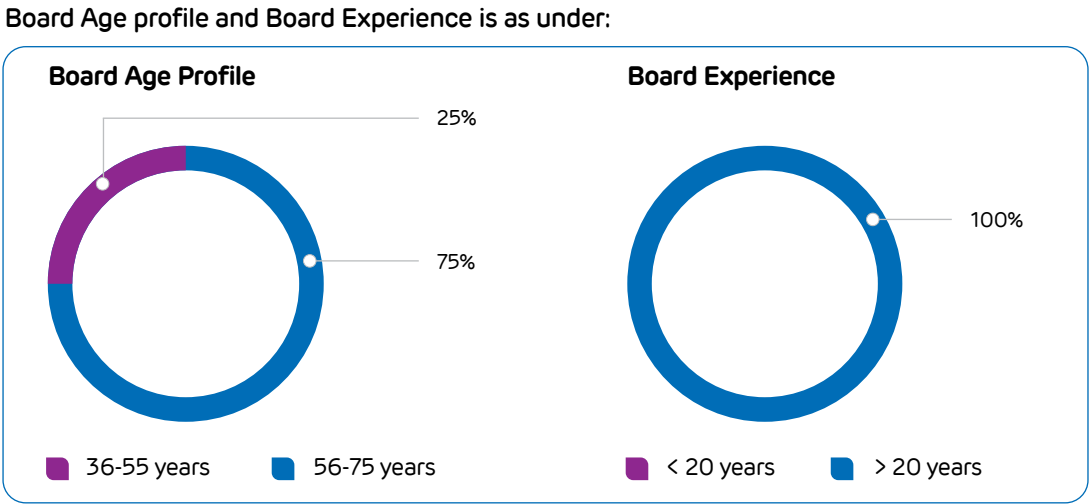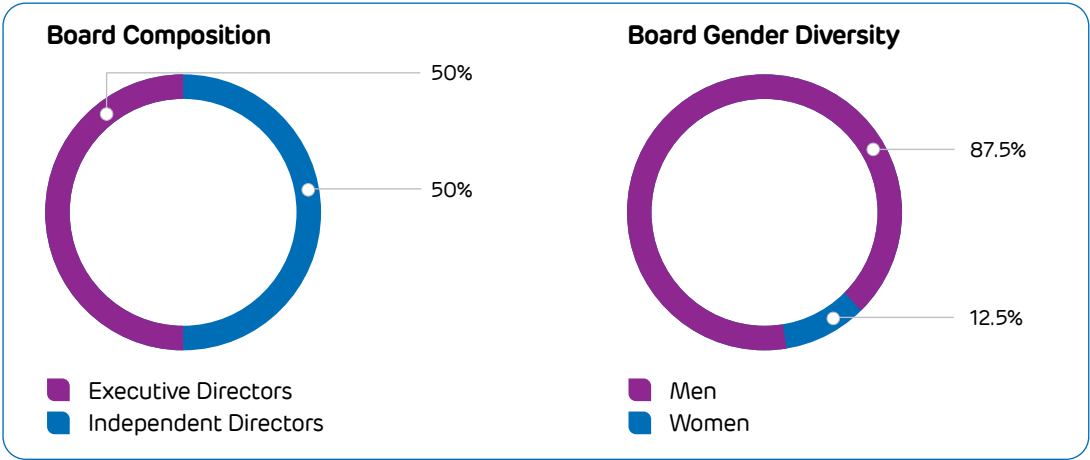
Mr. V. Subramanian

Mrs. Vijaylaxmi Joshi

Dr. Omkar Goswami

As on date 31st March 2024

■ Non-Independent Director
■ Executive Director
■ Independent Director
■ Non-Executive Director

Board Composition

50%
50%

■ Executive Directors
■ Independent Directors

Board Gender Diversity

87.5%
12.5%

■ Men
■ Women

Board Age profile and Board Experience is as under:

Board Age Profile

25%
75%

■ 36-55 years ■ 56-75 years

Board Experience

100%

■ < 20 years ■ > 20 years

50%
Non-Executive Directors on the Board

6
Meetings

98.14%
Average Attendance

As on date 31st March 2024

Board Evaluation

We have established a formal and structured evaluation process for assessing the performance of the Board, its committees, and individual Directors, including the Chairman. This comprehensive process encompasses an array of criteria, including the composition of the Board and committees, the expertise and competencies of its members, performance of specific duties and obligations, their active participation in meetings, the exercise of independent judgement, and adherence to governance standards. To ensure objectivity, the performance appraisal of Independent Directors is carried out by the full Board, with the exception of the members under review.

Board Member	Expertise
Shri Gautam S. Adani	
Shri Rajesh S. Adani	
Shri Pranav V. Adani	
Dr. Vinay Prakash	

Board Member	Expertise
Mr. Hemant Nerurkar	
Mr. V. Subramanian	
Mrs. Vijaylaxmi Joshi	
Dr. Omkar Goswami	

Business Leadership	Financial Expertise	Risk Management	Global Experience
Corporate Governance & ESG	Merger & Acquisition	Technology & Innovation	Industry & Sector experience

Board Remuneration

The remuneration of the Board and CEO is governed by our Remuneration Policy, which adheres to applicable legislation and establishes a balanced compensation framework. The CEO's remuneration package consists of fixed and variable components, with performance metrics, including achievements in Environmental, Social, and Governance (ESG) criteria, serving as critical factors. For detailed examination, the Corporate Governance Report provides comprehensive information regarding our compensation practices.

For more information, please read our policy on Nomination and Remuneration – https://www.adanienterprises.com/-/media/Project/Enterprises/Investors/corporate-governance/Polices/NRC-Policy--01122023.pdf

Board Diversity

Recognising the critical importance of diversity at all levels of the organisational hierarchy, we are committed to cultivating a Board that embodies a broad spectrum of perspectives, experiences, and backgrounds. Our Board Diversity Policy, a cornerstone of our governance framework, ensures that the nomination and selection processes are in accordance with our dedication to harnessing the benefits of a diverse and inclusive Board.

For more information, please read our policy on Board Diversity – https://www.adanienterprises.com/-/media/Project/Enterprises/Investors/corporate-governance/Polices/Board-Diversity-Policy---Adani-Enterprises-Ltd.pdf

Board Committees

The Board Committees empower the Board to address the risks and opportunities that require specialized expertise for risk mitigation and to provide recommendations to the entire Board for approval. The key personnel within these committees comprehend their responsibilities and undertake the necessary steps to ensure that the tasks are executed effectively and efficiently. Our Board-level committees play an essential role in guiding and overseeing various aspects of our business, thereby ensuring transparency, accountability, and the pursuit of sustainable practices. For more information regarding the functioning of the committee, refer to Integrated Report FY24 of AEL, page number 121 of 597.

The Board has constituted the following committees / sub-committees:

Board of Directors

Statutory Committees

Committee		Members
Audit Committee	C	Mr. Hemant Nerurkar
	M	Mr. V. Subramanian
	M	Mrs. Vijaylaxmi Joshi
	M	Dr. Omkar Goswami
Nomination & Remuneration Committee	C	Mr. V. Subramanian
	M	Mr. Hemant Nerurkar
	M	Mrs. Vijaylaxmi Joshi
	M	Dr. Omkar Goswami
Stakeholders Relationship Committee	C	Mrs. Vijaylaxmi Joshi
	M	Mr. V. Subramanian
	M	Mr. Pranav V. Adani
	M	Mr. Hemant Nerurkar
CSR Committee	C	Mrs. Vijaylaxmi Joshi
	M	Mr. V. Subramanian
	M	Mr. Pranav V. Adani
Risk Management Committee	C	Mr. Hemant Nerurkar
	M	Dr. Vinay Prakash
	M	Mrs. Vijaylaxmi Joshi
	M	Mr. Jugeshinder Singh

Governance Committees

Committee		Members
Corporate Responsibility Committee	C	Dr. Omkar Goswami
	M	Mr. Hemant Nerurkar
	M	Mr. V. Subramanian
	M	Mrs. Vijaylaxmi Joshi
Public Consumer Committee	C	Mr. V. Subramanian
	M	Mr. Hemant Nerurker
	M	Mrs. Vijaylaxmi Joshi
Information Technology & Data Security Committee	C	Mrs. Vijaylaxmi Joshi
	M	Mr. Hemant Nerurkkar
	M	Mr. Pranav V. Adani
	M	Dr. Vinay Prakash
	M	Mr. V. Subramanian
Reputation Risk Committee	C	Mr. V. Subramanian
	M	Mr. Pranav V. Adani
	M	Mr. Hemant Nerurkar
Legal Regulatory & Tax Committee	C	Dr. Omkar Goswami
	M	Mr. Pranav V. Adani
	M	Mr. V Subramanian
M8A Committee	C	Dr. Omkar Goswami
	M	Mr. Hemant Nerurkar
	M	Mr. Jugeshinder Singh
Commodity Price Risk Committee	C	Mr. Hemant Nerurkar
	M	Dr. Vinay Prakash
	M	Dr. Omkar Goswami

C - Chairperson

M - Member

Overview of Key Governance Committee

1. Corporate Responsibility Committee (CRC)

The Corporate Responsibility Committee (CRC), composed of all Independent Directors (100%), oversees the Company's Environmental, Social, and Governance (ESG) strategy. It ensures that the Board is informed about ESG progress and supervises policy development, including Environmental Management and Climate Change. The CRC addresses ESG challenges, monitors targets, aligns with UN SDGs, and complies with reporting standards. It reviews stakeholder communications, assesses ESG ratings, and strategises improvements, covering governance, environmental care, safety, and resource consumption.

For more information, please refer to Integrated Report FY24 of AEL, page number 234.

2. Corporate Social Responsibility (CSR) Committee

The Corporate Social Responsibility (CSR) Committee at ANR oversees initiatives for community welfare and sustainable development, aligning with legal standards. It identifies CSR projects, allocates budgets, implements policies, and ensures compliance with rules and regulations. The committee is chaired by an independent director and the Board Independence is about 67%.

For more information, please refer to Integrated Report FY24 of AEL, page number 234.

3. Risk Management Committee

The Risk Management Committee advises the Board on the Company's risk management, ensuring a robust framework for assessing and mitigating risks, including ESG and climate-related issues. It reviews policies and practices, manages emerging risks, and advises the Board, ensuring effective risk governance. The committee is chaired by an independent director and the Board's independence is about 75%.

For more information, please refer to Integrated Report FY24 of AEL, page number 235.

4. Stakeholders' Relationships Committee

The committee ensures robust engagement with shareholders, debenture holders, and regulatory bodies. It protects stakeholder interests, facilitates communication, resolves concerns, and fosters trust. The Committee's work, reported to the Board, reflects the Company's dedication to positive stakeholder relations. The committee is chaired by an independent director and the Board Independence is about 75%.

For more information, please refer to Integrated Report FY24 of AEL, page number 235.

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ESG Governance Framework

Our governance model is underpinned by a Board-level Environmental, Social, and Governance (ESG) Committee, known as the Corporate Responsibility Committee (CRC), which comprises solely independent directors. This structure ensures comprehensive oversight and assurance regarding ESG matters presented to the Board. Additionally, a corporate sustainability team establishes overarching sustainability goals, while dedicated teams within individual business units implement ESG strategies at the operational l.
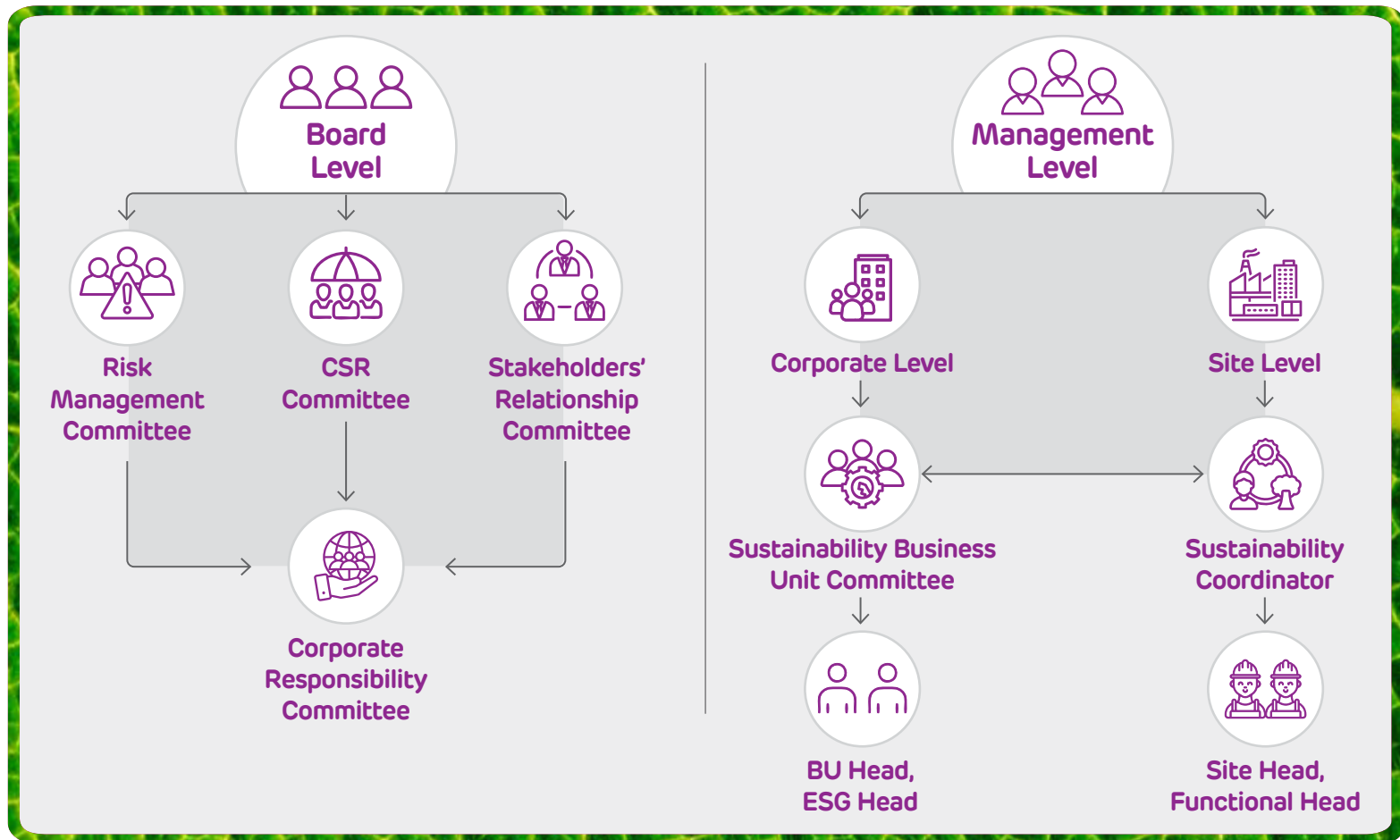
A Sustainability Business Unit Committee, composed of sustainability Heads from each business unit within ANR, is entrusted with the effective implementation of ESG policies. This committee ensures that business activities are aligned with our ESG objectives and fosters a culture of continuous improvement. To maintain transparency and accountability in our sustainability initiatives, we engage in thorough internal and external assurance processes to validate the integrity of our reported ESG metrics.

Code of Conduct

The Board at ANR has established a Code of Conduct for directors and senior management, outlining the Company's expectations for integrity, honesty, and ethical behaviour. This Code requires that these leaders perform their duties competently and with diligence, making decisions based on independent and impartial judgment. It serves to promote a culture of integrity and responsible leadership, which is vital for maintaining stakeholder trust.

New employees at ANR are required to commit to this Code of Conduct and undergo mandatory training to ensure its principles are fully integrated into their work. The Code addresses critical areas such as anti-corruption and environmental standards, forming a fundamental part of our operational ethos. Ethical conduct is ingrained through comprehensive training and is a key factor in annual performance reviews, directly influencing compensation. This approach reinforces a culture of accountability and upholds ANR's high ethical standards.

Conflict of interest

The Company's Code of Conduct provides specific steps to prevent and handle conflicts of interest and applies to all Board members and senior managers. It clearly addresses conflicts of interest, requiring that Directors and senior management avoid any situations that could conflict with the Company's best interests. They must not engage in activities that could lead to personal gain or benefit their relatives at the Company's expense. If a Director benefits unfairly, they must pay back the Company for the amount gained. Any potential or actual conflicts must be reported to the Company Secretary immediately. In the last year, there were no reported cases of conflicts of interest, indicating that the policies are being followed effectively.

Business Ethics

We are committed to integrity, transparency, and accountability, principles that form the cornerstone of our corporate ethos. Compliance with our Code of Business Conduct and Ethics is confirmed by the Managing Director's declaration in the annual report. Additionally, we have a tailored Code of Conduct for Independent Directors to meet statutory obligations. An Employee Code of Conduct further reinforces our commitment to ethical behaviour, promoting honesty, fairness, and responsibility, which are essential to our corporate culture and daily operations.

POSH

We prioritise a safe and inclusive work environment, as evidenced by our Prevention of Sexual Harassment (POSH) policies, which reflect this commitment. A dedicated POSH committee has been established, comprising trained and empathetic members who possess the expertise to manage such issues with the utmost confidentiality and diligence. The effectiveness of our POSH initiatives is clearly demonstrated by the robust culture of respect and professionalism that we have fostered throughout the organisation. Our proactive approach to employee education, supplemented by transparent reporting mechanisms and stringent measures against any form of misconduct, has culminated in an admirable track record of zero complaints.

Zero
POSH complaints received in FY 2023-24

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Financial Transparency

ANR is committed to maintaining financial transparency. Our guiding principle, 'Growth with Goodness,' embodies our dedication to sustainable and ethical advancement in alignment with the nation's objectives. We ensure that our financial practices remain transparent, consistently disclosing our financial information to stakeholders through comprehensive reporting. This approach not only cultivates trust and accountability but also reinforces our commitment to responsible corporate citizenship and the creation of long-term value for all stakeholders.

Economic Value Generated and Distributed

Economic value generated (in ₹ Cr)		FY 23-24	FY 22-23
i.	Gross revenue from operations (₹ Cr)	2,120.24	2,114.33
ii.	Economic value generated from investment and other sources	196.51	223.51
iii.	Net Profit	500.01	815.78
Economic Value Generated (₹ Cr)		**2,316.75**	**2,337.84**
Economic value distributed (in ₹ Cr)		FY 23-24	FY 22-23
i.	Operating cost (includes cost of raw materials, depreciation, and other expenses)	1565.89	1288.64
ii.	Employee wages and benefits	68.91	54.66
iii.	Interest payment to providers of credit	143.02	168.35
iv.	Payment to government (taxes)	37.91	9.67
v.	Community investments (CSR)	1.01	0.73
vi.	Retained profits	500.01	815.78
Economic Value Distributed (₹ Cr)		**1,816.74**	**1,522.06**

Approach to Tax

ANR is steadfast in its dedication to being a responsible and ethical participant in the economies where we operate. Our tax approach is marked by timely, compliant, and transparent practices, reflecting our commitment to fulfilling our fiscal duties accurately and promptly. We pride ourselves on consistently paying taxes on time, a testament to our financial discipline and a contribution to the fiscal stability of our host countries. Our tax strategy adheres strictly to all relevant laws and regulations, with robust internal controls and expert advice ensuring the accuracy of our tax filings. We remain vigilant in updating our practices in line with legislative changes, thereby upholding our record of compliance and supporting effective public financial management.

Information Security & Cybersecurity

Adani Natural Resources implements a comprehensive strategy in information technology and cybersecurity, emphasising the fortification of IT systems and the proactive management of information security incidents. We are dedicated to continuously assessing our incident response mechanisms to ensure prompt and effective action, thereby minimising operational impact. Our objective is to enhance the resilience of our digital infrastructure and strengthen our information security protocols.

ANR has established a three-tiered cybersecurity governance framework and has attained ISO 27001 certification, confirming our compliance with the standards of the Information Security Management System. The company upholds extensive business continuity and disaster recovery plans, which have been rigorously evaluated by IT professionals. Additionally, ANR collaborates with external agencies to conduct thorough vulnerability assessments.

In the financial year, there were zero breaches related to IT Security, Cybersecurity, and Data Privacy.

100%
units are certified with ISO 27001

Information Security Measures

ANR is dedicated to maintaining robust information security through our comprehensive Cybersecurity and Data Privacy Policy. This policy, aligned with international standards, is integral to our operations across various sectors, ensuring the protection of sensitive information.

Our proactive cybersecurity strategy includes targeted Training and Awareness programs, such as AI audit tool training, digital skills enhancement for airport operations, Oracle-based digital competency courses, and specialized training for Data Centre staff. All employees must complete mandatory online courses to remain informed about data protection and threat mitigation.

We have established a clear Escalation Procedure with a severity-based matrix to respond promptly and effectively to cybersecurity incidents, thus preserving our operational integrity and data security.

Data Safety and Privacy:

The safeguarding of customer data privacy and security is paramount at ANR. Our Cyber Security Policy, consistent with global standards and regulations, is designed to protect customer personal data and is fully integrated with Adani Enterprises' policy, ensuring uniformity in data privacy practices.

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We are working towards ISO 27000 certification, expected by FY25, to further demonstrate our commitment to information security management. Our Data Leak Protection system prevents any unauthorized access and breaches, enhancing the security of sensitive data.

Our Privacy Policy framework is meticulously implemented, with a dedicated IT and cybersecurity team overseeing adherence. We enforce a zero-tolerance policy for breaches, with strict disciplinary actions to ensure policy compliance. The MAAS team conducts regular audits to verify adherence to our Privacy Policy, emphasizing our dedication to data protection and operational transparency.

Digitisation

The mining sector is witnessing a technological renaissance as digitalization takes centre stage, unlocking opportunities for cutting-edge solutions and the development of transformative business models. Our active engagement in digital transformation is characterised by the adoption of advanced technologies, the strategic application of data analytics, and substantial investments in digital platforms. These initiatives are geared towards streamlining operations, enhancing the customer experience in the mining context, and achieving a new standard of operational excellence within the industry.

Sustainable Adani Intelligent Mining

Adani Intelligent Mining (AIM) is a comprehensive digital program designed to meticulously track the end-to-end lifecycle of our mining projects, encompassing all phases from design to site closure. This platform operates on an automated basis, utilising data from our mining operations to identify gaps and propose operationally efficient outcomes in our daily operations. It enhances supply chain management and facilitates the implementation of optimal solutions. Furthermore, AIM supports pre-project exploration through advanced geological modelling and satellite imagery.

The AIM program has significantly contributed to optimising our coal logistics by enhancing the efficiency of lead management. Additionally, it conducts condition monitoring, a process that forecasts the health of machinery and recommends maintenance strategies. Furthermore, the program supports our initiatives to explore alternative fuels for our mining operations, such as biodiesel and hydrogen, by developing predictive models. AIM also plays a crucial role in overseeing health and safety concerns within our operations.

The integration of this program has improved asset maintenance, productivity tracking, and safety measures. Most importantly, we have successfully enhanced our environmental management practices and reduced energy consumption.

Grievance Handling Mechanism:

At Adani Natural Resources, we are committed to maintaining open channels communication with our clientele. We offer dedicated grievance hotlines and a comprehensive online platform, enabling customers to articulate their concerns effortlessly and receive prompt responses. Our grievance process is meticulously structured and time-bound, ensuring that issues are resolved equitably and expeditiously, thereby fostering customer trust. When deemed necessary, we facilitate third-party mediation to guarantee impartial resolution and equitable representation of all parties involved. Additionally, we conduct regular reviews of grievance data to identify recurring issues and implement improvements, thereby allowing us to address concerns proactively and continually enhance our operations.

Our strategy for responsible customer engagement emphasises transparency, sustainability, and community welfare. By establishing clear communication channels, safeguarding data privacy, and effectively addressing grievances, we foster trust and uphold robust relationships with stakeholders, thereby ensuring sustainable development within the regions we serve.

Zero
Grievances Recorded for FY 2023-24

Whistleblower Mechanism

At Adani Natural Resources (ANR), we uphold the highest standards of ethics, integrity, and transparency in all our operations. To reinforce a culture of accountability and trust, we have established a robust Whistleblower Mechanism that enables employees and stakeholders to report concerns related to unethical practices, misconduct, or policy violations without fear of retaliation.

Our 'Speak-Up' platform, a part of the Adani Cares initiative, provides a confidential, transparent, and swift grievance management system accessible online. This mechanism allows individuals to raise concerns regarding workplace ethics, compliance breaches, financial irregularities, or any form of discrimination or harassment. Reports can be submitted anonymously, ensuring protection against any form of retaliation or bias.

All concerns raised through the Speak-Up platform are thoroughly investigated by an independent committee, ensuring fair and impartial resolution. We are committed to taking appropriate corrective actions to uphold our ethical standards and maintain a safe and inclusive work environment.

Through this initiative, ANR reinforces its dedication to ethical corporate governance, fostering a workplace built on fairness, trust, and mutual respect.

For more details, refer to our Whistleblower Policy - https://www.adanienterprises.com/-/media/Project/Enterprises/Investors/corporate-governance/Polices/AEL_Whistle_Blower_Policy.pdf

Complaints made by employees and workers

Particulars	FY 2023-24	
	Filed during the Year	Pending resolution at the end of the year
Sexual Harassment	0	0
Discrimination at workplace	0	0
Child Labour	0	0
Forced Labour/ Involuntary Labour	0	0
Wages	0	0
Other human rights related issues	0	0

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	306-5 Waste directed to disposal	Waste Management and Circularity	55
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain	78-79
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Hiring	67
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Wellbeing and Benefits	70
	401-3 Parental leave	Employee Wellbeing and Benefits	72
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	74
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	76
	403-3 Occupational health services	Occupational Health and Safety	76
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	77
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	77
	403-6 Promotion of worker health	Occupational Health and Safety	76
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	76-77
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety	74
	403-9 Work-related injuries	Occupational Health and Safety	75
	403-10 Work-related ill health	Occupational Health and Safety	75

GRI Standard	Disclosures	Section	Page No.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Training and Development	68
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Training and Development	69-70
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Management and Career Development	68
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	1. Board Structure at ANR	99
		2. Diversity, Equity and Inclusion	65
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No incidents	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	NIL	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	NIL	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	NIL	
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Rights	73
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Rehabilitation and Resettlement	93

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GRI Standard	Disclosures	Section	Page No.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility	81-93
	413-2 Operations with significant actual and potential negative impacts on local communities	Corporate Social Responsibility	81-93
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain	78-79
	414-2 Negative social impacts in the supply chain and actions taken	NIL	
GRI 415: Public Policy 2016	415-1 Political contributions	NIL	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer relationship Management	80

Emission Factors

Scope 1 and 2 emissions

| S. No.	Parameter	Unit	Emission Factor
1	Gas/Diesel oil	kgCO2e/MJ	0.0745
2	Gas/Diesel oil	kgCO2/MJ	0.0741
3	Gas/Diesel oil	kgCH4/MJ	0.00001
4	Gas/Diesel oil	kgNO2/MJ	0.0000006
5	Surface Mine (Mining)	kgCH4/ kg	0.0008
6	Surface Mine - Post Mining (Handling)	kgCH4/ kg	0.0001
7	Surface Mine (Mining)	kgCO2e/ kg	0.0221
8	Surface Mine - Post Mining (Handling)	kgCO2e/ kg	0.0028
9	SME (Explosive) - Explosives (ANFO) usage (emissions from explosion)	kgCO2e/ kg	0.18
10	Motor gasoline	kgCO2/MJ	0.0693
11	Motor gasoline	kgCH4/MJ	0.00001
12	Motor gasoline	kgNO2/MJ	0.0000006
13	Grid electricity	KgCO2/KWh	0.715
14	Grid electricity (FY 21-22)	KgCO2/KWh	0.82

References	
1, 2, 3, 4, 9, 10, 11, 12	IPCC Cross Sector Tool (AR6)
5, 6, 7, 8	CSIR - Central Institute of Mining and Fuel Research
13	CEA

Scope 3 emissions

S. No.	Material Description	Unit	Emission Factor
1	Flocculant Powder (Polyacrylamide (cationic), powder)	kgCO2e/kg	5.14
2	SME Explosive (Explosives (ANFO) manufacturing)	kgCO2e/kg	1.31
3	Mining and oil/gas field machinery	kgCO2e/$	0.013
4	Heavy duty trucks	kgCO2e/$	0.019
5	Grid electricity mix (Grid electricity mix indirect)	kg CO_2e / kWh	0.27
6	Diesel (Diesel mix at refinery)	kg CO_2e / kg	0.534
7	Petrol	kg CO_2e / kg	0.759
8	Rail transport	kg CO_2e / ton.km	0.010
9	Lubricating oil	kg CO_2e / kg	0.27
10	Battery recycling	kg CO_2e / kg	0.021
11	Air	kgCO2e/ passenger.km	0.121
12	Rail	kgCO2e/ passenger.km	0.008
13	Road	kgCO2e/ton.km	0.061
14	Fuel oil	kgCO2e/kg	0.533

References	
1, 2, 5, 6, 7, 9, 14	GaBi database
3, 4	USEEIOv1.1_Matrices
11, 12, 13	India GHG Program
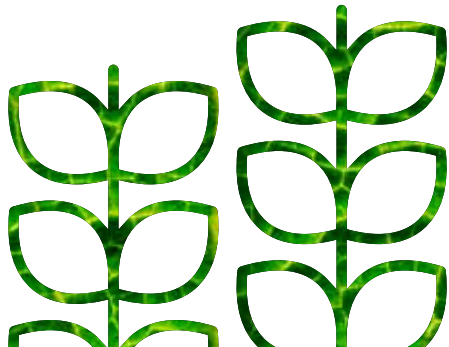
Abbreviations

Abbreviation(s)	Details
AEL	Adani Enterprise Limited
AIM	Adani Intelligent Mining
ALP	Advanced Leadership Program
ANR	Adani Natural Resources
ANIL	Adani New Industries Limited
BAP	Biodiversity Action Plan
BRSR	Business Responsibility and Sustainability Report
BSE	Bombay Stock Exchange
BU	Business Unit
CEO	Chief Executive Officer
COC	Code of Conduct
CRC	Corporate Responsibility Committee
CSO	Chief Sustainability Officer
CPO	Chief People Officer
CSR	Corporate Social Responsibility
DAP	Differently Abled Persons
DEI	Diversity, Equity and Inclusion
DGMS	Directorate General of Mines Safety
EIA	Environmental Impact Assessments
ESG	Environmental, Social, and Governance
ESIC	Employees' State Insurance Corporation
ETP	Effluent Treatment Plant

Abbreviation(s)	Details
ISO	International Organization for Standardization
JNV	Jawahar Navodaya Vidyalaya
JSA	Job Safety Analysis
KPI	Key Performance Indicators
LMV	Light Motor Vehicles
LOTO	Lockout/Tagout
LTIFR	Lost Time Injury Frequency Rate
MAAS	Management Audit and Assurance
MBO	Management by Objectives
MDO	Mine Developers and Operations
MMTPA	Million Metric Tonnes Per Annum
MOEFCC	Ministry of Environment, Forest, and Climate Change
MPPA	Mining Plan Preparing Agencies
MTCS	Mining Tech Consultancy Services
NSE	National Stock Exchange
OHS	Occupational Health and Safety
OHSMS	Occupational Health and Safety Management System
OM	Overburden Managed
PAP	Project Affected People
PEKB	Parsa East & Kanta Basan Coal Block
PF	Provident Fund

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Abbreviation(s)	Details
EV	Electrical Vehicle
FICCI	Federation of Indian Chambers of Commerce and Industry
FMS	Fleet Management System
GHG	Greenhouse Gas Emission
GP III Block	Gare Pelma Coal Block
GRI	Global Reporting Initiative
GZSP	Ground Zero Safety Personnel
Hi-Po	High Potential
HIRA	Hazard Identification and Risk Assessment
IFAC	International Federation of Accountants
IME	Initial Medical Examination
Intertek	Intertek India Private Limited
IR	Integrated Resources
ISAE	International Standard on Assurance Engagement
ISB	Indian School of Business

Abbreviation(s)	Details
PME	Periodical Medical Examination
PMS	Performance Management System
POSH	Prevention of Sexual Harassment
PPE	Personal Protective Equipment
PPP	Public Private Partnership
PTW	Permit to Work
RMC	Risk Management Committee
R&R	Rehabilitation and Resettlement
RVDTS	Road Vehicle Driver Training Standard
SEBI	Securities and Exchange Board of India
SFRA	Safety Risk Field Audits
SHG	Self Help Group
STP	Sewage Treatment Plant
tCO_2	Tonnes of Carbon Dioxide Emissions
UNSDG	United Nations Sustainable Development Goals

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