



# SC/ST Employee Representation at Coal India Limited

A Status Report Based on  
January 2026 Headcount Data



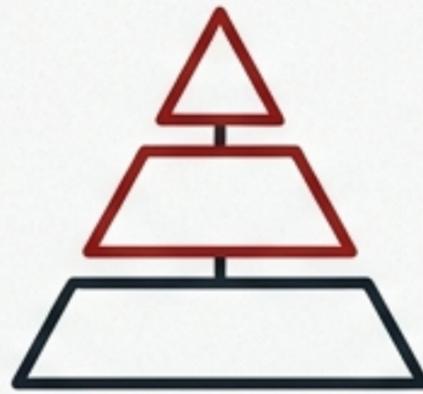
# Executive Summary: Three Core Findings on SC/ST Representation



The “What”

**27.9%**

Scheduled Caste (SC) and Scheduled Tribe (ST) employees represent over a quarter of CIL’s total projected workforce of 214,255.



The “Where - Vertically”

**0%**

Representation is concentrated in the Non-Executive workforce and declines sharply at senior levels, reaching zero on the Board of Directors.

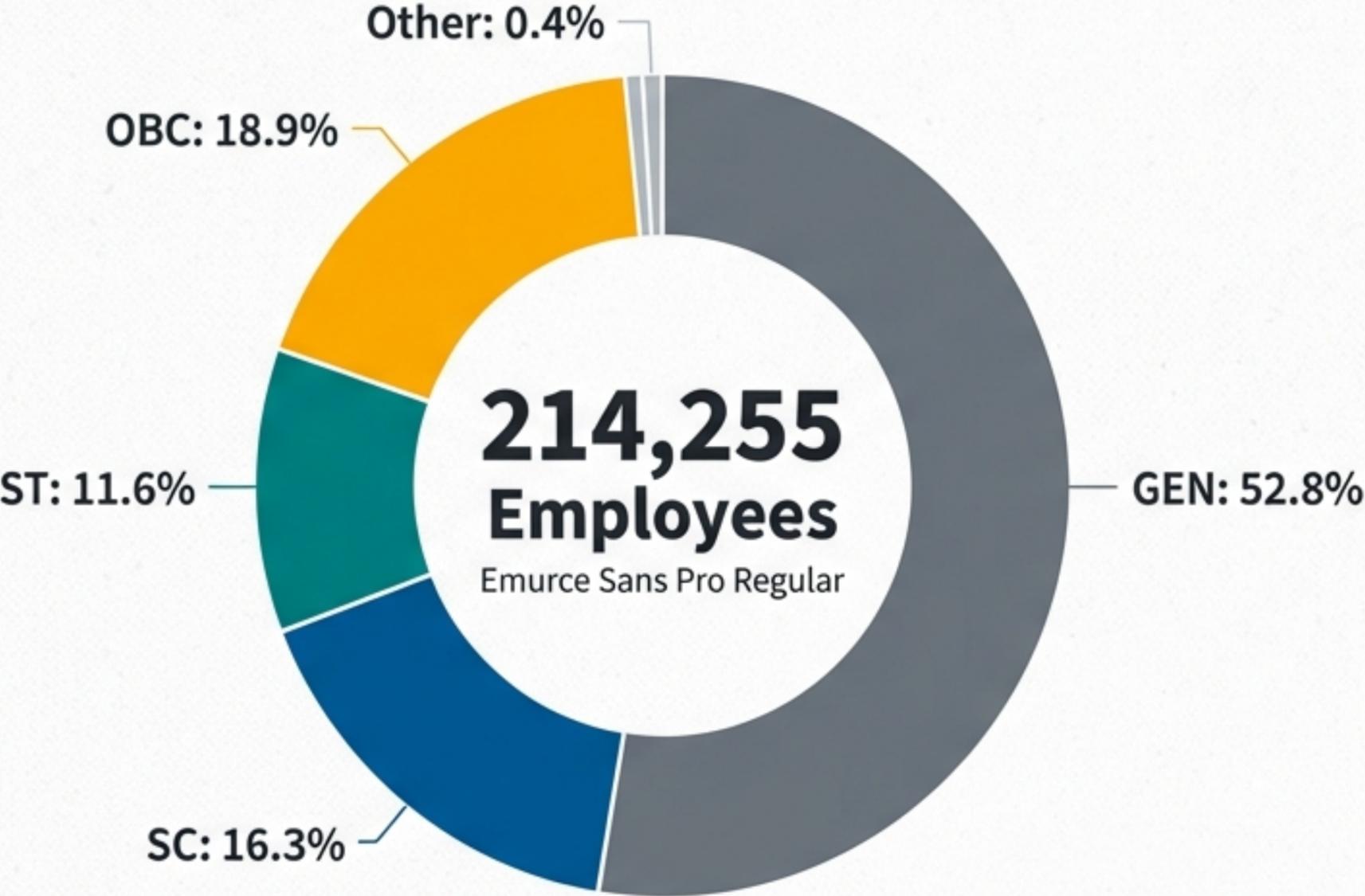


The “Where - Horizontally”

**>25% Variation**

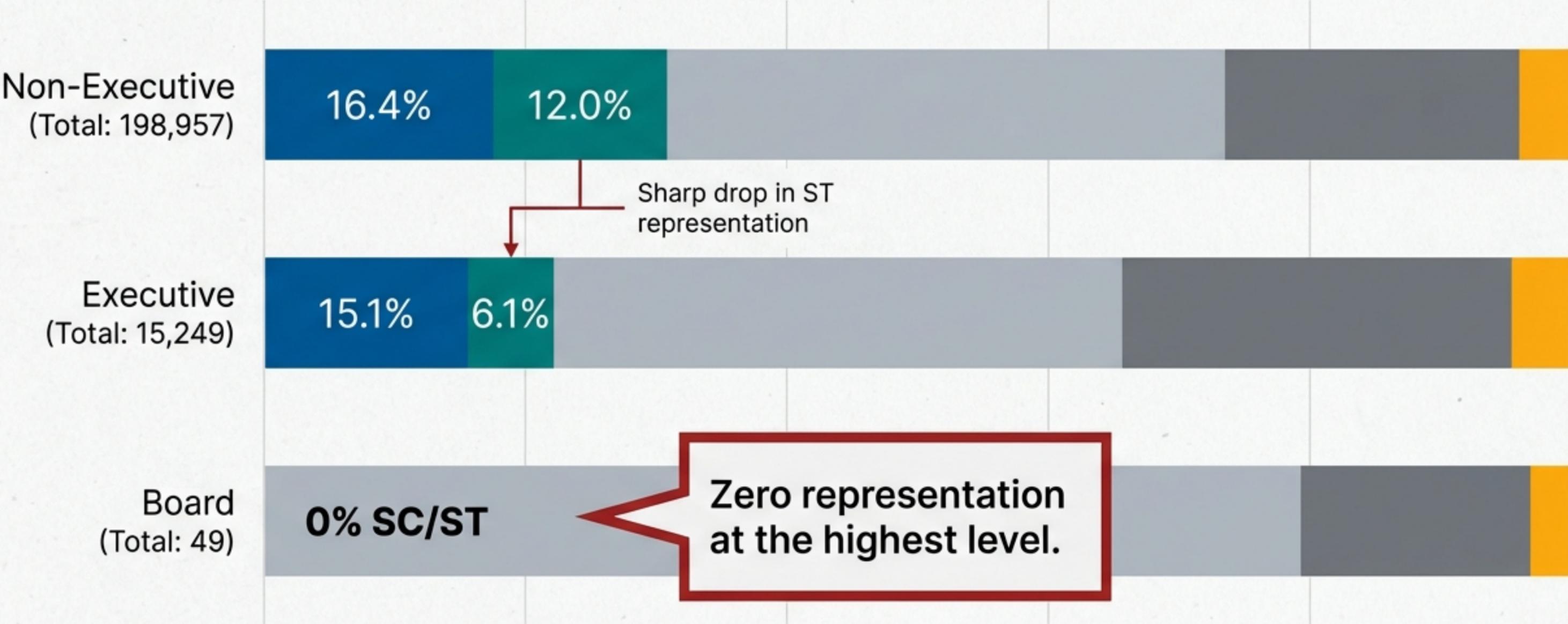
Representation levels vary significantly across subsidiaries, from a high of 32.6% at CCL to a low of 6.9% at CIL Corporate.

# SC and ST Employees Form the Second Largest Group within the CIL Workforce



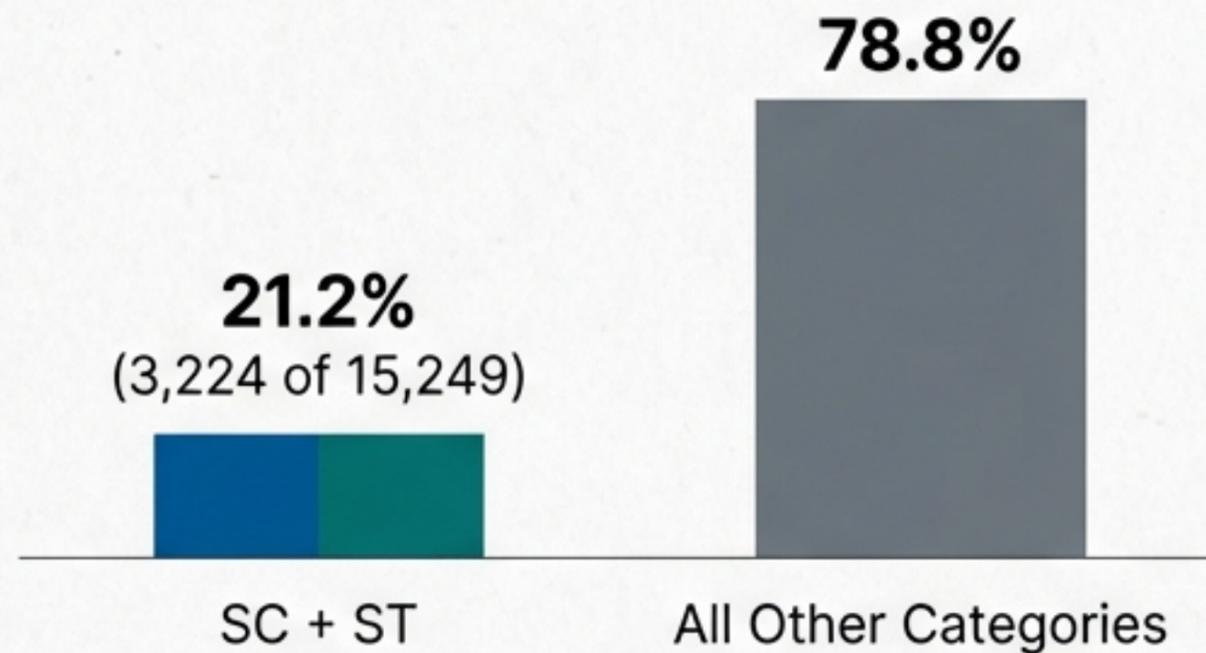
**Key Takeaway**  
Combined, SC (16.3%) and ST (11.6%) employees comprise **27.9%** of the total workforce, second only to the General category.

# SC/ST Representation is Highest in the Non-Executive Cadre and Declines Sharply at Senior Levels

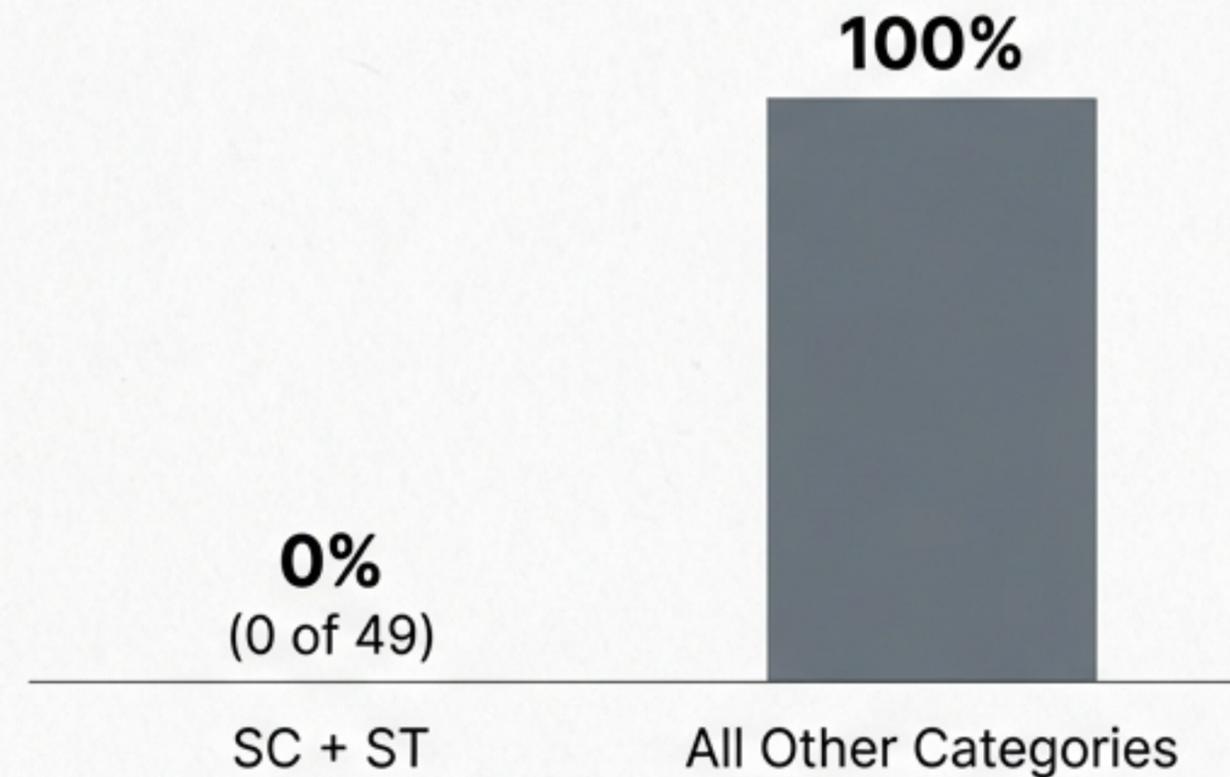


# The Leadership Pipeline Shows Zero SC/ST Representation at the Board Level

Executive Cadre



Board Level



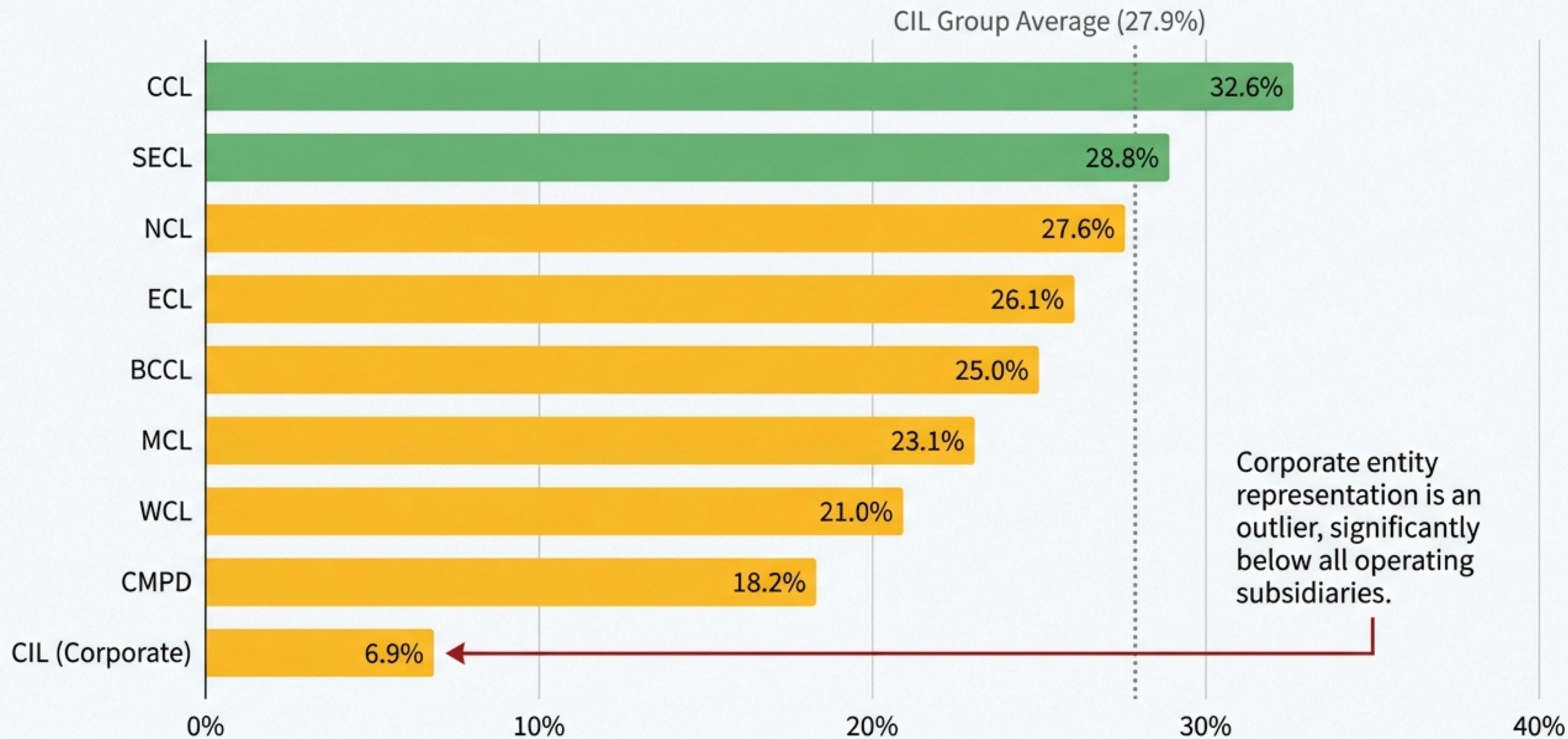
While SC/ST employees make up over one-fifth of the executive cadre, this representation does not currently translate to the Board level, indicating a critical gap at the final stage of the leadership pipeline.

# Analysis by Subsidiary Reveals Wide Variation in SC/ST Workforce Composition



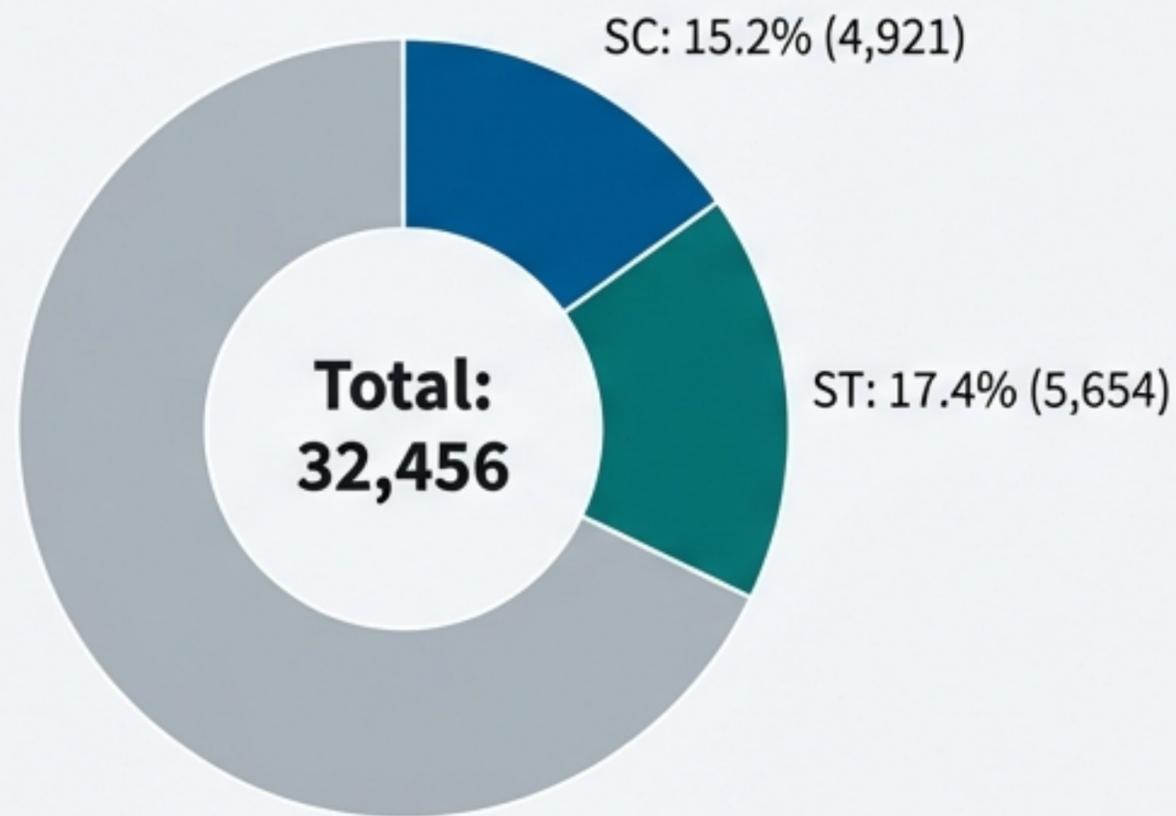
The overall corporate average of 27.9% SC/ST representation is not uniform across the CIL group. The following analysis examines the specific composition of each subsidiary to identify leaders and areas for improvement.

# CCL and SECL Lead All Subsidiaries in Combined SC/ST Representation



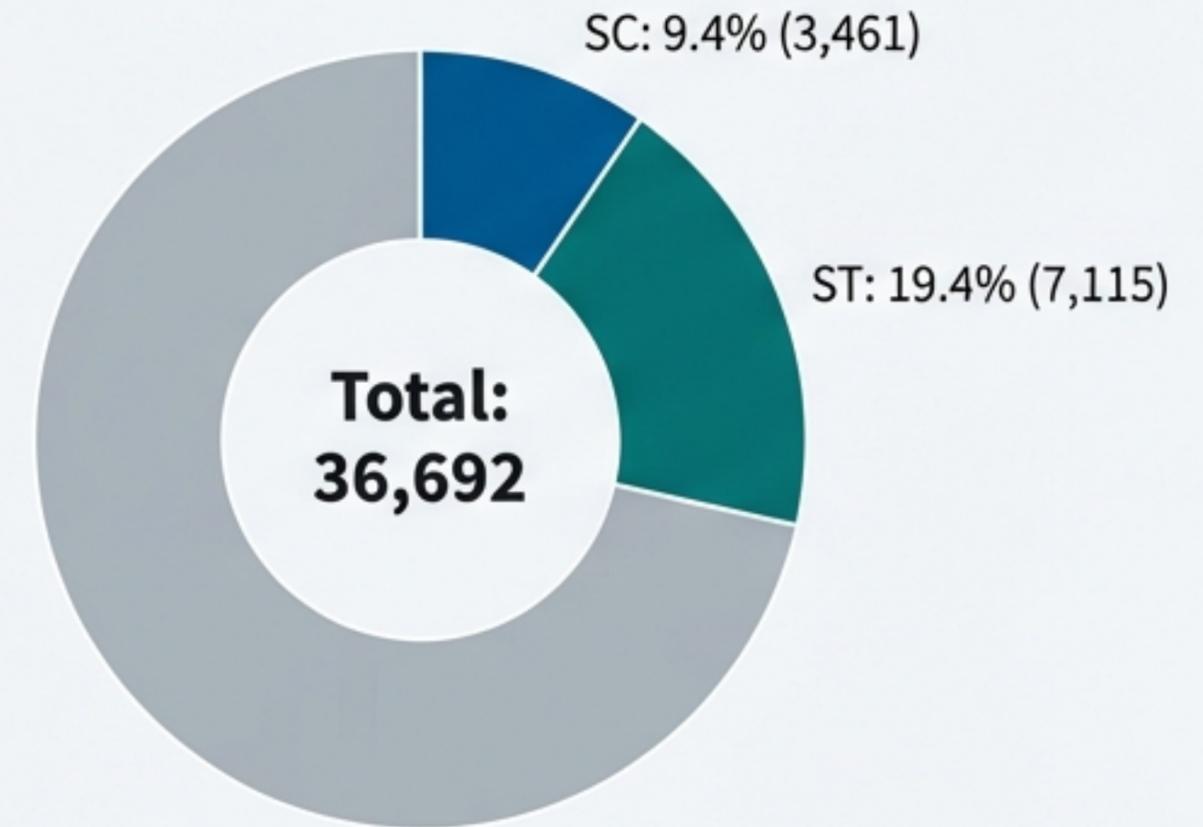
# A Closer Look at the Leaders: CCL and SECL Exceed the CIL Average

Central Coalfields Ltd. (CCL)



Combined SC+ST: **32.6%**

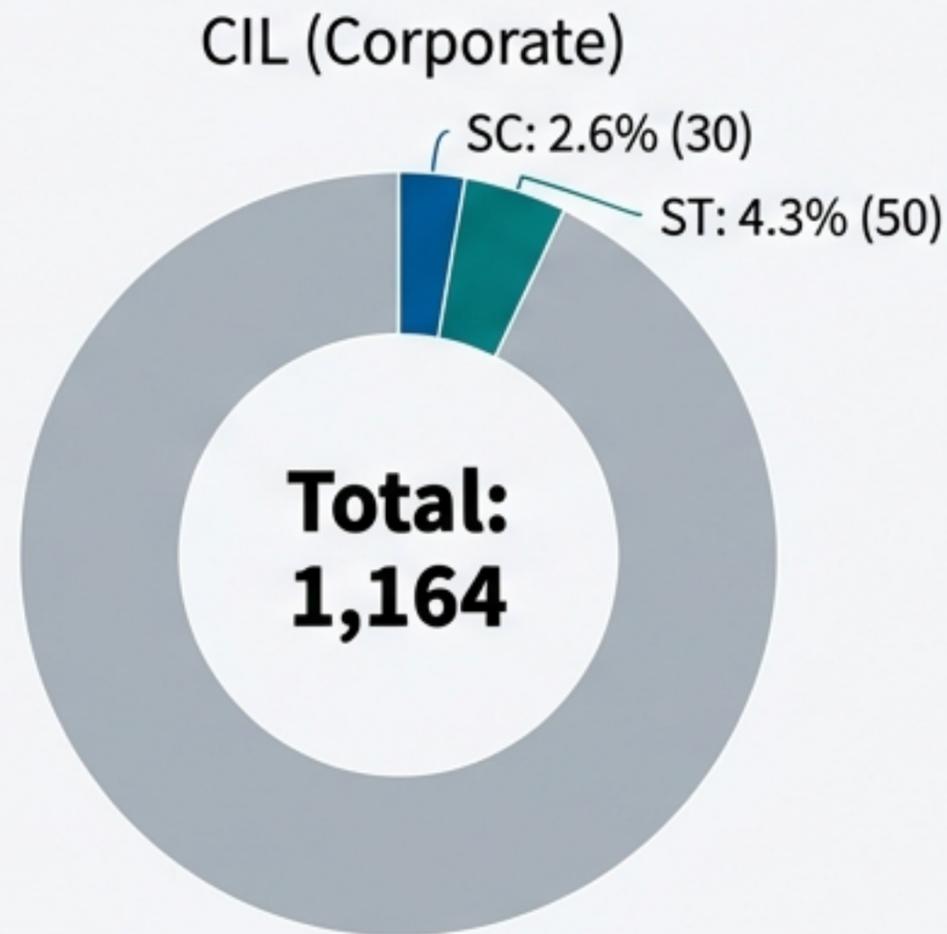
South Eastern Coalfields Ltd. (SECL)



Combined SC+ST: **28.8%**

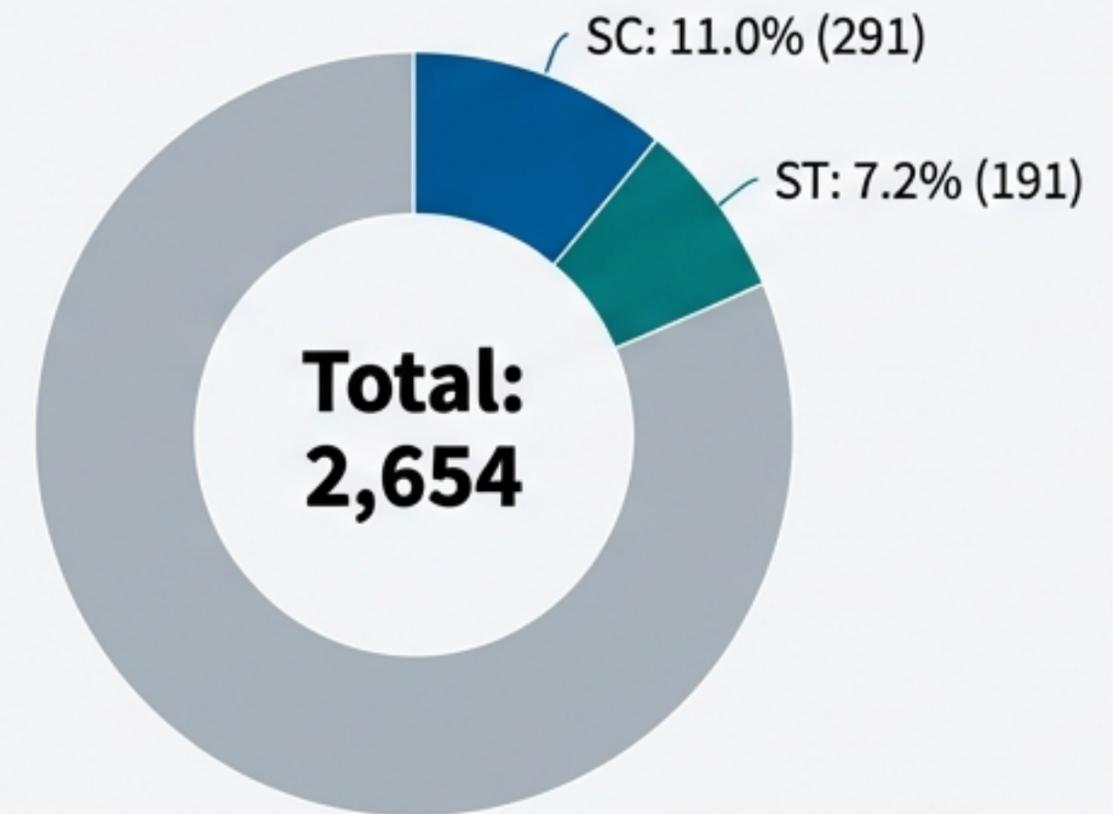
Both CCL and SECL demonstrate strong representation, with ST employee proportions notably higher than the CIL group average of 11.6%.

# CIL Corporate and CMPD Show the Lowest Levels of SC/ST Representation



Combined SC+ST: **6.9%**

Central Mine Planning & Design Institute (CMPD)



Combined SC+ST: **18.2%**

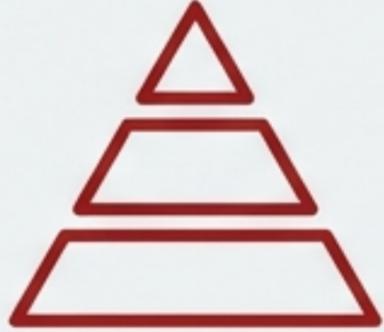
The CIL Corporate entity's representation is particularly low at 6.9%, significantly below all operational subsidiaries and the group average.

# Summary of Key Findings



## Significant Overall Presence

SC & ST employees constitute a substantial portion (27.9%) of CIL's total workforce, establishing a strong foundation of diversity.



## A Critical Leadership Gap

Representation is not uniform across seniority. It is concentrated in the Non-Executive cadre (28.4%) and drops to zero at the Board level, highlighting a major challenge in the leadership pipeline.



## Variable Subsidiary Performance

Representation varies widely across subsidiaries, with leaders like CCL (32.6%) providing a benchmark, while entities like CIL Corporate (6.9%) require targeted attention.

# Appendix A: Consolidated Data by Employee Level

Employee Type	OTH	EWS	GEN	OBC	SC	ST	TOTAL	SC %	ST %	SC+ST %
Board	0	0	43	6	0	0	<b>49</b>	0.0%	0.0%	0.0%
Executive	0	251	6845	4924	2302	927	<b>15,249</b>	15.1%	6.1%	21.2%
Non-Executive	327	180	106277	35608	32675	23890	<b>198,957</b>	16.4%	12.0%	28.4%
<b>CIL Group Total</b>	<b>327</b>	<b>431</b>	<b>113165</b>	<b>40538</b>	<b>34977</b>	<b>24817</b>	<b>214,255</b>	<b>16.3%</b>	<b>11.6%</b>	<b>27.9%</b>

# Appendix B: Headcount Data by Subsidiary and Employee Level

SL	COMP	TYPE	OTH	EWS	GEN	OBC	SC	ST	TOTAL
1	<b>BCCL</b>	BOARD			3	1	0	0	<b>4</b>
2		EXEC	0	0	937	498	231	83	<b>1793</b>
3		NEXEC	8	0	17055	4353	6111	1607	<b>29134</b>
4	<b>CCL</b>	BOARD			6				<b>6</b>
5		EXEC	2	45	984	619	261	169	<b>2080</b>
6		NEXEC	93	0	14093	5609	4921	5654	<b>30370</b>
7	<b>CIL</b>	BOARD			3	1			<b>4</b>
8		EXEC		2	261	106	41	19	<b>429</b>
9		NEXEC	41		170	44	33	11	<b>299</b>
10	<b>CMPD</b>	BOARD			3	1			<b>4</b>
11		EXEC		21	679	420	155	53	<b>1328</b>
12		NEXEC	5		1669	807	434	91	<b>3006</b>
13	<b>ECL</b>	BOARD			3				<b>3</b>
14		EXEC		52	1020	421	348	120	<b>1961</b>
15		NEXEC	4		22970	5801	6410	2863	<b>38048</b>
16	<b>MCL</b>	BOARD			4	1			<b>5</b>
17		EXEC		12	530	360	220	101	<b>1223</b>
18		NEXEC	3		9366	4165	3058	3872	<b>20464</b>
19	<b>NCL</b>	BOARD			3	1			<b>4</b>
20		EXEC		50	735	491	242	90	<b>1608</b>
21		NEXEC	34	1	5252	3870	2753	2217	<b>14127</b>
22	<b>SECL</b>	BOARD			5	1			<b>6</b>
23		EXEC	1	64	962	600	343	134	<b>2104</b>
24		NEXEC	86	135	14632	6799	5535	4559	<b>31746</b>
25	<b>WCL</b>	BOARD			3				<b>3</b>
26		EXEC		6	650	290	148	54	<b>1148</b>
27		NEXEC	53		20765	4633	3873	2239	<b>31563</b>