



HUMAN CAPITAL

Human Capital is at the heart of our success. We are building a more balanced and inclusive organisation that promotes cultural agility, global mindset, and diversity of experience. Our human capital can be attributed through our diversified and competent workforce, capable leadership and empowering culture and efficient operational excellence.



— Power Plant, Vijayanagar



Description

This capital defines JSW Energy's people competencies, capabilities and experience and motivation to innovate, and their ability to understand, develop and implement an organisation's strategy.

Management Approach

We have developed an HR Strategy Model 'CARE Model' to create superior employee experience. Through its four key elements of Communication, Agility, Responsibility, and Elevation, the Model aims at creating the best experience for our internal and external stakeholders in ways of working. This enables our teams to remain aligned and synergised within the business while launching new initiatives and ensuring process efficiency.

Significant Aspect

Our Human Capital has facilitated growth of the Company, with an average tenure of 7.25 years, and fully supporting JSW Energy's foray into new opportunities. Our Human Capital supports growth in the business by facilitating effective negotiation, pursuance, critical data analysis and by way of long-term strategic planning.

Key Performance Indicators	Material Topics	Strategy Linkage
<ul style="list-style-type: none">Manpower HiringDigital Learning JourneysSuccession PlanningLeadership DevelopmentJob RotationReward & RecognitionEmployee Wellness	<ul style="list-style-type: none">Ensuring right talent for the right roleIncreasing capability buildingCreating a leadership pipelineRecognising high performance and continuous improvementCreating an inclusive and safe working environment	<p>S02 (Leveraging our time-tested business model)</p> <p>S06 (Nurturing our workforce)</p>

Our Performance

Total employee strength	Gender diversity	Age diversity		
		up to 30 years	between 31-50 years	Above 50 years
2,500 FY 2024	124 FY 2024	263 FY 2024	1,882 FY 2024	355 FY 2024
2,310 FY 2023	104 FY 2023	202 FY 2023	1,810 FY 2023	298 FY 2023

Average hours of training per employee

25.52 hours
FY 2024

17.07 hours
FY 2023

Employee satisfaction ratio (As per GPTW Certification 2023)

86%
FY 2024

74%
FY 2023

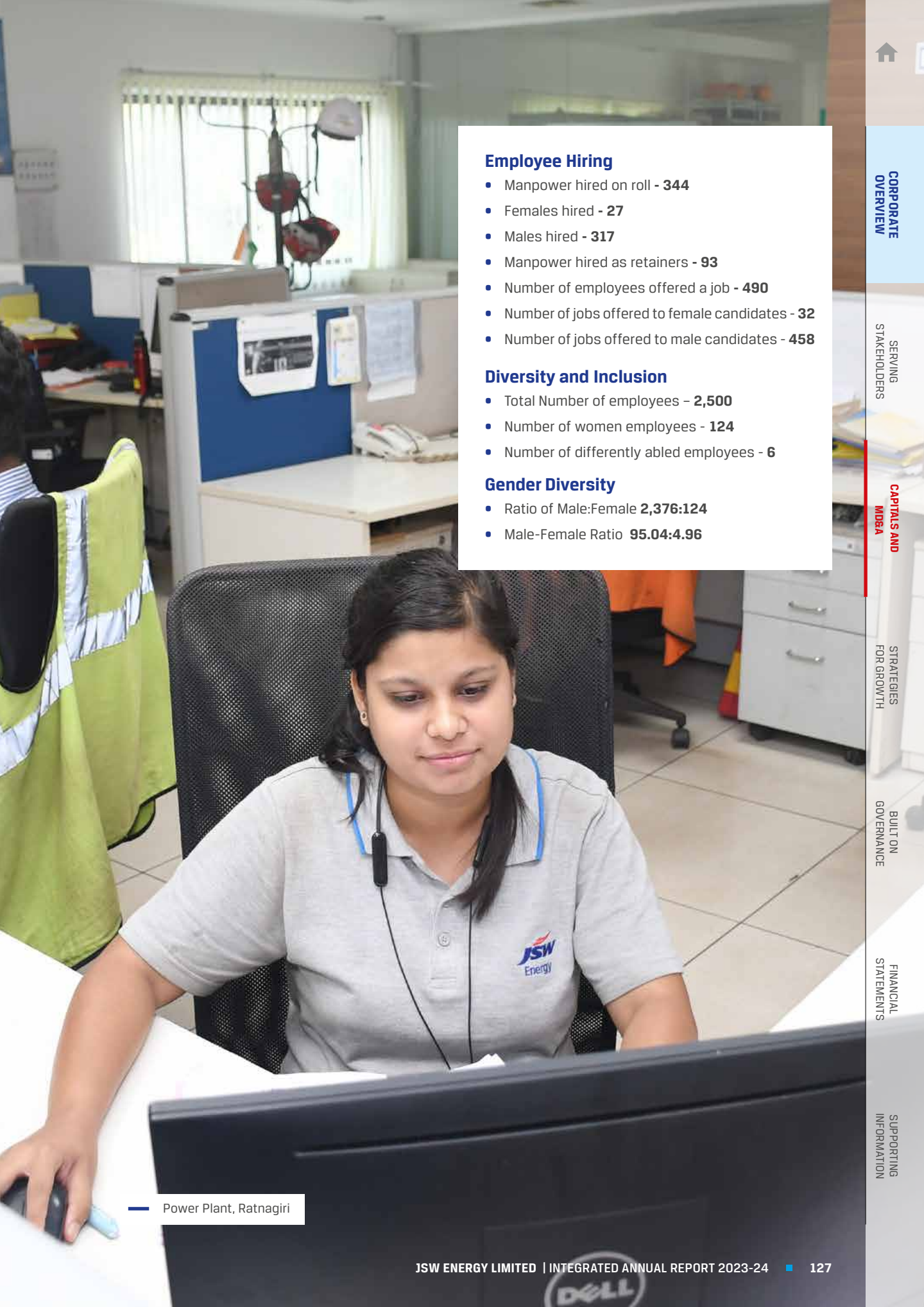
Lost Time Injury Rate

0.15
FY 2024

0.00
FY 2023

CARE Model

Communication	Agility	Responsibility	Elevation
55 Townhall Total Samwaad/Townhalls conducted pan-India	Monthly Learning Dashboard	Improved infrastructure for Female employees <ul style="list-style-type: none"> Refurbished female washrooms Newly constructed female washrooms 	Launched initiatives like "Women of Energy" to highlight the achievements of women employees
4 Number of Quarterly Corporate Inductions	Monthly/Quarterly Learning Dashboard	Innovation projects carried out at plant locations published in the inhouse "BOLT" Magazine every quarter	'Parivaar ka Samachar' highlights achievements of employees' family members
130 Skip Level Meetings	Training as per My Development Plan – 60% average completion for E-Learning modules rolled out	148 Number of Kaizen conducted	Recognition given to Top E-Learners
Bolt Magazine A Quarterly Magazine launched and Published 3 editions (Till December 2023)	Training provided on Statutory Compliances	46 Number of Poka Yoke	Publishing achievement of our Employees and families in BOLT magazine
117 Monthly Birthdays celebrated pan-India	Future Fit Leaders Program	36 Number of One Point Lessons	Ignite Awards for Innovation
41 Number of Employees Family Get Together arranged	Women of Future Program	CSR activities carried out at various locations (like Charkha, Bhadresh Skill School) published every quarter in BOLT Magazine	LAMHE Awards organised for people who have spent 10, 15, 20 or 25 years with the organisation (394 people given this award in FY 2024)
Employees undergoing Development Journeys through	HReady 2.0		12
	Young Leaders Program 2.0		3



Employee Hiring

- Manpower hired on roll - **344**
- Females hired - **27**
- Males hired - **317**
- Manpower hired as retainers - **93**
- Number of employees offered a job - **490**
- Number of jobs offered to female candidates - **32**
- Number of jobs offered to male candidates - **458**

Diversity and Inclusion

- Total Number of employees - **2,500**
- Number of women employees - **124**
- Number of differently abled employees - **6**

Gender Diversity

- Ratio of Male:Female **2,376:124**
- Male-Female Ratio **95.04:4.96**

Key Initiatives

- **Talent Acquisition and Management:** Through our Talent Management Framework, we take efforts in identifying, building and retaining talent for our current and future business needs. By leveraging our aligned efforts, we ensure consistency in our talent processes across the business. We encourage our employees to be agile and multi-skilled through our initiatives like Energy Shakers & Movers and Job Rotations.
- **Learning and Development:** Our learning and development initiatives are attuned with our organisational goals. By providing them with the right knowledge and skills they need to contribute to these goals, which will increase our overall efficiency and effectiveness.

Our aim is to become an 'Employer of Choice' by creating a culture of continuous improvement, where employees are empowered to develop their own skills and knowledge, leading to better performance for the overall Company. We continuously aim at improving the skills of our employees, and for this we have introduced 'My Development Plan' under which we assign learning journeys to our employees. These learning journeys are on Critical Thinking, Problem Solving, Presentation Skills, Change Management and Conflict Management by using blended tools like e-Learning and physical workshops.

63,798

Total training hours

13,504

Online learning hours

50,294

Offline learning hours

45%

Increase in logins on JSW Learning Academy

58,837

Total training hours for Males

4,949

Total training hours for Females

379

Total offline trainings conducted

2,196

E-Learning training modules completed

Compliance-based Training

98%

POSH trainings completed

1,157 (Out of 1,181)

POSH trainings completed

556

Number of employees that completed Code of Conduct insider trainings

1,365 or

92% (Out of 1,496)

Number of employees that completed JSW Values e-Learning module

Crucial conversations

7

Total number of sessions conducted

182

Number of Managers covered

My Development Plan

6

Modules assigned with average completion of 60%



Leadership Development and Succession Planning:

At JSW Energy, we are committed to hire, manage, develop and retain the best talent. As our responsibility to groom homegrown talent, we have created avenues for Leadership Development, such as Future Fit Leader, Springboard and Talent Board, to identify and groom high potential employees.

Talent Board created for

16 employees
Thermal

12 employees
Hydro

9 employees
Renewables

Individual Development Plans

37

Number of employees for whom IDPs are created
Thermal

28

Number of employees for whom check-ins are scheduled
Hydro

Job Rotation

JSW Energy believes in developing its internal talent pool for leadership roles in the organisation. To achieve this, it is important for employees to have exposure and experience in diverse functions and roles across the organisation. We remain committed to create and provide such opportunities to employees at different stages

of their career. This is aimed at building and enhancing their domain knowledge and expertise across core and complimentary functions. The width and depth of the employees' experience over a period of time leads to creating a talent pool which is ready to lead various aspects of the organisation's growth and operations.

Rewards and Recognition

We believe in creating a culture of performance differentiation and rewarding quality improvements. For this purpose, we have established various rewards and recognition schemes at our plant sites to give due recognition to our employees who outperform in their roles or undertake process improvement initiatives.

Recognition schemes organised for employees in FY 2024

148

Kaizen

46

Poka Yoke

36

One Point Lesson

- LAMHE Awards conducted for employees completing 10, 15, 20 or 25 years in the Company

394

Number of employees rewarded LAMHE Awards in FY 2024

Other Initiatives

- Initiated Shabash Cards for recognition of Peers/Managers for appreciation on day-to-day activities
- Introduced JSW Spotlight for appreciating employees, peers and stakeholders
- Ignite Awards organised for appreciation for best Innovation Projects

Employee Engagement

Our employee engagement efforts are aligned with our vision and mission statements, and to our overall business objectives and strategies. By leveraging our CARE model, we remain committed to engaging with our employees.

We have introduced various engagement activities, wellness drives and competitions not only for our employees, but also for their family members. Engagement activities like Umang, celebration of festivals such as Holi, Diwali, Lohri, Christmas and many others facilitates employees in knowing each other better and developing a camaraderie between themselves. This helps them collaborate with

each other during cross-functional team activities.

Several initiatives have been undertaken to encourage our employees in pursuing their hobbies like Beats & Chord, Photography, Literary Club & Chitrakala, among others. These platforms enabled the employees to engage in their hobbies beyond work.

Key Initiatives:

- Publishing employees' hobbies in BOLT, the quarterly magazine. Poems, photographs, travel stories and wellness stories give the employees a platform to showcase their talent to larger audiences
- Publishing 'Women of Energy' in BOLT to highlight the achievements of our women employees and to promote diversity and inclusion
- Celebrating diverse festivals such as Diwali, Navratri, and Ganesh Chaturthi, among others
- Conducting monthly birthday celebrations across our offices in India.

Employee Well-Being

Annual health check-ups organised at all our plant sites are aimed at ensuring that our employees remain fit and healthy at all times. For physical fitness, initiatives like UMANG and Jai Vinayak are conducted at the sites. Apart from this, we also celebrated International Yoga Day at most of our plant sites to highlight and reiterate the importance of yoga in mental and physical well-being for the employees.

Diversity, Equity & Inclusion (DEI)

We believe in offering equal opportunities to all our stakeholders and partners within

business by way of merit. We conduct Prevention of Sexual Harassment (POSH) awareness campaigns at our plant sites to ensure our internal and external stakeholders are in a safe work environment.

We remain committed to adhering to the highest standards of ethical, moral and legal conduct of business operations. Through the Whistle Blower Policy, we encourage employees with genuine concerns about suspected misconduct to come forward and express these concerns without any fear of punishment or unfair treatment.



Power Plant, Nandyal

98%

Share of employees that have completed POSH module training

Organised Crèche facility at locations with women employees (within eligibility guidelines)

Published women employees success stories in BOLT, our inhouse quarterly magazine aimed at promoting and highlighting achievement of our women employees

Improved infrastructure for females by renovating and constructing separate washrooms across plant sites

21

Renovated

16

Newly constructed

Springboard

An initiative for development of future Women Leaders



Safety – Our Key Priority at JSW Energy

Building a Safe Work Environment

Health & Safety continues to be a core value for JSW Energy. All the teams at the Thermal, Hydro Power and Renewable businesses have safety systems in-built in their operational processes through systems including Safety Induction Training, Tool Box Talk (TBT), Permit to Work (PTW), and Safety Observations, and others. Major safety initiatives are being followed at all the operational locations and project sites to continuously maintain Health & Safety for all the employees and workers.

Key Safety Initiatives at Location

- Mock drill for snake bite response and rescue has been conducted at all WTG locations in Sandur, Tuticorin, Dharapuram and Vijayanagar solar locations
- Safety Stand Down meeting was conducted to create awareness about high-risk activities in the plants and projects
- Emergency preparedness mock drill and rescue to hospital using ambulance was conducted at all locations of Renewable Energy projects
- Mock drill for 'Fall from Height' conducted at Sandur site and Kutehr Hydro barrage location
- Mock drill for scrap fire response carried out at all Solar projects
- BHM High Risk mitigation initiatives carried out at major Thermal and Hydro power projects
- Contractor Safety Management (CSM) through Pre-Qualification

assessment (PQA) improvement and JSW CARES assessment conducted at all locations

Occupational Health and Safety Trainings

- Monthly Mock Drills for high-risk situations at all Thermal and Renewable Energy plants
- Compulsory Safety Induction Training for all employees at every single location
- GWO (Global Wind Organisation) certified safety trainings – 100% of targeted JSW employees (116) and associate employees (211) have completed their training
- Crane Safety Awareness and Fire-fighting Training conducted at Dharapuram site
- Mock drill for electrocution and rescue conducted at Mytrah solar plant location
- Behaviour-based safety trainings conducted at all renewable project site
- Open Excavation Safety Awareness training conducted at Vijayanagar Hydro Pumped Storage project site
- CPR Training, complete with a demonstration and first-aid given in bone fractures in emergency situations conducted at Power House, Kutehr project
- Training session on 'SCBA and Life-saving techniques' conducted at Baspa-II Power House, Sholtu Hydro plant

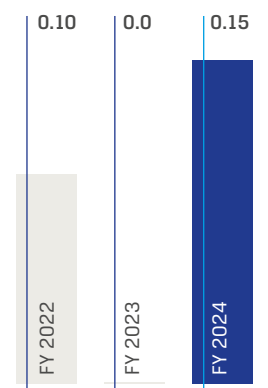
Digitisation in safety management

Logging safety observations through mySetu software has been extended to under-construction hydro projects, and will soon be extended to various renewable power projects. This will enable the Company to gain access to readily-available safety

data at all times and also support various safety analytics across all plants.

JSW Energy is also working towards utilising the capabilities of Artificial Intelligence (AI) and Virtual Reality (VR) for safety training. Two AI-enabled VR training sessions were conducted at the Ratnagiri thermal power plant. Demonstrative training on conveyor belt safety and PPE safety, using VR modules, was conducted by external digitisation partners for all Plant HODs, with the module procurement process having been initiated. Going forward, these safety training modules will be gradually extended to all power plants.

Our Safety Performance (LTIFR*)



*Loss time injury frequency rate