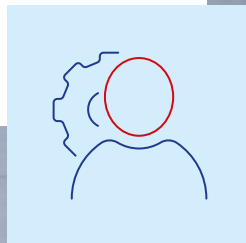


# HUMAN CAPITAL

At JSW Energy, we believe in creating long-term impact for our employees by ensuring a well-governed ecosystem of career frameworks and capability programs, and by enabling the right organisation architecture.

Our focus remains on creating meaningful careers, delivering an exceptional employee experience and developing strong leadership. We prioritise inclusivity, diversity and employee well-being, while aligning with our business goals.





Barmer Team

## Description

Our human capital refers to the strength of our workforce, including their competencies, capabilities and experiences. It encompasses our employees' alignment with and support for governance framework, risk management approach, ethical values and their ability to implement our strategies and priorities.

## Management Approach

To enhance employee experience, our HR strategy hinges on "CARE" Model, focused on four core pillars – **Communication, Agility, Responsibility, and Elevation**. This Model defines how we engage, collaborate and our ways of working across the organization.

This model supports both internal and external stakeholders, by fostering clear communication, encouraging contemporary and adaptive practices, instilling a strong sense of accountability, and promoting continuous growth and development. By integrating these elements into our daily operations, we create a workplace culture that is inclusive, responsive to change, prepared for long-term growth and well-being of our team members.

The CARE Model is a common denominator, that cuts across levels and businesses, to instill unified vision and leadership expectations. It ensures, that every new initiative launched, is aligned to deliver high performance, collaboration and an invigorating culture.

## Significant Aspects

Our human capital has facilitated growth in the existing business, with an average tenure of 7.23 years in the Company and supported its venture into new opportunities. This Capital aids us in significant business growth by facilitating effective negotiation, pursuance, critical data analysis and long-term strategic planning.





Kutehr Project

Key Performance Indicators	Material Topics	Strategy Linkage
<ul style="list-style-type: none"> <li>Manpower Hiring</li> <li>Digital Learning Journeys</li> <li>Succession Planning</li> <li>Leadership Development</li> <li>Job Rotation</li> <li>Reward &amp; Recognition</li> <li>Employee Wellness</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring right talent at the right role</li> <li>Increasing capability building</li> <li>Creating a leadership pipeline</li> <li>Recognising high performance and continuous improvement</li> <li>Creating an inclusive and safe working environment</li> </ul>	<b>S02, S06</b>

### Further improving on our Performance

### Age Diversity

	FY2025	FY2024		FY2025	FY2024
Total employee strength	3,129	2,500	Up to 30 years	467	263
Gender diversity (%)	5.66%	4.96%	Between 31-50 years	2,187	1,882
Average hours of training per employee	29 hours	25.52 hours	Above 50 years	475	355
Employee satisfaction ratio	82%	86%			
Lost Time Injury Rate	0.36*	0.15			

\* Considering all plants and projects of JSW Energy including all employees and workers

## CARE Model

Communication	Agility	Responsibility	Elevation
Quarterly Leadership Connect	<b>GET Executive Development Program</b> 8 GETs were nominated and underwent the journey.	JSW Energy has been certified as a <b>Great Places to Work (GPTW)</b> for the third time in a row. Additionally, the Company has been recognised among <b>India's Top 25 Best Workplaces in Manufacturing</b> for the second consecutive year	
Launch of Digital Induction Module for all the new joinees for organisational awareness	<b>The Annual Talent Review</b> process was conducted for <b>184</b> employees at the middle and senior management level. This initiative focused on identifying top talent through a talent assessment initiative. JSW Energy's 10 Success Behaviours were the key drivers while assessing the employee's potential to take up higher roles/ responsibilities	Improved infrastructure for the female employees to support well-being and health	Talent Konnect – Conducted Leadership connect sessions for the high performing employee employees the high performing employees.
Policy awareness through Corporate Mascots to ensure uniform communications across locations	The <b>Energy Leaders for Tomorrow (ELFT)</b> program was launched for Middle and Junior management. A total of 603 employees were assessed on JSW Energy success behaviour's using role plays, cognitive, and psychometric methods	Innovation is practiced across all verticals with focus on process efficiency, cost optimization and team collaboration	Launched initiatives like "Women of Energy" to highlight the achievements of women employees in the quarterly magazine
<b>BOLT –</b> Launched a quarterly internal magazine covering areas like Innovation, recognitions, celebrations, CSR, and more.	<b>FFL (Future Fit Leader)</b> <b>12</b> FFLs were identified through talent assessments driven by Group HR	Safety training was provided to all contractual employees on below opics: PTW LOTO Confined Space Work at Height	'Parivaar ka Samachar' is an inhouse newsletter that highlights the achievements of the family members of the employees
Samwaad Sessions across locations	<b>Young Leaders Program –</b> 3 GETs (Graduate Engineer Trainees) were nominated and underwent development journey	CSR activities carried out pan-India are published every quarter in BOLT magazine	LAMHE Awards were organised for employees with long associations with the organisation (98 Employees awarded in FY 2024-25)

### Further improving on our Performance

**904**

Manpower hired on roll

**72**

Females hired

**832**

Males hired

**56**

Manpower hired as retainers

**987**

Number of new employees offered a job

**74**

Number of jobs offered to female candidates

**921**

Number of jobs offered to male candidates

### Diversity and Inclusion

**3,129**

Number of employees

**177**

Number of women employees

**04**

Number of differently-abled employees

### Gender Diversity

**2,952:177**

Number of Males Vs number of Females

**16:1**

Male-Female Ratio

## Key Initiatives

### Training and Development

Our learning and development initiatives are well-aligned with our overall organisational goals for driving business success. We ensure that our employee development programs are strategically focused, and are contributing directly to achieving our organisational objectives of increased profitability, enhanced customer satisfaction, and improved operational efficiency.

Below are the highlights on Training and Development for FY 2024-25

**89,687**

Total training hours

**54,232**

Offline learning hours

**81,649**

Total training hours for Males

**35,455**

Online learning hours

**8.3%**

Increase in logins on JSW Learning Academy each month

**8,037**

Total training hours for Females



Store Ratnagiri Plant



## Skilling for a Sustainable Future

At JSW Energy, we are committed to empowering the next generation of India's energy workforce through focused skilling initiatives. Our goal is not only to build organisational capability, but also to contribute meaningfully towards nation-building by creating employment-ready talent across the energy spectrum.

### 1. Launched Energy Centre of Excellence (ECE) - Bridging the Knowledge Gap for New Engineers

To ensure the seamless transition of young engineers into the world of power generation, JSW Energy has established the **Energy Centre of Excellence (ECE)**, which is a dedicated skilling hub for **non-NPTI (National Power Training Institute) engineering graduates** who joined the Company through campus recruitment drives.

These Graduate Engineer Trainees (GETs) undergo an intensive, hands-on training program focused on **Thermal Power Plant Operations**, which is designed by industry experts and aligned with real-time operational needs. On successful completion of this program, GETs are awarded an industry-recognised certification, equipping them with the technical knowledge and confidence to be able to become productive from the first day of their recruitment.

### 2. Apprenticeship Program

Aligned with **statutory apprenticeship guidelines**, JSW Energy runs a structured **Apprenticeship Program** for **ITI/ Diploma candidates**. This initiative focuses on providing foundational skills, exposure to live operations, and hands-on experience at our plants and project sites. The programme not only enhances

employability of these candidates, but also strengthens the skill ecosystem in rural and semi-urban India by building a ready pool of trained technicians for the energy sector.

### 3. Skill Academy for Wind Technicians

#### Accelerating Renewable Projects and Empowering Communities

As part of its commitment to renewable energy, the **JSW Energy Skill Academy** trains select candidates from **ITI or Polytechnic and those with Diploma Programs in Wind Turbine Installation**. The program includes the below elements:

- Specialised training on modern wind technology

- Safety and technical modules aligned with international best practices
- Certification under the **Global Wind Organisation (GWO)**

Post-certification, these technicians are deployed at JSW Energy's wind project sites, helping to **accelerate project completion timelines**, while simultaneously **uplifting the local youth** through livelihood creation and world-class skill development.

At JSW Energy, we believe **skilling is akin to nation-building**. These initiatives form the backbone of our vision to create a future-ready workforce, foster inclusive growth, and power India's energy transformation.



Ratnagiri Plant

## Employee Development Programmes

### 1. Young Talent

#### Igniting Potential, Building Futures.

For those who are just beginning their corporate journey, whether straight out of a campus or those with work experience, JSW Energy offers them with a launchpad to grow and thrive in India's energy sector and contribute to nation-building. These programs are designed to integrate, inspire and accelerate the learning curve of the employees.

#### Key Initiatives:

- **Young Leaders Program (YLP)** – Designed to identify and groom high-potential individuals early in their careers.
- **GET Executive Development Program** – Focused on managerial and behavioural skills to prepare future leaders

### 2. Budding Professionals

#### Shaping Capability, Driving Impact.

As professionals progress into middle management and line leadership roles, we support them with robust programs that helps them build on their experience and prepares them for greater responsibilities, and in turn, help them leverage the growing opportunities.

#### Key Initiatives:

- **Future Fit Leaders (FFL)** – Leadership program at JSW Group, in partnership with premier management institutes, equipping high potential employees with a cohesive developmental journey.
- **Emerging Leaders Program** – A talent initiative by JSW Group to develop medium potential employees through focused



"Individual Development" plans and a strong learning journey.

- **Energy Leaders for Tomorrow (ELFT)** – A flagship leadership program to identify the top talent and accelerate the journey of mid-level professionals, in partnership with premier management institutes.
- **Springboard** – A leadership development journey specifically for high-potential women employees, equipping them with key leadership competencies.
- **Energy Technical Leaders Program** – A program designed to cater to the evolving technical skilling needs by evaluating and developing technical competencies across various business verticals.
- **Energy Succession Plan** – A strategic initiative to prepare the next wave of leaders across critical roles.

### Senior Leadership Development

#### Inspiring Vision, Empowering Legacy.

Our senior leaders are the custodians of the values and vision of the Group. We invest in their continuous development to ensure they remain agile, visionary and impactful in a rapidly evolving energy landscape.

#### Key Initiatives:

- **Senior Leadership Development Program (SLDP)** – A bespoke learning journey that sharpens strategic thinking and leadership excellence, in partnership with an Ivy League University in USA.
- **Annual Talent Review** – A structured process to assess, recognise and accelerate leadership potential across levels.

- **Leadership Coaching -** Personalised coaching interventions to support growth, self-awareness and executive presence.
- **Senior Leaders Strategy Meet -** The senior leaders of JSW Energy came together for a strategic meet to ensure collaboration and alignment with all the functional heads. This crucial gathering sets the tone for unified decision-making and strengthens cross-functional coordination. Following this, the functional and business heads also participated in their own alignment sessions to cascade the strategic priorities and align their teams during the year's first such meeting. These collective efforts underscore the Company's commitment towards cohesive leadership and synchronised execution across the organisation.

## Empowering Diversity, Driving Inclusion.

At JSW Energy, **diversity is not a goal – it's a journey**, and we are proud to walk this path with the remarkable women who power our organisation forward. We believe that a diverse and inclusive workplace is the key to innovation, better decision-making, and sustained business growth. Our commitment to diversity is not just a matter of policy, but a core part of our culture and business philosophy.

### 1. Increasing Diverse Workforce across levels

We are actively working to **enhance gender diversity** by creating opportunities for capable and talented women professionals across all levels of the organisation. From **executional**

**roles at our project sites to senior leadership positions**, the women employees play a vital role in shaping the future of JSW Energy.

### 2. Infrastructure across Offices and Sites, catering to all gender needs

To support our growing gender diverse workforce, we are continuously upgrading our **infrastructure at all offices and plant locations** to ensure safe, inclusive, and enabling work environments. These efforts are aimed at ensuring that our women employees feel **comfortable, respected and empowered** in every workspace.

3. The Company has successfully rolled out a comprehensive **POSH (Prevention of Sexual Harassment) training** across all its locations, reinforcing its unwavering commitment to creating a safe, respectful and inclusive workplace. This training is a crucial part of our ongoing efforts to promote diversity, ensure employee safety, and foster a positive organisational culture.

### 4. Building Age Diversity for Fresh Perspectives

We are equally focused on building a **diverse workforce in terms of age and experience**. By consistently hiring **young and dynamic talent**, we infuse the organisation with **fresh perspectives, innovative ideas and out-of-the-box thinking**, while also creating a strong pipeline of future-ready leaders.

### 5. Recognition through 'BOLT' – Celebrating Achievers

We take immense pride in the accomplishments of our employees. Through 'BOLT', our internal magazine, we regularly feature **stories of success**,

**resilience and impact**. These stories are aimed at inspiring other employees within the organisation and reaffirm our culture of appreciation and encouragement.

## Employee Engagement and Well-being

### Caring Beyond Work – Our commitment to well-being

At JSW Energy, employee well-being isn't just an initiative – it's a way of life. We are committed to nurturing an environment where people feel valued, connected and inspired to bring their best selves to work every day.

We believe that a thriving organisation begins with happy, healthy and emotionally secure employees. Our approach to well-being goes beyond the basics – it is about creating a workplace where every individual feels heard, celebrated and cared for.

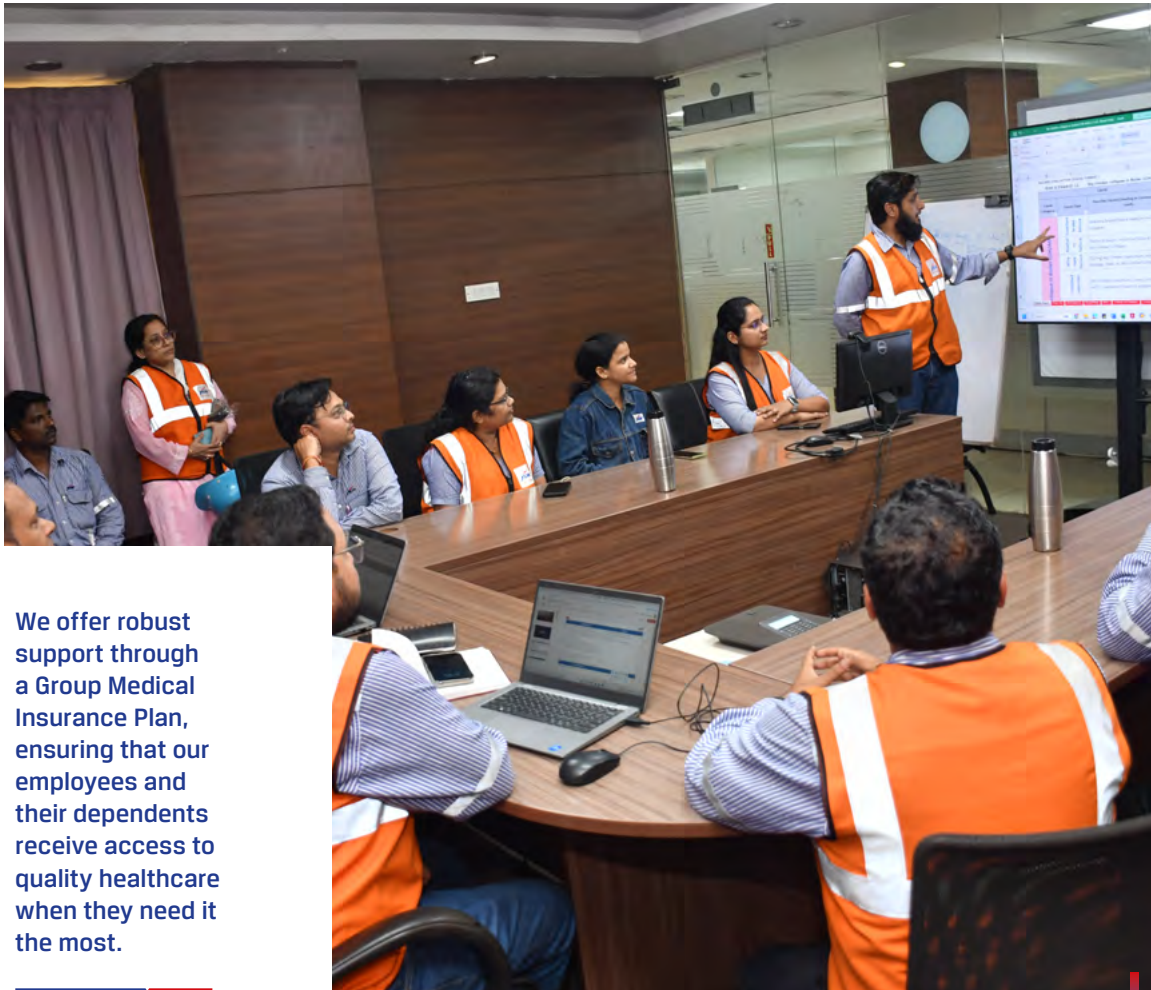
### 1. JSW Synergy Summit- Employee Get-Together

As part of its ongoing commitment to employee well-being, the Company hosted a vibrant and engaging employee get-together for its corporate employees. This initiative was designed to provide the team members with a refreshing break from their daily routines, while promoting wellness, connection and team bonding.

### 2. Samwaad – Listening with Intent

Through our 'Samwaad' sessions, we create open channels for employees to express their concerns, share feedback and seek resolutions. These forums not only address the employees' grievances, but also foster trust and a culture of transparent communication across the organisation.





We offer robust support through a Group Medical Insurance Plan, ensuring that our employees and their dependents receive access to quality healthcare when they need it the most.

Training at Ratnagiri Plant

### 3. Reward & Recognition

These initiatives implemented across all locations are dedicated at acknowledging the outstanding contributions of our top performers who consistently demonstrate our core values and commitment to safety. This initiative plays a pivotal role in motivating the employees, reinforcing positive behaviours and fostering a vibrant and inclusive work culture.

### 4. Celebrating Life's Special Moments

We value every key milestone in lives of each of our employees. Employees' birthdays are celebrated across all the

locations, making them feel recognised and appreciated, while building a sense of belonging within their teams.

### 5. Festive Joy and Cultural Bonding

We take pride in our diversity and also celebrate it. Festivals from across cultures and regions are celebrated with enthusiasm, helping employees connect with each other beyond work and build shared cultural appreciation.

### 6. Family, Fun and Fitness

We organise employee engagement initiatives on a regular basis, including family

get-togethers, sports events, and team outings. These activities strengthen camaraderie, promote work-life balance and encourage active lifestyles among the employees and their families.

### 7. Comprehensive Health Support

The health and security of our employees remain our top priority. We offer robust support through a Group Medical Insurance Plan, ensuring that our employees and their dependents receive access to quality healthcare when they need it the most.

## Safety at JSW Energy

### Building a safe work environment

We are committed towards the health and safety of our employees and workmen. The Company is certified with "Occupational Health and Safety Management System" and aligned with ISO 45001:2018 standards that are applicable to all its operations. We have also implemented the Safety Governance System, i.e., various safety committees are implemented at all operational and project sites to monitor and enhance the safety culture of the respective plant and every project site. The JSW Energy Safety Management System is committed to preventing all injuries and work-related illnesses. The Company integrates health and safety as a core aspect of its operations, promoting a "Zero Harm" culture. Aspiring to exceed statutory health and safety requirements, it sets the highest safety standards and provides comprehensive training to employees, associates, contractors and suppliers on safe working practices.

The system facilitates risk assessment and implements controls for health and safety hazards in operations and activities. Regular audit and assurance programs are conducted, with timely actions taken to address identified issues. The Company has implemented a safety software, MySetu system, to ensure prompt incident reporting, thorough Root-Cause investigations and dissemination of lessons learnt across all the Group companies. Employment of various safety systems / SOP's (safe operating procedures) such as Hazard identification & Risk assessment (HIRA),

Change management, monitoring checklists, Job safety analysis, legal monitoring etc help in improving the safety performance at plant locations.

The Company prioritises a safe and healthy workplace for all the employees, workers, and third-party stakeholders. Our leadership team is very conscious about the safety and health of the employees and workmen. The Company recently conducted a 'Safety Culture Survey' through a Canada-based agency at the thermal power plants to benchmark our safety systems as compared to the best organisations in the world as well as to identify areas of improvement. In FY 2025, 25 of high-risk scenarios were identified at all the major plants through the Barrier Health Management tool, and these risks were mitigated through new safety systems or barriers to reduce their risk rating to 8 or below, which is an acceptable level.

Across all our plants, the employees reported and corrected over 102,483 unsafe acts and conditions, preventing potential injuries and accidents. For wind turbine projects, incident investigation, GWO and BBS training were completed for employees and workers. Additionally, we also conducted the Subject Matter Expert (SME) training for more than 300 employees. Under the Contractor Safety Management procedure, every contractor is assessed through the Pre-Qualification Assessment (PQA) and JSW CARES (Contractor Assessment and Rating for Excellence in Safety) program, with continuous handholding by the CSM team which enables contractors to achieve 5-star rating.

### Some of the other measures taken at the plants are as below:

#### Trainings

- Occupational Health & Safety (OHS) Policy, OHS Induction and OHS Trainings
- Motivational Programs
- Standard Operating Procedure Trainings
- OHS Committees and Safety Governance
- Mass Safety Tool Box Talks

#### Inspection, Assessments and Surveys

- Quantitative Risk Assessment (QRA)
- Manual Material Handling Assessment
- Industrial Hygiene Survey
- Hazardous Area Classification
- Gas Monitoring
- OHS Inspections and Internal Safety Audit
- Tools, tackles and inspection of equipment
- Portable tools inspection

#### Safety Systems and Standard Operating Procedures (SOPs)

- Permit to Work, LOTO (Lock out Tag out) and Confined Space Entry
- Barrier Health Management
- Safety Kaizen
- Near Miss Reporting System
- Incident Investigation and Consequence Management System
- Contractor Safety Management (CSM)
- Road Safety
- Visual Display Management
- Electrical Safety



Ratnagiri Plant

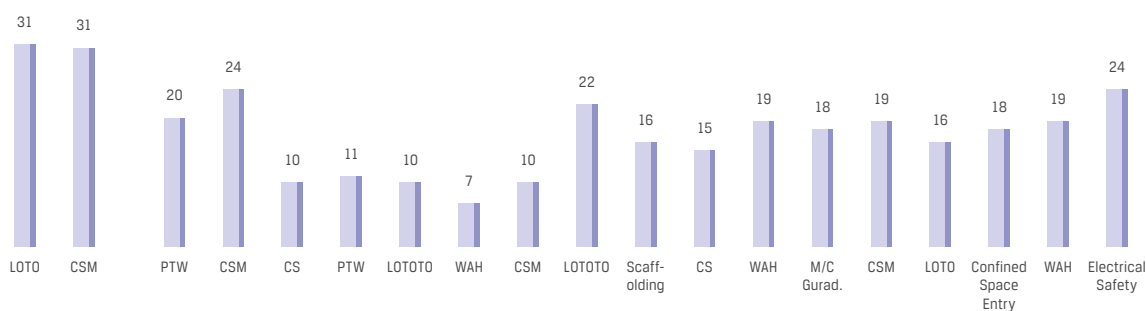
## Occupational Health and Safety Training

All operational plants at JSW Energy are certified with the IMS system, i.e., ISO 9001, ISO 14001 and ISO 45001, in line with the ISO requirements. All our plants have a dedicated team and committee to ensure the regular safety trainings at plant sites, as per the annual safety training plan. Among our notable initiatives, **Subject Matter Expert (SME)** sessions were conducted at selected locations

with participants from across all operational plants of JSWEL. The SME trainings covered the JSW safety standards, i.e., Permit to Work, LOTO, Contractor Safety Management, Scaffolding Safety, and others. These trainings have 8 hours sessions on a critical safety standard, which is delivered by a third-party expert, including workshop activity and shop floor visits, and gives a certification based on post evaluation scoring. Around 330 employees from various businesses have already attended these sessions and are certified.

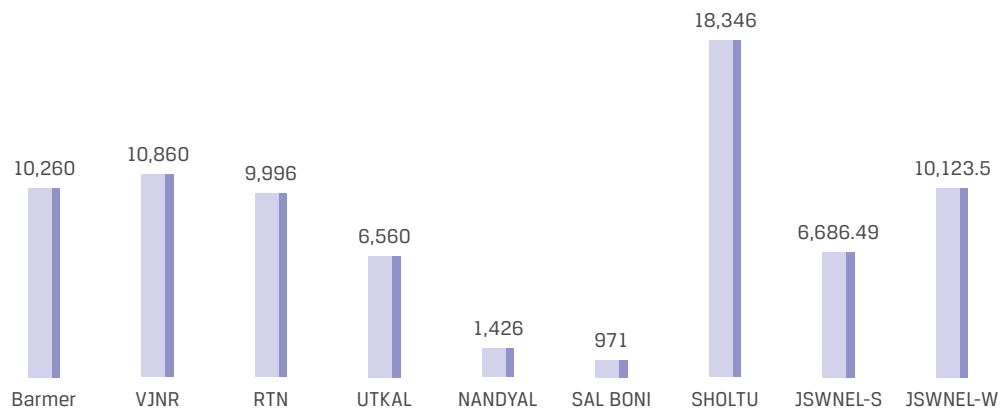
In addition to this, JSW Energy Site Safety team, Training and Communication Committee and the HR team collectively conduct classroom trainings to enhance safety awareness among the employees and workmen. Site safety training includes trainings on process safety management awareness, electrical safety, first aid, fire-fighting, machine guarding, heat stroke, contractor safety, and incident investigation, among others.

### Sessions on Subject Matter Experts-No. of Participants





SAFETY TRAINING - TOTAL MANHOURS



Digitisation in Safety Management

JSW Energy has started the drive on digitisation and takes initiatives to make the safety management system online. Currently, we have implemented the Mysetu software at all the plant sites, i.e., Thermal, Hydro and Renewable Energy businesses, to report safety observations, incidents like Near Miss, First Aid Case, Lost Time Injuries, and Fatalities, and creates monthly Health & Safety Report.

Also, at all major Thermal and Hydro project sites, Closed Circuit Television (CCTV) cameras have been installed for close supervision and monitoring of the plant safety.

Way Forward

We are also in the process of implementing online Permit to Work (PTW) system at the thermal plants, of Barmer, Ratnagiri and Vijayanagar, and this will be extended to all locations progressively.

We have also initiated digitisation in the safety monitoring system in our Renewable Energy projects by monitoring through a software, which includes safety, quality and execution parts of the project.



Kutehr Hydro

Remote Monitoring of the installation locations and storage yards from the site office and also assessable from authorized person mobile phone.

Solar PTZ true view cameras are been installed and can be remotely monitored by true cloud application, which can be installed in the mobile and can be easily assessable.